

- Trustees Present: Messrs. Adkins, Ashworth, Atkinson, Clements, Cox, Dendy, Fleet, Hager, Hanger, W. Howell, Ingram, R. Jones, S. C. Jones, Jordan, Norment, Ruff, Thompson, Ware; Mmes. Bourne, Gerdelman, Hester, J. Howell, McNerney, Wason.
- Trustees Absent: Messrs. Acuff, Casteen, Connock, Dykstra, Greason, Herring, Knight, Koonce, McAuliffe, McDougle, Newman, Northam, Plum, Stolle, Mmes. Flippo, Trent.
- JYF, Inc., Liaisons Present: Dr. H. Alexander Wilson III; Mrs. Mari Ann Banks; Mrs. Alexis N. Swann.
- Guests Present: Ms. Karyl Leigh Barnes, DCI; Mr. Troy Jefferson, the *Virginia Gazette*.
- Staff Present: Messrs. Armstrong, Emerson, Lunsford; Mmes. Bailey, Bak, Basic, Moore, Perkins, Spangler.

I. Call to Order

The Thursday, November 3, 2016, business meeting of the Jamestown-Yorktown Foundation Board of Trustees was called to order by Chairman H. Benson Dendy III, at 12:36 p.m., at the DoubleTree by Hilton Williamsburg. In his opening remarks, Mr. Dendy extended a special welcome to new Trustee Anedra W. Bourne; thanked Mari Ann Banks, Alexis N. Swann, and H. Alexander Wilson as liaisons from the Jamestown-Yorktown Foundation, Inc., Board of Directors; and acknowledged Karyl Leigh Barnes of DCI who would be presenting later in the meeting. Mr. Dendy provided an overview of the topics to be addressed at the two-day board meeting.

II. Approval of Minutes

Chief Adkins moved and Delegate Jones seconded the motion for approval of the minutes of the Thursday and Friday, May 19 and 20, 2016, joint meeting of the Board of Trustees and the Jamestown-Yorktown Foundation, Inc., Board of Directors. The minutes were approved without opposition.

III. The American Revolution Museum at Yorktown

As his Executive Director's report, Mr. Emerson provided a presentation

capturing the major milestones along the timeline of the American Revolution Museum at Yorktown project, from initial discussions by the board to the recent gallery opening, and looking ahead to the grand opening in March 2017.

IV. National Public Relations and Virginia Media Relations Efforts in Support of the American Revolution Museum at Yorktown

Mrs. Bak introduced Karyl Leigh Barnes, executive vice president and partner with Development Counselors International (DCI), the firm retained by the Foundation to help guide national public relations and Virginia media relations efforts in support of the new American Revolution Museum at Yorktown. Ms. Barnes outlined DCI's approach and work. This included a media perception survey conducted in July 2016 that received responses from 51 journalists and found that significant opportunity existed to expand awareness of the new museum and its connection to the Yorktown Victory Center. She also shared that a social media audit conducted by DCI identified the social media platforms that would most likely stimulate paid admissions and allowed the financial and human resource investment required for each platform to be prioritized. Ms. Barnes reported that findings indicated Foundation strategies should be to: augment the current social media campaign to enhance existing Facebook, Instagram, and Twitter efforts and to increase the reach of e-marketing; partner with the Foundation's in-house and digital media buyer to coordinate messaging and maximize added-value advertising; and to extend the reach of earned media placements by repurposing them on Foundation-owned social media channels. Ms. Barnes also shared that key messages of a national public relations program would be: the American Revolution Museum at Yorktown is about ordinary people in extraordinary times; hands-on history is fun; about making memories and connections through history; and about Revolutionary War veterans who built America. She concluded by sharing program highlights to date.

V. Dig Deeper Program: "Home on the James" Hands-On Program

Mr. Armstrong provided an overview of the Foundation's new Dig Deeper series of programs designed to help students acquire skills in cooperative learning, critical thinking, and problem solving. He shared that the Dig Deeper programs engaged students in a highlights tour of the museum and an activity that supported the Virginia Standards of Learning, National Curriculum Standards, and Common Core. He then introduced several museum staff who engaged board-member volunteers in the "Home on the James" Dig Deeper program, in which the members worked together to build a frame for a Powhatan Indian yehakin using materials supplied by museum staff.

VI. Jamestown-Yorktown Foundation, Inc., President's Report

Mr. Fleet, president of the Jamestown-Yorktown Foundation, Inc., offered the report from the private affiliate, sharing that members would have the opportunity that evening to see the new galleries. He noted that private funds had made possible the acquisition of many of the 500 artifacts on display at the museum as well as the new introductory film, *Liberty Fever*, and an array of films and interactives in the galleries. Mr. Fleet reported that, in support of the outdoor interpretive area construction phase, the JYF, Inc. had exceeded the Cabell Challenge Grant by more than \$20,000, leveraging \$150,000 in matching gifts and moving the total to more than \$300,000 raised to support the transformation of the living-history areas. He thanked the members of the Board of Trustees for supporting the Annual Fund in FY16, achieving 100% participation from the Foundation board. He reported that nearly \$830,000 of unrestricted support had been raised for museum programs in FY16. Mr. Fleet noted that an Annual Fund brochure had been provided to each member to aid them in making their FY17 Annual Fund gift, and he thanked them in advance for their gift. Mr. Fleet informed the board that \$13.3 million had been raised toward the \$15 million campaign goal, but funds were still needed to help with: special exhibitions and with educational resources, important components to help maximize the educational potential and awareness of the museum after its completion next spring. He asked Trustees to share ideas of organizations or individuals that would be interested in learning more about these projects. In closing, Mr. Fleet thanked the Foundation for its strong partnership with the private affiliate.

VII. 2019 Commemoration Planning

Mrs. Spangler provided an overview of work to date on plans for the 2019 Commemoration, stating that under the guidance of co-chairmen Norment and Cox, the 2019 Steering Committee had made good progress in planning, with the inaugural event having been held in August at Fort Monroe in conjunction with the annual African Arrival Day. She reported that with the guidance of Spectra, sponsorship packages had been developed, and that a sponsorship launch event held October 25 at the Capitol had yielded a \$1.2 million gift from Dominion. She added that major work had also be accomplished in branding and visual identity development; website development; a baseline millennial awareness survey; event scope and budgeting; educational products; social media; tourism promotion; a state inter-agency agreement with the Virginia Tourism Corporation; the beginnings of an engagement strategy for a British component; and developing partnership agreements. Mrs. Spangler provided a summary of the eight 2019-related signature events that had been identified, as well as the nine

legacy projects. She shared that 2019 staffing was at nine full-time and five part-time staff. In closing, Mrs. Spangler shared that priorities for the next six months included: securing five lead sponsorships; securing strong British engagement; launching a comprehensive program; launching a comprehensive marketing and communications program; finalizing a 2017-2019 schedule; launching sponsorship activation; and making significant progress on each signature strategy.

