
San Juan National Historic Site

Visitor Study **Winter 1999**

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Visitor Services Project
Report 110

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San Juan National Historic Site for their assistance with this study. The VSP acknowledges the Public Opinion Lab of the Social and Economic Sciences Research Center, Washington State University, for its technical assistance.

Visitor Services Project
San Juan National Historic Site
Report Summary

- This report describes the results of a visitor study at San Juan National Historic Site during February 21-27, 1999. A total of 919 questionnaires (747 English and 172 Spanish) were distributed to visitors. Visitors returned 651 questionnaires (561 English and 90 Spanish) for a 70.8% response rate (75.1% English and 52.3% Spanish).
 - This report profiles San Juan National Historic Site visitors. A separate appendix contains visitors' comments about their visit. This report and the appendix include summaries of those comments.
 - Fifty percent of the visitor groups were family groups; 21% were in groups of friends. Forty-three percent of visitor groups were groups of two. Forty-five percent of visitors were aged 36-55. The most common languages visitors spoke included English (68%) and Spanish (16%). One-third (33%) of the visitors were part of a tour group. About one-third (31%) arrived at Puerto Rico in a cruise ship.
 - United States visitors were from Puerto Rico (12%), New York (10%), California (5%), and 42 other states. International visitors comprised 11% of San Juan NHS visitors, with most of those from Canada (34%), England (27%), and Spain (6%).
 - Over three-fourths of visitors (78%) were making their first visit to San Juan NHS. Seventy-nine percent spent one or two hours at the national historic site.
 - About two-thirds of the groups (67%) were not aware that the site is managed by the National Park Service. Visitors relied on travel guides/tour books (31%), friends and relatives (21%) and previous visits (19%) as a source of information about the park.
 - Seventy-five percent of visitor groups indicated that learning about the forts' history was a primary reason for visiting. Another 21% reported that showing the forts to friend/relatives was a primary reason for the visit.
 - The most commonly visited sites in San Juan NHS were El Morro (78%), San Cristóbal (60%), the City Wall (59%) and the Esplanade (52%). Almost one-half of the visitors (46%) walked to reach San Juan NHS, while 32% took a private vehicle and 20% took a taxi.
 - In regard to the use, importance and quality of services and facilities, it is important to note the number of visitor groups that responded to each question. The services and facilities that were most used by the 556 groups that answered the question were the restrooms (70%), brochure/map (65%) and park directional signs (60%). According to visitors, the most important services were restrooms (90% of 359 respondents), self-guided tour maps (83% of 174 respondents), assistance from ranger staff (82% of 177), and video programs (82% of 93). The highest quality services were assistance from ranger staff (86% of 164 respondents) and the restrooms (81% of 352 respondents). It should be noted that ranger-led talks and tours were not rated by enough people to provide reliable data.
 - Most visitors felt the current entrance fees charged for children (under age 12—free, ages 13-17—\$1); adults (\$2); adults 62 or older (\$1) are "about right."
 - The subjects visitors would prefer to learn about on a future visit included soldier's life in the forts (79%), architecture/construction (73%), and the forts' role in Puerto Rican history. Over one-half of the visitors (62%) would prefer to learn about San Juan NHS through a ranger-led walking tour.
 - Eighty-two percent of visitor groups rated the overall quality of visitor services at San Juan National Historic Site as "very good" or "good." Visitors made many additional comments about their visits.
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For more information about the Visitor Services Project, please contact the University of Idaho Cooperative Park Studies Unit; phone (208) 885-7129 or 885-7863.

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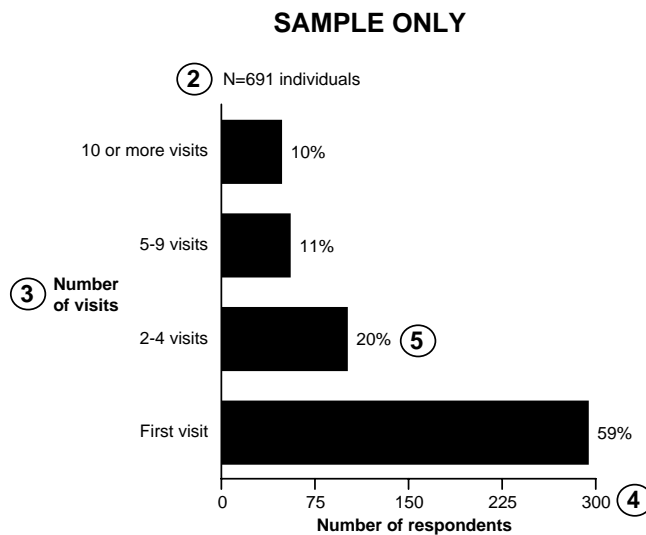
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INTRODUCTION

This report describes the results of a study of visitors at San Juan National Historic Site (San Juan NHS). This visitor study was conducted February 21-27, 1999 by the National Park Service (NPS) Visitor Services Project (VSP), part of the Cooperative Park Studies Unit at the University of Idaho.

A **Methods** section discusses the procedures and limitations of the study. A **Results** section follows, including a summary of visitor comments. Next, an **Additional Analysis** page helps managers request additional analyses. The final section has a copy of the English and Spanish **Questionnaires**. The separate appendix includes comment summaries and visitors' unedited comments.

Most of this report's graphs resemble the example below. The large numbers refer to explanations following the graph.



① **Figure 4: Number of visits**

- 1: The figure title describes the graph's information.
- 2: Listed above the graph, the 'N' shows the number of visitors responding and a description of the chart's information. Interpret data with an 'N' of less than 30 with **CAUTION!** as the results may be unreliable.
- 3: Vertical information describes categories.
- 4: Horizontal information shows the number or proportions in each category.
- 5: In most graphs, percentages provide additional information.

METHODS

Questionnaire design and administration

The questionnaire for this visitor study was designed using a standard format that has been developed in previous Visitor Services Project studies. Copies of both the English and Spanish questionnaire are included at the end of this report.

Interviews were conducted with, and questionnaires were distributed to, a sample of visitors who arrived at San Juan NHS during the period from February 21-27, 1999. Visitors were randomly selected as they entered El Morro or San Cristóbal.

Visitor groups were greeted, briefly introduced to the purpose of the study, and asked to participate. If visitors agreed, an interview, lasting approximately two minutes, was used to determine group size, group type, and the age of the adult who would complete the questionnaire. This individual was given a questionnaire and was asked his or her name, address and telephone number for the later mailing of a reminder-thank you postcard. Visitor groups were asked to complete the questionnaire during or after their visit and return it by mail.

Two weeks following the survey, a reminder-thank you postcard was mailed to all participants. Replacement questionnaires were mailed to participants who had not returned their questionnaires four weeks after the survey. Eight weeks after the survey, second replacement questionnaires were mailed to visitors who still had not returned their questionnaires.

Data analysis

Returned questionnaires were coded and the information was entered into a computer using a standard statistical software package. Frequency distributions and cross-tabulations were calculated for the coded data, and responses to open-ended questions were categorized and summarized.

Sample size, missing data and reporting errors

This study collected information on both visitor groups and individual group members. Thus, the sample size ("N"), varies from figure to figure. For example, while Figure 1 shows information for 643 visitor groups, Figure 5 presents data for 1,873 individuals. A note above each graph specifies the information illustrated.

Occasionally, a respondent may not have answered all of the questions, or may have answered some incorrectly. Unanswered questions result in missing data and cause the number in the sample to vary from figure to figure. For example, although 651 questionnaires were returned by San Juan NHS visitors, Figure 1 shows data for only 643 respondents.

**Sample size,
missing data
and reporting
errors
(continued)**

Questions answered incorrectly due to carelessness, misunderstanding directions, and so forth turn up in the data as reporting errors. These create small data inconsistencies.

Like all surveys, this study has limitations which should be considered when interpreting the results.

Limitations

1. It is not possible to know whether visitor responses reflect actual behavior. This disadvantage applies to all such studies and is reduced by having visitors fill out the questionnaire soon after they visit the park.

2. The data reflect visitor use patterns of visitors to the selected sites during the study period of February 21-27, 1999. The results do not necessarily apply to visitors during other times of the year.

3. Caution is advised when interpreting any data with a sample size of less than 30, as the results may be unreliable. Whenever the sample size is less than 30, the word "**CAUTION!**" is included in the graph, figure or table.

Visitors on bus tours may be under-represented in this study since some groups entered the forts with their own tour guide on tight time schedules. In some cases there was no opportunity to sample these groups or the survey was refused in order to keep the group together.

**Special
conditions**

Spanish-speaking visitors may be under-represented. The Spanish questionnaires only achieved a 52% response rate. Some foreign visitors (1%) could not participate for language reasons.

RESULTS

Visitors contacted

At San Juan NHS, 1,036 visitor groups were contacted. A total of 919 questionnaires (747 English and 172 Spanish) were distributed to visitors (89% acceptance rate). Visitors returned 651 questionnaires (561 English and 90 Spanish) for a 70.8% response rate (75.1% English and 52.3% Spanish).

Table 1 compares age and group size information collected from the total sample of visitors contacted with that from those who actually returned questionnaires. Based on the variables of respondent age and visitor group size, non-response bias was judged to be slightly significant for age and insignificant for group size. Younger visitors are somewhat under-represented among the respondents.

Table 1: Comparison of total sample and actual respondents

Variable	Total sample		Actual respondents	
	N	Avg.	N	Avg.
Age of respondent	909	44.6	642	46.7
Group size	912	5.5	643	5.3

Demographics

Figure 1 shows visitor group sizes, which ranged from one person to 48 people. Forty-three percent of visitor groups consisted of two people, while another 29% were people in groups of three or four. Fifty percent of visitor groups were made up of family members, 21% were made up of friends, and 11% were made up of family and friends (see Figure 2). "Other" groups included tour groups and business associates or colleagues. Thirty-one percent of the visitor groups at San Juan NHS arrived on a cruise ship (see Figure 3). About one-third of the visitors (33%) were part of a package tour (see Figure 4).

As is shown by Figure 5, the most common ages were 36-55 years (45%). Another 6% of visitors were in the 10 or younger age group. Many of the visitors (78%) were making their first visit to the site (see Figure 6).

Visitors were asked to list all of the languages that they or any members of their group spoke and read fluently. As Table 2 shows, English is most common, followed by Spanish, French, German and 27 other languages.

International visitors comprised 11% of the San Juan NHS visitors. They were from 23 countries, led by Canada (34%), England (27%), and Spain (6%), as shown in Table 3. The largest proportions of United States visitors were from Puerto Rico (12%), New York (10%), and California (5%). Smaller proportions of U.S. visitors came from another 43 states and Washington, D.C. (see Map 1 and Table 4).

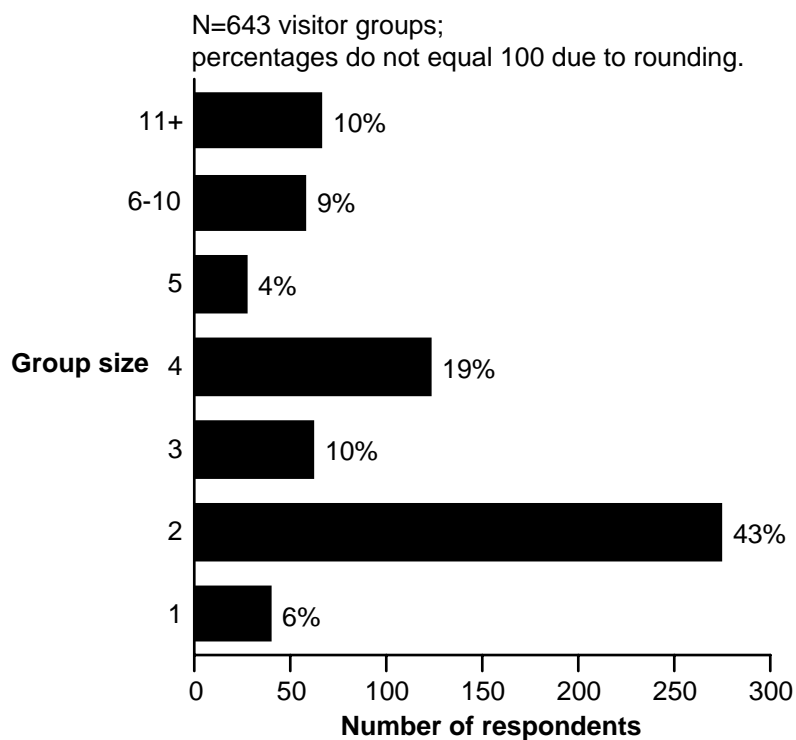


Figure 1: Visitor group sizes

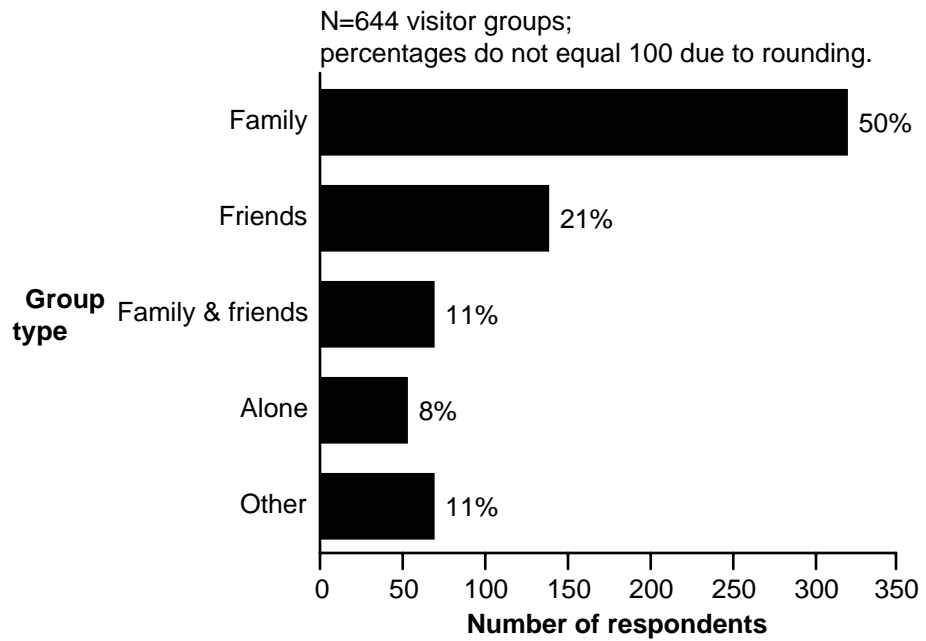


Figure 2: Visitor group types

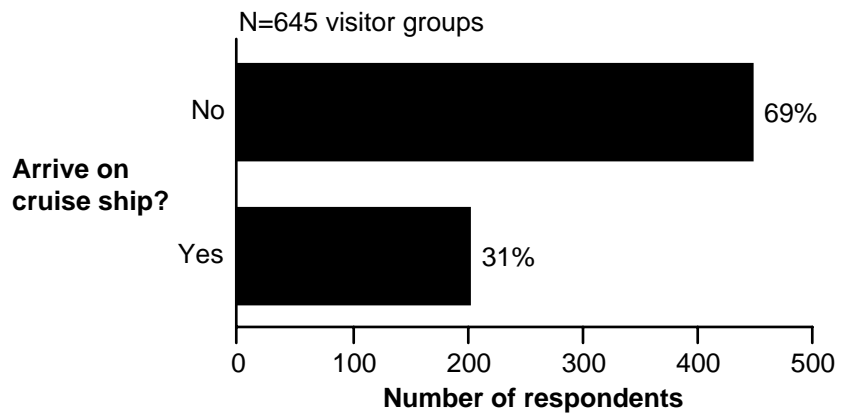


Figure 3: Visitors arriving by cruise ship

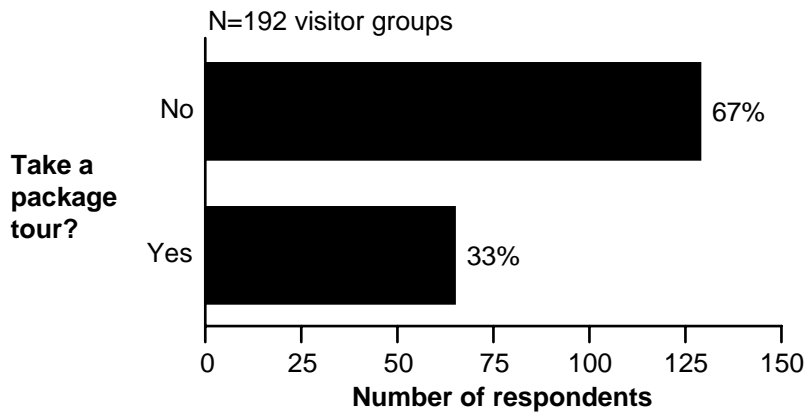


Figure 4: Use of package tours by visitors from cruise ships

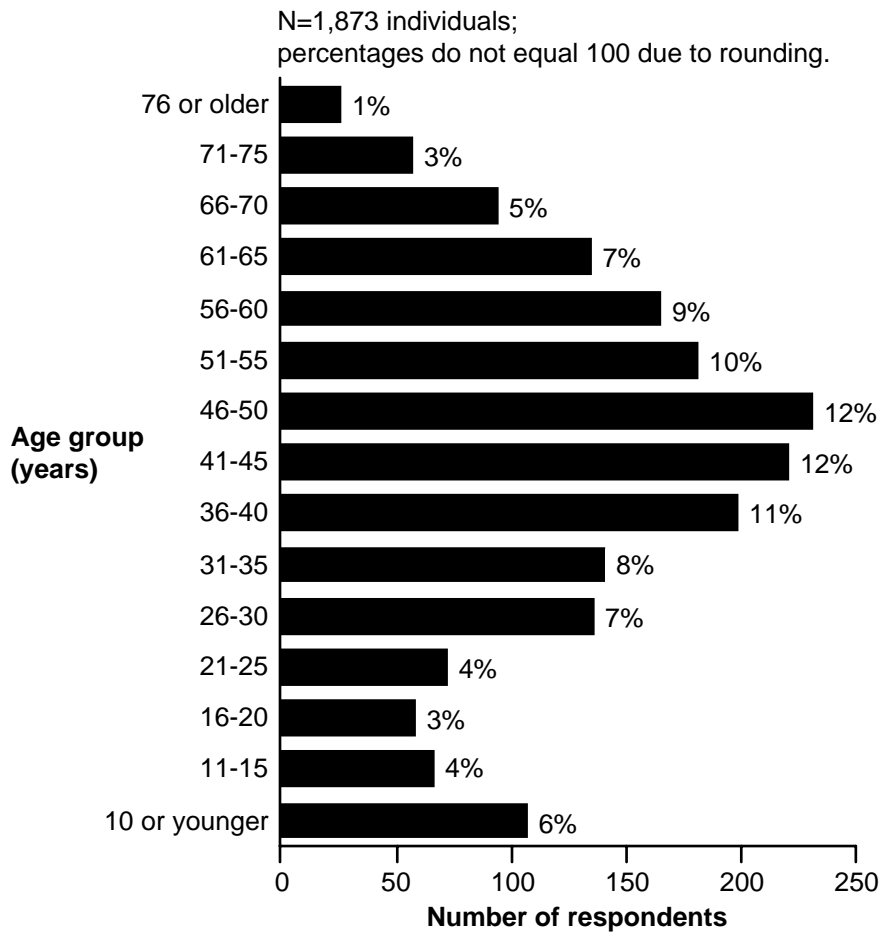


Figure 5: Visitor ages

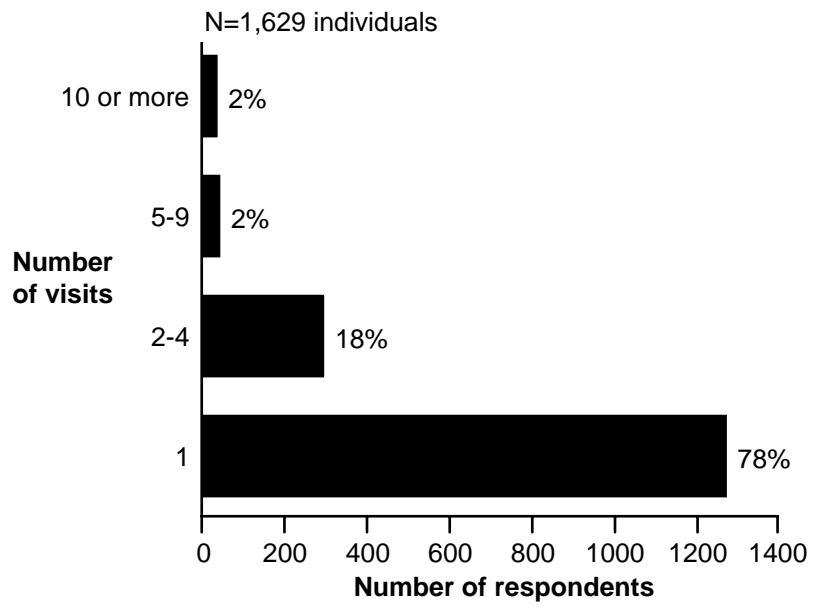


Figure 6: Number of visits to San Juan NHS

Table 2: Languages spoken by visitors

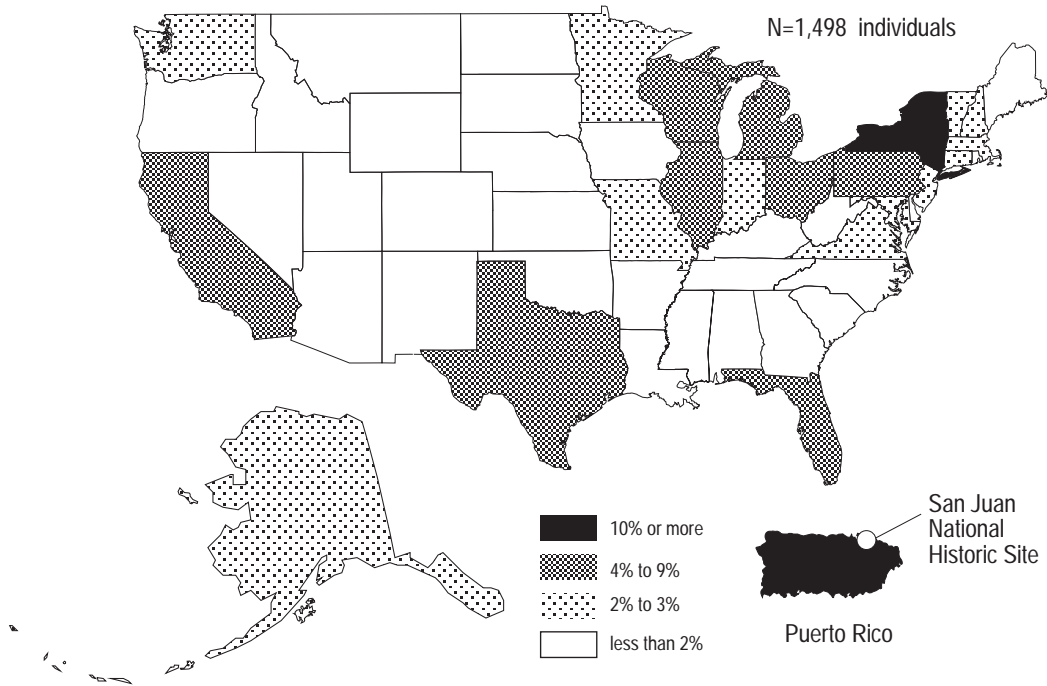
N=31 languages;
percentages do not equal 100 because visitors
listed all the languages they speak.

