

Committee Members Present: Messrs. Adkins, Fowler, and Hodges; Mmes. Cardwell, McQuinn and Newby-Alexander

Committee Members Absent: Messrs. Knight, Howard, Davis, James, Torian; Mmes. Howell, Chambers, and Bourne

Other Board Members Present: Messrs. Norment, Harrison, Hall; Mmes. Burke, Gerdelman, Hester, Andrews, and Kincheloe

Other Guests: Messr. (Director-Elect) Longan; Mmes. (Director-Elect) Bradford, (AG Rep) Marquez

Staff Present: Messrs. Mozingo, Nixon, Lee; Mmes. Coleman, Machie, Leftwich, Lucas, Perkins, Koch, Wilson, Thompson and Turner.

I. Call to Order – Chief Adkins

The Wednesday, May 3, 2023, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Chief Stephen Adkins, at 1:34 p.m., at the Jamestown Settlement Museum with some virtual participants by Microsoft Teams in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes – Chief Adkins

Chief Adkins directed members to page 22 of the packet, to review the minutes from the Tuesday, November 15, 2022, meeting and requested a motion for approval. Delegate Fowler made a motion, with second by Ms. Newby-Alexander. The minutes were approved by unanimous vote.

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III. Capital & Maintenance Reserve Projects Report – Chief Adkins

A. Capital & Maintenance Reserve Projects Report

Chief Adkins began updating the committee on the six active capital projects and twelve active maintenance reserve projects listed on pages 25 – 26 of the packet. Upon completion of the update, Chief Adkins opened the floor up for questions. Delegate Hodges directed the committee to the channel Dredging

project and raised a discussion around the potential of our shoreline being a living shoreline and that there may be potential to receive substantial funding through the Resiliency Fund that may offset much of the cost. Chief Adkins and Ms. Coleman thanked Delegate Hodges for the information. Delegate McQuinn asked for clarification with the language used in the report stating “experiencing material sourcing problems”. Chief Adkins stated that this is an issue across all the projects and called on Dr. Machie to speak to the specifics. Dr. Machie stated that we have been experiencing delays north of six months with sourcing resources for projects. Delegate McQuinn asked if this issue is related to the National impact with building material shortages and Dr. Machie acknowledged that it was. Chief Adkins asked if there were any further questions. Hearing none, Chief Adkins presented to the committee, the Maritime report.

B. Maritime Report

Chief Adkins began updating the committee with the Maritime Report listed on pages 28 – 29 of the packet. Upon completion of the update, Chief Adkins opened the floor up for questions. Dr. Newby-Alexander asked if the report was potentially stop-gap measures in these ships that aim to extend the current ships useability with the most cost-effective approach. Dr. Machie responded, acknowledging that Dr. Newby-Alexander was correct with her recollection and that the previous estimates for Susan Constant repairs were reported at \$3 million but now are closer to \$8 million for actual costs. Dr. Machie stressed that we have a decision to make on whether we continue to spend money repairing the Susan Constant or explore options leading towards replacing the ship. Both Dr. Machie and Dr. Leftwich stated that our current maintenance plan will sustain the Susan Constant for about a year and assured the committee that the Susan Constant is still in shape to serve its purpose for the time being. Chief Adkins thanked everyone for the questions and discussions and asked if there were any more questions. Hearing none, he transitioned to presenting the next item on the agenda.

C. ESCO (Energy Savings) Projects Report – Chief Adkins & Ken Mathias

Chief Adkins proceeded with refreshing the committee with actions taken on February 23, 2022 with JYF and Trane Technologies conducting a Technical Energy Audit and the feasibility of entering into an Energy Performance Contract. Chief Adkins reminded the committee that Trane Technologies presented the results of their audit to the Board of Trustees, Buildings Committee on November 15, 2022 where at the staff's recommendation, no action was taken until the staff could complete due diligence on the budget implication so f the Trane energy

savings audit recommendations. Chief Adkins stated that on January 10, 2023, the Executive and Finance Committee approved three phases of Energy Savings projects with phase 1 and phase 2 funded and in motion with Trane Technologies. Chief Adkins thanked Senator Hanger and Delegate Plum for sponsoring legislative amendments that if approved could fund phase 3 of the projects. Chief Adkins called on Mr. Ken Mathias from Trane Technologies to present to the committee a progress report on Phase 1 & 2 located in the packet as a power point attachment. Upon completion of the presentation, Mr. Mathias asked for questions. Chief Adkins stated to the committee that any questions may be directed to Mr. Mathias. Dr. Newby-Alexander asked if any of these improvements included solar power. Mr. Mathias stated that phase 1 & 2 of these projects does not include solar power. Dr. Newby-Alexander asked if there was any thought of including it in the future. Dr. Machie fielded the response by stating that originally, Trane Technologies presented JYF with a list of \$20 million worth of projects inclusive of solar. JYF met with Trane Technologies and selected the projects we thought we had the capacity to address which is inclusive to the \$5 million number. Dr. Machie stated that solar is not included in any of the phases, but we are having conversations about exploring the possibilities of solar and may have an update at the Fall Buildings & Grounds Committee meeting. Dr. Newby-Alexander thanked everyone for their response and Chief Adkins asked if there were any further questions before proceeding to the next item on the agenda. Hearing none, Chief Adkins thanked Mr. Mathias for his presentation.

