

2018-20 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 153 Salaried Employees, 0 Contracted Employees, 183 Authorized, and 269 Wage Employees.

Financials Budget FY 2019, \$18.92 million, 54.47% from the General Fund.

Trends Legend ↑ Increase, ↓ Decrease, → Steady

Key Perf Areas 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 supports and guides the sub agency, Jamestown-Yorktown Commemorations, and its private arm, the 2019 Commemoration 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 77 percent of individual visitors come from out of state and museum visitors spend more than \$94 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), 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. The gallery space at JS is currently undergoing a major refresh in preparation for the 2019 Commemoration. Yorktown Victory Center (YVC) 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 290,136 students in FY 2018, including 202,621 on site and 87,515 in outreach programs in 109 of Virginia's 134 school districts. More than 35 on-site programs for students and seven outreach programs explore topics from the Powhatan Indian World to Revolutionary Virginia. Summer programs include seven 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 2018, Godspeed, the Foundation's primary outreach sailing vessel, participated in four events, including Jamestown Day, Norfolk's Harborfest in early June and a fall voyage to Baltimore, MD and Alexandria, VA. Maritime outreach education programs served 11,139 visitors and 1,443 students with special hands-on programs aboard Godspeed at all ports of call in 2018.

The Foundation partnered with the Virginia Institute of Marine Science on the Godspeed Fall Voyage. A VIMS scientist sailed aboard Godspeed collecting water quality data during the sail from Jamestown to Baltimore and from Baltimore to Alexandria. The collected information was converted into educational exhibits that were part of Baltimore and Alexandria in-port educational programming.

Special events, exhibitions and public lectures generate repeat visitation and foster donor support from awareness through media coverage. The special exhibition at the American Revolution Museum at Yorktown, "Blast from the Past: Artillery in the War of Independence" was open to the public from June 10, 2018 - January 5, 2019. At Jamestown Settlement, "TENACITY: Women in Jamestown and Early Virginia" opened November 10, 2018 and will be open until January 5, 2020. Ten special events, six lectures, and other programs have or will be delivered around this exhibition. The "Forgotten Soldier: African Americans in the Revolutionary War" exhibition will open on June 29, 2019 and run until March 22, 2020. Events and lectures are planned around this exhibition.

Realizing the potential and the historic importance of the key events of 1619 that forever changed a nation, the Jamestown-Yorktown Foundation supports the continued efforts of the 2019 Commemoration Sub-Agency to maximize the impact of the observance of the commemoration of key historical events including the first legislative assembly, the arrival of the first Africans, the recruitment of English women to the colony in greater numbers, and the observance of the first Thanksgiving. These historical events will be highlighted by a series of seven signature events and commemorated in a series of thirteen legacy projects. The Jamestown-Yorktown Foundation will maximize the impact of the commemoration at Jamestown Settlement by supporting special exhibitions, significant public programming, forming tourism partnerships, and encouraging the exploration of the commemoration's underlying themes of democracy, diversity, and opportunity.

Customers

Customer Summary

In 2018 on-site visitation was 603,564. Approximately 64 percent of all on-site visits are from individuals, of which 77 percent come from out of state including 4.6 percent internationally. The top origin states are Virginia, Pennsylvania, North Carolina, Maryland/Washington, D.C., Florida, New York, New Jersey, Ohio, California, and Texas. Museum visitors spent an estimated \$94 million in the Jamestown-Williamsburg-Yorktown area in 2018.

Tracking visitor profiles and attributes assists in planning advertising strategies to reach visitors. The average visiting family is 3.9 members – parents ages 36-59 comprise 27.7 percent of individual visitors and children ages 6-17 comprise 20.2 percent. 87.4 percent of individual visitors are Caucasian American, 5.5 percent Hispanic American and 4.1 percent African American. 78.5 percent are first-time visitors. The museum visitor's average length of a trip in the Historic Triangle is 3.5 days.

Group visitors account for the remaining 36.2 percent of on-site visits with more than 90.9 percent participating in structured education programs. Tour operators booked 38.9 percent of group visits. Educational programs are designed to attract a range of audiences, including homeschool families, seniors and multi-generational groups. 56.4 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 99.5 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, state and JYF 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.

