



**Jamestown-Yorktown Foundation
Board of Trustees
and
Jamestown-Yorktown Foundation, Inc.
Board of Directors**

Joint Board Meeting

Wednesday, May 4, at Jamestown Settlement
Thursday, May 5, at The Woodlands Conference Center
Williamsburg, Virginia

**JYF Executive Office 757-253-4840
jyfmuseums.org**

**JAMESTOWN-YORKTOWN FOUNDATION BOARD OF TRUSTEES
JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS**

JOINT BOARD MEETING

WEDNESDAY, MAY 4, 2022

Location: Jamestown Settlement, GPS: 2110 Jamestown Road, Williamsburg

1:30 p.m. Administration & Personnel Committee
Jamestown Settlement, Education Wing Classrooms A-B-C

2:45 p.m. Buildings & Grounds Committee
Jamestown Settlement, Education Wing Classrooms A-B-C

4:00 p.m. Public Programming and Acquisitions Committees
Jamestown Settlement, Education Wing Classrooms A-B-C

6:00 p.m. Evening Program, Reception & Dinner
Jamestown Settlement: Galleries, Special Gift Shop, Zadarlik-Sogoloff Gazebo,
and Great Hall - *Business Attire*

*A hospitality room and workspace will be available for board members and
guests from 1:00 p.m. to 6:00 p.m. in Education Wing Classroom E.*

**This is an in-person meeting as quorum is required.
Participation by Zoom is available if individual circumstances warrant,
in accordance with VA Code 2.2-3708.2**

If you plan to attend the meetings by Zoom, the instructions for May 4 are:

Topic: Joint Meeting of the JYF Boards - May 4 Meetings

Time: May 4, 2022 01:30 PM Eastern Time (US and Canada)

Join ZoomGov Meeting

<https://virginia->

gov.zoomgov.com/j/1615581470?pwd=SSs4R0RhZEhxSmIMbTFKWFBQcGVGUT09

Meeting ID: 161 558 1470

Passcode: 284404

One tap mobile

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Dial by your location

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Meeting ID: 161 558 1470

Passcode: 284404

**JAMESTOWN-YORKTOWN FOUNDATION BOARD OF TRUSTEES
JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS**

JOINT BOARD MEETING

THURSDAY, MAY 5 2022

*Location: The Woodlands Conference Center, GPS:159 Visitor Center Drive,
Williamsburg*

- 9:00 a.m. JYF, Inc. Business Session**
The Woodlands Conference Center, Dogwood Room
- 10:30 a.m. Marketing Committee**
The Woodlands Conference Center, Garden Room
- 10:30 a.m. Joint JYF Executive and Finance Committees**
The Woodlands Conference Center, Dogwood Room
- 12:00 p.m. Joint Business Session of the Combined Boards**
The Woodlands Conference Center, Dogwood Room
Lunch provided

**This is an in-person meeting as quorum is required.
Participation by Zoom is available if individual circumstances warrant,
in accordance with VA Code 2.2-3708.2**

*If you plan to attend the meeting by Zoom, the instructions for the **JYF, Inc. Business Session,
Executive and Finance Committees, and the Joint Business Session** are:*

Topic: Joint Meeting of the JYF Boards - May 5 Meetings

Time: May 5, 2022 09:00 AM Eastern Time (US and Canada)

Join ZoomGov Meeting
<https://virginia-gov.zoomgov.com/j/1613612864?pwd=bEl0Sm8rbXowWVpyWHgxc2pieExKZz09>
Meeting ID: 161 361 2864
Passcode: 867129
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Passcode: 867129

JAMESTOWN-YORKTOWN FOUNDATION BOARD OF TRUSTEES
JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS

JOINT BOARD MEETING

THURSDAY, MAY 5 2022

*If you plan to attend the meeting by Zoom, the instructions for the **Marketing Committee** are:*

Topic: JYF Marketing Committee Meeting

Time: May 5, 2022 10:30 AM Eastern Time (US and Canada)

Join ZoomGov Meeting

<https://virginia-gov.zoomgov.com/j/1614047432?pwd=UTFSYmJ5bElUSm5uZjBLaEJiWk1GUT09>

Meeting ID: 161 404 7432

Passcode: 309382

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Dial by your location

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+1 669 216 1590 US (San Jose)

Meeting ID: 161 404 7432

Passcode: 309382

**Jamestown-Yorktown Foundation
BOARD OF TRUSTEES**

Delegate Kenneth R. Plum, *Chairman*
Senator Janet D. Howell, *Vice Chairman*
Mrs. Sue H. Gerdelman, *Secretary*
Delegate Delores L. McQuinn, *Treasurer*
Mr. H. Benson Dendy III, *Chairman Emeritus*

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Chief Stephen R. Adkins, Sr.
Delegate Amanda E. Batten
Mrs. Anedra W. Bourne
Mr. M. Kirkland Cox
Delegate Glenn R. Davis, Jr.
Ms. Suzanne O. Flippo
Delegate Hyland F. Fowler, Jr.
Speaker C. Todd Gilbert
Secretary Aimee R. Guidera
Senator Emmett W. Hanger, Jr.
Mr. Terry E. Hall
Ms. Daun S. Hester
Delegate M. Keith Hodges
Mr. A.E. Dick Howard
Professor Ervin L. Jordan, Jr.

Ms. Connie Kincheloe
Delegate Barry D. Knight
Ms. Diane Leopold
Senator Mamie E. Locke
Senator L. Louise Lucas
Senator T. Montgomery Mason
Attorney General Jason S. Miyares
Dr. Cassandra L. Newby-Alexander
Senator Thomas K. Norment, Jr.
Delegate Phillip A. Scott
Lieutenant Governor Winsome E. Sears
Ms. Susan R. Swecker
Mr. Fred D. Thompson, Jr.
Delegate Luke E. Torian
Mr. Jeffrey B. Trammell
Governor Glen A. Youngkin

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

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

Mrs. Carolyn S. Abbitt
Ms. Bentley R. Andrews
Mrs. Donna P. Chapman
Ms. Helen Zadarlik Cousins
Mr. Brian T. Fields
Mr. R. Allan Finger
Mr. B.K. Fulton
Mr. Herbert V. Kelly, Jr.

Delegate Kenneth R. Plum
Dr. James W. Rawles, Jr.
Mr. Brian K. Skinner
Mr. Mark R. Sobol
Mr. David Stephens
Mrs. Frances P. Sykes
Mr. Thomas H. Tullidge, Jr.
Ms. Adria Vanhoozier

Senior Staff

Ms. Christy S. Coleman, Executive Director
Mrs. Cheryl Wilson, Executive Director-VA AR250
Mrs. Julie W. Basic, Senior Director of Development
Dr. Mariruth Leftwich, Senior Director of Museum Operations & Education
Mrs. Glenda H. Turner, Senior Director of Marketing & Public Relations
Mr. William Nixon, Interim Director of Finance

Jamestown-Yorktown Foundation Board of Trustees COMMITTEE ASSIGNMENTS

Administration & Personnel Committee

Professor Ervin L. Jordan, Jr., *Chair*
Ms. Susan R. Swecker, *Vice Chair*

Chief Stephen R. Adkins, Sr.
 Mrs. Anedra W. Bourne
 Delegate Buddy Fowler, Jr.
 Mrs. Sue H. Gerdelman

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

Buildings & Grounds Committee

Chief Stephen R. Adkins, Sr., *Chair*
Delegate Barry D. Knight *Vice Chair*

Mrs. Anedra W. Bourne
 Mrs. T.J. Cardwell (Inc. Liaison)
 Delegate Buddy Fowler, Jr.
 Mr. A.E. Dick Howard

Senator Janet D. Howell
 Ms. Diane Leopold
 Delegate Delores L. McQuinn
 Dr. Cassandra Newby-Alexander
 Senator Thomas K. Norment, Jr.

Public Programming Committee

Mr. A. Marshall Acuff, Jr., *Chair*
Dr. Cassandra Newby-Alexander, *VC*

Chief Stephen R. Adkins, Sr.
 Mrs. Mari Ann Banks (Inc. Liaison)
 Mrs. Anedra W. Bourne
 Mr. H. Benson Dendy III
 Ms. Suzanne O. Flippo
 Mrs. Sue H. Gerdelman
 Delegate C. Todd Gilbert
 Senator Emmett W. Hanger, Jr.

Ms. Daun S. Hester
 Mr. A.E. Dick Howard
 Senator Janet D. Howell
 Professor Ervin L. Jordan, Jr.
 Delegate Barry D. Knight
 Ms. Diane Leopold
 Delegate Delores L. McQuinn
 Senator Monty Mason
 Ms. Susan R. Swecker
 Mr. Fred D. Thompson, Jr.

Marketing Committee

Mrs. Anedra W. Bourne, *Chair*

Mr. A.E. Dick Howard
 Professor Ervin L. Jordan, Jr.
 Delegate Delores L. McQuinn

Mrs. Alexis N. Swann (Inc. Liaison)
 Ms. Susan R. Swecker
 Mr. Fred D. Thompson, Jr.
 Mr. Jeffery B. Trammell

Executive Committee

Delegate Kenneth R. Plum, *Chair*
Senator Janet D. Howell, *Vice Chair*

Mr. A. Marshall Acuff, Jr.
Chief Stephen R. Adkins, Sr.
Mrs. Anedra W. Bourne
Mr. M. Kirkland Cox
Mr. H. Benson Dendy III
Mrs. Sue H. Gerdelman

Delegate C. Todd Gilbert
Mr. Terry E. Hall
Delegate Emmett W. Hanger, Jr.
Professor Ervin L. Jordan
Senator L. Louise Lucas
Delegate Delores L. McQuinn
Senator Thomas K. Norment, Jr.

Finance Committee

Senator Emmett W. Hanger, Jr., *Chair*
Delegate Delores L. McQuinn, *Vice Chair*

Mr. A. Marshall Acuff, Jr.
Ms. Suzanne O. Flippo

Ms. Daun S. Hester
Mrs. Connie R. Kincheloe
Delegate Barry D. Knight
Senator Mamie E. Locke
Mr. Jeffrey B. Trammell

Jamestown-Yorktown Foundation, Inc. COMMITTEE ASSIGNMENTS

Acquisitions

Dr. James W. Rawles, Jr., *Chair*
Ms. Bentley R. Andrews, *Vice Chair*

Mrs. Carolyn S. Abbitt
Mrs. Mari Ann Banks
Mrs. T. J. Cardwell
Mrs. Donna P. Chapman
Ms. Helen Zadarlik Cousins

Mr. Brian T. Fields
Mr. R. Allan Finger
Mr. B. K. Fulton
Mr. Herbert V. Kelly, Jr.
Mr. Brian K. Skinner
Mrs. Alexis N. Swann

JYF Board of Trustees Liaisons

Mrs. Mari Ann Banks - *JYF Public Programming Committee*
Mrs. Alexis N. Swann - *JYF Marketing Committee*
Mrs. T.J. Cardwell - *JYF Buildings & Grounds Committee*

**JYF Board of Trustees and
JYF, Inc. Board of Directors**

**Joint Business Session
The Woodlands Conference Center
Dogwood Room
12:00 p.m.**

JYF Board of Trustees

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

JYF, Inc. Board of Directors

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

AGENDA

- I. Call to Order – Delegate Plum**
- II. Approval of JYF Minutes – Delegate Plum** (*Action Required*)
Wednesday, November 9, 2021
p. 10
- III. JYF, Inc. Initiatives – Mr. Hall**
- IV. Executive Director’s Report – Ms. Coleman**
 - A. Strategic Plan
p. 17
 - B. JYF Senior Director Positions: Hiring Update
- V. American Revolution 250 – Mrs. Wilson**
- VI. Fiscal Year 2023 JYF Operating Budget – Delegate McQuinn**
(*Action Required; Attachment*)
- VII. Committee Reports** (*Actions Required*)
 - A. Administration & Personnel Committee – Professor Jordan
p. 25
 - B. Buildings & Grounds Committee – Chief Adkins
p. 34

- C. Public Programming and Acquisitions Committee – Mr. Acuff and Dr. Rawles
p. 48
- D. Marketing Committee – Mrs. Bourne
p. 80
- E. Executive and Finance Committees – Delegate Plum and Delegate McQuinn
p. 90
- F. Nominating Committee – Mr. Dendy

VIII. Public Comment Period – Delegate Plum

IX. Executive Session – Delegate Plum (*Action Required*)

X. Other Business – Delegate Plum

XI. Adjournment – Delegate Plum

Trustees Present: Messrs. Acuff, Adkins, Cox, Fowler, Hall, Hanger, Hayes, Jordan (Zoom), Mason, Norment, Plum, Torian, and Trammell; Mmes. Bourne, Ashwell (AG Designee), Carr, Hester, Howell, Kincheloe, Leopold, Locke, Lucas, McQuinn (Zoom), and Newby-Alexander.

Trustees Absent: Messrs. Dendy, Hayes, Howard, Knight, Mullin, Thompson, and Ware; Mmes. Filler-Corn, Gerdelman and Swecker.

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

JYF Staff: Mr. Stovall; Mmes. Basic, Coleman, Culbertson, Gruber, Leftwich, Lucas, Perkins, Puckett, Turner, and Sonders.

Other Staff: Mdm. Taylor (AG Representative for JYF).

I. Call to Order

Delegate Plum called the joint meeting of the Jamestown-Yorktown Foundation's Board of Trustees to order at 11:01 a.m. He stated this is an in-person meeting as quorum is required but that several members were remote, as participation is available as individual circumstances warrant in accordance with VA Code 2.2-3708.2. A roll call for attendance was taken for the meeting. Delegate Plum welcomed recently elected JYF, Inc. Board of Director's President, Mr. Hall, as well as the JYF, Inc. liaisons in attendance for the meeting. He shared that the meeting agenda would include: the Executive Director's Report; JYF, Inc. Initiatives; notes on the Executive Director's Performance and Compensation Review Task Force; committee reports and a legislative update.

II. Approval of Minutes: Spring Joint Board Meeting on May 6, 2021

Delegate Plum directed all to the draft minutes for the May 6, 2021, Business Session and asked if there were any corrections. There being none, he for a motion for approval. Delegate Cox made a motion for the approval of the minutes. Seconded by Mrs. Bourne, the motion was approved unanimously.

III. Executive Director's Report

Ms. Coleman provided a strategic priorities update in regards to personnel, programs and communications. She noted the \$15 per hour wage increase and the impact on compression for the Foundation, which will be addressed in the future; the HR department reorganization in regards to training and volunteers being reassigned to that area. Ms. Coleman expanded on the

professional development and training opportunities available for staff and volunteers through JYF institutional memberships. Ms. Coleman provided details on how the Foundation seeks to be more diverse in all areas of the agency and address the digital divide that exists in connecting with prospective candidates. Ms. Coleman emphasized the importance of improving the workplace environment at the agency as part of the strategic plan. She described the success of Inside JYF, the new magazine and the consolidation of various publications to one, cohesive and well-designed piece for friends, patrons and donors to the Foundation. Finally, she described the progress and organization for the VA AR 250 Commemoration as well as the community and state partnerships JYF has with various organizations such as Colonial Williamsburg, Gunston Hall, and the Virginia Museum of History and Culture. She then concluded the Executive Director's report to the Trustees.

IV. Executive Director Performance & Compensation Review Task Force

Delegate Plum updated the board on the interim meeting of the Executive Director Performance & Compensation Review Task Force from October 20, 2021. He stated that the Task Force reviewed Executive Director's Employee Work plan and Agency Performance Measures, and concluded her performance has been outstanding. The next meeting of the Task Force will take place before the spring meeting of the Board of Trustees. Delegate Plum concluded his report.

V. JYF, Inc. Initiatives

Mr. Hall, JYF, Inc. President, began his report by noting the FY 2021 fundraising year ended on a successful note: overall fundraising production was approximately \$2 million. Annual Fund exceeded the target of \$850,000 ultimately bringing in \$914,000 in revenue. Despite a challenging year, \$918,000 was raised for restricted projects. Funding was secured for key projects: Special Exhibition - "Reign & Rebellion (Stuarts!)" (\$220,000); Educational Resources (\$30,000); Programs and Events (\$108,000); and the Endowment (\$400,000). He shared that the Mathews Legacy Society continued to grow. Up to 33 members have included JYF in their estate plans.

Mr. Hall indicated FY22 is a year of transition for the Development program. The Board of Directors adopted an ambitious \$1 million Annual Fund goal at the fall meeting in October. To reach these goals, he asked the Trustees to lend their support, as the Board of Director's goal is to have 100% participation from both boards. He encouraged members to complete pledges for FY22.

Mr. Hall reported that this year the Directors welcomed two new members to the Inc. board: Mr. Sobol and Ms. Vanhoozier. He acknowledged Mrs.

Gerdelman and her past leadership as President during a critical time for the JYF, Inc. in 2020 and 2021. The board leadership conducted a Strategy Session on September 7, 2021 and will continue through the coming months to strengthen the board with the initiatives.

Mr. Hall shared the current financial holdings: As of September, total value of the endowment is \$19.4 million; Total invested assets are \$24.3 million. Through the work of the Inc. Acquisitions Committee, and through private support, we have seen exciting additions to the artifact collection at Jamestown Settlement and the American Revolution Museum at Yorktown. In addition to objects such as a bone plaque and Delft tableware that reflect archaeological discoveries at Jamestown, we have acquired a very rare copy of Thomas Bluett's slave narrative describing the life of Ayuba Suleiman Diallo. During the Acquisitions Committee meeting in October, participants discussed how the Foundation's Acquisitions Plans should better reflect the convergence of cultures emphasized in our mission. They also voted to table approval of both the Annual Acquisitions Plan and the Master Acquisitions Plan for one year in order to allow staff an opportunity to revise these documents and ensure greater alignment. Mr. Hall expressed the JYF, Inc. is grateful for Trustees' support as we work together to make a positive impact on the museums and our educational mission this year. He concluded his report.

VI. Committee Reports

Marketing Committee Report

Mrs. Bourne reported the committee met on September 20, 2021, and that Marketing and Public Relations promotional efforts of JYF museums, programming, events, lectures and exhibitions contributed to paid admissions that were on par with pre-COVID-19 admissions and revenue. Mrs. Bourne stated that individual visitation helped with the decrease in school and tour group visitation during the summer. She said that JYF anticipated the group business decline to continue in the fall and winter, but were optimistic that individual visitation would continue to assist with the decrease, and that the spring may show an increase in school groups. Mrs. Bourne shared that the JYF Marketing Plan is based on the JYF strategic plan that focuses on people, communications and programs. She stated that the Marketing Plan key strategies included Behavioral Targeting in Advertising, Cultivation of Local Visitors, Elevating the JYF Brand and Investing in Private Events and Groups. Mrs. Bourne reported that that an approved Virginia Information Technology Agency (VITA) vendor SiteVision Inc., was selected to execute the rebranding and hosting of the new JYF website jyfmuseums.org. She informed the board that JYF anticipated completion of the website hosting migration from current host Ciniva Web

Agency to SiteVision by January 1, 2022. Mrs. Bourne indicated that JYF continued to receive positive feedback on *INSIDE JYF Magazine*. She stated the next issue, scheduled for release in November, featured the JYF, Inc. Fiscal Year 2021 Annual Report. Mrs. Bourne then concluded her report and moved for the report's adoption. Senator Norment seconded the motion and all members approved.

Nominating Committee Report

Senator Norment reported that the Nominating Committee had met on Wednesday, October 10, and conferred regarding nominations for board-elected Trustee positions. He reminded that the bylaws provided that the Board of Trustees may elect as many as five members to one-year terms. He noted the three incumbents in the five board-elected positions were Mr. Marshall Acuff, Delegate Kirk Cox, and Mrs. Sue Gerdelman, Senator Norment moved the re-election of Mr. Acuff, Delegate Cox, and Mrs. Gerdelman to board-appointed one-year Trustee positions, seconded by Ms. Hester, the motion was approved with no opposing votes.

Buildings & Grounds Committee Report

Chief Adkins updated the board on capital projects and maintenance reserve projects at JYF. He 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. Chief Adkins updated the committee on the Yorktown Shell Space as the project involves installing fire detection, alarm systems, and fire suppression systems to make the 8,000 square feet of shell space habitable. JYF is currently waiting on the Department of Planning and Budget (DPB) approval. Chief Adkins shared with the committee that JYF received American Rescue Plan Act funds to support the replacement and upgrade of HVAC systems at Jamestown Settlement and The Emerson Central Support Complex. Chief Adkins stated JYF is grateful to the General Assembly members who played a crucial role in the award of the \$2 million to support the project. He indicated that JYF currently has two issues at American Revolution Museum at Yorktown. He stated both of the issues are due to product failures: during a routine roof inspection one of JYF's technicians noticed cracking and sagging on the lap siding; and the stone veneer on the Yorktown Amphitheater walls appeared to be settling. He indicated Facilities staff is addressing the issues with the manufacturers and installers to find a solution. Chief Adkins reported that committee members had agreed to serve on an evaluation panel to help JYF select vendors as part of the Energy Savings partnership: himself, Delegate Buddy Fowler and OAG representative Erin Ashwell volunteered. Chief Adkins made a motion for approval of the report, which was seconded by Senator Mason, and the board approved.

Public Programming Committee

Mr. Acuff shared that the Public Programming Committee met on November 9, 2021, and Mr. Howell, Director of Museum Education Services, provided an update on the Foundation's education programs, on JYF's "recovery efforts" in seeking to provide quality experiences for the state and national educational community. Mr. Acuff stated that Dr. Leftwich described the programs being offered to the public during the remainder of 2021, as well as through June 2022 and reported that the goal is to provide a wide variety of program formats ranging from lectures and conversations, to performances and commemorations, to recognition of cultural arts and traditions. He noted that the Foundation is working to examine opportunities for audience development, particularly for youth and families and balance the three cultures the program calendar. Mr. Acuff noted the committee adopted proposed revisions to the Sailing Program Policy for JYF, based on Captain Speth's recommendations. He shared the Curatorial Review covering the period January 1 through June 30, 2021: including recent conservation of a 16th-century bronze, breech-loading swivel cannon, usually on display in the African Object Theater, which has just returned to Jamestown Settlement after undergoing treatment at a specialized conservation facility in Maryland. Mr. Acuff also updated the committee on the four acquisitions made during the January to June period: the Yorktown acquisition, the Thomas Bluett Slave Narrative relating the life of Job Ben Solomon—also known as Ayuba Suleiman Diallo. For Jamestown Settlement, he noted that two purchases occurred which secured three new objects for the JYF collection. The first included two white, tin-glazed earthenware Delft chargers; the second acquisition is similar to an object excavated from a cellar in James Fort: an English or European, four-inch long bone plaque engraved with a full-length figure of a soldier carrying a sword. Mr. Acuff stated the committee delayed voting for Board approval of both the Annual Acquisitions Plan and the Master Acquisitions Plan for one year in order to allow staff an opportunity to revise those documents. He concluded that the committee learned of a new title for the exhibition, *Reign and Rebellion*, which takes the focus off the monarchs and places importance on their legacies. At Jamestown, the exhibition will consider how the Stuarts in the 17th century solidified Virginia's identity as the Old Dominion and had lasting impacts not only for the 18th century, but for today's world. At Yorktown, the exhibition will explore how the legacies of the Stuart era contributed towards Virginia's distinct American identity. Mr. Acuff made a motion for adoption of the report, which was seconded by Mrs. Kincheloe, and the board approved.

Administration & Personnel Committee Report

Professor Jordan report on the November 9, 2021, meeting of the Administration and Personnel Committee. He shared the committee received an update on human resources related metrics, and that COVID-19 has had a significant impact on agency operations, personnel and finances. COVID-19 severely impacted JYF's group business therefore, the need for additional wage staff has been reduced. Professor Jordan shared there are ongoing recruitment challenges in interpretation staffing despite an increase in starting salary and broadening minimum requirements to allow for a wider and diverse audience. He shared that the committee voted in favor of a wage holiday pay revision for JYF staff. The committee also enjoyed presentations on the JYF Professional Development Program by Mr. Rintinski; volunteer services from Ms. Shelhorse; and the One Virginia Plan from Mr. Mozingo. Professor Jordan concluded his report and moved for its adoption. Delegate Fowler seconded and the board approved.

