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Members Present:	Messrs. Acuff, Adkins, Finger, Hanger, Howard, Jordan, Knight, Mason, Rawles, Torian, Ware, and Wilson; Mmes. Andrews, Banks, Bourne, Cardwell, Carr, Chapman, Cousins, Dubois, Gerdelman, Howell, and Swann.
Members Absent:	Messrs. Applewhite, Dendy, Fields, Fulton, Kelly, Qarni, Skinner, and Thompson; Mmes. Abbitt, Filler-Corn, Flippo, Hester, Leopold, McQuinn, Newby-Alexander, and Swecker.
Others Present:	Mmes. Kincheloe, Lucas. Senior Assistant Attorney General/Chief, Deb Love, Office of the Attorney General
Staff Present:	Messrs. Howell, Pecoraro, Stovall, Turner; Mmes. Basic, Coleman, Culbertson, Dominguez, Floyd, Helmick, Koch, Leftwich, Lucas, Sauders, Turner

## **I. Call to Order**

Mr. Acuff called the Wednesday, May 5, 2021, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 9:01 a.m. via Zoom web conference. Mr. Acuff welcomed all attendees and requested that Ms. Floyd call the roll.

He took the opportunity to welcome Dr. Mariruth Leftwich, the new Senior Director of Museum Operations and Education. He also welcomed Mr. B.K. Fulton to the Acquisitions Committee and Senator Mason to the Public Programming Committee. He then thanked Dr. Newby-Alexander for agreeing to serve as Vice-Chair of the Public Programming Committee.

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

Mr. Finger made a motion for the approval of the minutes from the Monday, November 9, 2020 Public Programming committee meeting. Seconded by Mrs. Banks, the motion was approved. Mrs. Banks then made a motion for approval of the minutes from the Wednesday, October 7, 2020 Acquisitions Committee meeting. Upon a second by Mrs. Gerdelman, the motion was unanimously approved.

## **III. Education Program Update**

Mr. Acuff observed that JYF's Museum Education Team is to be commended for its ability to deliver programs that meet the unique needs of teachers, students and families despite the constraints of the pandemic. He invited Mr. Howell, Director of Museum Education Services, to describe some of the challenges, accomplishments, and plans for the coming academic year. Mr. Howell listed the many obvious issues schools have been confronting such

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as the difficulty of online and hybrid teaching and reduced budgets. He stressed the importance of remaining visible in the education community and maintaining institutional relationships through an e-newsletter and online teacher development programs. He also credited JYF's Distance Learning program—in place before the pandemic began—for allowing the Education Program to adjust to meet school's changing needs, reporting that the Foundation expanded from one to three studios which were running at near 100% capacity by March 2021. He also discussed opportunities for JYF staff to reassess and hone educational program offerings that challenge students creatively, while also expanding teacher development programs. He then detailed plans for rebuilding the education program in a post-pandemic environment by continuing to foster longstanding relationships with schools and tour companies, rehiring a diverse, talented team of outreach and onsite education staff, and continuing to integrate virtual programming into regular offerings. He emphasized the importance of extending virtual programs without diminishing the value of in-person programming, but reported that since virtual programming is here to stay, the Foundation is exploring investment in a more professional production studio with editing rooms for the creation of high-quality digital programs.

Mr. Howell concluded with a review of the Education Program's service goals for the coming year. Mr. Acuff asked if there were any questions, and with none raised, Mr. Finger made a motion to approve the proposed service goals as presented. With a second from Ms. Andrews, a roll call vote was taken and the motion passed unopposed.

#### **IV. Indigenous People's Initiative and *FOCUSED***

Dr. Rawles took the floor and was pleased to report that the Foundation's commitment to provide a more inclusive representation of indigenous history and culture has resulted in a new JYF program, the Indigenous People's Initiative. He noted that the opening of the *FOCUSED* special exhibition earlier this year is part of this effort. He then invited Ms. Helmick, Manager of Special Projects and Programs, and Dr. Pecoraro, Director of Curatorial Services, to provide an overview of the initiative and provide an update on *FOCUSED*.

