

# 2014-16 Executive Progress Report

Commonwealth of Virginia  
Secretary of Education

Jamestown-Yorktown Foundation

## At A Glance

Jamestown-Yorktown Foundation (JYF), an educational institution of the Commonwealth of Virginia, shall foster through its living history museums – Jamestown Settlement and Yorktown Victory Center – awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the enduring legacies bequeathed to the nation.

Staffing 135 Salaried Employees, 0 Contracted Employees, 163 Authorized, and 255 Wage Employees.

Financials Budget FY 2015, \$15.58 million, 49.04% from the General Fund.

Trends	↓ Number of Visitors	Key Perf Areas	↑ # of Outreach Students
	➔ Nongeneral Fund Revenues		➔ Visitor Satisfaction
	↑ Exhibit Maintenance Costs	Productivity	➔ Student/Instructor ratio
Legend	↑ Increase, ↓ Decrease, ➔ Steady	Legend	↑ Improving, ↓ Worsening, ➔ Maintaining

For more information on administrative key, and productivity measures, go to [www.vaperforms.virginia.gov](http://www.vaperforms.virginia.gov)

## Background and History

### Agency Background Statement

Accredited by the American Alliance of Museums (AAM), the Jamestown-Yorktown Foundation (JYF) administers the Jamestown Settlement® (JS) and Yorktown Victory Center® (YVC) living-history museums that tell the story of America's beginnings through engaging films, gallery exhibits and historical interpretation in outdoor re-created settings. The 1607 ship replicas at JS have been designated by the General Assembly as the "Official Fleet of the Commonwealth."

JYF is governed by a Board of Trustees, consisting of the Governor, the Lieutenant Governor, the Attorney General, the Secretary of Education, General Assembly members, appointed citizens, the private affiliate president, and those elected by Board of Trustees. The Jamestown-Yorktown Foundation, Inc., a 501(c)3 private affiliate, coordinates private fund development in support of JYF programs.

Annually, more than a half-million paid visitors (65 percent individuals, 33 percent groups) come to the museums and overwhelmingly rate their museum experiences as "good" or "excellent." Almost 79 percent of individual visitors come from out of state and museum visitors spend more than \$100 million in the Williamsburg (Historic Triangle) area contributing to Commonwealth initiatives to create jobs and stimulate economic growth.

JYF is the largest provider of museum structured education programs in the Commonwealth including outreach programs in more than 80% of Virginia's school districts. Education programs, designed to meet the Virginia Standards of Learning (SOL) for social studies, have been recognized by the American Association for State and Local History and outreach efforts have been endorsed by the National Council for the Social Studies.

JS opened in 1957 for the 350th anniversary of Jamestown's founding as America's first permanent English settlement and served as a stage for America's 400th Anniversary in 2007. YVC opened in 1976 as one of three American Revolution Bicentennial centers and transformation is under way to construct the American Revolution Museum at Yorktown®. In 2013 the General Assembly designated JYF as the official Executive Branch agency to assist the Commonwealth in establishing planning systems for the 2019 commemoration of the 400th anniversary of landmark events in Virginia's history.

### Major Products and Services

JYF is open daily year-round, except Christmas and New Year's Day and normal operating hours are from 9 a.m. to 5 p.m. with extended summer

hours till 6:00 p.m. The museums feature films, gallery exhibits, hands-on activities and historical interpretation. Outdoor exhibits include: Powhatan Indian village, three 1607 replica ships, 1610-1614 re-created fort and self-guided riverfront discovery area at Jamestown Settlement and a Continental Army encampment and 1780s farm at the Yorktown Victory Center. JYF features a distinctive collection of more than 210,000 17th- and 18th-century artifacts and continues to acquire new artifacts for exhibit at both museums in support of its educational mission.

Structured education programs served 286,119 students in FY 2014, including 197,853 on site and 88,266 in outreach programs in 105 of Virginia's 132 school districts. More than 17 on-site programs for students and six outreach programs explore topics from Powhatan Indian World to Revolutionary Virginia. Summer programs include a Teacher's Institute and children's history camps. Supplemental curriculum materials, videos and essays are available on [www.historyisfun.org](http://www.historyisfun.org).

