



Jamestown-Yorktown Foundation Board of Trustees Fall Meeting

Tuesday, November 14, and
Wednesday, November 15, 2023

American Revolution Museum at Yorktown
200 Water Street
Yorktown, Virginia 23690

**JYF Executive Office 757-253-4840
Board Liaison Cell 757-775-3372
jyfmuseums.org**

**Jamestown-Yorktown Foundation
BOARD OF TRUSTEES**

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Mrs. Sue H. Gerdelman, *Vice Chairman*
Delegate Amanda E. Batten, *Secretary*
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Delegate Luke E. Torian
Ms. Victoria L. Vasques
Governor Glen A. Youngkin

Senior Staff

Ms. Christy S. Coleman, *Executive Director*
Dr. Mariruth Leftwich, *Senior Director of Museum Operations & Education*
Dr. Juliet Machie, *Deputy Executive Director/Senior Director of Administration*
Mr. Coy M. Mozingo, *Director of Human Resources and Professional Development*
Mrs. Melissa G. Thompson, *Chief Development Officer*
Mrs. Glenda H. Turner, *Senior Director of Marketing & Public Relations*

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*This is an in-person meeting as quorum is required for the meeting.
Virtual/phone participation options are available if individual circumstances warrant.
(in accordance with VA Code 2.2-3708.2)
The instructions to participate virtually are below:*

Microsoft Teams Meeting
[Click here to join the meeting](#)
Meeting ID: 289 513 419 980 Passcode: vfWUBe
[Download Teams](#) | [Join on the web](#)
Or call in (audio only)
[+1 434-230-0065,,497753746#](#) Phone Conference ID: 497 753 746#

**JAMESTOWN-YORKTOWN FOUNDATION
BOARD OF TRUSTEES FALL BOARD MEETING
AMERICAN REVOLUTION MUSEUM AT YORKTOWN**

Tuesday, November 14, 2023

1:30 pm until 5:30 pm Hospitality Room and Workspace
ARM-Y, Gerdelman Family Mezzanine

1:30 pm Marketing Committee
ARM-Y, Education Center Classrooms D-E

2:45 pm Administration & Personnel
ARM-Y, Education Center Classrooms D-E

4 pm Public Programming Committee
ARM-Y, Education Center Classrooms A-B-C

5:30 pm to 6:30 pm Cocktail Reception for Trustees and Guests
Grand Corridor

6:30 pm Reception/Dinner
Zadarlik-Sogoloff Victory Hall

Wednesday, November 15, 2023

9 am until 1:30 pm Hospitality Room and Workspace
ARM-Y, Gerdelman Family Mezzanine

8:30 am Nominating Committee
ARM-Y, Education Center Classrooms D-E

9 am Buildings & Grounds Committee
ARM-Y, Education Center Classrooms D-E

10:30 am Joint JYF Executive and Finance Committees
ARM-Y, Education Center Classrooms A-B-C

12 pm Business Session
ARM-Y, Education Center Classrooms A-B-C
Lunch provided

2 pm Special Interpretive Program
Outdoor Sites
American Revolution Museum at Yorktown

Jamestown-Yorktown Foundation Board of Trustees JYF COMMITTEE ASSIGNMENTS
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The Honorable Thomas K. Norment, Jr., *Chairman*
 Mrs. Sue H. Gerdelman, *Vice Chairman*
 The Honorable Amanda E. Batten, *Secretary*
 The Honorable Delores McQuinn, *Treasurer*
 The Honorable M. Kirkland Cox, *Chairman Emeritus*
 The Honorable H. Benson Dendy III, *Chairman Emeritus*
 The Honorable Kenneth R. Plum, *Chairman Emeritus*

[NOTE: Chairman is Ex Officio member of all committees.]

Executive Committee

Exercises authority of the full board between meetings; 15-member limit.

Senator Thomas K. Norment, Jr., <i>Chair</i> Mrs. Sue H. Gerdelman, <i>Vice Chair</i> Mr. A. Marshall Acuff, Jr. Chief Stephen R. Adkins, Sr. Delegate Amanda E. Batten Mrs. Anedra W. Bourne Mr. M. Kirkland Cox	Mr. H. Benson Dendy III Delegate Buddy Fowler, Jr. Speaker C. Todd Gilbert Mr. Terry E. Hall Delegate Emmett W. Hanger, Jr. Senator L. Louise Lucas Delegate Delores L. McQuinn Delegate Kenneth R. Plum
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Finance Committee

Approves annual operating budget, reviews budget development process and procurement goals, and monitors admission revenues and mid-year adjustments.

Senator Emmett W. Hanger, Jr., <i>Chair</i> Delegate Delores L. McQuinn, <i>Vice Chair</i> Mr. A. Marshall Acuff, Jr. Delegate Amanda E. Batten Ms. Daun S. Hester	Mrs. Connie R. Kincheloe Delegate Barry D. Knight Senator Mamie E. Locke Delegate Phillip A. Scott Delegate Luke D. Torian
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Buildings & Grounds Committee

Recommends capital outlay plans, funding, and use of maintenance reserve funds; reviews project status.

Chief Stephen R. Adkins, Sr., <i>Chair</i> Delegate Barry D. Knight <i>Vice Chair</i> Mrs. Anedra W. Bourne Mrs. T.J. Cardwell (JYF, Inc. Liaison) Delegate Hyland F. Fowler, Jr. Delegate M. Keith Hodges Mr. A.E. Dick Howard	Senator Janet D. Howell Mr. Charles E. James, Sr. Ms. Diane Leopold Delegate Delores L. McQuinn Dr. Cassandra Newby-Alexander Delegate Luke D. Torian Ms. Victoria L. Vasques
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JYF Committee Assignments (cont.)

Marketing Committee

*Reviews public affairs and marketing programs, priorities, resources and strategies;
helps plan special events.*

Mrs. Anedra W. Bourne, Chair

Mrs. Gloria M. Chambers, Vice Chair

Delegate Amanda E. Batten

Mrs. Jamie T. Burke

Delegate M. Keith Hodges

Mr. A.E. Dick Howard

Delegate Delores L. McQuinn

Ms. Leslie Sanchez

Delegate Phillip A. Scott

Mrs. Alexis N. Swann (JYF, Inc. Liaison)

Public Programming Committee

*Reviews interpretive and educational programs offered on and off site and ongoing museum programs
including collections, exhibits, and research.*

Mr. A. Marshall Acuff, Jr., Chair

Dr. Cassandra Newby-Alexander, VC

Chief Stephen R. Adkins, Sr.

Mrs. Mari Ann Banks (JYF, Inc. Liaison)

Mrs. Anedra W. Bourne

Mrs. Jamie T. Burke

Mr. H. Benson Dendy III

Mrs. Sue H. Gerdelman

Speaker C. Todd Gilbert

Senator Emmett W. Hanger, Jr.

Ms. Daun S. Hester

Mr. A.E. Dick Howard

Senator Janet D. Howell

Delegate Barry D. Knight

Ms. Diane Leopold

Senator Monty Mason

Delegate Delores L. McQuinn

Nominating Committee

*Develops biennial slate of officers; develops annual slate of nominees for at-large members; makes
recommendations for filling vacancies in gubernatorial and legislative appointees.*

Mr. H. Benson Dendy III, Chair

Senator Thomas K. Norment, Jr., VC

Mr. A. Marshall Acuff, Jr.

Speaker C. Todd Gilbert

Ms. Daun S. Hester

Senator Mamie E. Locke

Senator Monty Mason

Administration & Personnel Committee

Reviews staff organization and personnel utilization.

Delegate Hyland F. Fowler, Jr., Chair

Mr. Charles E. James, Sr., Vice Chair

Chief Stephen R. Adkins, Sr.

Mrs. Anedra W. Bourne

Mrs. Gloria M. Chambers

Ms. Julie M. Dime

Mrs. Sue H. Gerdelman

Mrs. Connie R. Kincheloe

Senator Mamie E. Locke

Senator L. Louise Lucas

Dr. Cassandra L. Newby-Alexander

JYF Committee Assignments (cont.)

Executive Director's Performance & Compensation Review Task Force

Comprised of individuals who serve in specific board leadership positions, this group: approves performance goals, conducts interim and annual evaluations, and defines appropriate compensation levels for the Foundation's executive director.

Senator Thomas K. Norment, Jr., Chair

Mr. A. Marshall Acuff, Jr.

Mr. M. Kirkland Cox

Mr. H. Benson Dendy III

Delegate Hyland F. Fowler, Jr.

Mrs. Sue H. Gerdelman

Mr. Terry E. Hall

Senator Janet D. Howell

Delegate Kenneth R. Plum

Legislative Task Force

Assists with communicating legislative strategies on behalf of the Foundation.

Ms. Daun S. Hester, Chair

Mr. M. Kirkland Cox

Mr. H. Benson Dendy III

Senator Emmett W. Hanger, Jr.

Senator Janet D. Howell

Senator Mamie E. Locke

Senator L. Louise Lucas

Delegate Delores L. McQuinn

Senator Thomas K. Norment, Jr.

Delegate Kenneth R. Plum

Jamestown-Yorktown Foundation
Board of Trustees
Business Session

Wednesday, November 15, 2023
American Revolution Museum at
Yorktown Classrooms A-B-C or via Teams
12 PM

Senator Thomas K. Norment, Jr., *Chairman*
Mrs. Sue H. Gerdelman, *Vice Chairman*
Delegate Amanda E. Batten, *Secretary*
Delegate Delores L. McQuinn, *Treasurer*

AGENDA

- I. Call to Order – Mrs. Gerdelman**
- II. Approval of Minutes: May 4, 2023 – Mrs. Gerdelman** (*Action required*)
p.
- III. Executive Director’s Report – Ms. Coleman**
 - A. Business of Museums
 - B. Status of the *Susan Constant*
- IV. Jamestown-Yorktown Foundation, Inc. Initiatives – Mr. Hall**
- V. Committee Reports (Actions required)**
 - A. Administration & Personnel Committee – Delegate Fowler
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 - B. Buildings & Grounds Committee – Chief Adkins
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 - C. Executive and Finance Committees – Senator Hanger
p. 100
 - D. Marketing Committee – Mrs. Bourne
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 - E. Nominating Committee Report – Mr. Dendy
p. 85
 - F. Public Programming Committee – Dr. Newby-Alexander
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- VI. Executive Director Performance & Compensation Review Task Force
– Delegate Fowler**
- VII. Jamestown-Yorktown Educational Trust Report – Ms. Gerdelman**
- VIII. Public Comment Period**
- IX. Other Business – Mrs. Gerdelman**
- X. Adjournment – Mrs. Gerdelman (*Action required*)**

Trustees Present: Messrs. Adkins, Cox, Dendy, Fowler, Gilbert, Hall, Hodges, James, Jordan, Knight, Mason, Norment, and Scott; Mmes. Batten, Burke, Chambers, Hester, Flippo*, Gerdelman, Locke, McQuinn*, and Newby-Alexander.

Trustees Absent: Messrs. Acuff, Hanger, Howard, and Torian; Mdm. Bourne, Guidera, Howell, Kincheloe, and Lucas.

Directors Present: Messrs. Finger, Fulton, Harrison, Hall, Longan, Palmore, Rawles, and Stephens*. Mmes. Abbitt, Andrews, Bradford, Cardwell, Cousins, Swann, Vanhoosier, and Wulf*.

Directors Absent: Mr. Tullidge; Mmes. Banks, Chapman, and Sykes.

JYF Staff & Others: Messrs. Lee, Mozingo and Nixon; Mmes. Coleman, Koch*, Leftwich, Lucas, Machie, Perkins, Taylor (AG Representative), Thompson, Turner and Wilson (AR250).
**Participated remotely.*

I. Call to Order

Senator Norment, Chair of the Trustees, called the Joint Business Session of the Jamestown-Yorktown Foundation's (JYF) Board of Trustees and JYF, Inc. Board of Directors to order at 12:00 p.m. on Thursday, May 4, 2023, at the DoubleTree by Hilton in Williamsburg. Senator welcomed both Trustees and Directors to the meeting. 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. All in-person members approved of remote participation. A roll call for attendance was taken for the meeting and quorum was confirmed.

II. Approval of Minutes (Action)

Senator Norment asked if there were any corrections to the draft minutes for the November 15, 2022, meeting. There being none, he sought motion for approval of the minutes as presented. Chief Adkins made a motion for the approval of the minutes. Seconded by Delegate Hodges, the motion was approved unanimously.

III. JYF, Inc. Strategic Plan and Initiatives: Aligning All Oars

Mr. Hall, JYF, Inc. President, began his report with a video which demonstrated the theme of the March meeting of the Directors, "Aligning all

Oars.” He shared details of the March 29, 2023, meeting with the presentation by Mr. Jamie Bosket, the Executive Director of the Virginia Museum and Culture, and their boards commitment to engaging new audiences in new ways and to grow and care for our collection while improv improving financial sustainability. VMHC is debt-free with \$100 million endowment (4.5% draw). Mr. Hall noted Mr. Dendy shared a history of the JYF boards at the meeting, describing the early fundraising projects of the private JYF board and that the Jamestown-Yorktown Foundation, Inc. in support of the programs of the Jamestown-Yorktown Foundation.

Mr. Hall shared that the Board of Directors and development staff been working towards 100% financial support from our board members for the Annual Fund. He asked Trustees to support the Annual Fund brochure this year. Total fundraising production through March was over \$3.9 million and the Annual Fund is 86% toward the goal of \$915,000. The FY24 JYF, Inc. Operating Budget was approved by Directors at the meeting in March 2023. At the same meeting, several new Directors for the JYF, Inc. were elected for terms to begin in July 2023. as well as the return of all officers in their leadership roles. Donna Chapman has agreed to continue her service and four new members were approved: Fran Bradford, Bill Longan, Fred Palmore, and Harrison Turnbull. He acknowledged the service of Allan Finger and Jamie Rawles, whose terms conclude in June 2023. Mr. Hall reported on the earlier meeting of the Directors on May 4, with the election of Mr. Larry Bernert to complete Mark Sobol’s incomplete term and also shared the upcoming donor events in 2023. He thanked the Director’s and Trustees for their support of the JYF, Inc. and concluded his report.

IV. Jamestown-Yorktown Educational Trust Report

Senator Norment called on Mr. Cox to present the report for the Jamestown-Yorktown Educational Trust. Mr. Cox reported the Directors meeting was held on November 30, 2022 in Richmond. At the meeting, Ms. Amy Menefee of Keiter presented information regarding the results of the FY2022 Trust Audit with a review of the Audit Results & Communications Report and then the Financial Statements to date and there were no concerns reported in the audit. The Board of Directors also reviewed of the Educational Trust financials to date at the meeting. Mr. Cox shared that Mr. Nixon reported on key metrics, the consolidated balance sheet, and the consolidated statement of revenues noting the expenses and changes that will help set the stage for the FY2024 budget. All Divisions were within budget. The J-YET Board of Directors voted to approve the Retail Initiative proposal and proposed operational expenditures of \$722,100 at the meeting.

Mr. Cox also shared the Retail Operations Report and that the J-YET Board of Directors approved funding on November 30, 2022, for staff to initiate a redesign of the Jamestown Museum café. He shared that a grand opening event for the new 1781 Café at the American Revolution Museum at Yorktown is planned for June 13, 2023, and the café will open for business on May 22, 2023. Mr. Cox concluded his report for Jamestown-Yorktown Educational Trust.

V. Executive Director's Report

Ms. Coleman provided the Executive Directors report for the meeting with a presentation. She listed accomplishments in alignment with JYF's strategic goals: Improvement of Salaries and Wages, FY 2022 increased minimum for all positions to \$15/hour, FY2023 Expansive review of all positions to address compression, FY2024 Implement Compression plan; Develop and Support: FY2022 Reorganized HR into HR&PD, FY2023 Over half of employee training models are new/ Employees taking advantage of association workshops, conferences, etc., FY2023 Conducted first employee survey; Improve Staff Diversity: Increased from FY2019 level of 12.37% to FY 2023 18.73% (56 of our 299 EEs). Ms. Coleman noted New Training initiatives on content and pedagogy; the Investment in new curatorial roles to fill gaps in knowledge and program; Continued investment in Indigenous People's Initiative and the Lilly Foundation Religion Initiative. She shared important survey data from summer and fall defining the JYF audience in geographic detail and preferences: 75.6 % or out of state; 70% very local; 24.4% from Virginia. At Jamestown Settlement guests are seeking more interaction with staff, while at the American Revolution at Yorktown, guests indicated they would like to see more exhibits and artifacts. After discussion with Trustees and Directors regarding the importance of maintaining the Foundation's mission in interpreting Virginia history and its legacies, Ms. Coleman concluded her report.

VI. Virginia AR 250

Mrs. Wilson, Executive Director of Virginia American Revolution 250 Commission, provided a detailed description and update on progress in planning for the 2026 commemoration throughout the Commonwealth. She shared a video for the Trustees. Virginia continues to be a lead agent for 2026. Mrs. Wilson elaborated on a planned events for 2023-2026 and the success of collaborations with area partners, such as Colonial Williamsburg. This March 2023 planning event for state level 250 and local VA250 leaders was a tremendous success. She concluded her report with mention of the website va250.org and thanked the boards for their support.

VII. Fiscal Year FY2024 Operating Budget (Action)

Senator Norment then called upon Dr. Machie, Deputy Executive Director, to provide the FY 2024 Proposed Operating Budget for the Jamestown Yorktown Foundation. She indicated the estimated fiscal year 2024 budgeted resources total \$23,754,594. This represents a \$1,428,571 (6.4%) increase from the original fiscal year 2023 budget approved last spring. The FY 2024 Proposed budget includes personnel increases for the State mandated pay increase of 7% for all classified employees and the state flat bonus of \$1000.00 for all classified employees. This budget does not include a bonus for wage employees. The FY 2024 Proposed budget assumes an increase in employee healthcare premiums totaling \$38,968 which is a 1.9% increase from FY 2023. The remainder of the increase is due to changes in employee benefit elections. A \$465,000 one-time amendment contingency for the replacement of RTP is reflected in this budget, which is offset by the \$380,000 in additional state appropriations and \$85,000 captured from IT. \$53,000 in one-time amendment funding for website design has been removed from marketing. This year we included \$101,791.00 in restricted recoveries from the Lily grant and \$87,000 from restricted donations to offset recurring personnel costs. Trust reimbursables have increased \$153,320 or 12.3% YoY. Proceeds from the Trust have increased \$57,034 due to increased giftshop sales. Inc Reimbursables have decreased \$37,297 YoY or 3.3%. Dr. Machie requested the board approve the FY2024 budget proposal and to amend the budget proposal to align with the Commonwealth of Virginia's directives, once the COV FY2024 budget is finalized. Senator Norment requested a motion and Chief Adkins made a motion. Mr. Hall seconded the motion. The board voted to approve the FY2024 budget proposal and to amend the budget proposal to align with the Commonwealth of Virginia's directives, once the COV FY2024 budget is finalized.

