

CHAPTER SIX

**Profile of, and Direct Effects from,
New Jersey Historic Sites and
Organizations**

INTRODUCTION

Historic sites and organizations have been, and continue to be, important to the furtherance of our historic and cultural heritage. Much that was accomplished in historic preservation in the United States from roughly the mid-1800s to mid-1900s can be credited to these preservation organizations. Examples include the preservation of Mount Vernon by the Mount Vernon Ladies Association in the 1850s and 1860s, the regional preservation efforts by the Society for the Preservation of New England Antiquities in 1910, the congressional chartering of the National Trust for Historic Preservation in 1949, and the Trust's stewardship of historic homes and many other activities.

Government intervention in preservation, with some exceptions (e.g., 1906 Antiquities Act, 1935 National Historic Sites Act, and the establishment of local districts in Charleston and New Orleans in the 1930s), was not a significant force until roughly the 1960s. The 1966 National Historic Preservation Act established the National Register of Historic Places and a review process (Section 106) to protect against federal actions that would threaten resources either on, or eligible for, the National Register. Other historic protections were put in place by the 1966 Department of Transportation Act (e.g., Section 4f review) and environmental assessments required by the 1969 National Environmental Policy Act. Federal tax incentives for preservation were put in place by legislation starting in the 1970s, and, relatedly, the Secretary of the Interior established national standards for preservation. The 1960s and 1970s also saw the establishment of many local historic districts.

While the last few decades have witnessed an increase in public intervention in preservation, private organizations have remained important voices and implementers. The National Trust for Historic Preservation has mushroomed in membership and activities. States and cities often have historic organizations that advocate preservation and frequently act as caretakers of historic sites. Examples are the New York Landmarks Conservancy, the Boston Preservation Alliance, and Preservation North Carolina.

All of these activities parallel developments in New Jersey. The New Jersey Register Act came along slightly later than the National Register of Historic Places, and like many other states, the New Jersey Register was an outgrowth of the National Historic Preservation Act. The 1976 Bicentennial encouraged a flurry of preservation activity, including the creation of local historic commissions and districts in numerous New Jersey municipalities.

Yet, preservation in New Jersey, much like preservation at the national level, often builds from a nucleus of activity spearheaded by private historic organizations and sites that are reliant on locally generated contributions or revenues. For instance, the Old Barracks Association was organized in the first decade of the century to save Trenton's Old Barracks; Ford Mansion enthusiasts banded together even earlier to save it.

In part because many of these historic sites and organizations are private, rely on volunteers, and are local or neighborhood in orientation, little is known about them in any systematic fashion. To further our knowledge of history and preservation in New Jersey, Rutgers University conducted a survey of historic sites and history-associated organizations (e.g., historic societies) in New Jersey. Approximately 200 New Jersey

historic sites and organizations were contacted and 64 responded (two-thirds private and one-third public), for a response rate of almost one-third. The survey's objective was to obtain information on the profile, staffing, spending, and other characteristics of these sites and organizations as well as their cultural and economic contributions.

The complete New Jersey historic sites and organizations questionnaire is contained in Appendix E. The major findings are detailed below.

SUMMARY OF FINDINGS FROM THE SURVEY OF HISTORIC SITES AND ORGANIZATIONS

- In total, the respondents have about 30,000 members. Individual organizational membership, however, tends to be modest (average of 478 members and median of 175 members).
- The New Jersey historic sites and organizations are important caretakers. Almost 90 percent of the sites are either designated as landmarks or eligible for landmark designation.
- The New Jersey historic sites and organizations house millions of various artifacts (e.g., furniture, documents, textiles, photographs, paintings, and maps).
- The historic sites and organizations have significant visitation: the respondents host 3.5 million visitors annually. Including the non-responding sites/organizations, total yearly visitation is roughly 6.4 million.
- Visitors of all ages come:
 - 5% pre-school (4 years and under)
 - 32% school age (5-18 years)
 - 42% adults (19-64 years)
 - 21% seniors (65 years +)
 - 100%
- About four-fifths of the visitors come from in-state, while one-fifth come from out of state.
- Annual budgets range from a few hundred dollars to \$1-2 million. The cumulative budget of all the historic sites and organizations responding to the survey was \$17 million. Pyramiding to the state, to include non-respondents, results in an estimated statewide budgetary total of \$36 million.
- Historic sites and organizations have to “cobble” their revenues from disparate sources. Even government-supported entities have to secure various sources of nonpublic moneys. This “layering” of support from multiple sources is very pronounced for the private historic sites and organizations. For all, permanent sources of funds, such as from an endowment, are practically nonexistent, as is evident in the following table.

Budget Revenue Sources of New Jersey Historic Sites and Organizations

Revenue Source	All Respondents	Public Respondents	Private Respondents
1. Government	43%	94%	16%
2. Foundations and businesses	13%	3%	18%
3. Endowment	7%	1%	11%
4. Visitor spending	16%	0%	24%
5. All other sources (e.g., membership)	21%	2%	31%
<i>Total (1-5)</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>

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- Labor costs generally comprise the largest share of any organization’s budget. Since volunteers often comprise such a large portion of the total staff of the historic sites and organizations, and paid staff are modestly compensated, labor expenses do not predominate. For all the historic sites and organizations, labor expenses on average comprise only 35 percent of the budget, with nonlabor operating and capital expenditures comprising 49 and 16 percent, respectively. Labor as a share of total expenses is an even smaller share for the private, as opposed to public, historic sites and organizations, as shown below.

Budget Spending Allocation of New Jersey Historic Sites and Organizations

Expenditure Category	All Respondents	Public Respondents	Private Respondents
1. Labor expenses	35%	46%	29%
2. Nonlabor operating expenses	49%	40%	54%
3. Capital and debt-service expenses	16%	14%	17%
<i>Total (1-3)</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>

- As noted, volunteers are fundamentally important to the work of the historic sites and organizations. The imputed monetary value of the volunteer support to New Jersey’s historic sites and organization exceeds half of their actual total budgets and is two-thirds greater than their current labor outlays. Put another way, absent volunteers, the New Jersey historic sites and organizations would have to increase their budgets and fundraising by one-half and their labor costs by two-thirds. These resources would simply not be available. Thus it is important for both the public and private sectors to encourage continued volunteerism.
- Many constraints confront the historic sites and organizations, including:
 1. *Identification of the artifacts.* Only about 85% of all the responding New Jersey historic sites and organizations have accessioned and catalogued their artifacts; 15 percent have not. Of those who have accessioned and catalogued their artifacts, only about 80 percent of the artifacts have been so indexed. Thus, a gap exists between the entities who have done accessioning and cataloguing and the extent of their coverage in this regard.

2. *Condition of the artifacts.* Almost 25 percent of the respondents indicated that their artifacts are in fair or poor condition. Funding limitations inhibit proper conservation measures. Cumulatively, the respondents indicated a need over what is available today of almost \$4 million annually for conservation. On an order-of-magnitude basis, that would pyramid statewide for all the historic sites and organizations to some \$5.3 million annually. On a related note, more than one-third of the artifacts are uninsured.
3. *Limited operating hours.* About one-fifth of the sites are open only seasonally. Furthermore, whether open yearly or for a portion of the year, many of the historic sites and organizations can be accessed only during a limited number of hours per week. Over a third of all the respondents are open fewer than 10 hours a week, and half are open 20 hours a week or less. Only a quarter are open 40 hours a week or more. Average weekly operating hours are 23; the median, 21.
4. *Deficient amenities.* Many of the sites lack basic amenities. Fifteen percent do not have a restroom, and of those with such facilities, only half are accessible to the disabled. (In fact, 40 percent of the sites do not have accessible entry.) Other amenities often not available are food provision or a library or archival collection open to the public.
5. *Limited staff.* Most sites do not have enough paid staff to perform all the functions they would like to perform: staying open longer hours (see above), programming, outreach, marketing, and publications. On average, the respondents indicated a need for 3 additional staff, added to an existing average staff size of roughly six—in other words, a 50 percent increase in staffing. A linchpin to operations is a cadre of volunteers, but their availability is subject to the vagaries of people’s time and willingness to commit.
6. *Limited resources.* As described earlier, many of the historic sites and organizations make ends meet by raising funds from disparate sources—few of which they can count on year to year. Resources are stretched and this curtails conservation, limits operating hours, and so on. The estimated extent of the currently unfunded needs of New Jersey’s historic sites and organizations are listed in the following table. The figures are not precise estimates, but rather should be interpreted as showing that New Jersey’s historic sites and organizations conservatively face unfunded needs of tens of millions of dollars annually.

Area of Annual Unfunded Needs	Amount Indicated by Survey Respondents	Estimated Statewide Total
1. Annual funds to <i>maintain</i> existing physical facilities;	\$1.7 million	\$4.2 million
2. Annual dollars to <i>improve/rehabilitate</i> existing physical facilities;	\$12.6 million	\$14.9 million
3. Annual funds to <i>hire staff</i> for a variety of operating purposes (e.g., programming, expanded hours, and outreach); and	\$4.2 million	\$10.4 million
4. Annual funds for <i>conservation and other items</i> (not included above).	\$4.5 million	\$6.1 million
<i>Totals (1–4)</i>	<i>\$23.0 million</i>	<i>\$35.6 million</i>

- The New Jersey historic sites and organizations are vital for preserving the state’s heritage, but there is also a more prosaic reason for meeting the unfunded needs indicated above. Such an investment would substantially increase visitation of the New Jersey historic sites and organizations by a rough order of magnitude of 75 to 100 percent. (The economic return of “investing”—by meeting the unfunded need—is examined in detail in the following chapter.)

