

Trustees Present: Messrs. Atkinson, Clements, Connock, Cox, Dendy, Dykstra, Fleet, Hager, Hanger, Ingram, R. N. Jones, Jordan, Knight, Koonce, Norment, Plum, Ruff; Mmes. Flippo, Gerdelman, , Mc Nerney, Snyder, Wason.

Trustees Absent: Messrs. Acuff, Adkins, Ashworth, Casteen, Greason, Herring, W. J. Howell, S. C. Jones, McAuliffe, McDougale, Newman, Northam, Stolle, Thompson, Ware; Mmes. Hester, Holton, J. D. Howell.

Directors Present: Messrs. Angles, Applewhite, Dendy, Finger, Fleet, Hager, Hall, Kelly, Rawles, Tullidge, Wilson; Mmes. Baker, Banks, Cardwell, Dubois, Fitzpatrick, Gerdelman, Gray, Grier, Kaplan, Swann.

Directors Absent: Messrs. Acuff, Biagas, Downey, Fields, Martínez, Skinner.

Guests Present: Ms. Cynthia Bailey, Assistant Attorney General; Mr. Aaron Dotson, Principal, Elevation; Steve Vaughan, reporter from *The Virginia Gazette*.

Staff Present: Messrs. Armstrong, Emerson, Lunsford; Mmes. Bailey, Bak, Basic, Padgett, Sonders, Spangler.

I. Call to Order

The Thursday, May 19, 2016, 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. Dendy, Foundation chairman, at 12:37 p.m., at Great Wolf Lodge, Williamsburg. In his opening remarks, Mr. Dendy welcomed guests; new Trustees, including Senators Hanger and Ruff, who were present, and Senator Newman and Delegate Hester, who were unable to attend; and new Directors Allan Finger and Jamie Rawles. He encouraged members to make their Annual Fund gift for FY16 if they had not already done so, and asked staff to provide an Annual Fund brochure to each member.

II. Approval of JYF Minutes

Mr. Clements moved approval of the minutes of the Monday and Tuesday, November 30 and December 1, 2015, Board of Trustees meeting. Seconded by Mr. Jones, the minutes were approved as presented with no opposing votes.

III. 2016 General Assembly Outcomes

Mr. Jones provided an overview of the agency's legislative and budget initiatives addressed during the 2016 session of the General Assembly, noting that the Governor and legislature supported the agency's requests for dollars to address operating and awareness for the new Yorktown museum, moving the 2019 commemoration forward, and capital funds for the Jamestown Settlement galleries refresh project. He added that the Yorktown support would address technology needs, resources to contract security audits for IT functions, and new staff positions. He added that operating funds provided for 2019 were crucial to establishing programs for the commemoration, developing partnerships, and leveraging key private sector support. Mr. Jones also reported that the agency's one proposed bill, HB807 that encouraged cooperation and support throughout state government for the 2019 commemoration, also passed both chambers.

Mr. Jones expressed appreciation and thanks to: the board members and legislators who worked with the Governor to include funds in his introduced budget; Delegates Cox and Stolle and Senator McDougale, who served as patrons on the agency's budget amendments; Delegate Jones, chair of Appropriations, and his committee members; Senators Norment and Hanger, co-chairs of Senate Finance and their committee members; Delegate Cox for introducing HB807; and other board members who helped with information and support.

IV. Developing New Ad Creatives for Jamestown Settlement and the American Revolution Museum at Yorktown

Aaron Dotson, principal and creative director of Elevation advertising agency, presented progress to date on concepts for new ad creatives for the Foundation's museums. It was noted that the last creatives were developed before 2007. In sharing various concepts, Mr. Dotson stated that the new designs would strategically position the museums as essential attractions to include when planning a visit to the Williamsburg, Hampton Roads, or Richmond regions. He stated that the development process had included site visits to the museums, interviews with staff and board members, competitive site visits and audit, traveler research review, and quantitative and qualitative concept testing. A number of concepts were shared with the agency's marketing team, who narrowed the field to four concepts to be tested with consumers. That testing, Mr. Dotson reported, revealed that, while all concepts did well, one clearly outperformed the others, with an appeal that crossed all demographic sub-groups and states of residence. The most successful concept was one that indicated a visit to the JYF museums would be a very immersive, participatory experience. Mr. Dotson then

shared with the boards how Elevation was working to bring the concept “to life” with images and copy. He added that the concept would be very flexible and as successful in small-sized ads as in digital formats. He stated that the next stage of the process would be to plan a photo shoot to capture custom images for the ads with a goal of ensuring the creatives could be adapted to evolving needs and have a minimum five-year shelf life. He concluded by stating the project should be completed by the close of July.

V. Designing a Commemoration for 2019

Senator Norment and Delegate Cox, co-chairs of the 2019 Commemoration Steering Committee, commented on the enthusiasm of the many individuals who had become involved to date in planning for 2019. They thanked members of the board for support during the legislative session, and they commented that the 2019 planning committees had been very active over the past few months in developing program and event concepts as well as building a foundation of support for the commemoration.

2019 Commemoration staff director Kathy Spangler was introduced and provided information on the work to date of the 2019 Commemoration Steering Committee and its planning committees. She noted there were more than 100 individuals working across nine committees in developing plans for 2019. Ms. Spangler also shared that a biennium budget was before the Foundation’s Executive and Finance Committees for approval, a sub-agency had been created (Jamestown-Yorktown Commemorations), and a private 501(c)(3) affiliate, 2019 Commemoration, Inc., had been created to receive and expend private support. She informed members that officers of the private affiliate were: Paul Koonce, president; Frank Atkinson, vice president and secretary; and George Keith Martin, treasurer. After sharing an overview of the 2019 committee structure, Ms. Spangler reported that FY17 priorities for the commemoration included: awareness-building kick-off events; partnership development (state, national, and international); education materials and academic engagement; tourism development; community outreach; millennials engagement; and legacy projects.

The boards were also informed that contracts had been procured in order to develop four critical components of the commemoration: event/program scoping and a sponsorship package; brand and visual identity; website and social media; and a baseline consumer awareness survey. Ms. Spangler closed by sharing that recruitment was underway for the positions included in the FY16-18 Appropriation Act.

VI. The American Revolution Museum at Yorktown—How Private Funds are Making a Difference.

Mr. Fleet stated that the JYF, Inc. remained committed to advancing the organization's educational mission, and he reported that \$11.7 million had been raised to date in conjunction with the Yorktown Campaign for Support. He then introduced a video presenting the positive impact private funds were having on the new American Revolution Museum at Yorktown. Following the presentation, Mr. Fleet stated that one of the most pressing needs for the new American Revolution Museum at Yorktown was completion of the outdoor living-history areas to augment state funding to make the project a reality.

VII. A Quarter Century of Achievement

Mr. Emerson offered his Executive Director's report in the form of a retrospective of the agency's accomplishments from 1990-2015. He noted that more than 160 individuals had served on the agency's boards during that period. Mr. Emerson encouraged the boards to review a booklet that was distributed to members outlining the agency's top 25 achievements since 1990. He remarked that, during the period, each of the Foundation's museums had undergone two major renovations, more than 16 million paying visitors had been serviced, the agency had coordinated and executed America's 400th Anniversary and launched planning for 2019, became the largest provider of structured educational programs in the Commonwealth, and had invested more than \$160 million in facilities and exhibits (without including programming and financial support for the 2007 commemoration). He stated that the compilation should give the boards confidence in the agency's path and what had been and continued to be a remarkable public/private partnership. Mr. Emerson stated it had been an honor to work for the organization for more than 30 years, 26 of which he had served as Executive Director. Mr. Emerson acknowledged the board leadership, the senior staff, the significant contributions of the late Joe Gutierrez, and the many other paid and volunteer staff.

Following the presentation, Mr. Dendy acknowledged Mr. Emerson's outstanding work and untiring service by calling for a standing ovation. The boards and staff offered a round of applause and a standing ovation in honor of Mr. Emerson.

VIII. Adjournment

Mr. Dendy asked that the board adjourn with a moment of silence in

memory of the late Johnny Joannou, former legislator and Trustee who passed away on Friday, May 4 after a brief illness. Mr. Dendy commented that Delegate Joannou, a dedicated public servant who served more than 30 years in the legislature representing the people of the Portsmouth and the Hampton Roads area in both the House and the Senate, had also been an active member of the Foundation's Board of Trustees for more than 11 years. Following a moment of silence, the joint business meeting of the Jamestown-Yorktown Foundation Board of Trustees and the Jamestown-Yorktown Foundation, Inc., Board of Directors adjourned in memory of Delegate Johnny S. Joannou at 1:43 p.m.

