

Committee Members Present: Messrs. Adkins, Fowler, Jordan, Norment and; Mmes. Bourne, Gerdelman, Kincheloe, Locke, Lucas, Newby-Alexander, Swecker (Zoom).

Committee Members Absent: Messrs. Thompson

Other Board Members Present: Messrs. Fulton, Hall, Plum and Scott (Zoom); and Mmes. Andrews, Cardwell, Hester and McQuinn

Staff Present: Messr. Mozingo, Nixon and Ritinski Mmes. Basic, Coffey, Coleman, Dresen, Leftwich, Lucas, Perkins, Rosso, Turner and Wilson.

Other Staff Present: AG Representative Ramona Taylor

I. Call to Order

The Wednesday, May 4, 2022, meeting of the Jamestown-Yorktown Foundation (JYF) Administration and Personnel Committee was called to order by Professor Jordan at 1:32 p.m. at the Jamestown Settlement in Williamsburg, Virginia

II. Approval of Minutes

Professor Jordan directed members to the minutes from the Wednesday, November, 10, 2021 meeting and requested a motion for approval. Chief Adkins made a motion, with second by Senator Locke. The minutes were approved by unanimous vote.

III. Human Resources Year-In-Review

Professor Jordan introduced Ms. Nancy Coffey to present on the reorganization of the JYF Human Resource Department and future plans within the HR department. Ms. Nancy Coffey shared a PowerPoint presentation to address HR's goals from FY22, achievements during the fiscal year and plans going forward in FY23. Ms. Coffey stated the first task was to merge Volunteer Services and Training Services into the existing HR administration group and define the working relationship. New focus was placed on professional development in training offered. Next, she shared diversity was addressed by removing barriers to entry by upgrading and revising recruitment and selection processes. Ms. Coffey shared all hiring managers receive required training for the hiring and selection process. Ms. Coffey stated focus was placed on Volunteer and Internship services to benefit JYF as a whole and to begin community outreach efforts. Ms. Coffey shared through the guidance of the previous OneVirginia plan, JYF was tasked with creating a DE&I Action Plan and to address current staff. She shared for tenured employees, a leadership program, to create more opportunities for professional

development and tie all those efforts together to improve retention and morale through recognition. Ms. Coffey stated the HR department was divided into four key areas: Operations-Talent and Benefits, Administration, Training and Professional Development and Volunteer and Internship. Ms. Coffey discussed the functions of each key areas. Ms. Coffey concluded her presentation discussing the FY23 HR goals. Ms. Coffey asked if there were any questions. Senator Norment asked if an anonymous survey could be conducted to discuss the employees level of job satisfaction. Ms. Coffey stated a survey is being planned. Senator Norment stated he is looking forward to the results. Ms. Bourne asked if there any plans for team building events and Ms. Coffey stated there were. Ms. Gerdelman asked if HR has enough staff members to handle the goals that have been set forth. Ms. Coffey stated HR is well staffed and believes the goals can be met. Mr. Hall asked if volunteers are back to pre-pandemic levels. Mr. Mozingo explained the numbers in the database were not accurate before the pandemic so he is unable to give an answer with certainty but does believe the numbers of volunteers are climbing after the pandemic. Professor Jordan asked if there were any other questions and with none being heard he thanked Ms. Coffey for her report.

IV. Human Resource Metrics

Professor Jordan called on Human Resource Director, Mr. Coy Mozingo to present. Mr. Mozingo stated average classified employment level is on its way back up while wage employment levels have decreased by half. He stated there was major turnover toward the end of last year due to the majority of furloughed wage staff being removed from the system. He pointed out during the CY22, turnover is at 4.8%. Time to fill positions is back within state mandated goal of 50 days with the average time being 48 days. Mr. Mozingo stated JYF is taking advantage of advertising several of the difficult to fill positions through American Alliance of Museums (AAM), which requires a 30 day posting period. Mr. Mozingo stated the applicant pool is increasing from prior years with an increase in male applicants and in percentage of minority applicants. He noted not all applicants provide demographic data. The Onsite Education Group Educator position is one that continues to be a high turnover position due to the amount of furloughed General Educators which either resigned or did not re-establish contact with the department once group visitation resumed. He shared Historical Interpretation staff has high turnover but over the past few months new staff members have been brought on to fill those positions. Mr. Mozingo state two positions that have been difficult to fill is the Visitor Services Associate position and the IT Specialist – Software Administrator. The IT Specialist – Software Administrator has been filled with a start date of May 25. Mr. Mozingo asked the committee members to turn to page 32 of their packets to view the Demographic Data enclosure. Mr. Mozingo stated overall staff diversity is at 15%. Mr. Mozingo asked if there were any questions. Dr. Newby-Alexander asked if JYF has been to job fairs. Mr. Mozingo stated Ms. LeeAnn Shelhorse has attended several virtual job fairs and has started to attend in-person. Ms. Coleman stated Dr. Leftwich has also shared great

recommendations for places to post jobs. Professor Jordan asked if there were any other questions and none were heard. Professor Jordan thanked Mr. Mozingo for his report.

