

# Feasibility of Establishing a Museum of Kentucky Agriculture



**Research Report No. 309**

**LEGISLATIVE RESEARCH COMMISSION**

**Frankfort, Kentucky  
January 2003**



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## FOREWORD

House Concurrent Resolution (HCR) 10, passed by the 2002 Regular Session of the Kentucky General Assembly, directed the Legislative Research Commission (LRC) to study the feasibility of establishing a Museum of Kentucky Agriculture. HCR 10 further directed that the study consider a number of issues related to this topic and that both private and public entities, including several universities, be given the opportunity for input into this study. The resolution initially directed that the study findings be reported to the LRC by October 30, 2002. However, a request to extend the completion date to December 31, 2002, was approved by the LRC.

This study was directed to a twelve-member “Subcommittee to Study the Establishment of a Farm Museum” created by the LRC. The subcommittee met on October 9 and November 13 and heard testimony from a number of persons. The subcommittee members also provided valuable input and guidance to staff in preparing this report.

This report is a result of dedicated effort by LRC staff. Our appreciation is expressed to the staff of the Kentucky Historical Society, other state agencies and universities, and to all other persons who provided information and data for this study.

Robert Sherman  
Director

The Capitol  
Frankfort, Kentucky  
December 2002



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## **SUMMARY**

### **Scope**

The 2002 General Assembly enacted House Concurrent Resolution (HCR) 10, directing the Legislative Research Commission (LRC) to study the feasibility of establishing a Museum of Kentucky Agriculture. The study considered potential siting characteristics, management structures, and sources of public and private funding for planning, constructing, and operating an agricultural museum. The study also considered various mission statements of several museums.

The General Assembly wanted as many sectors of the agriculture community as possible involved in gathering information relating to a Museum of Kentucky Agriculture. To accomplish this, input and assistance from public and private entities, universities, and other organizations that represent agriculture were consulted.

### **Study Methodology**

A workplan was developed to implement HCR 10 which contained specific research activities. The research activities included interviews with curators of selected existing agricultural museums and with various public and private entities that offered potential funding or technical assistance for planning, constructing, or operating an agricultural museum. Reviews of websites, literature, and other documents were also conducted. In addition, profiles were developed for six existing agricultural museums comparing such characteristics as type of facility, management structure, staffing, governing authority, and funding sources.

A twelve-member “Subcommittee to Study the Establishment of a Farm Museum” of the Interim Joint Committee on Agriculture and Natural Resources created by the LRC held meetings on October 9 and November 13. The subcommittee heard testimony from individuals, universities, and representatives of state and private agencies.

### **Observations**

- Kentucky has a long and rich history as an agricultural state whose culture and heritage has been largely influenced by farming. This history could be preserved by the establishment of a Museum of Kentucky Agriculture.
- A mission statement that articulates the substantial role farming has played in our state is important to a successful agricultural museum. The mission statement defines the theme of the museum.
- The type of agricultural museum, whether working farm, living history, village, or a combination, can act as a book that tells the story of agriculture in our state.
- An appropriate site is critical in planning for an agricultural museum. A feasibility assessment can be a strategic tool in determining the best location for a museum.

- A strong governing body and an effective museum manager and staff are integral to effective management of a museum.
- There are several potential sources of funding for an agricultural museum, including private, local, state, and federal programs. It is important that there be initial local financial support to secure start-up funding, and long-term financing and funding to help ensure a stable source of income. It is also realistic to assume from the information gathered in this study that an agricultural museum's financial viability will depend upon some level of subsidy from the Kentucky General Assembly.

# CHAPTER I

## INTRODUCTION

Kentucky has a long and rich history as an agricultural state with many rural communities that rely heavily on the economic benefits derived from farming. Farming has played an important role in developing Kentucky's culture and heritage. The influence of commodities such as tobacco, horses, beef cattle, poultry, and grain on Kentucky's economy has been significant. According to the Kentucky Agricultural Statistics Service (KASS) and the Kentucky Thoroughbred Association, Kentucky ranks fourth in the nation in the total number of farms, has the most beef cattle of any state east of the Mississippi River, is the nation's leading producer of burly tobacco, and leads the nation in dollars generated from the sale of thoroughbreds. KASS reported that in 2001, the gross value of Kentucky's agricultural sector contributed approximately \$4.2 billion to the state's economy.

Though agriculture is an important part of the state's economy, the number of farms and the total acreage in farmland have slowly declined over the years. In 1972, there were 124,000 farms in Kentucky totaling 16 million acres. By 2001, those numbers had dropped to 88,000 farms totaling 13.6 million acres. This incremental erosion of the agricultural industry and the concept that this piece of Kentucky's history needed to be preserved was one factor in the enactment of House Concurrent Resolution 10. Table 1 illustrates the decline in the number of farms and the total acreage in farmland in Kentucky over the past 30 years.

**Table 1**  
**Number of Farms and Land in Farms**  
**Kentucky, Selected Years, 1972-2001**

<b>Year</b>	<b>Number of Farms</b>	<b>Land in Farms</b>
1972	124,000	16,000,000
1982	103,000	14,500,000
1992	91,000	14,100,000
2001	88,000	13,600,000

*Source: 2001-2002 Kentucky Agricultural Statistics*

### House Concurrent Resolution 10

The 2002 General Assembly enacted House Concurrent Resolution (HCR) 10, directing the Legislative Research Commission (LRC) to study the feasibility of establishing a Museum of Kentucky Agriculture. The resolution directed that the study consider the public mission of a museum, potential siting characteristics for locating an agricultural museum in Kentucky, potential management structure of an agricultural museum, and potential sources of public and private funding for planning, constructing, and operating an agricultural museum.

The General Assembly wanted as many sectors of the agriculture community as possible involved in gathering information relating to a Museum of Kentucky Agriculture. To accomplish this, the resolution called for input and assistance from the Department of Agriculture, the Governor's Office of Agricultural Policy, the Tourism Development Cabinet, the Kentucky Historical Society, the colleges and departments of agriculture or agricultural extension programs at the University of Kentucky, Kentucky State University, Morehead State University, Eastern Kentucky University, Murray State University, and Western Kentucky University, and agricultural interest organizations that represent farmers, including the Community Farm Alliance and the Kentucky Farm Bureau.

The resolution further directed that the study findings be reported to the LRC by October 30, 2002. However, a request to extend the completion date to December 31 was approved by the LRC.

### **Research Methods**

The workplan contained the following research activities as part of the study methodology:

- A review of literature relating to siting, starting, and managing a museum;
- A review of documents requested from specific agricultural museums;
- A review of the websites of different types of agricultural museums;
- Interviews with persons associated with purposefully selected agricultural museums for profiles;
- Identification of other states that may have done studies or are in the process of doing studies relating to developing an agricultural museum;
- A review of information relating to the significance of agriculture to Kentucky's economy;
- Interviews with various public and private entities that have access to funds for planning, constructing, or operating an agricultural museum;
- Interviews with various public and private entities that could offer technical assistance relating to agricultural museums; and
- Identification of existing agricultural museums that are located in Kentucky.

### **Subcommittee Activity**

A twelve-member "Subcommittee to Study the Establishment of a Farm Museum" of the Interim Joint Committee on Agriculture and Natural Resources was created by the LRC to oversee and facilitate the completion of the study. The members were Sen. Vernie McGaha (Co-Chair), Rep. Roger Thomas (Co-chair), Rep. Adrian Arnold, Rep. James Bruce, Rep. Dwight Butler, Rep. Mike Cherry, Rep. Tom McKee, Sen. Joey Pendleton, Rep. Dottie Sims, Sen. Elizabeth Tori, Rep. Tommy Turner, and Rep. Marie Rader.

The subcommittee held meetings on October 9 and November 13 and heard testimony from individuals, universities, and representatives of state and private agencies. All who testified voiced their support for the concept of a Museum of Kentucky Agriculture and offered any assistance that they could render. The subcommittee members also provided valuable input and

guidance to the staff preparing this report. The minutes of the meetings can be found in Appendix A.



## CHAPTER II

### CHARACTERISTICS OF AGRICULTURAL MUSEUMS

According to R. Douglas Hurt (*Agricultural Museums: A New Frontier for the Social Sciences*, p. 63) museums, generally speaking, are show places for valued artifacts, displays, and symbols of the past. Museums serve as research centers, depositories, and educational facilities, and enable visitors to better understand the past, and sometimes the present and future, through touch, sight, and inquiry. Agricultural museums, through displays of farm implements and tools and agrarian documents, can give the public an understanding of various aspects of past and sometimes present and forward-looking agrarian ways of life. Agricultural museums have become increasingly popular with urban dwellers, since this type of museum experience is generally outside the realm of urban life. General interest in our country's agricultural roots is on the increase.

Agricultural museums generally contain exhibits that are limited to a single aspect of production, such as horticulture or tobacco culture, and to a specific time frame, according to Hurt (p. 63). Few museums portray production techniques from their beginning to the present. Hurt further states that the better agricultural museums focus both on production techniques and the history of these techniques from their earliest beginnings to the present, and sometimes offer thoughts on what the future might hold. Each agricultural museum tends to have a focus that is unique, based often upon the circumstances in which it was developed and upon available resources. The different components contained within agricultural museums are discussed in this chapter.

There are many aspects to planning for the development of an agricultural museum. One of the most important is a mission statement that defines what the museum will include and what it will not include. Clearly, available resources will determine to a large extent how the planning for the agricultural museum can proceed. Components of an agricultural museum that may be considered for inclusion are a working farm, village, living history, and outdoor exhibits. Analysis of the six agricultural museums selected for review as part of this study indicates that a wide range exists in terms of agricultural museums' primary focus, annual budgets, acreage, staffing, and number of annual visitors.

#### **History of Agricultural Museums**

Hurt states that European agricultural museums tend to place more emphasis on different aspects of rural life than do agricultural museums in the United States and Canada (p. 63). The distinction is most evident in the Scandinavian countries where "open-air" museums first originated in the late 19<sup>th</sup> century. An open-air museum involves the re-creation of village farming settlements that highlight folk culture and rural architecture using either restored original buildings or dwellings re-created to authentically resemble original buildings of the relevant time period. While "open-air" museums are generally smaller than other types of agricultural museums, there are hundreds of these museums, and their development is responsible for saving thousands of old farm buildings from destruction (p. 64). Two examples of agricultural museums

with an open-air component were profiled for this study: Conner Prairie in Fishers, Indiana, and Old World Wisconsin in Eagle, Wisconsin.

Agricultural museum collections in the United States and Canada focused almost exclusively on technological displays of implements and tools until the mid-1960s, according to Hurt. While exhibiting agricultural tools and implements is valuable as a supplement to written sources, technological change is difficult to display, as mere museum artifacts show very little about the process of farming. As a result, this type of museum failed to provide the visitor with an accurate understanding of agricultural life. To correct this deficiency in agricultural museums, a group of museologists and historians created a new type of museum—the living historical farm. To encourage the development of agricultural museums containing a living historical farm component, and to give some unity to this development, the Association for Living History, Farm and Agricultural Museums (ALHFAM) was founded in 1970 (p. 66). According to the president of the association in a telephone interview of July 29, 2002, ALHFAM exists today as a private, non-profit professional association of people who interpret farms, agriculture, and living history from an historical perspective. The president also stated that ALHFAM at present has about 300 institutional members and about 1,200 individual members.

Living historical farms are an extension of the open-air museums and as such constitute a unique type of agricultural museum component (p. 66). Living historical farms show what has always been most important about agriculture—the actual maintenance of living animals and plants and the farming process itself. Living historical farms have been the first agricultural museums to collect plants and animals and exhibit them along with implements and tools in a functional setting. This is important, since although only about four percent of the population of the United States live on farms, many Americans still keep an interest in agriculture and are interested to learn about this country's agrarian past. Living historical farms portray past farm life, which is outside the personal experiences of most Americans. As a result, the visitor may better comprehend agricultural development over time and the nature of past farm life (pp. 66-67). Two examples of agricultural museums with a living historical farm component were profiled for this study: Billings Farm and Museum in Woodstock, Vermont, and Conner Prairie in Fishers, Indiana.