Ms. Helmick reminded the committee members that when the Foundation's museum opened in 1957, it was not commonplace to incorporate stories of non-western cultures. She pointed out that, although the museum has evolved tremendously over the years, much work remains to include marginalized voices at both museums. She explained that the Indigenous People's Initiative intends to provide equity to Virginia's indigenous communities, whose stories are told at JYF's museums to thousands of people every day, making the Foundation a steward of their culture. In order to be an effective steward, she emphasized the importance of building stronger relationships between JYF and the tribal communities in Virginia by giving them a voice in how their story is told, and involving them in the process of improving the interpretation of indigenous peoples.

Ms. Helmick went on to explain how indigenous voices are being centered at JYF's museums through three key areas: (1) special exhibitions such as *FOCUSED*; (2) programming that incorporates evolving scholarship and shifts approaches and methodologies

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away from solely European perspectives; (3) training that provides staff with the tools necessary to introduce new concepts and create better, more equitable interpretations of indigenous history. She also reported on changes that are underway in living history areas where additional material culture items have been ordered to enhance the appearance of the Paspahegh town and signage has been erected reminding visitors to be respectful of Virginia Indian culture and native staff. Finally, she described outreach activities designed to make JYF resources available to support Virginia Indian communities such as establishing education stations at the Nansemond Powwow, offering museum facilities to host classes for native groups, and providing the Foundation's interpretive staff to teach traditional activities to tribal members.

Dr. Pecoraro then provided an update on the *FOCUSED* exhibition by describing changes to the gallery displays, noting that these are being amended and rotated throughout the exhibition's run, thus reflecting engagement of the Virginia Indian community. For example, he reported that following the Eastern Woodlands Revitalization group tour, additional information was provided, and individuals identified, in photos of the Sharon Indian School and Class Reunion. He also reported that the exhibition's two draft registration cards—displayed in order to highlight erasure of Indian identity when registering for WWII service—have now grown to seventeen and could lead to a special display within the exhibition in November, featuring both Indigenous People's Month and Veteran's Day. He concluded by encouraging committee members to visit the exhibition.

#### **V. Special Exhibitions: *Stuarts!* Update**

Mr. Acuff then resumed the floor and reminded committee members of the “sneak peek” provided at the fall meetings of the *Stuarts!* exhibition scheduled to open at both museums on November 5, 2022. He indicated that a new cross-departmental project team has been assembled to move the development process forward and invited Dr. Leftwich to describe the planning process. Dr. Leftwich reported that a new exhibition process is underway, including the establishment of a project team, the creation of a project charter, refining the budget, and supporting the work of curators throughout content development. She also noted that the next major step forward will be an RFP for the design and build of the two exhibitions, which will be issued in August 2021, with opportunities for formative evaluation to be integrated throughout that process.

#### **VI. Curatorial Review**

Dr. Rawles again took the floor and observed that committee members would not find a Semi-Annual Acquisitions or Conservation report in their packets since there were no acquisitions or objects conserved between July and December 2020 due to COVID restrictions. He did note, however, that the Acquisitions Committee had recently approved the purchase of a unique object and invited Dr. Pecoraro to tell the committees more about it.

Dr. Pecoraro began by noting that the Foundation is gradually resuming acquisition and conservation activities, reporting that the deferred conservation needs of a bronze swivel gun tube recently began remediation at the Maryland Archaeological Conservation Lab.

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He also reported that in mid-April, the Foundation acquired at auction two 17<sup>th</sup>-century Dutch fruit bowls. Finally, he revealed the very exciting acquisition of a rare edition of the Diallo slave narrative, dating to 1734, written and published by Thomas Bluett. He explained that by securing this work, the Foundation is not only complementing its portrait of Diallo, but is adding to an important collection that includes the Anthony Benezet anti-slavery pamphlet (1767), Phyllis Wheatley *Poems* (1773), and the first edition two volume set of the Equiano narrative (1789).

He concluded by indicating he looks forward to telling committee members more about these and other acquisitions in the fall meetings. Mrs. Gerdelman asked if the Foundation was able to preserve the acquisitions budget during the pandemic. Dr. Pecoraro replied, yes, and confirmed that the acquisitions budget is in solid shape. The floor was turned back to Mr. Acuff.

