

HISTORIC RITTENHOUSE TOWN

SELF-GUIDED WALKING TOUR

RUINS OF AMERICA'S
FIRST PAPER MILL VILLAGE:

THE BIRTH,
LIFE,
AND DEATH

OF AN
AMERICAN
INDUSTRIAL SITE



Amanda Casper
Reagan Ruedig

In order to reach the public and make an easy and highly accessible historical interpretation of Historic RittenhouseTown, we have proposed a self-guided walking tour that incorporates a brochure with exterior interpretive signs. Seven locations within the site have been chosen to place an exhibit sign that tells a particular part of RittenhouseTown's history. These locations were chosen from archaeological remnants that can be used to illustrate RittenhouseTown's past as well as historic photographs that can be juxtaposed against today's landscape to tell the story of change over time. These sites can potentially be expanded upon by further research and new discoveries to broaden the story that is told to the public.

The goal of this project was to create two pilot examples that can be developed by Historic RittenhouseTown over time when funding is available and at varying stages of cost and elaboration. This included a tri-fold brochure with a map of the site and exhibit signs. These signs would be linked with maintained trails to encourage the exploration of the site by visitors and further utilization of RittenhouseTown as a cultural landscape resource instead of a grouping of buildings. The purpose is to engage both the casual user and the information seeking visitor and can be understood by a level of age groups.

The brochure and panels were created as a collaborative effort. Buildings, archaeological sites, topographical variances and vistas were all considered in the development stages as sites that would be considered for interpretive purposes. These locations were then physically assessed for accessibility by visitors and a proposed trail was created that linked the entrance of RittenhouseTown from Wissahickon Drive to Ten Box at Forbidden Drive (the mouth of the Monoshone at the Wissahickon). This route was created to encourage visitors to interact with the landscape and remnants.

The brochure was developed with three purposes; to inform visitors about the organization, to educate about the history and to assist in the navigation of the self guided tour. Information about the organization of Historic RittenhouseTown is provided on the back of the brochure. This information includes hours of operation, services provided including tours, the organization mission and support information. The inside provides a concise history and discusses the birth, life and death of the

industrial Rittenhouse mills. The brochure also folds out to provide a 16" by 22" map of the site made in GIS (Geographic Information System). This site details the topography, buildings, creek, trails and exhibit panel locations for the visitor.

As part of this project interpretive signs were also created and the locations have been suggested to better utilize the unique cultural landscape of Historic Rittenhouse Town. The first introductory sign would be placed by the entrance to the site at Wissahickon Drive (figure 1). An area near the driveway where visitors can stand and read the sign should be cleared and created somewhere



Figure 1. The area by the driveway to the site.
(Source: Reagan Ruedig)

along Wissahickon Avenue, or perhaps at the pedestrian stairs at the intersection of Wissahickon Avenue and Lincoln Drive (though this is a less-welcoming location due to traffic). This first sign will have an overview of the history of the site and will contain the six maps illustrating the growth and decline of Rittenhouse Town over time. This will give the visitor a basic understanding of how dense the mill town became and when it was at the height of industry.

A walking path should be created from this area by the driveway down to the Monoshone Creek to the second sign, which is proposed to be located at the confluence of the Monoshone and the tributary that comes from underneath Lincoln Drive (figure 2). This is the site of the old mill pond as well as the supposed site of the first paper mill built by William Rittenhouse in 1690. This sign (figure 4) will discuss the history of this area, including the first paper mill as well as the second mill with the mill pond. It will include a brief discussion of mill technology, explaining the difference between undershot and overshot mill wheels.



Figure 2. Site of the old mill pond.
(Source: Reagan Ruedig)

Continuing from this site towards the center of Rittenhouse Town, the visitor will walk along a

path that is currently clear today and is directly over the old mill race (figure 3). A sign would be placed by the large stone face that is found in the hillside here, which has an empty, recessed rectangular area where a plaque was once set (figure 4). A photograph from the Fairmount Park Archives documents the donation of this plaque by the American Paper Mill Superintendents Association on June 13, 1949. This photograph will be included in the sign, as well as a discussion of the second mill with further information on the technology. Additional information will be given about what types of other products were made in the second mill, and to where and how it was transported.

As the visitor walks farther into RittenhouseTown, they will come upon the fourth interpretive sign in front of the bridge looking towards the Rittenhouse Homestead (207 Lincoln Drive) (figure 5). An historic photograph taken in the 1880s from this same location gives contrast to what the house once looked like, and how the landscape around it contained many buildings that no longer exist today. In addition to a brief history of the Homestead, the discussion on the history of the industrial town that was RittenhouseTown in the mid-19th century will begin here, with the introduction of images of the many buildings that once littered the site and housed the many mill workers.

As the visitor crosses the bridge, the next sign is meant to show what the second mill looked like. A late 19th-century photograph of the mill with a woman standing in front and a contemporary watercolor of the mill taken



Figure 3. Current path along the old mill race.
(Source: Reagan Ruedig)



Figure 4. Stone face formerly bearing a plaque.
(Source: Reagan Ruedig)



Figure 5. View of 207 Lincoln Drive, the Rittenhouse Homestead, today. (Source: Reagan Ruedig)

from the same perspective as the viewer's will illustrate the main, central mill that once stood at this site. A description of this mill and what it produced over time, including the fact that it produced paper during the Revolutionary period, is included in the text. Because of the content of the photograph, this is a good opportunity to discuss the downfall of industry in Philadelphia and Rittenhouse Town during this period and the romantic notions that surrounded the decayed mills.



Figure 6. Site of the former mill. (Source: Reagan Ruedig)

The sixth interpretive sign would be placed in the lawn by Lincoln Drive (figure 7). This site was chosen because it provides a very effective juxtaposition against the 1880s panoramic photograph that illustrates the layout of Rittenhouse Town and Blue Bell Hill at the height of construction and



Figure 7. View of the Monoshone and Rittenhouse Town today (Source: Reagan Ruedig)



Figure 8. Panoramic photograph of the same view, ca. 1880s (Source: Fairmount Park Commission)

occupation, with a clear-cut, barren landscape and many more roads and buildings than exists today (figure 8). The contrast between then and now is one of the best and clearest ways to inform the viewer of the drastic difference between what RittenhouseTown once was and has become.

Though there is a bit of a gap between this sign and the next (perhaps more information can be extended about the remaining houses, the other extant outbuildings, or the mills along the Wissahickon), the other site with the most potential for the illustration of history and lost fabric is the site of the

Amnidown Mill at the mouth of the Monoshone at the Wissahickon Creek. Many of the walls and foundations still remain from this large mill complex, and this provides evidence of a lost structure and can give the viewer a real, life-size understanding of what once stood at this site (figures 9-10). This will be supplemented with other images of the mills, such as the 1866 survey of the mills, which name the various buildings included in the structure. A photograph from



Figure 9. View of the remains of the Amnidown Mills. (Source: Reagan Ruedig)

the 1970s shows more of the foundation remains from the buildings, and this can also give the viewer a sense of how these ruins degrade quite rapidly over time. To draw a conclusion to the tour, this is also an opportunity to discuss the death of RittenhouseTown as an industrial site with the creation of Fairmount Park and how Fairmount Park razed most of the industrial buildings in an effort to return the area to a natural setting.

These simple signs placed throughout the site are intended to give the casual or intentional visitor more information and a better understanding of the story of Historic RittenhouseTown than with what is currently available. We

recommend that the signs be the least obtrusive in the landscape as possible, and might be approximately 3 feet high with an angled face. The mock-ups included in this report are merely suggested sketches,

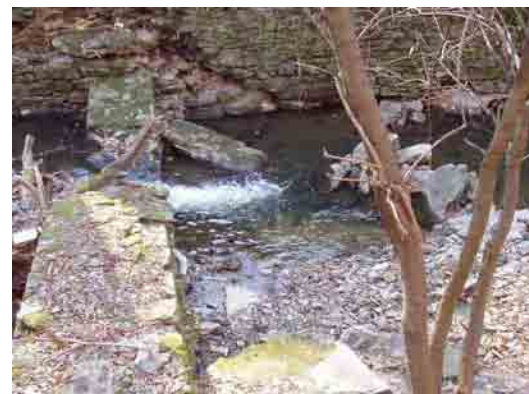


Figure 10. View of the walls remaining from the Amnidown Mills. (Source: Reagan Ruedig)

and it is recommended that the signs be professionally designed. The brochures should be readily available at all the signs, as it contains the map that will lead the visitor to all the other sites and will provide more history for the site.

We recommend that a pilot program be initiated to test the popularity and effectiveness of these signs and the walking tour in general. In this, Historic RittenhouseTown, Inc. should work with Fairmount Park to develop an acceptable sign layout, size, and design, as the content of the brochure and the signs are created. As part of the pilot program, inexpensively printed temporary signs should be created and set at the specific locations around the site, and the brochures should include a brief survey to solicit feedback from the visitors. This program would help fine-tune and develop the tour in order for it to be most effective. This step can also be funded by granters as a planning grant for the more elaborate permanent project.

Once this has been complete, permanent signs should be designed and constructed, and the brochure should be printed in bulk quantity and distributed at each position in the site. This should be accomplished by distribution bins similar to the one currently used by the site. The paths linking the signs should be cleared and graded in order to provide safe and easy access to the signs within the site and encourage visitor interaction with the landscape. Visibility and drainage might necessarily be considered in the creation of these paths, and Fairmount Park should help to advise and construct these paths as they will benefit the park itself and its users.

Another long-term possibility that may enhance the effectiveness of the tour is the creation of a downloadable audio-tour that visitors might get for free from Historic RittenhouseTown's website. Though the production of such an audio tour might be somewhat costly, educational grants would be available for this tool that would enhance the visitor's experience and help them to bring away from the site a more memorable understanding of the history and context of today's Historic RittenhouseTown.

In the meantime, Historic RittenhouseTown, Inc. might begin to increase visitor awareness of the history of the site by providing more pamphlets for the casual visitor at the existing kiosks. Though periodically filled, these pamphlets are taken rapidly by interested passers-by and are more often empty. Additionally, the path along the mill race to the site of the old mill pond could be cleared with simple

weeding and landscape tools. This might give visitors today a more inviting opportunity to explore the creek and the boundaries of the site.

through protests by Rittenhouse family members. In 1917, the last parcel of land which contained 206 Lincoln Drive had been sold to the park, and only a few of the homes were spared demolition. Rittenhouse property had been sold to Fairmount Park, which systematically disassembled most of the mill and industrial buildings on the property. By the end of the 19th century, most of the former Rittenhouse property had been sold to Fairmount Park, which systematically disassembled most of the mill and industrial buildings on the property. In 1917, the last parcel of land which contained 206 Lincoln Drive had been sold to the park, and only a few of the homes were spared demolition through protests by Rittenhouse family members.

During the 1860's the Rittenhousetown mills appear to be thriving despite national conflict of the Civil War. In 1866 a Hexamer general survey is taken of the Rittenhouse Woolen Mills. According to this, one cotton mill alone included fifteen different structures including an onsite sulphur house, blacksmith shop and several buildings for the various processing stages of wool. Despite the mill's relative success during this period, Rittenhousetown was slowly deteriorating under the pressures around it.

In 1868 the Fairmount Park Commission

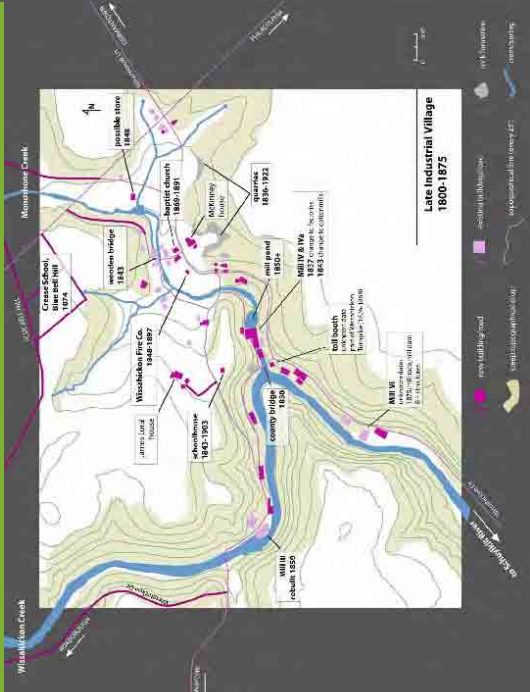
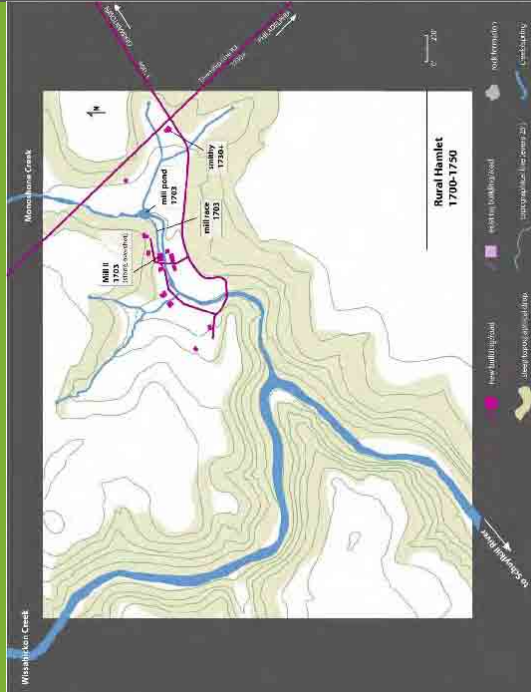
was created by the City of Philadelphia to protect the watershed of the Schuylkill River and conserve the natural landscape. According to the 1869 plan for Fairmount Park, the mill which had been surveyed in 1866 was within the perimeter of the newly established Fairmount Park grounds. By the end of the 19th century, most of the former Rittenhouse property had been sold to Fairmount Park, which systematically disassembled most of the mill and industrial buildings on the property. In 1917, the last parcel of land which contained 206 Lincoln Drive had been sold to the park, and only a few of the homes were spared demolition through protests by Rittenhouse family members.

INDUSTRIAL TOWN

By the 1850's Rittenhousetown had experienced the closing of its paper mill and was fully converted to the thriving textile mill industry. However, this change in industry also meant changes to mill operation and the community which encompassed it. During this period the Rittenhouse town contained approximately forty structures including a church, firehouse tenements and a school.

Two maps contrasting the growth of Historic Rittenhouse Town between 1700 to 1750 and 1800 to 1875.

Notice the increase in the amount of buildings and roads.



By 1772, William (2nd) could no longer continue running the mill and handed over the lower mill to his son Jacob. However, at this time, there were many other mills that had been built and were in use in the Wissahickon Valley. The Rittenhouses needed to do more than just papermaking to keep up with the growing market, which explains the grist mills on their newly acquired land.

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Gift Shop
Visit our Gift Shop for a wonderful selection of historical books, colonial children's toys, cookbooks, handmade paper and other gift items.

Papermaking



All current members of Historic Rittenhouse Town are admitted for free.

The admission fee is \$5 for adults and \$3 for children and senior citizens.

Tours can be arranged by advance appointment only. To schedule a tour, please call (215)438-5711.

WINTER HOURS
OCTOBER- MAY:

The admission fee is \$5 for adults and \$3 for children and senior citizens.

Tours can be arranged by advance appointment only. To schedule a tour, please call (215)438-5711.

SUMMER HOURS
JUNE-SEPTEMBER:

The Visitors Center is open for tours on weekends throughout the summer from 12-4 (last tour begins at 3), please call to confirm hours.

3), please call to confirm hours.

RURAL HAMLET

By 1742 the Rittenhouse land encompassed a newly expanded 200 acres located between the Wissahickon and the Germantown line.

Papermaking during this time only took up a small portion of the Rittenhouse property while the rest was used for farming and milling grain.

The Lehman survey of 1772 depicts buildings to the right bank of the run, which are most likely the upper and lower mills. There are also five houses and two grist mills shown on this survey. This survey was requested by the elderly William (2nd) to divide his property among his six sons.

INDUSTRIAL SITE.

AMERICAN

OF AN

LIFE

AND DEATH

THE BIRTH,

FIRST PAPER MILL VILLAGE

RUINS OF AMERICA'S



A National Historic Landmark

RittenhouseTown

Historic

The site of Historic Rittenhouse tells the dynamic story of the American Dream, Industrial Revolution, the idea of recreation as we know today and the America instinct to save its valuable cultural and historic resources.

FOUNDING

The story of Historic Rittenhouse town begins in 1679, over three hundred years ago!

A man named **Willhem Rittinghausen** emigrated from Holland with his family and eventually settled here in the Wissahickon Valley. Like many other settlers and immigrants from the seventeenth century through to today, **Willhem** was attempting to make a new life here in the Americas. He went into partnership to start a paper mill with Samuel Carpenter and Robert Turner, holders of land grants from the founder of Philadelphia, William Penn. Rittenhouse started this new mill on the Monoshone Creek near its confluence with the Wissahickon. This location was ideal for harnessing water power, the technology used at the time for industry.