IV. 2024 – 2030 Capital Improvement Plan – Dr. Machie

Chief Adkins asked Dr. Machie to speak to the 2024 – 2030 Capital Improvement Plan. Dr. Machie expressed her gratitude for all staff members involved with managing the long list of projects. Dr. Machie explains to the committee the background and purpose of the Capital Improvement Plan and how she intends to use this tool to accomplish the goals of JYF. Dr. Machie described her process that went behind developing the 2024 – 2030 Capital Improvement Plan starting with the convening of a Review Committee/Working Group and all that this team accomplished and will continue to accomplish moving forward. Dr. Machie addressed the Capital Projects and Maintenance Reserve Projects listed on pages 30 – 31 in the packet. Dr. Machie also acknowledged JYF's appreciation for the approval and completion of the Jamestown Education Wind and Emerson Central Support Complex carpet and paint refresh project. Dr. Machie shared with the committee her efforts with the Café refresh project at the American Revolution Museum at Yorktown and its expected opening date. Dr. Machie expressed that our current FY24

Maintenance Reserve budget that is projected at \$1.4 million is not enough to pay for all the projects listed and in motion, including the Trane projects. Dr. Machie stated that our project list is aggressive and ambitious and human capital is also inadequate to successfully drive the current agenda and plans to slow down. Dr. Machie used the information on pages 32 – 33 of the packet to describe to the committee her intentions of projects that JYF should be developing to sustain relevancy over the next six years. After sharing her presentation, Dr. Machie asked the committee for their input on what would you like JYF museums to look like. Chief Adkins stated that all questions and comments can be directed to Dr. Machie. Mr. Hall asked how does the information presented on pages 33 correlate to the Capital Improvement Plan on pages 30 – 31. Dr. Machie responded that the items listed on pages 30 – 31 is data currently articulated in our 2022 – 2028 Capital Improvement Plan and when we revise the plan, we will take out the projects that were completed and will build on the ones that are still outstanding including the projects we envision. Dr. Machie asked if that answered Mr. Hall's questions and Mr. Hall acknowledged that it did. Mr. Hall shared his belief with improving our technology friendly spaces and generating a wow factor and asked for feedback from Dr. Machie. Dr. Machie shared JYF's current technological challenges with its largest being WiFi challenges in our outdoor experience locations. Dr. Machie stated that in this regard, our first priority is to get majority of JYF spaces WiFi enabled, secondly, JYF wants to introduce innovative technologies into our exhibits and other areas of the museum and thirdly, we want to breakdown the barriers we are facing with the interactions and interfacing of technologies that are limiting their ability to innovate. Ms. Coleman added that JYF uses technologies that are critical to JYF's operations that do not interface with each other that may require JYF to seek exemption policies with Virginia Information Technology Agency that will present challenges within of itself. The committee asked what would be a priority for JYF and Dr. Machie asked if Ms. Coleman could speak to the brick floors, its challenges, and a potential vision to overcome them. Ms. Coleman thanked Dr. Machie and began with acknowledging the safety and ADA concerns with having brick as our main flooring material and if we would want to fix this issue, why not look at solving several challenges at once. Ms. Coleman spoke to the need for a loading dock location for the museum shop, she spoke to a café refresh project, she spoke to building a larger space that will accommodate the guest and allow them to wait indoors versus outdoors during the summer. Ms. Coleman concluded that this would be the project list that she would like to prioritize but acknowledges the need for the technology improvement first and foremost. Chief Adkins asked the committee again to solicit feedback for Dr. Machie's question with things that the committee believes would enhance the wow factor for the museum. Dr. Newby-Alexander asked if the intent was to project a futuristic look

with the new lobby discussion and asked what type of historical images JYF was thinking about projecting. Dr. Machie stated that JYF intends to take the next six months to engage with stakeholders and possibly have an answer to this question for the next meeting in the Fall. Dr. Newby-Alexander suggests to JYF to meet the public where they are at with a 21st century look and feel and then along the way, send them back in time. Ms. Andrews acknowledged the importance of meeting the public where they are at. The committee asked for clarity with whether it JYF is having ADA compliance issues or if the audit was just providing recommendations. Dr. Machie mentioned that we are embarking on this discovery and she suspects that there might be some compliance concerns that is being lead by JYF's HR team. Christy commented further stating that JYF is striving to get to best practices surrounding ADA compliances. Chief Adkins asked if there were any more questions and thanked everyone for the good discussion. There was none heard. Dr. Machie continued her presentation and shared JYF's next steps involving the input received, the expectations with building out the plan and prioritizing requests to submit to DPB for approval upon the committee's decision today. Chief Adkins stated that the Chair will entertain the motion that the committee approves the 2024 – 2030 Capital Improvement Plan that was presented by Dr. Machie. Delegate McQuinn moved and it was seconded by Delegate Hodges and was passed unanimously by the committee.

V. Other Business – Chief Adkins

Chief Adkins asked if there was any other business. There was none. Chief Adkins concluded by thanking everyone for their continued leadership and support for JYF.

VI. Adjournment – Chief Adkins

There being no other business, the Wednesday, May 3, 2023, meeting of the Buildings & Grounds Committee was adjourned at 2:27 p.m.

**Jamestown-Yorktown Foundation
Board of Trustees**

**Marketing Committee
Wednesday, May 3, 2023
DRAFT MINUTES**

Committee Members Present: Mmes. Batten, Burke, Chambers, McQuinn (via Teams), Swann (JYF, Inc. Liaison); Messrs. Hodges, Jordan.

Committee Members Absent: Mdm. Bourne; Messrs. Howard, Trammell.

Other Board Members Present: Mmes. Andrews, Cardwell, Gerdelman, Hester; Messrs. Adkins, Dendy, Hall, Harrison, James, Mason, Norment, Plum, Rawles, Scott.

JYF Staff Present: Mmes. Coleman, Koch, Leftwich, Lucas, Machie, Perkins, Thompson, Turner, Wilson; Messrs. Howell, Lee, Mozingo, Nixon.

Other Staff Present: Mdm. Marquez (AG Representative).

Other Guests: Mmes. Bradford (Director-Elect), Garavito (Ciniva Representative), Gilbert (Ciniva Representative); Mr. Palmore (Director-Elect).

I. Call to Order

Mrs. Chambers called to order the Wednesday, May 3, 2023, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 2:45 p.m. at Jamestown Settlement with Delegate McQuinn participating by Microsoft Teams conference in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes

Mrs. Chambers referred members to the minutes of the November 14, 2022 meeting. Mrs. Swann moved and Mrs. Burke seconded approval of the committee meeting minutes. The motion was approved by unanimous vote.

