

# *Annual Report*

*April 1, 2011 - March 31, 2012*



ROYALL HOUSE &  
SLAVE QUARTERS

*Board of Directors*  
2011-2012

*Co-Presidents*  
Peter Gittleman  
Penny Outlaw

*Communications Secretary*  
Gracelaw Simmons

*Recording Secretary*  
Jennifer Pustz

*Asst. Treasurer*  
Margen Kelsey

*Board of Directors*  
John Anderson  
Michael Baenen  
Anne Donaghy  
David Goodine  
Theresa Kelliher  
Michael Oliver  
Pamela Speciale

*Honorary Directors*  
Lois Hahn  
Julia Royall

*Executive Director*  
Thomas Lincoln

## PRESIDENTS' REPORT

Dear Members and Friends,

After an atypical New England winter, spring has sprung and we are again preparing to open the Royall House and Slave Quarters to visitors, the lifeblood of our museum. Indeed, one of the principal reasons for preserving historic buildings and sites is so people can hear stories of the past where these events actually happened, but within the framework of our own time. We care deeply that visitors come to our historic site. Since visitation is a measure of how well we are reaching the public, executive director Tom Lincoln has tracked and analyzed this information for several years. We would like to share some of this analysis with you.

Let's start with some good news: annual visits to the Royall House and Slave Quarters have increased, both in number and diversity. Since 2008, when we started tracking the number of people who visited our site, we have experienced a 36% increase in attendance. We are proud to report that during this past fiscal year, 2,480 people came to visit the Royall House and Slave Quarters.

We track visitation using a standard methodology designed to measure how many people come to the site for any reason. Visitors are tallied by "tour" and "non-tour" attendance, with several subcategories within each of these groups to track visits by adults, students, seniors, etc. We also count the number of visitors who attend public programs and community meetings, and even track landscape users.

During this past fiscal year, which ended on March 31<sup>st</sup>, nearly half of our paid tour attendance (46%) consisted of school groups, and an additional 15% were teachers participating in professional development programs. These visitors,

our most diverse audiences, came from all over the region. Since youth education is one of our major goals, we are delighted with these statistics. Groups tours unrelated to schools represented another 18% of our paid visitation, and the remaining 21% of our visitors came for regular weekend tours.

Recognizing the trend toward increased group tours, in 2008 we changed our tour hours so we could serve more groups on weekdays. With the help of our loyal volunteer guide corps, we have been able to accommodate nearly every group that wished to visit, and have dramatically increased our number of group tours over the past four years.

Although group tours now account for our greatest numbers of paid visitors, tours for the general public remain central to our mission. Each weekend from late May through October, the Royall House and Slave Quarters is open to the public. Through expanded marketing, outreach, and promotional materials, we are getting the word out. Our paid tour visitation has increased by 51% in the last four years, and we are happy to report that free tours for our members are up 107%.

In addition to carefully tracking our annual visitation, we also measure our off-site outreach to people who have not yet come for a visit. This important measure shows our overall impact, and we hope that those who are exposed to the museum's stories will be future visitors to the site. The number of people we reach in classrooms, senior centers, libraries, and at community fairs has increased 62% in four years.

As much as we focus on the numbers, our commitment to telling a compelling story remains our highest priority. We strive to be a regional, and even national, resource for understanding the history and impact of northern slavery. This can only be possible if we focus on quality as well as quantity. Exceptional tours and educational programming are central to our vision. We hope to continue to show dramatic growth over the next four years. As much as we value outreach, we believe that our greatest impact will be on those who visit our unique site. It is through visiting us that people discover what a remarkable place the Royall House and Slave Quarters is, and this experience often changes their perspective on life in eighteenth-century Massachusetts. That is why we care so deeply that people visit, and it is why we track visitation so carefully.

As always, we encourage you to visit us this tour season and to bring your family and friends. Thank you for your ongoing membership and support.

-Penny Outlaw and Peter Gittleman

## OPERATING REVENUE AND EXPENSES\*

REVENUE	
Admissions	\$6,147
Annual Appeal	7,900
Events	4,420
Contributions and gifts	9,750
Endowment utilization	4,431
Grants	16,052
Membership	5,319
Rentals	13,450
Sale of merchandise	1,690
Miscellaneous Income	247
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TOTAL REVENUE	\$69,406

EXPENSES	
Operations	
Advertising	\$409
Alarm	612
Bank Fees	125
Cost of Goods Sold	1,772
Filing Fees	450
Insurance	7,426
Payroll	26,764
Professional Fees	4,345
Utilities	3,935
Miscellaneous	1,380
Total operations expenses	\$47,219
Collections and Buildings	
Maintenance	\$2,631
Reinterpretation Project	16,058
Total collections expenses	\$18,689
Public Outreach	
Honoraria	\$750
Postage, printing	2,250
Supplies	498
Total public outreach expenses	\$3,498
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TOTAL EXPENSES	\$69,406
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NET OPERATIONS	\$0

*\*Please Note: These represent unaudited figures.*

## ASSETS

Money Market	\$7,614
CD Portfolio	21,422
Cash	3,139
Principal Investments	387,034
Shop Inventory	1,210
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TOTAL ASSETS	\$420,419

## LIABILITIES

Liabilities	\$0
Temporarily Restricted Funds	2,970
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TOTAL LIABILITIES	\$2,970

## PROPOSED SLATE OF OFFICERS AND DIRECTORS FOR 2012-2013

Co-Presidents	Peter Gittleman and Penny Outlaw
Communications Secretary	Gracelaw Simmons
Recording Secretary	Jennifer Pustz
Treasurer	Peter Gittleman
Assistant Treasurer	Margen Kelsey

Directors whose terms expire:

*in 2013*

Anne Donaghy  
Theresa Kelliher  
Michael Oliver  
Pamela Speciale

*in 2014*

Elizabeth Ammons  
John Anderson  
Michael Baenen  
David Goodine  
Christina Hunt

*Honorary Directors*

Lois Hahn  
Julia Royall