

Jamestown-Yorktown Foundation

P.O. Box 1607, Williamsburg, Virginia 23187-1607
(757) 253-4838 (757) 253-5299 Fax (757) 253-5110 TDD jyfmuseums.org



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Sue H. Gerdelman
Secretary

Delores L. McQuinn
Treasurer

Christy S. Coleman
Executive Director

JAMESTOWN-YORKTOWN FOUNDATION BOARD OF TRUSTEES

and

JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS

BOARD AGENDA

**Wednesday, May 5,
and
Thursday, May 6, 2021**

Joint Meeting of the Boards

An Equal Opportunity
Employer/Affirmative Action
Organization

educating • interpreting • preserving • commemorating

**Jamestown-Yorktown Foundation
BOARD OF TRUSTEES**

The Honorable Kenneth R. Plum, *Chairman*
The Honorable Janet D. Howell, *Vice Chairman*
Mrs. Sue H. Gerdelman, *Secretary*
The Honorable Delores L. McQuinn, *Treasurer*

Mr. A. Marshall Acuff, Jr.
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Mrs. Anedra W. Bourne
The Honorable Betsy B. Carr
The Honorable M. Kirkland Cox
Mr. H. Benson Dendy III*
The Honorable Justin P. Fairfax
The Honorable Eileen Filler-Corn
Ms. Suzanne O. Flippo
The Honorable Hyland F. Fowler, Jr.
The Honorable Emmett W. Hanger, Jr.
The Honorable C. E. Hayes, Jr.
The Honorable Mark R. Herring
Ms. Daun S. Hester
Mr. A.E. Dick Howard
Professor Ervin L. Jordan, Jr.

Ms. Connie R. Kincheloe
The Honorable Barry D. Knight
Ms. Diane Leopold
The Honorable Mamie E. Locke
The Honorable L. Louise Lucas
The Honorable Monty Mason
The Honorable Michael P. Mullin
Dr. Cassandra L. Newby-Alexander
The Honorable Thomas K. Norment, Jr.
The Honorable Ralph S. Northam
The Honorable Atif M. Qarni
Ms. Susan R. Swecker
Mr. Fred D. Thompson, Jr.
The Honorable Luke E. Torian
Mr. Jeffrey B. Trammell
The Honorable R. Lee Ware, Jr.

**Chairman Emeritus*

**Jamestown-Yorktown Foundation, Inc.
BOARD OF DIRECTORS**

Mrs. Sue H. Gerdelman, *President*
Mr. Terry E. Hall, *Vice President*
Mrs. Alexis N. Swann, *Treasurer*
Mrs. Mari Ann Banks, *Secretary*

Mrs. Carolyn S. Abbitt
Ms. Bentley R. Andrews
Mr. Hunter A. Applewhite
Mr. John M. Camp III
Mrs. T. J. Cardwell
Mrs. Donna P. Chapman
Ms. Helen Zadarlik Cousins
Mrs. Keith B. Dubois
Mr. Brian T. Fields

Mr. R. Allan Finger
Mr. B.K. Fulton
Mr. Herbert V. Kelly, Jr.
The Honorable Kenneth R. Plum
Dr. James W. Rawles, Jr.
Mr. Brian K. Skinner
Mr. David Stephens
Mrs. Frances P. Sykes
Mr. Thomas H. Tullidge, Jr.

Senior Staff

Ms. Christy S. Coleman, Executive Director
Mr. Frank N. Stovall, Deputy Executive Director of Administration
Mrs. Julie W. Basic, Senior Director of Development
Dr. Mariruth Leftwich, Senior Director of Museum Operations & Education
Mrs. Glenda H. Turner, Senior Director of Marketing & Public Relations

Jamestown-Yorktown Foundation and Jamestown-Yorktown Foundation, Inc.
MEETING INSTRUCTIONS AND SCHEDULE
Wednesday, May 5, 2021

**TO JOIN THE ZOOM MEETING,
FOLLOW THE LINK:**

<https://us02web.zoom.us/j/87051084242?pwd=EZxeHINOUIrYklhdIJ6TlpFdWRndz09>

Meeting ID: 870 5108 4242

Passcode: 857937

**TO JOIN THE ZOOM MEETING BY
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Meeting ID: 870 5108 4242

Passcode: 857937

9:00 a.m.....Public Programming and Acquisitions Committees

Public Programming Committee

Mr. A. Marshall Acuff, Jr., *Chair*

Dr. Cassandra Newby-Alexander, *VC*

Chief Stephen R. Adkins, Sr.

Mrs. Mari Ann Banks*

Mrs. Anedra W. Bourne

The Honorable Betsy B. Carr

Mr. H. Benson Dendy III

The Honorable Eileen Filler-Corn

Ms. Suzanne O. Flipppo

Mrs. Sue H. Gerdelman

The Honorable Emmett W. Hanger, Jr.

Ms. Daun S. Hester

Mr. A.E. Dick Howard

The Honorable Janet D. Howell

Professor Ervin L. Jordan, Jr.

The Honorable Barry D. Knight

Ms. Diane Leopold

The Honorable Delores L. McQuinn

The Honorable Monty Mason

The Honorable Atif M. Qarni

Ms. Susan R. Swecker

Mr. Fred D. Thompson, Jr.

The Honorable R. Lee Ware, Jr.

Acquisitions Committee

Dr. James W. Rawles, Jr., *Chair*

Ms. Bentley R. Andrews, *Vice Chair*

Mrs. Carolyn S. Abbitt

Mr. Hunter A. Applewhite

Mrs. Mari Ann Banks

Mrs. T. J. Cardwell

Mrs. Donna P. Chapman

Ms. Helen Zadarlik Cousins

Mrs. Keith B. Dubois

Mr. Brian T. Fields

Mr. R. Allan Finger

Mr. B. K. Fulton

Mrs. Sue H. Gerdelman

Mr. Herbert V. Kelly, Jr.

Mr. Brian K. Skinner

Mrs. Alexis N. Swann

11:00 a.m.Buildings & Grounds Committee

Chief Stephen R. Adkins, Sr., *Chair*
The Honorable Barry Knight, *Vice Chair*
Mrs. Anedra W. Bourne
Mrs. T.J. Cardwell*
The Honorable Hyland F. Fowler, Jr.
Mr. A.E. Dick Howard

The Honorable Janet D. Howell
Ms. Diane Leopold
The Honorable Delores L. McQuinn
Dr. Cassandra L. Newby-Alexander
The Honorable Thomas K. Norment, Jr.
The Honorable Luke E. Torian

3:00 p.m.....Administration & Personnel Committee

Professor Ervin L. Jordan, Jr., *Chair*
Ms. Susan R. Swecker, *Vice Chair*
Chief Stephen R. Adkins, Sr.
Mrs. Anedra W. Bourne
The Honorable Betsy B. Carr
The Honorable Hyland F. Fowler, Jr.
Mrs. Sue H. Gerdelman

Mrs. Connie R. Kincheloe
The Honorable Mamie E. Locke
The Honorable L. Louise Lucas
Dr. Cassandra L. Newby-Alexander
The Honorable Thomas K. Norment, Jr.
Mr. Fred D. Thompson, Jr.

**Liaison from JYF, Inc., Board of Directors*

**Jamestown-Yorktown Foundation and Jamestown-Yorktown Foundation, Inc.
MEETING INSTRUCTIONS AND SCHEDULE
Thursday, May 6, 2021**

**TO JOIN THE ZOOM MEETING
FOLLOW THE LINK:**

<https://us02web.zoom.us/j/81509001152?pwd=TFBtK2o5Rm82RFlyTzZlZUUVqblhrUT09>

Meeting ID: 815 0900 1152

Passcode: 547192

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Meeting ID: 815 0900 1152

Passcode: 547192

9:00 a.m. Board of Trustees Executive & Finance Committee

Executive Committee

The Honorable Kenneth R. Plum, *Chair*
The Honorable Janet D. Howell, *Vice Chair*
Mrs. Sue H. Gerdelman
The Honorable Delores L. McQuinn
Mr. A. Marshall Acuff, Jr.
Chief Stephen R. Adkins, Sr.
Mrs. Anedra W. Bourne

The Honorable M. Kirkland Cox
Mr. H. Benson Dendy III
The Honorable Eileen Filler-Corn
The Honorable Emmett W. Hanger, Jr.
Professor Ervin L. Jordan
The Honorable L. Louise Lucas
The Honorable Thomas K. Norment, Jr.

Finance Committee

The Honorable Emmett W. Hanger, Jr., *Chair*
The Honorable Delores L. McQuinn, *Vice Chair*
Mr. A. Marshall Acuff, Jr.
The Honorable Betsy B. Carr
Ms. Suzanne O. Flippo
The Honorable C. E. Hayes, Jr.
Ms. Daun S. Hester

Mrs. Connie R. Kincheloe
The Honorable Barry D. Knight
The Honorable Mamie E. Locke
The Honorable Mike Mullin
The Honorable Luke E. Torian
Mr. Jeffrey B. Trammell
The Honorable R. Lee Ware, Jr.

11:00 a.m. JYF, Inc., Board of Directors Work Session

1:00 p.m. JYF Trustees and JYF, Inc. Directors Joint Business Session

The meeting of the Jamestown-Yorktown Educational Trust (JYET) Board of Directors will begin at 3 p.m. or at the conclusion of the Joint Business Session. The packet materials and instructions will be sent separately to the JYET Directors.

**Joint JYF Board of Trustees and
JYF, Inc., Board of Directors
Business Session**

**Thursday, May 6, 2021
Remote Meeting Via Zoom
1:00 p.m.**

Jamestown-Yorktown Foundation

The Honorable Kenneth R. Plum, *Chairman*
The Honorable Janet D. Howell, *Vice Chairman*
Mrs. Sue H. Gerdelman, *Secretary*
The Honorable Delores L. McQuinn,
Treasurer

Jamestown-Yorktown Foundation, Inc.

Mrs. Sue H. Gerdelman, *President*
Mr. Terry E. Hall, *Vice President*
Mrs. Alexis N. Swann, *Treasurer*
Mrs. Mari Ann Banks, *Secretary*

AGENDA

- I. Call to Order – Delegate Plum**
- II. Approval of JYF Minutes – Delegate Plum**
Tuesday, November 10, 2020
(p. 8)
- III. Resolution in Honor and Memory of The Honorable Stuart W. Connock – Delegate Plum**
(p. 14)
- IV. JYF, Inc. Initiatives – Mrs. Gerdelman**
- V. Executive Director’s Report – Ms. Coleman**
 - A. 2021 General Assembly
 - B. Co gtlecp"Txqxwkp"472"
*r 0'17"+
 - D. ONE Virginia
 - E. *Inside JYF*
- VI. Strategic Plan Update – Ms. Coleman**
- VII. Fiscal Year 2022 JYF Operating Budget – Mr. Stovall**
(Attachment)
- VIII. 2022-2028 Capital Improvement Plan – Mr. Stovall**
(Attachment)

IX. Committee Reports

- A. Public Programming and Acquisitions Committee – Mr. Acuff
(p. 24)
- B. Executive and Finance Committee – Delegate McQuinn
(p. 69)
- C. Marketing Committee – Mrs. Bourne
(p. 19)
- D. Buildings & Grounds Committee – Chief Adkins
(p. 42)
- E. Administration & Personnel Committee – Professor Jordan
(p. 57)
- F. Nominating Committee – Mr. Dendy

X. Public Comment Period – Delegate Plum

XI. Other Business – Delegate Plum

- A. American Revolution (AR) 250 Steering Committee
- B. Board and Committee Meeting Dates
(pp. 22-23)

XII. Executive Session – Delegate Plum

XIII. Adjournment – Delegate Plum

Trustees Present: Messrs. Acuff, Adkins, Atkinson, Connock, Cox, Dendy, Fowler, Hanger, Hayes, Howard, Jordan, Mason, Norment, Plum, Torian, and Trammell; Mmes. Bourne, Ashwell (AG Designee), Carr, Filler-Corn, Flippo, Gerdelman, Hester, Howell, Locke, Lucas, McQuinn, Newby-Alexander, and Swecker.

Trustees Absent: Messrs. Knight, Northam, Qarni, Thompson, and Ware; Mmes. Kincheloe, Leopold.

Directors Present: Mmes. Banks, Cardwell and Swann (JYF, Inc. Liaisons).

JYF Staff: Messrs. Armstrong and Stovall; Mmes. Coleman, Basic, Dominguez, Heikens, Lucas, Perkins, and Sonders.

Other Staff: Mmes. Goodman (Office of Speaker Filler-Corn) and Taylor (AG Representative for JYF).

Press: *None in attendance.*

I. Call to Order

Delegate Cox called the joint meeting of the Jamestown-Yorktown Foundation's Board of Trustees to order at 10:30 a.m. via teleconference in accordance with Virginia Code § 2.2-3708.2 (A)(3). A roll call was taken for the meeting. Delegate Cox acknowledged two new board appointments, Mrs. Kincheloe and Mrs. Leopold and the reappointments of Ms. Bourne and Ms. Hester by the Governor. He shared that the meeting agenda would include: the Executive Director's Report; JYF, Inc. Initiatives; notes on the Executive Director's Performance and Compensation Review Task Force; committee reports; and as a special part of business, the board will honor Lt. Gov. Hager with a resolution.

II. Approval of JYF Minutes: Spring Joint Board Meeting on June 4, 2020

Delegate Cox directed all to the draft minutes for the June 4, 2020, Business Session and asked if there were any corrections. There being none, he for a motion for approval. Mr. Dendy made a motion for the approval of the minutes. Seconded by Delegate Carr, the motion was approved unanimously.

III. Executive Director's Report

Ms. Coleman described the 2020 strategic planning process which was conducted in late summer with JYF staff. She indicated through this process she has been able to target the challenges, opportunities, impact and impressions for JYF. Three factors have

been identified by staff as the most important: communications, programs and personnel. Ms. Coleman also described the present and future milestones for JYF as the strategic plan is implemented for now and in the coming year. JYF has presented more programming to reflect diversity of mission and indicated staff will access its effectiveness, and plans to make adjustments in the future to achieve diversity mission. In addition, she shared the importance to define the visitor impact, align resources and develop beneficial partnerships, improve communications widely and effectively for stakeholders and staff. Ms. Coleman then concluded her report.

IV. JYF, Inc. Initiatives

Mrs. Gerdelman reported that JYF, Inc. finished Fiscal Year 2020 successfully, with the Annual Fund surpassing the budget target of \$850,000, and raising close to \$880,000 at the end of the fiscal year. The Major Gift program met its target of \$1-1.3 million, raising just over \$1 million. In response to the revenue shortfall caused by shutting the museums, Mrs. Gerdelman shared that a COVID Impact Fund was created to help close the gap and that since March 2020, more than \$220,000 has been raised from private donors to make up this budgetary shortfall. She indicated COVID-19 Impact Funds have helped the Foundation with: the purchase of safety equipment, supplies, signage, and other measures to ensure physical distancing; the productions of a safety video for museum visitors; increase in distance learning program to serve families and adults during and after the shutdown; and to support staff wages for museum interpreters, educators, as well as costume and volunteer services staff to deliver core museum operations and programs.

Mrs. Gerdelman stated that as of June 30, 2020, the Inc. completed a 3-year targeted fundraising initiative that supported projects at Yorktown, Jamestown, Education and Endowment, raising a total of \$4.8 million. For FY 2021, the Inc will be raising funds to: support and retain our Education and Interpretation Teams; begin to position JYF on a national stage in a meaningful way; and help with our most pressing needs through the Annual Fund. Mrs. Gerdelman emphasized that the Annual Fund is critical to JYF, and it is important that all members of both boards support it. She asked members who have not made a gift or pledge yet, to make a gift right now on the website.

Mrs. Gerdelman reported that four new members joined the board in October: Mr. John Camp - Alexandria (previously served on the board); Mr. BK Fulton – Richmond; Mrs. Frances Sykes - Rumson, NJ; and Mr. David Stephens - Houston, TX. These new members reflect the goal to expand the geographic reach of the JYF, Inc. board, and to grow our donor base nationally. She expressed the JYF, Inc. Board of Directors gratitude for the Board of Trustees' support as it works to make a positive impact on the museums and their educational mission this year. Mrs. Gerdelman then concluded her report.

V. FY 22 Budget Priorities

Mr. Atkinson directed members to the brief summary of budget amendments that JYF submitted on November 6th for consideration in the state's fiscal year 2022 budget. He indicated the first request is for minimal funding to support the American Revolution 250th Commission, which was created by House Bill 1424 earlier this year. JYF is the lead state agency for this effort to properly commemorate the 250th anniversary of the American Revolution. Funding supports minimal staffing, using existing MEL, and planning and marketing efforts. The request is for \$254,000. The second request is similar to one that was previously submitted to enhance our marketing efforts. Supporting marketing of our museums will be critical to JYF's recovery from the impacts of COVID-19. As we all know, the pandemic has wreaked havoc on the travel and tourism sector of our economy. The \$404,000 requested will allow JYF to enhance digital marketing, expand current marketing partnerships, and begin the process of replacing the agency's outdated website. These strategies are designed to boost visitation and start the process of restoring non-general fund revenue generation. Mr. Atkinson indicated the staff is requesting ongoing support to increase front line wages in staff roles that are directly tied to delivery of education programs and interpretation of our history to the public and shared that one of the biggest challenges in COVID-19 will be retaining skilled and trained educators and interpreters. The agency is requesting \$410,108 for this effort. Mr. Atkinson then concluded his report.

VI. Executive Director Performance & Compensation Review Task Force

Mr. Dendy updated the board on the interim meeting of the Executive Director Performance & Compensation Review Task Force from October 21, 2020. He stated that the Task Force reviewed Executive Director's Employee Work plan and Agency Performance Measures, and concluded her performance has been outstanding. The next meeting of the Task Force will take place at the spring meeting of the Board of Trustees. Mr. Dendy concluded his report.

VII. Committee Reports

Administration & Personnel Committee Report

Professor Jordan report on the November 9, 2020, meeting of the Administration and Personnel Committee. He shared the committee received an update on human resources related metrics, and that COVID-19 has had a significant impact on agency operations and finances. JYF has had to adopt many strategies to address these challenges, including: delaying hiring to create savings in payroll from vacant positions; and, furloughing of wage personnel. JYF placed 221 part time employees in an unpaid furlough status in April. Seventy-six (76) of those employees have returned to work. Professor Jordan indicated that the agency had implemented a temporary workforce reduction which required full time employees to take between three (3) and thirty (30)

days without pay. Days were assigned based on salary, so those employees who make the least in salary were asked to take the smallest cuts. He shared that the committee was briefed on the protocols that the staff are using to protect themselves and the public from the spread of COVID-19. These steps include requiring masks to be worn, hand sanitizing stations, plexi-glass barriers at cash registers, and more frequent cleaning throughout the museums. Professor Jordan concluded his report and moved for its adoption. Delegate Fowler seconded and the board approved.

Buildings & Grounds Committee Report

Mr. Stovall updated the board on capital projects and maintenance reserve projects at JYF. He reported Phase I of the Jamestown Settlement Pier Project was completed in 2019. Phase II engineers have been selected and staff developed a preliminary concept. The project has been put on hold pending the fall review of the 2020 state budget. Mr. Stovall described the Master Planning project includes a review of the interpretative structures, outdoor exhibits, and underground utility infrastructure. Mr. Stovall informed the committee JYF must file a CIP which projects capital needs and expenditures for the next six years. The current CIP covers 2020 through 2026. A CIP plan will be brought before the board in May 2021 for the time period of 2022 through 2028.

Mr. Stovall reported JYF has allocated \$1.5 million of the \$1.69 million allocated in the annual maintenance reserve support. Mr. Stovall shared once the Jamestown Settlement Rooftop HVAC replacement for the Visitor Services Wing is completed, JYF expects to close out with \$250,000 remaining. This required action and approval by the committee. Mr. Stovall indicated the committee voted in approval at the November 9, 2020, meeting. Delegate Plum made a motion for approval of the report, which was seconded by Mr. Trammell, and the board approved.

Finance Committee Report

Mr. Atkinson reported on the Finance Committee, which met earlier on November 10, 2020, with the Executive Committee. The committee reviewed financial performance to date, and total revenues this year, at \$5.1 million, are 22% less than last year, which is driven by reduced visitation due to the COVID-19 pandemic. Total expenditures are \$4.2 million, which is 18% lower than the previous year. The largest area of reduced expenditure is personnel, with the majority of part time personnel still furloughed. In September JYF projected that visitation would not hit the target that we had set in May and anticipated a revenue shortfall of \$1.3 million to \$1.5 million. Mr. Atkinson indicated that visitation had increased, which has warranted a projection adjustment in the admissions revenue shortfall to \$750,000. Mr. Atkinson stated that JYF had exceeded the savings target in wage payroll reductions, and more than \$500,000 in a contingency fund that has not been pulled over from the affiliates. This, coupled with the \$1 million loan that the affiliates are providing, will be more than

enough additional resources to manage this shortfall. Mr. Atkinson warned this shortfall could increase in the winter months. He stated that the committee approved two naming requests: One, to recognize Dr. Sandy Wilson and Dr. Anne Leddy for their in-kind contributions related to the landscaping at the American Revolution Museum at Yorktown; and, The naming of an endowment in honor of our former Executive Director, Mr. Phil Emerson. We also reviewed the findings from recent reviews by the Auditor of Public Accounts. These reviews looked at the agency's Internal Controls and Information Systems Security. Staff are working with their counterparts at the APA and VITA to address the identified minor review findings. Mr. Atkinson concluded his report and moved for its adoption. Delegate Plum seconded the motion and the board approved the report's adoption.