Executive and Finance Committees Report

Senator Hanger stated visitation for the first three months was 132,011, 42% of the annual budget, revenue at \$6.0 million or 29% of budget and admissions income of \$1.8 million. Senator Hanger stated it was a strong start for the fiscal year. He reported wages and benefits are also reflecting savings and other major expenditures are on track or slightly below budget. Senator Hanger reported admissions at both museums are significantly ahead of budget at over 40% of the annual total. The FY 21 carryforward of \$1 million is below budget as funds were retained in the affiliate in the prior year. Senator Hanger shared FY2022 Performance Measures for the first quarter. He shared the percentage of visitors indicating a "Good" or "Excellent" satisfaction rating was 99%, exceeding the 95% goal. Senator Hanger stated significant changes were made to JYF's internal budgeting process last year, and as part of the change, the agency has implemented a business plan to guide the development of the budget. He stated a request to support four capital projects totaling \$4.3 million over the biennium has been submitted to Department of Planning and Budget for consideration in the Governor's proposed budget. The agency also submitted operating requests totaling \$645,000 in FY23 and \$922,000 in FY 24. The funds include for the replacement of existing non-compliant software systems, support for marketing efforts, and the funding and hiring of two additional curators – one focusing on the Virginia Indian and one focusing on African American history at our sites. He reported that Mr. Acuff had updated the committee on the operations of the Jamestown-Yorktown Educational Trust. Senator Hanger concluded his report and moved for its adoption. Delegate McQuinn seconded the motion and the board approved the report's adoption.

VII. JYF Legislative Task Force

Ms. Hester asked members to turn to page 130 of the packet and shared the list and description of the biennium funding requests that were submitted to the Department of Planning and Budget for consideration in the Governor's proposed budget. We have requested funding to support four capital projects totaling \$4.3 million over the biennium. Funding is requested to: Upgrade the nearly 15 year old security system at Jamestown Settlement and relocate the security control room, Perform shoreline restoration and repairs to the ship's basin, Renovate the special exhibition gallery at Jamestown Settlement, and a third phase of refresh efforts for the main galleries at Jamestown Settlement. The agency also submitted operating requests totaling: \$645,000 in FY23; and, \$922,000 in FY24. These monies would be used to replace non-compliant software systems, support marketing, and to hire two additional curators – one focusing on the Virginia Indians and one focusing on the African American history at our sites. Ms. Hester stated there were 2 MEL associated with this request. Finally, the sub-agency has submitted a funding request totaling \$15M and requesting 10 MEL to support five years of operation of the Virginia Commission of the 250th Anniversary of the American Revolution. She indicated that JYF will not know what items are included in the Governor's proposed budget until mid-December, and asked for support in serving as patrons for budget amendments to support these efforts. She then concluded her report.

VIII. Other Business

Ms. Coleman announced that this would be Mr. Stovall's last meeting as he has accepted the position of with another state agency. Board members congratulated Mr. Stovall.

Delegate Plum announced the next meeting dates for the board: May 4-5, 2022, in Williamsburg.

IX. Adjournment

Delegate Plum called for a motion to adjourn the meeting. Delegate Fowler made a motion, which was seconded by Mr. Dendy and approved by all. Delegate Plum officially adjourned the meeting at 12:01 p.m.

Director's Report



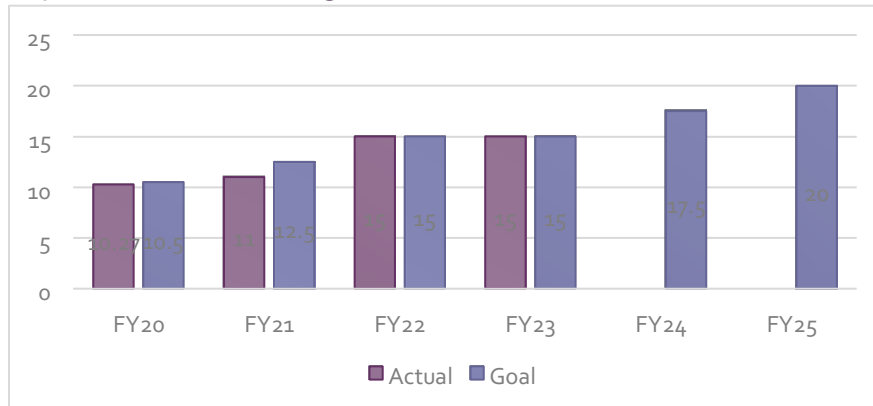
Joint Board Meeting

May 4-5, 2022

Strategic Plan Update

PERSONNEL: Recruit, Develop and Support Employees in an Inclusive Environment

- Improve salaries and wages



- Increase Diversity

June 2020 Classified v. Wage #s							
	Asian	Black	Hispanic	Indian	Other/NA	White	Grand Total
Classified	1	18	1	3		128	151
Wage	2	12	3	2	4	194	217
Grand Total	3	30	4	5	4	322	368
June 2020 Classified v. Wage %s							
	Asian	Black	Hispanic	Indian	Other/NA	White	Grand Total
Classified	0.66%	11.92%	0.66%	1.99%	0.00%	84.77%	151
Wage	0.92%	5.53%	1.38%	0.92%	1.84%	89.40%	217
Grand Total	0.82%	8.15%	1.09%	1.36%	1.09%	87.50%	368
4/1/2022 All	1.10%	9.92%	1.10%	1.47%	1.47%	84.90%	272
US Census	5.90%	13.40%	18.50%	1.30%	2 to 3%	60.10%	

- Professional Development

In addition to standard departmental training, staff are given opportunities to develop skills through professional organizations, certificate programs and other options specialized training outside of JYF or DHRM.

PROGRAM: Better Reflect Convergence of Cultures and Legacies Bequeathed as Defined by Mission

- Evaluate, improve or create new daily living history programs that provide a balanced history



- Explore and develop exhibitions, programs and events that provide deeper meaning

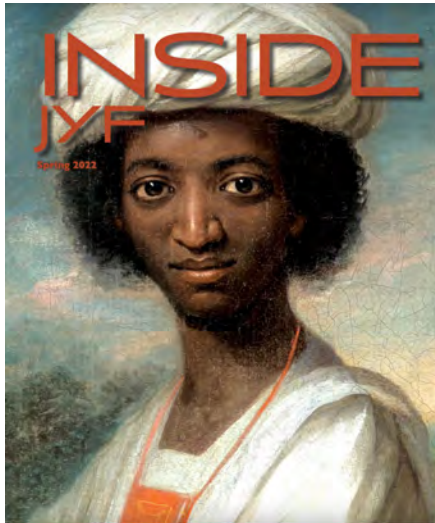


Director's
SERIES

- Creative Revenue Generation through vast assets and new initiatives



COMMUNICATIONS: Provide dynamic, concise and informative communications to internal and external stakeholders and audiences



Executive Director's Update

APRIL 2022

Dear Board, Members, Staff and Volunteers,

April is off to a very strong start after a wonderful March that saw Retail Sales the best they've been in 5 years! We've welcomed 78,000 more visitors than anticipated which translates into almost a million dollars more in revenues. Our mid results through March show an operating surplus of nearly \$400,000. As we enter the final quarter of the fiscal year, we are very optimistic about what the future holds and make greater progress towards our goals.

We are preparing for our Annual Joint Meeting of the JYF Board of Trustees and the JYF, Inc. Board of Directors. This is an opportunity to share updates on strategic initiatives, operations, have important policy discussions and approve budgets for the coming fiscal year. Please keep your eyes and ears open for more exciting details in the coming months.

As always, we're grateful for your support and engagement as we move forward.

Christy S. Coleman
 christy.coleman@jyf.org
 (757) 253-4946
 @jamestownjyf

STRATEGIC INITIATIVES
Wages/Salaries – Increase Diversity/Professional Development

- VAM Conference: Sixteen JYF staff members attended this annual event, March 5-8. The conference focused on diversity, equity,

Key Performance Indicators			
MARCH			
	Month	Year to Date	
Total Paid Visitors	47,364	207,512	
vs Forecast	17,034	71,022	
vs 3 Year Average	11,982	18,387	
Average			
Admissions Revenue	\$ 485,440	\$ 3,768,758	
vs Forecast	\$ 102,026	\$ 856,065	
vs 3 Year Average	\$ 175,684	\$ 678,393	
Retail Operations	\$ 275,060	\$ 1,829,223	
Actual / Forecast	\$ 50,962	\$ 11,635	
vs 3 Year Average	\$ 128,529	\$ 522,688	
Total Revenue		\$ 13,835,216	
Total Expenses		\$ (13,541,327)	
Net Results thru March		\$ 293,882	

Teacher Times

APRIL 2022

Spring is in the air and summer is on the horizon at the Jamestown-Yorktown Foundation, where an abundance of early American history resources await teachers and students. From teacher enrichment programs and student history camps to digital lesson plans and quizzes, discover learning opportunities both virtually and in-person that connect the past to modern-day.

Summer Teacher Institute

Get ready for the 250th anniversary of the American Revolution with Jamestown-Yorktown Foundation's 2022 Summer Teacher Institute hosted July 11-14 at the American Revolution Museum at Yorktown. We'll go beyond the Revolution's famous personas and battles during this four-day, all expenses paid professional development opportunity open to Virginia upper elementary and middle school teachers. Learn about the causes and consequences, take part in immersive learning experiences and collaborate with fellow teachers to develop lessons for students to build 21st-century skills. Apply for this free opportunity by April 25.

[Learn More](#)

Exclusive Early Sign Up for The 1607 Society Donors!

Join Christy S. Coleman, executive director of the Jamestown-Yorktown Foundation, as she engages in lively and enlightening conversations with some of the nation's prominent scholars and public figures that bring into full view JYF's mission to raise awareness and understanding of the shared legacies of American history.

The 1607 Society members can reserve their spots **NOW** for these thought-provoking conversations at \$50 for the remaining programs in the series or \$10 per program, including special opportunities to connect with the speakers. **Buy your tickets early, as quantities are limited.**

The second in this six-part series will be held in Jamestown Settlement's Robins Foundation Theater at 7 p.m. on **Wednesday, March 16**. Join us as we welcome **Dr. Joanne B. Freeman**, a U.S. historian of the Revolutionary era and Early Republic and tenured professor of History and American Studies at Yale University. Regarded as a leading expert on the life and legacy of Alexander

Strategic Discussion

JYF MISSION

(Revised October 2016)

The Jamestown-Yorktown Foundation shall foster through its living-history museums – Jamestown Settlement and the American Revolution Museum at Yorktown – an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the enduring legacies bequeathed to the nation.

JYF STATEMENT REGARDING CRITICAL RACE THEORY

(Proposed Spring 2022)

At JYF, our mission is to teach a complete history rooted in scholarship, with empathy and respect for the cultures that converged in 17th and 18th century America, including Indigenous, African, and European peoples. We have a responsibility to talk about the contributions, struggles, and legacies of all of these people, which may include an understanding of race and power. While there is some alignment between these concepts and Critical Race Theory, JYF does not use or teach the CRT principles developed by legal scholars in advanced academic studies.

§ 23.1-3207. Duties

The board shall:

1. Do all things necessary and proper to (i) foster through its living-history museums, Jamestown Settlement and American Revolution Museum at Yorktown, an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the enduring legacies bequeathed to the nation; (ii) commemorate Jamestown as the first permanent English-speaking settlement in the United States and its contributions to the building of the Commonwealth and the nation; (iii) commemorate the winning of American independence on the battlefield at Yorktown; and (iv) enhance our understanding of the making of the United States Constitution and Bill of Rights, including the Commonwealth's role in shaping the fundamental principles of the American constitutional system;
2. Administer, develop, and maintain at Jamestown and Yorktown permanent commemorative shrines and historical museums;
3. Adopt names, flags, seals, and other emblems for use in connection with such shrines and copyright the same in the name of the Commonwealth;
4. Enter into contracts to further the purposes of the Foundation, including contracts for the use and rental of agency facilities, structures, spaces, and personal property under the control of the Foundation;
5. Establish nonprofit corporations as instrumentalities to assist in administering the affairs of the Foundation;
6. With the consent of the Governor, acquire by purchase, lease, gift, devise, or condemnation proceedings lands, property, and structures deemed necessary for the purposes of the Foundation. The title to such acquired land and property shall be in the name of the Commonwealth. In the exercise of the power of eminent domain granted under this section, the Foundation may proceed in the manner provided by Chapter 3 (§ 25.1-300 et seq.) of Title 25.1;
7. With the consent of the Governor, convey by lease land to any person, association, firm, or corporation for such terms and on such conditions as the Foundation may determine;
8. Receive and expend gifts, grants, and donations from whatever source derived for the purposes of the Foundation;
9. Employ an executive director and such deputies and assistants as may be required;
10. Elect any past chairman of the board to the honorary position of chairman emeritus. Chairmen emeriti shall serve as honorary members for life. Chairmen emeriti shall be elected in addition to the at-large positions defined in § 23.1-3206;

11. With the consent of the Governor, enter into agreements or contracts with private entities for the promotion of tourism through marketing without participating in competitive sealed bidding or competitive negotiation, provided that a demonstrable cost savings, as reviewed by the Secretary of Education, can be realized by the Foundation and such agreements or contracts are based on competitive principles;

12. Determine which paintings, statuary, works of art, manuscripts, and artifacts shall be acquired by purchase, gift, or loan and exchange or sell such items if not inconsistent with the terms of such purchase, gift, loan, or other acquisition; and

13. Change the form of investment of any funds, securities, or other property, real or personal, provided the form is not inconsistent with the terms of the instrument under which the property was acquired, and sell, grant, or convey any such property, except that any transfers of real property shall be made only with the consent of the Governor.

1998, cc. [222](#), [589](#), [786](#), [791](#), § 23-288; 2000, c. [109](#); 2003, cc. [879](#), [940](#); 2011, cc. [345](#), [356](#); 2016, c. [588](#); 2017, cc. [230](#), [310](#); 2018, c. [137](#).

The chapters of the acts of assembly referenced in the historical citation at the end of this section(s) may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

Jamestown-Yorktown Foundation 2022-23 BOARD OF TRUSTEES AND COMMITTEE MEETING DATES
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Meeting Month	Board/Committee Meeting and Consistent Calendar Plan For Future Scheduling	<u>2022</u>	<u>2023</u>
<i>April</i>	Executive Director's Performance and Compensation Review Task Force	April 20	April 19
<i>May</i>	Joint Boards Spring Meeting: JYF Board of Trustees, and JYF, Inc. Directors	May 4-5	May 3-4
<i>September</i>	JYF Executive and Finance Committees	Sept. 1	Sept. 7
<i>October</i>	Executive Director's Performance and Compensation Review Task Force	Oct. 19	Oct. 18
<i>October</i>	JYF Nominating Committee	Oct. 25	Oct. 24
<i>November</i>	JYF Board of Trustees Fall Meeting	Nov. 14-15	Nov. 14-15

Please note: Dates are subject to change based on the schedule of the board chairman and committee leadership.

Administration and Personnel Committee

**May 4, 2022
Jamestown Settlement
Education Wing Classrooms A-B-C
1:30 P.M.**

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

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

AGENDA

- I. Call to Order – Professor Jordan**
- II. Approval of Minutes – Professor Jordan (*Action Required*)**
Wednesday, November 10, 2021
p. 27
- III. Human Resources Year-In-Review – Ms. Coffey**
- IV. Human Resources Metrics – Mr. Mozingo**
p. 31
- V. Fiscal Year 2023 Compression Strategies – Mr. Nixon**
(Action Required)
 - A. Impact of Personnel Related to FY 2022 Minimum Salary Implementation
 - B. Proposed Personnel Financial Adjustments
 - 1. Classified Employee Bonus and Increase
 - 2. Wage Employee Bonus and Increase
 - 3. Future Compression Tactics
- VI. Fiscal Year 2023 State Budget Impacts – Professor Jordan**
(Action Required)
p. 33
- VII. Personnel Matters (Closed Session) – Professor Jordan**

VIII. Other Business – Professor Jordan

IX. Adjournment – Professor Jordan

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

Committee Members Absent: Mr. Thompson; Mmes. Gerdelman, Lucas, and Swecker.

Other Board Members Present: Messrs. Hall and Plum; Mmes. Flippo and Hester.

Other Guests: Mmes. (AG Rep) Ramona Taylor

Staff Present: Messrs. Mozingo, Ritinski, and Stovall; Mmes. Coleman, Dresen, Lucas, Puckett and Shelhorse.

I. Welcome and Call to Order

The meeting of the Administration and Personnel Committee was called to order by Professor Jordan, on Wednesday, November 10, 2021 at 8:31 a.m., at the American Revolution Museum at Yorktown with some participants 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 Wednesday, May 5, 2021 meeting. Senator Norment moved and Senator Locke seconded approval of committee meeting minutes. The motion was approved by unanimous vote.

III. Human Resource Metrics

Professor Jordan introduced Human Resource Director Mr. Mozingo to discuss the current metrics report and human resources operations (HR). Mr. Mozingo reported on the key takeaways from May through September of 2021. Mr. Mozingo stated the average classified has decreased from last year due to the impact of COVID-19 and various separations. Many of the furloughed waged staff have returned however, other wage staff have not been scheduled to return. Mr. Mozingo stated many of those still on furlough have submitted resignations since May. He stated there has been an increase in turnover from the prior years 10-11% to 14.89% currently. The increase is primarily due to the amount of furloughed wage resignations throughout the year.

Mr. Mozingo stated JYF is now back below the stated mandated goal of 50 days to fill positions. Currently, the average time to fill a position is 47 days much lower than the 83 days back in May which is due to an increase in recruitments, a full HR staff to screen, interview and process new hires. The total number of applicants is beginning to reach pre-COVID numbers at 826. He reported the applicant pool remains relatively consistent with prior years with only a slight decrease in the number of male applicants and small decline in number of minority applicants. Mr. Mozingo shared demographic data is not provided by all applicants for HR staff to have an accurate picture of JYF's applicant pool. Mr. Mozingo shared the Onsite Education Group Educator team has twenty-eight wage staff members. Forty-seven Group Educators were furloughed and only a few have not 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 classified Historical Interpreters despite an increase in starting salary and broadening minimum requirements to allow for a wider and diverse audience. He stated HR staff is working with Museum Operations and Education (MOE) leadership to develop new recruitment methods for more entry level positions that can be then be trained and developed internally to operate as a fully skilled Interpreter. Professor Jordan asked if there were any questions. Dr. Newby-Alexander asked if HR has been advertising at Historically Black Colleges and Universities (HBCU) job fairs. Mr. Mozingo stated JYF has not and thanked Dr. Newby-Alexander for the suggestion. Senator Norment asked if near-by museums have had similar challenges. Ms. Coleman stated Colonial Williamsburg is also facing similar challenges. Professor Jordan asked if there were any other questions and none were heard.

IV. Wage Holiday Pay Policy Revision

Professor Jordan explained in 2011, JYF instituted a policy authorizing additional pay for certain classes of part-time personnel who were scheduled to work on a limited number of holidays. He shared the purpose of the policy was to provide a fair and equitable benefit to personnel who work on state holidays but who do not receive benefits that other staff receive. This benefit allows JYF to have adequate staffing on high visitation holidays. Professor Jordan called on Mr. Stovall to share staff recommendation to adjust the policy with the committee. Mr. Stovall shared the current policy provides supplemental pay to part time employees in 16 classifications or work groups and only applies to seven holidays. He shared the supplemental benefit is to provide pay at a rate of 1.5 times the normal hourly wage if an employee works on a holiday. He explained this type of benefit is important because state holidays can be some of the

busiest days at JYF and more difficult to schedule staff and this benefit may help mitigate the impact and be used as an incentive for staff. Mr. Stovall stated the challenge with the current policy is JYF wage employment structure is flexible, and there are wage personnel who are left off the list and some categories that wage personnel are not in such as curatorial personnel, trades personnel are left out and the current policy applies to a limited number of holidays. JYF staff is recommending simplifying this so it applies to all part time personnel, with the caveat that supervisors are not to schedule non-essential personnel to work on a holiday, and for it to apply to every holiday making record keeping easier, more fair than it is currently and tie it to statewide decisions. Professor Jordan asked if there were any questions and none were heard. Chief Adkins moved and was seconded by Delegate Fowler. The motion was passed unanimously.

V. JYF Professional Development Program

Professor Jordan introduced JYF's Manager of Professional Development, Chas Ritinski. Mr. Ritinski explained in early 2021 was moved under the HR department to allow training to focus on developing employees across the entire foundation. Mr. Ritinski presented a PowerPoint presentation on JYF's Professional Development program. He shared with the committee the departments strategic direction for training all employees and align them along agency goals. He shared current projects the training department have been working on which include updating the New Hire Orientation and providing JYF History for Non-Education staff and helping employees understand the complexities of the VRS Hybrid Retirement Plan. Future projects include training on Supervisory and Leadership training, 1622 Content Course, Virginia Indians in the 18th century and Advanced Methodology class. Professor Jordan thanked Mr. Ritinski for his presentation and asked if there were any questions. None were heard.

VI. Volunteer Services and Program Recovery Post Covid

Professor Jordan introduced JYF's Volunteer and Intern Manager, Ms. Leigh Ann Shelhorse to the committee. Ms. Shelhorse shared JYF currently has 325 active/core volunteers who have worked either at JYF or from home for the past two years since the pandemic. She shared in addition to the core group, there are individuals and groups that give their time to the museum through service day activities and special events such as Military Through the Ages, Family Frights, Fourth of July and Victory Day celebrations. She shared in a given year JYF could add more than 500 additional volunteers to JYF volunteer base. Ms. Shelhorse shared communication with volunteers is a key element to

a successful program. Staff has been able to use technology along with traditional methods to stay in contact with valued volunteers. By using technology, volunteers and interns have been able to take online training, attend virtual programs and perform research and in some cases take material culture projects home. Ms. Shelhorse shared JYF is expanding the scope in which volunteers are recruited by looking beyond immediate neighbors for new volunteers and interns. Professor Jordan thanked Ms. Shelhorse for her presentation and asked if there were any questions. None were heard.

VII. ONE Virginia Plan

Professor Jordan informed the committee HB 1993 became law in March 2021 and called on Mr. Mozingo to share with the committee JYF's progress. Mr. Mozingo gave a PowerPoint presentation on the steps taken by JYF to reaching the five goals of the ONE Virginia Plan. Mr. Mozingo concluded his presentation by asking committee members to review and approve the Principles of Community. He asked committee members to please share with staff practices, policies and data they have come across in their own daily operations that JYF could utilize in Inclusive and Equitable Organizational Development Curriculum, identify what systemic inequity and barriers to change at JYF. Committee members were also asked to notify staff how committee members would like to be informed of the progress outside of the standard May and November board meetings. Professor Jordan thanked Mr. Mozingo for his presentation and asked if there were any questions. None were heard.

VIII. Other Business

Professor Jordan informed the committee there would be an Executive and Finance Committee meeting at 10:00 am on November 10.

IX. Adjournment

There being no further business, the November 10, 2021, Administration and Personnel Committee meeting was adjourned by Professor Jordan at 9:42 a.m.

