

Members Present: Messrs. Acuff, Angles, Applewhite, Connock, Dendy, Finger, Fleet, Hager, Hall, Hanger, Ingram, Jordan, Norment, Ruff, Stolle, Thompson, Ware, and Wilson; Mmes. Abbitt, Andrews, Banks, Cardwell, Cousins, Fitzpatrick, Flippo, Gerdelman, Howell, McQuinn, Pogge, Swecker, and Wason.

Members Absent: Messrs. Atkinson, Biagas, Casteen, Cox, Downey, Fields, Herring, Howard, C. Jones, R. Jones, Kelly, Koonce, Knight, McDougale, Newman, Northam, Peace, Plum, Qarni, Rawles, Skinner, and Tullidge; Mmes. Bourne, Dubois, Hester, Newby-Alexander, and Swann.

Guests: Ms. Erin Madden, and Mr. Larry Roberts (representing Lt. Governor Justin Fairfax).

Staff: Messrs. Armstrong, Emerson, Ferguson, Hann, and Stovall; Mmes. Bak, Basic, Perkins, and Pettengell.

Press: Mr. Jack Jacobs (*Virginia Gazette*)

I. Call to Order

Senator Howell called the meeting to order at 3:35 p.m. in the Adams Room at the DoubleTree Hilton in Williamsburg, VA. She took a moment to recognize board members who would be finishing their terms of service to the agency in the near future, those being, Delegate Ingram, Delegate Pogge, Mr. Downey, and Mrs. Fitzpatrick.

II. Approval of JYF Minutes

Mrs. Flippo made a motion for the approval of the minutes from the May 9, 2018, meeting of the JYF Board of Trustees. Seconded by Mr. Thompson, the motion was approved unanimously.

III. JYF, Inc., Partnership Initiatives

Mr. Fleet, President of the Jamestown-Yorktown Foundation, Inc., reported that the Board of Directors had met just six weeks prior. He advised that many topics were discussed with a special focus on the FY20 budget. He stated that the Board of Directors were striving to help maintain energy at Yorktown in the post-*Campaign* era with special programming and exhibitions, and assisting with private resources to strengthen the visitor experience at Jamestown.

Mr. Fleet reported that through the work of the Acquisitions Committee and through private support, JYF had seen exciting additions to the artifact collection, and special exhibition programming at Jamestown Settlement and the American Revolution Museum at Yorktown. He noted that under the leadership of Mr. Hager, the JYF, Inc. Strategic Plan continued to guide efforts through the post-*Campaign* period. He stated the JYF, Inc., remained committed to leveraging key public and earned funds to sustain important educational mission. He highlighted a number of major gifts received since November 2018, and encouraged all board members to continue in assisting with the agency's fundraising efforts.

IV. Agents of Change Conference

Mr. Fleet highlighted a conference from the fall of 2018 hosted at the American Revolution Museum at Yorktown. He stated that the goal of the conference was to link the history of the Revolution and contributions by ordinary people with the idea that students today can be positive "agents of change" in their own communities. Mrs. Pettengell provided further detail on the diverse group of Virginia students and special guest speakers, which included Mr. David Rubenstein. She also advised of the programs unique offerings, and that staff and teachers continued to monitor the progress of student projects which had been developed during the conference.

V. Moving Forward and Fulfilling JYF's Educational Mission

Mr. Emerson began his presentation by stating that each year brought new opportunities for JYF. He reported that since the commemorative sites opened in 1957 and 1976, the agency had welcomed 32 million visitors. He stated that the 2019 Commemoration represented a new chapter for the agency and that there were a number of key goals, including: supporting the 2019 leadership and staff in maximizing opportunities and resources, building on the years of connections and experience by establishing and maintaining innovative partnerships, ensuring the agency served as a platform for visitors to the Commonwealth to learn about the pivotal events of 1619, and to be good stewards of public and private resources. Mr. Emerson highlighted the more than 1,200 schools that had become 2019 Commemorative Schools. He concluded by giving a slideshow illustrating capital projects completed or underway, and highlighting recent and upcoming events hosted by the museum.

VI. Development of a Special Exhibition

Mr. Armstrong reminded that special exhibitions supported the Foundation's objectives in a number of ways. He stated that they drove new and repeat visitation, engaged potential donors, increased revenue, all while reinforcing core offerings and

supporting education programs. In addition, he stated that special exhibitions bolstered the museums' regional, national and international standing to help build economic, academic and cultural partnerships. He highlighted some of the most recent special exhibitions, and described the upcoming *Forgotten Soldier* exhibition set to open at the end of June at the American Revolution Museum at Yorktown.

VII. The Making of Bacon's Rebellion (film)

Delegate Stolle introduced a film produced by staff and Cortina highlighting the beyond the scenes filming for the new Bacon's Rebellion film which will be featured in the Jamestown Galleries later in 2019.

VIII. Executive Director Search Committee Update

Mr. Dendy, chair of the Executive Director Search Committee advised that the sixteen-member Search Committee, comprised of members from the state and private boards, was working towards finding the fourth Executive Director in the Foundation's history. He reported that the Foundation had partnered with the JYF, Inc., on the funding of the recruitment firm. He advised that an initial request for proposals, was released in November to identify an executive recruiting firm to assist the committee in its work. He reported that the initial request did not yield a strong response, and a revised RFP was issued through the private affiliate earlier in the year.

Mr. Dendy stated that among the requirements of the RFP, the selected firm would: develop an ideal candidate profile and other recruiting materials, implement an aggressive recruitment plan, source candidates, market the position through national channels, assist the agency in preparing and placing advertisements, conduct preliminary, semi-final, and finalist candidate review processes, and assist in the negotiation of the full compensation and benefits package with the final selected candidate. He advised that the search was anticipated to last approximately six months, however, the exact timeline would be confirmed by selected search firm. He advised that proposals from several firms had been received, and interviews by a five-member Search Firm Interview Panel composed of individuals from the board-appointed search committee would be conducted on May 13.

IX. Other Business

Senator Howell called on Mr. Emerson to discuss outcomes from the most recent legislative session. Mr. Emerson briefly advised board members that base level funding had been secured for the 2019 Commemoration sub-agency, and JYF's two operating amendments in relation to site security upgrades and staffing had been supported. Mr. Emerson concluded by thanking members of the JYF Legislative Task Force, and all board members for their support during the

session. Senator Howell then called for any other items of business.

X. Adjournment

There being no other business Senator Howell adjourned the meeting at 4:58 p.m.

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Members Present: Messrs. Angles, Applewhite, Connock, Downey, Finger, Fleet, Hager, Hall, Hanger, Ingram, Jordan, Koonce, Norment, Ruff, Stolle, Thompson, Ware, and Wilson; Mmes. Abbitt, Andrews, Banks, Cardwell, Cousins, Fitzpatrick, Flippo, Gerdelman, Howell, McQuinn, Pogge, and Wason.

Members Absent: Messrs. Acuff, Atkinson, Biagas, Casteen, Cox, Dendy, Fields, Howard, Herring, C. Jones, R. Jones, Kelly, Knight, McDougale, Newman, Northam, Peace, Plum, Qarni, Rawles, Skinner, and Tullidge. Mmes. Bourne, Dubois, Hester, Newby-Alexander, Swann, and Swecker.

Guests Present: Ms. Erin Madden (representing Lt. Governor Justin Fairfax).

Staff Present: Messrs. Armstrong, Emerson, Ferguson, Hann, and Stovall; Mmes. Bak, Basic, Dominguez, Hower, Perkins, Sanders, and Spangler.

Press Present: None.

I. Call to Order

Mr. Fleet called the meeting to order at 11:06 a.m. in the Adams Room at the DoubleTree Hilton in Williamsburg, VA.

II. Public Comment Period

Following the call to order, Mr. Fleet opened the floor to a period of public comment. Seeing as though there were none, he continued.

III. 2019 Commemoration

Mr. Fleet introduced Ms. Spangler by highlighting the awareness the 2019 Commemoration was bringing to Virginia's key role in shaping the country and others across the globe. He noted the strong public-private funding partnership led by active board members, volunteers, and a dedicated staff. He recognized the leadership of the Steering committee, and made special mention of Speaker Cox, Senator Norment, Senator McDougale, Mr. Dendy, Mr. Atkinson, Mr. Koonce, and other members of the Management Committee who invest vital time and resources to ensure a strong array of programs to highlight Virginia's unique and diverse history. Ms. Spangler thanked Mr. Fleet and gave a presentation highlighting the partnerships, events, successes of the events which had already taken place, and the many still to come in the commemorative year.

IV. Teacher's Institute

Mr. Hall advised that the first Jamestown-Yorktown Foundation Summer Teacher Institute took place in July of 1998, and that since that time, the Foundation had hosted 10 Institutes. He noted that the Teacher's Institute was made possible by the generous support of Mr. and Mrs. Banks. He asked Ms. Hower to provide further details on the programs planned for Jamestown in 2019, and Yorktown in 2020.

Ms. Hower reported that the agency had welcomed 204 teacher participants in the 10 summer institutes since 1998. She advised that what made JYF's teacher institute unique was the way teachers were immersed in history, allowing them to experience period activities in a way that translated back to their classroom instruction. She noted that over the past several years, the educational climate had changed, moving away from test-based learning towards applying 21st century skills and instruction where students work collaboratively to apply their knowledge and skills in practical ways. She stated that improvements to the 2019 JYF teacher institute would support teachers in implementing these new project based learning and performance based assessment strategies by giving them the tools they would need to create learning opportunities in their classroom.