The full detail of the survey of the New Jersey historic sites and organizations follows. The discussion presents the questionnaire’s administration and content, and details the survey’s findings.

SURVEY STRATEGY AND CONTENT

In the summer-fall of 1996, Rutgers University first identified New Jersey sites and organizations associated with history. For the purpose of the survey, “history” was defined broadly to encompass events, persons, and places as well as cultural, architectural, and/or artistic achievements. “Historic (or history-related) activities” refer to those associated with, or furthering, “history” as just defined; an “historic site” is a place associated with history as defined above. Included, as examples, are a building housing an historic society, a museum with some historic mission/activities, a park with an historic association, as well as an officially designated landmark (or a site eligible to be designated landmark).

The identification was made by Rutgers in collaboration with the Task Force on New Jersey History and the New Jersey Historic Trust. A total of 197 sites and organizations, as described above, were identified and a detailed questionnaire was then sent to them. The organizations consisted mainly of those who steward or operate sites as opposed to the larger universe of historical societies, many without collections or sites. Those not initially returning the survey were repeatedly called to increase the

response rate. At the end of this process, 64 of the questionnaires were returned, for a response rate of almost one-third. The 64 responding institutions were then matched against the universe of the 197 sites and organizations in order to pyramid¹ the results from the responses on some of the questions (e.g., those involving expenditures) to a statewide total. It should be noted, however, that the respondents tended to be the larger sites and organizations so the survey's results are somewhat biased in this regard.

The survey was organized into five sections:

1. organization/facility profile
2. visitation and amenities
3. expenditures and revenues
4. staffing
5. unfunded needs

The responses to the five sections follow; questions from the survey are indicated in italics.

ORGANIZATION AND FACILITY PROFILE

Nature of the Sites and Organizations

The responding sites and organizations reflect the diversity of history and preservation. Among the respondents were: Craftsman's Farms ("living" historical farm); Delaware Bay Schooner (restored schooners); Morven (NJ Governor's residence); Newark Museum (historic Ballantine House and major arts museum); Waterloo Village (restored village with crafts demonstrations); Monocacy Battle Monument (battle site); Morris Canal Historic District (historic/scenic district); Grover Cleveland Birthplace (birthplace of 20th President); Cranbury Museum (local museum in Cranbury's National Register downtown); and Barnegat Lighthouse (regionally important lighthouse)

While their specific missions differ widely, from restoring historical Delaware Bay schooners, to showcasing 19th century crafts, to preserving historic birthplaces and battlegrounds, the historic sites and organizations share certain commonalities. Almost 60 percent, for instance, were historic house museums. Further, these and the other historic sites and organizations shared a broad common mission—namely, the furtherance of history and preservation.

¹ This pyramiding allows for a *rough order of magnitude* of a statewide total. Essentially, while the 64 respondents represent about a third of the total universe of historic sites and organizations, the 64 include disproportionately the largest and strongest entities in terms of membership, spending, technical expertise, and the like. Therefore, the cumulative results from the 64 respondents referred to as the "survey total" are weighted by the expected scale of the non-respondents rather than by .33 to arrive at an "estimated statewide total." The latter is accurate only on an order-of-magnitude basis.

What is the nature of your organization?
(Question 3b)

Examples:

The New Jersey Historical Society, the oldest cultural institution in the state, collects, preserves, and interprets the rich and intricate political, social, cultural, and economic history of the state. Its mandate is to provide the residents of New Jersey and those concerned with the state's past—be they scholar or lappers, child or adult—with an opportunity to understand the complexity and context of the state's history through collections, exhibitions, publications, and programming.

The Waterloo Foundation for the Arts provides a historic site open for tours. Its mission is to promote, foster, and encourage public interest in American and New Jersey history and agrarian, technical and cultural arts.

The New Jersey State Park Service provides recreational and historic interpretation opportunities while protecting the land and historic resources assigned to it.

The Cranbury Historical and Preservation Society is committed to the furthering of interest and knowledge in the history of Cranbury; the promotion, support and encouragement of beautification of the land and buildings located in Cranbury; and the restoration and preservation of Cranbury's old and historic buildings and sites. The Society operates the Cranbury Museum and Cranbury History Center.

The Mid-Atlantic Center for the Arts is a multifaceted organization devoted to the restoration, interpretation, and enhancement of the cultural environment of greater Cape May through administering two historic sites, sponsoring a wide range of exterior and interior tours of Cape May, and offering a year-round schedule of special events that promote cultural and ecological tourism.

Description of Organization

The historic sites and organizations comprise both private and public entities. There is also a “blending” of roles, such as a private group acting as a caretaker or “friend” of a public site. The distribution is as follows:

Which best describes your organization?
(Question 3a)

<u>Response</u>	<u>% of All Respondents</u>
a. Private	63%
b. Public	37
	100%

Examples:

- | <u>1. Private</u> | <u>2. Public</u> |
|---|--|
| 1. Cranbury Historical Society (Cranbury Museum) | 1. Middlesex County (Cornelius Low House) |
| 2. Lambertville Historical Society (Marshall House) | 2. State of New Jersey Park Service (Monocacy Battle Monument) |
| 3. Newark Museum (Ballantine House) | 3. Federal Park Service (Edison National Historic Site) |

Organizational Age

While about 5 percent of the organizations date to the 1800s (e.g., the New Jersey Historical Society, founded in 1845, and the New Jersey State Museum, founded in 1895), much more common were groups formed in the twentieth century; 76 percent were founded after 1950.

When was your organization founded?
(Question 3c)

<u>Response</u>	<u>% of All Respondents</u>
a. pre-1900	8%
b. 1900–1949	16
c. 1950–1969	27
d. 1970–1996	<u>49</u>
	100%

Organizational Membership

The respondents differ considerably with respect to the scale of their membership. The governmental entities, for instance, don't have membership in a formal sense. While the Middlesex County Cultural and Heritage Commission (MCCHC) may avail itself of some volunteers in staffing the Cornelius Low House, the MCCHC is not a membership organization. Other respondents, such as the historical societies, however, are membership organizations, and although membership size varies, most are modest-sized, with a few hundred members each. The average membership is 478; the median is 175. Some larger organizations include the Newark Museum, Waterloo Village, and the New Jersey Historical Society, which each have hundreds to thousands of members.

*How many members do you have?
(Question 3d)*

<u>Response</u>	<u>% of All Respondents</u>
a. 0	28%
b. 1-199	23
c. 200-399	15
d. 400-599	8
e. 600-799	8
f. 800 or more	<u>18</u>
	100%
Survey Average:	478
Survey Median:	175
Survey Total:	29,143

Caretaker Role of the Historic Sites and Organizations and Landmark Status

While the individual historic sites and organizations are often modest-sized with respect to membership and other factors, such as budget and staffing (as shall shortly be described), they are essential caretakers. At times, the caretaking focuses on the site itself (e.g., battlefield monument). In this regard, it should be pointed out that most sites are either already designated as historic landmarks, that is, they are listed individually as a federal, state, or local historic property; are located in a federal, state, or local historic district; or are eligible for such designation.

*Are any of your facilities designated as landmarks or eligible for landmark designation?
(Question 26)*

<u>Response</u>	<u>% of All Respondents</u>
a. Yes—designation as a landmark	79%
b. Yes—eligible for landmark status	7
c. No—neither designated a landmark nor eligible for landmark designation	12
d. Do not know	<u>2</u>
	100%

Scale of Artifacts at the Historic Sites and Organizations

Most sites contain artifacts, and these frequently comprise extensive collections. Artifacts refer to objects of art, culture, and history—such as paintings, photographs, manuscripts, documents, papers, furnishings, and machinery. The descriptions obtained below from some of the respondents point to the fact that in numerous instances, a significant number of artifacts are contained in the sites. Also evident from the responses is the variety of artifacts that are found.

While an exact census of artifacts is unavailable, there is no doubt that the New Jersey historic sites and organizations house many millions of artifacts. Just three of the respondents, the Edison National Historic Site, the New Jersey State Museum, and the New Jersey Historic Society, held 6 million, 2 million, and 1.5 million artifacts, respectively.

