

2016-18 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 the American Revolution Museum at Yorktown – 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 132 Salaried Employees, 0 Contracted Employees, 165 Authorized, and 255 Wage Employees.

Financials Budget FY 2017, \$17.51 million, 52.77% from the General Fund.

Trends

Legend

↑ Increase, ↓ Decrease, → Steady

Key Perf Areas

Productivity

Legend

↑ # of Outreach Students

→ Visitor Satisfaction

→ Student/Instructor ratio

↑ Improving, ↓ Worsening, → Maintaining

For more information on administrative key, and productivity measures, go to 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 the American Revolution Museum at Yorktown (ARM@Y) 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.

JYF assists the sub agency, Jamestown-Yorktown Commemorations, and its private arm, the 2019 Commemorations Inc. 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.

Annually, more than a half-million paid visitors (64 percent individuals, 36 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

\$96 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 70% of Virginia's school districts. Education programs, designed to meet the Virginia Standards of Learning (SOL), 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. Yorktown Victory Center (YVCV) opened in 1976 as one of three American Revolution Bicentennial centers. The YVC was replaced by the American Revolution Museum at Yorktown in 2015. The new Museum had its grand opening in the spring of 2017.

Major Products and Services

JYF is open daily year-round, except Christmas and New Year's Day. 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 newly expanded Continental Army encampment and 1780s farm at the American Revolution Museum at Yorktown. JYF features a distinctive collection of more than 210,300 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 271,211 students in FY 2016, including 198,783 on site and 72,428 in outreach programs in 97 of Virginia's 134 school districts. More than 25 on-site programs for students and six outreach programs explore topics from the Powhatan Indian World to Revolutionary Virginia. Summer programs include four different children's history camps. Supplemental curriculum materials, videos and essays are available on www.historyisfun.org.

The maritime program provides outreach opportunities in Virginia with the Jamestown Settlement ships to conduct education programs, create awareness for fundraising, and promote tourism and museum visitation. In calendar year 2016, *Godspeed*, the Foundation's primary outreach sailing vessel, participated in four events, including Norfolk's Harborfest in early June and the Urbanna Oyster Festival in early November. Maritime outreach education programs served 5,978 visitors and 606 students with special hands-on programs aboard *Godspeed* at all ports of call in 2016.

Special events, exhibitions and public lectures generate repeat visitation and foster donor support from awareness through media coverage. "AfterWARd" and "Pocahontas Reimagined" special exhibitions will be open in 2017. "AfterWARd" features four stories of American Revolution veterans and their impact on the new nation; "Pocahontas Reimagined" reviews how the iconic and often-misunderstood woman has been depicted over the centuries. In 2016, 10 special events, a conference, and five public lectures were offered. Marketing programs 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.

Customers

Customer Summary

In 2016, paid on-site visitation was 567,094. Approximately 64 percent of all on-site paid visits are from individuals, of which 75.9 percent come from out of state and 4.2 percent internationally. The top origin states (2015) are Virginia, Pennsylvania, New Jersey, New York, Maryland/D.C., California, Florida, Ohio, North Carolina, and Texas. Museum visitors spent an estimated \$96 million in the Williamsburg area (Historic Triangle) in the calendar year 2015.

Tracking visitor profiles and attributes assists in planning advertising strategies to reach visitors. The average visiting family is 3.81 members – parents ages 36-59 comprise 31.1 percent of individual visitors and children ages 6-17 comprise 20.7 percent. 88.5 percent of individual visitors are Caucasian American, 4.4 percent Hispanic American and 4.7 percent African American. 70.6 percent are first-time visitors. The museum visitor's average length of a trip in the Historic Triangle is 3.7 days.

Group visitors account for the remaining 36 percent of on-site paid visits with more than 91.4 percent participating in structured education programs. Tour operators booked 33.6 percent of group visits. Educational programs are designed to attract a range of audiences, including homeschool families, seniors and multi-generational groups. 54.3 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.