Ms. Hower reported that 23 teachers from 18 Virginia school divisions would arrive at Jamestown Settlement on July 8 and stay in Williamsburg for 4 days. A post-Institute activity would allow teachers to share how they implemented their projects in the classroom, sharing ideas, tips, pictures and lesson plans with other participants and JYF. She concluded by thanking board members for their support.

V. Pory Papers: New Educational Programs

Mr. Armstrong reported that for the first time in 400 years, the Pory Papers would be on display in the United States. He advised that they would be in the main Jamestown gallery for 3 months starting July. Alongside the papers would be an interactive developed and produced by the General Assembly that allows people to explore the history of that body from 1619 to present day. He stated that over the prior two years the agency had been developing a digital learning program through the learn section of the agency's website with programs on James Lafayette and the *TENACITY* women. He advised that the agency would continue to do so and increase the legacy of these documents by developing digital educational resources for both middle and high school based around the Pory proceedings.

VI. Committee Reports

Delegate Stolle reported for the Acquisitions and Public Programming Committees. He stated that the committee heard an update from Mr. Armstrong about the offering to the public while construction takes place in the Jamestown galleries during Refresh II. He advised that the committee endorsed the accessioning of six artifacts acquired July through December 2018; two for the galleries at the American Revolution Museum at Yorktown, as well as four for Jamestown Settlement. He reported that the

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committee also heard a semi-annual conservation report. Finally, he stated that the committee approved the staff-recommended increases to per student education rates of \$7.00 to \$7.25 for a guided museum tour, \$10.25 to \$10.50 for a combined museum guided tour, and \$1.50 to \$1.85 for classroom outreach. Delegate Stolle moved adoption of the Acquisitions and Public Programming Committee report. The motion was seconded by Mrs. Andrews and approved with no opposing votes.

Mr. Koonce reported that the Executive and Finance committees had reviewed agency financials as of March 31 and found that overall revenue collections were “on track” with the revised year-end estimates approved in November, and expenditures were within budget. He advised that the committees had reviewed and approved the \$19.5 million FY20 JYF operating plan, and also approved the \$6.5 million FY20 2019 Commemoration Operating Plan. He noted that all of approvals were contingent upon the fact that the operating plan might require review and adjustment after end of year revenues are received on June 30th. Mr. Koonce reported that the committee had approved the 2020-2026 Capital Improvement Plan, which included detailed maintenance reserve forecasts developed as part of an agency-wide facilities systems audit. He advised that there had been engaged dialogue regarding the Four-Year Action Plan and needed resources which staff had been directed to continue work on. He reported the approval of one naming and recognition request requested by the JYF, Inc. He also noted that the committee received an update on Jamestown-Yorktown Educational Trust activities, which saw CY18 gift shop sales of \$2.6 million, allowing the trust to provide nearly \$540,000 to support the state agency operation. He reported that staff gave a brief overview on telecom and VITA related costs which had grown from \$776,000 in FY16 to an anticipated \$1.4 million in the fiscal year. Mr. Koonce then moved approval of his report, seconded by Ms. Wason, the motion was unanimously approved.

Professor Jordan reported that the Administration and Personnel Committee had reviewed human resources office performance metrics, and discussed the challenge with retention of personnel in housekeeping, landscaping, onsite education, and gift shop operations. He advised that staff presented an informative review of agency hiring policies and practices, as well as a financial overview of the vacancy factor cost savings strategy. With regard to employee raises, he advised that the committee recommended that the board support the state authorized 2.75% cost of living increase to wage and classified staff. Further, he advised that the committee recommended that the board support provide 2% merit increases to classified staff with three years of service and a contributor rating on their performance evaluation, and a 2.5% merit increase to classified staff with three years of service and an extraordinary contributor rating on their most recent performance evaluation. He reported that the committee also reviewed and endorsed the staffing plan for closing out the 2019 Commemoration, which included a three-phase approach designed to step down the operation as workloads shift away from programming and towards project close out activities. Professor Jordan moved adoption of the Administration and Personnel report, seconded by Ms. Abbitt the motion was unanimously approved.

Professor Jordan reported that the Marketing Committee heard an updated report on paid admissions and visitation through April 30. He advised that April paid

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admissions were up 4.8%, and that with improved April performance, year-to-date paid admissions were reflecting only a 1.8% decline, which was a significant improvement over March YTD performance that which had been down 9.4%. He advised that April admissions revenue totaled \$826,923, up 7.5% over the same month last year, and that year-to-date admissions revenue was now \$1,482,932 compared to \$1,479,888 for the same period last year. He reported that the Committee reviewed a variety of considerations and impacts of the proposed general admission rates for the American Revolution Museum at Yorktown and the combination tickets and that the committee approved staff's recommendation for 2020 Admission Rates, which would go into effect January 1, 2020. Staff reported on efforts to maximize the 2019 Commemoration, an important element of the Foundation's Four-Year Action Plan. Professor Jordan moved adoption of the report, which included the new 2020 admission rates. The motion was seconded by Mrs. Cardwell the motion was unanimously approved.

Chief Adkins reported that the Buildings and Grounds committees had reviewed the facilities and capital projects division staff reorganization which had centralized landscaping operations to improve efficiency and resulted in a cost savings. He advised that the committee received an update on capital project implementation. He stated that during the demolition of the Jamestown Settlement Pier, additional structural damage had been identified and that the agency had submitted a change order to address this issue. He advised that the committee received an update on the Maintenance Reserve program, including the \$1 million dollar project to replace a portion of the HVAC system at Jamestown Settlement. Ms. Rosso had shared the results of the facilities audit and the process of implementing a new work-order maintenance system. Finally, staff had presented the capital improvement plan, and he reported that it was the recommendation of the committee that the plan be adopted. Mrs. Fitzpatrick moved adoption of the Buildings and Grounds committee report, seconded by Ms. Zadarlik Cousins the motion was unanimously approved.

On behalf of Nominating committee chair, Mr. Dendy, Mr. Fleet advised that regarding gubernatorial appointments for the year, three members terms were set to expire on June 30, those being: Mr. Dykstra, Professor Jordan, Mr. Casteen. He noted that all are members with good standing and had a strong record of service to the Foundation. Mr. Dendy was reported to have had dialogue with the Secretary of the Commonwealth and regarding the reappointment of the incumbents who had expressed interest in continued service, and that the Secretary's Office had indicated they had all the information they required from the Foundation in order to make the appointments.

VII. Other Business

Mr. Fleet called for any other items of business. There being none, he advised of the next scheduled meetings, and of upcoming special events at the museums.

VIII. Adjournment

There being no other business Mr. Fleet adjourned the meeting at 12:05 p.m.

Executive Committee Members Present: Messrs. Atkinson, Fleet, Hanger, Norment, and Stolle; Mmes. Gerdelman, and Howell.

Executive Committee Members Absent: Messrs. Connock, Cox, Dendy, C. Jones, and McDougale.

Finance Committee Members Present: Messrs. Ingram, Koonce, and Ruff.

Finance Committee Members Absent: Messrs. Acuff, R. Jones, Knight, Newman, and Peace; Mmes. Flippo, and Hester.

Other Board Members Present: Messrs. Hall, and Wilson; Ms. Andrews.

Staff Present: Messrs. Armstrong, Emerson, Hann, and Stovall; Mmes. Bak, and Puckett.

I. Welcome and Call to Order

The Thursday, May 9, 2019, joint meeting of the Executive and Finance Committees was called to order by Senator Howell at 7:33 a.m. at the DoubleTree Hilton in Williamsburg, Virginia.

II. Approval of Minutes

Senator Norment moved approval of the minutes of the Thursday, November 9, 2018 meeting; seconded by Mrs. Gerdelman the motion was approved by unanimous vote.

III. FY19 Foundation Operating Budget

Mr. Atkinson provided the committees with an overview of the financial activity of the agency for FY19 through three quarters of the year. He reported that resources totaled \$15.1 million for the period, which represented 72% of overall budget estimate. He added that year-to-date admissions revenue totaled \$3.6 million or 66% of estimate, and 8% above year-to-date collections compared to the prior year.

Mr. Atkinson continued by pointing out non-admission revenues for the period totaled \$2.8 million, which amounted to 66% of the budget estimate with 75% of the year complete. Continuing his report, Mr. Atkinson stated that total expenditures for the year-to-date were at \$14.8 million, representing 70% of the budget with 75% of the year complete. He reminded members that financial strategies were being imposed to hold spending in line with resources and that the agency's long-term financial sustainability depended on the success of those efforts. He concluded by assuring the committees that the agency was taking appropriate steps to accomplish its mission and manage within budgeted resources.

Regarding year-end projections, Mr. Atkinson stated that there was guarded optimism as FY19 ends with two of JYF's normally busiest months: May and June. Looking at the numbers at the end of March, he stated that revenues fell below budget by 1% for the fiscal year primarily due to the timing of receipts from the affiliates. Concerning performance measures, Mr. Atkinson advised that at the end of March, the agency was exceeding the goal of obtaining \$7.50 in admission revenue for every dollar spent on direct media advertising, but that the measure typically declined in the fourth quarter due to the timing of marketing and visitation. He advised that the agency expected to be 3.5% below target for onsite education and cited both inclement weather and schools generally curtailing field trips as factors. Further, he anticipated being slightly under the goal for outreach education at the end of the year due primarily to budget constraints.

