

# 2022 - 2024 IT Strategic Plan

**Agency:** 425 Jamestown-Yorktown Foundation (JYF)

**Date:** 5/25/2022

## Current IT State

**In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:**

**Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?**

**If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?**

**If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?**

The Jamestown-Yorktown Foundation (JYF) (Agency 425) is an educational institution committed to sharing the stories of this nation's founding. JYF's mission directs the institution to educate, engage and immerse the public through our museums, online presence, and outreach efforts in the story - told through diverse cultural perspectives - of the founding and early history of our nation. A new Executive Director began work in January 2020, replacing her long-term predecessor. Her initiatives, inhibited by the pandemic onset and unanticipated challenges, are just coming into focus. During FY 21 under new executive leadership, JYF developed a new forward-looking strategy to guide the museum's growth and development in the coming years. This new strategy is built around three core areas of focus: People, Program and Communication.

Information Technology plays a significant role in adding strategic value to all areas of the Foundation to fulfill the mission and realize strategic goals. Significant operational challenges exist related to the recovery from the COVID-19 pandemic and its impact on the state economy, the travel and tourism industry, the region, and the workforce. Ongoing uncertainties surround visitation projections, revenue resources, and economic conditions. JYF relies heavily upon admissions revenue for operational support. Recent declines have significantly reduced operational resources including IT related investments. IT investments also help engage and immerse customers by enhancing product, improving customer service, and increasing accessibility while managing service costs and enhancing administrative support. A small and dedicated team of two IT professionals are primarily responsible for technology security, infrastructure, wireless, telecommunications and application software with two additional staff supporting exhibition gallery technology.

New strategic initiatives will incorporate greater use of technology to meet objectives. Many of the legacy software applications have been in place for well over a decade and a comprehensive approach to update and modernize, including use of virtual and cloud solutions is needed. The largest anticipated expense, which will require additional funding over the coming biennial, will be the evaluation and replacement of aged legacy systems. These systems include RTP|One (visitor ticketing), Retail Star (retail sales), VernonCMS and TR Win (artifact management) and Abila MIP (finance). JYF is actively researching a more modern application package to replace Retail Star. Software applications do not interface with each other. A single solution for some or all of these needs could reduce support costs and provide for integration. Volunteer management is done from a cloud solution and HR support is managed only with an in-house MSSQL database.

The agency's website is managed by an external provider. Major ongoing IT costs support network infrastructure, telecommunications, agency applications and software, software and AV maintenance support, website hosting, virtual servers, data storage, public and COV wireless, network bandwidth and VITA desktop services. Throughout the museum galleries, technology is seamlessly integrated into exhibits to engage customers and personalize their experience by expanding education content and diversified stories and perspectives. Computer interactive

programming, touch screens, the experiential Siege Theater and the Bacon's Rebellion exhibit incorporate film, lighting and special effects. These all require on-going support to remain operational 363 days a year. Public wireless in the museum galleries and outdoor exhibit areas allow visitors to utilize mobile applications including augmented reality and engage with web-based educational content to enhance their visit. On-line services include a website that not only promotes visitation to the museums and online ticketing but also provides enhanced educational content, shopping and donat

### **Factors Impacting the Current IT**

**In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agencies current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agencies customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agencies existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank**

**For each mandated change, summarize your agencies response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?**

**Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?**

JYF IT technology and resource vulnerabilities include wireless and network connectivity to support visitors and an increasingly mobile workforce. Wireless Connectivity Access and bandwidth for staff and public networks are woefully inadequate to handle an increasingly mobile workforce, virtual learning and event rentals and conferences. Additional funding is required to supplement existing infrastructure and increase network bandwidth as well as legacy application replacement.

Increased demand for virtual learning from school districts is the driver for increasing digital offerings. To meet demand increased bandwidth, storage capacity The new digital landscape includes distance learning and interpretive virtual learning which require multi-location streaming abilities that can connect our theaters, classrooms, and indoor and outdoor exhibit areas with classrooms nationally with ease.

Legacy applications are at risk for no longer meeting VITA security requirements. RTP | One and Retail Star are each approximately 15 years old and continue to rely on annual software updates to remain current. VernonCMS and TR-Win are both about 10 years old. VernonCMS relies on annual software updates to remain current, but TR-Win is no longer supported, either by the developer or under MS Windows 10. The curatorial staff is in process of evaluating a new application to replace TR-Win.