## **VII. Events Program 2021/2022**

Mr. Acuff reiterated that the pandemic has led to a modification of the Foundation's events program to acknowledge the need for social distancing while still providing, to the extent possible, the annual events the public has come to expect and that are required to drive revenue. He invited Mr. Howell to provide a brief overview of the 2021 program of events. Mr. Howell pointed out that JYF is one of the few organizations in the area to offer special event programming over the past year, and acknowledged the exceptional job the staff have done to adapt annual events to the health protocols mandated by the state while still delivering an engaging visitor experience. He emphasized that visitors were extremely appreciative. He also provided an example of how programming has been adjusted, noting that social distancing requirements prohibit any ships from setting sail on Jamestown Day. Instead, an Indigenous Arts Day is being added to the line-up of activities with nine indigenous artists and four performers demonstrating both traditional and contemporary art. This change in activity also helps shift the focus of the day to include Indigenous voices, furthering the Indigenous Peoples Initiative. He also reported that the Foundation will now be offering programming on Juneteenth (June 19) in celebration of African and African-American culture. He concluded that going forward, JYF will continue to be flexible, adapting events as necessary.

## **VIII. Maritime Update**

Mr. Acuff observed that participants would not find a sailing schedule in their packet for the remainder of 2021 or 2022 since most of the annual events the ships usually participate in have been cancelled. He explained that although some events may still take place in the fall, JYF maritime staff did not feel it was possible to develop a sailing schedule with so many events still unconfirmed. He then invited Dr. Leftwich to describe the way the Foundation is considering moving ahead with new sailing policies. Dr. Leftwich reminded committee members that Revenue Generating Sails had been approved at the last board meeting. She noted that the addition of such sails requires adjustments to the Maritime Program's policies and approval process and the creation of a broad set of guidelines. She indicated that the Foundation hopes to have these guidelines for review and approval in time for the November meeting and invited committee members to contact her with any suggestions they may have.

**IX. Other Business**

Dr. Rawles returned to the floor and called for any other business. Ms. Kincheloe inquired whether any of the lectures in the program of events are virtual. Dr. Leftwich responded that these are socially distanced and in-person but that most are recorded, so that they can be put up on JYF's website or YouTube channel at a later date. Mrs. Chapman and Senator Lucas thanked the staff for an interesting and informative meeting.

**X. Adjournment**

There being no other business, Mrs. Gerdelman motioned for adjournment, and following a second by Mr. Hanger, Dr. Rawles adjourned the Wednesday, May 5, 2021 joint meeting of the Public Programming and Acquisitions Committees at 10:11 a.m.

Committee Members Present: Messrs. Adkins, Fowler, Howard, Knight and Norment;  
Mmes. Bourne, Cardwell, and Newby-Alexander.

Committee Members Absent: Messrs. Torian Mmes. Leopold and McQuinn.

Other Board Members Present: Messrs. Howard; Mmes. Andrews, Banks, Hester,  
Howell, Kincheloe,

Other Guests: Mmes. (AG Rep) Love

Staff Present: Messrs. Stovall, Turner; Mmes. Basic, Carruth,  
Coleman, Dresen, Koch, Leftwich, Lucas, Perkins,  
Rosso and Turner.

**I. Call to Order**

The Wednesday, May 5, 2021, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Chief Stephen Adkins, at 11:01 a.m., by Zoom in accordance with Virginia Code § 2.2-3708.2 (A) (3).

**II. Approval of Minutes**

Senator Thomas Norment moved, Delegate Barry Knight seconded approval of the Monday, November 9, 2020, committee meeting minutes. The motion was approved by unanimous vote 8-0. (Voting yes: Adkins, Bourne, Cardwell, Fowler, Howard, Howell, Knight, and Norment).

**III. Current Capital and Maintenance Reserve Projects**

**A. Capital Projects**

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. Ms. Rosso reported Phase II of the Jamestown Settlement Pier Project expands the existing pier shelter on the main pier and provides for multiple program enhancements. The project is scheduled to be completed in late 2022.