III. Paid Visitation Review

Mrs. Chambers reported that driven by Tourism Economics' travel forecasting model, the latest U.S. Travel Forecast projected the continued resilience of domestic leisure travel, which had surpassed pre-pandemic levels and continued improvement in domestic business travel, with a slight slowdown in 2023. A full recovery in terms of volume was forecasted for 2024, but inflation-adjusted spending recovery remained beyond the range of the forecast. And the forecast projected a sluggish

recovery for international inbound travel as it continued to face headwinds, with a full recovery not expected prior to 2025.

Mrs. Turner shared how these travel trends have aligned with JYF's paid visitation and revenue. Although the report in the meeting packet only went to March 31, Mrs. Turner was also able to provide an update on visitation numbers-through April 30. Paid visitation started out sluggish and under budget by 27,737 for the first 5 months of the fiscal year. In December things started turning around with visitation up 148 visitors. In January the trend continued, and paid visitation was up 2,408 visitors to the original budget. In February, paid on-site visitation was up slightly over 10,081 visitors to the original budget narrowing the gap and down 14,600 for the fiscal year to date. Director of Finance, Will Nixon, indicated that this was the second-best February on record going back to 2002. The only year in the past 21 years that exceed attendance was 2007 with 18,139 visitors. At the end of March, JYF's paid visitation was up 12,155 visitors to the original budget and closing the gap for year-to-date budget by 2,445. We are tracking to end the year with a budget of 465,424 in paid visitation.

Mrs. Turner reported that group visitation was a key driver in the growth. At the end of March, year-to-date groups are up 14.3% (March group visitation was up 63.2%). Group is up 101% to PY. Tour, travel and school groups are back to doing field trips and have started visiting our museums. Leisure visitation was down 7.3% to budget and 11% to PY. Mrs. Turner reminded the committee that regional travel was up in FY22. Travelers were still not comfortable flying or traveling with large groups, but they were eager to jump in their cars and travel. As a regional destination, JYF and Williamsburg area attractions were the perfect drive for family getaways. As a result, JYF leisure visitation was beginning to level off.

Mrs. Turner mentioned that last year the committee voted to increase the combination admission ticket by \$2 and the American Revolution Museum at Yorktown (to make both museum rates the same at \$18). At the end of March, admissions revenue totaled 63.1% of the FY 2023 original admissions budget of \$5,984,512. Mrs. Turner stated that visitation for April continued to see an upward trend...up 1,250 to the original budget for the month and down only 1,195 for the fiscal year to date. Admission revenue was up \$51,879 to the original budget for the month and down \$43,389 for the fiscal year to date. Mrs. Turner reported that Year to date revenue totals 75% of the fiscal year's original budget of \$5,984,512. With two months left in the fiscal year, JYF is optimistic that we will reach our original budget.

IV. FY24 Admission Rates

Mrs. Chambers reported that the Marketing committee oversees the general admission pricing for the museums. Last year, the Board approved the proposed changes to align the American Revolution Museum at Yorktown pricing to be the same as Jamestown Settlement. JYF continues to maintain admission rates that make our museums accessible to visitors. The current rate for each museum is \$18 for adults and \$9 for children ages 6 to 12. Combination tickets (to both museums) are \$30 for adults and \$15 for youth. She also stated that to continue serving all visitors, JYF has partnered with Museums for All, a national program that promotes free museum admission to families receiving SNAP benefits. Since starting the program in January, over 740 visitors, who may not have had the opportunity to visit, have had access to JYF museums. JYF staff recommended that the pricing remain flat with no changes for fiscal year 2024. Since there were no recommended admission ticket rate changes, a vote was not required by the committee.

During the Q & A Period, Mr. Hall asked if we had data to reflect the combination ticket. Mrs. Turner stated that JYF was seeing an increase in combination ticket sales. JYF is promoting the combination ticket. Mr. Hall concluded that revenue was up in part to these ticket sales. Mrs. Burke asked how the combination tickets worked and Mrs. Turner explained the combination ticket was for both JYF museums-can be redeemed at either museum and not required to be used on the same day. Delegate McQuinn asked if we had a data compilation on visitor returns and what attraction was likely to bring someone along, made available to them and worth a return trip. Mrs. Turner answered that we have access to some of that key data through JYF surveys and Mrs. Coleman provided some of those visitation percentages. Mr. Hall asked if we have a comparison to our peers. Mrs. Coleman answered that JYF was not as high as Busch Gardens or Colonial Williamsburg. Mrs. Turner answered that local visitors are returning for special programs such as Military Through the Ages and Director's Series. Senator Norment asked if we had raw numbers to compare between Jamestown Settlement and the American Revolution Museum at Yorktown. Mrs. Turner answered that for FY22 Jamestown Settlement had a total of 290,722 and the American Revolution Museum at Yorktown had a total of 153,573 visitors.

V. JYF Website Performance

Mrs. Chambers reported that at the November meeting, the MPR staff gave the committee a preview of the new website. The redesigned site launched in December 2022 and it was a collaborative effort across JYF departments. The site features bold museums images, better functionality and greater usability for educators accessing educational resources and visitors looking to purchase tickets.

Ms. Molly Garavito and Ms. Lisa Gilbert of Ciniva, the agency that managed the previous website and now manages the JYF website SEO and digital advertising placements, gave an update on how the redesigned website had been performing since the launch. Ms. Garavito reported that user increase of 77% was attributed to Traffic increases with a direct CTA to the website and ticket link. Paid and direct traffic were both up. She showed a list of the top pages viewed on the website and that ranking was based on views, and not necessarily conversions. The Tickets link views were attributed to the paid digital and social campaigns. She reported on the website performance among devices: mobile, desktop, and tablet. The majority of this traffic was higher due to the advertising and correlating to its ease of use. She reported that the website was built to be responsive, or mobile first, which also made sense for the large increase in mobile users. She also reported on the top 10 states showing the highest total of users and even broke down the top 3 states further by regions. She stated that user personas are used to learn about the people we are speaking to. JYF uses the information to adapt and therefore be more effective. JYF is not just targeting these personas but they help to inform to accurately target, along with JYF traditional target markets. When comparing users versus past users, JYF saw a little bit of an older demographic in the past. Now more younger groups are emerging.

