

Trustees Present: Messrs. Acuff, Adkins, Ashworth, Atkinson, Connock, Cox, Dykstra, Hanger, Ingram, R. Jones, Jordan Jr, McDougle, Norment Jr., Plum, Ruff Jr., Ware Jr.; Mmes. Bourne, Flippo, Howell, McNerney, Wason.

Trustees Absent: Messrs. Casteen, Clements, Greason, Herring, Howell, C.Jones, Knight, Koonce, McAuliffe, Newman, Northam, Stolle, Thompson Jr., Trent; Mmes. Hester.

Directors Present: Messrs. Applewhite, Dendy, Fields, Finger, Fleet, Hager, Hall, Rawls, Wilson; Mmes. Banks, Cardwell, Dubois, Gerdelman.

Directors Absent: Messrs. Angles, Biagas, Downey, Kelly, Martínez, Skinner, Tullidge; Mmes. Baker, Fitzpatrick, Gray, Swann.

Guests Present: Mr. Saman Aghaebrahim for Lt. Gov.

Staff Present: Messrs. Armstrong, Emerson, Hall, Lunsford, Hann, Howell, Stovall; Mmes. Bailey, Bak, Basic, Kane, Pettengell, Sonders, Spangler.

## **I. Call to Order**

At 1:08pm on Thursday, May 23, 2017, the joint meeting of the Jamestown-Yorktown Foundation Board of Trustees and the Jamestown-Yorktown Foundation, Inc., Board of Directors was called to order by Mr. Ben Dendy at Great Wolf Lodge, Williamsburg. In his opening remarks, Mr. Dendy welcomed guest Saman Aghaebrahim, attending on behalf of Lt. Gov. Northam, as well as new JYF employees Jarret Hann and Frank Stovall, replacing the retiring Laura Bailey and Jeff Lunsford respectively. He also noted that the joint meeting was the first since the opening of the new American Revolution Museum at Yorktown. Finally, he noted planned points of discussion as being the 2019 Commemoration, impact of 2017 General Assembly session, gift shop operations, and events related to the celebration of the 400<sup>th</sup> anniversary of the death of Pocahontas.

## **II. Approval of JYF Minutes**

Mr. Dendy moved approval of the minutes of the Thursday and Friday, November 3 and 4, 2016, Board of Trustees meeting. Seconded by Chief Adkins, the minutes were approved as presented with no opposing votes.

**III. Executive Director’s Report: The American Revolution Museum at Yorktown Grand Opening Celebration**

Mr. Emerson provided a report specifically highlighting the opening of the new American Revolution Museum at Yorktown. He noted that the opening of the new museum marks a significant public change in public offerings to visitors, with vital space dedicated to dramatic exhibits, living history areas and visitor amenities. Mr. Emerson acknowledged the late Nick and Mary Matthews who he believed would be proud of the collective work of lawmakers, partners, and donors who made the new museum possible. Noted that while the new museum represent a significant accomplishment, JYF work remains unfinished and that the overall mission of partnership (Colonial Williamsburg, National Parks, etc.) and stewardship will continue. Finished by introducing a 4 minute video highlighting the grand opening events held at the new American Revolution Museum at Yorktown.

**IV. American Revolution Museum at Yorktown**

**a. 2017 Marketing and Advertising Success**

Ms. Susan Bak, Sr. Director of Marketing and Retail Operations at Jamestown-Yorktown Foundation, presented a PowerPoint slideshow highlighting 2017 marketing initiatives and results. Ms. Bak made mention of \$861,000 of JYF advertising investment spent in direct print and digital placements. She noted that this budget was made possible by many Board members, especially the General Assembly members who worked hard to ensure we had the resources to get the word out. She further noted that digital placements generated 66 million total impressions.

Ms. Bak noted that JYF invested \$240,000 in a robust radio campaign to reach a number of locations in Virginia and spot public television placements in Hampton Roads and central Virginia. Cash investment was leveraged with sponsorships and ticket contests negotiated with many of the stations, generating \$140,000 more in media value. With “Visiting family and friends” the number one reason for travel to Virginia and top donor state being Virginia, leading the campaign with in-state awareness was important. In the first four months of the year, 9,000 more Virginians visited JYF museums compared to last year, a 36% increase.

Regarding the JYF website, Ms. Bak noted that website traffic was up 35% in the first four months of 2017, as well as significant use of the website to source information, tickets, and packages related to the Grand Opening

Celebration of the Yorktown museum. In addition to JYF specific advertising initiatives, JYF invested \$130,000 in cooperative partnerships to leverage important marketing messaging with area partners and Virginia Tourism Corporation. She stated that leveraging JYF resources in this way means JYF investment grows substantially when paired with the financial resources of other partners. These joint advertising efforts help build awareness for JYF museums through inclusion in television commercials and additional website exposure that reach shared audience targets. She noted that JYF would continue to work with Colonial Williamsburg, Greater Williamsburg Chamber and Tourism Alliance, National Park Service, Preservation Virginia, Virginia Tourism Corporation Marketing Grant, Williamsburg Area Destination Marketing Committee, and York County.

Ms. Bak stated that group sales at new Yorktown museum were up 15% for first four months 2017. Noted that JYF media relations had coordinated with national and Virginia-based media to develop stories about the new museum generating 103 earned media placements in Virginia and 117 national earned media placements, all of which up 275% compared to last year. Paid ads and earned media generated 381 million total impressions from January through April this year. JYF investment of \$1.45 million was paired or “leveraged” with partners’ media investments in co-op ads, supported by valuable earned media placements, and positioned to reach visitors who were already looking for travel information due to another entity’s investment. The total leveraged promotional value of the FY17 marketing campaign investment is \$6.7 million.

In closing, Ms. Bak stated the measureable results of JYF’s campaign show paid admissions to American Revolution Museum at Yorktown are up 33.8% and complimentary visits, up 43.3% when compared to last year. With the increase in visitation and admission prices, admissions revenue is up 64.8%

#### **b. Programing Momentum**

At roughly 1:36pm Messrs. Peter Armstrong and Mark Howell of JYF’s Museum Operations and Education division commenced an interactive activity engaging Board attendees in a future planned programming activity for Jamestown Settlement visitors. Called on four Board volunteers to participate in the construction of a “gabion” using primitive inputs (long tree branches). In addition to the 4 volunteers taking place in the construction of the larger gabion, smaller gabions were distributed around the room and Board members were able to construct smaller versions, similar to the way future visitors will on JYF sites.

**V. General Assembly Outcomes**

Mr. Dendy thanked Ms. Bak, Messrs. Armstrong and Howell for their presentations and noted Delegate Cox's observation from earlier in the year about how hard the agency worked to maintain programs during the four phases of the museum's construction. Noted that while there had been some resistance to keeping the Yorktown museum during construction of the American Revolution Museum, it generated \$6.9 million in revenues over the past 4½ years.

Following Mr. Dendy's remarks and introduction, Mr. R. Jones commenced a summary of outcomes regarding JYF and the General Assembly. He noted that the Governor's recommended budget, released in December 2017, included a reduction in FY18 of 7.5% for JYF totaling approximately \$670,000. A larger reduction was slated for the 2019 Commemoration more than \$5 million. JYF did not seek restoration of JYF cuts, but did seek two budget amendments for FY18. Those amendments were (1) Leverage Tourism and Education Market Activity, and (2) On-site Education Workforce Stabilization. Mr. R. Jones further noted that related to the 2019 Commemoration budget cuts the money was reinstated however, 2019 would still absorb a 10.8% cut for FY18.

Mr. R. Jones concluded by noting two pieces of agency legislation that passed both chambers; one deals with the Virginia Tourism Authority and their grant program, while the other allows the Board of Trustees to rent the Jamestown ships for special events. He extended a special mention of appreciation to members of the House Appropriations Committee and members of the Senate Finance Committee who made these key efforts possible.

**VI. The JYF Public-Private Partnership – Building on Success**

At approximately 1:54pm, Mr. Fleet made special mention of the Campaign for Support started in 2011. Noted that to date over 6,000 donors from 45 states had contributed. Concluded by noting that two key areas of Gallery Exhibits were still in need of funding, and deferred to Mr. Hager.

Mr. Hager noted that the Campaign funded historic structures in the re-created Continental Army Encampment, Revolution-era farm, and the Transitional Pavilion. Also noted that, implementing new education programs upon opening of the museum was a key goal of the Campaign. Mr. Hager expressed the need for continued funding and support of artifact acquisition, special exhibitions and education. He concluded by reminding Board members of the importance of contributing to the Annual Fund and deferred back to Mr. Fleet.

Mr. Fleet reinforced Mr. Hager's call for contributions to the Annual Fund and reminded it helps us fulfill JYF's mission at both museums by providing resources for frontline staff in interpretation, on-site and outreach education, the sailing program, and special exhibits.

**VII. Gauging Visitor Expectations and Experiences**

Mr. Hall began the presentation by discussing the customer research goals of JYF, the information required (demographics, performance measures, etc.), and methods for gathering said information. He further discussed how the gathered data was applied towards planning for future programs, marketing, and training. Ms. Pettengell highlighted recent visitor feedback from different sources, most notably TripAdvisor using a PowerPoint presentation.

**VIII. On the Horizon: Planning Update for the "American Evolution" 2019 Commemoration**

Ms. Kathy Spangler, Executive Director of 2019 Commemoration started her presentation by taking time to thank the Board for their leadership and contributions to 2019 success. Noted that the 2019 Commemoration is made up of key initiatives, notably education, signature events, legacy projects, American Evolution Tour, statewide engagement, and national programming. She presented a draft schedule of events commencing in September 2018 and concluding in November 2019. She described how the new American Evolution Digital Trails app worked, described the American Evolution tour, and discussed elementary education programs set to start summer 2017. She presented a 1 minute video advertisement for American Evolution "Guardians of Jamestown 1619". She followed by highlighting the corporate support rationale of 2019 marketing and advertising before concluding her presentation by playing a 4 minute video highlighting progress (marketing reach, program development, etc.) of the 2019 Commemoration to date.