VIII. Adjournment

The Board of Trustees of the Jamestown-Yorktown Foundation adjourned its Thursday, November 3, 2016, business meeting at 2:10 p.m.

- Trustees Present: Messrs. Adkins, Ashworth, Clements, Cox, Dendy, Hanger, Ingram, Jordan, Norment, Plum, Thompson, Ware; Mmes. Bourne, Hester, Mc Nerney, Wason.
- Trustees Absent: Messrs. Acuff, Atkinson, Casteen, Connock, Dykstra, Fleet, Greason, Hager, Herring, W. Howell, R. Jones, S. C. Jones, Knight, Koonce, McAuliffe, McDougle, Newman, Northam, Ruff, Stolle, Mmes. Flippo, Gerdelman, J. Howell, Trent.
- JYF, Inc., Liaisons Present: Dr. H. Alexander Wilson III; Mrs. Mari Ann Banks; Mrs. Alexis N. Swann.
- Guests Present: Mr. Allen Calman and Ms. Corey Anklam, Cortina Productions.
- Staff Present: Messrs. Armstrong, Emerson, Lunsford; Mmes. Bailey, Bak, Basic, Moore, Perkins, Pettengell.

I. Call to Order

Following a tour and trade experience in the “Bartering for a Continent” special exhibition, the Friday, November 4, 2016, meeting of the Jamestown-Yorktown Foundation Board of Trustees was called to order by Chairman Dendy at 12:36 p.m., in the Jamestown Settlement education wing classrooms.

II. Public Comment Period

No comments were offered by members of the public.

III. Jamestown Gallery Refresh Phase I Design

Mr. Armstrong introduced Mr. Calman and Ms. Anklam of Cortina Productions. Mr. Calman provided the board with an overview and demonstrations of interactive exhibits being developed for the first phase of the gallery redesign.

IV. History Relevance Campaign

Mrs. Pettengell introduced the board to the History Relevance Campaign, a diverse group of history professionals who came together in early 2013 to talk

about what makes history relevant today. She explained that the group believed the history community, working together, could change the common perception that history was nice but not essential. Mrs. Pettengell reported that the group was calling on the boards of history organizations to endorse their The Value of History Statement. She added that the American Alliance of Museums, the American Association for State & Local History, and the Smithsonian had become leading advocates of the History Relevance Campaign and that 143 history organizations had endorsed the History Relevance Campaign's value statement. She further reported that the Jamestown-Yorktown Foundation's Museums & Programs Advisory Council had recommended Foundation endorsement of The Value of History Statement, as it would raise visibility for the Foundation's world-class museums in the history and museum fields and demonstrate its mission of making history relevant to 21st century audiences. Mrs. Pettengell explained that the essence of the statement was that "...history can have more impact when it connects the people, events, places, stories, and ideas of the past with people, events, places, stories, and ideas that are important and meaningful to communities, people, and audiences today."

Following the presentation, Mr. Dendy called for a motion for the Jamestown-Yorktown Foundation Board of Trustees to endorse the History Relevance Campaign and to agree to share and use the History Relevance Campaign's statement on the value of history in contemporary life. The motion was offered by Mr. Clements and seconded by Delegate Plum. The motion passed and no opposing votes were received. A fully copy of the The Value of History Statement is attached to these minutes as Exhibit I.

V. Budget Resources and Trends

Delegate Cox shared that an overview of the agency's resources and the potential impacts of mandatory budget reductions had been discussed by the Executive and Finance Committees at their meeting earlier in the day. He asked Mr. Lunsford to provide a summary of the information shared with the committees. Mr. Lunsford explained how the Foundation was unique among state agencies, operating multiple revenue-generating programs, leveraging private gifts and partnerships, adhering to state compliance mandates, and focusing on its customers comprising a national audience. He noted that the agency was devoted to best business practices in its operations and in accomplishing its mission. He informed the board that the agency had been working to secure vacancy factor funds to make ends meet in recent years. He stressed, however, that they agency was reaching a critical point with the upcoming mandated reductions, potentially facing the dilemma of cutting revenue-generating, educational programs and/or

compromising its ability to meet compliance requirements. Mr. Lunsford provided graphics demonstrating the components of the current budget, both for the Foundation and for the 2019 Commemoration sub-agency.

VI. Committee Reports

Using slides to illustrate his comments, Delegate Ingram issued the Buildings & Grounds Committee report, stating that the committee continued to address items with the American Revolution Museum at Yorktown in preparation for the grand opening in March. He stated Phase 1 of the expansion of outdoor living history areas had been completed and weather delays had caused Phase 2 to be 3 weeks behind schedule with fears of further delays due to winter weather. He reported that multiple maintenance reserve subprojects with challenging schedules were being managed and several would be completed over the winter with the renovation of the ships' pier and the Phase I of the Jamestown Galleries Refresh project to be underway next fiscal year. He also reported the committee approved the proposed amendment to the maintenance reserve subproject plan to adjust the spending plan and add three subprojects. Delegate Ingram stated the committee reviewed the newest capital projects and would explore staffing and resource challenges in the spring. Delegate Ingram moved adoption of the report from the Buildings & Grounds Committee. Seconded by Mr. Hager, the motion was approved with no opposing votes.

Delegate Stolle issued the report from the Public Programming Committee, which included images of two recently acquired artifacts accessioned by the committee during its meeting. He reported that the committee had also reviewed the artifact conservation report, approved the 2017 Annual Acquisitions Plan, adopted the revised Collections Management Policy, and endorsed an amendment to the Sailing schedule to add Henricus Publick Days on September 22-26, 2017, and Jamestown Days at Jamestown Settlement May 12, 2018. He further reported the committee had received an education report stating that during the 2015-16 academic year on-site education programs served students numbering approximately 2.9% above goal and 3.4% above goal in outreach. He stated the committee had received a presentation on upcoming special exhibits and reviewed the 2017 events calendar. Delegate Stolle moved adoption of the Public Programming Committee report. The motion was seconded by Mrs. Wason and approved with no opposing votes.

Senator Hanger offered the report from the Marketing Committee. He stated the committee had received reports on paid admissions and admissions revenue for the year to date through September, which showed an increase of 2.2% when compared the previous year. He reported the committee received an

update on advertising efforts for the last quarter featuring television, radio, print, digital and social media ads, and the new signage reflecting the American Revolution Museum at Yorktown name and logos that had been installed. Following a motion from Senator Hanger to approve the report, which was seconded by Mr. Clement, the motion was approved with no opposing votes.