**Jamestown – Yorktown Foundation
HUMAN RESOURCES METRICS**

Calendar Year Metrics 2020-2022

Metric	2020	2021	2022 (Year to Date)
Agency Authorized MEL (Max. Employment Level)	173	174	174
Average Classified Employment Level	147	141	142
Average Wage Employment Level*	221 Pre-furlough 76 Post-furlough	31 On furlough 89 Actively working	91
Total Positions Posted	17	26	25
Total Hired	20	21	22
Total Applicants	305	957	518
Average Number of Applications Per Position	17	39	21
Range of Applications Per Position	2-49	2-102	3-62
Average Time to Fill Position	18 days	67 days	48 days
Annual Turnover Percentage	12.5%	25.92%	4.8%
Percentage of Male Applicants**	38%	38%	43%
Percentage of Female Applicants**	59%	54%	51%
Percentage of Minority Applicants**	26%	25%	31%
Percentage of Non-minority Applicants**	74%	67%	61%
Highest Turnover Positions	• Couriers (67%) • Gift Shop Clerks (33%) • Groundskeepers (33%)	• Onsite Education (34%) • Wage Interpreter (26%)	• Onsite Education (5%) • Wage Interpreter (5%)
Difficult to Fill Positions	• Onsite Education • Groundskeepers	• Historical Interpreters • Administrative Assistant - MPR	• Visitor Services Assoc. • IT Specialist

* Current wage numbers for 2021-22 are actual, not averaged.

** Demographic data is not provided by all applicants.

Jamestown – Yorktown Foundation HUMAN RESOURCES METRICS – DEMOGRAPHIC DATA

Demographic Data April 2022

All Staff	Count and Percentage		Leadership*	Count and Percentage
Female	169		Female	38
Female %	62.13%		Female %	65.51%
Male	103		Male	20
Male %	37.86%		Male %	34.48%
African American	27		African American	7
African American %	9.92%		African American %	12.06%
Asian	3		Asian	1
Asian %	1.10%		Asian %	1.72%
Caucasian	231		Caucasian	48
Caucasian %	84.90%		Caucasian %	82.75%
Hispanic	3		Hispanic	0
Hispanic %	1.10%		Hispanic %	0%
Native American	4		Native American	2
Native American %	1.47%		Native American %	3.44%
Other/Not Disclosed	4		Other/Not Disclosed	0
Other/Not Disclosed %	1.47%		Other/Not Disclosed %	0%
Total Diversity	41		Total Leadership	58
Total Diversity %	15%		Total Leadership %	21.32%

**Defined as staff members who supervise others*

Jamestown-Yorktown Foundation FY23 State Budget Impacts
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Fiscal Year 2023 Compensation Adjustments

The state budget for FY23 contains one item related to compensation adjustment that impacts the employees of the Jamestown-Yorktown Foundation.

- *Statewide Base Salary Increases*: Item 477, paragraph X, authorizes a 5% base salary increase effective June 10, 2022, for classified employees who earn a rating of “Contributor” or above on their annual performance evaluation.
- *Centrally Funded Minimum Wage Increases*: The state budget includes a non-technical adjustment increasing the Virginia minimum wage from \$7.25 to \$11.00 or an equivalent salary of \$22,880. The base salary of the Foundation is currently \$15.00 or an equivalent salary of \$31,200.
- *Amendment Funded Personnel*: In addition, the state budget includes the addition of two amendment funded curators to support the African and Indigenous Peoples' Initiative.

Financial Impact – Classified Statewide Base Salary Increases

- The Jamestown-Yorktown Foundation has an authorized Maximum Employment Level (MEL) of 176 full time classified employees. Currently, the agency has budgeted for 167 active positions, with some of those positions held vacant temporarily in an effort 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 5% classified base salary increase is \$505,446.
- JYF anticipates receiving an additional \$273,724 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 \$231,722 in non-general funds to provide the salary increases to the remaining positions. The proposed Fiscal Year 2023 Operating Budget for JYF includes funding to support the costs of providing the salary adjustment.

Financial Impact – Wage Compensation Adjustments

- Extending the 5% base salary increase to the agency’s part-time wage personnel will require an estimated \$70,638 in non-general funds.

Buildings and Grounds Committee

**May 4, 2022
Jamestown Settlement
Education Wing Classrooms A-B-C
2:45 p.m.**

Chief Stephen R. Adkins, *Chair*
The Honorable Barry D. Knight,
Vice Chair
Mrs. Anedra W. Bourne
Mrs. T.J. Cardwell (Inc. Liaison)
The Honorable Hyland F. Fowler, Jr.

Mr. A.E. Dick Howard
The Honorable Janet D. Howell
Ms. Diane Leopold
The Honorable Delores L. McQuinn
Dr. Cassandra Newby-Alexander
The Honorable Thomas K. Norment, Jr.

AGENDA

- I. Call to Order – Chief Adkins**
- II. Approval of Minutes – Chief Adkins (*Action Required*)**
November 9, 2021
p. 35
- III. Capital Project Implementation – Ms. Rosso**
p. 40
 - A. Jamestown Settlement Pier
 - B. Yorktown Shell Space Occupancy
 - C. ARPA Funds Projects
- IV. Maintenance Reserve Project Report – Chief Adkins**
p. 44
- V. Energy Savings Performance Contracting Status – Ms. Rosso**
p. 45
- VI. Facilities Operational Improvements – Ms. Rosso**
- VII. James City County Lease Proposal – Chief Adkins (*Action Required*)**
p. 46
- VIII. Other Business – Chief Adkins**
- IX. Adjournment – Chief Adkins**

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

Committee Members Absent: Messrs. Knight, Howard and Torian; Mmes.
Bourne and Leopold.

Other Board Members Present: Messrs. Dendy and Hall; Mmes. Carr,
Hester and Kincheloe

Other Guests: Mmes. (AG Rep) Taylor and Ashwell

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

I. Call to Order

The Tuesday, November 9, 2021, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Chief Stephen Adkins, at 2:33 p.m., at the American Revolution Museum at Yorktown with some participants by Zoom in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes

Delegate Fowler moved, Ms. Kincheloe seconded approval of the Wednesday May 5, committee meeting minutes. The motion was approved by unanimous vote.

III. Current Capital Project Implementation

A. Jamestown Settlement Pier

Chief Adkins introduced Jamestown-Yorktown Foundation's Director of Facilities and Capital Projects, Ms. Freda Rosso, to update the committee on the current capital projects. Ms. Rosso began by updating the committee on the Jamestown Settlement Pier. 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. Ms. Rosso shared the rendering

for the schematic drawings which will be submitted to Division of Engineering and Buildings (DEB) by November 19 and the Environmental Impact Report should be completed by November 19. DEB should have the schematic submission to Art and Architectural Review Board (AARB) in January. After schematic approval, Hopke & Associates will proceed with preliminary drawings. The project is scheduled to be completed in late 2022.

B. Yorktown Shell Space

Ms. Rosso updated the committee on the Yorktown Shell Space. Ms. Rosso shared the project involves installing fire detection, alarm systems, and fire suppression systems to make the 8,000 square feet of shell space habitable. Ms. Rosso stated the space was included in the original construction plans but necessary elements required to make it habitable were removed during the value engineering process. Ms. Rosso shared the DEB determined the request to use remaining funds in the original capital project did not add scope and did not violate the original legislative intent so they have approved the CO-2 to reallocation funds. JYF is currently waiting on the Department of Planning and Budget (DPB) approval. Chief Adkins asked if there were any questions, none being heard Chief Adkins thanked Ms. Rosso for her report.

IV. Maintenance Reserve Project Report

Chief Adkins asked committee members to turn page 55 in their packets for the Maintenance Reserve Project Report. Chief Adkins shared the replacement of HVAC systems on the Visitor Services and Education portions of Jamestown Settlement and the visitor services restroom renovations have been completed. He informed the committee bids for the Jamestown Settlement/Great Hall restrooms will be put up soon and noted the funding is part of the facility improvements in the line item in the report. Chief Adkins concluded by sharing the upcoming projects in the next two years include roof replacement at Jamestown Settlement and the engineering required to periodically dredge the ships' basin.

V. Special Exhibit Space Renovations

Chief Adkins called on Ms. Rosso to discuss the Special Exhibit Space Renovations at Jamestown Settlement. Ms. Rosso shared the project involves removing the original cases from the New World Exhibit installed in 2004 to add 1,363 square feet to the exhibit space and improve the flexibility of the space for future exhibits. Ms. Rosso stated new floor covering will be installed and a

partition door will be added to cover the freight elevator opening. Egress paths will be changed due to the larger gallery spaced and Ms. Rosso stated the Architect/Engineer (A/E) will also be providing a revised Life Safety plan to DEB for review. Ms. Rosso concluded by sharing the drawings are in the working drawing stage and will be reviewed internally before submission to DEB. Chief Adkins asked if there were any questions and none were heard.

VI. HVAC Upgrades

Chief Adkins shared with the committee that JYF received American Rescue Plan Act funds to support the replacement and upgrade of HVAC systems at Jamestown Settlement and The Emerson Central Support Complex. Chief Adkins stated JYF is grateful to the General Assembly members who played a crucial role in the award of the \$2 million to support the project. Chief Adkins called on Ms. Rosso to outline how JYF will utilize the funds. Ms. Rosso explained the project improves visitor and employee safety and health by upgrading filtering systems, resulting in long term financial cost reductions due to energy efficiency enhancements through multiple unit replacement, and improves the ability of JYF to adequately protect artifacts. Ms. Rosso shared during the pandemic, JYF switched HVAC filters from MERV 7 to MERV 13 allowing for the capture of 80-90% of particles less than 3 micrometers which include bacteria and sneeze droplets. Ms. Rosso explained the increase in filter density puts an additional load on the equipment and increases energy use. Ms. Rosso stated the additional funding will allow JYF to look at new options such as Ultraviolet Germicidal Irradiation as planned equipment is replaced in the Capital Improvement Plan and retrofit old equipment not scheduled to be replaced. Ms. Rosso concluded by stating using a method line in-duct UVC light to inactivate viral, bacterial or fungal organisms instead of increasing the density of filters will eliminate the problem of the added load on HVAC equipment and possibly mitigate the increased energy costs. Chief Adkins asked if there were any questions and none were heard.

VII. American Revolution Museum at Yorktown Construction Issues

Chief Adkins shared in September to the Executive and Finance Committees two issues JYF currently has at American Revolution Museum at Yorktown. He stated both of the issues are due to product failures. Materials used in construction of the building have failed for reasons outside of JYF's control. Chief Adkins asked Ms. Rosso to further explain the failures. Ms. Rosso shared during a routine roof inspection one of JYF's technicians noticed cracking and sagging on the lap siding. Facilities staff filed a warranty claim with the

contractor Allure and notified WM Jordan of the issue. WM Jordan contacted the original installing contractor and provided material invoice for the project. Ms. Rosso stated the product has a 50 year warranty from the date of purchase which was November 26, 2014. Ms. Rosso shared there are several class action lawsuits against Plycem USA, the manufacturer of Allure for the siding during the timeframe the siding was purchased. Ms. Rosso explained that during the 30 year Limited Warranty period, Plycem will, in its sole discretion, either repair or replace defective portion of the product or reimburse the covered person for up to twice the original retail cost of the defective portion of the product. Allure sent a representative to investigate the claim and an unsatisfactory settlement offer was made. The issue was turned over to Ramona Taylor in the state Office of the Attorney General to negotiate a more favorable settlement.

Ms. Rosso also shared in May of this year the facilities department received a work order stating the stone veneer on the Yorktown Amphitheater walls appeared to be settling. After investigating, staff found that the condition existed in several locations around the site. The A/E was contacted concerning the problem. Guernsey Tingle investigated the detached stone and provided a letter stating there was confusion over the use of damp proofing versus a mortar scratch coat. During construction a Request for Information was submitted from the mason stating concern the veneer needed a porous surface to adhere correctly. The mason requested a waiver for the damp proofing and recommended the mortar scratch coat. The A/E agreed to the substitution but the correspondence was misinterpreted and damp proofing was applied by the mason. The mason subsequently stated in an email that he would warranty the veneer even though damp proofing was applied. DEB has provided additional support recommending the veneer be removed and reinstalled as directed by the A/E of record. Ms. Rosso concluded her report stating discussions continue with the general contractor and mason to resolve the issue.

VIII. Other Business

Chief Adkins asked if there was any other business. Mr. Stovall stated JYF needs two to three committee members to serve on an evaluation panel to help JYF select vendors as part of the Energy Savings partnership. Chief Adkins asked for volunteers. Chief Adkins, Delegate Buddy Fowler and OAG representative Erin Ashwell volunteered. Chief Adkins concluded by thanking Mr. Stovall for his service to JYF and wished him well with his new position at the Department of Conservation and Recreation.

IX. Adjournment

There being no other business, the Tuesday, November 9, 2021, meeting of the Buildings & Grounds Committee was adjourned at 2:54 p.m.

Jamestown-Yorktown Foundation CURRENT CAPITAL PROJECT SUMMARY

Jamestown Settlement – Pier

Objective: *Phase I:* Replace decking, upgrade electrical and storm drainage, and repair structural elements. **(Complete)**

Phase II: Construct 1,000 sf pier shelter, increase pier size by 1,000 sf, and improve landscaped berm. **(In Progress)**

Phase III: Design and install interactive exhibits.

Budget:

Resources	Expenditures	Encumbered	Remaining
\$3,140,000	\$2,097,276	\$49,540	\$993,184

Status:

Working drawings are being developed for the Pier Shelter expansion in Phase II. The Environmental Impact Report has been submitted to DEQ for review and required permitting is in progress.

Est. Completion Date: Spring 2023

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



Figure 2: An artist's rendering of Phase II depicts an expanded shelter equipped to host multiple interpretative displays and programs, as well as additional storage to support special event rentals.



Jamestown Settlement – Master Planning

Objective:

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

Budget:

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

Status:

The project is staff intensive, and was placed on hold so that personnel could focus on managing the emerging impacts of COVID on our museums and to allow for a new Senior Director of Museum Operations & Education to be selected. The agency must complete its Interpretative Plan in order to determine the scope of work for this planning phase.

Est. Completion Date: 2023

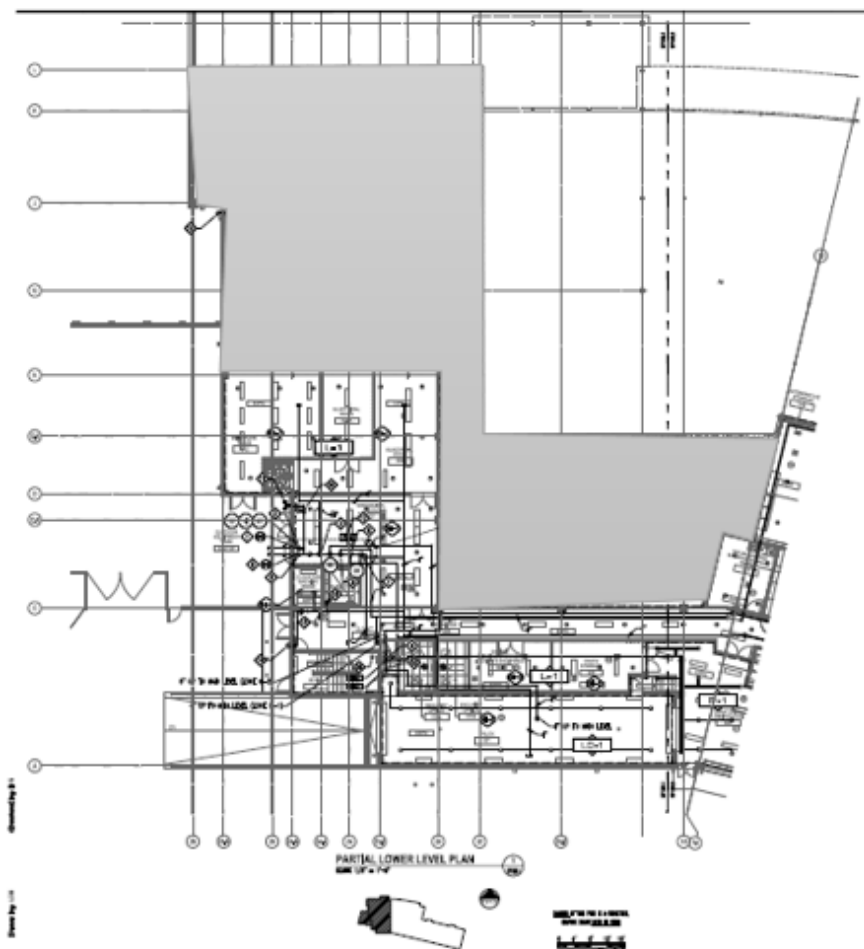
American Revolution Museum at Yorktown – Shell Space

Objective: This project allows for future use of 8,000sf of unoccupied space at the American Revolution Museum at Yorktown by installing adequate fire suppression systems, access doors, and removing the block preventing the elevator from accessing the shell space.

Budget:	Resources	Expenditures	Encumbered	Remaining
	\$ 200,000	\$ 0	\$ 55,757	\$ 144,243

Status: Working drawings are being developed by McKinney & Company.

Est. Completion Date: 2023



ARPA Funds – HVAC Upgrades

Objective: JYF received \$2,000,000 to support the replacement and enhancement of HVAC systems at Jamestown Settlement and the Emerson Central Support Complex. The project improves visitor and employee safety and health by upgrading filtering systems, resulting in long term financial cost reductions due to energy efficiency enhancements through multiple unit replacement, and improves the ability of the agency to adequately protect artifacts in its care.

<i>Budget:</i>	Resources	Expenditures	Encumbered	Remaining
	\$ 2,000,000	\$ 0	\$ 0	\$ 2,000,000

Status: CO-2 Authority to Initial Capital Outlay Project was submitted Feb 2, 2022.

Est. Completion Date: 2024

Jamestown-Yorktown Foundation
FY2022 - FY2024 MAINTENANCE RESERVE PROJECTS SUMMARY
As of March 31, 2022

Item	Subproject Title	Current Estimate	Adjustments	Revised Estimate	Expended	Unexpended	Outstanding Contracts	Remaining
Facilities Management Subprojects								
1	HVAC Systems (2020 - 2022)	\$ 280,003	\$ 860	\$ 280,863	\$ 266,937	\$ 13,926	\$ 13,926	\$ -
2	HVAC Systems (2022 - 2024)	141,548		141,548	54,788	86,760	3,700	83,060
3	Roof Replacement and Repair (2020 - 2022)	179,133		179,133	12,194	166,939	4,349	162,590
4	Roof Replacement and Repair (2022 - 2024)	699,691	153,039	852,730	-	852,730	-	852,730
5	Jamestown Gallery Complex Restroom Renovation	8,716		8,716	2,172	6,544	6,544	-
6	Parking Lots and Sidewalks (2020-2022)	27,034		27,034	25,128	1,907	-	1,907
7	Parking Lots and Sidewalks (2022 - 2024)	151,060	28,550	179,610	1,949	177,661	3,550	174,111
8	Plumbing (2022 - 2024)	104,757	32,826	137,583	26,800	110,783	-	110,783
9	Life Safety (2022 - 2024)	43,406	20,600	64,006	-	64,006	7,000	57,006
10	Facility Exterior Maintenance	271,004	16,580	287,584	1,959	285,625	5,493	280,133
11	Jamestown VS Rooftop HVAC Replacement	28,180		28,180	10,214	17,966	7,640	10,326
12	General Facility Repairs (2020 - 2022)	147,308		147,308	63	147,245	113,278	33,967
13	Facility Improvements (2022 - 2024)	1,401,222	916,809	2,318,031	9,963	2,308,068	178,841	2,129,227
14	Subtotal - Facilities Management	\$ 3,483,063	\$ 1,169,264	\$ 4,652,327	\$ 412,166	\$ 4,240,160	\$ 344,321	\$ 3,895,840
15 Museum Operation and Education Subprojects								
16	Interpretive Structures	\$ 61,142	\$ 162,100	\$ 223,242	\$ 32,500	\$ 190,742	\$ -	\$ 190,742
17	Ships Maintenance (2020-2022)	6,901		6,901	1,556	5,345	5,345	-
18	Ships Maintenance (2022-2024)	682,000		682,000	4,278	677,722	66,099	611,623
19	Ships Channel and Basin Dredging	60,000		60,000	-	60,000	-	60,000
20	Artifact Conservation (2022-2024)	120,000		120,000	13,645	106,355	3,968	102,388
21	Museum Gallery Interiors (2022-2024)	135,838		135,838	8,207	127,631	127,367	264
22	Subtotal - Museum Operations/Education	\$ 1,065,881	\$ 162,100	\$ 1,227,981	\$ 60,185	\$ 1,167,797	\$ 202,780	\$ 965,017
23	TOTALS	\$ 4,548,944	\$ 1,331,364	\$ 5,880,308	\$ 472,351	\$ 5,407,957	\$ 547,100	\$ 4,860,857
24	CASH APPROPRIATION, EXPENDITURE & BALANCE:	\$ 7,039,144			\$ 472,351	\$ 6,566,793		

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

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

Site Visits

- **Preliminary Trane EE and PD survey completed**
- Subcontractor surveys:
 - **Lighting – Complete**
 - Data loggers deployed and will need to be collected
 - **Water – Complete**
 - Building Envelope – Schedule TBD
 - Steam Trap – Scheduled for April 29th
 - Aeroseal – Proposed Dates – May 10th, 11th, 12th
 - Solar PV – 1st contractor has completed visit, others TBD
 - EV Chargers – 1st contractor has completed visit, others TBD
 - Controls – ACES visit TBD
 - MEP Contractor – Contractors and Schedule TBD
- Equipment survey completed - Trane looked at all of the installed equipment for its condition and date of manufacture to note if it was past expected life

Data Collection

- **Utility information has been collected**
- **Building drawings have been collected**
- **CIP has been collected**
 - Need to work with Jamestown Yorktown Foundation to prioritize projects for evaluation within PC

Savings Analysis

- Utility analysis in progress
- Preliminary Energy Conservation Measure list in progress

Cost Analysis

- **Subcontractors that have completed their site visits and are working on cost development; this includes lighting, water, Solar PV, and EV Chargers.**
- Trane is coordinating equipment and subcontractor pricing and developing preliminary cost estimate documents



Administration
P.O. Box 8784
101-12 Mounts Flax Ltd.
Williamsburg, VA 23187-8784
P. 737-253-6C02

March 31, 2022

Ms. Christy Coleman
Executive Director
Commonwealth of Virginia
Jamestown-Yorktown Foundation
PO Box 1607
Williamsburg, VA 23187

Re: Offer to Lease Certain Parcels of Land

This letter ("Letter of Intent") sets forth an overview of the material terms and conditions pursuant to the County of James City, Virginia, a political subdivision of the Commonwealth of Virginia (the "County" or the "Leasee") proposes to lease from VA Commonwealth of Jamestown-Yorktown Foundation. ("Leaser," and together with the County, the "parties") two parcels of real property totaling approximately nine point five (9.5) acres located in the County as more specifically set forth below (the "Property"). Following execution of this Letter of Intent, Leaser will prepare an agreement containing the terms and conditions set forth herein and such other terms and conditions as are reasonably acceptable to Lease and Leaser ("Lease Agreement") and further subject to the approval of the Board of Supervisors of James City County. The parties will endeavor to finalize and execute the Lease Agreement on or before July 1, 2022.

1. Property: Buyer shall lease all the real property identified below:

<u>Parcel Name</u>	<u>Parcel ID</u>	<u>Size</u>
VA Commonwealth of Jamestown-Yorktown Foundation.	4630100D18	3 acres
VA Commonwealth of Jamestown-Yorktown Foundation.	4640100018	6.5 acres

2. Lease Price: The Annual Lease for both properties shall be Twenty two thousand and five hundred dollars (\$22,500.00).

This Letter of Intent, and the obligations of the parties hereunder, are binding but subject to the further negotiation and execution by the parties of a Lease Agreement and approval of the Board of Supervisors of James City County, consistent with the terms set forth in this Letter of Intent.

Please acknowledge your acceptance of the terms of this Letter of Intent by executing a copy of this letter and returning the executed copy to me.

Sincerely,



Scott A. Stevens
County Administrator

AGREED AND ACCEPTED THIS _____ DAY OF _____, 2022.