*Describe your major artifactual collection.
(Question 27g)*

<u>Site/Organization</u>	<u>Artifacts</u>
New Jersey Historical Society	500 pieces of furniture, 2,000 costumes and accessories, 3,000 documents; 1500 ceramic, glass, silver items, 350 paintings, 10,000 household items and memorabilia, 150 textiles, 300 weapons, 150 busts and models, 5,000 manuscripts, 370 maps, 150 atlases, 1,000 prints, 1,000,000 photographs, 10,000 Native American items, 131,000 books
Whitebog Village— Lebanon State Forest	25 pieces of farm equipment and tools, 12 berry sorting tables, 100 crates, 50 photographs, 1 painting, 6 boxes of farm records, 10 farm machines
National Society for the Colonial Dames in the State of New Jersey— Peachfield Plantation	100 pieces of furniture, 20 paintings, 30 textiles, 300 ceramic items
Passaic County Historical Society— Lambert Castle Museum	600 paintings, 10 sculptures, 300 pieces of furniture, 500 ceramic items, 100 glassware items, 500 toys and games, 3400 miscellaneous items, 50,000 photographs, 5,000 books, 300 prints, 50,000 silk samplers, archival holdings (manuscripts, documents, scrapbooks), 500 textiles, clothing, quilts, samplers, equipment and tools, ceramics and glass, furniture, paintings and drawings, military artifacts
New Jersey State Museum and Morven	500 paintings, 3,000 prints, 100 drawings, 10 sculptures, 150 photographs, 5,000 ceramic items, 1,000 glassware items, 600 silver items, 2,000 iron and metal items, 1,500 textiles, 300 pieces of furniture, 2,600 miscellaneous items, 2 million archaeology items, 4,000 ethnographic specimens
Historic Society of the	Trade artifacts

Somerset Hills—
Historic Cold Spring Village

<u>Site/Organization</u>	<u>Artifacts</u>
Wheaton Village	10,000 glassware items, 1 000 ceramics items, 2 000 archival papers, photographs, and books
New Jersey Department of Environmental Protection— Skylands Manor	Furnishings and artifacts
Edison National Historic Site	5,000,000 documents, 70,000 photographs and films, 60,000 sound recordings, 21 structures, 400,000 objects including lab furnishings and equipment, phonographs, film equipment, lighting equipment and estate furnishings. (Edisonia)
Johnson Ferry House	50 pieces of furniture, 15 prints, maps, photographs, 40 hearth and cooking utensils, 25 ceramic items, 10 textiles, 6 books, 25 pewter items, 6 glass bottles, 8 wooden brackets
Trenton City Museum	700 ceramic items, 40 paintings, 75 photographs, 20 prints and drawings, 16 silver items, 50 archival papers, 13 pieces of equipment, 11 clothing items, 50 pieces of furniture, 6 instruments, 47 arch pieces, 30 pieces of memorabilia
Delaware and Raritan Canal State Park	Machinery parts
New Jersey Department of Environmental Protection— Long Ponds Ironworks Historic Village	Tools

Artifact Identification (Accessioned/Catalogued)

Artifacts need to be accessioned, catalogued, and conserved; insurance is also prudent protection. Yet budget constraints often impede the proper caretaking of the artifacts in the historic sites. The survey indicates that many, but far from all, of the artifacts in the historic sites have been accessioned and catalogued. The responses are differentiated between the public historic sites and organizations that responded (termed “public respondents”) and the private historic sites and organizations (termed “private respondents”). The combined public and private respondents are termed “all respondents.”

*Have your site's artifacts been accessioned?
(Question 28a)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Yes	83%	74%	88%
b. No	<u>17</u>	<u>26</u>	<u>12</u>
	100%	100%	100%

*Percentage of Artifacts Accessioned (where artifacts have been accessioned)
(Question 28a)*

<u>Response</u> (% of artifacts accessioned)	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 1-24%	7%	14	3
b. 25-49%	0	0	0
c. 50-74%	0	0	0
d. 75-100%	<u>93</u>	<u>86</u>	<u>97</u>
	100%	100%	100%
Survey average:	87%	84%	89%
Survey median:	95%	97%	95%

*Have your site's artifacts been catalogued?
(Question 28b)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Yes	80%	67%	86%
b. No	<u>20</u>	<u>33</u>	<u>14</u>
	100%	100%	100%

*Percentage of Artifacts Catalogued (where artifacts have been catalogued)
(Question 28b)*

<u>Response</u> (% of artifacts catalogued)	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 1-24%	7%	8	7
b. 25-49%	7	9	7
c. 50-74%	15	8	17
d. 75-100%	<u>71</u>	<u>75</u>	<u>69</u>
	100%	100%	100%
Survey average:	74%	74%	74%
Survey median:	80%	80%	80%

In short, while about 85 percent of all the responding New Jersey historic sites and organizations have accessioned and catalogued their artifacts, 15 percent have not. Of those who have accessioned and catalogued their artifacts, only about 80 percent of the artifacts have been so indexed. Thus, a gap exists between the entities who have done accessioning and cataloguing and the extent of their coverage in this regard.

When the historic sites and organizations are differentiated by public versus private entities, it appears that a somewhat higher share of the public entities have neither accessioned nor catalogued their collections. Of the public entities that have done so, however, they generally have indexed their collections as extensively as their private counterparts.

Insurance of Artifacts

Artifacts should be insured; but in practice, this is often but not always done. About a third of all respondents indicated that their collection was *uninsured*; the public historic locations and organizations were more than twice as likely to be uninsured as private organizations.

Is the collection insured?
(Question 28f)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Yes	64%	41%	75%
b. No	<u>36</u>	<u>59</u>	<u>25</u>
	100%	100%	100%

Condition of Artifacts

The condition of the artifacts is generally described as being “excellent” to “good,” but about one-fifth of the respondents report “fair” or even “poor” conditions. A much larger share of the public respondents report “fair” to “poor” conditions than private respondents.

Condition of artifacts
(Question 28c)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. excellent	4%	5%	3%
b. good	73	58	82
c. fair	21	32	15
d. poor	<u>2</u>	<u>5</u>	<u>0</u>
	100%	100%	100%

Conservation Measures

Conservation measures are typically reported as being routinely performed, though there are frequent exceptions. Where conservation is applied it is done by a mix of professional conservationists, staff, volunteers, and friends.

Are conservation measures routinely performed? If so by whom?
(Question 28d)

Examples:

New Jersey Historical Society—No

Waterloo Village—No

Cranbury Museum—Yes, by volunteers

Lambert Castle—Yes, by staff and volunteers

Wheaton Village—Yes, by curator

Long Pond Ironworks—Yes, by friends, group and state park service

Skylands Manor—No

Station at Califon—Yes, by museum director

Morris Canal Historic District—No

American Labor Museum—No

Edison National Historic Site—Yes, by professional conservationists

Trenton City Museum at Ellarslie Mansion—No

Respondents spoke of the critical state of conservation at their respective sites and frequently mentioned the problems this poses to their collections. The following are illustrative comments:

Respondent

Lambert Castle

Comments

Substandard storage prior to 1990 led to some deterioration; 1990-1995 spent improving storage and conservation measures. Funds needed for even better conservation and storage measures.

Grover Cleveland Birthplace

Collection beginning to be better cared for. Many unique objects from the Cleveland family should be properly published and made more available to public. Funds are limited; "We dream of a proper museum building for the entire collection."

Milltown Historic Society

Need to computerize collection and modernize curatorial attention.

<u>Respondent</u>	<u>Comments</u>
Fosterfield's Living Historic Farm	Better care needed.
Rockingham State Historic Site	Artifacts need attention and conservation, yet there is little provision for this. "These objects are the tangible pieces of our past—yet they may be lost."
Morris County Historic Society—Acorn Hall	Museum quality climate control needed; more storage needed; conservation supplies are expensive.
Allaire Village	Property storage and curatorial services needed.
Lambertville Historic Society—Marshall House Museum	Paid consultant retained in 1996 to inventory and preserve our collection. Further efforts will be by volunteers; cost and manpower for this effort is unknown.
Historic Society of Haddonfield—Greenfield Hall and Samuel Mickle House	Clothing collection should be critically reviewed in terms of maintaining quality; conversation and storage facilities should be upgraded.
Delaware Bay Schooner	Many artifacts still in community. We must have a proper facility before acquiring them.

Additional Funds Needed for Conservation

Not surprisingly, most respondents cited a need for additional funds over what is available today for the proper conservation of their artifacts. On average, the respondents estimated that about \$96,000 annually is needed for proper conservation. The median need was much lower however—\$10,000. The average is so much higher because it includes very high estimated funds for conservation indicated by a few of the respondents. Paralleling the prior finding that artifacts at public locations are more at risk, the public respondents indicated a much higher level of need for the proper conservation of their artifacts. The average public response was \$206,000; the median was \$50,000. Cumulatively, the 64 public/private respondents indicated a need, over what is available today, of almost \$4 million annually for proper conservation. On an

order-of-magnitude basis that would pyramid statewide for all the historic sites and organizations to a need of some \$5.3 million² annually for proper conservation.

What additional annual funds are needed over what is available today for the proper conservation of the collection?

(Question 28e)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. \$0–4,999	37%	36%	38%
b. 5,000–9,999	13	7	15
c. 10,000–49,999	23	7	31
d. 50,000–99,999	10	14	8
e. \$100,000	<u>17</u>	<u>36</u>	<u>8</u>
	100%	100%	100%
Survey average:	\$95,618	\$206,457	\$31,673
Survey median:	\$10,000	\$50,000	\$6,750
Survey total:	\$3,920,350	\$3,096,850	\$823,500

Estimated Statewide Total: \$5.3 million

Hours of Operation

Budget constraints not only impede conservation, but also often limit the number of hours the historic sites and collections are open to the public. Nineteen percent of all the respondents indicated that they are open only seasonally. Across the board, however, whether open yearly or for a portion of the year, many of the historic sites and organizations can be accessed only during a limited number of hours per week. Over a third of all the respondents are open fewer than 10 hours a week, and half 20 hours a week or less. Only a quarter are open 40 hours a week or more. The average weekly operating hours are 23; the median, 21. Generally, the private sites and organizations have much more sharply curtailed hours than their public peers; their average and median weekly public operating hours are 19 and 11 respectively—a fraction of that of their public peers average, 32 and 28 hours, respectively.