State	Number of times mentioned	Percentage
English	482	68
Spanish	116	16
French	38	5
German	25	4
Italian	6	1
Japanese	4	1
Hebrew	4	1
Danish	3	<1
Korean	3	<1
Welsh	2	<1
Swedish	2	<1
Norwegian	2	<1
Portuguese	2	<1
Chinese	2	<1
Russian	2	<1
Arabic	2	<1
Dutch	2	<1
Indonesian	1	<1
Patois	1	<1
Taiwanese	1	<1
Gujarati	1	<1
Kiswamili	1	<1
Haidi	1	<1
Polish	1	<1
Ukrainian	1	<1
Tagalog	1	<1
Bahasa	1	<1
Czech	1	<1
Icelandic	1	<1
Ghananair	1	<1
Finnish	1	<1

Table 3: International visitors by country of residence

N=182 individuals;
percentages do not equal 100 due to rounding.

State	Number of individuals	Percent of Intl visitors	Percent of total visitors
Canada	62	34	4
England	49	27	3
Spain	10	6	<1
Argentina	9	5	<1
Norway	7	4	<1
Chile	5	3	<1
Columbia	5	3	<1
Germany	5	3	<1
Dominican Republic	4	2	<1
Mexico	4	2	<1
Singapore	3	2	<1
Aruba	2	1	<1
Finland	2	1	<1
Israel	2	1	<1
Japan	2	1	<1
Panama	2	1	<1
Peru	2	1	<1
Trinidad/Tobago	2	1	<1
Holland	1	<1	<1
Ireland	1	<1	<1
Sweden	1	<1	<1
Uruguay	1	<1	<1
Venezuela	1	<1	<1



Map 1: Proportion of United States visitors by state of residence

Table 4: United States visitors by state of residence

N=1,498 individuals;
percentages do not equal 100 due to rounding.

State	Number of individuals	Percent of U.S. visitors	Percent of total visitors
Puerto Rico	185	12	11
New York	142	10	9
California	79	5	5
Michigan	66	4	4
Illinois	59	4	4
Ohio	57	4	3
Wisconsin	56	4	3
Pennsylvania	55	4	3
Florida	53	4	3
Texas	53	4	3
Massachusetts	47	3	3
New Jersey	44	3	3
Virginia	40	3	2
Connecticut	37	3	2
Minnesota	37	3	2
Missouri	37	3	2
Vermont	37	3	2
Washington	37	3	2
New Hampshire	36	2	2
Maryland	30	2	2
Alaska	24	2	1
Indiana	23	2	1
Other states (24) and Washington, D.C.	264	18	16

Length of stay

Visitor groups were asked to report the number of hours they stayed at San Juan NHS. Seventy-nine percent stayed one or two hours (see Figure 7).

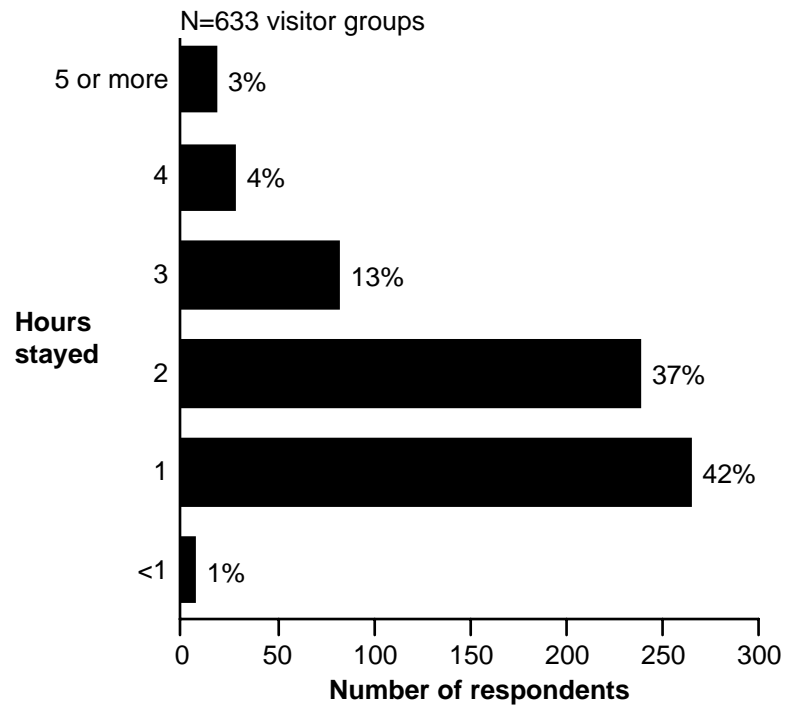


Figure 7: Hours spent at San Juan NHS

Visitors were asked to list their reasons for visiting San Juan NHS on this trip. As shown in Figure 8, the most often listed reasons were to learn about the history of the forts (75%), to show friends and/or relatives the forts (21%), because it is part of the visitor's cultural and historic heritage (16%), and because it is part of a prepackaged tour (12%). "Other" reasons that visitors came included photography, to enjoy the beauty of the location, after seeing it from afar, and to learn more about the culture and history of Puerto Rico.

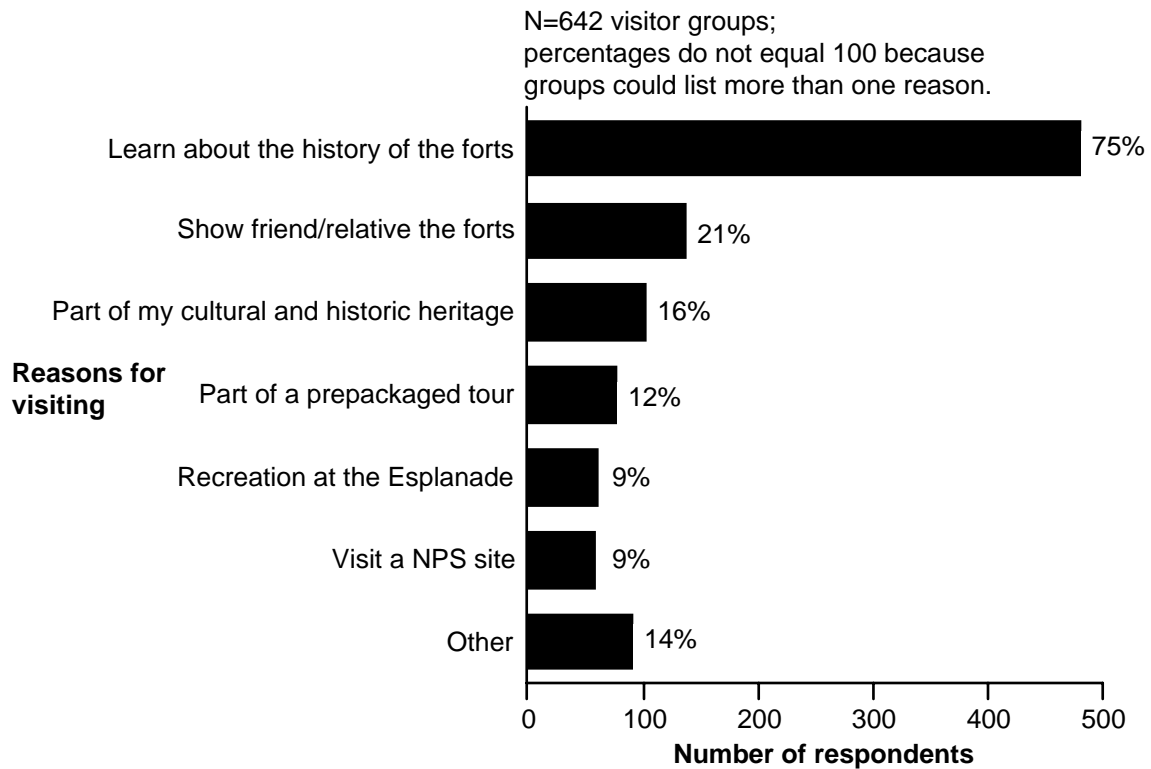


Figure 8: Reasons for visiting

Places visited

Visitors were asked to list the places they visited at San Juan NHS on this trip. The most visited places were El Morro (78%), San Cristóbal (60%), the City Wall (59%), and the Esplanade (52%), as shown in Figure 9.

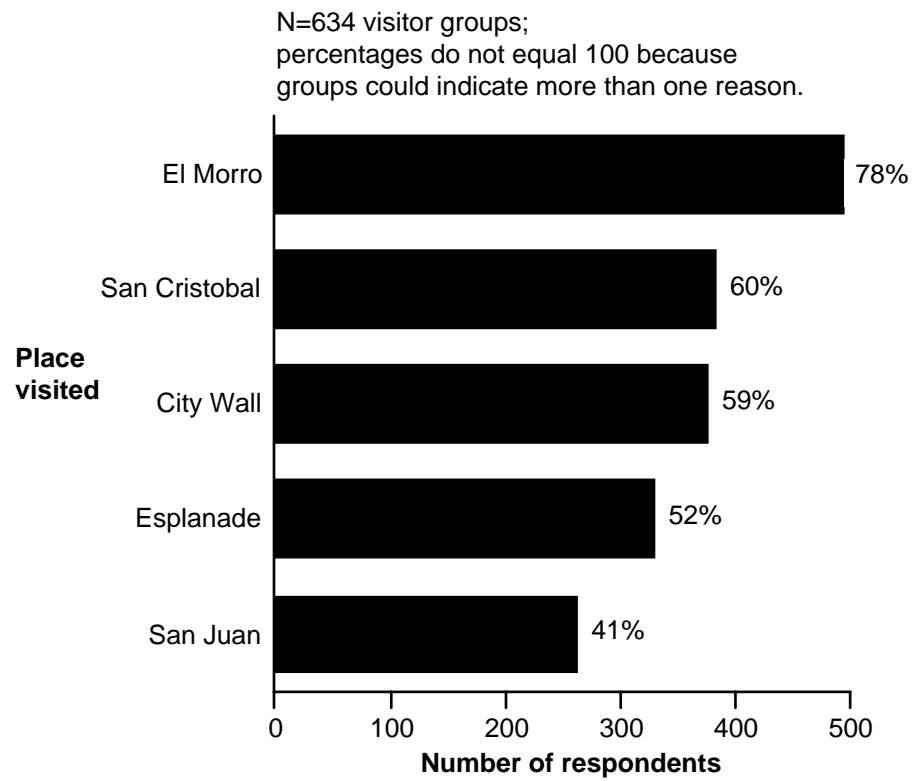


Figure 9: Places visited

Visitors were asked to list the forms of transportation they used to arrive at San Juan NHS. The most used form of transportation was walking (46%), as shown in Figure 10. Lesser used forms of transportation included private vehicles (32%), taxis (20%) and tour buses (17%). "Other" methods of transportation used included buses and trolleys.

Forms of transportation/ parking issues

Visitor groups were asked if they parked in the San Cristóbal parking area, and if so, if they encountered parking problems. One-fourth of the visitors (25%) said they parked in the San Cristóbal parking area (see Figure 11). Nineteen percent of those said they encountered parking problems (see Figure 12). The visitors who encountered problems were asked to identify those problems (see Table 5).

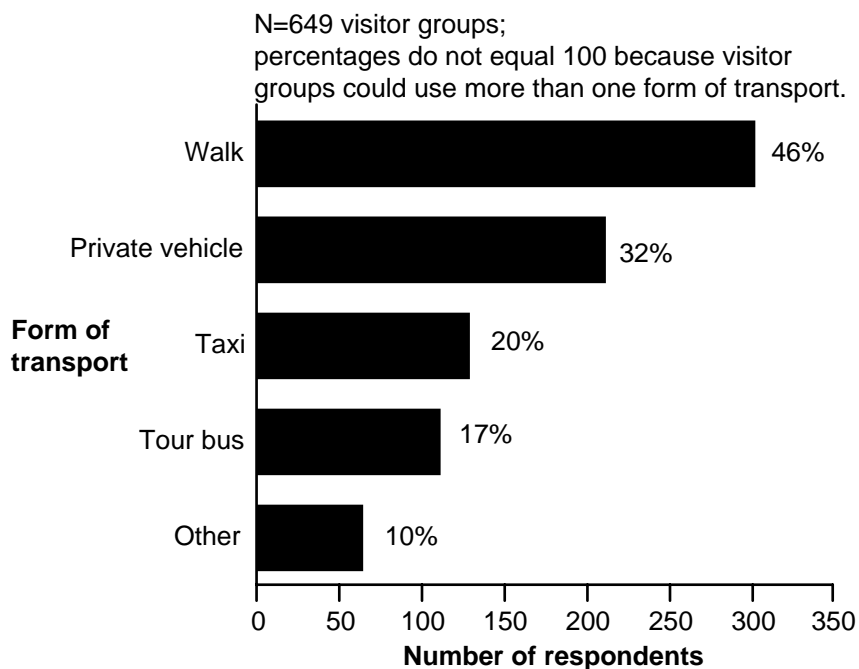


Figure 10: Forms of transportation visitors used to arrive at San Juan NHS

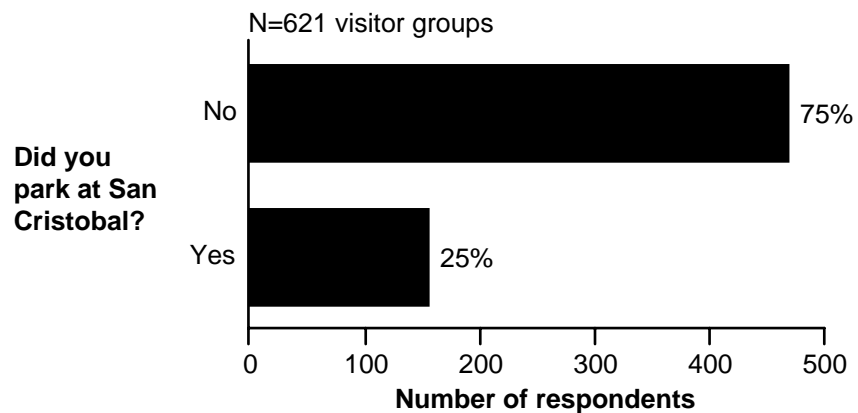


Figure 11: Did you park in the San Cristóbal parking area?

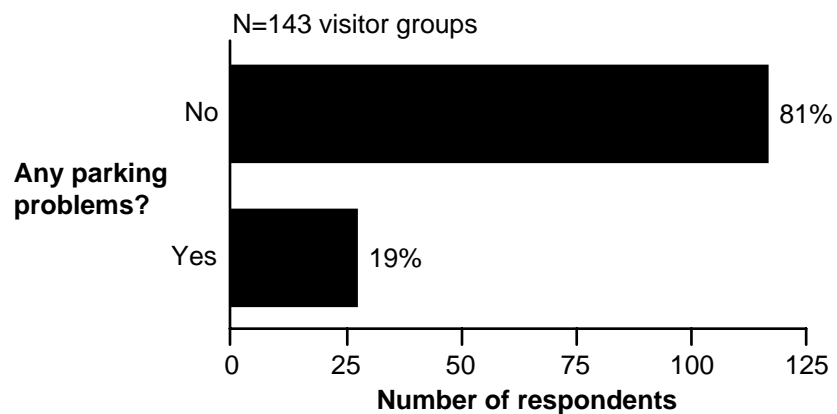
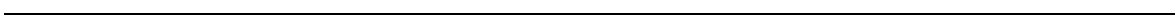


Figure 12: Did you experience parking problems at San Cristóbal?

Table 5: Parking problems encountered in San Cristóbal parking area
N=25 comments

Problem	Number of times mentioned
Lot full/no room to park	10
Crowded	6
Parking lot too small--add more spaces	2
Parked far away--car hard to find; long walk	2
Other comments	5



Several questions were asked about the access to El Morro. Visitors were asked: "Prior to this visit, were you aware of the steep walk required to reach El Morro?" Just over two-thirds of the visitors (68%) indicated that they were unaware of the steep walk before their visit (see Figure 13).

Access to El Morro

About three-fourths of the visitors (76%) visited El Morro (see Figure 14). Of these visitors, 8% had someone in their group who had difficulty walking to El Morro (see Figure 15).

Visitors were also asked a more general question about whether or not they were able to visit all the levels of the fort that they wanted to visit. Most of the visitors (90%) were able to access the levels of the fort they wanted; however, 10% who were not (see Figure 16). Of these, 51% did not have enough time and 37% were prevented by physical difficulties (see Figure 17). "Other" reasons included: sections were closed and long distances for walking.

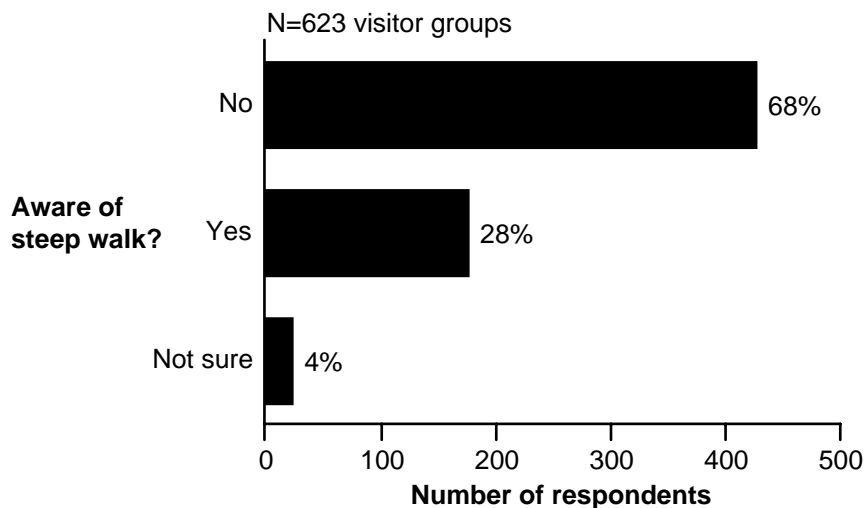


Figure 13: Visitors' awareness of steep walk to El Morro

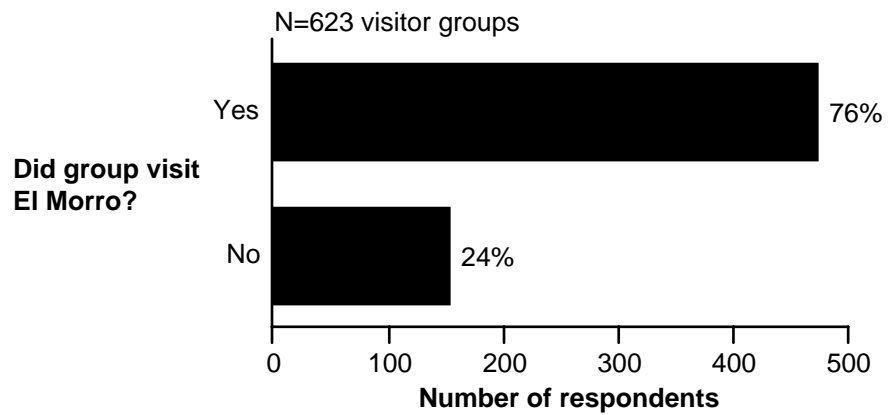


Figure 14: Did you visit El Morro?

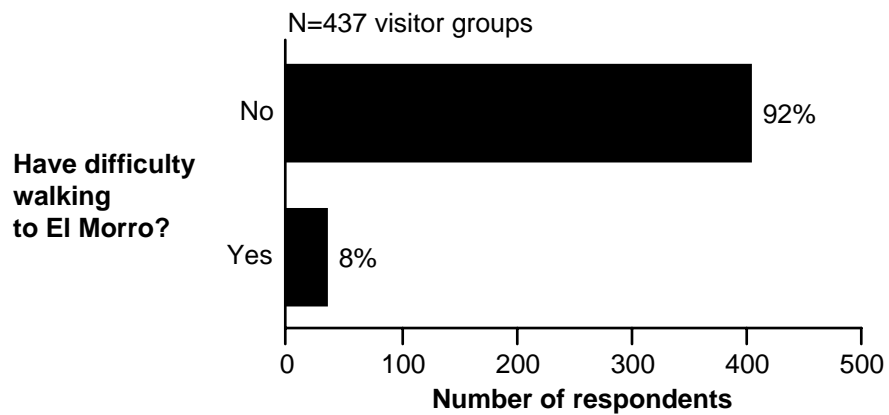


Figure 15: Difficulty walking to El Morro?