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Trustees Present:	Messrs. Adkins, Atkinson, Clements, Connock, Cox, Dendy, Fleet, Hager, Hanger, R. N. Jones, S. C. Jones, Jordan, Koonce, McDougale, Norment, Plum, Ruff; Mmes. Flippo, Gerdelman, , McNeerney, Snyder, Wason.
Trustees Absent:	Messrs. Acuff, Ashworth, Casteen, Dykstra, Greason, Herring, W. J. Howell, Ingram, Knight, McAuliffe, Newman, Northam, Stolle, Thompson, Ware; Mmes. Hester, Holton, J. D. Howell.
Directors Present:	Messrs. Angles, Applewhite, Dendy, Downey, Finger, Fleet, Hager, Hall, Rawles, Mmes. Baker, Cardwell, Dubois, Gerdelman, Gray, Grier, Kaplan, Swann.
Directors Absent:	Messrs. Acuff, Biagas, Fields, Fitzpatrick, Kelly, Martínez, Skinner Tullidge, Wilson; Mrs. Banks.
Guests Present:	Ms. Cynthia Bailey, Assistant Attorney General; Ms. Sarah Hulcher, from the office of Delegate Daun Hester; Steve Vaughan, <i>The Virginia Gazette</i> .
Staff Present:	Messrs. Armstrong, Emerson, Hulick, Lunsford; Mmes. Bailey, Bak, Basic, Meschutt, Padgett, Pettengell, Sonders.

I. Call to Order

Following the ships' anniversary celebration at the pier, Mr. Fleet, President of the Jamestown-Yorktown Foundation, Inc., called to order Business Session B of the Friday, May 20, 2016, joint meeting of the Jamestown-Yorktown Foundation Board of Trustees and the Jamestown-Yorktown Foundation, Inc., Board of Directors at 12:11 p.m., in the education wing at Jamestown Settlement.

II. Nautical Milestones—Celebrating *Susan Constant* and *Godspeed*

The 25th anniversary of *Susan Constant* and the 10th anniversary of *Godspeed* were celebrated by a gathering of the boards on the ships' pier. After remarks from Mr. Fleet, the colors were posted and cannon salutes were fired from both vessels. Mr. Dendy then presented Ships' Captain Eric Speth with a gift for the ships' stores on the occasion, and he led three cheers in acknowledgment of the ships' captain and crew for their good work.

III. Public Comment Period

There were no responses to the call for public comments.

IV. Jamestown-Yorktown Foundation, Inc., Strategic Plan Overview

Mr. Hager provided an overview of the Jamestown-Yorktown Foundation, Inc.'s strategic plan, developed to provide the entity with direction and focus following the conclusion of the American Revolution Museum at Yorktown's Campaign for Support. The plan was adopted by the Foundation, Inc.'s Board of Directors at its March 24, 2016, meeting. A summary of the key plan components may be found attached to these minutes as Exhibit I.

V. Setting the Standards for Museum Education

Ms. Pettengell summarized the key elements of the Foundation's success in attracting teacher and student participation in its structured education programs. She noted that more than 2.9 million students had been engaged in the programs over the past decade. She reported that staff worked closely with educators across the Commonwealth to continually update or re-invent programming to keep current with curricula and interests. She added that the Foundation offered unique facilities and exhibited a conscious effort to design all components of a visit with the student in mind. Members were reminded that the Foundation was the largest provider of structured museum education programs in the Commonwealth. Ms. Pettengell then called on Mr. Hulick to demonstrate an example of structured programming on 17th-century navigation by engaging several board members to take on the role of students.

VI. The Story of the American Revolution through Five Objects

Dr. Meschutt and Mr. Armstrong made a presentation to the board in which they used images of five ordinary objects from the collection to tell the story of the American Revolution. They explained that each object was representative of, and would be displayed in, one of the five areas of the American Revolution Museum at Yorktown. The presentation received a round of applause from the boards.

VII. Committee Reports

Ms. Flippo offered the report from the joint meeting of the JYF Public Programming and the JYF, Inc., Acquisitions Committees. She concluded with a

motion to approve the report as presented. Seconded by Senator Ruff, the motion was approved with no opposing votes.

Professor Jordan issued the report from the Administration & Personnel Committee. He concluded with a motion to approve the report as presented. Seconded by Delegate Jones, the motion was approved.

Senator Hanger reported on the actions of the Marketing Committee. He concluded his report with a motion to approve the report. Seconded by Chief Adkins, the motion was unanimously approved.

Senator Ruff made the report from the Buildings & Grounds Committee. Upon a motion from Senator Ruff to adopt the report, a second was received from Mr. Atkinson seconded and the report was approved with no opposing votes.

Delegate Cox reported on the activities of the Executive and Finance Committees of the Foundation. Delegate Cox closed his report with a motion for approval. Seconded by Ms. Flippo, the motion carried with no votes in opposition.

VIII. Other Business

Mr. Fleet reminded the JYF, Inc., Board of Directors, of the Monday and Tuesday, October 10 and 11 fall meeting in Williamsburg. He also reminded members of the Board of Trustees of the Foundation's fall meeting dates, Thursday and Friday, November 3 and 4 in Williamsburg.

Mr. Fleet stated that one of the most pressing needs for the new American Revolution Museum at Yorktown was the completion of the outdoor living-history areas, and that private funds were needed to augment state funding to make this project a reality. He shared that the Foundation, Inc., was recently awarded a challenge grant from the Cabell Foundation for \$150,000, and that the organization had until December 31, 2016, to match the \$150,000 grant. He reported that the conditions of the grant called for no more than 50% of the matching funds to come from other private foundations, therefore, support from individuals was important to reaching the goal. Mr. Fleet further reported that, to date, \$43,617 had been raised from 35 donors, and he asked members to let staff know of anyone they felt would be a good donor prospect for the outdoor areas.

Mr. Dendy thanked members and staff for their hard work in bringing together a productive board meeting.

IX. Adjournment

There being no further business, the Friday, May 20, 2016, joint meeting of the Jamestown-Yorktown Foundation and Jamestown-Yorktown Foundation, Inc., boards was adjourned at 1:21 p.m.

<p>Jamestown-Yorktown Foundation, Inc. STRATEGIC PLAN OVERVIEW</p>
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In March 2015, the Jamestown-Yorktown Foundation, Inc. (JYF, Inc.) embarked upon a planning process to guide the organization beyond the American Revolution Museum at Yorktown's Campaign for Support. The plan, which was ultimately adopted by the Board of Directors in March 2016, embraces the differing interests, incomes, and attitudes of today's changing population—baby boomers to generations X and Y, to millennials—and builds upon the private affiliate's strong partnership with the Jamestown-Yorktown Foundation's (JYF) Board of Trustees. The following are the major areas of focus for the strategic plan.

Mission

The mission of the JYF, Inc., is to cultivate donors, expand funding, contribute to program development, and steward resources to strengthen our living-history museums.

Vision

Create funding resources to enhance an environment of discovery that challenges all people to embrace the ideals – and consequences – of early American history.

Values

- A proactive and close working relationship with staff and the JYF Board of Trustees is an essential element in achieving each of our goals.
- Understanding history, particularly early American history, is integral in the development of our youth and the cultivation of citizenship.
- It is a sacred trust and privilege to support efforts on behalf of the public good.
- Traits such as integrity, forthrightness, respect for others' opinions, and honesty are essential in supporting JYF.
- Commitments to excellence, diversity, and accessibility are indispensable elements of all of our programming and fundraising initiatives.
- An obligation exists to be ethical and fiscally responsible stewards of the funds and perform the duties to which we have been entrusted.

Goals

1. Funding

The JYF, Inc., Board of Directors and its staff seek to maximize private funding to support Jamestown-Yorktown Foundation's educational mission.

2. Collections and Exhibitions

Develop compelling exhibitions and programs that engage, educate, and entertain visitors and donors.

3. Communication Systems

Effectively utilize communication systems to engage JYF Board of Trustees, potential and current donors, and support strong alliances.

4. Partnerships and Opportunities

Build and nurture partnerships and seek out opportunities that expand JYF, Inc., capabilities and position it for continuing success through 2020.

JYF, Inc., Strategic Planning Task Force

John H. Hager, *Chair*

Gordon C. Angles

Linda T. Baker

T. J. Cardwell

Sue H. Gerdelman

Marjorie N. Grier

Terry E. Hall

Leslie M. Skinner

Alexis N. Swann

H. Alexander Wilson III

Clifford B. Fleet, *Ex officio*

**Jamestown-Yorktown Foundation
Board of Trustees**

**Executive and Finance Committees
Friday, May 20, 2016
MINUTES**

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

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

Executive Committee Members Absent: Messrs. Ashworth, Howell, Stolle; Ms. Howell.

Finance Committee Members Absent: Messrs. Acuff, Greason, Knight, Newman; Mmes. Hester, Holton.

Guests Present: Ms. Cynthia Bailey, Assistant Attorney General; Mrs. Linda T. Baker, Jamestown-Yorktown Foundation, Inc., Board of Directors.

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

I. Welcome and Call to Order

The Friday, May 20, 2016, joint meeting of the Executive and Finance Committees was called to order by Mr. Dendy, chairman, at 7:35 a.m., at Great Wolf Lodge, Williamsburg. He welcomed Senator Hanger as the newest member of the Executive Committee and Senators Ruff and Newman, and Delegate Hester, to the Finance Committee.

