

Agency Strategic Plan

Chippokes Plantation Farm Foundation (319)

3/11/2014 11:14 am

Biennium: 2010-12 ▼

Mission and Vision

Mission Statement

Chippokes Plantation Farm Foundation provides the public with an enjoyable education experience, which focuses on the history of agriculture, forestry, and conservation. Located on the banks of the historic James River, the Foundation operates one of the oldest continuously farmed plantations in the country.

Vision Statement

Chippokes Plantation Farm Foundation as a recognized authority on Virginia's past, present, and future of agriculture, forestry, and conservation is providing quality use of the Museum's extensive collection of artifacts; providing exceptional programming; a highly sought after destination for students and adults; and providing a year round facility in which to educate and entertain visitors.

Executive Progress Report

Service Performance and Productivity

- *Summary of current service performance*

The Chippokes Plantation Farm Foundation (CPFF) has continued to strengthen its programs and activities on behalf of the Commonwealth over the past few years.

CPFF's SOL programs continue to be updated and calibrated with current state revisions.

Pre, post and in-the-classroom field trip outreach programs have been offered and tailored to accommodate school needs.

Additional outreach opportunities are provided through day camps, libraries, fairs, festivals and exposés.

Boy Scout merit badge programs continue to be offered to meet the councils needs.

Development of a new CFFM Girl Scout Badge accommodates specific requirements of heritage and home-economics to expose and educate young girls.

CPFF continues to receive mission driven collection donations.

CPFF is planning a revamping and digitization of its collections. This will necessitate: professional lighting and photography (trained photographer on staff), digital input into a museum cataloging software program, scribing the description and pertinent information; estimated 48 to 60 months to complete digitalization project.

CPFF manages the Chippokes farmland contract, contracting a five-year term with a commercial farmer in the area. CPFF works cooperatively with the Department of Conservation and Recreation, the USDA Natural Resource Conservation Service and the USDA Farm Service Agency. Conservation measures are included in the farm contract and the Chippokes farmland is a model of exemplary conservation and environmental "green" practices.

CPFF Programs portray Early American farm life including, animal husbandry, crops cycles, crop rotation, harvesting and home life.

- *Summary of current productivity*

Provides Boy Scout merit badge programs related to soil & water conservation, forestry, and agricultural mechanics.

Offers a special Chippokes Farm Foundation Girl Scout Leadership Patch Program "1st Lady of the Plantation".

Offers monthly Homeschool SOL-based programs and SOL programs for area schools.

Offers weekly hay rides for campers to the museum to engage in programming and demonstrations.

Offers harvest weekends Sept-Oct which involve demonstration of antique harvesting equipment and techniques,

educational cooking, and preserving demos.

Enhances and conducts outreach programs for schools, summer camps and special group.

Large scale digitization of collections/inventory in beginning stages.

Ensured farm contract remained compliant with soil & water conservation and best environmental/agricultural practices.

Conducted marketing and branding of CFFM via web, social networks, news papers, mail-flyer magazines and printed material.

Participated in community outreach and community service outreach to engage with and in the local surrounding community

Expanded Steam & Gas Engine Show to Festival: introducing live entertainment all weekend, community focused (involving local civic, church, schools, local farmers and youth sport leagues), included local petting zoo, alpaca farmers and model trains, increased attendance from a high of 1,800 to over 4,100.

Initiated development of literature and materials for an interactive self-guided farm tour.

Began scripting of a "Chippokes Farm Story".

Installed pond for livestock.

Re-designed forestry interpretive trail.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

Maintaining a living collection that includes: one male donkey, two sheep, a small herd of goats, chickens, roosters, turkeys, guineas, and one rabbit.

Special programs (see above) continue to be well received by public and draw in new visitors.

New marketing and branding strategies have increased visitation.

Community relationships and partnerships are being nurtured and expanded

Lesson plans and guides are improved.

Increasing awareness of outreaches through fairs, festivals and open-house events.

Adults and senior group tours are being offered.

Considering Museum Learning Center plans, focus is on phase 1.

Collections have been inspected and preparations made to better manage the inventory.

Redesigned and refocused Steam & Gas Engine Show to Steam & Gas Festival to accommodate families members of all ages.

Developed Museum beautification plan.

Applied for grant to re-design and develop new portions of the forestry interpretive trail to further educate the public on the importance of timber and the natural resources of Virginia's woodlands.

Expand the Foundation's programming to include the "Present" and "Future" of agriculture, forestry and conservation in the proposed education center. Currently, the Museum only addresses the "Past" with its museum displays of artifacts.