The Administration & Personnel Committee report was issued by Professor Jordan, who shared the committee reviewed the financial impact of recent Fair Labor Standards Act changes, noting that the agency costs had been reduced through systematic analysis and partnership. He stated the committee also discussed possible strategies for sustainable staffing levels following the grand opening of the American Revolution Museum at Yorktown. Lastly, he reported the committee had received an update on upcoming statewide Cardinal payroll project including its merits and the impact of diverting staff time away from regular duties for training and implementation. Professor Jordan then moved adoption of the report from the Administration & Personnel Committee. Following a second from Chief Adkins, the report was adopted by all affirmative votes.

Delegate Cox issued the report on behalf of the Executive and Finance Committees, stating that the committee had reviewed the FY17 financials for the first quarter. He shared that year-to-date admission revenues were ahead of the previous year and spending was within budget and available resources. He reported two issues impacting the approved budget: a 5% general fund reduction and the Fair Labor Standards Act. He added that strategies had been implemented allowing the agency to accomplish the FY17 goals and work plan but more time was needed to create a sustainable operations plan for FY18. He informed members of a proposed 2016-18 biennium budget amendment was submitted to the Department of Planning and Budget to bolster the fee-based, on-site education program to help reduce staff turnover. He stated preparations for proposed legislation had been reviewed and an update on 2019 Commemoration plans had been received. He added the committee had also received a briefing on a risk management issue, an overview of the new personnel/payroll system, an update of the status of the Educational Trust, and the JYF, Inc. campaign priorities. He added that several naming and recognition requests in conjunction with campaign gifts received had been approved by the committees.. Delegate Cox concluded his report with a motion for its adoption. Seconded by Delegate Stolle, the motion was approved with no opposing votes cast.

The Nominating Committee report was offered by Senator Norment, who opened his report by congratulating new Trustee Anedra Bourne as the most

recent gubernatorial appointee to the board and congratulating Mrs. Wason and Mr. Dendy their reappointment by Governor McAuliffe. He also expressed thanks to retiring Trustee Burson Taylor Snyder for her leadership and support. Following Senator Norment's report that the Nominating Committee had recommended the nomination and re-election of the five board-elected Trustees elected annually for one-year terms, Senator Ruff offered a motion for the re-election of A. Marshall Acuff, Jr., Frank B. Atkinson, Suzanne O. Flippo, Sue H. Gerdelman, and Reginald N. Jones each to one of the five seats. Seconded by Mr. Ashworth, the incumbents were re-elected with no opposing votes. Senator Norment continued his report by stating that strong leadership was a hallmark of the agency, and that the incumbent officers had served the agency well since their initial election in 2008. He added that, given the proximity of the spring 2017 grand opening of the American Revolution Museum at Yorktown, and that the current officers had been in place since very early in the process of the developing plans for a new Yorktown museum and continued to work hard to make it a reality, that the Nominating Committee had recommended deferring officer elections until the May 2017 Board of Trustees meeting, which would take place after the March 23-April 4 grand opening of the Yorktown museum. He pointed out that the Foundation's Bylaws provided for officers to serve for terms of two years, or until the election of their successors. He added that each of the current officers was amenable to serving the additional six months. No objections were made to the committee's recommendation to defer officer elections until the May 2017 Board of Trustees meeting.

VII. Other Business

Mr. Dendy stated that 2017 meeting dates were being established and would be communicated soon. He thanked the board for their leadership and support. Mr. Dendy also thanked members of their Annual Fund commitments and stressed the importance of maintaining 100% participation.

VIII. Adjournment

There being no further business, the Friday, November 4, 2016, meeting of the Jamestown-Yorktown Foundation's Board of Trustees was adjourned at 1:28 p.m.

History Relevance Campaign

THE VALUE OF HISTORY

SEVEN WAYS IT IS **ESSENTIAL** »

TO OURSELVES

- **IDENTITY** » History nurtures personal identity in an intercultural world. History enables people to discover their own place in the stories of their families, communities, and nation. They learn the stories of the many individuals and groups that have come before them and shaped the world in which they live. There are stories of freedom and equality, injustice and struggle, loss and achievement, and courage and triumph. Through these varied stories, they create systems of personal values that guide their approach to life and relationships with others.
- **CRITICAL SKILLS** » History teaches critical 21st century skills and independent thinking. The practice of history teaches research, judgment of the accuracy and reliability of sources, validation of facts, awareness of multiple perspectives and biases, analysis of conflicting evidence, sequencing to discern causes, synthesis to present a coherent interpretation, clear and persuasive written and oral communication, and other skills that have been identified as critical to a successful and productive life in the 21st century.

TO OUR COMMUNITIES

- **VITAL PLACES TO LIVE AND WORK** » History lays the groundwork for strong, resilient communities. No place really becomes a community until it is wrapped in human memory: family stories, tribal traditions, civic commemorations. No place is a community until it has awareness of its history. Our connections and commitment to one another are strengthened when we share stories and experiences.

- **ECONOMIC DEVELOPMENT** » History is a catalyst for economic growth. People are drawn to communities that have preserved a strong sense of historical identity and character. Cultural heritage is a demonstrated economic asset and an essential component of any vibrant local economy, providing an infrastructure that attracts talent and enhances business development.

TO OUR FUTURE

- **ENGAGED CITIZENS** » History helps people craft better solutions. At the heart of democracy is the practice of individuals coming together to express views and take action. By bringing history into discussions about contemporary issues, we can better understand the origins of and multiple perspectives on the challenges facing our communities and nation. This can clarify misperceptions, reveal complexities, temper volatile viewpoints, open people to new possibilities, and lead to more effective solutions for today's challenges. [More here.](#)
- **LEADERSHIP** » History inspires local and global leaders. History provides leaders with inspiration and role models for meeting the complex challenges that face our communities, nation, and the world. It may be a parent, grandparent or distant ancestor, a local or national hero, or someone famous or someone little known. Their stories reveal how they met the challenges of their day, which can give new leaders the courage and wisdom to confront the challenges of our time.
- **LEGACY** » History, saved and preserved, is the foundation for future generations. History is crucial to preserving democracy for the future by explaining our shared past. Through the preservation of authentic, meaningful places, documents, artifacts, images, and stories, we leave a foundation upon which future Americans can build. Without the preservation of our histories, future citizens will have no grounding in what it means to be an American.

THE VALUE OF HISTORY

WHO WE ARE

The History Relevance Campaign is a group of history professionals posing questions about what makes history relevant today. The group came together in early 2013 and has held meetings, sessions, and open forums to formulate these seven principles at the American Alliance of Museums (2013), National Council on Public History (2013 and 2014), National History Day (2013), American Association for State and Local History (2013 and 2014), Idaho Heritage Conference (2013),

American Historical Association (2014), New Jersey History and Historic Preservation Conference (2014), State Historical Administrators Meeting (2013), and the Smithsonian Affiliates Conference (2014). We thank the many conference session attendees who provided the ideas behind and wording for the seven values. These values also find expression in a framework being developed by the State Historical Administrators Meeting.