VIII. Committee Reports (Approval)

Buildings & Grounds

Chief Adkins updated the board on capital projects and maintenance reserve projects at JYF. He described in brief the six active projects, found on pages 25-26 of the meeting packet. Chief Adkins shared the Maritime report with the board and stated that the current maintenance plan will sustain the Susan Constant for about a year. He shared the Energy Savings Projects report with actions taken on February 23, 2022 with JYF and Trane Technologies. Chief Adkins stated that on January 10, 2023, the Executive and Finance Committee approved three phases of Energy Savings projects with phase 1 and phase 2 funded and in motion with Trane Technologies. Chief Adkins thanked Senator Hanger and Delegate Plum for sponsoring legislative amendments that if approved could fund phase 3 of the projects. He reported that Dr. Machie has presented on priorities and budgets in capital projects and maintenance reserve

in planning for FY24 and beyond, and the committee approved the 2024 – 2030 Capital Improvement Plan that was presented by Dr. Machie. Chief Adkins concluded his report and moved for its adoption.

Marketing

Mrs. Chambers reported that driven by Tourism Economics' travel forecasting model, the latest U.S. Travel Forecast projected the continued resilience of domestic leisure travel, which had surpassed pre-pandemic levels and continued improvement in domestic business travel, with a slight slowdown in 2023. A full recovery in terms of volume was forecasted for 2024, but inflation-adjusted spending recovery remained beyond the range of the forecast. At the end of March, JYF's paid visitation was up 12,155 visitors to the original budget and closing the gap for year-to-date budget by 2,445. We are tracking to end the year with a budget of 465,424 in paid visitation. group visitation was a key driver in the growth. At the end of March, year-to-date groups are up 14.3% (March group visitation was up 63.2%). Group is up 101% to PY. Tour, travel and school groups are back to doing field trips and have started visiting our museums. Leisure visitation was down 7.3% to budget and 11% to PY. At the end of March, admissions revenue totaled 63.1% of the FY 2023 original admissions budget of \$5,984,512. Admission revenue was up \$51,879 to the original budget for the month and down \$43,389 for the fiscal year to date. The current rate for each museum is \$18 for adults and \$9 for children ages 6 to 12. Combination tickets (to both museums) are \$30 for adults and \$15 for youth. JYF has partnered with Museums for All, a national program that promotes free museum admission to families receiving SNAP benefits. Since starting the program in January, over 740 visitors, who may not have had the opportunity to visit, have had access to JYF museums. JYF staff recommended that the pricing remain flat with no changes for fiscal year 2024. Mrs. Chambers reported that Ms. Molly Garavito and Ms. Lisa Gilbert of Ciniva, the agency that managed the previous website and now manages the JYF website SEO and digital advertising placements, gave an update on how the redesigned website had been performing since the launch. She also reported that the marketing staff had been working diligently to get the word out about JYF's excellent programming and build brand awareness of the museums. They recently submitted 3 entries for the Virginia Professional Communicator's awards: *INSIDE JYF* magazine, the new website and the e-newsletters. She was pleased to announce that the staff would be honored with an award during the Virginia Professional Communicators' spring conference in Fredericksburg on May 5. Mrs. Chambers then concluded her report and moved for the report's adoption.

Acquisitions and Public Programming

Dr. Rawles presented the Acquisitions report and shared the committee approved the minutes for the Acquisitions Committee meeting that took place October 4, 2022. The committee learned more about the Religion and Early America Initiative being supported by a grant from the Lilly Endowment through December 2027 and about the items conserved during the period July – December 2022, including many items that are on display at both museums as part of the *Reign & Rebellion* special exhibition. The Semi-Annual Acquisitions Report for July – December 2022 was presented. No artifacts were acquired during this period for the American Revolution Museum at Yorktown, a donation of thirteen rare Indigenous Artifacts was received for the exhibition galleries at Jamestown Settlement. This donation includes six Paleoindian projectile points and seven axes from the Middle Archaic to the Late Woodland periods. The committee endorsed accessioning thirteen artifacts into the Foundation's collection. The committee reviewed the proposed FY2024 Annual Acquisitions Plan and we endorsed approval of the plan. The special exhibitions for 2024 to 2026 include "Fashioned in History" which features Ruth E. Carter: Afro-futurism in Costume Design from May – November 2024 and "Fresh Views of the American Revolution: New Voices for America's 250th" in advance of the 2026 commemoration. Dr. Rawles shared that he adjourned the meeting for the final time as his term concludes in June 2023. He concluded the report and moved for its adoption.

Dr. Newby-Alexander reported the minutes for the Public Programming Committee meeting that took place November 14, 2022 were approved. The committee then received an overview of the development of an Interpretive Plan from Senior Director, Dr. Mariruth Leftwich, who explained how the master interpretive plan is integrated with JYF's strategic plan and the committee received an Education Program Update from Mr. Howell, learning that JYF is experiencing a return to near pre-pandemic group visitation numbers and hearing more about plans for the coming year. Mr. Howell also shared the Public Programs for FY2024. The committee reviewed plans for the Jamestown Settlement Permanent Gallery Legacy Area. Dr. Newby-Alexander shared the FY2024 Annual Acquisitions Plan was presented, which features four areas for collecting in the upcoming fiscal year, including religion and beliefs systems in support of the Religion and Early America initiative, increasing representation of women and children in our galleries, building cultural connections through artifacts from Indigenous and Black history, and objects supporting the upcoming commemoration of America's 250th anniversary. The FY2024 Annual Acquisitions Plan was endorsed by the committee for approval by the Board of Trustees. Dr. Newby-Alexander requested a motion for the Board of Trustees to approve the Annual Acquisitions Plan for FY24. Ms. Gerdelman made a motion, with a second from Mr. James. The plan was approved by the boards. Dr. Newby-

Alexander acknowledged that this is the last joint meeting that will be chaired by Dr. Rawles and thanked him for his service to JYF. Trustees and Directors also expressed their gratitude to Dr. Rawles. She concluded the report and moved for its adoption.

Administration & Personnel

Professor Jordan reported the committee received a presentation from HR Operations Manager Ms. Coffey to discuss the current metrics report and human resources operation (HR). Mrs. Coffey stated that employee turnover can impact an organization by creating disruptions and costs in: operations, job specific knowledge, task efficiencies, and training exercises. She stated in the last five years, the trends have been mixed as classified turnover increased from 11.7% to 13.9% and then decreased to 9.1%. Wage turnover has risen from 20.6% to 69.9% primarily due to resignations during the pandemic and removal of inactive wage employee data from our records. The average number of classified employees has dropped from 150 in fiscal year 2019 to 148 so far in fiscal year 2023. In the same timeframe, the average number of wage employees decreased from 268 to 156. In the last five years, the percentage of retirements of the total number of separations voluntary and involuntary have decreased from 5.4% to 3.8% in FY22. As of 3/1/2023, nearly 18% of the JYF classified staff is eligible for unreduced/reduced retirement. Volunteer service hours increased from 37,931 in CY2021 to 47,826 in CY2022 after a sharp decline during the pandemic. Comparatively, the total number of core and special event volunteers increased from 971 to 1,025 after the decline during the pandemic and due to a comprehensive clean-up of our volunteer database to reflect accurate volunteer counts. Professor Jordan stated that the JYF Human Resources office recently conducted an agency wide employee engagement survey. All classified and wage staff were invited to participate in this survey. On the positive side 90% find their work meaningful and 77% find that JYF utilizes their skills satisfactorily. We certainly see opportunities for improvement in the salary and recognition categories. About 90 percent find their work here meaningful. About 70% of respondents found that we communicate news effectively and timely. About 72% responded favorably regarding open and honest communication between managers and employees. Professor Jordan stated that salary compression has been an ongoing issue for many JYF employees. After the minimum salary increase to \$15 an hour, this wage disparity increased further. Professor Jordan stated that the proposed budget bill included a 7% salary increase for classified employees and a \$1,000 bonus. This adjustment is for full time personnel. the agency also has the option to extend the increase to wage personnel. Professor Jordan shared that implementing the increases was approved by the committee earlier today and is now requested approval by the board. He then moved for the approval of the wage increase. Ms. Hester seconded the motion and the board

approved the motion, contingent upon the pending budget approval by the General Assembly. Professor moved for the adoption of his report.

Nominating

Mr. Dendy reported the committee approved the minutes from the November 8, 2022 meeting. He stated that Ms. Diane Leopold had been approved by the committee for consideration for election by the Board of Trustees to a one-year term. He made a motion for the election of Ms. Leopold. Chief Adkins seconded the motion and the board approved the election of Ms. Leopold. Mr. Dendy moved for the adoption of the report.

Executive and Finance

Senator Norment noted again that Senator Hanger, chairman of the Finance Committee was absent from the meeting due to another obligation, and asked Finance Committee member Delegate Scott to share the FY2023 financial report for the committees. Members were asked to turn to page 103 for financial performance from July 1 through the end of March. Visitation through March was 297,000 or 61.7% of the original annual goal. Revenues through March total \$17.2 million, up 23.9% compared to the prior year. Year- to-date admissions total \$3.7 million at 67.2% of budget. Year- to-date expenditures total \$15.9 million, up 17.5% compared to the prior year, which is predominately driven by increased personnel costs. Delegate Scott stated the budget includes mid-year adjustments approved earlier in the year. Through March, year-to-date expenditures total \$15.9 million or 67.6% of budget compared to \$13.5 million last year. Delegate Scott shared the FY23 performance measures after our third quarter. The Foundation has not yet met the annual on-site education goal for FY23. Through quarter three we have served 87,000 or 68.4% of the anticipated 128,000 students. Staffing support for guided tours continues to be a challenge. On-site education is also exploring a variety of self-guided tour options to alleviate this shortfall. The Foundation has struggled to meet the performance measure related to outreach education due to continued impacts of the pandemic on schools, and the availability of staff. Through quarter three, outreach education has served 38,000 or 55.3% of the anticipated 68,000 students. Visitation is projected to decrease to 439,000 visitors or by 8.7%. Anticipated outreach revenues decreased by \$124,000 or 66.2%. FY23 affiliate reimbursables have increased by \$84,000 by board action in the Inc and Trust to address personnel adjustments. Revised available resources total \$23.5 million. Of this \$1.2 million increase, 93% of additional revenue supports designated and restricted balances. Total net operational expenditures increased \$88,000 or 0.4%. Delegate Scott moved for adoption of the report.

Senator Norment made a motion for the approval of all committee reports, as he had directed to do so at the conclusion of all reports. Chief Adkins made a second and all approved.

IX. Public Comment Period

Senator Norment called for public comment at the meeting. There was none.

X. Other Business

Senator Norment called for other business at the meeting. There was none. He asked members to review the calendar of upcoming meetings.

XI. Adjournment (Action)

Senator Norment called for a motion to adjourn the meeting. Mr. James made a motion, which was seconded by Delegate Scott and approved by board members. Senator Norment officially adjourned the meeting at 2:04 p.m. on Thursday, May 4, 2023, at the DoubleTree by Hilton in Williamsburg.

Director's Series 2024

SUBJECT TO CHANGE

Secretary Aimee R. Guidera

January 17, 2024

Aimee Rogstad Guidera was appointed by Governor Glenn Youngkin in December 2021 to serve as the Secretary of Education for the Commonwealth of Virginia. In this role, Secretary Guidera oversees education from early childhood through postsecondary learning. Throughout her 35-year career, Aimee has championed high expectations for every student and the changes needed to deliver on that commitment.

A respected thought leader in education, Aimee was named one of TIME's 12 Education Activists of 2012. She has also been cited as an expert on education policy and the value of education data by publications such as the *New York Times*, *Business Week*, NPR, and *Education Week*.

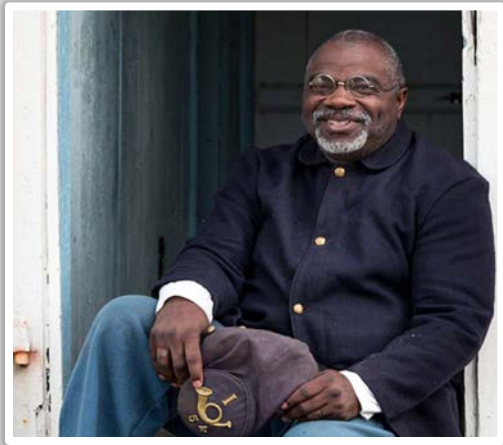


Joseph McGill, Jr.

March 20, 2024

Joe McGill is the founder of the Slave Dwelling Project and a history consultant for Magnolia Plantation in Charleston, SC. By arranging for people to sleep in extant slave dwellings, the Slave Dwelling Project has brought much needed attention to these often-neglected structures that are vitally important to the American built environment.

Mr. McGill has conducted over 250 overnights in approximately 150 different sites in 25 states and the District of Columbia interacting with descendants of enslaved and enslaver communities. He speaks with school children and college students, with historical societies, community groups, and members of the public and has recently published a new book about it.





Ruth E. Carter

May, 2024 (exact date tbd)

Ruth Carter is an American costume designer for film and television. She is best known for her collaborations with Spike Lee, John Singleton, Ryan Coogler, and Steven Spielberg. During her film career, Carter has been nominated four times for the Academy Award for Best Costume Design and won twice for Coogler's Marvel superhero films *Black Panther* (2018) and *Black Panther: Wakanda Forever* (2022). She was the first African American to win and be nominated for Best Costume Design and the first Black woman to win multiple Academy Awards in any category. Ms. Carter's visit is tied to her extraordinary exhibition *Afrofuturism* open in May 2024.

Dr. Ned Blackhawk

September 18, 2024

Ned Blackhawk is the Howard R. Lamar Professor of History and American Studies and serves as the faculty coordinator for the Yale Group for the Study of Native America, the Yale Indigenous Performing Arts Program, the Native American Language Project, the Henry Roe Cloud Dissertation Writing Fellowship, and, as co-director, of the NYU-Yale American Indian Sovereignty Project. An enrolled member of the Te-Moak Tribe of Western Shoshone Indians of Nevada, he is the author and co-editor of four books, including the award-winning history, *Violence over the Land: Indians and Empires in the Early American West* (Harvard University Press, 2006) and *The Rediscovery of America: American Indians and the Unmaking of U.S. History* (Yale University Press, 2022).





Dr. Julian Zelizer

October 16, 2024

Julian E. Zelizer is a pioneer in the revival of American political history. He is the Malcolm Stevenson Forbes, Class of 1941 Professor of History and Public Affairs at Princeton University and a CNN Political Analyst and a regular guest on NPR's "Here and Now." He also serves as the Distinguished Senior Fellow at the New York Historical Society. He is the author and editor of 20 books including, *The Fierce Urgency of Now: Lyndon Johnson, Congress, and the Battle for the Great Society* (2015), the winner of the D.B. Hardeman Prize for the Best Book on Congress. His most recent book *Myth America*, co-edited with Kevin M. Kruse (2023) is a New York Times best-seller.

Dr. Edward L. Ayers

November 20, 2024

Ed Ayers is university professor of the humanities and president emeritus at the University of Richmond as well as former Dean of Arts and Sciences at the University of Virginia. He has been named National Professor of the Year, received the National Humanities Medal from President Obama, served as president of the Organization of American Historians, and won the Bancroft Prize for distinguished writing in American history. He served as the founding chair of the board of the American Civil War Museum. He is the executive director of New American History, an online project based at the University, designed to help students and teachers to see the nation's history in new ways. His newest book is *American Visions: The United States, 1800-1860* (2023) has also received the Bancroft Prize.