The undershoot wheel log-and-clapboard mill operated in 1690, producing the first paper made on the American continent. The mill operated and was very successful for several years until heavy rains destroyed it in 1700. Because the mill was a source of pride and the only one in the colonies, William Penn urged its reconstruction. The new mill, a larger building with an overshot wheel and mill race, was built close to the original site of the first and completed in 1702. The "Homestead," now 207 Lincoln Drive, was built in 1707 along with other homes, mills, and outbuildings that were gradually added as the site and mill production grew.

1) THE FIRST PAPER MILL

The suspected site of the first paper mill built by William Rittenhouse in 1690. This was later destroyed by flood waters from the Monoshone Creek

2) THE SECOND MILL

The location of the second mill and a race way which extended from the Mill Pond to the north.

3) THE RITTENHOUSE HOMESTEAD

This house was built by William Rittenhouse and his sons in 1707.



4) RUINS OF THE MILL

The site of the second mill was across the creek from the Homestead.

5) THE RITTENHOUSE TOWN LANDSCAPE

From this panoramic view you can view what would have been Rittenhouse Town, a large complex of buildings.

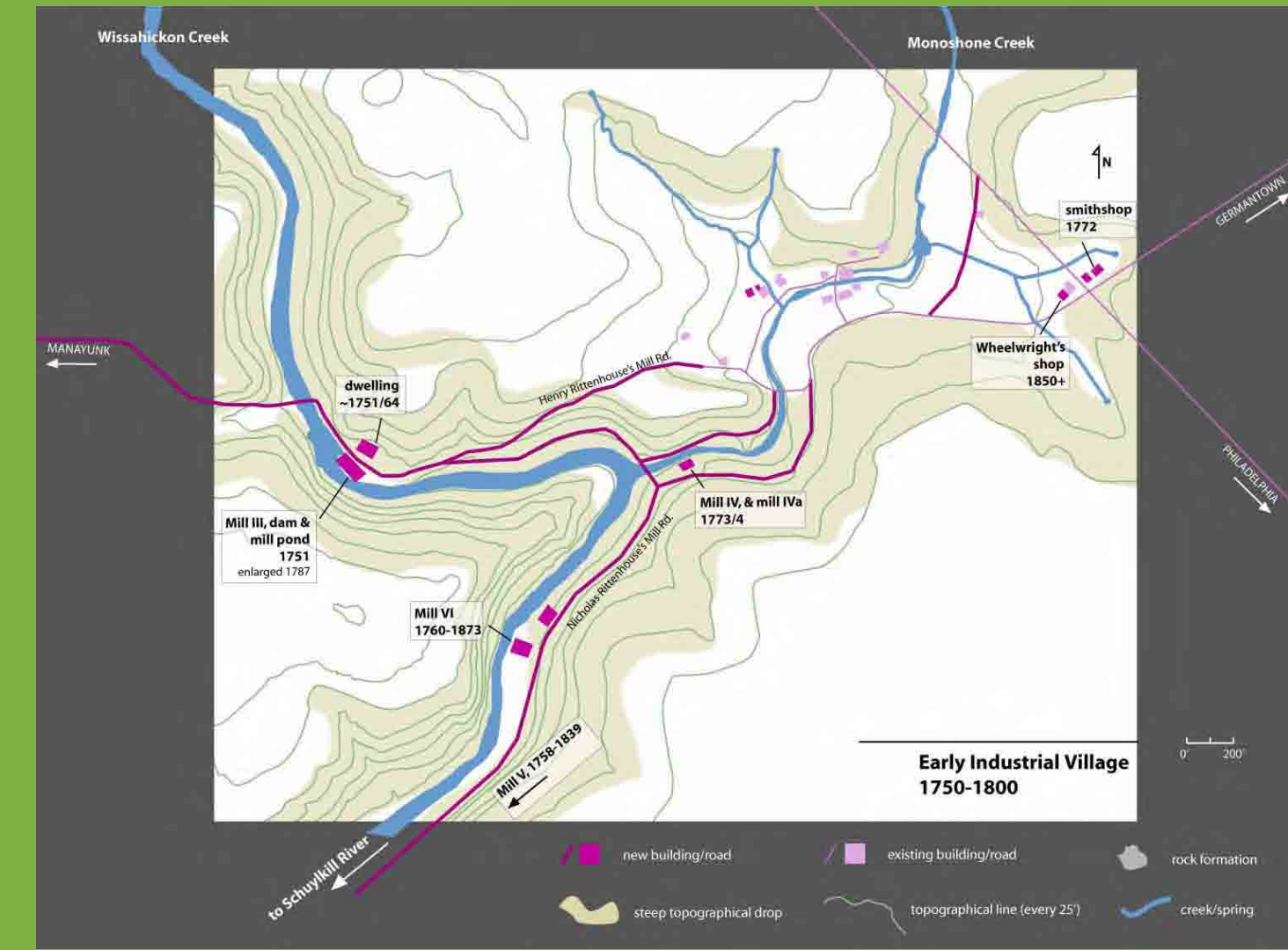
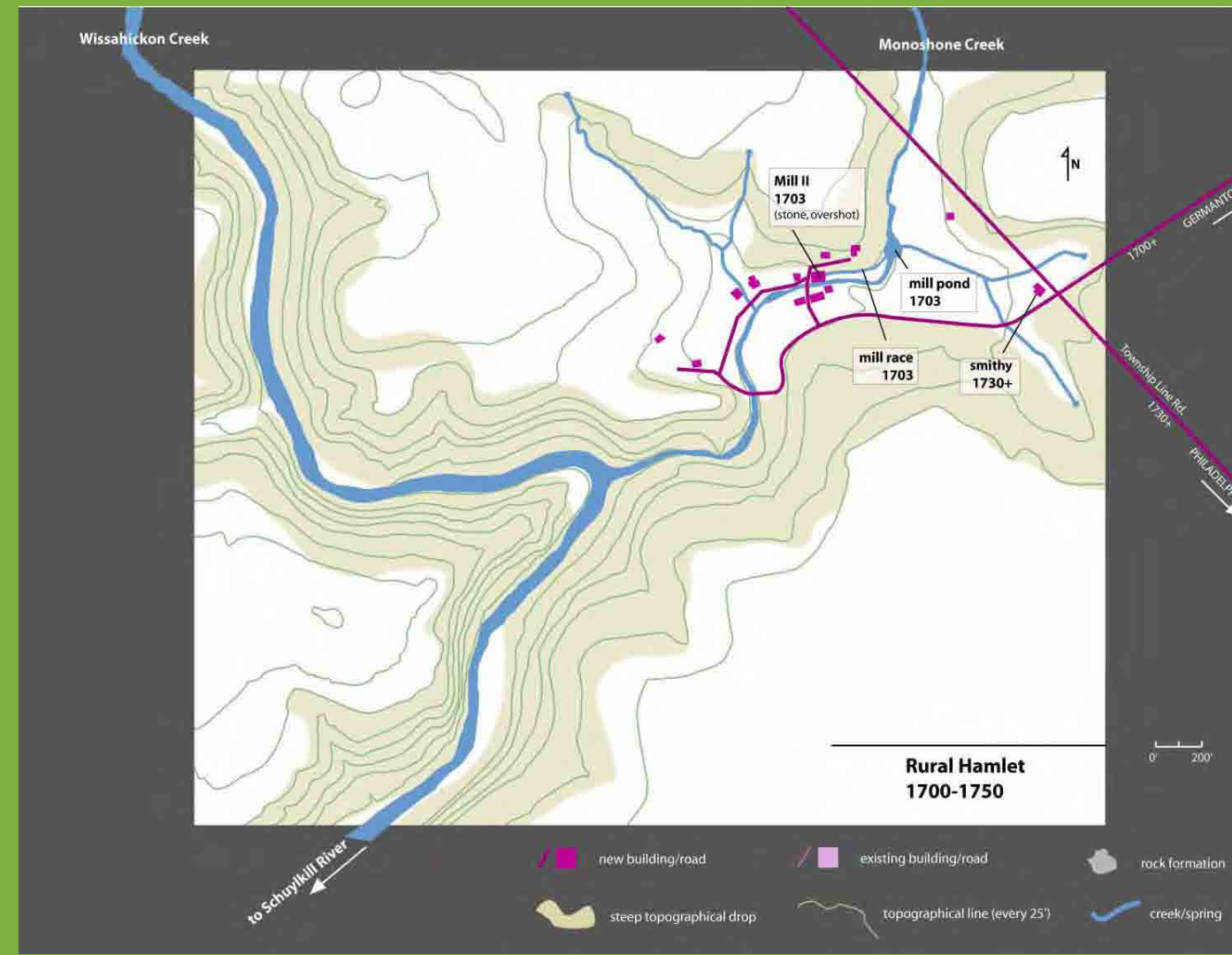
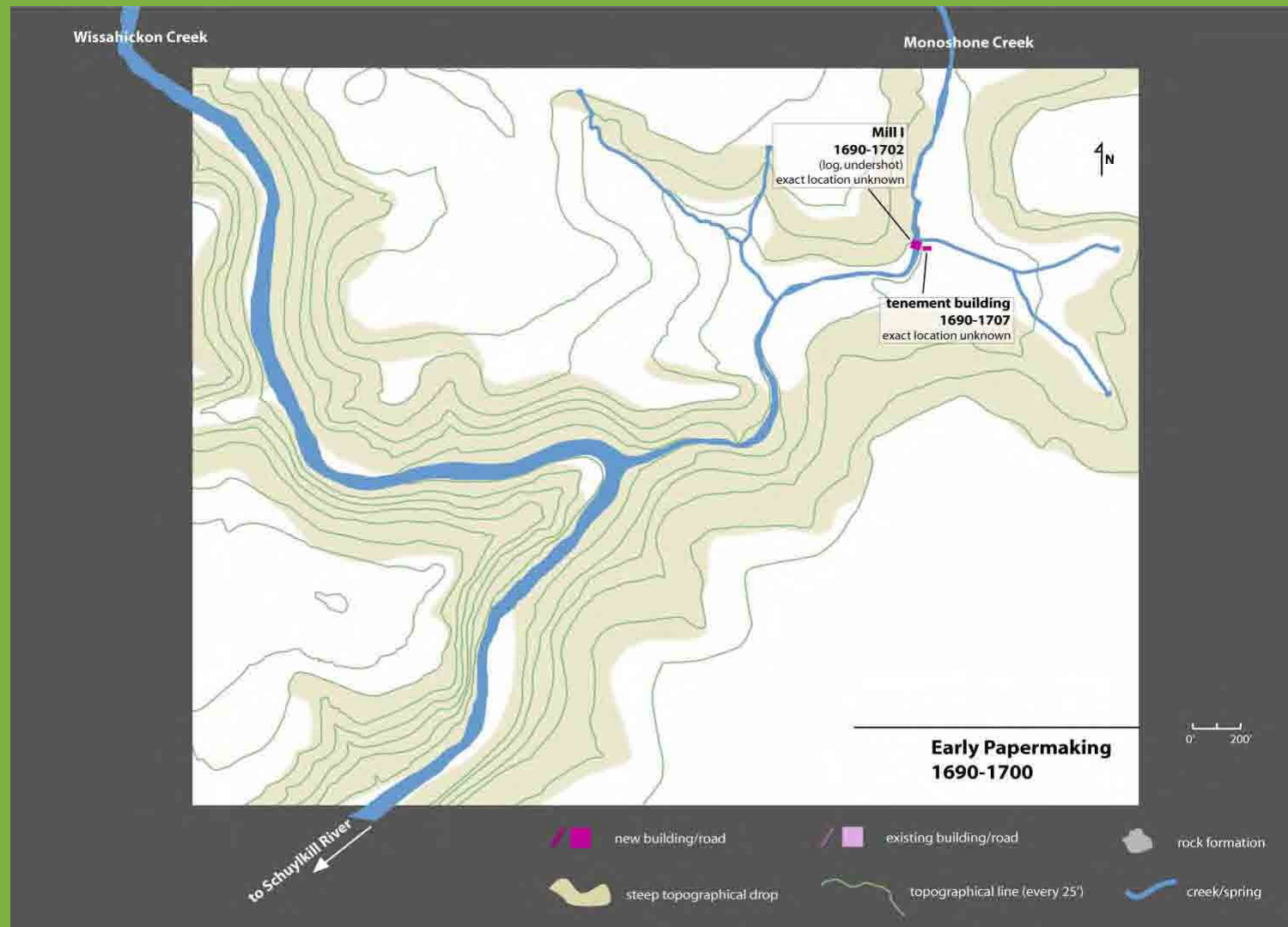
6) THE AMMIDOWN MILL

This was a large mill originally owned by the Rittenhouse family that produced textiles and processed cotton.

 START

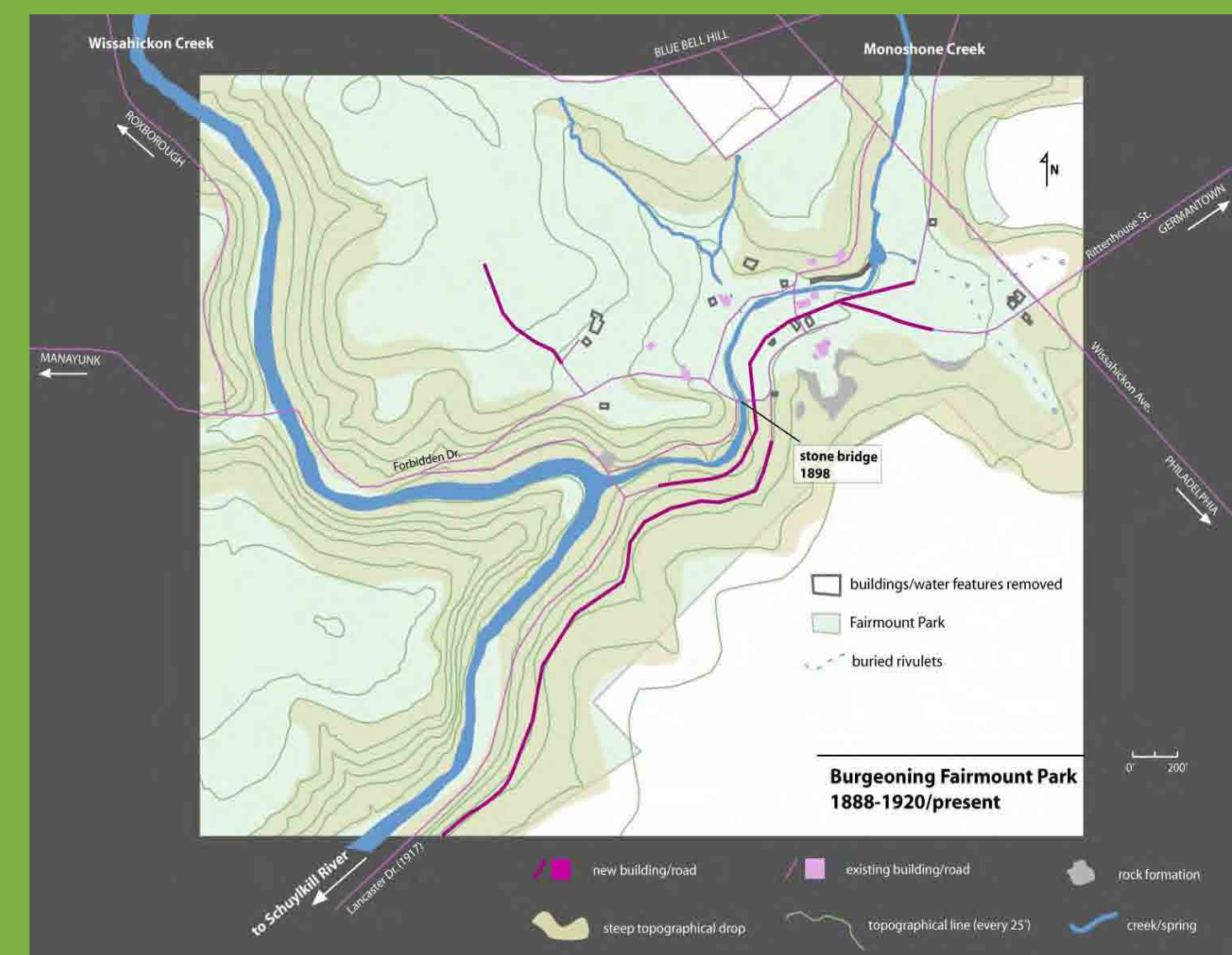
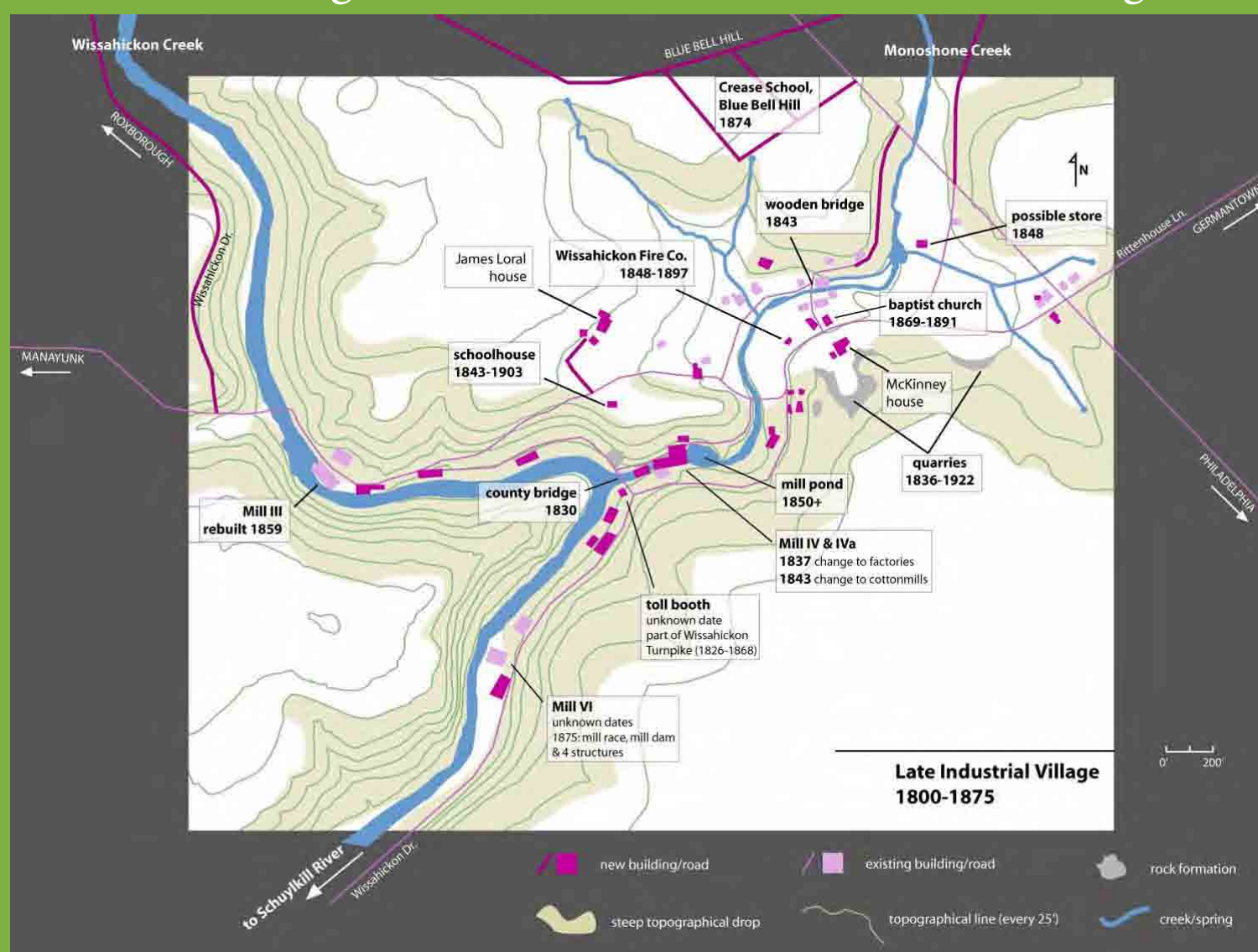
HISTORIC RITTENHOUSETOWN