Ms. Rosso then discussed the Master Planning effort at Jamestown Settlement. Ms. Rosso reported the project is staff intensive and was placed on hold due to the impacts of COVID-19 on the museums and to all for a new Senior Director of Museum Operations & Education to be selected. A draft scope of work for the project has been developed and will be used to select an outside consultant to develop a plan.

### **B. Maintenance Reserve Projects**

Ms. Rosso updated the committee on the Ed Wing Condenser replacement project which consists of removing two 40 ton condensing units, one 30 ton condensing unit and air handling unit cooling coils that serve the Education Wing Phase I. In addition to replacing the condensing units a service walkway around the units will added to improve serviceability and provide safe access for HVAC technicians. Ms. Rosso stated the replacement of the Ed Wing Condenser and coils needed to be accelerated due to numerous work orders to restore cooling. Asset Essentials data provided additional evidence based on the number of non-preventative maintenance tasks completed and the cost of the tasks the assets received a D grade along with JYF experiencing bad cost trends or bad event trends. The project went to bid on February 23, 2021 and was awarded to ColonialWebb. The units were ordered in early March and scheduled to arrive late May. Ms. Rosso continued her report on Jamestown Parking Lot Repairs. Ms. Rosso stated due to visitation and years of sediment runoff in the parking lots caused deterioration of the islands which resulted in large areas of standing water in the parking lots. JYF hired Hurt & Proffitt, a SWaM architecture and engineering group to provide the civil engineering design work to make the necessary repairs. The project was bid as a SWaM set aside and was awarded to Finley Asphalt & Sealing, Inc. The start of the project was delayed until May to get through busy spring break season. Ms. Rosso shared the current maintenance plan at the American Revolution Museum at Yorktown is to reseal the parking lot every five years to extend the life and reduce maintenance cost. The project was bid as awarded to Parking Lot Maintenance in Jamestown and will start this summer. Ms. Rosso reported in October of 2020 roof Evaluation and Design Consultants completed a condition survey of Jamestown Settlement. A section with the most deterioration had been identified. The design to replace approximately 20,000 square feet of EPDM (extremely durable synthetic rubber roofing membrane) on the Rotunda and Phase II mechanical room with PVC roofing. Ms. Rosso shared white PVC is a superior product and will provide energy savings due to the heat absorption caused by black EPDM. In conclusion, Ms. Rosso shared the bathroom restorations are completed in phases. The Visitor Services restrooms were completed in 2020. JYF is in the design phase of the Great Hall restrooms and projected to start

in January 2022. Chief Adkins asked if there were any questions, none being heard. Chief Adkins thanked Ms. Rosso for her report.

**IV. American Revolution Museum at Yorktown Shell Space Occupancy Plan**

Chief Adkins called on Mr. Stovall to present the recommendation of the American Revolution Museum at Yorktown Shell Space Occupancy. Mr. Stovall shared during construction decisions were made to manage costs. The largest decision made was to seal off 8,000 square feet on the ground level and not outfit the space with a fire sprinkler suppression system and the elevator entrance was blocked to prevent access. Mr. Stovall reported there are enough capital project funds remaining to add the projects back in but do not include cosmetic finishes. The preliminary estimate is \$200,000 however, if a pump is not needed the cost would be cut in half. Mr. Stovall noted there is a hefty contingency plan if there is a requirement to install a booster pump to support the fire suppression system. Chief Adkins asked the committee if there were any questions. Senator Norment asked if the project was a priority and Mr. Stovall stated because of restrictions to the Yorktown capital funds it is a priority. Senator Howell motioned to approve the motion. Seconded by Ms. Bourne. The motion was passed by unanimous vote (9-0). (Voting yes: Adkins, Bourne, Cardwell, Fowler, Howard, Howell, Knight, Newby-Alexander, and Norment.)