<p align="center">Jamestown-Yorktown Foundation 2024-26 BOARD OF TRUSTEES AND COMMITTEE MEETING DATES</p>
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Meeting Month	Board/Committee Meeting	<u>2024</u>	<u>2025</u>	<u>2026</u>
<i>April</i>	Executive Director's Performance and Compensation Review Task Force (2 PM)	April 17	April 16	April 15
<i>May</i>	Joint Boards: JYF Board of Trustees and JYF, Inc. Board of Directors (Two days of meetings)	May 1-2	May 7-8	May 6-7
<i>September</i>	JYF Executive and Finance Committees (12 PM)	Sept. 5	Sept. 4	Sept. 3
<i>October</i>	Executive Director's Performance and Compensation Review Task Force (2 PM)	Oct. 23	Oct. 15	Oct. 21
	JYF Nominating Committee (2 PM)	Oct. 29	Oct. 28	Oct. 27
<i>November</i>	JYF Board of Trustees Fall Meeting (Two days of meetings)	Nov. 13-14	Nov. 12-13	Nov. 9-10

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

**Jamestown-Yorktown Foundation
Board of Trustees
Marketing Committee**

**Tuesday, November 14, 2023
American Revolution Museum at Yorktown
Classrooms D-E or Via Teams
1:30 PM**

Mrs. Anedra W. Bourne, *Chair*
Mrs. Gloria M. Chambers, *Vice Chair*
Delegate Amanda E. Batten
Mrs. Jamie T. Burke
Delegate M. Keith Hodges

Mr. A.E. Dick Howard
Delegate Delores L. McQuinn
Ms. Leslie Sanchez
Delegate Phillip A. Scott
Mrs. Alexis N. Swann (JYF, Inc. Liaison)

AGENDA

- I. Call to Order – Mrs. Bourne**
- II. Greater Williamsburg Chamber of Commerce: Fostering Partnerships – Ms. Terry Banez, Chief Executive Officer**
- III. Approval of Minutes: Monday, May 3, 2023 – Mrs. Bourne (*Action Required*)**
p. 24
- IV. Paid Visitation and Revenue Review – Mrs. Bourne**
p. 30
- V. Reign & Rebellion Marketing Recap – Mrs. Turner**
p. 31
- VI. Fall & Winter Marketing Plan – Mrs. Turner**
p. 33
- VII. Other Business – Mrs. Bourne**
- VIII. Adjournment – Mrs. Bourne (*Action required*)**

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

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

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

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

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

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

I. Call to Order

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

II. Approval of Minutes

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

III. Paid Visitation Review

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

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

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

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

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

IV. FY24 Admission Rates

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

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

V. JYF Website Performance

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

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

VI. JYF Digital Advertising Performance

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

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

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

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

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

VII. Other Business

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

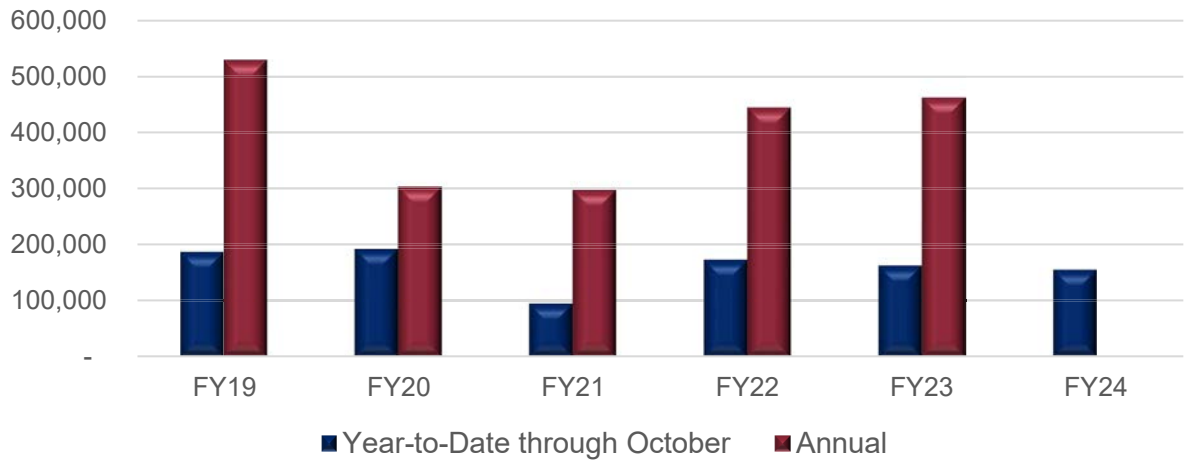
She also reported that the marketing staff had been working diligently to get the word out about JYF's excellent programming and build brand awareness of the museums. They recently submitted 3 entries for the Virginia Professional Communicator's awards: *INSIDE JYF* magazine, the new website and the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

VIII. Adjournment

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

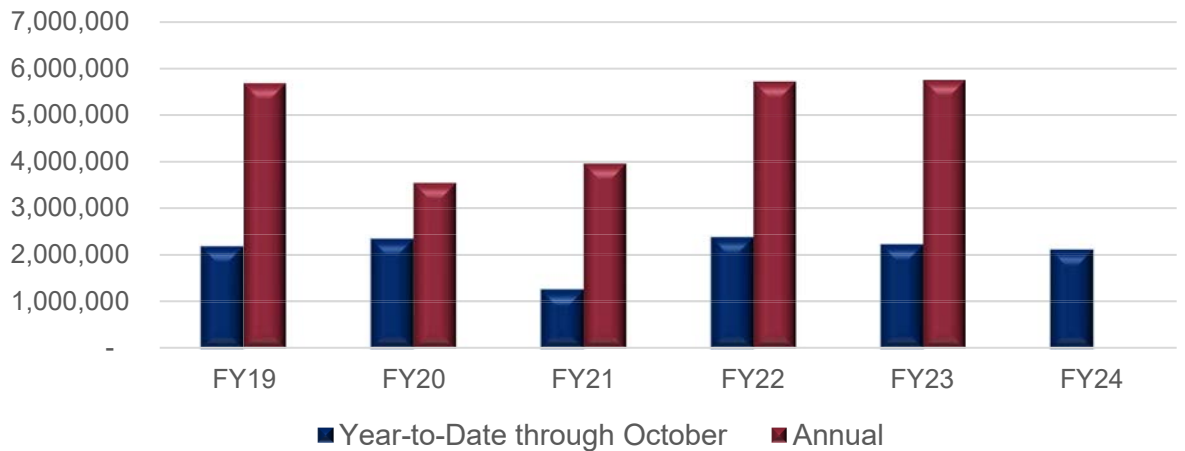
**Jamestown-Yorktown Foundation
COMBINED PAID VISITATION AND REVENUE**

JYF Paid Visitation



	FY19	FY20	FY21	FY22	FY23	FY24
Year-to-Date through October	184,911	191,029	94,153	171,399	161,237	153,590
Annual	529,337	303,783	298,001	444,295	462,014	

JYF Visitation Revenue



	FY19	FY20	FY21	FY22	FY23	FY24
Year-to-Date through October	\$2,168,173	\$2,324,292	\$1,247,381	\$2,362,440	\$2,208,854	\$2,096,643
Annual	\$5,667,183	\$3,546,614	\$3,956,005	\$5,707,745	\$5,745,057	

Jamestown-Yorktown Foundation REIGN & REBELLION SPECIAL EXHIBITION MARKETING CAMPAIGN RECAP

Jamestown-Yorktown Foundation's *Reign & Rebellion* closed on September 19, 2023. The two-fold exhibition examined the Stuart monarchy, whose royal foothold impacted and influenced early America and sharpened the struggles and determination of those who lived in the colony in the 17th and 18th centuries.

MPR staff implemented integrated marketing efforts to promote the exhibition through a variety of tactics, including sales, promotions and private event support, paid advertising and graphic design, and earned media coverage through news releases, website promotion, social media and email marketing. Regularly assessing the success of marketing efforts through key performance indicators (KPIs) and adjusting strategies as needed were essential in achieving the marketing goals.



GOALS

- Generate paid admissions to Jamestown Settlement and the American Revolution Museum at Yorktown during exhibition dates, with combination ticket products as the desired call to action.
- Strengthen community partnerships to encourage referrals to learn more about the exhibition at jyfmuseums.org.
- Foster social engagement through donor acquisition efforts.
- Weave in the special exhibition messaging in JYF branded communication when possible.
- Encourage inclusion in local destination and Virginia Tourism Corporation marketing efforts.

AUDIENCES

- Hyper-locals, locals, day trippers, weekenders, vacationers
- History enthusiasts
- Travel writers and editors
- Tour planners
- Destination and statewide marketing partners
- Donors

INITIATIVES

Public Relations and Reaching Media

- Media coverage of the special exhibition and 10 related special programs generated 61 articles with 8.3 million impressions with an estimated media value of \$900,569.
- Created media releases and advisories highlighting the special exhibition, selected themes, special events and programs throughout the year.
- Hosted influencers, travel writers, and press to see special exhibition at both JYF museums.
- Participated in marketplaces and sponsorships reaching national and international travel writers.
- Featured in six issues of INSIDE JYF magazine that included the cover story in the Fall/Annual Report 2022 issue.

Social Media and Email Communications

- Curated content with social media ambassadors for social media channels on Facebook, Instagram, and Twitter. It was promoted in a total of 98 posts/reels/stories and dedicated events, reaching 734,222 users, generating 21,125 engagements, 17,580 video views and 1,484 link clicks.
- Crafted three dedicated consumer newsletters to 23,017 subscribers in addition to inclusion in six bimonthly newsletters.
- Deployed two paid acquisition newsletters to 106,217 households.

Website

- Created website architecture and navigation for specific webpages including R&R programs, interactive and video.
- Developed webpages, tables, images, photo galleries, video embeds, forms and calendar items were used to effectively communicate the unique aspects of the special exhibition.
- Special programs and events around the exhibition garnered some of the highest views.



Paid Advertising

- Digital and social media campaign generated 53.2 million impressions.
- Underwriting announcements on public radio and television in Hampton Roads and Richmond markets.
- Williamsburg Area Transit Authority panels on six buses running across Williamsburg, James City County and York County.
- Promoted opening on 10 LED Outdoor Boards in Hampton Roads and Richmond with 4.1 million impressions.
- Featured on banners at Williamsburg and Norfolk Premium Outlets drawing 1.6 million vehicles resulting in 3.4 million impressions.



Sales & Community Engagement

- Participated in tradeshows and marketplaces to reach national tour planners.
- Hosted trade and group meetings to promote the special exhibition and museums including:
 - Business after hours receptions with members of the Greater Williamsburg Chamber of Commerce and the York County Chamber of Commerce to promote the opening of the exhibition at both museums.
 - Greater Williamsburg Chamber of Commerce Executive Board Members Board of Directors holiday gathering. Christy Coleman greeted the community leaders with an enlightening overview of the exhibition.
 - Williamsburg Tourism Council Meeting.
- Provided local hotels, resorts, timeshares and campgrounds with promotional collateral to encourage museum visitation from their guests.

<p style="text-align: center;">Jamestown-Yorktown Foundation FALL & WINTER MARKETING PLAN</p>

JYF's marketing staff has created a fall and winter marketing plan that involves targeting the right audiences, leveraging various marketing channels and highlighting seasonal themes and programs.

Goals

- Increase visitation to both JYF museums.
- Increase awareness of JYF to the destination visitor.
- Align with destination marketing efforts to enhance JYF's marketing spend.

Here's What We Know About Fall and Winter Visitors *(Source: 2022 Jamestown-Yorktown Foundation Visitor Survey)*

While travel parties are composed of an average of 3.2 people, the proportion of seniors (60 years of age or more) making up those travel parties is almost double, making up 46% of visitation in the fall at each museum in comparison to those during the summer. Visitors 36-59 years of age comprised 31.3% of the travel parties.

JYF guests also visit other history attractions in the Jamestown, Williamsburg and Yorktown area:

- 74% Colonial Williamsburg
- 55% Historic Jamestowne
- 55% Yorktown Battlefield
- 14% Busch Gardens

Sixty-five percent of the visitors stay in either a timeshare or hotel/motel, and they tend to stay in town 0.4 days longer than their summer counterparts.

Daytrips were favored by Jamestown Settlement visitors (24.2%) as opposed to the American Revolution Museum at Yorktown (21.5%), whereas Yorktown museum visitors had more people indicating seven-day trips than Jamestown Settlement (16.0% and 12.4%, respectively) showing a tendency toward timeshares.

Market Strategy

- Maximize visitation potential of strongest organic segments: hyper-locals, locals and 60+ age group.
- Continue to impact core audiences through general awareness campaign: history enthusiasts, families, etc.
- Raise JYF's profile to visitors in the destination: Tourists, weekenders, etc.
Primary markets: DC, NC (Raleigh), MD (Baltimore), NY, PA (Philadelphia)

Seasonal Theme and Content

- Promote special events, exhibitions or programs that are particularly relevant to the fall and winter season.
- Engage with influencers, writers, historians and group planners who create social content or reviews about museum experiences and programming to extend JYF's reach to new audiences.
- Website optimization: Update with fall- and winter-themed visuals and events.
- Keep marketing efforts consistent throughout the seasons with updates and reminders to maintain visitor interest.
- Collaborate with community and tourism partners to emphasize the uniqueness of the museums' fall and winter offerings.

MARKETING TACTICS

While the staff will continue to run a robust general marketing campaign for JYF museums, here is a snapshot of some of the initiatives for fall and winter.

1. FALL - Showcase the Value of an Annual Pass

- a. Emphasize seasonal events and programs to retain current annual pass holders.
- b. Roll out “Bring a Friend Free” offer.
- c. Encourage renewal, such as gift incentive with purchase offer.
- d. Raise awareness of donor incentives to support funding of public programs.

2. FALL – Explore, Shop, Savor!

- a. Highlight the full museum experience that includes shopping and dining.
- b. Utilize Museum Store Sunday to motivate interest in museum visitation in advance of the holiday season.
- c. Target locals to encourage museum visits.

3. FALL – Tourist

- a. Engage with digital agency to refresh brand campaign (images, add video).
- b. Extend reach into non-paid channels.

4. WINTER/HOLIDAY - Annual Passes Make Great Holiday Gifts!

- a. Acquire new Annual Passholders to grow our loyal visitor base.
- b. Special gift with purchase.
- c. Create a swift call to action with “limited-time” offer.
- d. Seasonal events and programs updates and emphasize indoor galleries during cooler months and on weather-impacted days.

5. WINTER/HOLIDAY – Tourist

- a. Increase advertising investment.
- b. Emphasize indoor galleries during cooler months and on weather-impacted days.
- c. Geofencing to entice visitors in the area to visit our museums.

Integrated Marketing Tools

- Email marketing communications
- Paid digital/social media advertising
- Organic social media
- Website
- Media engagement
- Sales and group

Analytics and Tracking

The Marketing and Public Relations staff and Ciniva, our digital advertising agency, will monitor the performance of marketing efforts by tracking website traffic, social media engagement, open email rates and ticket sales and visitation to optimize the campaigns, adjusting their strategies based on data analytics.

**Jamestown-Yorktown Foundation
Board of Trustees
Administration & Personnel Committee**

**Tuesday, November 14, 2023
American Revolution Museum at Yorktown
Classrooms D-E or via Teams
2:45 PM**

Delegate Hyland F. Fowler, Jr., *Chair*
Mr. Charles E. James, Sr., *Vice Chair*
Chief Stephen R. Adkins, Sr.
Mrs. Anedra W. Bourne
Mrs. Gloria M. Chambers
Ms. Julie M. Dime

Mrs. Sue H. Gerdelman
Mrs. Connie R. Kincheloe
Senator Mamie E. Locke
Senator L. Louise Lucas
Dr. Cassandra L. Newby-Alexander

AGENDA

- I. Call to Order – Delegate Fowler**
- II. Approval of Minutes: May 4, 2023 – Delegate Fowler (*Action required*)**
p. 36
- III. Human Resource Metrics – Mrs. Coffey**
p. 43
- IV. Succession Planning Strategies – Mr. Mozingo**
p. 45
- V. FY2024 Additional Budget Impacts – Dr. Machie (*Action required*)**
p. 48
- VI. Other Business – Delegate Fowler**
- VII. Adjournment – Delegate Fowler (*Action required*)**

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

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

Board Present: Mr. Mason; Mrs. Burke.

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

I. Call to Order

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

II. Approval of Minutes

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

III. Human Resources Metrics and Five-Year Trends

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

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

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

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

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

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

IV. Employee Engagement Survey Results

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

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

According to Gallup, employee engagement has been trending down across the board since 2021 – a factor that impacts employee participation in such a survey. For an organization our size, we'd want to aim for at least 70% participation, so this is certainly something we need to address going forward. On the positive side 90% find their work meaningful and 77% find that JYF utilizes their skills satisfactorily. We certainly see opportunities for improvement in the salary and recognition categories. About 90 percent find their work here meaningful. About 70% of respondents found that we communicate news effectively and timely. About 72% responded favorably regarding open and honest communication between managers and employees. A little more than half

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

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

Professor Jordan thanked Director Coleman, Mr. Mozingo and the HR team for putting together the survey and presenting the results to the committee; and recognized Senator Norment's keen interest in the survey results and asked the Senator to provide his feedback. Senator Norment stated that he looks

forward to seeing the results of an additional survey initiated by a third-party. Professor Jordan asked if there were additional comments or questions, and none were heard.

V. Salary Compression Adjustments

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

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

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

VI. FY24 State Budget Impacts

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

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

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

VII. Other Business

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

VIII. Adjournment

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

**Jamestown – Yorktown Foundation
HUMAN RESOURCES METRICS**

Calendar Year Metrics 2021-2023

Metric	2021	2022	2023 (Year to Date)
Agency Authorized MEL (Max. Employment Level)	176	176	176
Average Classified Employment Level	141	148	158
Average Wage Employment Level*	31 On furlough 89 Actively working	145	142
Total Positions Posted	26	53	45
Total Hired	21	93	81
Total Applicants	957	1225	974
Average Number of Applications Per Position	39	28	21
Range of Applications Per Position	2-102	3-109	3-89
Average Time to Fill Position	67 days	40 days	49 days
Annual Turnover Percentage	25.92%	16.23%	14.9%
Percentage of Male Applicants**	38%	40%	55%
Percentage of Female Applicants**	54%	54%	45%
Percentage of Minority Applicants**	25%	26%	35%
Percentage of Non-minority Applicants**	67%	66%	65%
Highest Turnover Positions	<ul style="list-style-type: none"> • Onsite Education • Wage Interpreter 	<ul style="list-style-type: none"> • Onsite Education • Visitor Servs Assoc. • Wage Interpreter 	<ul style="list-style-type: none"> • Onsite Education • Visitor Servs Assoc.
Difficult to Fill Positions	<ul style="list-style-type: none"> • Historical Interpreters • Administrative Assistant - MPR 	<ul style="list-style-type: none"> • Visitor Servs Assoc. • Major Gifts Officer 	<ul style="list-style-type: none"> • Facilities Technician • Wage Custodian

* Current wage numbers for 2022 are actual, not averaged.

** Demographic data is not provided by all applicants.

<p align="center">Jamestown – Yorktown Foundation HUMAN RESOURCES METRICS – DEMOGRAPHIC DATA</p>

Demographic Data – End of FY23

All Staff	Count and Percentage		Leadership*	Count and Percentage
Female	174		Female	38
Female %	59%		Female %	69%
Male	120		Male	17
Male %	41%		Male %	31%
Black / African American	36		Black / African American	9
Black / African American %	12%		Black / African American %	16%
Asian	3		Asian	1
Asian %	1%		Asian %	2%
White	236		White	42
White %	80%		White %	76%
Hispanic / Latino	4		Hispanic / Latino	0
Hispanic / Latino %	1%		Hispanic / Latino %	0%
Native American	7		Native American	2
Native American %	2%		Native American %	3%
Other/Not Disclosed	8		Other/Not Disclosed	0
Other/Not Disclosed %	2%		Other/Not Disclosed %	0%
Total Diversity	58		Total Leadership	55
Total Diversity %	20%		Total Leadership %	19%

**Defined as staff members who supervise others*

Jamestown-Yorktown Foundation SUCCESSION PLANNING STRATEGIES

Succession Planning

As part of the recent workforce planning process required of state agencies, the Jamestown-Yorktown Foundation provided data on our current continuity of operations status to the Department of Human Resources management. We examined the workforce to identify potential risk factors and develop action plans associated with anticipated employee retirements.

- **45%** (70) of full-time employees will be eligible to retire over the next decade.
- **31%** (49) of full-time employees will be eligible to retire over the next 60 months.
- **10%** (15) of full-time employees are eligible to retire now.
- **17%** (10) of critical positions will be eligible to retire over the next 60 months.
- **8%** (5) of critical positions are currently eligible to retire.

Key Risk Factors

For the purposes of workforce planning and management, full-time classified JYF employees were divided into critical leadership and non-critical classes. Critical leadership employees occupy positions which, if left unfilled, will have a significant impact on the basic operations of the agency, leave the agency without key leadership, and will prevent the agency from fulfilling its mission. Currently, the agency has identified 59 critical positions. The services provided by the Foundation are labor intensive and the agency is currently staffed a minimum level. Each vacancy has an impact on agency operations.

