

## Agency Strategic Plan

Gunston Hall (417)

3/14/2014 2:51 pm

Biennium: 2008-10 ▼

**Mission and Vision****Mission Statement**

Gunston Hall preserves, interprets, and promotes this 18th-century historic site in order to educate the public about the international significance of its owner, George Mason, for his unique contribution to the universal cause of human rights.

**Vision Statement**

To ensure that both George Mason and Gunston Hall achieve broader national recognition: George Mason, for the significance of his unique contribution to the universal cause of human rights; and Gunston Hall, as one of the premier historic sites interpreting plantation life in eighteenth-century America.

**Agency Values**

- Customer Service

*Continued improvement of presentation of information on Gunston Hall and George Mason to the visiting public.*

**Executive Progress Report****Service Performance and Productivity**

- *Summary of current service performance*

Preservation and restoration of the historic site and maintenance of the modern support facilities is a primary focus of Gunston Hall.

Gunston Hall currently provides daily tours for walk-in visitors and prescheduled groups. Visitors come from all walks of life and many locations. School students constitute one of the main components and there is a direct concentration on the Standards of Learning of the Commonwealth. A high percentage of visitors express satisfaction with the site and its presentation. Calculation of visitor satisfaction is based on completed visitor surveys and both verbal and written comments from visitors.

Research is ongoing and enables continual updating of tour content and public programming.

- *Summary of current productivity*

Gunston Hall currently serves between 30,000 and 40,000 individuals yearly. A limited staff with a small budget is providing a premier product to the visiting public. Research is revealing information about George Mason and how the site was utilized during his lifetime and this information is communicated to the visitor in the form of verbal tour content and visual presentation such as archaeological excavation. Educational seminars, lectures and other public programs are presented throughout the year. Research facilities include a library and archival collection in addition to the home of George Mason and its surrounding landscape.

**Initiatives, Rankings and Customer Trends**

- *Summary of Major Initiatives and Related Progress*

The Regents and staff of Gunston Hall have confirmed their commitment to re-create the domestic world that surrounded George Mason by restoring the Mansion to its original appearance, with an emphasis on restoring the painted finishes and wallcoverings in every room, by acquiring objects for the collections which belonged to George Mason or relate to life in colonial Virginia, by researching and replicating original features in the landscape by means of archaeological and documentary study, and by acquiring books and manuscripts that belonged to George Mason or relate to life in 18th-century Virginia.

As more information is learned about the historic site, it is presented to the visiting public through tours and public programs. Preservation and re-creation of the site based on the information gathered is conducted as time and funding permit. The goal is to present the house and surrounding acreage to the visiting public as it would have appeared during George Mason's lifetime while at the same time preserving the historic fabric of the site. The institution actively acquires documents, books, and objects of fine and decorative art which relate to the life of George Mason. The acquisition, care and conservation of these collections is a key activity of the agency.

The collections of Gunston Hall include approximately 10,000 items on which detailed information is currently being entered into a collection management data base which will be available on line. By making this information available on line, potential researchers and visitors will be aware of the wide variety of materials available for their use at Gunston

Hall.

Following the construction of new office and storage facilities, maintenance of the historic structures, the modern facilities, and the site as a whole has assumed greater importance.

Gunston Hall presents special events such as lectures, performances or focus tours to attract and educate particular segments of our customer base and to expand visitation.

- *Summary of Virginia's Ranking*

Based on visitor response, the site itself and the presentation of historic information on plantation life and George Mason ranks among the highest when compared with similar sites in the United States. Results are based on direct contact with visitors, as well as verbal and written comments on visitor surveys.

- *Summary of Customer Trends and Coverage*

Gunston Hall's adult visitation increased in the last fiscal year and the base of school children, both on and off site, has remained steady.

### Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

Gunston Hall's expectation in the foreseeable future is to continue research into the life of George Mason and the plantation where he lived and to present this information to the public while preserving his home and expanding the number of people who visit and who are aware of Mr. Mason's contributions to the way of life we all enjoy. In addition to an increase in visitors to view the property, it is Gunston's goal to increase the number of researchers who use our library and archives.