**V. Energy Efficiency and Performance Contracting Effort**

Chief Adkins shared JYF is partnering with the Department of Mines, Minerals, and Energy (DMME) to explore ways to reduce the long term energy and utility costs. Chief Adkins called on Ms. Rosso to share additional details of the partnership. Ms. Rosso reported JYF contacted DMME to discuss the process of entering into an Energy Savings Performance Contract (ESPC). The Energy Savings contract is a budget neutral approach to implementing facility improvement projects without using funds from capital budgets. The projects provide guaranteed cost savings from energy and water savings that meet the financial payments over the useful life of the new equipment. Ms. Rosso shared the DMME support for the program is free of charge. The ESPC has a Solar Enhanced Energy Performance Contracting component creating an advantage of securing a solar system portion of the project. Energy service companies will incorporate the solar as part of the energy performance contract guaranteeing savings to participants. The SEP allocates approximately \$2M for state agencies. Funding is available on a first come-first serve basis and is based on availability of funds at the time of contract signing. Ms. Rosso stated projects with public education and/or high visibility receive greater consideration. Ms. Rosso explained the Energy Performance Contract timeline and



selection process for potential contractors. The final project selection will come at the end of investment grade audit phase. Ms. Rosso stated the project must pay for itself in within the 15 year terms of the contract. Ms. Rosso shared JYF started the process of exploring the potential of solar energy due several known issues with current facilities such as the eminent roof replacements at Jamestown Settlement and Central Support Complex. JYF's main objective is to reduce electrical utility demand charges which currently are close to \$8,000 per month between Jamestown Settlement and Central Support Complex. Ms. Rosso stated projects will be chosen by the ESCO based on the cost savings they generate. Chief Adkins thanked Ms. Rosso and asked if there were any questions. Senator Norment asked if JYF has received any direct complaints regarding electric vehicles. Mr. Stovall and Ms. Rosso stated there have been questions regarding charging stations but no direct complaints. No further questions were heard.

#### **VI. Recreated Structures Condition Report**

Chief Adkins introduced JYF's Manager of Exhibit and Design, Ms. Melissa Carruth to present the yearly review of the 30 recreated structures in the living history museums. Ms. Carruth shared the conditions of the ten buildings located in the fort, ten at Pasphegh Town and the seven at farm site at American Revolutionary Museum in Yorktown (ARM-Y). Ms. Carruth stated the Four Bay House is in need of roof replacement in certain sections, the Cape Merchant House was recently demolished due to extensive deterioration of the posts, sills, walls, and clay floor. The palisade walls are supported by large oak posts, some are 30 years old and the underground portion need to be replaced due to poor drainage around certain sections of the walls. The five yehatans in Pasphegh Town are currently in functional condition. Ms. Carruth shared two yehatans were built in 2018 and two more are slated to be built. Ms. Carruth concluded by reporting this year's major repairs are new roof sections on the Four Bay House, new ridges on two of the thatched roofs, replacement of five large posts in the palisade walls and mats will be replaced over the summer on all structures in the Pasphegh Town. The seven buildings at ARM-Y are in good condition with minor repairs needed. Chief Adkins asked if there were any questions and none were heard.

#### **VII. Six-Year Capital Improvement Plan**

Chief Adkins explained every odd numbered year, it is the responsibility of the committee to review and adopt the plan. Chief Adkins called upon Mr. Stovall to present the Capital Improvement Plan (CIP).

Mr. Stovall explained the CIP is used to forecast capital needs and the impact of proposed projects on future operating budgets and is used to provide the

information needed when evaluating the capital program by project and understand the relationship between the projects. The current CIP plan focuses on Jamestown Settlement and a greater emphasis on maintenance to support facilities and operations. Mr. Stovall reported JYF identified five capital projects with estimated resource needs for the upcoming six-year planning cycle. He added that three of the projects are for the FY23-24 planning cycle and two projects are identified for consideration between 2024 and 2028. Mr. Stovall addressed the \$1.5 million in projects outlined for the next biennium. Refresh Phase III will address lighting, content, audio-visual repairs, and exhibit repairs or renovations to improve portions of the museum that orient visitors to the three cultures by enhancing what visitors encounter when entering the gallery. Planning and design funds equal \$321,000 and construction funding equals \$2.3 million. Mr. Stovall explained the special exhibition gallery at Jamestown is a challenging space to work with due to the age of its systems and its configuration. Mr. Stovall stated funding would replace and upgrade existing HVAC, microclimate cases, and finishes. The space would be reconfigured to provide for better storage and expand the space available. Mr. Stovall stated the estimated cost for the project is \$358,000. The final two projects deal with JYF shoreline. Mr. Stovall stated the estimated cost to address the two jettys and the shoreline erosion is \$837,000 with the potential of \$800,000 in grant funding to offset the total cost.