Examples of Critical Positions	
Executive Director	Deputy Executive Director – Admin.
Senior Director – MOE	Chief Development Officer
Senior Director – MPR	Executive Office Manager
Director of Human Resources	Director of Finance
Facilities Manager	Visitor Services Director
Senior Curators	Curatorial Manager
Education Managers	Visitor Experience Manager
Safety and Security Manager	Maritime Program Director
Director of Learning	Senior Retail Manager

Critical Leadership Retirement Eligibility

Examining the agency's critical leadership workforce, 8% of critical leadership employees are currently eligible for retirement. An additional 8% are eligible for retirement over the next 60 months.

Classified Employee Retirement Eligibility

Reviewing our agency classified workforce in its entirety, 45% of full-time classified employees will be eligible for retirement over the next decade. 31% of the full-time classified workforce is either currently eligible for retirement or will be eligible for retirement over the next 60 months.

Challenges in Recruitment

Many of the positions in the agency are unique educational or technical positions for which a very limited pool of skilled and available potential employees exists. In addition, there is significant pressure on all positions due to the local tourism-based economy and the numerous public and private organizations that offer competitive pay and benefits for our current and potential employees. Key employers in the region, including Colonial Williamsburg, Busch Gardens, and the College of William and Mary, compete with JYF for skilled and qualified employees at many levels. The Foundation is highly reliant on non-general funded wage positions which are susceptible to turnover in this market. Non-general fund personnel, both classified and wage, are critical to the generation of key non-general funds to support agency operations.

Agency Turnover Rates

The agency has a turnover rate among full-time classified personnel of 13.4% which is less than the last reported statewide rate of 15.6%. 43% of full-time classified employees who left the agency had less than five years of service in their position. Additional review of this area is needed, and the agency intends to study the data that will be provided by DHRM's exit interview survey program to identify trends and issues related to employee turnover.

Action Plan

- A. The Foundation will create new succession plans for future key leadership transitions. The plans will identify the key attributes desired of candidates in these positions, outline a search strategy, and provide direction to senior staff regarding onboarding of these critical leadership personnel.
- B. During the upcoming Employee Work Profile review this December/January, Human Resources will analyze the KSAs and minimum requirements for each role to ensure that hiring managers and supervisors have accurately identified those areas. This will allow more effective and beneficial career development for internal staff.
- C. The Foundation will continue a targeted classification and compensation review each year and, if funding is available, utilize the results of the review to stabilize high turnover positions, with the goal of having all positions within the median salary of other state jobs within the next 5 years. Additional work force stability

can offer the agency the opportunity to obtain a return on investment on recruitment and training.

- D. For critical positions that may retire in the next five years, the agency will identify and develop a succession strategy to guide the Foundation through the process of replacing these key leaders. These strategies may include cross training of personnel, identification of key training requirements and core competencies, and the development of career ladder programs.
- E. The Foundation will review selection, recruitment procedures, and on-boarding practices to ensure that new hires are fully acclimated to the agency, its organizational culture, mission, and policies.

<p style="text-align: center;">Jamestown-Yorktown Foundation FY24 STATE BUDGET IMPACTS</p>
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Fiscal Year 2024 Compensation Adjustments

The Virginia state budget for FY24 has been approved. However, the central appropriation adjustment has not been updated based on the approved compensation increase. This adjustment contains several items related to compensation that impact the employees of the Jamestown-Yorktown Foundation.

- **Statewide Base Salary Increases:** SB800 authorizes a 5% base salary increase effective June 10, 2023 and an additional 2% effective December 10, 2023 for classified employees who earn a rating of “Contributor” or above on their annual performance evaluation.

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 166 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 classified base salary increase is \$413,625.
- JYF anticipates receiving additional 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 non-general funds to provide the salary increases to the remaining positions.

Financial Impact – Wage Compensation Adjustments

- Extending the 5% base salary increase and the additional 2% in December to the agency’s part-time wage personnel will require an estimated \$106,443 in non-general funds.

**Jamestown-Yorktown Foundation
Board of Trustees
Public Programming Committee**

**Tuesday, November 14, 2023
American Revolution Museum at Yorktown
Classrooms A-B-C or via Teams
4:00 PM**

Mr. A. Marshall Acuff, Jr., *Chair*
Dr. Cassandra Newby-Alexander,
Vice Chair
Chief Stephen R. Adkins, Sr.
Mrs. Mari Ann Banks (JYF, Inc. Liaison)
Mrs. Anedra W. Bourne
Mrs. Jamie T. Burke
Mr. H. Benson Dendy III
Mrs. Sue H. Gerdelman

Speaker C. Todd Gilbert
Senator Emmett W. Hanger, Jr.
Ms. Daun S. Hester
Mr. A. E. Dick Howard
Senator Janet D. Howell
Delegate Barry D. Knight
Ms. Diane Leopold
Senator Monty Mason
Delegate Delores L. McQuinn

AGENDA

- I. Call to Order – Dr. Newby-Alexander**
- II. Approval of Minutes: May 3, 2023 – Dr. Newby-Alexander** *(Action required)*
p. 51
- III. Interpretive Plan – Dr. Leftwich** *(Action required)*
p. 58
- IV. Learning and Community Engagement – Mr. Howell**
 - A. Education Update
p. 68
 - B. Public Programs
p. 70
- V. Digital Media Studio Planning – Dr. Leftwich**
- VI. Curatorial Review – Ms. Gruber** *(Action required)*
 - A. Semi-Annual Acquisitions Report
p. 74
 - B. Semi-Annual Conservation Report
p. 82

- VII. Maritime Program Update – Mr. Speth**
- VIII. Ruth E. Carter: Afrofuturism in Costume Design – Dr. Leftwich**
- IX. Other Business – Dr. Newby-Alexander**
- X. Adjournment – Dr. Newby-Alexander (*Action required*)**

Members Present: Messrs. Adkins, Davis, Dendy, Fulton, Hanger, Harrison, Jordan, Mason, Rawles. Mmes. Andrews, Cardwell, Cousins, Gerdelman, Hester, McQuinn, Newby-Alexander, Swann.

Members Absent: Messrs. Acuff, Finger, Gilbert, Howard, Knight,. Mmes. Abbitt, Banks, Bourne, Chapman, Flippo, Howell.

Others Present: Messrs.: Cox, Hall, Hodges, James, Palmore, Plum. Mmes. Bradford, Burke. Cynthia Marquez, Office of the Attorney General

Staff Present: Messrs. Howell, Lee, Nixon. Mmes. Coleman, Floyd, Gruber, Leftwich, Lucas, Machie, Perkins, Thompson, Turner

I. Call to Order

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

II. Approval of Minutes

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

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

III. Development of the Interpretive Plan

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

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

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

IV. Education Update

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

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

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

V. Public Programs FY2024

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

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

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

VI. Religion and Early America Initiative

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

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

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

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

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

VII. Curatorial Review

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

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

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

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

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

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

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

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

VIII. Upcoming Special Exhibitions

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

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

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

IX. Jamestown Settlement Permanent Gallery Legacy Area

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

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

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

X. Other Business

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

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

XI. Adjournment

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

Interpretive Plan Framework

FOUNDATION & PLANNING

This interpretive plan is intended to guide the Jamestown-Yorktown Foundation in implementing an interpretive framework that updates the Foundation’s approach to interpreting history for a wide range of audiences in multiple implementation modes, from living history experiences to museum galleries and educational tours and public programs. This plan serves as a framework for establishing desired visitor outcomes and driving institutional growth, relevance, sustainability, and mission alignment.

The Interpretive Plan serves as a roadmap for the future. As a decision-making tool, it establishes the museum’s interpretive purpose and priorities and envisions an engaging visitor experience.

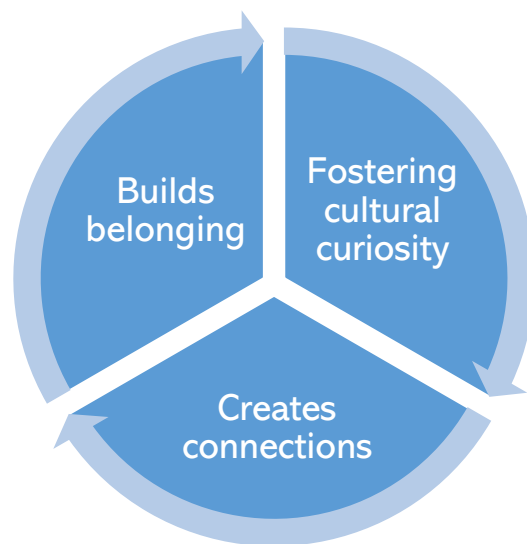
The mission of the Jamestown-Yorktown Foundation is to “foster through its living-history museums – Jamestown Settlement and the American Revolution Museum at Yorktown – an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the enduring legacies bequeathed to the nation.” To fulfill this mission, the interpretive plan must connect across cultures and centuries, allowing audiences the

opportunity to understand the ways that complex early America made complex modern America. This mission embraces a multi-cultural understanding of history, yet JYF’s audiences do not currently reflect that diversity and the desire to expand audiences to meet institutional mission are fundamental to this plan.

This document is the result of many months of staff and board engagement and presents a unified vision for the Foundation’s overall interpretive message, creating a cohesive vision for the many modes of learning and visitor experience offered across JYF’s museum sites and digital platforms.

BIG IDEA

The primary goal of this document is to develop a singular, overall interpretive theme to guide interpretation and programming across the Jamestown-Yorktown Foundation. A strong central theme helps JYF staff create cohesive experiences, through which audiences can make deeper connections and personal meaning. The interpretive plan, including the themes and visitor outcomes, have all been shaped through the lens of the “big idea” that **fostering cultural curiosity creates connections and builds belonging.**



PROJECT GOALS

During the January 2023 kickoff meeting, a team of over 70 Museum Education & Operations staff met and identified the major goals of this project, which included:

- Help staff consider ideas, make decisions, and set priorities for interpretation and programming.
- Guide staff by clarifying objectives, identifying target audiences, and determining overarching site themes.
- Define JYF's interpretive goals, ensuring that goals can be realized across the two museum sites to make the overall experience more cohesive.
- Ensure relevance to today's audiences and reach broader audiences.
- Create compelling reasons to encourage repeat visitation to JYF museums.

AUDIENCE

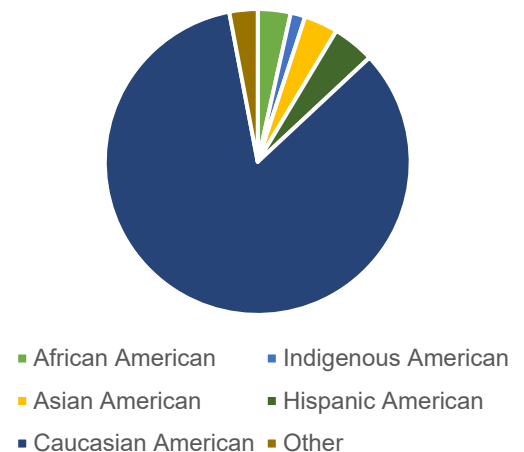
The interpretive plan is designed to create connection and impact audiences, which requires an understanding of the audiences that JYF currently serves and the goals for expanding our audience. Planning a new interpretive experience requires aligning the needs and expectations of both current and future audiences. The interpretive plan is designed to foster mission-driven opportunities that will develop new audiences and increase repeat visitation, with a particular focus on regional and community audiences in hopes that JYF can remain relevant to an ever-diversifying U.S. population.

The approach to diversifying audiences is imperative for museums in today's climate of rapid social and demographic change. The key demographic indicators of race/ethnicity and age were selected based on the opportunities and needs to grow our audiences to be more reflective of potential audiences in our markets and the U.S. population, which is projected to undergo dramatic shifts in the coming decades.

Based on JYF's 2022 visitor survey, representing 7,255 visitors, JYF's existing audience racial demographics are approximately 87% "Caucasian American," with less than 5% identifying as African American and less than 2% Indigenous. Diversifying audiences is not only central to fulfilling JYF's mission, but it will become a cornerstone of institutional sustainability.

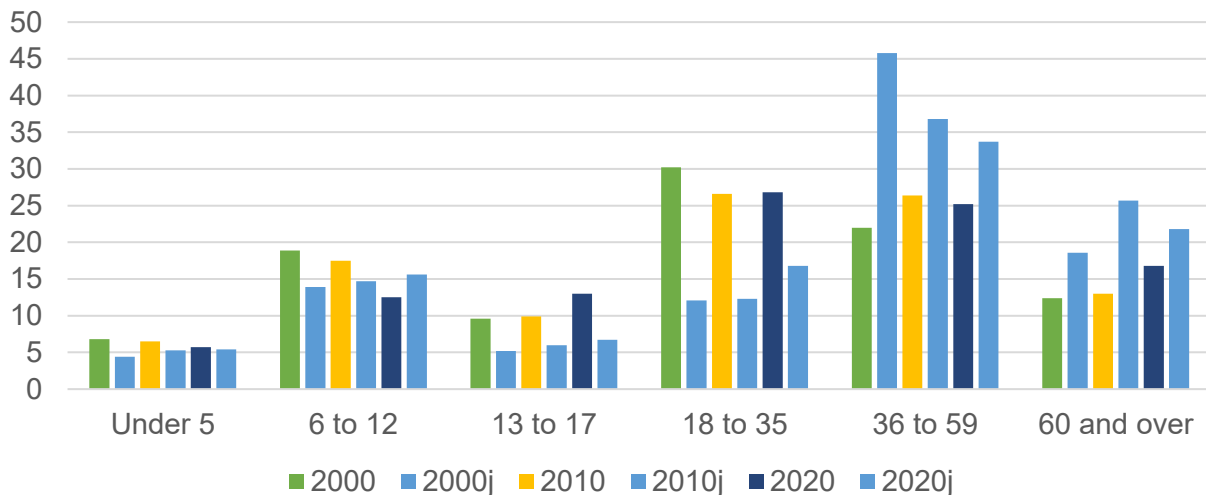
In order to determine aims for expansion of diverse visitors, it is important to understand JYF's existing audiences in the context of America's current demographic profile and JYF's target markets (VA, NC, PA, District of Columbia, and NY). The most recent demographic data comparing the population in our target markets with actual JYF visitation indicates demographic segmentation as 65% White (JYF – 87%), 10% Hispanic American (JYF – 4%), 17% African American (JYF – 4%), 6% Asian American (JYF – 4%), 2% Indigenous American (JYF – 1%). In conjunction with JYF's Marketing & Public Relations team, goals for expansion will be set using this benchmark population data.

JYF 2022
Racial Demographics



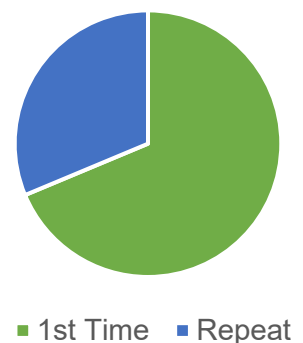
Just as the racial and ethnic make-up of America is changing, generational shifts are occurring as well. The chart below illustrates the changes in age groups between 2000 and 2020, with each U.S. data year represented by a unique color (green, yellow, dark blue) and JYF's corresponding data consistently represented by the lighter blue bar. This data indicates that while JYF's population is changing to some degree, that it is not in alignment with the rapid changes in the 13 - 17 and 18 - 25 segments, which will be the future generations that will be key to institutional sustainability in terms of visitation and donor stewardship.

Change in U.S. Population vs. JYF General Admission by Age Group



Another key performance indicator that JYF is hoping to shift is the percentage of repeat visitation, which currently sits at almost 69% of 1st time visitors and only 31% repeat visitation. The survey data shows that many of these repeat visits occurred more than 5 years prior to their 2022 visit. The most obvious place for JYF to cultivate repeat visitation is from regional and community visitors, which right now represents only 5% of JYF's overall attendance. Staff believe the local area audience offers the greatest hope to diversify our audience and also grow repeat visitation. The overall goal is to increase audience **breadth** by growing demographic diversity and **depth** through local and repeat visitation, while maintaining the robust national and international visitation that JYF has cultivated for decades.

JYF 1st Time Visitors



The interpretive plan is designed to create a more complete representation of 17th- and 18th-century American history that will be relevant to a broader audience. JYF will create experiences where visitors can see the history of the community that they identify with represented in historically accurate and empathetic ways. We believe that the design of these learning experiences will help expand audience reach and build desired new visitation growth patterns and that this new and diversified audience will be a cornerstone of institutional sustainability as we move into the future.

INTERPRETIVE GOALS

- Reveal history that represents all Americans
- Share and value multiple perspectives
- Promote dialogue for collective learning
- Cultivate cultural curiosity to gain insights and strengthen empathy
- Nurture belonging in the present out of our shared past

INTERPRETIVE THEMES

Cultures & Connections

- Unique and vibrant Indigenous, African, and European cultures flourished before they interacted with each other in Virginia.
- Our shared history is a complex story woven from Indigenous, African, and European threads.
- European colonization made a significant impact on groups of people who became marginalized in the formation of America.

Shaping History

- The experiences of individuals and their personal stories are essential to understanding history and its impact.
- To fully understand history's political, social, military, and intellectual movements and events, the complexities of power dynamics, resistance, and disenfranchisement are key.
- The physical environment shaped history and in return people made a lasting impact on the landscape.

Impact & Legacy

- The diverse experiences of the cultures that came together in Tsenacommacah and early Virginia influenced the evolution of our shared American identity.
- Legacies from early America continue to shape and impact the present.
- The act of interpreting early American history can shape memory, identity, and perspective, all of which can shift with new scholarship.



INTERPRETIVE OUTCOMES

Cultures and Connections

1. **Unique and vibrant Indigenous, African, and European cultures flourished before they interacted with each other in Virginia.**

Essential Questions

- What key elements make up an advanced society?
- How does culture influence identity?

Visitor Outcomes

- 1.1. Visitors will understand the unique and diverse elements that each individual culture that interacted in Virginia already had as part of their established cultural identity.
- 1.2. Visitors will have a better concept of the time and place in which the three cultural groups flourished.
- 1.3. Visitors will be inspired to more deeply explore cultures other than their own.
- 1.4. Visitors will make connections between cultural elements in their lives today and how they are influenced by the three cultures of early Virginia.
- 1.5. Visitors will consider what aspects of culture influence identity.
- 1.6. Visitors will examine from where and how their own identity is shaped.