CALL TO ACTION »

We call on organizations to endorse, share, and use this statement on the value of history in contemporary life. With common agreement, commitment, and open conversation about why history is important, we believe the historical community can change the common perception that history is nice, but not essential.

Endorsing this statement in principle is an initial step. We encourage you to adapt and incorporate these ideas into projects, training materials, mission statements, websites, marketing materials, and other institutional outlets. The seven core values are not new, but we believe that their articulation with the intent to make real, measurable change across the profession and into public realms represents a fresh start for our discipline.

LEARN MORE» historyrelevance.com

Executive Committee Members Present: Messrs. Ashworth, Cox, Dendy, Fleet, Hanger, W. J. Howell, S.C. Jones, Norment, Stolle; Sen. J. D. Howell.

Finance Committee Members Present: Messrs. Cox, Dendy, Ingram, R. N. Jones, Knight, Ruff; Del. Hester.

Executive Committee Members Absent: Messrs. Atkinson, Connock, McDougale. Ms. Flippo.

Finance Committee Members Absent: Messrs. Acuff, Greason, Koonce, McDougale, Newman; Sec. Trent.

Other Trustees Present: Messrs. Dykstra, Ware.

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

I. Welcome and Call to Order

The Friday, November 4, 2016, joint meeting of the Executive and Finance Committees was called to order by Chairman Dendy at 7:35 a.m., at the DoubleTree by Hilton Williamsburg.

II. Approval of Minutes

Mr. Jones moved approval of the minutes of the Friday, September 16, 2016, joint meeting of the Executive and Finance Committees. Seconded by Senator Hanger, the motion was approved by unanimous vote.

III. Fair Labor Standards Act Revisions

Delegate Jones reported that the Administration & Personnel Committee had discussed the ramifications of recent revisions to the federal Fair Labor Standards Act that would become effective December 1. He reported the revised Act required changing the status of an individual with a salary from \$23,660 to \$47,476 per year from “exempt” to “non-exempt status.” He explained this would require additional compensation related to salary and additional compensation for hours worked in excess of 40 per week for non-exempt staff. Delegate Jones stated that 42 classified Foundation positions that earned less than \$50,000 had

been reviewed, and that with various alignments and exemptions, changes would cost the agency \$134,000 annually in compensation adjustments and projected overtime/bonuses, with a cost for the remainder of the current fiscal year to be an estimated \$72,640. He added that it potentially would have cost the agency \$409,500 had the salaries of the positions in question been adjusted without having conducted the study. Delegate Jones concluded by informing the committees that FLSA had planned for the next adjustment, which would raise the maximum salary for non-exempt positions to \$51,800 on January 1, 2020.

IV. FY17 Operating Budget

Delegate Cox provided the committees with an overview of the financial activity of the agency for the first quarter of FY17, reporting that resources totaled \$7.2 million for the period, which represented 38% of overall budget estimate. He added that year-to-date admissions revenue totaled \$1.6 million or 29% of estimate as of September 30, and \$117,000 below year-to-date collections compared to the prior year. Delegate Cox noted that individual visitation for July through September had been 10% below the prior year, and group visitation was 4% below the same period in FY16. He stated, however, that at the present time the agency anticipated attaining its \$5.4 million estimate.

Delegate Cox continued by pointing out non-admission revenues for the period totaled \$2.1 million, which ostensibly amounted to 79% of the budget estimate; however, he clarified that not all of that amount supported the operating budget. He shared that \$479,000 of the amount reflected the transfer of restricted private funds for the Yorktown capital projects and that there were also some prior year reimbursements deposited in FY17. Delegate Cox shared with the committees that a more accurate comparison would indicate collections were at 32% of budget.

Continuing his report, Delegate Cox stated that total expenditures for the year to date were at \$4.25 million, representing 22.4% of the budget with one quarter 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 ensuring the committees that the agency was taking appropriate steps to accomplish its mission and manage within budgeted resources.

Regarding agency performance measures, Delegate Cox stated that, albeit still early in the year, the agency was on target to meet each of the five measures,

With the assistance of a presentation by Mr. Lunsford, the committees then reviewed the revised operating budget for FY17, which reflected adjustments made as a result of the mandatory 5% reductions the agency had to submit in August that totaled \$486,301. Delegate Cox reported that the reductions to the previous \$17,995,503 budget had lowered the spending plan for FY17 to \$17,730,496, as the reduction plan included a one-time infusion of \$221,294 in non-general-fund revenue. He added that the 2019 Commemoration budget for FY17 of \$3,868,832 had been reduced to \$3,675,390 as a result of the 5% reductions.

The presentation then turned to the budget focus for FY18 and the mandated 7.5% reductions that the agency was currently working to identify. Mr. Lunsford stated that staff was working on a plan that required balancing significant budget cuts while trying to preserve core programs, leveraged support and partnerships, and continued state compliance. He stated that the reduction plan was being developed with an eye toward four critical areas: additional non-general funds; staffing; amendments for new/expanded services; and private affiliates. He reported that the total of the 7.5% general fund reduction was \$669,354 for the Foundation and \$546,415 for the 2019 Commemoration. He stated there were no one-time funds to cut in FY18, and that with 65% of the agency budget devoted to personnel, there was little in the way of non-personnel dollars to target, although the agency would strive to avoid layoffs if possible. Staff raised the question regarding reduction strategies involving recent general fund budget amendments, as to whether a cut to a recently approved amendments would totally remove those amendments from future consideration by the legislature. In response, it was suggested it would be better to delay a program rather than totally remove it, if at all possible. Mr. Lunsford stated that the committees would be informed of the budget submission once it had been approved by the Secretary of Education for passing along to the Department of Planning and Budget.

V. FY17 2019 Commemoration Budget

Mr. Emerson provided an update on 2019 Commemoration activities, sharing that a number of contract awards were near completion for services including education programs, public relations, media assets collection, state-based sponsor activation; graphic design, and website development. He further shared that a number of partnerships had been formed to advance the commemoration including: Virginia Tourism Corporation for tourism promotion; Virginia Foundation for the Humanities for a digital trails project; Library of Virginia for a digital trails project; Virginia Arts Festival for cultural arts; Tom

Tom Founder's Festival for the area of entrepreneurship and innovation; and We the People to advance the democracy theme. Mr. Emerson further reported that a new 501(c)(3) in support of 2019 was up and running. He also informed the committees that the Jamestown-Yorktown Educational Trust had approved an agreement with the 2019 Commemoration to support early cash flow needs. He reported that the first gift of \$1.2 million had been received by the 2019 Commemoration from Dominion, and he extended thanks to Paul Koonce and Hunter Applewhite for their assistance in securing the gift. He further shared that the commemoration team was working with the JYF development team to coordinate corporate prospects. In closing, Mr. Emerson thanked members of the boards for their tremendous commitment to the 2019 Commemoration efforts.