V. Fiscal Year 2023 Compression Strategies

Professor Jordan called on Mr. Will Nixon, Acting Finance Director to report on the Compression Strategies. Mr. Nixon stated in order to remain competitive in the market in regards to recruitment and to retain valued staff, JYF needed to take action. Mr. Nixon stated by utilizing additional revenues in FY2022 JYF will provide a tiered bonus to certain wage and classified staff members. Eligible employees are those currently under \$55,000 or an equivalent pay rate and excludes any employee that received a pay adjustment above the 5% increase in FY2022, including the increase to \$15 minimum salary. Mr. Nixon stated bonuses will be distributed based on years in current position. Bonuses would be included on the June 1 paycheck for classified and June 3 for wage employees. Mr. Nixon shared in addition for FY23, classified personnel the equivalent amount of the bonus will be added to their base salary. This increase will be effective May 25 prior to the overall state salary increase. Wage staff an increase of ½% to 2% will be added to their pay rate and will be effective June 5. Mr. Nixon stated Human Resources will complete a series of compensation and classification reviews across the organization to determine if additional market adjustments are needed. The review will also reveal where other instances of compression exist between employees with the same role, receiving the same pay, but with different years or levels of experience. Mr. Nixon stated a one-time reserve of \$411,596 has been set aside in the Proposed FY23 budget to support the recommendations of the compensation and classification reviews. Professor Jordan asked if there were any questions. Senator Norment asked if any members of the General Assembly were consulted regarding any precedent. Ms. Coleman stated she did speak with members of the General Assembly and JYF is within its purview to do so if JYF has the funds. There being no further questions, Professor Jordan asked for a motion to approve the proposed bonuses, salary and wage adjustments. Senator Lucas moved and was seconded by Ms. Bourne. The motion passed unanimously contingent upon the release of the state budget.

VI. Fiscal Year 2023 State Budget Impacts

Professor Jordan called upon Mr. Nixon to present the FY23 State Budget impacts. Mr. Nixon stated the 5% state salary adjustment is projected to cost \$505,446. Mr. Nixon stated JYF is expected to receive \$273,724 in additional central appropriations to the agency to offset the salary adjustment for JYF's 113 general funded personnel. The FY23 budget includes \$216,471 in non-general fund revenue to fully fund the adjustment for the 63 non-general funded MEL positions. Mr. Nixon stated the state budget bill also gives the agency the authority to apply the 5% salary adjustment from its non-general fund monies. Mr. Nixon concluded by asking the members of the

committee to extend the 5% increase to wage and part-time personnel at a projected cost of \$88,032. Professor Jordan asked if there were any questions and none were heard. Professor Jordan asked for a motion to approve to support the provisional approval of the proposed salary and wage adjustments the approval of the state budget. Mrs. Gerdelman moved and was seconded by Delegate Fowler. The motion passed unanimously.

VII. Personnel Matters

Professor Jordan requested a motion to move the Jamestown-Yorktown Foundation Administration and Personnel committee to a closed session in accordance with the Freedom of Information Act. The specific section is 2.2-3711, Paragraph A.1 for the "discussion of assignment, appointment, promotion, performance, demotion, salaries, disciplining or resignation of specific public officers, appointees, or resignation of specific public offices, appointees, or employees of any public body" Most specifically, recent administrative staff and Executive Director performance and related personnel actions. After the closed session Professor Jordan asked for a roll call vote. A motion to reconvene was moved by Chief Adkins and was seconded by Delegate Fowler. Professor Jordan asked for a motion of certification and was moved by Chief Adkins and seconded by Delegate Fowler and was approved unanimously.

VIII. Other Business

Professor Jordan asked if there was any further business and none was heard. Professor Jordan thanked all the committee members and staff.

IX. Adjournment

There being no further business, the May 4, 2022, the Administration and Personnel Committee meeting was adjourned by Professor Jordan at 2:39 p.m.