In furtherance of these goals, maintenance of the site, both the historic and modern facilities, is of paramount importance.

- *Summary of Potential Impediments to Achievement*

Historic sites across the Commonwealth have experienced significant declines in public attendance for the past several years. The reasons for the decline are not entirely clear.

Among the challenges which Gunston Hall faces in attracting visitors is the competition in the Metropolitan Washington area where many sites have no admission fee and are accessible by public transportation. Gunston Hall is located just outside the public transportation routes of Northern Virginia and does have an admission fee, although lower than some similar sites.

Name recognition is another challenge which we constantly address; although George Mason was one of the leaders of Colonial America, he was a very private person. His contributions to the founding of this country are great, but his name is not readily recognized.

The limited budget has not allowed the site to have the size staff needed to physically maintain the site in optimum condition or to provide the publicity to attract the desired number of visitors.

### Service Area List

Service Number	Title
417 145 01	Collections Management and Curatorial Services
417 145 03	Education and Extension Services
417 145 07	Operational and Support Services

### Agency Background Information

#### Statutory Authority

A Deed of Gift from Louis Hertle dated February 25, 1932 presented Gunston Hall to the Commonwealth of Virginia as a memorial to George Mason to be managed and supervised by a Board of Regents comprised of members of The National Society of The Colonial Dames of America.

#### Customers

Customer Group	Customers served annually	Potential customers
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	<b>annually</b>	
Local and National School Students -- off site	2,000	4,000
Local and National School Students -- on site	10,000	12,000
Pre-scheduled tours	2,500	10,000
Researchers -- off site	250	500
Researchers -- on site	25	50
Special Event Attendees (events, seminars, classes, etc.)	5,500	11,000
Walk-in Visitors (adults and children)	11,000	25,000

**Anticipated Changes To Agency Customer Base**

Expanding population in the Metropolitan Washington, D.C. area should provide opportunities for increased visitation and should provide a more diverse group of visitors. Gunston Hall will inform new residents of the services we offer and present our site as an attractive place to visit. We plan to target the group tour industry as well as new home owners' associations in the Northern Virginia area.

The aging population should have a positive impact on visitation to Gunston Hall because retirement will provide leisure time for a group of people who traditionally takes more trips and visits historic properties. To enhance and encourage this visitation, Gunston will improve the accessibility of the historic property and target public relations efforts toward tour groups and retirement residences.

**Partners**

<b>Partner</b>	<b>Description</b>
George Mason University	Gunston Hall staff participated with George Mason University personnel in the preparation of a data base on slavery in Northern Virginia.
George Mason University	Gunston Hall participates with GMU in the orientation of new students by presenting information on George Mason and his home and offering free or discounted admission to new students and their parents.
Libraries of Early America	Gunston Hall is a member of this group of libraries which maintains an electronic catalog of the collections of the participants. Gunston currently anticipates listing three of its library collections on line.
Virginia Heritage	Together with the Library of Virginia, the Virginia Historical Society and many Virginia colleges and universities, Gunston is a part of this consolidated database of finding aids to manuscript and archival collections and information about historical materials that document Virginia history and culture from 1607 to the present.

**Products and Services**

- *Description of the Agency's Products and/or Services:*

The most important service Gunston Hall provides is the preservation and enhancement of this historic landmark, which includes the historic home of George Mason and 550 acres of grounds. The property is open to the public 362 days per year and offers guided tours. One of the most important groups of on-site visitors is the school children in the surrounding Northern Virginia area. Throughout the school year these children receive detailed information on George Mason, his contributions to our freedoms and 18th-century life in the Chesapeake region. Tour content is directly related to the Standards of Learning.

Additionally, outreach information is provided both by visits to classrooms and written documentation.

Daily walk-in visitors are provided tours on an on-going basis throughout the day. Special seminars on the site, George Mason, the Bill of Rights, and 18th-century life are presented during the year.

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

Decreased funding has impacted the ability to optimally maintain the property and to be able to advertise in the manner necessary to attract new visitors and employees.