Public Programming Committee

Mr. Acuff indicated the shared that the Public Programming Committee met on November 9, 2020, and Ms. Coleman and Mr. Armstrong provided an overview of the Foundation's efforts to enhance Native American content at both museums. Mr. Acuff stated that Mr. Pecararo and Ms. Gruber presented on two planned, upcoming special exhibitions for 2021 and 2022: *FOCUSED* and *The Stuarts*. He reported that Mr. Howell, Education Director, provided an update on the Education Programs and share some of the challenges and successes his team has experienced, along with some of their future plans. Mr. Acuff shared the Semi-Annual Acquisitions Report on the artifacts purchased: at Yorktown these included: the pocket-sized tune book, *Music in Miniature*, printed in 1779. Acquisitions at Jamestown included: a 17th-century Dutch Book Press which can help interpret both production of books in the colony, as well as the intellectual life of the earliest Virginia colonists; a 17th-century Joint Stool for use in the Slave Quarter building; and, most notably, John Smith's *Generall Historie of Virginia*, published in 1624. He also described the Semi-Annual Conservation Report in an 18th-century Chesapeake log canoe being donated to JYF, and the conservation required for the intact, 13-foot, Chesapeake log canoe, which was found submerged in a tidal swamp on the Chickahominy River in 2013. Finally, Mr. Acuff shared the tentative 2020-2021 sailing schedule, which may include a sail of the *Godspeed* to Annapolis. Mr. Acuff made a motion for adoption of the report, which was seconded by Mrs. Gerdelman, and the board approved.

Marketing Committee Report

Senator Hanger shared that Ms. Heikens is currently Interim Senior Director for JYF Marketing and that the search and hiring for a permanent Director is in process. He stated the he successful History at Home campaign, consisting of multiple online resources used by JYF to enable the public to access the museums while temporarily closed and the top five states (PA, NC, MD, OH and FL) that have visited the museums since reopening. Senator Hanger indicated JYF intends to capture more referrals from event planning professionals, a tiered pricing structure, daytime single space rentals and

al a carte selection of unique experiences will be offered. Beginning in Spring 2021, the *Godspeed* will be available for early evening charters. He updated the board on plans for a website redesign, re-branding, a new quarterly publication, the retirement of historyisfun.org, and that JYF, in partnership with nine Historic Sites across Virginia, received \$20,000 to enhance their existing marketing campaigns. Senator Hanger reported on the earned media coverage JYF had received year-to-date with the challenges of 2020. He stated Jamestown Settlement and the American Revolution Museum at Yorktown had a total 936 known articles and listings, with total impressions exceeding 745 million with an estimated media value of \$229 million. Senator Hanger moved for the report's adoption. Delegate Hayes seconded the motion and all members approved the report.

Nominating Committee Report

Mr. Dendy reported the Nominating Committee met on October 27, 2020, and shared that elected positions were discussed and the following slate of officers was proposed for approval by the Board of Trustees: Delegate Ken Plum, Chairman; Senator Janet Howell, Vice Chair; Mrs. Sue Gerdelman, Secretary; and Delegate Delores McQuinn, Treasurer. Mr. Dendy made a motion for approval and Senator Norment, seconded. The board approved unanimously. Mr. Dendy shared that Mr. Acuff, Delegate Cox, and Ms. Gerdelman will continue in one-year board appointed positions for 2021. Mr. Dendy noted the new board members who were appointed by the Governor recently: Mrs. Kincheloe and Ms. Leopold, and the reappointments of Mrs. Bourne and Ms. Hester. Mr. Dendy concluded his report and moved for the report's adoption. Senator Norment seconded the motion and all members approved.

VIII. Resolution in Honor and Memory of The Honorable John H. Hager

Delegate Cox read the revised resolution (updated from the one in the packet) in honor of The Honorable John H. Hager. Mr. Dendy, as chairman emeritus, moved the adoption of the resolution, acknowledging the splendid life and contributions of John Hager. Senator Norment, as past chairman, seconded the motion. The board unanimously approved.

VIII. Other Business

Delegate Plum, the Chairman-Elect, asked that board members contact him if there is an interest in a specific committee or role. Ms. Coleman announced that this would be Mr. Armstrong's last meeting as he has accepted the position of President and CEO of the Mystic Seaport Museum. Board members congratulated Mr. Armstrong.

IX. Adjournment

Delegate Cox called for a motion to adjourn the meeting. Delegate Fowler made a motion, which was seconded by Mr. Dendy and approved by all. Delegate Cox officially adjourned the meeting at 11:50 a.m.

Jamestown-Yorktown Foundation Board of Trustees

Resolution

Presented May 6, 2021

*Remembering The Honorable Stuart Wallace Connock
Chairman Emeritus of the Jamestown-Yorktown Foundation*

WHEREAS, The Jamestown-Yorktown Foundation was established by the Virginia General Assembly on July 1, 1958, as the Jamestown Foundation to administer Jamestown Festival Park, now known as Jamestown Settlement, and on July 1, 1976, subsequently assumed administrative responsibility for the Yorktown Victory Center, and thus expanding to become the Jamestown-Yorktown Foundation, whose mission is to educate and to promote understanding and awareness of Virginia's role in the creation of the United States of America, with the American Revolution Museum at Yorktown replacing the Yorktown Victory Center in 2017; and

WHEREAS, The Honorable Stuart Wallace Connock, after serving his country heroically in the Pacific theater of World War II and returning to study at and graduate from the University of Virginia, began his service to the Commonwealth as a journal clerk in the Virginia General Assembly, then furthered his career with statewide positions during the administrations of Virginia Governors Mills E. Godwin, Jr., A. Linwood Holton, Jr., John N. Dalton, Charles S. Robb, and Gerald L. Baliles, including serving as Sales and Use Tax Director, Tax Commissioner, Assistant Secretary for Financial Policy, Director of Planning and Budget, Secretary of Administration and Finance, and the Commonwealth's first Secretary of Finance, receiving many honors for excellence in public administration, and in 1990 becoming an executive assistant to the president for state government relations at his alma mater, the University of Virginia, until his retirement in 2012; and

WHEREAS, Mr. Connock was a dedicated advocate and friend to the Jamestown-Yorktown Foundation for nearly 40 years, providing steadfast leadership and service as a member of the Jamestown-Yorktown Foundation Board of Trustees and Jamestown-Yorktown Educational Trust Board of Directors from 1981 until his passing in 2020, and as a member of the Jamestown-Yorktown Foundation, Inc., Board of Directors from 1998 to 2004; and

WHEREAS, The Jamestown-Yorktown Foundation, recognizing Mr. Connock's unwavering guidance, appointed him to a number of standing committees of the Board of Trustees during his tenure, including Finance, Personnel, Museums, and Nominating, which he chaired, and elected him vice chairman, a role he fulfilled from 1992 to 1994, and chairman, a position he held from 1994 to 1996, and ultimately recognizing his outstanding leadership in 2013 when the Board of Trustees honored him with the title of Chairman Emeritus, thus giving him lifetime membership as a member of the Board of Trustees; and

WHEREAS, Mr. Connock's mentorship and support to the private affiliates of the Jamestown-Yorktown Foundation was evidenced by his election as vice-president of the Board of Directors of the Jamestown-Yorktown Educational Trust from 1986 to 1989, at which time he was voted to serve as chairman and then president until 1994, serving on numerous board

committees and leading the charge for the board to begin strategic planning with the development and implementation of the private affiliate's first five-year plans; and

WHEREAS, Mr. Connock's leadership was instrumental in transforming the Jamestown-Yorktown Foundation's museums, now known as Jamestown Settlement and the American Revolution Museum at Yorktown, into world-class centers of education for teaching the history of the founding and development of Virginia and the United States; and

WHEREAS, Mr. Connock provided critical guidance to the Jamestown-Yorktown Foundation in planning for important milestones in Virginia history, beginning with his involvement in the agency's role in America's Bicentennial, which culminated in 1981 with the 200th anniversary of Washington's victory at Yorktown, during which Mr. Connock developed a special bond with Nick and Mary Mathews, donors of the land on which the American Revolution Museum at Yorktown was built and to whom the museum is dedicated, and through his decades-long friendship with Mr. and Mrs. Mathews, Mr. Connock fostered a lasting legacy in support of the Foundation's museum and programs at Yorktown; and

WHEREAS, Some two decades later in commemorating in 2007 the 400th anniversary of the founding of Jamestown, America's 400th Anniversary, Mr. Connock led planning for the quadricentennial as chairman of the Jamestown 2007 Steering Committee from 1996 to 2008, and this invaluable service paved the way for Mr. Connock's work from 2014 to 2020 as a member of the 2019 Steering Committee responsible for planning the 400th anniversary commemoration of historic milestones in American and Virginia history that shaped the democratic process, cultural diversity, historic traditions, and the entrepreneurial spirit of the United States; and

WHEREAS, For nearly four decades, Mr. Connock was intensely and intently involved with other Jamestown-Yorktown Foundation major projects, special events, and key initiatives, among which were the 1985 Voyage of the *Godspeed*, establishment of the American Frontier Culture Museum, with the appointment of the Committee on the Future in 1994 to earnestly make recommendations for the Foundation's growth and financial stability, commemoration in 1994 of the 375th anniversary of the first legislative representative assembly in British America and the arrival of the first Africans to British America, development and implementation of agency strategic planning, capital improvements, and expansion at both Foundation museums, particularly the 1995 renovation and expansion of the Yorktown Victory Center, staff and board development, expansion and enhancement of the museums' collections, exhibits, gift shops, and resources; and

WHEREAS, Mr. Connock sadly departed this life on December 6, 2020, leaving to cherish his memory a caring partner of 20 years, family members, treasured friends, and many colleagues; therefore, be it

RESOLVED, That the boards and staff of the Jamestown-Yorktown Foundation and its private affiliates note with great sorrow the loss of The Honorable Stuart Wallace Connock, a distinguished Virginia public servant and skilled, experienced, and respected leader; and be it

RESOLVED FURTHER, That the Jamestown-Yorktown Foundation prepare a copy of this resolution for presentation to the family of The Honorable Stuart Wallace Connock as a humble expression of the great esteem in which his memory and legacy are held by this institution; and be it

RESOLVED FURTHER, That in tribute to The Honorable Stuart Wallace Connock, esteemed Chairman Emeritus, a copy of this resolution will be spread upon the minute books.

<p style="text-align: center;">Jamestown-Yorktown Foundation AMERICAN REVOLUTION 250: SEMIQUINCENTENNIAL KEY THEMES</p>

Virginia's history is America's story: complex, diverse, and promising, a multicultural story that in the Revolutionary era was Native American, European, African and American, and is now so much richer for its diversity. Focusing on Revolutionary events in 1775 and 1776, the Virginia Semiquincentennial will embrace the inclusive history and narrative breadth of the era, and mark the origins of a revolutionary new nation.

I. Virginia is a powerfully historical place, home to sites and stories essential to our American story.

- Virginia's historic places include the stories of both prominent and ordinary people.
- Virginia's native peoples were first to shape the place that is the Commonwealth, and continue to shape Virginia and the nation.
- Virginia's honest reckoning with the paradox of our origins in both freedom and slavery aims to be a national model.
- Virginia's sites and museums reveal chapters of our founding narrative: key ideas about American governance including the first representative assembly in British America, the Virginia Resolution for Independence, Virginia Declaration of Rights, Declaration of Independence, Constitution, and the Statute of Religious Freedom.
- Much of American history is here in Virginia – native lands, a founding colonial settlement, the American Revolution, the Civil War, Civil Rights, and more.

II. The Revolutionary challenge continues.

- The American experiment has resulted in the most robust and longest democracy in history.
- The American Revolution was a time when passionate activists, summoning the courage to challenge centuries of an established world order, led a revolution that would change the world.
- Many of those who fought for liberty -- including enslaved people -- were young radicals, rule breakers, optimists, justice seekers, change agents.
- American optimism and passion for change have been driving forces for progress, improvement and innovation.
- The American founders could not have envisioned inclusion and diversity as we know it, but their work entitled Americans over more than two and a half centuries to fight for a more equal society.
- The 250th anniversary of independence is a chance to assess our resolve to deliver on the American "promissory note" of freedom, equality, and "life, liberty and the pursuit of happiness."

III. Here in Virginia, the American Revolution was a war, and more than a war.

- It was a war waged by Virginians, that divided some communities and families and brought others together.
- It was a revolution of ideas, with many sources of inspiration for ideas about freedom including from European enlightenment thinkers, and ancient Greek and Roman philosophy.
- It was a revolution for expressions of liberty, including from enslaved people seeking freedom and Native Americans asserting sovereignty.
- It was a struggle that produced a promise of equality in the Declaration of Independence, participation in government as delineated in the Constitution, and protections defined in the Bill of Rights.
- It was a struggle whose conclusion excluded most Virginians of the time, but which has inspired disenfranchised, subjugated, and disempowered groups to fight for their rights as Americans on the basis of our founding documents and the ideals they express.

IV. We can tell our history to reflect the fullest American story.

- Virginia's semiquincentennial of the American Revolution will serve as a continuum of recent Virginia commemorations –of 1607, and of 1619--that emphasized the challenges, diversity and dynamism of the Commonwealth.

<p align="center">Jamestown-Yorktown Foundation 2022 ADMISSION RATES</p>

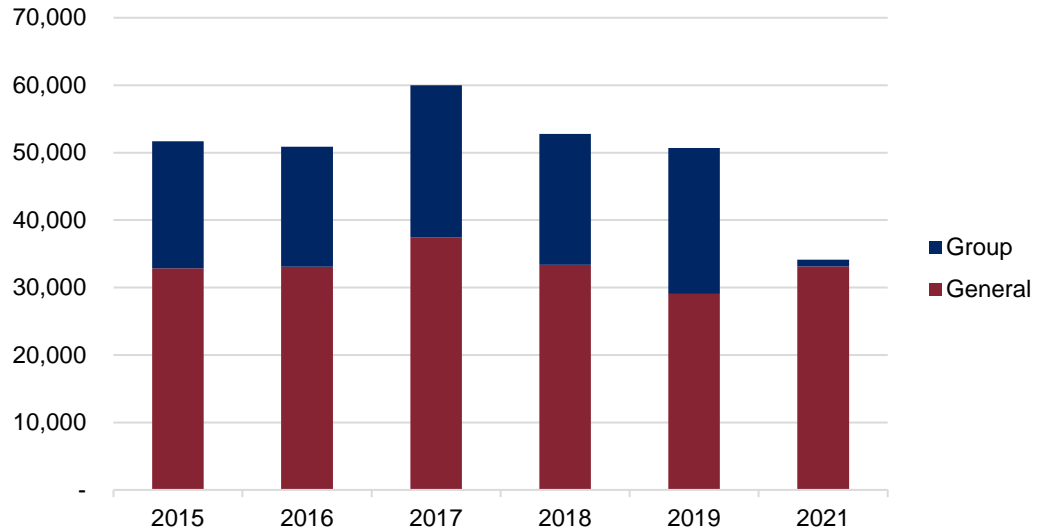
The following information provides a ten-year history of admission rates at Jamestown Settlement and the American Revolution Museum at Yorktown (Yorktown Victory Center).

ADMISSION RATE HISTORY (\$)						
Year	Jamestown Settlement		American Revolution Museum at Yorktown (Yorktown Victory Center)		Combination	
	Adult	Youth	Adult	Youth	Adult	Youth
2012	15.50	7.25	9.75	5.50	20.00	10.00
2013	16.00	7.50	9.75	5.50	20.50	10.25
2014	16.00	7.50	9.75	5.50	20.50	10.25
2015	16.75	7.75	9.75	5.50	21.00	10.50
2016	17.00	8.00	9.75	5.50	21.25	10.75
2017	17.00	8.00	12.00	7.00	23.00	12.00
2018	17.00	8.00	15.00	7.50	25.50	12.25
2019	17.50	8.25	15.00	7.50	26.00	12.50
2020	17.50	8.25	15.25	7.75	27.50	13.50
2021	18.00	9.00	16.00	8.00	28.90	14.45

2022 ADMISSION RATES (\$)					
Jamestown Settlement		American Revolution Museum at Yorktown		Combination	
Adult	Youth	Adult	Youth	Adult	Youth
18.00	9.00	16.00	8.00	28.90	14.45
0%	0%	0%	0%	0%	0%

Jamestown-Yorktown Foundation
SPRING BREAK VISITATION REVIEW

SPRING BREAK VISITATION



	2015	2016	2017	2018	2019	2021
Jamestown Settlement	41,146	40,497	42,912	37,946	36,146	23,990
American Revolution Museum at Yorktown*	10,520	10,375	17,071	14,840	14,543	10,130

Visitation includes Easter Sunday, the week before and the week after the holiday.

JYF Museums were closed during 2020 Spring Break due to COVID-19.

*Yorktown Victory Center (2015 & 2016)

*American Revolution Museum at Yorktown (2017-2021)

Jamestown-Yorktown Foundation REBRANDING UPDATE

After 25 years, the Jamestown-Yorktown Foundation is rebranding to better reflect the expanded and enhanced offerings, experiences and educational opportunities available in-person and online from Jamestown Settlement and the American Revolution Museum at Yorktown.

As part of the jyfmuseums.org rebranding effort, updates have successfully been implemented to include:

- ✓ New JYF social media icon development
- ✓ Social media URLs have been updated to **@jyfmuseums** (Facebook, Twitter, Instagram, Pinterest and YouTube)
- ✓ Inside JYF Magazine
- ✓ Brochures, collateral, content, press releases, partnership communications, etc.
- ✓ Internal communications



The next implementation phase will be the website transition to jyfmuseums.org.



<p align="center">Jamestown-Yorktown Foundation 2021-23 BOARD AND COMMITTEE MEETING DATES</p>
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Meeting Month	Board/Committee Meeting and Consistent Calendar Plan For Future Scheduling	<u>2021</u>	<u>2022</u>	<u>2023</u>
<i>April</i>	Executive Director's Performance and Compensation Review Task Force (third Wed of month)	April 21	April 20	April 19
<i>May</i>	Joint Boards Spring Meeting: JYF Board of Trustees, and JYF, Inc. Directors (first Wed/Thur in month)	May 5-6	May 4-5	May 3-4
<i>September</i>	JYF Executive and Finance Committees (first Thur in month)	Sept. 2	Sept. 1	Sept. 7
<i>October</i>	Executive Director's Performance and Compensation Review Task Force (third Wed of month)	Oct. 20	Oct. 19	Oct. 18
<i>October</i>	JYF Nominating Committee (last Tues of month)	Oct. 26	Oct. 25	Oct. 24
<i>November</i>	JYF Board of Trustees Fall Meeting (second Tue/Wed in month)	Nov. 9-10	Nov. 8-9	Nov. 14-15

Please note: Dates are subject to change based on the schedule of the board chairman and committee leadership. Committees not listed will be scheduled with full board meetings or on dates near full board meetings.

Jamestown-Yorktown Foundation, Inc.
2021-23 BOARD OF DIRECTORS AND COMMITTEE MEETING DATES

Board and/or Committee Meeting Months	Meetings and Consistent Calendar Plan	2021	2022	2023
<i>January</i>	Development Committee (last Wed in month)	Feb. 4*	Jan. 26	Jan. 25
<i>February</i>	Executive Committee (first Wed in month)	Feb. 3	Feb. 2	Feb. 1
	Nominating Committee (second Wed in month)	Feb. 10	Feb. 9	Feb. 8
<i>March</i>	JYF, Inc. Full Board - Spring Meeting (last Wed in month)	Mar. 31	Mar. 30	Mar. 29
<i>May</i>	Joint Boards: Board Trustees, Inc. Directors, and JYET Directors - Spring Meeting (first Wed/Thur in month)	May 5-6	May 4-5	May 3-4
<i>July</i>	Development Committee (last Wed in month)	July 28	July 27	July 26
<i>September</i>	Executive Committee (first Wed in month)	Sept. 1	Sept. 7	Sept. 6
	Nominating Committee (second Wed in month)	Sept. 8	Sept. 14	Sept. 13
<i>October</i>	JYF, Inc. Full Board – Fall Meeting (first Tue/Wed in month)	Oct. 5-6	Oct. 4-5	Oct. 3-4

*changed due to Chair's schedule.

Committees not listed will be scheduled with full board meetings or on dates near full board meetings.

Mr. A. Marshall Acuff, Jr, *Chair,*
Public Programming Committee
Dr. Cassandra Newby-Alexander, *Vice Chair,*
Public Programming Committee

Dr. James W. Rawles, *Chair,*
Acquisitions Committee
Ms. Bentley Andrews, *Vice Chair,*
Acquisitions Committee

AGENDA

- I. Call to Order – Mr. Acuff**
- II. Approval of Minutes**
 - A. Public Programming Committee – Mr. Acuff
Monday, November 9, 2020
(p. 25)
 - B. Acquisitions Committee – Dr. Rawles
Wednesday, October 7, 2020
(p. 31)
- III. Education Program Update – Mr. Acuff**
(p. 36)
- IV. Indigenous Peoples Initiative and *FOCUSED* – Dr Rawles**
- V. Special Exhibitions: *Stuarts!* Update – Mr. Acuff**
- VI. Curatorial Review – Dr. Rawles**
- VII. 2021 Events Program – Mr. Acuff**
(p. 39)
- VIII. Maritime Update: New Sailing Guidelines – Mr. Acuff**
- IX. Other Business – Dr. Rawles**
- X. Adjournment – Dr. Rawles**

Members Present: Messrs: Acuff, Adkins, Hanger, Howard, Jordan, Mason, Plum. Mmes: Banks, Bourne, Carr, Filler-Corn, Flippo, Gerdelman, McQuinn, Newby-Alexander

Members Absent: Messrs: Atkinson, Dendy, Knight, Qarni, Thompson, Ware. Mmes: Hester, Howell, Leopold, Swecker

Other Guests Present: Mmes: Goodman, Taylor

Staff Present: Messrs: Armstrong, Howell, Pecoraro; Mmes: Coleman, Floyd, Gruber, Lucas

I. Call to Order

Mr. Acuff, Vice Chairman of the Public Programming Committee, called the Monday, November 9, 2020, meeting of the Jamestown-Yorktown Foundation Public Programming Committee to order at 1:30 p.m., via Web Conference. Following roll call, he welcomed the members present, including the new members. He went on to note that, despite the challenges of 2020, the Foundation has continued to deliver quality programs at both museums while also receiving high marks for safety protocols and virtual programming.