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

Committee Members Absent: Messrs. Howard and Knight; Mmes. Howell

Other Board Members Present: Messrs. Acuff, Cox, Fulton, Hall, Mason, Plum and Scott (Zoom); and Mmes. Hester, Lucas

Staff Present: Messr. Nixon Mmes. Basic, Coleman, Dresen, Leftwich, Lucas, Perkins, Rosso, Turner and Wilson.

Other Staff Present: AG Representative Ramona Taylor

I. Call to Order

The Wednesday, May 4, 2022, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings and Grounds Committee was called to order by Chief Adkins at 2:46 p.m. at the Jamestown Settlement in Williamsburg, Virginia.

II. Approval of Minutes

Chief Adkins directed members to the minutes from the Tuesday November, 9, 2021 meeting and requested a motion for approval. Delegate Fowler made a motion, with second by Delegate McQuinn. The minutes were approved by unanimous vote.

III. Capital Project Implementation

Chief Adkins called on Ms. Freda Rosso, JYF's Director of Facilities and Capital Projects to present the current capital projects. Ms. Rosso directed committee members to page 40 of their packets. She reported there are currently three active projects. Ms. Rosso stated the Phase I of the Jamestown Settlement Pier was completed in 2019 and JYF is in the design stages of Phase II for the pier shelter expansion. Ms. Rosso stated the Environmental Impact Report (EIR) was submitted to the Department of Environmental Quality for review. Ms. Rosso shared the Yorktown Shell Space Occupancy project will involve installation of access, fire protection systems and air conditioning. She stated McKinney and Company have completed their preliminary drawings and are waiting on independent third party cost estimate to submit plans and costs to the Department of Engineering and Buildings. Next, Ms. Rosso shared the ARPA (American Rescue Plan Act) Funds Project will provide \$2 million to support the replacement and enhancement of the HVAC systems at Jamestown Settlement and the Emerson Central Support Complex. Ms. Rosso stated JYF received

correspondence from the Department of Accounts stating funding had been transferred to JYF accounts. Ms. Rosso stated a proposal from McKinney to design the replacement of the HVAC systems at the Jamestown Amenities and Shipwright buildings was received and work will begin soon on that project. Chief Adkins thanked Ms. Rosso for her report and asked if the committee if there were any questions. None were heard.

IV. Maintenance Reserve Project Report

Chief Adkins directed committee members to page 55 of their packets and called on Ms. Rosso to present. Ms. Rosso shared at this time JYF has six active maintenance reserve projects. She stated the Jamestown Changing Gallery remodel project was awarded in March and demolition began this week. The project will support the Reign and Rebellion exhibit scheduled to open in November of 2022 and will modify the gallery layout to provide a flexible space. She stated construction is expected to be completed in June 2022. Ms. Rosso reported the Jamestown Great Hall Restroom remodel will bid on May 17. The project will update the finishes in the restroom at the end of the Great Hall. Construction is scheduled to be completed by end of August 2022. She shared the Jamestown Foundation Sealing and Repairs will update the existing fountain lighting system to LED and replace aging components. She stated there is an eight to ten week lead time on material and JYF is waiting on a schedule from the contractor. Ms. Rosso reported the Jamestown Ed Wing Elevator modernization was awarded in February. The project has a long lead components and JYF anticipates the work will not begin until August or September. She shared the Jamestown Ed Wing Interior storefront door assembly will bid on May 11 and depending on availability of material the project is expected to be complete in August 2022.

Ms. Rosso shared adjustments would need to be added to the 2023-2024 projects into the maintenance reserve and adjust project estimates due to inflation. She stated an \$860 adjustment would be needed to close out the HVAC 2020-2022 subproject. \$153,000 moved from 2025 to 2024 to complete the entire Theater & Changing gallery roof membrane replacement and to allow for JYF to re-roof while artifacts are not in the gallery. \$28,550 would need to be added for unplanned repairs to the storm water system at Jamestown. \$32,826 would need to be added for the unplanned replacement of the sewer pumps at ARM-Y. \$1,850 to support an arc flash study and electrical cabinet labeling issue. Ms. Rosso stated an increase in funding is needed to replace the shipwright crane access gate by \$16,580. Ms. Rosso concluded by stating an additional \$916,809 for project cost adjustments due to rising labor and material costs and unplanned repairs to the gallery doors at both museums and interior handicap accessible doors at Jamestown. Ms. Rosso stated the changes are within appropriation limits through 2024. Chief Adkins thanked Ms. Rosso for her report and asked if there were any questions and none were heard. Delegate Fowler made a motion for the approval of the adjustments, which was seconded by Ms. Leopold. The motion passed unanimously.