- *Anticipated Changes in Products or Services:*

New tour content is constantly being presented to the public based on research findings concerning George Mason and Gunston Hall.

**Finance**

- *Financial Overview:*

The state budget of Gunston Hall has been reduced drastically over the past several years. Staffing has been reduced and maintenance projects have been delayed. Initiatives have been reduced and/or removed entirely. The site is constantly looking for ways to increase non-general funding, both through the presentation of special events and by seeking grants and donations.

A major capital project has been completed. This project provided new and appropriate space for use by employees and visitors and climate-controlled storage for collections and archival materials. With these improvements we hope to attract new audiences to Gunston, both to tour the property and to take advantage of the library and archival collections for research.

- *Financial Breakdown:*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$525,941	\$337,638	\$525,941	\$337,638
Change To Base	\$119,646	\$21,465	\$119,646	\$21,465
<b>Agency Total</b>	<b>\$645,587</b>	<b>\$359,103</b>	<b>\$645,587</b>	<b>\$359,103</b>

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

**Human Resources**

- *Overview*

Gunston Hall has a small core staff consisting of 11 fulltime state positions and 24 part-time workers.

At this time, the fulltime staff includes a Director, Curator, Development Coordinator, Education Coordinator, Administrative Assistant, and Grounds Worker. Positions which are currently vacant include a Maintenance Worker, Public Relations Coordinator, Secretary and two additional maintenance/grounds workers. The reason these positions are vacant is lack of funding.

The part-time staff consists of visitors services employees, interpretive guides, secretarial assistants and housekeeping staff.

- *Human Resource Levels*

Effective Date	9/15/2005
Total Authorized Position level	11
Vacant Positions	-5
<b>Current Employment Level</b>	<b>6.0</b>
Non-Classified (Filled)	1
Full-Time Classified (Filled)	5
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	24
Contract Employees	0
<b>Total Human Resource Level</b>	<b>30.0</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*

Inadequate funding has had a negative impact on staffing. Being unable to compete with other employers in the Northern Virginia area for the best qualified staff members makes it difficult to recruit and retain appropriate employees. The reduction from full to part time for some positions not only limits available, well-trained employees, but also decreases the attractiveness of the position when no benefits are offered. Current economic conditions prevent the agency from awarding salary increases to employees.

Gunston Hall is in a location which does not have available public transportation and this is another limiting factor for attracting employees. We recognize that this is a challenge over which we have no control.

- *Anticipated HR Changes*

Gunston Hall anticipates filling vacant positions to the limit which our budget permits.

**Information Technology**

- *Current Operational IT Investments:*

Gunston Hall has a limited network; all employees have computer workstations and internet access. There are currently no IT personnel. Support is provided by VITA.

- *Factors Impacting the Current IT:*

Transition to VITA is complete and upgraded internet access has been accomplished.

- *Proposed IT Solutions:*

No IT initiatives are planned at this time.

- *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	\$21,908	\$10,865	\$22,237	\$11,028
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
<b>Estimated VITA Infrastructure</b>	<b>\$21,908</b>	<b>\$10,865</b>	<b>\$22,237</b>	<b>\$11,028</b>
Specialized Infrastructure	\$4,992	\$0	\$4,992	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
<b>Agency IT Current Services</b>	<b>\$26,900</b>	<b>\$10,865</b>	<b>\$27,229</b>	<b>\$11,028</b>

*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
<b>Total Proposed IT Investments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$26,900	\$10,865	\$27,229	\$11,028
Proposed IT Investments	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$26,900</b>	<b>\$10,865</b>	<b>\$27,229</b>	<b>\$11,028</b>

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

**Capital**

● *Current State of Capital Investments:*

Upcoming capital projects are included under maintenance reserve and include completion of a back-up potable well for the property, both for daily use and for emergency use in the event of fire. Improved accessibility to Gunston Hall for handicapped and aging visitors is also under way. A survey of the security of the property to plan the best approach to an upgrade is planned.

● *Factors Impacting Capital Investments:*

The lack of qualified staff to oversee these projects and the requirement of additional funding are the main factors impacting progress.