II. Approval of Minutes

Senator Norment moved approval of the minutes of the Tuesday, December 1, 2015, joint meeting of the Executive and Finance Committees. Seconded by Mrs. Gerdelman, the motion was approved by unanimous vote.

III. FY15 Operating Budget

In introducing Delegate Cox to present the financial report, Chairman Dendy acknowledged the tremendous work that Delegate Cox does on behalf of the Foundation. He noted Delegate Cox's roles as JYF Treasurer, Finance Committee Chair, 2019 Commemoration Steering Committee Co-Chair, and

Jamestown-Yorktown Educational Trust President, along with other previously held Foundation leadership roles. Mr. Dendy thanked Delegate Cox for his thoughtful wisdom, capable leadership, outstanding work, and commitment. Delegate Cox expressed his appreciation for the acknowledgment, and he thanked staff for their support, especially that of Deputy Executive Director of Administration Jeff Lunsford and his staff team.

Delegate Cox then provided the committees with an overview of the financial activity of the agency for FY16 through March, reporting that resources totaled \$12.8 million, which was 77% of the estimate with three-quarters of the year complete and approximately \$1 million more in collections than the same time in the previous year. Regarding the year-to-date admissions revenue of \$3.6 million, it was pointed out that this represented 72% of the estimate as of March 31, and was nearly 13% ahead of the same period in FY15. He added that an analysis indicated that collections were on track to surpass the \$5 million estimate by the close of the fiscal year. The financial reports also indicated that expenditures for the year through March were at 68% of the budget. Delegate Cox stated there was guarded optimism that the summary travel season will be improved over the previous year.

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

IV. 2019 Operations Update

Mr. Koonce referenced the report presented to the boards at the previous day's business meeting, stating that the 2019 Steering Committee was pleased with the progress made to date on committee development and commemoration planning. He then provided the committees with an operational update regarding the Jamestown-Yorktown Commemorations sub-agency and the 2019 Commemoration, Inc., 501(c)(3) organization. Mr. Koonce reported that the Executive Committee of the 2019 Commemoration Steering Committee was working to recruit for six new positions and to locate office space for the expanding team. Regarding the 2019 Commemoration, Inc., Mr. Koonce reported that its Board of Directors met for the first time on the previous day and elected the following officers: Paul Koonce, President; Frank Atkinson, Vice-President and Secretary; and George Keith Martin of McGuireWoods, Treasurer. In addition, the Board of Directors also: adopted its articles of incorporation and bylaws; approved policies regarding budget and cash handling; reviewed projected year-end financials; and discussed the organization's work to officially launch a sponsorship program and private fundraising efforts during the summer.

Mr. Koonce added that the 2019 Executive Committee and the Board of Directors were committed to keeping a watchful eye on their finances as steward of all 2019-related public and private resources. He further stated that the entities would comply with JYF and state accounting and procurement guidelines. In closing, Mr. Koonce remarked that the 2019 entities were appreciative of JYF's ongoing leadership support to mount the 2019 commemoration, particularly the support received from Jeff Lunsford's team.

Following Mr. Koonce's report, Delegate Cox moved to authorize the 2019 Steering Committee to annually review, approve, and recommend to the JYF Executive and Finance Committees an annual budget, and in addition, encourage the 2019 Steering Committee to seek the assistance of the JYF Executive and Finance Committees in helping to ensure that all related budget activities and transactions comply with JYF guidelines and state policies. Seconded by Mr. Atkinson, the motion was passed with no opposing votes recorded.

V. FY17 Operating Budget

Delegate Cox then provided an overview of revenue projections and a proposed spending plan for FY17. In his presentation, he shared that projections of \$17,995,503 million for FY17 were based on conservative assumptions and included \$5.47 million in admissions revenue from a projected 550,830 paying visitors, incorporating the rate increase approved by the Marketing Committee for 2017, and \$2.6 million in other non-general fund revenue. He explained that spring visitation was proving to be on target in terms of meeting on-site structured education program estimates as well as possibly surpassing individual visitation estimates.

A discussion ensued regarding the basis for the \$2.25-per-adult and the \$1.50-per-youth increase at the American Revolution Museum at Yorktown endorsed by the Marketing Committee, to become effective January 2017. Some members questioned whether the opening of the new state-of-the-art museum would warrant a greater increase. Senator Hanger, Marketing Committee chair, and Ms. Bak provided a recap of a similar discussion during the May 19 Marketing Committee meeting. They stated that the new rates reflected several factors and that the decision was a matter of balance going forward to include examining the museum's core visitation market, a still-undetermined consumer reaction to the product, the reality of a three-month period in 2017 during which the outdoor living history areas would not be completed, and the fact that consumers were not yet aware of the new, improved experience. It was noted that

the increase in 2017 reflected a 23% increase, which exceeded the Travel Price Index averages. The committee concluded that next year, the museum would have been open for a number of month and there would be better data upon which to draw conclusions and upon which to recommend further adjustments to the admission rates.

Returning to the proposed budget, Delegate Cox noted that staff continued to work to identify areas of savings in non-general fund cash that could be carried forward to support service levels. He stated that an estimated \$128,385 was projected to be available for carrying forward to balance the budget in combination with \$9.8 million in general fund appropriation. The committees then reviewed the proposed operating plan for FY17 totaling \$17,995,503, noting this was approximately \$2 million more than the FY16 budget. The committees also reviewed the proposed spending plan for the 2019 Commemoration totaling \$3,871,141 as recommended by the 2019 Commemoration Executive Committee. It was pointed out that both proposed budgets included funds to support a 3% increase for wage staff to parallel that approved by the General Assembly for classified staff effective November 1, 2016. Following the review, Delegate Cox moved approval of the JYF revenue projection for FY17 and the JYF and 2019 Commemoration spending plans for FY17 as proposed. Seconded by Delegate Jones, the motion was approved with no opposing votes. A copy of the FY17 budgets for JYF and the 2019 Commemoration as adopted are attached to these minutes as Exhibits I and II, respectively.

VI. Mathews Recognition

Mr. Emerson presented concepts for a plaque and for its proposed location to honor Nick and Mary Mathews, in response to the JYF and JYF, Inc., boards' approval in Fall 2015 at their respective board meetings to dedicate the new American Revolution Museum at Yorktown to the Mathews for their patriotism and philanthropy. He reminded the committees that the Mathews donated the land on which the Yorktown Victory Center/future American Revolution Museum at Yorktown was located, that the couple was the Foundation's largest benefactor to date, and that Mrs. Mathews left the bulk of her estate to the Foundation. The concept of a plaque, to be mounted in an existing architectural archway on the front of the building between the education wing and main lobby entrances was presented, with the recommendation that the tribute be prepared for unveiling at the new museum's grand opening in spring 2017. Following Mr. Emerson's presentation, Mr. Connock moved and Ms. Flippo seconded the motion to approve the design concept and location of the tribute, and the recommendation that staff proceed with design, text, and fabrication with a goal of the unveiling to

take place during the new museum's grand opening in spring 2017. The motion was unanimously approved.

VI. Naming and Recognition Requests

Mr. Fleet reported that, as the Yorktown Campaign for Support had progressed, many donors had qualified for and selected recognition in various areas of the museum, which had created the need to add to the list of recognition options previously approved by both the private and state boards. He explained that staff had worked to identify creative options throughout the new museum for donor recognition at the needed levels to replenish the donor recognition toolbox. The committees then reviewed the proposed new recognition options, which had been endorsed by the JYF, Inc.'s Board of Directors. Mr. Fleet commented that some of these new options were physical spaces while others were options for recognition on the computer interactives in the galleries. He added that donors who selected electronic recognition opportunities would be made aware the exhibits had a shelf life of 3-5 years. Mr. Fleet then moved approval of the new recognition opportunities, which included at the \$30,000 and the \$75,000 to \$250,000 levels. Seconded by Mrs. Gerdelman, the motion was passed with no opposing votes as presented in Exhibit III attached to these minutes.

Mr. Fleet continued his report by presenting four specific donor requests for naming and recognition at the future American Revolution Museum at Yorktown as recommended by the JYF, Inc., Board of Directors. The requests presented included: Lloyd U. "Bud" Noland III and The Noland Foundation, the Massachusetts flag; Jane deSolms, the Pennsylvania flag; the Carter Cabell Chinnis Charitable Trust, naming for the picnic area; and the Gladys & Franklin Clark Foundation, the "Declaration of Independence" area of the galleries. Mr. Fleet moved approval of the requests as presented. Seconded by Mrs. Gerdelman, the motion was approved with no opposing votes.

VIII. American Revolution Museum at Yorktown: Contract Management Update

Mr. Lunsford provided an overview of contracts related to the American Revolution Museum at Yorktown project. He explained that seven nine contracts for the museum building and parking lots project accounted for 90% of the project budget, while two contracts for the outdoor areas, amenities, and signage project accounted for 83% of that project's budget. He added that the contracts with the architect, Westlake Reed Leskosky, and the construction-manager-at-risk, W. M. Jordan, would remain active until all outstanding issues with the building that pertained to either firm were resolved. He noted that of the \$2.3 million in W.M.