² This statewide figure, based on median values, is a lower-order estimate. A statewide estimate of conservation needs, based on average values, is \$17.5 million. The more conservative (i.e., lower) statewide estimates of need are indicated in the text, as well as for operating, maintenance, rehabilitation, and other needs (see note 3).

*How many hours are you open to the public?
(Question 6)*

<u>Response</u> (in hours per week)	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 1-9	37%	23%	45%
b. 10-19	11	9	13
c. 20-29	17	27	11
c. 30-39	8	5	11
e. 40 or more	<u>27</u>	<u>36</u>	<u>20</u>
	100%	100%	100%
Survey average (hours):	23	32	19
Survey median (hours):	21	28	11

Given their often limited hours of operation, not surprisingly, many of the sites aspire to be open additional hours.

*Are you satisfied with your hours of operation?
(Question 7)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Yes	41%	38%	43%
b. No	<u>59</u>	<u>62</u>	<u>57</u>
	100%	100%	100%

If no, how many hours, funds permitting, would you want the historic site to be open to the public?

(Question 8)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
Additional hours per week want to be open			
a. 1-9	51%	33%	65%
b. 10-19	29	27	30
c. 20-29	3	7	0
d. 30-39	0	0	0
e. 40 or more	<u>17</u>	<u>33</u>	<u>5</u>
	100%	100%	100%
Survey average (hours):	15	24	8
Survey median (hours):	8	14	6

Site Interpretation

Whatever the hours, a yeoman's effort is made to interpret the respective sites. The interpretation is often done by volunteers, not infrequently in conjunction with some paid staff. Expectedly, volunteers play a much more important role in the private sites and organizations than in public ones. School programs are often provided.

Who does the interpretation?

(Question 27c)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Volunteers	29%	5%	44%
b. Paid staff	8	5	9
c. Volunteers and paid staff	<u>63</u>	<u>90</u>	<u>47</u>
	100%	100%	100%

Do you provide programs to school groups?

(Question 27d)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Yes	96%	90%	100%
b. No	<u>4</u>	<u>10</u>	<u>0</u>
	100%	100%	100%

The respondents stage a wide variety of activities to interpret their diverse historic sites, and their site interpretation is often a dynamic process. When asked if “site interpretation has changed over time in terms of nature/period/theme/other programs, staffing, and/or school programs”(Question 27e), almost two-thirds of all the respondents answered that changes had occurred. Examples of some of these changes are shown below. Of note is the common addition or expansion of school programs, social interpretation, and enhanced research and publications.

*Illustrative responses to site interpretation
(Question 27)*

<u>Respondent</u>	<u>Overall Site Interpretation</u>	<u>Programs</u>	<u>Changes in Programs or Interpretation</u>
Middlesex County Cultural and Heritage Commission (Cornelius Low House)	NJ history	Workshops, school programs, special events, symposia, community outreach	School and community programs are new
Waterloo Foundation—Village of Waterloo	Local/regional NJ history and life	Reenactments, demonstrations, festivals	Publications and outreach increasing
National Society for the Colonial Dames of America in the State of NJ (Old School House)	NJ education from 1759 to establishment of public school system	Costumes, school programs, lectures, hands-on demonstrations	Living history programs added for children
NJ State Museum	Furnishings, artifacts, art of NJ	Tours, publications, workshops, lectures, demonstrations, children’s theater	More volunteers due to loss of museum educator position; school programs now reinforce core curriculum concepts; new school programs
Wheaton Village	American glasswork	Tours	School programs expanded

<u>Respondent</u>	<u>Overall Site Interpretation</u>	<u>Programs</u>	<u>Changes in Programs or Interpretation</u>
Historic Society of the Somerset Hills—Brick Academy	Schoolhouse of the early 19th century	Public meetings, summer camp, lectures	More programs, more school programs
Historic Cold Spring Village	Rural community of the 19th century	Demonstration, education programs, workshops, living history, special events	Refined to meet mission statement and fit schematic theme; improved interpretation through research
Harding Township Historical Society—Tunnis-Ellicks House	Lifestyle of turn of the 19th century; 1840s garden	Reenactments, demonstrations, lectures, slides, music, storytelling, parade float	Demonstrations added; more temporary exhibits (museum opened in 1990), fewer school programs due to fewer volunteers and changing interest of local teachers
Historical Society of Princeton—Bainbridge House	Theme exhibits	Lectures, workshops, school programs	Earlier period rooms are now thematic exhibitions; oral history of the house
Lacey Township Historical Society—Lacey Township Schoolhouse	Schoolhouse of the late 19th century	Tours, holiday house tour, festival, lectures	Increased school programs and citizen awareness

<u>Respondent</u>	<u>Overall Site Interpretation</u>	<u>Programs</u>	<u>Changes in Programs or Interpretation</u>
Craftman Farms	American arts and crafts movement	Lectures, summer camp, symposia, special events	Addition of summer camp
Johnson Ferry House	Furnishings and artifacts of the 18th century and American Revolution	School programs, theme days, concerts, educational programs, demonstrations	Changes based on current and continuing research
Museum of Early Trades and Crafts—James Library	Early trades and crafts	Hands-on demonstrations, discussions, educational programs, school programs, workshops, lectures, festivals	Changes based on current and continuing research
Trenton City Museum	Furnishings and artifacts of 19th century Trenton history	Lectures, slides, demonstrations, education programs	Continually refined
New Jersey Parks Service—Rockingham Historic Site	Furnishings and artifacts of the 18th century, Revolutionary Headquarters	Tours, special events, educational programs, community outreach	Increased school programs; added children's museum; obtained publicity/promotion grant
Morris County Historical Society—Acorn Hall	County/state/national history	Lectures, holiday house tour, special events	More emphasis on social history and interpretation of material culture; added school program and exhibit; added holiday exhibit

<u>Respondent</u>	<u>Overall Site Interpretation</u>	<u>Programs</u>	<u>Changes in Programs or Interpretation</u>
Mid-Atlantic Center for the Arts	Furnishings of the late 19th century; lighthouse lifestyle and history, seaside resort of the 19th century; ecology of the area	Tours, video	Interpretation has become more professional as poorly trained volunteers have been replaced by well-trained, paid staff; increased variety of tours, educational programs added
Walt Whitman House	Furnishings and artifacts of the 19th century	Tours, lectures, poetry readings, dramatizations	Greater variety of programs
Historical Society of Haddonfield—Greenfield Hall and Samuel Mickle House	Furnishings of the 19th century	Tours, school programs	Added children's tour

VISITATION AND AMENITIES

Total Visitation

Given the varying organization sizes and differing types of sites and locations (e.g., a major art museum in the state's largest city versus an historic house museum in a small rural community), there is, not surprisingly, considerable range in the level of annual visitation. There is very significant visitation to such sites as the Delaware and Raritan Canal State Park, the Mid-Atlantic Center for the Arts, the New Jersey State Museum, the Newark Museum, and Waterloo Village—with 750,000, 350,000, 335,000, 300,000, and 170,000 annual visitors, respectively. In contrast, such historic sites as the Cranbury History Center, the Old School House, the Station at Califon, the Milltown Historic Society Museum, and the Lacey Township School House have 100, 325, 400, 500 and 860 annual visitors, respectively. Further variability in visitation is shown below. The average annual visitation is 58,000, with a much lower median of 5,800. (Again, the average is so much higher than the median because it is influenced upward by the very large visitation at a handful of the sites.) Annual visitation is much higher at the public sites and organizations (96,000 average and 13,000 median) than at their private peers (34,000 average and 3,000 median)—a likely reflection of such factors as the public sites' longer operating hours, enhanced resources for programs, and the like.

*What is your annual visitation?
(Question 9)*

<u>Response—</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
Annual visitors			
a. 0–499	12%	0%	19%
b. 500–999	10	0	16
c. 1,000–4,999	23	26	22
d. 5,000–9,999	12	13	11
e. 10,000–24,999	17	22	13
f. 25,000–49,999	3	4	3
g. 50,000–99,999	8	13	5
h. 100,000–or more	<u>15</u>	<u>22</u>	<u>11</u>
	100%	100%	100%
Sample average:	57,925	95,776	34,396
Sample median:	5,766	13,476	2,500
Sample total:	3,475,474	2,202,839	1,272,635
Estimated statewide total:	6.4 million		

Cumulatively, the responding historic sites and organizations reported annual visitation of 3.5 million. Statewide, that pyramids to an estimated 6.4 million visitors on an order-of-magnitude basis. That is substantially less than the 9 million adult heritage tourism trips reported in the previous chapter. It is important to remember, however, that the annual visitation to these historic sites and organizations represents only site- or destination-oriented visitation. By way of illustration, Cape May is a quintessential historic community in New Jersey that attracts many thousands of visitors annually because of its historic character. Relatively few of the visitors to this community, however, visit the Historic Colonial House (c. 1755) or the Historic Barn (c. 1800) (Combined annual visitation at these two sites is only 4,500.) Thus, the full amount of heritage tourism often goes far beyond the visitation to the historic sites and organizations reported in this survey.