SITE OF AMERICA'S FIRST PAPER MILL



Historic RittenhouseTown is the site of America's first papermill, founded by William Rittenhouse in 1690. Throughout the 18th and 19th centuries, the land along the Monoshone and parts of the Wissahickon Creeks went through many developments and changes. Though the first mill made paper, later mills were added to grind grain, make textiles such as wool, and weave carpets. The village itself grew with the rise in industry in Philadelphia, and what began as a small hamlet became a bustling town by 1875.

When Fairmount Park bought most of the land in RittenhouseTown in the 1880s and 1890s, the old mills and many of the buildings were demolished to create parkland. The quiet, peaceful cluster of houses along the creek now is all that remains of a much more lively and hard-working mill town.



HISTORIC RITTENHOUSE TOWN

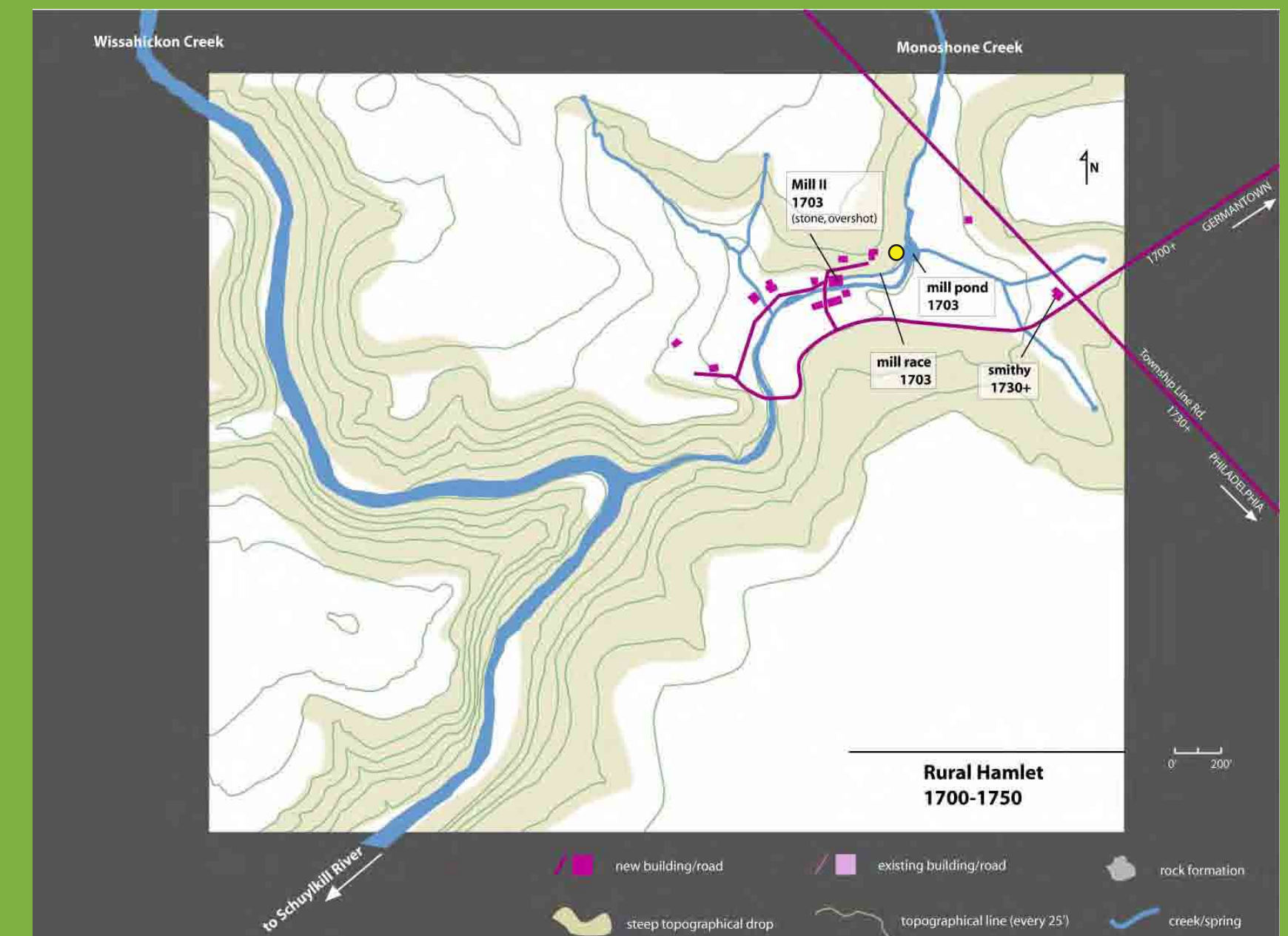
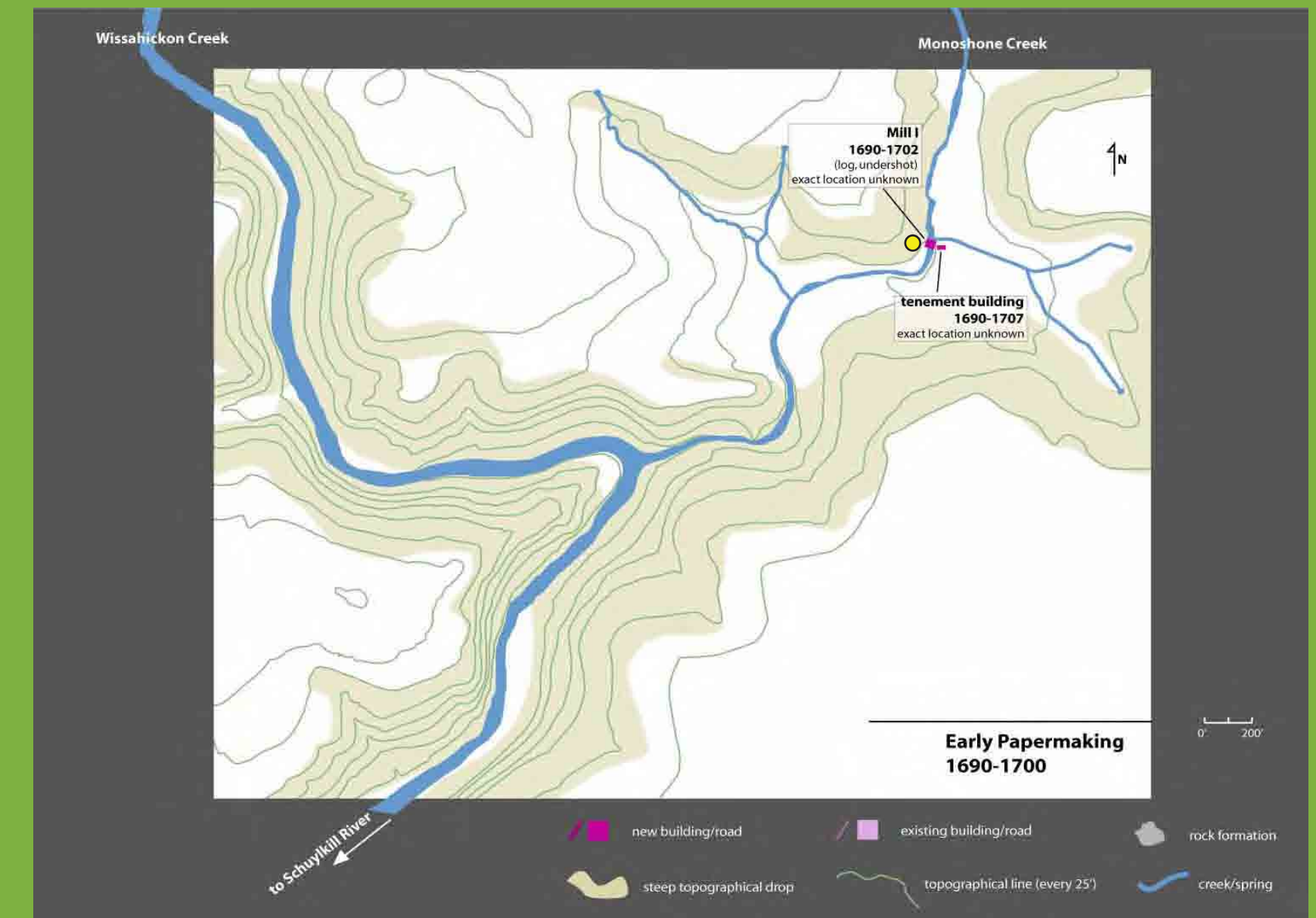
1. THE FIRST MILL

This is the supposed site of the very first paper mill built by William Rittenhouse in 1690. The paper was made from linen rags that were brought from Germantown, which were broken up into a pulp and then processed into sheets of paper. This first mill was a wooden structure that used early mill technology: the undershot wheel. The mill building would have sat directly beside the creek, and the strong flow of water would run under the wheel and push it forward. After only 10 years, this mill was destroyed by a flood.

A second, larger mill was built in 1703 using more advanced technology: the overshot wheel. This required that a pond be created with a dam, and a separate stream, or mill race, was directed towards the mill wheel. This is also the site of the mill pond, and the stones for the dam are scattered in the middle of the creek.



1977 Photograph of the remains of the dam from the mill pond. (Fairmount Park Commission Archives)

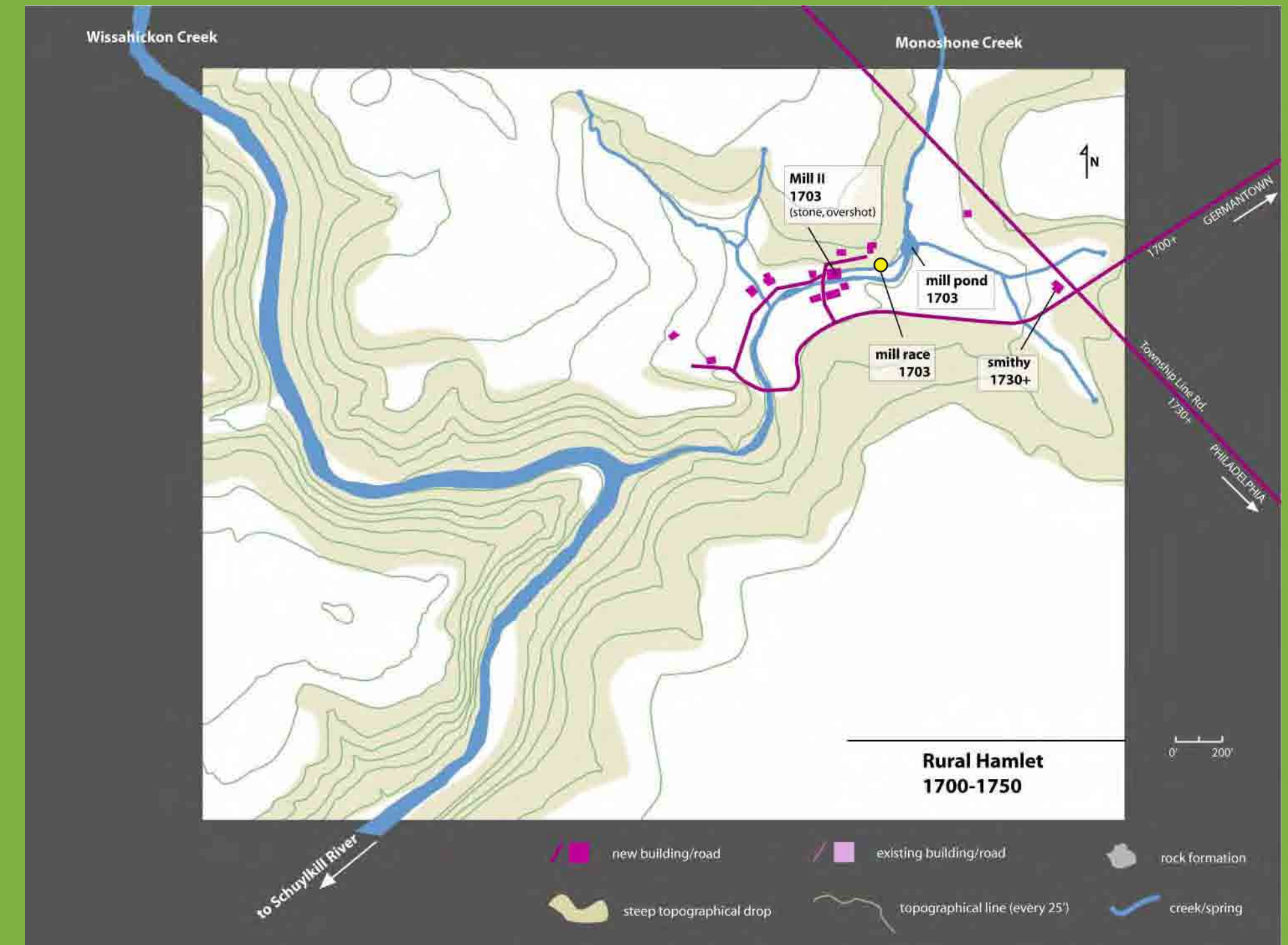


HISTORIC RITTENHOUSE TOWN

2. THE SECOND MILL

This path along the Monoshone Creek is over the earlier mill race, which brought water from the mill pond to the mill itself. This controlled the amount of water to the mill, and so it was less likely to be damaged by floods. The water ran over the large mill wheel, turning it and creating the energy for the production of paper and other goods made in the mill.

The Rittenhouse paper mills produced paper for printers in Boston, New York, and Philadelphia, and reams of paper were sent out by wagon on the early roads to Germantown and Roxborough to the larger cities. The paper was used for writing and wrapping, and though Rittenhouse held a large monopoly on paper in the early 18th century, by the end of the century, it was but one of the many mills in the country producing paper.



On June 13, 1949, The American Paper Mill Superintendents Association dedicated a plaque memorializing William Rittenhouse as being the first to produce paper in Colonial America. The plaque has since been stolen, and the stone that once held it is empty.