While the Williamsburg destination has lagged in tourism growth for a number of years, new revenue to fund advertising and marketing

initiatives provides future opportunities to improve the tourism economy. Consumers' response to economic factors and year round potential for inclement weather directly impacts the desire and ability to invest in their travel experiences. Major and second-tier attractions have seen visitation increases in some years related to the introduction of a new feature or experience. The Foundation saw a marked increase in visitation in 2017 after the opening of the American Revolution Museum at Yorktown, but sustaining increases is difficult in an ever-changing tourism environment. During 2018 and 2019 YTD, all of the major history attractions in Virginia were reporting sustained declines in total visitation.

Even with lagging visitation to the area, JYF has maximized admissions revenue through per capita ticket pricing strategies. Using electronic media and Web-based programming, JYF continues to extend its products and services to a world-wide audience. In 2018, there were 2.1 million hits to JYF's website, www.historyisfun.org; comparable to the previous Grand Opening 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	576,673	700,000	Decrease
Student	Virginia public school divisions (Outreach)	109	134	Stable
Student	The Foundation's museums	2	2	Stable
State Agency(s),	Secretary of Education	1	1	Stable
Consumer	Individual, corporate and foundation donors	2,379	3,500	Stable
Employee	Paid and Volunteer Staff	452	500	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 2020 \$19.5 million operating budget is comprised of 55.7 percent general funds and 44.3 percent nongeneral funds substantially from admissions revenue. In FY 2019-2020, \$10.9 million (\$9.5 million in state support) was approved for capital and maintenance reserve projects.

The 2019 Commemoration \$6.5 million operating budget is fully funded by general funds in FY 2020.

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 2018 gift shop sales generated more than \$460,933 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 \$94 million in the Williamsburg area in 2018.

Fund Sources

Fund Code	Fund Name	FY 2019	FY 2020
01000	General Fund	\$10,305,275	\$10,346,908
02425	Jyf Special Revenue Fund	\$8,612,976	\$8,612,976

Revenue Summary

JYF is heavily dependent upon admissions revenue to support its operating budget. FY2018 combined paid admission revenues totaled \$5,942,733. 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 2018 customer survey results indicated 99.5 percent "Good" or "Excellent" ratings.

Return on Advertising Investment: The FY 2018 ratio of admissions revenue to direct media advertising was \$7.70:\$1, based on \$5.9 million in revenues and \$776,428 in direct media expenditures.

Outreach Education Programs: Served 87,515 students in FY 2018 in 109 school divisions, 109 percent of annual goal but 1,318 more students than prior year.

On-site Education Programs: Served 202,621 participants in FY2018, 104 percent of the annual goal.

Visitor Complaints: In FY 2018 fewer than 2.4 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	Maintaining
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 at the district level. 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. One of the most challenging tasks is fulfilling expectations for engaging exhibit technology, Wi-Fi and internet based services. The Jamestown Settlement gallery exhibits are currently 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. 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. Limited nongeneral fund revenues and state funding impacts competitive positioning for JYF museums.

In addition, the General Assembly charged JYF to plan the 400th anniversary of land mark events occurring in Virginia in 1619. Existing agency resources of JYF may prevent museum programing from maximizing exposure to the message and offerings of the 2019 Commemoration.