Senator Ruff asked about industry standards regarding marketing dollar spends and Mr. Hall inquired about the agency's internal rating measures for visitor feedback, to which Mrs. Bak provided answers. Senator Hanger and Senator Norment asked for clarity on line items "Miscellaneous Revenue" and "Contractual Revenue", to which Mrs. Puckett was able to offer satisfactory explanation.

IV. FY19 Commemoration Budget

Mr. Koonce delivered the update on the 2019 Commemoration budget financials. He advised that resources totaled \$6.5 million, and that the Executive Committee of the 2019 Steering Committee were working closely with staff on a year-end budget plan so as to fully expend resources by the end of the year. Mr. Atkinson took a moment to recognize the impact of Mr. Koonce's on the success of the 2019 Commemoration, citing his tenacity and results in securing private dollars to support events and programs.

V. FY20 Proposed Operating Budget

Mr. Atkinson advised that the total agency operating plan for FY20 was \$19.5 million, representing a 3% reduction from the previous year, 6% less when recent operating amendments were removed from the equation. He asked Mr. Stovall to provide further detail. Mr. Stovall stated that staff brought forward an operating plan which was very conservative with its approach, yet both obtainable and sustainable. He noted that in the past, the agency's operating plans had proposed that the state's 7.5% operating cuts would be restored utilizing non-general funds but in the current environment, it was not possible moving into FY20.

Mr. Stovall advised that the agency had taken a number of steps to reduce the operating budget over the prior years'. He reported that the agency had implemented a vacancy factor savings plan resulting in a temporary freeze on each open position for a period of time to reduce the pressure on the budget by

saving personnel costs. He acknowledged that while it had been an effective budget reduction strategy, it had negative effect on workforce morale.

Mr. Stovall reported that in order to meet requirements, budget reductions would be felt by every department. He advised that both the Executive and Development departments accepted reductions in their affiliate funding, which shows up in the affiliate budget and not in the state operating plan. Facilities would experience reductions in contract maintenance and maintenance materials. Museum operations and education would experience reductions in materials and supplies for interpretation, office operations, special events, and exhibits. Marketing proposed to reduce contracts for public relations, graphic design, and photography, as well as expenditures regarding travel, memberships, and state advertising.

Referring to the proposed budget (*see Exhibit I*), he reported that Total Projected Resources were \$19.5 million, with \$10.8 million coming from general funds, \$8.6 million from non-general funds. He specified that non-general funds came from a mix of sources, including Admissions revenue of \$5.6 million, Affiliate Reimbursements \$1.8 million, with the remainder coming from non-general fund carryforward, reimbursements from 2019, gift shop revenues, outreach revenues, and other sources. He advised that Total Projected Expenditures were \$19,562,469. While he acknowledged that it was a reduction compared to the prior year, he believed the overall 6% reduction was manageable, thanks to key support from and efforts by department heads and leadership to address cuts that would minimize the visitor impact. He cautioned that the non-general funds and the entire budget continued to see growing pressure from costs such as personnel, benefits, utilities, and similar, which impacted programming, marketing, and development dollars.

Senator Hanger asked about what the highest amount of General Funding had been for the agency. Mr. Emerson indicated that at some times it was in the 60% range, but the goal of leveraging public dollars with private support of past leaders was a 50-50 ratio. Senator Norment asked if the Tourism Council funding would result in a planned reduction in JYF's market spend. Mrs. Bak indicated that it was too early to say. Mr. Atkinson asked about possible totals projected from the new tax funding the Tourism Council, Senator Norment indicated that it could be as much as \$12 million per annum. Mrs. Gerdelman took a moment to commend the agency's Development department and reminded board members that JYF's marketing budget funding was not used to find new donors and private dollars. Following discussions, Mr. Atkinson moved adoption of the plan, seconded by Delegate Ingram, the motion unanimously passed.

Regarding the 2019 Commemoration proposed operating budget, Mr. Stovall advised that the projected revenue, all of it coming from the state general fund, was \$6.5 million. Those funds would be spent to support the key objectives of the 2019 Commemoration in administration, support services, marketing and communications, tourism promotion, programs, partnerships, and events.

Combined projected spending for administration and support services totaled \$2.1 million. The remaining \$4.4 million would be used to support marketing, tourism, programs, and events associated with the Commemoration. Mr. Koonce moved adoption of the plan, seconded by Mr. Fleet, the motion unanimously passed.

VI. Capital and Maintenance Planning

Mr. Stovall presented the 2020-2026 Capital Improvement, and Maintenance Reserve Plans. He noted that the prior six-year plan had focused on the new American Revolution Museum at Yorktown, while the proposed plan represented a shift towards key projects at Jamestown Settlement and towards a greater emphasis on the maintenance needed to support facilities and operations.

He advised that the agency had identified five capital projects with estimated resource needs for the upcoming six-year planning cycle. Two of the projects were identified for consideration in the FY21-22 planning cycle and the remaining projects were identified for consideration in the FY22-24 planning cycle.

Mr. Stovall stated that the Jamestown Settlement Outdoor Refresh Project would to improve the visitor experience by identifying needed resources for exhibits, technology, and facilities in the areas of the re-created James Fort, Powhatan Indian Village, riverfront, and identifying and planning for future potential visitor support facilities such as picnic shelters and other outdoor improvements. Phase I was estimated to cost \$97,500 and would identify financial needs for future phases. The second project was for \$400,000 in additional support focused on the design, fabrication, and installation of interactive exhibits on the Jamestown Settlement Pier. For the FY22-24 funding cycle, the plan included a request for \$2.65 million to support additional work in the Jamestown Settlement Galleries to address lighting, content, upgrades to the audio-visual projection systems, and exhibit repairs and renovations to the portions of the permanent galleries which opened in 2006 and had not been included in the current gallery refresh project. Additionally, there was \$2 million in HVAC replacement, and \$1 million in roof repairs. He concluded by describing a placeholder for \$8 million for outdoor area improvements at Jamestown. Delegate Ingram indicated that the Buildings and Grounds committee had discussed and approved the plan during their meeting. Delegate Ingram then moved approval of the Capital Improvement Plan as presented; seconded by Mr. Fleet the motion was approved.

Speaking to the Maintenance Reserve Plan, Mr. Stovall advised that the facilities audit was used as a baseline for crafting the maintenance reserve portion of the plan. The audit reviewed all of the agency's key systems and developed maintenance replacement plans based on the life expectancy and condition of each system. He advised that costs were developed based on market rate costs for

each item with the projection for the next biennium being \$1.5 million followed by \$5 million in 2022-2024. Senator Ruff moved approval of the Maintenance Reserve Expenditure Plan as presented; seconded by Delegate Stolle the motion was approved.

VII. Four-Year Action Plan Strategic Resources

Mr. Stovall reflected that under Speaker Cox and Mrs. Gerdelman's guidance, members of both boards and agency staff had developed a Four-Year Action Plan approved by the Trustees in November 2018. He advised that each committee had a role in moving the plan forward. He noted that standing committees were referencing the plan as part of their agendas, and that committee chairs were working to keep the plan focused on key objectives for the next four years. He further reminded that the monitoring of the Four-Year Action Plan would be the responsibility of the Executive and Finance committees. Mr. Emerson added that the objective for the presentation was to flush out the staff concepts put forward in order to move towards the summer meeting when the committees authorize amendments to move forward.

Mr. Stovall reminded that the FY20 budget provided \$19.5 million to support operations and plan components with the second resource coming from Capital and Maintenance Reserve Funding. He advised that there were key objectives in the Four-Year Action Plan that required resources beyond the agency's current capacity and he requested board members assistance to help prioritize needs and provide direction on the next steps. He reviewed the staff-identified projects as being: \$97,500 to support planning for the Jamestown Settlement Outdoor Areas, \$250,000 to support education programming, \$1.5-\$5 million future maintenance needs, \$340,000 for museum programming & special exhibitions, \$580,000 for marketing and tourism promotion. He stated that total costs would be \$2.4 million for FY21, and \$5.4 million in FY22, for a total of \$7.8 million. He clarified that subtracting capital costs the totals were \$749,000 in FY21, \$420,000 in FY22, for a total of \$1.2 million.

Mr. Stovall concluded and sought input from board members. Delegate Stolle indicated that providing education; specifically distance learning was a critical element. Mr. Koonce and Senator Norment asked about whether the additional market funding was necessary given the anticipated influx of marketing spending coming via the Tourism Council. Mr. Atkinson reminded staff that in order to successfully bring these items as amendments, it was critical to show how the requests were unique to the agency and why they were important now versus in the future. There being no other comments, Senator Howell sought a motion to have staff continue to work on the concepts as presented for further discussion at the summer meeting, Mrs. Gerdelman made motion, seconded by Mr. Koonce the motion passed.