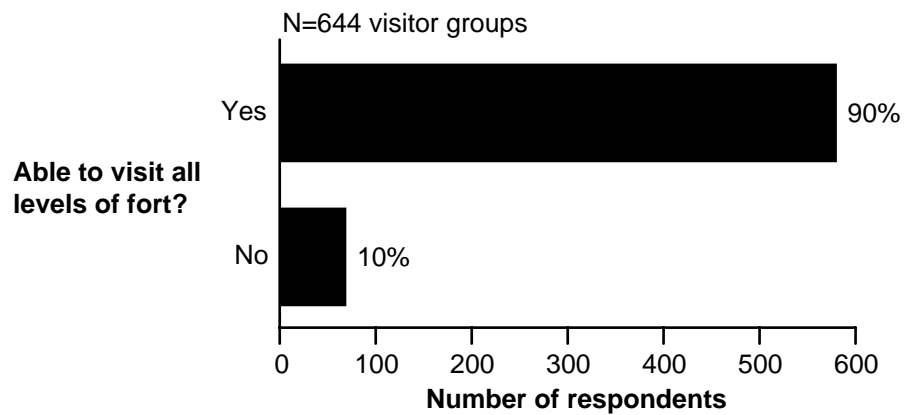
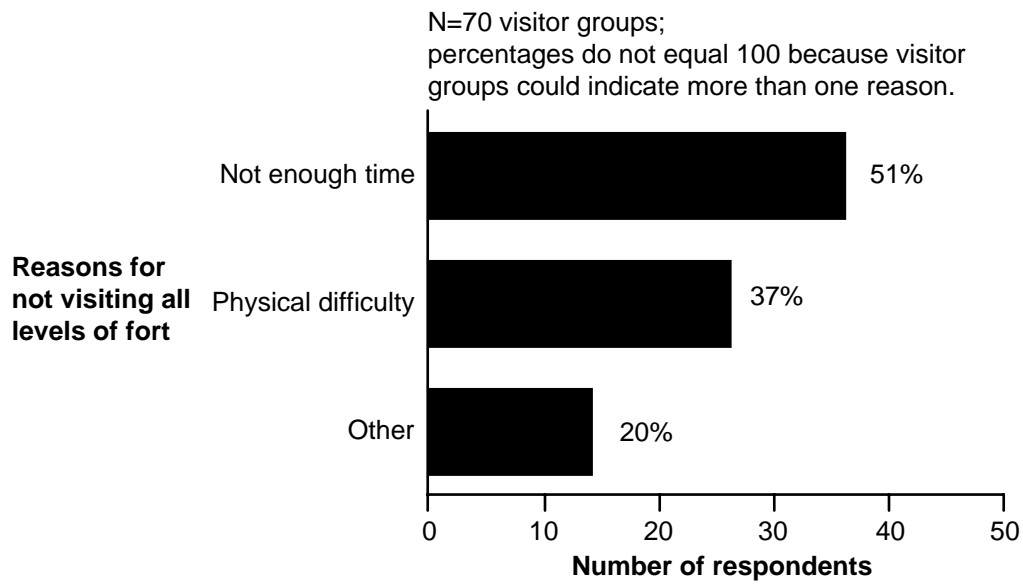


Figure 16: Able to visit all fort levels?**Figure 17: Reasons visitors were unable to visit all fort levels**

**Awareness of
NPS
management**

Visitor groups were asked, "Prior to your visit to San Juan NHS, were you aware that this site is managed by the National Park Service?" About two-thirds of the visitors (67%) said that they were not aware that San Juan NHS was managed by the National Park Service (see Figure 18). Twenty-eight percent of the visitors were aware of NPS management and 5% were not sure.

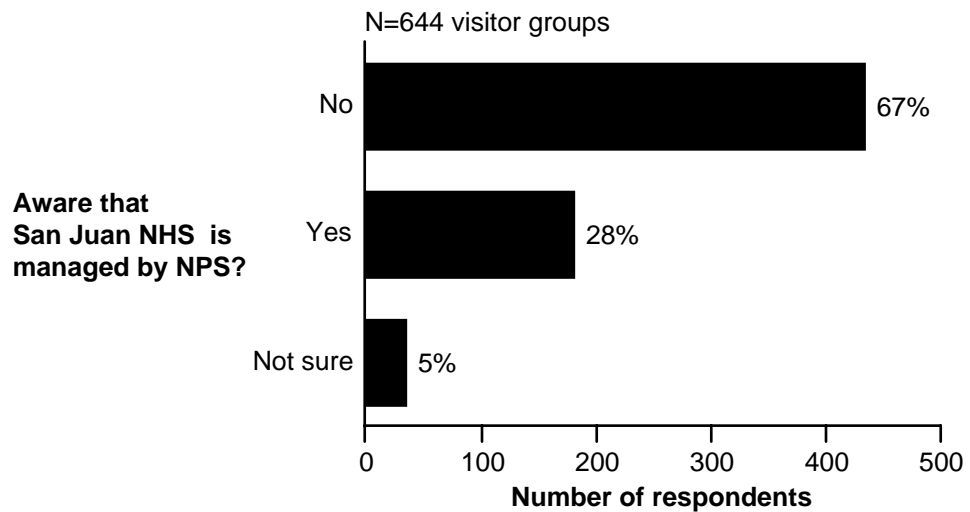


Figure 18: Awareness of NPS management of site

Visitor groups were asked to indicate the sources they used to obtain information about San Juan NHS prior to their visit. Almost one-third of the groups (31%) received information from travel guides and tour books, 21% received information from friends or relatives, and 19% from previous visits (see Figure 19). Twenty-three percent of visitor groups received no information prior to their visit. "Other" sources of information used by visitor groups included learning about it from cruise ship or hotel literature, seeing it from afar (while out walking, driving, flying or boating) or from a history class.

Sources of information

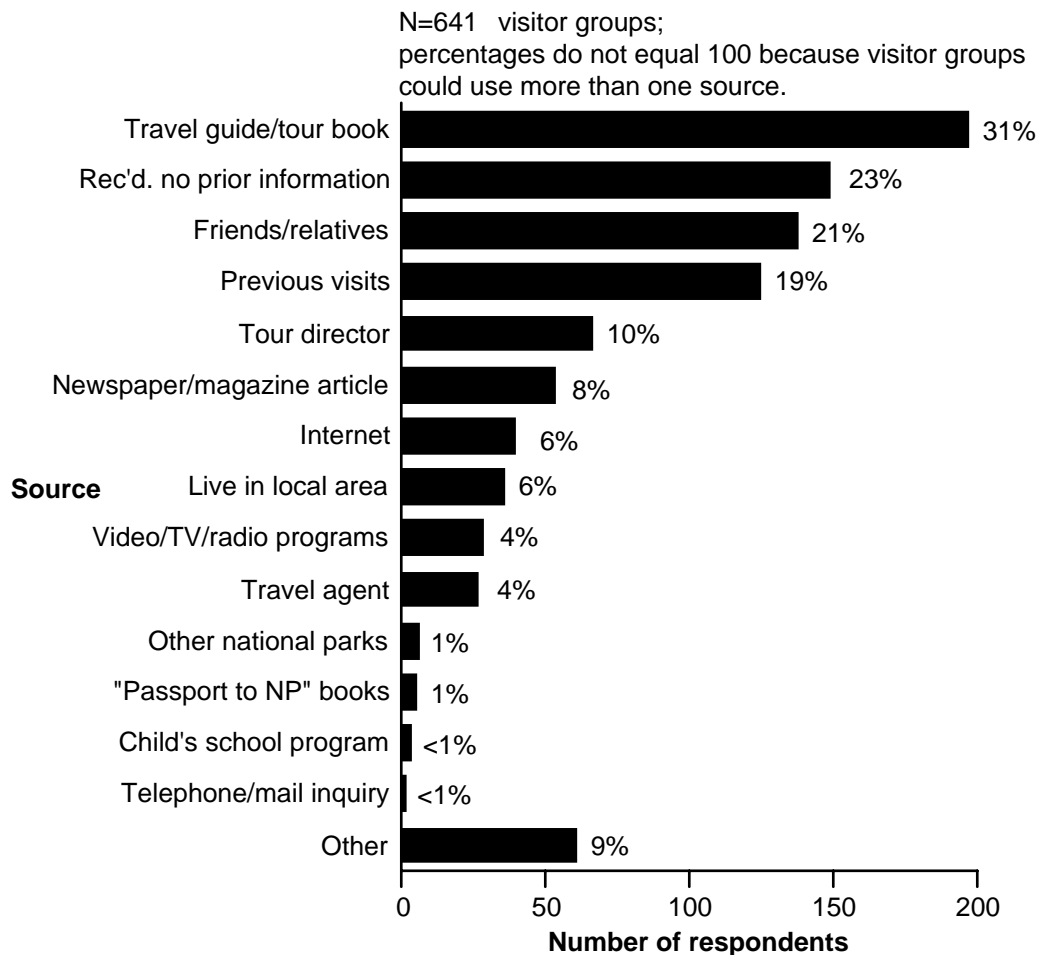


Figure 19: Sources of information used by visitors

**Visitor services
and facilities:
use, importance
and quality**

Visitor groups were asked to note the visitor services and facilities they used during their visit to San Juan NHS. As shown in Figure 20, the services that were most commonly used by visitor groups were the restrooms (70%), brochure/map (65%), directional signs (60%) and El Morro Museum exhibits (57%). The least used service was ranger-led tours (3%).

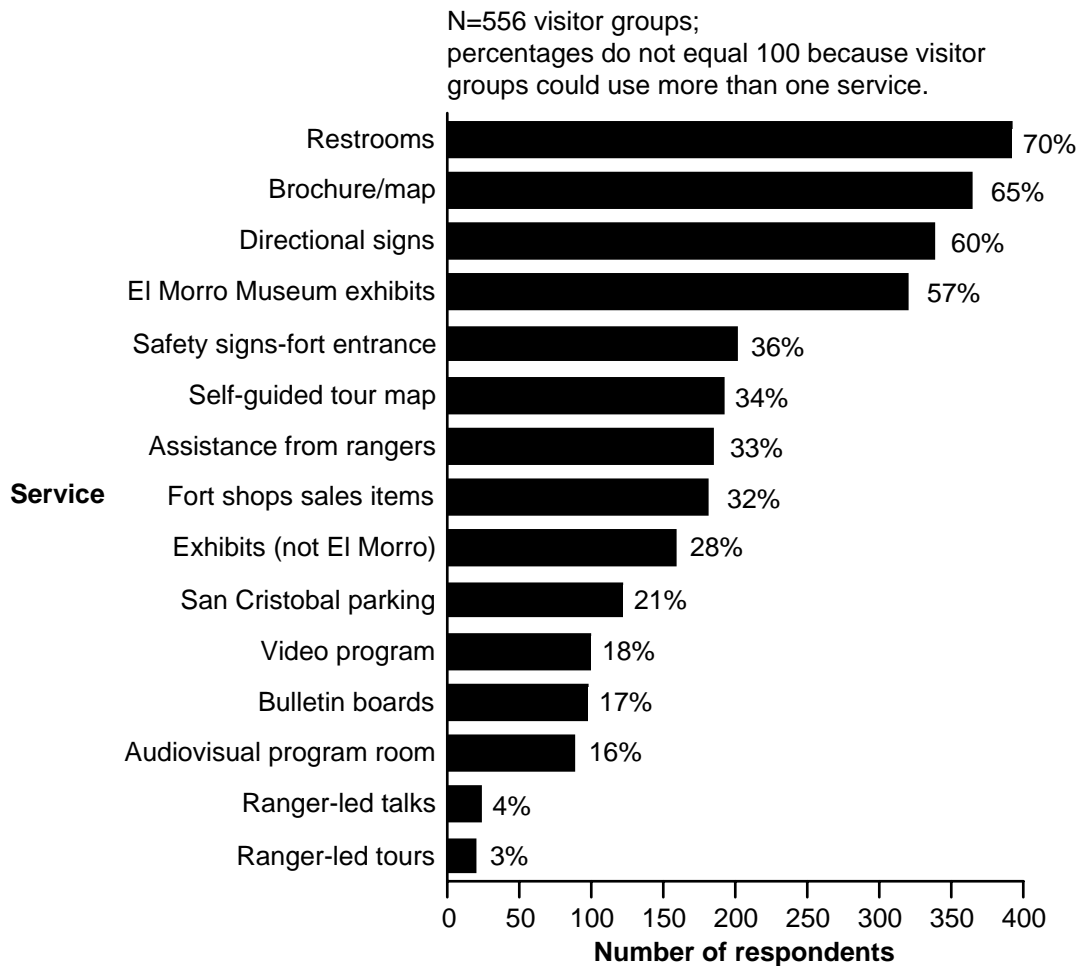


Figure 20: Services and facilities used

Visitor groups rated the importance and quality of each of the services they used. The following five point scales were used in the questionnaire:

IMPORTANCE
5=extremely important
4=very important
3=moderately important
2=somewhat important
1=not important

QUALITY
5=very good
4=good
3=average
2=poor
1=very poor

Figure 21 shows the average importance and quality ratings for visitor services and facilities. An average score was determined for each service based on ratings provided by visitors who used that service. This was done for both importance and quality, and the results are plotted on the grid shown in Figure 21. All services and facilities were rated as above "average" both in importance and quality. It should be noted that ranger-led talks and tours were not rated by enough visitors to provide reliable data.

Figures 22-36 show the importance ratings that were provided by visitor groups for each of the individual services and facilities. Those receiving the highest proportion of "extremely important" or "very important" ratings included restrooms (90%), self-guided tour maps (83%), assistance from ranger staff (82%) and the video program (82%). The highest proportion of "not important" ratings was for the San Cristóbal parking lot (8%).

Figures 37-51 show the quality ratings that were provided by visitor groups for each of the individual services. Those services receiving the highest proportion of "very good" or "good" ratings included assistance from ranger staff (86%), restrooms (81%) and safety signs (76%). The highest proportion of "very poor" ratings was for the San Cristóbal parking lot (11%).

Figure 52 combines the "very good" and "good" quality ratings and compares those ratings for all of the services and facilities.