- *Summary of Virginia's Ranking*

Marketing and new programming has doubled public attendance, use and participation

- *Summary of Customer Trends and Coverage*

CFFM has noted that schools are facing field trip restrictions and budget cuts and is in the process of marketing in-

classroom field trips

CFFM has noted that the number of homeschool support groups are growing and has begun to offer a set monthly program specific to meet their curriculum needs

Customers desire pleasant/tranquil surroundings; in response CFFM has enhanced gardens, and landscaping appearance

CFFM has noted museum attendance studies and has identified target groups and developed programming to meet the needs of these specific groups

CFFM has developed programming to develop farm & forestry museum advocates

Future Direction, Expectations, and Priorities

● *Summary of Future Direction and Expectations*

CPFF’s immediate priority is to continually improve its existing curriculum and guest service.

CPFF’s future focus and objective is the construction of the Learning Center, to create research opportunities, and to promote farming, agriculture and forestry “Present” & “Future”

Upon completion of Phase 1, the multi-purpose facility will be usable for conferences, special programs and rental as well as accommodate fundraisers to further the museum’s efforts

● *Summary of Potential Impediments to Achievement*

Continued cut backs in both general and in capital gain investments have delayed special project building and reduced staff hours

Museum lacks space to properly house and store collections

CPFF is challenged with multi-million dollar fund raising drive in a time of poor economic conditions.

Service Area List

Service Number	Title
319 530 04	Operation and Maintenance of Farm Museum

Agency Background Information

Statutory Authority

The Chippokes Plantation Farm Foundation operates within the Department of Conservation and Recreation under the Secretary of Natural Resources. The Foundation is empowered under the Code of Virginia under Chapter 4.2, Section 3.1-22.6 to 3.1-22.12.

Section 3.1-22.9 Purpose of Foundation; establishment of Chippokes Plantation Model Farm and the Agriculture and Forestry Center. “The purpose of the Foundation shall be to plan, manage and provide financial and material resources and technical assistance for the development, maintenance and operation of the Chippokes Plantation Model Farm and the Agriculture and Forestry Center, which shall be established at Chippokes Plantation State Park, or a portion thereof, subject to the approval of the Director of the Department of Conservation and Recreation. The model farm shall be a working farm of diversified operation, utilizing modern practices and contribute to the public’s knowledge of agricultural production. The model farm may be operated under a lease or contract between the Director of the Department of Conservation and Recreation and the Foundation.”

Customers

Customer Group	Customers served annually	Potential customers annually
Agricultural Community	10	10
Boards and Foundations	1	1
Citizens	11,000	16,000
Conservation Organizations and Land Trusts	1	3

Government Agencies (Federal, State, and Local)	10	10
Landowners	10	10
Recreational Users (campers, picnickers, hikers, etc.)	6,000	10,000
Soil and Water Conservation Districts	1	3
Special Interest Groups	15	20
Staff	8	8
Volunteers	35	50

Anticipated Changes To Agency Customer Base

Upon completed construction of the Learning Center, the following customers would benefit from its use of the facility; educational instruction, meetings, gatherings, workshops, weddings and fundraisers

- A. Agricultural community
- B. Local community citizens
- C. Governmental agencies
- D. Private businesses or corporations
- E. Special interest groups
- F. School Groups – could accommodate more groups
- G. Scout groups
- H. Brides
- I. Graduates
- J. Family reunions

Partners

Partner	Description
Agricultural Community	
Boards and Foundations	CBFF Board
Chesapeake Bay Program	Includes the U.S. Environmental Protection Agency, Maryland, Pennsylvania, and the District of Columbia
Colleges, Universities, and Other Educational Institutions	Virginia Tech, West Virginia University
Engineers and Consultants	Firms providing services regarding conceptual plans for an education center
Federal Agencies	National Park Service, Environmental Protection Agency; Natural Resources Conservation Service; U.S. Army Corps of Engineers; U.S. Fish and Wildlife Service; U.S. Forest Service; U.S.D.A. Farm Service Agency
General Assembly	Legislative members of the Board and other interested legislators
Local Governments	Departments of Parks and Recreation; School Divisions
Non-profits	York County School of the Arts, Surry County 4-H, Surry County Food Bank, Surry County Pony League Baseball, Surry Community Services, Virginia Association of Museums, Cultural Frontier Museum, Farmers Museum, Virginia Living Museum
Private Businesses and Corporations	Local Surry Business Owners
Regional Planning District Commissions	
Soil and Water Conservation Districts	
Special Interest Groups	Association for Living History, Farm and Agricultural Museums, Big Train Model Club,