II. Approval of Minutes

Chief Adkins moved approval of the minutes of the Wednesday, June 3, 2020 joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by Mrs. Gerdelman, the motion passed unopposed.

III. Native American Content at the Jamestown-Yorktown Foundation

Mr. Acuff observed that although the 2019 Commemoration allowed JYF to develop additional content related to African culture and the stories of the first women at Jamestown, doing so created an imbalance in the overall story told of the three cultures at Jamestown. He indicated that it is now necessary to rebalance the story by investing resources into the interpretation of indigenous culture. He then invited Ms. Coleman and Mr. Armstrong to provide an overview of the Foundation's efforts to enhance Native American content at both museums.

Ms. Coleman described Dr. Pecoraro's outreach to local tribes in preparation for the *FOCUSED* exhibition, noting that these contacts have provided opportunities to discuss further areas of collaboration. She also discussed recent efforts by Ms. Jamie Helmick and other staff, to develop a plan for improving Virginia Indian content at JYF,

calling on Mr. Armstrong to provide more information about the plan. Mr. Armstrong indicated that changes would encompass three broad areas: physical, programmatic and cultural.

For example, he noted that physical changes could include returning to JYF galleries some of the native artifacts removed during renovations, while also offering to repatriate Virginia Indian objects to the communities. Examples of programmatic changes might include enhanced demonstrations in the Paspahegh Town specifically focused on Powhatan culture (e.g. weapon making or fire starting) to better complement English-focused demos, or instituting paid internships for native students. Finally, he suggested that cultural changes might include such things as reviewing all Foundation documents for cultural bias and bringing language up to current standards, or collaborating with the American Indian Initiative at Colonial Williamsburg to offer better native interpretation at Yorktown.

Ms. Flippo recommended that the Foundation hire more Virginia Indians who can help tell their *own* stories. After thanking her for this suggestion, Mr. Acuff proceeded to the next agenda item.

VI. Maintaining our Product in Challenging Times

Mr. Acuff observed that while JYF's living history areas and special exhibitions continue to serve as cornerstones of the visitor experience at both museums, the challenges of the pandemic have caused many changes in their delivery. He called upon Mr. Armstrong to discuss the changes in more detail, particularly with regard to safety measures and the schedule of upcoming special exhibitions.

Mr. Armstrong emphasized the importance of communication with the public, noting that nearly 100% of visitors have been willing to follow the Foundation's safety protocols requiring face coverings, social distancing, etc. He pointed out that Forbes magazine has identified Williamsburg as a top destination during the pandemic, singling out both of JYF's museums, and lauding safety protocols. As an example of how the Foundation's signature programs have been modified in response to COVID-19, he discussed the annual Family Frights event, noting that normally 4,500 people attend, but this year, participation was reduced to 1,000—250 participants at a time in one of four sessions spread over two nights—with safety protocols in effect. Modifying the format allowed the Foundation to maintain a presence while promoting good will among the community members who look forward to the event each year.

Mr. Armstrong went on to explain how the pandemic has required modifications to the special exhibitions schedule. Travel restrictions make it difficult to bring objects from other countries, so the *STUARTS* exhibition, for example, is now being pushed back until 2022. He noted that the later start date does allow more time to raise funds for what will be an ambitious exhibition. He pointed out that the *FOCUSED* exhibition at Jamestown, scheduled to open on January 29, 2021, will rely primarily on photographs

and objects loaned from the National Museum of the American Indian (NMAI) as well as local Virginia tribes, and the Foundation's own photos and collections. Mr. Acuff invited Dr. Pecoraro, Director of Curatorial Services, to share more about *FOCUSED: A Century of Virginia Indian Resilience*.

Dr. Pecoraro explained that the main vision for the exhibition is to invite the visitor to learn more about the Virginia Indian tribes, emphasizing that they have always been a presence on native land and are still with us today, despite attempts at removal and erasure. He observed that the exhibition also provides the Foundation with the opportunity to rebuild relationships with the tribes, as well as serve as a resource by providing them with images and exhibit text in a digital archive. He indicated that exhibition photos demonstrate continuity by using imagery drawn from ethnographic collections held by the NMAI dating from the 1920s, to the work of A. Aubrey Bodin's Chesapeake Bay imagery from the 1940s/50s, all the way through to current portraits by contemporary Native American photographers. Dr. Pecoraro reported that the exhibition will also combine certain historical artifacts like the 1677 *Treaty of Middle Plantation* and contemporary objects such as a quilt designed to represent the Treaty. He noted that several objects on loan will also compliment photographs, such as the pairing of the Pamunkey Pottery School image, and pottery made on the Pamunkey Reservation. He concluded by reemphasizing that the overall intent of the exhibition is to highlight the resiliency and adaptability of Virginia's Indian population.

Mr. Acuff then called upon Ms. Gruber, Curator of Special Exhibitions, to share the latest developments on the *STUARTS* exhibition opening November 5, 2022. Ms. Gruber reported that the Curatorial team has been hard at work developing this exciting exhibition, scheduled to open concurrently at both museums. She explained that the focus at Jamestown will begin with James I and end with James II, while at Yorktown, the timeline will pick up with William and Mary and explore the Jacobites, Stuart sympathies on display during the American Revolution, and the legacies of the era that still surround us today. She discussed some of the objects, portraits, and documents to be featured—many never before exhibited in America—noting that they will demonstrate why the road to American independence really began in 1607.

Chief Adkins reminded the committee members that the *STUARTS* exhibition won't be enthusiastically received by everyone, noting that the arrival of the English representing the Stuarts, adversely affected the indigenous peoples of Virginia whose very existence was threatened by disease and warfare. He observed that, as an indigenous citizen of the Commonwealth, the story of the Stuarts does not evoke joy in his mind. Considerable discussion ensued. Ms. Gruber responded that the intent of the exhibition is to unpack all the legacies of the Stuarts, including the story of indigenous peoples. Mrs. Bourne indicated that the responsibility for telling the untold stories will lie with the staff and Ms. Banks emphasized that the Foundation needs to tell the right story in the right way. Delegate McQuinn pointed out that JYF has the opportunity to tell the entire story, including that of African Americans and indigenous peoples. Mr.

Armstrong emphasized that it is the staff's intent to tell the untold stories, and that doing so may require seeking help from native scholars and historians outside of JYF.

Following this discussion, Mr. Acuff moved on to the next agenda item, calling upon Mr. Armstrong to provide a brief overview of the proposed schedule of special programs and events. Mr. Armstrong underscored the points made previously about the importance of maintaining flexibility in light of the COVID-19 pandemic while still striving to deliver a full program of events. For example, he pointed out that the Henry Louis Gates lecture will likely need to be rescheduled from February 2021 to later in the year. He also explained that some of the annual events such as Military through the Ages may need to be altered or cancelled in accordance with state guidelines related to the pandemic. With no questions raised concerning the Program of Events, Mr. Acuff proceeded to the next item on the agenda.

V. Education Programs Update

Mr. Acuff observed that the Foundation's ability to quickly adapt to the challenges of the pandemic was due in large part to the flexibility and creativity of the Education staff who, in short order, were able to transform the old normal of live, in-person programming to a new normal of digital webcasts, live-stream events, posts and blogs. He invited Mr. Howell, Education Director, to provide an update on the Education Programs and share some of the challenges and successes his team has experienced, along with some of their future plans.

Mr. Howell recalled how the shutdown in March eliminated nearly half of the Education Program's projected group attendance for the past fiscal year. However, he noted that his team worked aggressively to poll teachers to discover what their needs were and helped fill the void with video presentations of topics related to the state's SOLs. He observed that the Foundation was able to "pivot" so neatly thanks to support from JYF's Inc. side which had funded video equipment and a studio to support the development and delivery of virtual programs. With this in-house expertise already in place, the Education Program was able to serve 5,400 people with virtual programs during the shutdown. Mr. Howell reported that this period became a "learning lab" of sorts, allowing staff to gain insights into how to best support students and teachers "virtually" during the coming school year. He reported that traditional classroom programs have been adjusted for digital delivery, with 14 different programs now being offered that encompass a range of topics and formats. He also noted that digital media is being used to expand the teacher development programs the Foundation offers and create a network of educators who share experiences through use of social media and the digital platform.

Mr. Howell concluded by observing that the Foundation is well-positioned to remain connected with the education community during these challenging times and to maintain a strong network of educators, administrators, and specialists. Moreover, he pointed out that the evolution of JYF's digital programming continues to augment long-

standing onsite and classroom programs, thus reinforcing the Foundation's position as a leader in innovative education.

VI. Curatorial Review

Mr. Acuff reported that for the period January 1, through June 30, 2020, with the assistance of JYF, Inc., three acquisitions were made to support the American Revolution Museum at Yorktown, and three acquisitions were made in support of Jamestown Settlement. He invited Dr. Pecoraro to provide a brief review of the acquisitions.

Dr. Pecoraro delivered the Semi-Annual Acquisitions Report on the artifacts purchased. At Yorktown these included: the pocket-sized tune book, *Music in Miniature*, printed in 1779 and used to teach music in America during the Revolutionary period; Matthias Sprengel's 1784 Yearbook, providing one of the earliest accounts of the Revolutionary War published in Germany; and, the Barnett Northwest Indian Trade Gun, circa 1795, typical of the firearms used by Native Americans fighting on both sides of the American Revolution.

Acquisitions at Jamestown included: a 17th-century Dutch Book Press which can help interpret both production of books in the colony, as well as the intellectual life of the earliest Virginia colonists; a 17th-century Joint Stool for use in the Slave Quarter building; and, most notably, John Smith's *Generall Historie of Virginia*, published in 1624, and containing Smith's account of the founding of Jamestown, his capture and rescue through the intervention of Pocahontas, his observations of the time he spent in Virginia, and his explorations of the New England coast. Dr. Pecoraro reminded the Committee members that the Foundation has sought to acquire a volume of Smith's *Generall Historie* for quite some time and noted that this particular volume is quite remarkable, not only for retaining the original binding and plates, but due to the Calvert family book plate it includes (the Calverts being a very prominent early Maryland family).

Mr. Acuff asked if there were any questions, but as none were raised concerning the Acquisitions Report, Mrs. Banks moved to accession the artifacts, and upon a second by Delegate Carr, the motion passed unopposed.

Mr. Acuff then turned to the Semi-Annual Conservation report, noting that, due to COVID-19 protective measures, no items were conserved between January 1 and June 30, 2020. However, he invited Dr. Pecoraro to tell the committee about an 18th-century Chesapeake log canoe being donated to JYF, and the conservation required. Dr. Pecoraro reported that on July 30, 2020, the Foundation was approached by John Broadwater, acting Sate Underwater Archaeologist, and Robert Hayes, Archaeological Society of Virginia Maritime archaeologist, regarding donation of an intact, 13-foot, Chesapeake log canoe found submerged in a tidal swamp on the Chickahominy River in 2013. Since its discovery, the canoe has been stored in a freshwater pond in order to prevent decay. Dr. Pecoraro explained how the canoe would fit in well for permanent display at both

Yorktown and Jamestown given its roots in Virginia Indian and African design and connections to the region's maritime heritage. Moreover, he described how its conservation, which will take approximately one year, could be partially publicly accessible in order to show visitors how conservation takes place. He did note, however, that the final phase, which involves freeze-drying, would likely need to take place offsite.

Before moving on to the next item, Mrs. Gerdelman noted a typo at the top of page 72 of the packet which incorrectly displayed the date "2019." Let the record show that this date should read "2020" and will be corrected.

VII. Maritime Update: 2020/2021 Sailing Schedule

Mr. Acuff called Mr. Armstrong to present the proposed 2020-2021 sailing schedule. Mr. Armstrong emphasized that the schedule is still tentative, and will depend on the course of the pandemic, as it is difficult to get a volunteer crew together safely to sail the ship. He also noted that in 2022, JYF is hoping to sail the Godspeed to Annapolis in order to tie into and help promote the *STUARTS* exhibition.

With no further questions from the committee, Mrs. Gerdelman moved to approve the Sailing Schedule as presented, and upon a second by Delegate Plum, the motion passed unopposed.

VIII. Other Business

Mr. Acuff called for discussion of any other business. Ms. Coleman announced that this would be Mr. Armstrong's last meeting as he has accepted the position of President and CEO of the Mystic Seaport Museum. She took the opportunity to thank him, on the behalf of the Foundation, for his tremendous service over the last seven years and asked the Committee members to join her in wishing him well in his new position.

IX. Adjournment

There being no further business, Chief Adkins motioned for adjournment, and, following a second by Mrs. Gerdelman, Mr. Acuff adjourned the Monday, November 9, 2020 meeting of the Public Programming Committee at 2:35 p.m.

Members Present: Messrs: Finger, Rawles. Mmes: Abbitt, Andrews, Banks, Cardwell, Cousins, Gerdelman, Swann.

Other Directors Present: Messrs: Hall, Tullidge.

Members Absent: Messrs: Applewhite, Fields, Kelly, Skinner. Mme: Chapman, Dubois.

Staff Present: Messrs. Armstrong, Pecoraro, Stovall. Mmes: Basic, Coleman, Floyd, Gruber, Heikens, Lucas.

I. Call to Order

Dr. Rawles called the Wednesday, October 7, 2020, meeting of the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee to order at 10:33 a.m. with some members attending via WebEx and some in person at the Central Support Complex.

He began by welcoming the members present and thanking the committee members for their continued support in spite of the strange circumstances occasioned by the COVID-19 pandemic.

II. Approval of Minutes

Mr. Finger moved approval of the minutes of the Wednesday, June 3, 2020, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by Mrs. Cardwell, the motion passed unopposed.

III. Curatorial Review

Dr. Rawles reported that for the period January 1 through June 30, 2020, six artifacts were acquired with support from the Jamestown-Yorktown Foundation, Inc.; three for display in the galleries at the American Revolution Museum at Yorktown and three for display in the galleries of the Jamestown Settlement. He invited the Director of Curatorial Services, Dr. Pecoraro, to provide the Semi-Annual Acquisitions Report.

Dr. Pecoraro reviewed the newly acquired objects to be displayed at Jamestown Settlement. These include: a 17th-century Dutch Book Press, which will be used to highlight both book production in the colony, as well as early Virginia colonists' intellectual life; a 17th-century Joint Stool to be used in the Slave Quarter building; and, John Smith's *Generall Historie of Virginia*, published in 1624. This book, which the Foundation has sought to acquire for quite some time, contains Smith's account of the founding of Jamestown, his capture and rescue through the intervention of Pocahontas,

his observations of the time he spent in Virginia, and his explorations of the New England coast. In addition to the fact that it retains the original binding and plates, this particular volume is quite remarkable due to the Calvert family book plate it displays.

At Yorktown, Dr. Pecoraro reported that acquisitions include: a pocket-sized tune book, *Music in Miniature*, printed in 1779 and used to teach music in America during the Revolutionary period; Matthias Sprengel's 1784 Yearbook, published in Germany, which provides one of the earliest accounts of the Revolutionary War; and, the Barnett Northwest Indian Trade Gun, circa 1795, which is typical of the firearms used by Native Americans fighting on both sides of the American Revolution. Mrs. Gerdelman inquired whether Sprengel's book reflects a different view of the war. Dr. Pecoraro responded that, indeed, it does and that plans call for completing some translations that highlight these different perspectives.

Following this presentation and discussion, and with no further questions raised, Ms. Cousins moved to accession the artifacts, and upon a second by Mrs. Cardwell, the motion passed unopposed.

Dr. Rawles proceeded to the Semi-Annual Conservation Report, noting that due to the shut down and cautionary measures related to the pandemic, no conservation has occurred during the six-month period from January 1 through June 30, 2020. However, he indicated that the Foundation has been approached with the offer of a donation of an 18th-century Chesapeake log canoe. He invited Dr. Pecoraro to tell the committee more about this potential gift and the conservation required.

Dr. Pecoraro described how in July 2020, the Foundation was approached by John Broadwater, acting Sate Underwater Archaeologist, and Robert Hayes, Archaeological Society of Virginia Maritime archaeologist, regarding donation of an intact, 13-foot, Chesapeake log canoe found submerged in a tidal swamp on the Chickahominy River in 2013. Since its discovery, the canoe has been stored in a freshwater pond in order to prevent decay. Dr. Pecoraro explained how the canoe would fit in well for permanent display at both Yorktown and Jamestown given its roots in Virginia Indian and African design and connections to the region's maritime heritage. He described how, over the course of one year, its conservation could be partially accessible to visitors. He did note that the final phase involving freeze-drying would likely need to take place offsite. Dr. Rawles called for questions and Mrs. Abbitt inquired about the type of wood. Dr. Pecoraro replied that the canoe is believed to be made out of cypress. Ms. Coleman wondered whether there were any legal issues pertaining to ownership rights. Dr. Pecoraro indicated that anything found in a body of water appears to belong to the Commonwealth.

Finally, Dr. Rawles called for review and approval of the 2021 Annual Acquisitions Plan, noting that it is essentially unchanged from 2020 and explaining that the principles behind the Foundation's acquisitions policy remain the same: to seek

signature artifacts for both museums. He reminded the committee members that at Yorktown, the Foundation seeks to replace existing loans and purchase objects that have direct connections to individuals who took part in the American Revolution. At Jamestown, the goal is to enhance the stories told in the refreshed galleries with a particular focus on events that took place in 1619, while also acquiring objects with direct connections to specific individuals (such as the Smith book), or intact objects that demonstrate what is being excavated in pieces at Historic Jamestowne. Mr. Finger inquired whether the Foundation ever purchases objects from Historic Jamestowne. Dr. Pecoraro replied, no, rather the Foundation seeks to acquire objects based on archaeological findings at the original site. As an example, he mentioned the Jack of Plates, noting that after plates were excavated at Historic Jamestowne, the Foundation was able to acquire one of the few remaining intact examples of this protective garment.

With no further questions raised, Mr. Finger moved to approve the 2021 Annual Acquisitions Plan, and upon a second by Ms. Andrews, the motion passed unopposed. Dr. Rawles then turned the floor over to Ms. Andrews.

IV. Special Exhibitions

Ms. Andrews noted that Special Exhibitions continue to be a cornerstone of the visitor experience at both the Jamestown and Yorktown museums, but acknowledged that the challenges of the pandemic have required a change in plans. She called upon Mr. Armstrong to explain some of these changes and provide an overview of the upcoming special exhibitions planned for 2020 through 2022.

Mr. Armstrong observed that the pandemic has resulted in travel restrictions that create challenges to bring objects in from other countries. This situation has required cancellations and changes to the special exhibition schedule. The *STUARTS* exhibition, for example, is now being pushed back until 2022. However, he noted that the later start date does allow more time to raise funds for what will be a major exhibition. He also pointed out that the *FOCUSED* exhibition at Jamestown, scheduled to open on January 29, 2021, will rely primarily on locally and regionally available loans from the National Museum of the American Indian (NMAI), Virginia tribes, as well as the Foundation's own photos and collections. Ms. Andrews invited Dr. Pecoraro, Director of Curatorial Services, to share more about *FOCUSED: A Century of Virginia Indian Resilience*.

Dr. Pecoraro indicated that the goal of the exhibition is to invite the visitor to learn more about the Virginia Indian tribes, emphasizing that they have always been a presence on native land and are still with us today, despite attempts at removal and erasure. He noted that this exhibition also provides the Foundation with an opportunity to rebuild relationships with the tribes, while providing them with images and text in a digital archive for their own use. He pointed out that the images to be used in the exhibition demonstrate continuity from the ethnographic collections held by the NMAI

dating from the 1920s, to the work of A. Aubry Bodin's Chesapeake Bay imagery from the 1940s/50s, all the way through to current portraits by contemporary Native American photographers. Dr. Pecoraro continued, explaining that certain historical artifacts, like the 1677 *Treaty of Middle Plantation*, will be combined with contemporary objects such as a quilt designed to represent the Treaty. In addition, several of the objects on loan will compliment photographs, such as the pairing of the Pamunkey Pottery School image, and pottery made on the Pamunkey Reservation. He concluded by reemphasizing that the overall intent of the exhibition is to highlight the resiliency and adaptability of Virginia's Indian population.