VIII. JYF, Inc., Naming and Recognition Requests

Mr. Fleet reported on behalf of the JYF, Inc., Board of Directors with one naming recognition request for the committees' to consider. He advised that, Helen Zadarlik Cousins and Bruce Sogoloff had made a commitment of \$450,000 to support current funding priorities at Jamestown Settlement, Annual Fund and Endowment. The gift would be split between an outright pledge of \$225,000, and a bequest of \$225,000. He advised that they had selected recognition on the Gazebo at Jamestown Settlement, a \$450,000 naming opportunity, and their sign would read, "Zadarlik-Sogoloff Gazebo." With no questions, he moved for approval of the naming recognition as presented, pending the endorsement of the Inc., Board of Directors at their meeting later in the morning, seconded by Mrs. Gerdelman, the motion passed with no opposing votes.

IX. Jamestown-Yorktown Educational Trust President's Report

Mr. Emerson gave a brief report on behalf of Mr. Acuff, President of the Educational Trust. He advised that the Foundation's retail operations continued to generate important non-general fund revenue for education programs and operations. Combined museum Gift Shop sales were up 1.2% YTD and the end of April, outperforming paid admissions for the same period. He reported that the special exhibition store for *TENACITY* was performing well, outperforming special exhibition store sales from the past decade. He advised that the four shops continued to offer many local, regional and USA made products, with virtually all of the food and wine sold being produced in Virginia.

He reminded board members that the Educational Trust had embraced a Capital Improvement Plan and that major renovations to the Jamestown Settlement Lobby Shop were planned for slower periods later in the calendar year. He advised that new display panels featuring 2019 Commemoration themes had been added in the book and media areas, and Commemorative messaging tags were being added in other areas of the store featuring 2019 Commemoration merchandise. He reported that JYF staff and JYET board members continued to monitor staffing plans, technology and VITA costs, and bank fees in order to maximize net revenues. He advised that the board would be meeting during the summer to review sales reports, operations, food service activity, and plans for long-term capital projects.

X. Other Business

Mr. Fleet reported that as part of the search for the agency's new Executive Director, there would be costs relating to the recruitment and hiring process. He advised that during the spring, the JYF, Inc., Executive Committee endorsed the utilization of up to \$120,000 for this important endeavor. In order to make the funds available, he stated that the JYF, Inc., would withhold \$60,000 in transfers to the state budget, and provide a separate \$60,000 specifically for the

search thereby creating fund sources from both entities to cover costs. He then moved to amend the JYF FY19 operating budget to reduce the transfer from the JYF, Inc., by \$60,000, seconded by Mr. Hall the motion passed. Mr. Fleet concluded by advising that the Executive Director Search Committee was scheduled to meet on May 15 to finalize the selection of a firm to manage the search.

IX. Adjournment

There being no further business, Senator Howell adjourned the Thursday, May 9, 2019, joint meeting of the Executive and Finance Committees at 9:12 a.m.

Jamestown-Yorktown Foundation Departmental Allocation Summary 2019-2020 JYF PROPOSED OPERATING PLAN *									
DEPARTMENTAL ALLOCATION SUMMARY									
PLANNED EXPENDITURES	MEL	Totals	MOE	Executive	Marketing	Finance/HR/IT	Facilities	Development	
FY 2019 Board Approved Operating Plan	170	\$ 20,520,959	9,245,533	\$ 642,342	\$ 3,090,319	\$ 4,011,532	\$ 2,849,349	\$681,884	
Additional NGF Undesignated Carryforward		22,662				22,662			
Distribute NGF Carryforward to Restricted Contribution Reimbursement for 2019 Fiscal Tech		(6,770)				(6,770)			
Additional Central Appropriations		31,680				31,680			
		189,052				189,052			
FY 2019 Revised Operating Budget	170	\$ 20,757,583	9,245,533	\$642,342	\$3,090,319	\$4,248,156	\$2,849,349	\$681,884	
Proposed FY 2019 Budget Reductions		(635,348)	(12,300)		(45,000)	(518,048)	(60,000)		
FY 2019 Revised Operating Plan	170	\$ 20,122,235	9,233,233	\$642,342	\$3,045,319	\$3,730,108	\$2,789,349	\$681,884	
Remove One-time Funding from Maximizing 2019 Amendment		(557,825)	(461,175)		(96,650)				
Eliminate One-time Inc. Transfer and FY 2019 Operational Reductions		(265,000)			45,000	(310,000)			
Strategic Initiatives		145,200				145,200			
Marketing Support		73,418			73,418				
Classified Employee 2.75% Increase		233,022	116,613	14,146	29,294	31,110	27,423	14,436	
Reserve for Classified Employee Merit Increase		129,026	69,654	1,397	20,729	12,562	14,758	9,926	
Wage 2.75% Increase		47,833	33,777	299	6,459	2,604	2,561	2,133	
Reduce 2019 Reimbursement		(28,979)				(28,979)			
Remove NGF Restore of FY 2018 7.5% GF Reduction		(558,128)	(271,497)		(93,555)	(146,191)	(46,885)	-	
Additional NGF Base Budget Reduction of 2.3%		(455,855)	(179,320)		(53,394)	(205,937)	(17,204)		
General Assembly Amendment - Landscaping/Housekeeping Workforce Stabilization	3	243,626					243,626		
General Assembly Amendment - Site Security Improvements		280,832	280,832						
General Assembly Amendment - JYF - Commemoration and Partnership Project		75,000				75,000			
FY 2020 Proposed Operating Plan	173	\$ 19,484,405	\$ 8,322,117	\$ 658,184	\$ 2,976,620	\$ 3,305,477	\$ 3,013,628	\$ 708,379	

Proposed Resources	
Chapter 2 (Item 234)	
Chapter 2 Central Appropriation Transfer (Item 474, 475)	
Admissions Revenue	
Inc./Trust Reimbursements	
Gift Shop Profits	
Outreach and Other Revenues	
2019 Service Charge	
Prior Year Reimbursement	
NGF Carryforward	
Totals	
GF	55.7%
NGF	44.3%
Total	100.0%

Proposed Resources	Totals	GF	NGF
Chapter 2 (Item 234)	\$ 10,346,908	\$ 10,346,908	\$ -
Chapter 2 Central Appropriation Transfer (Item 474, 475)	502,013	502,013	-
Admissions Revenue	5,638,401	-	5,638,401
Inc./Trust Reimbursements	1,841,958	-	1,841,958
Gift Shop Profits	567,946	-	567,946
Outreach and Other Revenues	143,445	-	143,445
2019 Service Charge	86,343	-	86,343
Prior Year Reimbursement	-	-	-
NGF Carryforward	357,391	-	357,391
FY 2020 Operating Budget	\$ 19,484,405	\$ 10,848,921	\$ 8,635,484
FY 2020 Appropriation	\$ 19,461,897	\$ 10,848,921	\$ 8,612,976
Variance:	\$ 22,508	\$ -	\$ 22,508

1) Both the Executive and Development departments realized FY 2020 budget reductions through the private affiliates. These reductions provided additional Inc./Trust reimbursements in FY 2020.

Committee Members Present: Messrs. Adkins, Atkinson, Ingram, and Wilson*;
Mmes. Banks, Howell, and McQuinn.

Committee Members Absent: Messrs. Connock, Howard, Knight, McDougale,
Newman, Plum; Mmes. Bourne, Newby-Alexander,
Pogge, and Wason.

Other Board Members Present: Mmes. Andrews, and Cousins.

Staff Present: Messrs. Armstrong, Emerson, Stovall; Ms.
McMillan.

**Liaisons from JYF, Inc.*

I. Call to Order

The Thursday, May 8, 2018, meeting of the Jamestown-Yorktown Foundation Buildings & Grounds Committee was called to order by Delegate Ingram, vice-chairman, at 1:34 p.m., at the DoubleTree by Hilton in Williamsburg, VA.

II. Approval of Minutes

Chief Adkins moved, and Delegate McQuinn seconded, approval of the Thursday, November 8, 2018, committee meeting minutes. The motion was approved by unanimous vote.

III. Buildings & Grounds/Capital Reorganization Structure

Delegate Ingram stated that recent restructuring efforts in the facilities and capital projects areas had resulted in cost savings and improved daily facility maintenance performance. He called upon Mr. Stovall to share some insight on the reorganization.

Mr. Stovall reported that with the retirement of the Facilities Manager in fall of 2018, the agency had merged that position with the Capital Projects Administrator. He explained that in the spring of 2019 the new Facilities and Capital Projects Division consolidated further in an effort to increase operational efficiency and effectiveness. He added that the changes included the creation of a Landscaping Supervisor position, centralization of the landscaping operations at the Central Support Complex, assignment of management level facilities employees to coordinate support for special events and housekeeping services at both museums, and the addition of an administrative assistant position to coordinate projects and purchasing for the

facilities division. He stated that these changes had resulted in a more responsive facilities team, improved team-work and morale, and increased focus on landscaping, and most importantly an \$82,000 savings to the agency.

Mr. Stovall asked if there were any questions. Delegate McQuinn asked if the challenges regarding salary and retention of facilities staff mentioned at previous meetings had been addressed. Mr. Stovall responded that steps had been taken to address that issue with the budget amendment which had recently been passed and the salary adjustment would take place in July. Dr. Wilson asked whether any steps had been taken to engage outside groups like the Master Gardeners. Ms. Rosso answered that the division's reorganization is now giving supervisors the time to reach out to these groups. Mr. Emerson added that the support Delegate Ingram and other committee members gave to the salary adjustment amendment allowed the agency to put these changes in place.