**IX. Gift Shops and Food Service Operations**

Delegate Cox began by noting the Foundation's retail operations generate important non-general fund revenue for education programs and operations. Noted that sales at the American Revolution Museum at Yorktown shop are up 55% for the first four months of 2017. In addition, the merchandising style at main Jamestown Settlement shop has been enhanced, and plans for new products

for all shop locations are underway. Commissions from 2016 café operations were also up 7.4%. Following this, he introduced Janet Kane, Retail Operations Manager at JYF. Noted that Ms. Kane works regularly with café contractor to identify ways to maximize their sales stream and revenue

Ms. Kane gave a PowerPoint presentation which provided a virtual tour of the gift shops and popular merchandise, an update on recent gift shop initiatives, and finally she shared information on items JYF Educational Trust board would consider at future meetings.

**X. Adjournment**

At 2:44pm, Mr. Dendy adjourned the meeting.

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**Jamestown-Yorktown Foundation Board of Trustees and Business Session B**  
**Jamestown-Yorktown Foundation, Inc., Board of Directors Wednesday, May 24, 2017**  
**MINUTES**

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Trustees Present: Messrs. Acuff, Adkins, Ashworth, Clements, Connock, Cox, Hanger, C.Jones, Jordan Jr, Plum, Ruff Jr., Ware Jr.; Mmes. Bourne, Flippo, Howell, McNerney, Wason.

Trustees Absent: Messrs. Atkinson, Casteen, Dykstra, Greason, Herring, Howell, Ingram, R. Jones, Knight, Koonce, McAuliffe, McDougle, Newman, Norment Jr., Northam, Stolle, Thompson Jr., Trent; Mmes. Hester.

Directors Present: Messrs. Dendy, Fields, Finger, Fleet, Hall, Rawls; Mmes. Banks, Cardwell, Dubois, Fitzpatrick, Gerdelman.

Directors Absent: Messrs. Angles, Applewhite, Biagas, Downey, Hager, Kelly, Martínez, Skinner, Tullidge, Wilson; Mmes. Baker, Gray, Swann.

Guests Present: Mr. Jimmy LaRoue Jr. (Virginia Gazette), Ms. Christal Searcy (Virginia Gazette), and Ms. Ellen LeCompte.

Staff Present: Messrs. Armstrong, Emerson, Lunsford, Hann, Stovall; Mmes. Bailey, Bak, Basic, Dominguez, Kane, Pettengell, Sonders.

**II. Call to Order**

At 11:50pm Mr. Cliff Fleet, President of the Jamestown-Yorktown Foundation, Inc. called to order Business Session B of the Wednesday, May 24, 2017 joint meeting of the Jamestown-Yorktown Foundation Board of Trustees and the Jamestown-Yorktown Foundation, Inc., Board of Directors in the education wing at Jamestown Settlement.

**III. Public Comment Period**

Mr. Ben Dendy, Chairman of the Jamestown-Yorktown Foundation opened the floor for public comment. There were no responses to the call for public comments.

**IV. New Orientation Video for Jamestown-Settlement and the American Revolution Museum at Yorktown**



Mr. Emerson made brief comments regarding the creation, uses, and benefits of this new product prior to the playing of the new video.

**V. Commemoration of the 400<sup>th</sup> Anniversary of the Death of Pocahontas**

Mr. Dendy gave a brief introduction of Chief Stephen Adkins prior to the Chief's presentation noting that in March 2017, a group traveled to England to commemorate the death of Pocahontas, "one of the most influential individuals in Jamestown history".

Chief Adkins commenced his presentation by asking for a moment of silence in honor of those who lost their lives at the recent terror attack in Manchester, England. Following that, he proceeded to give a PowerPoint presentation highlighting different events held in conjunction with his groups visit. Said events included lunch with the Queen's solicitor, a ceremony on the River Thames, a parade, and events at St. George's Church Gravesend.

Ms. Ellen LeCompte, who was a guest on the trip followed the Chief's presentation, provided further highlights and compliments of the trip, noting it was a success. She concluded noting two points, (1) that Pocahontas must be recognized as a significant figure in women's history, and (2) reminding that Pocahontas was considered a member of English royalty when she was brought to England.

**VI. Committee Reports**

**A. Acquisitions and Public Programming**

Regarding JYF acquisition meetings, Mr. Brian Fields noted that the Lafayette pistols, and historic Hammer Poll Tomahawk had been added to the permanent collection. Further, that there had been numerous repairs to existing artifacts, notably the Great Lakes Indian artifacts and George Washington statute podium. He concluded by noting that the digitization of products was a major focus and significant efforts were being made to improve imagining quality. Mr. Fields concluded with a motion to approve the report as presented. Seconded by Chief Adkins, the motion was approved with no opposing votes.

Mr. Marshall Akuff, Jr. reported on the actions of the Public Programming committee noting that the committee was presented with a four year plan for special exhibits for both Yorktown and Jamestown museums. He noted that onsite bookings were exceeding their goal of 195,000 students, and likewise outreach education targets were also exceeding the 85,000 student target. Mr. Ben Dendy made motion to approve the report as presented. Seconded by Ms. Judy Wason, the motion was approved with no opposing votes.

**B. Marketing Committee**

Senator Hanger reported on the actions of the Marketing Committee, sharing that the group received an update on paid admission and revenue. He reported combined paid admissions were up 10.5% and admissions revenue was up 13.4% year to date.

He noted the increase in the American Revolution Museum at Yorktown ticket price and overall visitation were reflected in growth of paid admissions. Visitation to the American Revolution Museum at Yorktown was up 33.8% for the same period. He further noted that while the proposed rates are a higher-risk for consumer impact, they are in line with customer research, other area attractions and leisure activities in visitor origin markets. Committee approved increasing adult and youth admission at American Revolution Museum at Yorktown to \$15.00 and \$7.50, respectively, and increasing the combination admission price to \$25.50 for adults and \$12.25 for youth for 2018. He further reported in fiscal year 2017 JYF invested \$1.45 million in the marketing and advertising program to include paid advertising and social media placements, group sales, Virginia radio campaign, national and in-Virginia public relations efforts, website and social media management, and cooperative marketing initiatives. The budget included a fiscal year 2017 amendment from the General Assembly and Governor, and private funds.

Sen. Hanger continued his report with information about the 2018 marketing and advertising plan and informed the Board that the plan would continue to include paid and earned media, and was flexible to accommodate new media and marketing opportunities. He reported that marketing efforts would be jointly implemented by the marketing and development staff to maximize exposure of “AfterWARD” and “Pocahontas Imagined” special exhibitions, scheduled to open this summer, and at the American Revolution Museum at Yorktown and Jamestown Settlement, respectively. Senator Hanger concluded his report with a motion for approval, including the new admission rates. Seconded by Peter Clements, the motion was unanimously approved.

**C. Buildings and Grounds**

Chief Stephen Adkins made the report for the Buildings & Grounds Committee. He noted that Jamestown Settlement has completed projects related to restroom modifications, HVAC system operation and control, and lighting in the mezzanine at the American Revolution Museum at Yorktown. Remaining work includes improvements to the gift shop doors and lighting. Further needs include installation of a lobby catwalk to improve safety for staff who are taking care of the facility. He noted JYF is also improving the generators at the site to

allow for the facility to be fully operational if the power is out. Planning is also underway to build of a picnic shelter, a bus shelter, and an artillery shed.

Chief Adkins noted that landscaping and how the facility looks to a visitor can have a big impact to their experience. He mentioned that at Yorktown, JYF Inc., liaison member Dr. Sandy Wilson does a great job providing landscaping and is lending his expertise to help staff. The committee discussed landscaping maintenance and is providing some input to support Dr. Wilson's and staff's efforts to revise the Grounds Procedures Document in November and ensure additional, sustainable volunteer help for landscaping program. The committee reviewed projects listed on the maintenance reserve project list and adopted a priority list for those projects. Top priority went to the Jamestown Settlement exhibit refresh project and the needed repairs to the pier. Current projects, including ship repairs, dredging, storefront door replacement, parking lot repairs, and artifact conservation were identified as priority two projects. Priority three projects include projects associated with facility maintenance. This includes HVAC repairs and restroom renovations at Jamestown Settlement and parking lot maintenance at Yorktown.

Chief Adkins noted the committee approved the 2018-2024 Capital Improvement Plan. The plan includes funding to improve the visitor experience at the ships, repair the ships, and dredge the channel. Repairs to the outdoor areas at Jamestown, roof replacements at Jamestown and the CSC, and parking lot repairs are also included. The total six-year Capital Improvement Plan through 2024 totals \$4.7 million in new funding. Chief Adkins concluded his report with a motion for approval of the Buildings & Grounds report, including: the adoption of the six year Capital Improvement Plan and JYF designated priorities for the maintenance reserve spending. Seconded by Mr. Jordan Jr., the motion was unanimously approved.

#### **D. Executive, Finance, and Administration & Personnel**

Delegate C. Jones reported on the activities of the Executive, Finance, Administration & Personnel Committees of the Foundation, noting that with regard to administration and personnel, staff are the largest budget item. He noted that the committee approved a 3% wage adjustment for part-time at a cost is \$50,287. JYF wage staff are non-general funded, so this action is being taken with revenue that raised from JYF operations. He noted that the work done at last November's meeting regarding compensation adjustments as required by an update to the Fair Labor Standards Act (FLSA) was made moot as the result of a later Federal court injunction. Del. Jones noted that the FLSA discussions helped spur discussion on other staffing issues which require further exploration, notably: updated succession planning, enhancing digital recruitment efforts and branding

of JYF as a workplace, and educating potential applicants about the value of the state fringe benefit program. Chief Adkins made note that diversity in hiring should always be a consideration, Del. Jones expressed agreement. Del. Jones concluded his report with a motion for approval including 3% increase for wage staff, seconded by Del. Cox, the motion was unanimously approved.