VI. JYF Digital Advertising Performance

Ms. Garavito began by stating that Ciniva was not responsible for the JYF organic social posts. She stated that the three goals of the advertising are to increase ticket sales/visitation, expand our audience and to increase event awareness and attendance. She reported that for the Google Ad campaign a good conversion rate for paid digital is anything over 2% and the majority of JYF ads had overperformed that. Performance Max campaigns are a Google product for paid advertising that uses the audience interactions and preferences in how they interact with an ad to optimize performance and they have made quite an impact on the digital marketing efforts on behalf of JYF. Ms. Garavito shared with the committee examples of the campaigns. She reported that the Facebook Ad campaign had also performed well and that a good engagement rate for a paid social ad on was around 6%, as a general benchmark and that JYF continued to outperform the benchmark. She showed the committee examples of the campaigns.

Ms. Garavito went on to report that although we continue our effectiveness in digital and social media marketing, digital was always adapting or changing. Different offerings may be a good fit or not, Ciniva takes the test data and uses it to better inform current and future tactics. Mrs. Turner gave an example of geofencing: the transit bus wraps that go throughout Williamsburg. They target certain areas like outlet malls, Busch Gardens, etc. The buses visit sites and get hit with the ad.

General Harrison asked if Ciniva considered the millennials. Ms. Garavito answered that Ciniva considered them as well as multi-generational. She said that millennial was traditionally a smaller number but they have noticed more users in that range. She went on to say that Geotargeting can ride the coattails of Busch Gardens and Colonial Williamsburg. Mrs. Burke noticed the states listed were mostly on the Eastern Seaboard except South Carolina is missing and what is Ciniva's strategy to grab them. Ms. Garavito answered that Geo is always changing and Ciniva does see increases from South Carolina and Texas, but it can depend on the time of year. Delegate McQuinn asked about Ciniva's approach to the demographics of ethnicity with breakouts showing what African Americans are drawn to, interested in. Ms. Garavito answered that Ciniva used to be able to track and do deeper dives into certain demographic areas. Ciniva was no longer able to due to privacy changes. Mrs. Coleman was able to give some numbers regarding ethnic groups due to JYF's onsite surveys. The numbers did show a decrease of African American and Hispanic visitors to the American Revolution Museum at Yorktown, but overall it is a win as our ethnic diversity is increasing. Mrs. Gerdelman asked anticipating the drive to 2026 how are we bringing those of color. Mrs. Coleman answered that JYF was making the effort to do it. JYF is taking the opportunity to make sure that in the celebration you are able to see faces in the corridor of the American Revolution and everyday folk. Reintroduce people to your part of the story too. Delegate McQuinn added that this can be done by focusing on more cultural events, holidays, etc. such as Juneteenth.

Ms. Garavito continued her presentation with the Geo Expansion Markets which are showing users in all traffic (both organic and paid advertising). The Boston Campaign saw the large increase year to year due to the partnership ticket funding to promote the campaign in that area to increase conversions. Ms. Garavito also reported that from all the traffic data collected, three key data points will continue to inform Ciniva's strategy moving forward: 75% of our users visit fewer than 3 pages, 21% of our users come from social and 58% of our budget went to search ads.

During the Q & A Period, Mr. Hall asked what JYF was doing to convert donors to the website and how successful are donations through the website. Ms. Garavito answered that Ciniva is not doing a digital campaign, but there was mention within some of the events that Ciniva does handle. Mrs. Turner went on to say that JYF is supporting all campaigns, including all of Developments events. Some are organic, some paid. JYF had planned to run donor events in the past, but by the time the campaign was ready to run, the event tickets were sold out. In MPR e-newsletters, "click here" links are included to encourage donor engagement and drive traffic back to the website where users can find messages with ways to support programming.

VII. Other Business

Mrs. Chambers reported that the Marketing and Public Relations team was now fully staffed with the recent hire of the Sales and Events Coordinator, Destiny Williams. With the hire being made a little later in the year than anticipated, private events will not reach its targeted goals this year.

She also reported that the marketing staff had been working diligently to get the word out about JYF's excellent programming and build brand awareness of the museums. They recently submitted 3 entries for the Virginia Professional Communicator's awards: *INSIDE JYF* magazine, the new website and the e-newsletters. She was pleased to announce that the staff would be honored with an award during the Virginia Professional Communicators' spring conference in Fredericksburg on May 5. More award information will in Christy's next report.

VIII. Adjournment

There being no further business, Mrs. Chambers called for a motion to adjourn the meeting. Delegate McQuinn made a motion, which was seconded by Mrs. Burke and approved by all. Mrs. Chambers officially adjourned the meeting at 4:00 p.m.

**Jamestown-Yorktown Foundation
Joint Spring Board Meeting
Public Programming Committee
Acquisitions Committee**

**Wednesday, May 3, 2023
Jamestown Settlement
4:00 p.m.
DRAFT MINUTES**

Members Present:	Messrs. Adkins, Davis, Dendy, Fulton, Hanger, Harrison, Jordan, Mason, Rawles. Mmes. Andrews, Cardwell, Cousins, Gerdelman, Hester, McQuinn, Newby-Alexander, Swann.
Members Absent:	Messrs. Acuff, Finger, Gilbert, Howard, Knight,. Mmes. Abbitt, Banks, Bourne, Chapman, Flippo, Howell.
Others Present:	Messrs.: Cox, Hall, Hodges, James, Palmore, Plum. Mmes. Bradford, Burke. Cynthia Marquez, Office of the Attorney General
Staff Present:	Messrs. Howell, Lee, Nixon. Mmes. Coleman, Floyd, Gruber, Leftwich, Lucas, Machie, Perkins, Thompson, Turner

I. Call to Order

Dr. Rawles called the Wednesday, May 3, 2023, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 4:05 p.m. in the classrooms of Jamestown Settlement. Dr. Rawles welcomed all attendees and requested that Ms. Floyd call the roll. For those joining the meeting remotely with a digital version of the meeting materials, he pointed out a modification to the agenda—already made in the printed meeting materials—whereby *Development of the Interpretive Plan* was moved up to agenda item III.