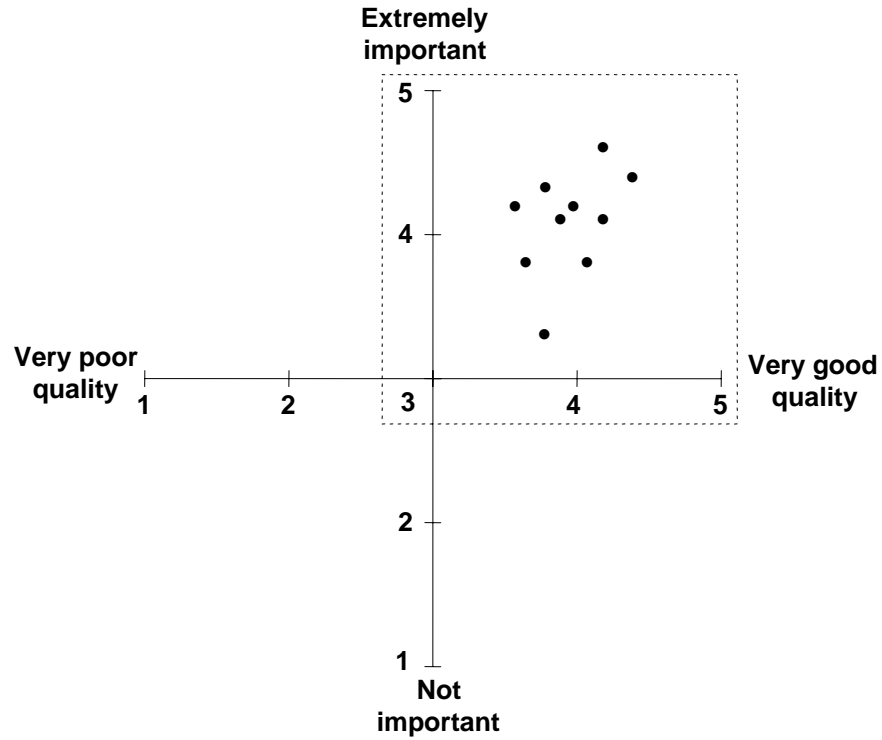


Figure 21: Average ratings of service importance and quality

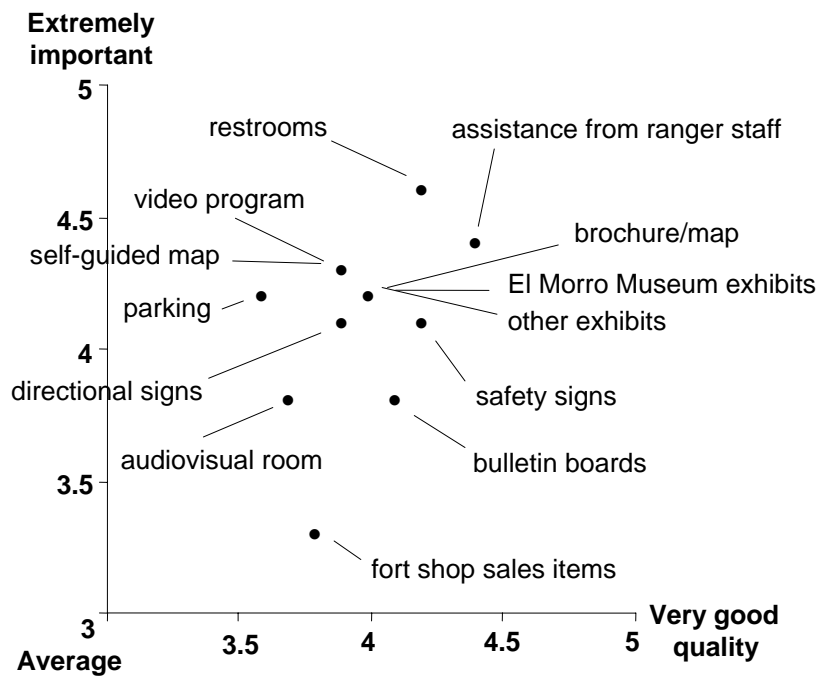


Figure 21: Detail

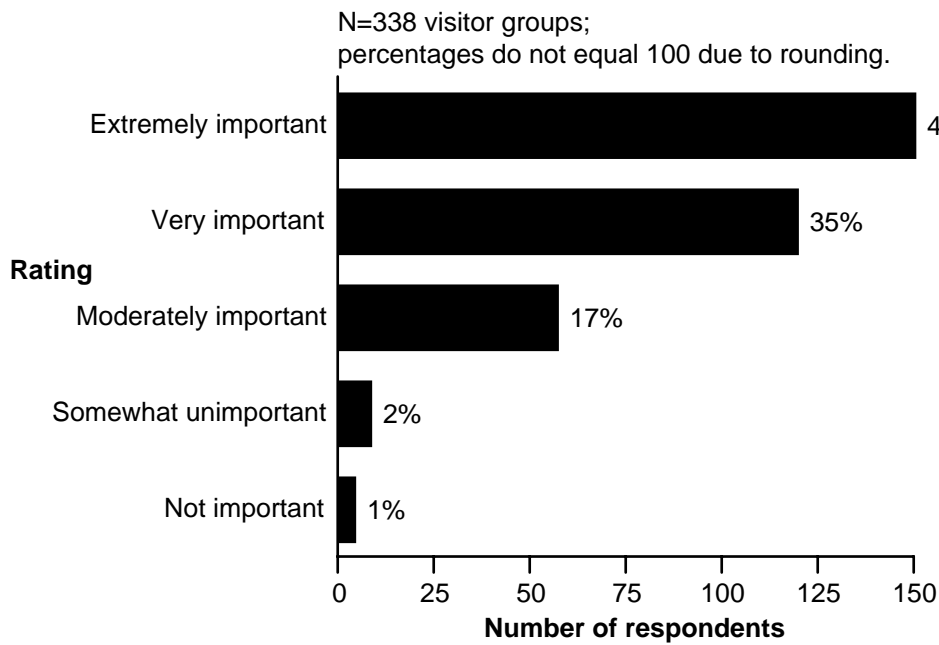


Figure 22: Importance of park brochure/map

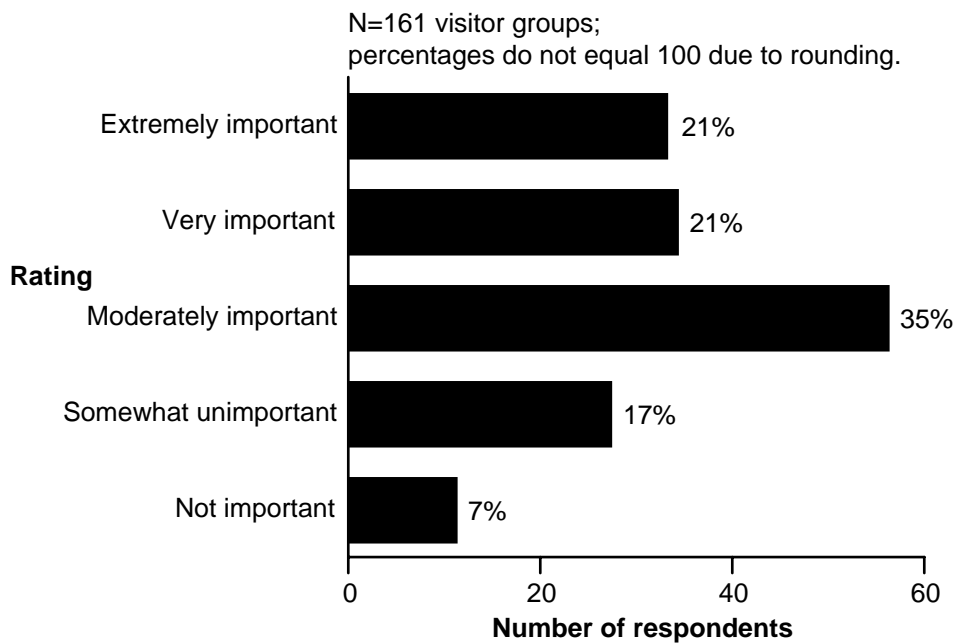


Figure 23: Importance of sales items in fort book shops

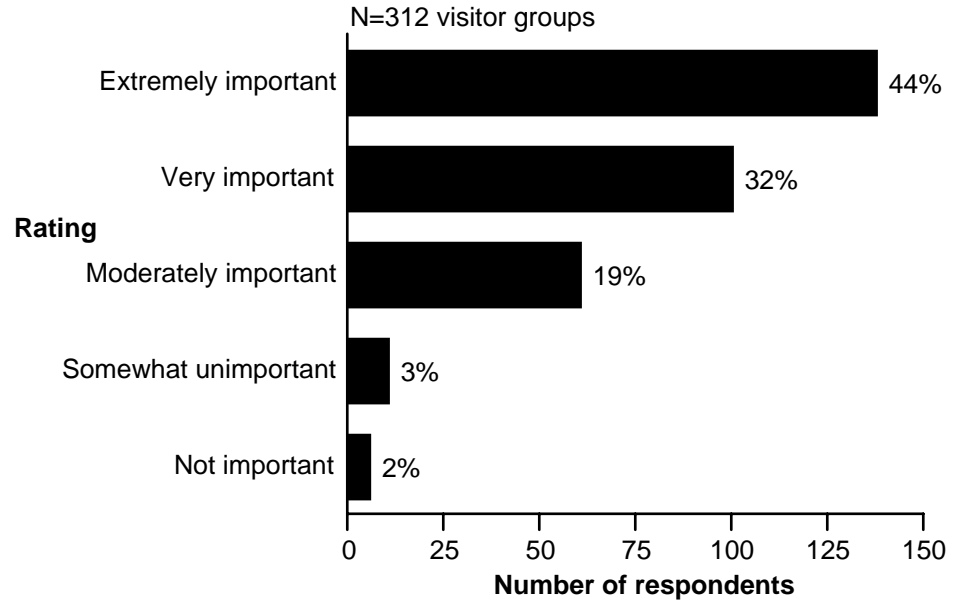


Figure 24: Importance of directional signs

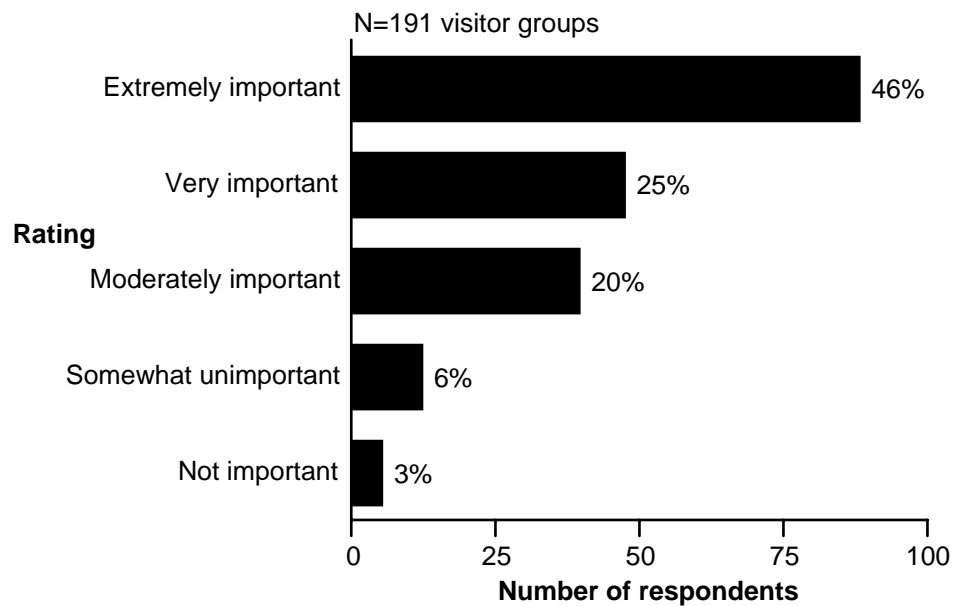


Figure 25: Importance of safety signs at fort entrances

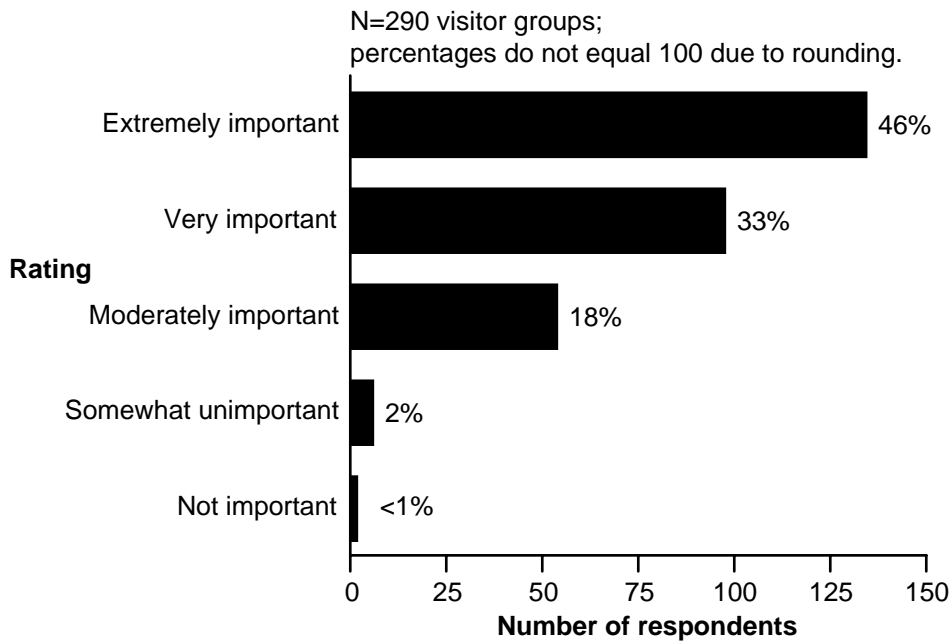


Figure 26: Importance of El Morro Museum exhibits

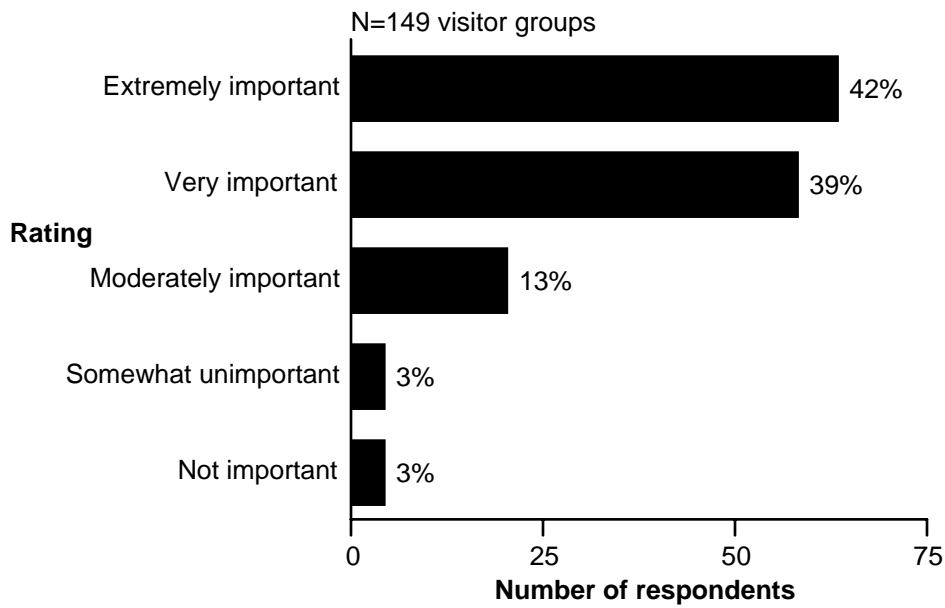


Figure 27: Importance of other exhibits

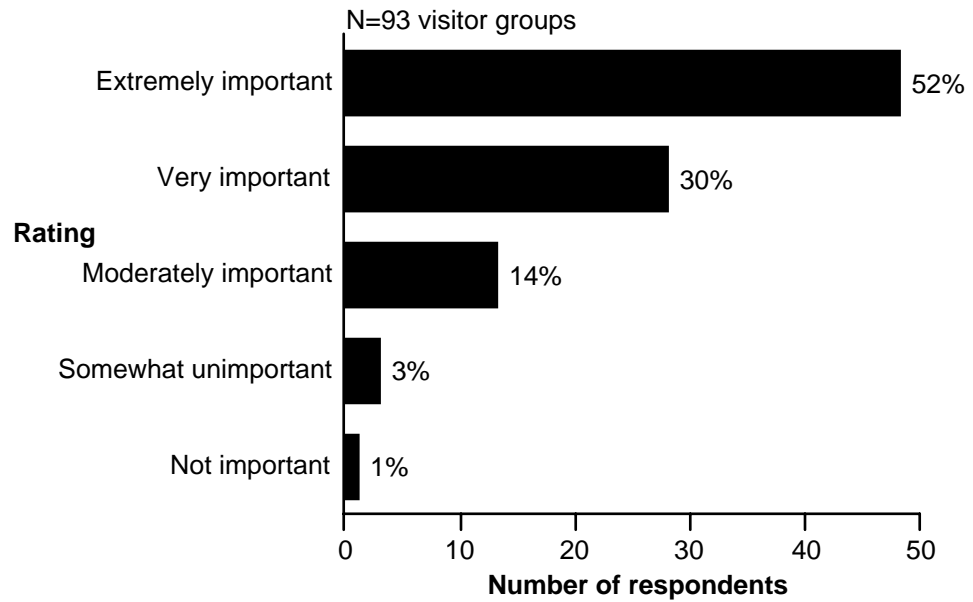


Figure 28: Importance of video program (in Spanish and English)