The maritime program provides outreach opportunities in Virginia to conduct education programs and promote tourism and museum visitation. *Godspeed*, the Foundation's primary outreach sailing vessel, participated in Norfolk Harborfest in early June 2014 and in the Urbanna Oyster Festival in November 2014. In FY 2014, maritime outreach education programs served 2,803 visitors and 1,138 students in special hands-on programs aboard *Godspeed* at Henricus Historical Park, and in Onancock and Cape Charles on Virginia's Eastern Shore.

Special events, exhibitions and public lectures generate repeat visitation and foster donor support from awareness through media coverage. "Working and Racing on the Bay: The Chesapeake Log Canoe" special exhibition will be open September 2014 through September 2015, and features artifacts from the Mariners' Museum depicting the evolution of the dugout canoe through the centuries. Previous special exhibitions include a partnership with the Virginia Museum of Fine Arts. In 2013, 10 special events and theme months, and 5 public lectures were offered. Marketing programs and cooperative efforts with regional and state tourism entities encourage visitation, and generate and leverage revenue through advertising, sales, media relations and online efforts on [www.historyisfun.org](http://www.historyisfun.org).

## Customers

### Customer Summary

In 2013, paid on-site visitation was 560,072. Approximately 65 percent of all on-site paid visits are from individuals, of which 79 percent come from out of state and five percent internationally. The top origin states are Virginia, Pennsylvania, North Carolina, Maryland/D.C. New York, New Jersey, Florida, California, Ohio, and Texas. Museum visitors spent an estimated \$108 million in the Williamsburg area (Historic Triangle) in the calendar year 2013.

Tracking visitor profiles and attributes assists in planning advertising strategies to reach visitors. The average visiting family is three members - parents ages 36-59 comprise 34 percent of individual visitors and children ages 6-17 comprise 22 percent. 89 percent of individual visitors are Caucasian American, four percent Hispanic and three percent African American. 73 percent are first-time visitors. The average length of a trip in the Historic Triangle is days.

Group visitors account for the remaining 35 percent of on-site paid visits with more than 90 percent participating in structured education programs. Tour operators booked 39 percent of group visits. Educational programs are designed to attract a range of audiences, including homeschool families, seniors and multi-generational groups. 52 percent of on-site education groups come from Virginia and the remainder from out of state or other countries.

Customer research shows a visitor satisfaction rate of 99 percent good or excellent and visitors report use of the Internet, learning about the museums in school, "word of mouth" and brochures as top sources for making travel decisions. Marketing efforts continue to shift to Web-based strategies.

Collaborative marketing efforts with local, regional and state tourism partners generate tourism to the region and state and museums while assisting in leveraging revenue. Changes in visitor preferences and interests are monitored by customer research. The results of this monitoring and feedback will continue to challenge JYF to modify service levels and product offerings to meet customer demand.

Declining overall visitation to the Williamsburg area, inconsistent consumer confidence levels, and transportation costs have translated into visitation declines in both individual and school visitors. Since the Jamestown quadricentennial, Williamsburg has experienced a steady decline in tourism levels that do not reflect trends in the national economy. Through electronic media and Web-based programming, JYF continues to extend its products and services virtually to a world-wide customer base. In 2013, 2,964,684 individuals visited JYF's website, [www.historyisfun.org](http://www.historyisfun.org); an 18 percent increase from the previous year.

### Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Tourist	General public visitors	560,072	700,000	Decrease
Student	Virginia public school divisions	106	132	Increase
Student	The Foundation's museums	2	2	Stable
State Agency(s),	Secretary of Education	1	1	Stable
Consumer	Individual, corporate and foundation donors	2,998	5,000	Increase
Employee	Paid and Volunteer Staff	766	800	Stable

Non-Profit Agency (Boards/Foundations),	Jamestown-Yorktown Foundation, Inc. Board of Directors	1	1	Stable
Non-Profit Agency (Boards/Foundations),	Jamestown-Yorktown Foundation Board of Trustees	1	1	Stable
Non-Profit Agency (Boards/Foundations),	Jamestown-Yorktown Educational Trust Board of Directors	1	1	Stable
Governor	Governor	1	1	Stable
General Assembly	General Assembly	1	1	Stable
State Agency(s),	DPB	1	1	Stable
State Agency(s),	BCOM	1	1	Stable
State Agency(s),	APA	1	1	Stable

## Finance and Performance Management

### Finance

#### Financial Summary

The FY 2015 \$15.4 million operating budget is comprised of 48 percent general funds and 52 percent nongeneral funds substantially from admissions revenue. In FY 2014-2016, \$37.2 million (\$35.3 million in state support) was approved for capital and maintenance reserve projects, including construction of a new American Revolution Museum at Yorktown.