Delegate Cox reported on the activities of the Executive and Finance Committees of the Foundation, stating the committees had reviewed March 31 financials and found that overall revenue collections were on track with year-end estimates and that spending was well within budget. Noted that the committee reviewed and approved the revenue projections and the \$18 million FY18 JYF operating plan. Also approved the \$6.5 million FY18 2019 Commemoration Operating Plan. Noted the operating plan incorporates significant budget amendments approved by the Governor and General Assembly and extended thanks to all who worked to bring us to this juncture. He noted these funds increase both the sustainability and audience reach of JYF museums and education programs as well as provide support for important 2019 commemoration initiatives. Noted that in addition, the Board of Directors of the JYF, Inc., continued significantly to provide support for all aspects of JYF programming. Noted that throughout the remainder of this year and into FY18, JYF will also continue to monitor and work to address ongoing base budget vulnerabilities, and continue to manage a smaller, but challenging vacancy factor.

He further noted that the committee was updated on recent 2019 Commemoration accomplishments and planned initiatives, and also approved naming and recognition requests requested by the JYF, Inc. He noted the committee received a brief report on the status of larger Yorktown capital project contracts, which he noted are either finished or winding down. Finally, he reported on Educational Trust activities stating that CY16 gift shop sales, at \$2.74 million, were up 2.3% from CY15. January through April 2017, gift shop sales are 5.2% over the same period in 2015.

In Calendar Year 2015, the Trust provided nearly \$687,500 to the state agency. Del. Cox reiterated that private affiliates continuously and faithfully do everything possible to avoid costs, maximize revenue and support public museums and thanked those involved for their efforts. Del. Jones concluded his report with a motion for approval of the FY18 revenue estimates, FY18 JYF and 2019 operating budgets, and donor recognition proposals. Seconded by Del. Jones, the motion was unanimously approved.

#### **E. Nominating Committee**

Del. Ware reported on the activities of the Nominating Committee reminding attendees that in November 2016, the board agreed to defer the election

of officers, usually held at the fall meeting of even-numbered years, to this meeting. This was done in order to keep Foundation leadership in place until the Yorktown project—a significant milestone for the agency—was completed. He extended thanks to current officers who provided dedicated service in his or her respective office since 2008. Specifically recognizing the dedicated leadership of:

Chairman—Ben Dendy  
Vice Chairman— Suzanne Flippo  
Secretary— Senator Janet Howell  
Treasurer—Delegate Kirk Cox

He continued by noting that the Nominating Committee met yesterday to confirm the slate of nominees for officers to be considered by the Board of Trustees today. The committee proposes election of the following Trustees for offices as indicated:

Chairman—Delegate M. Kirkland Cox  
Vice Chairman—Senator Janet D. Howell  
Secretary—Sue H. Gerdelman  
Treasurer—Frank B. Atkinson

Those elected will serve terms commencing upon adjournment of the day's meeting and extending until next elections are held in November 2018. Del. Ware made motion for approval of election of officers as presented to the terms previously stated. Seconded by Ms. Fitzpatrick, the motion was unanimously approved.

Following the vote, Del. Ware noted that the Nominating Committee also recommended one additional action. He reminded that the JYF bylaws provide that any past chairman of the Board of Trustees may be elected by the board to the honorary position of chairman emeritus; chairmen emeriti serve as Trustees for life. Del. Ware recognized two Foundation chairmen emeriti: The Honorable Ray Ashworth and The Honorable Stuart Connock in attendance. Noted that as a result of the action just taken by the Board of Trustees, Mr. Dendy would conclude his term as chairman upon adjournment of the meeting and would be eligible for chairman emeritus status. Del. Ware proceeded on behalf of the Nominating Committee to nominate The Honorable H. Benson Dendy III for election to the honorary position of Jamestown-Yorktown Foundation chairman emeritus, to become effective immediately upon adjournment of today's meeting. Seconded by Mr. Ashworth, the motion was unanimously approved.

**VII. Other Business**

Mr. Fleet offered congratulations to Board members leaving roles and those assuming new ones as a result of the Nominating Committees recommendations. He proceeded to remind the JYF, Inc., Board of Directors, of the Wednesday and Thursday, October 4 and 5 fall meeting in Williamsburg. He also reminded members of the Board of Trustees of the Foundation's fall meeting dates, Wednesday and Thursday, November 8 and 9 in Williamsburg.

Mr. Fleet noted that upcoming JYF events included "AfterWARD: The Revolutionary Veterans Who Built America" debuts at the American Revolution Museum at Yorktown on June 10, and "Pocahontas Imagined" will open at Jamestown Settlement on July 15.

**VIII. Closing Remarks**

Mr. Dendy concluded the meeting sharing reflections on his 8.5 years as Chairman of JYF. His remarks in full are below:

*As we conclude my last meeting as an officer, I want to share with you a few reflections on my 8½ years as Chairman of the Jamestown-Yorktown Foundation.*

*When I became Chairman, we had just completed an incredibly successful commemoration in 2007 of the 400<sup>th</sup> anniversary of the birth of America at Jamestown. This had been a time of significant accomplishments with visits by Her Majesty The Queen, and the President and Vice President of the United States. Visitation was at its highest level ever, and we had opened a brand new state-of-the-art museum at Jamestown.*

*Often when an organization completes such an incredible period, there is a pause. Well, the Foundation did not pause for one second. We immediately embarked upon the building of a new museum at Yorktown, and we selected a new name that truly captured its purpose: the American Revolution Museum at Yorktown.*

*With its opening, the Foundation now has its second state-of-the-art world-class museum. Now our two museums can tell the full story of American history in the 17<sup>th</sup> and 18<sup>th</sup> centuries and how it shaped our nation.*

*We have aggressively acquired artifacts and grown our collection. One of the artifacts of which I am most proud is the Diallo portrait, one of the earliest known portraits done from life of an African individual held as a slave. Diallo insisted that he be drawn in native dress from Senegal and not in European dress.*

*This makes our portrait very rare. The other artifact I want to mention is the Hubard replica of the Houdon statue of George Washington, whose previous home was in the old Chamber of the United States House of Representatives.*

*We have embarked upon and are nearing the completion of a \$15 million comprehensive campaign for the American Revolution Museum at Yorktown.*

*While accomplishing all of this at Yorktown, we have paid close attention to protecting and enhancing the visitor experience at Jamestown. We have undertaken a refreshing of the galleries at Jamestown Settlement and have built a new row house and new Governor's house in James Fort.*

*We have launched the 2019 Commemoration of four landmark events in America's history: the first legislative assembly at Jamestown, the arrival of the first documented Africans in English America, the arrival in Virginia of a significant number of English women, and the first English Thanksgiving. We set about remembering these historic and sometimes painful events with a commitment to accuracy and to honoring all that was achieved by the three cultures that met at Jamestown.*

*In some ways, these four pivotal events in America's history are even more significant than the landing at Jamestown because they assured that the Jamestown experiment would be on solid ground and continue. Indeed, it was at Jamestown that the gift of representative government and democracy was given to the world. It was my honor to appoint the 2019 Commemoration Steering Committee and to be engaged actively in moving the plans for the commemoration forward.*

*My passion has always been our educational programs. We have a special responsibility to teach future generations about the sacrifices made at Jamestown and Yorktown to give birth to this nation. Our educational programs are in 102 school systems across the Commonwealth and we serve over 270 thousand students through our on-site and off-site educational programs each year. As a result, we are the largest provider of museum-based educational programs in the Commonwealth.*

*In my view, our educational system faces no more serious challenge than making sure students know about the brave efforts of those who came before them to secure the freedoms they enjoy. If young people do not understand our history, they can never be good citizens.*

*Throughout my 33 years on this board, I have worked to ensure we have the first-class educational product that makes us all proud. It still amazes me to hear about young students who leave the city or county where they live for the first time to visit Jamestown or Yorktown. We open a new world to them. Everyday this Foundation broadens the horizons of young people across the nation.*

*I would be remiss if I did not thank all of those who have played such a critical role in the success that we have achieved over the last eight years. Every Trustee has stepped up to the plate and worked to achieve these accomplishments.*

*I am particularly grateful that we have had 100% participation in the Annual Fund by the Board of Trustees every year. As we move forward, it is critical that you continue this same commitment.*

*I would like to acknowledge Delegate Kirk Cox, who will succeed me as Chairman. I could not have had a better partner. He worked tirelessly as Chairman of the Finance Committee, President of the Jamestown-Yorktown Educational Trust, and as a leader of the House to ensure our success. I am always amazed at all Delegate Cox does for the Foundation and the tremendous time he puts into our efforts.*

*In addition to Delegate Cox, I want to thank my fellow officers: Suzanne Flippo, who has served the Foundation with such distinction for so many years, and Senator Janet Howell, who has worked tirelessly as a budget conferee to support the initiatives of the Jamestown-Yorktown Foundation.*

*I also want to thank Sue Gerdelman and Cliff Fleet, who have been incredible partners as Presidents of the Jamestown-Yorktown Foundation Inc., and have garnered such significant private support for our two museums.*

*I would also like to acknowledge all of our committee chairs and those who have worked tirelessly in the Virginia General Assembly for the Foundation. Two members of the Foundation who have been particularly helpful are former Chairman Senator Tommy Norment, through his leadership as a budget conferee and the guidance he has given me, and Delegate Chris Jones, who has steered the Foundation's administration and personnel policies during a period of great transition and strongly supported our budget initiatives.*

*Our two Chairman Emeriti, Ray Ashworth and Stuart Connock, also have been very helpful throughout my tenure.*

*I also want to thank the best staff that any organization could hope to have. You will never find a harder working staff. You can call here early in the morning and late at night and usually find them diligently working. They are committed to delivering a first-class product to our visitors, and they make our success possible. I particularly want to thank Phil Emerson for his superb leadership as Executive Director. Phil has inspired the staff to join him in incredible accomplishments for the Foundation. He is one of the most outstanding public servants with whom I have ever worked.*

*It has been a real pleasure to work with Laura Bailey, who knows all the ins and outs of the Foundation and has never failed to step up to the plate to support the Foundation and its Trustees. There are other staff with whom I have worked on an almost daily basis. My thanks to Jeff Lunsford for his hard work and to the Development staff for all the help they have given me since this program began in the late 1980s, when I chaired the Development Committee. Most importantly, I want to thank the six Governors who gave me the opportunity to serve as a trustee.*



*I think it is important to acknowledge that we have accomplished all of this during challenging financial times, when we have had to learn how to do more with less and to protect our product during a period of declining state revenues. We have significantly increased the revenues we generate to operate our two museums through private donations, gift shop revenues, and admissions. Under Phil's leadership, our staff has excelled during difficult times of transition and limited resources.*

*Finally, I want to thank you for giving me the opportunity to lead this wonderful Foundation. It has been a great honor. I stand ready to work with Chairman Cox and all of you as we move ahead.*

Del. Cox offered his thanks to Mr. Dendy for his words and made gift presentations to Mr. Dendy and Ms. Flippo in recognition of their service to JYF.