Ms. Andrews then called upon Ms. Gruber, Curator of Special Exhibitions, to share the latest developments on the *STUARTS* exhibition, scheduled to open November 5, 2022. Before yielding the floor, Ms. Andrews highlighted that the *STUARTS* exhibition will be a game changer for the Foundation because it will run for a longer time period across both museums and will require a substantial fundraising campaign. Ms. Gruber reported that the Curatorial team has been hard at work developing this exciting exhibition, which will open concurrently at both museums. She explained that the storyline at Jamestown will begin with James I and end with James II, while at Yorktown, the timeline will pick up with William and Mary and explore the Jacobites, Stuart sympathies on display during the American Revolution, and the legacies of the era that still surround us today. She discussed some of the objects, portraits, and documents to be featured—many never before exhibited in America—noting that they will demonstrate why the road to American independence really began in 1607.

Ms. Andrews invited questions. Dr. Rawles mentioned the Guinea Community (in lower Gloucester, VA), noting that elements of the British army decided to stay following the Revolutionary War and wondered if they might have been Jacobites? Ms. Gruber concurred that there is considerable lore about the Guinea Community but was unsure whether or not there was a Jacobite connection, noting that a connection to Hessian mercenaries is more likely. Ms. Andrews turned the floor back over to Dr. Rawles.

V. The Deaccessioning Process

Dr. Rawles indicated that while members of the committee are accustomed to discussing the accessioning of new objects, they are also responsible for deaccessioning objects. He then invited Mr. Armstrong to review the policies and responsibilities related to this important function. Mr. Armstrong explained that the process involves the Curatorial Team examining the collections, establishing criteria, and making decisions based upon the criteria. He pointed out that the Committee would be expected to evaluate and approve the criteria and the proposed objects to be deaccessioned, noting that Dr. Pecoraro would be bringing a list of objects to the May board meeting next year that fulfill the criteria for deaccessioning.

Mrs. Gerdelman recalled that when she first joined the Board, one of the conditions for accepting a donation was that items in it be kept together. She wondered if that was still true, or whether objects that are part of a collection could be deaccessioned on an individual basis. Mr. Armstrong responded that objects only needed to be kept together if they are part of a loan or if there was an expectation of stewardship stipulated in the donation. Dr. Pecoraro noted that deaccessioning would allow the auctioning of items, which could bring funds back to the Foundation for other potential acquisitions. Mr. Armstrong also described objects that may have been donated to the Foundation, but never accessioned, observing that some of these items might also be available for auction.

VI. Other Business

Dr. Rawles called for any other business to be discussed. No further business was raised.

VII. Adjournment

There being no further business, Mr. Finger motioned for adjournment, and with a second by Ms. Andrews, Dr. Rawles adjourned the Wednesday, October 7, 2020 meeting of the Acquisitions Committee at 11:32 a.m.

Jamestown-Yorktown Foundation EDUCATION PROGRAMS UPDATE

2020-2021 Academic Year*

**This report covers the 2020-2021 academic year through March 31, 2021*



The accomplishments of this unique academic year required the Museum Education team to work in cross-functional ways to adjust workflows, create compelling content, and adapt program delivery approaches. The team worked closely together to monitor the fluid state of school instruction, anticipate needs, and create programming that corresponded to interests. Staff successfully repurposed existing programming and content for the virtual world, and developed an expansive array of new content and

program options for a variety of audiences. While many museums across the country were challenged by adapting to pandemic school measures, the existing Distance Learning programs at JYF ensured that we were well positioned to serve Virginia and national schools that were limited to virtual or hybrid classrooms throughout the current academic year.

Despite the constraints of the pandemic—which prevented many schools from travelling and saw teachers operating in new instructional models online—for the academic year through March 31, 2021, the Museum Education Services department has been able to:

- **Expand virtual programs to serve 23,125 people**, a 141% increase over last year's Distance Learning programs. The team developed and outfitted two temporary studios to augment our current studio in order to meet the demand of digital programming requests from teachers and the expansion of virtual programming to reach new audiences. We anticipate reaching at least 60 Virginia school districts and over 22 states this academic year.
- **Book 20,729 people for in-person programs**, employing learning methods that accommodate pandemic safety protocols. While we have not been able to utilize hands-on approaches, students are enjoying engaging tours through advanced questioning methodology and storytelling.
- **Grow homeschool programming**, with 4,704 participants (a 10% increase over 2019) enjoying September homeschool programming. This led to the successful rollout of our *Fall Into History* (866 persons) and *Spring Into History* (1,440 persons) programs,

What the teachers are saying:

"I was very impressed with how this worked so well virtually! I have had this presentation live and always have enjoyed it! I was honestly worried my students would not be engaged online as young learners but they loved it!"

"My students thoroughly enjoyed it and I hope that we will be able to meet in person again next year."

"We would of course love to have this presentation in person, but I greatly appreciate that you have adjusted to the environment to support our students!"

designed to reach students and families in the public and private school systems looking to supplement their school's curriculum.

- **Experiment with activity kits for youth**, building on the success of our virtual summer camp programs offered throughout July and August 2020, we were encouraged to offer our Digital Explorers activity kits over the holiday season. Families ordered a curated collection of prepared activities and crafts to do at home, focusing on themes of communication and historical clothing; 35 families participated in this winter activity.
- **Foster teacher professional development** through online workshops and the Summer Teachers Institute. The **2020 JYF Summer Teacher Institute**, held at the American Revolution Museum at Yorktown, served 18 teachers from 16 school districts throughout Virginia. Staff developed **six new online teacher workshops** with 123 participants. One of these workshops collaborated with the Virginia Living Museum to expand the practice of creating interdisciplinary lessons involving history, science, and math. This summer, we will collaborate with Christopher Newport University to provide Onsite enrichment sessions.



For the 2021-2022 Academic Year

The primary goal for the coming year is to begin the process of thoughtfully rebuilding the number of students visiting our museums and welcoming us back into their classrooms. The team will also seek to continue building relationships with new audiences reached through virtual programming during the pandemic.

- **Programming:** The pandemic has presented us with the opportunity to reassess our current slate of programming, including recommitting to teaching historical thinking skills, and advancing diverse and inclusive approaches to content development and facilitation. In On-site Education, new ways of leading groups around our museums will be piloted. Outreach into the classrooms will be reintroduced as schools remove health-related restrictions. We will continue to expand our teacher professional development opportunities and produce cutting-edge, interactive curriculum resources.
- **Staffing:** Replenishing our corps of part-time educators as demand returns and programs shift, will be an important part of our education recovery plan. This past year has seen the On-site Education unit go from 77 educators to 27. As we move beyond 50,000 students booked for the upcoming year, we will need to recruit and train a new cadre of educators that can effectively facilitate reimagined or newly designed programs. Additionally, we anticipate introducing a new staffing structure to encourage an increase in the retention of staff and development of teaching skills. Likewise, as service numbers increase, Outreach Education will need to bring back currently furloughed wage instructors and hire additional team members.

- **Virtual Presence:** Post-pandemic, the virtual world is here to stay, and the past year has served to build awareness of JYF's virtual programs. As museum visitors and newly expanded audiences will expect continued virtual offerings, the team is currently evaluating the future of programming and content delivered during the pandemic, as well as making recommendations for organizational and infrastructure improvements to support virtual programming and content for the long term.



- **Infrastructure:** This spring, an architect has been engaged to produce a feasibility study to design and construct a suite of production and editing studios for our Digital Media Services unit. This project builds on the success we have had in producing high quality virtual programming, curriculum and digital assets and will position us as a key provider of resources to the education community and many other audiences for years to come.

ACTION: Propose that the Board approve the following service goals for the coming year:

- **On-site Education: 32,000**
 - While still significantly below the numbers typically served onsite, this is a conservative increase over what was accomplished this academic year.
- **Outreach Education: 45,000**
 - Envisioning that schools will allow visitors to classrooms more frequently than they would permit fieldtrips, this number reflects a goal for in-classroom programs delivered across the state by Outreach educators.
- **Distance Learning: 5,400**
 - Recognizing that virtual learning will remain a key modality in the future, this goal is for the number of students participating in a session led by an educator via video conference.

	ON-SITE		OUTREACH	
	Goal	Actual	Goal	Actual
2016-17	193,000	204,544	84,000	86,197
2017-18	198,000	202,621	86,000	87,515
2018-19	198,000	194,502	83,000	86,625
2019-20	195,000	77,562	80,000	61,057
2020-21	133,000	20,729*	70,000	23,125*

*Projected

NOTE: 23,125 is the number of students Outreach Education has booked as of March 31, 2021 including any virtually delivered program. We are booking additional students every day and anticipate that final service numbers will be closer to 25,000 or above.

<p>Jamestown-Yorktown Foundation 2021 EVENTS PROGRAM</p>
--

On Display through March 22, 2022

FOCUSED: A Century of Virginia Indian Resilience

Jamestown Settlement Special Exhibition

Focus on 100 years of Virginia Indian resiliency in a yearlong exhibition featuring personal and professional photography collections charting this century of change, from the passage and repeal of the Racial Integrity Act of 1924 to state and federal recognition today. A series of special events, lectures and programs accompany this special exhibition.

February 27

After Angelo: Celebrating African-American Heritage

Jamestown Settlement

Celebrate African-American culture and heritage with a day of art, music, song and storytelling honoring the legacy of Angelo, the first African woman named in Jamestown's historical record.

March 11

Talking History Lecture Series: The Continuing Role of Virginia Indian Women in Leadership

Jamestown Settlement, 7 p.m.

Diana Gates (Nottoway), Managing Senior Tribal Specialist with the National Center on Tribal Early Childhood Development examines the roles of women in leadership in Virginia's matrilineal societies. Admission is limited and advance registration is required to reserve your seat. Learn more at jyfmuseums.org/lectures.

March 20-21

Military through the Ages

Jamestown Settlement

Experience a unique chronological display of military history as military re-enactors and modern-day units show how uniforms, weapons and military tactics evolved through the centuries.

April 8

Talking History Lecture Series: Lafayette, Napoleon and the French Revolution

American Revolution Museum at Yorktown, 7 p.m.

Mark Schneider, a Williamsburg-based veteran historical interpreter, explores these historical figures through first-person character portrayals and shares his insights on their role in the French Revolution. Admission is limited and advance registration is required to reserve your seat. Learn more at jyfmuseums.org/lectures.

May 8

Jamestown and Indigenous Arts Day

Jamestown Settlement

Mark the 414th anniversary of the 1607 founding of Jamestown and explore the convergence of the Virginia Indian, English and West Central African cultures in 17th-century Virginia through

expansive gallery exhibits and outdoor living-history experiences, featuring a special **Indigenous Arts Day** that celebrates traditional and contemporary art forms such as beadwork, gourd painting, hoop dance, drumming and song. The day also commemorates the founding anniversary with military salutes, maritime and interpretive demonstrations.

May 13

Talking History Lecture Series: No More Stolen Sisters

Jamestown Settlement, 7 p.m.

Tracy Y. Roberts of the Occoneechee of Virginia and contemporary photographer whose work is featured in the “FOCUSED” special exhibition brings awareness to the Missing and Murdered Indigenous Women (MMIW) movement through photos and discussion. Admission is limited and advance registration is required to reserve your seat. Learn more at jyfmuseums.org/lectures.

May 20

Talking History Lecture Series: The Indispensables

American Revolution Museum at Yorktown, 7 p.m.

Patrick K. O'Donnell, bestselling, critically acclaimed military historian and expert on elite units, delivers the first presentation of his new book, “The Indispensables: Marblehead’s Diverse Soldier Mariners Who Shaped the Country, Formed the Navy, and Rowed Washington Across the Delaware.” Admission is limited and advance registration is required to reserve your seat. Learn more at jyfmuseums.org/lectures.

June 19

Juneteenth

Jamestown Settlement, 2 p.m.

Juneteenth is an American celebration that marks the end of slavery in the United States. Although the name springs from events that happened in Galveston, Texas, in 1865, the origins date to Jamestown as the place where the first enslaved Africans in 1619 were brought after landing at Old Point Comfort and where the first slavery laws enacted in the late 17th century impacted lives and status. In this provoking 90-minute outdoor program of performance, music and dance, meet African Americans from three centuries who fought against those laws until freedom came.

July 4

Liberty Celebration

American Revolution Museum at Yorktown

Salute the 245th anniversary of the Declaration of Independence with immersive gallery exhibits, films, interpretive programs and artillery demonstrations.

September 14

Talking History Lecture Series: Henry Louis Gates, Jr.

American Revolution Museum at Yorktown

Henry Louis Gates, Jr., an Emmy-award winning filmmaker, literary scholar, cultural critic and host of the PBS television series, “Finding Your Roots,” examines reconstruction and dawn of the Jim Crow era. *Confirmed lecture time and additional details to be provided once available.*

October 9-10**American Indian Intertribal Powwow***Jamestown Settlement*

Join in a two-day celebration of American Indian history and culture with demonstrations, performances, storytelling and children's activities.

October 14**Talking History Lecture Series: To Be Determined***Jamestown Settlement***October 16****Yorktown Victory Celebration***American Revolution Museum at Yorktown*

Salute the 240th anniversary of America's momentous Revolutionary War victory at Yorktown on October 19, 1781, with artillery firings, exhibits and interpretive programs.

October 22-23**Family Frights at Jamestown Settlement***Jamestown Settlement, 6-7:30 p.m. and 8-9:30 p.m.*

A Halloween-themed museum night for elementary-school-age children and families features trick-or-treating, haunted houses and ships. A limited-capacity event following safe social-distancing protocols. *Separate admission.*

November 4**Talking History Lecture Series: TBD***Jamestown Settlement or American Revolution Museum at Yorktown***November 26-27****Foods & Feasts of Colonial Virginia***Jamestown Settlement & American Revolution Museum at Yorktown*

Culinary practices of 17th-and 18th-century Virginia are featured during this two-day event beginning after Thanksgiving Day.

December 18-31**Christmastide in Virginia***Jamestown Settlement & American Revolution Museum at Yorktown*

Experience 17th- and 18th-century Virginia holiday traditions. *Museums closed December 25.*

Jamestown Settlement and the American Revolution Museum at Yorktown have adapted museum operations in response to COVID-19 to create a safe museum environment for everyone to enjoy. These special events are scheduled to take place and may be adjusted to follow protective safety protocols. Learn more at jyfmuseums.org/events.

Buildings and Grounds Committee

**Wednesday, May 5, 2021
Remote Meeting Via Zoom
11:00 A.M.**

Chief Stephen R. Adkins, Sr. *Chair*
The Honorable Barry D. Knight, *Vice Chair*
Mrs. Anedra W. Bourne
Mrs. T.J. Cardwell*
The Honorable Hyland F. Fowler, Jr.
Mr. A.E. Dick Howard

The Honorable Janet D. Howell
Ms. Diane Leopold
The Honorable Delores L. McQuinn
Dr. Cassandra L. Newby-Alexander
The Honorable Thomas K. Norment Jr.
The Honorable Luke E. Torian
**Liaison from JYF, Inc.*

AGENDA

- I. Call to Order – Chief Adkins**
- II. Approval of Minutes – Chief Adkins**
Monday, November 9, 2020
(p. 43)
- III. Current Capital and Maintenance Reserve Projects – Ms. Rosso**
 - A. Capital Projects
(p. 47)
 - B. Maintenance Reserve Projects
(p. 49)
- IV. American Revolution Museum at Yorktown Shell Space Occupancy Plan – Mr. Stovall**
(p. 50)
- V. Energy Efficiency and Performance Contracting Effort – Ms. Rosso**
(p. 52)
- VI. Recreated Structures Condition Report – Ms. Carruth**
(p. 53)
- VII. Six-Year Capital Improvement Plan – Chief Adkins**
(Attachment)
- VIII. Other Business – Chief Adkins**
- IX. Adjournment – Chief Adkins**

Committee Members Present: Messrs. Adkins, Fowler, Knight and Plum; Mmes. Cardwell and McQuinn.

Committee Members Absent: Messrs. Atkinson, Connock, Howard, Norment, Torian Mmes. Bourne, Howell, Leopold and Newby-Alexander.

Other Board Members Present: Mmes. Carr, Banks, and Gerdelman.

Other Guests: Messrs. Mason; Mmes. Taylor

Staff Present: Messrs. Stovall; Mmes. Coleman, Dresen, Lucas and Rosso.

I. Call to Order

In absence of a Chair or Vice-Chair, the Monday, November 9, 2020, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Mr. Frank Stovall, at 9:00 a.m., by Webex in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes

Delegate Kenneth Plum moved, Delegate Hyland “Buddy” Fowler seconded approval of the Tuesday, June 2, 2020, committee meeting minutes. The motion was approved by unanimous vote.

III. Current Project Implementation Project

A. Current Capital Projects Summary

Mr. Stovall introduced Jamestown-Yorktown Foundation’s Capital and Facilities Manager, Ms. Freda Rosso to update the committee on capital projects and maintenance reserve projects at JYF.

Ms. Rosso began by updating the committee on Capital Improvement Projects (CIP). Ms. Rosso reported Phase I of the Jamestown Settlement Pier Project was completed in 2019. Phase II engineers have been selected and staff developed a preliminary concept. The project has been put on hold pending the fall review of the 2020 state budget. Ms. Rosso stated work should resume within the next two months and is expected to be completed in late 2021.

Ms. Rosso then discussed the upcoming Master Planning effort at Jamestown Settlement. The Master Planning project includes a review of the interpretative structures, outdoor exhibits, and underground utility infrastructure. Ms. Rosso shared the utility infrastructure in the living history areas are beginning to deteriorate and maintenance costs are increasing. A more detailed scope will need to be completed before requests for proposals are sent to architecture and engineering firms. Ms. Rosso continued her report on storm water management issues stating there continues to be issues with storm water drainage due to small yard drains which have broken or covered by sediment. Ms. Rosso stated JYF needs a comprehensive plan to address storm water management and pedestrian traffic to reduce stress on the existing site flora. Mr. Stovall asked if there were any questions, none being heard Mr. Stovall thanked Ms. Rosso for her report.

B. Capital Project Review Planning

Mr. Stovall informed the committee JYF must file a CIP which projects capital needs and expenditures for the next six years. The current CIP covers 2020 through 2026. A CIP plan will be brought before the board in May 2021 for the time period of 2022 through 2028. Mr. Stovall shared with the committee when the 2020 plan was developed, the format was changed to include traditional capital projects as well as projections for maintenance reserve needs. The new CIP plan will continue to include both sections. Mr. Stovall asked the committee to turn to pages 24 and 25 of their packets for information on the capital plan and a development timeline. Mr. Stovall stated a draft document would be provided to the committee in March well in advance of the spring meeting allowing for members of the committee to participate in the planning and review process. Mr. Stovall asked if there were any questions and none were heard.

IV. Maintenance Reserve Program

A. Maintenance Reserve Project Summary

Mr. Stovall asked committee members to turn to page 32 of their packets to follow along with Ms. Rosso's report on key maintenance reserve sub projects that have been approved for this year. Ms. Rosso shared the Jamestown Settlement Visitor Services lobby restrooms were completed in the spring. The contractor did have some material sourcing issues due to the pandemic which delayed the project completion. JYF has received positive feedback from visitors on the Verge Wash stations and great reviews from Housekeeping on the terrazzo floor. The RTU replacement project involved replacing two 75 ton and one 50 ton HVAC units on the Visitor Services roof. The units had become problematic and reached the end of their

useful life. In addition to replacing the units, JYF is installing new Alerton controls which will have all three sites on one automation system and will allow staff to be able to control the system remotely. The roof top units are operational, commissioned, and functioning within design parameters. Ms. Rosso shared a roof survey and evaluation report had been completed for the Jamestown Settlement Roofing Replacement project by Redco. The report has been provided to the Department of Engineers and Buildings (DEB) for review. Hopke was contacted to provide a proposal for the architecture and engineering documents to replace sections of the roof in phases. JYF is still waiting on a response from DEB. Ms. Rosso stated the Yorktown Parking lot reseal/restripe and storm water filter replacement project is projected to bid in spring of 2021. Ms. Rosso stated a contractor has been awarded in the late summer for the Amenities Building Canopy replacement. The contractor is currently waiting on long lead material to fabricate off site with the hope it is completed before late Christmas. The Jamestown Settlement Breezeway FCU replacement project was identified when bricks in the Visitor Services/Rotunda breezeway began to show salt deposits on the surface to indicate water was leaching through the bricks. Upon investigation, the hot water lines to the fan coil units that run in a trench under the paver flooring were leaking. Both hot water and cold water lines were in poor condition. An engineering study was done by McKinney & Company and determined the most cost effective solution would be to install new fan coils in the visitor services area overhead and duct conditioned air into the space. On November 5, the project went to bid. Five bids were received with the lowest bid coming from Comfort Systems at \$182,000. Ms. Rosso stated JYF is currently working on getting Comfort Systems under contract. Ms. Rosso concluded with updates on the Jamestown Settlement parking lot repairs. Ms. Rosso stated the project involves repairing erosion at each parking lot island to eliminate standing water issues and parking lot deterioration. One area that had significant deterioration around a retention pond has been repaired. Hurt & Profitt have been contracted to provide bid documents for repairs and should begin site surveying in late November 2020. Mr. Stovall asked if there any questions and with no questions being heard, Mr. Stovall thanked Ms. Rosso for her report.