Private affiliates have raised funds to leverage public dollars to support museum programs and facilities. Capital campaign efforts began in June 2011 in support of the future American Revolution Museum at Yorktown. In 2013 gift shop sales generated more than \$647,000 in net revenue to support museum operations. Private affiliate support provides a critical role to support artifact acquisitions, education programs and events, special exhibitions, and employee relations programs.

JYF museum visitors spent an estimated \$108 million in the Williamsburg area in 2013.

#### Fund Sources

Fund Code	Fund Name	FY 2015	FY 2016
0100	General Fund	\$7,640,267	\$8,485,905
0200	Special	\$7,939,028	\$7,950,739

#### Revenue Summary

JYF is heavily dependent upon admissions revenue to support its operating budget. FY2014 combined paid admission revenues totaled \$5,018,117. Miscellaneous revenue includes reimbursement of private affiliate operational expenses, private affiliate endowment and annual fund support and gift shop net revenues. Other revenue sources are private grants and fees for outreach and summer history camp programs.

Additional education and sales programs have been explored to generate new revenue, including expanding programs for homeschool and niche markets, offering private museum tours for individual visitors, and promoting after-hours event rentals. The private affiliate, Jamestown-Yorktown Foundation, Inc., raises private funds to support artifact acquisitions, special exhibitions, and public and education programs.

### Performance

#### Performance Highlights

Customer Satisfaction: FY 2014 customer survey results indicated 99 percent "Good" or "Excellent" ratings.

Return on Advertising Investment: The FY 2014 ratio of admissions revenue to direct media advertising was \$8:\$1, based on \$5 million in revenues and \$607,616 in direct media expenditures.

Outreach Education Programs: Served 88,266 students in FY 2014 in 105 school divisions, 110 percent of annual goal but 16 percent more students than prior year.

On-site Education Programs: Served 197,853 participants in FY2 014, 101 percent of the annual goal and 6 percent more students than prior year.

Visitor Complaints: In FY 2014 fewer than 2 percent of customer surveys included complaints about facility operation or maintenance.

## Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
42514503.002.001	Number of on-site structured education students served	# of On-Site Students	Improving
42514503.001.002	Number of Outreach Education students served per Full Time Equivalent [F.T.E.] Instructor	Student/Instructor ratio	Maintaining
42514503.001.001	Number of students served by outreach education programs	# of Outreach Students	Improving
42514507.003.001	Percentage of visitor survey complaints concerning the maintenance or operation of the Jamestown-Yorktown Foundation facilities	Facilities Complaints	Worsening
42514503.003.001	Percentage of visitors surveyed rating their experience good or excellent	Visitor Satisfaction	Maintaining
42514507.002.001	Amount of paid advertising investment compared to nongeneral funds generated from admissions revenue	Advertising to Revenue	Maintaining

## Key Risk Factors

**Revenues:** The Williamsburg area has experienced a decline in tourism activity since Jamestown's 400th anniversary in 2007. (Consumer confidence and lower discretionary spending levels impact individual travel plans to visit museums and participate in fee-based programs.) The number of school division field trips is also in decline due to budget reductions and transportation costs. JYF faces competition in the Historic Triangle for visitor's time and money as well as for private donations.

**Future American Revolution Museum at Yorktown:** Unforeseen conditions could delay exhibit fabrication and outdoor-exhibit construction by the anticipated late 2016 opening. Existing programming will need to be modified to first handle diminished outdoor exhibits during the construction period and then expanded to handle the larger exhibit areas. During construction, the lack of museum galleries and reduced outdoor exhibit space may lead to reduced customer satisfaction.

**Programming:** JYF must ensure programming at both museums meets visitor expectations, with the most challenging task being the transition from the current Yorktown Victory Center to the new museum building, including expectations for engaging exhibit technology, Wi-Fi and internet based services. The Jamestown galleries exhibits will also be undergoing renovation and upgrades in preparation of the 2019 commemoration. State funding reductions have resulted in a diminished capacity to serve outreach students throughout the state. Outreach and on-site structured education program participation dropped five percent in 2012-2014 compared to the previous biennium. Despite this JYF will strive to maintain its position as the largest provider of structured museum education programs in Virginia by developing new programs related to STEM and distance learning in order to support core delivery of educational programming. Changing transportation costs, SOL requirements, and private donation levels also impact participation in structured education programs. (JYF has been charged by the General Assembly with the task of planning the 400th anniversary of the 1619 landmark events.) Reduced nongeneral fund revenues and state funding imposes greater challenges in planning activities for the commemoration.