Age Distribution of Visitors

Holding aside the issue of total visitation, the Rutgers survey provides the following data on the age distribution and residence of the visitors to this historic sites and organizations.

*Approximately what percentage of your visitors were (age):
(Question 10)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. Preschool children (4 years and under)	5%	6%	4%
b. School-age children (5-18 years)	32	32	32
c. Adults (19-64 years)	42	43	42
d. Seniors (65 years +)	<u>21</u>	<u>19</u>	<u>22</u>
	100%	100%	100%

As the figures indicate, there are few pre-school visitors at these historic sites (only about 5 in 100), but school age-visitors comprise a third of the total. Adult, nonseniors comprise about four-tenths of the total, and seniors about one-fifth of the annual visitation. When these statistics are examined more closely, the relatively low visitation by pre-schoolers stands but there is considerable variety among the different sites in terms of their visitors' ages. For instance, 40 percent of all the respondents indicated that seniors comprised between one-quarter and one-half of their visitors. Public and private respondents had similar visitor age profiles.

*What is the age of your visitors?
(Question 10)*

<u>Response</u>	<u>All Respondents</u>			
	<u>Pre-school children (4 years and under)</u>	<u>School-age children (5-18 years)</u>	<u>Adults (19-64 years)</u>	<u>Seniors (65+ years)</u>
0-24%	98%	41%	17%	59%
25-49%	2	41	41	41
50-74%	0	12	37	0
75-100%	<u>0</u>	<u>6</u>	<u>5</u>	<u>0</u>
	100%	100%	100%	100%

What is the age of your visitors?
(Question 10)

<u>Response</u>	<u>Public Respondents</u>			
	Pre-school children (4 years and under)	School-age children (5 to 18 years)	Adults (19—64 years)	Seniors (65+ years)
0–24%	100%	41%	14%	64%
25–49%	0	45	36	36
50–74%	0	5	45	0
75–100%	<u>0</u>	<u>9</u>	<u>5</u>	<u>0</u>
	100%	100%	100%	100%

What is the age of your visitors?
(Question 10)

<u>Response</u>	<u>Private Respondents</u>			
	Pre-school children (4 years and under)	School-age children (5 to 18 years)	Adults (19—64 years)	Seniors (65+ years)
0–24%	100%	41%	19%	57%
25–49%	0	38	43	43
50–74%	0	16	33	0
75–100%	<u>0</u>	<u>5</u>	<u>5</u>	<u>0</u>
	100%	100%	100%	100%

Visitor Origins

Whatever their age, the lion's share—more than four-fifths—of the visitors to the New Jersey historic sites and organizations come from in-state, usually from the same county as that of the historic site or organization. Out-of-state visitation was somewhat higher for the public historic sites and organizations.

Of total visitors indicated, approximately what percentage came from (where):
(Question 11)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. New Jersey—same county as your location	46%	36%	53%
b. New Jersey—other counties	36	42	32
c. Outside New Jersey	<u>18</u>	<u>22</u>	<u>15</u>
	100%	100%	100%

Although most visitors came from New Jersey, there were expected variations among this group of historic sites and organizations. For instance, the Edison National Historic Site had 50 percent of its visitors come from outside New Jersey, as did a few others (e.g., Mid-Atlantic Center for the Arts and Village of Waterloo).

Where do your visitors come from?
(Question 11)

<u>Response</u>	<u>All Respondents</u>		
	<u>New Jersey— same county</u>	<u>New Jersey— other counties</u>	<u>Outside New Jersey</u>
0–24%	26%	31%	74%
25–49	24	43	21
50–74	28	16	3
75–100	<u>22</u>	<u>10</u>	<u>2</u>
	100%	100%	100%

Where do your visitors come from?
(Question 11)

<u>Response</u>	<u>Public Respondents</u>		
	<u>New Jersey— same county</u>	<u>New Jersey— other counties</u>	<u>Outside New Jersey</u>
0–24%	36%	23%	68%
25–49	36	41	23
50–74	14	18	5
75–100	<u>14</u>	<u>18</u>	<u>4</u>
	100%	100%	100%

Where do your visitors come from?
(Question 11)

<u>Response</u>	<u>Private Respondents</u>		
	<u>New Jersey— same county</u>	<u>New Jersey— other counties</u>	<u>Outside New Jersey</u>
0–24%	19%	36%	78%
25–49	17	44	19
50–74	36	14	3
75–100	<u>28</u>	<u>6</u>	<u>0</u>
	100%	100%	100%

*What visitor amenities do you have?
(Question 12)*

<u>Response</u>	<u>All Respondents</u>			<u>Public Respondents</u>			<u>Private Respondents</u>		
	<u>Yes</u>	<u>No</u>	<u>Total</u>	<u>Yes</u>	<u>No</u>	<u>Total</u>	<u>Yes</u>	<u>No</u>	<u>Total</u>
a. Is the site served by public transportation?	42%	58%	100%	38%	62%	100%	45%	55%	100%
b. Do you have public restroom facilities?	87	13	100	92	8	100	85	15	100
c. Do you have a parking area for visitors?	81	19	100	92	8	100	74	26	100
d. If yes, is it large enough for buses?	70	30	100	77	23	100	65	35	100
e. Is the site accessible to the disabled?						100			100
Entry?	61	39	100	74	26	100	54	46	100
Restroom?	51	49	100	63	37	100	44	56	100
Programs?	68	32	100	73	27	100	65	35	100
f. Do you have a visitor center?	34	66	100	46	54	100	26	74	100
g. Do you have an exhibit area?	85	15	100	63	37	100	100	0	100
h. Do you provide staffed interpretive and/or educational opportunities									
On-site?	90	10	100	88	12	100	92	8	100
Off-site?	68	32	100	43	57	100	86	14	100
i. Do you have an auditorium?	21	79	100	29	71	100	15	85	100
j. Do you have a museum shop/book store?	67	33	100	42	58	100	82	18	100
k. Do you sell food?	19	81	100	25	75	100	15	85	100
l. Do you have a picnic facility?	54	46	100	58	42	100	51	49	100
m. Are there nature/hiking trails in close proximity?	59	41	100	75	25	100	49	51	100
n. Are there other recreational and/or cultural activities in close proximity?	90	10	100	96	4	100	87	13	100
o. Do you have any joint sponsorship of events, marketing, etc. with these proximate recreational/cultural sites?	65	35	100	63	37	100	66	34	100
p. Do you have a library archive or a research collection?	76	24	100	54	46	100	90	10	100
q. If you have a library archive/research collection, is it open to the public?	53	47	100%	45	55	100%	59	41	100%
r. Any other comments about on-site amenities? (illustrative responses) “trying to do more with									

less” or “collections for professional use only”

Visitor Amenities

Respondents also indicated visitor amenities that were or were not provided, and the provision of amenities ranges considerably. While almost all have public restrooms, about 15 percent do not, and only half of the restrooms are accessible to the disabled. (In fact, 40 percent of the sites do not have accessible entry.) Certain other amenities are often lacking, such as the ability to purchase food or the presence of an auditorium or visitor center. In only about half of the cases was the library or archival collection open to the public. Almost 60 percent of the sites are not served by public transportation. There is also a sense of opportunities lost; many sites do not jointly sponsor events with proximate recreational or cultural places, for instance, and many sites have a library but do not open it up to the public. Item-by-item, responses to the presence of various amenities follow. It is evident that the public sites tend to have a higher level of amenities than their private peers.

Adding amenities requires funds that are often unavailable to the historic sites and organizations, especially the private entities. This is reflected in their typical modest budgets.

EXPENDITURES AND REVENUES

Annual Total Budgets

Annual budgets ranged from a few hundred dollars to \$1-2 million. A measure of dispersion around the central value, the standard deviation, was quite high: \$.5 million. The average annual budget for all respondents was \$311,000, but this figure is inflated by a number of very large annual outlays for such respondents as the Mid-Atlantic Arts Center (\$2,000,000), the Edison National Historic site (\$1,600,000), the New Jersey State Museum (\$1,584,000), and Waterloo Village (\$766,000). The median for all the respondents was \$60,000. In general, the public sites and organizations have comparable budgets to their private peers.

What is your annual budget?
(Question 13)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. \$0-\$9,999	22%	25	21
b. \$10,000-\$49,999	24	15	29
c. \$50,000-\$99,999	9	20	3
d. \$100,000-\$499,999	24	15	26
e. \$500,000-\$999,999	9	10	9
f. \$1 million or more	<u>12</u>	<u>15</u>	<u>12</u>
	100%	100%	100%
Survey average:	\$311,060	\$306,814	\$313,487
Survey median:	\$60,000	\$60,000	\$95,000
Survey standard deviation:	\$544,459	\$510,929	\$570,012
Survey total:	\$17,108,318	\$6,136,272	\$10,972,046
Estimated statewide total:	\$35.8 million		

The cumulative budgets of all the historic sites and organizations responding to the survey was \$17 million. Pyramiding to the state to include nonrespondents results in an estimated statewide total of \$36 million, on an order-of-magnitude basis.