1949 Photograph of members of the American Paper Mill Superintendants Association with the plaque. (Fairmount Park Commission Archives)

HISTORIC RITTENHOUSE TOWN

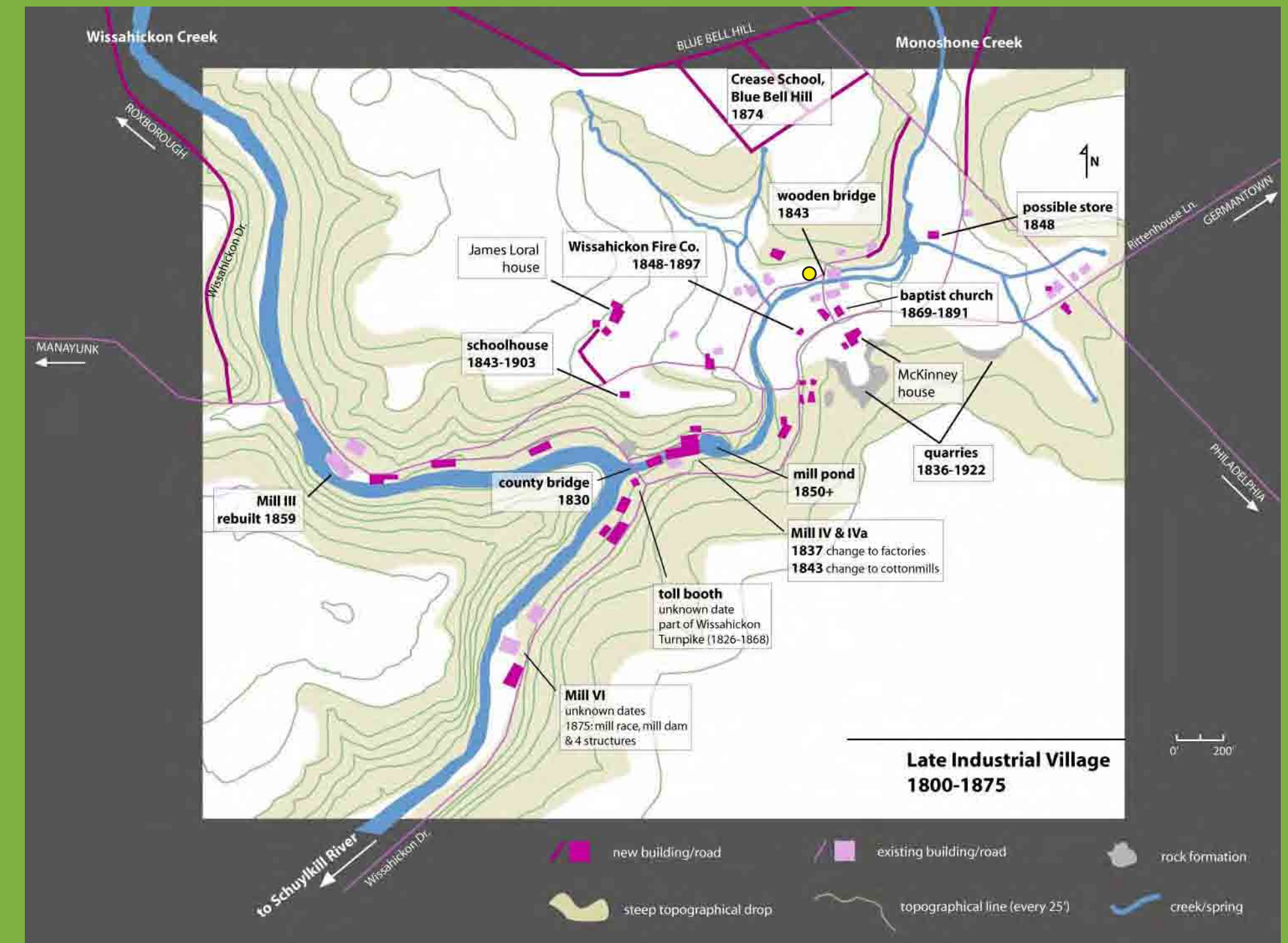
3. THE RITTENHOUSE HOMESTEAD

The home of William Rittenhouse and his son, Nicholas, was built in 1707 and is the earliest building still remaining in RittenhouseTown. It is also known as the birthplace of David Rittenhouse (grandson of William), astronomer and signer of the Declaration of Independence. This house was home to many generations of Rittenhouse family members, and many later buildings were added around it in the 300 years it has been standing. The photograph below, ca. 1880, shows the old road leading up to Wissahickon Lane, before Lincoln Drive was built. The large stone building in the upper right was a tenant building, where many of the mill workers lived. The photograph to the right is a view of the same road looking downhill. The tenant building is on the left, and an old Baptist Church, which served many of these mill workers, is on the right. These buildings sat where Lincoln Drive is today.



Left: ca. 1880 Photograph of the Rittenhouse Homestead, built 1707, showing the old road leading to the tenement building. (Fairmount Park Commission Archives)

Right: ca. 1880 Photograph of RittenhouseTown, showing the tenement building on the left and the Baptist Church on the right. The Rittenhouse Homestead can be seen in the background, center. (Fairmount Park Commission Archives)



HISTORIC RITTENHOUSE TOWN

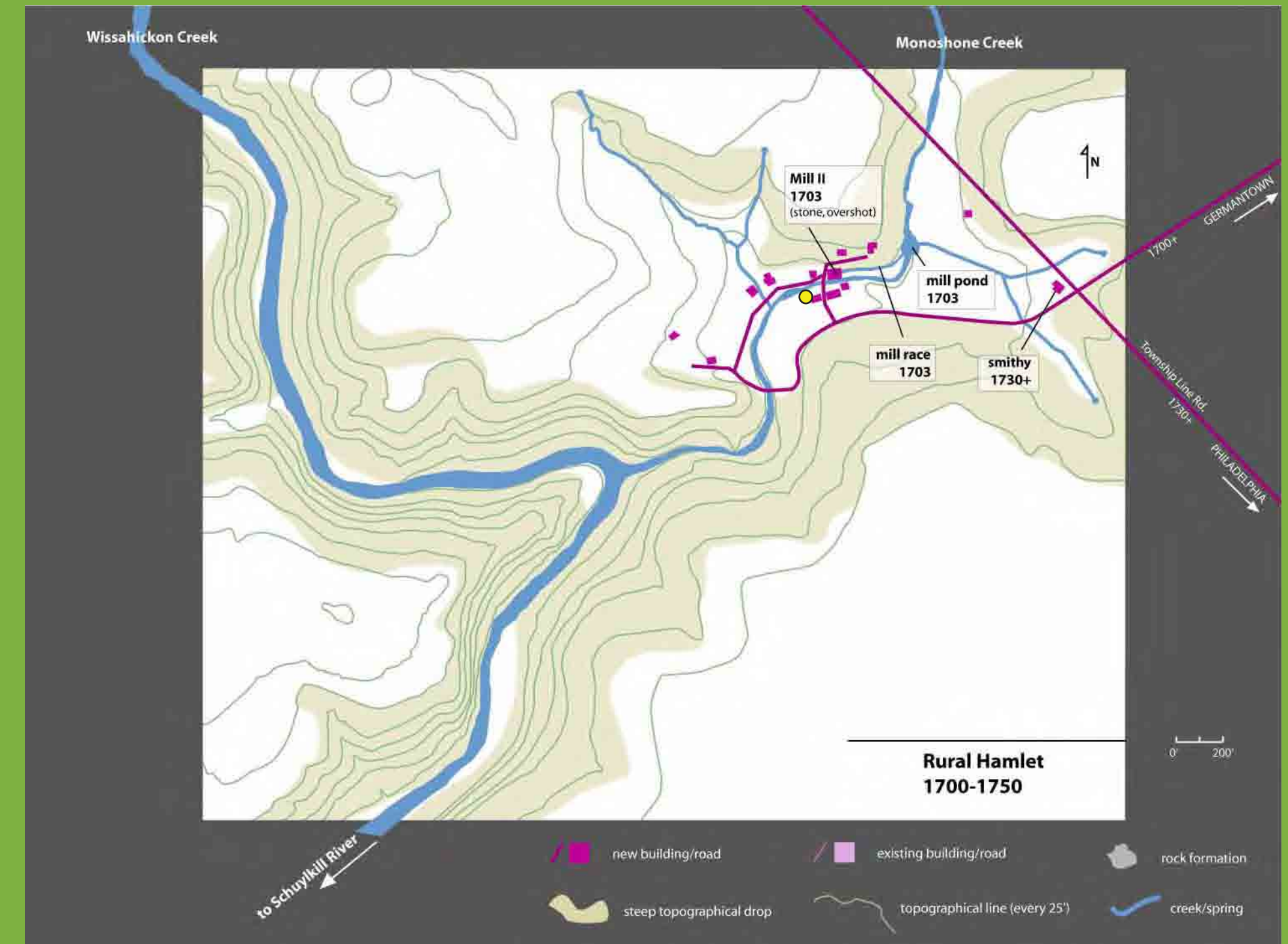
4. RUINS OF THE MILL

The site of the second paper mill built by William Rittenhouse is directly across the creek from the Homestead, and is seen here in a photograph from ca. 1880. By the time this photograph was taken, the mill was no longer in use and was in disrepair. The old industrial ruin was thought to be romantic by the Philadelphians of this late Victorian period and was often photographed and painted.

This mill (or an earlier one in its place), built in 1702, would have produced some of the paper that was used for Revolutionary propaganda in the 1770s. It was later converted to a textile mill in the 1820s, when papermaking was done by machine and no longer in a mill. The oldest and most central mill in Rittenhouse Town, it was demolished in the late 19th century.



ca. 1880s Photograph of the Rittenhouse Mill. (Fairmount Park Commission Archives)



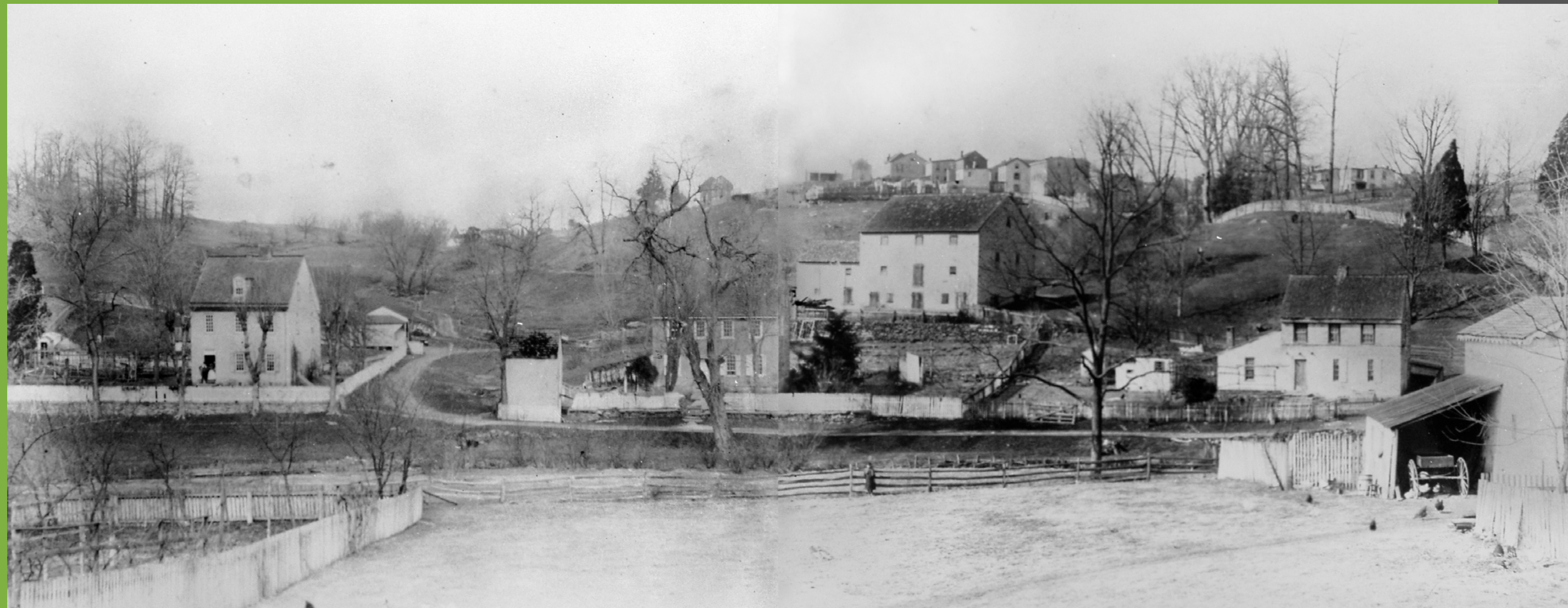
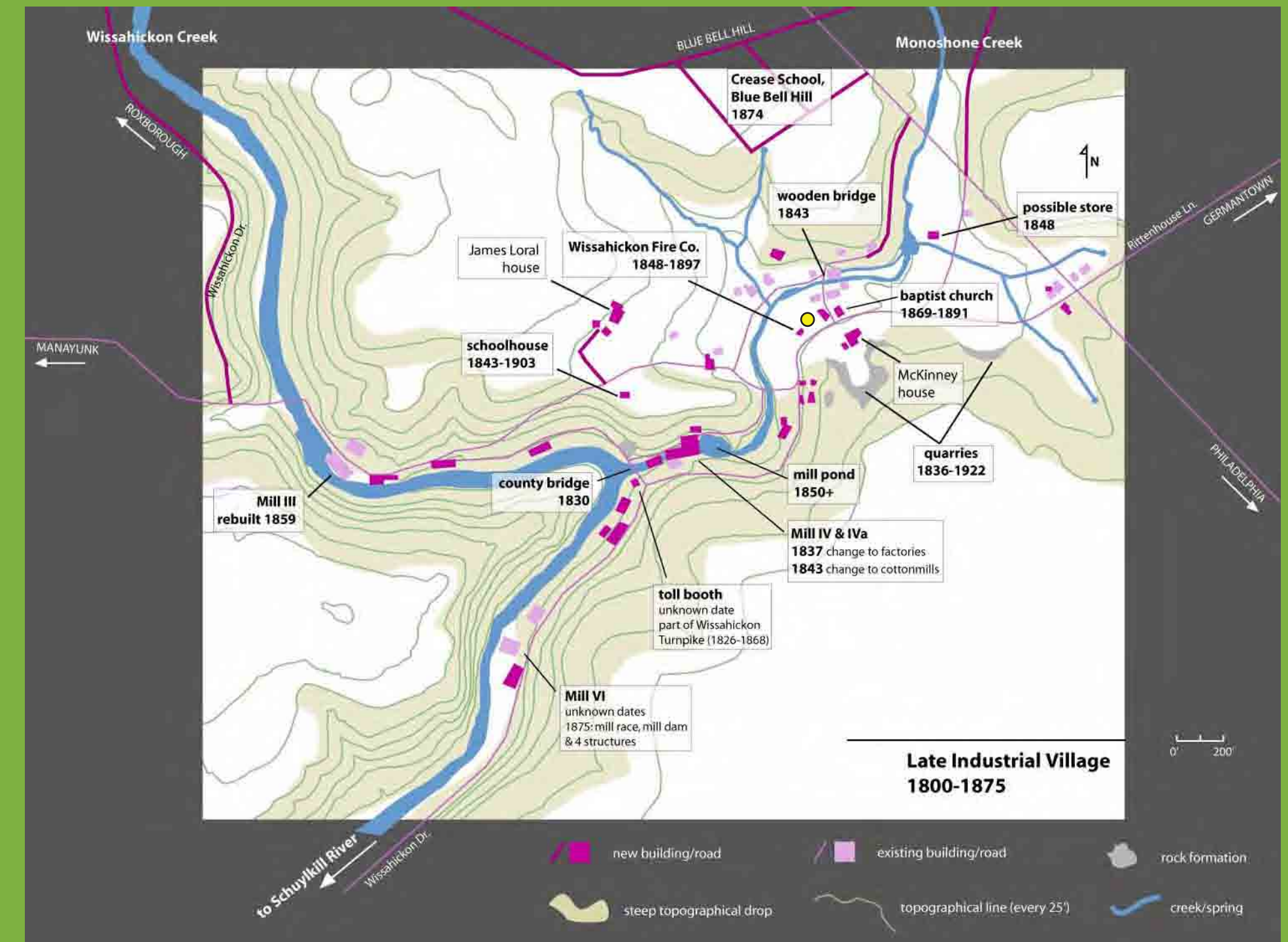
ca. 1880s Painting of the Rittenhouse Mill. (Fairmount Park Commission Archives)

HISTORIC RITTENHOUSE TOWN

5. THE RITTENHOUSE TOWN LANDSCAPE

In the 1870s and 1880s, RittenhouseTown saw the height of building, development, and population. This panoramic photograph of ca. 1880 shows a stark contrast to what is left today. The town was once a densely occupied area with few trees, more houses and buildings, and even its own schoolhouse. Blue Bell Hill, once part of greater RittenhouseTown and housed mill workers, can be seen at the top of the hill in the upper right-hand corner. The buildings in the foreground were Rittenhouse family homes, and the large building in the middle of the photograph was a barn. Today, only two of these houses seen in the photograph remain today with none of their outbuildings.