● *Capital Investments Alignment:*

Completion of these projects directly relates to the mission of Gunston Hall which is the preservation and accessibility of the site and the education of the visiting public.

**Agency Goals**

**Goal 1**

We will educate the public about George Mason and life in 18th-century Virginia.

**Goal Summary and Alignment**

We will provide tours to the citizens of the Commonwealth which educate them about George Mason, the man, his contributions to our current way of life, the architectural history of Gunston Hall, and 18th-century life in the Chesapeake region. We will educate school children by directly connecting George Mason's contributions to the required Standards of Learning in Virginia.

**Goal Alignment to Statewide Goals**

- Elevate the levels of educational preparedness and attainment of our citizens.

**Goal Objectives**

- We will educate Virginia's school children.

*Link to State Strategy*

- nothing linked

**Goal 2**

We will provide administrative support necessary to maintain the structures and accommodate visitation.

**Goal Summary and Alignment**

We will provide the administrative support necessary to operate the facilities and maintain them in a manner which is

appropriate for presentation to the visiting public. This support includes visitor services, administrative and financial services, development and public relations, and maintenance of the structures and landscape.

**Goal Alignment to Statewide Goals**

- Protect, conserve and wisely develop our natural, historical and cultural resources.

**Goal Objectives**

- We will preserve and maintain the site for the enjoyment of the citizens of Virginia.

*Link to State Strategy*

- nothing linked
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## Service Area Strategic Plan

## Gunston Hall (417)

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Biennium: 2008-10 ▼

## Service Area 1 of 3

## Collections Management and Curatorial Services (417 145 01)

## Description

We will preserve and maintain the historic home of George Mason, a national historic landmark, and an important example of American domestic architecture, the collection of fine and decorative arts which illustrate his life, and the 550-acre parcel of his original colonial plantation. The presentation of the site enables us to demonstrate to the public what life was like in 18th-century Virginia.

## Background Information

## Mission Alignment and Authority

- *Describe how this service supports the agency mission*  
The preservation of the site is the agency's mission.
- *Describe the Statutory Authority of this Service*  
The Deed of Gift of Louis Hertle of February 1932 presenting Gunston Hall to the Commonwealth.

## Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Special Event Attendees (events, seminars, classes, etc.)	Adults and adult students	5,500	11,000
Pre-scheduled tours	Adults and children	2,500	10,000
Researchers -- on site	Scholars and students	25	50
Researchers -- off site	Scholars and students	250	500
Local and National School Students -- on site	School Children	10,000	12,000
Local and National School Students -- off site	School Children	2,000	4,000
Walk-in Visitors (adults and children)	walk-in visitors	11,000	25,000

*Anticipated Changes To Agency Customer Base*

The customer base is increasing in the Northern Virginia area and is becoming much more diverse. We anticipate serving a larger number of people and expect them to be coming from a more varied background.

We anticipate the aging population, retirees in particular, to be an increasing part of our visitation.

## Partners

Partner	Description
[None entered]	

## Products and Services

- *Factors Impacting the Products and/or Services:*  
To constantly monitor the natural process of deterioration and to take the appropriate steps to deter that process and preserve the historic structure and collections for future generations.
- *Anticipated Changes to the Products and/or Services*  
To expand the collection of decorative arts and continue to preserve the historic structures and grounds.
- *Listing of Products and/or Services*
  - Preserve and enhance the historic home of George Mason and present it to the general public as an educational opportunity.



**Finance**

- *Financial Overview*

To hire and retain appropriately trained personnel to maintain and conserve the collections and maintain the historic structures and grounds.

To expand the collection of fine and decorative arts and documents to better illustrate the life of George Mason and life in the Chesapeake region in the 18th century.

- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$58,957	\$65,741	\$58,957	\$65,741				
Change To Base	\$54,373	\$0	\$54,373	\$0				
<b>Service Area Total</b>	<b>\$113,330</b>	<b>\$65,741</b>	<b>\$113,330</b>	<b>\$65,741</b>				
Base Budget	\$58,957	\$65,741	\$58,957	\$65,741				
Change To Base	\$54,373	\$0	\$54,373	\$0				
<b>Service Area Total</b>	<b>\$113,330</b>	<b>\$65,741</b>	<b>\$113,330</b>	<b>\$65,741</b>				
Base Budget	\$58,957	\$65,741	\$58,957	\$65,741				
Change To Base	\$54,373	\$0	\$54,373	\$0				
<b>Service Area Total</b>	<b>\$113,330</b>	<b>\$65,741</b>	<b>\$113,330</b>	<b>\$65,741</b>				

**Human Resources**

- *Human Resources Overview*

A curator oversees the historic house and its contents and supervises a historic housekeeper; together they monitor the condition of the property and take the necessary steps to maintain and conserve it.

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	1
Vacant Positions	0
<b>Current Employment Level</b>	<b>1.0</b>
Non-Classified (Filled)	
Full-Time Classified (Filled)	1
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	1
Contract Employees	
<b>Total Human Resource Level</b>	<b>2.0</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*  
Reduced funding impacts the ability to attract and retain qualified staff.
- *Anticipated HR Changes*  
No changes are anticipated at this time.

### Service Area Objectives

- We will preserve and maintain this national historic landmark.

#### Objective Description

The preservation of Gunston Hall and the surrounding property is a top priority of this agency.

#### Alignment to Agency Goals

- Agency Goal: We will provide administrative support necessary to maintain the structures and accommodate visitation.

#### Objective Strategies

- Daily monitoring of the condition of the house and its contents. Performance of appropriate conservation, preservation and maintenance activities.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Maintenance and preservation of the historic property.

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

Frequency Comment: Condition of the property is monitored on an on-going basis. Problems are addressed as soon as possible.

- We will provide public access to information, history and structures about George Mason and 18th-century life in Virginia.

#### Objective Description

Accessibility of the historic site to the visiting public.

#### Alignment to Agency Goals

- Agency Goal: We will educate the public about George Mason and life in 18th-century Virginia.

#### Objective Strategies

- Improve access to the historic property.

#### Link to State Strategy

- nothing linked

#### Objective Measures

- Provide access to the visiting public and provide information regarding the site and George Mason.

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

Frequency Comment: On-going monitoring of the condition of the property.

- We will seek to expand the collection of historically significant objects relating to George Mason and other historic artifacts from this era, by purchase, loan or gift.

#### Objective Description

To expand the collection by three to five objects annually to improve the interpretation of the site to the visiting public.

#### Alignment to Agency Goals

- Agency Goal: We will educate the public about George Mason and life in 18th-century Virginia.

**Objective Strategies**

- Research auction catalogs for appropriate objects for purchase.
- Contact family members to request the donation or loan of family objects. Express the interest of the agency in purchasing documented family objects which may not be available for loan or gift.
- Research the collections of other institutions and request loans or copies of appropriate objects or documents.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- To expand the collection by adding three to five objects annually.

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

Measure Baseline Value:  Date:

Measure Baseline Description: Items acquired in fiscal 2006.

Measure Target Value:  Date:

Measure Target Description: Three to five new objects annually.

Data Source and Calculation: Maintain acquisition records documenting all object purchases, loans and gifts.

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## Service Area Strategic Plan

## Gunston Hall (417)

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Biennium: 2008-10 ▼

## Service Area 2 of 3

## Education and Extension Services (417 145 03)

## Description

We will educate the visiting public about Gunston Hall and George Mason through the use of guided tours, lectures, seminars and written documentation.

## Background Information

## Mission Alignment and Authority

- *Describe how this service supports the agency mission*  
The education of the visiting public, adults and students, from all backgrounds about George Mason, his contributions to democracy and 18th-century life.
- *Describe the Statutory Authority of this Service*  
The Deed of Gift of Louis Hertle of February 1932 presenting Gunston Hall to the Commonwealth.

## Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Pre-scheduled tours	Adults and children	2,500	10,000
Walk-in Visitors (adults and children)	Adults and children	25,000	50,000
Special Event Attendees (events, seminars, classes, etc.)	Adults and Students	5,500	11,000
Researchers -- on site	Scholars and students	100	200
Researchers -- off site	Scholars and students	250	500
Local and National School Students -- off site	School children	5,000	10,000
Local and National School Students -- on site	School Children	10,000	15,000

## Anticipated Changes To Agency Customer Base

The customer base is increasing in the Northern Virginia area and is becoming much more diverse. We anticipate serving a larger number of people and expect them to be coming from a more varied background.

Tour content will be geared to the aging population expected to visit Gunston Hall.

## Partners

Partner	Description
[None entered]	

## Products and Services

- *Factors Impacting the Products and/or Services:*  
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*  
Expand tour program to include new population segments.
- *Listing of Products and/or Services*
  - Tours, special events, school outreach.

## Finance

- *Financial Overview*

All Gunston Hall employees are involved, either directly or indirectly, in serving the visitors to Gunston Hall. Those most directly involved are the Education Coordinator, Visitors Services personnel and interpretive guides.

- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$79,452	\$94,670	\$79,452	\$94,670		
Change To Base	-\$98	\$14,139	-\$98	\$14,139		
Service Area Total	\$79,354	\$108,809	\$79,354	\$108,809		
Base Budget	\$79,452	\$94,670	\$79,452	\$94,670		
Change To Base	-\$98	\$14,139	-\$98	\$14,139		
Service Area Total	\$79,354	\$108,809	\$79,354	\$108,809		

### Human Resources

- *Human Resources Overview*

In addition to the paid staff there is a large Docent organization of volunteers who assist the Education Coordinator in a variety of duties and provide tours to the school children visiting Gunston Hall.

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	1	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>1.0</b>	
Non-Classified (Filled)		<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	1	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage	21	
Contract Employees		
<b>Total Human Resource Level</b>	<b>22.0</b>	<i>= Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*

Budget reductions have affected the agency's ability to hire additional staff.

- *Anticipated HR Changes*

No changes are anticipated at this time.

### Service Area Objectives

- We will educate school children by directly connecting George Mason's contributions to the Required Standards of Learning in Virginia.

#### Objective Description

To educate school children in Virginia through both on-site and off-site presentations regarding George Mason's contributions to the founding of this country and 18th-century life in Virginia.

**Alignment to Agency Goals**

- Agency Goal: We will educate the public about George Mason and life in 18th-century Virginia.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Improve quality of tours offered to school children by adding hands-on and interactive activities related to the the Standards of Learning.

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

Measure Baseline Value:  Date:

Measure Baseline Description: number of paying on-site students in fiscal year 2006

Measure Target Value:  Date:

Measure Target Description: raise the number of paying on-site students by 5%

Data Source and Calculation: To maintain records of children served and information distributed.

- We will educate the public about the importance of George Mason and his contributions to the formation of American democracy.

**Objective Description**

We will expand the public's awareness of the contributions of George Mason to our everyday life.

**Alignment to Agency Goals**

- Agency Goal: We will educate the public about George Mason and life in 18th-century Virginia.

**Objective Strategies**

- Contact group tour leaders and promote Gunston's tours and special events.
- Contact retirement communities and promote Gunston's tours and special events.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- We will educate the public by increasing the number of visitors to Gunston Hall. Increase adult visitation by 5% per year.

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

Measure Baseline Value:  Date:

Measure Baseline Description: FY 2006 visitation

Measure Target Value:  Date:

Measure Target Description: 5% increase

Data Source and Calculation: Visitation records.

- We will expand outreach programs to the school age population in the Commonwealth and the Metropolitan Washington region.

**Objective Description**

The expansion of outreach programs to school children.

**Alignment to Agency Goals**

- Agency Goal: We will educate the public about George Mason and life in 18th-century Virginia.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- We will increase outreach programs presented to school age children in the Northern Virginia area.

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

Measure Baseline Value:  Date:

Measure Baseline Description: Fiscal year 2006 outreach programs.

Measure Target Value:  Date:

Measure Target Description: Increase students by 5%.

Data Source and Calculation: Visitation/outreach records.