B. Maintenance Reserve Plan FY21

Mr. Stovall reported JYF has allocated \$1.5 million of the \$1.69 million allocated in the annual maintenance reserve support. Mr. Stovall shared once the Jamestown Settlement Rooftop HVAC replacement for the Visitor Services Wing is complete, JYF expects to close out with \$250,000 remaining. Mr. Stovall asked Ms. Rosso to describe the challenges JYF is facing with the Jamestown Settlement Education Wing rooftop units and why the project needs to be accelerated. The estimate for the project is \$350,000. Ms. Rosso shared with the committee the

Jamestown Education Wing has two 40 ton and one 30 ton condensing units that supply chilled refrigerant to two large air handling units. The units are over 20 years old and have exceeded their useful life. McKinney & Associates have completed the working drawings and DEB has reviewed the drawings and provided comments. Ms. Rosso stated the bid for the project should be able to go out in late December or early January. Mr. Stovall stated it is the staff's recommendation that the remaining funds are allocated from the visitor services HVAC project and the \$171,759 remaining in maintenance reserve funds towards the HVAC work on the JYF Ed Wing. Mr. Stovall asked if there were any questions and none were heard. Mr. Stovall asked if there was a motion to support the adjustments. Delegate Plum moved to support the motion. Seconded by Chief Adkins, the motion was approved by unanimous vote.

V. Other Business

Mr. Stovall asked if there was any new business. No new business was raised.

VI. Adjournment

There being no further business, the Monday, November 9, 2020, meeting of the Buildings & Grounds Committee was adjourned at 9:20 a.m.

Jamestown-Yorktown Foundation CURRENT CAPITAL PROJECT SUMMARY

Jamestown Settlement – Pier

Objective:

Phase I: Replace decking, upgrade electrical and storm drainage, and repair structural elements.

Phase II: Construct 1,000 sf pier shelter, increase pier size by 1,000 sf, and improve landscaped berm.

Phase III: Design and install interactive exhibits.

Budget:

Resources	Expenditures	Encumbered	Remaining
\$3,140,000	\$2,096,402	\$6,000	\$1,037,598

Status:

Phase I was completed in 2019. Phase II engineers have been selected and staff have developed a preliminary concept. The project was placed in a temporary holding status pending the outcome of the fall 2020 review of the state budget, to allow for staff to focus on managing the agency's COVID response, and to wait for the new MOE Senior Director to be recruited and hired.

Est. Completion Date:

Revised timeline to be developed, but work is anticipated to be completed in late 2021.

Figure 1: Phase I of the pier resulted in structural repairs and a complete replacement of the pier decking. The new structure and decking should extend the useful life of the pier by twenty years.



Jamestown Settlement – Master Planning

Objective: This project seeks to improve the visitor experience by identifying needed improvements, exhibits, technology, and facilities in the areas of the recreated James Fort, Paspahugh Town, riverfront, and identifying and planning for future potential visitor support facilities such as picnic shelters and other outdoor improvements. The goal of the project is to develop a plan to address aging facilities, design a visitor experience that reflects the latest historical scholarship, allows for use of technology in interpretation, and presents opportunities to portray a more complex Indian community than the one currently depicted. In addition, the project will assess and identify needed improvements in site utilities and infrastructure.

Budget:

Resources	Expenditures	Encumbered	Remaining
\$ 167,113	\$ 0	\$ 0	\$ 167,113

Status:

The project is staff intensive, and was placed on hold so that personnel could focus on managing the emerging impacts of COVID on our museums and to allow for a new Senior Director of Museum Operations & Education to be selected. A draft scope of work for this project has been developed and will be used to select an outside consultant to develop the plan.

Est. Completion Date: Late 2021



Figure 2:

The Cape Merchant's House and two-bay building will require wall and roof replacement during the coming four years.



Figure 3:

The proposed master plan for the outdoor areas would identify needs and interpretative opportunities in James Fort and Paspahugh Town while addressing needed stormwater and utility improvements.

Jamestown-Yorktown Foundation
MAINTENANCE RESERVE PROJECTS SUMMARY
As of March 31, 2021

Item	Subproject Title	Estimated	YTD Expended	YTD Unexpended	Outstanding Contracts	Remaining
Facilities Management Subprojects						
1	EPDM Roof Replacements - JS & CSC	\$ 198,696	\$ 4,200	\$ 194,496	\$ -	\$ 194,496
2	HVAC Systems (2020 - 2022)	\$ 164,154	\$ 198,575	\$ (34,421)	\$ 284,798	\$ (319,219)
3	Roof Replacement and Repair	\$ 180,633	\$ -	\$ 180,633	\$ -	\$ 180,633
4	Jamestown Gallery Complex Restroom Renovation	\$ 36,113	\$ 53,392	\$ (17,279)	\$ 11,340	\$ (28,619)
5	Parking Lots and Sidewalks (2020-2022)	\$ 145,350	\$ 14,960	\$ 130,390	\$ 4,872	\$ 125,518
6	Plumbing Repairs	\$ 26,239	\$ -	\$ 26,239	\$ -	\$ 26,239
7	Life Safety	\$ 25,332	\$ -	\$ 25,332	\$ -	\$ 25,332
8	Jamestown Education Wing Refurbishment	\$ 236,930	\$ 9,387	\$ 227,542	\$ -	\$ 227,542
9	Jamestown VS Rooftop HVAC Replacement	\$ 580,996	\$ 214,830	\$ 366,165	\$ 169,602	\$ 196,563
10	Electrical Systems	\$ 54,747	\$ -	\$ 54,747	\$ -	\$ 54,747
11	General Facility Repairs	\$ 227,561	\$ 28,291	\$ 199,270	\$ 37,325	\$ 161,945
12	Subtotal - Facilities Management	\$ 1,876,750	\$ 523,635	\$ 1,353,115	\$ 507,938	\$ 845,177
13						
14	Museum Operation and Education Subprojects					
15	Refresh Phase II - Exhibit Renewal	\$ 46,296	\$ -	\$ 46,296	\$ 46,296	\$ -
16	Interpretive Structure Maintenance (2020-2022)	\$ 80,036	\$ 89,497	\$ (9,461)	\$ -	\$ (9,461)
17	Artifact Conservation (2017-2018)	\$ 1,790	\$ 1,790	\$ (0)	\$ -	\$ -
18	Artifact Conservation (2018-2020)	\$ 1,250	\$ -	\$ 1,250	\$ 1,250	\$ -
19	Artifact Conservation (2020-2022)	\$ 120,000	\$ 1,215	\$ 118,785	\$ -	\$ 118,785
20	Ships Maintenance (2020-2022)	\$ 416,500	\$ 39,708	\$ 376,792	\$ 73,489	\$ 303,302
21	Museum Gallery Interiors (2020-2022)	\$ 75,600	\$ -	\$ 75,600	\$ -	\$ 75,600
22	Subtotal - Museum Operations/Education	\$ 741,472	\$ 132,210	\$ 609,262	\$ 121,036	\$ 488,226
23	TOTALS	\$ 2,618,223	\$ 655,846	\$ 1,962,377	\$ 628,974	\$ 1,333,403
24	CASH APPROPRIATION, EXPENDITURE & BALANCE:	\$ 3,707,983	\$ 655,846	\$ 3,052,138		

(1) The Jamestown-Yorktown Foundation may use an amount not to exceed 20 percent of its total annual maintenance reserve allocation from this item for the conservation of art and artifacts.

(2) The Jamestown-Yorktown Foundation may utilize its annual maintenance reserve allocation to restore, repair or renew exhibits.

(3) The HVAC project was accelerated due to the failure of the Jamestown Settlement Education Wing Condensing Unit. This project was originally going to take place in Fiscal Year 2022. Fiscal Year 21 projects have been shifted to Fiscal Year 22, but because this report only shows FY21 resources, this project appears to be over budget on the report.

<p align="center">Jamestown-Yorktown Foundation SHELL SPACE OCCUPANCY PLAN</p>

Introduction

- As part of an effort to reduce costs during the construction of the American Revolution Museum at Yorktown, an 8,000 square foot area on the ground floor (lower level) of the building was excluded from the life safety / fire sprinkler system plan.
- This cost reduction measure meant this space could not be used or occupied, and it was sealed off from the rest of the building. It is accessible only by a small service hatch in the wall.
- The long-range plan was to later, when funding allowed, extend the fire suppression system into the space so that it could be occupied in the future. Options include storage, digital learning space, offices, library expansion, and others museum program related uses.
- Using existing capital project funds that remain in the project, JYF intends to extend the fire sprinkler system into the space and make the space accessible for occupancy and future use.

American Revolution Museum at Yorktown – Shell Space Fire Suppression System

- Objective:*
- Install adequate fire suppression systems in the 8,000 sf lower level shell space enabling it to be utilized in the future.
 - Install access doors and remove the block preventing the elevator from accessing the shell space.

Budget:

Description	Estimate	Resources	Expenditures	Encumbered	Remaining
Design	\$14,000	\$14,000	\$0	\$0	\$14,000
Construction	\$186,000	\$186,000	\$0	\$0	\$186,000*
Total	\$200,000	\$200,000	\$0	\$0	\$200,000
Notes	<ul style="list-style-type: none"> • Budgets are preliminary estimates based on consultant with outside engineers and contractors. • Construction costs could be significantly less if a booster pump system is not needed or required. 				

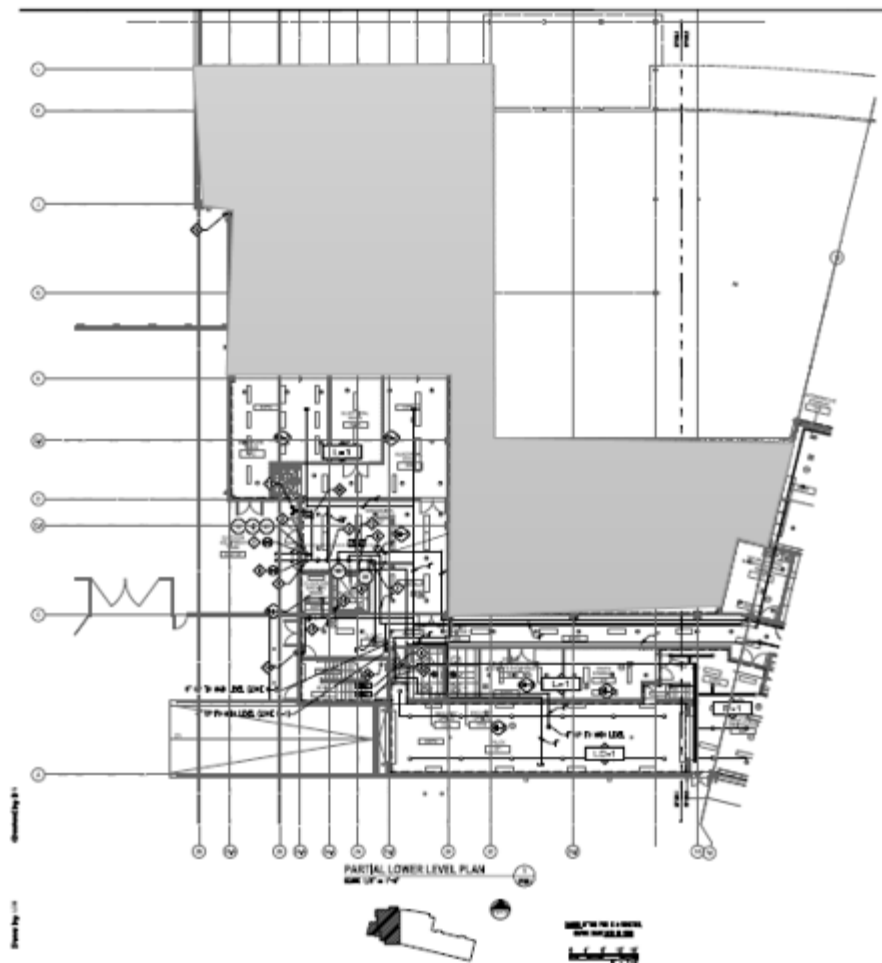
- Status:*
- Preliminary cost estimating underway.
 - Preliminary project plan developed.

Est. • Summer 2022

Comp.

Date:

*Project
Location*



*Project
Timeline*

- 2nd Quarter (Apr-June 2021)
 - Project initiation and initial design
- 3rd Quarter (July - Sept 2021)
 - BCOM Project Review
- 4th Quarter (Oct – Dec 2021)
 - Working drawings completed
- 1st Quarter (Jan – Mar 2022)
 - Construction bid, award, and permitting
- 2nd Quarter (Apr – June 2022)
 - Construction

<p style="text-align: center;">Jamestown-Yorktown Foundation ENERGY EFFICIENCY AND PERFORMANCE CONTRACTING</p>
--

Energy Expenditures at JYF

- The Jamestown-Yorktown Foundation expends \$900,000, or approximately 4.5% of our annual operating budget, on utilities. Reducing utility consumption will generate reoccurring operational savings that can be allocated to support museum programming or other purposes.

Energy Performance Contracting

- Energy Savings Performance Contracting (ESPC) is a state contract program managed by the Department of Mines, Minerals & Energy (DMME) and the Department of General Services.
- Energy Savings Performance Contracting (ESPC), or performance contracting, is a budget neutral approach to implementing facility improvement projects without using funds from capital budgets. Guaranteed cost savings from energy and water saving projects meet finance payments over the useful life of new equipment.
- It is available to all state agencies and is approved for use by all public bodies in the Commonwealth. The ESPC program allows agencies and public bodies to use a streamlined procurement process by selecting from a list of pre-qualified contractors.
- JYF, in partnership with DMME, has entered the ESPC planning stage to identify projects that will reduce agency expenditures on utilities, resulting in long term operational savings to the agency.
- It is expected that the agency will review potential projects in late summer, 2021.

Rooftop Solar Feasibility

- As part of the ESPC review process, the agency will explore opportunities for shifting part of the energy load to rooftop solar, with support from DMME.
- DMME's rooftop solar program seeks to promote the advantages and benefits of EPC for energy efficiency and energy conservation, while increasing adoption of renewable energy.
- By working in conjunction with DMME, JYF can avoid having to secure a separate procurement for the solar system portion of the project. The energy services companies (ESCO) will incorporate the solar as part of the EPC, while guaranteeing all the savings to the agency.

Jamestown-Yorktown Foundation RECREATED STRUCTURES CONDITION REPORT
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Recreated Structures Condition Assessment

- Each year, JYF personnel complete an annual inspection of all structures in the recreated living history areas. The inspection allows for the efficient planning of maintenance and ensure that structures are safe for agency personnel and the public.
- The full report includes a condition assessment of each structure, a review of maintenance activities performed over the past several years, and a projection of future maintenance needs.
- This enclosure contains a condensed summary of the full structures report.

James Fort

Structures

There are now nine buildings in the fort. Six of the buildings are post in the ground type with clay/cement floors. One of the buildings is of mud and stud type construction with clay/cement floor, and two of them are post on cobble foundation with wood floors. The oldest building is the Four Bay House, which is twenty-five years old. The newest is the Governor's Row House, which is nine years old. The average age of all the buildings is about sixteen years old.

Though all are serviceable, their overall conditions vary. There are six buildings with thatch roofs, all of which were recently cleaned and repaired. The remaining three roofs are clapboard. The condition of the Four Bay House is the most serious and consideration of improvements should be made soon.

There is also a boat-building shed on the riverfront with a clapboard roof that is twenty years old. The boatbuilding shed has received a new roof within the last four years. All clapboard buildings have been tarred within the last two years.

Presently many of the structures in the fort are closed off to the public due to COVID-19. Only the Four Bay House, Church, Guard House and Store House are open to the public to walk through.

<u>Structure</u>	<u>Year Built</u>	<u>Construction</u>	<u>Projected Maintenance</u>
Gentleman's House	2003	Earth fast, post and stud, with wattle and daub walls. Brick floor. One leaded glass window. Two rooms and half loft. Thatch roof.	a. Replace deteriorated posts and sill blocks. b. New ridge roll, clean and fire retardant needed soon. c. Inspect chimney every year.
Munitions Store	2004	Earth fast post and stud. "Plank on plank" wall. Clapboard roof.	a. Tar roof within two years.

Four Bay House	1996	Earth fast, post in ground timber frame. Wattle and daub walls, poured clay/cement floor and clapboard roof.	<ul style="list-style-type: none"> a. Sweep and inspect the chimney as part of annual maintenance. b. Monitor three posts and three sills showing signs of deterioration. c. Replace remaining sections of roof and possibly a few rafters. d. Tar/caulk over nails, cracks and overlaps in spring. e. Fix falling off daub.
Blacksmith Shop	1999	Open sided, post in the ground timber frame. Riven white oak clapboard roof and poplar planked back wall and divider. Floor is dirt.	<ul style="list-style-type: none"> a. Sweep the chimney and inspect as part of annual maintenance. b. Monitor leaks in shed.
Two Bay House	1998	Post in the ground timber frame. Wattle and daub walls, thatch roof. Floor is poured clay/cement type.	<ul style="list-style-type: none"> a. Replace rotten post and one bad sill. Monitor one decaying post and two decaying sills. b. New ridge roll, clean and fire retardant needed soon. c. Monitor floor. d. New barge board.
Court of Guard	2005	Earth fast, post in ground timber frame. Wattle and daub walls, thatch roof, poured clay/cement floor.	<ul style="list-style-type: none"> a. Inspect and clean chimney as part of yearly maintenance. b. New ridge roll, clean and fire retardant needed soon.
Mud and Stud House	2007	Light post in ground timber frame with 10" daub wall on vertical staves. Clay/cement floor and thatch roof.	<ul style="list-style-type: none"> a. Repair areas of peeling/loose whitewash or missing daub. b. New ridge roll, clean and fire retardant needed soon (2022). c. Monitor floor.
Chapel	2007	Timber frame with sill on concrete footer and stone and brick foundation. Brick and wood floors and a thatch roof.	<ul style="list-style-type: none"> a. Reseal the end grain of the pine sills as part of normal maintenance. Apply waterproof sealer on sills every year. b. New ridge roll, clean and fire retardant needed soon (2023).
Row House	2011	Timber frame with walnut sills on concrete footer and stone foundation. Wood planked floors and a thatch roof. Four fireplaces.	<ul style="list-style-type: none"> a. Apply waterproof sealer to sill blocks. b. Fix board on ramp. c. New ridge cap, touch up work, clean and fire retardant needed soon (2022).
River Front Shelter	2002	Earth fast, post in the ground timber frame. Open sided structure with dirt floor and sawn cypress clapboard roof. Small enclosed tool storage area walled with riven white oak clapboards.	<ul style="list-style-type: none"> a. Brace two additional posts. b. Tar roof 2022/2023.

Palisade

The James Fort consists of a wooden wall in the form of a triangle. It is supported by large oak, or locust posts buried in the ground at twelve foot intervals. The palisade was replaced in the mid 90's in three sections. The first section was completed in 1993, the second in 1994, and the third a year later in 1995.

Recommendations regarding future maintenance include:

- a. Surface water drains should be created/ modified as necessary to properly carry away surface water. Moats outside the palisade wall should be modified to increase the distance between the moat and the palisade wall.
- b. Replace one palisade post in west bulwark and monitor one gate post.
- c. Monitor three palisade posts in the north bulwark.
- d. Replace rotten palisade and posts near the north gate.

Paspahegh Town

The Paspahegh Town consists primarily of five yehakins. These structures are a post in the ground type of building with a mat roof and sides and a clay/cement floor. All five are currently in serviceable condition and two are less than four years old. Two others are slated for replacement in the near future. The average age of the yehakins are about nine years with the oldest being 17 years and another being 16 years old. To get an idea of the age of the buildings, the poles used in the construction of these structures will typically last in the ground about five to eight years. There are also three ramadas, a hunting lodge, scarecrow house and a dance circle in the town.

Currently, COVID-19 has only two of the five yehakins open to the public to walk through.

<u>Structure</u>	<u>Year Built</u>	<u>Construction</u>	<u>Projected Maintenance</u>
Yehakin #1	2012	Bent pole, earth fast, mat covered.	None
Yehakin #2	2018	Bent pole, earth fast, mat covered.	None
Yehakin #3	2018	Bent pole, earth fast, mat covered.	None
Yehakin #4	2004	Bent pole, earth fast, mat covered.	Plan for replacement.
Yehakin #5	2005	Bent pole, earth fast, mat covered.	Plan for replacement.
Hunting Lodges	2008	Lean to on two forked posts. Mat covered.	Replace posts as needed.
Ramada #1	2019	Forked posts and saplings. Mat covered.	Replace mats and posts as needed.
Ramada #2	2020	Forked posts and saplings. Mat covered.	Replace mats and posts as needed.
Ramada #3	2007	Forked posts and saplings. Mat covered.	Replace mats and posts as needed. Plan for replacement.
Scarecrow House	2020	Forked posts and saplings. Mat covered.	Replace mats and posts as needed.
Dance Circle	2010	Red Cedar posts that were carved by Pumunkey Chief Kevin Brown approximately 10 years ago. Buried two feet in the ground.	Monitor.

American Revolution Museum at Yorktown

Recreated structures at the American Revolution Museum at Yorktown include a farm house, farm kitchen, utility work shed, slave quarters, farm office, duck houses and a tobacco barn. The farm house is constructed on brick and cement piers. The farm kitchen and slave quarter are constructed of logs on a cement footer and the tobacco barn is a simulated post in the ground structure constructed on a cement footer. All buildings were constructed in 2016 - 2017 and are in good condition.