Despite the mills' relative success in the mid-19th century, RittenhouseTown was slowly deteriorating under the pressures around it. The rise in industrial technology pushed manufacturing to larger factories outside of Philadelphia. Additionally, in 1868 the Fairmount Park Commission was created by the City of Philadelphia to protect the watershed of the Schuylkill River and conserve the natural landscape. Though Fairmount Park destroyed most of these old buildings, Rittenhouse family members petitioned for five houses to be saved. These are the houses that remain today.



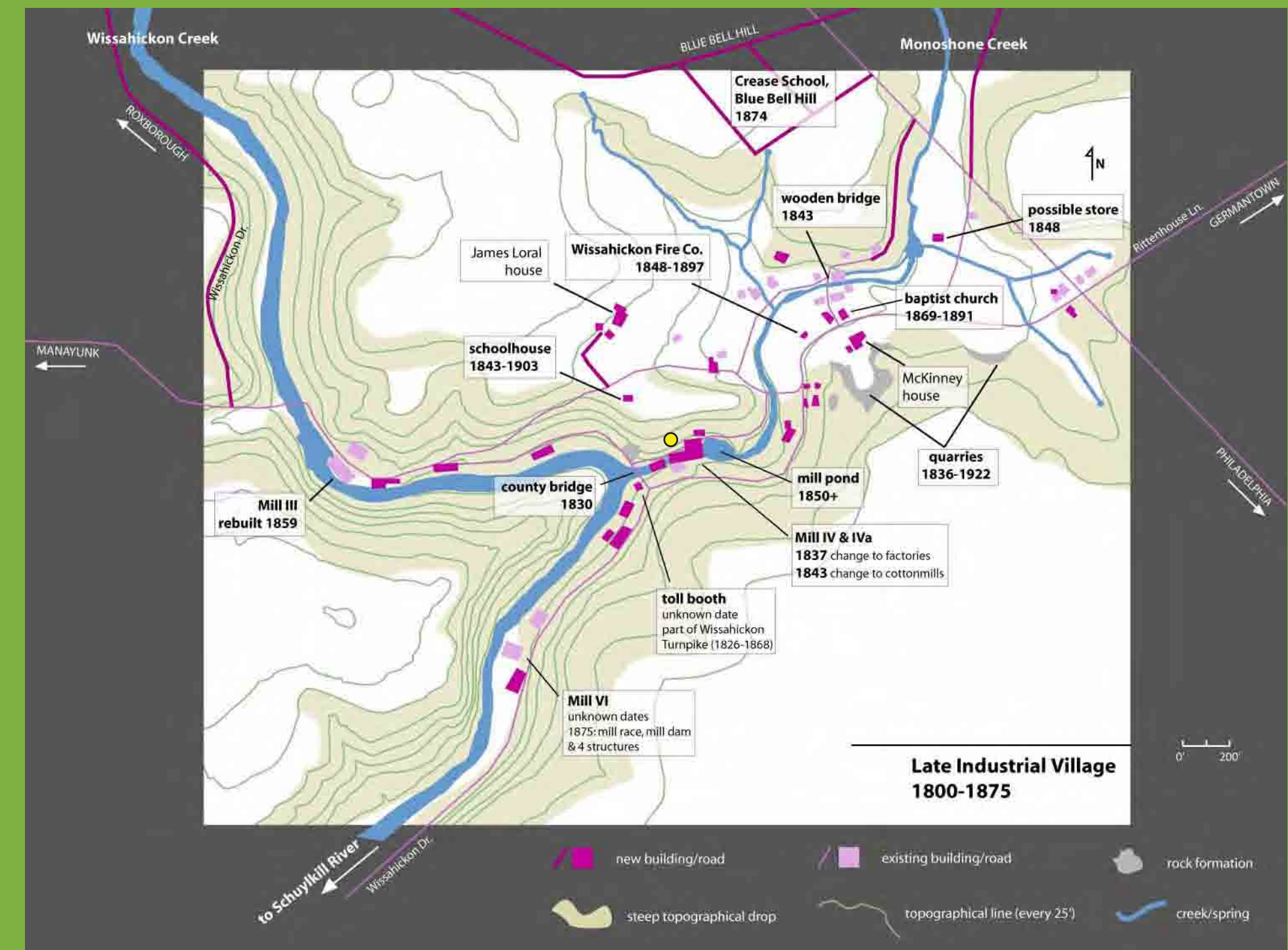
ca. 1880 Panoramic photograph of RittenhouseTown, showing Blue Bell Hill in the upper right. (Fairmount Park Commission Archives)

HISTORIC RITTENHOUSE TOWN

6. THE AMMIDOWN MILL

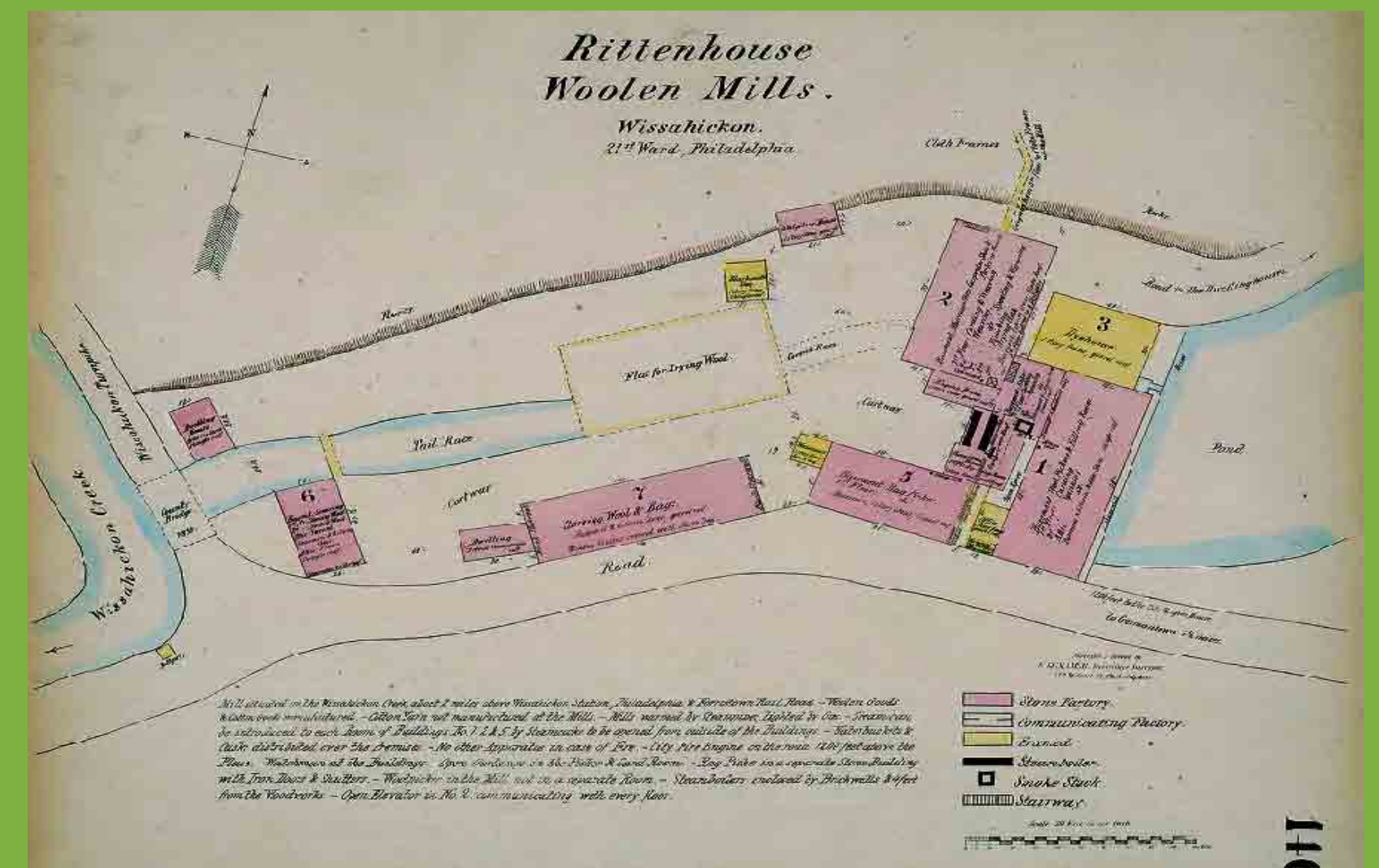
Originally a Rittenhouse grist mill, the large mill complex that later occupied this area became known as the Amnidown Mill, after the owner of the mills in the 1860s. As seen in the 1866 survey of the mills, there were a great number of buildings making up this very large operation, using steam power, with a bridge leading from the top of one of the buildings (#2) to the top of the hill. There are still remnants of the stone wall that acted as the dam to the pond and led underneath the buildings. The 1977 photograph shows the remains more intact than they are today. Many of the other walls, stones, and bricks remain in ruins of what was this large mill.

By 1891, all of these Rittenhouse mills had been demolished along with many of the other worker houses. Fairmount Park cleared the land of the industrial ruins in order to make natural, green parkland. Many of the park's trails have been made over older mill roads, preserving some of the history of this once-bustling industrial town.



Left: 1977 Photograph of the remains of the Ammidown Mill, showing the stone wall in the background. (Fairmount Park Commission Archives)

Right: 1866 Hexamer Survey of the Ammidown Mill (Free Library of Philadelphia)



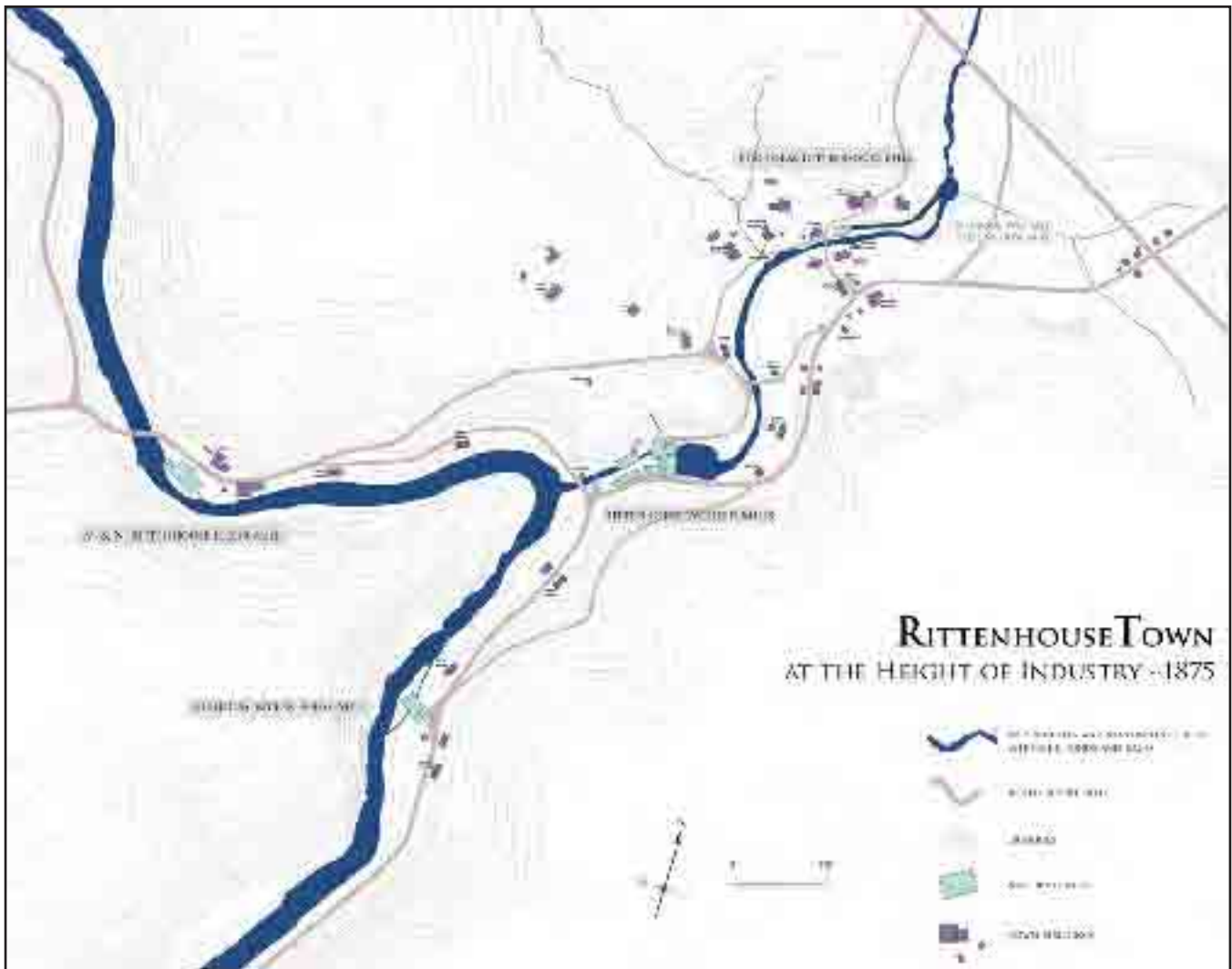
Independent project: Representing the height of industry

Pam Jordan

RittenhouseTown in its current interpretation is understood primarily as a colonial homestead and isolated, family-run paper mill. But this scenario is only accurate into the mid 1700s; as the mapping study clearly shows, the area that became known as RittenhouseTown quickly burgeoned into a papermaking center and eventually a diverse industrial site playing host to many residents and uses. If the entire history of the site is to be understood by the visitor, concerted effort needs to be made at incorporating this complex past into current interpretation. The challenge, of course, is conjuring up this past with very few physical remnants at hand. To this end, this project seeks to provide some tools that could be used immediately while maintaining their open format for adaptation as subsequent information becomes available.

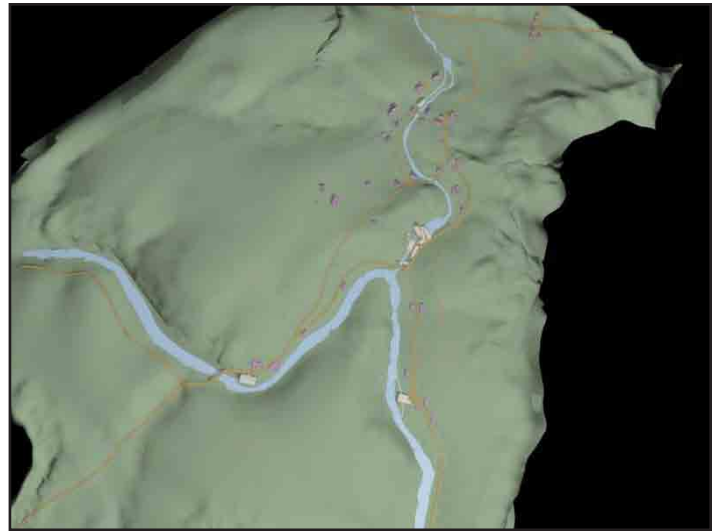
Though the growth of RittenhouseTown was a gradual process, the tools created focus on the height of industry – around 1875 – before the destruction of Mill III and Mill IV. With over a hundred buildings included only in the region adjacent to the river (RittenhouseTown also included parts of present-day Blue Bell Hill), this environment presents a very different picture from the isolated stone houses that exist today. Save for a few shattered traces of Mill III and the mill race of Mill II, interpretation of this time period must focus on graphic presentation and the visitor's imagination to be effective.

The first resource for interpretation is a large map of RittenhouseTown around 1875, representing the general landscape features, roads and buildings present at the time. This map is a composite of many sources of information and research, depending primarily on the research presented in Haavik's Cultural Inventory Report and John Milner



Associates' Preliminary Master Plan Study for Historic RittenhouseTown (1988), and is a more accurate representation of the buildings' dimensions and orientations than previously seen. The most defining built feature at this point is of course the series of mills along the Monoshone and Wissahickon Creeks, so these are graphically depicted to be read easily first and from a distance. Upon a secondary and closer inspection, the viewer can read a second layer of text describing the use of other buildings. This is meant as a graphic introduction to the primary aspects of the industrial landscape of the time rather than a thorough understanding of the character of the place.

Using this map as a base, a three-dimensional model was created to understand the spatial implications of such built density. There presently exists limited information on rooflines and related heights compared to the number of planimetric dimensions available, so this model must be viewed with the understanding that it represents the site in a conjectural, visceral way rather than specifically dimensioned. Building uses are again reflected by color, as is the case in the maps, where those in purple are residential or institutional versus the gray mill structures. Known roof profiles are included when known, otherwise buildings are left as boxes. From this model, a sketch fly-through movie was created to show the potentials of using such a model for interpretive purposes. Stills from this movie can be seen below. Neither the movie nor the model are in any way complete; though it is possible to use them for interpretive purposes, they would be better used as a starting point for further work either as a base for addition or as a basis of comparison.



Movie screen shot highlighting entire model



Movie screen shot highlighting Mill II and the older core of RittenhouseTown



Movie screen shot highlighting Mill IV(a) and the older core of RittenhouseTown behind

Map:

The map was created with AutoCAD and later taken into Adobe Illustrator to add lineweights and shading. It was then rendered in .pdf format to be read easily by Adobe Acrobat Reader. These formats are included in hardcopy with this report.