**IX. Adjournment – Mr. Dendy**

Mr. Fleet offered thanks and congratulations to Mr. Dendy, Ms. Flippo, and Delegate Cox. Adjourned meeting at 1:12pm

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Committee Members Present: Messrs. Dykstra, Fleet, Hager, Hanger, R. N. Jones, Jordan, Norment, Ware; Mme. McNerney.

Committee Members Absent: Messrs. Casteen, Clements, Greason, S. C. Jones, Newman, Stolle, Thompson.

Other Trustees Present: Messrs. Adkins, Ashworth, Cox; Mme. Gerdelman.

Guests Present: Mr. R. Allan Finger, JYF, Inc., Board of Directors  
Mr. Terry E. Hall, JYF, Inc., Board of Directors  
Dr. James W. Rawles, Jr., JYF, Inc. Board of Directors

Staff Present: Mmes. Bak, Rawlins, Spangler.

**I. Call to Order**

Senator Hanger called to order the Tuesday, May 23, 2017, meeting of the Jamestown-Yorktown Foundation Marketing Committee at 12:57 p.m., at the Great Wolf Lodge in Williamsburg.

**II. Approval of Minutes**

Mrs. McNerney moved approval of the minutes of the November 3, 2016, meeting of the Marketing Committee. Seconded by Mr. Hager, the minutes were approved as presented.

**III. Visitation Activity**

Mr. Jones reported combined paid admissions were up 10.5% and admissions revenue was up 13.4% year to date. He noted the increase in the American Revolution Museum at Yorktown ticket price and overall visitation were reflected in growth of paid admissions. Visitation to the American Revolution Museum at Yorktown was up 33.8% for the same period.

**IV. 2018 Proposed Admission Rates and Analysis**

Mrs. Bak presented an analysis of pricing considerations that included standard discounts, revenue needs, construction/gallery projects, new museum experiences, long-range admission plan, impact in target geographic markets,

Travel Price Index, and economic outlook. She further noted that while the proposed rates are a higher-risk for consumer impact, they are in line with customer research, other area attractions and leisure activities in visitor origin markets. Mr. Jones moved approval of increasing adult and youth admission at American Revolution Museum at Yorktown to \$15.00 and \$7.50, respectively, and increasing the combination admission price to \$25.50 for adults and \$12.25 for youth for 2018. Seconded by Mr. Dykstra, the motion passed without opposition.

**V. Annual Marketing and Advertising Plans**

Mrs. Bak reported in fiscal year 2017 JYF invested \$1.45 million in the marketing and advertising program to include paid advertising and social media placements, group sales, Virginia radio campaign, national and in-Virginia public relations efforts, website and social media management, and cooperative marketing initiatives. The budget included a fiscal year 2017 amendment from the General Assembly and Governor, and private funds.

Mrs. Bak continued her report with information about the 2018 marketing and advertising plan. She informed the committee that the plan would continue to include paid and earned media, and was flexible to accommodate new media and marketing opportunities. She reported that the successful JYF social media ambassadors program would continue, as well as DCI public relations firm work with national media.

**VI. Special Exhibitions**

Senator Hanger reported that marketing efforts would be jointly implemented by the marketing and development staff to maximize exposure of “AfterWARD” and “Pocahontas Imagined” special exhibitions, scheduled to open this summer, and at the American Revolution Museum at Yorktown and Jamestown Settlement, respectively.

**VII. Other Business**

Mrs. Bak reported that the ARES destination booking engine, an important platform used to sell JYF and partner tickets and packages, was implemented on the historyisfun website in March 2017.

She also reported that the VDOT Enhancement Grant awarded to JYF in June 2012, to develop apps and enhance the Foundation marketing website was completed. The total project budget was \$158,750, the grant covered 80% of expenses and JYF funding covered 20%.

**VIII. Adjournment**

There being no further business, the Tuesday, May 23, 2017, meeting of the Marketing Committee was adjourned at 4:14 p.m.

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Committee Members Present: Messrs. Adkins, Atkinson, Ingram, McDougle, Plum, Wilson\*; Mmes. Bourne, Howell, Wason.

Committee Members Absent: Messrs. Ashworth, Clements, Connock, Hager, Knight, Newman; Mmes. Banks\*.

Other Trustees Present: Mr. Dykstra.

Staff Present: Messrs. Lunsford, Stovall; Ms. McMillan.

*\*Liaisons from JYF, Inc.*

**I. Call to Order**

The Tuesday, May 23, 2017, meeting of the Jamestown-Yorktown Foundation Buildings & Grounds Committee was called to order by Delegate Ingram, vice-chairman, at 11:46 a.m., at the Great Wolf Lodge. He extended a welcome to new Deputy Executive Director for Administration, Frank Stovall.

**II. Approval of Minutes**

Chief Adkins moved, and Mrs. Wason seconded, approval of the Thursday, November 3, 2016, committee meeting minutes. The motion was approved by unanimous vote.

**III. American Revolution Museum at Yorktown**

Delegate Ingram reminded committee members of November discussions regarding adjustments being made inside the American Revolution Museum at Yorktown to address minor unanticipated problems. Mr. Lunsford then brought the committee up to date on the issues, identifying only one outstanding area: the gift shop sliding doors and lighting. He stated that the building architect designed and W. M. Jordan installed basic lighting. He added that an architect with retail lighting expertise and contractor would be needed to fully respond to gift shop requirements. Mr. Lunsford also explained that the sliding door modifications envisioned in November did not fully resolve staff complaints who that continue to maintain that they still are not physically able to open and close them.

Mr. Lunsford reported then reported on two new issues: a spud plumbing fitting design flaw and the need for catwalk in the Yorktown lobby. He stated a visitor was soaked with water after he made contact with the plumbing fitting and it gave way. He stated that JYF contacted the contractor, who in turn contacted the wholesaler, who then contacted the manufacturer, who then designed, manufactured and delivered a replacement part that fully resolved the issue. Mr. Lunsford then explained the need for a catwalk above the ceiling in the Yorktown lobby. He reported that staff currently use a lift to replace bulbs but are unable to reach and/or replace thermal links and other essential lighting components and wiring. He explained that the only means of accessing these components creates a serious fall risk for staff and a catwalk was essential to provide for safe access. With respect to the Yorktown outdoor areas, Mr. Lunsford reported that the picnic and bus shelters and the artillery shed should be completed this winter.

Dr. Wilson reported that he had been working on the landscaping with staff at Yorktown. He stated the landscape plan had been revised and simplified after discussions with staff and consultation with experts on 18<sup>th</sup> century plants. He added that suitable plant material had been acquired from nine independent growers and installed. He noted that JYF was fortunate to have such dedicated staff but more staffing was needed, including a landscape supervisor with expertise in period appropriate plantings. He stated that a collaborative effort was underway to develop and adopt staffing requirements for landscape maintenance and operation, revised Grounds Keeping Manual, a plan for unfinished areas at the Yorktown Museum, and a plan to optimally recruit and retain volunteer groups with proven landscape maintenance expertise. Mrs. Bourne suggested contacting volunteer organizations in the area to help and to look into using college students at schools with agricultural programs. She volunteered to contact her colleague at Hands-On Greater Richmond to help JYF find a similar organization in the Williamsburg area that could provide additional volunteer help. Mr. Lunsford reported on the staffing vacancy issues and Senator McDougle thanked Dr. Wilson for his landscaping achievements at Yorktown.

Mr. Lunsford reported that the contracts for the American Revolution Museum at Yorktown were coming to a close. He briefly explained the status of the top ten contracts that accounted for over 91% of the total value of two Yorktown capital projects. Five of the contracts are either completed or being closed currently, while the other five should be completed by year's end.

#### **IV. 2016-18 Capital Project Implementation**

Senator McDougle stated there were two projects that had been included in the Appropriation Act: the Yorktown Museum Generators and the Jamestown



Permanent Galleries Renovation and Refresh – Phase II. Mr. Lunsford explained that after Hurricane Isabel, Jamestown Settlement saw an increase in visitation as it was on generator power and people without power were looking for things to do. He reported that recently the remnants of Hurricane Matthew caused a power outage before an event at Yorktown. He stated that while JYF was lucky and Dominion Virginia Power was successful in restoring power just in time for the event, it was two to three days before all systems were fully operational, and sensitive electronic exhibits and electric motors in building systems were adversely impacted when one leg of the three phase power system was lost. He added that this project would ensure that electronics are fully protected and that operations could continue uninterrupted no matter how weather impacts electric service.

Mr. Lunsford reported that Phase I of the Jamestown Settlement Permanent Galleries Renovation and Refresh had been completed and that the Bureau of Capital Outlay Management (BCOM) and the Department of Planning and Budget (DPB) had approved design funding. He added that a designer for Phase II improvements was currently being procured.

#### **V. Maintenance Reserve Program**

Senator McDougle reviewed the agency's maintenance reserve projects with the committee. He noted that maintenance reserve subprojects funding must be used for major repairs or replacements to physical plant, property, or equipment intended to extend useful life, with projects typically ranging from \$25,000 to \$1,000,000. He explained that normally the Commonwealth gives roof replacements the highest subproject priority. Senator McDougle requested Mr. Lunsford provide more detail on progress on the subprojects. Mr. Lunsford reported that the Jamestown visitor services lobby structural supports subproject had been completed for under \$100,000 and the central support complex electrical switchgear replacement had also been completed. He explained that the remaining maintenance reserve projects were broken up into seven tiers. He stated that the first tier were those items of top priority and currently included roof repairs/replacement, the Jamestown Permanent Galleries Refresh, and the pier renovation. He stated that roof inspections showed the repair/replacement was not currently needed and the Jamestown Permanent Galleries Refresh Phase I was completed, leaving the pier renovations as the only current tier one item.