Each agricultural museum is a unique experience for the visitor because each museum has been developed with a different purpose, or mission, in mind. Not only do agricultural museums provide a place to spend time, they also serve as research centers for the study of various agricultural artifacts and documents (p. 67). By allowing opportunities for taking care of animals, tilling fields, and growing plants, these museums can serve as experimental laboratories and working farms, thus promoting the preservation and rediscovery of our nation's agricultural heritage.

### **Developing a Mission Statement and Planning to Develop a Museum**

According to Gerald George and Cindy Sherrell-Leo (*Starting Right: A Basic Guide to Museum Planning*, pp. 65-69), one of the more important aspects of planning when developing a museum is creating a good mission statement. A vital component of the decision to organize a museum should be a concept of the museum's purpose and scope. Determining the limits of what



can be accomplished is bounded by the potential sources of financial support, facilities, and collections for carrying out the mission. Examples of differing agricultural museums and their mission statements collected during the profiling for this study are as follows:

- The Billings Farm and Museum in Vermont is a 240-acre working dairy farm and living history center that is the ancestral home of a well-known philanthropist. “The Billings Farm & Museum preserves and interprets the historic Billings Farm and the agricultural, social history, and values of rural Vermont. It uses the past to stimulate reflection and insight of the future.”
- Conner Prairie, in Indiana, is an open-air, living history museum located on a 1400-acre site that is built around a historic homestead that was previously owned by a well-known philanthropist.

Conner Prairie’s mission is to provide a variety of authentic, unique and entertaining educational experiences designed to show how America formed and developed. We do this to inspire and motivate people today to realize the potential of history to enrich and expand the possibilities of their own lives. The museum interprets the American experience providing a Midwest perspective on national character and culture.

- The Delaware Agricultural Museum and Village is a living history museum on a 10-acre site that was donated by Delaware State University. “The Delaware Agricultural Museum and Village seeks to foster a society that understands the impact of agriculture on the shaping of our nation’s history and its impact on our daily lives.”
- The Frontier Culture Museum in Virginia is an outdoor, living history museum located on a 220-acre site donated by the Virginia General Assembly.

The mission of the Frontier Culture Museum is to increase public knowledge of the formation of a distinctive American folk culture from the synthesis of European, African, and indigenous peoples. The museum uses historic structures, artifacts, and living history interpretation to represent how immigrants to America lived in their homelands, crossed the Atlantic, and traveled from coastal ports into the Shenandoah Valley. These travelers built farms along the early Western Frontier where they and their descendents formed a new American culture.

- The Mississippi Agriculture and Forestry Museum is located on a 40-acre site donated to the state by the city of Jackson.

The Mississippi Agriculture Museum exists to promote and encourage knowledge and appreciation of Mississippi and the Deep South’s history. The mission of the museum should be to provide an environment for learning and reflecting on the past, specifically the cultural, economic, and social history. In accomplishing this, the Museum shall collect, preserve, and

interpret material related to persons, eras, and events in the State's history. At the same time, the museum must operate in a fiscally responsible manner by offering entertainment and other activities that will permit expansion of programs and services provided to the public.

- Old World Wisconsin museum is an open-air museum on a 600-acre site that is part of the Kettle Moraine State Forest. Old World Wisconsin does not have a mission statement per se. The mission of the Wisconsin Historical Society is: "The Society engages the public with the excitement of discovery, inspires people with new perspectives on the past, and illuminates the relevance of history in our lives today."

These examples reveal that each agricultural museum has a mission statement that is unique to the museum. To be meaningful and useful, a successful mission statement should take into account the limits that the agricultural museum will observe (pp. 67-68). These limits may relate to the types of artifacts to be collected, the time period of history to be represented, or the area or group whose heritage is to be preserved. Keeping in mind what the museum will not be is as important as identifying what the museum will be, since doing so prevents the museum from gathering an eclectic and haphazard collection that will confuse the museum's audience, eventually create a storage problem, sap the museum's resources, and introduce chaos if the museum tries to be too many different things to too many different people (pp. 67-68). A clear and concise mission statement of purpose and scope should become the basic guide to planning for a new agricultural museum.

Before making the mission statement a formal document, some consideration should be given to analyzing the ultimate prospects for financial support, according to the authors (p. 68). If the audience is not interested in what your museum will be and do, and no one in the community is interested in backing the museum financially, the museum can wind up with a wonderful collection and an appropriate building but lack the financial ability to maintain itself. (Refer to Chapter V for information on potential funding sources identified by this study.)

In addition to achieving consensus on a formal mission statement, a number of other basic issues should be addressed in planning to develop an agricultural museum. A comprehensive museum plan, after thorough consideration by the key players, should be able to address the following twenty basic issues, appearing here in the form of questions. The following questions should be answered by a comprehensive museum plan (pp. 65-66).

1. What is your museum's mission and its limits?
2. What sources of support can your museum count on?
3. What collections are available or need to be found to serve your museum's purpose?
4. What physical facilities will work for your museum?
5. Who will have responsibility for the museum?
6. What rules will govern its operation?
7. What divisions of labor and allocations of authority will there be?
8. How will harmonious working relationships be maintained?
9. What will be your collections policy?

10. What conservation needs must you meet and how?
11. What provisions will you make for continuing research?
12. What interpretive methods will you use to reach your public?
13. What time schedule for development will the museum follow?
14. What staff, paid and volunteer, will be needed?
15. What will each part of the plan cost to carry out?
16. Where will the money come from for each?
17. How will you maintain good public relations?
18. How will you provide for continual planning?
19. How will you evaluate your museum's activities?
20. How will you keep your museum alive, dynamic, creative – even visionary?

### **Analysis of Six Agricultural Museums Profiled**

To gain some perspective regarding the uniqueness of agricultural museums and how they compare across many of the dimensions addressed in the questions noted above, the study team completed a detailed profile of six agricultural museums. Five of these museums were purposefully selected from interviews conducted with experts in the field of agricultural museums. These experts consisted of (1) the President of the Association for Living History, Farm and Agricultural Museums, (2) the Director of a medium-sized agricultural museum in Ohio who was previously employed at a large, open-air living history agricultural museum in Massachusetts, and (3) staff of the Kentucky Historical Society. The most frequently cited exemplary agricultural museums in the United States identified by these experts were cross-referenced to develop a purposeful selection of five agricultural museums to profile. During a subcommittee meeting, a sixth agricultural museum was selected to profile by the chairman after the museum was identified as exemplary by a representative of the Kentucky Humanities Council.

Table 2 consists of a summary comparison of several of the criteria used by the study team in profiling the six agricultural museums. The complete profile for each agricultural

TABLE 2

COMPARISON OF SELECTED CRITERIA FOR SIX AGRICULTURE MUSEUMS PROFILED

CRITERIA	Billings Farm and Museum (Woodstock, VT)	Conner Prairie (Fishers, IN)	Delaware Agricultural Museum and Village (Dover, DE)	Frontier Culture Museum (Staunton, VA)	Mississippi Agriculture and Forestry Museum (Jackson, MS)	Old World Wisconsin (Eagle, WI)
<b>Description</b>	240 acre contemporary working dairy farm in operation since 1871. Restored 1890 farmhouse used as a living history center, and four interconnecting restored farm barns contain exhibits and displays. Established as a museum in 1983.	1,400 acre facility with a large, open-air living history museum made up of five distinct historic areas and a modern museum center. The museum interprets the American experience providing a Midwest perspective on national character and culture. Current museum structure in place since 1990.	10 acre museum and village uses its collections, historic buildings, exhibitions, and ongoing research to communicate the agricultural heritage of the Delaware and Delmarva peninsula from its earliest history. Established as a museum in 1980.	220 acre site is an outdoor, living history museum devoted to colonial frontier settlement and the subsequent creation of American culture. Contains three authentic farmsteads from Europe and another depicting American heritage. Established as a museum in 1988.	40 acre site which depicts the story of agriculture's impact on the history of Mississippi. Among its sights are a pre-Civil War farmstead with 11 buildings that were removed from their original site and restored at the museum. Established as a museum in 1983.	600 acre open air museum contains settlements representing several different nationalities. The settlements and a village include over 60 historic structures restored on-site. Established as a museum in 1976.
<b>General Facility Aspects</b>	Museum, Working Farm, Living History	Museum, Working Farm, Village, Living History	Museum, Village, Living History	Museum, Living History	Museum, Village, Living History	Museum, Village, Living History, Outdoor Museum
<b>Staffing</b>	17 full-time, 40 seasonal, and 30 volunteers	100 full-time, 200 part-time, 350 volunteers, and 12 interns	6 full-time, 5 part-time, 120 volunteers, and 2 interns	41 full-time, 40 to 55 seasonal, and 40 to 50 volunteers	11 full-time, 3 part-time, and 10 volunteers	13 full-time, 10 part-time, 50 seasonal, and 100 volunteers
<b>Approximate Number of Annual Visitors</b>	60,000, consisting of 25% in-state and 75% out-of-state	320,000, consisting of 80% in-state and 20% out-of-state	23,000, consisting of 67% in-state and 33% out-of-state	72,500, consisting of 51% in-state and 49% out-of-state	100,000, consisting of 95% in-state and 5% out-of-state	85,700 – no percentage attendance breakout available
<b>Admission Costs</b>	Adults >65 \$9.00 13-17 \$8.00 5-12 \$7.00 3-4 \$4.50 Member and group rates also available.	April-Nov. Dec-March Adults \$11 \$5.50 65&> \$10 \$5.00 5-12 \$7 \$3.50 4&< Free Free Group rates also available.	General Event Adults \$3 \$5 60&>6-17 \$2 \$3 <6, members Free Free Group and family rates also available.	Adults >60 \$8.00 13-18 \$7.50 6-12 \$7.00 4-6 \$4.00 Group rates also available.	Adults \$4.00 Seniors \$3.00 6-18 \$2.00 <6 \$ .50 Group rates also available.	Adults \$11.00 65&> \$9.90 5-12 \$5.50 Family \$30.00 Group rates also available.
<b>Time Period/Theme</b>	Rural life in Vermont in the 1890's.	Nineteenth century America, which includes artifacts, living history, and agriculture of the time.	Nineteenth and twentieth century agricultural heritage of the Delaware and Delmarva peninsula.	Seventeenth to nineteenth century European and American history, which includes exhibiting four farmsteads.	Late nineteenth and early twentieth century history depicting the story of agriculture's impact on the history of Mississippi.	Late nineteenth and early twentieth century Wisconsin, which contains settlements representing the life of various ethnic groups of the time, including agricultural aspects.
	<b>Billings Farm and Museum</b>	<b>Conner Prairie (Fishers, IN)</b>	<b>Delaware Agricultural Museum and Village</b>	<b>Frontier Culture Museum</b>	<b>Mississippi Agriculture and</b>	<b>Old World Wisconsin (Eagle, WI)</b>