Digital Model:

The topography and building model was roughly formed in Rhinoceros 3.0. This file was then converted into a .3ds file for use in 3DStudioMax version 8 (or VIZ 2007). In this program, the model was refined and rendered with color. This was also the program from which the movie was made. The sketch movie was refined in both Adobe Premiere 6.0 and Adobe Aftereffects 7.0. The clip can be opened with Windows Media Player and has a sound-clip attached (Andrew Bird's *Untitled* from The Mysterious Production of Eggs, 2005).

Because of the nature of producing this type of digital model and the limitations of each software program, only the final .3ds model from VIZ as well as the sketch movie are included in the hardcopy with this report.

Sources:

Taking the circa 1875 map into a digital model format inherently depended on conjectural interpretations of written descriptions and old photographs and drawings. An attempt at giving a comprehensive list of sources both used and ignored follows with the hope that both the map and digital model can be refined with more careful gleanings from these old bits of information. The sources are organized according to relevant structure(s) depicted or described.

Primary sources:

- Fairmount Park Commission Archives. RittenhouseTown History Files, Flat Files and Photograph Files.
- Haavik, Ben, Historic RittenhouseTown: Cultural Landscape Inventory, prepared for Historic RittenhouseTown, Inc, 2000.
- John Milner Associates, Inc, A Preliminary Master Plan Study for Historic RittenhouseTown, Fairmount Park, Philadelphia, Pennsylvania, 1988

General Building Placements ~1875

1875 Hopkins Survey Map

- 206 Lincoln Dr.

1875 Hopkins Survey Map

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives.

- 206 outbuilding

1875 Hopkins Survey Map

- 206 barn (building E)

1875 Hopkins Survey Map

- 207 and 207a Lincoln Dr.

1913 photograph, 207a Lincoln Dr., Fairmount Park Commission.

Circa 1843 lithograph, 207 and 207a Lincoln Dr, Fairmount Park Commission.

1880s photograph of 207 Lincoln Dr., Fairmount Park Commission Archives.

Undated drawing, One the Rittenhouse Estate, John Richard and Shoemaker Collection

- *207 barn (building H)*

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives

1875 Hopkins Survey Map

1888 Plan of Property between Wissahickon Ave and Fairmount Park Boundary, Fairmount Park Commission Archives.

- *208 Lincoln Dr. and outbuildings*

1875 Hopkins Survey Map

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives

1888 Plan of Property between Wissahickon Ave and Fairmount Park Boundary, Fairmount Park Commission Archives.

- *209 Lincoln Dr. and outbuildings*

1875 Hopkins Survey Map

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives.

209 Lincoln Dr., June 20, 1938, Fairmount Park Commission Archives.

209 Lincoln Dr., March 30, 1947, Fairmount Park Commission Archives.

- *210 Lincoln Dr.*

1888 Plan of Property between Wissahickon Ave. and Fairmount Park Boundary, Fairmount Park Commission Archives.

1913 photograph taken by THS, Fairmount Park Commission Archives.

1930 photographs, Fairmount Park Commission Archives.

- *Building C (center chimney house by 208)*

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives.

1888 Plan of Property between Wissahickon Ave. and Fairmount Park Boundary, Fairmount Park Commission Archives.

- *Tenant Housing (including building K)*

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives.

1875 Hopkins Survey map

Circa 1880s photograph featuring Mill III tenant houses on the left, Fairmount Park Commission Archives.

- *Baptist Church (building L)*

Circa 1880 view of Rittenhouse St. looking west towards the Baptist Church on the right, McKinney's Quarry on left, Fairmount Park Commission Archives

1875 Hopkins Survey map

- *Intersection of Wissahickon Ave and Rittenhouse St*

Intersection of Rittenhouse St and Wissahickon Ave., circa 1880, from the collection of Bert Schwartz, Fairmount Park Commission Archives (Haavik pg. 43)

1875 Hopkins Survey Map

- *James Lord House*

1867 map of RittenhouseTown, Fairmount Park Commission Archives.

1875 Hopkins Survey Map

1880 photograph of RittenhouseTown, Fairmount Park Commission Archives.

- *Schoolhouse*

1889 drawing of RittenhouseTown Schoolhouse, drawn by John Richards, Fairmount Park Commission Archives. (Haavik pg. 83)

1875 Hopkins Survey Map

undated drawing, Old Schoolhouse on the Rittenhouse Estate, John Richard and Shoemaker Collection
The Rittenhouse Academy, Franklin Edmunds, "The Public School Buildings of the City of Philadelphia From 1845 to 1852," Philadelphia, PA, 1915, pg 229. Van Pelt Library, University of Pennsylvania.

- *McKinney House and quarry outbuildings*

1875 Hopkins Survey Map

1880s topographic map of RittenhouseTown, Fairmount Park Commission Archives.

- *Wissahickon Fire Company*

1875 Hopkins Survey Map

1890 photograph of engine house, taken by THS, Fairmount Park Commission Archives.

- *Mill II and IIa*

Circa 1889 photograph by Thomas Shoemaker, Fairmount Park Commission Archives.

1875 Hopkins Survey Map

1888 Plan of Property between Wissahickon Ave and Fairmount Park Boundary, Fairmount Park Commission Archives.

- *Mill III*

1854 photograph of Mill III, courtesy of Carol Franklin

1867 map of Mill III site, Fairmount Park Commission Archives.

Circa 1870 photograph, Wissahickon Old Red Covered Bridge without Sheathing, Fairmount Park Commission Archives.

Undated photographs of Mill III site, part of Douglas Macfarlan's The Wissahickon Mills, Part 1, University of Pennsylvania Archives

Undated drawing, Rittenhouse Mill, Historic Society of Philadelphia, Shoemaker Collection

- *Mill IV and IVa*

1868 Fairmount Park Commission map of the Wissahickon (Haavik pg. 79)

1860 image, James Lord's Carpet Mills, Fairmount Park Commission Archives

1866 Hexamer Survey of Ammidown Mill, Free Library of Philadelphia

- *Mill V (not included)*

- *Mill VI*

1875 Hopkins Survey map

undated sketch of The Jacob Rittenhouse Mill 1760, part of Douglas Macfarlan's The Wissahickon Mills, Part 1, University of Pennsylvania Archives

- *Unknown building near intersection of Rittenhouse St. and unspecified lane over Monoshone Creek*

Circa 1889 RittenhouseTown photograph, Fairmount Park Commission Archives.

Selected Financial Strategies For Historic RittenhouseTown



Ashley Aiken & Annie Thorkelson
University of Pennsylvania
Professors Carol Franklin and Randall Mason
Historic RittenhouseTown Studio
Fall 2006

Introduction

One of the most critical factors affecting the future of Historic RittenhouseTown is having the money to fund the programs and interpretive plans developed for the site. While acquiring an endowment is a complicated and long term process, financial strategies and creative thinking can impact the site by making use of present and potential resources while improving the visitor experience. The goal of this project was to come up with a list of programs and site improvements to engage visitors and nearby sites and to include implementation plans with immediate, short term, and long term goals and plans of action.

Objectives & Methodology

Prior to researching potentially profitable programs and strategies, we interviewed the staff of Historic RittenhouseTown and the President of the Board, David Hamme, to find out from them what some of the concerns for the site are and what their visions for the future entail. Once we were made aware of some of the obstacles and opportunities that the site faces, we looked at other sites that developed successful programming to see how Historic RittenhouseTown might make use of them as well. A range of other comparable sites were looked at including local historic sites, other mill sites, paper oriented organizations, community and education oriented organizations, and non-profits and for profits. Development officers and staff members were interviewed about how they developed successful programming and which of their programs or strategies were the most financially successful and popular with visitors.

Research and recommendations were broken down into three categories; administrative, public relations and alliances, and activities and programs. The categories address three critical areas and present resources that Historic RittenhouseTown has the opportunity to take advantage of and benefit from both financially and socially. Administrative goals include financial recommendations to improve the site, membership and visitation. Goals under the heading public relations and alliances consist of recommendations that aim to build profitable partnerships and engage a broader audience. Activity and program oriented goals seek to make the site a destination for people of all ages and a place that is brimming with activity.

A final goal is specified for each recommendation and a series of immediate, short term, and long term actions are outlined with detailed steps toward implementation. Immediate action outlines steps that can be taken within three to six months, short term action should take place within one to two years, and long term action should begin within five years. For each goal, an estimated number of staff hours is provided. The time frame refers to a typical eight hour day and is a ballpark figure intended to provide a frame of reference for the staff when considering the implementation of each goal.

The selected financial strategies and recommendations aim to provide practical suggestions and steps toward improving the site and simultaneously staying true to the mission and history of the site, emphasizing the connection to papermaking.

Administrative:

1. Hire a financial consultant to develop a financial plan for HRT: Short Term Goal

- Estimated Staff Hours: 24

Objective:

We recommend that Historic RittenhouseTown hire a financial consultant to develop a financial plan for HRT. We think that the board should get good advice and action plans from the experts before they make any major investments or changes to their organization and management.

We consulted with Philadelphia financial consulting firm Schultz & Williams Inc., who is dedicated to providing strategies for clients in the nonprofit sector. Schultz & Williams Inc. has had clients like the Water Works Interpretive Center as well as the Fairmount Park Commission. We spoke with representative Bob Fechter, who told us that Schultz & Williams Inc. could supply Historic RittenhouseTown with an array of services. S&W's services include marketing/campaign planning, management reorganization, comprehensive audits for existing organizations and their current business and financial plan, providing recommendations for increasing earned revenue, contribution income and developing partnerships. S&W also provides recommendations on fundraisings and choosing the appropriate campaign, whether it's an endowment or capital campaign. S&W closely examines the way an organization does things and helps create new benchmarking for membership, gate and gift shop attendance. Fechter reminded us that the cost to make the plan is not nearly as much as the cost to implement it. The audit and budget analysis plan that Historic RittenhouseTown may be interested in would probably be in the range of \$10,000-\$15,000, depending on the amount of services included and as estimated by Fechter. Fechter explained the difference between an audit process, which provides less detail and a full-blown marketing plan that offers more specifics. An additional marketing plan would increase the cost estimate to a couple more thousand dollars.

Immediate Action

- Meet with a financial consulting firm who has had experience in creating plans for non-profit historic sites, like Schultz & Williams (contact information below.)
- Schultz & Williams Inc.
325 Chestnut Street, Suite 700
Philadelphia, PA 19106
215-625-9955
215-625-2701 facsimile
email mail@sw-inc.com
- Request a proposal from the financial consulting firm.

Short Term Action

- Once appropriate funding is secured, hire the financial consulting firm to create the plan according to Historic RittenhouseTown's wants and needs as an organization.

Long Term Action

- Act on the recommendations supplied by the financial consulting firm.

2. Hire Interns: Immediate Goal

- Estimated Staff Hours: 1 month's worth of hours

Objective:

Hire a summer student intern to assist with managing Historic RittenhouseTown and visiting groups. Hiring interns would help HRT gain temporary extra staff at considerably lower rates as opposed to regular employees. Student interns could help manage the site, give tours, update the membership database, conduct funding research or assist with creating computer graphics for interpretation purposes. Student interns would also benefit from the experience and gain valuable training in site management. College undergraduate and graduate students can sometimes be hired with work-study positions, which means that HRT will only have to pay part of the student's wage if HRT decides to offer paying internships. Offering an unpaid internship is also an option, but it is recommended to offer paid internships to entice more qualified applicants and be more competitive in the internship market. For instance, Fairmount Park Historic Preservation Trust offers off-campus work-study positions. They pay at least 15% of each student's gross earnings. If the work-study student is a PA resident, HRT may not have to pay the 15% match.

In order to offer work-study positions, HRT would need to be qualified by work study representatives from each individual college or university. Qualification at the University of Pennsylvania involves contacting Karen McCoy at 215-573-9171 or email mckoy@sfs.upenn.edu. Karen will send HRT a legal agreement form to fill out and will evaluate HRT's eligibility to hire work-study students from there. (The University of Pennsylvania legal agreement is attached in the Appendix.) If qualified, then HRT will be a part of Penn's in-house database called Student Employment Management Systems (SEMS) and HRT can post and manage their work-study students/jobs using SEMS. Qualifications for other universities and colleges may be different, but their financial services offices should be contacted. At the University of Pennsylvania, students simply fax their timesheets to the Student Financial Services office in order to get the majority of their salary paid by the university.

Immediate Action

- Contact Karen McCoy and representatives from other local colleges and universities' financial services offices.

Short Term Action

- Advertise the HRT Site Management internship by sending emails to departments of potentially interested students, like the University of Pennsylvania’s Historic Preservation department.

Frank G. Matero, Chair

115 Meyerson Hall
 Philadelphia PA 19104-6311
 Telephone: 215 898 3169
 Fax: 215 573 6326
 Email: hyndman@design.upenn.edu

- Review applications and interview qualified applicants.
- Hire an intern and fill out corresponding paperwork with the universities.

Long Term Action

- Hire more than one intern/year to assist in the organization and management of activities put on by HRT.

3. Revise tiered giving / membership levels: Immediate Goal

- Estimated Staff Hours: 1 Hour

Objective:

We recommend that Historic RittenhouseTown, Inc. revise their tiered giving/membership levels in order to initiate new interest and excitement about becoming a member and joining HRT. The revised tiered giving names that are advertised on the website could be changed to reflect HRT’s papermaking history and help tie it back to its mission. The change could be something like the following:

\$100 Supporting =	Master Papermaker
\$50 Sustaining =	Papermaker
\$35 Family =	Rittenhouse Clan
\$25 Individual =	Mill worker
\$15 Senior Citizen =	Mill founder
\$15 Student =	Apprentice

Immediate Action

- Change the tiered giving / membership levels on the website and on all membership enrollment documents.

4. Adjust Rental Contracts: Short Term Goal

- Estimated Staff Hours: 2 weeks

Objective:

We recommend that Historic RittenhouseTown adjust its rental contract agreements by either updating the rent cost to market value rate of other rentals in the area or making additional requirements of the renters in order to help maintain the site.

The current rent rate of the Homestead (207) is \$300 / month. This is for approximately 2.5 bedrooms, although there are certain constraints to occupying the first floor when there are visitors. Even with the constraints, Historic RittenhouseTown is located in a nice setting that is conveniently located near center city Philadelphia and could be rented for a higher rate. We examined the rental prices for the apartments located nearby Historic RittenhouseTown. At the Empirian Luxury Towers, a studio costs \$450, a one bedroom/bathroom apartment costs \$650-750, and a two bedroom apartment costs \$800-990. At Morris-Manor Apartments, which were poorly rated, a studio went for \$400 in 2005 and in 2006 a one bedroom/bathroom apartment cost \$540-545. Historic RittenhouseTown, along with Fairmount Park, could easily raise the cost of rent on its houses and still be competitive with other rentals in the area.

Alternatively, Historic RittenhouseTown could take a page out of Lemon Hill's book. At Lemon Hill, renters live there for monthly rent costs that are way below market level price. The only catch lies in their rental contract with Fairmount Park. The renters have to donate a certain number of hours a month to helping with building and site maintenance or management. Historic RittenhouseTown, who has traditionally had a problem with getting Fairmount Park to perform regular maintenance, like raking leaves and mowing the lawns, could instead write it into future rental contracts and hold renters responsible for regularly helping to maintain the site in any way necessary as dictated by the professional staff.

Short Term Action

- Modify rental contracts with additional maintenance requirements of renters and/or raised apartments.

Long Term Action

- Keep these changes current, or modify as necessary, in rental contracts in the future.

5. Seek and write new grants: Short Term Goal

- Estimated Staff Hours: 1 Month

Objective:

There are other grants that Historic RittenhouseTown is eligible to apply for given that they have the appropriate staff and volunteers support. We recommend that Historic RittenhouseTown research other potential grants HRT could be eligible for and apply for the following grants:

- 1772 Foundation <http://www.1772foundation.org/1772/page.jsp?pagename=home>
- Society of Industrial Archaeology <http://www.sia-web.org/>

Short Term Action

- Secure staff and volunteers for searching for more grant-writing opportunities and applying for them.

Long Term Action

- Reapply for the same grants HRT has become or was successful with receiving.

6. Renovate and Expand the Gift Shop: Long Term Goal

- Estimated Staff Hours: 2-3 years ongoing

Objective:

- Historic RittenhouseTown should aim to expand the items sold in their store and focus primarily on paper related items such as books on papermaking and paper products.
 - Books on the history of papermaking and craft books
 - Use the Georgia Tech gift shop as an example.
<http://ipst.gatech.edu/amp/shop/index.htm>
- Create a line of RittenhouseTown Stationary (using the watermark).
- Create customized paper products such as wedding invitations and monogrammed stationary.
- Make more paper on site to sell in the gift shop and at other sites as well.
- Include a section on the website with info about what is sold in the store and eventually sell items online.

Short Term Action:

- Make more paper on site to sell in the gift shop and at other sites as well.
 - Ask volunteers to help out and donate their time to making paper and running the gift shop
- Inquire about selling HRT paper at other sites such as the house museums in Germantown, The Morris Arboretum gift shop (we spoke to them and they seemed interested.)