SELLER:

By: _____

Its: _____

APPROVED AS TO FORM

COUNTY ATTORNEY

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

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

AGENDA

- I. Call to Order – Mr. Acuff**
- II. Approval of Minutes**
 - A. Public Programming Committee – Mr. Acuff (*Action Required*)
Tuesday, November 9, 2021
p. 50
 - B. Acquisitions Committee – Dr. Rawles (*Action Required*)
Tuesday, October 5, 2021
p. 57
- III. Overview of MOE Reorganization – Dr Rawles**
- IV. Education Update - Mr. Acuff**
 - A. Structured Education Report
p. 63
 - B. Post-Pandemic Education Recovery Plan
p. 65
- V. Curatorial Review – Dr. Rawles (*Action Required*)**
 - A. Semi-Annual Conservation Report
p. 66
 - B. Semi-Annual Acquisitions Report
p. 68
 - C. Master Acquisitions Plan Update and Progress
 - D. Benin Repatriation Update/Discussion
- VI. Public Programs FY2023 – Mr. Acuff**
p. 73

- VII. Reign and Rebellion Update – Mr. Acuff**
- VIII. Maritime Update – Mr. Acuff**
 - A. Sailing and Training Schedule
 p. 76
 - B. Summary of *Susan Constant* Survey Results
 p. 79
- IX. Other Business – Dr. Rawles**
- X. Adjournment – Dr. Rawles**

Members Present: Messrs: Acuff, Adkins, Dendy, Hanger, Jordan, Mason. Mmes: Carr, Hester, Howell, McQuinn, Newby-Alexander

Members Absent: Messrs: Howard, Knight, Qarni, Thompson, Ware. Mmes: Bourne, Filler-Corn, Flippo, Gerdelman, Leopold, Swecker

Other Guests Present: Messrs: Cox, Plum. Mmes: Ashwell, Kincheloe, Taylor

Staff Present: Messrs: Howell, Reischman, Speth, Stovall. Mmes: Baker, Basic, Coleman, Floyd, Gruber, Leftwich, Lucas, Turner

I. Call to Order

Mr. Acuff, Chairman of the Public Programming Committee, called the Tuesday, November 9, 2021, meeting of the Jamestown-Yorktown Foundation Public Programming Committee to order at 4:00 p.m. He welcomed members and asked for the calling of the roll. He then thanked members for their support for public programming that fosters an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the resulting legacies.

II. Approval of Minutes

Chief Adkins moved approval of the minutes of the Wednesday, May 5, 2021 joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by Mr. Dendy, the motion passed unopposed.

III. Education Program Update

Mr. Acuff called upon Mr. Howell, Director of Museum Education Services, to provide an update on the Foundation's education programs. Mr. Howell reviewed JYF's "recovery efforts" in seeking to provide quality experiences for the state and national educational community. Displaying a graph from the Virginia Department of Health, he observed the good news is that the number of student-related COVID cases is on the decline, and pointed out that the bookings for On-Site tours, classroom experiences, and virtual programming are all on the rise, though still nowhere near pre-pandemic

levels. To mitigate lost programming, he highlighted the success of the Outreach Education team in expanding the Distance Learning program to include Virginia students, reporting that over 7,000 students both in-state and throughout the nation are scheduled to receive a virtual class, with more reservations coming in daily.

Mr. Howell noted that relationships with many and varied education contacts—social studies coordinators, school administrators, tour companies, and VDOE colleagues—has proven key to JYF’s education program recovery. Over the last two years, Foundation staff have kept up with how schools are dealing with the pandemic and have targeted programs, services, and resources to support schools’ efforts to serve their students. For example, he described how JYF continues to provide teacher development workshops and curriculum resources, most notably through its signature Summer Teacher Institute, an annual program, now in its fourth year, providing 20 participating teachers with content knowledge and creative presentation techniques. He also displayed one of the artifact kits developed for use in the classroom, explaining that the kits are accompanied by teaching strategies for their use. He also reported that the Foundation has begun offering 90-minute online teacher workshops that include content as well as techniques that help teachers use multiple perspectives to involve students. Finally, he explained that by developing a network of teachers who serve as a sounding board for JYF initiatives, curriculum resources can be created that directly support their ability to teach to the state’s Standards of Learning.

Mr. Howell concluded by observing that while pandemic challenges remain, JYF is optimistic about the future of its educational program and invited questions. Mr. Dendy asked how many virtual students were from Virginia and how many from out-of-state? The reply was that for the last school year, 22,000 students were from Virginia (representing 64 districts) and 5,000 were from out-of-state (representing 24 states). There was also some discussion about how Nathaniel Bacon should be portrayed with Delegate Plum asking if Bacon was a patriot? Mr. Howell emphasized how the resource materials and teaching strategies utilized by JYF stimulate kids to examine Bacon’s legacy and draw their own conclusions.

IV. FY 2022 Program of Events

Mr. Acuff then invited Dr. Leftwich to tell the committee more about the programs being offered to the public during the remainder of 2021, as well as through June 2022. He noted that members might find the new Director’s Series of particular interest.

Dr. Leftwich reported that the goal is to provide a wide variety of program formats ranging from lectures and conversations, to performances and commemorations, to recognition of cultural arts and traditions. She noted that the Foundation is increasingly working to examine opportunities for audience development, particularly for youth and families. She also emphasized efforts being made to balance the three cultures across the full scope of the program calendar.

She explained that the newly created Director's Series aims to explore concepts of history, legacy and meaning making. Beginning in January 2022, six different prominent scholars or public figures will engage in lively discussion with Executive Director Christy Coleman on the third Wednesday of every month. This series will bring JYF's mission into full view and offer opportunities for robust conversation, donor engagement, and potential sponsorship. Delegate Plum inquired if the Director's Series will be "in-person" rather than virtual and Dr. Leftwich replied, yes, but indicated that efforts are underway to allow the conversations to be broadcast live. She concluded by noting that such community conversations especially help JYF focus on the legacy aspect of its mission.

With no further questions raised concerning the Program of Events, Mr. Acuff proceeded to the next item on the agenda.

V. Proposed Revisions to the Sailing Policy

Mr. Acuff reminded committee members that the Board of Trustees approved Revenue Generating Sails during last year's November meeting, and then, during the joint committee meeting in May 2021, Dr. Leftwich announced that the Sailing Policy would be revised in time for the present meeting. He referred participants to the Sailing Policy document with revisions indicated via strikethroughs and underlines, emphasizing that the policy updates would enable JYF to be more agile and responsive to revenue generating opportunities. He then invited Maritime Program Manager Captain Speth to walk the committee through the proposed revisions.

Captain Speth summarized the changes under "Vessel Operation" as: (1) the addition of revenue producing day sails to the approved uses of *Godspeed*; (2) members of the public participating in such day sails will be considered "passengers for hire;" (3) sailing operations—e.g., departures and returns—from Jamestown Settlement may occur during normal museum operating hours. Under "Port Selection," he noted the main changes are removal of the board approval requirement for scheduled

Chesapeake Bay sails, but addition of an approval requirement for any sails outside the region. Mr. Acuff called for questions and Mr. Dendy recalled that several years ago when revenue generating sails were explored, there were problems with the Coast Guard. He asked what has changed? Captain Speth replied that the Foundation has worked closely with the Coast Guard to receive the necessary certifications for *Godspeed*.

With no further questions raised, Mr. Acuff called for a motion to adopt the proposed revisions to the Sailing Program Policy. Following a motion from Delegate Carr, with a second from Senator Howell, the motion passed unopposed.

VI. Curatorial Review

Mr. Acuff proceeded to the Curatorial Review covering the period January 1 through June 30, 2021. He asked Ms. Gruber, Acting Director of Curatorial Services and Special Exhibitions Curator, to begin by telling the committee about the objects that have undergone conservation during the period.

Ms. Gruber reported that JYF registrars managed the conservation of 14 objects this year, contracting and coordinating with professional conservators to restore overall aesthetics of objects by removing discolored and degraded lacquer coatings, cleaning and polishing silver, pewter, and other metals in our collection, and cleaning and waxing wood elements and recoating silver as needed. She also reported on the recent conservation of a 16th-century bronze, breech-loading swivel cannon, usually on display in the African Object Theater, which has just returned to Jamestown Settlement after undergoing treatment at a specialized conservation facility in Maryland.

Ms. Gruber also updated the committee on the four acquisitions made during the January to June period. She began by describing the Yorktown acquisition, the Thomas Bluett Slave Narrative relating the life of Job Ben Solomon—also known as Ayuba Suleiman Diallo—published in 1734. She highlighted the rarity of the book, noting that it is one of only approximately 100 printed during Bluett's lifetime, likely produced to enlist financial support to secure Diallo's freedom and return to Africa. She also reported that when displayed in the main gallery, the narrative supports interpretive themes and complements the Foundation's portrait of Diallo painted from life by the artist William Hoare.

For Jamestown Settlement, Ms. Gruber noted that two purchases occurred which secured three new objects for the JYF collection. The first included two white, tin-glazed earthenware Delft chargers (plates). She indicated that dishes like these were found archaeologically at the Boldrup site (1630-1650) in Newport News associated with Governor John Harvey, and will be used to support interpretive themes in both the Permanent and Special Exhibition galleries. She reported that the second acquisition is similar to an object excavated from a cellar in James Fort (c. 1608-10): an English or European, four-inch long bone plaque engraved with a full-length figure of a soldier carrying a sword. She shared that JYF's Senior Curator, Dr. Straube, has been working with the UK's Royal Armouries Museum to learn more about this object. She observed that the plaque contributes to the JYF collection primarily because it is an example of the material culture of the English at James Fort and because it depicts in detail the clothing of a 17th-century English or Dutch soldier.

With no further questions from the committee, Chief Adkins moved to approve accessioning of the objects, and upon a second by Delegate Carr, the motion passed unopposed.

VII. Strategic Acquisitions Planning

After hearing about recent acquisitions, including items that aid in telling a more complete historic story in support of JYF's mission, Mr Acuff invited Dr. Leftwich to brief the committee on the Foundation's strategic planning process and explain how it relates to acquisitions priorities and planning.

Dr. Leftwich reminded the committee that the Foundation has been working to create actionable goals and objectives to support recently introduced Strategic Priorities centered around Personnel, Communications, and Programs. She noted that Museum Operations and Education (MOE) has been holding a series of staff workshops in order to identify opportunities for impact, integrate department goals and objectives with JYF's strategic priorities, and develop an action plan to align with the Foundation's vision. She also pointed out that this effort coincides with the Committee's periodic review of the Master Acquisitions Plan, thus providing an opportunity to re-examine the Foundation's acquisition priorities. Specifically, she posed the question: how might we better reflect the convergence of cultures stated in our mission in our Acquisitions Plans?

She clarified that the Annual Plan proceeds from the Master Plan but pointed out that neither of these documents have been updated in over a decade and suggested

that that there is a need to “go back to the drawing board” and start over. Some discussion ensued with Dr. Newby-Alexander noting that the Master Plan themes regarding exploration—which she pointed out was happening throughout the world—should broaden the traditional lens to examine how the three cultures were expanding in different ways. She also emphasized the importance of focusing on waterways, which have always been important in Virginia, to help frame and shift perceptions. Chief Adkins and Mr. Dendy discussed the scope of the “communication” Strategic Priority, e.g. whether the focus should be local, statewide, or national. Chief Adkins indicated that he would like to see the focus go beyond the state with Jamestown Settlement as a flagship organization explaining how the story starts here.

Dr. Leftwich reported that the Board of Directors Acquisitions Committee had decided to table voting on both the Annual and Master Acquisitions Plans until staff could revise them to ensure that JYF is diversifying objects along with its story.

With no further discussion, Chief Adkins moved to delay voting for Board approval of both the Annual Acquisitions Plan and the Master Acquisitions Plan for one year in order to allow staff an opportunity to revise those documents. Upon a second by Dr. Newby-Alexander, the motion passed unopposed.

VIII. *Stuarts!* Special Exhibition Update

Moving on to the final agenda item, Mr. Acuff called again upon Ms. Gruber to share the latest developments on the *Stuarts* Special Exhibition scheduled to open at both JYF museums on November 5, 2022.

Ms. Gruber reminded committee members that this is the first ever concurrent pair of exhibitions opening and running at the exact same time at both museums. As such, she emphasized the need for, and development of, an effective management process consisting of a core project team of JYF staff, a project charter—goals, objectives, outcomes, timeline—a budget, and a larger stakeholders group comprised of key staff. She also reported that The PRD Group and Capitol Museum Services—neither of whom are strangers to JYF—have been selected as the designer and fabricator team, noting that these two firms have a successful history of working together.

Ms. Gruber went on to introduce a new title for the exhibition, *Reign and Rebellion*, which she explained, takes the focus off the monarchs and instead places

importance on their legacies. She noted that the exhibitions at each museum will deliver key messages connecting the past with the present. At Jamestown, the exhibition will consider how the Stuarts in the 17th century solidified Virginia's identity as the Old Dominion and had lasting impacts not only for the 18th century, but for today's world. At Yorktown, the exhibition will explore how the legacies of the Stuart era contributed towards Virginia's distinct American identity, resulting in formerly loyal Cavaliers fighting for independence from Great Britain. She indicated that in addition to didactic panels, artifacts, and personal stories, the exhibition will feature an exciting series of gallery media and interactives that will help bridge content points across both exhibitions. Finally, she reported that staff have been hard at work planning a calendar of programs and special events to keep momentum going for the exhibition's life cycle, from its opening on November 5, 2022 through its closure on September 5, 2023.

Mr. Plum inquired whether it is necessary to visit both museums to get the full story. Ms. Gruber replied, "if we do our job right, you won't be able to help yourself!" She did indicate, however, that each exhibition also stands on its own.

IX. Other Business

Mr. Acuff called for discussion of any other business. None was raised.

X. Adjournment

There being no further business, Mr. Dendy motioned for adjournment, and, following a second by Senator Howell, Mr. Acuff adjourned the Tuesday, November 9, 2021 meeting of the Public Programming Committee at 4:59 p.m.

Members Present: Messrs: Kelly, Rawles. Mmes: Andrews, Banks, Cardwell, Cousins, Gerdelman.

Other Trustees Present: Messrs: Hall, Sobol.

Members Absent: Messrs: Fields, Finger, Fulton, Skinner. Mme: Abbitt, Chapman, Swann.

Staff Present: Messrs. Stovall. Mmes: Basic, Coleman, Floyd, Gruber, Hohensee, Leftwich, Lucas, Straube.

I. Call to Order

Dr. Rawles called the Tuesday, October 5, 2021, meeting of the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee to order at 3:06 p.m. Two members, Mrs. Banks and Mrs. Cardwell, participated remotely via Zoom.

Dr. Rawles began by thanking committee members for their continued commitment and support to acquire objects that reinforce the Foundation's mission and strategic vision: *To be a museum that fosters an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures, and the resulting legacies.*

II. Approval of Minutes

Mr. Kelly moved approval of the minutes of the Wednesday, May 5, 2021, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by Ms. Andrews, the motion passed.

III. Curatorial Review

Dr. Rawles reported that for the period January 1 through June 30, 2021, four artifacts were acquired with support from the Jamestown-Yorktown Foundation, Inc.; one to support the galleries at the American Revolution Museum at Yorktown and three—purchased in two lots—to support the Jamestown Settlement. He invited Ms. Gruber, Curator of Special Exhibitions and Acting Director of Curatorial Services to provide the Semi-Annual Acquisitions Report.

Ms. Gruber began by describing the importance of the Yorktown acquisition, the Thomas Bluett *Slave Narrative* relating the life of Job Ben Solomon—also known as Ayuba Suleiman Diallo—published in 1734. She highlighted the rarity of the book, noting that it is one of only approximately 100 printed during Bluett's lifetime, likely produced to enlist financial support to secure Diallo's freedom and return to Africa. She also reported that when displayed in the main gallery, the narrative supports interpretive themes and complements the Foundation's portrait of Diallo painted from life by the artist William Hoare. Mrs. Gerdelman asked how the book will be displayed. Ms. Gruber replied that there are a couple of options, the most likely of which is to locate it in a light sensitive case positioned next to the portrait of Diallo.

Ms. Gruber continued with a discussion of two white, tin-glazed earthenware Delft chargers (plates) acquired for the galleries at Jamestown Settlement. She indicated that dishes like these were found archaeologically at the Boldrup site (1630-1650) in Newport News associated with Governor John Harvey, and will be used to support interpretive themes in both the Permanent and Special Exhibition galleries. She also presented another acquisition similar to an object excavated from a cellar in James Fort (c. 1608-10): an English or European, four-inch long bone plaque engraved with a full-length figure of a soldier carrying a sword. She reported that JYF's Senior Curator, Dr. Straube, has been working with the UK's Royal Armouries Museum to learn more about this object. She also observed that the plaque contributes to the JYF collection primarily because it is an example of the material culture of the English at James Fort and because it depicts in detail the clothing of a 17th-century English or Dutch soldier.

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

Dr. Rawles turned the floor over to Ms. Andrews who proceeded to the Semi-Annual Conservation Report, also covering the period from January 1 through June 30, 2021. She called attention to 14 objects that had undergone treatment interventions carried out by a professional conservator. She also highlighted a bronze breech-loading swivel cannon from the African Artifact Theater at Jamestown Settlement currently undergoing treatment at a conservation facility in Maryland. She invited JYF Registrar, Jane Hohensee, to provide more information on the recently conserved artifacts as well as on the specialized treatment of the cannon.

Ms. Hohensee explained that the conservation treatment of the fourteen artifacts involved restoring the overall aesthetics by removing discolored and degraded lacquer

coatings, cleaning and polishing the silver, pewter and other metal alloys, cleaning and waxing wood elements and coating the silver. She also described the cannon's treatment as interventions designed to remove corrosion products and provide some protection against future corrosion through a de-salination process followed by application of a reversible polymer coating.

A discussion ensued regarding the conservation of the cannon with Mrs. Gerdelman inquiring about the length of time the cannon will undergo conservation treatments and Ms. Hohensee replying that the process will take about 10 years. Ms. Andrews wondered if the treatment is similar to what can be observed at the Mariner's Museum and Ms. Hohensee affirmed that it is, minus the use of electricity. Following an inquiry from Ms. Coleman, Ms. Hohensee also explained that the cannon had previously undergone a more localized treatment whereas this second round of conservation is treating the whole cannon.

With no further questions raised, Ms. Andrews then yielded the floor back to Dr. Rawles.

IV. Strategic Acquisitions Planning: A Conversation

Dr. Rawles reminded Committee members that the Foundation has been working to create actionable goals and objectives to support recently introduced Strategic Priorities. He noted that Museum Operations and Education (MOE) has been holding a series of staff workshops in order to identify opportunities for impact, integrate department goals and objectives with JYF's strategic priorities, and develop an action plan to align with the Foundation's vision. He pointed out that this effort coincides with the Committee's periodic review of the Master Acquisitions Plan, thus providing an opportunity to re-examine the Foundation's acquisition priorities. He then invited Dr. Leftwich, Dr. Straube, and Ms. Gruber to lead a discussion of JYF's acquisitions planning in support of the Foundation's priorities.

Dr. Leftwich reviewed the Foundation's Strategic Priorities, noting that JYF seeks to be an organization working to serve local and national communities with relevant, inclusive history. She used three questions to frame the discussion: (1) How might we "better reflect the convergence of cultures as defined in our mission" within our Acquisitions Plan? (2) Given that JYF's strategic plan is centered on impact and ensuring we matter to our audiences, how can we use our collections acquisitions plan to ensure that our galleries are relevant and impactful to modern audiences? (3) In what

ways can developing our collections support making JYF a unique and compelling destination in the Historic Triangle, and for a national audience?

Discussion began with how JYF uses its acquisitions such as the Cat Jug—fragments of which were found in excavations of the William Drummond household—to help tell compelling stories through interpretation. Ms. Andrews noted the importance of also using objects to encourage scholarship and research and Mr. Hall recalled how replicated objects can support the gift shop and marketing. Referring to the current Annual Acquisitions Plan, Mr. Kelly asked about the dollar figures listed next to various thematic areas, with the response being that these are “placeholders” estimating the cost of acquiring certain artifact; the most expensive objects are associated with historic figures. Mrs. Gerdelman observed that the Acquisitions Plans list things that might come on the market but that do not necessarily reflect JYF’s priorities.

Dr. Leftwich followed up on Mrs. Gerdelman’s point asking how acquisitions might better reflect the convergence of cultures at Jamestown? Considerable discussion ensued with Mrs. Gerdelman and Ms. Andrews emphasizing the importance of personal stories and traditions that represent the three cultures, and Dr. Rawles suggesting studying where those cultures converge, e.g. in food preparation. Others suggested an examination of what binds the cultures together to become uniquely American, in other words, what legacies resulted from cultural convergence?

Dr. Leftwich observed that the current Master and Annual Acquisitions Plans—which focus overwhelmingly on acquisitions representing English/European culture, detail a limited number of African/African-American acquisitions, and completely neglect objects associated with indigenous peoples—do not “better reflect the convergence of cultures” set forth in the Foundation’s mission. Ms Gruber observed that without diverse objects that allow for multiple interpretations, it is difficult to create galleries that are relevant and impactful, and challenging to translate history into something meaningful today.

In light of the discussion, Dr. Rawles sought a motion to delay voting for Board approval of both the Annual Acquisitions Plan and the Master Acquisitions Plan for one year in order to allow staff an opportunity to revise these documents. Following a motion by Mr. Kelly, and with a second from Ms. Cousins, the motion passed to delay voting on the plans for one year while they undergo revision.

Dr. Rawles returned the floor to Ms. Andrews.

V. *Stuarts!* Special Exhibition Update

Ms. Andrews called upon Ms. Gruber to share the latest developments related to the *Stuarts!* Special Exhibitions opening at both museums on November 5, 2022. Ms. Gruber reminded committee members that this is the first time special exhibition content will be extended across both museums and open simultaneously. As such, she emphasized the need for, and development of, an effective management process consisting of a core project team of JYF staff, a project charter—goals, objectives, outcomes, timeline—a budget, and a larger stakeholders group comprised of key staff.

Ms. Gruber also reported that The PRD Group and Capitol Museum Services—neither of whom are strangers to JYF—have been selected as the designer and fabricator team, noting that these two firms have a successful history of working together.

She explained that, with the knowledge that JYF's visitors feel most engaged when history is made relevant to today, the exhibitions at each museum will deliver key messages connecting the past with the present. At Jamestown, the exhibition will consider how the Stuarts in the 17th century solidified Virginia's identity as the Old Dominion and had lasting impacts not only for the 18th century but for today's world. At Yorktown, the exhibition will explore how the legacies of the Stuart era contributed towards Virginia's distinct American identity, resulting in formerly loyal Cavaliers fighting for independence from Great Britain. Finally, Ms. Gruber indicated that in addition to didactic panels, artifacts, and personal stories, the exhibition will feature an exciting series of gallery media and interactives that will help bridge content points across both exhibitions.

Mrs. Gerdelman asked how the Development department enters into the special exhibitions process. Ms. Gruber replied that they are an essential part of the Foundation's larger stakeholders group and are constantly looking for opportunities to support key aspects of the exhibits. Without any further questions, the committee turned to the next agenda item.

VI. Other Business

Ms. Andrews called for any other business to be discussed. Dr. Rawles pointed to the 230,000 artifacts in the Foundation's collection, noting that the vast majority are archeological in nature. This led to further discussion with Curatorial staff indicating the intention to use archeological objects for research but also for display. Mr. Hall recalled

last year's discussion about deaccessioning, and in some cases monetizing objects, and Ms. Gruber noted that "shopping" objects to other museums can also lead to relationship building. Ms. Andrews asked if a part-time digital librarian could help explore and catalogue the collections, recalling that this idea had been proposed prior to the onset of the pandemic. There was some discussion of a funding campaign to support collections management; at the suggestion of Ms. Basic, these funding issues were tabled for further discussion the next day.

Mr. Hall thanked the staff and other Committee members and indicated he had enjoyed the meeting discussions.