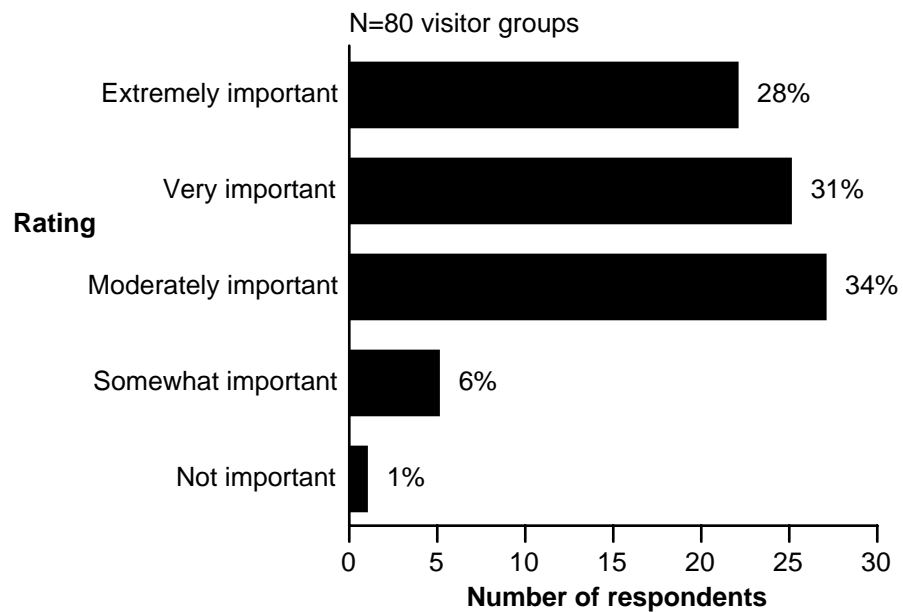


Figure 29: Importance of audiovisual program room

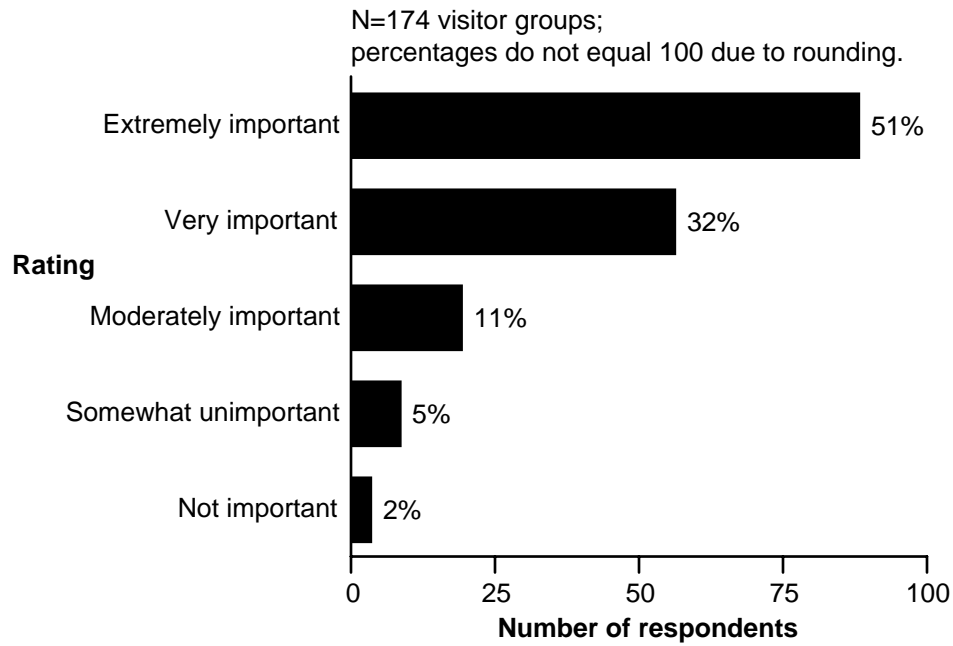


Figure 30: Importance of self-guided tour map

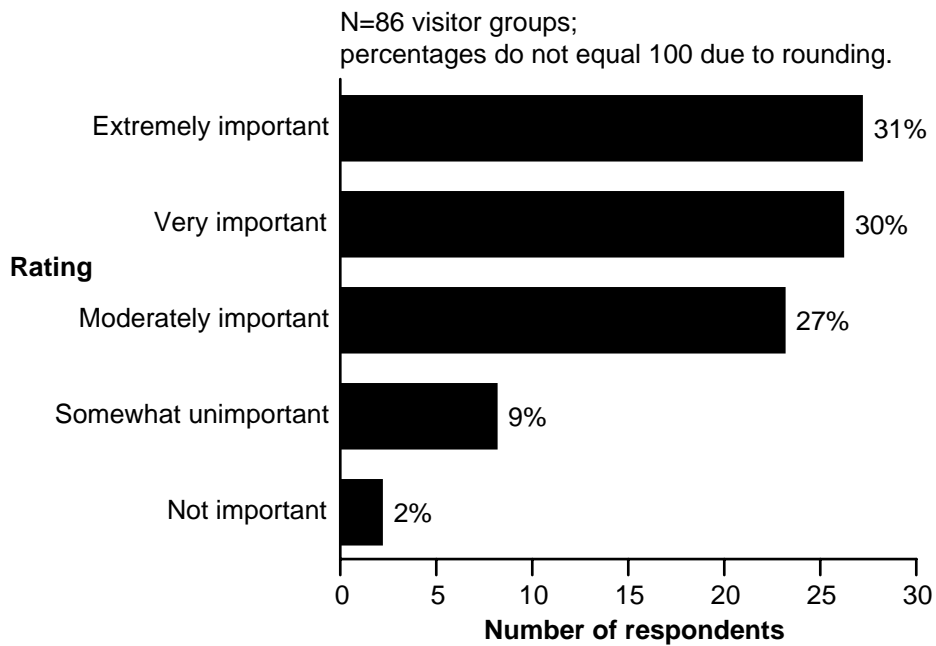


Figure 31: Importance of bulletin boards

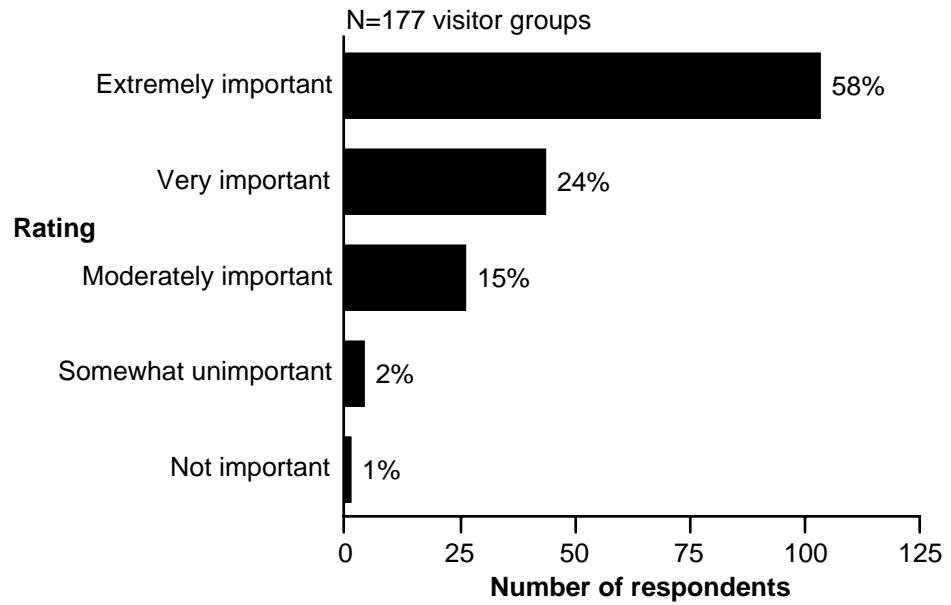


Figure 32: Importance of assistance from ranger staff

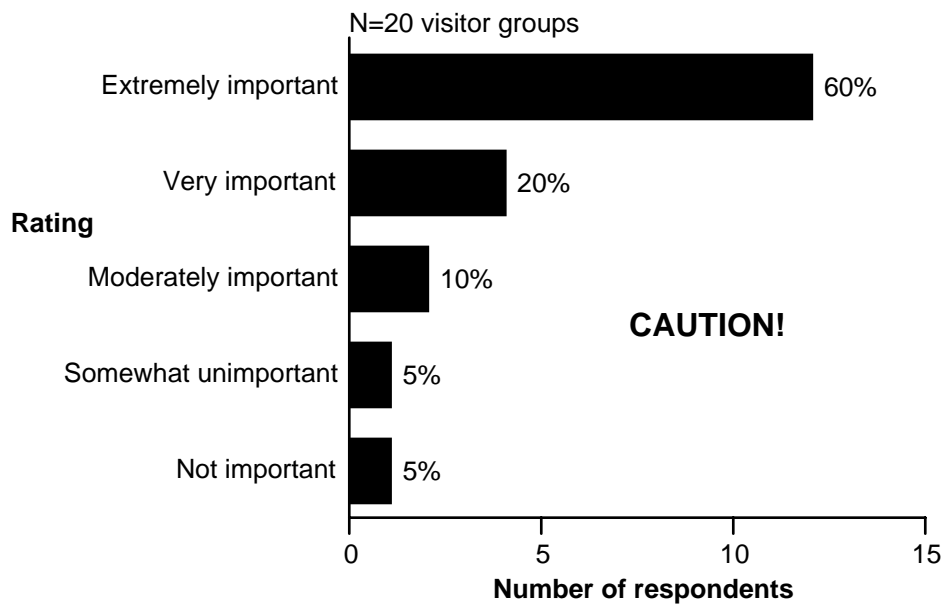


Figure 33: Importance of ranger-led talk

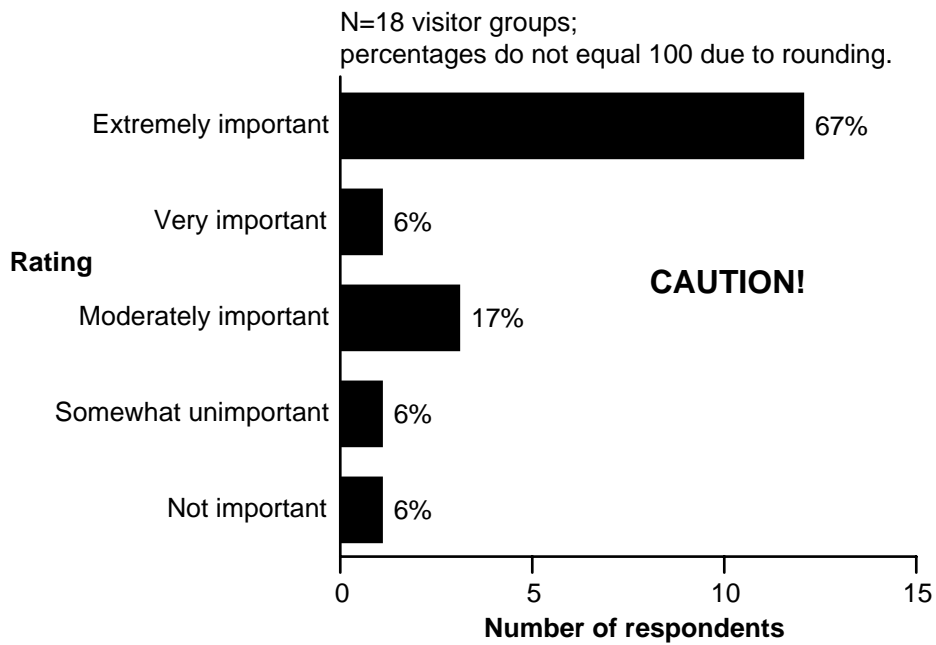


Figure 34: Importance of ranger-led tours

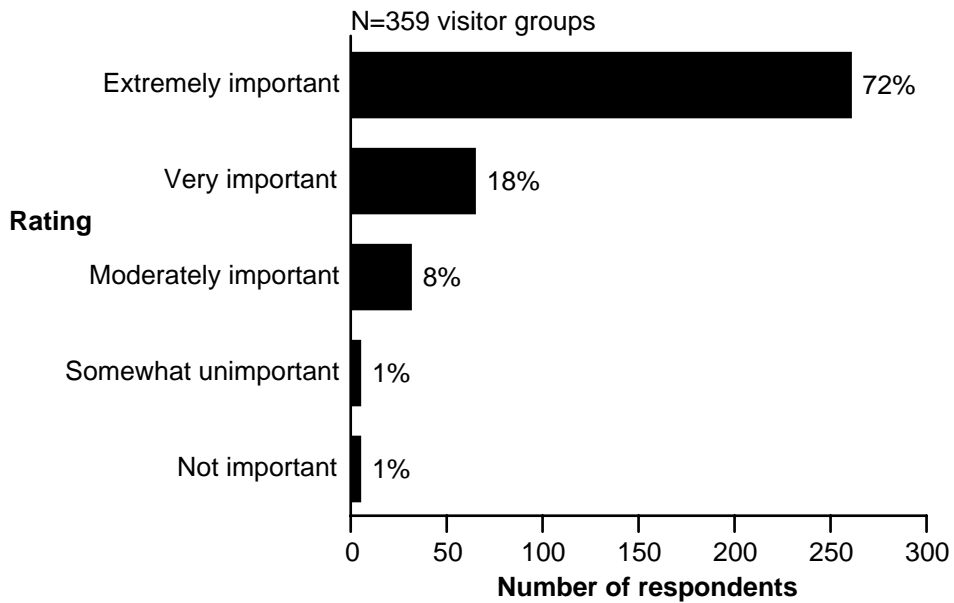


Figure 35: Importance of restrooms

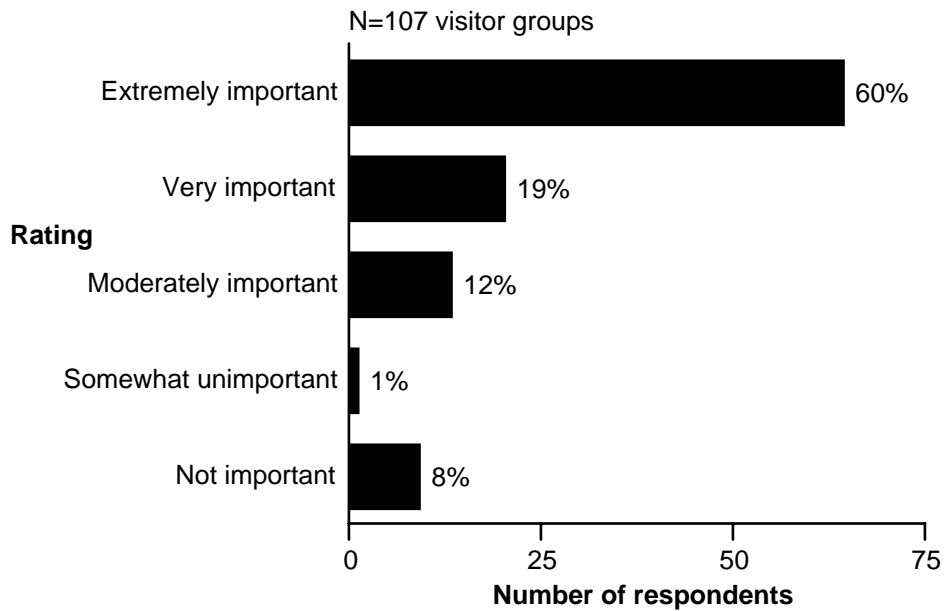


Figure 36: Importance of San Cristóbal parking lot

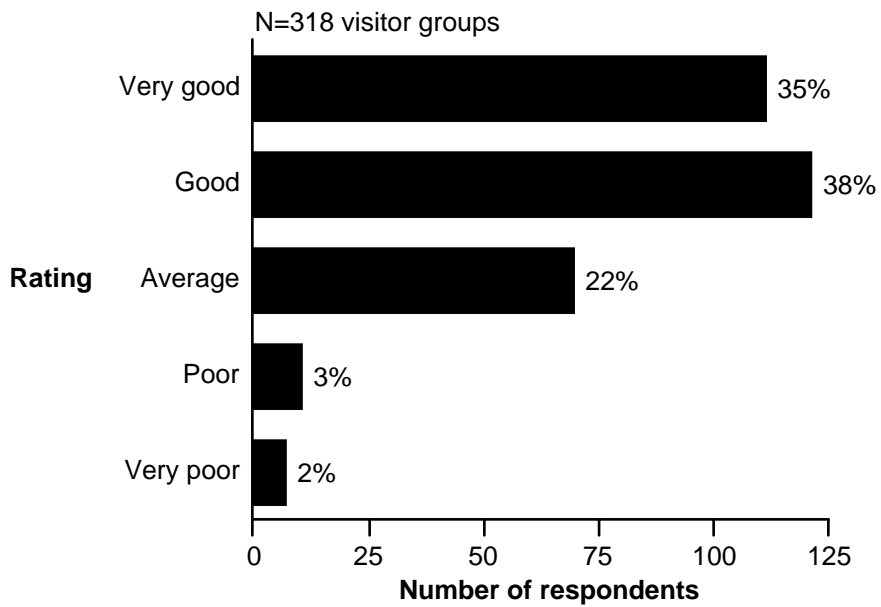


Figure 37: Quality of the brochure/map

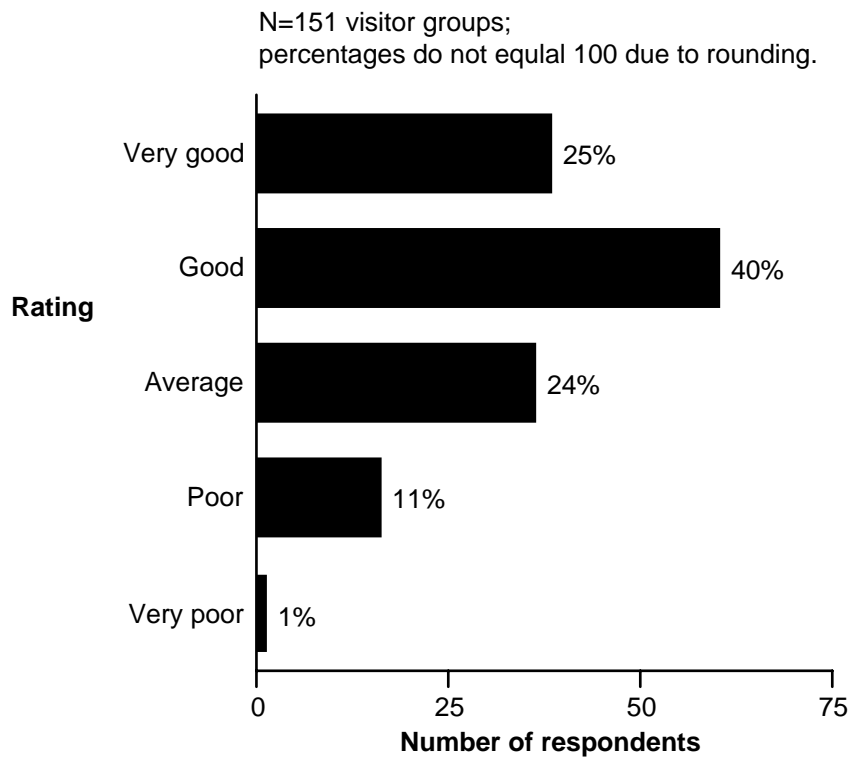


Figure 38: Quality of items in book shops

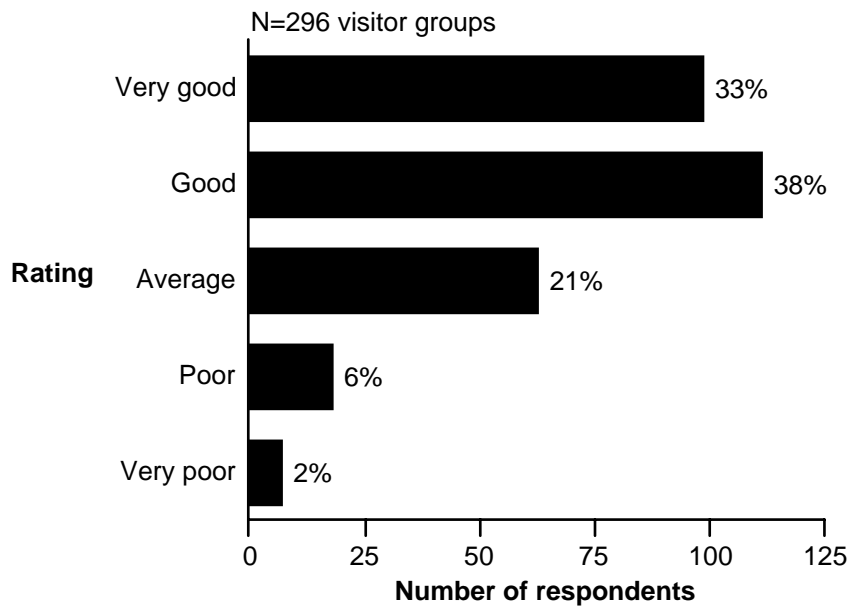


Figure 39: Quality of directional signs

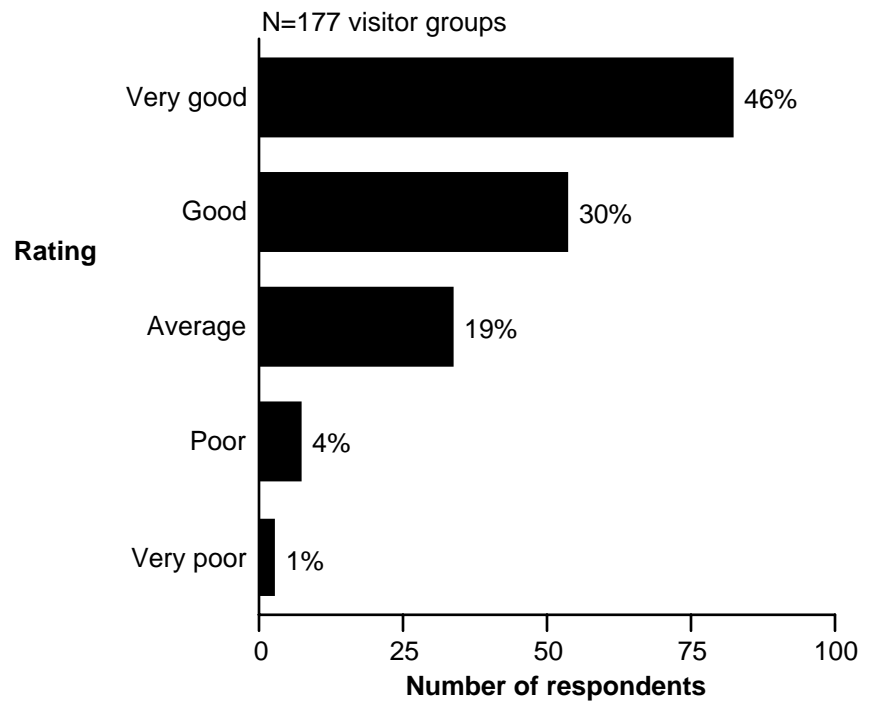


Figure 40: Quality of safety signs

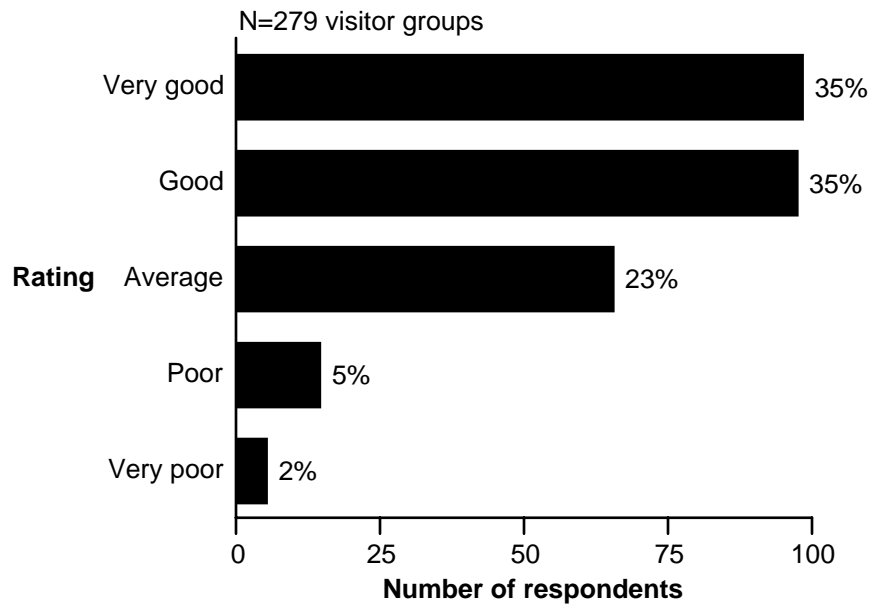


Figure 41: Quality of El Morro Museum exhibits

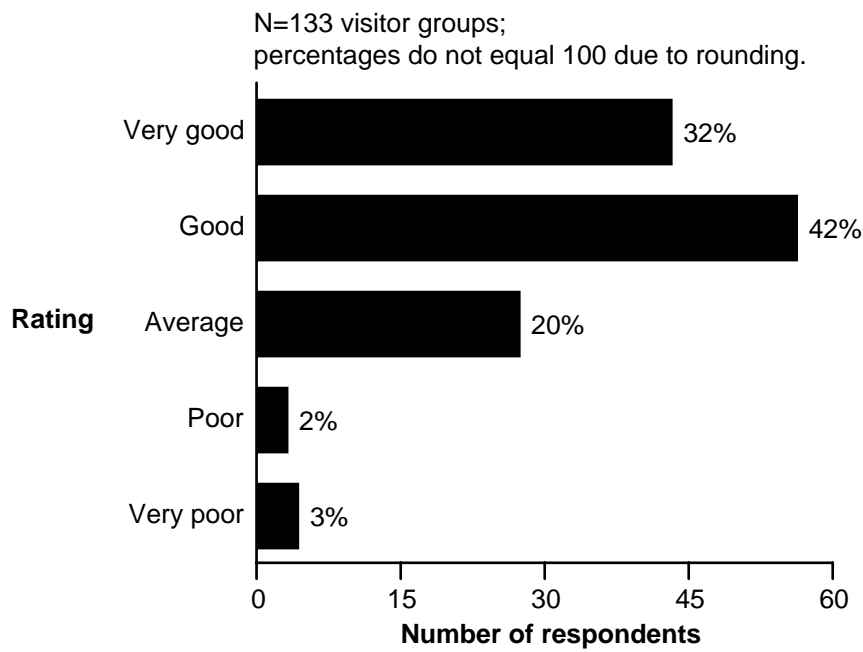


Figure 42: Quality of other exhibits

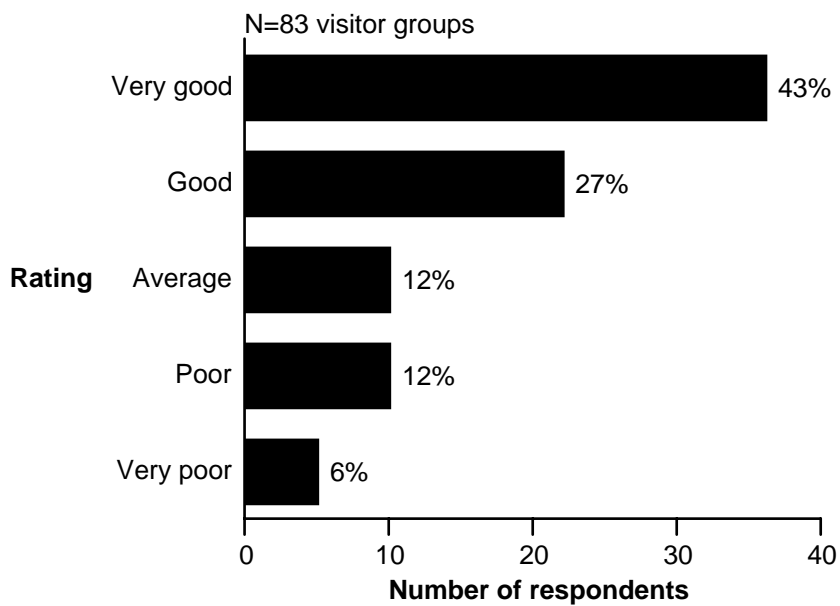


Figure 43: Quality of video program

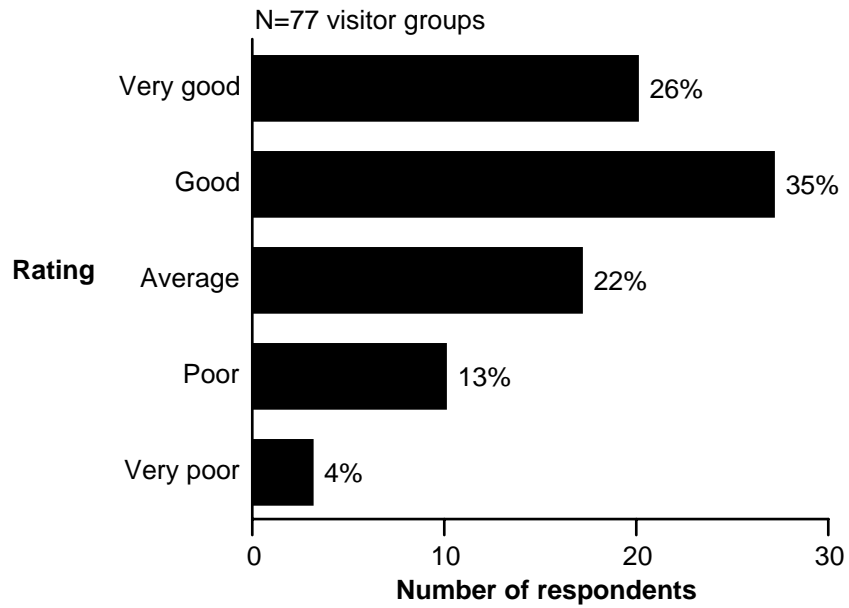


Figure 44: Quality of audiovisual program room

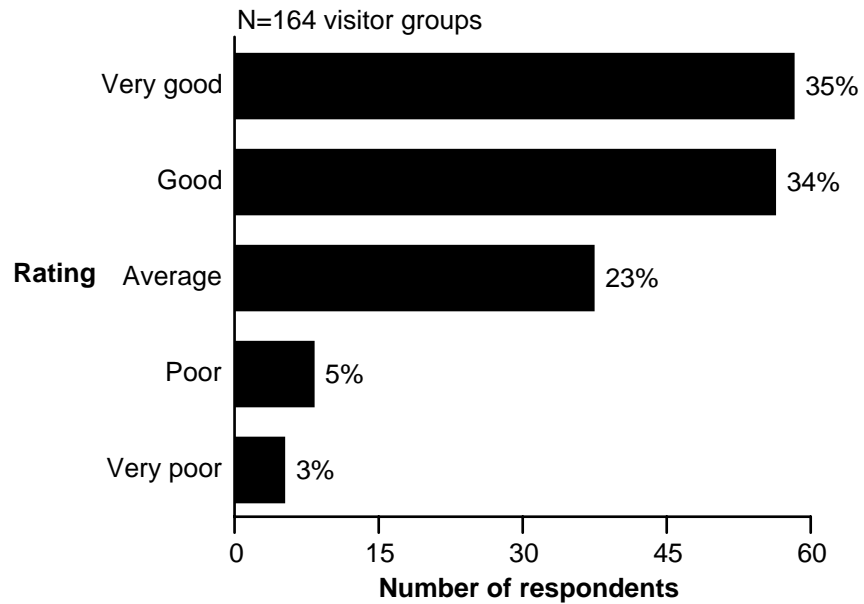


Figure 45: Quality of self-guided tour map

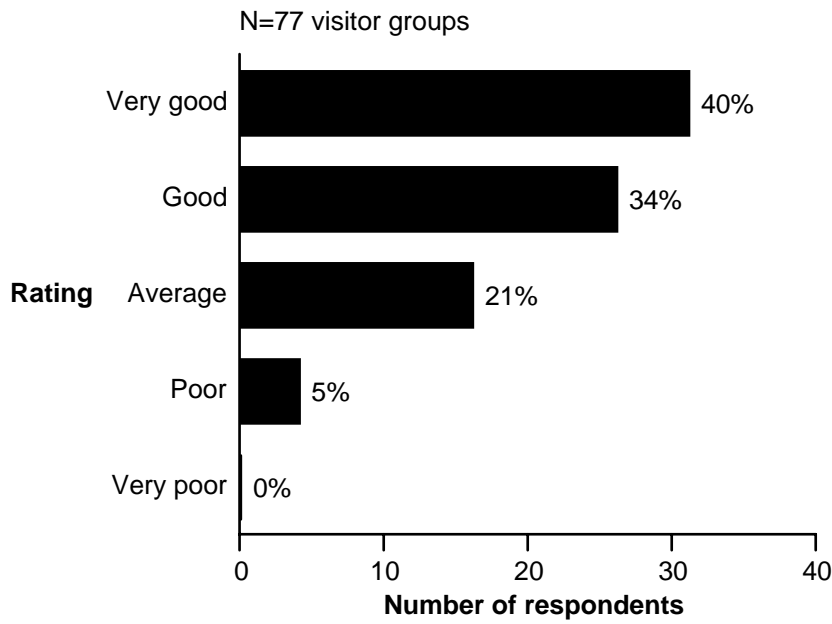


Figure 46: Quality of bulletin boards

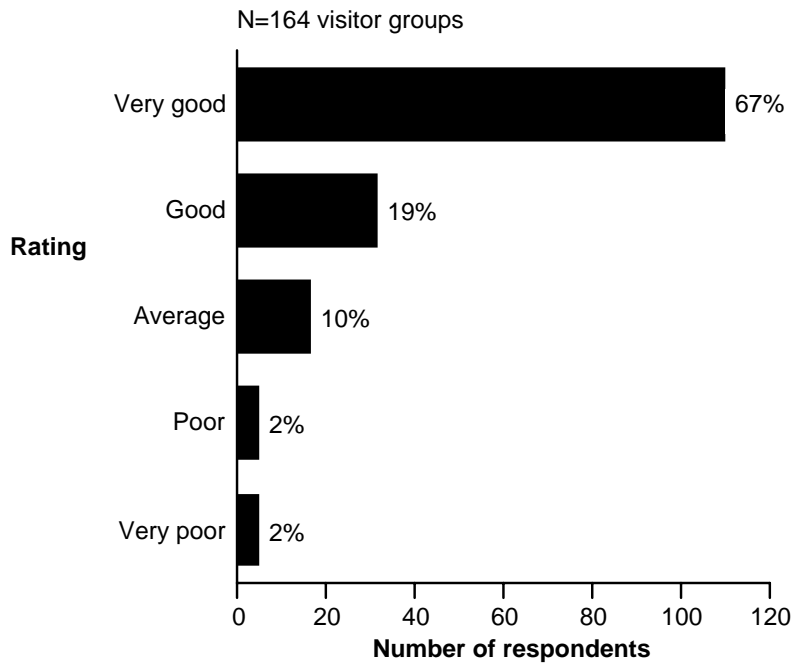


Figure 47: Quality of assistance from ranger staff

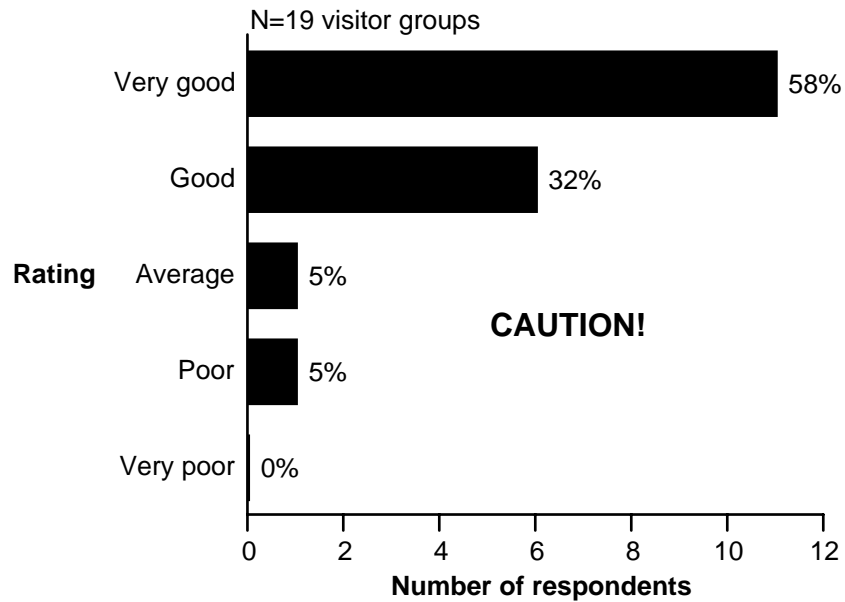


Figure 48: Quality of ranger-led talks

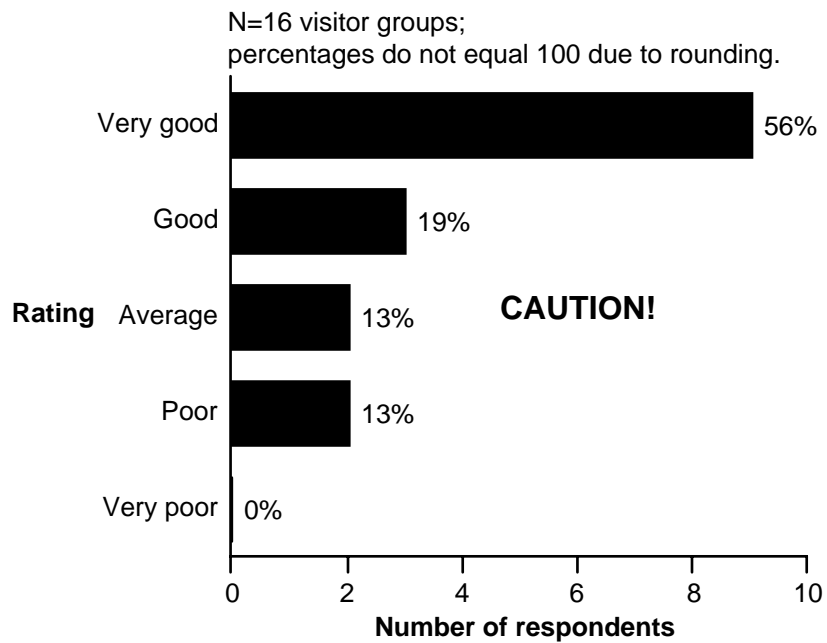


Figure 49: Quality of ranger-led tours

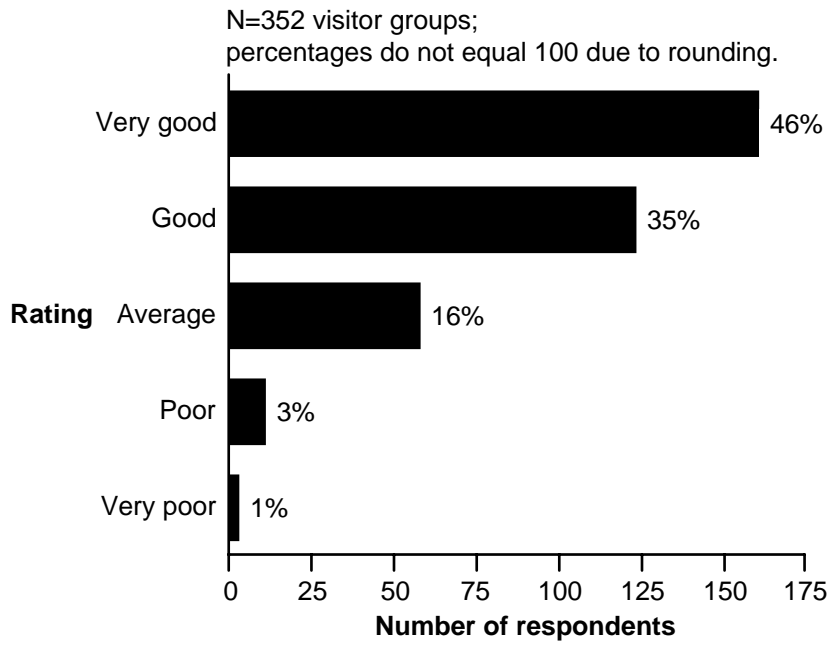


Figure 50: Quality of restrooms

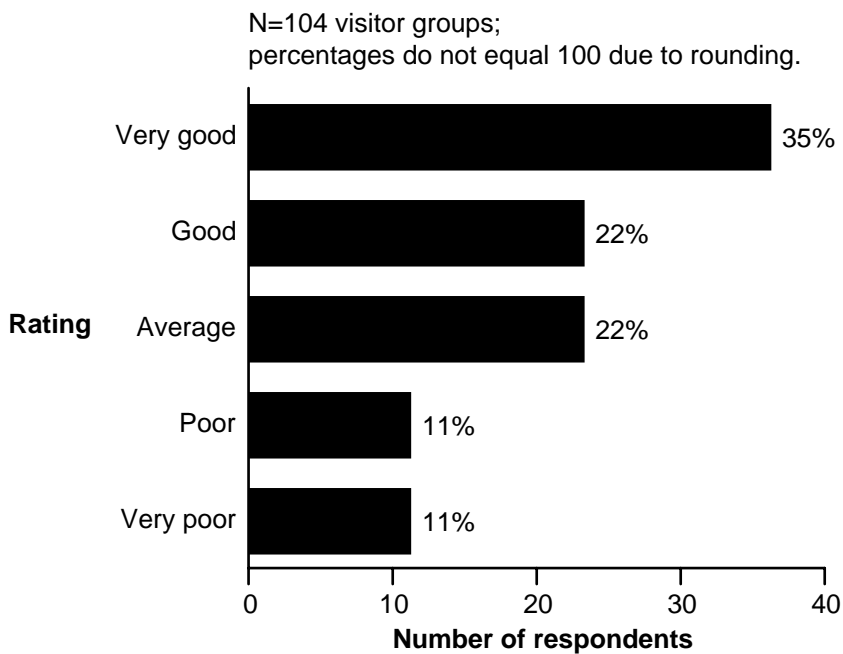
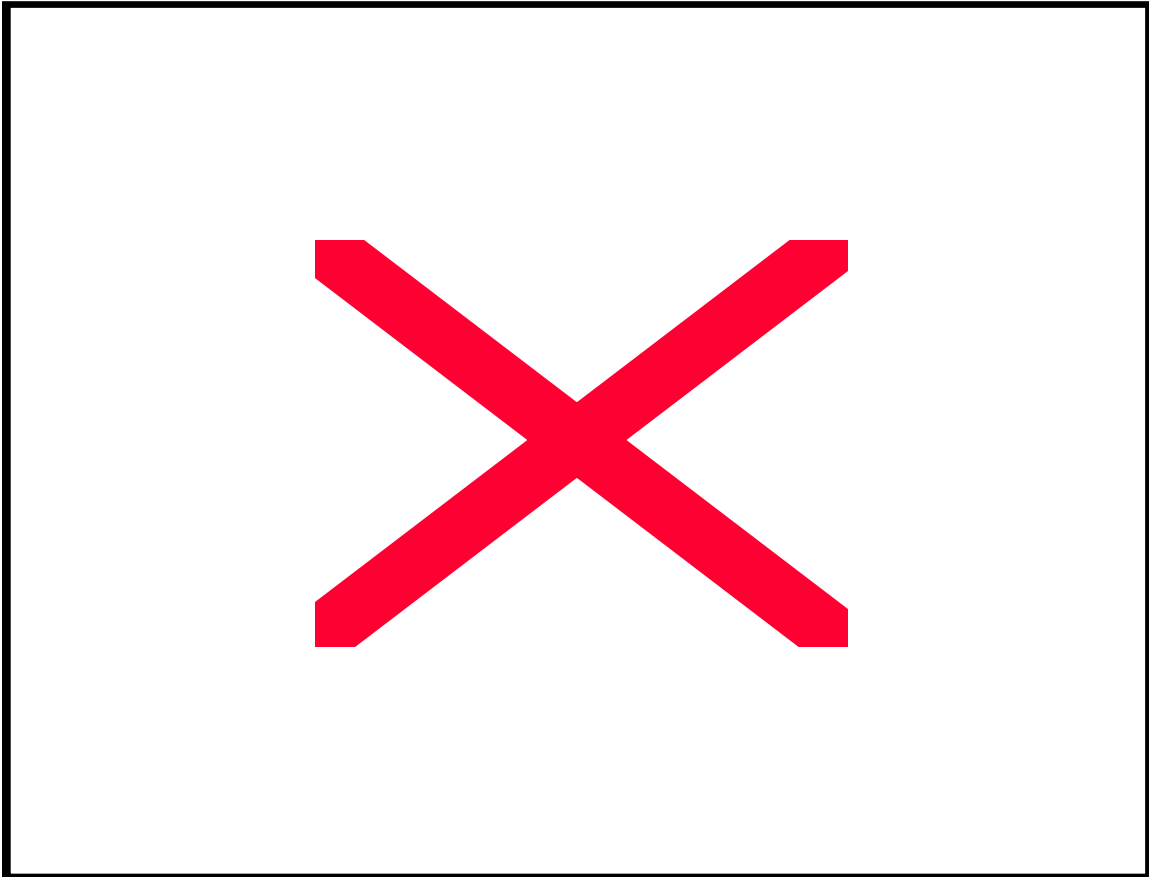


Figure 51: Quality of San Cristóbal parking lot



N=total number of groups that rated each service .

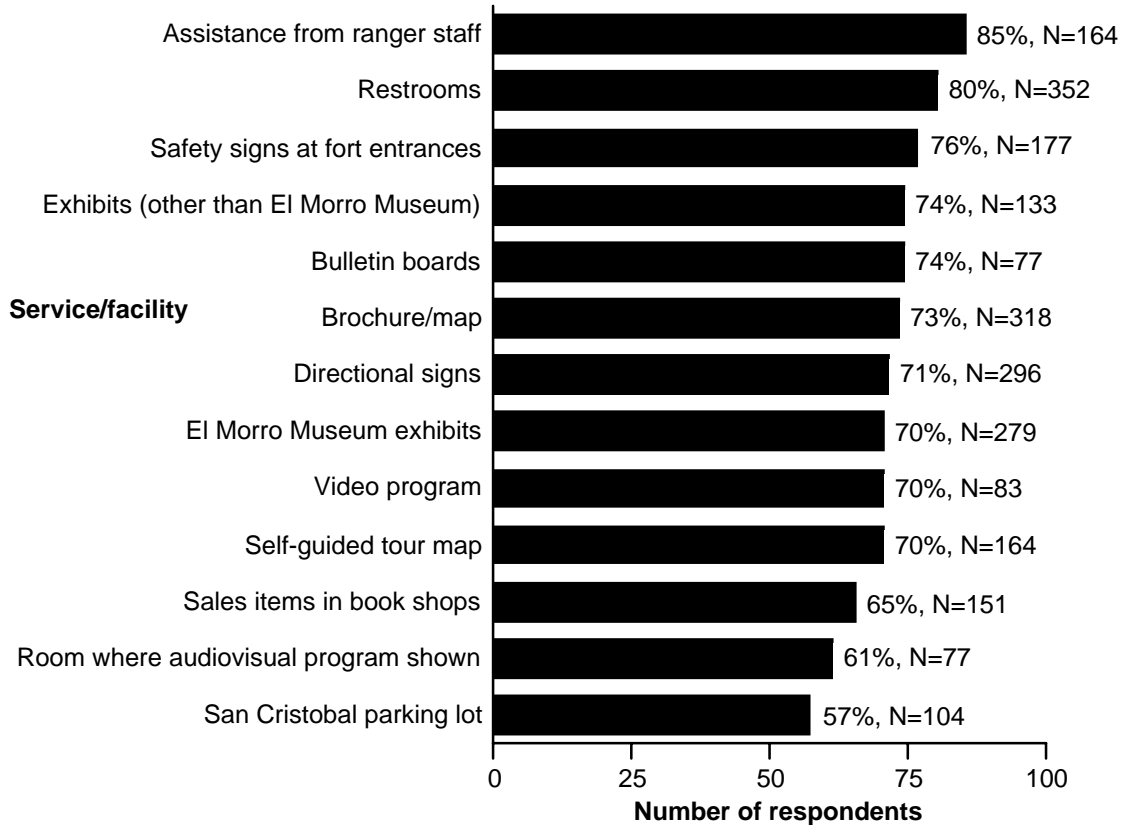


Figure 52: Combined proportions of “very good” or “good” quality ratings for services

Visitor groups were asked a series of questions relating to any interactions they had with rangers or employees. First, visitors were asked if they had received any information from a park ranger/employee. Over one-half (56%) of the visitors had received information from a park ranger/employee (see Figure 53).