Budget Composition

Labor costs generally comprise the largest share of any organization's budget. Since volunteers often comprise almost all of the staff of the historic sites and organizations, however, and paid staff are modestly compensated, labor expenses do not predominate. For all the historic sites and organizations, labor expenses on average comprise only 35 percent of the budget, but there is considerable range as indicated below. Other budget components—nonlabor operating costs and capital expenditures, for instance—also vary widely. These, on average, for all the respondents comprise 49 and 16 percent, respectively, of the historic organizations' budgets. Also evident in the budgetary allocations is that the public historic sites and organizations have much higher labor expenses as a share of the total budget than the private ones.

The tables below report a weighted percentage, that is, percents weighted by the scale of spending. As a result, weighted labor budgetary percentage is higher than it would be unweighted because the higher-spending sites and organizations have higher labor costs as a share of their budgets.

*Percent of budget spent on:
(Question 14)*

<u>Response</u>	<u>All Respondents</u>				
	<u>Simple Average %</u>	<u>Weighted %</u>	<u>Median</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Labor expenses	35%	60%	37%	0 to 90%	29%
b. Nonlabor operating	49%	31%	43%	10 to 100%	27%
c. Capital expenditures	<u>16%</u>	<u>9%</u>	8%	0 to 70%	21%
	100%	100%			

*Percent of budget spent on:
(Question 14)*

	<u>Public Respondents</u>				
	<u>Simple Average %</u>	<u>Weighted %</u>	<u>Median</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Labor expenses	46%	66%	45%	0 to 90%	29%
b. Nonlabor operating	40%	24%	28%	10 to 100%	29%
c. Capital expenditures	<u>14%</u>	<u>10%</u>	0%	0 to 70%	21%
	100%	100%			

Percent of budget spent on:
(Question 14)

	Private Respondents				
	<u>Simple Average %</u>	<u>Weighted %</u>	<u>Median</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Labor expenses	29%	56%	23%	0 to 75%	28%
b. Nonlabor operating	54%	35%	50%	10 to 100%	25%
c. Capital expenditures	<u>17%</u>	<u>9%</u>	10%	0 to 70%	20%
	100%	100%			

Percent of budget allocated for:
(Question 14)

<u>Response</u>	All Respondents		
	<u>Labor</u>	<u>Nonlabor Operating Expenses</u>	<u>Capital Expenditures</u>
a. 0-24%	45%	22%	74%
b. 25-49	17	35	10
c. 50-74	29	20	16
d. 75-100	<u>9</u>	<u>23</u>	<u>0</u>
	100%	100%	100%

Percent of budget allocated for:
(Question 14)

<u>Response</u>	Public Respondents		
	<u>Labor</u>	<u>Nonlabor Operating Expenses</u>	<u>Capital Expenditures</u>
a. 0-24%	33%	44%	67%
b. 25-49	17	31	20
c. 50-74	28	6	13
d. 75-100	<u>22</u>	<u>19</u>	<u>0</u>
	100%	100%	100%

Percent of budget allocated for:
(Question 14)

<u>Response</u>	Private Respondents		
	<u>Labor</u>	<u>Nonlabor Operating Expenses</u>	<u>Capital Expenditures</u>
a. 0-24%	50%	11%	77%
b. 25-49	17	37	6
c. 50-74	30	26	17
d. 75-100	<u>3</u>	<u>26</u>	<u>0</u>
	100%	100%	100%

In short, compared to most organizations, labor expenses as a share of the total budget are relatively modest in the historic sites and organizations; their nonlabor operating outlays as a share of the budget dominate; and capital expenses are a moderate but not inconsequential portion of the budget.

Capital Expenditures

Capital expenditures of historic sites and organizations tend to be “lumpy,” or inconsistent. For any single organization, they may be high in one year and nonexistent in the next. To arrive at a “non-lumpy” figure, the historic sites and organizations were asked for their average annual capital expenditures *over the past five years*. This average for all the respondents was \$82,000, and the median was \$20,000, with a range from \$0 to \$1,000,000. Capital spending reported by the public respondents was higher than that reported by the private respondents.

*What is your annual average capital expenditure over the next five years?
(Question 15)*

<u>Response</u>	<u>All Respondents</u>	<u>Public Respondents</u>	<u>Private Respondents</u>
a. Survey average:	\$81,682	\$146,206	\$44,811
b. Survey median:	\$20,000	\$42,500	\$7,928
c. Survey range:	\$0-1,000,000	\$0-1,000,000	\$0-200,000
Survey total:	\$3,594,014	\$2,339,300	\$1,254,714
Estimated statewide total:	\$7.3 million		

Revenue Sources

In parallel to the expenditure breakout, revenue sources were elicited. On average, of the total budgets of the New Jersey historic sites and organizations, 43 percent came from government, 13 percent from foundations/business, 7 percent from endowment, 16 percent from visitor spending, and 21 percent from all other sources. There is considerable range in these apportionments, however, by individual organization. Expectedly, the private historic sites and organizations derived a much lower portion of their budgets from government and a much higher share from foundations/businesses, visitor spending, and other sources. In all instances, endowments are only a modest source of financing.

What percentage of your budget is funded by:
(Question 16)

<u>Response</u>	<u>All Respondents</u>				
	<u>Simple Average %</u>	<u>Weighted %</u>	<u>Median</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Government	43%	47%	23%	0 to 100%	44%
b. Foundations and businesses/ other contributions	13	12	5	0 to 93%	20
c. Endowment	7	5	0	0 to 80%	19
d. Visitor spending	16	24	5	0 to 95%	24
e. All other sources (e.g., membership and education/ program fees)	<u>21</u> 100%	<u>12</u> 100%	5	0 to 100%	29

What percentage of your budget is funded by:
(Question 16)

<u>Response</u>	<u>Public Respondents</u>				
	<u>Simple Average %</u>	<u>Weighted %</u>	<u>Median</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Government	94%	97%	100%	0 to 100%	23%
b. Foundations and businesses/other contributions	3	1	0	0 to 40%	9
c. Endowment	1	0	0	0 to 10%	2
d. Visitor spending	0	1	0	0 to 5%	1
e. All other sources (e.g., membership and education/ program fees)	<u>2</u> 100%	<u>1</u> 100%	0	0 to 50%	11

What percentage of your budget is funded by:
(Question 16)

<u>Response</u>	Private Respondents				
	<u>Simple Average %</u>	<u>Weighted %</u>	<u>Median</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Government	16%	19%	6%	0 to 86%	25%
b. Foundations and businesses/other contributions	18	19%	10	0 to 93%	22
c. Endowment	11	8	0	0 to 80%	23
d. Visitor spending	24	36	13	0 to 95%	27
e. All other sources (e.g., membership and education/ program fees)	<u>31</u>	<u>18</u>	20	0 to 100%	31
	100%	100%			

Percent of budget derived from:
(Question 16)

<u>Response</u>	All Respondents				
	<u>Government</u>	<u>Foundations/ Business</u>	<u>Endowment</u>	<u>Visitors</u>	<u>All other</u>
a. 0-24%	51%	82%	93%	78%	67%
b. 25-49%	6	13	2	9	11
c. 50-74%	7	2	0	6	13
d. 75-100%	<u>36</u>	<u>3</u>	<u>5</u>	<u>7</u>	<u>9</u>
	100%	100%	100%	100%	100%

Percent of budget derived from:
(Question 16)

<u>Response</u>	Public Respondents				
	<u>Government</u>	<u>Foundations/ Business</u>	<u>Endowment</u>	<u>Visitors</u>	<u>All other</u>
a. 0-24%	11%	95%	100%	100%	95%
b. 25-49%	0	5	0	0	0
c. 50-74%	0	0	0	0	5
d. 75-100%	<u>89</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	100%	100%	100%	100%	100%

*Percent of budget derived from:
(Question 16)*

<u>Response</u>	<u>Private Respondents</u>				
	<u>Government</u>	<u>Foundations/ Business</u>	<u>Endowment</u>	<u>Visitors</u>	<u>All other</u>
a. 0–24%	75%	75%	89%	67%	52%
b. 25–49%	8	17	3	14	17
c. 50–74%	11	3	0	8	17
d. 75–100%	<u>6</u>	<u>5</u>	<u>8</u>	<u>11</u>	<u>14</u>
	100%	100%	100%	100%	100%

As the figures indicate, historic sites and organizations have to “cobble” their revenues from disparate sources. Even government-supported entities have to secure various sources of nonpublic moneys, albeit to a modest extent. This “layering” of support from multiple sources is particularly pronounced for the private historic sites and organizations. Compounding the difficulty of raising money for all is the fact that endowments are modest, so support from foundations/businesses, from visitors, and from other sources, such as membership, is vital.

An important means by which the New Jersey historic sites and organizations are able to operate on lean budgets is the support given by volunteers. (This is the reason labor costs do not dominate outlays.) Staffing and volunteerism are further discussed below.

STAFFING

Number of Paid Staff and Volunteers

In most organizations, full-time paid staff dominate, with relatively few part-time staff or volunteers. Historic sites and organizations display an opposite pattern with part-timers and volunteers dominating the staff, especially at the private historic sites and organizations.