<u>Structure</u>	<u>Year Built</u>	<u>Construction</u>	<u>Projected Maintenance</u>
Farm House	2016	Timber frame with split oak studs and weather board siding. It has a plank floor and a brick pier foundation. The roof is shakes. Brick chimneys and fireplaces located at both ends.	<ul style="list-style-type: none"> a. Install blocking in the upper sash of all windows. b. Clean and inspect both fireplaces. c. Install screens at top of both chimneys. d. Paint or oil split weather pine boards as needed every year. e. Install shutters for windows. f. Oil wooden parts of windows. g. Clean gaps in ramp to allow for water flow. h. Tar roof 2022/2023. i. Fix lath work around windows and fireplace in bedroom.
Tobacco Barn	2017	Simulated earth fast post in the ground. Building has split oak studs and clapboard walls and roof. The floor is dirt and clamshell. Attached utility shed on north end.	<ul style="list-style-type: none"> a. Fill gap at the ridge to prevent water intrusion. b. Tar roof 2022/2023.
Kitchen	2016	Log construction on locust sill and cement footer. Poured clay/concrete floor and shake roof. External brick chimney and fireplace on north end.	<ul style="list-style-type: none"> a. Fix chinking. b. Clean and inspect the fireplace. c. Water seal logs yearly. d. Tar roof 2022/2023.
Corn Crib	2001	Log construction and plank floor. It has a shake roof.	<ul style="list-style-type: none"> a. Tar roof 2022/2023.
Work Shed	2017	Simulated earth fast, post in ground. Open sided with a dirt floor and clapboard roof.	<ul style="list-style-type: none"> a. Patch peak to prevent water intrusion. b. Tar roof 2022/2023.
Slave Quarters	2017	Log construction on cement and pressure treated pine foundation with wood slab roof, dirt floor, and faux catted chimney	<ul style="list-style-type: none"> a. Tar & caulk roof 2022/2023. b. Water seal lower logs.
Farm Office	2017	Modern interior with air condition, concrete floors and kitchen. Period looking exterior.	<ul style="list-style-type: none"> a. Tar roof 2022/2023.
Duck Houses	2017	Pressure treated construction and covered with period looking siding and clapboards. Sit on cinderblocks and therefore moveable.	<ul style="list-style-type: none"> a. Monitor.

Professor Ervin L. Jordan, Jr., *Chair*
Ms. Susan R. Swecker, *Vice Chair*
Chief Stephen R. Adkins, Sr.
Mrs. Anedra W. Bourne
The Honorable Betsy B. Carr
The Honorable Hyland Fowler, Jr.
Mrs. Sue H. Gerdelman

Ms. Connie Kincheloe
The Honorable Mamie E. Locke
The Honorable L. Louise Lucas
Dr. Cassandra L. Newby-Alexander
The Honorable Thomas K. Norment, Jr.
Mr. Fred D. Thompson, Jr.

AGENDA

- I. Call to Order – Professor Jordan**
- II. Approval of Minutes – Professor Jordan**
Monday, November 9, 2020
(p. 58)
- III. Human Resources Metrics – Mr. Mozingo**
(p. 63)
- IV. Fiscal Year 2021 Financial Mitigation Strategies – Mr. Stovall**
 - A. Impact of Personnel Related FY 2021 Financial Mitigation Strategy Implementation
(p. 64)
 - B. Proposed Personnel Financial Adjustments
(p. 66)
 - 1. Classified Pay Restoration
 - 2. Wage Pay Restoration
- V. Fiscal Year 2022 Compensation Strategies – Professor Jordan**
(p. 68)
- VI. Human Resources Vision and Structure – Mr. Mozingo**
- VII. *ONE Virginia Plan* - Professor Jordan**
(Attachment)
- VIII. Other Business – Professor Jordan**
- IX. Adjournment – Professor Jordan**

Committee Members Present: Messrs. Adkins, Fowler, Jordan; Mmes. Carr, Gerdelman, Lucas.

Committee Members Absent: Messrs. Connock, Norment and Thompson; Mmes. Bourne, Kincheloe, Locke, Newby-Alexander, and Swecker.

Other Board Members Present: Messrs. Trammell; Mmes. Cardwell

Other Guests: Messrs. Monty Mason; Mmes. Ramona Taylor

Staff Present: Messrs. Armstrong, Stovall; Mmes. Coleman, Dresen, Hoffman, and Lucas.

I. Welcome and Call to Order

The meeting of the Administration and Personnel Committee was called to order by Professor Jordan, on Monday, November 9, 2020 at 10:31 a.m., by Webex/phone conference in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes

The minutes from Tuesday, June 2, 2020, were not approved at this time due to lack of a quorum.

III. Human Resource Metrics

Professor Jordan introduced Ms. Hoffman to discuss the current metrics report and human resources operations. Ms. Hoffman reported the maximum employment level (MEL) at JYF has remained at 173 since 2019 and the average number of classified personnel generally stays between 145 and 155.

On March 17, 2020, classified and wage staff members were instructed to work from home due to the pandemic. Some staff members in accounting, facilities, and some from museum operations continued to work on-site during the closing, however extra precautions were taken to protect their safety. The majority of classified staff returned to work at the museum on June 15, 2020 and the museum opened to visitors on June 24, 2020. Ms. Hoffman shared classified employees who are in high risk categories have worked with their supervisors to find solutions which allow them to continue working from home until the pandemic subsides. As revenue

increased, JYF slowly returned just under 80 wage staff personnel. Statistics remain fairly consistent with previous years with minority applicants increasing slightly to 26%. The average time to fill a position and annual turnover percentage remain consistent as well. Ms. Hoffman shared the most difficult positions to fill remain on-site educators and groundskeepers. On-site educators have a starting pay of \$10.80 per hour and groundskeepers at \$12.00 per hour. Low wages, the seasonality of work, unpredictability of hours, and local competition for similarly paid jobs continue to make these positions difficult to fill. Courier staff was added to the high turnover positions for 2020. The primary reason for the courier departures were due to the pandemic and the courier staff being in their late 60's to early 70's and were in high risk groups. Ms. Hoffman concluded her report by stating JYF will continue to work to hire for more groundskeepers once revenue improves as well as on-site educators in the spring. Ms. Hoffman asked if there were any questions. Ms. Gerdelman asked how many hours of training are required for an on-site educator. Ms. Hoffman stated part-time on-site educators are required to have 6 weeks of training; approximately 24 hours a week. Ms. Hoffman asked if there were any other questions and none were heard.

IV. FY 20/21 Challenges and Human Resources Related Mitigation Strategies

A. Financial Challenges

Professor Jordan welcomed new committee members; Delegate Carr, Delegate Fowler, Senator Locke and Senator Lucas. Professor Jordan then introduced Mr. Stovall to discuss the financial challenges JYF is facing, personnel actions that have been taken and personnel actions that may need to be taken. Mr. Stovall presented from page 41 of the digital packet. Mr. Stovall explained the budget is made up of the general fund and the non-general fund. The general fund is allocations from the state and non-general fund is funding raised by admissions and affiliate transfers. Mr. Stovall explained March, April and May are the busiest months for JYF visitation. Closing in mid-March had a major impact on revenue sources tied to attendance, gift shop sales and café business. JYF predicted a loss of slightly more than \$2 million (about 10% of JYF annual income) between mid-March and the end of the fiscal year in June and the projected loss was on target. Mr. Stovall stated JYF exceeded target with wage employee furlough which impacted 221 personnel. Unemployment charges paid by JYF were not billed quickly by the Virginia Employment Commission (VEC) causing the charges to cross into FY21. Mr. Stovall stated there were many unknowns for FY 2021. The unknowns being when would visitors return, how to keep them safe and feel safe, and how regulations put in place

would impact attendance. Mr. Stovall shared that after having many conversations with other museums regarding visitation JYF decided to settle on a model that was middle of the road between worst case and best case scenarios to forecast visitation to be at 63% to 67% of the previous year. Reduced admissions at that level, coupled with the expected elimination of some one time funding, and a Governor's budget reduction ultimately create a \$1.7 million hole in the budget. Mr. Stovall explained that with cost reduction strategies there are associated costs. 71% of the JYF budget is personnel which it would be nearly impossible to absorb financial hits of that magnitude without impacted personnel. Mr. Stovall stated the visitation models were too optimistic. Individual visitation was closer to the 50% range. With reduced visitation, a greater number of JYF wage employees are still in unpaid furlough status. Mr. Stovall concluded by stating from a business perspective, visitation does not support bringing back staff to pre-COVID levels which has generated additional revenue savings to offset the difference.

B. Current Personnel Actions

Mr. Stovall asked the committee to turn to page 42 of their packets to view the personnel actions that were taken and the results. In mid-April the entire JYF wage workforce and all 211 employees were furloughed. By using the Public Health Emergency Leave, JYF was able to pay most of the wage employees for the first three to four weeks after closure. With the guidance of the Executive and Finance Committee, the difficult decision was made to implement the furloughs, reducing JYF costs, and allowing personnel to claim unemployment benefits. JYF is responsible for paying a portion of the benefits, so reducing the wage payroll by a dollar does not generate a full dollar in savings.

Mr. Stovall explained the second step was to implement the state Temporary Workforce Reduction (TWFR) program. The program allows for state agencies to have full time employees reduce their work hours while maintaining their benefits and jobs, but must take a number of days without pay. Employees were divided into six classes, based on pay, and each class is required to take between 4 days and 6 weeks, without pay. By implementing the TWFR, JYF is able to save between seven to ten full time jobs and allow JYF to retain employees with unique knowledge and skills. The TWFR is staggered, most employees will have met their TWFR requirement before December 31. The employees with the largest number of days will have days scheduled after December 31, and all TWFR is scheduled to be completed by March 2021. This will reduce salary costs by \$485,000.

C. Additional Personnel Actions

Mr. Stovall stated JYF is planning on taking additional actions to reduce costs associated with personnel in the future if needed. The first action is to expand the hiring freeze to increase vacancy savings. The second action may be reducing wage hours even more and the need to reduce the number of classified personnel, either through attrition, layoff, or restructuring. Mr. Stovall concluded his report by sharing an additional TWFR (Temporary Workforce Reduction) is possible. TWFR cannot last longer than 12 months, JYF would need to give employees a 12 month break between TWFR periods. With those rules in mind, JYF could implement a TWFR program in the spring of 2022 but it will depend on the organizational performance between now and then. Mr. Stovall asked if there were any questions and none were heard.

V. COVID-19 Personnel Management

Mr. Stovall informed the committee before JYF reopened in June, all staff were required to take COVID-19 training to help them protect their health, and to deal with visitors. JYF continues to work closely with the Secretary of Education, the Virginia Department of Health, and the CDC to implement the right protocols to ensure the public is safe. A list of the protocols were provided to committee members in their digital packets that impact JYF employees and volunteers. Mr. Stovall shared JYF has developed “exposure protocols” on how to deal with potential employee exposures. JYF has employees who work more than one job so the employee is at risk of being exposed at their other places of employment. There is also the risk of family exposure and how seriously does an employee take the risk in their personal life. JYF recognizes at some point JYF will have an exposure incident, but Mr. Stovall expressed JYF employees are doing a great job representing the museum, the Commonwealth of Virginia, and taking great care of visitors in a very difficult time. Mr. Stovall asked if there were any questions and none were heard. Professor Jordan thanked JYF for recognizing the greatest value to the organization is personnel and for JYFs actions for keeping staff members safe.

VI. Looking Forward with Personnel

Professor Jordan introduced Ms. Coleman. Ms. Coleman stated her intent was to share with the committee an operating model at the fall meeting; however, due to COVID-19, strategy sessions with the staff had to be postponed until late summer/early fall. Director Coleman stated she would be sharing the results from staff strategy sessions with board members at the Business Session on November 10. Strategic priorities moving forward will be staff restructuring to remedy inefficiencies, duplication of efforts, and carefully review positions that may or may not need to be eliminated. The reorganization stages are likely to begin in March 2021. Ms. Coleman reported on the challenges JYF faces in regards to high turnover are due to entry level wages not being competitive in our market. The desire is to raise the entry level wage by March, at the latest by the start of FY22. Ms. Coleman shared another challenge is under normal circumstances JYF services over 250,000 students from all over the state and across the country. JYF staff spends 2.5 hours or more guiding students through the museums. Most of JYF peers charge extra for those services and spend a maximum of 90 minutes to 2 hours with the groups. Ms. Coleman stated JYF needs to find another way to better service school groups by giving them the experience they deserve and by also creating an opportunity for preserving and building on the skill set of the JYF education staff while not losing revenue. Ms. Coleman concluded by reporting she has received numerous resumes for the Senior Director of Marketing and Public Relations position and advertisement for Director of Museum Operations and Education position will be posted soon. Interviewing for both positions will begin in December with a possible start date for both the end of January. Professor Jordan thanked Ms. Coleman for her report and asked if there were any questions. None were heard.

VII. Other Business

Professor Jordan informed the committee that there would be a Marketing committee meeting at noon on November 9.

VIII. Adjournment

Professor Jordan thanked committee members for attending and with no quorum Professor Jordan adjourned the meeting at 11:05 a.m.

Jamestown-Yorktown Foundation HUMAN RESOURCES METRICS
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Calendar Year Metrics 2019-2021

Metric	2019	2020	2021 (Year to Date)
Agency Authorized MEL (Max. Employment Level)	170-173 (Increased on 7/1/2019)	173	173
Average Classified Employment Level	156	147	147
Average Wage Employment Level*	250	221 Pre-furlough 76 Post-furlough	221 Pre-furlough 90 Post-furlough
Total Positions Posted	34	17	11
Total Hired	70	20	8
Total Applicants	1,185	305	115
Average Number of Applications Per Position	33	17	14
Range of Applications Per Position	3-152	2-49	2-45
Average Time to Fill Position	47 days	18 days	83 days
Annual Turnover Percentage	11.0%	12.5%	12.87%
Percentage of Male Applicants*	23%	38%	39%
Percentage of Female Applicants*	74%	59%	55%
Percentage of Minority Applicants*	24%	26%	22%
Percentage of Non-minority Applicants*	63%	74%	70%
Highest Turnover Positions	<ul style="list-style-type: none"> • Groundskeepers (71%) • Onsite Education (48%) • Gift Shop Clerks (47%) • Wage Interpreter (34%) 	<ul style="list-style-type: none"> • Couriers (67%) • Gift Shop Clerks (33%) • Groundskeepers (33%) 	<ul style="list-style-type: none"> • Groundskeepers (18%) • Onsite Education (12%)
Difficult to Fill Positions	<ul style="list-style-type: none"> • Onsite Education/Group Educator • Exhibits Fabricator • Housekeeper 	<ul style="list-style-type: none"> • Onsite Education • Groundskeepers 	<ul style="list-style-type: none"> • Groundskeepers

* Demographic data is not provided by all applicants.

<p align="center">Jamestown-Yorktown Foundation IMPACT OF PERSONNEL RELATED FY21 FINANCIAL MITIGATION STRATEGY IMPLEMENTATION</p>
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Financial Impacts of COVID-19

Fiscal Year 2021 (July 1, 2020 through June 30, 2021): COVID-19 continues to have a prolonged impact on the travel and tourism industry, and the agency budget was built around a model that forecasted a 33% decline in paid individual visitation and a corresponding decline in group tours and sales.

The budget reflected a reduction of \$1,649,765 in non-general fund revenues and the loss of \$115,673 in one-time prior year general funds for FY2021. The following mitigation strategies were identified to address these projected revenue reductions.

Cost Reduction Measures - FY 20		
JYF Reserve Carryforward		\$200,000
Hiring Freeze / Vacancy Savings		\$300,000
Classified Furlough (TWFR)		\$335,044
Operational Spending Reductions		\$497,724
Wage Employment Reductions		\$500,000
Cost of Wage Unemployment		-\$250,000
Elimination of One Time / Project Specific Funds		\$182,670
Total Cost Reduction Measures		\$1,765,438

Key Mitigation Issue Impacts

The following budget reduction and mitigation strategies were utilized during FY21 to control expenditures.

- *Hiring Freeze and Hiring Delay:* A previously implemented statewide hiring freeze has been lifted; however, JYF continued to utilize temporary hiring freezes for several positions through February. This temporary freeze required departments to hold vacant positions for three months prior to filling them. In February, after a thorough mid-year financial review, the agency eased this requirement since additional savings through this method were no longer required.
- *Wage Personnel Furloughs:* In April of 2020, JYF Furloughed 221 wage employees. Since reopening in June, ninety wage employees have returned to work. Many of the remaining furloughed positions are group educator positions tied to the provision of guided tours and museum programs for group visitors. The agency projects to spend less than \$1 million on wage payroll in FY21, a 40% reduction over previous years.

- *Classified Personnel Furloughs:* In accordance with established Department of Human Resource Management policy, JYF implemented a Temporary Workforce Reduction (TWFR) on June 1. Employees were divided into classes based on pay and are required to take between four (4) and thirty (30) days without pay over the course of nine months. All furlough requirements were completed by March 30, 2021.

Class	Class I	Class II	Class III	Class IV	Class V	Class VI
No. of Impacted Employees	38	46	15	6	14	27
Salary Range	\$19,522 - \$30,310	\$30,311 - \$45,014	\$45,015 - \$49,999	\$50,000 - \$52,011	\$52,012 - \$62,447	\$62,448 +
Required Days w/o pay	4	5	10	15	20	30

Potential FY22 Personnel Actions

- *Long Term Hiring Freeze:* Expansion of the hiring freeze is possible to allow for continued cost reductions if needed, but the current FY22 budget proposal does not call for an expansion.
- *Reductions in Wage Personnel and Hours:* Wage payrolls are designed to fluctuate as business needs change. The proposed FY22 budget includes \$1.5 million in wage payroll funding, designed to both allow for increased hourly wages and additional wage personnel if visitation increases as projected during the year.
- *Second Round of Classified Furloughs:* All employees completed their TWFR furloughs in March 2021. A second round of TWFR furloughs could be implemented in March 2022, if savings are needed to balance the FY22 budget.

<p align="center">Jamestown-Yorktown Foundation PROPOSED PERSONNEL FINANCIAL ADJUSTMENTS</p>

Introduction

As part of the agency's efforts to reduce operating costs and maintain services during the COVID-19 FY21 response, two key actions impacting our personnel were implemented.

- *Temporary Workforce Reduction (TWFR)*: JYF implemented a Temporary Workforce Reduction (TWFR) on June 1. Employees were divided into classes based on pay and are required to take between four (4) and thirty (30) days without pay over the course of nine months. All furlough requirements were completed by March 30, 2021. Employees experienced a salary reduction of between 2% and 12%. The plan was designed to limit the impact on employees at the lower end of the pay scale.

Class	Class I	Class II	Class III	Class IV	Class V	Class VI
No. of Impacted Employees	38	46	15	6	14	27
Salary Range	\$19,522 - \$30,310	\$30,311 - \$45,014	\$45,015 - \$49,999	\$50,000 - \$52,011	\$52,012 - \$62,447	\$62,448 +
Required Days w/o pay	4	5	10	15	20	30

- *Wage Furloughs*: In April of 2020, JYF Furloughed 221 wage employees. Since reopening in June, ninety wage employees have returned to work. The agency projects to spend less than \$1 million on wage payroll in FY21, a 40% reduction over previous years.

Recommendation

The Jamestown-Yorktown Foundation is projected to end Fiscal Year 2021 in a positive cash position due to the willingness of agency staff to accept temporary pay and hour reductions, provide quality levels of service with fewer employees, and reduce expenditures on goods and services to support the agency's overall fiscal health.

Since staff contributed significantly to the organization's ability to meet or exceed revenue and expenditure targets in an unpredictable operating environment, it is recommended that JYF restore a portion of the reduced classified salaries and offset reduced hours for wage personnel.

Proposed Classified Salary Restoration

Ten Day Restoration Plan

\$125,763

<u>Description</u>	<u>Impact</u>
<ul style="list-style-type: none">• Employees who received 4,5 or 10 TWFR days receive a payment equal to their lost TWFR wages.• Employees who received more than 10 TWFR days receive a payment equal to 10 days salary.• Employees earning in excess of \$100,000 annually will receive a payment equal to 5 days salary.• Payments range from \$446 to \$5,148.	<ul style="list-style-type: none">• Fully restores lost wages for 90 employees• Partially restores lost wages for 46 employees
<p>This scenario provides for equity by restoring lost wages in a manner equal to the employee's current salary by balancing cost and impact. It also remains true to the committee's original goal of limiting impact on those employees who earn lower salaries by fully restoring the salaries for all employees earning less than \$50,000 per year.</p>	

Proposed Wage Payments

Wage Tiered Payment Plan

\$31,200

<u>Description</u>	<u>Impact</u>
<ul style="list-style-type: none">• Wage employees are allocated payments in four tiers, based on average hours worked.• Payments are equal to:<ul style="list-style-type: none">- 1-19 hours per pay period: \$200- 20-31 hours per pay period: \$300- 32-45 hours per pay period: \$400- 46 or more hours per pay period: \$500	<ul style="list-style-type: none">• Provides a tiered payment to 90 wage employees who have returned to work.
<p>This scenario allocates resources based on average hours worked using a tiered format. Tiers were developed after a review of average hours worked in a pay period of all wage personnel who have returned to work. The weighting factor results in core wage employees receiving higher payments than seasonal or intermediate wage employees, which is equitable based on the hours worked by the impacted employees.</p>	

Available Resources

A detailed annual mid-year review and analysis of the agency operating budget, revenue trends, visitation trends, and expenditures, identified the needed \$234,811 to fully fund the classified and wage employee salary restoration payments and the \$16,687 in FICA payments.

<p style="text-align: center;">Jamestown-Yorktown Foundation FY22 COMPENSATION STRATEGIES</p>

Fiscal Year 2022 Compensation Adjustments

The state budget for FY22 contains one item related to compensation adjustment that impacts the employees of the Jamestown-Yorktown Foundation.