VII. Adjournment

There being no further business, Ms. Andrews motioned for adjournment, and with a second from Dr. Rawles, the Wednesday, October 5, 2021 meeting of the Acquisitions Committee adjourned at 4:20 p.m.

**Jamestown-Yorktown Foundation
EDUCATION UPDATE
Structured Education Report**

2021-2022 Academic Year*

**This report covers the 2021-2022 academic year through March 31, 2022*

Pandemic: Certainly, the biggest challenge in reinvigorating the educational program this past year was navigating the myriad policies and mask mandates being implemented by the various school districts in Virginia. Protecting staff and students while still reaching out to the educational community required constant vigilance on staff's part. JYF proactively offered virtual programming when it became necessary to cancel a tour or classroom experience and staff were in constant motion postponing and rescheduling programs as the need arose, which was quite often. It is truly a testament to staff that so many requests and changes were successfully accommodated, many at the last minute.

Despite the challenges, as of March 31, nearly 40,000 students have been served on-site, an increase of 234% over the previous year, and nearly 30,000 students received outreach programming.

Staffing: In past years, it was not unusual for JYF to carry a complement of between 80 and 115 part-time educators to lead tours and offer programs to student visitors. After the last two years, those numbers were reduced to around 25. Emerging from the pandemic, with program requests beginning again, wage budget adjustments were made to allow the hiring of up to 20 new educators. Unfortunately, as JYF has faced the same challenges other employers are experiencing with rebuilding the work force, only five new educators have been hired. As the next academic year approaches, recruiting strategies continue to be honed, supporting efforts to search out qualified and enthusiastic applicants.

Praise for the programs:

"The entire program is amazing. Prior to the pandemic, I had the pleasure of visiting Jamestown on two field trips. This year was our first virtual field trip and it was just as engaging as if we were at the facility. Our students had so much fun and were excited to participate during the program."

"This program is very beneficial. It provides accurate information and dispels myths. It also enhances the understanding of our study of Jamestown"

"This is the best lesson we've had all year! They loved seeing and feeling (when safe) the artifacts and intuiting what these resources were used for. I would love to do this every year!"

Highlights:

- Jamestown Settlement hosted the District 6 **Virginia History Day Regional Competition** on March 12. 108 students registered for the competition. Projects included exhibits, documentaries, websites, and papers. Education staff augmented the experience with an interactive learning station demonstrating how we use science to help inform our understanding of the past.
- By the end of the school year, JYF will have presented six **virtual teacher workshops** to educators nationwide. A wide range of topics were explored through dynamic, interactive presentations that include supporting and interactive resources to use in the classroom.



Service Goals:

- **On-site Education: 128,166 participants**
 - o Anticipate a resurgence in on-site reservations by school groups and tour companies this coming year.
- **Outreach Education:**
 - o **Classroom-based Outreach: 56,000 students**
Closely watching whether school districts continue to employ a hybrid model of teaching and how that may impact classroom instruction. This number reflects a goal for in-classroom programs delivered across the state by outreach instructors.
 - o **Distance Learning: 400 Virginia classrooms, 225 national classrooms**
Continue to offer virtual programming in-state and evaluate whether this policy complements classroom programming or competes with it. Also will continue to aggressively market to a national audience.

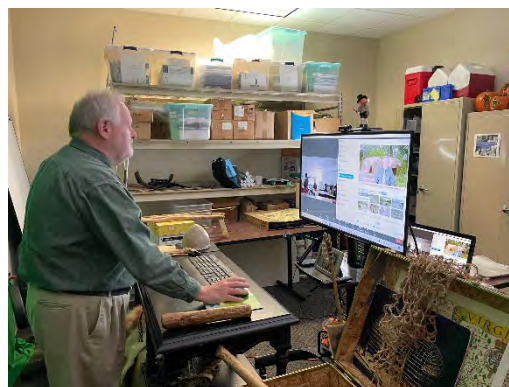
	ON-SITE		OUTREACH		VIRTUAL	
	Goal	Actual	Goal	Actual	Goal	Actual
2017-18	198,000	202,621	86,000	87,515		
2018-19	198,000	194,502	83,000	86,625		
2019-20	195,000	77,562	80,000	61,057		
2020-21	133,000	25,186		0	70,000	31,951
2021-22	32,000	73,766*	45,000	15,937*	5,400	18,683*

*Projected

Jamestown-Yorktown Foundation
EDUCATION UPDATE
Post-Pandemic Education Recovery Plan

Looking Ahead

- **Arc of Dialogue:** JYF Education Program staff excel at using inquiry methodology to engage student learners. Staff are now expanding their ability to involve students by learning to use a relatively new technique called the “arc of dialogue,” a facilitated discussion process that helps educators create environments for students to delve deeply into the often challenging issues of history that JYF strives to explore.
- **Program Promotion:** The JYF Education Program’s reputation as one of the outstanding museum education experiences in the state has stood the test of the pandemic. Now, as teachers return to reserving programs in the coming year, JYF is not resting on its laurels. Rather, the Education Program will be aggressively promoting offerings as the current school year ends and over the course of the summer, highlighting a streamlined slate of programs and new twists to existing programming that will maintain the Foundation’s role as a leader in innovative museum experiences.
- **Teacher Development:** As part of the reorganization of JYF’s Museum Operations and Education division, the Education Program will be expanding its role in supporting educators. A new position dedicated to teacher professional development has been created that will dramatically enhance development of teaching resources and workshops. As a result of this initiative, JYF expects to see an expanded network of teachers sharing information and serving as ambassadors to the educational community at large.
- **Secondary Schools:** Much of JYF’s education programming has focused on the elementary school level. In the coming year, the Education Program will be exploring how to engage with high school students, exploring not only the importance of history, but demonstrating its value to these students’ civic and everyday lives as they begin contributing to their community. This effort will commence with a Youth Leadership program, a year-long experience that uses lessons from the American Revolution as case studies for understanding and solving the challenges Americans face today.



**Jamestown-Yorktown Foundation
CURATORIAL REVIEW
Semi-Annual Conservation Report**

Artifacts Conserved

In September of 2021, Inc. funds supported the completion of an annual condition assessment by a conservator of thirty-three African artifacts currently on loan from the Mercer Museum and exhibited at Jamestown Settlement. The annual condition assessment is a requirement of the loan agreement between the Mercer Museum and the Jamestown-Yorktown Foundation. The project involved temporary de-installation of exhibits by the registrars and the conservator's assessment included examination of the artifacts for any changes in condition compared to prior reports and the completion of narrative reports with new photography to document current condition of each artifact.

At a lab in Maryland, conservation is currently in progress on a copper-alloy African gold dust scale, in the collection of the Jamestown-Yorktown Foundation. It has been treated to remove corrosion products and inhibit future corrosion. Replacement of broken suspension attachments is underway and documentary reporting will complete the process before the end of the fiscal year.

Virginia's Top Ten Endangered Artifacts

In December 2021, the Jamestown-Yorktown Foundation nominated a photograph by African-American photographer Arthur Macbeth for a competitive conservation grant program sponsored by the Virginia Association of Museums (VAM).

This annual program, known as "Virginia's Top Ten Endangered Artifacts," seeks to shed light on the importance of Virginia Museums and their collections, drawing attention to the expense and expertise required to care for and preserve unique and historic artifacts.



Macbeth, Arthur. *Negro Building Jamestown Exposition 1907*. Photograph on glass plate. Jamestown-Yorktown Foundation

Following a competitive nomination and review process by a VAM committee, the Arthur L. Macbeth photograph was one of ten artifacts selected across Virginia.

Competitive voting by the public occurred January 18-27 and all ten nominees were publicized on the VAM website with the opportunity to promote their artifact nomination, programs and artifacts. Additionally, web links allowed donors to contribute funds directly to the nominated museums.

In March 2022, at the VAM annual conference, the Jamestown-Yorktown Foundation received a \$250 conservation grant award toward funding an assessment and conservation treatment to improve and stabilize the condition of the photograph to preserve it for future generations

Jamestown-Yorktown Foundation CURATORIAL REVIEW Semi-Annual Acquisitions Report

For the period July 2021 to December 2021, there were 7 acquisitions through the Jamestown-Yorktown Foundation, Inc. to support the exhibit galleries at Jamestown Settlement and the American Revolution Museum at Yorktown. Detailed artifact descriptions may be found on the following pages.

AMERICAN REVOLUTION MUSEUM AT YORKTOWN

1. English Officer's Silver Hilted Hanger (sword)
2. British Officer's Fusil (gun)
3. *Boston Massacre Reboot*

JAMESTOWN SETTLEMENT

1. British English-Lock Musket
2. Chokwe African Mask, Female (*donation*)
3. Chokwe African Mask, Male (*donation*)
4. Chokwe African Ancestor Figure (*donation*)

ARTIFACT DESCRIPTIONS

The American Revolution Museum at Yorktown

English Officer's Silver Hilted Hanger

Purchased From: Skinner

This sword has a single edged blade and is mounted with an ornamental hilt of carved ivory and silver with retailer's mark for William Kinman. It represents an example of a popular form carried in field action by British infantry officers such as the leaders of grenadiers. Sporting a lion's head pommel favored by British officers, the patriotic symbolism of this sword subtly contrasts with the silver eagle pommel on William McKissack's American officer's saber, also in JYF's collection and exhibited at the American Revolution Museum at Yorktown.



British Officer's Fusil

Purchased From: Former lender

This smoothbore fusil with flintlock firing mechanism and barrel stamped "PICKFATT LONDON"—for gun maker, Charles Pickfatt, ca 1745—was formerly on loan to the Foundation and remains on display, supporting the theme



of British trade in the transatlantic world before the American Revolution. The gun shares a case with artifacts associated with frontier culture and trade goods such as tomahawks, a hunting hanger, and peace medals with sovereign's heads.

Firearms and other goods imported from England featured prominently in markets and trading posts on the Western frontier in British American settlements, where provincial military officers used them for policing operations. The gun trade flourished in response to trade with indigenous people, establishing pacts and trust as well as conflict. Documentation also supports the presence of fusils in Eastern Virginia in the 18th century including their mention in a York County probate inventory (1744), the Virginia Gazette "lost" ads (1775) and accounts of the Battle of Great Bridge by Edmund Pendleton (1775).

Boston Massacre Reboot

For Use In: American Revolution Museum at Yorktown
Purchased From: Skinner

Printed from a copper plate of *Boston Massacre Reboot* by Bob Tomolillo (American artist, 1952 -) hand colored, dated 2020. The print is based on Paul Revere's iconic propaganda image, *The Bloody Massacre*, depicting the events of March 5, 1770. The Boston Massacre, as it later became known, was a pivotal milestone on the road to Revolution, and a bellwether of colonial discontent towards the Crown and Parliament.

In this work, the artist Bob Tomolillo positions Crispus Attucks front and center. The prominent placement of Attucks in the scene is a departure from Revere's original work, in which he depicted a slain figure in the crowd, which *may* be Attucks, but it is difficult to discern in Revere's visual storytelling. In addition to supporting Master Acquisition themes of *British America Before the War*, and *Causes of the Revolution*, the *Boston Massacre Reboot* print also speaks to cultural relationships before the American Revolution, since the centering of Attucks highlights differences in race and class in the American colonies.

In sum, this visual retelling of the Boston Massacre engages not only with the historical event of March 5, 1770, but also with the organic and changing interpretations of America's founding mythology as it relates to the nation's enduring problem with race relations and, further, with whose stories are prioritized in our national narrative.



Jamestown Settlement

British English-lock musket with Commonwealth proofs, c.1640-50

Purchased From: Former lender

Formerly on loan to the Foundation, this musket continues to be on exhibit in the Virginia Indian cabin in the main gallery. It is used to interpret Indigenous peoples in late 17th-century Virginia as they adapted their traditional ways of living and participated in the colonial marketplace. In addition, this piece contributes to understanding the development of English firearms in the 17th century. Since many of the earlier English-lock guns reflect features of the snaphaunce gun—which developed in the late 16th century—the English-lock is believed to be the intermediary ignition system between the snaphaunce and the true flintlock. Lock plates from English-lock muskets are found archaeologically in Virginia sites dating from the mid-17th century and later.



Chokwe Male Mask “cihongo

Donation From: Wallace Gusler

East Angola or Western Democratic Republic of Congo, West Kasai and Shaba, mid-20th century carved hardwood mask with head-dress of tied palm leaves tied to split cane basketwork helmet with classic Chokwe knotted net of black stained and natural brown striped pattern of twisted fiber cord. The mask is carved with features of slightly opened mouth with exposed teeth with kaolin pigment, stylized eyes and a carved Maltese cross on the forehead.



Chokwe Female Mask

Donation From: Wallace Gusler

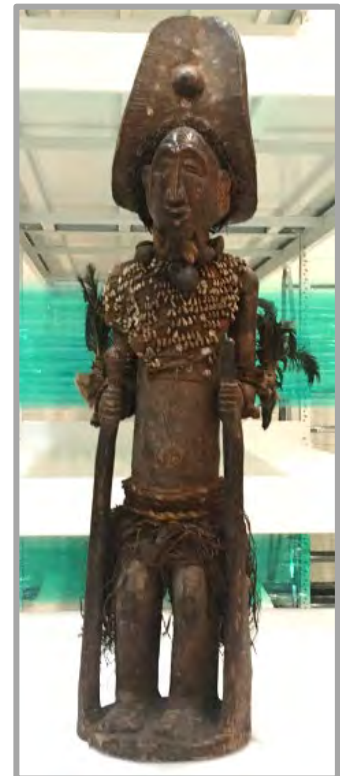
East Angola or Western Democratic Republic of Congo, West Kasai and Shaba, mid-20th century carved hardwood mask. Carved hardwood face-mask, headpiece composed of palm leaves, loom-woven fiber cloth, Chokwe tied net, four copper rings (two in each ear). Mask carved with features of coffee-bean shaped eyes, stylized scarification marks under eyes, on cheeks, in front of ears, on chin and on forehead.



Chokwe Ancestor Figure

Donation From: Wallace Gusler

East Angola or Western Democratic Republic of Congo, late 19th or early 20th century. Carved from a single piece of hardwood, the figure is depicted standing, holding a stick called a cisokolu in its right hand and a gun in its left. Depicted as a hunter, the figure is dressed in a vest of linen cloth covered with small spiral shells and a dyed brown fiber skirt held in place by twisted two-ply rope wrapped around its waist. The figure is wearing a necklace of nutshells and there is an assemblage of bird feathers and fur tied at his elbows. The figure has stylized scarifications: a cross on the forehead, tears beneath the eyes, and bar shapes at the ears.



Jamestown-Yorktown Foundation PUBLIC PROGRAMS FY2023
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Liberty Celebration – July 4, 2022

Salute the 246th anniversary of the Declaration of Independence by exploring immersive gallery exhibits, films, interactives, and special interpretive programs and artillery demonstrations at the American Revolution Museum at Yorktown.

Director's Series: Dr. Keisha Blain – July 27, 2022

Join Christy S. Coleman, executive director of the Jamestown-Yorktown Foundation, as she engages in lively and enlightening conversations with prominent scholars and public figures that bring into full view JYF's mission to raise awareness and understanding of the shared legacies of American history. Dr. Keisha Blain is the 2022 New America National Fellow and regarded as one of the most innovative and influential young historians of her generation. Blain, who has written extensively about African-American history and is a regular contributor to NPR, BBC and other national and international media outlets, will discuss Black freedom struggles and their impact on American history and culture.

First Africans Commemoration – August 20, 2022

An afternoon of reflection, artistic expression and community conversation at Jamestown Settlement honoring the first recorded Africans brought to Virginia in 1619.

Director's Series: Winona LaDuke – September 21, 2022

Winona LaDuke, a member of the Ojibwe Nation, is an internationally renowned activist working on issues of sustainable development, renewable energy and food systems. A 2007 inductee in the National Women's Hall of Fame, LaDuke has written widely on Native American and environmental issues. An acclaimed author of five books, including "Recovering the Sacred, All Our Relations," she will discuss efforts to deploy Indigenous techniques to stem climate change.

Yorktown Victory Celebration – October 15, 2022

Join us at the American Revolution Museum at Yorktown for a salute to the 241st anniversary of America's momentous Revolutionary War victory at Yorktown on October 19, 1781, with artillery firings, exhibits and interpretive programs.

Family Frights, Jamestown Settlement – October 21 and 22, 2022

Explore Jamestown Settlement after hours in a unique Halloween-themed event designed especially for children and families featuring characters, fun scares, crafts, trick-or-treating, haunted houses and decorated ships.

“Who Conspires?” An Immersive Mystery Experience – November 5, 2022

Be one of the first to explore the new special exhibition, *Reign and Rebellion*, and join an immersive, role-playing mystery game and performance based on the 1603 Gunpowder Plot. Over the course of the evening, taking place in the fire-lit recreated James Fort, guests uncover clues that identify the conspirators among them.

Veterans Day Commemoration - November 11, 2022

Participate in a ceremony at the American Revolution Museum at Yorktown, including an artillery firing, to mark the service of military veterans, past and present. All veterans, active duty, reserve and retired military personnel and up to three direct family members can enjoy free admission at both Jamestown Settlement and the American Revolution Museum at Yorktown.

Director’s Series: Shannon Lanier – November 16, 2022

Shannon Lanier is a veteran TV host, author and social media influencer who’s been keeping audiences tuned in for decades. He also happens to be the 6th great-grandson of Thomas Jefferson and Sally Hemings. Join us for the year’s final program as they talk about the role and responsibility of journalism and media in American discourse, as well as our shared but complicated legacies with the approach of the 250th commemoration of the signing of the Declaration of Independence.

Foods & Feasts of Colonial Virginia - November 25-26, 2022

Beginning the day after Thanksgiving, culinary practices of 17th-and 18th-century Virginia are featured during this two-day event at both Jamestown Settlement and the American Revolution Museum at Yorktown.

Christmastide in Virginia – December 18 - 31, 2022

Experience 17th- and 18th-century Virginia holiday traditions at Jamestown Settlement and the American Revolution Museum at Yorktown. *Museums closed December 25.*

Burns and Booze - January 28, 2023

Step into a cozy evening inspired by the *Reign and Rebellion* exhibition and enjoy Scottish history, whiskey, and Burns’ poetry, highlighting the connection between Scottish Romanticism and the struggles of the Jacobites to restore descendants of deposed Stuart king, James II, to the British throne.

After Angelo Black Artist Showcase – February 25, 2023

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

Military through the Ages – March 18 – 19, 2023

This unique chronological display of military history at Jamestown Settlement will allow visitors to interact with military re-enactors depicting armed forces from over the centuries to modern-day soldiers. Visitors are invited to explore military encampments to learn how uniforms, weapons and tactics evolved through the centuries.

Reign & Rebellion Cultural Convergence Celebration – April 22, 2023

Experience Indigenous, African, and English cultures through music, dance, crafts, and interactive sessions examining the cultures that converged in 17th century Virginia as part of the *Reign and Rebellion* special exhibition that explores the history and legacies of the Stuart monarchy.

Indigenous Arts Day – May 13, 2023

Celebrate traditional and contemporary art forms with demonstrations and performances from Indigenous artists, as a reminder of the presence and resilience of native communities since the arrival of colonists at Jamestown in 1607.

Jamestown Day – May 13, 2023

Mark the 416th anniversary of the 1607 founding of Jamestown with artillery salutes, maritime demonstrations and interpretive programs.

Juneteenth – June 17, 2023

Jamestown Settlement presents an afternoon of reflection, performance, and music to mark the end of slavery in the United States. Although Juneteenth springs from events that happened in Galveston, Texas, on June 19, 1865, the event celebrates liberation from a system of slavery with origins in Jamestown, where the first recorded Africans in 1619 were brought after landing at Old Point Comfort and where the first slave laws enacted in the mid-17th century impacted the lives and status of Africans and their descendants.

Jamestown-Yorktown Foundation MARITIME UPDATE 2022 Sailing and Training Schedule
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Jamestown Settlement Sailing Program

January 8	Ship maintenance, masting and rigging projects
January 22	Ship maintenance, masting and rigging projects
February 5	Ship maintenance, masting and rigging projects
February 19	Ship maintenance, masting and rigging projects
March 5	Ship maintenance, masting and rigging projects Annual crew meeting at 1:00 p.m. in the Shipwright Building
March 6	Ship maintenance, masting and rigging projects
March-April	Dates to be announced. <i>Godspeed</i> to/from shipyard for bottom maintenance.
March 26, 27	Ship maintenance, masting and rigging projects March 26 Basic Training: Seamanship and Terminology for new crew
April 9, 10	Ship maintenance, masting and rigging projects April 9 Basic Training: Setting and Handling Sails
April 23, 24	Ship maintenance, masting and rigging projects April 23 Advanced Training: Sail Maneuvers and Shipboard Emergencies
May 14	Jamestown Day Jamestown Day underway sailing display and training aboard <i>Discovery</i> . Advanced Training: Anchoring, Docking and Ship Operation
May 21, 22	Ship maintenance, masting and rigging projects May 21 Sail Training Refresher – Available for all crew

June 2-17	<i>Godspeed</i> to Norfolk Harborfest
6/2, 3 & 6	<i>Godspeed</i> closes to the public. Voyage preparation.
June 7	Depart Jamestown Settlement
June 8	Underway. Sail Training.
June 9	Arrive Norfolk
June 10	Harborfest Parade of Sail
June 10-12	Harborfest. Open to the public
June 13	Depart Norfolk
June 14	Underway. Sail Training.
June 15	Arrive Jamestown Settlement
June 16-17	Vessel exhibit prep
June 18	Open to the public
June 25	General ship maintenance
July 9	General ship maintenance
July 23	General ship maintenance
August 13	General ship maintenance
August 27	General ship maintenance
Sept. 10, 11	General ship maintenance. <i>Godspeed</i> voyage prep.
Sept.	Dates to be announced for Development guest sails
Sept.	Date to be announced. Annual <i>Godspeed</i> USCG Certificate of Operation Inspection. Dockside and underway components.
Sept. 22-26	Training Under Sail aboard <i>Godspeed</i>
Sept. 22, 23	<i>Godspeed</i> closes to the public. Voyage preparation.
Sept. 24	<i>Godspeed</i> departs. Sail training.
Sept. 25	Sail training. <i>Godspeed</i> returns.
Sept. 26	Vessel exhibit prep
Sept. 27	Open to the public
Oct. 15, 16	General ship maintenance
Oct. 20 to Nov. 11	<i>Godspeed</i> Fall Voyage
Oct. 20-21	<i>Godspeed</i> closes to the public. Voyage preparation.
Oct. 23	Depart Jamestown Settlement
Oct. 24	Underway
Oct. 25	Underway
Oct. 26	Underway
Oct. 27	Arrive Chestertown, Maryland

	Oct. 28-30	Sultana Downrigging Weekend Festival. Open to the public. Guest Sails.
	Oct. 31	Depart Chestertown
	Nov. 1	Underway
	Nov. 2	Arrive Urbanna
	Nov. 3	Urbanna Education Day
	Nov. 4-5	Urbanna Oyster Festival
	Nov. 6	Depart Urbanna
	Nov. 7	Underway
	Nov. 8	Arrive Jamestown Settlement
	Nov. 9-11	Vessel exhibit prep
	Nov. 12	Open to the public
November 19		Rigging and maintenance projects
Dec.'22 - Jan. '23		Dates to be announced. <i>Discovery</i> to/from shipyard for bottom maintenance.
December 10		Rigging and maintenance projects

Jamestown-Yorktown Foundation MARITIME UPDATE Summary of <i>Susan Constant</i> Survey Results

SCOPE OF SURVEY

A marine survey, or inspection, of *Susan Constant* was accomplished while the vessel was in dry-dock in May 2021 and in the water during June/July 2021. The survey consisted of inspecting the entire vessel where accessible. This included a visual inspection, sounding with a light hammer and probing where necessary. Exceptions to the examination include normally inaccessible areas of structural components, especially faying surfaces of frames, floors, keelsons, mast steps, etc. Since the vessel is fastened with ship spikes and trunnels, no fastenings were withdrawn for inspection.