VI. FY18 Proposed Budget Amendment

- Delegate Cox reminded members of the committees' discussion in September about the 35% wage turnover in the Foundation's fee-based, on-site education programs. He stressed that this program was critical to JYF's mission and the agency's ability to meeting a key performance measure. Delegate Cox stated that a key factor driving wage turnover was the fact that only one full-time staff member directly supervised the 115 wage staff working at two different locations. He added that with the state's current economic environment, it would be significant if the agency was able to get the proposed amendment for \$165,443 and 2 MEL into the Governor's December budget recommendation. He stated that this was a relatively small request from the perspective of the overall state budget, and so very critical to the agency's successful operations. Delegate Cox concluded by asking members for their support of the proposed amendment.

VII. Proposed Legislation

- Mr. Dendy reminded the committees of the two legislative proposals discussed at the September meeting. He stated that one proposal sought to allow state-funded museums to partner with other organizations and act as lead partner for potential grant awards from Virginia Tourism Authority's "cooperative marketing funds," as well as allow Virginia Tourism Authority to consider not just new, but ongoing programs with a proven ROI, like "America's Historic Triangle." Mr. Dendy reported that the other proposal submitted for consideration would provide for a language change to allow the Jamestown Settlement ships, the *Godspeed* in particular, to be rented for private sails. He added that this was in concert with the agency's Facilities Use Plan. He reminded members that the Attorney General's Office had clarified the agency could lease "real property" but not "personal property," which is what the ships were

considered. He added that the ability to rent the *Godspeed* for private sails could produce non-general fund revenue for the agency.

VIII. Jamestown-Yorktown Foundation, Inc., Update

An update from the Jamestown-Yorktown Foundation, Inc., private affiliate was shared by its president, Mr. Fleet. He presented for approval several recommendations for naming and recognition requests recommended by the Foundation, Inc. These requests associated with the Yorktown comprehensive fundraising Campaign for Support included: a new recognition opportunity for the iconic statue of George Washington in the “New Nation” section of the gallery, to be made available in recognition of a gift ranging from \$300,000 to \$500,000, with a potential gift pending; a request for recognition at the information desk in the new museum’s victory hall (lobby) by John and Sue Gerdelman for their qualifying additional campaign commitment to the Annual Fund and the educational resources components of the campaign; a recognition request on the New York state flag by Mr. and Mrs. Fleet for their qualifying additional Annual Fund pledge to the campaign; and a naming request in victory hall (lobby) for the qualifying \$1 million gift, made partially as a campaign pledge and partially a planned gift. Mr. R. Jones moved approval of the naming and recognition gifts as presented. Seconded by Senator Ruff, the motion was approved as presented with no opposing votes.

Mr. Fleet continued his report by stating that the Foundation, Inc., had surpassed the \$13 million mark toward the \$15 million campaign target, but that help was needed to complete the campaign. He shared that educational tools, programs, and changing exhibits would not happen without additional funds. He assured the committees that the private affiliate continued to engage individuals, corporations, and foundations, and he asked members of the committees to let him or staff know if they were able to help open doors with the following companies: Dollar Tree; Lockheed Martin; SunTrust or Bank of America; Canon Virginia; and Continental AG. Mr. Fleet stated that suggestions on other corporations or individuals who may be helpful to the Yorktown project would be welcomed. He concluded by thanking the Board of Trustees for their assistance.

IX. Jamestown-Yorktown Educational Trust President’s Report

Delegate Cox provided an update on the activities of the Jamestown-Yorktown Educational Trust, stating that the Educational Trust met on June 17th in Richmond and reviewed calendar year 2015 financial. He stated that, as reported in September, 2015 gross sales, which included both gift shop and food

services commissions, totaled \$2.77 million. He added that this was an increase of nearly \$200,000 or 7.4%. In updating the committees on 2016 activity, Delegate Cox reported that through August gross sales totaled \$2 million, representing nearly an increase of \$72,000, or a 3.6%, than the same period in 2015. He added that, unfortunately, operating income from gift shops and food service was down by \$88,718 or 14.7%, but that improvement before year-end was anticipated. Delegate Cox stated that the Educational Trust was targeting general support for the JYF budget to total \$675,310 by December 31. He added that the Educational Trust was also working with the 2019 Commemoration, Inc., to provide cash flow assistance.

XI. *AFTERWARD* Changing Exhibition

Mr. Armstrong shared a presentation explaining the plans for the first changing exhibition in the new American Revolution Museum at Yorktown. The exhibit, *AFTERWARD*, is set to open June 4, 2017. The exhibition will focus on four men – Henry Knox, Alexander Hamilton, James Lafayette, and the Marquis de Lafayette – who, through an accident of fate, found themselves at the 1781 Siege of Yorktown. It will follow their lives as veterans and examine their accomplishments after the Revolutionary War in the continuing effort to build a new nation. Following the presentation, board members stated the exhibition would be a good opportunity to promote the museum to veterans.

XII. Other Business

Mr. Lunsford informed members the agency was working through the Attorney General's Office to address a lawsuit resulting from a visitor fall in the old Yorktown Victory Center building. He also shared that the Administration & Personnel Committee had received an update on the implementation of the new Cardinal accounting and personnel/payroll systems.

XIII. Adjournment

There being no further business, the Friday, November 4, 2016, joint meeting of the Executive and Finance Committees was adjourned at 8:44 a.m.

Committee Members Present: Messrs. Clements, Hager, Hanger, Jordan, Thompson; Mrs. McNerney.

Committee Members Absent: Messrs. Casteen, Dykstra, Fleet, Greason, R.N. Jones, S. C. Jones, Newman, Norment, Stolle, Ware; Mrs. Swann*.

Others Present: Mmes. Banks*, Gerdelman, Hester.

Staff Present: Mmes. Bak, Perkins, Reeves.

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

I. Call to Order

Senator Hanger called to order the Thursday, November 3, 2016, meeting of the Jamestown-Yorktown Foundation Marketing Committee at 11:09 a.m., at the DoubleTree by Hilton in Williamsburg.

II. Approval of Minutes

Mr. Clements moved approval of the minutes of the May 19, 2016, meeting of the Marketing Committee. Seconded by Mr. Thompson, the minutes were approved as presented.

III. Combined Paid Admissions and Revenue

Mr. Thompson reported YTD paid admissions through September were down 0.3%, primarily in the individual traveler segment, due to lackluster summer visitation in the Williamsburg destination. He added that special events and the new museum opening may influence a slight increase to paid visitation performance at year end. Admission revenue YTD was up 2.2% through September 2016, when compared to the same period last year. The committee discussed some of the causes for the downturn, including higher than Virginia-state-average local unemployment rates and the economy. Mrs. Bak provided an update that JYF had a successful October, with year-to-date paid admissions up close to 2%, and admissions revenue up 4%.

