

Agency IT Strategic Plan

Secretariat: Education

Agency Code: 425

Agency: Jamestown-Yorktown Foundation

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Agency Profile & Strategic Direction

Agency Mission Statement:

The mission of the Jamestown-Yorktown Foundation is to educate and to promote understanding and awareness of Virginia's role in the creation of the United States of America. The Foundation, accredited by the American Association of Museums, is an educational institution of the Commonwealth of Virginia and administers two living-history museums: Jamestown Settlement interprets the cultures of 17th century colonial Jamestown, America's first permanent English settlement, and the Powhatan Indians. Yorktown Victory Center interprets the impact of the American Revolution on the people of America and the development of the new nation.

Agency IT Vision Statement:

The Information Technology department strives to build an organizational framework that will support the business objectives of the Jamestown-Yorktown Foundation through strategic planning, policy implementation, hardware and software standardization, customer service, and by acquiring resources to explore new and emerging technologies. This vision will be further realized through the implementation of several key operational projects. Below is a list of the respective projects in order of importance.

1. Replacement of two servers and other hardware/software
2. Network infrastructure and bandwidth upgrade.
3. Upgrading the Paciolan administrative software.
4. Establishing a portal for on line ticket sales.
5. Installing turnstiles for access and security.
6. Purchasing and installing an integrated accounting system
7. JYF Visitor information technology

Increasing the bandwidth (#2 above) will also eliminate the problems associated with the Paciolan server inadvertently dropping network connections in the Visitor Services Wing and the Yorktown Victory Center. In addition, other projects such as implementation of security in Phase III and Phase IV of the new facilities, rerouting the network traffic between various sites, and hiring essential technology personnel will allow the agency to be more efficient and effective in meeting the needs of our customers.

By providing a stable network environment, more bandwidth for both internal and web based application usage and by documenting all of the Foundation's voice, video, and data systems infrastructure, we will be better positioned to provide the Foundation with quick access to valuable resources, while simplifying support tasks that occur everyday within the organization.

Total Employees: 451

Total IT Employees: 2

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Project Selection Criteria:

Information technology projects can be initiated by anyone within the agency as the project itself may be specific to a particular department. Once the project has been identified it is shared with the Committee on Information Technology, where it is thoroughly discussed and a decision is made on whether to submit the project further. If so, the project is then reviewed by the department heads from each unit who determine whether or not this project really enhances the business process. If the project is approved by the department heads, then it is submitted to the Executive Director for final approval. The total process is complete once the proposed project has been incorporated into the agency's strategic long range plan that is ultimately approved by the Board of Trustees. The strategic long range plan is used as the basis for all budget amendment requests and so if the project does not make the SLRP, it is not a legitimate project.

Business Case Development:

The information that is provided to the organizational decision-makers can come from a variety of sources. Surveys, reports, statistical data and research, spreadsheets, and other evaluation documents are all used to support or oppose the business case for a proposed IT project.

Risk Assessment Methodologies:

Successful project implementation is directly related to establishing metrics on the front end that can minimize and further reduce the projects chance of failure. A well documented work plan with completion steps along the way will ensure that progress is achieved in a systematic and measurable fashion.

Prioritization Schema:

Projects are prioritized for inclusion into the IT strategic plan based solely on their ability to improve a business function. Priorities that are currently being considered are the upgrade of the current bandwidth that supports the museums, and an enterprise-wide administrative system that would replace a host of other off the shelf applications.

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Core Business Activities:

Core Business Activity Title	Core Business Activity Description	Core Business Activity Sub-Function Title	Core Business Activity Sub-Function Description
RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Historic and Commemorative Attraction Management	Efforts to identify, acquire, protect, and manage the buildings, structures, and sites which constitute the principal historical, architectural, or archeological sites which are of state or national significance so as to provide opportunities to citizens for enjoyment of historical and commemorative attractions.
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Museum and Cultural Services	Efforts to promote education in and appreciation of the arts, science, and history.

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Key Customers Associated With Each Core Business Activity :

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Key Customers			
<p>Group Tour operators.</p> <p>Individual visitors comprise 53% of paid admissions and the highest per capita revenue.</p> <p>Individuals, organizers, donors and supporters of 2007, 400th anniversary activities.</p> <p>Marketing partners and hotel operators in the Historic Triangle area.</p> <p>Museum donors and supporters.</p> <p>Students and educational program participants.</p>			
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Key Activities and Associated Outcomes:

<u>Key Activity</u>	<u>Associated Outcome</u>
<p>1. Education: To present and interpret the collections and interpretive scope through educational programs, exhibits, publications and innovative communications technology.</p>	<p>The Foundation's performance measure, percentage of visitors indicating a "good" or better level of satisfaction with their visit, provides ongoing feedback regarding visitor satisfaction with educational programs.</p> <p>. By providing educational programs beyond the museum facilities such as statewide SOL outreach educational activities to Virginia school children and maritime sailing programs, the Foundation is able to expand its educational scope to those who cannot travel to the museum sites.</p> <p>By providing high quality educational programs to a broad-based audience that are dynamic, stimulating and engaging, the Foundation allows visitors to uniquely experience the importance of Jamestown and Yorktown in Virginia and U.S. history.</p> <p>The agency's performance measure, annual paid visitation, provides data supporting the success in attracting visitors to the museum's offerings. The goal is to increase annual paid visitation by 2% over the prior fiscal year.</p>
<p>1. Collections: In conjunction with its private affiliates, the Foundation collects and preserves objects and other materials relating to the interpretive scope and mission of the Foundation.</p>	<p>Adherence to AAM standards also provides the Foundation the ability to access and borrow materials for short-term loans.</p> <p>By managing, caring and strengthening the museum collections according to American Association of Museums (AAM) standards, the Foundation can provide relevant, informative, educational displays that showcase and highlight objects and themes that relate to the educational mission.</p>

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2. Economic Development: Promote tourism development and quality of life in the region in a manner consistent with preserving the historic nature and integrity of the Jamestown-Yorktown-Williamsburg area and the Commonwealth.