II. Approval of Minutes

Chief Adkins made a motion for the approval of the minutes from the Monday, November 14, 2022 Public Programming committee meeting. Seconded by Ms. Hester, the motion was approved unanimously.

Mrs. Cardell made a motion for the approval of the minutes from the Tuesday, October 4, 2022 Acquisitions Committee meeting, and with a second by Mr. Fulton, the motion was approved unanimously.

III. Development of the Interpretive Plan

Dr. Newby-Alexander then took the floor, observing that a key element of JYF's strategic pillar dedicated to programming is the development of an interpretive plan which will help align the Foundation's goals, approaches, and key content for sharing history with our audiences. She invited Dr. Leftwich to provide an update on the development of the plan.

Dr. Leftwich briefly reviewed JYF's strategic plan, noting that creation of an interpretive plan spanning all of JYF's work requires a comprehensive program in alignment with the Foundation's mission. She emphasized the need for shared language and provided several scholarly definitions of "interpretation" and "visitor experience," while also engaging members in a discussion of what the word "belonging" means. She reviewed the work undertaken so far to develop the framework for JYF's first comprehensive interpretive plan, noting the summit of over 70 staff convened at the start of the process, the creation of a staff working group that has been meeting regularly, and a review of the literature. She outlined the plan components, asking members for feedback on two of these, the "big idea"—that fostering cultural curiosity creates connections and builds belonging—and five "interpretive goals" that focus on revealing history that represents all Americans, valuing multiple perspectives, promoting dialogue, cultivating curiosity and empathy, and nurturing belonging. Finally, she indicated that a full draft of the plan would be presented at the Fall meetings.

Several committee members provided feedback. Ms. Burke felt it is important for youth to be able to come to JYF museums and understand the miracle of the U.S. founding and the making of our exceptional country. Ms. Andrews agreed but stressed the importance of telling a complete story including the stories that have not been told. Chief Adkins indicated the need to fill in the gaps of what people do not know, saying that "it is refreshing that we have a place that gets the story told," and noting that he has always heard the names Adams and Jefferson but not the name Chief Powhatan. Dr. Newby-Alexander emphasized that, as an educator, she has observed that young people are excited about history when they hear fuller, more complete stories. Mr. Fulton felt that it is important to have a safe place that talks about the three cultures in a respectful way.

IV. Education Update

Moving on to the next agenda item, Dr. Newby-Alexander observed that JYF's Education Program is a bellwether for the post-pandemic return to on-site tours and classroom experiences. She pointed out that the on-site education program has witnessed a doubling of the number of students over those participating last year. She called upon Mr. Howell, Director of Education, to provide the committee members with an Education Update.

Referring committee members to the Education enclosure in their packets, Mr. Howell reported that JYF's rebound from the pandemic continues to be strong and that the Education team is optimistic that both on-site and classroom outreach numbers will continue to grow, projecting growth of 9 and 11 percent respectively. He also indicated that teacher professional development

programs are on the rise, citing the example of JYF's Summer Teacher Institute which received 57 applications for 20 slots. Finally, he observed that the big idea and interpretive plan goals outlined by Dr. Leftwich will continue to serve as the cornerstones upon which the Education team will meet the challenges and aspirations of the education community.

V. Public Programs FY2024

Moving away from structured education, Dr. Newby-Alexander invited Mr. Howell to also provide a brief overview of the Public Programs planned for FY2024. Mr. Howell reviewed the lineup of special events and activities for the coming year, noting that in addition to continuing popular annual events such as Military Through the Ages (now in its 40th year), there are new additions to the calendar such as Indigenous Arts Day. He pointed out that in addition to tried-and-true formats such as lectures and living history programs, new forms of programming—such as moderated conversations, arts-related performances, and more family-focused activities—have been added to expand the appeal to new audiences.

Finally, he observed that efforts are being made to improve upon how public programming complements and enhances the visibility of special exhibitions, reporting that the Education team has been reorganized to include staff dedicated to development of community outreach efforts and has also been renamed as the Department of Learning and Community Engagement. In closing, he reiterated that diversification of program formats and topics will be crucial to the Foundation's continued success.

Dr. Newby-Alexander returned the floor to Dr. Rawles.

VI. Religion and Early America Initiative

Dr. Rawles reminded committee members that, in December of 2022, JYF was awarded a \$2.5 million grant from the Lilly Endowment, Inc. through its Religion and Cultural Institutions Initiative. He reported that this grant will support JYF's new "Religion and Early America" program through December 2027 and invited Dr. Leftwich to tell committee members more about this prestigious grant award and the program it will support.

Dr. Leftwich reviewed the Lilly Endowment's grant invitation and goals, stated as: "The Lilly Endowment seeks to foster public understanding about religion by encouraging fair, accurate and balanced portrayals of the positive and negative effects of religion on the world and lifting up the contributions that people of all faiths make to our greater civic well-being." She also reviewed the planning process, supported by a planning grant from Lilly, and consisting of internal and external stakeholder sessions, consultations with five

scholars from diverse disciplines, a meeting with HART (a Williamsburg inter-faith group), ongoing meetings of a JYF working group, and consultations/input from the Lilly Endowment.

She observed that the planning process allowed staff to grow their understanding of how a religion initiative at JYF could benefit the community and resulted in creation of a project approach with a focus on integration of religious history into JYF museums and living history sites, as well as creation of new models for engaging the public in dialogue. She also noted that the \$2.5 million implementation grant provides support for JYF staff as well as administrative funding, and it allows JYF to grow its collection and modify galleries and living history sites.

Mr. Dendy requested that stakeholder meetings be convened with board members and Dr. Leftwich replied that the working group would be happy to do so. Delegate McQuinn inquired which budget line item supports community engagement and Dr. Leftwich replied that both Programming and Consultant costs provide support. Ms. Burke asked whether the theme of religion and early America would be addressed through a special exhibition or through modifications to permanent galleries and Dr. Leftwich replied that both JYF stakeholders and the Lilly Endowment were more interested in embedding these themes and approaches in JYF's permanent galleries. She did note, however, that discussions are still underway about how to integrate religion themes as the Design Phase has not begun yet. Mr. Hanger inquired whether the Lilly funding is being integrated into the 5-year budget the board is set to approve. Mr. Nixon (JYF's Finance Director) indicated that it would be.