V. Energy Savings Performance Contracting Status

Chief Adkins called on Ms. Rosso to update the committee on the status of the Energy Saving Performance Contracting. Ms. Rosso began by thanking Chief Adkins, Delegate Fowler and Ms. Erin Ashwell from the Office of the Attorney General for their work on the selection committee. Ms. Rosso reported the committee reviewed two very large proposals from Siemens and Trane along with attending two lengthy presentations. Ms. Rosso stated the committee believed Trane would be the best fit for JYF. She reported JYF entered into a memorandum of agreement with Trane on February 24 to move forward with the Investment Grade Audit. Ms. Rosso shared Trane has been on site inspecting the electrical components, reviewing water use and surveying the steam traps. Ms. Rosso stated Trane is on schedule to provide JYF with the final Investment Grade Audit by August 31. Ms. Rosso concluded her report by stating a more detailed update was on page 45 of their board packets. Chief Adkins asked if there were any questions and none were heard.

VI. Facilities Operational Improvements

Chief Adkins asked Ms. Rosso to present the Facilities Operational Improvements. Ms. Rosso stated over the last several years there had been some operational improvements in Facilities Operations. Ms. Rosso presented the organizational structure from 2018 which had 22 employees over three functional areas reporting to one supervisor. She shared reorganization in 2022 provides direct supervision to each functional area. Ms. Rosso stated in 2019 Ms. Bain Shultz was promoted to Ground Maintenance Supervisor and in 2022, Mr. Daryl Eubank joined JYF as Assistant Director of Facilities. Mr. Eubanks supervises the technical staff, which includes building trades and shop mechanics. She shared Mr. Ron Currie joined JYF in April to manage the Housekeeping staff. Ms. Rosso stated the grounds maintenance equipment has been updated to include a stand-up mower, which can be also used with a snow blade and a turbo blower for leaf removal cutting the leaf blowing time in half. Next, Ms. Rosso shared the most impactful piece of equipment has been the addition of a transfer tank on the grounds truck which before the addition of the transfer tank trips to the gas station were once a week and now are every two weeks. Ms. Rosso shared JYF was able to purchase a thermal imaging camera which has been essential in pinpointing leaks. The camera is also able to be used for electrical wiring maintenance, identifying three-phase equipment imbalances, identifying mechanical bearing issues and any application where locating temperature differences is beneficial. Ms. Rosso stated one of the biggest improvements in facilities operations is the use of Asset Essentials software to track reactive and preventative maintenance. Ms. Rosso shared in the last year staff has completed over 3000 work orders – 1832 were unscheduled reactive work orders and 1482 were scheduled preventative maintenance tasks to maintain an asset or facility. Ms. Rosso stated compared to peer institutions, JYF is above the median for preventative maintenance versus reactive. Ms. Rosso shared in 2019, JYF

Facilities and Maintenance started to catalog major assets in Asset Essentials allowing for staff to track and collect cost against, in the past year 160 assets have had some type of repair or breakdown resulting in reactive work order and 284 assets have scheduled preventative maintenance task. She shared staff is able to address 81% of reactive maintenance in seven days or less. Ms. Rosso concluded her presentation with a graphic showing the majority of preventative maintenance man hours are spent performing tasks associated with HVAC, plumbing & equipment which include grounds equipment and vehicles. Chief Adkins thanked Ms. Rosso for her presentation and asked if there were any questions. None were heard.

VII. James City County Lease Proposal

Chief Adkins shared James City County has interest in in leasing the overflow parking across from Jamestown Road and the property across from JYF's main entrance near Billsburg and the marina. Chief Adkins asked the committee members to view the proposal on page 46 of their packets. He stated the Bureau of Real Estate Services in Richmond has provided input on the lease arrangement. He shared because the parcels are not actively used by JYF, staff is recommending JYF move forward with negotiations and execution of a Lease Agreement. Chief Adkins asked if there were any questions. Mr. Hall asked if there were any restrictions for uses and if there were going to be any permanent structures. Mrs. Coleman, JYF's Executive Director stated there would not be any permanent structures however, it was mentioned of having electricity and/or outlets put in which would be beneficial to JYF. Dr. Newby-Alexander asked if there were any provisions in the lease to negotiate rate increases after 5 years. Mrs. Coleman stated that is something JYF could take into consideration and asked the committee to please share any recommendations they may have. After not hearing any further questions, Chief Adkins asked for a motion to approve JYF moving forward with Lease negotiations. Delegate Fowler moved and it was seconded by Ms. Leopold was passed unanimously by the committee.

VIII. Other Business

Chief Adkins asked if there was any further business and none was heard.