IV. American Revolution Museum at Yorktown

Mrs. Bak gave an update on the Virginia and national advertising efforts, which have been focused on increasing awareness of the American Revolution

Museum at Yorktown debut of the new galleries and film. The plan that is underway utilizes new digital and print advertising creatives in the state market, and an in-state radio and television campaign and promotion. Discussed were examples of print, digital and radio ads specific to the new museum preview, as well as those promoting holiday-specific events and special exhibitions.

Mrs. Perkins reported on Virginia media relations efforts and subsequent results, explaining goals are focused on generating print articles, mentions and calendar listings, while using social media to increase awareness, encourage engagement and generate website visits. A total of 155 earned media placements were recorded for July-October, 2016.

Mrs. Bak spoke about the cooperative efforts with Virginia Tourism Corporation (VTC) as part of JYF's integrated marketing efforts. This included an initiative with other American-Revolution-related Virginia museums to promote this history on VTC's website, and a \$50,000 grant awarded for America's Historic Triangle/American Revolution Museum at Yorktown to promote the new Yorktown museum and the AHT partners in 2017. A joint planning session with VTC and JYF is scheduled in December at the new Yorktown museum.

Mrs. Perkins spoke about JYF's website and social media channels rebranding, outlining both in-house staff and Ciniva Web Agency's efforts to integrate the new American Revolution Museum at Yorktown name change. A new feature to highlight social media engagement was added to the home page.

Mrs. Bak reported on the 2017 grand opening celebration planning, including proposed fund-raising special event and Dedication Day activities, and potential involvement of the governors of the 13 original-colony states. The grand opening celebration advertising campaign will run in the 13 original states and niche markets January through May, 2017, and in Virginia through August. Preliminary concepts for grand opening advertising were shared.

V. Admission Rates Management Strategy

Senator Hanger reported on previous discussions regarding admission rates from the May 2016 Marketing Committee and board business meetings. He shared that staff has been directed to research options for 2018 rate increases at both Jamestown Settlement and the American Revolution Museum at Yorktown to be presented at the May 2017 Marketing Committee meeting.

VI. New Supplemental Guide and Trailblazer Signage

Mrs. Bak reported that replacement of 16 supplemental guide or highway signs and 63 trails signs was necessary to accommodate the new name and logo for the American Revolution Museum at Yorktown and the new logo for Jamestown Settlement. The project was managed by JYF marketing staff, coordinated with VDOT and their contractor Virginia Logos for implementation.

VII. Other Business—Senator Hanger

The Williamsburg Area Destination Marketing booking engine, which features area vacation packages, may be discontinued, and Senator Hanger asked Mrs. Bak for an update. Mrs. Bak explained the booking engine is managed by the Greater Williamsburg Chamber & Tourism Alliance and stressed the importance of its function for JYF, who does not have its own booking engine for packages that include hotel rooms and attraction tickets. Senator Hanger will ask Senator Norment, a former Chairman of the Marketing Committee and representative of the Williamsburg area, to look into this issue.

Mrs. Bak reported that JYF has requested special consideration for the 2017 VDOT Scenic Road Maps to feature a picture and description of the new American Revolution Museum at Yorktown; VDOT is considering the request and offered to promote the new museum on social media in Virginia.

Senator Hanger shared that JYF continues to work on a pro bono basis with McGuire Woods' trademark attorney Janet Peyton to maintain trademarks on museum names and logos.

Senator Hanger explained the transition to the new Yorktown museum name is still underway, with many items already updated and implemented. The goal is for the name change implementation process to be completed before the 2017 grand opening celebration.

Senator Hanger spoke about future 2017 special exhibition marketing plans, including those for "AfterWARD" at Yorktown and "Pocahontas Imagined" at Jamestown Settlement.

VIII. Adjournment

There being no further business, the Thursday, November 3, 2016, meeting of the Marketing Committee was adjourned at 12:25 p.m.

Committee Members Present: Messrs. Adkins, Ashworth, Clements, Hager, Ingram, Knight, McDougle, Plum, Wilson*; Mmes. Bourne, Wason.

Committee Members Absent: Messrs. Atkinson, Connock, Newman; Mmes. Banks*, Howell.

Other Trustees Present: Mr. Dykstra.

Staff Present: Messrs. Armstrong, Lunsford; Mrs. Orgeron.

**Liaisons from JYF, Inc.*

I. Call to Order

The Thursday, November 3, 2016, meeting of the Jamestown-Yorktown Foundation Buildings & Grounds Committee was called to order by Senator McDougle, chairman, at 2:20 p.m., at the DoubleTree by Hilton Williamsburg. He extended a special welcome to new Trustee Anedra Bourne.

II. Approval of Minutes

Chief Adkins moved approval of the minutes of the Thursday, May 19, 2016, committee meeting. The motion was approved by unanimous vote.

III. Yorktown Museum Building Modifications

Senator McDougle noted that significant progress was made to ensure the new museum building would be ready for the grand opening. He requested that Mr. Lunsford update the committee on the progress of the American Revolution Museum at Yorktown. Mr. Lunsford responded that JYF had made good progress on various adjustments required for grand opening readiness, was meeting state compliance expectations, and was containing costs as much as possible. He added that recent problems with back feed from Hurricane Matthew damaged power lines would not be solved until the Yorktown generator replacement project was completed. Mr. Lunsford reported that the W. M. Jordan contract was completed and closed. The architect's (Westlake Reed Leskosky) contract, he stated, was open, but not expected to change. Mr. Lunsford reported that the indoor permanent exhibits were complete and JYF had secured its permanent certificate of occupancy for the building.

IV. Yorktown Outdoor Areas, Amenities and Signage

Senator McDougle stated that American Revolution Museum at Yorktown outdoor areas construction would be the main committee focus between now and next spring. He noted final drawings were approved in March and the project was immediately put out for bid; on April 4, a contract with the low bidder, Daniel and Company of Richmond was signed. He noted that getting this project completed in time for the grand opening next spring would be a challenge, and he asked Mr. Lunsford to give an update of project. Mr. Lunsford reported that phase I was complete, which included the artillery demonstration area, the restroom/amenities building, farmhouse, and kitchen. He reported that Guernsey Tingle was project architect and Museum Resources the subcontractor for building the 18th-century outdoor interpretive structures. He noted that three weeks were lost due to weather delays, but otherwise the contractor had met scheduled expectations. He further noted that with winter approaching weather could become a bigger issue for phase II. He stated the contractor was striving to finish by the original completion date, but the contractual substantial completion was now the last week of February. Mr. Lunsford reported that phase II included the transitional pavilion, the 18th-century quarters for enslaved persons, an 18th-century tobacco barn, and extensive site work. He noted that dry weather would help expedite construction so that everything would be ready for the grand opening. Mr. Lunsford reported to the committee that a Dominion Virginia Power easement had been obtained and recorded to provide power service to the outdoor areas. He also noted that landscape coordination was ongoing to amend planting beds soils and to auger holes for each of the approximately 50 root balls. Mr. Lunsford shared that JYF, Inc., board member Dr. Sandy Wilson was donating trees and would supervise planting. Mr. Lunsford noted staff was working to coordinate site access and support to facilitate Dr. Wilson's generous contribution of plant material and time. Mr. Lunsford further reported that, thanks to the JYF, Inc., privately raised funding of approximately \$300,000 would be used to augment available capital project funding, and that the remainder of the \$432,000 that JYF, Inc., was raising for the outdoor areas for the orchard, army tents and artillery would be spent directly from the accounts of the private affiliate. He further noted that these latter items were outside the scope of the capital project.