- *Statewide Base Salary Increases:* Item 477, paragraph X, authorizes a 5% base salary increase effective June 10, 2021, for classified employees who earn a rating of “Contributor” or above on their annual performance evaluation.
- *Amendment Funded Salary Increases:* In addition, the state budget includes an additional \$471,820 to increase hourly wages from an agency minimum of \$10.80 per hour to \$15.00 per hour, which is in line with the regional market for similar positions and to support the restoration of wage positions reduced due to COVID-19.

Financial Impact – Classified Statewide Base Salary Increases

- The Jamestown-Yorktown Foundation has an authorized Maximum Employment Level (MEL) of 174 full time classified employees. Currently, the agency has budgeted for 157 active positions, with some of those positions held vacant temporarily in an effort to reduce costs.
- The General Fund provides funding for 111 positions, or 63% of the classified workforce. The agency utilizes Non-general Funds to support the salaries and benefits of the remaining 63 positions, or 37% of the workforce.
- The total cost of providing the required 5% classified base salary increase is \$372,991.
- JYF anticipates receiving an additional \$223,347 in state central appropriations to the agency general fund to support the cost of providing salary increases to the general funded positions.
- The agency is required to utilize \$149,644 in non-general funds to provide the salary increases to the remaining positions. The proposed Fiscal Year 2022 Operating Budget for JYF includes funding to support the costs of providing the salary adjustment.

Financial Impact – Wage Compensation Adjustments

- Extending the 5% base salary increase to the agency’s part-time wage personnel will require an estimated \$38,525 in non-general funds.

The Honorable Kenneth R. Plum,
Chair, Executive Committee
The Honorable Janet D. Howell,
Vice Chair, Executive Committee

The Honorable Emmett W. Hanger, Jr.,
Chair, Finance Committee
The Honorable Delores L. McQuinn,
Vice Chair, Finance Committee

AGENDA

- I. Call to Order – Delegate Plum**
- II. Approval of Minutes – Delegate Plum**
November 9, 2020
(p. 70)
- III. FY21 Foundation Operating Budget – Senator Hanger**
 - A. Foundation Statement of Revenues and Expenditures
(p. 74)
 - B. Third Quarter Performance Measures
(p. 85)
- IV. FY22 Proposed Operating Budget – Senator Hanger**
- V. Capital and Maintenance Planning – Chief Adkins**
(Attachment; p. 47)
- VI. Jamestown-Yorktown Educational Trust President’s Report – Mr. Acuff**
- VII. Administration and Personnel Actions – Professor Jordan**
 - A. FY21 Classified and Wage Pay Restorations
(p. 67)
 - B. FY22 Salary Adjustments and Impacts
(p. 68)
- VIII. Other Business – Delegate Plum**
- IX. Adjournment – Delegate Plum**

Executive and Finance Committee

Members Present:

Messrs. Atkinson, Acuff, Connock, Cox, Dendy, Hanger, Knight, Norment, Trammell; Mmes. Carr, Filler-Corn, Flippo, Gerdelman, Hester, Locke.

Executive and Finance Committee

Members Absent:

Messrs. Hayes, Mullin, Torian, Ware; Mmes. Howell, Kincheloe, Lucas.

Other guests:

Messrs. Mason; Mmes. Taylor

Staff Present:

Messrs. Armstrong, Stovall; Mmes. Basic, Coleman, Dresen, Heikens, Lucas, Puckett.

I. Call to Order

Delegate Cox called the meeting to order at 9:02 a.m. on Tuesday, November 10, 2020, and thanked all for participating by phone in accordance with Virginia Code § 2.2-3708.2 (A)(3). He noted Treasurer and Finance Committee chair Frank Atkinson's assistance in guiding the meeting.

II. Approval of Minutes

Delegate Cox directed members to the minutes from the September 15, 2020, meeting and requested a motion for approval. Senator Norment made a motion, with second by Mr. Dendy. The minutes were approved unanimously.

III. FY21 Foundation Operating Budget

Mr. Atkinson reported total revenues are at \$5.1 million, 22% less than last year. This is driven by reduced visitation due to the COVID-19 pandemic. Total expenditures are \$4.2 million, which is 18% lower than the previous year due to reduced expenditures in personnel with the majority of part time personnel still on furlough. In September, JYF projected visitation would not hit the target that had been set in May creating a \$1.3 to \$1.5 million revenue shortfall.

Mr. Atkinson stated performance measures after the first quarter for on-site education and outreach education have been significantly impacted by the COVID-19 pandemic and are unlikely to meet goals. The goals for non-general funds through advertising and marketing dollars exceeded goals due to timing of visitation relative to the advertising campaign. Facility condition goals and overall visitor impressions continue to exceed annual targets.

Mr. Atkinson called on Mr. Stovall to speak on projected budget shortfalls previously discussed and plans for addressing the shortfall. Mr. Stovall referred committee

members to the visitation analysis on page 95 of their packets. Mr. Stovall reported visitation has increased and now JYF projects an admission revenue shortfall of \$750,000. JYF has exceeded savings target in wage payroll reductions, and have more than \$500,000 in a contingency fund that has not been pulled over from affiliates. These resources and the \$1 million loan that the affiliates are providing will be more than enough additional resources to manage the shortfall. As JYF moves into the winter months, the shortfall could increase. JYF will continue to monitor revenues, expenditures, and performance closely and make any necessary adjustments. Mr. Stovall asked if there were any questions and none were heard.

IV. JYF, Inc. Naming and Recognition Requests

Delegate Cox presented two Naming and Recognition requests before the committee. Delegate Cox stated both of the requests were approved before the JYF, Inc., Executive Committee meeting in September. Delegate Cox presented a special request for a small plaque to be placed in the outdoor area at the American Revolution Museum at Yorktown honoring Dr. H. Alexander Wilson and Dr. Anne Leddy for the considerable amount of in-kind materials for landscaping and for the numerous hours donated by Dr. Wilson for the installation of the plant materials. Delegate Cox requested a motion for approval. Senator Norment made a motion, seconded by Ms. Gerdelman. The motion was approved unanimously. Delegate Cox shared prior to Phil Emerson's retirement the JYF Inc., Board of Directors initiated an endowment effort to recognize Phil Emerson's years of service and contributions to JYF. To date, 19 donors have made commitments totaling \$100,000 to the Endowment meeting the endowment fund threshold. Mr. Emerson has expressed gratitude and would like funds from the endowment to benefit special exhibitions at Jamestown Settlement and American Revolution Museum at Yorktown. The formal name would be Endowment for Special Exhibitions in honor of Philip G. Emerson. Delegate Cox requested a motion for approval. Ms. Gerdelman made a motion, seconded by Mr. Atkinson. The motion was unanimously approved.

V. FY22 State Budget Amendments Requested

Delegate Cox asked Mr. Stovall to report on the state budget amendments requested for FY22. Mr. Stovall asked committee members to review page 94 of their packets. The first submission is designed to support the objectives outlined in the bill that created the American Revolution 250th Commission. The funds would support minimal staffing support, planning, and marketing. The request is slightly above \$250,000. The second submission is to support marketing efforts. These efforts include supporting our regional marketing partnerships, enhancing digital marketing efforts, and beginning the process of redesigning the agency's outdated website. The goal is to build consumer confidence, restore the tourism market, and restore JYF's ability to generate non-general fund revenue. The amount requested is slightly more than \$400,000. The final submission request is addressing the concern regarding frontline staff wages. JYF is seeking \$410,000 to bring the wages up to a more competitive

level in hopes of avoiding the potential loss of frontline staff who have years of experience, training, and knowledge which would set JYF's product back significantly. Delegate Cox asked if there were any questions. Mr. Atkinson asked which of the items had been approved previously in the FY20 session but were unallocated due to the pandemic. Mr. Stovall stated the marketing request had been unallocated. Delegate Cox asked to prioritize the items and Mr. Stovall stated the top two requests would be marketing and frontline staff. Delegate Cox asked if there were any further questions and none were heard.

VI. APA Review Findings and Response

Delegate Cox introduced Director of Finance, Ms. Jean Puckett to report on the Auditor of Public Accounts (APA) Review Findings and Response. Ms. Puckett asked committee members to turn page 95 for the summary of the APA review conducted in the spring on Internal Controls and Information Systems Security. Ms. Puckett explained the reviews are part of the standard APA review for agencies that do not have a mandated annual audit requirement. The Internal Control review documented three minor areas requiring strengthening of controls. None of the findings were significant or material. The APA findings were to strengthen documentation for specific process and procedures for critical business processes in addition to the state procedures; support for the annual ARMICs certification, and a process for confirming accuracy of information reported to Virginia Retirement System (VRS). Staff continue to work on addressing the findings; however, furloughs and reduced staff are impacting the speed of writing JYF specific procedures. ARMICS documentation was strengthened and the VRS reconciliation procedures have been updated.

Six areas were identified for improvement in Information Systems Security. The APA recognized three of the findings were due to limited information technology personnel and resources that contributed to JYF's ability to meet the Commonwealth Information Security standard for review of audit logs and associated review, disaster recovery testing, and risk assessments. The other three findings relate to security awareness training, procedures for terminating and reviewing accounts to prevent unauthorized access, and process to manage third party service providers compliance. JYF staff's efforts to address the findings include increased focus on staff training, documenting existing procedures, implementing an annual review, and working on risk assessments. Ms. Puckett asked if there were any questions and none were heard. Delegate Cox thanked Ms. Puckett for her report.

VII. Jamestown-Yorktown Educational Trust Report

Mr. Acuff reported the JYET met last summer on June 29 by phone conference to discuss and vote on several topics. Mr. Acuff reported JYET amended the current contract with JCM to revise the minimum guarantee commission in response to the mandated closure of food service facilities in response to COVID-19. JYET authorized the executive director to enter into a supplemental contract agreement with JCM, Inc. for continued operations of the café and food services facilities at Jamestown Settlement and the American Revolution Museum at Yorktown. Second, budget adjustments were approved based on the significant

impact of COVID-19 on every operation at JYF. The closure of the museums created a \$2 million shortfall in the foundation's FY20 budget and a similar shortfall in FY21 is projected due to reduced visitation. Work continued on the Jamestown Settlement gift shop renovation during the closure and is now complete. The gift shop has been exceeding sales projections in recent months. Mr. Acuff shared the Executive and Finance committee voted to place a hold on hiring a consultant to provide guidance and planning for the café renovation due to budget adjustments that were needed. Delegate Cox asked if there were any questions and none were heard.

VIII. Agency Issues Before the Attorney General's Office

Delegate Cox requested that Mr. Stovall report on issues before the Attorney General's Office. Mr. Stovall reported the case involving a former employee who believes she was wrongfully terminated will be heard in federal court for the Eastern District of Virginia and is scheduled to proceed in late January, 2021. COVID-19 has impacted the operation of federal courts and there has been no action for several months; however, it is scheduled to move forward.

IX. Other Business

Delegate Cox asked if there was any other business. Ms. Gerdelman asked if the agency is free from FOIA requests on donor data. Mr. Stovall stated it is considered resolved and donor data is exempt from FOIA. No other further business was mentioned.

X. Adjournment

There being no further business, the November 10, 2020, 2020, Executive and Finance Committees meeting was adjourned by Delegate Cox at 9:46 a.m.

Jamestown-Yorktown Foundation
STATEMENT OF REVENUES AND EXPENDITURES
FINANCIAL SUMMARY
July 1, 2020 through March 31, 2021

This report presents current year actual revenues and expenditures compared with prior year results.

Total Revenues for the year were 11% lower than last year. This is due to substantially reduced visitation.

Earned Revenues through March totaled \$3,580,418. This amount was \$1,734,732 lower than last year at this time. Admissions revenues for the year were 38% lower compared with the same period last year. Grant revenues of \$230,200 were received through March.

Total Expenditures for the year to date of \$11,610,664 were 18% lower when compared to last year and represented 59% of the total annual budgeted expenditures.

Personnel Services expenditures for nine months, decreased by 12% from last year due to the TWFR days taken as well as wage payroll reductions due to the response to the COVID-19 pandemic. Expenditures reflect 66% of the annual budget.

Contractual Services expenditures for nine months, decreased by 38% from last year. This is due to a reduction of cost related to travel and labor related to expenditure reductions in response to COVID-19.

Supplies and Materials for nine months decreased by \$92,376 from last year and reflects 43% of the annual budget.

Transfer Payments for nine months, increased by \$86,566 from last year. This is mostly the result of unemployment compensation expenses related to COVID-19.

Continuous Charges for nine months increased by \$25,611 from last year and reflects 72% of the annual budget. The increase is due to the timing of FY21 insurance expenses paid in this fiscal year rather than being prepaid in the prior fiscal year.

Fixed Asset purchases this year decreased by \$81,087 from last year. The majority of this decrease is due to equipment expense related to the exhibits in the prior year.

Net revenues year to date show a net gain of \$1,389,710 as compared to a net gain of \$599,179 in the prior year.

COMPLIANCE WITH PROMPT PAY ACT The accounting department maintained a 100% compliance rate for the month of March. Year-to-date compliance is 100%.

Jamestown Yorktown Foundation

Monthly Financial Report Summary

July 1, 2020 through March 31, 2021

Jamestown Yorktown Foundation Revenue and Expenditure Summary

Revenues

	<i>Budget</i>	<i>Year to Date</i>
\$	19,697,956	\$ 13,000,374

Expenditures

	<i>Budget</i>	<i>Year to Date</i>
\$	19,697,956	\$ 11,610,664



Jamestown Yorktown Foundation Month / YTD Revenue Comparison to Prior Year

FY 2020			FY 2021		
<i>Month</i>	<i>YTD</i>		<i>Month</i>	<i>YTD</i>	
\$ 74,365	\$ 2,463,671	Jamestown Admissions	\$ 258,666	\$ 1,468,631	
\$ 31,473	\$ 1,072,230	Yorktown Admissions	\$ 112,363	\$ 735,249	
\$ 25,000	\$ 237,500	Grants	\$ -	\$ 230,200	
\$ 10,250	\$ 78,486	Outreach	\$ 7,475	\$ 25,293	
\$ (33,015)	\$ 12,128	After Hours Revenue	\$ 50	\$ 1,436	
\$ 445,321	\$ 1,451,134	Misc Revenues	\$ 27,818	\$ 1,105,542	
\$ -	\$ -	Proceeds from Sales of Surplus	\$ 774	\$ 14,067	
\$ 553,395	\$ 5,315,149	Total Earned Revenues	\$ 407,146	\$ 3,580,418	
\$ -	\$ 538,017	Restricted/Designated Carryover	\$ -	\$ 1,071,224	
\$ -	\$ 359,366	Non-General Fund Carryover	\$ -	\$ 119,657	
\$ -	\$ 47,793	Previous Year Revenue	\$ -	\$ 285	
\$ 862,242	\$ 8,413,198	State Appropriation Recognized	\$ 716,115	\$ 8,228,790	
\$ 1,415,637	\$ 14,673,524	Total Revenues	\$ 1,123,261	\$ 13,000,374	

Jamestown Yorktown Foundation Month / YTD Expenditure Comparison to Prior Year

FY 2020			FY 2021		
<i>Month</i>	<i>YTD</i>		<i>Month</i>	<i>YTD</i>	
\$ 1,025,573	\$ 9,561,002	Personnel Services	\$ 895,236	\$ 8,406,595	
\$ 547,382	\$ 3,310,886	Contractual Services	\$ 343,022	\$ 2,062,899	
\$ 32,727	\$ 327,635	Supplies and Materials	\$ 23,701	\$ 235,259	
\$ 56,463	\$ 691,786	Continuous Charges	\$ 54,103	\$ 717,396	
\$ 646	\$ 22,729	Transfer Payments	\$ 6,924	\$ 109,295	
\$ 13,930	\$ 160,307	Fixed Asset Purchases	\$ 11,834	\$ 79,219	
\$ 1,676,721	\$ 14,074,345	Total Expenditures	\$ 1,334,819	\$ 11,610,664	

Jamestown Yorktown Foundation Prompt Pay Compliance

March	<div></div>	100%
Year to Date	<div></div>	100%

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

Line #			Total Budget - Revised	Current Year Actual	Percent of Budget Used	Prior Year Actual	Current Period Actual	Pr Yr Current Period Actual
1	Revenue							
2	Admissions Revenue							
3	Jamestown Admissions	42520	2,614,948.00	1,468,630.58	56.16%	2,463,670.86	258,666.42	74,365.23
4	Yorktown Admissions	42522	<u>1,341,474.00</u>	<u>735,249.10</u>	<u>54.80%</u>	<u>1,072,230.22</u>	<u>112,362.98</u>	<u>31,473.41</u>
5	Total Admissions Revenue		3,956,422.00	2,203,879.68	55.70%	3,535,901.08	371,029.40	105,838.64
6	Non Admissions Revenue							
7	Grants	46103	230,200.00	230,200.00	100.00%	237,500.00	0.00	25,000.00
8	Outreach	46106	118,000.00	25,292.95	21.43%	78,485.90	7,475.00	10,250.10
9	After Hours Revenue	46126	0.00	1,436.00	0.00%	12,128.00	50.00	(33,015.00)
10	Broadsides	46160	15,000.00	0.00	0.00%	0.00	0.00	0.00
11	Misc Revenues	49060	3,373,861.27	1,105,542.29	32.76%	1,451,134.15	27,817.62	445,321.47
12	Proceeds From Sale Of Surplus	49999	<u>0.00</u>	<u>14,066.65</u>	<u>0.00%</u>	<u>0.00</u>	<u>773.50</u>	<u>0.00</u>
13	Total Non Admissions Revenue		3,737,061.27	1,376,537.89	36.83%	1,779,248.05	36,116.12	447,556.57
14								
15	NGF Carryforward							
16	Restricted/Designated NGF Carryovers	46460	1,071,224.43	1,071,224.43	100.00%	538,017.15	0.00	0.00
17	Non-General Fund Carryovers	47010	<u>200,000.00</u>	<u>119,657.09</u>	<u>59.82%</u>	<u>359,366.18</u>	<u>0.00</u>	<u>0.00</u>
18	Total NGF Carryforward		1,271,224.43	1,190,881.52	93.68%	897,383.33	0.00	0.00
19	Previous Year Revenue	49084	<u>0.00</u>	<u>285.00</u>	<u>0.00%</u>	<u>47,793.18</u>	<u>0.00</u>	<u>0.00</u>
20	Total Previous Year Revenue		0.00	285.00	0.00%	47,793.18	0.00	0.00
21	Appropriation							
22	State Appropriation	49091	10,733,248.00	8,228,790.00	76.66%	8,413,198.00	716,115.00	862,242.00
23	Total Appropriation		<u>10,733,248.00</u>	<u>8,228,790.00</u>	<u>76.67%</u>	<u>8,413,198.00</u>	<u>716,115.00</u>	<u>862,242.00</u>
24	Total Revenue		<u>19,697,955.70</u>	<u>13,000,374.09</u>	<u>66.00%</u>	<u>14,673,523.64</u>	<u>1,123,260.52</u>	<u>1,415,637.21</u>

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

			Total Budget -	Current Year	Percent of		Current Period	Pr Yr Current Period
			Revised	Actual	Budget	Prior Year Actual	Actual	Actual
					Used			
25	Expenditures							
26	Personnel Services							
27	Employer Retirement Contrib VRS	51111	1,051,675.00	698,554.28	66.42%	696,271.61	74,682.02	74,721.98
28	FICA Salaried	51112	663,855.00	410,596.08	61.85%	497,001.05	44,504.06	53,405.94
29	Group Life Insurance	51114	99,803.00	68,050.03	68.18%	71,343.96	7,428.19	7,731.47
30	Medical Insurance	51115	1,929,930.00	1,230,975.54	63.78%	1,201,422.40	140,134.50	144,235.00
31	Retiree Medical Insurance Credit	51116	83,403.00	57,750.40	69.24%	63,719.43	6,137.87	6,905.30
32	Long-term Disability Insurance	51117	45,433.00	30,839.30	67.87%	33,179.40	3,281.91	3,597.39
33	Salaries Appointment	51122	236,508.00	180,470.70	76.30%	208,175.32	18,791.40	23,045.02
34	Salaries Classified	51123	5,432,844.38	4,157,297.39	76.52%	4,159,212.22	444,256.00	458,480.21
35	Salaries Contract	51124	1,773,779.00	741,693.13	41.81%	1,007,573.37	73,796.91	101,661.94
36	Salaries Overtime	51125	33,986.00	11,995.50	35.29%	55,740.83	1,985.71	3,817.09
37	Salaries IT Employees	51128	0.00	0.00	0.00%	62,502.97	0.00	6,579.26
38	Bonuses and Incentives	51131	1,426.00	23.38	1.63%	55,199.00	0.00	0.00
39	Deferred Compensation Match	51138	34,333.00	20,852.50	60.73%	21,867.50	2,155.00	2,205.00
40	Wages	51141	1,715,469.00	545,699.26	31.81%	1,313,242.26	63,379.23	131,373.59
41	Wages Overtime	51143	0.00	0.00	0.00%	2,840.84	0.00	0.00
42	Workers Compensation Awards	51151	0.00	(116.00)	0.00%	0.00	0.00	0.00
43	Short-term Disability Benefits	51153	0.00	7,680.53	0.00%	41,580.14	7,680.53	0.00
44	Salaries Annual Leave Balances	51162	0.00	63,225.18	0.00%	27,741.71	475.42	1,899.52
45	Salaries Comp Leave balances	51164	0.00	590.88	0.00%	2,261.97	0.00	881.92
46	Employee Retirement Hybrid	51166	28,878.00	42,715.87	147.91%	40,126.20	4,221.35	5,031.94
47	Severance Benefits Salaries	51171	0.00	71,010.39	0.00%	0.00	0.08	0.00