**Advertising:** Funding level and programming for Williamsburg destination marketing is not competitive in the national tourism sector which impacts ability to attract visitors to the area and our museums potential market share. JYF museums visitation is directly correlated to the visitation levels of the Historic Triangle and Virginia.

**Physical Plant:** The tight maintenance budget threatens the visitor experience, exhibits, ships, artifacts and facilities. Additional equipment replacement will be deferred.

**Workforce:** In FY 2014, 55 percent of full-time employees meet retirement eligibility, with six percent eligible for full retirement, and another 49 percent eligible for a reduced benefit. Many of those eligible are upper level management. Current staffing levels leave JYF with little depth and the loss of key management could stifle the operations of the Foundation. JYF has continuous training needs due to high reliance on part-time staff, volunteers and the associated turnover. Turnover is primarily due to JYF's inability to offer competitive salaries with the local market and other state agencies. Reduced revenues result in the inability for JYF to maintain current staffing levels which comprise 68 percent of the budget. Limited funding exists to support employee recognition and retention programs. Shrinking administrative resources require efficiencies in order to meet expectations for human resources, finance, capital outlay, environmental regulation, and other state compliance requirements.

**Environmental:** Weather, facility conditions, and state/national security levels create safety concerns for visitors and employees, which may impact service levels and the quality of product provided.

## Agency Statistics

### Statistics Summary

Key facts regarding JYF:

## Statistics Table

Description	Value
Museums	2
Days of Operation	363
Artifacts	210,361
JS Permanent Gallery exhibit space (sq. feet)	30,000
YVC Permanent Gallery exhibit space (sq. feet)	15,000
JS and YVC living-history areas	6
On-site education participants	186,998
Outreach education participants	82,720
Volunteers	1,000
Volunteer Hours	65,291

## Management Discussion

### General Information About Ongoing Status of Agency

Fluctuating general fund and nongeneral fund sources combined are formidable challenges to maintain nongeneral fund revenue generation, market share and state compliance such as SWaM compliance, APA audit measures, IT information security, and maintaining internal controls.

Initiatives in FY 2015-2016: fine-tune operations to maintain program quality and meet fluctuating admissions revenue; continue structured on-site and outreach education programs; provide engaging special exhibits at both museums; maintain facilities and technology; meet state compliance objectives; manage the Yorktown museum construction project; and sustain critical NGF revenue streams.

Work continues to complete construction of the future American Revolution Museum at Yorktown. The new building received occupancy in March of 2015. Indoor exhibits and expanded outdoor exhibits will be complete by late 2016.

JYF will continue to explore visitor planning tools and educational offerings on [www.historyisfun.org](http://www.historyisfun.org), including videos, curriculum materials; and continue technology improvements to ticketing and reservations systems and gift shop point-of-sale and inventory software.

JYF will continue to cost-effectively engage new customers and identify niche markets to increase ticket sales, online gift shop sales and donor contributions. Continue collaborative marketing efforts with local, regional and state tourism partners to leverage revenues and generate tourism to region and JYF museums. Begin building awareness of the future American Revolution Museum at Yorktown within tourism industry and among key donors.

JYF will assist with planning the 2019 400th anniversary of the 1619 landmark events in Virginia, the commemoration of the first representative legislative assembly, the arrival of the first documented Africans, the recruitment of women for colonization expansion and the observance of the first Thanksgiving.

### Information Technology

Information Technology is integral to JYF's ability to achieve its operational mission. IT supports a blend of services provided by JYF IT staff, the VITA/NG partnership and as needed contracted services supporting five major applications and several commercial off-the-shelf (COTS) software applications. JYF-specific applications support business functions that generate approximately 50 percent of total revenues. Network infrastructure, data storage, desktop, laptop, and printer support through the VITA/NG partnership are the largest investments. Operational needs are impacted by response times, upgrade fees and exemption requests. Partnership fees totaled more than \$795,000 in FY 2014.