Senator McDougle expressed concern regarding the \$1,646,500 estimated cost, and remembered from a previous presentation several years ago that provided this amount as the most expensive of several options. He asked staff to revisit the other options and to avoid this level of expense if at all possible.

Mr. Lunsford explained the second tier was the obligated maintenance reserve items including yearly ships maintenance, channel dredging done every five years, parking lots, artifact conservation, and Jamestown Settlement outdoor areas.

Mr. Lunsford explained the third tier was the required building system repairs that included the Jamestown visitor services wing rooftop HVAC units, Yorktown parking lot, Jamestown HVAC Variable Air Volume (VAV) boxes and Electronic Control Mechanism (ECM), and the Jamestown restroom renovation. He noted that the Jamestown visitor services wing rooftop HVAC repair was not needed at this time. He stated that the Yorktown parking lots were still fairly new and should not need repair at this time. He explained that the Jamestown Settlement HVAC variable air volume boxes (VAV) and energy control modules (ECM) were starting to fail and that the software that controlled heating and cooling via the Internet was failing and obsolete. Mrs. Bourne indicated that JYF might want to look at more opportunities to leverage funding and asked if staff could look into grant opportunities for water conservation.

Mr. Lunsford reported that the remaining tiers were all other unobligated subprojects including artifact conservation, Jamestown Settlement outdoor areas, artillery replacement, and the paving of Hawks Nest Road.

Senator McDougle recommended moving the unobligated balance for Jamestown Settlement outdoor areas from a tier five subproject to tier three. Chief Adkins made a motion to accept the prioritization of the maintenance reserve project with the change of the outdoor areas to a tier three subproject. The motion was seconded by Delegate Ingram and approved unanimously.

## **VI. 2018-2024 Capital Improvement Plan**

Senator McDougle explained that in odd-numbered years the committee considers and recommends a six-year Capital Improvement Plan to the full board. He added that it is used in evaluating capital improvement proposals and setting priorities. He noted that once it is approved, it becomes the mid-May capital requests submission to the Department of Planning and Budget. Senator McDougle requested Mr. Lunsford provide more detail on the proposed plan. Mr. Lunsford stated the plan included Jamestown Ships visitor experience improvement at an estimated cost of \$439,700. Senator McDougle reasoned that if some the pier repairs could be added this project, overall cost might be reduced. Mr. Lunsford responded that it was possible but the money would not be available until FY19 and some immediate pier maintenance issues might be essential to correct before that time. Mrs. Bourne indicated that JYF should not “cut corners” designing this project. Mr. Atkinson expressed concerned that, with expected high visitation, the pier should not be under construction during 2019

commemoration. Mr. Lunsford responded that it might be possible to do this project in phases and that possible impacts on the Chesapeake Bay Act required Resource Protection Area (which stretches 100 feet the edge of the basin) would be included in the required environmental impact report (EIR), also may delay the project approval process, and extend the time required for project design. He further indicated that there might be an opportunity to engage the design firm that will eventually be selected for the maintenance reserve repairs to make some recommendations to address this concern, although there is no guarantee that information can be obtained before submitting a capital project request to DPB for their as of yet unannounced timetable. There was committee consensus that both Senator McDougle's and Mr. Atkinson's views somehow be incorporated in the DPB capital project submission. Mr. Lunsford indicated that a placeholder amount might be used for purposes of submission and could be adjusted later when the details became clearer. Chief Adkins made a motion to approve the 2018-2014 Capital Improvement Plan with the proviso that the Jamestown Ships Visitor Experience project be adjusted upwards to accommodate the expressed concerns. The motion was seconded by Mr. Atkinson and approved unanimously.

**VII. Other Business**

Mr. Lunsford reported that, earlier this spring, Building and Grounds Manager Doug Duvall mentioned that the new American Revolution Museum at Yorktown HVAC equipment utilized R-44B Freon at a cost of \$6 per pound, while the Central Support Complex and Jamestown Settlement units required R-22 Freon that now costs \$100 per pound and is rising in cost rapidly. Mr. Lunsford had questioned whether a capital project was required to replace these compressors, which would be exorbitantly expensive. He shared that Mr. Duvall had replied that he was hopeful a more inexpensive fix might become available if JYF simply waited. Mr. Lunsford report that this week, Mr. Duvall found that a new Freon, R-143A has been approved for the old compressors with little to no compressor modifications and is available for \$6 per pound. Mr. Lunsford provided this as an example of how staff was carefully managing issues and continued to find ways to minimize operational cost.

**IX. Adjournment**

There being no further business, the Tuesday, May 23, 2017, meeting of the Buildings & Grounds Committee was adjourned at 12:57 p.m.

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Executive Committee Members Present: Messrs. Atkinson, Connock, Cox, Dendy, Fleet, Hanger, S. C. Jones, R. Jones McDougale, Norment; Mmes. Flippo, Howell.

Executive Committee Members Absent: Messrs. W. J. Howell, Stolle.

Finance Committee Members Present: Messrs. Acuff, Cox, Ingram, R. N. Jones, McDougale, Ruff; Mrs. Gerdelman.

Finance Committee Members Absent: Messrs. Greason, Knight, Koonce, Newman; Mmes. Hester, Trent.

Admin & Personnel Members Present: Messrs. Adkins, Connock, Cox, Hanger, Norment, Ruff; Mmes. Bourne, Gerdelman, McNerney.

Admin & Personnel Members Absent: Messrs. Dykstra, Koonce, Thompson; Ms. Wason.

Staff Present: Messrs. Emerson, Lunsford, Hann, Stovall; Mmes. Bailey, Bak.

**I. Welcome and Call to Order**

The Wednesday, May 24, 2017, joint meeting of the Executive, Finance, Administration and Personnel Committees was called to order by Mr. Dendy, chairman, at 7:35 a.m., at Great Wolf Lodge, Williamsburg.

**II. Approval of Minutes**

**A.** Mr. Dendy moved approval of the minutes of the Friday, November 4, 2016, joint meeting of the Executive and Finance Committees. Seconded by Mr. Norment, the motion was approved by unanimous vote.

**B.** Mr. Norment moved approval of the minutes of the Thursday, November 3, 2016, joint meeting of the Administration and Personnel Committees. Seconded by Mr. C. Jones, the motion was approved by unanimous vote.

**III. FY17 Operating Budget**

**A. Statement of Revenues and Expenditures**

Delegate Cox then provided the committees with an overview of the financial activity of the agency for FY17 through March, reporting that resources totaled \$14.7 million, which was 77% of the estimate with three-quarters of the year complete and approximately \$1.9 million more in collections than the same time in the previous year. Regarding the year-to-date admissions revenue of \$3.7 million, it was pointed out that this represented 67% of the estimate as of March 31, and was nearly 1.7% ahead of the same period in FY16. He added that an analysis indicated that collections were on track to surpass the \$5.5 million estimate by the close of the fiscal year. The financial reports also indicated that expenditures for the year through March were at 65% of the budget. Delegate Cox stated that with the first nine months of the year complete it appeared FY17 revenue estimates would be attained.

**B. Year-end Projections**

Delegate Cox stated that while revenues outpace estimates from one year ago, expenses had been kept down. He stated that projections of year-to-date expenses would be around 95% of budget by June 30th. He expressed guarded optimism as FY17 ends with two of the normally busiest months: May and June. Predicted the last 3 months would be strong for visitation, translating to ticket sales due in part to a one-time infusion of Yorktown marketing funds in the current fiscal year. Since the marketing blitz is a one-time shot, sustainability of current levels would be questionable, however, possibly impacting on the first half of FY18. Total paid visitation since January 1 up 10.7%. Yorktown is up 33.1% year-to-date, while Jamestown is only up 2.5%. He stated that targets suggest to exceeding total revenue estimate by \$368,000, of which \$215,000 is additional general fund transfers from central appropriations, and \$153,000 in net non-general fund revenue in excess of estimate.

**C. Third Quarter Performance Measures**

Delegate Cox then provided an update on agency Performance Measure activity through March, stating the agency was on track with all five measures.

#### **IV.FY2017 2019 Commemoration Budget**

##### **A. Commemoration Statement of Revenues and Expenditures**

Mr. Lunsford present a report on 2019 Commemoration financials noting that total expenditures for the year to date of \$1,946,298 represented 56% of the total annual budgeted expenditures. Personal Services expenditures for the nine months totaled \$498,890 and reflect 56% of the annual budget. Contractual Services expenditures for the nine months totaled \$1,410,804 and reflect 55% of the annual budget. Supplies and Materials expenditures for the nine months totaled \$10,778 and reflect 60% of the annual budget. Transfer Payments for the nine months totaled \$6,485 and reflects 130% of the annual budget. Continuous Charges for the nine months totaled \$574 and reflects 8% of the annual budget. Fixed Asset purchases for the nine months totaled \$18,767 and reflect 150% of the annual budget. He concluded by noting that the accounting department maintained a 100% compliance rate for the month of March. There were no questions for Mr. Lunsford.

##### **B. 2019 Commemoration Operations**

Mr. Atkinson began noting the Executive Committee would prioritize key fund allocations for the FY18 budget. With state funding now confirmed, he stated that next steps involved aggressively moving forward with a corporate sponsorship program with the goal being to continue to use state funds to leverage strong private sector support. He made special recognition of Dominion Energy and Altria for stepping forward as major partners contributing more than \$1.5 million in private support.

Mr. Atkinson highlighted the hiring of Spectra, a national firm with strong experience in event and sports marketing/sponsorship initiatives, to assist us with our fundraising efforts. Asked board members to give notice to himself or other 2019 leadership if there were suggestions of other corporations that might be interested in partnering for the commemoration. Noted further that there would be three firms working on the production of our signature events which would allow for greater depth in programming, reduce risk, and increase capacity for execution.