- Contact a paper manufacturer and inquire about the cost of producing stationary for HRT. The Papery of Philadelphia was consulted and they would be more than willing to help develop a RittenhouseTown stationary line with HRT, if HRT does not have the capacity or resources to develop its own line of handmade paper. Perhaps a future alliance could be made between HRT and the Papery of Philadelphia, given that both corporations are committed to the traditionalism and history of making, designing and using paper. Website: <http://www.paperyofphilly.com/> ; Director of Creative Services: Diane Schaffer dxs@paperyofphilly.com ; Phone number: Phone: 215.922.1500 ; Fax: 215.922.2733 ; email: mailbox@paperyofphilly.com.
- Update the website to display the items currently sold in the store, as a way to attract people to the site. Emphasize the hand made paper that is for sale.

Long Term Action:

- Purchase paper related items such as books and paper making supplies to sell in the store and on the website.
- If inquiry for store items is high enough, provide a shipping service (for a fee).

7. Stationary Design Competition for Students: Short Term Goal

- Estimated Staff Hours: 3 weeks

Objective:

In line with the goals specified in expanding the gift shop inventory, a student design competition could be launched with aims toward establishing a RittenhouseTown brand stationary line. The student design competition should be well-advertised and targeted to the art departments of local high schools and colleges. An award of having their designs produced and a monetary award of \$500 or less should be given to the creator of the winning design.

Immediate Action

- Develop design guidelines and specifications (i.e. size, folded/unfolded, inclusion of watermark, how many designs expected in each line, etc.)
- Establish a time frame for the competition, judging and selection.
- Form a committee, composed of Board members, staff and volunteers, to evaluate the submissions and ultimately choose a winner.

Short Term Action

- Advertise the competition in the art departments of local high school and colleges; i.e. the School of Design, University of Pennsylvania, the Art Institute of Philadelphia (contact: Marsha Mills), the Papery of Philadelphia, etc.
- Contact a paper manufacturer and inquire about the cost of producing stationary for HRT. The Papery of Philadelphia was consulted and they would be more than willing to help develop a RittenhouseTown stationary line with HRT, if HRT does not have the capacity or resources to develop its own line of handmade paper.

Perhaps a future alliance could be made between HRT and the Papery of Philadelphia, given that both corporations are committed to the traditionalism and history of making, designing and using paper. Website:

<http://www.paperyofphilly.com/> ; Director of Creative Services: Diane Schaffer
dxs@paperyofphilly.com ; Phone number: Phone: 215.922.1500 ; Fax:
215.922.2733 ; email: mailbox@paperyofphilly.com.

- Recruit a sponsor for supplying the monetary award of this competition.

Long Term Action

- Produce the stationary designs and package them.
- Sell the stationary packages in the gift shop and look into selling them elsewhere, especially at other historic sites in Philadelphia (make sure to advertise the stationary with packaging labels that indicate that HRT is the first paper mill of America.)

Public Relations/Alliances:

1. Update website: Immediate Goal

- Estimated Staff Hours: 2 Weeks

Objective:

We recommend that Historic RittenhouseTown update its website to include links to different sites that might help sell the experience that HRT has to offer to visitors or teachers considering field trips. For instance, links should be made to a website created by three Germantown Academy teachers who took their students on a field trip to Historic RittenhouseTown and displayed pictures of their visit and quotes from their students on the website,

<http://www.ga.k12.pa.us/Academics/LS/3/Colonial/Rittenhouse/Index.htm>.

Other links of papermaking interest that Historic RittenhouseTown should consider including are as follows:

The Hand papermaking homepage <http://www.handpapermaking.org/>

The Paper Project <http://paperproject.org/>

Paper University <http://www.tappi.org/paperu/welcome.htm>

Also links to other papermaking or paper history institutions may be of interest, like the one found on the Georgia Tech Robert C. Williams Paper Museum:

http://ipst.gatech.edu/amp/general/museum_other_sites.htm.

In addition, to further help teachers in planning a trip to Historic RittenhouseTown, provide a bus recommendation that they can contact so that they can figure out transportation logistics and costs. For instance, Liz Gavrys, coordinator of History Hunters, recommends using Leahy's Bus Service Inc. (215) 426-3464 2747 Salmon St Philadelphia, PA, because unlike other bus services in the area, Leahy covers the entire City of Philadelphia and the Philadelphia School District and operates during the entire school day.

In the future, the website could include the option of making donations online and paying for gift shop purchases online with credit cards or pay-pal accounts.

Immediate Action

- Recruit a web-savvy volunteer or intern or hire someone to update the website with links to other sites and useful information for users of the site. Model the format after the Friends of the Wissahickon website www.fow.org

Short Term Action

- Advertise gift shop merchandise (include photographs) on the website.

Long Term Action

- Set up website to accept donations and gift shop purchases from credit cards or pay-pal accounts.

2. Make a calendar with other neighborhood historic sites: Short Term Goal

- Estimated Staff Hours: 10 days

Objective:

Developing partnerships and alliances with other sites is key to ensuring a successful future at Historic RittenhouseTown. However, it is easier said than done, especially when every historic house museum and site has different managements and agendas.

Recently, a group of four independent historic house museums, the Johnson House, Wyck, Clivedon and Stenton cooperated and successfully created the History Hunters program under the direction of coordinator Liz Gavrys. The program was launched with the support and grants from the Heritage Philadelphia Program and caters to Philadelphia public school students in grades 4 and 5. The program combines structured classroom activities with visits to each of the four partner museums and allows students to become “reporters” and explorers of American history in their own backyards.

Although Historic RittenhouseTown is not one of the four partner historic sites, it has been included in the History Hunter’s Reporter Camp series in past summers. Coordinator Liz Gavrys said that there has been discussion of expanding the History Hunters program to include other historic sites, like HRT and Grumblethorpe. However, this would require more coordination between the different managements of each historic site, and that kind of cooperation is just not there yet. Gavrys said it is hard enough coordinating and scheduling visits between the current four partner historic sites. Also, teachers who participate in the History Hunters program typically find it hard enough to visit all four sites in the course of a school year. In addition, teachers and historic site managements would also have to go back to the drawing board in creating and brainstorming lesson plans to go along with these new visits. Also, adding two additional sites to the program will more than likely require more money and hence more fundraising to support this program to be done by all the participating historic sites, since the original source of funding has run out.

Despite the obstacles, Gavrys said that the History Hunters Program is still open to growth. Having two extra sites for the teachers to select from (and still only attend 4 total) would alleviate the workload and schedule of the current four historic sites. After all, the four sites basically have to designate three months to hosting the program and the students at their site and cannot accommodate for many regular tourist visits during that time. Gavrys said that ultimately, with the History Hunters program or any other shared programs or alliances between individual historic site, better coordination, cooperation and support between the historic resources in the Germantown area would end up benefiting them all.

As one of our recommendations, we suggest that Historic RittenhouseTown be the one to initiate the development of partnerships and alliances between the different sites, because it will benefit HRT in the short and long run. We recommend that Historic RittenhouseTown host a meeting of all historic sites in the area including the History

Hunter program sites as well as others like Grumblethorpe. Liz Gavrys could help coordinate this meeting. During this meeting, to be held in the late summer months and only last a few hours, HRT and the other site managements can go through their calendars for next year and schedule of events. This way if there are any event conflicts between sites, then they can be avoided or at least acknowledged in advance. This will also help the area historic site managements be aware of the yearly activities and events that go on at each other's respective sites and encourage support of these events or even co-sponsorships. Having this annual meeting would help HRT develop relationships with other area historic site managements and foster alliances and partnerships in future programming with them.

In addition to gaining all the above benefits, a master 12-month calendar could be created including all the events that will take place at all the area historic sites within the next year. Each site could each have a calendar and support the production of a series of these calendars, including pictures of each historic site and all the major events taking place at the site throughout the year. Each participating site could sell this calendar in their gift shops to people interested in their neighborhood's and Philadelphia's rich history and knowing what is going on in their historic backyard on a daily basis.

Obviously, there are bound to be changes in the events, so a digital copy of the calendar could be created and displayed on a website. All participating historic sites could have access to changing the events on the online calendar so that it stays up to date. The website should be included on the printed calendars so that people purchasing the calendars will know to check the website for any changes.

Calendars are relatively easy to create. The Papery of Philadelphia, or another production company, would help create and produce the calendars, but calendars could also be made with in-house materials and a graphic design program like Adobe Illustrator or Photoshop. Online and printable calendar-creating software programs also exist like Calendar Constructor <http://www.calendarconstructor.com/>.

Immediate Action

- Call or email Liz Gavrys, who works at Stenton. Liz gets contact and scheduling information for each site and can give you advise on coordinating a meeting with the other area historic sites. Contact Liz at education@stenton.org, liz.gavrys@stenton.org, 215-329-7312 or Address: 4601 N. 18th Street., Philadelphia, PA 19140.

Short Term Action

- Contact each potential historic site and arrange a mutually convenient meeting time between all the sites in the late summer months. Provide refreshments at the meeting and comprise an agenda that proceeds through each month until all 12 months have been scheduled between the different historic sites.
- Once the meeting and all the scheduling is completed, work on creating and producing the calendar to be distributed to each participating historic site and sold

in the winter months and beginning months of the following year to interested patrons.

Long Term Action

- Host or share hosting this annual meeting between participating historic sites in the area.
- Develop and co-sponsor events and fundraisers that promote and raise money for the historic sites.
- Create partnerships and alliances with neighboring historic site managements.

3. Take advantage of Greater Philadelphia Cultural Alliance Membership Benefits: Immediate Goal

- Estimated Staff Hours: 1 Week

Objective:

As already a member of the Greater Philadelphia Cultural Alliance, we recommend that Historic RittenhouseTown take advantage of some of the benefits of its membership if HRT has not already.

The following membership benefits are advertised on the Greater Philadelphia Cultural Alliance Website <http://www.philaculture.org>:

- Participation in Cultural Alliance [advocacy](#) meetings with elected officials;
- Free listing in and copies of the annual [Cultural Resource Directory](#);
- Free employment advertising in the Cultural Alliance's [Job Bank](#);
- Eligibility to subscribe to [Independence Blue Cross](#) health insurance plans;
- Eligibility to subscribe to reduced rate Directors & Officers insurance through Solutions for the Nonprofit;
- Free subscription to the Cultural Alliance's bi-monthly newsletter, [Arts & Culture Advocate](#);
- Discounted office supplies from [Office Basics](#);
- Discounted payroll services with Payroll Data Systems;
- Discounted private hotel membership through [Club Quarters](#);
- Access to the GlobalFitsm fitness program; and
- The Conflict BusterTM online fundraising event calendar;
- Discounted cooperative advertising to increase your visibility and frequency;
- Exclusive access to direct mail list cooperative;
- Invitation to participate in cultural marketing roundtables at a discount;
- Audience development and sales assistance through [PhillyFunGuide.com](#) and [PhillyFunSavers](#).TM

Immediate Action

- Examine all the benefits available to members and take advantage of the benefits as opportunities arise. HRT should especially be interested in discounted

advertising for events and job postings and advertising their fundraising events on the Conflict Buster online calendar.

4. Develop Alliance with the Friends of the Wissahickon: Short Term Goal

Objective:

The Friends of the Wissahickon is a well-organized and well-managed organization. It would be very beneficial for Historic RittenhouseTown, Inc. to model themselves after this organization and develop a partnership, since several of their goals align with HRT's goals. Historic RittenhouseTown is already on the Friends of the Wissahickon's website and considered to be an important asset to the organization. Historic RittenhouseTown should use their position as part of the Friends of the Wissahickon community and use their resources. For instance, HRT should recruit and actively seek wealthy, well-connected, young, active, new HRT board members to revitalize the HRT Board with positive energy. Current members of the Friends of the Wissahickon might also make great members of Historic RittenhouseTown and HRT should think about recruiting some of them like David Bower, who is the Volunteer Coordinator for Fairmount Park. David may also be able to help HRT with revising its site management program. Naturally, Historic RittenhouseTown, Inc. board-members and members should initiate the connection with the Friends of the Wissahickon by joining their committees as well and volunteering for their projects. In other words, HRT should take on the tactic of "if you scratch my back, I'll scratch yours."

The Friends of the Wissahickon organization has done a great job in recruiting sponsors as well. One sponsor is the Philadelphia Print Shop Ltd. <http://www.philaprintshop.com/general.html>, which also could be a great related sponsor for Historic RittenhouseTown events and programs and should be approached as such. The Friends of the Wissahickon also sends updates via email to their members, which Historic RittenhouseTown should consider doing in the future. The Friends of the Wissahickon also is very good at organizing different committees within the organization and giving those committees specific goals. The Friends of the Wissahickon are also very good at recruiting and organizing volunteers online at <http://www.fow.org>. Some volunteer groups specifically work on structures along the Wissahickon. With HRT as already being a recognized entity of the Friends of the Wissahickon organization, HRT members should approach them and ask that one of Historic RittenhouseTown's structures become one of the next volunteer structure projects that the Friends of the Wissahickon takes on. The building conservation booklet, created by David Artigas and Sarah Vukovich, can be sent to the Friends of the Wissahickon as guidelines for the work that needs to be done.

Immediate Action

- Have board members, staff, and HRT members participate in projects and programs put on by the Friends of the Wissahickon.

Short Term Action

- After alliances and relationship are built, propose that one of Historic RittenhouseTown's structures become one of the next volunteer structure projects, performed in accordance with the Building Conservation Booklet, that the Friends of the Wissahickon takes on.

5. Valley Green Inn Restaurant fundraising opportunity: Immediate Goal

Objective:

We recommend that Historic RittenhouseTown try new ways of fundraising. We suggest that HRT consult with the Valley Green Inn restaurant to see if they would be willing to dedicate a night to helping Historic RittenhouseTown raise money by donating a portion of the evening's proceeds for the night to Historic RittenhouseTown, Inc. If the Valley Green Inn restaurant is not interested in, another neighborhood restaurant could be approached. The only reason we recommend the Valley Green Inn is because it is unique, also historically significant to the area, and has a history of donating to neighboring organizations. For instance, the Valley Green Inn offers 10% off the dining experience of Friends of the Wissahickon members. Historic RittenhouseTown would be responsible for advertising for the fundraiser and should try to bring in a big crowd for the Valley Green Inn so that the restaurant would be encouraged to do this fundraising event in the future. We attempted to contact the Valley Green Inn to see if they would be interested in helping us with this fundraising opportunity, however their phone lines advertised on the website was disconnected at the time.

Other organizations and schools use this method to fundraise and it has proven successful in the past. For instance, the Architectural Heritage Center (AHC) <http://www.visitahc.org/special.html> of Portland, Oregon, has "Restaurant Nights" where the restaurant donates 50% of the evening's proceeds to the AHC.

Immediate Action

- Contact the Valley Green Inn to see if they would be interested in hosting such a fundraising event and donating to Historic RittenhouseTown.
- Their website is: <http://valleygreeninn.com/> and telephone number is 215-247-1730.

6. Host a Farmer's Market: Long Term Goal

- Estimated Staff Hours: 1 month plus necessary facilities (parking)

Objective:

- To inquire about and possibly host a farmer's market on the site.

Hosting a weekly farmer's market would bring people to Historic RittenhouseTown from the surrounding community and broaden the value of the site as a gathering place and cultural landscape.

The Food Trust of Philadelphia organizes weekly, year round or seasonal farmers markets in locations in and around the city. Farmers pay a fee to The Food Trust for the privilege of selling their goods.

The Food Trust's mission is to provide access to affordable and nutritious food as a way to help people improve their health. They partner with community organizations, educational programs, policy makers, for profit and non-profit organizations, and others to broaden the availability of seasonal food and support local farms and strengthen communities.

Hosting a farmer's market at Historic RittenhouseTown would give the site an opportunity to broaden its audience and take advantage of the presence of additional visitors. Events, classes or extended store hours could happen in conjunction with the market.

Immediate Action:

- The first step is to place a phone call to The Food Trust and let them know that Historic RittenhouseTown would be interested in the possibility of hosting a farmers market at their site. The Food Trust will then make an appointment to visit the site and begin assessing the potential success of the site as a market location.
- 800-417-9499/ 215-568-0830. <http://www.thefoodtrust.org>

The Food Trust will research the potential of the site in terms of accessibility, proximity to other markets and the interest of the community. They will take on the responsibility of the feasibility research and assist an organization in determining the logistical steps or obstacles that might present themselves.

7. Advertise for specific volunteers (recruit a volunteer coordinator): Short Term Goal

- Estimated Staff Hours: 2 weeks

Objective:

We recommend that Historic RittenhouseTown, Inc., hire or recruit a volunteer coordinator so that HRT can advertise for and get the help they need and when they need it. The volunteer coordinator could also be a volunteer position in itself if someone who cares about HRT is found able to take on the position. The volunteer coordinator would work with the professional staff to help plan for events and volunteer opportunities at Historic RittenhouseTown. If Historic RittenhouseTown is having difficulty securing a volunteer coordinator, HRT could try to align their volunteer recruiting efforts with the Friends of the Wissahickon organization, which does a great job of advertising for and recruiting and retaining volunteers and planning regular volunteer functions.

Immediate Action

- Advertise for a volunteer coordinator position on HRT's website.