	Tidewater Gas Air Plane Club, Mechanics Club, Appalachian Trail Club
State Agencies	Farm Extension Agency, Virginia Department of Corrections; Virginia Department of General Services; Virginia Department of Historic Resources; Virginia Department of Agriculture and Consumer Services; Virginia Department of Conservation and Recreation; Virginia Department of Environmental Quality; Virginia Department of Forestry; Virginia Department of Game and Inland Fisheries; Virginia Department of Health; Virginia Department of Transportation
Tourism	Surry Chamber of Commerce, Williamsburg Chamber of Commerce, Isle of Wight Chamber of Commerce

Products and Services

- *Description of the Agency's Products and/or Services:*
 Gather, house and maintain farm and forestry collections/items to archive the history of agriculture through time

 Research agricultural practices in conjunction with Virginia Tech Department of Agriculture to educate public

 Outdoor Recreational Activities

 Educate the public on farming and forestry practices past, present, and future

 Educate public in conservation, preservation, and good land stewardship

 Public Information pertaining to farming, forestry, collections, and the park history

 Farm management for the Department of Conservation and Recreation at Chippokes Plantation State Park.

 Provide assistance to other museums linked to the Virginia Association of Museums, AAM & FAM
- *Factors Impacting Agency Products and/or Services:*
 Factors affecting park visitation: weather, economics, rising fuel costs, school travel policies

 Factors affecting program delivery: insufficient facilities for effective classroom instruction, school budget cutbacks effecting field trips
- *Anticipated Changes in Products or Services:*
 There are fewer and fewer people involved in farming, therefore, people today do not understand how food products reach their table and do not know how rural living is different from urban/city life. This creates greater educational opportunities

 Continuation of program expansion is anticipated in advance of the Museum's Education Center construction

Finance

- *Financial Overview:*
 General funds and non-general funds are used to operate the Chippokes Plantation Farm Foundation and the Chippokes Farm & Forestry Museum. Total budget provides for two full-time positions and part-time positions. Funds are expended to provide: utilities, maintenance, equipment, supplies, material and program needs, marketing, and educational materials. Contractual services are used as needed.
- *Financial Breakdown:*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$137,842	\$67,103	\$137,842	\$67,103
Change To Base	\$0	\$0	\$0	\$0

Agency Total	\$137,842	\$67,103	\$137,842	\$67,103
--------------	-----------	----------	-----------	----------

This financial summary is computed from information entered in the service area plans.

Human Resources

- *Overview*

Currently, the CPFF has 8 part-time employees. Two full-time Foundation positions were established as a result of the growth and expansion of the Foundation's program.

- *Human Resource Levels*

Effective Date	7/1/2009	
Total Authorized Position level	2	
Vacant Positions	-2	
Current Employment Level	0.0	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	0	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	8	
Contract Employees	0	
Total Human Resource Level	8.0	<i>= Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*

Additional workload is anticipated for the future education center, and the increase in living collections

- *Anticipated HR Changes*

When the education center is completed, there will be a need for additional staff resources.

Information Technology

- *Current Operational IT Investments:*

The Chippokes Plantation Farm Foundation (CPFF) does not have its own IT system. VITA within the Virginia Department of Conservation and Recreation (DCR) orders software and hardware and provides services at the Foundation's expense.

- *Factors Impacting the Current IT:*

[Nothing entered]

- *Proposed IT Solutions:*

[Nothing entered]

- *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$0	\$3,884	\$0	\$3,943
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$0	\$3,884	\$0	\$3,943
Specialized Infrastructure	\$0	\$0	\$0	\$0

Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
Agency IT Current Services	\$0	\$3,884	\$0	\$3,943

Comments:

[Nothing entered]

- *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Total Proposed IT Investments	\$0	\$0	\$0	\$0

- *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$0	\$3,884	\$0	\$3,943
Proposed IT Investments	\$0	\$0	\$0	\$0
Total	\$0	\$3,884	\$0	\$3,943

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

- *Current State of Capital Investments:*

CPFF is developing plans for an education center. The plans are in the formative stage. CPFF plans to hire a marketing/fundraising firm to assist the Board of Trustees with this endeavor.

- *Factors Impacting Capital Investments:*

Construction of the education center is dependent on the success of the financial campaign.

- *Capital Investments Alignment:*

Construction of the education center is directly related to the mission of the Chippokes Plantation Farm Foundation (CPFF). The education center will provide a climate controlled facility for educational programs as well as provide a safe place for the many historic antiques that the Chippokes Farm and Forestry Museum holds. Having a climate-controlled facility will enable the Museum's focus to expand to include the future of agriculture, forestry and conservation, rather than the Museum's current ability to document the past and present. The Museum is responsible for over 10,000 antiques documenting the history of agriculture, forestry and rural life. A climate-controlled facility will enable these antiques to be displayed in a manner that protects their quality. A proposal has been submitted to begin phase one of a three part facility.