IX. Adjournment

There being no further business, the May 4, 2022, Buildings and Grounds Committee meeting was adjourned by Chief Adkins at 3:21 p.m.

Committee Members Present: Mmes. Bourne, McQuinn*, Swann (JYF, Inc. Liaison), Swecker (via Zoom); Messrs. Jordan*, Trammell*.

Committee Members Absent: Messrs. Howard, Thompson.

Other Board Members Present: Mdm. Kincheloe; Messrs. Finger, Rawles, Sobol.

JYF Staff Present: Mmes. Perkins, Rawlins, Turner.

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

Guests Present: Mdm. Victoria Cimino, Executive Director and CEO of Visit Williamsburg.

**Committee members joined the meeting following adjournment of Joint JYF Executive and Finance Committee meeting.*

I. Call to Order

Mrs. Bourne called to order the Thursday, May 5, 2022, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 10:42 a.m. at the Woodlands Conference Center in Williamsburg with one participant by Zoom conference in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes

Mrs. Bourne called for a motion to vote in Ms. Swecker to the meeting. Delegate McQuinn made a motion, seconded by Professor Jordan and approved by all.

Mrs. Bourne referred members to the minutes of the April 21, 2021, and September 30, 2021, meetings. Mr. Trammell moved and Delegate McQuinn seconded approval of the committee meeting minutes. The motion was approved by unanimous vote.

III. Visit Williamsburg Overview

Ms. Victoria Cimino, Executive Director and CEO of Visit Williamsburg, presented to the committee an overview of the Williamsburg Tourism Council (WTC) and Visit Williamsburg. She stated the WTC budget funds marketing, advertising and promoting the Historic Triangle, a travel region comprised of three municipalities – City of Williamsburg, York County and James City County.

Ms. Cimino reported that the organization's primary objective was to increase overnight visitation and the strategic goals include increase tax revenue, unify the region under the Destination Marketing Organization's (DMO) tourism brand and strategy, and to improve reporting, analytics and data drive optimization. She provided the committee with an overview of the Visit Williamsburg 2022 marketing campaign – Life. At Your Pace. – that included paid advertising schedule, geographic targeting, audience segmentation, cooperative marketing program, out-of-home promotion, blog posts, influencer strategy, online content partnership, tour group sales and tradeshow, and sales and public relations leads. She stated that the campaign performance and measurements were through daily dashboard monitoring, monthly research reports, economic dashboard impacts, and ad effectiveness/ROI methodology. Ms. Cimino shared information and creative samples on advertising campaigns that included collaboration between WTC and JYF museums. She stated that JYF was and continued to be an important partner with Visit Williamsburg.

IV. Visitation Review

Mrs. Turner reported March paid admissions were up 38.1% to original budget and up 34% to budget in revenue. She stated that the U.S. Travel Association reported travel recovery maintained momentum, even with the rise of fuel costs, COVID-19 fears were waning and less restrictive government safety guidance, showed early signs of reinvigorated business travel. She continued that air passenger volume had reached a new post-pandemic high in March, and that leisure travel remained strong. Mrs. Turner reported that school spring breaks were spread across four weeks beginning with the last week of March and first three weeks of April and that the extended spring breaks impacted visitation comparisons. She further reported that JYF increased its media investment, which brought it back up to pre-COVID levels and extended reach through an integrated marketing approach, and that Marketing and Public Relations and Museum and Education staff collaborated to deliver engaging marketing content. She reported April paid admissions were up 35% to original budget and up 33% to budget in revenue. She reported that the continued growth in individual visitation exceeded a few pre-COVID years and continued to perform well.

V. FY23 Admission Rates

Mrs. Bourne advised that while the Marketing Committee oversaw general admission pricing for the museums, the Public Programming Committee oversaw the education rates. She stated that JYF's general admission rate history reflected calendar years and that the 2023 proposed rates would be effective July 1, 2022, in alignment with the beginning of the JYF fiscal year. She advised that the rate

increases would make ticket prices at both museums the same and not elevate one JYF museum experience over the other, provide a more marketable price point and aligned with JYF's rebranding effort to encourage visitors to experience both museums.

Rate increases for 2023 at the American Revolution Museum at Yorktown and percentage discount change for the combination ticket were proposed. Mr. Trammell made a motion to approve the rate changes, seconded by Professor Jordan, and there were no opposing votes.