2. **Our shared history is a complex story woven from Indigenous, African, and European threads.**

Essential Questions

- How do we identify the parts of our shared history that are contributed by different cultures?
- How do we reveal the multiple perspectives of the past?
- What is the impact of the founding cultures (Indigenous, African, European) on each other?

Visitor Outcomes

- 2.1. Visitors will identify how the complex interactions of cultural groups are still present in our lives today.
- 2.2. Visitors will learn that the interactions of the three cultural groups of early Virginia set the stage for our complex American identity.
- 2.3. Visitors will understand the agency of Indigenous and African descendant peoples in early America.
- 2.4. Visitors will uncover how, even though cultural interactions were not always balanced, each culture exercised agency and made decisions based on their own identities.

- 2.5. Visitors will see how cultural practices were influenced/adopted by each other.
 - 2.6. Showing multiple cultural perspectives will foster empathy for others in our visitors.
- 3. European colonization made a significant impact on groups of people who became marginalized in the formation of America.**

Essential Questions

- How did European cultural perspectives influence their actions in North America?
- How are America's institutions influenced by European colonization?
- What are the opportunities and costs of a colonial relationship?

Visitor Outcomes

- 3.1. Visitors will explore how a colonizing group centers its own culture through military, political, or administrative power.
- 3.2. Visitors will uncover the ways in which colonialism had lasting impacts on all cultures involved.
- 3.3. Visitors will weigh the opportunities versus costs of a colonial relationship.
- 3.4. Visitors will identify the continuing impact of colonialism in America today.
- 3.5. Visitors will think critically about their own personal relationship to legacies of American colonialism.
- 3.6. Visitors will explore ways that American institutions have been or could be changed to give equity to historically marginalized groups.

Shaping History

- 4. The experiences of individuals and their personal stories are essential to understanding history and its impact.**

Essential Questions

- How can accounts of individual lives share and reveal truths about history?
- What role does personal agency have in the shaping of history?
- How did individuals experience the same events from different perspectives?

Visitor Outcomes

- 4.1. Visitors will be able to identify and build a connection with stories of individuals from each founding culture that are meaningful to the larger understanding of American history.
- 4.2. Visitors will feel a connection to cultures other than their own through learning individual stories in American history.

- 4.3. Through examination of multiple perspectives, visitors will be inspired to explore how personal agency contributed to history.
 - 4.4. Visitors will investigate how different perspectives affect the decisions and actions of the people involved in those events.
 - 4.5. Visitors will seek out multiple perspectives when trying to understand the complexity of history.
 - 4.6. Visitors will consider the impact of their own actions and decisions on others.
- 5. To fully understand history's political, social, military, and intellectual movements and events, the complexities of power dynamics, resistance, and disenfranchisement are key.**

Essential Questions

- Why might a culture want to resist or embrace cultural convergence?
- What strategies did groups of people use to attain, maintain, and challenge power?
- How do communities show resilience in the face of disenfranchisement?

Visitor Outcomes

- 5.1. Visitors will discover how cultural communities maintain themselves over time and through times of adversity.
 - 5.2. Visitors will understand the tensions and reactions that occur when one cultural group asserts itself over others.
 - 5.3. Visitors will express the desire to have a better understanding of the political and social complexities of the past and how they relate to today.
 - 5.4. Visitors will be able to discuss ways that people of the past used power and multiple forms of resistance to maintain or create identity and community.
 - 5.5. Visitors will relate what happened in the past to choices and changes in their own life experiences.
 - 5.6. Visitors will reflect on individual liberty and obligation versus the rights and responsibilities of the community.
- 6. The physical environment shaped history and in return people made a lasting impact on the landscape.**

Essential Questions

- What impact does the physical environment have on people, growth, and change?
- How do people adapt their actions and material culture in response to their physical environment?
- How do cultural perspectives shape choices about land usage and relationships with the environment?

Visitor Outcomes

- 6.1. Visitors will explore how cultural differences in early Virginia impacted the reciprocal relationship between the land, resources, and people.
- 6.2. Visitors will understand how geography and climate influenced the convergence of cultures.
- 6.3. Visitors will become more inquisitive about the impacts of the environment on history, such as navigable rivers, droughts, and storms.
- 6.4. Visitors will explore how economic, political and social movements impact environmental decisions.
- 6.5. Visitors will feel more connected to their relationship with their own environments through learning about the lasting impact of historical decisions on the environment.
- 6.6. Visitors will be inspired to be better stewards of the environment for future generations.

Impact & Legacy

7. The diverse experiences of the cultures that came together in Tsenacommacah and early Virginia influences the evolution of our shared American identity.

Essential Questions

- What are the cultural roots of American identity?
- How is identity connected to history?
- How does the legacy of an earlier group influence the next generation?

Visitor Outcomes

- 7.1. Visitors will be able to identify ways that the cultural experiences in early America shaped American identity.
- 7.2. Visitors will wonder what factors shape the evolution of American identity.
- 7.3. Visitors will understand their connection to the legacies of early America.
- 7.4. Visitors will wonder what is worth preserving for our descendants.
- 7.5. Visitors will consider how we can use an understanding of the diversity of our past to design a better future for all of us.
- 7.6. Visitors will see themselves represented in the stories we tell.

8. Legacies from early America continue to shape and impact the present.

Essential Questions

- What are the ways that people in the present can see themselves in the events of the past?
- How are the aspirations of life, liberty, and the pursuit of happiness still being realized today?
- What are the legacies of early American cultural convergence?

Visitor Outcomes

- 8.1. Visitors will understand the range of forces that shaped and continue to shape legacies of early America, including politics, economics, social discourse, and religion.
- 8.2. Visitors will examine the evolution of slavery in 17th/18th century British North America and the impact on society today.
- 8.3. Visitors will seek out examples on how cultures are continuing to converge in America today.
- 8.4. Visitors will understand how their own family story represents life, liberty, and the pursuit of happiness.
- 8.5. Visitors will understand their responsibility as a citizen to help nurture and protect the ideal of life, liberty, and the pursuit of happiness for themselves and others.
- 8.6. Visitors will seek to be an active participant in our shared future legacy.

9. The act of interpreting early American history can shape memory, identity, and perspective, all of which can shift with new scholarship.

Essential Questions

- How do present events and perspectives impact our interaction with the past?
- How do new information and additional perspectives change the way we look at the world?
- How can approaching history with new perspectives challenge identity and previous interpretations?

Visitor Outcomes

- 9.1. Visitors will understand the importance of an interdisciplinary approach to revealing multiple perspectives of the past. Archaeology, oral tradition, and documents, as well as scientific advances, regularly contribute new information and new interpretations of our shared history.
- 9.2. Visitors will understand that with new scholarship we will ask different questions about past events and the people who lived it.
- 9.3. Visitors will understand how current world events impact our understanding of the past.
- 9.4. Visitors will examine their previous understanding of the past and its events.
- 9.5. Visitors will understand that championing new narratives does not mean erasure of previous ones.
- 9.6. Visitors will understand that personal understanding of history impacts how people relate to each other.

METHODOLOGY

Museums are exceptionally rich learning spaces for all ages, providing audiences with opportunities for experiential learning, engagement with authentic artifacts, dynamic media, and spaces for dialogue. The diagram below provides an overview of the foundational methods that are critical to reaching the interpretive goals of creating cultural connections, cultivating curiosity, and nurturing belonging. Establishing a complete history and allowing audiences to know how that is shaped is a cornerstone of this plan. Audiences will be engaged with this history through approaches in dialogue, establishing relevance by connecting past and present, and modeling the value of diverse perspectives in our understanding of the past. Each of these methods are integrated into the interpretive plan goals and will begin shaping how JYF connects with audiences. Helping audiences understand our shared past and the process of history becomes an invaluable transferable skill in the present that has the potential to shape our collective future.

“Interpretation should capitalize curiosity for the enrichment of the human mind and spirit.”

*- Freeman Tilden,
“Interpreting Our Heritage,” 1957*



**JAMESTOWN-YORKTOWN FOUNDATION
LEARNING AND COMMUNITY ENGAGEMENT
Education Update**

Reservations and Bookings: With a service goal of 129,000 students for On-site Education programs in 2023-2024, a strong rebound in reservations continues. As of October 1st, 104,175 students have been booked for guided and self-guided tours, a 10% increase over the same time last year. Bookings for classroom outreach are also strong. As of October 1st, 15,672 students have been booked towards the goal of serving 42,000 students.

Five-Year Attendance Summary: As demonstrated in the chart below, JYF is better able to project school group attendance as school calendars begin to return to a predictable pattern. Although numbers have not returned to pre-pandemic levels, the trend continues on an upward arc. It is anticipated that America's 250th commemoration will fuel a continued interest in programming. Meanwhile, JYF has been very aggressive in culling and growing contact lists to improve marketing and awareness campaigns. Over the past year, the list has grown from 1,726 contacts to 12,604 contacts across the state.

	On-site Goal	On-site Actual	Outreach Goal	Outreach Actual
2018-19	195,000	194,502	83,000	86,625
2019-20	185,000	79,649	80,000	61,057
2020-21	133,000	25,186	70,000	28,542
2021-22	32,000	76,116	45,000	16,819
2022-23	126,000	110,096	39,000	36,032

Adapting to a Changing World:

- **New State History and Social Studies Standards of Learning:** Earlier this year, the state's Board of Education adopted the revised History and Social Studies Standards of Learning. The standards are slated to be implemented in the next academic year and JYF staff are currently waiting for a teaching framework to be announced in order to begin adapting old resources and developing new ones based on teacher needs and new expectations. (The curriculum framework amplifies the SOLs by defining the content understandings, knowledge, and skills that are measured against the standards). JYF staff have been in constant contact with VDOE staff and our network of educators to stay abreast of the updates and new expectations.

- **Improving our Ability to Serve:** Regressing to comfortable pre-pandemic service models is not the way forward in the field of museum education. JYF is recognizing cultural shifts and adapting accordingly. For example, the applicant pool for the next generation of educators is noticeably younger than in previous years, bringing different expectations for the job. As a result, JYF is adjusting staffing models and creating opportunities for advancement in order to improve the rate of retention. We are also dramatically improving our self-guiding option for teachers who either prefer to lead their classes themselves, or for those days when JYF educators are not available. In addition, a teacher advisory team has been established to examine issues important to the educator community and to serve as an advocate to their peers. JYF continues to monitor emerging expectations and actively look for ways to do our job efficiently and purposefully.
- **Expanding Our Role:** For decades, JYF's Department of Education has focused its priorities and resources on the educational community. After putting finishing touches on the Foundation's interpretive plan, it became increasingly clear that the expertise developed could be applied to expanding JYF's community outreach, targeting both the general populace and the emerging audiences that we would like to nurture. To that end, the Department of Education has been reorganized as **Learning and Community Engagement**. The change from "Education" to "Learning" is reflective of the larger field-wide trends in thinking about learning more holistically outside of a K-12 school-centric model. The pairing of learning and community-engaged programs is common in the museum world and is a successful model that allows creation of a continuum of audience engagement from pre-school through adult programming using similar approaches, goals, and methodologies. In the coming years, for example, programming may be designed particularly for family interactions, life-long learners, and under-served communities, to name a few audience groups.

<p>JAMESTOWN-YORKTOWN FOUNDATION LEARNING AND COMMUNITY ENGAGEMENT Public Programs</p>

Black Artist Showcase

February 1-29, 2024

Jamestown Settlement

Expanding in 2024 from a weekend installation to a month-long display throughout the museum, the Black Artist Showcase will feature contemporary works created by Virginia artists that reflect the cultural legacies and lived experiences of African Americans. The theme for 2024's Showcase is "the beauty of our lives."

After Angelo

February 24, 2024

Jamestown Settlement

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

Youth Certificate of Citizenship Ceremony

March 2, 2024

Jamestown Settlement

In partnership with the Daughters of the American Revolution, JYF hosts an annual ceremony celebrating the citizenship of youth born to foreign-born naturalized citizens.

Military Through the Ages

March 16-17, 2024

Jamestown Settlement

Encounter centuries of military history in one weekend. Celebrating its 40th year, this unique chronological display of military history allows visitors to interact with military re-enactors and modern-day soldiers. Uniforms, weapons, tactics, the homefront, and music are all on display.

Family Day at Jamestown

March 23, 2024 (tentative)

Jamestown Settlement

JYF offers a variety of interactive programs for families in our local community highlighting the importance of agriculture in the forming of America.

Indigenous Arts Day**May 4, 2024****Jamestown Settlement**

Celebrate traditional and contemporary art forms with demonstrations and performances from Indigenous artists that honor the enduring legacies and traditions of Virginia's Indian Tribes.

Ruth E. Carter: Afrofuturism in Costume Design**May 11 - December 1, 2024****Jamestown Settlement**

This traveling exhibition is an exploration of the history and culture of African and African American clothing through the lens of historical and futuristic costume design by Academy Award winning designer Ruth E. Carter. The exhibition will include not only costumes from Carter's Marvel film work but JYF historical content, artifacts, and examples of our own historical clothing work.

Jamestown Day**May 18, 2024****Jamestown Settlement**

JYF commemorates the 417th anniversary of the 1607 founding of Jamestown with artillery salutes, maritime sails and interpretive programs.

Religion and Early America Symposium**May 31-June 1, 2024****Jamestown Settlement**

The Religion and Early America initiative at JYF will launch when scholars and public historians convene to discuss the importance and influence of religion in the evolution of our nation's history.

Fashioned in History Historic Clothing Conference**June 7-9, 2024****Jamestown Settlement**

In partnership with the United Kingdom-based Tudor Tailor, JYF hosts its third historic clothing conference, offering keynotes, workshops, demonstrations, and panel discussions for specialists and tailors interested in recreating and preserving the fashions of the seventeenth century.

Prelude to Juneteenth**June 15, 2024 (tentative)****Jamestown Settlement**

A program of reflection, history, and performance to commemorate the end of slavery in the United States.

Civic Season**June 19-July 4, 2024****Jamestown Settlement/American Revolution Museum at Yorktown**

This nation-wide program, coordinated by the consortium Made By Us, connects with the Gen Z generation to foster civic participation and understanding. JYF produces a series of programs in support of this initiative, all geared to older teenagers and young adults in their 20s (a key emerging audience identified in the JYF Interpretive plan.)

Talking History: A Conversation between Mr. Jefferson and Mr. Rollison**June 20, 2024****American Revolution Museum at Yorktown**

Bill Barker, world renowned for his depiction of Thomas Jefferson, and James Cameron, a historian who has brought Black entrepreneur James Rollison back to life, dive into their 18th century personas to discuss citizenship in the new nation.

Liberty Celebration**July 4, 2024****American Revolution Museum at Yorktown**

Artillery salutes, fifes and drums, and military reenactors come together to help celebrate the 248th anniversary of the signing of the Declaration of Independence.

First Africans Commemoration**August 17, 2024****Jamestown Settlement**

JYF honors the legacy of the first recorded Africans brought to Virginia in 1619 by reflecting on history through an African American lens.

Victory at Yorktown**October 19, 2024****American Revolution Museum at Yorktown**

In addition to commemorating the American and French 1781 victory over the British at Yorktown, JYF will highlight the 1824 tour of America by the Marquis de Lafayette and his role in the formation of the new nation.

Family Frights**October 25-26, 2024****Jamestown Settlement**

JYF transforms to a world full of not-too-scary ghosts and goblins to help local families with younger children celebrate the coming of All Hallows Eve.

Veterans Day Commemoration**November 11, 2024****American Revolution Museum at Yorktown**

JYF offers a special Veterans Day ceremony to mark the service of military veterans, past and present.

Foods & Feasts of Colonial Virginia**November 29-30, 2024****Jamestown Settlement & American Revolution Museum at Yorktown**

Learn about the culinary practices of 17th-and 18th-century Indigenous, European and African cultural groups in Virginia during this two-day event at both museums.

Christmastide in Virginia**December 20-31, 2024****Jamestown Settlement & American Revolution Museum at Yorktown**

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

Throughout the Year: In addition to the annual events summarized above, JYF also produces public programs over the course of the year through two series:

- **Talking History Series:** an ongoing series of lectures, dramatic presentations, and programs highlighting topics and issues reflective of the Foundation's mission.
- **Director's Series with Executive Director Christy Coleman:** Executive Director Christy Coleman joins prominent scholars and public figures on stage for lively and enlightening conversations about our shared legacies of American history.

<p>Jamestown-Yorktown Foundation CURATORIAL REVIEW Semi-Annual Acquisitions Report</p>

For the period January 1, 2023 through June 30, 2023, the Jamestown-Yorktown Foundation, Inc. obtained, either through donation or purchase, a total of ten artifacts which will allow new stories to be told at both the American Revolution Museum at Yorktown and at Jamestown Settlement. Detailed artifact descriptions may be found on the following pages.

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1. Abolitionist Miniature
 2. 1791 Fleet's Pocket Almanac
 3. Brass Collar
 4. English Delftware Boscobel Plate – Blue & White
 5. English Delftware Boscobel Plate - Polychrome
 6. Indian Peace Medal
 7. Ship's Ballast marked "York 1752"
 8. Engraved Silver Gorget
 9. Leaf from Eliot's Indian Bible, First Edition
 10. MMIW Gourd

ARTIFACT DESCRIPTIONS

Abolitionist Miniature, Britannia Set Us Free

For Use In: American Revolution Museum at Yorktown
Purchased From: Brunk Auctions

This very rare miniature demonstrates the way abolitionists engaged with the arts to agitate for enslaved people's liberty in the 18th and 19th centuries.

The image of Britannia standing by a seashore is set before two Black men appealing for their freedom. The latter are kneeling and wearing attributes of human bondage: a collar and chains around wrists and ankles. Issuing from one man's mouth is a legend with this appeal: "Britannia Set Us Free." The design connects the dots by exposing the role of the powerful Britannia, an allegorical symbol of patriotic white Britons, and her entanglement in the slave trade.



This exceptional acquisition expands the Foundation's collection of artifacts associated with the anti-slavery movement and supports the collections theme "The Revolutionary Challenge Continues." It will foster discussion and learning about the dichotomy inherent in the nation's formative period.