CRITERIA	(Woodstock, VT)	(Dover, DE)	(Staunton, VA)	Forestry Museum (Jackson, MS)	The Wisconsin Department of Natural Resources owns the land upon which the museum sits and leases it to the Wisconsin Historical Society (WHS) for \$1 per year. The WHS, which is a state agency and a private membership organization, owns the buildings and artifacts and operates the facility. The WHS is governed by a Board of Curators. The full-time staff of the museum are state employees.
<b>Governing Authority</b>	The Woodstock Foundation, a non-profit philanthropic organization, owns and operates the museum. The foundation has a 17-member board that acts as its administrative body.	The museum is a non-profit organization using a volunteer leadership provided through advisory committees and a 35-member board of directors, consisting of business and civic leaders from throughout central Indiana.	The museum is a non-profit organization using a volunteer board of 24 trustees to govern the museum and set overall policy. The board does not manage the details of the museum.	Public/private partnership between museum's Board of Trustees (tax-exempt state entity) and Foundation Board of Directors (non-profit). State board handles policy and oversight. Foundation supports historic buildings, educational programs, and special activities. Land and buildings are owned by state; programs administered under Secretary of Education; and collections owned by Foundation. Full-time staff are state employees.	The Wisconsin Department of Natural Resources owns the land upon which the museum sits and leases it to the Wisconsin Historical Society (WHS) for \$1 per year. The WHS, which is a state agency and a private membership organization, owns the buildings and artifacts and operates the facility. The WHS is governed by a Board of Curators. The full-time staff of the museum are state employees.
<b>Funding Sources/Amounts</b>	Annual budget for museum is about \$1.65 million. An endowment grants the museum about \$1 million (61%). The museum generates the remaining \$650,000 (39%) through admissions (\$260,000), memberships (\$45,000), gift shop sales (\$170,000), concessions (\$45,000), milk (\$100,000), calves (\$10,000), and other (\$20,000).	Annual budget for museum is about \$8.2 million. Over \$3 million (38%) comes from investments from an endowment, valued at \$70 million. Another large amount (\$1.3 million) comes from food service & catering, which is 15% of annual budget. \$4.2 million is from grants, gifts, fees, sponsorships, admissions, membership, retail/wholesale, rental and royalty income, and miscellaneous.	Annual budget for museum is about \$321,000. About \$100,000 (31%) is from contributions and government funding. About \$59,000 (18%) is from fundraising. Another \$50,000 (16%) is from a capital fundraising campaign. Other support and revenue - \$112,000 (35%) - comes from admissions, dues, fees, museum store sales, dividends, interest, and other income.	Annual budget for museum is about \$2 million. State provides about \$1.2 million (\$700,000 general; \$500,000-up front for expected admission and rental income) and Foundation raises about \$750,000: \$20,000 from store, \$140,000 from gifts, \$25,000 from members, \$500,000 in restricted gifts, \$10,000 in education grants, \$5,000 in state grants, and \$50,000 from special events.	Annual budget for museum is about \$1 million, with half from legislature for museum salaries. Rest comes from building rental (\$300,000), parties (\$6,000), grants (\$4,000), store (\$65,000), café rent (\$36,000), donations (\$12,000), and special events (\$70,000). Admissions (\$130,000) goes to state to offset \$ from legislature.

Source: LRC staff summary of data from museum websites, ALHFAM *Guidebook to Institutional Members (2001)*, document reviews, and telephone conversations with museum staff.

museum can be found in Appendix B. The museums chosen for review represent a wide range of general facility aspects, admission costs, time periods/themes, and funding sources. Each museum has a very specific time period and theme upon which it focuses. At the smaller end of the spectrum is the Delaware Agricultural Museum and Village, with an annual budget of about \$321,000, ten acres, six full-time and five part-time staff, and 23,000 annual visitors. At the other end of the spectrum is Conner Prairie, with an annual budget of over \$8 million, 1,400 acres, 100 full-time and 200 part-time staff, and 320,000 annual visitors.

Another mechanism to compare agriculture museums is cost per visitor, which is a function of annual budget divided by the number of annual visitors (Table 3). As this table indicates, the cost per visitor ranges from \$10.00 at the Mississippi Agriculture and Forestry Museum to \$27.59 at the Frontier Culture Museum. Also noteworthy in this table is that all of these agriculture museums are located within one to three hours drive from one or more significant population centers. Close proximity to significant population centers is important so that the museum may draw sufficient visitors from the general public to keep it viable over the long-term.

**Table 3**  
**Cost Per Visitor and Proximity to Significant Population Centers**

<b>Museum</b>	<b>Annual Budget</b>	<b>Number of Annual Visitors</b>	<b>Cost Per Visitor</b>	<b>Proximity to Significant Population Centers</b>
Billings Farm & Museum	\$1,650,000	60,000	\$27.50	2-3 hours from Burlington, Boston, Hartford, and Montreal
Conner Prairie	\$8,200,000	320,000	\$25.63	Northeast side of Indianapolis
Delaware Agriculture Museum and Village	\$321,000	23,000	\$13.96	Museum located in Dover; 2 hours from Wilmington, Philadelphia, and Baltimore
Frontier Culture Museum	\$2,000,000	72,500	\$27.59	1 hour from Charlottesville, Harrisonburg, and Lexington
Mississippi Agriculture & Forestry Museum	\$1,000,000	100,000	\$10.00	1 hour from Vicksburg, Meridian, and Hattisburg
Old World Wisconsin	\$1,500,000	85,700	\$17.50	2 hours from Milwaukee, Madison, and Chicago

*Source: LRC staff analysis of museum profiles located at Appendix B.*

Many agricultural museums are operated as strictly private, non-profit organizations without support from any level of government. Of those museums purposefully selected to be profiled for this study, three museums—Billings Farm and Museum, Conner Prairie, and the Delaware Agricultural Museum and Village—fell into this category. The remaining three museums operated as either a hybrid—public/private partnership, as in the case of the Frontier Culture Museum—or by a state agency, as in the cases of the Mississippi Agriculture and Forestry Museum and Old World Wisconsin.

## CHAPTER III

### POTENTIAL SITES

Siting is a critical component in establishing a successful agricultural museum, and the need for strong community support cannot be overstated. This was the consensus from agencies specifically named in House Concurrent Resolution 10, interviews with museum administrators, comments received at meetings of the Subcommittee to Study the Establishment of a Farm Museum, and text from museum materials.

#### Feasibility Assessment

Many factors need to be analyzed before deciding on a location for a museum. Whether done by a local committee or by an impartial consultant, doing a feasibility assessment to determine whether a museum should be developed, and where, should be considered. The assessment can evaluate community support for a museum as well as other crucial data such as the tourist market within which the museum will operate, the demographic makeup of that market, how far visitors will travel, to whom a museum will appeal in terms of its potential themes, and what kind of competition or synergy exists from other visitor attractions in the area.

#### Siting Characteristics

Proper siting is a fundamental cornerstone for a successful museum. Several important components relating to siting are discussed in *Museum Basics* (pp. 202-208). That publication stresses that to be well-sited, a museum should be easily accessible to major roads, contain adequate space for existing exhibits and displays, and contain space for later expansion. Utility services and other infrastructure needs also should be considered. Other factors may include zoning restrictions, pre-existing legal agreements or other barriers, and the geology and soil types in the proposed site areas. An ideal site should be populated, competitive, and able to provide products and services that the public desires. Further, the site should be able to be well-marked and easy to locate.

Site assessment should also consider whether to:

- (1) Use an existing farm with historic significance and historic buildings;
- (2) Find a farm and build new buildings;
- (3) Have a working farm as a part of the museum theme;
- (4) Be on a farm at all; or
- (5) Use any combination of these options.

Developing a museum near a university or college, or locating it near an existing tourist attraction, are other options to consider. Other siting considerations can include a rural versus an urban setting, new construction versus existing buildings, and working farm versus nonworking farm. These decisions will define the type of museum that is ultimately chosen.

Another possible option to consider is for the representatives of the Commonwealth to work with either one of two existing efforts currently underway to create a state agricultural museum. These efforts include work in Taylor and Warren Counties.

A multi-county tourist attraction between Taylor, Adair, and Green Counties is being developed on the Green River. The Homeplace on Green River, Inc. is adjacent to the Tebbs Bend Civil War Battlefield, and is located in a large tourism area. The proposed attraction contains 180 acres owned by Taylor County which will be utilized as the Tebbs Bend Nature and Recreation area and as a visitor center for the Tebbs Bend Civil War Battlefield. Another tract contains 230 acres and will be owned by a private, non-profit corporation. This tract will be used as a living historical farm displaying agricultural practices of the past as well as those of the present. A feasibility study to determine what needs to be done first and other aspects of the project is currently being conducted. The counties involved in the project would like to see an agricultural museum located at this attraction.

Representatives from Warren County support the development of a world-class agricultural museum in Kentucky and have proposed that a museum be located in the Bowling Green area. The representatives indicated that 15 acres of prime agricultural land on Interstate 65 is available from a private owner and that the local tourism commission has committed to providing marketing resources. The museum would be located near Mammoth Cave, Beech Bend Park, and the Corvette Museum, and would be within a two-hour drive of several Kentucky metropolitan areas with a population of approximately 700,000 people. Bowling Green is also within an hour drive of Nashville, whose county population is approximately 570,000. The representatives also stated that the Warren County Judge Executive has agreed to help with infrastructure. The project is estimated to cost between \$15 and \$20 million.

Another possibility for an agricultural museum is at one of the University of Kentucky's research farms in Princeton or Woodford County. A representative of the College of Agriculture stated at a Subcommittee to Study the Establishment of a Farm Museum meeting that the university would be interested in submitting a proposal to the General Assembly regarding a museum, but no formal presentation was made.

### **Siting Characteristics of the Six Profiled Agricultural Museums**

- The Billings Farm and Museum in Vermont is located adjacent to the 640-acre Marsh-Billings-Rockefeller National Historical Park, is adjacent to one of Vermont's largest state roads, and is near two interstates. It is 2-3 hours from several metropolitan areas with a combined population of more than 6 million, and has a strong volunteer support group in the local community.
- Conner Prairie, in Indiana, is built around an historic homestead that was previously owned by a well-known philanthropist. There are several other historic tourist sites in the area. The museum is located near Indianapolis, with a population of approximately 780,000, and is easily accessible to the interstate.



- The Delaware Agricultural Museum and Village is near an interstate, a university, and is within 2 hours of Wilmington, Philadelphia, and Baltimore, whose metropolitan populations exceed 13 million. There are other historic tourist sites in the area. The museum has over 100 volunteers from the community for support.
- The Frontier Culture Museum in Virginia was chosen after an international search committee and feasibility study were conducted. It is located at the junction of two major interstates, is near a national park, and is within one hour of Charlottesville, Harrisonburg, and Lexington, whose populations are approximately 119,000. It has between forty and fifty volunteers for support.
- The Mississippi Agriculture and Forestry Museum is located near several other tourist attractions and is on one of the busiest streets in the city of Jackson. It is accessible to the interstate and is within one hour of Vicksburg, Meridian, and Hattisburg, whose combined populations are approximately 200,000. The museum receives a lot of technical advice, advertising, and public relations support from the Jackson Chamber of Commerce, as well as some volunteer support from the community.
- Old World Wisconsin museum is located in a secluded area, but is near the interstate and within an hour of Milwaukee, Madison, and Chicago, whose metropolitan populations exceed 10 million. The museum has approximately 100 volunteers from the community that help in its activities.



## CHAPTER IV

### ELEMENTS OF AN EFFECTIVE MUSEUM MANAGEMENT STRUCTURE

House Concurrent Resolution (HCR) 10 directs this feasibility study to consider the potential management structure of an agricultural museum. Elements of an effective management structure are discussed in this chapter. These elements pertain to legal status and structure of management, management planning and the development of policy, staffing structures and recruitment, and staff training and development.

#### **Legal Status and Structure of Management**

Agricultural museums may exist under several different types of governing authority. Differences in how a museum is governed matter greatly because the governance affects what the museum is allowed to do and how it can develop in the future. The Association for Living History, Farm and Agricultural Museums (ALHFAM) surveyed nearly 300 institutional members and persons representing agriculture in the latter part of 1999. Of those 121 institutions responding, ALHFAM found that 43 institutions—38 percent—were operated as strictly private, non-profit institutions. The remaining 62 percent either partner with or are dependent to some level on a government entity for financial support, though they may also have a private, non-profit element associated with them. Most types of government were represented here, including school districts, park districts, municipal, county, state, and federal.