Advertising: Funding level and programming for Williamsburg destination marketing has increased significantly as a result of Senate Bill 942 and will be a stabilizing factor in the destination over time. In 2018, a major attraction in the area cut their advertising investment by \$7.0 million, which materially impacted JYF ability to attract visitors from outside of Virginia. The new destination program hasn't replaced all of the lost investment as of yet, but has the potential to grow commensurate with the growth in number of visitors to the area. JYF advertising investment is appropriate for an attraction, but independently is not enough to attract the volume of visitors needed to bolster 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 FY2019, 38 percent of full-time employees (55) are eligible for retirement, with ten percent (15) eligible for full retirement, and another 28 (40) percent eligible for a reduced benefit. Many of these eligible are upper level management including our Executive Director, Maritime Program Manager, and museum operational staff. In the next five years, 19 of the 40 individuals eligible for a reduced retirement will move into full retirement eligibility and an additional 33 will move from not currently eligible status to reduced retirement eligibility. 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 employees and volunteers, versus full-time employees, which has high associated turnover. Turnover is primarily due to JYF's inability to offer competitive compensation and full-time employment opportunities and puts the agency at a disadvantage against the local market and other state agencies. Staff levels fluctuate with visitation levels and revenue trends. Staffing costs currently comprise 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	210,931
JS Permanent Gallery Exhibit Space (sq. feet)	30,000
ARMY Permanent Gallery Exhibit Space (sq. feet)	25,500
JS and ARMY Living-History Areas	6
On-Site Education Participants	202,621
Outreach Education Participants	87,515
Volunteers	1,571
Volunteer Hours	60,967

Management Discussion

General Information About Ongoing Status of Agency

Fluctuating general fund and nongeneral fund sources impact 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. To effectively maximize opportunities associated with the 2019 Commemoration, JYF will support the execution of seven signature events, thirteen legacy projects, and elevate Jamestown Settlement as a year-long platform for the Commemoration.

Initiatives in FY 2019-20: 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 and Pier Renovation projects; sustain critical nongeneral fund revenue streams; and maximize the impact of the 2019 Commemoration.

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 American Revolution Museum at Yorktown within the tourism industry and among key donors, and elevate JYF as a year-long platform for the 2019 Commemoration.

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 Multi Source model 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 45 percent of total revenues. Network infrastructure, data storage, desktop, laptop, and printer support through the VITA partnership are JYF's largest IT investments. Operational needs are impacted by response times, upgrade fees and exemption requests. Partnership fees totaled more than \$1.1 million or six percent of the agency operating budget in FY 2018.

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, accounting systems and public wireless access in the museums. 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 and trained on newer technologies. Two audio-visual staff technicians and an outside vendor support exhibit technology components including the interactive exhibit programs and experiential theaters incorporating film, lighting, audio and special effects in JYF's museums, open 363 days a year.

Costs and timely responses from VITA provide challenges for implementing new cloud based technologies. VITA assessments and approvals for a web-based cloud facilities work order application took over one year. Requests to use Google Docs to engage with teachers throughout the Commonwealth to share information and scheduling for JYF's well received outreach programs have not been approved hampering ability to streamline communications. Other web-based cloud solutions have not been pursued due to the costs associated with required ongoing VITA oversight which exceeds the cost of the application. VITA oversight of exhibit technology of interactive programs, monitors and applications developed by outside vendors also has impacted costs of exhibits and delays in implementation. JYF is considering seeking exemptions to VITA oversight of exhibit related technologies to address concerns as technology plays a larger role in exhibit design.

JYF is addressing needs to virtualize servers to meet cloud architecture requirements as outlined in Executive Order 19. Sufficient network bandwidth exists to address relocation of remaining physical servers to virtual servers at VITA data center but will need to be monitored as network usage continues to expand. Response times are critical for customer facing point-of-sale applications such as ticketing, reservations and gift shop sales. JYF has postponed an initiative to bring telecommunication equipment at Jamestown Settlement to the same voice-over-internet (VOIP) standard at its other two sites due to budget constraints.

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 173 (110 GF classified; 63 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 2018, 373 part-time staff worked 160,277.18 hours (77 FTE positions) and comprised 64 percent of total paid staff. JYF has a strong volunteer program; with 1,864 volunteers providing 63,507 service hours in 2018. The 2019 Commemoration has an authorized MEL of 10 general funded, classified positions which are supported by additional part-time staff.

JYF tracks workforce retirement eligibility to ensure replacement or consistency of essential museum knowledge, skills and abilities. Currently, 6 individuals in critical museum roles are eligible to retire, and an additional 10 in lower level museum roles are eligible to retire. 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 competitive salaries for existing staff 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. Additionally, a phased renovation of the pier at the Jamestown Settlement began in the

summer of 2018. The operational impact of larger facilities continues to be addressed. Proactive planning and preventive maintenance are is 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.