## Proposed IT Solutions

**In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:**

**What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?**

**If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?**

**Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?**

**If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?**

JYF plans to expand network bandwidth and wireless access as budget constraints are alleviated post COVID-19. As network capacity increases, JYF will look to migrate agency applications to cloud services where financially feasible.

A FY2021 feasibility study will assess the development and buildout of a studio for virtual learning. Buildout of the studio and supplemental funding to expand virtual programming to meet the needs of the new educational landscape will be explored. Digital learning will be integrated into existing educational programming.

JYF will request funding assistance to plan for and replace aging legacy systems with available commercial applications. This strategy will focus on enterprise system consolidation in order to streamline system communication, data and asset management, content management, system reporting, and internal communications. New functionality and virtual or cloud replacements will enhance productivity and ongoing software upgrades.

JYF will request funding to address infrastructure software challenges associated with digital asset and collection management. This funding will ensure the security and integrity of digital assets in a manner that promotes accessibility for programming and future revenue generation.

# IT Strategic Plan Budget Tables

Agency:	425 Jamestown-Yorktown Foundation (JYF)			
Date:	5/25/2022			
<b>Current IT Services</b>				
	<b>Costs Year 1</b>		<b>Costs Year 2</b>	
<b>Category</b>	<b>GF</b>	<b>NGF</b>	<b>GF</b>	<b>NGF</b>
<b>Projected Service Fees</b>	\$736,057.00	\$412,039.00	\$736,057.00	\$412,039.00
<b>VITA Infrastructure Changes</b>	\$62,650.00	\$35,071.00	\$64,530.00	\$36,123.00
<b>Estimated VITA Infrastructure</b>	\$798,707.00	\$447,110.00	\$800,587.00	\$448,162.00
<b>Specialized Infrastructure</b>	\$63,464.00	\$37,070.00	\$63,464.00	\$37,070.00
<b>Agency IT Staff</b>	\$228,857.00		\$228,857.00	
<b>Non-agency IT Staff</b>	\$63,213.00		\$63,213.00	
<b>Cloud Computing Service</b>	\$36,697.00	\$15,069.00	\$36,697.00	\$15,069.00
<b>Other Application Costs</b>	\$165,417.00	\$70,892.00	\$165,417.00	\$70,892.00
<b>Total:</b>	\$1,356,355.00	\$570,141.00	\$1,358,235.00	\$571,193.00
<b>Proposed IT Investments</b>				
	<b>Costs Year 1</b>		<b>Costs Year 2</b>	
<b>Category</b>	<b>GF</b>	<b>NGF</b>	<b>GF</b>	<b>NGF</b>
<b>Major IT Projects:</b>				
<b>Non-Major IT Projects:</b>				
<b>Agency-Level IT Projects:</b>				
<b>Major Stand Alone IT Procurements:</b>				
<b>Non-Major Stand Alone IT Procurements:</b>				
<b>Agency-Level Stand Alone IT Procurements:</b>	\$85,000.00		\$465,000.00	
<b>Procurement Adjustment for Staffing:</b>				
<b>Total:</b>	\$85,000.00	\$0.00	\$465,000.00	\$0.00
<b>Projected Total IT Budget</b>				
	<b>Costs Year 1</b>		<b>Costs Year 2</b>	
<b>Category</b>	<b>GF</b>	<b>NGF</b>	<b>GF</b>	<b>NGF</b>
<b>Current IT Services:</b>	\$1,356,355.00	\$570,141.00	\$1,358,235.00	\$571,193.00
<b>Proposed IT Investments:</b>	\$85,000.00	\$0.00	\$465,000.00	\$0.00
<b>Total:</b>	\$1,441,355.00	\$570,141.00	\$1,823,235.00	\$571,193.00