Visitor/ employee interactions

Next, visitors were asked if the park ranger/employee had started the conversation. Figure 54 shows that in almost two-thirds (65%) of the situations, the ranger/employee started the conversation. In 27% of the cases, the ranger/employee did not start the conversation and 8% of the cases, the visitors were not sure.

Visitors were then asked to rate the courtesy and the helpfulness of the ranger/employee using a scale of 1 to 5. Figure 55 shows that 92% of the visitor groups rated the ranger/employee as "extremely courteous" or "very courteous." One percent said the employees were "not courteous." Most visitors (90%) rated the helpfulness of the ranger/employee as "extremely helpful" or "very helpful," and 1% said the employees were "not helpful" (see Figure 56).

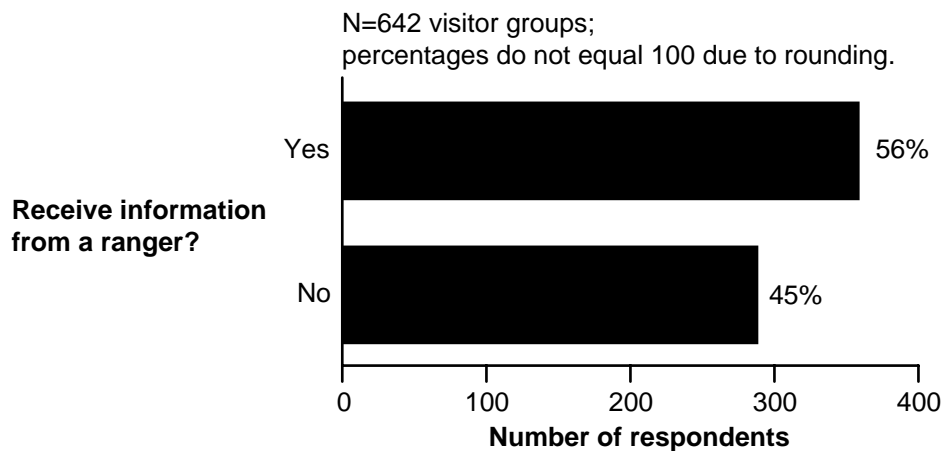


Figure 53: Groups who received information from a ranger or employee

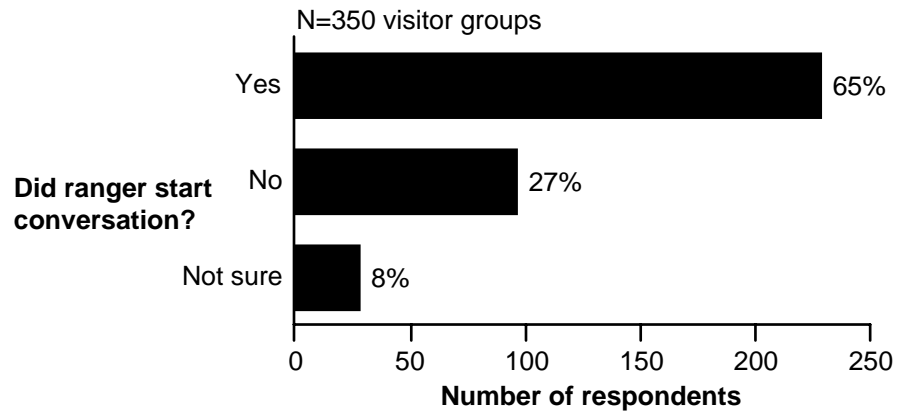


Figure 54: Groups with whom a ranger began a conversation

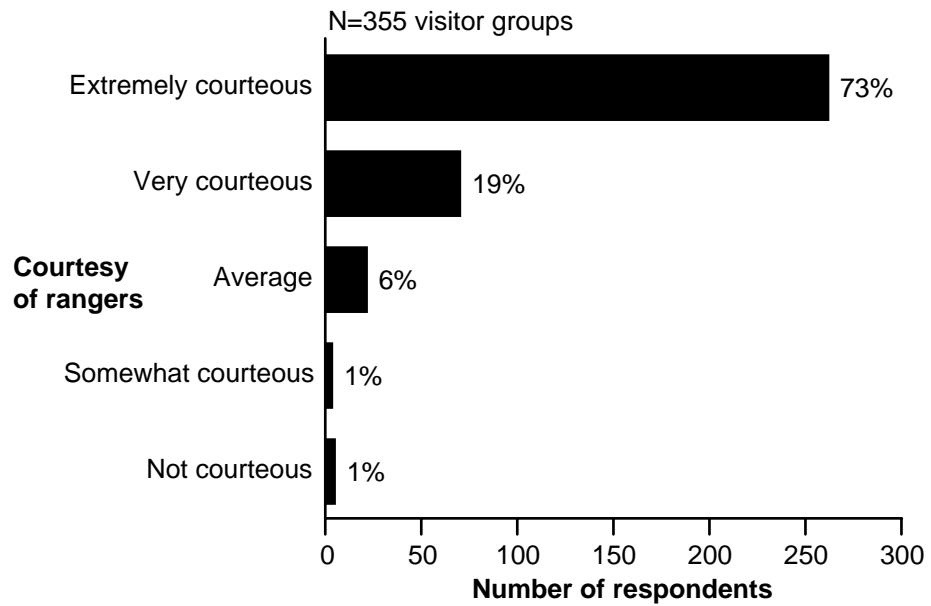


Figure 55: Courtesy of rangers

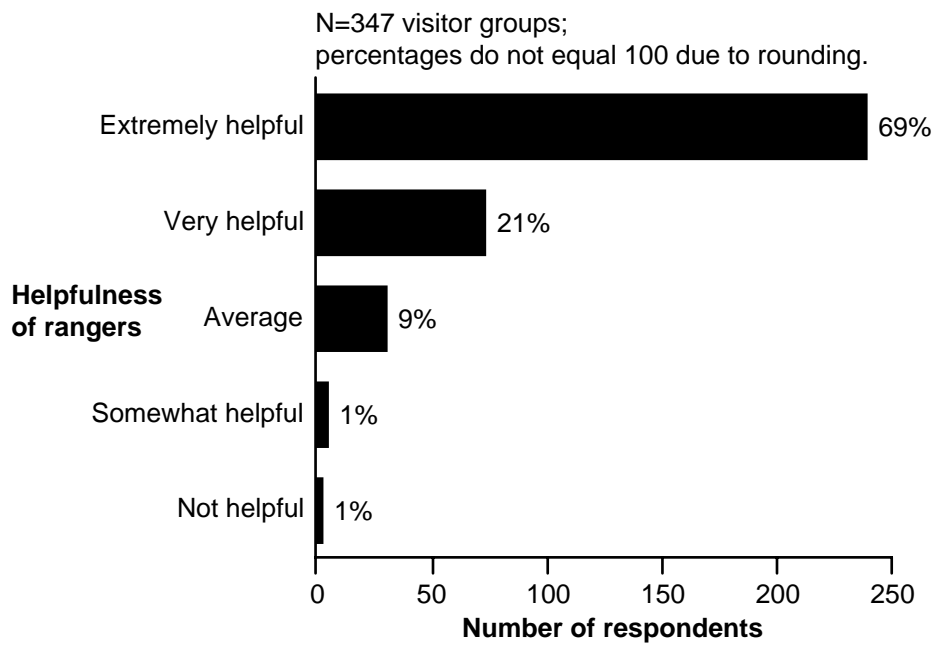


Figure 56: Helpfulness of rangers

Opinions about fees

Visitor groups were asked about the appropriateness of the daily admission fees for children (under 12 years—free, 13-17 years—\$1); adults (\$2); and adults over 62 years of age (\$1). For each of the fee categories, most visitor groups felt that the fee amounts were "about right": children's fee (92%), adults fee (88%), and adults over 62 fee (88%), as shown in Figures 57-59. In each of the fee categories, a greater proportion of visitors felt the fees were "too low" than "too high."

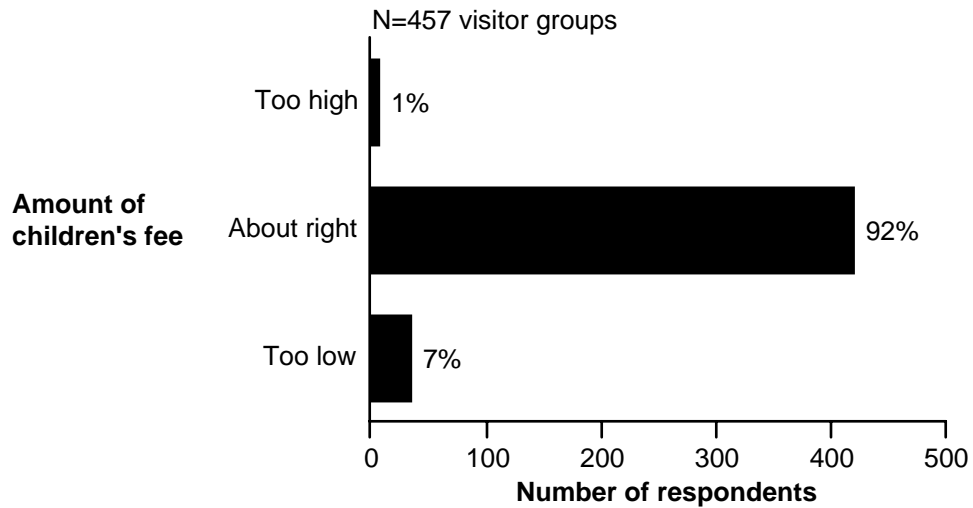


Figure 57: Appropriateness of children's fee amount

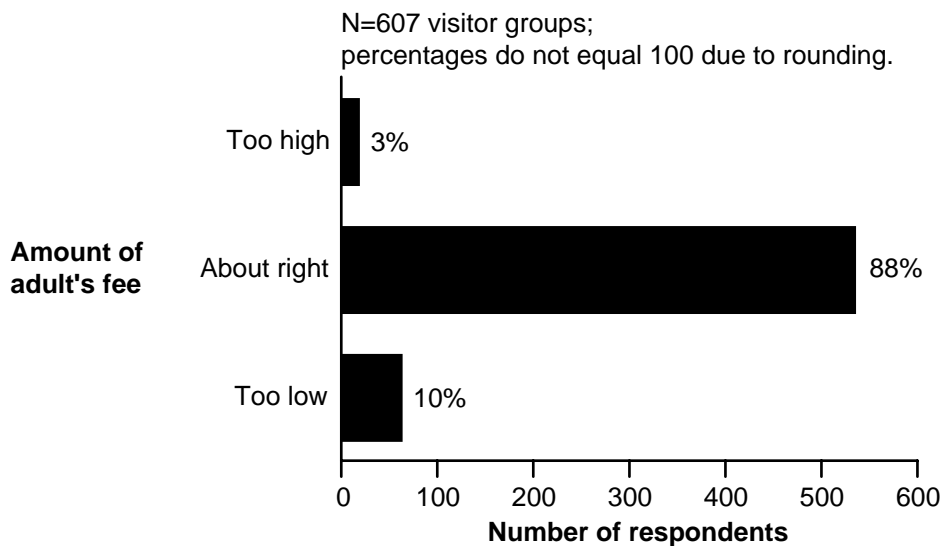
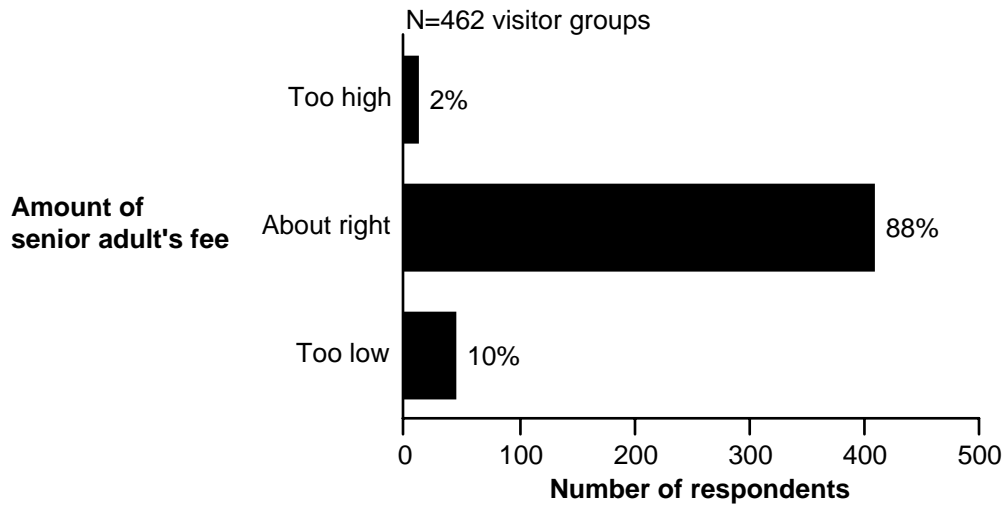


Figure 58: Appropriateness of adult's fee amount**Figure 59: Appropriateness of fee amounts for adults aged 62 and over**

**Preferences for
future
interpretive
programs**

Visitor groups were asked what type of informational/interpretive program they would prefer to attend on a future visit to San Juan NHS. Eighteen percent of the 612 groups who responded said they would not want to attend a program on a future visit.