VII. Curatorial Review

Dr. Rawles noted that during the period July – December 2022, many items were conserved in preparation for the opening of the *Reign & Rebellion* special exhibition. He invited Ms. Gruber, Curatorial Manager, to tell committee members more about the conservation that took place.

Ms. Gruber thanked the JYF Registrars for their expert direction in coordinating the many conservation efforts of a variety of artifacts and material forms, as well as their experience working with material-specific conservators who treated objects ranging from a Pikeman's half suit of armour to English muskets and crucifixes. She displayed a number of "before and after" images of a Cromwell-era lobster helmut and a leather queen figure. She invited committee members to visit some of these recently conserved items in the *Reign & Rebellion* exhibition at Jamestown Settlement that they would later be touring.

Dr. Rawles continued on to the Semi-Annual Acquisitions Report, also covering the period July through December 2022, noting that although JYF did not purchase any objects during that time period, the Foundation did receive a very interesting donation for Jamestown Settlement, and he invited Ms. Gruber to tell committee members a little more about it.

Ms. Gruber reported that a donation of thirteen Indigenous artifacts was made and displayed images of a sampling of them. She indicated that the full gift includes six Paleoindian projectile points and seven axes dating from the Middle Archaic to the Late Woodland periods. She noted that while these tools predate the era of James Fort, they are excellent storytellers for life in Tsenacommacah, and provide fuller contexts for exploration of the history and culture of Indigenous people prior to European colonization.

Dr. Rawles asked for a motion to endorse accessioning the donated objects. Ms. Cousins moved to do so and with a second by Mr. Fulton, the motion passed.

Dr. Rawles then proceeded to the last section of the Curatorial Review, recalling that the newly revised Master Acquisitions Plan was adopted at the fall meetings with the understanding that the 2024 Annual Acquisitions Plan would be presented in May in conjunction with the budget approval process. He invited Ms. Gruber to lead committee members in a review of the Annual Acquisitions Plan.

Ms. Gruber explained that the Annual Acquisitions Plan has been reimagined to coincide with the master acquisitions themes approved last year and allow research and collecting goals to focus on specific areas of engagement with visitors, strategic initiatives, gallery refreshes, special exhibitions, or conversations in the field. She discussed the four themes identified for collecting in FY2024 including: "Religion & Spirituality" in support of the Religion and Early America Initiative, "Cultural Connections" through artifacts from Indigenous and Black history, "Women and Children" to increase their representation in JYF galleries, and "Commemorating America at 250" by collecting objects that support the upcoming commemoration.

Following Ms. Gruber's presentation, Maj. Gen. Harrison moved to endorse for approval the proposed FY2024 Annual Acquisitions Plan. With a second by Mrs. Swan, the motion passed unanimously.

VIII. Upcoming Special Exhibitions

Dr. Rawles indicated that he was looking forward to visiting the

other half of the *Reign & Rebellion* special exhibition on display at Jamestown Settlement and expressed interest in learning about other special exhibitions committee members could look forward to beyond FY2024 and leading up to the semiquincentennial. He invited Dr. Leftwich to return to the floor and tell members more about upcoming special exhibitions.

Dr. Leftwich displayed images from “Fashioned in History” which will be on display from May to November 2024 at Jamestown Settlement and features Ruth E. Carter: Afro-futurism in Costume Design. She noted that this exhibition, which is centered in both curiosity and belonging, will take place in conjunction with JYF’s biennial Clothing Conference. She went on to describe “Fresh Views of the American Revolution: New Voices for America’s 250th,” a changing exhibition scheduled from July 2024 – May 2026, featuring JYF specific goals and collections in advance of the signature VA250 exhibition “Give Me Liberty” opening July 1, 2026.

IX. Jamestown Settlement Permanent Gallery Legacy Area

Dr. Newby-Alexander returned to the floor, observing that, as JYF enters the final phase of the most recent Jamestown gallery refresh, staff have been working to re-conceptualize the legacy area at the end of the gallery. She invited Dr. Leftwich to describe a new approach being developed to help visitors think about ways to activate the many legacies of Jamestown.

Dr. Leftwich pointed out that the current legacy area was installed in 2005 and is now 18 years old. She described how the new approach envisioned for this area of the gallery centers on visitor engagement and institutional action. She described how visitors will be able to identify a Jamestown legacy they feel is important—for example, representative government—and for which JYF will then take a corresponding action—for example, host a voter registration drive—with updates posted on JYF social media so that visitors can track progress and observe how the legacy they chose is being activated.

Mr. Dendy emphasized that any action JYF takes to activate a legacy has to be non-partisan, observing that care is needed that the action is not something that involves politics.

X. Other Business

Dr. Newby-Alexander called for any other business and when none was raised, she took the opportunity to observe that this the last meeting Dr. Rawles will be chairing. She recalled that Dr. Rawles was elected to the Board of Directors in 2015 and has served as Chairman of the Acquisitions Committee

since September 2017. Noting that the Board of Directors will give him a more formal goodbye next October, she asked Committee Members to join her in thanking him for his service to JYF and the members responded by giving him a round of applause.

XI. Adjournment

There being no other business, Mr. Fulton motioned for adjournment, and following a second by Ms. Cousins, Dr. Rawles adjourned the Wednesday, May 3, 2023 joint meeting of the Public Programming and Acquisitions Committees at 5:45 p.m.

Members Present: Messrs. Adkins, James, Jordan, Norment; Mmes. Chambers, Gerdelman, and Locke.

Members Absent: Mr. Fowler; Mmes. Bourne, Kinchelo, Lucas, and Newby-Alexander.

Board Present: Mr. Mason; Mrs. Burke.