IV. Capital Project Implementation Report

Ms. Rosso began her presentation of the Capital Project Report by stating that the Yorktown Picnic Shelter was completed this past April to include the reworking of the grass overflow parking area that was being damaged by high usage by adding water permeable pavers.

Ms. Rosso reported that the repair and re-decking of the Riverfront pier was completed in October of 2018 and the materials for the repair and re-decking of the main pier were received in late December/early January and the work began in January of 2019. She explained that during the demolition process additional deterioration had been found that was not found during the preliminary engineering report done in 2017. She added that despite ordering more beams than the engineering report recommended, 94 additional beams were needed but the additional beams would not arrive in time to meet the July completion deadline if ordered from the original supplier. She stated a small stockpile was found in the U.S. that could be milled in time to meet the deadline. She explained that the change order to allow for the cost of these beams exceeded JYF's authority to approve and was signed by the Governor's designee on March 3rd, which should allow work to be completed by early July. She stated that the second part of the Waterfront Facility project addressed adding a second pier shelter to the main pier, providing for multiple program enhancements. She added that the additional funds needed for the pier repair had been taken from funds allocated to the second pier shelter and the challenge would be restoring those funds.

Ms. Rosso shared that the Jamestown Settlement Education Wing would be painted and the carpet replaced beginning in June, as the current carpet and paint were last done 21 years ago. She stated that the Jamestown Settlement Visitor Services Wing and Rotunda Restrooms would be remodeled

starting with the Rotunda early this summer to be followed by the Visitor Services Wing during a slower visitation period. She reported that the Jamestown Gallery Refresh Phase II was underway with the 1619 area scheduled to open at the end of May, the Intro area in mid- May, and the Pocahontas/Tobacco area in mid to late October. She added that the Trade and Conflict area would be replaced with a new women's area, the Government story area was being expanded, with the most significant change to be the addition of the new 4D theater around Bacon's Rebellion. She explained that these additions required additional utility capacity. The existing transformer for these areas is at capacity and a new pad mounted transformer would be added. She added that this would require a new utility easement that had been received today and sent to Department of General Services for review. Mr. Atkinson asked if staff were confident that we were still able to meet the July 30th completion deadline. Mr. Armstrong responded that with the exception of a few special effects in the theater, there should be no problem meeting the deadline.

Lastly, Ms. Rosso reported that the Gift Shop Remodel had been bid out in February but had not received any bids. She stated that the contractors who had attended the pre-bid meeting stated the short construction schedule was the reason they had not bid. She added that the project would be posted to bid again in June with a December/January construction time frame. There being no other questions, Ms. Rosso concluded her presentation.

V. Maintenance Reserve Program

Delegate Ingram explained that Maintenance Reserve projects generally include major repairs or replacement of plant, property, or equipment intended to extend useful life, with a typical cost ranging between \$25,000 and \$1,500,000. He called on Mr. Stovall to present the current Maintenance Reserve Projects.

Mr. Stovall reported that there were currently 14 projects listed and of those, three had been included in the Capital Projects report due to their size and scope. Of the 11 remaining projects, he stated three had been placed in a hold status. He explained that currently only a few portions of the roof at Jamestown needed to be replaced and that full replacement of large sections was not expected to be needed until 2022. He stated that funding for the carpet replacement in the Visitor Services Wing was available but the project would best be completed after the 2019 offices were vacated in the upcoming fiscal year. He explained that the last of the three, the repairs to the parking lots at all three sites, would be done after the completion of the capital projects that used them as laydown areas for machinery and materials associated with those projects. Of the eight remaining Maintenance Reserve projects, he noted that five of them were in the final stages of close out. Mr. Stovall remarked the

three remaining Maintenance Reserve projects included replacing the carpet at the Central Support Complex, replacing the Canopy at the replacement at the Riverfront, and Artifact Conservation. He explained that the artifact conservation was set aside by the Buildings and Grounds Committee with the funding priority then being set by the Public Programming Committee. Mr. Stovall recommended that the agency be permitted to use some of the funds set aside for artifact conservation to invest in an automated, cloud based system that would allow for a real time monitoring of conditions in the galleries and cases. He stated currently staff had to visit each data logger at each of the sites, with multiple data loggers in each location. He remarked that the real-time reporting allowed for a faster response to issues, equating to better artifact care, and greater credibility among other institutions that choose to loan artifacts to us.

Mr. Stovall asked for questions. Delegate McQuinn asked if we were ensuring that women and minorities were invited to participate in the Capital Projects. Ms. Rosso replied that all of the procurements under \$100,000 were bid with a set aside for SWaM vendors. Chief Adkins asked about SWaM for procurements over \$100,000. Ms. Rosso replied that we did get some SWaM for those but don't do a set aside for construction procurement as there was language included that required a certain percentage of the sub-contractors be SWaM in contracts.

VI. Facilities Audit

Delegate Ingram called upon Ms. Rosso to present the findings of the facilities audit. Ms. Rosso stated that in 2018, JYF contracted with Dude Solutions to provide a Computerized Maintenance Management System (CMMS) to replace the aging Track-It software that had been in use to submit and track work orders for IT and Facilities since 2007. She added that the current system is unsupported and is primarily an assignment tracking system. She reported the new CMMS, Asset Essential, would provide equipment data management, preventative maintenance, a work order system, inventory control, and asset tracking. She explained how Asset Essential would automatically issue preventative maintenance work orders, track hours and supplies used when performing the work orders, and provide data to assist in making informed decisions on asset replacement versus repair costs. She added that the new system would create new ways to do more with less and solve problems both on time and on budget.

As part of this process, Ms. Rosso reported that EMG, a Dude Solutions partner, performed an audit on the existing facility conditions and provided a comprehensive list of over 900 building assets to track with lifespan and unit costs referenced, along with a replacement reserves report. She stated the assessment report included items at each site that were flagged for

immediate attention and that EMG was in the process of creating preventative work orders based on best management practices for each inventoried item that will be loaded into the application. She then explained how the mobile application would work on the new smart phones that had been given to technicians that replaced the old flip phones and how this would allow them to receive and close out work orders on-site without having to return to the office to start and complete the process. Ms. Rosso finished by saying the system would help the agency best utilize its assets.

VII. Capital and Maintenance Planning

Delegate Ingram explained that every odd numbered year, the agency crafts a six-year capital improvement plan which projects capital projects and maintenance reserve needs for the next six years. He called on Mr. Stovall to present the 2020-2026 Capital Improvement Plan (CIP).

Mr. Stovall explained that the CIP forecasts capital needs and the impact of proposed projects on future operating budgets and is used to provide the information needed when evaluating the capital program by project and understand the relationship between the projects. He stated that in the past the plan had focused on the new American Revolution Museum at Yorktown but the new plan represented a shift towards key projects at Jamestown Settlement. He reported that JYF had identified five capital projects with estimated resource needs for the upcoming six-year planning cycle. He added that two of the projects were identified for consideration in the FY21-22 planning cycle. He stated these projects included a refresh of the Jamestown Settlement Outdoor areas with an estimated cost of \$97,500 for Phase I, which will identify the financial needs of future phases. He reported that the second project was additional support for the pier project underway to include the design, fabrication, and installation of interactive exhibits on the pier. He explained that the funding for this had originally been part of Phase II of the pier project but had been needed to support the replacement of pier structural supports. He stated this project would cost \$400,000. Mr. Atkinson asked what kind of expertise would be procured for \$97,000 for the outdoor refresh project. Mr. Stovall responded it would mostly be engineering as he was concerned with storm water drainage and the outdoor utilities. Mrs. Banks asked for confirmation about the lack of funds for this projects. Mr. Stovall responded that we did not currently have the funding for the project as it would be put forward for State funding but would need the committee and board's approval to proceed. Mr. Atkinson added that the numbers needed to be right to make sure the agency got what it needed. Mr. Emerson agreed and stated the forms would need to go in this month.

Mr. Stovall reported the projects for the FY22-24 funding cycle included a \$2.65 million request for additional work in the Jamestown Settlement

Galleries to address lighting, content, upgrades to audio-visual projection systems, and exhibit repairs, and a combined request of \$3 million for HVAC replacement (\$2 million) and roof repairs (\$1 million). He explained there was a placeholder for \$8 million for the outdoor area improvements at Jamestown. He added that staff were already looking toward the next revision and had identified two items for further study: updating the Jamestown Settlement Introductory Film and updating the changing gallery at Jamestown Settlement.

Mr. Stovall proceeded to address the Maintenance Reserve projects listed in the CIP. He explained that the Buildings and Grounds committee was responsible for setting the funds aside for Artifact Conservation and the Public Programming committee was to identify the conservation needs. He stated the Parking Lots and Sidewalk plan provided funding for the resealing and minor repairs to the parking lots and outdoor walkways at Jamestown. He reported the six-year ships' maintenance plan was for standard maintenance with the exception of the need to replace the refrigeration system and sails on the Godspeed and also included channel and basin dredging costs. He added that the remaining items included maintenance of the facility exteriors; periodic repair, replacement, and maintenance of the gallery interiors; plumbing and electrical systems; life safety to include sprinklers and alarms; facility improvements that maintain, repair, or replace facilities or spaces providing a supporting role to the agency. In conclusion, he stated the total estimated maintenance reserve funding needs over the six years equated to \$9.1 million.