In addition to the legal status, the actual management structure of a museum is also important. According to Timothy Ambrose and Crispin Paine (*Museum Basics*, p. 230), in the best system of management there are two distinct levels: the governing body, which decides policy for the museum, and the museum manager and his or her staff, who advise the governing body regarding policy options and who implement the policy decisions made by the governing body. The authors further state that it is essential that every museum have a governing body that is responsible for developing overall museum policy, and that the character of the museum will be determined in part by the personalities of those persons serving on the governing body, or board (p. 230).

The primary responsibility of the museum manager is to advise the governing body regarding policy options, according to Ambrose and Paine (p. 231). The museum manager must educate the members of the governing body on how the museum works. The secondary responsibility of the museum manager is to implement the policy decisions made by the governing body. Museums vary significantly in the degree of responsibility delegated to the museum manager (p. 231). While the museum manager may run the daily operations of the museum, his or her ability to influence policy decisions made by the governing body may be constrained. The museum manager may, for example, be accountable to a government employee who has little time to attend to the museum but without whose approval few decisions may be made. However, irrespective of the degree of responsibility given to the museum manager, museum staff and the members of the governing body should be clear regarding who is ultimately responsible for what (p. 231).

## **Management Planning and Development of Policy**

It is important that every museum have an agreed-upon management plan in place that clearly defines the museum's purpose, objectives, and plan of action (p. 232). The plan is a tool to implement museum policy that its governing body has established that will be put into action over a specific time period. It also articulates how the museum's resources will be used and outlines the process for monitoring the museum's progress and evaluating how well the museum is doing in terms of following the plan of action. The management plan must derive from policy that is agreed to by the governing body of the museum.

Developing museum policy requires a great deal of consideration and time, reference to existing professional codes relating to museums, and comparisons with other museums, and that the development of policy should cover key areas of a museum's operation, including:

- a succinct mission statement;
- collecting and disposing of collections;
- security and care of collections;
- research;
- communicating with the public regarding displays, inquiries, exhibitions, marketing, and educational services;
- accessibility;
- accounting and finance procedures;
- staffing, which involves staff development and training;
- building maintenance and care; and
- conformity with relevant local, state, and federal laws (pp. 232-233).

Developing general policy covering these areas helps in defining objectives and should be reviewed regularly (p. 233). Written objectives are simple statements that tell how the museum plans to carry out policy. Examples of written objectives include statements such as to provide a high standard of care and management for collections to ensure their quality, to undertake research on collections to ensure that accurate and up-to-date information is available for the museum's users and staff, and to generate funding from multiple sources to assist in developing the museum's coverage.

## **Staffing Structures and Recruitment**

The staffing structure denotes the relationship between the people who work in the museum and delineates lines of authority, communication, and areas of responsibility. Usually a museum manager is in charge and must be able to manage, delegate, inform, and inspire, while other staff must be able to advise, report, and carry out instructions (pp. 251-252). Staffing needs and staff relationships to one another ought to reflect the purpose and nature of the museum.

Staffing needs vary among the profiled museums. As discussed in Chapter II, the Delaware Agricultural Museum and Village is a relatively small institution with six full-time staff, five part-time staff, 120 volunteers, and two interns. In contrast, Conner Prairie is a relatively large institution with 100 full-time staff, 200 part-time staff, 350 volunteers, and 12 interns.

As a museum grows, the staff structure should continue to reflect the museum's priorities (p. 252). The museum manager ought to measure the amount of work that needs to be accomplished in the museum and ensure that work responsibilities are clearly delineated among staff. Certain areas of responsibility are often forgotten when staffing needs are being developed, such as building maintenance, fieldwork research, documentation, and administration.

### **Staff Training and Development**

Persons working in the museum will have qualifications and experience of different types, so it is up to museum managers to identify where additional training and development is needed, including the need to cross-train staff for different positions in the museum (p. 266). Since so many different skills are required in museum work and so many different professions and disciplines are represented, a wide range of training is generally required.

When possible, according to the authors, the use of training courses should be modeled on institutions with standards that are nationally recognized, have appropriate curricula, and maintain a solid reputation in museum training and education (p. 266). Training programs developed in-house may include selected readings, site visits to other museums, seminars, and discussion groups, and that out-sourced staff training and development is generally available through museum specialty groups and national and international journals and periodicals.



## **CHAPTER V**

### **POTENTIAL FUNDING SOURCES**

House Concurrent Resolution 10 directs that potential sources of public and private funding be identified for planning, constructing, and operating an agricultural museum. The information regarding the funding programs identified in this study was obtained from a variety of sources, including organizations specifically named in the resolution, representatives of private agencies, museum administrators, the internet, and interviews with different federal, state, and local officials.

The public funding programs identified in this study come from federal, state, and local entities. Note that with the potential federal sources, some programs are administered by the federal agency involved, some by state agencies, and some by quasi-governmental agencies. Because of the nature of the federal programs and the criteria that would have to be met to qualify for assistance, some funding sources are more likely to be utilized than others. While the federal programs offer assistance for construction, planning, and program development, they do not generally offer assistance for operating expenses. The state funding sources in this study are typically administered by the state agency itself, and the various programs offer assistance for construction, planning, technical assistance, operating expenses, and program development. Local government programs can offer the same type of assistance as state programs. This is by no means an exhaustive list, but it does provide a framework for the types of potential funding sources that may be available.

#### **Federal Sources**

The following federal entities have funding programs that can be used for construction or historic rehabilitation. The first two are administered by the federal entity and the other two are administered through a state agency:

- The United States Department of Agriculture has a Community Facilities Grant Program that can provide grants to communities with a population of 20,000 or less. The funds can be appropriated to public entities or non-profits and could be used for the construction of an agricultural museum.
- Save America's Treasures is a public/private partnership between the National Park Service and the National Trust for Historic Preservation. This partnership can provide grants for historic preservation projects ranging from building restoration to the acquisition of artifacts and collections. If an agricultural museum were to be housed in a historic building that needed restoration, or if the museum had an opportunity to acquire an agriculture collection that was significant, this funding may be available.
- The U.S. Department of Housing and Urban Development has a Community Development Block Grant program that local governments may participate in if eligible. Funding for the construction of an agricultural museum may be available if the community in which the museum is located consists of 51 percent low or moderate income residents. The funding is

passed through the Kentucky Department for Local Government in the Governor's Office, and administered by the Area Development District where the project is located.

- The National Park Service has a Land and Water Conservation Fund that offers matching grants to state and local governments for the acquisition and development of public outdoor recreational areas and facilities. If an agricultural museum incorporated outdoor activity programs as part of its structure, it might be eligible. The Kentucky Department for Local Government in the Governor's Office administers this program.

Two other potential federal programs relating to historic rehabilitation are available but not as likely to be utilized; the first because it is unlikely that a suitable building would be chosen that met the requirements for eligibility, and the second because the owner must be a for-profit organization, which is relatively rare in cases of museums. Both programs are administered by a state agency:

- The Federal Highway Administration (FHA) has a program called the Transportation Equity Act for the 21<sup>st</sup> Century that provides funding for the historic renovation of buildings that have a relationship to transportation, such as a depot or old car dealership. The building must be open for public use and have a public sponsor. If an agricultural museum were housed in a building meeting this criteria, it might be eligible for funding. If a project were approved by the FHA, the Kentucky Heritage Council in the Education, Arts, and Humanities Cabinet would administer the oversight of the renovation.
- The National Park Service has a program in which a for-profit entity may qualify for a 20 percent Investment Tax Credit for the historic rehabilitation of an existing building. If an agricultural museum was housed in an existing building that was, or could be, designated as historic, the owner could get a tax credit for restoring the building if the restoration equaled or exceeded 20 percent of the base cost of the building. The Kentucky Heritage Council in the Education, Arts, and Humanities Cabinet administers this program.

The following federal entities have programs that offer funding for planning and for developing programs. The first two are administered by the federal entity, while the third is administered by a state agency:

- The National Endowment for the Arts has grants for non-profits that could fund programs that deal with agricultural folk art or traditional arts. If an agricultural museum developed an interactive program that related to bluegrass music, for example, it could be eligible for funding.
- The National Trust for Historic Preservation is a private, non-profit organization that offers grants to non-profit entities interested in the restoration of historic properties. Funds can be used for such things as preservation planning and education. If an agricultural museum was housed in an historic building that needed restoration, this funding might be available.
- The National Endowment for the Humanities has grants for non-profits that could fund agricultural programs that contain a historical perspective. It could also fund such things as



pamphlets, interpretive programs, exhibits, and audio video productions. The Kentucky Humanities Council administers the grant programs.

### **State Sources**

Several potential sources of state funds could be used to construct, plan, or operate an agricultural museum. The one source with the greatest potential for significant funding is the General Assembly. It has the authority to appropriate money to completely or partially support this type of project. The importance of the legislature as a funding source is evidenced by the fact that four of the six agricultural museums profiled in Chapter II of this report receive a substantial percentage of their total budgets from their respective legislative bodies.

In addition to the General Assembly, some Kentucky state agencies have programs that could provide funding for construction, planning, or program development, or provide personnel for technical assistance. The first two agencies have potential funds for construction and other programs, while the remaining two have potential funds for program activities and promotion:

- The Kentucky Tourism Cabinet has several programs that an agricultural museum may participate in if eligible:
  - (1) The Kentucky Tourism Development Act is an incentive program for developers of new or expanding tourism projects that allows the developer to recover 25 percent of the cost of the project. The tourism project must include an expenditure of at least \$1 million;
  - (2) The Kentucky Tourism Development Loan Program is for owners who want to develop or expand small tourism businesses. The maximum loan amount is \$250,000 and financing is limited to fixed assets; and
  - (3) The Regional Marketing and Matching Funds Program offers reimbursement of up to 80 percent for regional tourism projects and up to 50 percent for individual projects. Eligible funding items include brochures, publications, media or billboard advertising, trade show expenses, and internet services.

In addition, the Cabinet publishes a Getaway Guide that lists agricultural entertainment activities, helps to promote agritourism, provides technical advice, and makes on-site visits.

- The Kentucky Agricultural Development Board, housed in the Governor's Office of Agricultural Policy, administers funds from Phase I of the Tobacco Master Settlement Agreement for projects that will increase net farm income for Kentucky's farmers. If the construction of an agricultural museum could meet this goal, or if a museum had programs or activities that could meet this goal, it could be eligible for funding.
- The Kentucky Department of Agriculture has marketing programs that could provide funding for promoting an agricultural museum. The department actively supports agritourism and has staff to offer technical advice to a potential agricultural museum owner or operator.
- The Kentucky Arts Council in the Education, Arts, and Humanities Cabinet offers grants for programs relating to arts activities such as exhibits or live programs. The recipient must be a non-profit organization. An agricultural museum that offered these types of programs with an agriculture theme might qualify.

## **Local Government Sources**

Local governments are another potential source of funding and could offer a variety of incentives for an agricultural museum, including grants, low interest loans, tax breaks, donated land or buildings, or infrastructure. Local support of this type of project is vital, particularly in the early stages of implementation. Most of the museums that were researched had a strong local board of directors that helped in administration and fund-raising.

## **Private Sources**

Another source of potential funding is from private sources such as philanthropic organizations and other similar groups. These sources include individuals who donate funds or exhibits, universities, corporate agriculture and other agribusiness sponsors, and professional farm groups. These entities can make grants that cover a variety of topics, many of which relate to areas that could benefit an agricultural museum. Some examples of these organizations and the types of grants that they offer include:

- The Kresge Foundation may make grants to non-profit entities and government agencies for construction projects, real estate purchases, and major equipment purchases.
- The James Graham Brown Foundation may make grants to non-profit entities for construction projects and equipment purchases.
- The John Deere Foundation may make grants to non-profit entities for economic development, arts, and cultural heritage projects.
- Philip Morris may make grants to non-profit entities for visual arts projects.
- The Lila Wallace Reader's Digest Fund may make grants to non-profit entities for promoting the arts.