*Total number of staff
(Question 18)*

<u>Response</u>	<u>All Respondents</u>			
	<u>Average #</u>	<u>Median #</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Number of <u>full-time paid</u> staff	4	1	0 to 37	9
b. Number of <u>part-time paid</u> staff	4	1	0 to 75	12
c. Number of <u>unpaid</u> volunteers	32	25	0 to 200	37

*Total number of staff
(Question 18)*

Public Respondents				
<u>Response</u>	<u>Average #</u>	<u>Median #</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Number of <u>full-time paid</u> staff	5	1	0 to 37	10
b. Number of <u>part-time paid</u> staff	2	1	0 to 10	2
c. Number of <u>unpaid</u> volunteers	20	20	0 to 60	19

*Total number of staff
(Question 18)*

Private Respondents				
<u>Response</u>	<u>Average #</u>	<u>Median #</u>	<u>Range</u>	<u>Standard Deviation</u>
a. Number of <u>full-time paid</u> staff	3	1	0 to 34	8
b. Number of <u>part-time paid</u> staff	5	0	0 to 75	15
c. Number of <u>unpaid</u> volunteers	32	30	0 to 200	43

Time Commitment and Change in Profile of Volunteers' Time

Volunteers, on average, contributed 6 hours per week, though many contributed more. The historic sites and organizations noted that there have been changes in the profile of volunteers over time. For instance, with more people in the labor force, there are more volunteers who are employed. Grade school students have reduced their volunteering, while seniors are volunteering more.

*Average hours weekly by unpaid volunteers?
(Question 20)*

<u>Response</u> (Hours per week)	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 0-4	56%	50%	60%
b. 5-9	27	25	29
c. 10-14	7	10	6
d. 15-19	4	5	3
e. 20 or more	<u>6</u>	<u>10</u>	<u>2</u>
	100%	100%	100%
Survey average (hours):	6	7	6
Survey median (hours):	4	5	4

*Changes in volunteer profile
(Question 20a)*

<u>Response</u>	<u>All Respondents</u>			
	<u>More</u>	<u>Fewer</u>	<u>Similar</u>	<u>Total</u>
1. Women	19%	14%	67%	100%
2. Grade school students (up to grade 12)	20	22	58	100%
3. College students (under-graduate to graduate)	20	17	63	100%
4. Seniors (65 years +)	37	6	57	100%
5. Employed individuals	19	14	67	100%
6. Minorities	9	9	82	100%
7. College educated	37	0	63	100%
8. "Locals" (live in same or nearby community as organization)	17	4	79	100%
9. Average volunteer time commitment	37	14	49	100%

Significance of Volunteers

The fundamental importance of volunteers to the work of the historic sites and organizations is further manifest in the aggregation of some of the tabulations presented thus far. On average, each of the historic sites and organizations has 32 volunteers committing an average of 6 hours a week. That amounts to 192 hours per week of volunteer time or 9,984 hours per year (192 x 52 weeks). For the 64 respondents the volunteer contribution aggregates to about 640,000 hours of time committed each year (9,984 x 64). At a modest \$15 per hour “value,” the 640,000 hours of volunteer time has an imputed “worth” of \$9.6 million.

By comparison, the entire aggregate annual budget of the 64 respondents was only \$17 million, of which about one-third or \$5.6 million was for labor costs. In other words, the monetary value of the volunteer support to New Jersey’s historic sites and organization exceeded half of their total budget and was two-thirds greater than their labor outlays. Put another way, absent volunteers, the New Jersey historic sites and organizations would have to increase their budgets and fundraising by one-half and their labor costs by two-thirds. These resources would simply not be available.

Given the importance of volunteers, recommendations were solicited to encourage enhanced volunteerism. Illustrative recommendations for the public and private sectors follow.

Recommendations to encourage volunteering at historic sites/organizations (Question 20b)

Actions by Government

- recognition
- tax incentives
- parking privileges
- marketing
- publicity
- training grants/guidelines
- encouragement of government employees to volunteer
- statewide volunteer resource book
- volunteer insurance

Actions by the Private Sector

- recognition
- stipends for volunteers
- corporate time-sharing; more flexible and nontraditional hours
- carpooling, shuttle service
- publicity
- training
- development of internship opportunities
- cooperative advertising and joint training with other sites
- professional volunteer coordinators
- access to expertise and supplies

UNFUNDED NEEDS

The discussion thus far has indicated many constraints confronting the New Jersey historic sites and organizations, including:

1. Limited operating hours, especially for the private locations.
2. Inadequate visitor amenities at both the public and private locations, but especially at the latter.
3. Artifact collections that are neither fully accessioned/catalogued nor insured, especially at the public historic sites and locations, as well as the need for enhanced conservation of the artifacts.
4. Low endowments which necessitate raising funds from disparate sources. This is especially true for private sites.
5. A dependence on volunteers, especially by the private historic locations and organizations.

Estimated Unfunded Needs

Not surprisingly an overwhelming share—about 85 percent—of the respondents indicated they had unfunded needs. This gap was indicated by the public as well as the private historic sites and organizations.

*Do you have unfunded needs for history-related activities and their administration?
(Question 21)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. No	15%	5%	19%
b. Yes	<u>85</u> 100%	<u>95</u> 100%	<u>81</u> 100%

Unfunded needs were indicated in the four major areas shown below and are expressed to a common time period—needs per year. Further, the statewide total is quite conservative, that is, at the low end of the need.

	<u>Survey Total</u>	<u>Estimated Statewide Total</u>
1. Annual funds to <u>maintain</u> existing physical facilities;	\$1.7 million	\$4.2 million
2. Annual funds to <u>improve/rehabilitate</u> existing physical facilities;	\$12.6 million	\$14.9 million
3. Annual funds to <u>hire staff</u> for a variety of <u>operating purposes</u> (programming expanded hours, outreach, marketing, publications); and	\$4.2 million	\$10.4 million
4. Annual funds for conservation and <u>other purposes</u> (not included in items 1–3).	<u>\$4.5 million</u>	<u>\$6.1 million</u>
<i>Total 1-4</i>	<i>\$23.0 million per year</i>	<i>\$35.6 million per year</i>

Unfunded Maintenance

Larger unfunded maintenance needs were indicated by the public historic sites and organizations than by the private sites and organizations.

*Amount needed annually to maintain existing physical facility?
(Question 22a)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 0-\$4,999	27%	15%	38%
b. \$5,000-\$9,999	7	0	14
c. \$10,000-\$49,999	37	40	33
d. \$50,000-\$99,999	15	20	10
e. \$100,000+	<u>14</u>	<u>25</u>	<u>5</u>
	100%	100%	100%
Survey average:	\$42,220	\$66,075	\$19,500
Survey median:	\$10,000	\$20,000	\$8,000
Survey standard deviation:	\$75,529	\$100,886	\$25,085
Survey total:	\$1,731,000	\$1,321,500	\$409,500
Estimated statewide total:	\$4.2 million		

Examples:

<u>Respondent</u>	<u>Description of Unfunded Maintenance Deeds</u>
Cornelius Low House	Structural repair, general maintenance and address, soil erosion
NJ Historical Society	HVAC upgrade and external repairs
Ringwood Manor	General maintenance and investment in fire and HVAC systems
Caldwell Parsonage	External repairs and painting, plumbing/electrical repairs
Lawrence House	HVAC upgrade and painting; roof, parking lot, and sidewalk repairs

Unfunded Physical Improvements

Even larger amounts were indicated as being needed to improve/rehabilitate the existing physical facilities. On an annual basis, the needs translate roughly into \$12.6 million for the respondents and \$14.9 million statewide (\$125.7 million x .1 and \$148.9 million x .1, respectively).

*Amount needed to improve/rehabilitate existing physical facility?
(Question 22b)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 0-\$9,999	8%	0%	15%
b. \$10,000-\$49,999	24	6	40
c. \$50,000-\$99,999	13	6	20
d. \$100,000-\$249,999	11	11	10
e. \$250,000-\$499,999	5	11	0
f. \$500,000-\$999,999	16	22	10
g. \$1,000,000+	<u>23</u>	<u>44</u>	<u>5</u>
	100%	100%	100%
Survey average:	\$3,308,289	\$6,822,778	\$145,250
Survey median:	\$125,000	\$700,000	\$30,000
Survey standard deviation	\$9,725,041	\$13,450,497	\$264,824
Survey total:	\$125,715,000	\$122,810,000	\$2,905,000
Estimated statewide total:	\$148.9 million		

Examples of the needed improvements and rehabilitation are listed below. Commonly cited was the need to provide access to the disabled, to upgrade basic systems, and to provide essential amenities, such as public restrooms.

<u>Respondent</u>	<u>Description</u>
Cornelius Low House	Building rehabilitation and parking
Whitebog Village	Public museum, restroom, office space
Waterloo Village	Improvements to buildings and festival areas; ADA compliance and new exhibits
Brick Academy	Improve restrooms, HVAC, and lighting. Add new accessible space at lower level
Long Ponds Ironworks	Repair infrastructure, paved parking lots and village trail
Skylands Manor	Replace roof, update kitchen, upgrade elevators, and plaster and paint upper floors

<u>Respondent</u>	Description
Ringwood Manor	Add roof and structural upgrades, new heating system, fire protection system, ADA accessibility, and landscaping
Milltown Historic Society Museum	ADA compliance
Morris Canal Historic District	Renovate canal and structures and install interpretive hiking trail
Twin Lights Historic Site	Expand parking, upgrade auditorium and landscaping
Edison National Historic Site	Remove nonhistoric building; rehab historic buildings; construct new visitor facilities; and add collection storage space
Indian King Tavern and Museum	Reconstruct part of original structure, add handicap accessibility, and add amenities (bathroom, souvenir shop, library)
Mid-Atlantic Center for the Arts	Renovate the carriage house; add wheelchair lift; build an office wing; reinterpret and redecorate most of the period rooms; restock the grounds
Other	Restore train shed; add public restrooms; meet ADA compliance; and complete area archeology

Unfunded Operating Needs

The estimated unfunded needs for operating purpose were also significant. On average, the respondents indicated a need for 3 additional staff (4 for the public sites, 2 for the private sites) for a wide variety of operating purposes from enhanced programming to expanded operating hours. Costs for these staff and for other operating purposes are shown below. Larger unfunded operating needs were indicated by the public historic sites and organizations than the private ones.