Short Term Action

- Hire a volunteer coordinator who will attend board meetings and collaborate with the professional staff to supply volunteers for events and activities hosted by Historic RittenhouseTown.
- Coordinate volunteer opportunities through the Friends of the Wissahickon organization.

8. Contact Lincoln Financial Group Foundation about bus sponsorships for teachers: Immediate Goal

- Estimated Staff Hours: 2 hours

Objective:

In order to alleviate the transportation pressures that teachers face in taking field trips in Philadelphia, we recommend that Historic RittenhouseTown seek a temporary sponsor for the transportation to the site for student field trips. Currently, Lincoln Financial Group Foundation is sponsoring an "eco-bus" for student field trips to the Wissahickon Environmental Center for a whole year:

http://www.fairmountpark.org/pdf/ecobus_wec.pdf

Perhaps Historic RittenhouseTown could propose a similar deal with Lincoln Financial Group Foundation.

Immediate Action

- Contact Lincoln Financial Group Foundation to see if they would do a similar service as they did with the Friends of the Wissahickon, to Historic RittenhouseTown.

9. Renovate the barn as a community center: Long Term Goal

- Estimated Staff Hours: 8 months

Objective:

We recommend that Historic RittenhouseTown invest in its current barn space and consider enlarging and renovating it to become a community center and destination and a place where Historic RittenhouseTown could host meetings and indoor functions. As a community center, HRT could potentially be the host of several community meetings that would bring people to the site. HRT could also rent out the space for meetings of outside organizations. The barn could be renovated with high-tech facilities and proper A/V equipment for presentation purposes.

Short Term Action

- Research what type of high-tech facilities should be included in the barn and the amount of space necessary for the type of community center desired.
- Dedicate fundraising opportunities to helping support this future project.
- Recruit sponsors for the project.

Long Term Action

- Perform a feasibility study for the project.
- Renovate the barn and involve the community members and other volunteers in the construction work. Do not close off the site while construction is going on but promote it as a unique opportunity to see Historic RittenhouseTown in flux.

Activities/Programs:

1. Summer Program for Kids: Long Term Goal

- Estimated Staff Hours: 4 months

Objective:

- Offer a summer program or day camp to children including paper making and a nature/environmental component.
 - Offer a variety of programs geared toward different age groups and activity interests.
 - Use The Newlin Grist Mill's Summer Discovery Program as an example. This is one of their most popular programs. They make enough money to pay for the program, the instructors, and yield some profit which goes into supporting the program.
<http://www.newlingristmill.org/education/discovery.htm>
 - They offer classes three days a week for three hours each. Three classes costs \$75.

Immediate Action

- Look at The Newlin Grist Mill website.

Short Term Action

- Ask if Richard Aldorasi would be willing to teach classes at HRT more frequently during the summer to extend the number of classes offered in the summer.
- Recruit potential group leaders (high school, college or professional)

Long Term Action

- As a pilot program, a three day a week/3 hour per day session could be offered one summer to see what kind of interest is generated.
- Designate an HRT staff member to participate in teaching paper making workshops to kids and other craft related projects such as simple book making and illustrations or collage.
- Research other activities that could be included in the program. For instance, there are great ideas provided on the following website:
Paper University: <http://www.tappi.org/paperu/welcome.htm>
Click on Fun with Science, Art Class and Fun & Games for ideas.
- Incorporate the Treasure Hunt (as proposed by the UPenn studio) into the summer program.
- Offer nature walks that help children identify different plants, both invasive and natural species, and understand how the landscape was used over time.
 - Possibly have someone from off site to teach this component.

2. Wedding Photos & Ceremonies: Immediate Goal

- Estimated Staff Hours: 3 days

Objective:

- Rent the site to wedding parties for photo opportunities and small wedding ceremonies.

As a way to capitalize on the location and setting of Historic RittenhouseTown, and respond to past requests for weddings, HRT should consider hosting wedding parties for photo opportunities and possibly wedding ceremonies. While wedding receptions require ample parking, and restroom and catering facilities, the site could be used as a backdrop for taking wedding photographs and holding small ceremonies.

Photos

Lemon Hill currently rents their grounds at an hourly rate of \$150.00 per hour and leaves the responsibility of finding photographers up to whoever is organizing the wedding. While Lemon Hill has a gate that prevents people from entering at their free will, it seems unlikely that wedding parties would arrive at Historic RittenhouseTown unannounced and take advantage of the public setting. If it was an option advertised on the website, it would provide an incentive for people to contact the site and be a way to make some money without having to provide facilities.

Ceremonies

Small Ceremonies could also be held at HRT. The wedding party could be responsible for renting chairs, portable restrooms and anything else needed for the ceremony. Since the reception would be held elsewhere, there would not be a need for extensive facilities. A permit may have to be obtained from the Fairmount Park Commission by the wedding party. The wedding receptions could be potentially held nearby at the Valley Green Inn, which has had years of experience hosting both wedding ceremonies and receptions.

Logistics

Available parking would limit the size of the wedding party for photos and for ceremonies, however, wedding photographs usually include family members and those participating in the wedding which is often a smaller number of people. 10 parking spaces (by the barn and next to 406) would accommodate at least 40 people (4 people per car).

The average amount of time required to take photographs is between one and two hours, according to a wedding photographer that was consulted. Restrooms would not necessarily have to be made available, if specified, but temporary restrooms may want to be considered.

Immediate Action:

- Advertising the option of renting the outdoor space could be posted on the HRT website. HRT could begin by offering wedding photos initially to see what kind of

interest it generates and to act as a pilot program to determine how successful the renting option is for the site.

3. Sell crafts that people make at workshops: Short Term Goal

- Estimated Staff Hours: 1 week

Objective:

Instead of having the professional staff buy and create crafts to sell at events, we recommend that Historic RittenhouseTown hold crafting events, where they are taught by an instructor how to make certain crafts, and sell the crafts that people make at a later event. This is a strategy that the Friends of the Wissahickon use. For instance, they have wreath-making and other holiday crafts events and then a final holiday event where they sell all the crafts made by the people who took the classes, who also paid to take the class. This will save time and energy on the staff's part and will provide more fun events for the community.

Short Term Action

- For the next holiday season, buy craft supplies and materials, book instructors or train a staff member/volunteer to run the class, set class prices, and host a few events before selling all the crafts at the final event of the holiday season.

4. Bring back past successful events: Long Term Goal

- Estimated Staff Hours: 6 months

Objective:

In the past, Historic RittenhouseTown has hosted successful, community-engaging events. We recommend bringing back these events when staff and financial resources are available, because events like fairs and festivals take a significant amount of staff energy to put on.

Some of Historic RittenhouseTown's past successful events include hosting an Oktoberfest and a Harvest Festival. HRT hosted an Oktoberfest in 1985 and charged \$10/person and over hundred people came. At the Oktoberfest and other events, craftsmen, including renowned artist Winifred Lutz, sold their ware and hand-made paper. HRT also participated in Philadelphia's Open House in 1985 and opened its doors to visitors for free along with other historic sites in the city. The Harvest Festival at Historic RittenhouseTown took place in the early 1990s and entailed demonstrations of early American crafts such as corn shilling, wood-working and peg-making. The Harvest Festival also included a meal, music, and tours of the site. The event cost \$7.50/person in advance and \$10/person at the door and over 300 people attended.

RittenhouseTown should consider bringing back these successful events but apply new themes into these fairs, like flax restoration and paper-related creations and design.

Alcohol can be served at events like Oktoberfest with Fairmount Park Commission's approval if one obtains a special events permit from the Pennsylvania Liquor Control Board. The LCB will require you to notify all the police districts and agencies in the area. The FPC may also require additional security deposits and scrutinize your application more thoroughly.

Immediate Action

- Design surveys to be filled out by visitors and neighbors and ask what kinds of events they would like to see in Historic RittenhouseTown's future.

Short Term Action

- Form a committee composed of volunteers and staff members to plan and manage the new event.
- Get any permits necessary and approval from the Fairmount Park Commission for any major event (i.e. intended for 50 or more people.)

Long Term Action

- Prepare the site and renters and put on the event.

Prioritized Recommendations

In order to assist Historic RittenhouseTown in deciding what strategies they should implement first, we put all of our recommendations in a prioritized list. We ordered our priorities based on which recommendations we felt were most important and that Historic RittenhouseTown should act on first. When prioritizing our recommendations, we considered the level of difficulty, including the estimated number of staff hours a given strategy would take to implement, as well as the potential level of positive impact we felt each strategy could have on Historic RittenhouseTown.

Under each financial strategy category, our strategies are prioritized in recommended order. Our strategies were not lumped and prioritized together because we felt that Historic RittenhouseTown should be the one to make the decision on which strategic area, Administrative, Public Relations/Alliances, or Activities/Programs, it would like to work on and emphasize, based on its current needs. The following list depicts our prioritized recommendations for each strategic area:

Administrative

1. Hire a financial consultant to develop a financial plan for Historic RittenhouseTown
2. Hire Interns
3. Revise tiered giving / membership levels
4. Adjust rental contracts
5. Seek and write new grants
6. Renovate and expand the gift shop
7. Stationary Design Competition for Students

Public Relations/Alliances

1. Update website
2. Make a calendar with other neighborhood historic sites
3. Take advantage of Greater Philadelphia Cultural Alliance membership benefits
4. Develop alliance with the Friends of the Wissahickon
5. Valley Green Inn Restaurant fundraiser opportunity
6. Host a farmer's market
7. Advertise for specific volunteers (recruit a volunteer coordinator)
8. Contact Lincoln Financial Group Foundation about bus sponsorships for teachers
9. Renovate the barn as a community center

Activities/Programs

1. Summer program for kids
2. Wedding Photos / Ceremonies
3. Sell crafts that people make at workshops
4. Bring back past successful events

APPENDIX

1. Letter from the Student Employment Office at the University of Pennsylvania
2. University of Pennsylvania Work Study Application



Student Employment Office

3451 Walnut Street, Room 140
Philadelphia, PA 19104-6270
Tel 215.573.9171 Fax 215.573.8974
E-mail: seo@sfs.upenn.edu
Website: www.sfs.upenn.edu/seo

November 30, 2006

Historic Rittenhousetown, Inc

Dear Prospective employer:

Thank you for your interest in the Federal Work-Study Program. This is a federally funded program, which provides a variety of job opportunities to eligible undergraduate and graduate students with financial need. A student is encouraged to seek community service work and/or work related to a student's course of study.

If you wish to employ a work-study student, please comply with the following:

- Sign both copies of the enclosed Off-Campus Work-Study Agreement and return them to the Student Employment Office. An agreement will be returned to you after the University's Vice President and Treasurer has signed it.

An agreement with the University will obligate your organization/agency to reimburse the University for fifteen percent (15%) of the student's gross authorized earnings.

- Submit a copy of your current certificate of insurance evidencing Workers Compensation and employers' liability insurance.
- Submit proof of your nonprofit status.

A student **cannot** begin working until the agreement has been signed by the employer and returned to the Student Employment Office, and the student has completed the required employment documents with our office.

In addition to the above-mentioned requirements, the Student Employment Management System (SEMS) is the mode by which you can create a work-study job online. First, you must register an account by contacting the Off-Campus Work-Study Coordinator, Karen McKoy. Please e-mail your request to mckov@sfs.upenn.edu.

Once your SEMS account is active, go to our website www.sfs.upenn.edu/seo in order to create your work-study job. In the Employers, click Job Management, and then click SEMS.

For further information regarding the policies and procedures of the Federal Work-Study

UNIVERSITY of PENNSYLVANIA

Program, please review the Off-Campus Employer – Federal Work-Study Handbook available on our website www.sfs.upenn.edu/seo. In the Employers menu, click Handbooks.

If after reviewing the handbook, you have further questions, please call me at 215-573-9171 or e-mail mckoy@sfs.upenn.edu.

We look forward to your participation in the Federal Work-Study Program

Sincerely,

A handwritten signature in black ink, appearing to read 'K. McKoy', written over a horizontal line.

Karen E. McKoy
Coordinator
Off-Campus Work-Study Program

**UNIVERSITY OF PENNSYLVANIA
FEDERAL WORK-STUDY PROGRAM
OFF-CAMPUS AGREEMENT**

THIS AGREEMENT, entered into this _____ day of _____ 20____, by and between the TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA, hereinafter referred to as the "Institution", and HISTORIC RITTENHOUSTOWN, INC, hereinafter referred to as the "Organization".

WITNESSETH:

WHEREAS, the Institution has entered into an agreement with the U.S. Secretary of Education pursuant to Title IV, Part C, of the Higher Education Act of 1965, as amended, to stimulate and promote the part-time employment of the Institution's students who are in need of the earnings from such employment in order to pursue their courses of study; and

WHEREAS, the Institution has received the approval of its application to the U.S. Department of Education for a Federal Work-Study Program providing for certain of the Institution's students engaging in work for public and private nonprofit organizations; and

WHEREAS, the Organization is a reliable public or private nonprofit organization with professional direction and staff and is in a position to use the services of the Institution's students, and the Institution and the Organization desire that the Institution's students engage in work for the Organization under the Federal Work-Study Program authorized by said Act,

NOW, THEREFORE, the parties hereto agree as follows:

1. The Organization will use the services of students referred by the Institution who are eligible to participate in the Federal Work-Study Program and who are qualified and acceptable to the Organization.
2. The work to be performed by the Institution's students under this Agreement will be in the public interest and will be consistent with the purposes of the Higher Education Act of 1965, as amended, and the work to be performed by said students:
 - (a) Will not result in the displacement of employed workers, the impairment of existing contracts for services, or in the filling of positions that are vacant because the Organization's regular employees are on strike.
 - (b) Will be governed by such conditions of employment, including compensation, as will be appropriate and reasonable in light of such factors as type of work performed, geographical region, proficiency of the student, and any applicable federal, state or local laws or regulations.
 - (c) Will not involve any partisan or nonpartisan political activity associated with a candidate or with a contending faction or group in an election for public or party office, or any lobbying on the federal, state, or local level.
 - (d) Will not involve the construction, operation or maintenance of any facility used or to be used for sectarian instruction or as a place for religious worship.

3. The parties further agree that the Organization will:

- (a) Provide professional, responsible supervision of, and will control and direct the services of the Institution's students furnished under this Agreement, and furnish the Institution with complete information, as requested by the Institution, regarding students' services to the Organization under the aforesaid Federal Work-Study Program.
- (b) Submit time report forms, fully attested to by an authorized official of the Organization, to the Institution of the time worked by students under this Agreement, which shall be forwarded to the Institution at or prior to the end of each pay period, a schedule of which is to be provided to the Organization by the Institution.
- (c) Not allow students working for the Organization under this Agreement to work (i) for more than 20 hours per week during periods when classes in which they are enrolled are in session, and (ii) for more than 40 hours per week when such classes are not in session.
- (d) Be deemed the employer of each student furnished by the Institution under this Agreement, assure proper working conditions, comply with all federal, state, and municipal laws, ordinances and regulations relating to employment and provide and maintain at its own expense such Workers' Compensation and other insurance covering each student employed under this Agreement as may be required by law. The Organization will provide to the Institution a certificate of insurance evidencing its workers compensation and employers' liability insurance, in accordance with the minimum standards as set by the Organization's home state. As employer, the Organization will be solely responsible for injuries occurring in the course of a student's employment with the Organization.

4. The parties further agree that the Institution will be responsible for:

- (a) The determination of the need of students furnishing services to the Organization hereunder in accordance with the rules and regulations of the U.S. Department of Education.
- (b) The determination of student's academic and other eligibility;
- (c) The withholding of income taxes from the wages paid each student as required by federal, state and city regulations, and the withholding of the employee's contribution as provided for under the Federal Insurance Contribution Act;
- (d) Payment and returns of aforementioned taxes as are required by law.

5. Compensation to be paid to students for work performed for the Organization under this Agreement will be paid by the Institution providing the Organization agrees that it will partially reimburse the Institution for the compensation paid as follows:

- (a) The Organization will reimburse the Institution 15% of the total wages earned by each student, which will cover the matching funds required, the social security contributions, and associated payroll costs.
- (b) Such reimbursement will be made to the Institution at such times as the Institution issues

documented invoices calculated from the time reports submitted by the Organization.

(c) The Institution will notify the Organization of each student's maximum amount of compensation, which the student may receive, without exceeding the student's authorized work-study award, for work performed for the Organization under this Agreement. The Organization shall not permit any student to continue to perform services for the Organization after the student has reached his or her authorized work-study award.

6. Upon request, the Organization will permit the Institution, from time to time, to inspect the premises upon which any student is working under this Agreement and will review with representatives of the Institution the working conditions and job requirements of all such students.

7. The Agreement will terminate on June 30, 2008 or may be terminated at any time by the Institution or by the Organization upon two weeks prior written notice. This Agreement shall be subject to extension by the mutual agreement of the parties hereto in writing.

IN WITNESS WHEREOF, the Institution and the Organization have executed this Agreement in duplicate as of the day and year first above written.

THE TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA

BY _____
Scott R. Douglass

Its Vice President for Finance and Treasurer

HISTORIC RITTENHOUSTOWN, INC

BY _____
(Authorized Signature)

(Printed Name)

Its _____
(Title)