## **Technical Assistance**

Though not specifically mentioned in the study as an area to examine, it is important to note that there are several public and private entities that can offer technical assistance relating to the creation and operation of an agricultural museum. These agencies have access to potential sources of museum funding and administration, as well as other resources:

- The Kentucky Historical Society in the Education, Arts, and Humanities Cabinet has qualified staff that can offer technical advice relating to museum administration and other related topics.
- The West Kentucky Corporation and East Kentucky Corporation both have staff that can provide a wide array of technical advice to prospective museum owners or operators.

- The Center for Rural Development houses the Southern and Eastern Kentucky Tourism Development Association, which can offer technical assistance to prospective museum owners or operators.

### Funding Sources for Profiled Museums

The six profiled agricultural museums, found in Chapter II of this study, address several areas relating to museum structure and operation, including funding sources. The total amounts of annual funding vary widely between the museums, but the main source of funding is primarily either from state government or from an endowment. This fact illustrates the importance of securing a long-term, reliable funding source, and, in the majority of the museums profiled, that source is the legislature.

The annual funding levels for the profiled museums range from \$321,000 at the Delaware Agricultural Museum and Village to \$8,200,000 at Conner Prairie in Indiana. As previously indicated, the main source of funding for these museums comes from either state government or from an endowment fund. The four museums that rely heavily on funds from their state governments are the Delaware Agricultural Museum and Village, the Mississippi Agriculture and Forestry Museum, the Frontier culture Museum in Virginia, and Old World Wisconsin. Each receives approximately 30-60 percent of its total budget from the legislature. On the other hand, Conner Prairie, in Indiana, and Vermont's Billings Farm and Museum receive approximately 40-60 percent of their budgets from special endowments. The various other sources of revenue include general admissions, memberships, retail sales concessions, farm products, catering, food sales, gifts, rental income, fundraising, special events, and special grants. An illustration of the largest sources of funding for the profiled museums is found in Table 4.

**Table 4**  
**Largest Sources of Funding**  
**Profiled Agricultural Museums**

State	Total Annual Funding	Largest Source	Second Largest Source	Third Largest Source	Fourth Largest Source
VT	\$1,650,000	Endowment (61%)	Admissions (16%)	Gift Shop (10%)	Other (13%)
IN	\$8,200,000	Endowment (38%)	Food/Cater (15%)	Other (47%)	
DE	\$ 321,000	St. Govt. (31%)	General Fundraising (18%)	Capital Fundraising (16%)	Other (35%)
VA	\$2,000,000	St. Govt. (60%)	Restricted Gifts (25%)	Other Gifts (7%)	Other (8%)
MS	\$1,000,000	St. Govt. (50%)	Total Rent (34%)	Special Events (7%)	Other (9%)
WI	\$1,500,000	St. Govt. (33%)	Admissions (32%)	Restaurant (25%)	Other (10%)

*Source: LRC staff analyses of museum profiles located at Appendix B.*



## CHAPTER VI

### CONCLUSIONS

Over the years, Kentucky has experienced a gradual decline in its number of farms and the acreage devoted to farming. There is a concern by some people that if this decline continues, the traditions and culture associated with farming may be lost. House Concurrent Resolution 10 was enacted to study the feasibility of establishing an agricultural museum so this culture and history could be preserved.

The study evaluated four general components of an agricultural museum; mission statements, siting characteristics, management structures, and funding sources. In addition, profiles were developed on six existing agricultural museums, highlighting their similarities and differences. The profiles revealed that all the museums received a significant subsidy from an endowment or from their respective state legislature.

The study and the museum profiles indicate that in order for an agricultural museum to be financially feasible in Kentucky, support from the General Assembly would be necessary. The amount of support depends largely on the siting and structure of the museum. Access to interstates, proximity to large population bases, and proximity to other tourist attractions all play a role in how much revenue a museum would generate. Whether a museum is a working farm, has a living history component, or contains a village will also influence its overall financial performance.

An emphasis on targeting out-of-state visitors is another key to the success of an agricultural museum. These visitors provide new money to the state by staying at hotels, eating at restaurants, and buying souvenirs.



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Conner Prairie  
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**Appendix A**

**Minutes from the Subcommittee  
To Study the Establishment of  
A Farm Museum**



## **Interim Joint Committee on Agriculture and Natural Resources**

### **Subcommittee to Study Establishment of a Farm Museum**

Minutes of the 1st Meeting  
of the 2002 Interim

October 9, 2002

The 1st meeting of the Subcommittee to Study Establishment of a Farm Museum of the Interim Joint Committee on Agriculture and Natural Resources was held on Wednesday, October 9, 2002, at 10:00 AM, in Room 149 of the Capitol Annex. Representative Roger Thomas, Chair, called the meeting to order, and the secretary called the roll.

Present were:

Members: Senator Vernie McGaha, Co-Chair; Representative Roger Thomas, Co-Chair; Senators Joey Pendleton and Elizabeth Tori; Representatives Adrian Arnold, James Bruce, Dwight Butler, Mike Cherry, Thomas McKee, Marie Rader, and Dottie Sims.

Guests: Gary P. West, Bowling Green Area Visitors Bureau; Ken Franks; Mike Hudson and Nancy Glasser, Kentucky Historical Society; Dr. Lane Cowsert, Morehead State University; Mark Farrow, Department of Agriculture; Bruce Harper and John-Mark Hack, Governor's Office of Agricultural Policy; John Brent, Community Farm Alliance; Brian Alvey, Kentucky Farm Bureau; Dr. Danny Britt, Eastern Kentucky University.

LRC Staff: Biff Baker, Jack Jones, and Kelly Blevins.

Representative Roger Thomas, Co-Chair and Senator Vernie McGaha, Co-Chair, both spoke to the members about the merits of a possible agriculture museum being established in Kentucky. Representative Thomas then asked LRC Staff to provide the committee with a review of HCR 10 and an update on information they have gathered so far.

Staff reported that the resolution directed the study to focus on four main areas of interest in determining the feasibility of establishing an agriculture museum in Kentucky: potential sites; potential sources of public and private funding; potential management structure; and public mission statements. Information relating to these four areas is currently being gathered through contacts with several federal and state agencies, agencies mentioned in the resolution, and the internet. In addition, profiles on six successful agricultural museums throughout the United States are being conducted so the members can have an accurate account as to how existing museums are operated. These museums span a broad variety of styles, themes, funding, and management structures. Members were provided with a sample profile that was sent to each of the six chosen museums, a copy of which is on file in the LRC library.

Members were also given a database provided by the Kentucky Historical Society of existing Kentucky organizations containing an agricultural component, also on file in the LRC library.

Representative Thomas then opened the discussion to guests and invited them to comment on their views regarding the establishment of an agriculture museum. Representatives from the Kentucky Department of Agriculture, Governor's Office of Agricultural Policy, Community Farm Alliance, Kentucky Farm Bureau, Morehead State University, and Eastern Kentucky University all voiced their support and willingness to help in the process.

Dr. Danny Britt, Eastern Kentucky University, noted that the Kentucky Association of Rural Electric Cooperatives and United Utilities Supply had expressed an interest in providing funding for such a museum.

Representative Marie Rader asked if the profiles could show whether the attendees of the museums were in-state or out-of-state. Senator Tori suggested that more demographic information be included in the profiles, as well as a location map of the museum. Staff responded that they would include that information if it was available.

Senator McGaha asked staff to provide the members with a side-by-side comparison of the six profiled museums at the next meeting.

Committee members requested that a draft of the information gathered so far be sent to them before the next meeting date.

There being no further business, the meeting was adjourned at approximately 12:30 p.m.

## **Interim Joint Committee on Agriculture and Natural Resources**

### **Subcommittee to Study Establishment of a Farm Museum**

Minutes of the 2nd Meeting  
of the 2002 Interim

November 13, 2002

The 2nd meeting of the Subcommittee to Study Establishment of a Farm Museum of the Interim Joint Committee on Agriculture and Natural Resources was held on Wednesday, November 13, 2002, at 10:00 AM, in Room 149 of the Capitol Annex. Senator Vernie McGaha, Chair, called the meeting to order, and the secretary called the roll.

Present were:

Members: Senator Vernie McGaha, Co-Chair; Representative Roger Thomas, Co-Chair; Senator Joey Pendleton; Representatives James Bruce, Dwight Butler, Mike Cherry, Thomas McKee, Marie Rader, Dottie Sims, and Tommy Turner.

Guests: Sean M. Cutter, McBrayer, McGinnis, Leslie, and Kirkland; Ken Franks; Gary West, Bowling Green Visitors Bureau; and Debby Spencer, West Kentucky Corporation.

LRC Staff: Biff Baker, Jack Jones, DeVon Hankins, and Kelly Blevins.

Chairman McGaha opened the meeting by introducing and welcoming DeVon Hankins, new Committee Analyst for Agriculture and Natural Resources. Chairman McGaha then requested that LRC staff review the information prepared for the members as requested from the October 9 meeting. Staff gave the members a brief overview of the six agricultural museums profiled, and an overview of the potential public and private sources of funding that may be available for a museum. This information is on file in the LRC Library.

Chairman McGaha then opened the floor to the members for questions or comments on this information. Representative Thomas pointed out the importance of establishing a museum that would be easily accessible to out-of-state visitors. He emphasized how critical a good location was for such a project.

Representative Butler asked if any information was found regarding recently opened agricultural museums and whether a determination could be made regarding their success or failure. Staff replied that museums established in recent years have not yet had time to determine whether they could be considered successful.

Representative McKee pointed out the importance of reviewing those museums that had been recently established.

Representative Cherry suggested that the committee consider reviewing existing tourist attractions such as the Kentucky Horse Park, and the possibility of building an agricultural museum at one of those existing locations.

Chairman McGaha then turned the meeting over to Representative Thomas who introduced Gary West, Director of the Warren County Tourism Commission, and Debby Spencer, Vice President of the West Kentucky Corporation. Mr. West presented the committee with a proposal to establish an agricultural museum in the Bowling Green area. Mr. West proposed that Kentucky should establish an agricultural museum that is world class and could serve as a stand-alone facility in a major agricultural area. He stated that there is a site available in Warren County that is easily accessible to I-65 and is within close proximity to other tourist attractions such as Mammoth Cave National Park, Beech Bend Park, and the Corvette Museum. Mr. West also pointed out that the Warren County Tourism Commission was committed to providing the necessary funds to market an agricultural museum if a museum was located in their area. Mr. West suggested that agriculture corporations such as Massey-Ferguson and John Deere could partner with an agricultural museum to sponsor exhibits and other agriculturally related programs. As a final note, Mr. West added that the Warren County Judge was willing to donate some infrastructure and estimated that if done properly, an agricultural museum would cost \$15-20 million.

Representative Cherry inquired if the University of Kentucky might have land that could be used for an agricultural museum.

David Sparrow, University of Kentucky College of Agriculture, responded that the university will be presenting proposals to establish an agricultural museum at either its Princeton or Woodford County farm sites.

Representative Thomas reiterated that an agricultural museum be viewed as an agritourism project and the importance that it be a stand-alone facility with a possible emphasis on tobacco farming.

There being no further business, the meeting was adjourned at 12:00 p.m.

**Appendix B**

**Farm Museum Profiles**





## Billings Farm & Museum

P.O. Box 489, River Road & Rt. 12  
Woodstock, VT 05091-0489  
(802) 457-2355  
[www.billingsfarm.org](http://www.billingsfarm.org)

Open May 1-Oct. 31 (10 a.m.-5 p.m.)  
Holiday weekends during winter.  
Primary Focus: Rural life in Vermont in the 1890's.