Delegate Ingram asked for any questions or comments. Mr. Atkinson asked about the \$200,000 for the facility at Yorktown. Mr. Stovall responded that it was for the next biennium and primarily for interior. Delegate Ingram asked if there was a motion to accept the CIP. Mr. Atkinson moved to accept it with the provision staff continued to explore options and costs. Seconded by Senator Howell, the motion was approved by unanimous vote.

VIII. Other Business

Delegate Ingram asked if there was any other business. Mr. Stovall asked that the committee consider approving small adjustments to the FY19-20 maintenance reserve expenditure plan. He stated that the adjustments included reducing expenditures associated with roofing and VAV replacement projects to increase funding available for restroom refresh and HVAC work. Senator Howell motioned to accept. Seconded by Dr. Wilson, the motion was approved by unanimous vote.

Dr. Wilson asked if anything was being done to improve the drainage at Yorktown. Mr. Stovall stated that yes, work had been done to improve the drainage. Ms. Rosso explained that a trench drain had been dug around the

farm house and new shell would be put down to help reduce the ponding on the walkways. Mr. Stovall added that operating funds were being used for this and not maintenance reserve funding.

IX. Adjournment

There being no further business, the Wednesday, May 8, 2019, meeting of the Buildings & Grounds Committee was adjourned at 2:45 p.m.

Members Present: Messrs. Adkins, Hanger, Jordan, Koonce, Ruff, Stolle, and Thompson; Mrs. Wason

Member Absent: Messrs. Connock, Dykstra, and C. Jones. Mmes. Bourne, and Gerdelman

Others Present: Ms. Erin Madden (on behalf of Lt. Governor Fairfax)

Staff Present: Messrs. Nixon, and Stovall; Mmes. Coffey, Helmick, and Hoffman

I. Welcome and Call to Order

The meeting of the Administration and Personnel Committee was called to order by Professor Jordan, on Thursday May 9, 2019 at 9:30 a.m., at The DoubleTree by Hilton in Williamsburg, Virginia.

II. Approval of Minutes

Professor Jordan referred members to the minutes of the Thursday, November 7, 2018 meeting. Professor Jordan requested a motion to approve the minutes. Mr. Koonce moved and Chief Adkins seconded the minutes to be approved as presented.

III. Recruitment Activity

Professor Jordan reviewed the information on page 168 of the packet with the committee stating that employment within the Foundation remained stable and consistent through calendar year 2018 and year-to-date for 2019. He highlighted the time to fill statistic had dramatic improvement from 41 days in 2018, to 24 days in 2019. He also stated that there were ongoing recruitment challenges in the areas of Gift Shops, Housekeeping, On-site Education and Grounds Keeping.

IV. Hiring Protocols and Vacancy Factor Impacts

Professor Jordan introduced Ms. Hoffman to discuss JYF hiring protocols. Ms. Hoffman reviewed key points of hiring including equal opportunities for all regardless of race, color, sex, religion, national origin, or disability. She also walked the committee through the hiring process. Ms. Hoffman then turned the podium over to Ms. Coffey who refreshed the committee on the vacancy savings policy which restricts the hiring of vacated positions for three and six months for

wage and classified staff, respectively. Ms. Coffey also highlighted the need to utilize the strategy during FY20. Next, Mr. Nixon explained the benefit of this policy and the cost savings produced for JYF. Mr. Nixon also reviewed the substantial increase in the average personnel costs from 2014 to present.

Mr. Thompson asked if there were any vacant positions in top levels of JYF which would be subject to the vacancy savings policy. Ms. Hoffman stated that while the Executive Leadership Team was thought to be stable, several employees at the secondary level (such as the On-Site Education Manager) were currently vacant and being filled by a member of staff in an acting role. Mr. Koonce then asked JYF staff present, “who determines what is a mission critical role which could be exempted from the vacancy savings policy?” Mr. Stovall replied that if a JYF Department Head requests an exception to the policy and they can demonstrate funding for the position, the exception may be granted. However, he advised that if the Department Head could not identify funding, the request gets sent to the Executive Director who approves or denies the request for exception. Mr. Adkins added that although hiring from within is often a great solution, sometimes hiring from outside the organization can provide a fresh perspective and should be considered as equally valuable as an internal candidate.

V. FY20 Compensation Activities

Professor Jordan introduced Mr. Stovall to review the FY20 Compensation Activities. Mr. Stovall informed the committee that the state had implemented a 2.75% increase for all classified staff members effective June 10, 2019. He reviewed that although the state had mandated the raise for all classified staff, only 63% of the JYF classified staff were funded by General Funds and the remaining 37% of the increases would be funded by Non-General Funds from the agency. He advised that the Non-General Fund expenditure was estimated at \$102,000. In addition, he advised that the agency recommended matching of the 2.75% increase for the wage staff came with an additional cost of \$48,000. Mr. Stovall stated that the \$102,000 expenditure was not optional, but the wage increase was at the agencies discretion and would require approval from the Administration and Personnel Committee.

Mr. Stovall also reviewed three merit increase options for those who were eligible. He advised that the individuals required at least 3 years of continuous state service and must have received either a contributor or extraordinary contributor rating on their last performance evaluation. The first option, was to give a flat 2.25% to all those who were eligible for the merit increase. The second of the three options would give the extraordinary contributors 2.75% and the contributors 1.9%. The third option would give the extraordinary contributors 2.5% and the contributors 2.0%. Mr. Stovall stated that it was the agency’s belief that the intent of the legislation was to reward exceptional performance and

recommended the third option as the option of choice for the agency. Mr. Stovall further stated that funding was available for this option and the FY20 budget had been built with this recommendation in place.

Professor Jordan asked for a motion to approve these initiatives, the 2.75% for the wage increase and the 2.0% and 2.5% variable merit increases as outlined above. Seconded by Mrs. Wason, the motion passed unanimously. Mr. Thompson asked if positions such as development could be funded using a commission-based system. Mr. Stovall stated he believed that it could not be as they are state employees. Ms. Hoffman and Mr. Adkins agreed this as their understanding as well.

VI. Strengthening the Role of the Volunteer

Professor Jordan introduced Ms. Helmick, acting Volunteer Services Manager, to review the agency's volunteers. Ms. Helmick advised that JYF had 1,864 volunteers serving the agency in different facets. She noted the service provided equates to over \$1.6 million in annual cost savings to the Foundation. Ms. Helmick covered the topics of face-to-face recruiting, increasing awareness of opportunities, increasing training and cross training, matching interests to job functions, and pinpointing specific needs such as construction and historical clothing manufacturing.

VII. Workforce Stabilization and Succession Planning

Professor Jordan re-introduced Ms. Hoffman to review agency efforts to stabilize the workforce and the challenges of turnover and succession planning. Ms. Hoffman highlighted that 40% of agency staff had been with JYF for 1-5 years, and 10% had made JYF their career with over 20 years of service. She stated that a major reason people cited by individuals leaving the Foundation was for better compensation, and/or benefits.

She advised that while the Foundations' turnover rates were in-line with state averages, however, the rates of turnover in housekeeping and groundskeepers were significantly higher. As a result of a budget amendment, a pay increase for these individuals was approved for FY20. Ms. Hoffman also reviewed the current succession plan strategies starting with the analysis of each position, identifying high potential individuals to mentor, and utilizing these individuals in "acting" roles until the position can be hired. She identified six critical positions which were currently eligible for retirement which include the Executive Director and the Maritime Program Manager.

VIII. 2019 Commemoration Staff Transition

Professor Jordan reintroduced Mr. Nixon who provided key highlights of the plans to close out the 2019 Commemoration. These highlights included costs for severance, unemployment, and medical insurance required for all individuals who would end employment as the Commemoration concludes. These costs would impact the FY20 budget by \$1.67 million, and FY21 of an additional \$115,345. However, this was the “worst case” cost scenario in the event there were no internal transfers, and all remaining employed and eligible for severance benefits remained until dismissed. Mr. Koonce asked if there was a way to mitigate any of these costs by absorbing these individuals into the JYF parent agency. Mr. Stovall stated that 2019 Commemoration staff brought significant skills and experience and would be strongly considered for any JYF position they applied for.

IX. Other Business

Professor Jordan introduced the topic of an Emeritus Curatorial Manager discussed at the last meeting. Mr. Armstrong suggested that instead of immediately adopting the title to allow Dr. Davidson to remain as a volunteer for JYF curatorial staff and to ask him to join the Advisory Board for their meeting in the fall of 2019.

X. Adjournment

Professor Jordan asked if there was any other business and hearing none, asked for a motion to adjourn. At 10:40 a.m., Mr. Adkins gave the motion to adjourn, seconded by Ms. Wason the motion unanimously passed.

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Members Present: Messrs. Acuff, Adkins, Angles, Connock, Finger, Fleet, Hanger, Hager, Hall, Ingram, Jordan, Rawles, Ruff, Thompson, Ware, and Wilson; Mmes. Abbitt, Andrews, Banks, Cardwell, Cousins, Fitzpatrick, Flippo, Howell, McQuinn, Pogge, Swecker, and Wason.

Members Absent: Messrs. Applewhite, Atkinson, Biagas, Casteen, Downey, Dykstra, Gerdelman, Howard, Kelly, Knight, Koonce, McDougle, Plum, Qarni, Skinner, and Stolle; Mmes. Bourne, Dubois, Hester, and Swann.