SUMMARY

Susan Constant is 31 years old and showing signs of its age. When it was built, the ship was estimated to have a 35 to 50 year service life. Based on its current condition, it can safely continue serving as a US Coast Guard inspected Attraction Vessel where it is open to the public and moored to the dock. However, at this time, it is not recommended to fully rig and sail *Susan Constant* on outreach voyages to ports of call away from Jamestown Settlement.

Following is a prioritized list of major repair items. (A separate cost estimate and timeline will be developed, possibly in conjunction with shipyards capable of the repairs.) After accomplishing all required repairs, and with continued maintenance and funding support, the vessel should be able to continue in full service for up to another 20 years.

PRIORITY ITEMS

1. Stabilize wood, caulk hull and renew all paint, varnish, preservative and rigging coatings.
2. Replace deteriorated planking, wales, stanchions, hull framing and other noted major structural elements.
3. Remove lower masts and bowsprit for inspection and service. Assess remaining service life of masting and rigging. Plan for required replacements.
4. Restore or replace chainplates, deadeye straps and rigging hardware.
5. Enact repairs to lower mast top platforms and mast heads.

Marketing Committee

**Thursday, May 5, 2022
The Woodlands Conference Center
Garden Room
10:30 a.m.**

Mrs. Anedra W. Bourne, *Chair*
Mr. A.E. Dick Howard
Professor Ervin L. Jordan, Jr.
Delegate Delores L. McQuinn
Mrs. Alexis N. Swann*

Ms. Susan R. Swecker
Mr. Fred D. Thompson, Jr.
Mr. Jeffery B. Trammell
**Liaison from JYF, Inc.*

AGENDA

- I. Call to Order – Mrs. Bourne**
- II. Approval of Minutes – Mrs. Bourne (*Action Required*)**
Wednesday, April 21, 2021, and Thursday, September 20, 2021
p. 81
- III. Visit Williamsburg Overview – Ms. Victoria Cimino, Executive Director and CEO of Visit Williamsburg**
- IV. Visitation Review – Mrs. Turner**
p. 87
- V. FY23 Admission Rates – Mrs. Bourne (*Action Required*)**
p. 88
- VI. JYF Website Redesign Update – Mrs. Turner**
p. 89
- VII. Other Business – Mrs. Bourne**
- VIII. Adjournment – Mrs. Bourne**

Members Present: Mmes. Bourne, Messrs. Hayes, Howard, Jordan, Trammell, Ware.

Members Absent: Messr. Thompson; Mmes. McQuinn, Swann*, Swecker.

Guests Present: Mmes. Pratiksha Bhattarai, Research Analyst, Virginia Tourism Corporation.

Staff Present: Mmes. Basic, Coleman, Lucas, Murphy, Perkins, and Turner; Mr. Stovall.

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

I. Call to Order

Mrs. Bourne called to order the Wednesday, April 21, 2021, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 1:33 p.m. by Zoom in accordance with Virginia Code § 2.2-3708.2 (A)(3).

II. Approval of Minutes

Mr. Howard moved approval of the minutes from the November 9, 2020, Meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee. Seconded by Delegate Ware, the minutes as presented were approved by roll call.

III. Tourism Research

Ms. Bhattarai presented a report on the Virginia Travel Industry: Forecast, Recovery and Trends. She reported that as a result of COVID- 19, the travel/hospitality industry suffered a loss of 35% compared to 2019. She stated there is a projected \$7.7 billion loss for 2021. The student travel industry in 2020 dropped approximately 90%. She reported that for the 2021 summer season, increased travel activity is anticipated as a result of an increased comfort level among travelers and an increase in vaccinations. She said that leisure travel should increase by the end of 2021, and the hotel/group travel business should recover by 2023, with student travel projected to match 2019 levels in 2023. Mrs. Bourne departed the meeting at 1:58 p.m. Mrs. Coleman presided for the remainder of the meeting.

IV. 2022 Admission Rates

Mrs. Turner informed the committee that admission rates for 2022 will remain the same as 2021, with no plans to increase the rates in January 2022. She stated that JYF does not want the price to discourage potential museum visitors traveling in the area. The museums are adapting to the current climate with visitors returning for a safe and enjoyable museum experience.

V. Spring Break Visitation Review

Mrs. Turner reviewed results of the Spring Break visitation at Jamestown Settlement and American Revolution Museum at Yorktown. While JYF was closed for the 2020 Spring Break, she noted that the numbers reflect the week before Easter Sunday through the week after Easter. She stated that if group visitation is removed from attendance figures, the visitation falls in line with past years. She noted that the sales team has been attending virtual meetings, cultivating and developing new tour and travel partners. JYF is hopeful that spring break presents an optimistic view for spring and summer. She said that JYF will continue to communicate and remind visitors that the museums are open, safe and offer two great experiences for their visit.

VI. Spring and Summer Marketing Overview

Mrs. Turner relayed that Marketing and Public Relations spring and summer COVID-19 recovery plan is underway. She stated that the goal of the plan is to generate and increase the brand awareness and encourage visits to Jamestown Settlement and American Revolution Museum at Yorktown. Mrs. Turner said there are four drivers for the recovery plan at JYF: increase marketing and advertising investment levels to effectively reach potential visitors; take a targeted approach to reach the right people in the right places; deliver engaging content online and through social media; continue to cultivate and generate brand recognition and awareness. She said the 2020 marketing budget was impacted by COVID-19, and the budget has now been increased for 2022. Marketing will utilize the budget to allow for a high return-on-investment on the campaigns through digital and social media advertising. She reported that the general campaign focuses on Virginia residents and those living in the surrounding region. Mrs. Turner relayed that the Marketing team works closely with JYF partners for valuable advertising and editorial placement. She provided examples of the Spring Break creative advertising that targets vacationers and locals. Mrs. Turner used an example of two families' vacation planning strategies and profiles to illustrate the background behind the marketing plan.

VII. JYF Rebranding

Mrs. Perkins stated that the JYF rebranding from “History is Fun” to “JYF Museums” is to better reflect the expanded and enhanced offerings, experiences and educational opportunities available online and in-person at Jamestown Settlement and American Revolution Museum at Yorktown. She reported a new JYF social media icon was developed to be used across all social media platforms. The social media URLs have been updated to @jyfmuseums.org. The INSIDE JYF magazine will debut in Spring 2021 and be published quarterly. Brochures, collateral, content, press releases, partner communications and internal communications are all being updated to align with rebranding efforts. The next rebranding implementation will be transition of historyisfun.org to the new jyfmuseums.org website.

VIII. Other Business

Mrs. Coleman asked if there was any other business for the Marketing Committee members to discuss. Professor Jordan asked about the museums’ safety protocols. Mr. Howard asked about JYF’s relationship with Historic Jamestowne, and how the National Park Service/Preservation Virginia had been impacted by the COVID-19 pandemic.

IX. Adjournment

There being no further business, the Wednesday, April 21, 2021, Zoom conference call meeting of the Marketing committee adjourned at 2:51 p.m.

Committee Members Present: Mmes. Bourne, Swann*, Swecker; Messrs. Jordan, Trammell.

Committee Members Absent: Mme. McQuinn; Messrs. Howard, Plum Thompson, Ware.

Staff Present: Mmes. Basic, Leftwich, Perkins, Rawlins, Turner.

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

I. Call to Order

Mrs. Bourne called to order the Thursday, September 30, 2021, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 1:35 p.m. by Verizon phone conference system in accordance with Virginia Code § 2.2-3708.2. Mrs. Bourne welcomed committee members to the meeting. Staff then took roll call for attendance.

II. Approval of Minutes

Mrs. Bourne stated that in the absence of a quorum, approval of minutes from the April 21, 2021, meeting of the JYF Marketing Committee were postponed until the next meeting.

III. Combined Paid Admissions and Revenue

Mrs. Bourne reported on the Summer 2021 admissions and revenue report. She informed the committee that Marketing and Public Relations promotional efforts of JYF museums, programming, events, lectures and exhibitions contributed to paid admissions that were on par with pre-COVID-19 admissions and revenue. She reported June paid admissions were up 23% to original budget and up 21% to budget in revenue, July paid admissions were up 35% to original budget and up 33% to budget in revenue, and August paid admissions were up 19% to original budget and up 19% to budget in revenue. Mrs. Bourne stated that individual visitation helped with the decrease in school and tour group visitation during the summer. She said that JYF anticipated the group business decline to continue in the fall, but were optimistic that individual visitation would continue to assist with the decrease.

IV. 2022 Marketing Strategy Plan

Mrs. Bourne asked Mrs. Turner to share with the committee the 2022 Marketing Strategy Plan. Mrs. Turner reported the plan was built on the pillars of the JYF strategic plan that focused on people, communications and programs. She stated that the Marketing Plan key strategies included Behavioral Targeting in Advertising, Cultivation of Local Visitors, Elevating the JYF Brand and Investing in Private Events and Groups. She provided planning insights that included what worked, what needed work and what was too soon to tell. Mrs. Turner gave an overview of the JYF top 10 states of origin, individual visitor profile for each museum, and four key areas of focus for 2022. She continued with marketing strategies to reach diverse and inclusive audiences, persona and general behavioral targeting, communication with locals, cultivation of potential local visitors and annual pass program, elevation of the JYF brand and increase visitation, strengthen brand and visual identity, implement a new brand advertising campaign, invest in marketing private events and groups, development of new staff initiatives, and carry out new and ongoing Marketing and Public Relations priorities.

Mr. Trammell suggested for media coverage to create a story that JYF museums are open and a must see. He stated that people were more likely to visit and to donate to places that were doing well. He suggested promoting to the William & Mary Alumni Association and offered to facilitate an introduction. Mrs. Bourne suggested a media pitch to experience the museums outdoor areas, especially as winter approaches, to inform people that outdoor activities are happening. She mentioned in Spring 2022 to promote family reunions and that African-American groups were seeking safe travel destinations and for places not previously visited. She stated it was a perfect direction for JYF to expand its audience and it could not be at a better time. Mrs. Swann said she liked the new target groups. She suggested a story tie-in with family reunion groups such as build a family tree.

V. Website Platform and Rebranding Update

Mrs. Turner reported that an approved Virginia Information Technology Agency (VITA) vendor SiteVision Inc., was selected to execute the rebranding and hosting of the new JYF website jyfmuseums.org. She informed the committee that JYF anticipated completion of the website hosting migration from current host Ciniva Web Agency to SiteVision by January 1, 2022. She reported SiteVision vendor Granicus Experience Group would provide website research, design and development services. Mrs. Turner said Granicus Experience Group offered a multidisciplinary team of strategists, analysts, communicators and technology experts to assist JYF to discover better insight, build better experiences and achieve better conversions and outcomes. She stated SiteVision work would occur within a

52-week timeframe that included delivery, installation, training, implementation, integration, testing support and ongoing maintenance services.

VI. Other Business

Mrs. Bourne shared with the committee that JYF continued to receive positive feedback on *INSIDE JYF Magazine*. She stated the next issue, scheduled for release in November, featured the JYF, Inc. Fiscal Year 2021 Annual Report.

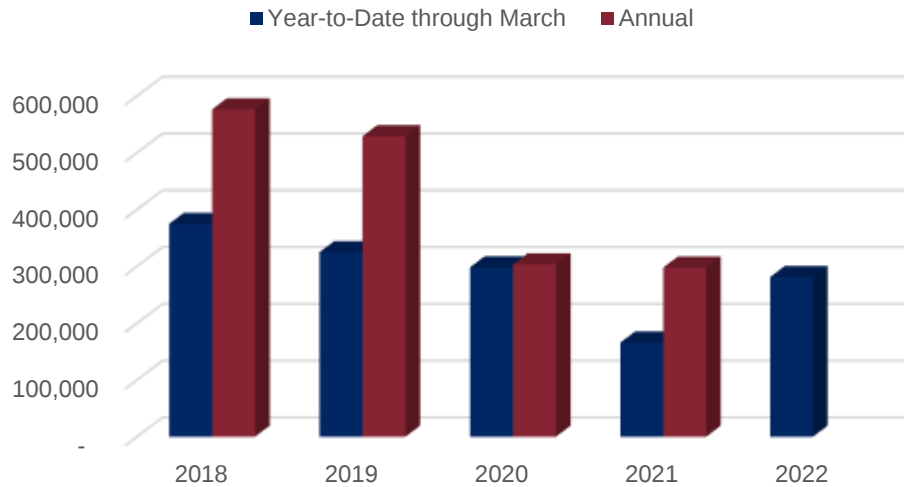
Mrs. Bourne relayed *Virginia Business Magazine* “Virginia 500 Power List” featured JYF Executive Director Christy Coleman. The list included the top Virginia executives in business, government and education.

VII. Adjournment

There being no further business, the Thursday, September 30, 2021, meeting of the Marketing Committee adjourned at 2:32 p.m.

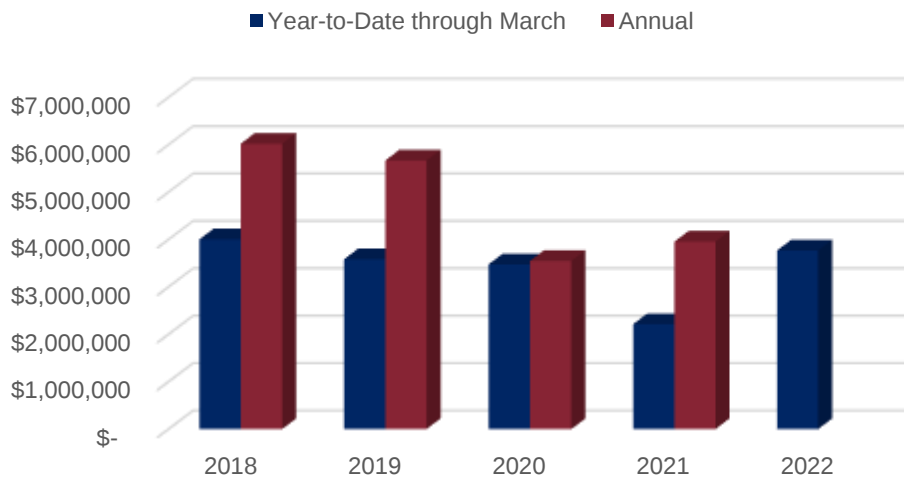
**Jamestown-Yorktown Foundation
VISITATION REVIEW
Combined Paid Admissions and Revenue Report**

Paid Admissions



	2018	2019	2020	2021	2022
Year-to-Date through March	374,818	325,001	298,368	165,975	281,512
Annual	576,673	529,337	303,783	298,001	

Revenue



	2018	2019	2020	2021	2022
Year-to-Date through March	\$4,005,699	\$3,582,665	\$3,474,077	\$2,213,925	\$3,768,703
Annual	\$6,020,552	\$5,667,183	\$3,546,614	\$3,956,005	

**Jamestown-Yorktown Foundation
FY 2023 ADMISSION RATES**

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

ADMISSION RATE HISTORY* (\$)						
Year	Jamestown Settlement		American Revolution Museum at Yorktown (Yorktown Victory Center)		Combination	
	Adult	Youth	Adult	Youth	Adult	Youth
2013	16.00	7.50	9.75	5.50	20.50	10.25
2014	16.00	7.50	9.75	5.50	20.50	10.25
2015	16.75	7.75	9.75	5.50	21.00	10.50
2016	17.00	8.00	9.75	5.50	21.25	10.75
2017	17.00	8.00	12.00	7.00	23.00	12.00
2018	17.00	8.00	15.00	7.50	25.50	12.25
2019	17.50	8.25	15.00	7.50	26.00	12.50
2020	17.50	8.25	15.25	7.75	27.50	13.50
2021	18.00	9.00	16.00	8.00	28.90	14.45
2022	18.00	9.00	16.00	8.00	28.90	14.45

2023 ADMISSION RATES** (\$)					
Jamestown Settlement		American Revolution Museum at Yorktown		Combination	
Adult	Youth	Adult	Youth	Adult	Youth
18.00	9.00	18.00	9.00	30.00	15.00

**Historical admission rates were based on the calendar year.*

***Rates effective on July 1, 2022 for FY 2023.*

Jamestown-Yorktown Foundation WEBSITE REDESIGN UPDATE

As of January 1, 2022, the hosting of jfymuseums.org officially migrated to SiteVision, Inc., and the domain name transitioned from historyisfun.org. The consulting and research phase for the new website development is underway with Granicus Experience Group, a SiteVision vendor. Initial research consisted of interviews with a diverse group of stakeholders, including JYF staff, donors and board members, which shared insights on how they use the website, new features they would like to see and more. Core internal stakeholders reviewed website samples and provided feedback on the preferred look and feel, colors, imagery, style of elements, fonts, etc. Granicus and SiteVision will present key research findings and survey results to staff on May 9. The redesigned website is scheduled to launch on December 1, 2022.

Website User Survey (March 16-25)

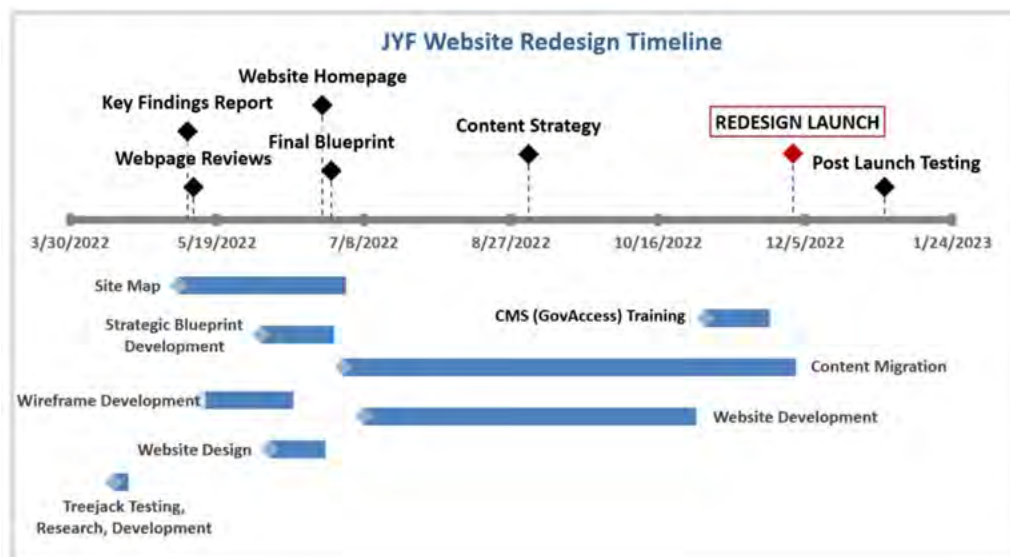
Website visitors were invited to take a short online survey. The purpose was to gather feedback about JYF website users, gain insight on why they had visited the site and to determine their success in accessing the information. The goal was met with 394 visitors completing the survey. Respondents ranged from travelers to educators to history enthusiasts. Top reasons for visiting the website included searches for historical content, tickets/prices/hours, and events/special programming.

Live Website Task Testing (March 28-31)

Granicus contracted with a testing company to conduct live user testing of the current website's navigability and function. Users were given five specific tasks to complete. The company tracked the time on task, path to task, etc. to compile their findings. Example tasks included using the website to find a student lesson plan, admission rates for veterans, and options to make a donation.

Website Navigation Testing (April 14-22)

In further research, Granicus conducted online testing of potential navigation for the website redesign. Users were asked to complete nine tasks using a reimagined navigation system, again measuring the time on task, path to task, etc., and tasks included items similar to the previous testing.



**Joint Executive and Finance
Committees**

**Thursday, May 5, 2022
The Woodlands Conference Center
Dogwood Room
10:30 A.M.**

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

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

AGENDA

- I. Call to Order – Delegate Plum**
- II. Approval of Minutes – Delegate Plum (*Action Required*)**
November 10, 2021
p. 91
- III. FY 2022 Foundation Operating Budget – Delegate McQuinn**
 - A. FY 2022 Financial Report
p. 95
 - B. FY 2022 Mid-Year Adjustments (*Action Required*)
p. 99
 - C. Income Stabilization Fund
(*Attachment*)
 - D. Third Quarter Performance Measures
p. 114
- IV. FY 2023 Proposed Operating Budget – Delegate McQuinn**
(*Action Required*)
 - A. FY 2023 JYF Operating Budget (*Attachment*)
 - B. FY 2023 JY Commemorations Operating Budget
(*Attachment*)
- V. Administration and Personnel Actions – Professor Jordan**
(*Action Required*)
- VI. Jamestown-Yorktown Educational Trust President’s Report**
– Mr. Acuff
- VII. Other Business – Delegate Plum**
- VIII. Adjournment – Delegate Plum**

Board Members Present: Messrs. Acuff, Adkins, Cox, Hall, Hanger, Jordan, Normont, Plum, Trammel, and; Mmes. Bourne, Carr, Flippo, Hester, Howell, Kincheloe, Locke, and McQuinn.

Board Members Absent: Messrs. Dendy, Hayes, Knight, Mullin, Torian and Ware; Mmes. Filler-Corn, Gerdelman, and Lucas.

Staff Present: Mr. Stovall. Mmes. Basic, Coleman, Dresen, Leftwich, Lucas, Puckett, and Turner.

I. Call to Order

Delegate Plum called the meeting to order at 10:01 a.m. and thanked all for participating both in person and, in accordance with VA Code 2.2-3708.2 (unable to attend in person due to sickness/disability, a family member's medical condition, or a specified personal matter) recognized board members participating by phone.

II. Approval of Minutes

Delegate Plum directed members to the minutes from the Thursday, September 2, 2021 meeting and requested a motion for approval. Delegate Cox made a motion, with second by Mr. Acuff. The minutes were approved unanimously.

III. FY 2022 Financial Report

Senator Hanger stated visitation for the first three months was 132,011, 42% of the annual budget, revenue at \$6.0 million or 29% of budget and admissions income of \$1.8 million. Senator Hanger stated it was a strong start for the fiscal year. Senator Hanger called on Mr. Stovall to present the more detail regarding JYF's current financial situation. Mr. Stovall provided the committee with an overview of the expenditures for the first month were just under \$5 million with \$3.6 million related to personnel costs and non-personnel costs at \$1.4 million or 19% of budget. He reported visitation for the first quarter exceeded budget, prior year and the three year average. He stated year-to-date expenditures for Museum Operations of \$2 million comprise the largest expenditure, followed by Administration of \$1.2 million and Facilities of \$730,000. Salaries at \$2.2 million are at 27% of budget, slightly below the 29% of expenditure anticipated. He reported wages and benefits are also reflecting savings and other major expenditures are on track or slightly below budget. Next, Mr. Stovall reported admissions at both museums are significantly ahead of budget at over 40% of the annual total. After hours revenue is also ahead of budget. The FY 21 carryforward of \$1 million is below budget as funds were retained in the affiliate in the prior year. He stated the first quarter the largest revenue source was state appropriation at 49% and

admissions revenue comprising 30% of revenues. Mr. Stovall stated personnel costs are higher than prior year due to the 5% increase that were effective at the beginning of the fiscal year as well as furloughs in the prior year. Mr. Stovall concluded by stating total expenditures of \$5 million and with net revenues for the first three months were \$1.1 million. Mr. Stovall asked if there were any questions and none were heard.

Senator Hanger shared FY2022 Performance Measures for the first quarter. He shared the percentage of visitors indicating a “Good” or “Excellent” satisfaction rating was 99%, exceeding the 95% goal. The non-general funds generated per advertising dollar expended was \$11.50, also exceeding goal. He noted this measure typically decreases during the year as summer visitation skews the ratio. He reported 9,000 students were served in on-site structured programs or 31% of the 29,000 goal. In the first quarter, there were no students served by Outreach programs towards the 45,000 goal. He noted the number does exclude the 1,345 students served via distance learning programs. Senator Hanger concluded by sharing the percentage of visitor survey customer complaints concerning maintenance or operations was less the 2%, which is well below the 5% goal. Senator Hanger asked if there were any questions and none were heard.