**Description:** This 240-acre contemporary working dairy farm has been in operation since 1871, and was established as a museum in 1983. The restored 1890 farmhouse is used as a living history center and 4 interconnecting restored farm barns house exhibits and displays. The museum is devoted to rural life in Vermont in the 1890s.

**Mission Statement:** "The Billings Farm & Museum preserves and interprets the historic Billings Farm and the agricultural, social history, and values of rural Vermont. It uses the past to stimulate reflection and insight of the future."

Museum  Working Farm  Village  Living History  Other (specify)

**Staff:** \*17 full-time, 0 part-time, 40 seasonal, 30 volunteer, and 0 interns.

\*12 full-time museum employees; 5 full-time farm managers.

**Approx. Number of Annual Visitors:** 60,000.  
About 15,000 (25%) in-state and 46,000 (75%) out-of-state

**Admission Cost:** Adults: \$9.00  
Over 65 yrs.: \$8.00  
13-17 yrs.: \$7.00  
5-12 yrs.: \$4.50  
3-4 yrs.: \$2.00  
Member and group rates also available.

**Location:** This farm was the ancestral home of Mary Rockefeller and has been in continual operation since 1871. Her grandfather was Fred Billings. The farm was established as the Billings Farm & Museum in 1983 by the Rockefellers. It is located adjacent to the 640-acre Marsh-Billings-Rockefeller National Historical Park, which opened in 1998. The farm is located adjacent to one of Vermont's largest state roads and is near Interstates 89 & 91. It is 2-3 hours from Burlington, Boston, Hartford, and Montreal. The museum has strong support from the community.

**Governing Authority (specify):** The Woodstock Foundation, a nonprofit philanthropic organization, owns and operates the Billings Farm & Museum site. The Rockefellers donated the museum to the foundation in 1983, and donated the farm around 1992. The foundation has a 17-member board that acts as its administrative body.

**Funding Sources and Amounts:** The annual budget for the museum is approximately \$1.65 million. The Woodstock Foundation, which is funded by the Rockefeller Brothers Fund, has established an endowment that grants the museum approximately \$1 million per year. Another nonprofit entity, the Billings Farm & Museum, generates approximately \$650,000 per year through admission sales (\$260,000), museum memberships (\$45,000), gift shop sales (\$170,000), concessions (\$45,000), milk (\$100,000), calves (\$10,000), and misc. (\$20,000).

**Artifacts:** Over 16,000 items representing late 19<sup>th</sup> century folk-life; some 19<sup>th</sup> century farm equipment; archives of Billings family.

**Livestock:** 70 Jersey cows, horses, sheep, and chickens. These animals are displayed as part of the walking tour of the farm, depicting livestock activities that are conducted on a daily basis. The dairy operation is particularly popular, as visitors have an opportunity to watch the afternoon milking of the herd.

**Crops:** Approximately 90 acres grass hay, 10 acres alfalfa hay, 35 acres corn, 40 acres soybeans, oats, heirloom garden, and orchard. The crops are primarily used for feed for the animals. The garden is for display, though staff

uses the vegetables as they ripen. The orchard is also for display, but the farm does make apple cider to give to visitors. Staff consumes the rest.

**Village and/or Living History Components:** The 1890 farmhouse serves as a living history center, expanding the interpretation of late 19<sup>th</sup> century Vermont. The exhibits depict the lives of Vermont farm families from that era, and illustrate the progressive solutions Mr. Billings introduced to help maintain their way of life. The extensive restoration of the farmhouse and its business office, apartment, creamery, and adjoining ice house give tourists an idea of the way innovative farm managers managed farm operations in the 1800s. The dairy also is utilized by staff to act as a living history component of the museum by showing visitors contemporary dairying methods.

**Exhibits/Displays:** The “Vermont Farm Year in 1890 Exhibits” are housed in several connected 19<sup>th</sup> century barns and use artifacts, oral histories, and photographs to depict the seasonal activities that shaped the lives of Vermont’s farm families. “Upon This Land” is an exhibit that traces the evolution of the Billings Farm from the days of the Marsh family to the present.

**Present or Future-Looking Exhibits/Displays:** Some temporary traveling exhibits that depict present and future agricultural themes are housed at the museum; staff interprets the farm during the milking tours and on-farm tours, emphasizing the contemporary farming and dairy methods utilized. There are plans to place greater emphasis on the history of the farm, historical farm technology and techniques, crop rotation, and a greater diversity of livestock.

**Events:** 15-20 events annually held throughout the year. Themes include holiday-oriented and seasonal activities such as planting and harvesting. Museum workshops, children’s programs, and other educational activities also offered.

**Any Special Aspects Not Yet Noted:** “A Place in the Land”, an Academy Award nominee film, is shown hourly in the museum’s 100-seat theater.

**Research Engaged In:** Ongoing restoration of the 1890 farmhouse to provide exhibit and educational programs. There are plans to place greater emphasis on the history of the farm, historical farm technology and techniques, crop rotation, and a greater diversity of livestock.

**Facilities and Number of Buildings:** Administration facility with offices, library, conservation lab, and meeting facilities; visitor’s center with exhibits, meeting facility, audiovisual programs, 100-seat theater, and gift shop; working dairy facility; restored 1890 farmhouse with business office and apartment, used as a living history center; 4 restored interconnected barns used for exhibits; other farm buildings; handicap accessible.

**Sources:** LRC staff analysis of the ALHFAM [Guidebook to Institutional Members \(2001\)](#), Billings Farm & Museum website, and telephone interviews with Billings Farm & Museum staff member Darlene Franzen, Associate Director.

## Conner Prairie

13400 Allisonville Road  
Fishers, IN 46038-4499  
(317) 776-6000  
[www.connerprairie.org](http://www.connerprairie.org)

Museum, indoor exhibits open year-round.  
Outdoor historic areas open April-Nov.  
Tuesday-Saturday 9:30 a.m.-5 p.m.  
Sunday 11 a.m.-5 p.m.  
Primary Focus: Nineteenth century America.

**Description:** The museum is a large, open-air living history museum made up of five distinct historic areas, a modern museum center, and over 1,400 acres of natural beauty. Its focus is on the 1800s in America.

**Mission Statement:** “Conner Prairie’s mission is to provide a variety of authentic, unique and entertaining educational experiences designed to show how America formed and developed. We do this to inspire and motivate people today to realize the potential of history to enrich and expand the possibilities of their own lives. The museum interprets the American experience providing a Midwest perspective on national character and culture.”

Museum  X  Working Farm  X  Village  X  Living History  X  Other (specify)     

**Staff:** 100 full-time, 200 part-time,      seasonal, 350 volunteer, and 12 interns.

Note: Some of the part-time staff are also seasonal staff – the museum cannot distinguish between these two groups.

	<u>April-November</u>	<u>Dec-March</u>
<b>Approx. Number of Annual Visitors:</b> 320,000. <b>Admission Cost:</b>	Adults \$11.00	\$5.50
About 255,000 (80%) in-state and	65 & > \$10.00	\$5.00
65,000 (20%) out-of-state.	5 to 12 \$7.00	\$3.50
	4 & < Free	Free
	Group rates also available.	

**Location:** Conveniently located on the northeast side of Indianapolis on Allisonville Road, or off Exit 5 from Interstate 69, six miles north of I-465. Fishers has a population of 37,835 and is located 21 miles from the city of Indianapolis, which has a population of 781,870. The Indiana Transportation Museum featuring many trains is located about eight miles away. The city of Indianapolis has a number of museums, including the Indiana State Museum, Indiana Historical Society, and the Children’s Museum. Only one factor was considered in deciding location. The museum was built around an historic property – original 1823 house. From 1934 through 1964 the property was privately owned by Eli Lilly. In 1964 he gifted the property to Earlham College to operate. In 1974 the property was established as a non-profit and 1836 Prairietown was opened. In 1990 the current museum was established as a 501(c)(3) non-profit organization.

**Governing Authority:** The museum is a 501(c)(3) non-profit organization using volunteer leadership provided through advisory committees and a 35-member board of directors, consisting of business and civic leaders from throughout central Indiana.

**Funding Sources and Amounts:** The total annual CY 2002 budget for the museum is about \$8.2 million. Over \$3 million (38%) of this amount comes from investment activities generated from an endowment that was made by Eli Lilly in the early 1970s. This endowment is currently valued at about \$70 million. Another sizeable amount comes from food service/catering of \$1.3 million, which is 15% of the total annual budget. The remaining funding sources include grants, gifts/sponsorships, admissions, fees charged, membership, retail/wholesale activities, rental and royalty income, and miscellaneous.

**Artifacts:** 20,000 artifacts, both originals and reproductions: 10,000 of which were amassed by philanthropist Eli Lilly. Nineteenth century objects include clothing, pottery, china, quilts, coverlets, furniture, tools, vehicles, and machinery.

**Livestock:** Collection of rare livestock breeds that helps Conner Prairie showcase agriculture, which consists of: 12 sheep, six hogs, two milk cows, three teams of horses, one team of Oxen, and six to 12 chickens.

**Crops:** About four to six acres in crops: corn, wheat, oats, vegetables, herbs, and flowers. Many of the crops are produced for animals to eat. For example, much of the corn that is produced is feed corn for the animals. Also, many of the vegetables are used by the living history interpreters for meals.

**Village and/or Living History Components:** Living history components at 1836 Prairietown, William Conner Estate, 1816 Lenape Indian Camp, 1886 Liberty Corner, and the PastPort Discovery area. 1836 Prairietown is a re-created village portraying life in 1836 Indiana and the Old Northwest.

**Exhibits/Displays:** The modern museum center includes changing and permanent exhibit/display galleries. Exhibits/displays are also contained within the five historic areas: 1836 Prairietown, William Conner Estate, 1816 Lenape Indian Camp, 1886 Liberty Corner, and the PastPort Discovery area.

**Present or Future-Looking Exhibits/Displays:** Have done several temporary exhibits/displays that fit into this category. First, an exhibit was previously created on suburbanization, as the county in which the museum is located is rapidly growing from rural to urban. Second, a current exhibit on historic barns in the state is in place to educate the public on the need to preserve these treasures. Third, an exhibit similar to the second exhibit has been done in the past to educate the public on the need to preserve historic bridges.

**Events:** Over 15 featured program events held throughout the year, some of which are held repeatedly, and include special dinners, festivities, dances, and a fair. General admission events held mainly in September through December and include animal adventures and farming fun. Classes are held throughout the year and include pottery making, woodworking, and glass bead making.

**Any Special Aspects Not Yet Noted:** Two restaurants, one of which features historic dining. A dry-docked reproduction of a 19<sup>th</sup> century flatboat, known as experimental archaeology, because it was built as an object from the past without an original example to copy. The museum is internationally renowned for originating the “Conner Prairie Concept,” or first-person interpretation techniques, where costumed interpreters teach and demonstrate history by assuming the roles of fictional, yet historically accurate and time-specific characters. The museum was the first major museum to adopt this as the primary mode of interpretation in 1974.

**Research Engaged In:** Research efforts are always on-going at the museum. For 3.5 years the museum has been studying the issue of the county transitioning from a rural to an urban locality, as this is a significant issue for the community. For the last year the museum has been studying the history of Indiana during World War II. The museum has already conducted 100 interviews on this topic and plans to put together an exhibit on this subject sometime in the future.

**Facilities and Number of Buildings:** There are 68 structures on the museum grounds of 1,400 acres. The Museum Center is about 66,000 square feet and consists of: administrative offices, Lilly Theater, Museum Shop, Johnson-Weaver Gallery, dining, banquet facilities, and meeting rooms. There are 39 buildings in the 1836 Prairietown Village, which were constructed between 1800 and 1840. The 1816 Lenape Indian Camp includes a reproduction double-pen log cabin trading post, five Delaware (Lenape) wigwams, a wooden path, and a garden. The 1886 Liberty Corner consists of two meeting houses, a farmhouse, two historic barns, and eventually will include a summer kitchen. The William Conner Estate consists of a house, barn, loom house, spring house, and a demonstration garden.