Jordan contract change orders, 64% were the results of unforeseen conditions and the initiative to accelerate the outdoor areas project.

IX. Jamestown-Yorktown Educational 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 3, 2015, 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 2015, the museums' gift shops' gross sales totaled \$2.6 million, an 8% increase over sales in the prior year. He stated the jump in sales was continuing into calendar year 2016, as sales through April were ahead by more than \$100,000. He shared that the board had been and would continue to closely monitor performance trends for the enterprise operations. Restaurant commissions were reported at \$77,170 for the 2015 calendar year, which was 89% of estimate. Delegate Cox went on to report that the Trust had worked hard to support the state budget, generating nearly \$713,666 for the calendar year, which was an increase in excess of \$200,000 over calendar 2014. 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 2016 totaled \$2.08 million and included a disbursement to the Foundation of more than \$645,000 to help provide critical support to state operations.

X. Other Business

Mr. Lunsford stated that funds were appropriated in the FY17 budget to address IT security audits over the next 12 to 18 months. He also reported that, in follow-up to dialogue at the November committees' meeting, staff had determined that a design/build contract was not the best approach for current exhibit fabrication projects, but might be considered for future projects.

Mr. Emerson reported there were two manager positions vacant: the human resources manager and the procurement manager. He explained that recruitment had been expedited to fill these two crucial vacancies. Mr. Emerson added that Mark Howell had been hired to the new position of Director of Education. He added that the agency continued to use hiring protocols and slow down agency hiring in order to balance the budget and manage major capital and programmatic projects.

Mr. Jones acknowledged Mr. Emerson, Mr. Lunsford, and the JYF staff for the outstanding job done to move the Yorktown museum project forward, noting that this was a sizeable addition to the staff workload.

XI. Adjournment

There being no further business, the Friday, May 20, 2016, joint meeting of the Executive and Finance Committees was adjourned at 8:52 a.m.

Jamestown-Yorktown Foundation
FY17 Operating Budget
Approved May 20, 2016

DEPARTMENTAL ALLOCATION SUMMARY										
PLANNED EXPENDITURES	MEL	Totals	MOE	Executive	Marketing	Finance/HR/IT	Facilities	Development	2019	
FY16 Board Approved Operating Plan	163	\$ 15,879,014	\$6,912,941	\$ 555,631	\$ 2,452,969	\$ 2,478,816	\$ 2,558,195	\$ 602,930	\$	317,532
Transfer 2019 to Agency 400	(1)	(317,532)				175,202				(317,532)
FY16 Planned Vacancy Savings		275,880	100,678			68,622				
Extend FY16 Compensation Adjustments for Full Year		262,175	141,569	10,319	14,889		2,882	23,894		
Adjusted FY16 Base Budget	162	\$ 16,099,537	\$7,155,188	\$ 565,950	\$2,467,858	\$2,722,640	\$2,561,077	\$626,824	\$0	
Yorktown Operational Support	3	644,872	397,131	6,595	132,580	6,566	102,000			
Technology - Ticketing Software Study		75,000				75,000				
Introduce New Yorktown Museum and Agency Technology		985,400			500,020	485,380				
CARDINAL, Worker's Compensation Adjustments		5,432				5,432				
3% Salary/Wage Increase Effective Nov 10, 2016		245,900		10,685	20,195	29,033	28,952	12,539		
Gift Shops Payroll Reimbursement Adjustment		100,113	144,496		100,113	(161,021)				
Vacancy Factor		(161,021)								
FY17 Proposed Operating Plan	165	\$ 17,995,233	\$7,696,815	\$ 583,230	\$ 3,220,766	\$ 3,163,030	\$ 2,692,029	\$ 639,363	\$	-

Proposed Resources	Totals	GF	NGF
HB30 (Item 237)	9,726,021	9,726,021	-
Estimate HB30 Central Appropriation Transfer (Item 475)	65,000	65,000	-
Admissions Revenue	5,474,065	-	5,474,065
Inc./Trust Reimbursements	1,844,557	-	1,844,557
Gift Shop Profits	645,407	-	645,407
Outreach and Other Revenues	112,068	-	112,068
Inc./Trust One-Time Funds	-	-	-
NGF Carryforward	128,385	-	128,385
FY17 Operating Budget	17,995,503	\$ 9,791,021	\$ 8,204,482
FY17 Appropriation	17,995,503	\$ 9,726,021	\$ 8,269,482

Funding Ratios	
GF	54.4%
NGF	45.6%
Total:	100.0%

Jamestown-Yorktown Commemorations – 2019 Commemoration
FY17 Operating Budget
Approved May 20, 2016

DEPARTMENTAL ALLOCATION SUMMARY									
PLANNED EXPENDITURES	MEL	Totals	2019	JYF Admin	Kick-off Events	Programming	Outreach	VTC	
FY16 Board Approved Operating Plan	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfer 2019 from Agency 425	1	317,532	317,532	-	-	-	-	-	-
Adjusted FY16 Base Budget	1	\$ 317,532	\$317,532	\$0	\$0	\$0	\$0	\$0	\$0
HB 30 (Item 238)	8	3,551,300	603,920	37,380	890,000	650,000	170,000	1,200,000	
3% Salary/Wage Increase Effective Nov 10, 2016		2,309	2,309			-			
		-	-			-			
FY17 Proposed Operating Plan	9	\$ 3,871,141	\$923,761	\$ 37,380	\$ 890,000	\$ 650,000	\$ 170,000	\$ 1,200,000	

Exhibit II

**Jamestown-Yorktown Foundation.
NEW CONCEPTS FOR NAMING AND RECOGNITION**

Approved May 20, 2016

To expand the menu of board-approved naming and recognition options at the American Revolution Museum at Yorktown, the Executive Committee of the Jamestown-Yorktown Foundation, Inc., at its March 2, 2016, meeting, endorsed additional areas for recognition and recommended approval by the Executive Committee of the Jamestown-Yorktown Foundation, in accordance with the established guidelines. The additional areas were approved by the Jamestown-Yorktown Foundation's Executive and Finance Committees on May 20, 2016. The following list reflects these new opportunities.

• Liberty Tree computer interactive in gallery	(recognition)	\$250,000
• Eagle sculpture (recognition in entry airlock)	(recognition)	\$175,000
• Battle Game computer interactive in gallery	(recognition)	\$150,000
• Information Desk in lobby	(recognition)	\$150,000
• U.S. Constitution/Bill of Rights computer int.	(recognition)	\$100,000
• Personal Stories computer interactive in gallery	(recognition)	\$100,000
• Battle Explorer computer interactive in gallery	(recognition)	\$75,000
• Marching Soldiers area in gallery	(recognition)	\$75,000
• Digital Trail for James Armistead Lafayette	(recognition)	\$30,000
• Digital Trail for Henry Knox	(recognition)	\$30,000
• Digital Trail for Cornwallis	(recognition)	\$30,000
• Digital Trail for the Marquis de Lafayette	(recognition)	\$30,000
• Digital Trail for Hamilton	(recognition)	\$30,000
• Digital Trail for a Patriot	(recognition)	\$30,000
• Digital Trail for a Loyalist	(recognition)	\$30,000
• Digital Trail for Women of the Revolution	(recognition)	\$30,000
• Digital Trail for a (theme tbd)	(recognition)	\$30,000

Additional Information

A “computer interactive” is a station located in the museum gallery where visitors will use technology to explore in more depth information about people, battles, and concepts about the American Revolution.

A “digital trail” is additional information about a person or theme that serves as a self-guided tour accessed from a smart phone or similar mobile device while in the museum galleries. An app will be required to access the content.

Based on a conservative estimate of computer hardware lifespan and software upgrades, it is recommend that recognition on both “computer interactives” and “digital trails” be limited to three to five years, which would be communicated to donors at the time the recognition is selected.

Committee Members Present: Messrs. Connock, Cox, Dykstra, Hanger, Jordan, Koonce; Mmes. McNerney, Snyder, Wason.

Committee Members Absent: Messrs. Adkins, S.C. Jones, Norment, Ruff, Thompson; Mrs. Gerdelman.

Guest Present: Ms. Carole Moore, Talent Acquisition Consultant
Colonial Williamsburg Foundation

Staff Present: Mr. Lunsford; Mrs. Orgeron.

I. Call to Order

Professor Jordan called to order the Thursday, May 19, 2016, meeting of the Jamestown-Yorktown Foundation Administration & Personnel Committee at 11:00 a.m., at the Great Wolf Lodge.

II. Approval of Minutes

Mrs. Wason moved approval of the minutes from the Monday, November 30, 2015. Seconded by Mr. Cox, the motion was approved unanimously.

III. Recruiting and Retaining Front-Line Staff

Professor Jordan reported that the meeting would focus on talent management, as the agency's programming and operations require skilled people who are committed to our organization. He emphasized that finding and retaining staff was important.

He introduced Carole Moore, who serves as Colonial Williamsburg's talent acquisition consultant for managerial, and director level positions and manager of strategic communications with staff. Ms. Moore's presentation provided a fresh perspective on recruitment and retention strategies that could help JYF strengthen its own analysis of growing staff turnover issues.