Staff Present: Messrs. Lee and Mozingo; Mmes. Coffey, Coleman, Gruber, Koch, Leftwich, Machie, Perkins, and Turner.

I. Call to Order

The meeting of the Administration and Personnel Committee was called to order by Professor Jordan, on Thursday, May 4, 2023 at 9 a.m., at the DoubleTree Hotel in Room 15.

II. Approval of Minutes

Professor Jordan referred members to the minutes of the November 14, 2022, meeting. Mrs. Gerdelman moved and Chief Adkins seconded approval of committee meeting minutes. The motion was approved by unanimous vote.

III. Human Resources Metrics and Five-Year Trends

Professor Jordan introduced HR Operations Manager, Nancy Coffey to present the HR metrics and trends to the committee. Mrs. Coffey stated that employee turnover can impact an organization by creating disruptions and costs in: operations, job specific knowledge, task efficiencies, and training exercises. She stated in the last five years, the trends have been mixed as classified turnover increased from 11.7% to 13.9% and then decreased to 9.1%. Wage turnover has risen from 20.6% to 69.9% primarily due to resignations during the pandemic and removal of inactive wage employee data from our records. The average number of classified employees has dropped from 150 in fiscal year 2019 to 148 so far in fiscal year 2023. In the same timeframe, the average number of wage employees decreased from 268 to 156. The seasonal turnover rates for the wage employees remain one of the biggest challenges for departments trying to manage actual employee turnover. Fall and spring months tend to have more wage employee turnover which Departments have regularly anticipated by beginning fall recruitments in June and spring recruitments in January. However, with the trend line showing an increase in volume through

2022, some areas have begun to strategize other tactics to assist in recruitment and retention. Currently, our Historical Interpretation program is beginning a workforce maximization effort to retain Museum Educators during the off season. In addition, the On-Site education program has created 3 tier structure for Museum Educators that would create an opportunity for staff to promote to a second and third tier with more responsibility and commensurate salary increases. It should also be noted that after the turnover spike we are seeing the wage staff turnover beginning to decline.

Mrs. Coffey continued by stating, in the last five years, the percentage of retirements of the total number of separations voluntary and involuntary have decreased from 5.4% to 3.8% in FY22. As of 3/1/2023, nearly 18% of the JYF classified staff is eligible for unreduced/reduced retirement. However, this will increase substantially to 45% in 2028. Mrs. Coffey proposed that the Agency will manage a succession strategy to address the growing number of retirements in key positions. Beginning in 2023, staff within a year of retirement, occupying a key position in the agency will be interviewed about their retirement plans. From these conversations, a succession planning form will be developed. Staff in key positions who have specific retirement dates, are then interviewed with their manager to determine the best transition plan to avoid loss of productivity and knowledge during the transition. The EWP process was also revised last year to successfully capture the required knowledge, skills, and abilities of each position at the Agency. The average number of days that positions are vacant is lower than the state requirement of 50 days, though it has risen slightly due to several job postings going up for 30 days to take advantage of outside advertisements. In January, DHRM implemented a new recruitment system called PageUp. Mrs. Coffey stated that as of mid-April, the recruitment system is still being updated and agencies are working through adapting to the changes.

Volunteer service hours increased from 37,931 in CY2021 to 47,826 in CY2022 after a sharp decline during the pandemic. Comparatively, the total number of core and special event volunteers increased from 971 to 1,025 after the decline during the pandemic and due to a comprehensive clean-up of our volunteer database to reflect accurate volunteer counts. Mrs. Coffey stated one indicator of staff diversity is identified ethnicity and race. Overall staff diversity has increased from 12.37% in FY2019 to 18.73% so far in FY2023. One indicator of low morale is employee turnover, yet other indicators include accident rate (Workers Compensation claims), number of grievances, absenteeism, and disciplinary actions (written notices). Percentage of employees filing Workers Compensation increased from 5.2% in FY2019 to 7.5% in FY2023. This percentage increase is due to the decline in employment level as the number of claims, as actual number of claims decreased from 22 to 18.

Mrs. Coffey spoke about the employee recognition metrics, stating that classified employees who achieve an Extraordinary Contributor on their annual performance evaluation receive recognition through additional leave hours or monetary awards. A recipient of an Extraordinary Contributor normally receives the equivalent of two days paid leave. Wage employees who receive an Extraordinary Contributor currently do not receive any award. The last few years of performance evaluation exhibits a wide gap between the percentage of classified employees and the percentage of wage employees who received an Extraordinary Contributor rating. Due to the pandemic, we do not have an accurate accounting of wage staff evaluations between 2019 and 2020. As of mid-April, HR is still receiving and reviewing wage evaluations.

Professor Jordan asked if any members of the committee had questions for Mrs. Coffey. Mrs. Gerdelman inquired about the succession plan strategy in interviewing key staff members eligible for retirement. Mrs. Coffey and Mr. Mozingo stated that the process used to be in practice at JYF most recently in 2012 and 2018.

IV. Employee Engagement Survey Results

Professor Jordan stated that the JYF Human Resources office recently conducted an agency wide employee engagement survey. All classified and wage staff were invited to participate in this survey. Survey results are meant to establish a baseline and serve as a climate check for the current workplace environment and employee satisfaction. Professor Jordan introduced our HR Director, Coy Mozingo, to review the results of each survey question with the committee and to provide some key takeaways and observations.