Figure 60 shows that about one-half of the remaining visitor groups (49%) would prefer a 15-minute program which discussed information about San Juan NHS, and another 40% of the visitors want a five-minute basic information program. Forty-two percent indicated they would prefer a 20-minute tour, whereas 31% indicated a preference for a 40-minute long tour.

Next, visitors were asked what subjects they would be most interested in learning about on a future visit. Five percent of the groups were not interested in learning about San Juan NHS. Of the groups interested in learning, 79% are interested in the soldiers' life in the forts (see Figure 61). Visitors also want to learn about the architecture/construction (73%) and the forts role in Puerto Rican history (68%). "Other" subjects of interest to visitors included the various aspects of history, "the connection to the rest of the island," and the lighthouse.

When asked about the methods they would prefer to learn about the site, 62% would prefer to learn the above information on a ranger-led walking tour (see Figure 62). Brochures (38%), indoor exhibits (38%) and outdoor exhibits (35%) were the next most preferred choices. "Other" methods visitors would prefer to learn were through videos, self-guided tours, and dramatizations.

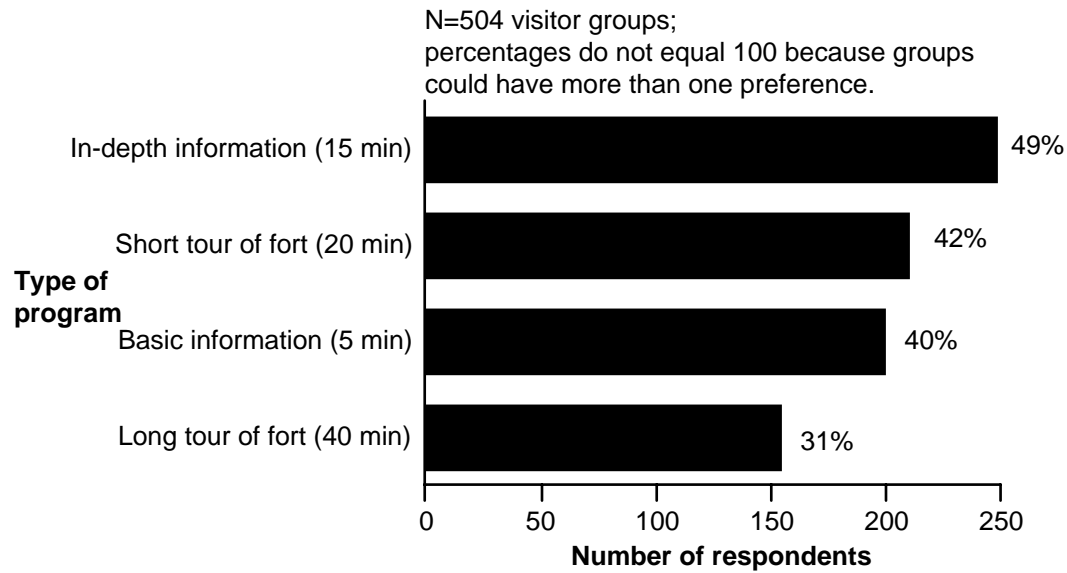


Figure 60: Type of informational/interpretive programs visitors prefer

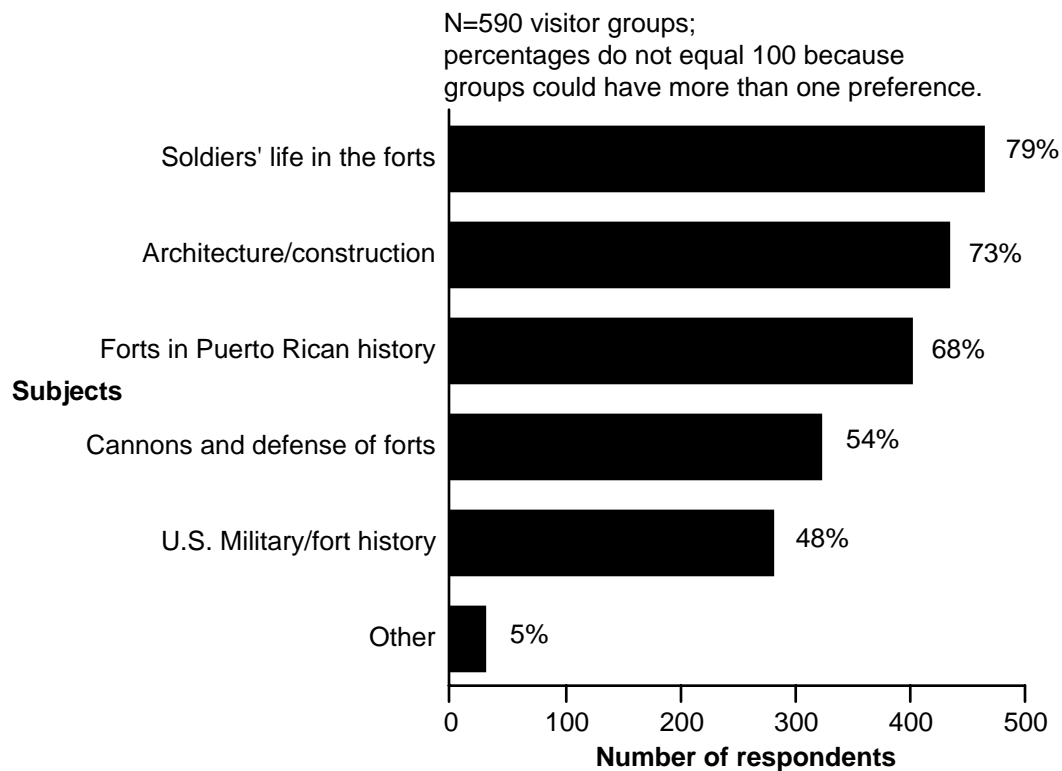


Figure 61: Subjects visitors are most interested in learning

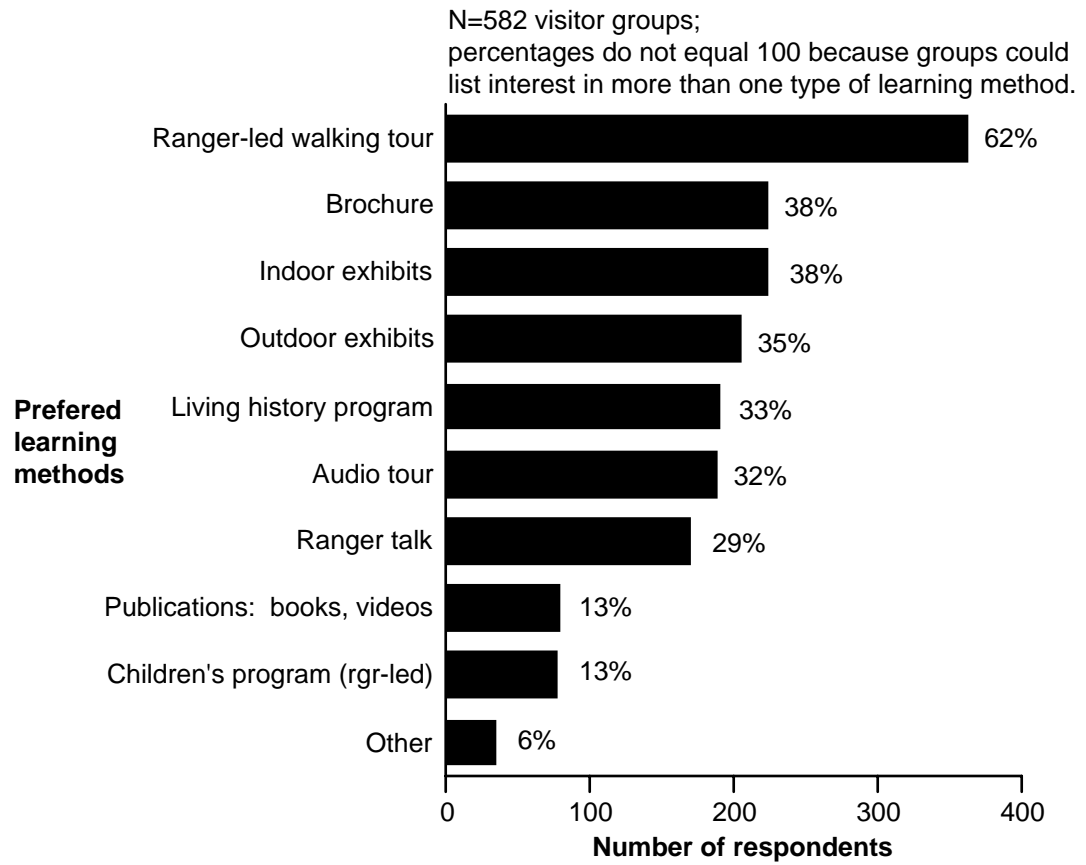


Figure 62: Preferred methods to learn about park

Visitor groups were asked what types of items they would like to have available for purchase at San Juan NHS fort book stores on a future visit. Thirty-two percent of visitors (192 groups) were not interested in sales items. The remaining visitor groups are interested in having the book stores carry sodas or juice (60%), publications about fort history (58%), maps (44%), self-guided walking audio tours (28%), and videotapes, audio cassettes or CDs (21%), as shown in Figure 63. Other suggested items included snacks, bottled water and T-shirts.

Preferences in book store sales items

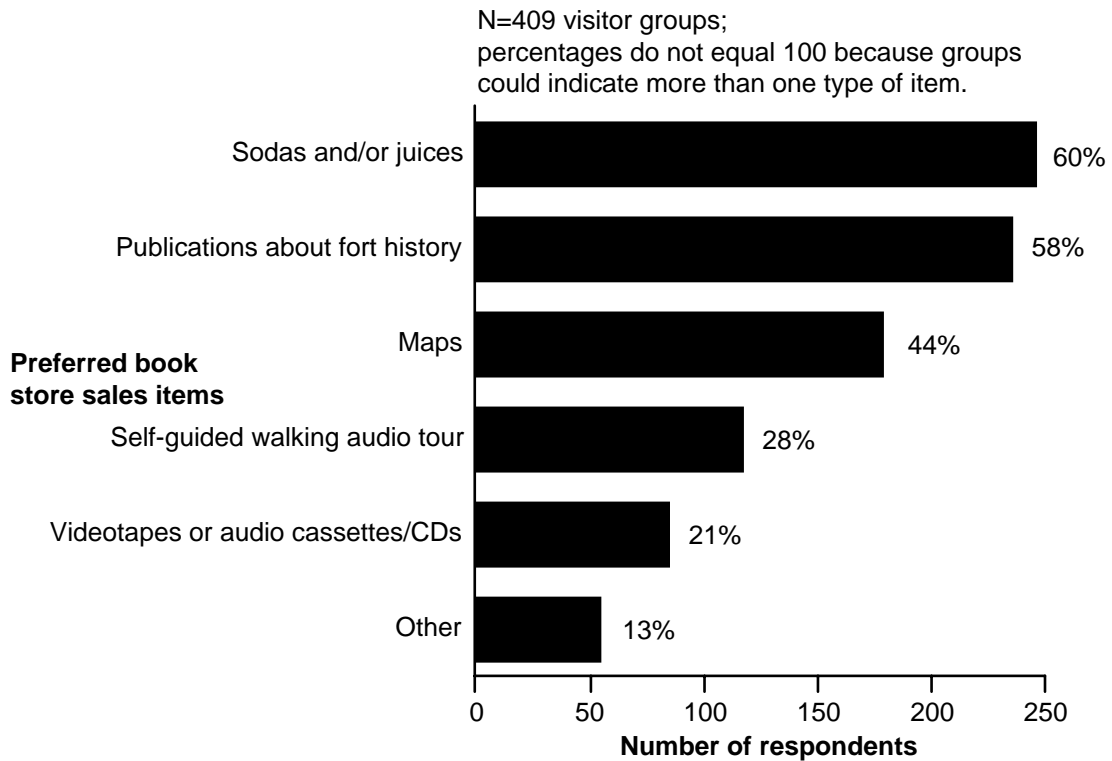


Figure 63: Visitor preferences about book store sales items

**Overall quality
of visitor
services**

Visitor groups were asked to rate the overall quality of the visitor services provided at San Juan NHS during this visit. Most visitor groups (82%) rated services as "very good" or "good" (see Figure 64). One percent of the visitor groups rated services as "very poor."

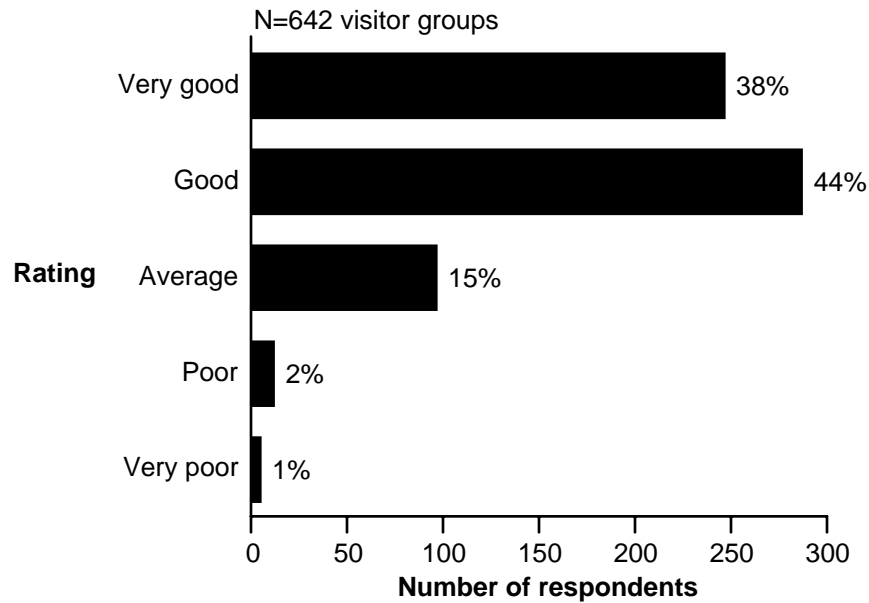


Figure 64: Overall quality of visitor services

Visitors were asked, "Please make any comments you have regarding your visit to the forts (including access, safety, parking, etc.)." A summary of the responses from the 322 groups who responded is listed in Table 6 below and in the appendix.

Comments about fort visit

Table 6: Comments about visit to the forts

N=432 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Staff friendly, helpful, knowledgeable	14
Other comments	2
INTERPRETIVE SERVICES	
Provide more information signs/exhibits, display artifacts	8
Provide more guided tours	7
Improve video	5
Hand out maps with suggested walking directions	4
Lack of self-guided tour brochures	4
Need more historical information	4
Enjoyed exhibits, displays	4
Improve exhibits	4
Interesting, clear signs with good information	3
Not enough guided tours	2
Film was good	2
Need people in costume	2
Set up cannons in turrets	2
Excellent self-guided tour	2
Other comments	2
FACILITIES AND MAINTENANCE	
Need more/better parking	41
Well maintained/managed	29
Accessibility good	15
Ramp entrance too long and steep for children/elderly/disabled	7
Park seemed safe/secure—no fences needed	7
Well preserved	5
Some areas need safety rails or guards—a child could fall	5
Easier to be let off at entrance, avoiding long steep walk	5
Better directional signs needed	4

Comment	Number of times mentioned
FACILITIES AND MAINTENANCE (continued)	
Maintenance has improved	4
Had no problem parking	3
Did not know parking was available at fort	3
Steep walkways should be closed in rain	3
Provide motorized access to forts for elderly/disabled	3
Restrooms excellent	2
Improve restrooms	2
Do not make structural changes to allow access	2
Well laid out	2
Other comments	8
POLICIES	
Allow more places in the fort to be open to the public	15
Entrance fee reasonable—good value	4
Keep fort open longer	3
Fort closed before scheduled time	2
Other comments	6
CONCESSIONS	
Need refreshment stand	5
Other comments	3
GENERAL IMPRESSIONS	
Enjoyed visit	60
Interesting	30
Beautiful/scenic views	20
Informative/educational	17
No problems	14
Not enough time	9
Keep it as it is	6
Enjoyed exploring	3
Steps/walking are tiring	2
El Morro is highlight of Puerto Rico	2
Other comments	10

Visitors were asked, "On this visit, what did you and your group like most about your visit to San Juan National Historic Site?" A summary of the responses from the 541 groups who responded is listed in Table 7 below and in the appendix.

What visitors liked most

Table 7: What visitors liked most

N=785 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Friendly, helpful staff	11
INTERPRETIVE SERVICES	
Exhibits/displays	41
Learning history/country's heritage	26
Movie	8
Soldier's life	7
Ranger talk and tour	5
Amount of information available	5
Costumes	4
Historical items on display	4
Educational	3
Information from ranger	2
Informational brochure and map	2
Other comments	3
FACILITIES AND MAINTENANCE	
Clean	31
Preservation of fort	28
Well maintained	27
Well organized/laid out	9
Authenticity	3
Signs understandable	2
Other comment	1
POLICIES	
Freedom to walk around/explore/touch/take photos	37
Accessibility	16

Comment	Number of times mentioned
RESOURCE MANAGEMENT	
Fort itself	37
El Morro	9
Catacombs/tunnels	8
Layout of defense mechanisms	8
Cannons	7
Museum	6
Open space	6
Watch towers	4
Dungeon	4
Not too crowded	3
Size and depth of walls/cool temperatures in rooms	3
Fortifications/strength of fort	3
Soldier's quarters	2
All the old stairs	2
Kitchen niche	2
Other comments	7
GENERAL IMPRESSIONS	
History	130
View	80
Beauty of site	35
Everything	30
Architecture	28
Construction/engineering of fort	14
Scenery	13
Interesting/Informative	11
Size of fort	7
Antiquity/Age of fort	7
Weather	5
Ocean views	4
Overall site	4
Exploring the fort	3
Atmosphere	3
Quietness/tranquility	3
Impressiveness of fort itself	3
Family time together	3
Information provided by tour guide	3
Just being there	2
Did not know they existed	2
City wall/San Juan Gate	2
Children/schoolchildren	2
Other comments	5

Visitors were asked, "On this visit, what did you and your group like least about your visit to San Juan National Historic Site?" A summary of the responses from the 384 groups who responded is listed in Table 8 below and in the appendix.

What visitors liked least

Table 8: What visitors liked least

N=475 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Not enough rangers or people to answer questions	12
Rangers standing around and not helping people	3
Rude entrance staff	3
Rangers rude, ignored Puerto Ricans	2
Staff spoke very little English	2
Shop needs more help during busy times	2
Other comments	3
INTERPRETIVE SERVICES	
Lack of ranger-led/guided tours	27
Lack of historical information	21
Lack of maps/brochures	15
Lack of exhibits	13
Lack of artifacts	10
Lack of information from rangers	7
Lack of detailed information at specific sites	6
No walking tour/no orderly fashion to tour	4
Video	4
Empty rooms	4
Inadequate signage	4
Video did not give enough history, improve quality	4
Improve exhibits	6
Information was hard to read	3
Too much to read	3
Lack of information about soldiers	2
Lack of information about dungeon	2
Video room hard to find, too cold	2
No sign posted that video was not going to show	2
Other comments	7

Comment	Number of times mentioned
FACILITIES/MAINTENANCE	
Lack of parking	16
Lack of directional signs	6
Limited accessibility	4
Trash/run-down condition of areas outside forts, along city wall	4
Not enough signs	4
Restroom facilities	3
Unpleasant smell in some areas	3
Lack of trees or shade	3
Lack of cool rest stations	2
Lack of drinking water	2
No disabled transportation inside forts	2
Lack of benches	2
Slippery walkway in rain	2
Walls that are too short	2
Other comments	2
RESOURCE MANAGEMENT	
Gray rebuilt watchtower looks out of place	4
San Cristóbal	2
Other comment	1
POLICIES	
Lack of public access to all areas of fort	22
Closed too early	9
Hours when fort was open	2
Locked gates	2
Other comments	4
FORT BOOK STORES	
Need snack bars/restaurants close to park	4
Lack of cold drinks/bottled water not cold	3
Bookstore at San Cristóbal closed earlier than advertised	2
Other comments	4

Comment	Number of times mentioned
GENERAL IMPRESSIONS	
Nothing	65
Not enough time	33
Heat/humidity/weather	17
Walking/long walks	18
Steep climbs/walks	12
Stairs	7
Climbing	6
Traffic	5
Fort was vacant	4
All of it—not much to do/see	2
Neighborhood below city wall	2
No direct transportation to fort	2
Crime/drunks outside of NHS	2
Too many unsupervised children	2
Other comments	9

Planning for the future

Visitor groups were asked, "If you were a manager planning for the future of San Juan NHS, what would you propose? Please be specific." Fifty-eight percent of visitor groups (380 groups) responded to this question (see Table 9). A summary of their responses is listed below and in the appendix.