V. Maintenance Reserve

Senator McDougle reviewed the agency's maintenance reserve projects with the committee, noting there was a cash balance of \$3,158,438 to address planned expenditures of \$5,470,166. He noted that maintenance reserve subprojects funding must be used for major repairs or replacements to physical

plant, property, or equipment intended to extend useful life, with projects typically ranging from \$25,000 to \$1,000,000. He explained that agency projects were divided into two categories: facilities and museum operations & education. Senator McDougle noted the facilities subprojects listed were scheduled for completion prior to June 30, and that other projects listed fell under the aegis of the Public Programming Committee. He further noted that the committee relied on Museum Operations & Education staff working in tandem with the Public Programming Committee to ensure that critical artifact conservation needs were being met in conformance with the special Appropriations Act language. He further noted that Museum Operations & Education staff also had the lead role in the Phase I Jamestown Settlement Permanent Exhibit Renovation and Refresh Project. Senator McDougle requested Mr. Lunsford provide more detail on progress on these subprojects. Mr. Lunsford reported that the central support complex electrical switchgear replacement and the riverfront amenities roof work had been completed. The Jamestown visitor services lobby structural supports subproject and the education wing storefront entryways project, he reported, were under contract and should be completed over the winter. He added that the renovation of the ships' pier was expected to be underway by next fiscal year. Mr. Lunsford further reported that the Jamestown Settlement galleries refresh project was also well underway and the museum team hoped to have Phase I completed by spring.

Mr. Lunsford presented three proposed new subprojects, which included: Jamestown Visitor Services Wing Rooftop HVAC Unit Replacements at a cost of \$625,000; Jamestown Settlement Variable Air Volume Box Replacement (education and visitor services wings) at a cost of \$225,000; and Jamestown Settlement Gallery Complex Restroom Renovations at a cost of \$804,716. He noted that the three subprojects totaled \$1,654,716. Delegate Knight made a motion to add the three proposed new subprojects to the agency's Maintenance Reserve queue, with the committee's knowledge that they would be prioritized at the May 2017 meeting. The motion was seconded by Chief Adkins and approved unanimously.

VI. 2016-18 Capital Project Implementation

Senator McDougle reported that in the last e General Assembly session, the Foundation was allocated two additional capital projects: Phase II Jamestown Gallery Renovation and Refresh (\$8,699,000 requested); and Yorktown Generators (\$1,220,000). Mr. Lunsford noted that staff expected to have the design for these projects under contract by spring 2017.

VII. Facilities Management Staffing Challenges

Senator McDougle noted that agency expectations and those of the museums' visitors for facilities maintenance and capital improvements was reliant upon staff resources. He added that the current economic environment did not provide many, if any, opportunities to address current and upcoming staffing issues. Senator McDougle asked Mr. Lunsford to update the committee on staffing challenges and strategies to minimize any impact on expectations of site maintenance and improvements. Mr. Lunsford noted there were 11 classified staff in housekeeping (1 unbudgeted, 2 vacant and 8 filled). He shared that in FY16 the ten funded positions were scheduled to work 20,800 hours, but with three vacancies and staff leave taken, 78.8% of the budgeted time was worked. He reported there were currently four positions in grounds keeping who worked 85.8% of the time when taking into consideration vacancies and leave taken. The trades' staff, made up of seven positions, worked 77.9% of the budgeted time after vacancies and leave were factored in. Mr. Lunsford stated that these figures documented that staff availability was a key constraint. He noted that authorized manpower levels would need to be re-examined at future meetings. Mr. Lunsford also reported that the turnover/vacancy savings protocol was also a significant factor. Committee members made suggestions on strategies to minimize any impact on expectations of site maintenance and improvements. There were two suggestions from board members: 1) contact a group in Richmond that helps non-profits, and 2) Master Gardener's help with special projects. Mr. Lunsford noted that the committee would further explore facilities staffing and resource challenges at the spring meeting.

VIII. Other Business

No further business was brought before the committee.

IX. Adjournment

There being no further business, the Thursday, November 3, 2016, meeting of the Buildings & Grounds Committee was adjourned at 3:30 p.m.

Committee Members Present: Messrs. Adkins, Cox, Dykstra, Hanger, S.C. Jones, Jordan, Ruff, Thompson; Mmes. Bourne, Gerdelman, Mc Nerney, Wason.

Committee Members Absent: Messrs. Connock, Koonce Norment.

Other Trustees Present: Mr. Hager.

Guests Present: Dr. H. Alexander Wilson III, Jamestown-Yorktown Foundation, Inc., Board of Directors.

Staff Present: Messrs. Emerson, Lunsford; Mmes. Bailey, Moore, Puckett.

I. Call to Order

Delegate Jones called to order the Thursday, November, 3, 2016, meeting of the Jamestown-Yorktown Foundation Administration & Personnel Committee at 3:37 p.m., at the DoubleTree by Hilton Williamsburg. He introduced Carole Moore, the Foundation’s new human resources manager.

II. Approval of Minutes

Mrs. Gerdelman moved approval of the minutes from the Thursday, May 19, 2016, committee meeting. Seconded by Chief Adkins, the motion was approved unanimously.

III. Fair Labor Standard Act Revision

Ms. Moore provided the committee with an overview of recent revisions to the federal Fair Labor Standards Act (FLSA), which ensures minimum wage and overtime pay protections for employees, and the implication of those revisions to the Foundation. She stated that compliance with the newly revised FLSA provisions were required by December 1, 2016, and required changing the status of an individual with a salary from \$23,660 to \$47,476 per year from “exempt” to “non-exempt status.” She explained this would require additional compensation related to salary and additional compensation for hours worked in excess of 40 per week for non-exempt staff.

Ms. Moore stated the Foundation had evaluated how it had worked to comply with the change in regulation while minimizing financial impact. The

Fair Labor Standards Act (FLSA) provided three tests to determine whether an employee would be eligible for overtime (non-exempt employee) or not (exempt employees), with the tests relating to an employee's duties, salary basis, and salary level. She reported that revisions made to the FLSA in May changed the maximum standard salary for the salary level test from \$23,660 annually to \$47,476.