On the subject of recruitment, Ms. Moore emphasized the evaluation of labor market conditions, determining candidate audiences and locations, providing corporate brand messaging, and then she detailed various types of recruitment strategies. Before initiating a recruitment, Ms. Moore advised that an organization utilize the best information available to decide who potential job candidates may be, where they can be found, and what aspects of a job are

important to this target audience or applicant pool. She added that a marketing plan and relationship management strategies were important to successful recruitments. She argued that recruiting and advertising are interconnected. Branding considerations are important in deciding how and what is placed in job announcements to attract qualified, quality candidates.

Ms. Moore equated employee retention with employee engagement. She discussed leadership, compatible values, organizational environment and career paths as major elements of any strategy to maximize staff retention.

IV. Talent Management

Professor Jordan reported that classified turnover had risen from 4.6% to 13.8% and wage turnover had risen from 21.6% to 30.9%. He acknowledged that employee turnover sometimes may or may not be healthy for the staff member and/or the organization in the long run, but in the short run, turnover disrupts agency operations. He noted that JYF makes a significant investment in staff, including job specific training, clothing in some instances (interpreters, grounds keepers, etc.), and building institutional knowledge. Professor Jordan advised that when the turnover rate rises, management must carefully evaluate data to implement effective corrective actions. He explained that as of June 30, 2015, both wage and full-time staff turnover was on the rise and at its highest point in the last six fiscal years. He further noted that based on the first three quarters of FY16 and looking at 4th quarter results for the past 10 years, the final FY16 wage turnover rate should end up close to the amount projected on the calculated trend line. Professor Jordan agreed with Ms. Moore's analysis that external factors impact turnover. However, he also noted that the JYF Human Resources Office hasn't found any external general economic data to date that works mathematically to predict JYF turnover, but that the next human resources manager will be tasked with improving our understanding of external factors.

Mr. Lunsford focused on internal variables impacting turnover, and reported that most demographic data elements, such as gender, race, and place of origin, have no impact on staff turnover. However, employee age is a factor to understand and sustainably manage employee turnover. He noted that only 15% of the JYF full-time workforce was under age 40. The bulk of wage staff was on both ends of the age spectrum with less than 17% in the 31 to 50 year old bracket. He further noted that many part-time staff positions are seasonal, and work far less than 1,500 hours a year. This requires people with highly flexible work schedules that rely on some other source of income to provide the basic necessities of life. This skews the applicant pool toward young people who may

still be living at home and retirement-age applicants. He further reported that in the last five years, the percentage of full-time staff separations (voluntary and involuntary) has risen from 0.0% to 10.2% in FY15. Retirement is growing significantly and is now a major cause of full-time staff turnover. When retirees are removed from the classified turnover graph, the full-time trend line no longer resembles the wage turnover trend line. He further noted that as of February 1, 2016, more than half of the JYF classified staff was eligible for either unreduced or reduced retirement. The Human Resources Office projects that this will increase to 71% by 2021. Many JYF classified staff will never achieve full retirement and ultimately will resign under the reduced retirement option.

At the last Administration and Personnel Committee meeting, a committee member asked for a report on staff morale. Mr. Lunsford indicated that he did not place much stock in idle chatter around the water cooler, but pointed to exit interview data to gauge the importance of this factor. The Human Resources Office keeps individual exit interview responses confidential. He noted that departing staff indicated very few morale issues and tended to rate JYF overall highly favorably as an employer. Categories in FY15 with the highest percentages of unfavorable exit interview responses were compensation, advancement opportunities, training, working conditions and communications, and compensation was the only category where negative responses exceeded positive responses. However, for the last five years' of exit interview data, salary/wage rate was consistently and overwhelmingly the major factor for leaving JYF.

Mr. Lunsford acknowledged that even though morale has not been a major contributor in employee turnover in recent years, financial resource restrictions have led to a significant level of staff frustration, particularly with respect to staff taking on additional responsibilities to cover the extended vacancies required to generate vacancy savings. Further, even if this were not so, JYF would still want to optimize workforce productivity and loyalty by recognizing staff accomplishments. However, resources are limited. He reported that aside from permanent compensation adjustments, which may not be financially sustainable over time, JYF rewards classified employees who achieve an extraordinary contributor rating on their annual performance evaluation with the equivalent of two days paid leave, employee of the quarter, and limited use of bonuses. Other strategies with no monetary value to the employee include the internal appreciation program, State of the Foundation sessions (twice a year), service awards banquet, and the holiday party.

Mr. Lunsford reported that JYF continued to manage a succession strategy to address the growing number of retirements in key positions. He noted that this is accomplished by interviewing key staff with upcoming retirement dates and utilizing a succession planning form to determine how to avoid loss of productivity and knowledge during the transition. He noted that use of acting positions not only was an interim turnover solution, but also as a succession strategy, enhancing skills and perspective on operations, and preparing staff for advancement opportunities.

Mr. Lunsford reported that although the average length of vacancies was much lower than the state overall, it has risen since the inception of the six-month vacancy requirement in September 2013. He noted that the JYF Human Resources Office has worked with other departments to minimize the number of days from initial recruitment to hiring, and on successful hiring offers. He further noted that the Human Resources Office will be tasked with developing strategies to further manage turnover rates, while fine tuning succession planning and recruitment strategies to ensure uninterrupted museum operations and educational programming. Mr. Lunsford further noted that employee raises through classification/compensation studies are important; however, management must identify and make financially sustainable reductions in other budget lines to fund any permanent increase in operating cost.

Mr. Lunsford presented a specific case study for committee discussion to illustrate one of JYF's current talent management challenges. At the conclusion of that discussion, he noted that any wage classification compensation adjustment requires available non-general fund revenue, the largest source of which is admissions revenue, which has been a significant constraining factor in the past few years. He further noted that no one solution fits all staff classifications and the facts surrounding each, specific job classification must be reviewed before any solution to recruit and retain staff can be applied. At the end of the case study discussion, Mr. Lunsford noted that compensation adjustments for a single classification can be implemented only after program managers identify and commit to budget adjustments to ensure sustainable funding.

V. Compensation Adjustment for Wage Staff

Professor Jordan reported that the 2016-18 Appropriation Act provided that a 3% wage adjustment may be given to wage staff effective November 10, 2016, if state finances are sufficient to provide an increase to general funded full-time staff. He further noted that JYF non-general fund revenue must be used for all wage staff and also a significant portion of the full-time staff, and that this

revenue stream had been challenged in recent years. He reported that the necessary revisions to fund this increase are provided in the proposed FY17 budget and that the increase is very important for internal pay equity and staff morale. Mrs. Wason moved approval to provide wage staff the 3% increase in November. Upon the second by Mrs. Snyder, the motion passed unopposed.

VI. Other Business

Mr. Lunsford briefly updated the committee on volunteers and intern activity, noting that in CY15, volunteers provided 60,652 hours of service, which was a 1.3% increase over CY14, and as of March 2016, with one quarter of the calendar year complete we are currently at 21,074.75 or an increase of 14.48% over 2015. He further noted that JYF has currently accepted 14 interns and expect at least 20 for summer interns. There were 26 summer interns in 2015 for an increase of 18% over the summer of 2014.

VII. Adjournment

There being no further business, the Thursday, May 19, 2016, meeting of the Administration & Personnel Committee was adjourned at 12:10 p.m.

Committee Members Present: Messrs. Clements, Connock, Ingram, Knight, McDougale, Plum, Ruff, Wilson*; Mmes. Banks*, Wason.

Committee Members Absent: Messrs. Adkins, Ashworth, Atkinson, Hager, Newman; Ms. Howell.

Other Trustees Present: Ms. Snyder.

Guests Present: Ms. Cynthia Bailey, Assistant Attorney General, Dr. James W. Rawles, Jr., JYF, Inc., Board of Directors.

Staff Present: Messrs. Armstrong, Emerson, Lunsford; Mmes. Orgeron, Rosso.

**Liaisons from JYF, Inc.*

I. Call to Order

The Thursday, May 19, 2016, meeting of the Jamestown-Yorktown Foundation Buildings & Grounds Committee was called to order by Vice Chair Ingram at 2:30 p.m., at the Great Wolf Lodge Conference Center. He extended a special welcome to new Trustee Frank Ruff and guest Cynthia Bailey, JYF's representative from the Attorney General's Office.

II. Approval of Minutes

Delegate Plum moved approval of the minutes of the Monday, November 30, 2015, committee meeting. Seconded by Mr. Clements, the motion passed unopposed.

III. Yorktown Museum Building and Parking Lots

Senator McDougale, chairman, joined the meeting and requested that Mr. Lunsford update the committee on the progress of the American Revolution Museum at Yorktown. Mr. Lunsford reported the new museum building and parking lots had been open over a year, and that the project would conclude with a total cost of \$27 million for building and grounds, and \$19.5 million for museum operations, totaling the original budgeted amount of \$46.5 million. He noted that the construction manager-at-risk (W. M. Jordan - \$23.1 million) and the architect (Westlake, Reed, Leskosky - \$2.1 million) accounted for 94% of the \$27 million subtotal. Mr. Lunsford reported that the Museum Operations & Education team

had handled the exhibits, AV technology, furniture, and signage, and that these elements of the overall project were still ongoing and expected to total \$19.5 million. He added that exhibit work was expected to be completed this fall and that once the galleries were completed, a final occupancy permit could be obtained.