Table 9: Planning for the future

N=606 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Employees need to provide more information	8
Station employees to explain exhibits	5
Staff should act like they want to be there	4
All employees should be fluent in English or Spanish	3
Need more staff	2
Establish volunteer organization—involve community	2
INTERPRETIVE SERVICES	
Have living history programs to explain life in earlier times	69
Provide ranger-led/guided tours	68
Provide more exhibits/displays	25
Provide audio walking tour	24
Provide more historical information	19
Need more information/ exhibits to explain the site	17
Need more information about soldiers' life at the fort	11
Need more information about forts	10
Display more period artifacts, replicas	10
Offer a self-guided tour	9
Show an informational video	9
Provide brochures	8
Present plays/music/cultural events in forts	8
Plan activities with tourist participation	7
Show a video explaining fort history	5
Better interpretation—make it more interesting, exciting	4
Improve/update museum exhibits	4
Provide maps and brochures with historical info	3
Provide interactive exhibits with computer/video	3
Include more pictures along tour	3
Expand museum	3
Establish research center on fort history	3
Provide children's hands-on programs	3
Educate public about forts using mass media/Internet	3
Offer information/exhibits in more than one language	3

Comment	Number of times mentioned
Provide in-depth discussion on military history, customs	3
Replace more of the cannons, including operable ones	3
More advertising through travel agents/tour directors	3
Provide audio effects in an area (voices, cannon, etc.)	2
Gather people into groups with tour guides	2
Explain more about Puerto Rican history	2
Provide tours of cemetery	2
Offer mock battles/electronic re-enactment of battles	2
Provide short orientation to site upon entering	2
Cordon off barracks exhibit, but allow people to enter	2
Offer other types of tours—from sea, nighttime tours	2
Use visual props such as bullet holes, etc.	2
Need instructions for riding bus/trolley tours of San Juan	2
Restore site to pre-World War II	2
Update and improve video	2
Other comments	10
FACILITIES AND MAINTENANCE	
More parking	24
Transport elderly/handicapped to and from fort entrance	12
Additional signs to guide visitors	10
Easier access to higher parts of fort	6
Provide more benches	5
Provide access for elderly/handicapped inside the fort	4
Shuttle service between forts	4
Shuttle service from remote parking area	3
Remove lighthouse/fee sign—doesn't fit historically or visually	3
Make it safe for people to visit	3
Keep as historical as possible, especially colors (lighthouse)	3
Keep it clean	2
Improve safety for children—railings, etc.	2
More drinking fountains	2
Other comments	14
POLICIES	
Open up more of the fort to the public	15
Charge more for admission	7
Use entrance fees for improvements, maintenance	2
Have forts open every day	2
Longer hours	2
Other comments	6

Comment	Number of times mentioned
RESOURCE MANAGEMENT	
Preserve it in its current state	8
Replant shade trees in Esplanade	7
Restore coastline which currently has poor quality housing	3
Other comment	1
FORT BOOK STORES/CONCESSIONS	
Small snack bar/restaurant/cafeteria	9
Offer additional food items	3
Sell/give items for children to help them appreciate history	2
Offer lower priced merchandise in bookstore	2
Rental binoculars/umbrellas	2
Offer additional sales items	2
Other comment	1
GENERAL	
Change nothing	19
Not enough knowledge to answer	6
Keep up the good work	3
Need more trolleys or public buses between the forts	2
Prefer cooler weather for walking	2
Other comments	5

Thirty-seven percent of visitor groups (243 groups) wrote additional comments, which are included in the separate appendix of this report. Their comments about San Juan National Historic Site are summarized below in Table 10 and in the appendix. Some comments offer specific suggestions on how to improve the site; others describe what visitors enjoyed or did not enjoy about their visit.

Comment summary

Table 10: Additional comments

N=325 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Personnel helpful and courteous	9
More rangers needed for interpretation	9
Other comments	2
INTERPRETIVE SERVICES	
Important history—educate about value	14
Provide more information about history/location of fort	8
More guided tours/programs	7
Lack of brochures/maps	3
Expand/spread out museum exhibits	3
Interpret history and people	3
Improve exhibits	3
Provide pamphlets about fort history	2
Put more artifacts on exhibit	2
Do living history re-enactments	2
Video should discuss history, not present	2
Unable to find specific information on World Wide Web	2
Publicize more—had never heard of it	2
Other comments	12
FACILITIES & MAINTENANCE	
Very clean	13
Well maintained	6
Need more parking	3
Parking needs to be closer to El Morro	2
Keep it maintained	2
Plant more shade trees	2
Glad to see improvements in maintenance	2

Other comments

16

Comment	Number of times mentioned
POLICIES/MANAGEMENT	
Allow public access to more of fort	3
Strive for continued improvement of operation	2
Other comments	6
RESOURCE MANAGEMENT	
Impressed with fort's preservation	9
Excellent site, especially San Cristóbal	2
Other comments	2
FORT BOOK STORES	
Comments	2
GENERAL	
Enjoyed visit	76
Very interesting/informative/impressive	24
Would like to return	9
Not enough time	7
Everyone was friendly	6
Beautiful forts	6
Beautiful sights/views	5
Keep up the good work	5
Will recommend to others	3
Increasing volume of traffic around forts detracts from beauty	2
Enjoyed architecture	2
Visit frequently	2
A lifetime experience	2
Thanks for asking visitors' opinions	2
Second time to complete survey	2
Disappointed in how Puerto Ricans take care of their country	2
Ran out of energy during visit	2
Other comments	11

**San Juan National Historic Site
Additional Analysis
VSP Report 110**

The Visitor Services Project (VSP) staff offers the opportunity to learn more from VSP visitor study data.

Additional Analysis

Additional analysis can be done using the site's VSP visitor study data that was collected and entered into the computer. Two-way and three-way cross tabulations can be made of any of the characteristics listed below. Be as specific as possible--you may select a single program/ service/ facility instead of all that were listed in the questionnaire. Include your name, address and phone number in the request.

- Awareness of NPS management
- Sources of information
- Length of stay
- Reasons for visiting
- Places visited
- Forms of transportation used
- San Cristóbal parking lot use
- Encounter parking problems?
- Awareness of steep walk - El Morro
- Visit El Morro?
- Difficulty walking to El Morro?
- Able to visit all fort levels?
- Reasons for not visiting all fort levels
- Arrive at P.R. on cruise ship?
- Take package tour to park?
- Group size
- Group type
- Age
- Zip code
- Country of residence
- Number of visits
- Visitor facility use
- Visitor facility importance
- Visitor facility quality
- Fort program preferences
- Interpretive subjects preferred
- Methods of learning preferred
- Receive verbal information from employee?
- Employee start conversation?
- Employee courtesy
- Employee helpfulness
- Children's fee amount ratings
- Adult's fee amount ratings
- Senior's (62 or older) fee amount ratings
- Fort book store sales items ratings
- Overall quality of services

Database

The VSP database is currently under development.

Phone/send requests to:

**Visitor Services Project, CPSU
College of Forestry, Wildlife, and Range Sciences
University of Idaho
Moscow, Idaho 83844-1133**

**Phone: 208-885-7863
FAX: 208-885-4261**

**ENGLISH AND SPANISH
QUESTIONNAIRES**

Visitor Services Project Publications

Reports 1-6 (pilot studies) are available from the University of Idaho Cooperative Park Studies Unit. All other VSP reports listed are available from the parks where the studies were conducted or from the UI CPSU. All studies were conducted in summer unless otherwise noted.

- 1982**
1. Mapping interpretive services: A pilot study at Grand Teton National Park.
- 1983**
2. Mapping interpretive services: Identifying barriers to adoption and diffusion of the method.
 3. Mapping interpretive services: A follow-up study at Yellowstone National Park and Mt Rushmore National Memorial.
 4. Mapping visitor populations: A pilot study at Yellowstone National Park.
- 1985**
5. North Cascades National Park Service Complex
 6. Crater Lake National Park
- 1986**
7. Gettysburg National Military Park
 8. Independence National Historical Park
 9. Valley Forge National Historical Park
- 1987**
10. Colonial National Historical Park (summer & fall)
 11. Grand Teton National Park
 12. Harpers Ferry National Historical Park
 13. Mesa Verde National Park
 14. Shenandoah National Park (summer & fall)
 15. Yellowstone National Park
 16. Independence National Historical Park: Four Seasons Study
- 1988**
17. Glen Canyon National Recreational Area
 18. Denali National Park and Preserve
 19. Bryce Canyon National Park
 20. Craters of the Moon National Monument
- 1989**
21. Everglades National Park (winter)
 22. Statue of Liberty National Monument
 23. The White House Tours, President's Park (summer)
 24. Lincoln Home National Historical Site
 25. Yellowstone National Park
 26. Delaware Water Gap National Recreation Area
 27. Muir Woods National Monument
- 1990**
28. Canyonlands National Park (spring)
 29. White Sands National Monument
 30. National Monuments, Washington, D.C.
 31. Kenai Fjords National Park
 32. Gateway National Recreation Area
 33. Petersburg National Battlefield
 34. Death Valley National Monument
 35. Glacier National Park
 36. Scott's Bluff National Monument
 37. John Day Fossil Beds National Monument
- 1991**
38. Jean Lafitte National Historical Park (spring)
 39. Joshua Tree National Monument (spring)
 40. The White House Tours, President's Park (spring)
 41. Natchez Trace Parkway (spring)
 42. Stehekin-North Cascades NP/ Lake Chelan NRA
 43. City of Rocks National Reserve
 44. The White House Tours, President's Park (fall)
- 1992**
45. Big Bend National Park (spring)
 46. Frederick Douglass National Historic Site (spring)
 47. Glen Echo Park (spring)
 48. Bent's Old Fort National Historic Site
 49. Jefferson National Expansion Memorial
 50. Zion National Park
 51. New River Gorge National River
 52. Klondike Gold Rush National Historical Park (AK)
 53. Arlington House-The Robert E. Lee Memorial
- 1993**
54. Belle Haven Park/Dyke Marsh Wildlife Preserve (spring)
 55. Santa Monica Mountains National Recreation Area (spring)
 56. Whitman Mission National Historic Site
 57. Sitka National Historical Park
 58. Indiana Dunes National Lakeshore (summer)
 59. Redwood National Park
 60. Channel Islands National Park
 61. Pecos National Historical Park
 62. Canyon de Chelly National Monument

63. Bryce Canyon National Park (fall)

Visitor Services Project Publications (continued)

- 1994**
- 64. Death Valley National Monument Backcountry (winter)
 - 65. San Antonio Missions National Historical Park (spring)
 - 66. Anchorage Alaska Public Lands Information Center
 - 67. Wolf Trap Farm Park for the Performing Arts
 - 68. Nez Perce National Historical Park
 - 69. Edison National Historic Site
 - 70. San Juan Island National Historical Park
 - 71. Canaveral National Seashore
 - 72. Indiana Dunes National Lakeshore (fall)
 - 73. Gettysburg National Military Park (fall)
- 1995**
- 74. Grand Teton National Park (winter)
 - 75. Yellowstone National Park (winter)
 - 76. Bandelier National Monument
 - 77. Wrangell-St. Elias National Park & Preserve
 - 78. Adams National Historic Site
 - 79. Devils Tower National Monument
 - 80. Manassas National Battlefield Park
 - 81. Booker T. Washington National Monument
 - 82. San Francisco Maritime National Historical Park
 - 83. Dry Tortugas National Park
- 1996**
- 84. Everglades National Park (spring)
 - 85. Chiricahua National Monument (spring)
 - 86. Fort Bowie National Historic Site (spring)
 - 87. Great Falls Park, Virginia (spring)
 - 88. Great Smoky Mountains National Park (summer)
 - 89. Chamizal National Memorial
 - 90. Death Valley National Park (fall)
 - 91. Prince William Forest Park (fall)
- 1997**
- 92. Great Smoky Mountains National Park (summer & fall)
 - 93. Virgin Islands National Park (winter)
 - 94. Mojave National Preserve (spring)
 - 95. Martin Luther King, Jr., National Historical Park (spring)
 - 96. Lincoln Boyhood Home National Memorial
 - 97. Grand Teton National Park
 - 98. Bryce Canyon National Park
 - 99. Voyageurs National Park
 - 100. Lowell National Historical Park
- 1998**
- 101. Jean Lafitte National Historical Park & Preserve (spring)
 - 102. Chattahoochee River National Recreation Area (spring)
 - 103. Cumberland Island National Seashore (spring)
 - 104. Iwo Jima/Netherlands Carillon Memorials
 - 105. National Monuments & Memorials, Washington, D.C.
 - 106. Klondike Gold Rush National Historical Park, AK
 - 107. Whiskeytown National Recreation Area
 - 108. Acadia National Park
- 1999** (studies currently underway)
- 109. Big Cypress National Preserve (winter)
 - 110. San Juan National Historic Site, Puerto Rico (winter)

For more information about the Visitor Services Project, please contact the

University of Idaho Cooperative Park Studies Unit; phone (208) 885-7863.



Printed on recycled paper

San Juan National Historic Site

Visitor Study

Winter 1999

Appendix

Margaret Littlejohn

Visitor Services Project Report 110

October 1999

This volume contains a summary of visitors' comments for Questions 22, 23, and 24. The summary is followed by visitors' unedited comments.

Margaret Littlejohn is a VSP Coordinator, National Park Service, based at the Cooperative Park Studies Unit, University of Idaho. I thank the staff and volunteers of San Juan National Historic Site for their assistance with this study. The VSP acknowledges the Public

Opinion Lab of the Social and Economic Sciences Research Center, Washington State University, for its technical assistance.

What visitors liked most

N=785 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Friendly, helpful staff	11
INTERPRETIVE SERVICES	
Exhibits/displays	41
Learning history/country's heritage	26
Movie	8
Soldier's life	7
Ranger talk and tour	5
Amount of information available	5
Costumes	4
Historical items on display	4
Educational	3
Information from ranger	2
Informational brochure and map	2
Other comments	3
FACILITIES AND MAINTENANCE	
Clean	31
Preservation of fort	28
Well maintained	27
Well organized/laid out	9
Authenticity	3
Signs understandable	2
Other comment	1
POLICIES	
Freedom to walk around/explore/touch/take photos	37
Accessibility	16

Comment	Number of times mentioned
RESOURCE MANAGEMENT	
Fort itself	37
El Morro	9
Catacombs/tunnels	8
Layout of defense mechanisms	8
Cannons	7
Museum	6
Open space	6
Watch towers	4
Dungeon	4
Not too crowded	3
Size and depth of walls/cool temperatures in rooms	3
Fortifications/strength of fort	3
Soldier's quarters	2
All the old stairs	2
Kitchen niche	2
Other comments	7
GENERAL IMPRESSIONS	
History	130
View	80
Beauty of site	35
Everything	30
Architecture	28
Construction/engineering of fort	14
Scenery	13
Interesting/Informative	11
Size of fort	7
Antiquity/Age of fort	7
Weather	5
Ocean views	4
Overall site	4
Exploring the fort	3
Atmosphere	3
Quietness/tranquility	3
Impressiveness of fort itself	3
Family time together	3
Information provided by tour guide	3
Just being there	2
Did not know they existed	2
City wall/San Juan Gate	2
Children/schoolchildren	2
Other comments	5

What visitors liked least

N=475 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Not enough rangers or people to answer questions	12
Rangers standing around and not helping people	3
Rude entrance staff	3
Rangers rude, ignored Puerto Ricans	2
Staff spoke very little English	2
Shop needs more help during busy times	2
Other comments	3
INTERPRETIVE SERVICES	
Lack of ranger-led/guided tours	27
Lack of historical information	21
Lack of maps/brochures	15
Lack of exhibits	13
Lack of artifacts	10
Lack of information from rangers	7
Lack of detailed information at specific sites	6
No walking tour/no orderly fashion to tour	4
Video	4
Empty rooms	4
Inadequate signage	4
Video did not give enough history, improve quality	4
Improve exhibits	6
Information was hard to read	3
Too much to read	3
Lack of information about soldiers	2
Lack of information about dungeon	2
Video room hard to find, too cold	2
No sign posted that video was not going to show	2
Other comments	7
FACILITIES/MAINTENANCE	
Lack of parking	16
Lack of directional signs	6
Limited accessibility	4
Trash/rundown condition of areas outside forts, along city wall	4
Not enough signs	4
Restroom facilities	3
Unpleasant smell in some areas	3
Lack of trees or shade	3

Comment	Number of times mentioned
FACILITIES/MAINTENANCE (continued)	
Lack of cool rest stations	2
Lack of drinking water	2
No disabled transportation inside forts	2
Lack of benches	2
Slippery walkway in rain	2
Walls that are too short	2
Other comments	2
RESOURCE MANAGEMENT	
Gray rebuilt watchtower looks out of place	4
San Cristóbal	2
Other comment	1
POLICIES	
Lack of public access to all areas of fort	22
Closed too early	9
Hours when fort was open	2
Locked gates	2
Other comments	4
FORT BOOK STORES	
Need snack bars/restaurants close to park	4
Lack of cold drinks/bottled water not cold	3
Bookstore at San Cristóbal closed earlier than advertised	2
Other comments	4
GENERAL IMPRESSIONS	
Nothing	65
Not enough time	33
Heat/humidity/weather	17
Walking/long walks	18
Steep climbs/walks	12
Stairs	7
Climbing	6
Traffic	5
Fort was vacant	4
All of it—not much to do/see	2
Neighborhood below city wall	2
No direct transportation to fort	2
Crime/drunks outside of NHS	2
Too many unsupervised children	2

Other comments

9

Planning for the future

N=606 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Employees need to provide more information	8
Station employees to explain exhibits	5
Staff should act like they want to be there	4
All employees should be fluent in English or Spanish	3
Need more staff	2
Establish volunteer organization—involve community	2
INTERPRETIVE SERVICES	
Have living history programs to explain life in earlier times	69
Provide ranger-led/guided tours	68
Provide more exhibits/displays	25
Provide audio walking tour	24
Provide more historical information	19
Need more information/ exhibits to explain the site	17
Need more information about soldiers' life at the fort	11
Need more information about forts	10
Display more period artifacts, replicas	10
Offer a self-guided tour	9
Show an informational video	9
Provide brochures	8
Present plays/music/cultural events in forts	8
Plan activities with tourist participation	7
Show a video explaining fort history	5
Better interpretation—make it more interesting, exciting	4
Improve/update museum exhibits	4
Provide maps and brochures with historical info	3
Provide interactive exhibits with computer/video	3
Include more pictures along tour	3
Expand museum	3
Establish research center on fort history	3
Provide children's hands-on programs	3
Educate public about forts using mass media/Internet	3
Offer information/exhibits in more than one language	3
Provide in-depth discussion on military history, customs	3
Replace more of the cannons, including operable ones	3
More advertising through travel agents/tour directors	3
Provide audio effects in an area (voices, cannon, etc.)	2
Gather people into groups with tour guides	2
Provide tours of cemetery	2
Offer mock battles/electronic re-enactment of battles	2

Comment	Number of times mentioned
INTERPRETIVE SERVICES (continued)	
Provide short orientation to site upon entering	2
Cordon off barracks exhibit, but allow people to enter	2
Offer other types of tours—from sea, nighttime tours	2
Use visual props such as bullet holes, etc.	2
Need instructions for riding bus/trolley tours of San Juan	2
Restore site to pre-World War II	2
Update and improve video	2
Other comments	10
FACILITIES AND MAINTENANCE	
More parking	24
Transport elderly/handicapped to and from fort entrance	12
Additional signs to guide visitors	10
Easier access to higher parts of fort	6
Provide more benches	5
Provide access for elderly/handicapped inside the fort	4
Shuttle service between forts	4
Shuttle service from remote parking area	3
Remove lighthouse/fee sign—doesn't fit historically or visually	3
Make it safe for people to visit	3
Keep as historical as possible, especially colors (lighthouse)	3
Keep it clean	2
Improve safety for children—railings, etc.	2
More drinking fountains	2
Other comments	14
POLICIES	
Open up more of the fort to the public	15
Charge more for admission	7
Use entrance fees for improvements, maintenance	2
Have forts open every day	2
Longer hours	2
Other comments	6
RESOURCE MANAGEMENT	
Preserve it in its current state	8
Replant shade trees in Esplanade	7
Restore coastline which currently has poor quality housing	3
Other comment	1

Comment	Number of times mentioned
FORT BOOK STORES/CONCESSIONS	
Small snack bar/restaurant/cafeteria	9
Offer additional food items	3
Sell/give items for children to help them appreciate history	2
Offer lower priced merchandise in bookstore	2
Rental binoculars/umbrellas	2
Offer additional sales items	2
Other comment	1
GENERAL	
Change nothing	19
Not enough knowledge to answer	6
Keep up the good work	3
Need more trolleys or public buses between the forts	2
Prefer cooler weather for walking	2
Other comments	5

Additional comments

N=325 comments;
many visitors made more than one comment.

Comment	Number of times mentioned
PERSONNEL	
Personnel helpful and courteous	9
More rangers needed for interpretation	9
Other comments	2
INTERPRETIVE SERVICES	
Important history—educate about value	14
Provide more information about history/location of fort	8
More guided tours/programs	7
Lack of brochures/maps	3
Expand/spread out museum exhibits	3
Interpret history and people	3
Improve exhibits	3
Provide pamphlets about fort history	2
Put more artifacts on exhibit	2
Do living history re-enactments	2
Video should discuss history, not present	2
Unable to find specific information on World Wide Web	2
Publicize more—had never heard of it	2
Other comments	12
FACILITIES & MAINTENANCE	
Very clean	13
Well maintained	6
Need more parking	3
Parking needs to be closer to El Morro	2
Keep it maintained	2
Plant more shade trees	2
Glad to see improvements in maintenance	2
Other comments	16
POLICIES/MANAGEMENT	
Allow public access to more of fort	3
Strive for continued improvement of operation	2
Other comments	6
RESOURCE MANAGEMENT	
Impressed with fort's preservation	9
Excellent site, especially San Cristóbal	2

Other comments	2
----------------	---

Comment	Number of times mentioned
---------	------------------------------

FORT BOOK STORES

Comments	2
----------	---

GENERAL

Enjoyed visit	76
Very interesting/informative/impressive	24
Would like to return	9
Not enough time	7
Everyone was friendly	6
Beautiful forts	6
Beautiful sights/views	5
Keep up the good work	5
Will recommend to others	3
Increasing volume of traffic around forts detracts from beauty	2
Enjoyed architecture	2
Visit frequently	2
A lifetime experience	2
Thanks for asking visitors' opinions	2
Second time to complete survey	2
Disappointed in how Puerto Ricans take care of their country	2
Ran out of energy during visit	2
Other comments	11