Agency Goals

Goal 1

Increase overall Chippokes Farm & Forestry Museum visitorship.

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal 2

Provide good stewardship of Chippokes Plantation Farm Foundation resources.

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
 - Engage and inform citizens to ensure we serve their interests.
 - Be recognized as the best-managed state in the nation.
 - Protect, conserve and wisely develop our natural, historical and cultural resources.
-

Service Area Strategic Plan

Chippokes Plantation Farm Foundation (319)

3/11/2014 11:14 am

Biennium: 2010-12 ▼

Service Area 1 of 1

Operation and Maintenance of Farm Museum (319 530 04)**Description**

The Chippokes Plantation Farm Foundation (CPFF), through the Chippokes Farm & Forestry Museum, tells the story of Virginia's agriculture, forestry and conservation industries with displays of antique farm and forestry equipment, tools and housewares as it relates to rural Virginia. Further, CPFF manages the Chippokes Plantation State Park farmland as a model to demonstrate exemplary conservation practices.

Background Information**Mission Alignment and Authority**

- *Describe how this service supports the agency mission*

The Chippokes Farm & Forestry Museum maintains a collection of antique farm and forestry equipment, tools, and housewares as it relates to rural Virginia. Through these displays, the Museum offers educational programs on the story of Virginia's agriculture, forestry and conservation industries.

- *Describe the Statutory Authority of this Service*

The Chippokes Plantation Farm Foundation operates within the Department of Conservation and Recreation under the Secretary of Natural Resources. The Foundation is empowered under the Code of Virginia under Chapter 4.2, Section 3.1-22.6 to 3.1-22.12.

Section 3.1-22.9 Purpose of Foundation; establishment of Chippokes Plantation Model Farm and the Agriculture and Forestry Center. "The purpose of the Foundation shall be to plan, manage and provide financial and material resources and technical assistance for the development, maintenance and operation of the Chippokes Plantation Model Farm and the Agriculture and Forestry Center, which shall be established at Chippokes Plantation State Park, or a portion thereof, subject to the approval of the Director of the Department of Conservation and Recreation. The model farm shall be a working farm of diversified operation, utilizing modern practices and contribute to the public's knowledge of agricultural production. The model farm may be operated under a lease or contract between the Director of the Department of Conservation and Recreation and the Foundation."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Agricultural Community	Agricultural Community	10	10
Boards and Foundations	Boards and Foundations	1	1
Citizens	Citizens	11,000	16,000
Conservation Organizations and Land Trusts	Conservation Organizations and Land Trusts	1	3
Government Agencies (Federal, State, and Local)	Government Agencies (Federal, State, and Local)	10	10
Landowners	Landowners	10	10
Recreational Users (campers, picnickers, hikers, etc.)	Recreational Users (campers, picnickers, hikers, etc.)	6,000	10,000
Soil and Water Conservation Districts	Soil and Water Conservation Districts	1	3
Special Interest Groups	Special Interest Groups	15	20
Staff	Staff	8	8
Volunteers	Volunteers	35	50

Anticipated Changes To Agency Customer Base

Upon completed construction of the Learning Center, the following customers would benefit from its use of the facility; educational instruction, meetings, gatherings, workshops, weddings and fundraisers

- A. Agricultural community
- B. Local community citizens
- C. Governmental agencies
- D. Private businesses or corporations
- E. Special interest groups
- F. School Groups – could accommodate more groups
- G. Scout groups
- H. Brides
- I. Graduates
- J. Family reunions