IV. FY 2023 Budget Planning

Senator Hanger stated significant changes were made to JYF’s internal budgeting process last year, and as part of the change, the agency has implemented a business plan to guide the development of the budget. Senator Hanger called on Mr. Stovall to present the budget plans for FY23 and legislative priorities identified in the summer. Mr. Stovall shared over the past year JYF has made significant financial changes impacting the state agency side and the affiliates. He stated JYF adjusted long term capital planning to include maintenance reserve projections up to six years out, the Trust changed its fiscal year to allow JYF to align all of the budget processes to a single business calendar and JYF, Inc. has embraced the idea of building reserve funds to make the next fiscal shock a little easier to navigate. He reported this year 62% of JYFs \$19.6 million budget comes from general fund support, which is much higher than in past years, and primarily due to the projected impacts of the pandemic on non-general fund revenue. He stated 69% of the budget is expended on personnel. Mr. Stovall stated as JYF goes into budget season, JYF is focused on building a budget, which is not so broad. The budget will be aligned with other action plans and strategic plans and are more metric driven plans on file with Department of Planning and Budget. He stated in the spring a draft budget will be presented for review and in May the final version of the consolidated budget will be presented for approval. Next, Mr. Stovall discussed FY2023-2024 funding requests. He stated a request to support four capital projects totaling \$4.3 million over the biennium has been submitted to Department of Planning and Budget for consideration in the Governor’s proposed budget. The agency also submitted operating requests totaling \$645,000 in FY23 and \$922,000 in FY 24. The funds include for the replacement of existing non-compliant software systems, support

for marketing efforts, and the funding and hiring of two additional curators – one focusing on the Virginia Indian and one focusing on African American history at our sites. There two MEL requests associated with the request. Mr. Stovall concluded by stating the sub-agency has submitted a funding request totaling \$15 million and authorizing 10 MEL to support five years of operation of the Virginia Commission of the 250th Anniversary of the American Revolution. Senator Hanger asked if there were any other questions.

V. Jamestown-Yorktown Educational Trust President's Report

Delegate Plum called on Mr. Acuff to present the Trust report. Mr. Acuff reported the first quarter of FY 2022 has had very strong gift shop sales. Sales for the first three months of \$885,000, 42% of the annual budget. Net revenues of \$502,000 are 41% of budget and with a quarter of the fiscal year gone, the gift shop expenditures of \$244,000 are in line at 24% of budget. He reported food services revenue are not as robust as gift shop sales. Revenues for the first quarter were \$25,000, 21% of budget. Net revenues for the quarter were \$18,000. Operating expenses were \$61,000, 10% of budget. He stated the Trust's invested assets were \$8.3 million and the Mathews Fund comprises \$4.6 million of that total. Mr. Acuff reported the Trust Board will meet in early December to discuss any budget changes and other action items as well as focus items for FY2023 budget planning. Mr. Acuff noted if sales continue to be as strong, the Trust anticipates being able to transfer additional funds to the state to support museum operations. Mr. Acuff concluded by stating the Trust Board of Directors met by telephone on October 26 and authorized financially supporting the hiring of an executive search firm to conduct a search for the new Deputy Executive Director of Administration. He stated the Trust anticipates providing \$50,000 towards this effort. Delegate Plum asked if there were any questions and none were heard.

VI. Property Planning at Jamestown Settlement

Delegate Plum requested a motion to move the Jamestown-Yorktown Foundation Board of Trustees convene a closed session in accordance with the Freedom of Information. The specific section is Sec. 2.2-3711(A) – 3. Discussion or consideration of the acquisition of real property for public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body. Delegate Cox made a motion with a second by Mr. Acuff. The motion was passed unanimously. All staff members were asked to leave except for Ms. Coleman and Mr. Stovall. After the closed session, Delegate Plum asked for roll call vote. Ms. Bourne made a motion to reconvene and was second by Delegate Carr. The motion was passed unanimously. Delegate Plum asked for a vote was on the closed session decision. Chief Adkins made a motion and was second by Delegate Cox. The motion was passed unanimously.

VII. Other Business

Delegate Plum asked if there was any other business. No further business was mentioned.

VIII. Adjournment

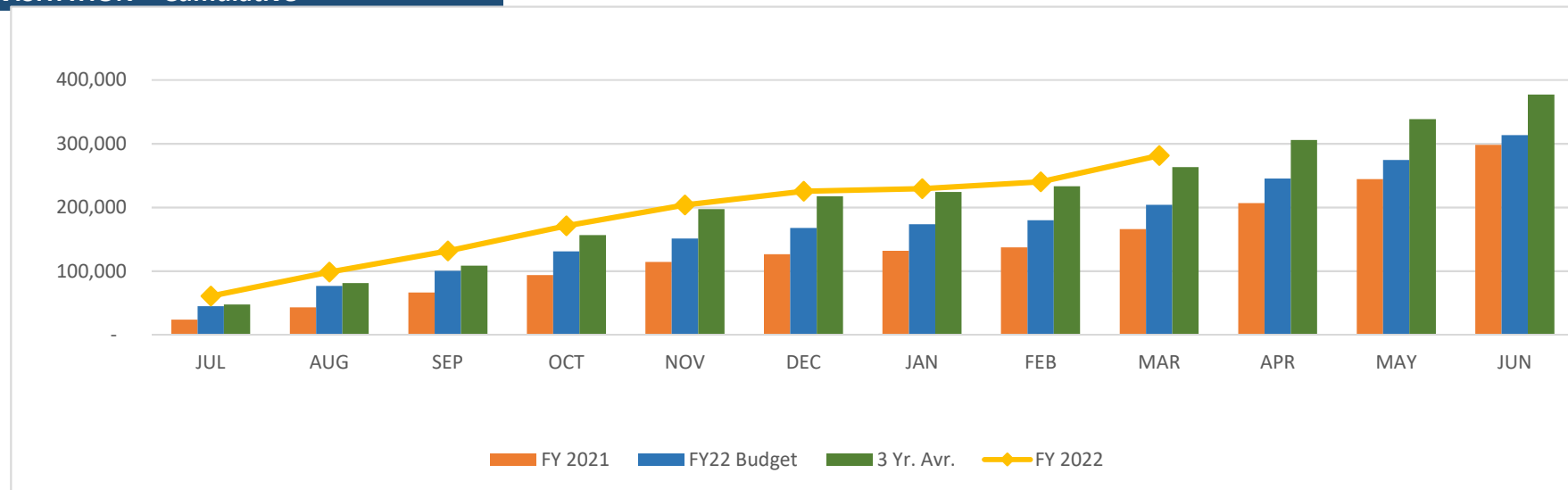
There being no further business, the November 10, 2021, Executive and Finance Committee meeting was adjourned by Delegate Plum at 10:47 a.m.

Jamestown-Yorktown Foundation

March 2022

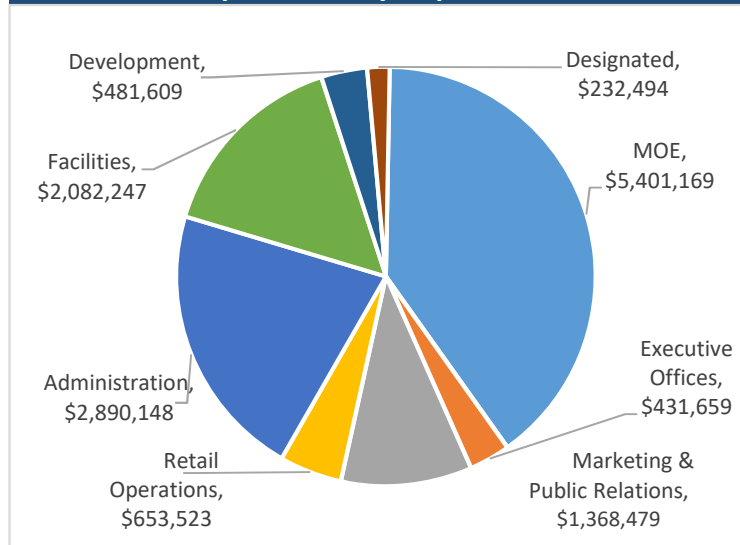
KEY METRICS	VISITATION	REVENUE	ADMISSIONS	EXPENDITURES	PERSONNEL	NON-PERSONNEL
Current Value	281,512	\$ 13,935,210	\$ 3,689,337	\$ 13,541,327	\$ 9,713,225	\$ 3,828,102
Period	this year	this year	this year	this year	this year	this year
%	89.8%	66.2%	67.6%	64.4%	70.6%	52.5%
Difference	(31,924)	\$ (7,103,436)	\$ (1,771,347)	\$ (7,497,318)	\$ (4,038,140)	\$ (3,459,178)
vs.	vs. budget	vs. budget	vs. budget	vs. budget	vs. budget	vs. budget
5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend

VISITATION - Cumulative



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY 2022	61,217	99,020	132,011	171,399	204,293	225,649	229,445	240,118	281,512			
Budget	45,210	76,913	100,624	130,965	151,071	168,039	173,800	180,019	203,879	245,454	274,427	313,436
FY 2021	23,971	43,437	66,768	94,153	114,352	217,363	132,094	137,291	165,975	206,774	244,376	298,001
3 Yr. Avg	48,045	81,589	108,543	156,698	197,359	126,704	224,154	233,302	263,115	305,903	338,241	377,040

Expenditure by Departments



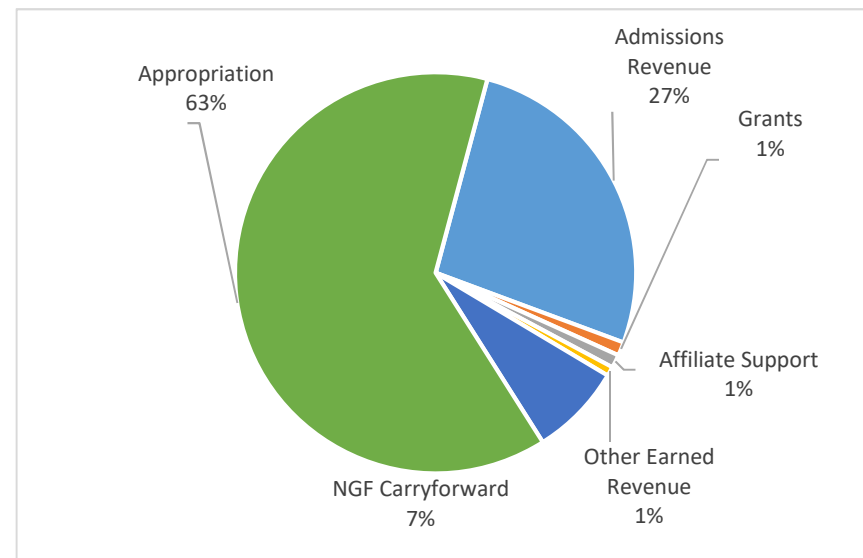
Key Expenditures vs. Budget

Salaries	\$	5,824,049		74%
Wages	\$	922,355		53%
Benefits & Health Care	\$	2,966,821		72%
Advertising	\$	705,842		59%
IT & Telecomm	\$	894,853		67%
Prod & Skilled Services	\$	140,019		13%
Maint & Repair	\$	271,695		53%
Security	\$	366,762		68%
Utilities	\$	590,807		67%

Revenues vs. Budget

Jamestown Admissions	\$	2,515,415		69%
Yorktown Admissions	\$	1,173,921		65%
Grants	\$	154,200		100%
Outreach/Distance	\$	33,733		55%
After Hours, Summer	\$	54,187		133%
Affiliate Support, Misc	\$	148,205		6%
Total Earned Revenue	\$	4,095,945		50%
Carryforward	\$	1,038,154		100%
Recognized State	\$	8,801,110		75%

Revenues



Statement of Revenues and Expenditures

From 7/1/2021 through 03/31/2022

Line	Revenue	Current Year Actual	Total Budget	Variance to Total Budget	Percent of Budget	Prior Year Actual	Variance to Prior Year	Percent of Prior Year
1	Earned Revenues							
2	Jamestown Admissions	\$ 2,515,415	\$ 3,660,600	\$ (1,145,185)	68.7%	\$ 1,468,631	\$ 1,046,785	171.3%
3	Yorktown Admissions	<u>1,173,921</u>	<u>1,800,084</u>	<u>(626,163)</u>	<u>65.2%</u>	<u>735,249</u>	<u>438,672</u>	159.7%
4	Total Admissions	<u>\$ 3,689,337</u>	<u>\$ 5,460,684</u>	<u>\$ (1,771,347)</u>	<u>67.6%</u>	<u>\$ 2,203,880</u>	<u>\$ 1,485,457</u>	167.4%
5	Grants	154,200	154,200	-	100.0%	230,200	(76,000)	67.0%
6	Outreach	33,733	60,893	(27,160)	55.4%	25,293	8,440	133.4%
7	After Hrs, Summer Camps	54,187	40,628	13,559	133.4%	1,436	52,751	3773.4%
8	Affiliate Support & Misc	148,205	2,549,433	(2,401,228)	5.8%	1,105,542	(957,337)	13.4%
9	Other Revenue	<u>16,285</u>	<u>-</u>	<u>16,285</u>	<u>N/A</u>	<u>14,352</u>	<u>1,933</u>	113.5%
10	Total Earned Revenues	<u>\$ 4,095,945</u>	<u>\$ 8,265,838</u>	<u>\$ (4,169,893)</u>	<u>49.6%</u>	<u>\$ 3,580,703</u>	<u>\$ 515,243</u>	<u>114.4%</u>
11								
12	NGF Carryforward	1,038,154	1,038,153	0	100.0%	1,210,240.67	(172,087)	85.8%
13	Recognized State Approp	8,801,110	11,734,654	(2,933,544)	75.0%	8,228,790	572,320	107.0%
14								
15	Total Revenue	\$ 13,935,210	\$ 21,038,645	\$ (7,103,436)	66.2%	\$ 13,019,733	\$ 915,476	107.0%
16								
17	Expenditure							
18	Personnel Costs							
19	Salary	\$ 5,824,049	\$ 7,894,918	\$ 2,070,869	73.8%	\$ 5,155,273	\$ 668,776	113.0%
20	Benefits	1,590,590	2,140,775	550,185	74.3%	1,474,647	115,943	107.9%
21	Health Care	1,376,231	1,978,943	602,712	69.5%	1,230,976	145,255	111.8%
22	Wages	<u>922,355</u>	<u>1,736,729</u>	<u>814,374</u>	<u>53.1%</u>	<u>545,699</u>	<u>376,656</u>	169.0%
23	Total Personnel Costs	<u>\$ 9,713,225</u>	<u>\$ 13,751,365</u>	<u>\$ 4,038,140</u>	<u>70.6%</u>	<u>\$ 8,406,595</u>	<u>\$ 1,306,631</u>	115.5%
24	Advertising	705,842	1,187,469	481,627	59.4%	343,777	362,065	205.3%
25	Insurance, Bank Fees, Audit	312,469	366,256	53,787	85.3%	264,495	47,974	118.1%
26	IT & Telecomm	894,853	1,334,463	439,610	67.1%	891,222	3,630	100.4%
27	Maintenance & Repair	271,695	513,275	241,580	52.9%	386,741	(115,046)	70.3%
28	Production & Skilled Services	140,019	1,081,976	941,958	12.9%	75,052	64,967	186.6%

Line		<i>Current Year</i> <i>Actual</i>	<i>Total Budget</i>	<i>Variance to Total</i> <i>Budget</i>	<i>Percent of</i> <i>Budget</i>	<i>Prior Year Actual</i>	<i>Variance to Prior</i> <i>Year</i>	<i>Percent of</i> <i>Prior Year</i>
29	Security	366,762	539,546	172,784	68.0%	321,833	44,929	114.0%
29	Travel, Training, Lodging	104,443	256,608	152,165	40.7%	37,263	67,180	280.3%
29	Utilities	590,807	888,000	297,193	66.5%	515,282	75,525	114.7%
29	Equipment, Fixed Assets	150,478	393,778	243,300	38.2%	47,599	102,879	316.1%
29	Other	290,734	725,909	435,175	40.1%	370,723	(79,989)	78.4%
29	Total Expenditure	\$ 13,541,327	\$ 21,038,645	\$ 7,497,318	64.4%	\$ 11,660,582	\$ 1,880,745	116.1%
30	Net Revenue	\$ 393,882	\$ -	\$ 393,882	N/A	\$ 1,359,151	\$ (965,269)	29.0%

FY2022 Mid-Year Adjustment Summary

Mid-Year Budget Analysis

1/27/2022

Mid-Year Available Resources			Notes
<i>Unbudgeted Resources</i>			
Deferred current year projected reimbursements	\$	2,328,241	A
Prior year affiliate reimbursements		1,119,586	B
Redesignation of restricted balances		25,923	C
Excess State revenues and operational savings	\$	-	D
Total Available Resources	\$	3,473,750	
Mid-Year Expenditure Requests			
<i>Equipment / Material Acquisition & Fixed Assets</i>			
Upgrade the public Wi-Fi at both museums	\$	164,200	E
Lighting upgrades in the Robbins Theater		50,000	F
Upgrade the agency's access control system / main alarm console		35,000	G
Zero Turn Mower		15,000	H
Purchase PC replacement peripherals		7,115	I
IPads for Visitor Research services		3,000	J
Social Media Equipment		2,000	K
Install additional COV wireless access point at CSC	\$	1,200	L
Total Equipment / Material Acquisition & Repair	\$	277,515	
<i>Other Non-Personnel</i>			
MOE Sites of Conscience interpretive training	\$	24,000	M
Replace and create new signage at both sites		20,000	N
Incremental Boardwalk repair		20,000	O
Educational Program Promotion		15,150	P
Rebranding costs for new JYF website		13,000	Q
Development Data Maintenance		12,000	R
AG legal services		7,000	S
Mobile app hosting/maintenance fees		6,000	T
UPS service fees		5,000	U
Printing new JYF site maps		3,553	V
Zoom Business Licenses	\$	1,981	W
Total Other / Non-Personnel	\$	127,684	
<i>Personnel Adjustments</i>			
Wage hours for Visitor Services	\$	80,667	X
Compression Bonus		38,404	Y
Creation of Public History Director		28,354	Z
Creation of Curatorial Manager		19,983	Z
Wage hours for interpretive staff to attend training		15,000	AA
Creation of Gardener position		14,783	AB
Reservations wage employee		14,000	AC
Wages to cover Security Tech transition		5,465	AD
Additional Holiday Pay	\$	1,020	AE
Total Personnel Adjustments	\$	217,676	
<i>FY 23 Reserves</i>			
Reserve for FY23 for NGF portion of 5% state increase	\$	216,471	AF
Reserve for FY23 for MOE personnel reorganization		200,000	AG
Replace dump truck		90,000	AH
Reserve for 5% wage increase	\$	88,032	AI
Total Reserves	\$	594,503	
Total Expenditure Requests	\$	1,217,378	
Summary			
Available Resources	\$	3,473,750	
Equipment / Material Acquisition & Fixed Assets	\$	277,515	
Other Non-Personnel		127,684	
Personnel Adjustments		217,676	
FY 23 Reserves	\$	594,503	
Total Expenditure Requests	\$	1,217,378	
Surplus / (Deficit)	\$	2,256,372	

Notes

A	Assumes no current year reimbursable will be brought over in FY22
B	Prior year reimbursable will be used above generated revenues to meet allocation requests
C	Internally designated resources released for re-designation.
D	No net available operating resources after removing reimbursable revenues are anticipated in FY22.
E	The current infrastructure does not provide sufficient access points to meet staff needs
F	Improve lighting in the Robbins theater for programs and guest speakers
G	Replace obsolete control panels. This replacement is required to further upgrade security systems.
H	Replaces two aging mowers, funded through returning set aside for air tow trailer and remaining savings returned to agency.
I	Current IT budget cannot purchase unplanned PC peripherals within existing budget.
J	Upgrades capabilities for collecting visitor information
K	Additional cameras, tripods, lighting, video peripherals, mics above what is allowable by the Sharp grant.
L	Improve COV connectivity in Finance to allow increased functionality of mobile devices.
M	Classroom dialogic interpretation training for 120 staff.
N	Replace signage at both sites, create new wayfinding signs, for the boardwalk and new content signs for when the Interpreters are gone
O	Partially funds repair of boardwalk. Funding is supported by facilities operational budgets.
P	educational resources and advertising in national educator publications.
Q	Funds will replace business cards, stationary, crew shirts and volunteer clothing with new JYF logo and website.
R	Outside consultant to clean up Development database. The cost is supplemented by the current development operational budget.
S	AG services were not included in original budget and were paid August 2021.
T	DL will need funds to cover the mobile app hosting maintenance fees as restricted funds have been exhausted.
U	The UPS state contract was terminated. Increased service fees are anticipated until a new contract is awarded.
V	Printing of new JYF site maps - order was placed in FY21 but the expense hit in FY22
W	Seven ZoomGov seats and one webinar license to be added to digital media.
X	Since Visitor Services wage staff have covered multiple classified vacancies. This returns all Visitor Service classified vacancy to cover anticipated overages
Y	This provides a tiered bonus to all active staff that have not received and adjustment in FY22, were impacted by the \$15 minimum adjustment and have a salary under \$55,000.
Z	The first step of the MOE restructure will occur in FY22 with the creation of the Public History Director and the Curatorial Manager. The cost of these positions is partially offset by Curatorial classified savings.
AA	Interpretive Staff at both sites need coverage to attend training sessions
AB	Creates a new position for the Facilities restructure.
AC	Funds a wage reservationist. This position was hired in September.
AD	There was a delay in transitioning the wage security tech to classified. This covers interim wages.
AE	Additional time and a half pay for employees on New Years Day.
AF	Establishes a one time reserve for the NGF portion of the 5% state increase based on current personnel. This does not take into account the MOE restructure.
AG	does not include amendment funded curatorial positions that were not funded in governor's budget.
AH	Purchase dump truck to replace 2008 dump truck with failed engine, Partially funded with \$40,000 from 805 vehicle replacement
AI	Establishes a one time reserve to fund a matching 5% increase for wage staff based on current wage budgets plus 10% for additional wage requests and holiday pay.