Others Present: Ms. Erin Madden (on behalf of Lt. Governor Fairfax)

Staff Present: Messrs. Armstrong, Emerson, Ferguson, Hann, and Prokopchak; Mmes. Basic, Floyd, and Gruber.

I. Call to Order

Dr. Rawles called the Wednesday, May 8, 2019, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 11:10 a.m. in the Adams Room at the DoubleTree Hilton in Williamsburg, VA. Dr. Rawles welcomed guests attending from other committees.

II. Approval of JYF Minutes

Chief Adkins made a motion for the approval of the minutes from the Wednesday, November 7, 2018 and Wednesday, October 3, 2018 meetings of the Public Programming and Acquisitions committees, respectively. Seconded by Mr. Finger, the motion was approved unanimously.

III. Ensuring Visitor Experience during Times of Change

Dr. Rawles reminded board members that a new chapter at Jamestown was one of the key pillars of the Foundation's 4-Year Plan, and that the Jamestown Gallery Refresh II was a main component of that plan. He noted that the committees had overseen the Refresh project since its conception and that construction was well underway in the Jamestown Galleries. He acknowledged that construction, coupled with ongoing repairs to the pier, meant that Foundation staff had to work hard to continue ensuring that visitors receive the exceptional experience on which JYF prides itself at both museums. Although the majority of funding for these development projects had come from the State, he emphasized that the private sector continued to play an important role. He then invited Mr. Armstrong to review the current construction phase, as well as the programs offered to guarantee continued visitor satisfaction.

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Mr. Armstrong observed that the agency was one month into the Refresh build and four months into the pier refurbishment, and while the focus was on ensuring timely delivery of these projects, his team was also tasked with guaranteeing a positive visitor experience. He indicated that much of what was learned from the Yorktown development was being applied at Jamestown. The key lessons learned included: (1) telling and showing the public what was underway; (2) inviting them to return; (3) providing a little “extra” that they are not expecting; and (4) keeping staff informed and soliciting their input.

Mr. Armstrong presented maps and pictures of the galleries demonstrating the areas affected and how a temporary construction wall was being utilized to display graphics of the content and areas no longer available to the public. He showed how windows in the wall allowed visitors to see what was going on and advertise what would be “coming soon.” He noted that feedback from educators caused emphasis to be placed on alternative learning experiences—e.g. the creation of 3 large poster board maps to substitute for the interactive conflict map—and he again emphasized the importance of JYF staff engaging in more hands-on activities with the public.

Mr. Armstrong concluded the presentation by explaining what was going on behind the wall, noting that over 400 artifacts had been removed to storage areas to undergo conservation. He reviewed the new art work being developed for the galleries and the new objects that had been purchased. He displayed a timetable demonstrating the areas to be completed in May, in July—when Bacon’s Rebellion Theater will open—and in October, when work would be completed. Finally, he indicated that the Pier Construction Project, which began in January, was scheduled for substantial completion by the end of July, and he explained how ships and signage had been repositioned to accommodate public access. He concluded by discussing how JYF continued to monitor customer satisfaction via social media, comment cards, and teacher feedback, offering “Return to See Improvement” vouchers if necessary (he reported that to date, only five of had been issued). All in all, he reported that the overwhelming public response has been curiosity about the changes with very few negative comments.

IV. Proposed New Education Rates

Mr. Acuff observed that, while the Foundation made every effort to keep rates low so that every child had an opportunity to benefit from its educational programs, maintaining a balance between the mission of the organization, and the costs required to achieve that mission, was critical. He noted that the Foundation’s current Outreach Education rate was \$1.50 per student, while the On-Site Education rate was \$7.00 per student, putting the Foundation in the lower range of education costs in the Commonwealth.

He indicated that JYF staff continually monitored other museums’ offerings, discuss rates with their district contacts, and considered rising costs in staffing and delivery. Based on this monitoring process, he reported that staff recommended a \$0.25 increase per pupil for On-Site visits and a \$0.35 per pupil increase for Outreach

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Education programs. He pointed out that the rates proposed allowed the museums to remain competitive while still providing excellent educational services to over 200,000 schoolchildren.

Mr. Acuff asked if there were any questions, and with none raised, Mrs. Banks made a motion to approve the proposed education rates as presented. With a second from Mrs. Fitzpatrick, the motion passed unopposed.

V. Maximizing the 2019 Commemoration

Dr. Rawles took the floor and remarked that, after many years of preparation, the 2019 Commemoration year was here. He observed that the Jamestown museum in particular, had already played a major role in the Commemoration and he emphasized the importance of continuing to maximize the partnership potential in 2020 and beyond, as called for in the Foundation's 4-Year Plan. He then invited Mr. Armstrong to review key activities that have already taken place, as well as some of the opportunities ahead.

Mr. Armstrong displayed a presentation featuring Outreach Education's 2019 program offerings as well as the *TENACITY* special events and lectures delivered to date. He also presented upcoming events, lectures and programs associated with *TENACITY* and the *Origins of American Democracy*, a month-long celebration in July, commemorating the first English legislative assembly to organize in America. He concluded by observing that while support from the 2019 Commemoration had helped the Foundation create *TENACITY* and its associated programming, many additional, and often intangible, benefits to JYF have also accrued in terms of partnerships, legacy and staff development. Dr. Rawles reiterated the importance of this "partnership year," both in terms of collaboration between 2019 and JYF, but also between the State and the private sector. He then turned the floor back over to Mr. Acuff.

VI. Special Exhibitions

Mr. Acuff commented that all those present had likely enjoyed visiting special exhibitions at both museums. He pointed out that, as Mr. Armstrong's presentation demonstrated, special exhibitions like *TENACITY*, gave both JYF museums the ability to generate international awareness, build strong financial partnerships, secure donor engagement and elevate the status of the Foundation. He then invited Mr. Armstrong to update the committee on the *Forgotten Soldier* exhibition's progress, and he invited Ms. Kate Gruber, Curator of Special Exhibitions, to review plans for the next two special exhibitions at both museums.

Mr. Armstrong presented the layout of the special exhibition gallery at the American Revolution Museum at Yorktown, noting that when visitors entered the gallery, they were asked to "shift their gaze" in order to see things in a new way and observe what they had not see before. He pointed out that through the recurring theme of "shifting your gaze," the forgotten stories of African Americans and their roles in the Revolutionary War, would be illuminated through loans such as Paul Revere's *Engraving of the Boston Massacre*, and Trumbull's painting of *Lieutenant Grosvenor and His Negro Servant*. He also discussed the significance of loans from the National Archives of the

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U.S. and the U.K.—the Inspection Roll and the Book of Negroes respectively—reunited for the first time since 1783, and how interactives were being developed to bring them to life for the visitor. He demonstrated how a large portion of the gallery was being devoted to an original piece of art being created by the prominent contemporary artist, Titus Kaphar, noting that Mr. Kaphar’s participation was a major coup for the Foundation and would drive a new audience to the museum. He concluded with a discussion of hands-on interactives and the program of events being developed in conjunction with the exhibition, highlighting a series of workshops focused on preserving African-American family history.

Ms. Gruber then provided an overview of upcoming special exhibitions at both museums. She reported that after *TENACITY* closes on January 5, 2020, and after JYF mounts a short-term maritime art exhibition in partnership with the Muscarelle Museum, the Jamestown Settlement gallery would be prepped for the next special exhibition opening late summer of 2020. She noted that, due to the unfortunate cancellation of the Boijmans travelling exhibition on 17th century domestic life, there was a shortage of lead time necessary to pull together the 2020 exhibition. Ms. Gruber indicated that this constraint required the next exhibition to be largely produced in-house. She reported that the focus would be on Jamestown’s *untold stories* through the theme of cultural interaction in the colony’s early years, and would be geared toward younger visitors, relying upon hands-on manipulatives and touchable reproductions rather than historic artifacts. She noted that these items would then be available for installation in Jamestown’s refreshed permanent gallery.

At Yorktown, Ms. Gruber observed that *Forgotten Soldier* would close March 22, 2020 and that the exhibitions and curatorial teams would be working hard to de-install it while preparing to open the next Jamestown exhibition at the end of the summer of 2020. She reported that they would then be able to focus on the Yorktown 2021 exhibition: *Women in the Revolution*. For this exhibition, she explained that staff were exploring a concept that connects patriot women during the war of American independence with a 20th century counterpart: “Rosie the Riveter.” Ms. Gruber pointed out that “Rosie the Riveter” was actually following in the footsteps of women who lived during the Revolution and left behind traditional gender roles to support the revolutionary war politically, economically, and militarily, and then continued to shape gender roles in the new republic after the American Revolution. Ms. Gruber reported that research and development for this exhibition was well-underway and shared some details with the committees concerning potential loans. At the conclusion of this presentation, the floor returned to Dr. Rawles.

VII. Curatorial Review

Dr. Rawles was pleased to report that the Foundation continued to have an interesting and productive year for acquisitions. He noted that the collection team remained committed to seeking objects, both here and abroad, to replace the loans at Yorktown and tell the whole story at Jamestown. He reminded committee members that the acquisition and conservation of JYF’s objects would not be possible without a strong

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public/private partnership, also noting that the Foundation was able to leverage up to 20% of its Maintenance Reserve funding allocation from the State for the conservation of artifacts. He pointed out that over 350 objects removed from the Jamestown gallery during the construction process of Phase II were currently undergoing conservation. In short, he reiterated that artifacts were purchased through private funds, conserved through State allocation, and then put on public view.