**Sources:** LRC staff analysis of Conner Prairie website, documents produced by Conner Prairie, and telephone interviews with Conner Prairie staff John Herbst, President and Roy Eft, Business Manager.

## The Delaware Agricultural Museum and Village

866 North Dupont Highway  
 Dover, Delaware 19901  
 (302) 734-1618  
[www.agriculturalmuseum.org/](http://www.agriculturalmuseum.org/)

Open year-round.  
 Tuesday-Saturday 10 a.m.-4 p.m.  
 Sunday 1 p.m.-4 p.m.  
 Primary Focus: Nineteenth through  
 twentieth centuries.

**Description:** This 10-acre museum and village utilizes its collections, historic buildings, exhibitions, and ongoing research to communicate to the public America’s agricultural heritage, specifically that of Delaware and the Delmarva peninsula from its earliest history. The museum and village achieves this through collections, preservation, and educational programs and initiatives.

**Vision Statement:** “The Delaware Agricultural Museum and Village seeks to foster a society that understands the impact of agriculture on the shaping of our nation’s history and its impact on our daily lives.”

Museum  Working Farm  Village  Living History  Other (specify) \_\_\_\_\_

**Staff:** 6 full-time, 5 part-time, \_\_\_ seasonal, 120 volunteer, and 2 interns.

<b>Approx. Number of Annual Visitors:</b> 23,000. About 15,410 (67%) in-state and 7,590 (33%) out-of-state.	<b>Admission Cost:</b> Adults	<u>General</u>	<u>Event</u>
		60 plus & 6-17	\$3
	<6 & members	\$2	\$3
	Group and family rates also available.	Free	Free

**Location:** Established in 1980 just south of Delaware State University on Route 13 in Dover, which is the state capitol with a population of 32,135. Factors considered in deciding site location included access to major highway route; land availability (obtained 10 acres from Delaware State University in exchange for an experimental working farm that the university needed); access to university; existing infrastructure; strong farmer base; population center; and community commitment (a lot of volunteers). Also located in Dover is Dover Downs Harness Racing Track (NASCAR Winston Cup sponsor), eight state museums, and the John Dickinson Plantation. Dover is in close proximity to three major urban areas (Wilmington – 51 miles, Philadelphia – 79 miles, and Baltimore – 87 miles).

**Governing Authority:** The museum is a private non-profit organization 501(c)(3). A volunteer board of 24 trustees governs the museum by setting overall policy but does not manage daily operations.

**Funding Sources and Amounts:** The total annual FY 2002 budget for the museum is about \$321,000 and comes from multiple sources. About \$100,000 (31%) of this amount comes from contributions and government funding. The next largest single amount of income is about \$59,000 (18%), which comes from fundraising programs. Another \$50,000 (16%) was transferred to the museum from Vision 2000, a capital fundraising campaign started in 1995 to build a 10,000 square foot addition to the main exhibit/administrative building. Vision 2000 consisted of a combination of state community redevelopment grants, private donations, and corporate donations. About \$40,000 remains in this fund for future use. The remaining support and revenue – \$112,000 – comes from admissions, membership dues, fees, museum store sales, dividends and interest, and miscellaneous income, and which constitutes 35% of the total annual budget.

**Artifacts:** About 10,000 artifacts concentrating on the 19<sup>th</sup> to 20<sup>th</sup> centuries regarding the Delaware and the Delmarva Peninsula. Artifacts include farm and farm transportation equipment, tools, animal husbandry equipment, rural life objects (ceramics, toys, household goods, etc.), archives, books, and folk art. There are 2,100 archival holdings (catalogs, journals, maps, almanacs, ledgers, drawings, and posters), 1,400 photographs, and 88 cubic feet of audio and video tapes.

**Livestock:** Two sheep and one goat are used to demonstrate shearing. They graze and have their own show.

**Crops:** Volunteer gardeners plant on a ¼ acre area around the farmhouse heirloom varieties of vegetables. In the orchard are apples, peaches, and plums. Camp children use these crops for making meals – this is part of the living history component. Volunteer gardeners and staff also use these crops for meals. Crops are not sold because it is illegal to sell them in the state without a vendor permit – crop is not large enough to justify this.

**Village and/or Living History Components:** The Lookerman Landing Village is a representation of a rural village in the 1890s, and include, among other facilities, a: train station, barbershop, general store, church, school, and a mill. Each building is furnished with antiques. They have living history interpreters for education programs. Living history components also include some museum theatre programs, historic trades demonstrations, and lessons in the area for children.

**Exhibits/Displays:** Exhibit building houses exhibit presentations which include a 1720 Swedish log cabin, poultry, produce, dairy industries, rural mail delivery, and changing farm technology. Featured exhibits for 2002 include: Women of the Grange, The Vanishing Landscape: Farmland of Central Delaware, Farm Travels: Transport from Field to Free Market, Horses in American Culture, The Story of Harness Racing, Kevin Fleming's Rural Delaware, Observations of Nature, Forging Delmarva: Contemporary Metal Work by Mid-Atlantic Smiths, and Christmas on the Farm.

**Present or Future-Looking Exhibits/Displays:** In October of each year, there is an Exhibit of Following Years Harvest, which focuses on migrant workers. Also an exhibit/display on the Future of Agriculture in New Kinds of Crops (genetically altered). An exhibit is planned for May 2003 which will be called My Place Between the Bays – this is a simultaneous exhibit with two other states (Maryland and Virginia).

**Events:** Thirteen events to be held in 2002, consisting of experiencing history events and special events. Events cover a variety of topic areas, including a Great Country Fair, Annual Benefit Auction, and Ghost Walks. The most popular events include: Delaware Herb Festival (alternative gardening), Great Country Fair (fun look at history), Harvest Festival (corn-shucking contest, etc.), and Hospice Festival of Trees (fund-raiser). Also included throughout the year are youth activities and workshops.

**Any Special Aspects Not Yet Noted:** The facility offers educational opportunities and programs for all ages. All the museum's exhibits, and the Lookerman Landing 1890 Village setting are incorporated to immerse students into rural culture, to offer insight into changing technologies, economics, arts and history, and to inspire creative inquiry. Certain areas of the museum are rented for receptions and church weddings.

**Research Engaged In:** Looking into Delmarva Peninsula horses and 1890's clothing for exhibits and a program for interpretation of reproduction clothing. There are a number of University of Delaware graduate students working in architecture and design programs titled: Fall of Small Dairy Operations and Why, and History and Development of Poultry Buildings.

**Facilities and Number of Buildings:** A main exhibit/administrative building containing 30,000 square feet of space (estimates capacity at 600 to 700 people) and 15 historic structures. The historic structures collectively illustrate a day in the life of a 19<sup>th</sup> century farmer. A 10,000 square foot addition to this building contains a library, textile storage, and three galleries. A maintenance shop contains a three-car garage. There is also a 15,000 square foot storage structure.

**Sources:** LRC staff analysis of Delaware Agriculture Museum and Village website, [Guidebook to Institutional Members, 2001](#) produced by the Association for Living History, Farm and Agricultural Museums, and telephone interviews with Delaware Agricultural Museum and Village staff Linda Chatfield, Executive Director.

## Frontier Culture Museum

P.O. Box 810  
Staunton, VA 24402-0810  
(540) 332-7850  
[www.frontiermuseum.org](http://www.frontiermuseum.org)

Open mid-March-November 30 (9 a.m.-5 p.m.)  
December 1-mid-March (10 a.m.-4 p.m.)  
Primary Focus: Seventeenth to nineteenth century European  
and American history.

**Description:** Opened in 1988, this 220-acre site is an outdoor, living history museum devoted to colonial frontier settlement and the subsequent creation of American culture. It contains 3 authentic farmsteads that have been brought from Europe to show how our ancestors lived before they came to America (German, Scotch-Irish, and English), and an authentic farmstead from the Shenandoah Valley depicting American heritage.

**Mission Statement:** "The mission of the Frontier Culture Museum is to increase public knowledge of the formation of a distinctive American folk culture from the synthesis of European, African, and indigenous peoples. The museum uses historic structures, artifacts, and living history interpretation to represent how immigrants to America lived in their homelands, crossed the Atlantic, and traveled from coastal ports into the Shenandoah Valley. These travelers built farms along the early Western Frontier where they and their descendents formed a new American culture."

Museum  Working Farm  Village  Living History  Other (specify)

**Staff:** 41 full-time, 0 part-time, 40-55 seasonal, 40-50 volunteer, and 0 interns.

**Approx. Number of Annual Visitors:** 72,500  
About 36,975 (51%) in-state and 35,525 (49%) out-of-state

**Admission Cost:** Adults: \$8.00  
Over 60 yrs.: \$7.50  
13-18 yrs.: \$7.00  
6-12 yrs.: \$4.00  
Group rates also available.

**Location:** In 1975, an international committee was formed to pursue the objective of creating a museum that could become a center of significant educational, cultural, and economic impact. The committee visited sites in Pennsylvania, Virginia, and North Carolina in 1976. Two or three years later, the Virginia General Assembly offered the committee a tract of land for a museum, located at the junction of two major interstates (I-64 & I-81). A feasibility study of the tract was done in 1981 that concluded that the site was suited for the project. There is strong local and private support of the museum. The museum is located within one hour of Charlottesville, Harrisonburg, and Lexington, and is near the Blue Ridge Parkway and the Shenandoah National Park.

**Governing Authority (specify):** This is a public/private partnership between the 22-member Frontier Culture Museum of Virginia Board of Trustees (tax-exempt state organization) and the 29-member American Frontier Culture Foundation Board of Directors (private nonprofit). The state board was created in 1986 and is responsible for policy making and oversight of museum operations. The Foundation was established in 1982 and supports the historic building's reconstruction, educational programs, and special activities. The land and buildings are owned by the Commonwealth of Virginia (valued at \$7.7 million); programs are administered under the supervision of the Secretary of Education; and the collections are owned by the Foundation (valued at \$1.1 million). The full-time staff of Frontier Culture Museum are state employees.

**Funding Sources and Amounts:** The annual budget for the museum is approximately \$2 million. The Commonwealth of Virginia appropriates approximately \$1.2 million (\$700,000-General budget; \$500,000-Up-front money from anticipated admission sales and rental income) and the American Frontier Culture Foundation raises approximately \$750,000 (\$20,000-Museum store; \$140,000-Gifts and donations; \$25,000-Memberships; \$500,000-Restricted gifts; \$10,000-Education grants; \$5,000-State grants; and \$50,000-Special events).

**Artifacts:** The farmsteads are furnished with mostly reproduced period furnishings. There are some original pieces. No other artifacts or exhibits to speak of.

**Livestock:** Beef and dairy cattle, hogs, chickens, donkeys, sheep, geese, and draft horses are used as exhibits at the farms. The animals are as authentic as possible to the animals of the period.

**Crops:** Small plots of period crops for display and cooking demonstrations. The food is not served for consumption.

**Village and/or Living History Components (if applicable):** Four authentic working farms (German, Scotch-Irish, English, and American) with costumed interpreters to help create a living illustration of life in Europe before immigration to America and the culture they built after coming to America. The farms feature appropriate furnishings, crops, animals, and foods.

**Exhibits/Displays:** One small exhibit relating to early Virginia immigrants.

**Present or Future-Looking Exhibits/Displays:** None.

**Events:** Events held year-round with a variety of formats, including cultural speakers, story tellers, lecturers, plays, food shows, dances, culture-specific activities, and holiday activities.