Mr. Lunsford conveyed that a building “shakedown” period was underway during which staff was addressing unforeseen issues. Several issues had been identified, he stated, and were being addressed, with only one issue, HVAC humidification, rising to critical level. Mr. Lunsford reminded the committee that the original plan was to test HVAC for one year before installing artifacts, but the exhibit space had not been ready until early last fall. During the six-month period that followed, the HVAC system had produced a number of under- and over-humidification periods. He reported that substantial adjustments had been made to control the very complicated and sophisticated HVAC system. He further reported that staff was guardedly optimistic that the corrective actions taken to date would be successful. He cautioned, however, that it was vitally important staff continue to monitor this system, particularly in the hotter, more humid summer months. He noted that a properly functioning system was essential to acquire and retain artifact loans and to protect JYF-owned artifacts. He assured the committee that any additional issues that might arise would also be addressed quickly with the design engineer to expedite required solutions.

Mr. Lunsford reported that gallery and gift shop doors and the mezzanine lighting were being fine-tuned to ensure reliable operability. He added that a pathway was needed above the ceiling to keep staff safe when working on the light fixtures in the mezzanine. He further reported that the restroom hand dryers would possibly need to be replaced, and that essential built-in cabinetry still must be installed to support both special events and daily operations.

The committee was informed that staff had identified potential costs to provide some of the backup building systems at Yorktown that exist at Jamestown Settlement. Mr. Lunsford shared that redundancy in HVAC and electrical systems was essential to serving Yorktown visitors and maintaining American Alliance of Museums accreditation standards when electrical service was lost or when a major equipment failure was experienced. Mr. Lunsford noted that providing 100% electrical generation backup capacity (estimated cost \$1.22 million) had been funded during the recent General Assembly session, and stated there was currently no funding to provide a redundant humidification system or a redundant chiller.

IV. Yorktown Outdoor Areas, Amenities and Signage

Senator McDougle stated that construction on the outdoor areas for the American Revolution Museum at Yorktown was underway. He noted final drawings were approved in March and the project was immediately put out for bid. On April 4th, a contract with the low bidder, Daniel and Company of Richmond was signed. He further noted that phase one of the project was scheduled for completion by the time of the museum's soft opening this fall and final completion of the project by the grand opening next spring. He reminded members that this project involved the relocation and expansion of the outdoor interpretive areas and included artillery amphitheater, restrooms, and other outdoor amenities. He conveyed that the agency's early estimate of \$4.5 million for the project had been on-target, but working with the Department of General Services and closely managing expenses, the museum building project budget had absorbed \$653,350 of initial outdoor areas landscaping cost. Thus, the total approved budget for the outdoor areas project was now \$3.8 million with \$2.8 million allotted for Daniel and Company construction expenses. He explained that a subcontractor, Museum Resources, would construct the historical structures in the farm. Mr. Lunsford reported the current construction phase included the farmhouse, kitchen, artillery amphitheater, and restroom/amenities building, with the final construction phase to address the remaining farm structures, army encampment, and transitional pavilion. Mr. Lunsford noted bids for the bus shelter, picnic shelter and landscaping could not be accommodated in the existing contract, and would be procured and scheduled separately.

V. Maintenance Reserve

Senator McDougle reviewed the agency's maintenance reserve projects with the committee, noting there was a cash balance of \$2,491,341 for addressing agency projects totaling \$4.1 million. Ms. Rosso then reviewed the status of the agency's top priority. She reported the Jamestown lobby structural supports would be replaced with glue-laminated lumber, with bids anticipated to be received in July. She reported that Hamilton Electric had a contract of \$22,685 to complete the central support complex switchgear replacement project by late summer to increase generator capacity. Ms. Rosso reported the Jamestown riverfront amenities area roof replacement had been awarded to Black Creek for \$41,865, compared to the \$90,000 budget, with anticipated completion by the close of September. It was also shared that the Jamestown Settlement pier renovation was on hold until various replacement options had been fully considered.

Mr. Armstrong reported that the Jamestown Settlement galleries renovation/refresh Phase I project budget was \$2 million. He shared design was complete with fabrication to be bid by June, so that the project timeline for completion by February 2017 could be met. He added that Phase II, handled under a separate capital project with funding approved by the 2016 General Assembly, was anticipated to begin in fall 2017. He added that the museum would remain open during fabrication.

The committee considered an additional maintenance reserve project that involved replacement of the Jamestown Settlement education wing storefront doors. Mr. Lunsford explained that the current door configuration did not allow staff to make adequate repairs, and that ice melt used during inclement weather in the winter months contributed to the deterioration of the mullions on the entire storefront structure. He explained that the proposed replacement design, including windows, doors, and mullions, would incorporate rubber seals that would prevent this issue from re-occurring. The projected cost was stated to be \$65,000, with the project to be completed by year end. Senator Ruff offered a motion to add this project to the maintenance reserve list. Upon the second by Mr. Clements, the motion passed unopposed.

Upon a request from the committee, staff confirmed that budget language was in place to allow maintenance reserve funds to carry forward and not revert.

VI. Other Business

Mr. Lunsford reported that, in response to VDOT forcing James City County to close the Jamestown Beach entrance located by the Jamestown ferry, the county was imposing a parking fee for non-county residents accessing the beach. He stated that, as an increasing number of beachgoers were attempting to park in the Jamestown Settlement employee lot, due to its proximity and to avoid the fee, JYF was positioning barriers to discourage unauthorized parking.

VII. Adjournment

There being no further business, the Thursday, May 19, 2016, meeting of the Buildings & Grounds Committee was adjourned at 3:25 p.m.

Jamestown-Yorktown Foundation

**Public Programming Committee
Acquisitions Committee
Friday, May 20, 2016
MINUTES**

Jamestown-Yorktown Foundation, Public Programming Committee

Members Present: Messrs. Adkins, Atkinson, Clements, Dykstra, Fleet, Hanger, Jordan, Koonce, McDougale, Plum, Ruff; Mmes. Flippo, Gerdelman, Hulcher (from Hester's office) McNerney, Snyder, Swann*, Wason.

Members Absent: Messrs. Acuff, Casteen, Greason, Hager, Howell, Ingram, Knight, Thompson, Stolle, Ware, Wilson; Mmes. Banks*, Holton, Howell.

Other Trustees Present: Messrs. Cox, Dendy.

Jamestown-Yorktown Foundation Inc., Acquisitions Committee

Members Present: Messrs. Angles, Biagas, Downey, Finger, Hall, Rawles; Mmes. Baker, Cardwell, Dubois, Fitzpatrick, Gray, Kaplan, Swann.

Members Absent: Messrs. Applewhite, Hager, Fields, Kelly, Martinez, Skinner, Wilson; Mmes. Banks.

Other Directors Present: Mme. Grier

Staff Present: Messrs. Armstrong, Davidson, Emerson, Speth; Mmes. Basic, Ochoa, Pettengell.

Guests Present: Ms. Cynthia Bailey, Assistant Attorney General; Mr. Terry Healy, HealyKohler.

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

I. Call to Order

Ms. Flippo called the Friday, May 20, 2016, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 9:01 a.m., at Great Wolf Lodge, Williamsburg. Ms. Flippo that, in absence of the committee chairs, she would preside for the Public Programming Committee, along with Mrs. Fitzpatrick, vice chair of the Acquisitions Committee. Ms. Flippo welcomed new members Senator Hanger and Delegate Hester to the Public Programming Committee; new Acquisitions Committee members Allan Finger

and James Rawles; and guests Terry Healy of HealyKohler Design and Cynthia Bailey from the Office of the Attorney General.

II. Approval of Minutes

Ms. Wason moved approval of the minutes of the Tuesday, December 1, 2015, meeting of the Public Programming Committee. Seconded by Ms. Gerdelman, the motion passed unopposed. Ms. Baker motioned to approve the minutes of the Wednesday, October 14, 2015 of the Acquisitions Committee. Seconded by Ms. Cardwell, the motion passed unopposed.

III. Jamestown Settlement Gallery Refresh Update

Ms. Flippo introduced Terry Healy, design principal for HealyKohler Design, contracted to design Phase I of the Jamestown Settlement Gallery Refresh. Mr. Healy provided a brief synopsis, stating that the three goals of bringing the museum experience up to the expectations of museum visitors, keeping the museum relevant for education, tourism, and general visitors, and ensuring that the museum runs more economically, are being met through the use of technology. Mr. Healy noted that the overarching theme of the galleries - the coming together of the Indian, Angolan and English cultures would be enhanced and reinforced throughout the galleries using new technology that will be interactive, social, engaging and, in some areas, immersive, to create an exciting, relevant educational experience.