Dr. Rawles then called upon Dr. Meschutt to present the Semi-Annual Acquisitions Report. Dr. Meschutt indicated that for the period July 1, 2018 through December 31, 2018, there were six acquisitions through the Jamestown-Yorktown Foundation, Inc. She noted that two of these acquisitions would be displayed in the galleries at the American Revolution Museum at Yorktown: a Silver Creamer and a cauldron with two kettles.

At Jamestown, Dr. Meschutt reported that four objects will be displayed. She described several ceramic pieces: a Moresque lustreware escudilla, a Spanish olive jar and a set of two apothecary jars. She also highlighted the importance of the fourth acquisition—*Ovid's Metamorphosis*, translated into English by Sir George Sandy's who served as the colony's treasurer and as a member of the council of the state of Virginia from 1621–1625. She noted that Sandy's translation of the 15 books of the *Metamorphosis* had been called "the first utterance of the conscious literary spirit articulated in America," pointing out that Sandy finished the final eight books of translation during the four years he spent in Virginia. Dr. Meschutt concluded her presentation by reporting that, between July 1, 2018 and December 31, 2018, thirteen artifacts have undergone conservation.

Before seeking a vote, Dr. Rawles thanked Dr. Meschutt, who had been filling in on an interim basis in the role of board liaison pending the arrival of the new Director of Curatorial Services. He thanked her for her professionalism in presenting the current acquisitions, as well as so capably presenting in previous committee meetings. He also announced that the new Director of Curatorial Services, Dr. Luke Pecoraro, would be starting at the Foundation next week, noting that Dr. Pecoraro joins JYF from George Washington's Mount Vernon where he was director of archaeology.

With no further questions from the committees, Mr. Thompson moved to accession the artifacts, and upon a second from Mr. Angles, the motion passed unopposed.

VIII. Digitization 3D Technology

Dr. Rawles then announced that it was his pleasure to share with the committees a special demonstration he had the privilege of seeing on a recent visit to Jamestown. He asked committee members to recall that some years ago, the Foundation was fortunate to receive a grant from the Clarke Foundation to be applied toward the digitization of the collection. He indicated that in the next several years, it was hoped that all the objects within JYF's collection would be digitally photographed and available on the web, and he noted that some of the money received from Clarke was earmarked for the purchase of the equipment required to create 3D imagery of the objects. He called on Steven

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Prokopchak, Associate Producer, to help explain how the scanning equipment functions. Mrs. Andrews also volunteered to try out the scanner and actually scan an object.

Mr. Prokopchak emphasized that 3-D scanning fulfills the Foundation's mission by meeting educational and conservation objectives. He noted that scanning allows better understanding of the condition of JYF's objects, observing that the texture feature of the scanner made it possible to detect minute details, such as former repairs. He also noted that scanned information and data could be made available to schools, many of which already have 3-D labs. Discussion focused on the educational objectives of the scanner with Professor Jordan observing that, as the technology developed, it would be necessary to address issues related to intellectual property, especially if digital copies of objects become readily available.

IX. Other Business

Mr. Acuff returned to the floor and called for any other business.

X. Adjournment

There being no other business, Chief Adkins motioned for adjournment, and following a second by Mr. Hall, Mr. Acuff adjourned the Wednesday, May 8, 2019 joint meeting of the Public Programming and Acquisitions Committees at 12:58 p.m.

Committee Members Present: Messrs. Hanger, Fleet, Jordan, Norment, Stolle Thompson, and Ware; Mmes. Pogge, McQuinn, and Swecker.

Committee Members Absent: Messrs. Casteen, Dykstra, Howard, R. Jones, C. Jones, Newman, and Peace; Ms. Swann*

Others Present: Messrs. Acuff, Hager, Hall and Finger; Mrs. Fitzpatrick, Ms. Erin Madden - (representing the Lt. Governor's office)

Guests Present: Mrs. Haynes (CEO, Ciniva Web Agency)

Staff Present: Mr. Hann; Mmes. Bak, and Murphy.

**Indicates liaisons from the Jamestown-Yorktown Foundation, Inc., Board of Directors*

I. Call to Order

Senator Hanger called to order the Thursday, May 9, 2019, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 1:31 p.m. at the DoubleTree Hilton in Williamsburg.

II. Approval of Minutes

Delegate Ware moved approval of the minutes from November 8, 2018 meeting of the Marketing Committee. Seconded by Professor Jordan, the minutes were approved as presented.

III. Combined Paid Admissions and Revenue Report

Mr. Thompson reported on the admissions and revenue report which reflected information through end of March 2019. He reminded board members that visitation was down in 2018. He advised that actual paid visitation at year-end of 2018 was 533,730, and that performance in early 2019 had been sluggish. Paid admissions year to date through March were 65,888 compared to 72,762 for the same period last year, down 9.4%. He reported optimism with April paid admissions totaling 87,678 compared to 83,682 in 2018, up 4.8%. Through April 2019, year-to-date paid admissions were down 1.8% and year-to-date admissions revenue was slightly ahead of the same period last year. He stated that even with the solid performance in April, staff were tracking other external factors that impact visitor behavior and visitation to the area and were cautiously optimistic.

IV. 2020 Proposed Admission Rates

Mr. Hanger advised that while the Marketing committee oversaw general admission pricing for the museums, the Public Programming committee oversaw the education rates, which he noted were addressed at their meeting. He reminded that JYF's strategy had been to rotate annual increases in rates between the two museums. He advised that a variety of factors, including the state of the economy, construction schedules and competitive positioning were considered in preparation for a proposed increase.

Rate increases for 2020 at the American Revolution Museum at Yorktown and percentage discount change for the combination ticket were proposed. Discussion of rates included group pricing and the visitation analysis provided at previous meetings. Professor Jordon made a motion to approve the rate changes, seconded by Mr. Hall there were no opposing votes.

V. Maximizing the 2019 Commemoration

Senator Hanger stated that Jamestown Settlement was a daily stage for the 2019 Commemoration. He added that with additional support from the General Assembly special amendment and 2019 Commemoration, the *TENACITY* special exhibition and additional events/programs were providing public messaging opportunities to enhance the awareness of the Foundation and Commemoration, which was a key initiative of the Foundation's Four-Year Action Plan. Mrs. Bak presented an update on 2019 Commemoration-related marketing and advertising initiatives.

VI. Building on Destination Marketing Partnerships

Mrs. Bak reported that as a result of to Senate Bill 942, a new organization, the Williamsburg Tourism Council and leadership board had been created. The Executive Director was hired in mid-April and was beginning to work on building out the program. She advised that because of the bill, revenue collections were up and the budget had doubled. The Council's total budget for 2019 was \$10.9 million, including \$5.4 million in paid advertising placements, \$736,000 in public relations and social media, and \$406,000 for website management and services.

Mrs. Bak stated that Jamestown Settlement and the American Revolution Museum at Yorktown directly benefited from the Tourism Council's marketing and promotions efforts. JYF museums were included in: paid print, digital and television advertising, media relations efforts, social media, sales initiatives, website content, package promotion and brochure content. JYF will encourage more emphasis on retail marketing for expanded opportunities to promote joint ticketing programs and packages.

VII. Marketing and Advertising Plans

Mrs. Haynes provided a presentation on a three-year analysis of JYF digital advertising. She shared JYF general campaign key performance indicators for search and display advertising. She advised that click-through rates were seven times higher than industry averages and overall 2018 results were higher than the previous two years. She introduced a new digital advertising concept to promote the *TENACITY* special exhibition. Early results showed the campaign was reaching new audiences and would be continued during the life of the special exhibition.

Mrs. Bak reported on the importance of 2019 for the Foundation and 2019 Commemoration. She advised that with new special events and special exhibitions to generate broader awareness in key markets, the goal is to generate more paid admissions. She stated that advertising is the top means to reach the individual consumer and Web-based digital outlets are the key way visitors hear about the museums.

Mrs. Bak spoke about advertising partnerships and JYF booking engines that were available to facilitate ticket and package purchasing. She also discussed paid advertising efforts included both print and digital placements, as well as media relations and organic social media strategy support advertising to reach a wider audience.

VIII. Marketing Efforts for Special Exhibitions

Senator Hanger discussed the marketing activities used to promote the *Blast from the Past* special exhibition at Yorktown, which closed March 3, 2019. He advised that the marketing budget covered digital ad placements targeted to general audiences from Washington, DC to North Carolina. Print ads and local radio spots supported regional/local awareness. Digital advertising generated 14.6 million impressions and 74,000 click through actions. Media relations efforts generated significant media placements in print and online publications in 30 states. Advertising value of those placements was \$11.4 million and generated 93.5 million impressions. Social media posts to Facebook, Twitter and Instagram reached an additional audience during the run of the exhibition.

IX. Other Business

Senator Hanger advised that after six years, the software developer for the JS app, *Search to Survive* would no longer provide technical updates to maintain the platform integrity going forward. He reported that in October 2019, a new series of apps would be launched in support of the JS gallery refresh and connect the gallery to the outdoor areas.

X. Adjournment

There being no further business, the Wednesday, November 8, 2018 meeting of the Marketing Committee was adjourned by Senator Hanger at 3:16p.m.