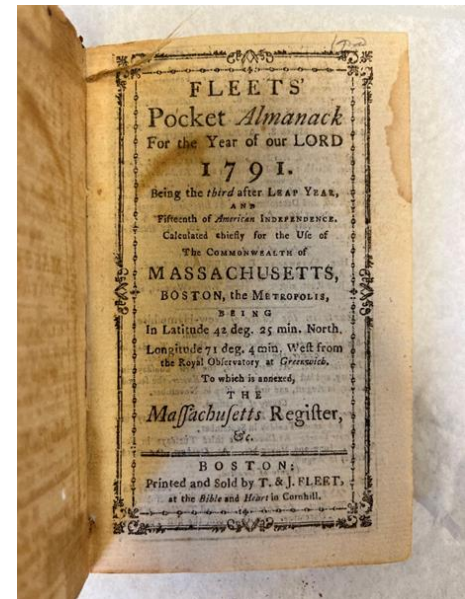
1791 Fleet's Pocket Almanack

For Use In: American Revolution Museum at Yorktown
Purchased From: N/A

This is a pocket almanac typical of others produced in the United States in the late 18th century. The complete title is:
Fleet's Pocket Almanack for the Year of our Lord 1791. Being the third after Leap Year, and Fifteenth of American Independence. Calculated chiefly for the Use of The Commonwealth of Massachusetts, Boston, the Metropolis... Boston: Printed and Sold by T. & J. Fleet, at the Bible and Heart in Cornhill.



Organized by month for the year 1791, it features weather predictions, anniversaries and notable dates, and information pertinent to Massachusetts and its governing bodies including elected officials and ministers. As a post-war almanack, it provides a snapshot of daily life in Massachusetts for the year 1791, through multiple lenses but ones that are primarily community and civic in nature, as well as patriotic. Although the United States had long since separated from Great Britain, many notable events in English and British history are included in the almanac (such as the Gunpowder Plot), illustrating how citizens of the new United States understood their connection to British history. Additionally, the almanac also includes milestone anniversaries in America's war for Independence, such as the Boston Massacre, the signing of the Declaration of Independence, and Cornwallis' surrender at Yorktown. The almanac's authors Thomas Fleet (1732-1797) and John Fleet (1734-1806) understood their place in a new historical era and as such, the almanac serves as an important artifact of the creation of American mythology, patriotism, and republicanism, and an artifact relevant to our understanding of the early memory of the Revolution.



This almanac supports exploration of two themes in JYF's Master Acquisitions Plan: "Local to Global Connections", and "Interactions with History." Additionally, the printers Thomas and John Fleet offer avenues for expanding interpretation of literacy, civic discourse, and more broadly, history of print in British North America.

Brass Collar

For Use In: American Revolution Museum at Yorktown
Purchased From: Pook & Pook, Inc.



This brass collar inscribed "John Donaldson Philadelphia 1786," is not described as to its likely use, neither being deemed a dog collar nor a slave collar. However, although it is not explicitly identified as a collar worn by an enslaved person, other museum collections are beginning to expand previous interpretation of similar items from "dog collar" to potentially collars worn by enslaved individuals.

Enslaved people being forced to wear brass and silver collars is supported by many primary resources, including works of art. The painting *Slave in Chains* (right) in the collection of the National



Maritime Museum, Greenwich (National Maritime Museum, ZBA2428) likely dates from the early 19th century.

This acquisition gives JYF an opportunity to further the collections theme of “The Revolutionary Challenge Continues.” By acknowledging that the Declaration of Independence and Revolutionary era did little to advance the personal freedoms and liberties of African Americans and people of African descent, this collar adds to a small but growing collection of material culture related to the continuing problem of slavery in the United States. Also, because the collar is engraved “John Donnalson Philadelphia 1786,” both the location and date provide an opportunity to explore the American Revolution’s impact on gradual manumission (on a state-by-state basis) and the new country’s continued reliance and further entrenchment in the slave economy.

Two English Delftware Boscobel Oak Plates

For Use In: American Revolution Museum at Yorktown
Purchased From: Pook & Pook, Inc.

These Delftware plates were purchased as one lot, but they are two individual artifacts illustrating the legendary tale of English king Charles II, heir to the executed Charles I, taking refuge in an oak tree in 1651 to avoid capture by Parliament-supporting roundheads. This scene is common in decorative arts relating to the English Civil Wars, examples of which have been found in Virginia.



Virginia’s 17th-century history in the English/British Empire directly impacted Virginia’s eventual bid for political independence, along with twelve other rebelling colonies. The English Civil Wars begat discourse and debate on the nature of religious freedom and the separation of church and state, the balance of governmental power, and the rights of subjects and citizens. In addition, the plight of the Jacobites (supporters of the ousted James II and his heirs) continued into the 18th century and was part of the ideological undercurrent of revolutionary rhetoric on the eve of America’s independence movement. These 18th-century Jacobites identified with the imagery of the Boscobel Oak and may have used or displayed plates like these in Virginia or North Carolina where Jacobite populations were most prevalent in the colonies.

These plates support interpretation of the themes “Local to Global Connections” and “The Revolutionary Challenges Continues,” demonstrating how Virginia had a direct impact on, and was directly impacted, by the English Civil Wars.

Indian Peace Medal

For Use In: American Revolution Museum at Yorktown
Purchased From: Pook & Pook, Inc.

This rare 1817 James Monroe Indian Peace Medal is directly related to the “Unknown Indian Warrior” Portrait which JYF acquired last year (*lower right*). The sitter, an unnamed Indigenous man, likely a member of the Haudenosaunee (Six Nations) and possibly a member of the Onondaga Nation, wears a silver medal around his neck, hanging from a green ribbon.



The original seller of this portrait surmised that this medal depicts President James Monroe, in office from 1817-1825. Between 1821 and 1822, Monroe hosted at the White House 17 members of Indigenous nations in the Midwest and presented these medals to commemorate the occasion. Secretary of War John C. Calhoun organized the meetings so that Indigenous tribal leaders could meet their “great father” and learn about American “civilization” in the hopes that hostilities along the western frontier would end. In 1824, Superintendent of Indian Affairs Thomas L. McKenney, received “hundreds” of Indigenous Americans in Washington, D.C to negotiate land rights with the young but expanding United States government.



This silver medal supports the themes of “Cultural Convergence” and “The Revolutionary Challenge Continues” by further connecting the stories of Indigenous Americans with those of the new United States. It also highlights their status as sovereign nations who negotiated and made treaties with the United States, and who were exceptionally impacted by the early National Period’s western expansion.

Ship’s Ballast Marked “York 1752”

For Use In: American Revolution Museum at Yorktown
Purchased From: N/A

This piece of iron ship’s ballast dated 1752 represents the iron ingots that were routinely used in the hull of transport vessels bearing valuable American cargo like tobacco bound for American ports and for overseas destinations in the global economy of the 18th century.

The Chesapeake regions of Maryland and Virginia had easy access to rich deposits of iron and by the mid-18th century there were several iron processing sites equipped with blast furnaces where American ironmasters were employing large numbers of African Americans, who were mostly enslaved individuals, to process the refining of crude iron and the casting of the iron into billets called pigs. The latter were marked for sale as ships ballast before loading in vessels and transports bound for overseas destinations in Europe, as well as other destinations in colonial America. So, for example, when Virginia planters exported their tobacco the holds of the British vessels and transports would be carrying iron ballast marked for the York pig iron producers with an anchor, date and location of production. I



The object will help enrich the range of artifacts displayed in the Iron Foundry case which holds cast iron household products for American consumption. The recreated foundry space is populated with a figure representing an African American foundry worker managing the processing of “the flow” of smelted iron into channels for casting pig-shaped ingots. This piece of pig iron will help tell the story of American iron production that furnished a global demand.

Engraved Silver Gorget

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

This gorget features a central rocker engraved image of a Luckenbooth style heart design, surrounded on either side by a stylized floral design. The “Luckenbooth” brooch, as it was known in Scotland, was likely introduced through Scots-Irish settlers and traders or through European trained silversmiths, and later North American and Canadian craftsmen, who became the main suppliers of silver trade goods in the eighteenth and early nineteenth century. The Luckenbooth brooch became known informally as the “national badge” of the Iroquois for its prevalent use in personal ornamentation among them. Iroquois artisans were producing silver ornaments for sale within the larger Indigenous communities in the 19th century with forms virtually identical to earlier trade silver designs, but none bear a maker’s mark that would allow a definitive attribution.



The acquisition of this 19th century gorget supports interpretation of the lives, histories, and cultures of Indigenous Americans impacted by the formation of the United States and specifically, the continued dependence on strategic alliances and trade. It relates to the theme of "Cultural Convergence," manifest in the Indigenous use and appropriation of European-derived objects and provides an opportunity to explore Indigenous people as active participants within the cross-cultural process of trade.

Leaf from Eliot's Indian Bible, First Edition

For Use In: American Revolution Museum at Yorktown
Purchased From: William Reese Company

This is a leaf from *Mamusse wunneetupanatamwe up-biblum God naneeswe nukkone testament wonk wusku testament* (aka John Eliot's Indian Bible), 1663, the first Bible printed in North America and the first Bible in an American Indian language. Translated into the Algonquin dialect of Natick by Puritan missionary John Eliot with the assistance of Massachusetts Indian interpreters, the Geneva Bible was printed by Samuel Green at Harvard, site of the only printing press in New England. An apprentice to Green at this time was a student from the Indian College named Wawaus, later known as James Printer, who sided with King Philip against the colonists during the eponymous war for which he was imprisoned and nearly lynched. Printer survived and returned to work at the Harvard press.

This leaf contains the last six verses of chapter XXXIII through the first fourteen verses of chapter XXXVI of the Book of Isaiah, and as a leaf from the 1st edition Bible, it is relatively rare. Many of these 1st edition books were lost or purposely destroyed during the 1675 King Philip's War.

This object represents accounts about convergence of American Indian and English cultures. It has direct connections to stories of Indigenous people like Wawaus (James Printer) who worked and survived in the "English world" of colonial America and it will be particularly useful to explore English conversion attempts in the North American colonies and the impacts that had on Indigenous populations.



MMIW Gourd

For Use In: Jamestown Settlement

Purchased From: Adamstown Gourds

This gourd is painted with imagery associated with Missing and Murdered Indigenous Women USA (MMIW) including a red handprint over a woman's silhouette, and a red dress hanging in a tree bears the name of Gracie Belle Adams, while a woman in Indigenous dress looks on. Braided sweetgrass and feathers adorn the top of the gourd.

Deborah Wilkinson (Upper Mattaponi) created the gourd to give voice and pay respect to her grandmother Gracie Belle Adams, who was struck and killed by an automobile on December 19, 1952, in King William, Virginia. Gracie's death was never investigated by authorities. Deborah has aligned her grandmother's death with the broader mission of Missing and Murdered Indigenous Women (MMIW) to bring awareness to the lack of justice brought to cases involving Indigenous victims, as crimes perpetrated against Indigenous women rarely receive the visibility and resources as crimes against other populations. There is a direct link between the convergence of cultures in the 17th century and Virginia's history of racist acts and legislation that would have prevented Gracie's murder from being properly investigated by authorities.

This acquisition supports the theme "Interactions with History," engaging visitors with complex and thought-provoking personal stories about how the past continues to impact us today.



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

Between January and June 2023, several preventative and interventive conservation projects were undertaken to provide good stewardship of both the Foundation's artifact collections as well as the artifact loans entrusted to its care.

JYF Collections: Before its exhibit debut at the American Revolution Museum at Yorktown, the Francis Sanderson copper still required eleven hours of conservation treatment to prepare it for display. At the museum's on-site artifact lab, an objects conservator reduced, removed, or stabilized corrosion products on the body, crown, and coil of the still using solutions, mechanical methods, and solvents. At the end of this process, accessible interior and exterior surfaces were protected with a mixture of waxes and then lightly buffed.

All treatment procedures and documentation were carried out in compliance with the principles set forth in the Code of Ethics and Guidelines for Practice of the American Institute for Conservation (AIC). After the case and mounts were prepared, the copper still was installed. Below are some "before and after" images of the conservation.



Figure 1: Before Treatment, overall view of body.



Figure 2: After treatment, overall view of body.



Figure 7: Before treatment, view of coil condenser.

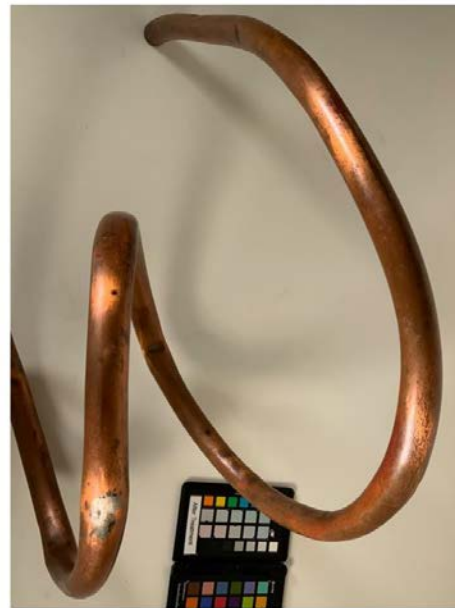


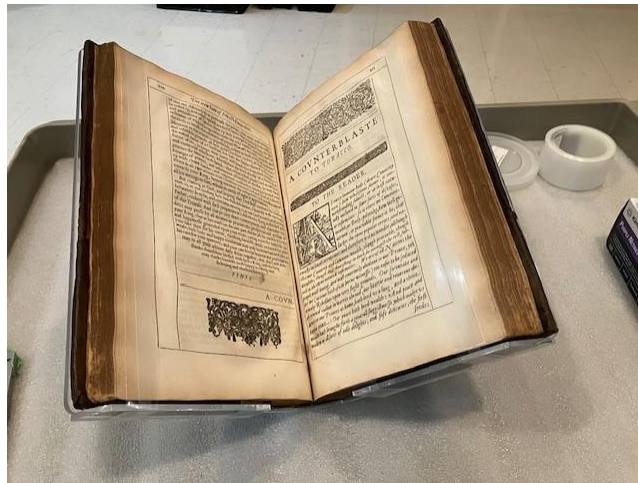
Figure 8: After treatment, view of coil condenser.

Loans: Soon after the Sanderson copper still was installed in its display case, attention turned to Jamestown Settlement to organize the annual artifact condition assessment of thirty-two African artifacts on loan from the Mercer Museum. The multi-day project involved temporary deinstallation of the artifacts from the gallery and a thorough examination of each by the conservator in the on-site lab. The physical condition of each artifact was compared to the record of its condition from prior surveys, and all were found to be in stable condition. Below is an image of some of the Mercer Museum artifacts before being deinstalled for the survey.



Some artifacts on loan from the Mercer Museum just prior to deinstallation for their condition assessment.

Preventative Conservation: At both museum sites, over the past six months, many activities of preventative conservation have been undertaken to protect the artifacts in JYF's care. Activities included cleaning of selected case interiors and dusting of artifacts using HEPA filtration vacuums to protect artifacts from the damaging effects of dust; making page turns in books on display to minimize their light exposure and procurement of custom mounts for installation of artifacts to protect them from physical forces. Below is an image of a book on loan from Swem Special Collections during a page turn and re-strapping.



Book on loan from Swem Special Collections during page turn & re-strapping.

All of the projects and activities highlighted here are examples of how the Jamestown-Yorktown Foundation, with support from the Jamestown-Yorktown Foundation, Inc., are meeting its obligations for good stewardship of both the Foundation's artifact collections and artifact loans entrusted to our care.

**Jamestown-Yorktown Foundation
Board of Trustees
Nominating Committee**

**Wednesday, November 15, 2023
American Revolution Museum at Yorktown
Classrooms D-E or via Teams
8:30 AM**

**Mr. H. Benson Dendy III, *Chair*
Senator Thomas K. Norment, Jr.,
Vice Chair
Mr. A. Marshall Acuff, Jr.**

Speaker C. Todd Gilbert
Ms. Daun S. Hester
Senator Mamie E. Locke
Senator Monty Mason

AGENDA

- I. Call to Order – Mr. Dendy**
- II. Approval of Minutes: May 4, 2023 – Mr. Dendy (*Action required*)
p. 86**
- III. Board Leadership – Mr. Dendy**
- IV. Annual Appointments by the Board – Mr. Dendy (*Action required*)
p. 87**
- V. Other Business – Mr. Dendy**
- VI. Adjournment – Mr. Dendy (*Action required*)**

Members Present: Messrs. Dendy, Norment, Mason; Mms.
Flippo, Hester, and Locke.

Members Absent: Messrs. Acuff, and Gilbert.

Staff: Mmes. Coleman; Mr. Lee.

I. Call to Order

Chairman Dendy called the Wednesday, May 4, 2023, meeting of the Jamestown-Yorktown Foundation Nominating Committee to order at 10:00 am at the The DoubleTree by Hilton in Williamsburg.

II. Approval of Minutes

Mr. Dendy called for a motion to approve the minutes from November 8, 2022, as presented in the meeting packet. Senator Norment made a motion with a second by Ms. Hester. The minutes were approved as presented by all members.

III. Board Appointments

Mr. Dendy proposed the election of Ms. Diane Leopold to a one-year board elected position. Mr, Dendy called for motion to approve the election of Ms. Leopold for a one-year term to commence immediately and to be re-elected in November in accordance with the bylaws for board appointed positions. Ms. Hester made a motion, Senator Norment seconded, and all present approved.

VI. Adjournment

There being no further business, Mr. Dendy adjourned the meeting of the Nominating Committee for the Jamestown-Yorktown Foundation Board of Trustees at 10:10 am on Wednesday, May 4, 2023 in Williamsburg.

Jamestown-Yorktown Foundation
BOARD OF TRUSTEES COMPOSITION

October 10, 2023

EX OFFICIO MEMBERS

(Terms concurrent with elected or appointed terms of office; no term limits)

Governor of Virginia Glenn A. Youngkin
Lieutenant Governor of Virginia Winsome Earle-Sears
Attorney General of Virginia Jason S. Miyares
President Pro Tempore of the Senate L. Louise Lucas
Speaker of the House of C. Todd Gilbert
Chairman of House Appropriations Barry D. Knight
Senate Finance Chair Janet D. Howell
Secretary of Education Aimee R. Guidera

SENATE OF VIRGINIA
APPOINTEES (4 per bylaws)

(Terms concurrent with elected term)

Mamie E. Locke
M. Montgomery "Monty" Mason
Thomas K. Norment, Jr.
Emmett W. Hanger, Jr.