Since the Jamestown quadricentennial, Williamsburg has experienced a steady decline in tourism levels that do not reflect trends in the national economy. As the economy and tourism industry show improvement, the JYF museums will benefit. Post-recession declines that began in 2009, have reversed course in the last two years. Furthermore, as a result of per capita ticket price and management strategies, revenue growth has outpaced visitation growth. Through electronic media and Web-based programming, JYF continues to extend its products and services virtually to a world-wide customer base. In 2016, There were 3,235,955 page views of JYF's website, www.historyisfun.org; a 12.6 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 and tour groups	567,094	700,000	Increase
Student	Virginia public school divisions (Outreach)	97	134	Increase
Student	The Foundation's museums	2	2	Stable
State Agency(s),	Secretary of Education	1	1	Stable
Consumer	Individual, corporate and foundation donors	2,928	3,500	Stable
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
Non-Profit Agency (Boards/Foundations),	Jamestown Commemorations Steering Committee	1	1	Stable
Non-Profit Agency (Boards/Foundations),	2019, Inc. Board of Directors	1	1	Stable
Governor	Governor	1	1	Stable
General Assembly	General Assembly	1	1	Stable
State Agency(s),	Jamestown-Yorktown Commemorations	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 2017 \$17.9 million operating budget is comprised of 54 percent general funds and 46 percent nongeneral funds substantially from admissions revenue. In FY 2017-2018, \$15.3 million (\$14.6 million in state support) was approved for capital and maintenance reserve projects.

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 2016 gift shop sales generated more than \$606,752 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 \$96 million in the Williamsburg area in 2016.

Fund Sources

Fund Code	Fund Name	FY 2017	FY 2018
0100	General Fund	\$9,239,720	\$8,917,027
0200	Special	\$8,269,482	\$8,380,708

Revenue Summary

JYF is heavily dependent upon admissions revenue to support its operating budget. FY2016 combined paid admission revenues totaled \$5,584,611. 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 2016 customer survey results indicated 99.3 percent “Good” or “Excellent” ratings.

Return on Advertising Investment: The FY 2016 ratio of admissions revenue to direct media advertising was \$10:\$1, based on \$5.4 million in revenues and \$545,628 in direct media expenditures.

Outreach Education Programs: Served 72,428 students in FY 2016 in 97 school divisions, 104 percent of annual goal but 291 less students than prior year.

On-site Education Programs: Served 198,783 participants in FY2016, 103 percent of the annual goal. Visitor Complaints: In FY 2016 fewer than 2.5 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: “Tourism levels to the Williamsburg area directly impact visitation to the JYF museums. (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. JYF faces competition in the Historic Triangle for visitor’s time and money as well as for private donations.

Programming: JYF must ensure programming at both museums meets visitor expectations. The most challenging task is fulfilling expectations for engaging exhibit technology, Wi-Fi and internet based services. The Jamestown Settlement gallery 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 two percent in 2014-16 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 delivery of core educational programming. Changing transportation costs, SOL requirements, and private donation levels also impact participation in structured education programs. In addition, the General Assembly charged JYF to plan the 400th anniversary of land mark events occurring in Virginia in 1619. Limited nongeneral fund revenues and state funding imposes greater challenges on competitive positioning for JYF museums and the commemoration.

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

Physical Plant: The limited maintenance budget threatens the visitor experience, exhibits, ships, artifacts, and facilities.

Workforce: In FY2016, 40 percent of full-time employees are eligible for retirement, with eleven percent eligible for full retirement, and another 29 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 adversely impact agency operations. JYF has continuous training needs due to high reliance on part-time staff and volunteers, which has high associated turnover. Turnover is primarily due to JYF's inability to offer competitive compensation with the local market and other state agencies. Limited revenue impairs JYF's ability to maintain current staffing levels, with staffing costs comprising 67 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 regulations, 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	207,499
JS Permanent Gallery Exhibit Space (sq. feet)	30,000
YVC Permanent Gallery Exhibit Space (sq. feet)	25,500
JS and YVC Living-History Areas	6
On-Site Education Participants	199,441
Outreach Education Participants	72,428
Volunteers	1,200
Volunteer Hours	65,796

Management Discussion

General Information About Ongoing Status of Agency

Fluctuating general fund and nongeneral fund sources inhibit JYF's ability to generate nongeneral fund revenue, market share and meet state compliance requirements such as SWaM compliance, IT information security, and maintaining internal controls.