VI. JYF Website Redesign Update

Mrs. Turner reported Mrs. Deana Ricks had joined JYF as the Communications Specialist. She stated Mrs. Ricks current role was to oversee the new website redesign and JYF liaison with the website and design agencies - SiteVision and Granicus. She reported the migration to host jyfmuseums.org was completed on January 1, 2022. She said staff were busy with the research and testing phase that provided information critical in the development of the wireframe and architecture of the redesigned site. She stated the website staff worked with all facets of JYF that included board members, donors and various website visitors that ensured the content was represented and served in the most efficient way possible based on the visitor's need. Mrs. Turner reported that the research found would help better map the paths to accessed information, improved website structure, increased conversion rates, decreased bounce rates, and deliver a better functioned and current website. She stated that core internal stakeholders reviewed website design samples and provided feedback on the preferred look and feel, colors, imagery, style of elements, and fonts. She further stated that Granicus and SiteVision would present the key research and survey results on May 9, 2022, and that the redesign timeline reflected the work scheduled for completion prior to the redesigned website launch scheduled on December 1, 2022.

VII. Other Business

Mrs. Bourne called for discussion of any other business. None was raised.

VIII. Adjournment

There being no further business, Mrs. Bourne called for a motion to adjourn the meeting. Delegate McQuinn made a motion, which was seconded by Professor Jordan and approved by all. Mrs. Bourne officially adjourned the meeting at 12:02 p.m.

Board Members Present: Messrs. Acuff, Adkins, Cox, Gilbert, Hall, Jordan, Norment, Plum, Trammel, and; Mmes. Flippo, Gerdelman, Hester, Howell, Locke, Lucas, and McQuinn.

Board Members Absent: Messrs. Hanger and Knight and; Mmes. Bourne, and Kincheloe.

Guests Present: Messrs. Hodges and; Mmes. Andrews, Newby-Alexander, Vanhoozier, and Zadarlik-Cousins.

Staff Present: Messrs: Nixon and; Mmes. Basic, Coleman, Culbertson, Dresen, Leftwich, Lucas, Turner and Wilson.

Other Staff Present: Attorney General Representative Ramona Taylor

I. Call to Order

Delegate Plum called the meeting to order at 10:39 a.m. and thanked all for participating.

II. Approval of Minutes

Delegate Plum directed members to the minutes from the November 10, 2021 meeting and requested a motion for approval. Chief Adkins made a motion, with second by Senator Norment. The minutes were approved unanimously.

III. FY22 Foundation Operating Budget

A. FY2022 Financial Report

Delegate Plum called on Delegate McQuinn to present the FY22 Foundation Operating Budget. Delegate McQuinn asked committee members to turn to page 95 of their packets. She stated all trend lines are pointing up as the museums and visitation recover from the pandemic. Visitation through March was 281,000 or 89.8% of the original annual goal. Revenues through March total \$13.9 million up 7% compared to the prior year. Year-to-date admissions total \$3.6 million at 67.6% of budget. Year-to-date expenditures total \$13.5 million, up 16.1% compared to prior year. Delegate McQuinn March year-to-date earned revenues total \$4.1 million compared to the \$8.1 million budgeted. She stated expenditures are tracking as anticipated with exception of advertising which sees higher spending for the summer season and production and

skilled services which is primarily due to the timing of project balances including website development, Wi-Fi expansion, and restricted grants. Next, Delegate McQuinn shared admissions revenues were \$3.6 million, 67.6% of budgeted \$5.4 million. \$33,000 had been generated for Outreach programs. Affiliate support and miscellaneous revenues were \$148,000 compared to \$1.1 million last year. Delegate McQuinn stated is primarily due to better than anticipated admissions revenues and the timing of reimbursable affiliate support. Delegate McQuinn reported recognized general funds are \$8.8 million, 75% of budget. Through March, year-to-date revenues were \$13.9 million of 66.2% of budget compared to \$13 million last year. Delegate McQuinn stated expenditures for personnel services were \$9.7 million which is \$1.7 million more than the prior year due to a state increase, the restoration of wages and the realignment of the base wage rate for the agency. She stated non-personnel expenditures of \$3.8 million reflect 52.5% of budgeted \$7.2 million expense. She concluded FY22 financial report by stating through March, year-to-date expenditures total \$13.5 million or 64.4% of budget compared to \$11.6 million last year.