He noted that some key work in the summer and fall would include: finalizing MOU's with our partners, launching our educational programs and statewide engagement, the First Thanksgiving event at Berkeley Plantation, the

Pocahontas Reframed Film Festival in Richmond, reviewing the key areas of focus for our multiple committees in order to maximize volunteer support. Vital work continues with the Virginia Tourism Corporation (VTC) on a state agency to state agency partnership to build awareness of the commemoration in Virginia's key markets. In closing, he expressed his appreciation for the continued engagement and support of the 2019 Commemorative Committees and JYF's ongoing support as we mount this important commemoration.

**V. 2016-18 JYF Biennium Budget**

**A. FY17 JYF Operating Budget**

1. Revenue Projections

Mr. Cox began by stating that projected FY17 admissions revenue totaled little more than \$6.1 million. He said that the admissions revenue model contains conservative assumptions, including 583,684 projected paid visitors for the fiscal year. Additionally, he projected \$2.6 million in other non-general fund revenue, primarily representing private affiliate reimbursements and programming support. In combination with expected general funds of \$9.3 million, total resources needed to fund the \$18 million spending plan, which equals JYF's authorized appropriation.

Mr. Cox expressed hope that the economic recovery will continue, but that we are best served by conservative estimates, particularly since much can happen over 15 months, which can impact the tourism market, no matter what marketing or programming actions taken. Furthermore, he noted that the assumption regarding school system participation in outreach and on-site structured education remain tenuous – it being an important component of total paid visitation.

2. Imposed General Fund Reductions

Mr. Cox stated that in addition to revenue estimates, the budget incorporates general fund reductions which were discussed at length last November. It eliminated an interpreter, unfunded a curator and reduced funding for an assistant exhibit manager. It also unfunded two fiscal technicians and an IT technician required to sustainably operate business functions and meet state compliance responsibilities. It reduced on-going marketing support and reduced outreach and distance learning funding in the face of high demand for those services. It eliminated scheduled equipment replacements. All of this was done



on top of a significant vacancy savings target which reduced spending to keep JYF in the black but also undercut staff morale and productivity. JYF also pledged increased non-general fund support for \$111,000 of the total 669,354 reduction. Most of all it further undermined operational sustainability. He concluded by emphasizing that the theme of this budget and many of the discussions at his session are focused on using available resources to better ensure operational sustainability.

### 3. Wage Adjustment for Part-time Staff

Mr. C. Jones continued on the theme of operational sustainability, noting that the appropriation act provides the authority to extend the 3% wage adjustment granted to full-time staff to wage staff. He stated that traditionally, the Administration & Personnel Committee recommends and the full board grants its wage staff this increase, the cost being \$50,287. He noted that wage staff are exclusively non-general funded and that JYF is heavily dependent on its 250+ wage staff to complete its mission as visitation fluctuates during the year. He noted that rates of pay for the same work should be comparable whether a person works full-time or part-time – the value of services provided is the same. Following Mr. C. Jones presentation Mr. C. Jones moved and Ms. Flippo seconded the motion to approve the 3% wage adjustment. The motion was unanimously approved.

### 4. Proposed Operating Plan

Mr. Cox continued the discussion by looking at proposed FY18 budget allocations. He noted that the proposal is built upon the FY17 budget, including subsequent general and non-general fund resource adjustments, and highlights how dollars are allocated to each JYF division. He noted that the FY18 proposed operating plan slightly exceeds \$18 million, that being roughly \$16,000 more than the FY17 budget of \$17,995,503. Mr. Cox then ask Mr. Lunsford to FY18 JYF and FY18 2019 Commemoration Operating Plans. (A copy of the FY18 budgets for JYF and the 2019 Commemoration as adopted are attached to these minutes as Exhibits I and II, respectively.)

## **B. Proposed FY18 2019 Commemoration Operating Plan**

Mr. Lunsford (refer to Exhibits I and II) noted that lines 4 through 10 remove one-time funding for FY17 that did not go forward into FY18, and

remove \$558,000 for FY18 budget reductions. While JYF lost \$669,354, it committed to making up the difference of \$111,226 from non-general funds. He noted that pending the approval of the 3% wage increase is included on line 15, with the general fund portion of that coming from the Central Appropriations as shown on line 21. Referring to line 16, he noted that with the anticipated increase in non-general fund revenue, JYF is reducing the vacancy factor by about half – (6 mos. To 3 & 90 days to 45). Since the FY17 contained a negative number over \$300,000, it requires a positive number to reduce a negative value– a \$150,512 adjustment.

The vacancy factor kept programs going during a period of reduced general and non-general funding. However, non-general revenue has shown some recovery, although that recovery was due in some part to one-time marketing funding in FY18 and the buzz about the new Yorktown Museum. He noted that staff vacancy has severely impacted morale, substantially reduced staff productivity and inhibited our ability to properly complete and implement needed compensation/ classification actions to stay competitive in a historic triangle labor market. He stated that while eliminating the vacancy factor is our number one priority we will not, until we can determine how much of the non-general fund revenue recovery is sustainable.

In closing he had two comments. The first was that JYF can't lose sight of budget reductions. While some have been ameliorated by the recent budget amendment, not all have – particularly in the area of facilities, finance and Information technology. JYF cannot simply quit replacing equipment for all eternity nor can it lay off or otherwise abolish those positions and effectively operate and meet state and Federal compliance requirements. The second point was that the Board's support for JYF's budget amendments really made a difference to keep JYF operating sustainably this year, and speaking for all the staff and for our visitors and donors, he was very grateful. Following Mr. Lunsford's presentation Mr. Cox moved for approval of the JYF Proposed Operating Plan and the 2019 Commemoration Operating Plan. Seconded by Mr. C. Jones, the motion was unanimously approved.

## **VI. Contract Status**

Mr. Lunsford then provided an update on JYF contracts. He stated that ten firms account for 91.6% of all expenses associated with the two capital projects required to create the new American Revolution Museum at Yorktown. Westlake Reed Leskosky has almost completed the final contract requirement to

provide as-built construction drawings for the museum building and parking lots. Less than \$8,000 remains to be paid under their contract. He expected a minor increase in the Guernsey Tingle design contract for the outdoor areas. They will separate drawings for the bus and picnic shelters from the original bid package and send those out for bidding so that the shelters can be constructed this winter. He concluded by stating that all contracts should be complete and closed out by the end of the year.

## **VII. Naming and Recognition Requests**

Mr. Fleet reported that there were seven (7) naming/recognition requests for the committees' consideration. All related to gifts received in conjunction with the American Revolution Museum at Yorktown comprehensive fundraising Campaign for Support. He noted that, the state and private boards jointly adopted a plan designating various naming and recognition opportunities within the museums that may be requested at various giving levels. Guidelines for approving naming and recognition requests call for them first to be endorsed by the Foundation, Inc.'s Executive Committee, who then recommends the requests to the Foundation's Executive Committee for final approval. He noted that all requests had been endorsed and recommended by the Foundation, Inc., board. Mr. Fleet moved approval of the requests as presented. Seconded by Mr. Connick, the motion was approved with no opposing votes.

## **VIII. Fair Labor Standards Update**

Mr. C. Jones report that the Administration & Personnel Committee reviewed President Obama's proposed changes to FLSA at our last meeting. He explained that FLSA ensures minimum wage and overtime pay protections. The Obama administration felt that the dollar amounts for the salary level test to determine eligibility for overtime pay should be doubled. He further explained that a Texas court stepped in several weeks later, issuing an injunction, and JYF, like other state agencies and many private businesses, halted planned implementation of the increases. In summary, he stated that it was appropriate for JYF human resources to continue monitoring developments and be ready with possible responses to further changes.

**IX. Retention/Recruitment Issues, Priorities and Strategies**

**A. Succession Planning Update**

Mr. Lunsford reported on succession planning and stated that unlike most employee attrition issues, JYF can reasonably predict retirements. As of February 40% of the JYF classified staff was eligible for unreduced/reduced retirement, and this estimate potentially could increase to 71% in 2021. He stated that because of age, an increasing number of JYF classified staff will never achieve full retirement, resigning under the reduced retirement option. He noted that succession strategies are essential to ensure continuity of operations. The agency successfully addressed key senior staff retirements, with their successors starting work earlier in May 2017. Concluded that the Senior Director of Museum Operations & Education has his permanent residency card and is no longer a potential succession risk, and that successful workarounds and recruitments are either underway or complete on several key middle management positions.

**B. Staff Attrition Levels and Classification/Compensation**

Mr. Lunsford continued to discuss challenges with attrition and compensation. He noted that over the past five years, classified turnover has climbed from 9% to 14.1%. Many of the same issues and resulting recommendations that apply to wage staff also apply to full-time staff, and retirement can be added to the list of internal/non-economic factors that should be removed from attrition data for modeling purposes.

**C. Recruiting Viable Candidates in a Competitive Labor Market**

Mr. Lunsford continued to discuss challenges with recruiting viable candidates. Chief Adkins noted the importance of having a diverse workforce and how it translates into the type of visitors who frequent JYF. Ms. Bourne concurred and offered any assistance she could regarding the marking of jobs to more diverse candidates. She also questioned whether JYF was recruiting new graduates for entry level positions. Mr. Emerson replied saying that new graduates were always considered, however, the challenge remains that JYF needs experienced candidates for many positions, and the salaries offered are often below the market rate in the private sector. Messrs. Dendy and C. Jones concluded by saying their assistance is welcomed and appreciated.