Ms. Moore shared that 42 classified Foundation positions that earned less than \$50,000 had been reviewed. As a result of the review, no change was recommended to the status of 18 positions, a base salary increase would be required for 16 of the positions, and the remaining 8 positions would be eligible for optional overtime/bonuses. Ms. Moore reported that these changes would cost the agency \$134,000 annually in compensation adjustments and projected overtime/bonuses, with a cost for the remainder of the current fiscal year to be an estimated \$72,640. She added that it potentially would have cost the agency \$409,500 had the salaries of the positions in question been adjusted without having conducted the study. Ms. Moore also shared there was a plan in place to advise affected staff regarding the changes to their positions, and she advised the committee that FLSA also had planned for the next adjustment, which would raise the maximum salary for non-exempt positions to \$51,800 on January 1, 2020.

IV. Talent Management

Ms. Moore provided the committee with an overview of senior management transitions projected for the near future. She stated that a succession plan was being developed. Mr. Jones commented that the senior management transitions had been discussed at the Executive Directors Performance & Compensation Review Task Force meeting and that it was working to develop a leadership sustainability plan by May 2017. Discussion ensued regarding the difficulty of succession planning given the changing profile of the current American workforce in which the average staff of employees in a company is less than three years. It was noted that JYF lacked a depth of staff, largely because of budget cuts that had eroded middle management.

The committee then reviewed the new organizational structure for the Museum Operations & Education division, which was put in place to increase the agency's academic standing and national/international profile as well as to help maintain visitation market share and stretch limited resources. The new structure, Ms. Moore reported, included the following reporting to the Senior Director of Museum Operations & Education: education director; programs & partnerships director; museum operations & volunteer services director; maritime services

director, and the exhibit services and curatorial services managers. She noted this structure consolidated all educational programming under one umbrella to enable a more holistic delivery to all customers, both on site and through outreach, and it created a position to focus on growing partnerships with similar institutions.

Ms. Moore relayed that the program for employee and volunteer recognition would be reviewed to identify areas for improvement.

V. Sustainable Staffing for FY18 and Beyond

Mr. Lunsford informed the committee of challenges facing the agency as it attempted to develop a sustainable staffing plan. He outlined factors impeding the process. One factor, he stated, was base budget reductions in seven general- and non-general-fund mandated cuts since 2009, resulting in a loss of 36% of base funding and a decrease in MEL from 199 to 162 with only 134 of those positions currently filled. He added that a self-imposed hiring deferral plan to generate vacancy factor savings had helped but had placed significant pressures on staff and management. Another factor noted by Mr. Lunsford was the FLSA requirement discussed earlier in the meeting. He noted a third factor, which was the upcoming budget reductions in the current year of 5% and in FY18 of 7.5%. In a fourth point, Mr. Lunsford noted major projects on the horizon, such as the completion of the Yorktown project and the Jamestown Settlement gallery refresh project, and the loss of key restricted positions in the Development Office upon conclusion of the Yorktown comprehensive campaign. He also pointed out the problem of trying to keep alive recent successful budget amendment efforts providing funds for staffing and new and expanded programming while working to sustain core programs in a difficult financial environment. Mr. Lunsford closed by sharing that staff was working to develop effective and flexible staffing models, and he welcomed the committee's input on addressing the issue of sustainable staffing.

VI. Cardinal Personnel/Payroll Project

Ms. Puckett reported that the transition from the Commonwealth's antiquated CARS accounting system to the new Cardinal system had impact operations and consumed significant staff time as process involved extensive training and significant work to update JYF's financial system and the user interface so that it could upload and download required data to Cardinal as it had with CARS. She reported that another transition was on the horizon with a new Cardinal personnel/payroll system module that would replace the 1970s-era Commonwealth Integrated Personnel and Payroll System, known as CIPPS. She

stated that the transition and training process would impact the agency and staff in FY17 and FY18.

VII. Performance Evaluation Update

Mr. Emerson reported that performance evaluations were due November 10, as an extension had been granted the agency by the DHRM in light of the timing of the board meeting and budget reduction submissions. He shared that a tally of evaluation ratings for the agency's 134 full-time employees would be shared in an upcoming issue of "Board Memo."

VIII. Other Business

Mr. Jones and the committee extended thanks to Mr. Emerson for his sound leadership of the agency.

IX. Adjournment

There being no further business, the Thursday, November 3, 2016, meeting of the Administration & Personnel Committee was adjourned at 4:38 p.m.

Members Present: Messrs. Ashworth, W .J. Howell, R.N. Jones, Norment, Stolle, Ware; Del. Hester.

Members Absent: Messrs. Acuff, Atkinson, Casteen, Connock; Ms. Flippo.

Staff Present: Mrs. Bailey.

I. Call to Order

Senator Norment, committee vice chair, called to order the Friday, November 4, 2016, meeting of the Nominating Committee at 7:32 a.m., at the Doubletree by Hilton Williamsburg hotel.

II. Approval of Minutes

Upon a motion by Mr. Ashworth, which was seconded by Mr. Jones, the minutes of the Wednesday, October 29, 2014, Nominating Committee meeting was approved with no opposing votes cast.

III. Board-Elected Positions

The group discussed the five one-year, board-elected positions, currently held by A. Marshall Acuff, Frank B. Atkinson, Suzanne O. Flippo, Sue H. Gerdelman, and Reginald N. Jones. It was noted that there were no term limits on these board positions. Upon a motion by Speaker Howell, seconded by Delegate Stolle, the committee nominated the five incumbents for re-election. The motion was passed with no opposing vote, with Mr. Jones abstaining.

IV. Election of Officers

The group discussed the board officers, noting that officers were normally elected in November of even-numbered years to two-year terms, and served until their re-election or successors were elected. It was noted that the current leadership had each been incumbent in his/her office since 2008 as follows: H. Benson Dendy III, chairman; Suzanne O. Flippo, vice chairman; Janet D. Howell, secretary; and M. Kirkland Cox, treasurer. Senator Norment stated that strong leadership was a hallmark of the agency, and that the incumbent officers had served the agency well since their initial election. He added that, given the proximity of the spring 2017 grand opening of the American Revolution Museum at Yorktown, the fact that the current officers had been in place since very early in the process of developing plans for a new Yorktown museum. Mr. Jones moved to defer the officer elections to the May 2017 meeting, by which time the new Yorktown museum grand opening would have been completed. Seconded by

Delegate Ware, the motion as approved with no opposing votes cast. Senator Norment commented that committee chair Frank Atkinson has spoken with each of the current officers to confirm their willingness to serve the additional six months in their respective offices.

V. Other Business

No additional business was brought before the committee.

VI. Adjournment

There being no further business, the Friday, November 4, 2016, meeting of the Nominating Committee was adjourned at 7:37 a.m.