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Service Area Strategic Plan

**Gunston Hall (417)**

3/14/2014 2:51 pm

Biennium: 2008-10 ▼

Service Area 3 of 3

**Operational and Support Services (417 145 07)**

**Description**

We will provide administrative support and maintenance of all facilities and grounds of Gunston Hall.

**Background Information**

**Mission Alignment and Authority**

- *Describe how this service supports the agency mission*  
 Administrative support is provided by the Director, Administrative and Visitors Services Staff, Public Relations and Development Staff, and Building and Grounds Maintenance Staff. These staff members perform administrative, clerical, fund-raising, public relations and maintenance duties and oversee staff and contractors performing these duties which allow the Curatorial and Educational staff to present George Mason's story to the visiting public.
- *Describe the Statutory Authority of this Service*  
 The Deed of Gift of Louis Hertle of February 1932 presenting Gunston Hall to the Commonwealth.

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Walk-in Visitors (adults and children)	Adults and children	25,000	5,000
Special Event Attendees (events, seminars, classes, etc.)	Adults and children	5,500	11,000
Pre-scheduled tours	Adults and children	5,000	10,000
Researchers -- on site	Scholars and students	100	200
Researchers -- off site	Scholars and students	250	500
Local and National School Students -- off site	school students	5,000	10,000
Local and National School Students -- on site	school students	10,000	15,000

*Anticipated Changes To Agency Customer Base*

The customer base is increasing in the Northern Virginia area and is becoming much more diverse. We anticipate serving a larger number of people and expect them to be coming from a more varied background.

The aging population presents an opportunity to increase visitation because they are a part of the population which has more leisure time and traditionally visits historic property and museums.

**Partners**

Partner	Description
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[None entered]

**Products and Services**

- *Factors Impacting the Products and/or Services:*  
 Reduced staffing has slowed the agency's ability to appropriately maintain the property and attend to all the various reporting requirements of the state.
- *Anticipated Changes to the Products and/or Services*  
 [Nothing entered]
- *Listing of Products and/or Services*
  - Administration and maintenance of the site.

**Finance**

- *Financial Overview*

Employee salaries and benefits, utility charges, maintenance fees and insurance are paid in this service area. The majority of Gunston Hall's general fund budget is expended for these fees.

- *Financial Breakdown*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$387,532	\$177,227	\$387,532	\$177,227
Change To Base	\$65,371	\$7,326	\$65,371	\$7,326
Service Area Total	\$452,903	\$184,553	\$452,903	\$184,553

**Human Resources**

- *Human Resources Overview*

This service area includes administrative and clerical personnel, fund-raising, public relations, and maintenance workers.

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	9	
Vacant Positions	5	
<b>Current Employment Level</b>	<b>4.0</b>	
Non-Classified (Filled)	1	} breakout of Current Employment Level
Full-Time Classified (Filled)	3	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage	2	
Contract Employees		
<b>Total Human Resource Level</b>	<b>6.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

The ability to hire and retain qualified personnel. Reduced funding has resulted in vacant positions.

- *Anticipated HR Changes*

No changes are anticipated at this time. Additional funding would allow Gunston to fill vacant positions.

**Service Area Objectives**

- We will ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

**Objective Description**

We will administer Gunston Hall in a manner consistent with state and federal policies and procedures while maintaining the historic integrity of the site and making it available to the visiting public.

**Alignment to Agency Goals**

- Agency Goal: We will provide administrative support necessary to maintain the structures and accommodate visitation.

**Objective Strategies**

- Maintain an understanding of the applicable state and federal laws applying to the administration of Gunston Hall.

- Maintain and preserve the site in the appropriate manner.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percent of Governor's Management scorecard categories marked as meets expectations for the agency.

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

Measure Baseline Value:  Date:

Measure Baseline Description: Baseline is fiscal 2005 percentage of achievement. 80%

Measure Target Value:  Date:

Measure Target Description: Optimum target is 100% compliance.

Data Source and Calculation: Data Source is the Governor's Scorecard; percentage of areas in which compliance is achieved.