By collaboratively working with local partners, state and regional organizations to support economic development, and cultural tourism initiatives of mutual interest the Foundation helps attract new visitors to the region and enhance economic development.

2. Facilities: Develop and maintain the Foundation's buildings and grounds in support of the Foundation mission.

By maintaining the visual appearance and attractiveness of museum facilities, maintaining a security and safety program for visitors and employees, maintaining and operating new facilities and implementing a capital improvement plan

3. Management and Governance: Ensure that all operations and programs are consistent with the Foundation mission and comply with Board policy, government regulations, professional museum standards, and effective business principles.

By maintaining AAM accreditation, providing board leadership, strategic planning, developing staff, managing resources, maintaining financial controls, and developing procedures that address governmental policies, the agency ensures that resources are effectively used to serve its customers.

4. Funding: Ensure financial stability for operating, capital, maintenance and program expenses in support of the mission and maximize support from private affiliates.

By working within state government to communicate the agency's operations, generating revenues from gift shops and concessions, and identifying opportunities to increase private sector funding, the agency strives to balance demands for increased museum support with available funding sources.

The Foundation performance measure, annual increase in number of donors, provides data supporting increased private support. The goal is to increase the number of donors making cash or in-kind contributions by 10% over the prior fiscal year.

The Foundation performance measure, non-general funds from annual paid visitation, provides data on the success of generating increasing admissions revenues. The goal is to increase non-general funds generated from annual paid visitation by 3% over the prior fiscal year.

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5. Commemoration: Honor important dates, places, people and events directly related to the Foundation's mission by identifying, developing and implementing programs and procedures.

6. Marketing: Maximize public awareness and interest in the Foundation's mission, living history programs, educational opportunities and other programs and services leading to increased paid attendance and earned income.

By planning commemorative events that preserve the legacy of Jamestown and Yorktown, the Foundation provides additional opportunities to promote the Foundation's education mission.

The agency's performance measure, non-general funds generated through paid visitation per dollar spent on advertising and marketing, provides data supporting the success of marketing initiatives. The goal is to obtain \$6 of admissions revenue for each \$1 spent for direct media advertising.

By managing attendance, admissions income and developing national, regional and local awareness of museum offerings, by enhancing the educational experience through gift shop sales and working on promotional opportunities, the agency generates non-general funds that support 51% of all operations.

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Major IT Projects

Approved for Preliminary Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for inclusion in your IT Strategic Plan. A project proposal must be submitted to the CIO before the project(s) will be considered for planning approval. Procurements in support of the project(s) are not approved for submission to the VITA Project Management Division (PMD) for execution until the project has been Approved for Planning by the CIO. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

There are no major projects approved for preliminary planning.

Approved for Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the Secretariat Oversight Committee and the CIO. Projects "Approved for Planning" must be formally approved for development by the Commonwealth IT Investment Board prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
JYF Ticketing Improvements	07/01/2004	06/30/2005	\$267,345

Active Projects — The following project(s) are(is) scheduled to continue in the 2004-2006 Budget Biennium as an Active Project. All Active Projects must be tracked on the Commonwealth Information Technology Major Projects Dashboard and are subject to monthly review by the CIO. The CIO is authorized to assess progress of all Active Projects and recommend termination of a project to the Commonwealth IT Investment Board.

There are no major projects in the active projects category.

Collaboration Opportunity — The following project(s) is (are) designated as a Collaboration Opportunity. Your agency should consult with the other agencies listed on the corresponding collaboration report and evaluate whether collaboration between agencies on these projects is feasible. The results of your collaboration efforts and evaluation should be reported when the project is presented to the Commonwealth IT Investment Board for "Development Approval".

Citizen Client Relationship Management / Self-Service Kiosks

Projects associated with providing services to citizens are considered citizen client relationship management opportunities. Two examples of collaboration opportunities in this area are smart cards and kiosks.

JYF Ticketing Improvements

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Major IT Procurements

Approved Major IT Procurements - The following major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved major procurements.

Disapproved Major IT Procurements - The following major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved major procurements.

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Non-major IT Projects

Approved for Planning— The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the CIO. Projects "Approved for Planning" must be formally approved for development by the CIO prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

<http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc>

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
JYF Network Infrastructure/Bandwidth	07/01/2004	06/30/2005	\$53,000.00
JYF Replacement of Hardware - Software	07/01/2004	06/30/2005	\$147,058.31
JYF Superhighway Monitors	07/01/2005	06/30/2006	\$22,000.00

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Non-major IT Procurements

Approved Non-major IT Procurements - The following non-major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved non-major procurements.

Disapproved Non-major IT Procurements - The following non-major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved non-major procurements.