B. FY2022 Mid-Year Adjustments

Delegate McQuinn reported departments were asked to provide saving and minor adjustments. \$628,000 in departmental savings was anticipated, bringing base operational budget to \$19 million. She shared projected admissions have increased by an estimated \$1.2 million in FY22 and have reduced reliance on affiliate reimbursements to meet projected expenditures. Delegate McQuinn shared the foundation projects having \$3.4 million in funding available for reallocation and includes \$1.1 million in prior year affiliate reimbursements due to JYF, \$2.3 million in current year reimbursements, and \$26,000 in designated balances. Delegate McQuinn reported the adjustment summary allocated \$1.2 million of the estimated \$3.4 million to projects requested by departments with several notable allocations include: \$164,000 to upgrade public Wi-Fi coverage at both museum sites, \$38,000 to provide compression bonuses to a subset of staff making less than \$55,000 a year, and \$595,000 in reserves to support the FY23 operating budget. The reserves will provide for a one time support for the non-general fund portion of a state 5% increase for staff, reorganization of Museum Operations and replacement of a dump truck. Delegate McQuinn concluded by stating expenditures are below revenues and JYF is expecting to end the year in a good position. Delegate Plum asked if there were any questions and none were heard. Delegate Plum requested a motion for approval of the FY22 Mid-Year adjustments. Ms. Flippo made a motion and with a second by Chief Adkins. The motion passed unanimously.

C. Income Stabilization Fund

Delegate McQuinn stated during the FY22 mid-year budget adjustment process it was projected that paid visitation would significantly exceed original estimates, reducing

reliance on affiliate reimbursements due to the state. She shared it is proposed that the agency set aside a portion of these resources for use by JYF during revenue shortfalls or budget deficits resulting from unforeseen emergencies or events to maintain continuity of operations. A handout was shared with committee members of a Memorandum of Understanding (MOU) and an Income Stabilization Policy between JYF and JYF, Inc. to establish an Income Stabilization Fund. JYF would initially contribute \$500,000 in payables to establish the fund within the Inc. After concerns with language in the MOU and the policy were raised by Senator Normont and Mr. Dendy it was decided to table the motion until further review and edits could be completed by the Attorney General's office.

D. Third Quarter Performance Measures

Delegate McQuinn shared the percent of visitors reporting a positive visitor experience and quality of maintenance of facilities continues to be exceeded. She stated the goal for generation of non-general funds through advertising and marketing dollars is below the goal. Individual visitation has steadily increased throughout the fiscal year and group visitation is beginning to show signs of recovery. The Foundation exceeded the annual on-site education goal for FY22 however, support for guided tours remains challenged due to staff limitations and restraints on group sizes. Delegate McQuinn concluded by stating JYF has struggled to meet the performance measure related to classroom-based outreach due to continued impacts of the pandemic in schools and the availability of staff, who are currently serving as both classroom and distance learning outreach instructions. Delegate Plum asked if there were any questions and none were heard.

IV. FY23 Proposed Operating Budget

Delegate Plum called on Will Nixon, Acting Finance Director to present the FY23 Proposed Operating Budget. Mr. Nixon shared the total operating plan is \$22.3 million, which represents a 13.7% increase from the previous year. He stated key revenues sources include admissions, private affiliate support, and state general funds. General funds support 56.3% of the proposed budget. Mr. Nixon noted the Commonwealth of Virginia has not adopted a final budget, and JYF has made several operating assumptions based on legislative requests. Mr. Nixon stated affiliate support from the Inc. and Trust total \$2.6 million which supports personnel in every division except marketing and non-personnel support includes utilities reimbursement for utilities consumed by the gift shop and café, technology and outreach travel. Mr. Nixon shared JYF is projecting \$5.9 million in admissions revenue – an increase of 42% due partly to an increase in ticket pricing on July 1, 2022. Visitation forecast anticipates 482,000 paid visitors in FY23 which is a 54% increase from the FY22 budget. Visitation projections are budgeted at 74% of FY19 pre-pandemic levels. Next, Mr. Nixon presented expenditures by departments. Mr. Nixon shared a large portion of the expenditures is

due to salary and wage increased by 5% as proposed by the state budget, the reorganization of Museum Operations and Facilities, and paying a full year's salary for all personnel after the increase to \$15 base rate in FY22. Museum Operations and Education projected expenditures totals \$9.1 million – an increase of \$1.5 million. Executive projected expenditures total \$589,263. Administration projected expenditures total \$9,489,772 and Marketing and Public Relations projected expenditures total \$2.3 million which is a decrease by 2.9%. Development projected expenditures total \$754,000 to support department reorganization and funds for fundraising operations. Mr. Nixon concluded by stating the proposed budget is a balanced budget and staff believe it is achievable however the budget will be closely monitored to ensure JYF stays within resources and can adjust as market and demand changes. Delegate Plum asked if there were any questions and none were heard.