HOUSE OF DELEGATES
APPOINTEES (8 per bylaws)

(Terms concurrent with elected term)

Amanda E. Batten
Hyland F. "Buddy" Fowler, Jr.
C. E "Cliff" Hayes, Jr.
M. Keith Hodges
Delores L. McQuinn
Phillip A. Scott
Luke E. Torian

GUBERNATORIAL APPOINTEES

(Four-year terms; no term limits; 12 per bylaws)

Terms Expiring in 2024

Anedra W. Bourne
Daun S. Hester
Connie Kincheloe

Terms Expiring in 2025

Stephen R. Adkins, Sr.
A. E. Dick Howard
Cassandra L. Newby-Alexander

Terms Expiring in 2026

Gloria Marrero Chambers
Charles E. James, Sr.
Jamie T. Burke

Terms Expiring in 2027

Victoria L. Vasques
Julianna M. Dime
Leslie Sanchez

BOARD ELECTED MEMBERS

(One-year terms, from November to November; no term limits; 5 per bylaws)

A. Marshall Acuff, Jr.
Sue H. Gerdelman
Diane Leopold

PRESIDENT, JAMESTOWN-YORKTOWN FOUNDATION, INC.

(Term concurrent with term as president)

Terry E. Hall

CHAIRMAN EMERITI

(Life Term)

H. Benson Dendy III
M. Kirkland Cox
Kenneth R. Plum

Chief Stephen R. Adkins, Sr., *Chair*
Delegate Barry D. Knight *Vice Chair*
Mrs. Anedra W. Bourne
Mrs. T.J. Cardwell (JYF, Inc. Liaison)
Delegate Hyland F. Fowler, Jr.
Delegate M. Keith Hodges
Mr. A.E. Dick Howard

Senator Janet D. Howell
Mr. Charles E. James, Sr.
Ms. Diane Leopold
Delegate Delores L. McQuinn
Dr. Cassandra Newby-Alexander
Delegate Luke D. Torian
Ms. Victoria L. Vasques

AGENDA

- I. Call to Order – Chief Adkins**
- II. Approval of Minutes: May 3, 2023 – Chief Adkins (*Action required*)**
p. 90
- III. Projects Reports – Chief Adkins**
p. 95
 - A. Capital Projects
 - B. Maintenance Reserve Projects
 - C. ESCO (Energy Savings Projects)
- IV. Presentation – Guernsey Tingle Architects**
- *Jamestown Lobby Flooring*
- V. Projections for FY24 Maintenance Reserve Expenditures - Dr. Machie (*Action item*)**
- VI. Other Business – Chief Adkins**
- VII. Adjournment – Chief Adkins (*Action required*)**

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

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

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

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

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

I. Call to Order – Chief Adkins

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

II. Approval of Minutes – Chief Adkins

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

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III. Capital & Maintenance Reserve Projects Report – Chief Adkins

A. Capital & Maintenance Reserve Projects Report

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

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

B. Maritime Report

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

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

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

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

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

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

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

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

V. Other Business – Chief Adkins

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

VI. Adjournment – Chief Adkins

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

<p style="text-align: center;">Jamestown-Yorktown Foundation BUILDINGS & GROUNDS COMMITTEE CAPITAL & MAINTENANCE RESERVE PROJECTS REPORT November 15, 2023</p>

This report covers capital project initiatives, maintenance reserve project updates and the Trane Energy Savings (ESCO) reports.

COMPLETED PROJECTS

- JS Rotunda Roof Replacement - *Total Project Budget* - \$609,477
- JS Education Wing Elevator Modernization - *Total Project Budget* - \$167,000
- JS Great Hall Restroom Renovation – *Total Project Budget* - \$420,000
 - Project team is continuing to address lingering issues with digital faucets.

CAPITAL PROJECTS:

- Shipwright & Amenities Building HVAC - *Total Project Budget* - \$161,227
 - Work is proceeding ahead of schedule.
- Shoreline Restoration - *Total Project Budget* is \$837,500
 - 90% Working Drawings and permit applications are under review.
- Pier Shelter Expansion - *Total Project Budget* is \$988,964
 - 90% working drawings have been reviewed by committee and comments received by designer during review meeting 11/2/23. Revisions forthcoming.
- JS Security Control Room Expansion - *Total Construction Value* is \$57,586
 - Notice of construction award has been posted and permit has been approved by DEB.
- Yorktown Shell Space Renovation – *Available Project Funds* is \$200,007
Initial project scope was to ventilate the space for storage. The project was delayed during COVID; however, this delay has provided an opportunity to revision the use of this 9,000 sq. ft space. Staff is working with the architects to include occupancy for staff offices and meeting rooms in the design.

MAINTENANCE RESERVE PROJECTS:

- JS Education Wing Restroom Renovation - *Budget projection is \$575,399.*
 - Design is being finalized. Projected to be implemented in the FY25 maintenance reserve budget.
- JS Rotunda Restroom Renovation – *Budget projection is \$500,000.*
 - Design is being finalized and project is scheduled in the FY24 maintenance reserve budget.

Capital Projects Budget Requests:

JYF submitted four capital projects for funding in this year's capital submissions cycle. This year, the submissions to the Department of Planning and Budget required preapproval from the agency's cabinet secretary. JYF received approval from Secretary Guidera and submitted the following projects to DPB for budget consideration:

<i>Jamestown Flooring</i>	<i>\$659,406</i>
<i>Roof replacements</i>	<i>\$7,411,064</i>
<i>Susan Constant Repairs</i>	<i>\$4,712,381</i>
<i>Outdoor Walkways and Lighting</i>	<i>\$1,995,655</i>

If funded, these projects would bring much needed improvements and renewal to these key infrastructure areas.

MARITIME – SUSAN CONSTANT

JYF completed an RFP for dry docking and major repairs to Susan Constant. An award has been negotiated and signed, for Susan Constant to travel to Mystic Seaport Museum in Connecticut, to undergo significant repairs. Susan Constant is scheduled to travel to CT in June and will be gone for approximately two years. The budget for the negotiated scope of work on the vessel is approximately \$4 million.

TRANE – ENERGY SAVINGS PROJECTS REPORT

Introduction & Background

On January 10, 2023, the Executive & Finance Committee approved three phases of Energy Savings projects as follows:

- Phase 1 Projects – \$2,247,474 - To be funded from FY23 Maintenance Reserve Funds
- Phase 2 projects – \$1,689,256 - To be funded from JYF's ARPA Grant Funds
- Phase 3 Projects – \$1,313,419 - To be enabled, contingent on the availability of additional funds.
 - *Legislative amendments were sponsored by Senator Hanger and Delegate Plum, to fund Phase III of the Energy Savings projects. These amendments were not included in the approved FY24 state budget.*

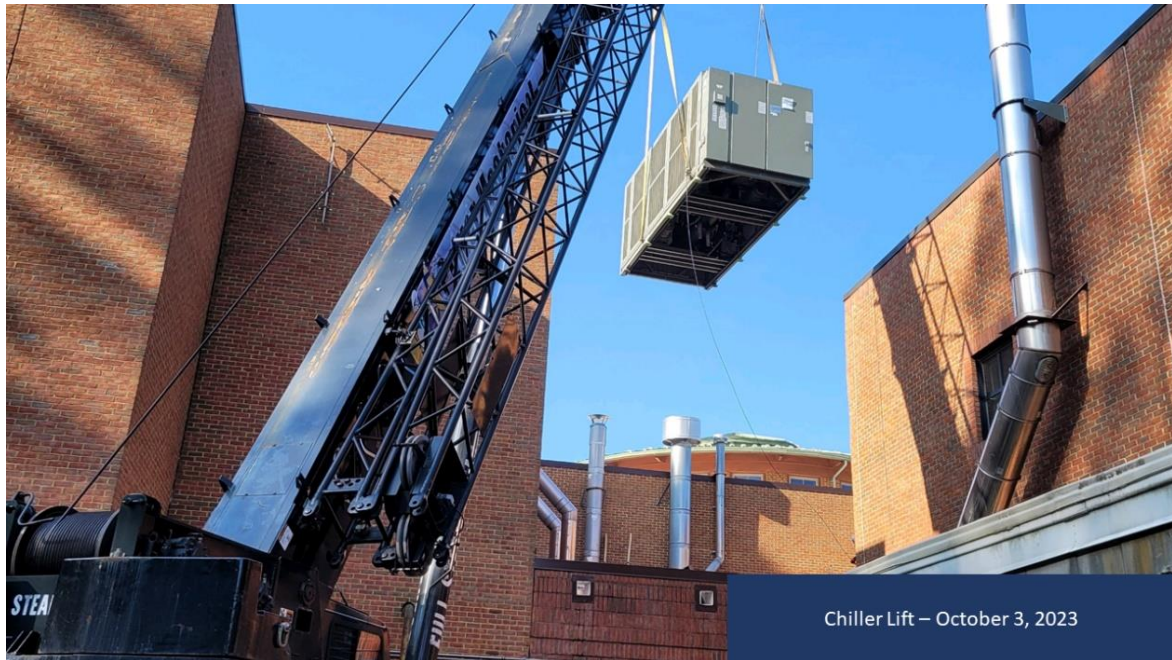
Phase 1 Report:

- Water fixture upgrades were completed at the Jamestown Settlement, and the Emerson Central Support Complex. A reverse osmosis system was installed at the American Revolution Museum at Yorktown.
- One new rooftop chiller and pumps, and one ground chiller and pumps were installed at Jamestown, replacing aged and failing cooling systems.
- The kitchen exhaust at Jamestown was rerouted.
- One steam boiler was installed, replacing an inoperable boiler.
- Steam humidifiers, serving four air handling units were replaced, with one outstanding.
- The boiler exhaust at the American Revolution Museum was reworked.
- New controls for newly installed RTUs have been integrated with the Building Automation System at Jamestown.

Phase 2 Report:

- Four DX RTUs for the Emerson Central Support Center are on order, scheduled to be installed before the end of the year.
- One new Air Handling Unit was received early and is scheduled to be installed before the end of November.

It is anticipated that the Trane ESCO projects will conclude by April, 2024.



This concludes the Capital & Maintenance Reserve Projects report.

Jamestown-Yorktown Foundation
MAINTENANCE RESERVE PROJECTS SUMMARY
FY24 MAINTENANCE RESERVE BUDGET & PROJECT PLAN

FACILITIES MAINTENANCE BUDGET	\$1,939,276
- Includes FY24 Appropriation of \$1,528,753	
MOE (<i>Prior years unexpended</i>)	\$408,393
MOE FY24 PROJECT PROJECTIONS	
Outdoor Interpretive Structures	\$70,000
Equipment Replacement (<i>pending DPB clarification</i>)	150,000
Ships Maintenance	\$75,000
TOTAL	\$295,000
Available for other MOE Projects	\$113,393

******* *Susan Constant dry dock is projected to be funded through already submitted capital or operating budget requests*

FY24 FACILITIES MAINTENANCE PROJECT PROJECTIONS	
Budget = \$1,939,276	
Jamestown Lobby to Café Flooring	\$400,000
<i>Projected @ \$800,000 over FY24&FY25 MR budgets</i>	
Jamestown Rotunda & Ed Wing Restroom Refresh	\$500,000
<i>Projected @ \$1,075,500 over FY24&FY25 MR budgets</i>	
Roof Replacement	\$600,000
- Update Roof Assessment Report	
- Budget will be reassigned if the capital request is funded	
- A/E will work with JYF to determine roof project priorities based on the roof assessment report.	
ADA Assessment / Audit	
- This audit is per DEB guidelines and should align with HR's proposed ADA audit	
Outdoor lighting & walkways	\$200,000
Contingencies & Other (<i>pending DPB clarification</i>)	\$239,276
TOTAL	\$1,939,276

**Jamestown-Yorktown Foundation
Executive and Finance
Committees**

**Wednesday, November 15, 2023
American Revolution Museum at Yorktown
Classrooms A-B-C or via Teams
10:30 AM**

**The Honorable Thomas K. Norment, Jr.
*Chair, Executive Committee***

**The Honorable Emmett W. Hanger, Jr.,
*Chair, Finance Committee***

**Mrs. Sue H. Gerdelman,
*Vice Chair, Executive Committee***

**The Honorable Delores L. McQuinn,
*Vice Chair, Finance Committee***

AGENDA

- I. Call to Order – Senator Norment**
- II. Approval of Minutes: Sept. 7, 2023– Senator Norment**
(Action Required)
p. 101
- III. FY 2024 Financial Report – Senator Hanger**
 - A. FY 2024 Financial Report
p. 109
 - B. FY 2024 YTD Performance Measures
p. 113
 - C. FY24 Budget Adjustments and Carry Forward Plan
p. 114
- IV. FY 2025 Budget Planning & Priorities – Senator Hanger**
 - A. FY2025 Budget Planning – Dr. Machie
p. 117
- V. Other Business – Senator Norment**
- VI. Adjournment – Senator Norment**

Members Present: Messrs. Adkins, Cox, Dendy, Hall*, Knight, Norment, Plum and Scott; Mmes. Batten, Bourne, Gerdelman, Hester*, Kincheloe, McQuinn, and Newby-Alexander.

Members Absent: Messrs. Acuff, Hanger, and Torian; Mmes. Locke and Lucas.

Staff Present: Messrs: Mozingo* and Nixon; Mmes. Coleman*, George-Winkler (staff for Delegate McQuinn), Lucas, Machie, Thompson, and Turner.
*Participated via Teams.

I. Call to Order

Senator Norment called the meeting of the Jamestown-Yorktown Foundation Board of Trustees Executive and Finance Committees to order at 12:10 p.m. at The Commonwealth Club in Richmond. He asked staff to call the roll and recognized members participating remotely 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). Senator Norment asked for a motion to approve members' participation. Mrs. Gerdelman made a motion, with a second by Delegate Scott. All in-person members in attendance approved.

II. Approval of Minutes

Senator Norment directed members to the minutes from the May 5, 2023, meeting and requested a motion for approval as presented. Chief Adkins made a motion, with second by Mr. Dendy. The minutes were approved unanimously.

III. Executive Director's Report

Ms. Coleman provided an update on JYF overall operations, visitation and agency plans for FY24. She shared information on the overall regional tourism environment and the decrease in visitation at the museums. Ms. Coleman noted staff are monitoring the decrease and monitoring expenditures in FY24. She shared that the special exhibit, *Reign and Rebellion*, was closing at the end of the month, and in conjunction with the special appearance of very popular *Outlander* series author Diana Gabaldon, at both a private donor and public event. Ms. Coleman gave a brief description of upcoming exhibitions in FY24. She also shared that the VA 250 staff had almost completed their transition to Richmond and were no longer based with the agency. She stated the fall is anticipated to be very successful for school group visitation at both museums, as some days in the fall were sold out to date and other days were waitlisted. Ms. Coleman reviewed the past and upcoming Director's Series events for CY23. Senator Norment thanked Ms. Coleman for the update.

IV. FY23 and FY24 Financials

Senator Norment noted that Senator Hanger, chairman of the Finance Committee was absent from the meeting due to another obligation, and asked Finance Committee Vice Chair Delegate McQuinn to share the FY23-24 financial reports for the committees. She asked members review the FY23 financial performance from July 1 through the fiscal year end of June 30, 2023, beginning on page 8 of the meeting packet. The first section shows comparisons on key metrics to the budget and the five-year trend lines. All lines trended upward as the museums and visitation metrics indicate a gradual return to near pre-pandemic levels. Visitation for FY23 ended at 462,014 or 95.9% of the original annual goal or 105% of the revised budget of 439,000. Revenues for FY23 totaled \$23.3 million, up 20.2% compared to the prior year. Year-to-date expenditures total \$20.9 million, up 15.6% compared to the prior year, but only 88.7% of budget. Year-to-date admissions total \$5.6 million at 102.1% of budget. Notable items looking at FY23 expenditures, production and skilled services were significantly underspent due to the timing of project restricted balances and reserves. maintenance and repair costs were significantly higher than budget due to inflation and higher than anticipated repairs on aging structures. Utilities were up due to increased energy costs. Admissions revenues were \$5.6 million, 102.1% of the budgeted \$5.5 million. \$82,000 was generated in FY23 for Outreach programs, 129% of the budgeted \$63,000. Affiliate support and Miscellaneous revenues were \$3.2 million, 89.5% of the budget, compared to \$601,000 last year. This is primarily due to resuming reimbursable affiliate support that was delayed in the prior year due to better than anticipated admissions. Recognized general funds were \$12.7 million, 100% of the budgeted amount. FY23, revenues were \$23.3 million or 98.8% of budget compared to \$19.3 million last year. In expenditures, personnel services show expenditures of \$14.3 million at 92% of budget. This is \$1.9 million more than the prior year due to a state increase, the restoration of wages, filling vacancies and the reorganization of MOE. Non-personnel expenditures of \$6.5 million reflect 81.9% of the budgeted \$7.9 million expense. FY23 expenditures total \$20.9 million or 88.7% of budget compared to \$18.1 million last year and net revenues total \$2.3 million. This funding supports \$1.7 million in designated and restricted fund balances as well as reserves for the FY24 budget. \$690,000 in carryforwards will be available for appropriation in FY24.

Delegate McQuinn reported on performance goals dependent on the service provided by JYF's employees: the percent of visitors reporting a positive visitor experience and the quality of maintenance of facilities and these two goals continue to exceed expectations. The goal of generating non-general funds through advertising and marketing dollars fell below projections. Individual visitation was down 9.8% from the prior fiscal year, while group visitation was up 55.6%, shifting the admissions revenue mix. The Foundation exceeded the annual on-site education goal for FY23 but the availability of staff for guided tours remains a challenge due to

staffing limitations. The Foundation failed to meet the performance measures related to outreach education due to a decrease in the demand for distance learning post-pandemic, and the availability of staff who are currently serving dual roles as classroom and distance learning outreach instructors. Are there any questions on the FY23 performance measurements?

Delegate McQuinn reported on the financial performance for July FY24. She shared that visitation is flat, and impacted by the unusually hot summer which had an impact on the area's tourism market at large. Visitation for July was 44,000 or 9.2% of the annual goal of 481,000. Revenues through July totaled \$2 million, up 12.2% compared to the prior year. This is due to increased admissions revenues and the timing of affiliate reimbursables. Year-to-date admissions total \$775,000 at 13.2% of budget. Year-to-date expenditures total \$1.8 million, up 10.8% compared to the prior year. This increase is primarily due to increased personnel costs (*filled vacancies and a 5% State mandated salary adjustment*), insurance billings and the one-time purchase of a vehicle. Expenditures are tracking as anticipated for FY24 with maintenance and repair tracking slightly ahead of the prior year. Admissions revenues were \$775,000, 13.2% of the budgeted \$5.9 million and Affiliate support and Miscellaneous revenues were \$168,000, 4.7% of the budget, compared to \$1,200 last year. This is primarily due to the timing of resuming reimbursable affiliate support that was previously delayed in the prior year. Recognized general funds are \$1 million and 7.9% of budget. Through July, year-to-date revenues are \$2 million or 8.5% of the budget compared to \$1.8 million last year. Personnel services shows expenditures of \$1.2 million at 7.4% of budget. Non-personnel expenditures of \$624,000 reflect 9.2% of budgeted \$6.7 million non-personnel expenses. Through July, year-to-date expenditures total \$1.8 million or 7.9% of budget compared to \$1.7 million last year. There was discussion of staff salaries in various departments in relationship to the generation of revenue, and those positions that are essential to the Foundation's mission, even though they have minimal impact on revenue. Members offered ideas to assist the agency in generating more revenue: ranging from the direct mail to potential donors nationwide to the private sponsorship/underwriting of school groups to visit the museums. Develop staff agreed to explore these recommendations.