Mid-Year Budget Analysis - Summary

Mid-Year Budget Analysis

1/27/2022

Revenue	Board Approved Budget	Projected Increase (Decrease)	Projected Available Resources
<i>General Fund</i>			
Agency Appropriation	\$ 11,871,863	\$ (254,311)	\$ 11,617,552
Central Appropriation	\$ 223,347	\$ (106,245)	\$ 117,102
<i>Total General Fund</i>	\$ 12,095,210	\$ (360,556)	\$ 11,734,654
<i>Non-general Fund</i>			
Admissions Revenues	\$ 4,212,317	\$ 1,248,367	\$ 5,460,684
Outreach/Distance Learning	95,384	(34,491)	60,893
After Hours Use	-	30,666	30,666
Broadsides/Games Academy	15,000	(5,038)	9,962
Misc. Revenue	12,993	89,161	102,154
Inc. Reimbursements	650,969	(650,969)	-
Inc. Endowment Support	204,921	(204,921)	-
One Time Inc. Support	47,000	(47,000)	-
Trust Reimbursements	990,555	(990,555)	-
Trust Transfer	404,020	(404,020)	-
Prior Year Reimbursements	-	969,480	969,480
Non-general Fund Carryforward from FY 21	\$ 900,000	\$ (268,213)	\$ 631,787
<i>Total Non-general Fund</i>	\$ 7,533,159	\$ (267,533)	\$ 7,265,626
<i>Revenue Summary</i>			
General Fund	\$ 12,095,210	\$ (360,556)	\$ 11,734,654
Non-general Funds	\$ 7,533,159	\$ (267,533)	\$ 7,265,626
<i>Total Agency Revenue</i>	\$ 19,628,369	\$ (628,089)	\$ 19,000,280
Expenditures	Board Approved Budget	Projected Increase (Decrease)	Projected Expenditures
<i>Agency Departments / Budget Categories</i>			
Museum Operations and Education	\$ 7,649,648	\$ (301,428)	\$ 7,348,220
Executive Office	546,898	3,753	550,651
250th Commemoration	254,311	(254,311)	-
Marketing and Public Relations	2,414,530	(50,080)	2,364,450
Administrative	8,112,474	(81,339)	8,031,135
Development	\$ 650,508	\$ 55,316	\$ 705,824
<i>Total Expenditures</i>	\$ 19,628,369	\$ (628,089)	\$ 19,000,280
<i>Summary As of 1/27/2021</i>			
<i>Summary</i>			
Total Projected Revenues	\$ 19,000,280		
Total Projected Expenditures	\$ 19,000,280		
Difference - Funds Available for Reallocation	\$ -		

Additional Designated Balances and Resources	Revised Budget	Commitments	Remaining Balance
<i>Designated Balances</i>			
72110 C Air Tow Trailer	\$ 18,373	\$ 18,373	\$ -
72110D Vehicle Replacement	90,000	90,000	-
72110F Furnishings	30,000	5,506	24,494
72110G Agency Computer Replacement	40,000	38,571	1,429
NA 2019 Grant Funding	76,375	76,375	-
79320 Strategic Initiatives	\$ 70,000	\$ 70,000	\$ -
<i>Total Designated Balances</i>	<i>\$ 324,748</i>	<i>\$ 298,825</i>	<i>\$ 25,923</i>
<i>Affiliate Funding due to JYF from FY 2021</i>			
JYF Inc. - FY20 Program & COVID	\$ 105,066	\$ 105,066	\$ 0
JYF Inc. - Salary Reimbursement (Oct- May)	477,216	477,216	0
JYF Inc. - Other Reimbursable	88,403	88,403	(0)
JYET - FY20 Salary Reimbursement (Dec- May)	407,136	407,136	(0)
JYET - FY20 Other Reimbursable	54,784	54,784	(0)
JYET - FY21 Salary Reimbursement (Jun- May)	642,468	85,247	557,221
JYET - FY21 Trust Transfer (2020)	444,195		444,195
JYET - FY21 Other Reimbursable	\$ 118,170		\$ 118,170
<i>Total Affiliate Funding Due</i>	<i>\$ 2,337,438</i>	<i>\$ 1,217,852</i>	<i>\$ 1,119,586</i>
<i>Affiliate Funding due to JYF from FY 2022</i>			
Inc. Reimbursements	\$ 718,893	\$ -	\$ 718,893
Inc. Endowment Support	204,921	-	204,921
One Time Inc. Support	9,852	-	9,852
Trust Reimbursements	990,555	-	990,555
Trust Transfer	\$ 404,020	\$ -	\$ 404,020
<i>Total Affiliate Funding Due</i>	<i>\$ 2,328,241</i>	<i>\$ -</i>	<i>\$ 2,328,241</i>
Summary	As of 1/27/2022		
<i>Summary</i>			
Total Projected Revenues	\$ 19,000,280		
Total Projected Expenditures	\$ 19,000,280		
Net Revenue	\$ -		
Designated Balances	25,923		
Additional Resources	\$ 3,447,827		
Difference - Funds Available for Reallocation	\$ 3,473,750		

Museum Operations

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 7,649,648	Notes
<i>Approved Expenditure Adjustments</i>		
Pay correction for minimum 15\$/Hr. pay increase	\$ 41,399	A
Increase minimum pay for survey collection to \$15/Hr.	\$ 4,182	A
Total Approved Expenditure Adjustments	\$ 45,581	
Revised FY 22 Operating Budget	\$ 7,695,229	
<i>Identified Budget Savings (Non Personnel)</i>		
Reduce Distance Learning reimbursable to anticipated actual	\$ (37,148)	B
Revert excess Outreach funding per lower participation levels	\$ (50,000)	
Total Identified Budget Savings (Non Personnel)	\$ (87,148)	
<i>Identified Budget Savings (Personnel)</i>		
Personnel adjustments	\$ 101,284	C
Increased Inc. support for interpretive wages	15,324	D
Collection of required vacancy savings	\$ (376,469)	E
Total Identified / Approved Budget Savings (Personnel)	\$ (259,861)	
<i>New or Increased Expenditures</i>		
Outbound freight and gas for maritime	\$ -	
Transfer administrative wages to curatorial assistant	-	
Adjustments within Exhibits	\$ -	F
Total New or Increased Expenditures	\$ -	
Museum Operations Operations Summary		
Approved FY 22 Operating Budget	\$ 7,649,648	
Approved Expenditure Adjustments	\$ 45,581	
Revised FY 22 Operating Budget	\$ 7,695,229	
Budget Savings - Non Personnel	\$ (87,148)	
Budget Savings - Personnel	(259,861)	
Approved / Mandated New or Increased Expenditures	-	
Total Revised FY22 Budget	\$ 7,348,220	
Funds available for reallocation	\$ 347,009	

Notes

- A** Funded with Prior Year Affiliate Reimbursements in FY22 Carryforward Plan
- B** Expenses are Reimbursed on a 1:1 basis. This Does not Generate Usable Savings.
- C** Personnel adjustments include insurance changes, leave payouts and temporary pay increases
- D** Funding supported by the reallocation of unspent FY21 Inc. endowment balances
MOE has many vacant positions and a reorganization is in process with the MOE
- E** Director; most of the vacant positions are within the Interpretive cost code; vacancy savings could be more, but we budgeted a return of January 25th for all vacant positions
- F** Wage savings to increase state travel vehicle, gas and building repair

Executive

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 546,898	Notes
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Approved Expenditure Adjustments

Internal Alignment Adjustment for Administrative Assistant	\$ 10,657	A
<i>Total Approved Expenditure Adjustments</i>	<i>\$ 10,657</i>	

Revised FY 22 Operating Budget	\$ 557,555
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Identified Budget Savings (Non Personnel)

<i>Total Identified Budget Savings (Non Personnel)</i>	<i>\$ -</i>
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Identified Budget Savings (Personnel)

Employee benefit elections	\$ (8,244)	B
<i>Total Identified / Approved Budget Savings (Personnel)</i>	<i>\$ (8,244)</i>	

New or Increased Expenditures

Additional funding for Administrative Assistant	\$ 1,340	C
<i>Total New or Increased Expenditures</i>	<i>\$ 1,340</i>	

Executive Operations Summary

Approved FY 22 Operating Budget	\$ 546,898
Approved Expenditure Adjustments	\$ 10,657
<i>Revised FY 22 Operating Budget</i>	<i>\$ 557,555</i>
Budget Savings - Non Personnel	\$ -
Budget Savings - Personnel	(8,244)
Approved / Mandated New or Increased Expenditures	1,340
<i>Total Revised FY22 Budget</i>	<i>\$ 550,651</i>

Funds available for reallocation	\$ 6,904
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Notes

- A** Funded with prior year affiliate reimbursements
- B** Change in employee health care election
- C** Incremental funding for realignment of Administrative Assistant

250th Commemoration

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 254,311	Notes
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Approved Expenditure Adjustments

Total Approved Expenditure Adjustments

\$ -

Revised FY 22 Operating Budget	\$ 254,311
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Identified Budget Savings (Non Personnel)

Transfer Funding to Agency 400

\$ (254,311)

A

Total Identified Budget Savings (Non Personnel)

\$ (254,311)

Identified Budget Savings (Personnel)

Total Identified / Approved Budget Savings (Personnel)

\$ -

New or Increased Expenditures

Total New or Increased Expenditures

\$ -

250th Commemoration Operations Summary

Approved FY 22 Operating Budget

\$ 254,311

Approved Expenditure Adjustments

\$ -

Revised FY 22 Operating Budget

\$ 254,311

Budget Savings - Non Personnel

\$ (254,311)

Budget Savings - Personnel

-

Approved / Mandated New or Increased Expenditures

-

Total Revised FY22 Budget

\$ -

Funds (needed)/available for reallocation

\$ 254,311

Notes

A Funds are being transferred to Agency 400

Gift Shops

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$	852,742	Notes
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Approved Expenditure Adjustments

Pay Correction For Minimum 15\$/Hr. Pay Increase	\$	380	A
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Total Approved Expenditure Adjustments	\$	380	
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Revised FY 22 Operating Budget	\$	853,122
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Identified Budget Savings (Non Personnel)

Total Identified Budget Savings (Non Personnel)	\$	-
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Identified Budget Savings (Personnel)

Total Identified / Approved Budget Savings (Personnel)	\$	-
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New or Increased Expenditures

Total New or Increased Expenditures	\$	-
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Gift Shops Operations Summary

Approved FY 22 Operating Budget	\$	852,742
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Approved Expenditure Adjustments	\$	380
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Revised FY 22 Operating Budget	\$	853,122
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Budget Savings - Non Personnel	\$	-
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Budget Savings - Personnel		-
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Approved / Mandated New or Increased Expenditures		-
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Total Revised FY22 Budget	\$	853,122
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Funds (needed)/available for reallocation	\$	-
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Notes

A Funded with prior year affiliate reimbursements in FY22 Carryforward Plan

Marketing and Public Relations

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 2,414,530	Notes
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Approved Expenditure Adjustments

Fund incremental marketing boost	\$ 50,000	A
Total Approved Expenditure Adjustments	\$ 50,000	

Revised FY 22 Operating Budget	\$ 2,464,530
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Identified Budget Savings (Non Personnel)

Total Identified Budget Savings (Non Personnel)	\$ -
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Identified Budget Savings (Personnel)

Employee benefit elections	\$ 2,877	B
Hiring savings and in-band adjustments	(2,603)	C
Collection of required vacancy savings	(100,354)	D
Total Identified / Approved Budget Savings (Personnel)	\$ (100,080)	

New or Increased Expenditures

JYF magazine mailing services	\$ -	E
MPR/Sr Director wall signs	-	F
Wireless mouse/external DVD player	-	G
SATW chapter meeting meals	-	H
Total New or Increased Expenditures	\$ -	

Marketing and Public Relations Operations Summary

Approved FY 22 Operating Budget	\$ 2,414,530
Approved Expenditure Adjustments	\$ 50,000
Revised FY 22 Operating Budget	\$ 2,464,530

Budget Savings - Non Personnel	\$ -
Budget Savings - Personnel	(100,080.00)
Approved / Mandated New or Increased Expenditures	-
Total Revised FY22 Budget	\$ 2,364,450

Funds (needed)/available for reallocation	\$ 100,080
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Notes

- A** Funded with prior year affiliate reimbursements in FY22 Carryforward Plan
- B** Change in employee health care election
- C** Event specialist did not achieve performance increase, and assumes in band adjustment for graphic designer
- D** Vacancy collection for positions 141, 181 and 185
- E** Move funds from CC402 to CCC401 to cover JYF magazine mailing services
- F** Create new wall signs for MPR Sr. Director - moving within CC401
- G** Purchased new wireless mouse/external DVD Player - moving within CC401
- H** SATW Chapter meeting meals for media relations manager - moving within CC401

Security

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 771,124	Notes
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Approved Expenditure Adjustments

<i>Total Approved Expenditure Adjustments</i>	<i>\$ -</i>
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Revised FY 22 Operating Budget	\$ 771,124
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Identified Budget Savings (Non Personnel)

<i>Total Identified Budget Savings (Non Personnel)</i>	<i>\$ -</i>
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Identified Budget Savings (Personnel)

Collection of required vacancy savings	\$ (2,928)	A
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<i>Total Identified / Approved Budget Savings (Personnel)</i>	<i>\$ (2,928)</i>
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New or Increased Expenditures

Increased cost of Security Tech	\$ 621	B
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<i>Total New or Increased Expenditures</i>	<i>\$ 621</i>
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SecurityOperations Summary

Approved FY 22 Operating Budget	\$ 771,124
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Approved Expenditure Adjustments	\$ -
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<i>Revised FY 22 Operating Budget</i>	<i>\$ 771,124</i>
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Budget Savings - Non Personnel	\$ -
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Budget Savings - Personnel	(2,928.00)
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Approved / Mandated New or Increased Expenditures	621.00
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<i>Total Revised FY22 Budget</i>	<i>\$ 768,817</i>
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Funds (needed)/available for reallocation	\$ 2,307
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Notes

A Security Tech transitioned from wage to classified one pay period later than anticipated

B Security Tech starting salary higher than previously budgeted

Administration and Finance

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 2,766,073	Notes
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Approved Expenditure Adjustments

Increase Funding for FY22 Workers Compensation Billing	\$ 24,103	A
<i>Total Approved Expenditure Adjustments</i>	<i>\$ 24,103</i>	

Revised FY 22 Operating Budget	\$ 2,790,176
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Identified Budget Savings (Non Personnel)

<i>Total Identified Budget Savings (Non Personnel)</i>	<i>\$ -</i>
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Identified Budget Savings (Personnel)

Collection of required vacancy savings	\$ (113,935)
<i>Total Identified / Approved Budget Savings (Personnel)</i>	<i>\$ (113,935)</i>

New or Increased Expenditures

Increase funding for in band adjustments	\$ 29,865	B
Increase funding for new Dep. Exec. Dir.	\$ 4,381	C
Cost code adjustment for telecom expenses	-	D
<i>Total New or Increased Expenditures</i>	<i>\$ 34,246</i>	

Administration and Finance Operations Summary

Approved FY 22 Operating Budget	\$ 2,766,073
Approved Expenditure Adjustments	\$ 24,103
<i>Revised FY 22 Operating Budget</i>	<i>\$ 2,790,176</i>
Budget Savings - Non Personnel	\$ -
Budget Savings - Personnel	(113,935.00)
Approved / Mandated New or Increased Expenditures	34,246.00
<i>Total Revised FY22 Budget</i>	<i>\$ 2,710,487</i>

Funds (needed)/available for reallocation	\$ 79,689
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Notes

- | | |
|----------|---|
| A | Funded with Prior Year Affiliate Reimbursements in FY22 Carryforward Plan |
| B | Fund in band adjustments for IT staff and payroll |
| C | Realignment of Dep. Exec. Dir. Salary, assumes hire May 10 |
| D | Moving Telecom funds from CC610 to CC604 |

Facilities

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 3,134,925	Notes
<i>Approved Expenditure Adjustments</i>		
Pay correction for minimum 15\$/Hr. pay increase	\$ 44,452	A
<i>Total Approved Expenditure Adjustments</i>	<i>\$ 44,452</i>	
Revised FY 22 Operating Budget	\$ 3,179,377	
<i>Identified Budget Savings (Non Personnel)</i>		
Return vehicle purchase budget	\$ (40,000)	B
<i>Total Identified Budget Savings (Non Personnel)</i>	<i>\$ (40,000)</i>	
<i>Identified Budget Savings (Personnel)</i>		
Employee benefit elections	\$ (2,540)	C
10 month employee savings adjustment	(3,044)	D
Savings from seasonal groundskeepers	(21,596)	E
Collection of required vacancy savings	(124,074)	F
<i>Total Identified / Approved Budget Savings (Personnel)</i>	<i>\$ (151,254)</i>	
<i>New or Increased Expenditures</i>		
Fund unfunded wage housekeeper	\$ 22,875	G
Funds to assist with year to date unplanned mechanical breakdowns	22,063	H
Implement reorganization plan	12,647	I
Address facilities classified compression	10,649	J
<i>Total New or Increased Expenditures</i>	<i>\$ 68,234</i>	
Facilities Operations Summary		
Approved FY 22 Operating Budget	\$ 3,134,925	
Approved Expenditure Adjustments	\$ 44,452	
<i>Revised FY 22 Operating Budget</i>	<i>\$ 3,179,377</i>	
Budget Savings - Non Personnel	\$ (40,000)	
Budget Savings - Personnel	\$ (151,254)	
Approved / Mandated New or Increased Expenditures	\$ 68,234	
<i>Total Revised FY22 Budget</i>	<i>\$ 3,056,357</i>	
Funds (needed)/available for reallocation	\$ 123,020	

Notes

- A** Funded with Prior Year Affiliate Reimbursements in FY22 Carryforward Plan
- B** Funds will be used to partially support the replacement of a dump truck.
- C** Net savings from employee healthcare changes.
- D** Employee was inadvertently budgeted as a 12 month employee. Savings will be returned.
- E** Seasonal housekeepers will not be utilized in the Spring.
- F** Vacancy collection for positions 74, 176, 204, 77 and 88
- G** Fund a filled wage position that was not accounted for in the original budget.
- H** Unplanned expenditures for the replacement of failed backflow preventers, water heaters, fire testing, additional air filters, and a trailer accident
- I** Reflects costs associated with restructuring department.
- J** Compression increases to be considered in conjunction with department restructure.

Human Resources

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$ 549,126	Notes
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Approved Expenditure Adjustments

<i>Total Approved Expenditure Adjustments</i>	<i>\$ -</i>
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Revised FY 22 Operating Budget	\$ 549,126
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Identified Budget Savings (Non Personnel)

<i>Total Identified Budget Savings (Non Personnel)</i>	<i>\$ -</i>
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Identified Budget Savings (Personnel)

<i>Collection of required vacancy savings</i>	<i>\$ (6,014)</i>	<i>A</i>
<i>Employee benefit elections</i>	<i>(21,445)</i>	<i>B</i>
<i>Total Identified / Approved Budget Savings (Personnel)</i>	<i>\$ (27,459)</i>	

New or Increased Expenditures

<i>Classified reorganization costs</i>	<i>7,185</i>	<i>C</i>
<i>Total New or Increased Expenditures</i>	<i>\$ 7,185</i>	

Human Resources Operations Summary

Approved FY 22 Operating Budget	\$ 549,126
Approved Expenditure Adjustments	\$ -
Revised FY 22 Operating Budget	\$ 549,126
Budget Savings - Non Personnel	\$ -
Budget Savings - Personnel	(27,459.00)
Approved / Mandated New or Increased Expenditures	7,185.00
Total Revised FY22 Budget	\$ 528,852

Funds (needed)/available for reallocation	\$ 20,274
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Notes

- A** Vacancy collection for positions 216 and 55
- B** HR. Director savings for salary savings and waived health
- C** Costs associated with realignment of classified salaries and a one time bonus

Development

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget		\$	650,508	Notes
<i>Approved Expenditure Adjustments</i>				
Increase minimum pay for telefunding to \$15/Hr.	\$	2,716		A
Total Approved Expenditure Adjustments	\$	2,716		
Revised FY 22 Operating Budget		\$	653,224	
<i>Identified Budget Savings (Non Personnel)</i>				
Total Identified Budget Savings (Non Personnel)	\$	-		
<i>Identified Budget Savings (Personnel)</i>				
Increase funding for employee benefit elections	\$	18,921		B
One-time wage savings for Development Associate		(4,936)		C
Collection of required vacancy savings		(52,187)		D
Total Identified / Approved Budget Savings (Personnel)	\$	(38,202)		
<i>New or Increased Expenditures</i>				
Creation of Assistant Director to the Annual Fund	\$	38,836		E
Restructure Manager of Special Gifts and Donor Engagement		21,043		F
Creation of wage Donor Events Specialist		17,762		G
General personnel support for Development restructure		8,815		H
Additional wages for telefunding pool		2,716		I
Restructure Development Database Specialist		1,630		J
Total New or Increased Expenditures	\$	90,802		

Development Operations Summary

Approved FY 22 Operating Budget	\$	650,508
Approved Expenditure Adjustments	\$	2,716
Revised FY 22 Operating Budget	\$	653,224
Budget Savings - Non Personnel	\$	-
Budget Savings - Personnel		(38,202.00)
Approved / Mandated New or Increased Expenditures		90,802.00
Total Revised FY22 Budget	\$	705,824
Funds (needed)/available for reallocation	\$	(52,600)

Notes

A	Funded with prior year affiliate reimbursements in FY22 Carryforward Plan
B	Change in health care elections supported by additional Inc. funding
C	One-time wage savings associated with vacancy
D	Development Vacancy will support the Development reorganization and will not support the agency at large as salaries are reimbursable from the Inc. Vacancy generated by Pos. 125 and 190
E	New position is part of the reorganization and is supported by vacancy and additional Inc. funding
F	Restructure of position is part of the reorganization and is supported by vacancy and additional Inc. funding
G	Creation of wage position is supported by vacancy and additional Inc. funding
H	Addition prior year annual funds of \$52,600 were transferred from the Inc. to support the Development Reorganization. These are unallocated funds that may support accelerated hiring or additional wages.
I	Additional funds support increased telefunding at \$15 per hour.
J	Restructure of position is part of the reorganization and is supported by vacancy and additional Inc. funding

Vacancy and Contingency

Mid-Year Budget Analysis

1/27/2022

Approved FY 22 Operating Budget	\$	38,484	Notes
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Approved Expenditure Adjustments

<i>Establish Reserve VITA For Central Appropriations</i>	<i>\$</i>	<i>150,000</i>	A
<i>Reduce Reserve For Central Appropriation Adjustment</i>	<i>\$</i>	<i>(106,245)</i>	
<i>Release Central Reserve Balance to Vacancy</i>	<i>\$</i>	<i>-</i>	
Total Approved Expenditure Adjustments	\$	43,755	

Revised FY 22 Operating Budget	\$	82,239
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Identified Budget Savings (Non Personnel)

<i>Total Identified Budget Savings (Non Personnel)</i>	<i>\$</i>	<i>-</i>
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Identified Budget Savings (Personnel)

<i>Total Identified / Approved Budget Savings (Personnel)</i>	<i>\$</i>	<i>-</i>
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New or Increased Expenditures

<i>Eliminate reserve for vacancy</i>	<i>\$</i>	<i>31,261</i>	B
Total New or Increased Expenditures	\$	31,261	

Vacancy and Contingency Operations Summary

Approved FY 22 Operating Budget	\$	38,484
Approved Expenditure Adjustments	\$	43,755
Revised FY 22 Operating Budget	\$	82,239
Budget Savings - Non Personnel	\$	-
Budget Savings - Personnel		-
Approved / Mandated New or Increased Expenditures		31,261.00
Total Revised FY22 Budget	\$	113,500
Funds (needed)/available for reallocation	\$	(31,261)

Notes

- A** Funded with prior year affiliate reimbursements in FY22 Carryforward Plan
- B** Eliminates remaining FY 2022 vacancy requirement

Jamestown-Yorktown Foundation
FY22 Operating Budget
THIRD QUARTER PERFORMANCE MEASURES REPORT

Key: Performance Measure Met - ● Not Met - ●

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

Customer survey results for the third quarter of FY22 were 99.7% “Good” or “Excellent” ratings.¹

2. ● **Non-general funds generated through paid visitation per dollar spent on advertising and marketing.** *The goal is to obtain \$7.50 of admissions revenue for each \$1 spent for direct media advertising.*

For the third quarter of FY22, the ratio of admissions revenue to direct media advertising was \$5.40 to \$1. This is based upon revenues of \$3,690,586 and direct media expenditures of \$683,551. This reflects the timing of visitors versus the timing of the advertising campaign and typically the ratio declines as the year progresses.

3. ● **Number of on-site education students served. [KEY MEASURE]** *The goal is to serve 29,000 students in on-site structured education during FY22.*

On-site education program participation was 37,971 in the third quarter of FY22, which is 130.9% of the annual goal.

4. ● **Number of students served by outreach education programs in each fiscal year of the 2018-2020 biennium. [KEY MEASURE]** *The goal is to provide outreach programs to 45,000 students in Virginia school districts in FY22.*

For third quarter of FY22, there were 12,213 students served in 40 Virginia school districts served through the outreach education programs. This is 27.1% of the annual goal.²

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

During the third quarter of FY22, 1.58% of customer surveys included complaints regarding the maintenance or operation of the facilities.¹

¹ Survey results include data collected through Q2. No additional surveys will be collected in FY22.

² Through the third quarter, 16,934 students in 32 Virginia school districts and 18 states have been served through the distance learning program. This is not included in the outreach measure.