B. FY2023 JY Commemorations Operating Budget (VA250)

Delegate Plum introduced Ms. Cheryl Wilson, Executive Director of VA250 Commemorations to present the VA250 FY23 Operating Budget. Ms. Wilson stated the FY23 operating budget initiates the VA250 Commemoration by establishing and supporting personnel, marketing, programming, partnerships, events and fundraising with a planned operating budget of \$1.5 million. She stated the full state funding is not anticipated in the current budget cycle and the final appropriation is pending release of the budget report. She concluded by stating state appropriations will be augmented with private fundraising. Delegate Plum asked if there were any questions and none were heard. Delegate Plum asked for a motion for the provisional Adoption of the proposed budget for the FY23 JYF Operating Budget and the FY23 JY Commemorations Operating Budget contingent upon the release of the state budget. Chief Adkins made a motion and it was second by Delegate McQuinn. The motion passed unanimously.

V. Administration and Personnel Actions

Delegate Plum called on Professor Jordan to present his report on Administration and Personnel actions. Professor Jordan shared the Administration and Personnel committees met the previous day and is recommending full board approval of two actions which have financial impacts that require the review of the Executive and Finance Committees. He shared JYF would like board approval to provide compression bonuses and salary adjustments to agency personnel as outlined and extend the state required 5% salary adjustment to all personnel. Delegate Plum asked for a motion to for approval of the bonuses, salary adjustments and extending the required 5% salary adjustments to all personnel contingent upon the release of the state budget. Professor Jordan made the motion with a second by Ms. Hester. The motion passed unanimously.

Delegate Plum requested a motion to move the Jamestown-Yorktown Foundation Executive and Finance committee to a closed session in accordance with the Freedom of Information Act. The specific section is 2.2-3711, Paragraph A.1 for the “discussion of assignment, appointment, promotion, performance, demotion, salaries, disciplining or resignation of specific public officers, appointees, or resignation of specific public offices, appointees, or employees of any public body” Most specifically, recent administrative staff and Executive Director performance and related personnel actions. After the closed session Delegate Plum asked for a roll call vote. A motion to reconvene was moved by Delegate McQuinn and was seconded by Senator Lucas and the motion was passed unanimously.

VI. Jamestown-Yorktown Educational Trust President’s Report

Delegate Plum called on Mr. Acuff to present the Trust’s report. Mr. Acuff reported in December the Board of Directors met on December 14, 2021. Mr. Acuff reported Ms. Menefee from Keiter Accounting and Consulting, who are independent auditors presented the FY2020 and FY2021 Audit Reports and Management letters. She noted a clean management letter and then reviewed the 2020 and FY 2021 Financial Statements with unqualified opinion on the audits, with no significant audit findings, and no corrections or material misstatements. Mr. Acuff shared the financials that were presented during the December 14 meeting. He stated year-to-date change in net assets was \$414,000; investment earnings comprised \$198,000 of that amount. Strong attendance in late summer and fall resulted in combined store sales of \$1,150,495 or just over \$388,000 over budget and 76% over last year. Mr. Acuff stated all metrics used to measure store performance were up including sales per visitor, spend per customer, and sales per square foot. He reported transactions are up 75% while visitation has increased by 84% compared to the prior year. Gross margin for the combined museum stores declined by 2.3% to 55% primarily due to supply chain challenges. Commissions from combined café operations totaled \$43,000 or \$72,500 below budget, which reflects a reduction of operating days at the Yorktown café related to staffing issues, as well as the waiver of minimum guarantees for the year. Mr. Acuff stated Ms. Kane provided an update on Retail Initiatives for the Foundation museums. Mr. Acuff shared the new honeybee-themed shop opened in March in conjunction with the celebration of 400 years of honeybees in North America. Mr. Acuff stated at the next meeting the Trust Board will review café operations plans going forward, including a proposed contract amendment to divest the Yorktown café from the scope of JCM-managed operations. Mr. Acuff concluded by stating the March combined museum shop sales were up 23% to plan and up 45% to last year – the best March in five years. The 2022 fiscal year-to-date through March 31, combined Gift sales totaled \$1,916,536 which is \$768,899 ahead of the same period last year. Delegate Plum asked if there were any questions and none were heard.

VII. Other Business

Delegate Plum asked if there was any other business. Senator Lucas suggested hosting a reception with Ms. Coleman and Ms. Wilson in Richmond to share with the House and Senate programs and upcoming events regarding JYF and the Virginia250 Commemoration. No further business was mentioned.

VIII. Adjournment

There being no further business, the May 5, 2022, Executive and Finance Committee meeting was adjourned by Delegate Plum at 11:54 a.m.