Mr. Mozingo stated that initiated the first JYF employee engagement survey in recent history on March 1st of this year. He started with initial insights gained and presented results as follows:

According to Gallup, employee engagement has been trending down across the board since 2021 – a factor that impacts employee participation in such a survey. For an organization our size, we'd want to aim for at least 70% participation, so this is certainly something we need to address going forward. On the positive side 90% find their work meaningful and 77% find that JYF utilizes their skills satisfactorily. We certainly see opportunities for improvement in the salary and recognition categories. About 90 percent find their work here meaningful. About 70% of respondents found that we communicate news

effectively and timely. About 72% responded favorably regarding open and honest communication between managers and employees. A little more than half find JYF a positive and motivating workplace, so clearly some opportunities for improvement needed here. Mr. Mozingo stated only about 40% of staff find the compensation is fair for the work they do. This is something we are looking to address beginning with compression adjustments. Almost 83% believe their supervisor or manager values their feedback. This is a very positive number when it comes to looking at methods of addressing some other areas of opportunity. More than half of the respondents feel our Boards support employees and our mission. The more removed an employee is from that level of leadership - that probably speaks to the 37 % not having an opinion either way. Mr. Mozingo stated that 70% of respondents have a favorable opinion of our Executive Director; about 82% responded favorably when asked if their supervisor seems invested in the success of the team; close to 80-% have experienced productive meetings. And here we see a big area of opportunity to improve – Just a bit more than half feel that staff are recognized or appreciated when they produce above the routine. Almost a mirror image of the previous slide and the same area of opportunity to address recognizing staff for their successes. About half the respondents stated they received a verbal or written thank you the last time they accomplished a major project, while about a 3rd stated they've received nothing. Clearly opportunity for improvement here. When we asked respondents what makes them feel valued and recognized at work, about a 3rd stated they simply want to be thanked, acknowledged, and recognized by their supervisor. 23% simply want to know that they are being heard by others. Raises and promotions only got about 12% - the same percentage as those who simply want feedback from their supervisor. Mr. Mozingo then recapped his observations, moving forward and next steps. Employees speak about better communication, more direct understanding, and involvement from leadership, and receiving a more genuine "thank you" for a job well done, something we can make a priority immediately.

Mr. Mozingo stated his recommendation will be to senior leadership to make sure their one-on-one meetings with staff have a dedicated agenda item for discussing the employee, their development, and how they are doing in the workplace. So many of our conversations tend to stick in the realm of process and project, that often we are overlooking the people behind the work. Lastly, Christy Coleman has recommended the next time we do an engagement survey that we hire a third-party to help ensure anonymity and encourage more staff to participate.

Professor Jordan thanked Director Coleman, Mr. Mozingo and the HR team for putting together the survey and presenting the results to the committee;

and recognized Senator Norment's keen interest in the survey results and asked the Senator to provide his feedback. Senator Norment stated that he looks forward to seeing the results of an additional survey initiated by a third-party. Professor Jordan asked if there were additional comments or questions, and none were heard.

V. Salary Compression Adjustments

Professor Jordan stated that salary compression has been an ongoing issue for many JYF employees. After the minimum salary increase to \$15 an hour, this wage disparity increased further. The Finance Department and Human Resources partnered to develop a methodology to address compression. Implementing the salary adjustments must be approved by the committee and the board. Professor Jordan introduced Executive Director Christy Coleman to share more information about these issues and present the staff recommendations regarding implementation.

Ms. Coleman stated that Human Resources looked at all classified and wage employees with 5+ years of service and reviewed them against their peers by role code. Particular attention was given to Visitor Services, Interpretation, Education, Museum Shops, and Facilities Staff. All classified and wage positions were reviewed against DHRMs salary survey for state employees. Gaps were identified between current salary and the 1st quartile average as presented in the survey. A multiplier of .5% was applied per years of service in position and then added to the base salary or hourly rate. This adjustment relieved compression within similar roles and moved all salaries within the identified 1st quartile. Of the 132 classified employees reviewed, 6 are eligible for the compression adjustment. Of the 134 wage employees reviewed, 48 are eligible for the compression adjustment.

Ms. Coleman stated that extending these compression adjustments to impacted classified and wage staff and assuming the state budget approves the 7% salary increase, the total cost is \$38,706 for 54 employees. \$11,523 of which is reimbursable by the Trust for gift shop employees. Professor Jordan asked for a motion that the details of the staff proposal be approved as written in the board packet. Chief Adkins motioned and Senator Locke seconded the motion. The motion was approved by unanimous vote.

VI. FY24 State Budget Impacts

Professor Jordan stated that the proposed budget bill included a 7% salary increase for classified employees and a \$1,000 bonus. This adjustment is

for full time personnel.

However, the agency also has the option to extend the increase to wage personnel. This was most recently done in 2022. Implementing the increases must be approved by the committee and the board. Professor Jordan then introduced Dr. Machie to share more information about these increases and present the staff recommendations regarding implementation.

Dr. Machie stated that the Virginia state budget for FY24 has not been approved. However, the current proposed budget is based off HB1400, SB800 and committee reports. These contain several items related to compensation adjustment that impact the employees of the Jamestown-Yorktown Foundation. SB800 authorizes a 7% base salary increase effective June 10, 2023, for classified employees who earn a rating of "Contributor" or above on their annual performance evaluation. SB800 authorizes a one-time bonus of \$1,000 for classified employees payable December 1, 2023. Dr. Machie stated The Jamestown-Yorktown Foundation has an authorized Maximum Employment Level (MEL) of 176 full time classified employees. Currently, the agency has budgeted for 166 active positions, with some of those positions held vacant temporarily to reduce costs. The General Fund provides funding for 113 positions, or 58% of the classified workforce. The agency utilizes Non-general Funds to support the salaries and benefits of the remaining 63 positions, or 42% of the workforce. The total cost of providing the required 7% classified base salary increase is \$667,654. JYF anticipates receiving an additional \$444,768 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 \$222,886 in non-general funds to provide the salary increases to the remaining positions. Extending the 7% base salary increase to the agency's part-time wage personnel will require an estimated \$111,254 in non-general funds. The total cost of providing a one-time bonus to classified staff is \$157,857. This would be supported by central appropriations and one-time funds payable to the state by the affiliates. The proposed budget does not extend a bonus to wage staff. Professor Jordan asked for a motion to approve the details of the salary adjustments as presented in the board packet. Mrs. Gerdelman motioned, and Mrs. Chambers seconded; and the motion was approved by unanimous vote.

VII. Other Business

Professor Jordan asked if there was any other business to be heard by the committee and none was heard.

VIII. Adjournment

There being no further business, the May 4, 2023, Administration and Personnel Committee meeting was adjourned by Professor Jordan at 10 a.m. after a motion by Chief Adkins seconded by Senator Locke.