In describing the new technological enhancements, Mr. Healy noted that each of the three introductory diorama areas will be upgraded with the introduction of projection characters who will talk to visitors and tell the story of their culture. A six player interactive game will be included in this introductory space, quizzing visitors on the three cultures, and in the ship area, the refresh will change the entire look of the ship, immersing the visitor in the experience of being below decks in a space crowded with cargo and other people; and will include three character projections telling the story of why they are on the voyage to the new world.

Mr. Healy continued by explaining that the second area of focus will include the enhancement of the interpretation and access in the African Object Theater; and lastly, that the three houses at the end of the galleries will also be enhanced with projection characters, creating interest and attracting visitors to this less-visited area of the galleries, and creating continuity and closure for the story of the three cultures.

Mr. Healy summarized, saying that the refresh will include reconfiguring 100 artifacts, updating the interpretation on 60 panels, updating the design of text panels, and re-lamping all of the lighting fixtures to LED to save on heating and cooling, and reducing replacement and power costs.

He indicated that fabrication companies are submitting their bids this week, and will begin fabrication preparation in mid-June, with final completion in winter 2016-2017.

Mr. Healy confirmed that much of the work would take place in the off-hours, also indicating that much of the infrastructure work would not create a disturbance for the visitor, stating that a majority of the work is done off-site, and then installed overnight. He indicated that the game wall in the introductory area will require some roping off and on-site construction, but is expected to take place during the slower winter months, and will be completed as quickly as possible. Answering a question, Mr. Healy explained that the projection characters will always feature some movement to attract visitors to the area, and added that as the visitor approaches and triggers the sensor, the character will appear and the projection show will begin. In response to a question, Mr. Healy clarified that the sound bleed from one projection character to another has been considered, indicating that the game between the Angolan and the Powhatan dioramas will not have sound, and that the two character projections in that space will have directional speakers to mitigate the audio spill as much as possible.

Mr. Healy clarified that the object case will include a 3 dimensional object, and be enhanced by interactive features on the case.

Mr. Armstrong reported that with the help of many members of the Board of Trustees, the Commonwealth of Virginia had approved the Jamestown Settlement Gallery Refresh Phase II funding. Mr. Armstrong expressed thanks to Delegate Stolle who served as patron for the capital amendment. He explained that with this funding, the refresh could be taken to the next stage, with a completion date by the end 2018,

IV. Curatorial Review

Ms. Fitzpatrick announced that thanks to the Jamestown-Yorktown Foundation, Inc.. the Foundation has reached 95.5% of the goal for artifact purchases and loaned objects for the galleries at the new American Revolution Museum at Yorktown. Ms. Flippo invited Dr. Tom Davidson to update the

committee on acquisitions for the period July 1, 2015 to December 31, 2015 when there were eleven artifacts added to the collection. Ten of those artifacts were in support of the American Revolution Museum at Yorktown, and include a 1741 “Brown Bess” musket and Revolutionary War Diary, two 18th-century English Hunting Swords, an 18th-century Niderviller Porcelain Bowl, a 1779 French Flintlock Marine Pistol, a 1777 French Cavalry Pistol, a Revolutionary War Era British Army Flesh Fork, a 1709 Silver Queen Anne Commemorative Meal, a 1714 Silver King George I Coronation Medal, a Battersea Enamel Box with Anti-Slavery Theme, and an 18th-century American Flintlock Fowler.

Ms. Fitzpatrick thanked the State of Virginia for providing Maintenance Reserve funds for conservation purposes, and noted that two items had been conserved from July 1, 2015 to December 31, 2015.

V. Special Exhibitions Update

Ms. Fitzpatrick invited Peter Armstrong to update the committee on the status of the Special Exhibitions at both Jamestown and Yorktown. Mr. Armstrong indicated that three major exhibitions were in the planning stages, explaining that the first exhibition at the new American Revolution Museum at Yorktown will launch in June of 2017, and will feature the stories of four veterans of the Revolutionary War. The exhibition is being designed by Quatrefoil, who is also designing the a/v interactive components for the exhibition. Mr. Armstrong noted that the design sketches included in the packet are very early designs. He also shared that T.H. Breen, PhD., noted expert on the American Revolution, has volunteered to act as a subject matter expert for the exhibition. Dr. Breen has praised the museum’s blend of thoughtful history and modern technology. The Foundation is seeking several key loans from world class institutions for the exhibition, many of whom have indicated a willingness to partner with the museum. The Foundation is also breaking ground with new research by working with partners such as the American Friends of Lafayette, the Henry Knox Society, and the Hamilton Appreciation Society. Mr. Armstrong shared that because the research available on slave and spy, James Lafayette is limited, the Jamestown-Yorktown Foundation commissioned research on him, which uncovered the general location of his farm, information about his wife and probable children, and found his signature on his pension papers. Research also indicated that several freed slaves appeared to have lived on his land, and that he died in Baltimore at the age of 92. Mr. Armstrong indicated that James Lafayette’s story would become one of the key stories being told in the new museum.

Mr. Armstrong also updated the committee on the Bartering for a Continent exhibition slated to open on June 4, 2016 at Jamestown Settlement, and will run through the end of December. A series of programming events will run along with the exhibition, including a PowWow with the support of the Language Conservancy.

Mr. Armstrong also updated the committee on the Jamestown Settlement 2017 Special Exhibition, “Images of Pocahontas”, which is currently in the planning stages. He explained that this exhibition will explore the ways that Pocahontas’s image and name have been used over 400 years. He emphasized that the exhibition would engage partnerships with Virginia Museum of Fine Arts, Virginia Commonwealth University Fine Arts students, the Virginia Historical Society, and the Pamunkey Museum. He indicated that the exhibition will include a slate of programmatic elements and activities, and will be developed during Phase II of the Jamestown Settlement gallery refresh, providing a showcase for new material that will transition to the permanent galleries upon the completion of the refresh. Ms. Gerdelman noted that the Pocahontas exhibit would tie-in well with the 2019 commemorations, especially the focus of the arrival of women to Jamestown in 1619. Chief Adkins informed the committee that he would be meeting with representatives from Gravesend, England at the Upper Mattaponi PowWow, and suggested that the Foundation work to partner with them for the Pocahontas Exhibition. Mr. Armstrong agreed.

VI. New Education Programs at Yorktown

Pam Pettengell was called upon to explain the education programs that will launch with the opening of the new American Revolution Museum at Yorktown. She reported that in the fall of 2017 the on-site education staff will pilot a slate of new programs, called Dig Deeper, which will be an add-on program, allowing for more personalized learning programs for teachers who are looking for project-based learning experiences, explaining that students will work cooperatively to complete an activity or project, or to solve a problem. These programs will also correlate with the new revised Virginia State SOLs. She described the Dig Deeper programs, which include: Yorktown Under Fire, where students can build and learn about siege works, combining history, math and technology; Crack the Code which puts students on teams competing to encode and decode messages for General Washington; Through My Eyes, which combines student role playing, research and decision-making, as students deal with a wartime crisis on the farm; and Measuring America, which turns students into surveyors, similar to George Washington. These short programs will appeal

to teachers looking for teambuilding opportunities. Ms. Pettengell explained that the current slate of on-site programs, Colonial Life, Life of a Private, Revolutionary Virginia, and Choose Your Own Adventure, will continue with a few adjustments to meet the revised SOLs. She noted that Yorktown programs account for 23% of JYF booked programs, with the rest booked at Jamestown. She indicated that the team is hoping for an increase in the programs booked at Yorktown once the new museum opens.

Ms. Pettengell then updated the committee on new Outreach Education programs by describing Revolutionary Soldier (working title) for Virginia Studies students in 4th grade, which explores Virginia's role in the American Revolution; and Colonial Perspectives which complements US History 1, taught in Grade 5 or 6, and takes a broader view, looking at the Revolution across the colonies, and from different perspectives.

VII. Maritime Update: Proposed 2016-2017 Sailing Schedule

Captain Speth was called upon to review the proposed 2016-2017 sailing schedule. After reviewing the sails proposed for 2016 and 2017 which included a recent request for *Godspeed* to attend African Arrival Day at Ft. Monroe, Hampton, VA, and a visit by *Godspeed* to attend the Hospice Turkey Shoot Regatta in Irvington, VA; it was recommended that the sailing schedule be amended by sending *Godspeed* to Harborfest in June 2016, and for *Susan Constant* to attend the event in June 2017. Chief Adkins motioned for approval. With a second by Ms. Wason, the 2016-2017 sailing schedule was approved as recommended.