Mr. Stovall explained the total estimated maintenance reserve funding needs over the six years equates to \$9.1 million. The \$9.1 million will address artifact conservation, interpretative structures, HVAC systems, parking lots and sidewalks, roof replacement and repair at Jamestown Settlement, ship maintenance and channel basin and dredging costs, facility exteriors, gallery interiors, plumbing and electrical, and facility improvements. Chief Adkins thanked Mr. Stovall for his presentation and asked if there any questions and none were heard. Senator Norment moved and Senator Howell seconded and the motion was passed unanimously (9-0). (Voting yes: Adkins, Bourne, Cardwell, Fowler, Howard, Howell, Knight, Newby-Alexander, and Norment.)

#### **VIII. Other Business**

Chief Adkins asked if there was any other business. None was heard.

#### **IX. Adjournment**

There being no further business, the Wednesday, May 5, 2021, meeting of the Buildings & Grounds Committee was adjourned at 11:45 a.m.

Committee Members Present: Messrs. Adkins, Fowler, Jordan, Norment; Mmes. Bourne, Carr, Kincheloe, Locke, Lucas, and Newby-Alexander.

Committee Members Absent: Messrs. Thompson; Mmes. Gerdelman, Swecker.

Other Board Members Present: Mmes. Andrews, Cardwell, Hester

Other Guests: Mmes. (AG Rep) Deborah Love

Staff Present: Messrs. Mozingo, Stovall, and Turner; Mmes. Basic, Coleman, Dresen, Koch, Lucas, Perkins and Turner.

### **I. Welcome and Call to Order**

The meeting of the Administration and Personnel Committee was called to order by Professor Jordan, on Wednesday, May 5, 2021 at 3:01 p.m., by Zoom conference in accordance with Virginia Code § 2.2-3708.2 (A) (3).

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

Professor Jordan referred members to the minutes of the Monday, November 9, 2020 meeting. Chief Stephen Adkins moved and Dr. Cassandra Newby-Alexander seconded approval of committee meeting minutes. The motion was approved by unanimous vote (9-0.) (Voting yes: Adkins, Carr, Fowler, Jordan, Kincheloe, Locke, Lucas, Newby-Alexander and Norment).

### **III. Human Resource Metrics**

Professor Jordan introduced Mr. Mozingo to the committee as the new Human Resource Director and asked Mr. Mozingo discuss the current metrics report and human resources operations (HR).

Mr. Mozingo reported the average classified and wage employment levels have decreased and there has been a slight increase in turnover from the 10-11% to 12.87% due to COVID-19. He stated JYF's time to fill positions has increased above the state level of 50 days to an average of 83 days, however; two senior level and one director level position were filled over this timeframe, which have longer recruitment windows and with only eight positions filled during FY21 to date this average may become an outlier for the year.

Mr. Mozingo reported the applicant pool remains relatively consistent with a slight increase in the number of male applicants and a small decline in percentage of

minority applicants. Mr. Mozingo also noted not all applicants provide demographic data.

Mr. Mozingo shared the Onsite Education Group Educator team has twenty-eight wage staff members. Forty-seven Group Educators were furloughed and five of those have resigned. COVID-19 severely impacted JYF's group business therefore, the need for additional wage staff has been reduced.

Mr. Mozingo concluded by stating there are ongoing recruitment challenges for Groundskeepers, both classified and wage. He stated HR staff is working on revising job advertisements and social media outreach in order to appeal to a wider audience and applicants. Professor Jordan asked if there were any questions and none were heard.