Adequate funding to provide seven day a week operational support for JYF specific technology remains a challenge. JYF has two full-time and two part-time staff to oversee ticketing and reservations, gift shop point-of-sale and inventory management, fundraising, collections management and accounting. A full-time electronics exhibit technician is responsible for audio-visual support and exhibit technology. Contracted services support JYF's website, [www.historyisfun.org](http://www.historyisfun.org). Limited staff resources pose as risks for maintaining critical technical skills, keeping existing technology up-to-date, meeting IT security requirements including audits, and presenting IT solutions for business needs.

Network bandwidth is at capacity impacting system response times critical to point-of-sale applications for ticketing, reservations and gift shop sales. Additional bandwidth is required to meet growing business demand for Web-based educational, marketing content, web-based applications and increased data needs. Wireless access, currently not available, is becoming a required necessity to meet visitor expectations, for customer service and education initiatives. With the addition of web based technology at both museum sites, it is critical visitor expectations are managed for engaging exhibit technology,

The future American Revolution Museum at Yorktown is a significant IT investment (est. \$3.8 million; approximately 60 percent for audio visual and technology). New network infrastructure, data and telecommunication wiring, security systems, and IT project management are part of the scope of work and, when complete, will parallel with JS technology

Aging technology components at JS essential to museum operations include software, controllers, touch screens, projectors and monitors are scheduled for replacement. Obsolete security technology supporting the JS gallery exhibits, atrium exhibits and replica ships also must be replaced.

Future IT needs include assessment of the ticketing/reservation software installed in 2006 that combines ticketing, Web-based ticket sales, reservations, on-site group scheduling and invoicing data to accounting for future viability to meet JYF needs.

### **Workforce Development**

JYF's authorized MEL is 163 (98 GF classified; 65 NGF classified/exempt) with part-time positions varying seasonally. Positions are in five management divisions: Museum Operations & Education; Marketing & Retail Operations; Development; Executive Office; and Administration. Unlike many state agencies, JYF relies heavily on part-time staff to work many frontline jobs in education, visitor services, interpretation, and to support management divisions. In FY 2014, 321 part-time staff worked 173,891 hours (83 FTE positions) and comprised 66 percent of total paid staff. JYF has a strong volunteer program; with 525 volunteers worked that 57,688 service hours in 2013.

With the museums operating 363 days a year, staff work weekdays and weekends. Frontline staff work outdoors to serve visitors in all weather conditions. Hours worked by part-time staff are 100 percent dependent on revenue earned and may fluctuate dramatically. An estimated 29 percent of classified and exempt employee salaries are dependent on NGF revenue.

JYF tracks workforce retirement eligibility to ensure replacement or consistency of essential museum knowledge, skills and abilities. Currently six percent of employees are eligible for full retirement with another 49 percent eligible for a reduced retirement benefit, including staff in mid and upper level management. Existing staffing levels leave JYF with little depth and the loss of key management could stifle the operations of the Foundation. State budget reductions have provided challenges in retention, competitive salaries for existing staff and new hires, and monetary recognition of employees who exceed expectations. Other challenges include recruitment, staff retention, training, and expanding diversity. Maintaining volunteer programs presents similar challenges.

It is anticipated that there will be an increase in turnover rates. As resource levels change, JYF re-evaluates workloads, programs, organizational structure and processes to determine new strategies to achieve its goals and mission.

### **Physical Plant**

A successful building program, funded from state and private investment, resulted in modern facilities and outdoor exhibit areas that meet operational and business needs. The new American Revolution Museum at Yorktown, a phased construction and exhibit fabrication program critical to JYF's education goals, will be complete by late 2016. The operational impact of larger facilities continues to be addressed. Proactive planning, preventive maintenance and capital improvement is key to maintain operations and future NGF revenue streams.

Maintenance and protection to keep facilities and exhibits operational 363 days a year is essential to ensure positive experiences by paid visitors; protection of artifacts from theft and environmental threats; ensure public safety; meet stringent security standards for loaned artifacts from national/international museums and maintain structural soundness. Reductions in routine maintenance, grounds keeping and housekeeping not only impact the appeal of JYF museums to visitors, but could result in accelerated deterioration of the physical plant.

Exhibits and facilities need to remain up-to-date with functioning technology to maintain the customer base and to attract new visitors that are critical to protecting tourism market share and producing NGF revenues. Funding is needed for technology-specific enhancements and changing technology affects the need for continued capital investment. New/improved technologies to support expanded marketing initiatives and create potential for increased efficiencies and revenue include lighting systems, video and sound systems, exhibits and security systems.

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