VIII. Education Update

Ms. Pettengell reported that the service goal was 193,000, and that as of May 12, 2016, the Foundation had served 195,798 and expected to surpass 200,000 before the end of the school year. She indicated that 40% of the students served are from out of state. She noted that 2000 students had been served via the scholarship program, which is funded by the Inc. board, who Ms. Pettengell thanked. She informed the committee that to serve on-site school groups, the Foundation employs a core of 120 part-time Museum Program Assistants (MPAs) who work a flexible schedule of 200-300 hours a year. Ms. Pettengell described the seasonality of visitation to the museums by sharing that of the 200,000 students served this school year, more 50,000 visited the museums in the month of April. She indicated that on some of the busiest days there are 120 school groups visiting the two museums. She reminded the committee that each

of these school groups is paired with an MPA, who leads the students on a tour and engages them in activities. Ms. Pettengell explained that the Foundation is not just proud of the numbers of students served, but is consistently focused on the quality of programs, explaining that the MPAs are well-trained in teaching methodology, history, standards of learning, and pass a clearing process before leading a school group, noting that MPAs receive training updates twice a year, and are evaluated by teachers leading their school groups on every tour. Ms. Pettengell confirmed that the MPA staff consistently receives high marks in categories such as quality of programs, instructional skills, rapport with students, and hands-on experiences.

Ms. Pettengell continued by reporting that the Outreach Education goal for the year 2015-2016 was 70,000 students, and that as of May 12, 2016 the Foundation had served or booked over 72,000 students, with a little over 1,600 of those served by donor funds. She explained that the donor funded program is funded by the Inc. board, and brings teachers into the classroom by paying the fees and travel for the program. Ms. Pettengell explained that Outreach Education employs several full-time staff who live in Williamsburg and travel around the state, and also includes a core of part-time staff who work out of Williamsburg and Northern Virginia, travelling within two hours of where they live to teach in classrooms around the state. Ms. Pettengell concluded her report by sharing future plans for Video Production, which also falls under Outreach Education, with videos such as Tooling Around, a video on Powhatan Indian technology; Dressing the Part, focused on historic clothing operations; and Sew Like a Sailor showing all the different ways that sewing takes place on the ships.

Ms. Pettengell was welcomed back to update the committee on the proposed education rates for the coming year. She explained that the Public Programming and Acquisitions committee reviews the education rates every two years, and as part of that process, Foundation staff reviews and compares the education rates of similar education institutions, and the rate of inflation, noting that the highest rate at a Virginia institution was \$14.00 per student for a tour at Colonial Williamsburg, and the lowest rate was free at the Virginia Historical Society, concluding that the average fee was \$7.11. The Foundation's current rates were set by the Board in May 2014, and went into effect in September 2014. The rates were held steady for 4 years from 2010-2014 during the recession. Ms. Pettengell supplied the current rates of \$6.50 for a Jamestown Settlement or Yorktown Victory Center tour, \$9.50 for a Combo Tour of both museums, and explained that the Outreach rate of \$1.25 has been in effect for over ten years, and has traditionally been kept low to allow students from all economic levels to

participate in a Foundation education program. Ms. Pettengell continued by informing the committee that staff communicates with their contacts in Virginia schools for feedback on rates, explaining that those contacts indicate that the Foundation's rates are reasonable, and that the main impact on the ability of schools to visit the museums is the cost of transportation. She summarized that in making the rate recommendation, staff balances the education mission of the Foundation, program costs, and changes in the education experience, pointing out that the new museum at Yorktown galleries are expected to open in October, with the outdoor areas opening in February; therefore, staff recommends that the rates for On-site Education be increased by \$.50 for a single site visit, \$.75 for a combo visit, to take effect January 2017; and an increase of \$.25 for an Outreach visit beginning September 2016. She noted that these rates are still competitive and below the average of area museums, and would bring the Foundation an estimated additional \$90,000 in income.

Seeing that there were no questions concerning the proposed rates, Mr. Clements moved to approve the proposed education rates as recommended by staff. Seconded by Chief Adkins, the proposal pass unopposed.

IX. Other Business

Mr. Armstrong shared that after some initial variations in the environmental readings for the new museum, the readings are currently stable. He indicated that as summer approaches all departments, particularly the Facilities Department and the Curatorial Department, will be monitoring and assessing the situation on a daily basis. He noted that the readings are important to loan schedules, and that although some cases in the galleries are protected by microclimates, not all loans are in these cases. Mr. Armstrong reported that the committee chairman would be notified of any issues should they occur.

Mr. Armstrong also announced that as part of the reorganization of the Operations and Education department, the Foundation has combined the On-site and Outreach Education and Interpretation departments under one director, allowing former Outreach Education and Special Services Director, Pam Pettengell to take a more strategic role in her new position as Director of Programs and Partnerships, expanding the educational reach of the museums through programs, partnerships and exhibitions. Continuing, Mr. Armstrong announced that Mark Howell has been appointed as the new Education Director, beginning June 10, 2016. He noted that Mr. Howell's background includes roles similar to Education Director with Colonial Williamsburg, The Library of Virginia, and the Civil War Museum in Richmond, and reminded the board that

he had recently served as facilitator in the Inc. Strategic Planning session. Mr. Armstrong explained that Mr. Howell will oversee both On-site and Outreach Education, and the Interpretation department; and that he will be based in Yorktown for the launch of the new museum and the new education programs described earlier for the new museum, and to ensure that the Foundation is delivering education programs not just to school children, but all visitors to the museums.

X. Adjournment

The Friday, May 20, 2016, joint meeting of the Public Programming Committee and Acquisitions Committee was adjourned at 10:19 a.m.

Committee Members Present: Messrs. Dykstra, Fleet, Hager, Hanger, R. N. Jones, Jordan; Mmes. McNerney, Snyder, Swann*.

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

Guests Present: Mr. R. Allan Finger, JYF, Inc., Board of Directors
Mr. Terry E. Hall, JYF, Inc., Board of Directors
Mrs. Linda T. Baker, JYF, Inc., Board of Directors
Mrs. Marjorie N. Grier, JYF, Inc., Board of Directors

Staff Present: Mmes. Bak, Rawlins, Reeves, Spangler.

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

I. Call to Order

Senator Hanger called to order the Thursday, May 19, 2016, meeting of the Jamestown-Yorktown Foundation Marketing Committee at 2:30 p.m., at the Great Wolf Lodge in Williamsburg.

II. Approval of Minutes

Mr. Jones moved approval of the minutes of the November 30, 2015, meeting of the Marketing Committee. Seconded by Mrs. Swann, the minutes were approved as presented.

III. Combined Paid Admissions and Revenue

Mr. Jones reported individual tickets sold were up 11.6% for the year through April. Mr. Jones also reported that admissions revenue for the year to date had increased 18.0%. He noted the increase in Jamestown Settlement and combination ticket prices and that an increase in number of individual and group visitors had contributed to these results.

IV. 2017 Proposed Admission Rates

Mrs. Bak presented a proposed admission rate increase for American Revolution Museum at Yorktown and the combination ticket for 2017. She noted that the proposal was in line with customer research, other area attractions and leisure activities in visitor origin markets. The committee voiced interest in reviewing analysis of the range and types of admission rates offered as rates for 2018 were considered. Mr. Hager moved approval of increasing adult and youth admission at American Revolution Museum at Yorktown to \$12.00 and \$7.00, respectively, and increasing the combination admission price to \$23.00 for adults

and \$12.00 for youth. Seconded by Mr. Fleet, the motion passed without opposition.

V. American Revolution Museum at Yorktown

Mrs. Bak reported the RFP for national public relations services had resulted in DCI (Development Counselors International) from New York receiving the contract. She noted that Elevation Advertising from Richmond would manage the in-state radio promotions and sponsorships.

Mrs. Bak continued her report with information about the 2016-17 paid and earned media campaign. She informed the committee that an 18-month plan was underway to promote the American Revolution Museum at Yorktown preview, grand opening, and Jamestown Settlement with new digital and print advertising creatives in national and state markets, an in-state radio and television promotions sponsorship, and national and Virginia public relations. She added that the website social media and cooperative advertising efforts would support the media campaign. She reported that in addition to DCI public relations firm and Elevation Advertising the Foundation was working with Ciniva Web Agency from Norfolk and staff on the multi-tiered plan.

VI. New Logos and Name Transition Plan

Mrs. Bak reported the transition of the new museum logos for both sites would begin in August 2016, with the most public applications appearing in September and October. She informed the committee that staff would work toward the transition completion by the grand opening of American Revolution Museum at Yorktown in spring 2017.

VII. Other Business

Senator Hanger reported that the *Search to Survive* mobile app launched at Jamestown Settlement on March 21, 2016 was performing well. He stated the app, which featured trading and survival themes, would be promoted as a companion activity to the new special exhibition, "Bartering for a Continent: How Anglo-Indian Trade Shaped America". He added that the special exhibition was scheduled to open at Jamestown Settlement on June 4. He further reported that the key focus of the exhibition was how trade for survival impacted the culture, economy and fashion.

Senator Hanger reported on marketing results of the Jamestown Settlement "Clayton & Catesby: Botanical Virginia" special exhibition. He noted

119 known media clips and that exhibit visitation was up 6% over the previous year's special exhibition.

Mrs. Bak reported that the Foundation was working with the VDOT signage contractor Virginia Logos to update the museum highway and trail signs with the new logos and Yorktown museum name. She noted the federal highway signage guidelines had changed since the Foundation installed the existing signage system in the early 1990s, requiring a larger investment in the project than originally anticipated.

VIII. Adjournment

There being no further business, the Thursday, May 19, 2016 meeting of the Marketing Committee was adjourned at 3:40 p.m.