# Business Requirements For Technology

<b>Agency:</b>	425 Jamestown-Yorktown Foundation
<b>Date:</b>	5/25/2022
<b>425 BRnT Replace Gift Shop POS/Inventory Software</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	5/21/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	
<b>Description:</b>	
Replace retail POS and Inventory System with cloud based option	
<b>425 JYF BRnT Website Update</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	3/12/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
Update and refresh agency website.	
<b>425 JYF BRnT Enterprise Resource System</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	3/12/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
In addition to replacing the ticketing and reservation application (installed in 2006) the agency is looking for an enterprise solution that will integrate ticketing, reservations, gift shop point of sale, fundraising, and accounting.	
<b>425 JYF BRnT Jamestown Settlement Phase 3 Exhibit</b>	

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	3/12/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
Audio visual and technological components of exhibits for phase 3 of the Jamestown Settlement Gallery refresh.	
<b>425 JYF BRnT Stuarts Media Project</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	5/25/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	
<b>Description:</b>	
Stuart's special exhibition media components for new gallery interactives and on-line contents.	
<b>425 JYF Digital Asset and Collection Management</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	5/25/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	
<b>Description:</b>	
Software application to manage rapidly increasing digital assets including video, images, interactives. Solution will also review storage capabilities.	
<b>425 JYF Human Capital Management software</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	5/25/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	
<b>Description:</b>	
Find human capital management software to replace internal program.	

<b>425 JYF Ticketing Software Upgrade</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	5/25/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
Update ticketing and reservation software. New system should be inclusive of on-line ticketing and mobile functionality.	
<b>425 JYF Update data circuits</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	5/25/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	
<b>Description:</b>	
Expand circuit capacity at sites to address additional bandwidth requirements related to mobile applications, broadcasting, and virtual work	
<b>425 JYF Upgrade Accounting Software</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	5/25/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
Upgrade or replace existing accounting software.	
<b>Time and Attendance BRnT</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	3/12/2021
<b>Mandate:</b>	
<b>Mission Critical:</b>	
<b>Description:</b>	

The Department of Human Resources Management and Time, Attendance and Leave (TAL) does not address the manual timekeeping for more than 200 JYF wage staff.

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# IT Strategic Plan Projects

<b>Agency:</b>	425 Jamestown-Yorktown Foundation (JYF)		
<b>Date:</b>	5/25/2022		
<b>EO19_JYF_Aggregate-Rehost</b>			
Category 4	Investment Business Case Approval		
<p>Governor Ralph Northam’s “Executive Order 19: Cloud Service Utilization and Readiness” requires agencies to take specific actions starting this month and continuing through fall 2019.</p> <p>The order requires VITA to adopt a model for evaluating and incorporating cloud services into the commonwealth’s information technology (IT) strategy and services. VITA has:</p> <ul style="list-style-type: none"> <li>Started the process of creating a cloud services model</li> <li>Begun obtaining information about agency systems that can be migrated to a cloud environment</li> <li>Provided an overview of the process at the recent agency information technology resources (AITR) meeting</li> <li>Planned additional announcements to AITRs regarding remaining steps</li> <li>Included cloud-related services and migration to the new data center in the recently awarded infrastructure contracts</li> </ul> <p>Additionally, VITA and all systems must move from the Commonwealth Enterprise Solutions Center (CESC) in Chester by December of 2021. One related strategy is to reduce the number of physical servicers at CESC to prepare for the move. This means migration to the cloud must be completed by that time. It is imperative to start planning now.</p> <p>Agencies’ IT staff members have been asked to complete cloud assessments and should be using the results to identify resource requirements. VITA encourages agencies to evaluate their resources and discuss resource planning with the appropriate financial staff to ensure work can begin as required. Resource needs should be included requests in the upcoming budget cycle.</p> <p>To identify which existing solutions can be migrated to the cloud and ensure all new IT solutions proposed be cloud-enabled, VITA will issue a hosting standard in the coming weeks. This standard will define terminology and identify requirements agencies must consider when implementing cloud-based IT solutions.</p>			
Project Start Date	11/1/2019	Project End Date	9/1/2022



<b>Estimated Costs:</b>	<b>Total</b>	<b>General Fund</b>	<b>Non-General Fund</b>
Project Cost	\$34,000.00		
Estimated first year of biennium:	\$0.00	\$0.00	\$0.00
Estimated second year of biennium:	\$0.00	\$0.00	\$0.00

### Project Related Procurements

There are no procurements for this project



# IT Strategic Plan Procurements

There are no stand alone procurements for this agency.