Initiatives in FY 2017-18: Fine-tune operations to maintain program quality and bolster fluctuating admissions revenue; grow structured on-site and outreach education programs; provide engaging special exhibits at both museums; adequately maintain facilities and technology; meet state compliance objectives; manage the Jamestown Settlement galley Refresh project; and sustain critical nongeneral fund revenue streams.

JYF will continue to explore visitor planning tools and educational offerings on www.historyisfun.org, including videos and curriculum material, and will 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 to seek out marketing arrangements with local, regional and state tourism partners to leverage revenues and generate tourism to region and JYF museums. It will continue building awareness of the new ARM@Y within the tourism industry and among key donors.

JYF will assist the sub-agency, Jamestown-Yorktown Commemorations, with planning the 2019 400th anniversary of the 1619 landmark events in Virginia; the commemoration of the first representative legislative assembly in the New World, the arrival of the first documented Africans in English North America, 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 JYF's largest IT investments. Operational needs are impacted by response times, upgrade fees and exemption requests. Partnership fees totaled more than \$918,000 in FY 2016.

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 systems. JYF's website, www.historyisfun.org is supported by contracted services. Two full time electronics exhibit technicians are responsible for audio-visual support and exhibit technology. With ongoing training constrained due to inadequate resources and an average tenure of less than two years for wage positions it is difficult to retain internal knowledge much less keep informed on newer technologies.

Network bandwidth has been increased to alleviate connectivity issues, which negatively impacted system response times critical to point-of-sale applications for ticketing, reservations and gift shop sales. Increased bandwidth provides capacity to eliminate local servers and utilize data centers for data storage; transition to voice-over-internet (VOIP) telecommunication options; and consider cloud based solutions. Relocation of servers to data centers addressed issues with aging equipment, and allowed for increased storage and greater physical security, it is more efficient.

The completion of the American Revolution Museum at Yorktown (\$3.8 million technology investment) is the impetus for additional audio visual support. The new museum utilizes technology to further engage visitors and to personalize their experience. Computer interactive programming and the experiential Siege Theater incorporating film, lighting and special effects require significant on-going support to remain operational 363 days a year. In addition to the exhibit technology at the ARM@Y, JS will be undergoing a gallery refreshment initiative to update the exhibit galleries, replace ten-year old technology, and incorporate new interactive programs, touch screens, and monitors.

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

Workforce Development

JYF's authorized MEL is 165 (100 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 2016, 328 part-time staff worked 157,602 hours (76 FTE positions) and comprised 66 percent of total paid staff. JYF has a strong volunteer program; with 568 volunteers providing 65,796 service hours in 2016.

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. Wage staff and an estimated 30 percent of classified and exempt employee salaries are funded by NGF revenue.

JYF tracks workforce retirement eligibility to ensure replacement or consistency of essential museum knowledge, skills and abilities. Currently eleven percent of employees are eligible for full retirement with another 29 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.

JYF continues to manage challenging employee turnover rates. Further, 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 investments, has 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, was completed in spring 2017. The operational impact of larger facilities continues to be addressed. Proactive planning and preventive maintenance are key to maintaining inviting and functional facilities that will enhance operations and future NGF revenue streams.

Maintenance and protection is essential to:

- keep facilities and exhibits operational 363 days a year;
- ensure positive, visitor experiences;
- protect 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 overall 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 which are critical to protecting tourism market share and producing NGF revenues. Ongoing 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.