#### **IV. FY 2021 Challenges and Human Resources Related Mitigation Strategies**

##### **A. Impact of Personnel Related FY 2021 Financial Mitigation Strategy Implementation**

Professor Jordan called on Mr. Stovall to present the impacts of the strategies used to keep the budget in balance and the opportunity to restore wages and salaries for agency personnel who were furloughed in FY21.

Mr. Stovall stated when the planning process for the current fiscal year began; staff did not have a "pandemic" to look to for guidance. Knowing visitation would be down creating a \$1.8 million in lost non-general fund revenue; staff implemented a state requested hiring freeze and put a strategic hold on filling positions after the hiring freeze was lifted. In April 2020, 221 wage personnel were furloughed and 90 of those positions have been restored. Part-time payroll normally is around \$1.7 million and due to the furloughs, this year part-time payroll will end the year at less than \$1 million. JYF also instituted a classified employee furlough, which divided the employees by pay, and allocated furlough days in a tiered system. The hope was to limit the impact on lower paid staff. Staff were required to take between four to thirty days without pay with some staff experiencing pay reductions of up to 12%.

##### **B. Proposed Personnel Financial Adjustments**

Mr. Stovall shared as JYF enters into FY22 the budget includes a continued reduction of wage hours across the agency with a projected wage payroll of less than \$1.5 million. JYF will continue to monitor business needs when filling vacant positions. Mr. Stovall stated some positions will be filled immediately while others will depend on visitation supporting the need to fill vacancies. Mr. Stovall stated another round of furloughs could begin in March 2022 however, there does not appear to be a need for additional furloughs.

Mr. Stovall stated because of the efforts of the JYF staff, JYF will be ending FY21 in a positive financial position and staff would like to recommend allocating \$235,000 back to staff. Mr. Stovall presented a proposed staff recommendation to restore furloughed wages to personnel. Under the proposed plan, Mr. Stovall stated that personnel who took 10 or fewer furlough days would receive a salary payment equal to the number of furlough days taken. Mr. Stovall stated that this means 90 staff members who make \$50,000 or less would have all lost wages restored. For employees who earn between \$50,000 and \$100,000, 10 days of wages would be restored. For employees who earn in excess of \$100,000, 5 days of wages would be restored. Part-time employees would receive a bonus based on a tiered system based on hours worked. Mr. Stovall stated JYF made it through FY21 thanks to an incredible staff therefore, staff's recommendation is to restore wages to those who assisted JYF in reaching a positive financial position. This requires action by the Board. Professor Jordan asked the committee if there were any questions. Senator Locke asked how many part-time employees are on JYF staff. Mr. Mozingo stated there are 90. Senator Lucas asked what did the acronym TWFR stand for. Mr. Stovall explained it stands for Temporary Work Force Reduction. Senator Norment moved and was seconded by Senator Locke. The motion was passed unanimously (10-0). (Voting yes: Adkins, Bourne, Carr, Fowler, Jordan, Kincheloe, Locke, Lucas, Newby-Alexander and Norment).

#### **V. Fiscal Year 2022 Compensation Strategies**

Professor Jordan shared state budget bill included a 5% salary increase for classified employees. However, the agency has the option to extend the cost of living increase to wage personnel. Professor Jordan stated the increases must be approved by the committee and the board. Professor Jordan called on Mr. Stovall to present staff recommendations regarding the implementation.

Mr. Stovall asked the committee to turn to page 68 of their packets. Mr. Stovall stated the 5% state salary adjustment is projected to cost JYF \$373,000 and expects to receive an additional \$223,000 in additional central appropriations to the agency to offset the salary adjustment for 111 full-time personnel. The proposed FY22 budget includes \$150,000 in non-general fund revenue to fully fund the 63 non-general funded MEL positions. Mr. Stovall shared the state budget bill gives JYF the authority to apply the 5% salary adjustment to part-time personnel using funds from its non-general fund monies. Mr. Stovall stated the staff recommends extending the 5% salary adjustment to wage personnel at a cost of \$38,525, which requires board approval. Mr. Stovall asked if there were any questions. Senator Norment asked if the \$38,525 comes from visitation and Mr. Stovall stated it did. Chief Adkins moved and was seconded by Delegate Carr. The motion was passed unanimously (10-0).