Partners

Partner	Description
Agricultural Community	
Boards and Foundations	CPFF board
Chesapeake Bay Program	Includes the U.S. Environmental Protection Agency (EPA), Maryland, Pennsylvania, and the District of Columbia
Colleges, Universities, and Educational Institutions	Virginia Tech, West Virginia University
Engineers and Consultants	Firms providing services regarding conceptual plans for an education center
Federal Agencies	National Park Service, Environmental Protection Agency; Natural Resources Conservation Service; U.S. Army Corps of Engineers; U.S. Fish and Wildlife Service; U.S. Forest Service; U.S.D.A. Farm Service Agency
General Assembly	Legislative members of the Board and other interested legislators
Local Governments	Departments of Parks and Recreation; School Divisions
Non-profits	York County School of the Arts, Surry County 4-H, Surry County Food Bank, Surry County Pony League Baseball, Surry Community Services, Virginia Association of Museums, Cultural Frontier Museum, Farmers Museum, Virginia Living Museum
Regional Planning District Commissions	
Soil and Water Conservation Districts	
Special Interest Groups	Association for Living History, Farm and Agricultural Museums, Big Train Model Club, Tidewater Gas Air Plane Club, Mechanics Club, Appalachian Trail Club
State Agencies	Virginia Department of Corrections; Virginia Department of General Services; Virginia Department of Historic Resources; Virginia Department of Agriculture and Consumer Services; Virginia Department of Conservation and Recreation; Virginia Department of Environmental Quality; Virginia Department of Forestry; Virginia Department of Game and Inland Fisheries; Virginia Department of Health; Virginia Department of Transportation; Farm Extension Agency
Tourism	Surry Chamber of Commerce, Williamsburg Chamber of Commerce, Isle of Wight Chamber of Commerce

Products and Services

- *Factors Impacting the Products and/or Services:*

Factors affecting park visitation: weather, economics, rising fuel costs, school travel policies

Factors affecting program delivery: insufficient facilities for effective classroom instruction, school budget cutbacks effecting field trips

- *Anticipated Changes to the Products and/or Services*

There are fewer and fewer people involved in farming, therefore, people today do not understand how food products reach their table and do not know how rural living is different from urban/city life. This creates greater educational opportunities

Continuation of program expansion is anticipated in advance of the Museum’s Education Center construction

- *Listing of Products and/or Services*

- Gather, house and maintain farm and forestry collections/items to archive the history of agriculture through time
- Research agricultural practices in conjunction with Virginia Tech Department of Agriculture to educate public
- Outdoor Recreational Activities
- Educate the public on farming and forestry practices past, present, and future
- Educate public in conservation, preservation, and good land stewardship
- Public information pertaining to farming, forestry, collections, and park history
- Farm management for the Department of Conservation and Recreation at Chippokes Plantation State Park
- Provide assistance to other museums linked to the Virginia Association of Museums, AAM & FAM

Finance

- *Financial Overview*

General funds and non-general funds are used to operate the Chippokes Plantation Farm Foundation and the Chippokes Farm & Forestry Museum. Total budget provides for two full-time positions and part-time positions. Funds are expended to provide: utilities, maintenance, equipment, supplies, material and program needs, marketing, and educational materials. Contractual services are used as needed.

- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$137,842	\$67,103	\$137,842	\$67,103
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$137,842	\$67,103	\$137,842	\$67,103

Human Resources

- *Human Resources Overview*

Currently, the CPFF has 8 part-time employees. Two full-time Foundation positions were established as a result of the growth and expansion of the Foundation's program.

- *Human Resource Levels*

Effective Date	7/1/2009	
Total Authorized Position level	2	
Vacant Positions	-2	
Current Employment Level	0.0	
Non-Classified (Filled)	0	} breakout of Current Employment Level
Full-Time Classified (Filled)	0	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	8	
Contract Employees	0	
Total Human Resource Level	8.0	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

Additional workload is anticipated for the future education center, and the increase in living collections

- *Anticipated HR Changes*

When the education center is completed, there will be a need for additional staff resources.

Service Area Objectives

- Enhance programs to target audiences.

Objective Strategies

- Develop and/or enhance programming for students (SOLs and outreach SOLs); walk-ins at Museum; outreach programs in the surrounding communities; scout programs - develop programs for Boy and Girl Scouts related to merit badges; Adult programs; and special Interest Groups (4-H'ers, Forestry, etc.).
- Marketing and/or Advertising Market SOL programs to educators, local school systems, and home school associations, scout programs to scout councils and leaders. Market and advertise with bus tours, tourism centers, overnight facilities, car rental agencies, timeshares, etc.
- Continue changing exhibits; increase building maintenance; develop climate control exhibits; and create a study collection.
- Seek funding for additional positions to support increased visitorship and programs and to support overall operations of the Foundation and Museum.
- Increase volunteer participation and opportunities among individuals, civic groups, scouts, and special interest groups (such as gas engine clubs, vintage auto clubs, quilting guilds, etc.).
- Begin fundraising campaign for an education center, establish marketing and branding strategy

Link to State Strategy

- nothing linked

Objective Measures

- Number of visitors to the Museum.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: In 2004, total Museum attendance was 7,941.

Measure Target Value: Date:

Measure Target Description: The target is to increase overall Museum visitorship by 15% annually.

Data Source and Calculation: A log of daily visitorship at the museum is maintained by Foundation staff. From this information, comparisons may be made annually to the previous year's visitorship.