**X. Jamestown-Yorktown Education Trust President's Report**

Jamestown-Yorktown Educational Trust President Kirk Cox offered the report from the private affiliate, stating that the Board of Directors last convened on December 6, 2016, and would next meet this summer. He stated that at the December meeting he was re-elected as President and Marshall Acuff was re-elected as Secretary-Treasurer. Delegate Cox reported that in calendar year 2016, the museums' gift shops' gross sales totaled \$2.74 million, a 2.3% increase over sales in the prior year. He stated the jump in sales was continuing into calendar year 2017. He shared that the board had been and would continue to closely monitor performance trends for the enterprise operations. Restaurant commissions were reported at \$111,213 for the 2016 calendar year, which was 104% of estimate. Also at its December meeting, the Trust board reviewed investment performance, with Delegate Cox expressing the corporation's appreciation to the JYF, Inc., in managing Trust investments. It was reported that the Trust budget adopted in December for 2017 totaled \$2.06 million and included a disbursement to the Foundation of more than \$687,500 to help provide critical support to state operations.

**XII. Other Business**

Mr. Dendy opened the floor to other business. Mr. Emerson gave notice of ongoing work with the Virginia State Inspector General's office resulting from a complaint submitted to their 1-800 phone hotline. Noted that JYF was in full cooperation and would work with the Board concerning any issues which may arise.

**XII. Adjournment**

There being no further business, the Wednesday, May 24, 2017, joint meeting of the Executive, Finance, Administration and Personnel Committees was adjourned at 9:01 a.m.

**Jamestown-Yorktown Foundation  
Departmental Allocation Summary  
2017-2018 PROPOSED JYF OPERATING PLAN**

**DEPARTMENTAL ALLOCATION SUMMARY**

| PLANNED EXPENDITURES |  | MEL | Totals        | MOE         | Executive  | Marketing    | Finance/HR/<br>IT | Facilities  | Development |
|----------------------|--|-----|---------------|-------------|------------|--------------|-------------------|-------------|-------------|
| 1                    | <b>FY2017 Board Approved Operating Plan</b>  | 165 | \$ 17,995,503 | \$7,747,810 | \$ 583,230 | \$ 3,220,766 | \$ 3,112,305      | \$2,692,029 | \$ 639,363  |
| 2                    | Removal of 3% increase for state salary adjustments  |     | -             | (92,052)    | (8,495)    | (12,039)     | 139,498           | (16,881)    | (10,031)    |
| 3                    | <b>FY17 Operating Budget</b>   | 165 | \$ 17,995,503 | 7,655,758   | 574,735    | 3,208,727    | 3,251,803         | 2,675,148   | 629,332     |
| 4                    | Yorktown operational support adjusted for FY18 Funding - Realignment and Removal of One Time Funds | 1   | (7,092)       | 51,528      | (2,500)    | (56,580)     | 460               |             |             |
| 5                    | Removal of one time funding for Yorktown museum and agency tech                                    |     | (795,400)     |             |            | (500,020)    | (295,380)         |             |             |
| 6                    | Budget Technical Changes (CARDINAL/worker's comp, health insurance, JYET payroll reimb.)           |     | 1,187         |             | 17,011     | 486          | (16,310)          |             |             |
| 7                    | FY18 GF Budget Reductions - Delay Museum Technology and Maintenance                                |     | (72,211)      |             |            |              |                   | (72,211)    |             |
| 8                    | FY18 GF Budget Reductions - Reduce Museum Programming and Support                                  | (1) | (239,852)     | (239,852)   |            |              |                   |             |             |
| 9                    | FY18 GF Budget Reductions - Reduce Administrative Functions and State Compliance                   | (1) | (191,285)     |             |            | (70,420)     | (120,865)         |             |             |
| 10                   | FY18 GF Budget Reductions - Reduce Targeted Marketing Initiatives                                  |     | (34,780)      |             |            | (20,000)     |                   |             | (14,780)    |
| 11                   | <b>FY18 Base Budget</b>  | 164 | \$ 16,636,070 | \$7,447,434 | \$589,246  | \$2,562,193  | \$2,819,708       | \$2,602,937 | \$614,552   |
| 12                   | FY18 Amendment - Leverage Tourism & Education  | 4   | 496,232       | 316,609     |            | 156,210      | 23,413            |             |             |
| 13                   | FY18 Amendment - Workforce Stabilization   | 2   | 165,433       | 165,433     |            |              |                   |             |             |
| 14                   | <b>FY18 Base with Amendments (Legislative Appropriation)</b>                                       | 170 | \$ 17,297,735 | \$7,929,476 | \$589,246  | \$2,718,403  | \$2,843,121       | \$2,602,937 | \$614,552   |
| 15                   | Projected FY18 3% compensation increase  |     | 410,928       | 224,633     | 48,007     | 26,842       | 48,392            | 43,876      | 19,178      |
| 16                   | Reduce FY17 Vacancy Savings Plan for FY18  |     | 150,512       |             |            |              | 150,512           |             |             |
| 17                   | NGF VRS Payment (Appropriation Act Item 3-1.01, II.1)  |     | 57,243        |             |            |              | 57,243            |             |             |
| 18                   | 2019 Reimbursement   |     | 95,280        |             |            |              | 95,280            |             |             |
| 19                   | <b>FY18 Proposed Operating Plan</b>  | 170 | \$ 18,011,698 | \$8,154,109 | \$637,253  | \$2,745,245  | \$3,194,548       | \$2,646,813 | \$633,730   |

Exhibit I

**Jamestown-Yorktown Commemorations  
2017-2018 PROPOSED 2019 COMMEMORATION OPERATING PLAN (General Fund)**

**DEPARTMENTAL ALLOCATION SUMMARY**

|  | MEL | Totals       | 2019 Administration | JYF Support Services | Marketing/Communications | VTC International Campaign | Programs/Partnerships | Events     |
|--|-----|--------------|---------------------|----------------------|--------------------------|----------------------------|-----------------------|------------|
| <b>PLANNED EXPENDITURES</b>                                    |     |              |                     |                      |                          |                            |                       |            |
| 1 <b>FY17 Board Approved Operating Plan</b>                    | 9   | \$ 3,868,832 | \$ 1,210,202        | \$ 37,380            | \$ 598,000               | \$ 1,200,000               | \$ 736,700            | \$ 86,550  |
| 2 Limit marketing and communications reach                     |     | (38,688)     | -                   |                      | (38,688)                 |                            |                       |            |
| 3 Limit the development and reach of tourism promotion         |     | (154,754)    |                     |                      |                          | (154,754)                  |                       |            |
| 4 Reduce General Fund for additional Governor's FY17 reduction |     | (175,390)    |                     |                      | 16,449                   | (175,390)                  |                       |            |
| 5 FY17 Mid-year adjustments and budget realignment             |     | -            | (186,395)           |                      |                          | (244,856)                  | 199,153               | 215,649    |
| 6 <b>FY2017 with General Fund Reductions</b>                   | 9   | \$ 3,500,000 | \$ 1,023,807        | \$ 37,380            | \$ 575,761               | \$ 625,000                 | \$ 935,853            | \$ 302,199 |
| 7 Reduce General Fund for additional Governor's FY18 Reduction |     | (1,647,027)  | (1,583,300)         |                      |                          | (63,727)                   |                       |            |
| 8 Reduce Administrative Resources                              |     | (87,500)     | (87,500)            |                      |                          |                            |                       |            |
| 9 Reduce Marketing and Communications Support                  |     | (118,000)    |                     |                      | (118,000)                |                            |                       |            |
| 10 Reduce Programs and Partnerships                            |     | (94,500)     |                     |                      |                          |                            | (94,500)              |            |
| 11 Limit Commemoration Events                                  |     | (52,973)     |                     |                      |                          |                            |                       | (52,973)   |
| 12 <b>FY2017 with FY2018 General Fund Reductions</b>           | 10  | \$ 1,500,000 | \$ (646,993)        | \$ 37,380            | \$ 457,761               | \$ 561,273                 | \$ 841,353            | \$ 249,226 |
| 13 Distribute FY18 amendment funding                           | 1   | 5,000,000    | 2,246,993           | 112,620              | 1,542,239                | 88,727                     | 958,647               | 50,774     |
| 14 <b>FY2018 Operating Plan After FY17 Budget Reductions</b>   | 10  | \$ 6,500,000 | \$ 1,600,000        | \$ 150,000           | \$ 2,000,000             | \$ 650,000                 | \$ 1,800,000          | \$ 300,000 |

*Exhibit II*

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Members Present: Messrs. Acuff, Adkins, Ashworth, Clements, Dubois, Fields, Finger, Fleet, Hanger, Hall, Jordan, Kelly, Plum, Rawles, Ware, Wilson. Mmes. Banks, Bourne, Cardwell, Fitzpatrick, Flippo, Gerdelman, Howell, McNerney, Wason.

Members Absent: Messrs. Angles, Applewhite, Atkinson, Biagas, Casteen, Dykstra, Greason, Hager, Howell, Ingram, Knight, Koonce, Martínez, McDougale, Ruff, Skinner, Stolle, Thompson. Mmes. Baker, Gray, Hester, Swann, Trent.

Other Trustees Present: Messrs. Cox, Dendy.

Staff Present: Messrs. Armstrong, Davidson, Emerson, Howell. Mmes. Basic, Carter, Hower, Pettengell.

**I. Call to Order**

Mr. Acuff, Vice Chairman of the Public Programming Committee, called the Wednesday, May 24, 2017, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 9:46 a.m., at Jamestown Settlement. Mr. Acuff noted that Public Programming Committee Chairman Delegate Stolle was unable to attend the meeting. Mr. Acuff noted that he would be taking the Public Programming Committee chairman's duties. Mr. Acuff welcomed guests attending from other committees.

**II. Approval of Minutes**

Mr. Clements moved approval of the minutes of the Friday, November 4, 2016 minutes of Jamestown-Yorktown Foundation Public Programming Committee, as presented. Seconded by Ms. Baker, the motion passed unopposed. Mr. Kelly moved approval of the minutes of the Monday, October 10, 2016 of the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee, as presented. Seconded by Ms. Cardwell, the motion passed unopposed.