(Voting yes: Adkins, Bourne, Carr, Fowler, Jordan, Kincheloe, Locke, Lucas, Newby-Alexander and Norment).

**VI. Human Resources Vision and Structure**

Professor Jordan shared JYF has been exploring the possibility of restructuring Human Resources. Professor Jordan explained in the past Human Resources was split between two departments; Museum Operations and Administration. Professor Jordan called on Mr. Mozingo to present JYF's restructuring plan for Human Resources.

Using a PowerPoint presentation, Mr. Mozingo presented JYF's new plan for the Department of Human Resources and Professional Development. Mr. Mozingo shared that having a more centralized strategic HR department to address the needs of the entire organization will open up new opportunities for improvement and change the way JYF utilizes the benefits provided by HR. Mr. Mozingo stated HR staff will be reviewing the major trends in HR to gauge what the workplace will look like and potential needs that will need to be addressed. He shared by the end of summer 2021, HR will consist of the HR Director, a Talent & Benefits Manager, Training & Development Specialist, and a Volunteer & Internship Coordinator. Mr. Mozingo concluded his PowerPoint presentation stating the goal of JYF is to be a model and prime example of HR in the museum industry, in the Commonwealth and beyond. Professor Jordan thanked Mr. Mozingo for his presentation. Professor Jordan asked if evaluations had changed due to COVID-19. Ms. Coleman, Mr. Stovall and Mr. Mozingo all stated evaluations had not changed during COVID-19. Ms. Kincheloe thanked Mr. Mozingo for his presentation and asked if she could receive a copy of his PowerPoint presentation. Mr. Stovall stated a copy of the PowerPoint presentation would be sent out to all committee members. Professor Jordan asked if there were any other questions and none were heard.

**VII. *ONE Virginia Plan***

Professor Jordan informed the committee HB 1993 became law in March 2021. It was designed to address diversity, equity, and inclusion in state government. He shared state agencies are required to "establish and maintain a comprehensive diversity, equity, and inclusion strategic plan". Professor Jordan called on Mr. Mozingo to present the *ONE Virginia Plan*. Mr. Mozingo shared the five major goals of *ONE Virginia Plan* and JYF's plan of action to reach the goals presented. Mr. Mozingo stated in order to accomplish the tasks, benchmarks will be established based on initial assessments and using a metrics based approach continue to improve. Mr. Mozingo concluded by stating HR will begin to look at recruitment reports, open-ended responses to surveys and interviews, analyze and complete revisions of

employee work profiles and wage position description, and review all agency policies for revisions and retraining. Professor Jordan asked if there were any questions. Dr. Newby-Alexander asked why a Diversity Officer was not mentioned. Ms. Coleman stated she would be the Chief Executive Diversity Officer and there will also be a diversity panel consisting of employees working with HR so that it is not just one person but the whole organization to address diversity, equity and inclusion. Ms. Coleman shared staff is looking at how jobs are posted and to try to reach applicants through more traditional sources to remove potential barriers. Ms. Coleman also stated the benchmarks had been received from the state only a few weeks prior to the board meeting. Ms. Bourne asked how diverse is the current HR staff. Mr. Mozingo stated at this time it was himself and one other employee but the applicant pool for current vacant positions consists of 40 applicants and is diverse. Dr. Newby-Alexander thanked Mr. Mozingo and Ms. Coleman and shared she can see JYF is working towards constructive change. Professor Jordan thanked Ms. Coleman, Mr. Stovall and Mr. Mozingo for their leadership and commitment to *ONE Virginia Plan*. Professor Jordan asked if there were any other questions and none were heard.

**VIII. Other Business**

Professor Jordan informed the committee there would be an Executive and Finance Committee meeting at 9am on May 6.

**IX. Adjournment**

Professor Jordan asked if there was any other business and hearing none, asked for a motion to adjourn. At 3:54 p.m., Ms. Bourne gave the motion to adjourn; seconded by Senator Locke. The motion was unanimously passed. (10-0 (Voting yes: Adkins, Bourne, Carr, Fowler, Jordan, Kincheloe, Locke, Lucas, Newby-Alexander and Norment)).