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

			Total Budget -	Current Year	Percent of Budget		Current Period	Pr Yr Current Period
			Revised	Actual	Used	Prior Year Actual	Actual	Actual
48	Severance Benefits FICA	51172	0.00	5,455.71	0.00%	0.00	26.94	0.00
49	Severance Benefits Med Insur	51173	0.00	29,974.00	0.00%	0.00	1,914.00	0.00
50	Severance Benefits Life Insur	51174	0.00	6,124.75	0.00%	0.00	384.66	0.00
51	Severance Benefits Annual Leave	51176	0.00	25,135.82	0.00%	0.00	0.00	0.00
52	Turnover/Vacancy Classified	51195	(315,383.00)	0.00	0.00%	0.00	0.00	0.00
53	Total Personnel Services		12,815,939.38	8,406,594.62	65.59%	9,561,002.18	895,235.78	1,025,572.57
54	Contractual Services							
55	Express Services	51211	633.00	0.00	0.00%	57.39	0.00	0.00
56	Outbound Freight Services	51212	2,095.00	1,448.63	69.14%	4,294.21	0.00	2,715.94
57	Postal Services	51214	12,070.00	1,852.56	15.34%	11,678.05	0.00	12.65
58	Printing Services	51215	37,360.00	9,839.00	26.33%	24,388.80	7,663.00	667.75
59	Telecommunications Services State	51216	546,036.00	347,459.73	63.63%	312,431.92	71,302.74	35,400.26
60	Telecom Services Non-State	51217	435.00	630.00	144.82%	525.00	0.00	0.00
61	Inbound Freight Services	51219	2,336.00	1,899.28	81.30%	1,530.41	17.99	57.79
62	Organization Memberships	51221	21,471.00	11,019.00	51.32%	18,008.00	860.00	860.00
63	Publication Subscriptions	51222	850.00	144.04	16.94%	407.58	0.00	0.00
64	Employee Training	51224	36,262.00	(2,755.80)	(7.59)%	22,638.28	0.00	935.00
65	Employee Training Travel	51227	500.00	0.00	0.00%	123.38	0.00	0.00
66	Empl IT Training Workshop Conf	51228	670.00	0.00	0.00%	0.00	0.00	0.00
67	Auditing Services	51241	58,880.00	31,932.04	54.23%	58,880.00	0.00	0.00
68	Fiscal Services	51242	91,211.00	30,937.89	33.91%	76,473.35	1,233.42	2,217.05
69	Attorney Services	51243	0.00	39.00	0.00%	0.00	0.00	0.00
70	Management Services	51244	186.00	0.00	0.00%	0.00	0.00	0.00
71	Public Info and Relations Services	51246	48,578.00	47,668.13	98.12%	127,934.53	2,502.68	13,252.11
72	Legal Services	51247	7,500.00	0.00	0.00%	3,709.95	0.00	0.00

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

			Total Budget -	Current Year	Percent of		Current Period	Pr Yr Current Period
			Revised	Actual	Budget	Prior Year Actual	Actual	Actual
					Used			
73	Media Services	51248	866,740.44	342,893.20	39.56%	483,713.48	81,159.34	131,099.53
74	Recruitment Advertising	51249	0.00	409.00	0.00%	459.00	0.00	0.00
75	Custodial Services	51251	471,852.00	321,833.12	68.20%	376,448.01	31,851.08	35,423.48
76	Electrical Repair Services	51252	12,425.00	7,837.02	63.07%	1,535.00	450.00	0.00
77	Equipment Repair Services	51253	165,882.00	217,956.89	131.39%	254,235.71	12,694.50	70,872.26
78	Extermination Control Services	51254	4,320.00	2,116.00	48.98%	2,115.00	235.00	235.00
79	Highway Repair & Maint Services	51255	0.00	0.00	0.00%	6,263.04	0.00	0.00
80	Mechanical Repair & Maint	51256	60,665.00	56,216.71	92.66%	55,143.09	10,967.66	7,312.90
81	Plant Repair & Maint Services	51257	23,210.00	3,343.00	14.40%	41,615.15	1,205.00	17,055.00
82	Vehicle Repair Services	51259	24,070.00	15,716.17	65.29%	22,388.84	569.00	5,505.13
83	Food and Dietary Services	51264	17,035.00	59.83	0.35%	9,449.04	0.00	436.13
84	Laundry and Linen Services	51265	2,765.00	0.00	0.00%	25.00	0.00	0.00
85	Manual Labor Services	51266	1,000.00	0.00	0.00%	0.00	0.00	0.00
86	Production Services	51267	9,956.00	37.80	0.37%	47,817.43	0.00	14,908.32
87	Skilled Services	51268	746,598.73	72,585.32	9.72%	321,862.42	9,536.62	22,933.49
88	VITA Pass Thru Charges	51272	150.00	8,177.00	5,451.33%	953.36	5,534.10	384.36
89	Computer Hardware Maintenance	51274	100.00	457.20	457.20%	0.00	0.00	0.00
90	Computer Software Maintenance	51275	65,260.00	12,933.45	19.81%	64,153.91	0.00	49,945.91
91	Computer Operating Services State	51278	1,040,813.00	473,953.30	45.53%	738,037.61	103,576.07	99,190.35
92	Computer Software Costs	51279	0.00	4,301.76	0.00%	38,175.00	0.00	20,300.00
93	Travel Personal Vehicle	51282	11,158.00	1,193.05	10.69%	11,344.97	260.96	770.51
94	Travel Public Carriers	51283	31,386.00	500.00	1.59%	9,336.12	0.00	307.05
95	Travel State Vehicles	51284	27,480.00	38,266.14	139.25%	58,769.23	1,402.55	6,032.44
96	Travel Subsistence and Lodging	51285	74,683.00	0.00	0.00%	72,296.56	0.00	5,764.90
97	Travel Meal Reimb Not Reportable	51288	33,393.00	0.00	0.00%	31,668.58	0.00	2,786.50

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

			Total Budget -	Current Year	Percent of		Current Period	Pr Yr Current Period
			Revised	Actual	Budget	Prior Year Actual	Actual	Actual
					Used			
98	Undistributed Contractual Services	51295	<u>657,199.27</u>	<u>0.00</u>	<u>0.00%</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
99	Total Contractual Services		5,215,214.44	2,062,899.46	39.56%	3,310,886.40	343,021.71	547,381.81
100	Supplies and Materials							
101	Apparel Supplies	51311	43,408.00	19,589.71	45.12%	26,199.41	1,197.43	2,745.40
102	Office Supplies	51312	26,317.00	5,537.97	21.04%	13,905.58	(44.59)	1,682.49
103	Stationery and Forms	51313	5,964.00	1,248.89	20.94%	529.14	0.00	0.00
104	Gas	51322	250,748.00	108,507.78	43.27%	113,607.51	15,536.85	14,582.04
105	Gasoline	51323	27,900.00	12,963.96	46.46%	20,191.12	1,406.03	928.79
106	Oil	51324	6,000.00	0.00	0.00%	0.00	0.00	0.00
107	Wood Fuels	51326	0.00	0.00	0.00%	2,944.00	0.00	0.00
108	License Tags	51332	40.00	10.00	25.00%	10.00	0.00	0.00
109	Manufacturing Supplies	51333	2,670.00	7,455.08	279.21%	6,349.19	4,089.61	169.36
110	Packaging and Shipping Supplies	51335	1,090.00	0.00	0.00%	1,779.28	0.00	1,738.80
111	Laboratory Supplies	51341	1,714.00	0.00	0.00%	0.00	0.00	0.00
112	Medical and Dental Supplies	51342	2,350.00	2,752.28	117.11%	203.68	901.25	0.00
113	Building Repair & Maint Materials	51351	7,869.00	216.98	2.75%	3,197.63	177.09	128.00
114	Custodial Repair & Maint Materials	51352	45,540.00	23,311.87	51.18%	36,086.74	(8,643.18)	1,989.25
115	Electrical Repair & Maint Materials	51353	23,806.00	7,993.67	33.57%	16,798.39	375.74	1,671.82
116	Mechanical Repair & Maint Mat'ls	51354	26,324.00	22,659.90	86.08%	36,058.16	5,291.23	4,247.38
117	Vehicle Repair & Maint Materials	51355	19,506.00	5,779.10	29.62%	17,367.29	466.32	869.68
118	Highway Repair and Maint	51356	500.00	0.00	0.00%	2,092.22	0.00	1,265.12
119	Food and Dietary Supplies	51362	3,341.00	2,547.66	76.25%	6,049.92	307.49	6.56
120	Food Service Supplies	51363	0.00	0.00	0.00%	93.01	0.00	0.00
121	Laundry and Linen Supplies	51364	400.00	0.00	0.00%	0.00	0.00	0.00
122	Agricultural Supplies	51371	7,459.00	2,570.75	34.46%	5,363.25	145.01	341.55

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

			Total Budget -	Current Year	Percent of		Current Period	Pr Yr Current Period
			Revised	Actual	Budget	Prior Year Actual	Actual	Actual
					Used			
123	Computer Operating Supplies	51373	2,099.00	671.15	31.97%	606.03	54.39	96.50
124	Educational Supplies	51374	41,800.00	11,129.90	26.62%	18,203.20	2,440.00	263.90
125	Fish and Wildlife Supplies	51375	<u>0.00</u>	<u>311.94</u>	<u>0.00%</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
126	Total Supplies and Materials		546,845.00	235,258.59	43.02%	327,634.75	23,700.67	32,726.64
127	Transfer Payments							
128	Premiums	51413	21,000.00	12,802.00	60.96%	19,723.43	6,924.00	646.45
129	Unemployment Comp Reimb	51415	0.00	96,493.24	0.00%	3,006.00	0.00	0.00
130	Grants to Nongov Organizations	51452	<u>6,500.00</u>	<u>0.00</u>	<u>0.00%</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
131	Total Transfer Payments		27,500.00	109,295.24	397.44%	22,729.43	6,924.00	646.45
132	Continuous Charges							
133	Automobile Liability	51512	7,737.00	8,121.00	104.96%	0.00	0.00	0.00
134	Marine Insurance	51515	46,000.00	43,429.00	94.41%	0.00	0.00	0.00
135	Property Insurance	51516	29,202.00	29,202.00	100.00%	0.00	0.00	0.00
136	Equipment Rentals	51534	56,789.00	16,934.33	29.81%	49,207.99	5,066.35	2,411.40
137	Agency Service Charges	51541	80,136.00	92,062.75	114.88%	98,846.73	4,000.59	4,738.00
138	Electrical Service Charges	51542	560,000.00	362,163.63	64.67%	402,010.55	33,334.06	37,209.78
139	Refuse Service Charges	51543	15,000.00	11,393.51	75.95%	9,968.16	4,932.08	1,248.23
140	Water and Sewer Service Charges	51544	103,000.00	33,217.06	32.24%	77,995.08	6,769.72	10,855.80
141	General Liability Insurance	51551	9,114.00	10,225.00	112.19%	0.00	0.00	0.00
142	Surety Bonds	51554	314.00	314.00	100.00%	0.00	0.00	0.00
143	Workers Compensation	51555	95,011.00	110,334.16	116.12%	0.00	0.00	0.00
144	Equipment Installment Purchases	51564	<u>0.00</u>	<u>0.00</u>	<u>0.00%</u>	<u>53,757.29</u>	<u>0.00</u>	<u>0.00</u>
145	Total Continuous Charges		1,002,303.00	717,396.44	71.57%	691,785.80	54,102.80	56,463.21
146	Fixed Assets							
147	Plants	52123	3,000.00	94.99	3.16%	0.00	0.00	0.00

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

			Total Budget -	Current Year	Percent of		Current Period	Pr Yr Current Period
			Revised	Actual	Budget	Prior Year Actual	Actual	Actual
					Used			
148	Site Improvements	52131	0.00	116.55	0.00%	0.00	0.00	0.00
149	Desktop Client Computers	52211	0.00	1,299.98	0.00%	3,081.50	0.00	(174.10)
150	Mobile Client Computers	52212	0.00	4,999.96	0.00%	0.00	0.00	0.00
151	Network Components	52216	0.00	0.00	0.00%	49.31	0.00	0.00
152	Other Computer Equipment	52217	12,618.04	6,972.19	55.25%	6,806.06	157.98	1,183.94
153	Computer Software Purchases	52218	17,233.00	27,574.16	160.00%	20,488.24	11,833.59	9,739.57
154	Educational Equipment	52222	1,000.00	3,524.00	352.40%	0.00	(401.25)	0.00
155	Exhibit Equipment	52223	3,500.00	8,223.88	234.96%	85,017.50	(550.90)	0.00
156	Reference Equipment	52224	310.00	0.00	0.00%	22.46	0.00	0.00
157	Electronic Equipment	52231	8,157.00	655.77	8.03%	20,402.81	12.60	0.00
158	Photographic Equipment	52232	0.00	159.98	0.00%	0.00	0.00	0.00
159	Voice and Data Transmit Equipment	52233	0.00	89.64	0.00%	0.00	0.00	0.00
160	Agricultural Vehicular Equipment	52251	0.00	2,875.68	0.00%	0.00	0.00	0.00
161	Motor Vehicle Equipment	52254	0.00	0.00	0.00%	848.70	0.00	0.00
162	Power Repair & Maint Equip	52255	2,000.00	111.50	5.57%	9,017.22	0.00	0.00
163	Office Appurtenances	52261	0.00	89.97	0.00%	0.00	0.00	0.00
164	Office Furniture	52262	1,111.00	922.19	83.00%	1,436.04	211.10	0.00
165	Office Incidentals	52263	0.00	93.30	0.00%	357.02	0.00	291.65
166	Office Machines	52264	0.00	896.97	0.00%	250.81	0.00	0.00
167	Office Equipment Improvements	52268	0.00	0.00	0.00%	69.99	0.00	0.00
168	Household Equipment	52271	1,473.00	5,958.69	404.52%	3,742.90	0.00	2,702.00
169	Law Enforcement Equip	52272	4,648.00	7,077.50	152.26%	2,833.00	0.00	0.00
170	Manufacturing Equipment	52273	0.00	0.00	0.00%	24.98	0.00	0.00
171	Non-Power Equipment	52274	2,620.00	1,329.41	50.74%	2,089.25	570.53	186.91
172	Traffic Control Equipment	52276	175.00	0.00	0.00%	0.00	0.00	0.00

Jamestown-Yorktown Foundation
STATEMENT - REVENUES AND EXPENDITURES
From 07/01/2020 Through 03/31/2021

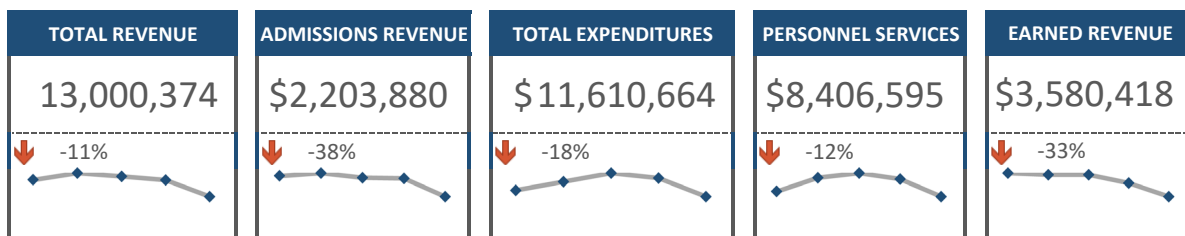
			Total Budget -	Current Year	Percent of Budget		Current Period	Pr Yr Current Period
			Revised	Actual	Used	Prior Year Actual	Actual	Actual
173	Specific Use Equipment	52278	4,500.00	0.00	0.00%	0.00	0.00	0.00
174	Built-in Equipment	52281	274.00	0.00	0.00%	1,554.94	0.00	0.00
175	Fixtures	52282	3,000.00	820.00	27.33%	2,213.84	0.00	0.00
176	Mechanical Equipment	52283	12,000.00	5,333.00	44.44%	0.00	0.00	0.00
177	Construction of Buildings	52322	<u>12,534.84</u>	<u>0.00</u>	<u>0.00%</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
178	Total Fixed Assets		<u>90,153.88</u>	<u>79,219.31</u>	<u>87.87%</u>	<u>160,306.57</u>	<u>11,833.65</u>	<u>13,929.97</u>
179	Total Expenditures		<u>19,697,955.70</u>	<u>11,610,663.66</u>	<u>58.94%</u>	<u>14,074,345.13</u>	<u>1,334,818.61</u>	<u>1,676,720.65</u>
180								
181	Net Revenue Over Expenditures		<u>0.00</u>	<u>1,389,710.43</u>	<u>0.00%</u>	<u>599,178.51</u>	<u>(211,558.09)</u>	<u>(261,083.44)</u>

Jamestown Yorktown Foundation









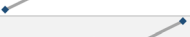















Metrics Report March Year-to-Date

2021

KEY METRICS



ALL METRICS

METRIC	REPORT YEAR (2021)	PREVIOUS YEAR (2020)	% CHANGE	5 YEAR TREND
TOTAL REVENUE	\$ 13,000,374	\$ 14,673,524	↓ -11%	
ADMISSIONS REVENUE	\$ 2,203,880	\$ 3,535,901	↓ -38%	
JS ADMISSIONS	\$ 1,468,631	\$ 2,463,671	↓ -40%	
ARM-Y ADMISSIONS	\$ 735,249	\$ 1,072,230	↓ -31%	
EARNED REVENUE	\$ 3,580,418	\$ 5,315,149	↓ -33%	
TOTAL EXPENDITURES	\$ 11,610,664	\$ 14,074,345	↓ -18%	
PERSONNEL SERVICES	\$ 8,406,595	\$ 9,561,002	↓ -12%	
CONTRACTUAL SERVICES	\$ 2,062,899	\$ 3,310,886	↓ -38%	
SUPPLIES AND MATERIA	\$ 235,259	\$ 327,635	↓ -28%	
CONTINUOUS CHARGES	\$ 717,396	\$ 691,786	↑ 4%	
TRANSFER PAYMENTS	\$ 109,295	\$ 22,729	↑ 381%	
SALARIES	\$ 5,079,461	\$ 5,437,464	↓ -7%	
WAGES	\$ 545,699	\$ 1,313,242	↓ -58%	
VITA TELECOMM	\$ 347,460	\$ 312,432	↑ 11%	
MEDIA SERVICES	\$ 342,893	\$ 483,713	↓ -29%	
CUSTODIAL SERVICES	\$ 321,833	\$ 376,448	↓ -15%	
VITA	\$ 473,953	\$ 738,038	↓ -36%	
GAS	\$ 108,508	\$ 113,608	↓ -4%	
EDUCATIONAL SUPPLIES	\$ 11,130	\$ 18,203	↓ -39%	
EQUIPMENT RENTALS	\$ 16,934	\$ 49,208	↓ -66%	
ELECTRICAL SERVICES	\$ 362,164	\$ 402,011	↓ -10%	
WATER & SEWER	\$ 33,217	\$ 77,995	↓ -57%	
FIXED ASSETS	\$ 79,219	\$ 160,307	↓ -51%	
NET REVENUES	\$ 1,389,710	\$ 599,179	↑ 132%	

Jamestown-Yorktown Foundation
FY21 Operating Budget
THIRD QUARTER PERFORMANCE MEASURES REPORT

Key: Performance Measure Met - ● ;Not Met - ●

1. ● **Percent of visitors surveyed rating their experience “Good” or “Excellent.”** [KEY MEASURE] *The goal is to maintain a visitor satisfaction rating of 95+% “Good” or “Excellent” based on a scale of “Excellent,” “Good,” “Fair,” or “Poor.”*

Customer survey results for the third quarter of FY21 were 99.8% “Good” or “Excellent” ratings.¹

2. ● **Non-general funds generated through paid visitation per dollar spent on advertising and marketing.** *The goal is to obtain \$7.00 of admissions revenue for each \$1 spent for direct media advertising.*

For the third quarter of FY21 the ratio of admissions revenue to direct media advertising was \$6.80 to \$1. This is based upon revenues of \$2,203,880 and direct media expenditures of \$325,928. This reflects the timing of visitors versus the timing of the advertising campaign and typically the ratio declines as the year progresses.

3. ● **Number of on-site education students served.** [KEY MEASURE] *The goal is to serve 195,000 students in on-site structured education during FY21.*

On-site education program participation was 11,370 in the third quarter of FY21, which is 5.8% of the annual goal. Our ability to reach this goal is heavily impacted by the COVID-19 pandemic.

4. ● **Number of students served by outreach education programs in each fiscal year of the 2018-2020 biennium.** [KEY MEASURE] *The goal is to provide outreach programs to 70,000 students in Virginia school districts in FY21.*

For the third quarter of FY21, there were no students in the 92 Virginia school districts served through the outreach education programs. Our ability to reach this goal is severely impacted by the COVID-19 pandemic.²

5. ● **Number of complaints concerning the maintenance or operation of the JYF facilities on the visitor surveys.** *The goal is to have fewer than 5% of visitor surveys reflect complaints concerning the maintenance or operations of the JYF facilities.*

During the third quarter of FY21, 1.28% of customer surveys included complaints regarding the maintenance or operation of the facilities.¹

¹ Survey results include data collected through Q2. No additional surveys will be collected in FY21.

² Through the third quarter, 18,384 students in 54 Virginia school districts and 21 states have been served through the distance learning program. This is not included in the outreach measure and should be evaluated in FY22.