**Any Special Aspects Not Yet Noted:** Extended learning programs relating to 18<sup>th</sup> and 19<sup>th</sup> century life and special programs. These programs can be adjusted to appeal to students from levels K-12 and college. They include programs that pertain to the importance of animals, tools, and technology to the immigrants, as well as programs that relate to the experiences the immigrants faced in coming to America and the social customs they brought with them.

**Research Engaged In:** Ongoing research for the acquisition and restoration of period buildings and other structures, addition of historic artifacts, expansion of the research library, offering of changing exhibits, and provision of interpretive activities for children and adults.

**Facilities and Number of Buildings:** Visitor center complex with 80-seat theater, museum store, and administrative building; Octagonal Barn with activities center and exhibit area; DeJarnette Center; Education and Research Center (a 13,000 sq.ft. renovated dairy barn) with a lecture hall, staff offices, educational workshop area, and library; blacksmith forge; and original buildings from a German, Scotch-Irish, English, and American farm. Mostly handicap accessible.

**Sources:** LRC staff analysis of the Frontier Culture Museum website, and telephone interviews with Frontier Culture Museum staff members Robert Moore, Museum Development Director, and Fran Carrington, Asst. Director of Development.



## Mississippi Agriculture and Forestry Museum

1150 Lakeland Dr.  
Jackson, MS 39216  
(800) 844-8687

Open Monday-Saturday (9 a.m.-5 p.m.)  
Primary Focus: Late 19<sup>th</sup> and early 20<sup>th</sup> century Mississippi

[www.mdac.state.ms.us/Library/BBC/AgMuseum/AgForMuseum.html](http://www.mdac.state.ms.us/Library/BBC/AgMuseum/AgForMuseum.html)

**Description:** This museum opened in 1983 and is situated on a 40-acre site which depicts the story of agriculture's impact on the history of Mississippi. It contains a pre-Civil War farmstead with 11 buildings that were removed from their original site in south Mississippi and restored on-site, a reconstructed village depicting early 20<sup>th</sup> century life in Mississippi, the National Agricultural Aviation Museum, and many other exhibits and buildings of that era.

**Mission Statement:** "The Mississippi Agriculture Museum exists to promote and encourage knowledge and appreciation of Mississippi and the Deep South's history. The mission of the museum should be to provide an environment for learning and reflecting on the past, specifically the cultural, economic, and social history. In accomplishing this, the Museum shall collect, preserve, and interpret material related to persons, eras, and events in the State's history. At the same time, the museum must operate in a fiscally responsible manner by offering entertainment and other activities that will permit expansion of programs and services provided to the public."

Museum  Working Farm  Village  Living History  Other (specify)

**Staff:** 11 full-time, 3 part-time, 0 seasonal, 10 volunteer, and 0 interns.

**Approx. Number of Annual Visitors:** 100,000  
About 95,000 (95%) in-state and 5,000 (5%) out-of-state

**Admission Cost:** Adults: \$4.00  
Seniors: \$3.00  
6-18 yrs: \$2.00  
Under 6: \$ .50  
Group rates also available

**Location:** This site was an old city landfill that was given to the state by the city of Jackson in the 1970s. Located at the intersection of I-55 and one of the busiest streets in the city (Lakeland Dr.), the site was given by the state to the Department of Agriculture and Commerce and the museum was opened in 1983. It is across the street from a state park (Lefluer's Bluff). Since opening, the Mississippi Sports Hall of Fame and the Natural Science Museum have opened nearby. The museum is only minutes from I-20 and Highway 49, and is less than an hour from Vicksburg, Meridian, and Hattisburg.

**Governing Authority (specify):** The museum is owned and operated by the Mississippi Department of Agriculture and Commerce, and is a nonprofit organization. There is an 18-member board of directors. The museum is overseen by the Commissioner of Agriculture and Commerce. The full-time staff of the museum are state employees.

**Funding Sources and Amounts:** The annual budget for the museum is approximately \$1 million, half of which comes from the state legislature for staff salaries. The museum generates the rest from income derived from building rental (\$300,000), birthday parties (\$6,000), grants (\$4,000) General Store (\$65,000), Museum Café rent (\$36,000), donations (\$12,000), and special events (\$70,000). Income from admissions (\$130,000) goes back to the state to offset the state's contribution towards salaries. The museum receives a lot of support from the Metro Jackson Convention & Visitor's Bureau in terms of advertising and promotional support.

**Artifacts:** Over 17,500 19<sup>th</sup> and 20<sup>th</sup> century items relating to agriculture in Mississippi. They include farm implements, Indian artifacts, a gun collection, and other items representing Mississippi's history.

**Livestock:** Children's barnyard has goats, pigs, horses, donkeys, chickens, calves, emus, etc.

**Crops:** Small plots of corn, tomatoes, okra, sugar cane, sorghum, and pumpkins are used for display and special events, such as the pumpkin-picking events. The vegetables are given to the inmate groundskeepers for consumption.

**Village and/or Living History Components:** Small Town Mississippi, which includes a print shop, blacksmith shop, grist mill, cane mill, saw mill, cotton gin, filling station, General Store, doctor's office, Masonic lodge, school house, and vet clinic, portrays rural Mississippi in the late 19<sup>th</sup> and early 20<sup>th</sup> century. The mills run during harvest season and for special occasions.

**Exhibits/Displays:** The Heritage Center has 35,000 square feet of exhibits relating to the history of Mississippi agriculture; the Fitzgerald Collection Building has 17,500 Indian artifacts, a gun collection, and other items representing Mississippi's history; the Forestry Auditorium contains historic photographs of Mississippi forestry; the Ethnic Heritage Building contains exhibits of the ethnic diversity of the state; there is also a children's barnyard and a nature trail.

**Present or Future-Looking Exhibits/Displays:** The Chimneyville Crafts Building displays and sells the crafts of Mississippi artisans.

**Events:** Special events are held throughout the year. Themes include holiday-oriented and seasonal activities such as Easter egg hunts, 4<sup>th</sup> of July celebration, and pumpkin picking. The museum also offers birthday party packages.

**Any Special Aspects Not Yet Noted:** The National Agriculture Aviation Museum is located in the main museum building. It contains rare photographs and restored vintage planes that depict the history of crop dusting in Mississippi.

**Research Engaged In:** The curator keeps old publications and photographs to research and study the history of early Mississippi.

**Facilities and Number of Buildings:** 35,000 sq.ft. Heritage Center with exhibits; Fortenberry-Parkman farmstead with 11 restored buildings; Small Town village with 12 reconstructed buildings; Fitzgerald Collection Building with Indian artifacts and other items; Chimneyville Crafts Building with crafts of Mississippi artisans; and rental facilities (Ethnic Heritage Building, Forestry Auditorium Sparkman Auditorium, Heritage Auditorium, Masonic Lodge, Pavilion, and Church, which rent for \$400-\$800 per day).

**Sources:** LRC staff analysis of the Mississippi Agriculture and Forestry Museum Website, and telephone interviews with Mississippi Agriculture & Forestry Museum staff member Charlie Dixon, Director.

## Old World Wisconsin

S103 W37890 Highway 67  
Eagle, WI 53119  
(262) 594-6300  
[www.shsw.wisc.edu/sites/oww](http://www.shsw.wisc.edu/sites/oww)

Open May 1-Oct. 31, Wed.-Sun. (10 a.m.-5 p.m.)  
Special holiday dates  
Primary Focus: Late 19<sup>th</sup> and early 20<sup>th</sup> century Wisconsin.

**Description:** This 600-acre open air museum opened in 1976 and contains settlements representing German, Finnish, Norwegian, Danish, Polish, Yankee, and African-American cultures. The settlements, and an 1870's crossroads village, include over 60 authentic historic structures gathered from all parts of the state and restored on-site. Real-life characters interact with visitors, tending to gardens, plowing fields with antique farm implements pulled by oxen, and performing other daily chores. The museum portrays the history of immigration and resettlement in late 19<sup>th</sup> and early 20<sup>th</sup> century Wisconsin.

**Mission Statement:** \*Mission of the Wisconsin Historical Society.

\*\*"The Society engages the public with the excitement of discovery, inspires people with new perspectives on the past, and illuminates the relevance of history in our lives today."

Museum  Working Farm  Village  Living History  Other (specify) Outdoor museum

**Staff:** 13 full-time, 10 part-time, 50 seasonal, 100 volunteer, and 0 interns.

**Approximate Number of Annual Visitors:** 85,700

No statistics on in-state vs. out-of-state attendance.

**Admission Cost:**

Adults:	\$11.00
65 and older:	\$ 9.90
5-12 yrs:	\$ 5.50
Family:	\$30.00

Group rates also available.

**Location:** This site was chosen primarily because it is part of the Kettle Moraine State Forest and was offered to the Wisconsin Historical Society for \$1 per year. It also has the advantage of being secluded, but is located near Interstates 94 and 43. The site is in close proximity to three major urban areas (Milwaukee- 35 miles, Madison- 55 miles, and Chicago- 75 miles).

**Governing Authority (specify):** The Wisconsin Department of Natural Resources owns the land and leases it to the Wisconsin Historical Society (WHS) for \$1 per year. The WHS, which is a state agency and a private membership organization, owns the buildings and artifacts, and operates the facility. The WHS is governed by a 38-member Board of Curators. The full-time staff of Old World Wisconsin are state employees.

**Funding Sources and Amounts:** The annual budget is approximately \$1.5 million. The state appropriates approximately one-third and the remainder comes from admissions (\$480,000), gift shop sales (\$150,000), gifts (\$16,000), tram rides (\$63,000), the restaurant (\$370,000), and special events (\$11,000). In addition, the Friends of Old World Wisconsin hold fundraisers for specific projects such as the purchase of a collection.

**Artifacts:** Over 56,000 mostly original items representing late 19<sup>th</sup> and early 20<sup>th</sup> century Wisconsin. These items include antique farm implements and period furnishings that represent the cultures of the various settlements that are located on the farm.

**Livestock:** Period breeds for display (sheep, horses, oxen, pigs, cows, poultry, geese).

**Crops:** Heirloom vegetables and flowers. The vegetables are used for cooking demonstrations in the different settlements. The food is not served for consumption.

**Village and/or Living History Components (if applicable):** The Crossroads Village portrays 1870s Wisconsin and includes shops, a town hall, a church, and other places of business typical of that era, all with real-life characters

depicting various ethnic groups. There are also settlements built throughout the farm that focus on Finn & Dane, German & Polish, Norwegian, and African-American cultures.

**Exhibits/Displays:** Old World Wisconsin is an open-air museum whose buildings contain living exhibits of everyday life of early settlers.

**Present or Future-Looking Exhibits/Displays:** None.

**Events:** Daily programs include temperance rallies, Town Hall debates, baby animal displays, and demonstrations by craft people highlighting hundreds of daily tasks, including blacksmithing, spinning, and wood-stove cooking. There are also special seasonal events from March-December.

**Any Special Aspects Not Yet Noted:** Tram system to carry visitors throughout the site.

**Research Engaged In:** There are plans to continue searching for historic structures to bring to the site so that more diversity can be added to the farm.

**Facilities and Number of Buildings:** Visitor's Center; Ramsey Barn with gift shop and orientation theater; Caldwell Farmers Club Hall with 100-seat theater and education center; Clausen Barn with restaurant and banquet facilities; Crossroads Village with shops and other small-town institutions; over 60 authentic historic buildings brought in from throughout Wisconsin and reconstructed on-site. These 60 buildings include four settlements that depict the following cultures: Finn & Dane, German & Polish, Norwegian, and African-American.

**Sources:** LRC staff analysis of the Old World Wisconsin website, and telephone interviews with Wisconsin Historical Society staff member David Pamperin, Director, and Old World Wisconsin staff members Peter Arnold, Historic Site Manager, John Reilly, Assistant Director, and Donna Day, Administrative Office.