*Amount needed annually for operating purposes?
(Question 22c)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 0–\$9,999	14%	0%	24%
b. \$10,000–\$49,999	42	45	40
c. \$50,000–\$99,999	22	25	20
d. \$100,000–\$249,999	11	5	16
e. \$250,000+	<u>11</u>	<u>25</u>	<u>0</u>
	100%	100%	100%
Survey average:	\$93,537	\$144,100	\$53,086
Survey median:	\$40,000	\$55,000	\$35,000
Survey standard deviation:	\$134,220	\$181,809	\$54,996
Survey total:	\$4,209,160	\$2,882,000	\$1,327,160
Estimated statewide total:	\$10.4 million		

Examples of the purposes for needed operating funds include:

<u>Respondent</u>	<u>Description of Unfunded Operating Needs</u>
Cornelius Low House	Expanded hours, publications, weekend children’s programming, expanded volunteer program
NJ Historical Society	Collections care, publications, education, curatorial research
Waterloo Village	Hire director of development, public relations tour coordinator, village supervisor, public relations representative
Peachfield Plantation	We have no paid director, curator, or clerical help
Cranbury Historic Society	Conservation of clothing, historic records, artifacts
Lambert Castle	Hire librarian/archivist, curator, 2 part-time docents/volunteer coordinators, maintenance person
NJ State Museum	Staffing—basic, Cultural History Museum, Archeology/Ethnology, Fine Arts
Skylands Manor	Hire historic preservation specialist, 2 tour guides, staff to develop volunteer program, staff to oversee historic programs and outreach, four maintenance/housekeeping staff
Ringwood Manor	Educational program development, increase tour hours

<u>Respondent</u>	<u>Description of Unfunded Operating Needs</u>
Bainbridge House	Curator, part-time development /marketing consultant
Milltown Historic Society	Part-time student workers in archives/special events
Morris Canal Historic District	Educational planning, master plan, outreach, research, publications, joint programs with nearby facilities
Craftman Farms	Hire educator, marketing/public relations/communications officer
Barneгат Lighthouse	Hire historic preservation specialist
Edison National Historic Site	Staff for education, curatorial activities, resource protection
Trenton City Museum	Start educational program for schools
Morris County Historic Society—Acorn Hall	More staff to expand hours, develop more education and outreach, collections conservation, publications
Historic Society of Ocean Grove	Staff for collections, management, and grants applications
Readington Township Museum	Hire staff for programming, educate volunteers, expand hours
Mid-Atlantic Center for the Arts	Professional staff needed, hire educational director, volunteer coordinator, development director, clerical and development support staff
Walt Whitman House	Marketing, outreach, educational programming, extended hours
Newark Museum	Hire educational programming director

Other Unfunded Needs

In addition to the amounts needed for maintenance, improvements/rehabilitation, and operating expenses, funds for “other purposes” were also indicated. This “other” category included such purposes as a “bus to bring visitors from economically disadvantaged neighborhoods,” “adding historic markers, publications, and educational materials,” and “increasing staff salaries which are currently too low.” For these and other miscellaneous purposes, the following amounts were projected, with the public respondents again indicating a greater degree of unfunded need.

*Amount needed for “other” purposes.
(Question 22d)*

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. 0–\$9,999	30%	21%	39%
b. \$10,000–\$49,999	7	7	8
c. \$50,000–\$99,999	19	22	15
d. \$100,000–\$249,999	18	21	15
e. \$250,000+	<u>26</u>	<u>29</u>	<u>23</u>
	100%	100%	100%
Survey average:	\$205,459	\$350,400	\$49,369
Survey median:	\$30,000	\$40,000	\$25,000
Survey standard deviation:	\$525,434	\$708,017	\$64,874
Survey total:	\$5,547,400	\$4,905,600	\$641,800
Estimated statewide total:	\$8.0 million		

Annualizing the above total other amounts translates into \$0.6 million for the survey respondents (\$5.5 million x .1) and \$0.8 million for the statewide total (\$8.0 million x .1) If we add this to the previously indicated much larger annual amounts needed for conservation (\$3.9 million for the survey respondents and \$5.3 million for the estimated statewide total) the total is \$4.5 million for the survey respondents and \$6.1 million statewide.

Adding all the unfunded needs for 1) maintenance, 2) improvements/rehabilitation, 3) staffing/operating, and 4) conservation/other purposes tallies on an annual basis to \$23.0 million for the survey respondents and an estimated \$35.6 million statewide. In both instances, but especially with respect to the statewide figures, these are gross orders-of-magnitude estimates. Figuring needs more precisely could be the subject of a separate needs study. In fact, a less conservative statewide estimate of need, and one expressed on a *total* and not on an annual basis, could be as high as \$700 to \$800 million.³ The main point is that annually there are tens of millions of dollars of unfunded

³ The estimated unfunded statewide needs indicated in this section were based on median values because the averages were so high (as a result of very high outlier values). Were the averages applied, and were needs shown on a total and not annualized basis, then an order of magnitude of statewide need is \$700 to \$800 million (\$56 million [\$5.6 million annual x 10] for maintenance, \$378 million for rehabilitation, \$143

needs, and in total hundreds of millions of dollars of unfunded needs, confronting the New Jersey historic sites and organizations.

Why make the added investment in history? Besides the obvious gain as one respondent noted, of “preserving the tangible and intangible remains of our heritage,” some pragmatic reasons for enhanced investment noted in the survey included:

<u>Respondent</u>	<u>Comments on Economic Impacts and Financial Needs</u>
Long Ponds Ironworks	State recently invested over \$300,00 for renovation of Old Country Store which remains unstaffed
Delaware and Raritan Canal	The higher the quality resource you provide, the more repeat visits you get and the better word of mouth advertisements. Quality and diverse programming result in enhanced and diverse attendance
Barnegat Lighthouse	Staffing limitations prohibit opening during off-season; visitor center would permit year round operation
Museum of Early Trades and Crafts	Capital renovation will have dramatic effect on services and impact; goal is to increase visitation to 25,000 and to attract tour bus operators to the site and district
Trenton City Museum	Museum saw increase of 41% with addition of 2 months of programming; would like to become associated with nearby Trent House
Grover Cleveland Birthplace	Public wants increased site availability; state must realize its responsibility to site and the public; much time and energy expended in fighting partial closure
Burlington County Historic Society	Money needed for collections conservation as well as purchasing of artifacts. Former is rarely considered in financial needs assessments; past should be preserved via built environment as well as artifacts (facilities limitations)
Monmouth County Historic Society	Budget hampers serving a large audience; improved and enlarged museum, library, and increased staffing would increase visitation 100%; large crowds and school groups currently hard to handle: “It is a struggle for us . . . just too big”
Newark Museum	Pending opening of NJ Performing Arts Center will increase pressure on museum and other Newark sites to expand operations for increased city visitors

million [\$14.3 million annual x 10] for operating, and \$212 million for conservation and other purposes [\$17.5 million annual for conservation x 10, and \$37 million for other needs]).

New Jersey State House

State House should match the attendance of sister states which have visitation of 50,000 and 100,000 annually. (The current New Jersey State House visitation is 25,000.)

Heritage Tourism and Investing in Historic Sites

A frequent refrain in the above comments is that added investment in history would spur heritage tourism. In fact, 90 percent of respondents felt that if the unfunded needs were financed, visitation would increase, often by a considerable amount (noted below). Public respondents especially anticipated a very significant gain in tourism with added support for their operations.

“If all the spending/staffing you indicated were accomplished, what is your best estimate of the percentage increase in visitation to your facility that would ensue?”

(Question 24)

<u>Response</u>	<u>% of All Respondents</u>	<u>% of Public Respondents</u>	<u>% of Private Respondents</u>
a. No impact on tourism	8%	0%	14%
b. Visitation would increase	<u>92%</u>	<u>100%</u>	<u>86%</u>
	100%	100%	100%
<u>% increase in tourism</u>			
a. 0–49%	47%	29%	63%
b. 50–99%	7	5	8
c. 100–149%	22	33	12
d. 150–199%	2	5	0
e. 200%+	<u>22</u>	<u>28</u>	<u>17</u>
	100%	100%	100%
Survey average:	107%	138%	80%
Survey median:	75%	100%	30%

The following chapter (Chapter Seven) considers the total economic benefit of the operations of New Jersey’s historic sites and organizations. A later discussion (Chapter Nine) examines the economic return of meeting the unfunded needs of New Jersey’s historic sites and organizations and calculates the substantial gains in heritage tourism the state could reap.