**III. Jamestown Settlement Gallery Refresh: Phase II Update**

Mr. Acuff informed the committees that later that day, there would be a tour of the newly completed Phase I Refresh of the galleries at Jamestown, funded through Maintenance Reserve budget. Mr. Acuff reminded the committee that the first phase looked to maintain market share through the introduction of new

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technology to help emphasize the bringing together of the three cultures and reduce the annual maintenance cost. He reported that Phase I was completed on time and within budget and the next phase will take place over the next two and a half years. He reminded the committees that funding for Phase II is provided through State Capital Funds which is dependent upon the provision of schematic designs and *Bureau of Capital Outlay Management* (BCOM) approval. Mr. Acuff described Phase II as having four key areas including an immersive theater similar to Yorktown, an area of the galleries focusing on the first legislative assembly, the arrival of the first Africans and the arrival of English women into Virginia, an enhanced space that strengthens how we present the story of Pocahontas, and a final area that expands the Great Hall gift shop and reinforces the role of Jamestown in the development of America.

Mr. Acuff then invited Mr. Armstrong to give a presentation update on Phase II. Mr. Armstrong described the objectives of Phase II including to maintain market share, deliver new SOL needs, enhance level of technology, provide more efficient and affective maintenance, add “wow” factor, and deliver 2019 themes. He reviewed the budget and timeline. He described details of the four key areas of the Refresh for Phase II including tobacco and Pocahontas, 2019, immersive theater, and legacy. In response to a question about the scope of work included in the RFP phase, Mr. Armstrong responded that the architect is the lead and is responsible for hiring a museum design company to assist with the work.

#### **IV. Curatorial Review**

##### **A. Semi-Annual Acquisitions Report**

At the request of Mr. Fields, Dr. Davidson announced that this was the shortest acquisitions report in history due to the curatorial department being busy preparing the new American Revolution Museum at Yorktown for the grand opening last March and April. He did report on two very important artifacts acquired including Lafayette's Pistols and Hammer Poll Tomahawk. Dr. Davidson described the history of Lafayette's Pistols and their transfer from a long term loan to an artifact donation. He also described the multifunctional use of the Hammer Poll Tomahawk and its transfer from a loan for Bartering for a Continent special exhibit to a purchased artifact.

##### **B. Semi-Annual Conservation Report**

Dr. Davidson noted from the Semi-Annual Conservation Report that before artifacts could be put on display at Yorktown, many needed to be conserved. He highlighted the Great Lake artifacts and the George Washington podium both of which were conserved in time for grand opening of the American Revolution Museum at Yorktown. With no questions from the committees, Ms.

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Banks moved to accession the artifacts, and upon the second by Ms. Gerdelman, the motion passed unopposed.

**C. Maintenance Reserve Conservation Funding**

Mr. Fields pointed out that through state support in the form of maintenance reserve, the Foundation is able to conserve artifacts such as those Dr. Davidson presented. Through special language written into the maintenance reserve allocation, the Foundation is allowed to use an amount not to exceed 20 percent of that annual maintenance reserve for conservation of artifacts owned by the Foundation. Mr. Fields noted that loaned artifacts from other institutions, however, are conserved using private dollars, including those in the upcoming special exhibit at Yorktown, *AfterWARD*. Mr. Fields emphasized the importance of conservation and the public and private funds that support the Foundation's mission in protecting and preserving artifacts for future generations.

**VII. Special Exhibitions**

**A. Role of Special Exhibitions**

Mr. Fields informed the committees of the great deal of time, expertise, and funds go into the delivery of special exhibitions at Jamestown and Yorktown. He reminded the committees that Special exhibitions encourage visitation, not only to view objects which we have brought to Virginia from all over the world, but also to attend the associated public programs. He then, invited Mr. Armstrong to give a presentation on the important role of special exhibitions and how they positively impact the whole of the Foundation. Mr. Armstrong first described the key objectives of special exhibits. He then, explained how special exhibits engage all departments of the Foundation in fresh and new activity to stimulate growth in their individual areas. Using the upcoming special exhibit, *AfterWARD* as an example, he outlined key advantages of special exhibits in each of the following areas: events, education, academic, partners, marketing, and development. He concluded with a statement about special exhibits as the beating heart of a museum and thus are essential to having each year at both museums.

Mr. Fields explained that the next three special exhibitions at Yorktown are to be financed through private giving within the Foundation's overall Yorktown campaign. However, that area is still not fully funded and support is still being sought to enable the Foundation to reach its target. Mr. Fields asked the committees if there were any questions. A committee member asked how the Foundation was making history important now that the SOLs are changing testing standards. Mr. Armstrong responded that the Foundation is expanding its focus to accommodate the changes and a further explanation would be given by Mr. Howell in the education update section of the agenda. Another committee member inquired about the June 14<sup>th</sup> event for the *AfterWARD* special exhibit. Ms.

Basic responded that board members are encouraged to invite those whom they feel would be good for donor cultivation to the event. Ms. Gerdelman also encouraged that even board members such as those that are part of the Board of Trustees, whom do not have a donor cultivation list should still invite those whom would be interested in this special exhibit reception event and would possibly want to donate.

**B. Four-Year Plan**

Mr. Acuff directed the committees to view, in their board packet, the four-year plan for special exhibitions at both Jamestown Settlement and American Revolution Museum at Yorktown. He then invited Mr. Armstrong to summarize each planned exhibit to ensure both committees have a clear understanding of the Foundation's future programs. Mr. Armstrong also emphasized the importance of funding for special exhibits. With no questions from the committees, Mr. Acuff concluded with a statement that the Public Programming Committee continues to monitor these exhibitions to ensure best practice and the good stewardship.

**IX. Education Update**

Mr. Howell reported that the 2016-2017 academic year service goal for on-site education was 195,000 students and as of May 1, 2017, the Foundation had served 199,413 students from 102 Virginia school districts, representing a 2.3% increase over expectation. This included 2,098 students funded through the Elementary School Scholarship Program. Mr. Howell also reported that the 2016-2017 academic year service goal for outreach education was 84,000 students and as of May 1, 2017, the Foundation has served 85,760 students in 108 of Virginia's 132 school districts, representing 2% increase over budget. These included approximately 1,655 students funded through the donor-funded outreach program.

Mr. Howell explained the various modes of communication between the Foundation and educational institutions and government across the state. Thus, the Foundation has been aware of the changes in education and is assessing ways to address them that will be beneficial for both the Foundation and schools in Virginia based upon the solutions chosen by the school districts. Mr. Howell described possible solutions, including taking the opportunity of no longer having testing in history to be able to now teach in more unique methods of learning or the Foundation will change to modify programs to reflect the new testing standards with an emphasis on STEM. Mr. Howell concluded on a positive remark that over half of the Foundation's visitation is out of state, therefore changing SOLs testing standards may not have as much of an impact on visitation as originally thought.

Mr. Acuff asked the committees if there were any questions. Mr. Howell responded to multiple questions regarding groups visiting the museums as well as questions pertaining to the outreach department. He also replied to more questions

about the changes in SOLs testing standards and the Foundation's approach and communication with numerous education institutions including local school districts.

Mr. Armstrong further described the approaches the Foundation will use to address the changes including cross curricular training and how to use history to teach key skills, such as critical thinking. He explained how the school districts are looking for help, therefore the Foundation needs to be the support they need by offering programs and education resources. He described the goal for the Foundation is to be an essential part of the curriculum instead of an add-on option to enhance learning. In response to inquiries about funding these initiatives, with help from Ms. Basic, both Mr. Howell and Mr. Armstrong described the process of identifying those districts in need of support to ensure they receive educational programming. Mr. Emerson commented on the state legislature's decision to embrace the Foundation's goal to help those districts in need by subsidizing costs to support the Foundation's program offerings to all districts. In addition, the Foundation's board has helped to ensure that the poorest districts whom are unable to pay the reduced cost still receive programming. A board member commented that through personal experience of children taking SOLs tests, there is an urgent need for the Foundation to continue to be relevant in times of changing educational standards.

#### **XI. Maritime Update: Proposed 2017 -18 Sailing Schedule**

Mr. Armstrong was once again called upon to review the proposed 2017-2018 sailing schedule. After reviewing the sails proposed for 2017 and 2018 which included a visit by *Susan Constant* to attend Norfolk Harborfest this June and *Godspeed* to visit next year, along with requests for visits by *Godspeed* to Henricus Publick Days and Reedville Outreach Voyage, with approval pending receipt of additional details. After Mr. Armstrong responded to a question about the sailing approval process, Ms. Wason motioned for approval. With a second by Ms. Gerdelman, the 2017-2018 sailing schedule was approved as recommended.

#### **X. Digitization Program**

Mr. Fields invited Ms. Hower to give a presentation about how the Foundation is using the more than 400 purchased artifacts displayed at the American Revolution Museum at Yorktown to go beyond telling an amazing story. Ms. Hower presented the progression of the digitization program, which was generously supported by the Clarke Foundation. She described the decision to digitize the artifacts and the process it took to complete the project. She also described the various ways in which the digital images can be used by departments of the Foundation including curatorial, exhibits, education, and marketing, to help connect with the public, such as used as a teaching tool for

educators. A board member asked about the selection process of artifacts chosen to photograph. Ms. Howell responded that key staff make the selections. Curators assess which artifacts are ready to be photographed, particularly those that have been conserved as well as those that would be popular with visitors. This gives the education department an opportunity to use them as a tool for educators and marketing a selection of those that can be used in advertisements and for retail.

**XI. Other Business**

A board member asked about the marketing plan for upcoming special exhibits. Mr. Armstrong explained the Foundation's marketing strategy as well as aid from donors to advertise for these exhibits. Another board member inquired about teacher institute program and Mr. Armstrong stated that plans to revamp the program would be addressed in conjunction the youth education conference the Museum Operations and Education department is planning to have next year. The topic of the conference is identifying skills needed of future leaders to respond to a revolution. Mr. Armstrong also reported the MUSE gold award given by the American Alliance of Museums to the Foundation for Liberty Fever. In response to a question, Mr. Armstrong clarified the three branches of outreach, including programs on-site in schools, digital, and distance learning.

**XII. Adjournment**

Hearing no further business, Chief Adkins motioned for adjournment, and, seconded by Mr. Kelly, Mr. Fields adjourned the Wednesday, May 24, 2017 joint meeting of the Public Programming Committee and Acquisitions Committee at 11:10 a.m.