Delegate McQuinn then asked members to review pages 17-19 of the meeting packet. She presented proposed budget adjustments and the FY23 Carryforward Plan. The plan represents the funds that were available as of June 30, 2023, and allocates them to restricted and internally designated projects and approved FY23 operational budget reserves. As seen in the FY23 year end financials discussed earlier, the state ended the year with a cash balance of \$2.3 million, of which \$661,000 was accounted for in the FY24 provisionally approved operating budget, leaving a balance of \$1.7 million. Policy directed adjustments include the carryforward of \$388,600 in prior year restricted balances, \$443,700 in prior year designated balances, restricted contributions received through July 31, 2023, of

\$23,400 and valid encumbrances (which are open purchase orders) of \$209,700. The remaining balance, minus the above allocations is \$690,000. The following allocation summary proposes utilizing the remaining \$690,000 as detailed below: The agency froze several classified vacant positions to balance the FY24 budget as approved by the Board of Trustees on May 4, 2023. \$300,000 will be used to unfreeze the frozen vacant positions. \$253,000 will restore a marketing amendment for digital advertising and website hosting that was inadvertently excluded from the Board approved FY24 budget. \$61,000 supports actual year to date billings for insurance, currently above budget. This was primarily due to a substantial increase in the workers' compensation insurance premium. \$45,500 will realign budget with prior year actual billings for utilities. \$16,000 will support the completion of a previously allocated Wi-Fi expansion project, based on contracted actuals. And, \$14,700 will be allocated to one-time exterior facility cleaning and carpet cleaning at both museums. With these adjustments, the total FY24 appropriation will increase from the \$23.7 million adopted budget, to \$24.8 million. At the end of Delegate McQuinn's report, she made for a motion to approve the FY23 budget adjustments and carry forward plan for the Jamestown-Yorktown Foundation. Mr. Dendy seconded the motion and unanimously approved. Senator Norment thanked Delegate McQuinn and the Finance staff for the report.

V. Committee Reports

Administration and Personnel Actions

In committee chair Delegate Fowler's absence, Mr. Mozingo, Director of Human Resources, provided a summary for the Administration & Personnel Committee meeting and related updates provided by the JYF Dept of Human Resources and Professional Development from May and in recent months. He shared salary compression has been an ongoing issue for many JYF employees. After the minimum salary increase to \$15 an hour, this wage disparity increased further. The Finance Department and Human Resources partnered to develop a methodology to address compression. Classified and wage employees with 5+ years of service were reviewed against their peers by role code. All classified and wage positions were reviewed against DHRMs salary survey for state employees. Gaps were identified between current salary and the 1st quartile averages as presented in the survey. A multiplier of (point).5% was applied per years of service in position and then added to the base salary or hourly rate. This adjustment relieved compression within similar roles and moved all salaries within the identified 1st quartile. A motion that the details of the staff proposal be approved as written in the board packet was made, seconded, and was approved by unanimous vote at the May 2023 meeting. The proposed budget bill included a 7% salary increase for classified employees and a \$1,000 bonus. This adjustment is for full time personnel. The agency also has the option to extend the increase to wage personnel. The Jamestown-

Yorktown Foundation has an authorized Maximum Employment Level (MEL) of 176 full time classified employees. The agency has budgeted for 166 active positions, with some of those positions held vacant temporarily to reduce costs. The General Fund provides funding for 113 positions, or 58% of the classified workforce. The agency utilizes Non-general Funds to support the salaries and benefits of the remaining 63 positions, or 42% of the workforce. The total cost of providing the required 7% classified base salary increase is \$667,654. JYF anticipates receiving an additional \$444,768 in state central appropriations to the agency general fund to support the cost of providing salary increases to the general funded positions. The agency is required to utilize \$222,886 in non-general funds to provide the salary increases to the remaining positions. Extending the 7% base salary increase to the agency's part-time wage personnel will require an estimated \$111,254 in non-general funds. The total cost of providing a one-time bonus to classified staff is \$157,857. This would be supported by central appropriations and one-time funds payable to the state by the affiliates. The proposed budget does not extend a bonus to wage staff. This was approved by unanimous vote at the May meeting.

Mr. Mozingo updated the committee on HR metrics and 5-year trends. Turnover for classified staff is down from 14% to 9%; for wage staff turnover is up primarily due to resignations during the pandemic and the removal of inactive employees. Nearly 18% of the JYF classified staff is eligible for unreduced or reduced retirement. However, this will increase substantially to 45% in 2028. Volunteer service hours increased from 37,931 in FY22 to 47,826 in FY23 after a sharp decline during the pandemic. Comparatively, the total number of core and special event volunteers increased from 971 to 1,025 after the decline during the pandemic and due to a comprehensive clean-up of our volunteer database to reflect accurate volunteer counts. Staff diversity has increased from 12% to 19%. Mr. Mozingo, briefly touched on the recent employee engagement survey. As only about 1/3 of staff responded to the survey, the initial data will serve as general considerations until another survey can be conducted by a 3rd party to improve the response rate. The key takeaways from the initial responses were: Most employees find their work at JYF rewarding and fulfilling; and more than half find their compensation fair for the work done. Employees also responded about wanting better communication, more involvement from leadership in how their roles impact the agency. Mr. Mozingo concluded the report for the Administration & Personnel Committee.

Buildings & Grounds

Chief Adkins provided the Buildings & Grounds report to members. He shared that routine, preventative, and reactive maintenance work continues to keep Facilities staff fully engaged. A new Facilities Manager was added to the Facilities team: Mr. Randall Bynum.

Chief Adkins concluded his report to the committees.

Marketing

Mrs. Bourne reported the Marketing Committee will meet during the JYF Board of Trustees Fall Meeting in November. The staff will share an update on paid admissions and revenue for FY24. Mrs. Bourne concluded her report to the Trustees.

Nominating

Mr. Dendy provided a brief update on the Nominating Committee. At the May 2023 meeting, the Nominating Committee recommended the board appointment of Ms. Diane Leopold. The Board of Trustees appointed her to a one-year term. Two Gubernatorial appointees to the Board of Trustees were announced in July: Mrs. Julie Dime (serves as Vice President of Government Affairs at Virginia Hospital and Healthcare Association); and Ms. Vicki Vasques (Owner and Chairwoman of Tribal Tech, LLC and Cowan & Associates, Inc. Both companies are American Indian, woman-owned small businesses that provide management and technical services to federal, state, tribal and corporate clients.) Consequently Ms. Suzanne Flippo, Professor Ervin Jordan and Mr. Jeffrey Trammell were not reappointed, and they will be honored for their service at the reception and dinner at the November meeting of the full board. The Nominating Committee will consider current and additional one-year board appointments in November. Mr. Dendy concluded his report.

Public Programming

Dr. Newby-Alexander presented the Public Programming Report. She shared that the Education team exceeded expectations this past school year, serving a total of 199,144 in FY23, a 78% increase over the previous year. This growth is attributable to both museum-based education experiences as well as classroom outreach. At the same time, the demand for Distance Learning has declined, reflecting the return to group visitation onsite and the increased demand for in-classroom outreach. Looking ahead to the coming school year, demand for JYF's education programs is not diminishing. By the end of this August, the Foundation has already booked over 60,000 people for museum experiences and another 5,500 for in-classroom outreach visits, numbers that are well ahead of reservations last year at this time. A robust calendar of public programs is slated for the coming months as well. Of particular note is "An Evening with *Outlander* author Diana Gabaldon" scheduled for September 16 which sold out in with long-standing programs such as the Yorktown Victory Celebration, Family Frights, and Foods and Feasts. Regarding the Maritime Program, I am happy to report that the *Godspeed* enjoyed a successful Harborfest Voyage in June, hosting more than 3,000 visitors aboard the ship while it was docked in Norfolk for this event. The ship and crew also hosted 11 guests for the Parade of Sail and won the "Build a Boat" champion prize. Planning and preparations are currently underway for *Godspeed's* Fall Voyage in late September and October with ports of call first in Lancaster County where the ship and crew will participate in the Turkey Shoot Regatta, a fundraiser for the hospice of the

Northern Neck, and will also provide education programs for local students. The ship will then be open to the public in Onancock and provide programs for students in Accomack County on the Eastern Shore. We look forward to reporting more on the Fall Voyage at our November meeting. Lastly, during the January to June 2023 time period, the Foundation has obtained, either through donation or purchase, a total of nine artifacts which will allow new stories to be told at both museums. For example, at the American Revolution Museum at Yorktown, the acquisition of Fleet's Pocket Almanack helps to provide a snapshot of daily life in 1791 Massachusetts, while a newly acquired abolitionist medallion depicts the 18th-century antislavery movement with an image of Britannia standing in front of two black men, kneeling and wearing a collar and chains, along with the legend "Britannia Set Us Free." An acquisition destined for display at Jamestown Settlement: a leaf from John Eliot's English Bible, the first Bible printed in North America, and the first Bible in an American Indian language, translated into the Algonquin dialect of Natick. The translation was undertaken by Puritan missionary John Eliot with the assistance of Massachusetts Indian interpreters, thus very much representing the convergence of American Indian and English culture. These acquisitions all demonstrate how the Curatorial team has been collecting in alignment with JYF's strategic plan, the new acquisitions plan shared at last fall's meeting, and the goals of the Indigenous Peoples Initiative. We look forward to providing more details on these, and other items acquired and conserved, at the November meeting.

Dr. Newby-Alexander then concluded the Public Programming report.

VI. Jamestown-Yorktown Educational Trust President's Report

Senator Norment called on Mr. Cox to present the Trust's report. Mr. Cox reported The Jamestown-Yorktown Educational Trust Board of Directors meeting was held on June 26, 2023. At the meeting, year to date financial and operations were reported as follows: The year-to-date change in net assets was \$269,073. Store performance measures were up, including combined store sales, sales per square foot and number of transactions. Visitations increased by 5% and transactions were up 6.1%. Museum Shops Sales growth at Jamestown Settlement outpaced visitation growth at 7%, and transaction growth was 10% higher, which is attributable in part to having two shop locations open at Jamestown Settlement this year, as well as the returning school and tour groups. At Yorktown, sales were down by 8% and transactions were down by 3%, compared to the same period last year. Commissions from net combined café operations were \$16K ahead of last year, which reflects the continuing return of school and tour groups, as well as an increase in pre-ordered boxed lunches and "café buffets" provided to groups in the evening hours. Combined store sales were \$2,730,365 resulting in a gross profit of \$1,497,459, and net revenues \$1,515,741. At the end of FY23, combined museum shops' sales surpassed the \$3 million mark and exceeded the prior year's totals by 0.8%. The combined museum shops' sales exceeded the budget by 6%. The FY 2024 Draft Retail operations budget was presented and approved. Year-to-date, for the period July 1 through August 31, 2023, sales are down, compared to budget, and to the same period last year. For the

two-month period, combined museum shops' sales are down 6.5% to budget and down 5.6% to last year, reflective of the slight downtrend in museum visits. Mr. Cox also shared the Retail Operations Report with the committees. A grand opening event for the new 1781 Café at the American Revolution Museum at Yorktown (ARM-Y), was held on June 13, 2023. The café opened for business on May 22. The JYET Board of Directors approved funding on November 30, 2022, for staff to initiate a redesign of the Jamestown Museum café. Mr. Cox noted the refresh of the 1781 Café and that Board of Trustees Vice Chair, Sue Gerdelman, performed the ribbon cutting at the June 13 grand opening event. The Jamestown café has not been updated for over 20 years. Staff presented their preliminary vision for the Jamestown Café refresh at the June 26 Trust meeting and received good feedback from the Board. A proposal to extend the food service agreement between the Trust and JCM, Inc, the food services provider at the Jamestown Museum, was presented and approved. This is the final contract extension for JCM, per contract. It is expected that an RFP for food services will be published in 2026. Mr. Cox concluded his report for Jamestown-Yorktown Educational Trust.

VII. Other Business

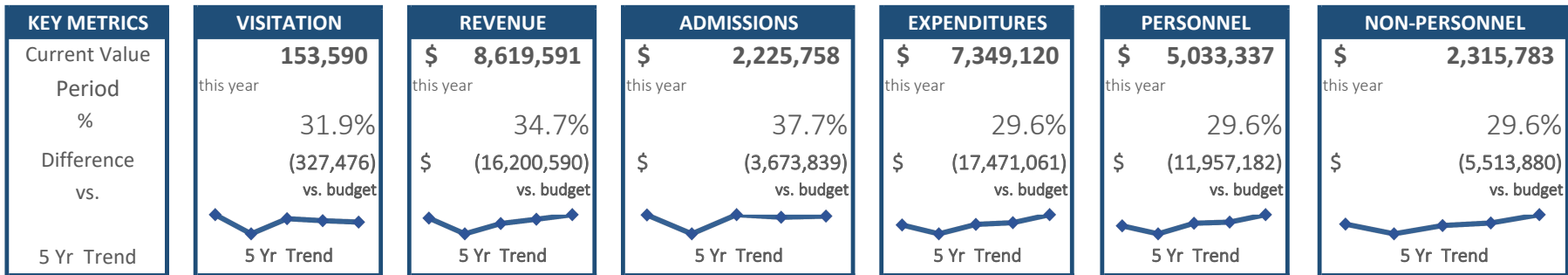
Senator Norment called for any other business, and there was none.

VIII. Adjournment

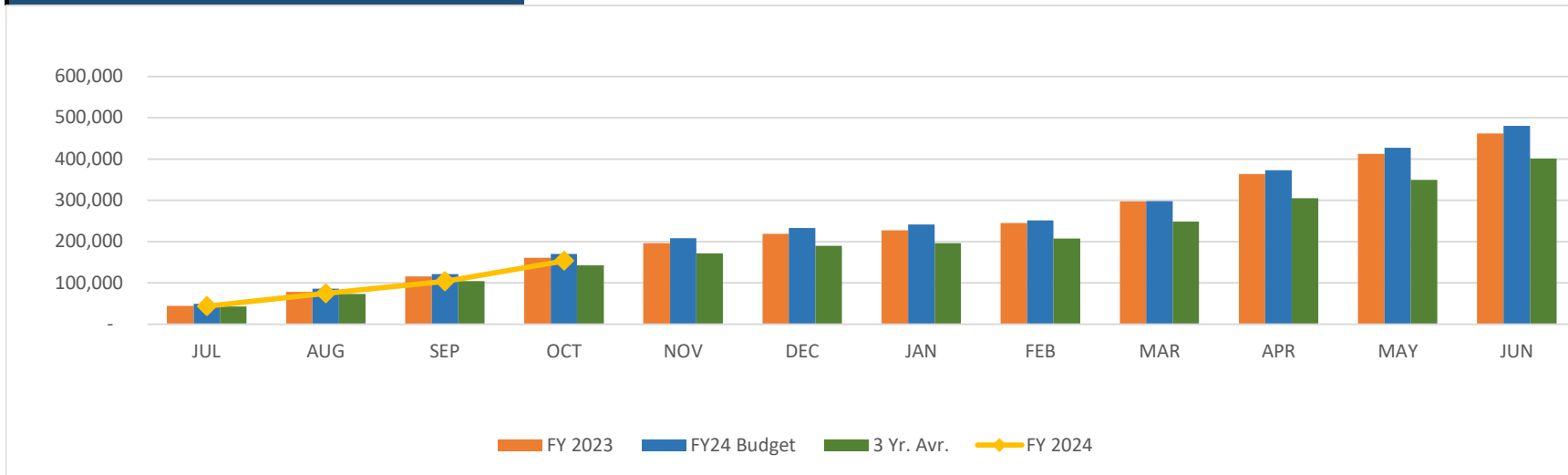
There being no further business, the September 7, 2023, Joint Executive and Finance Committees meeting at The Commonwealth Club in Richmond was adjourned by Senator Norment at 1:36 p.m.

Jamestown-Yorktown Foundation

October 2023



VISITATION - Cumulative

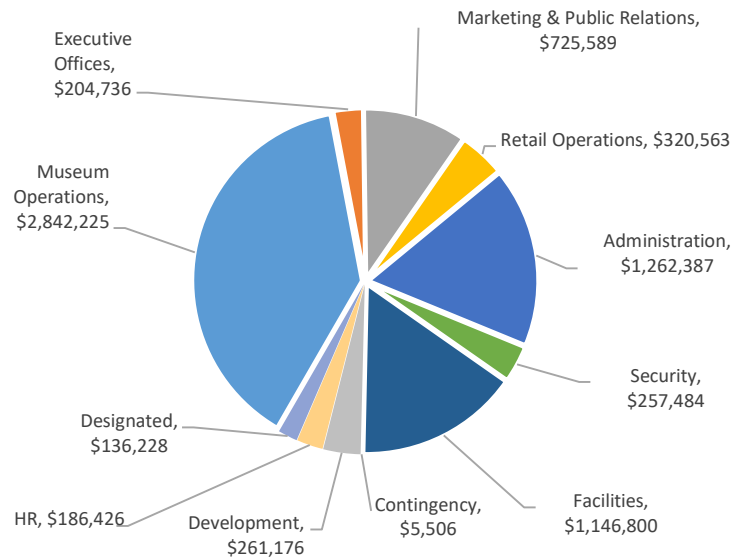


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY 2024	44,137	74,980	104,153	153,590	-	-	-	-	-	-	-	-
Budget	49,243	86,050	121,927	169,748	208,590	232,890	242,148	251,393	298,217	373,101	427,441	481,066
FY 2023	44,206	78,650	115,929	161,237	196,448	190,381	227,579	245,136	297,466	364,295	412,667	462,014
3 Yr. Avg	43,131	73,702	104,903	142,263	171,698	218,791	196,373	207,515	248,318	305,564	349,978	401,437

Jamestown-Yorktown Foundation

October 2023

Expenditure by Departments



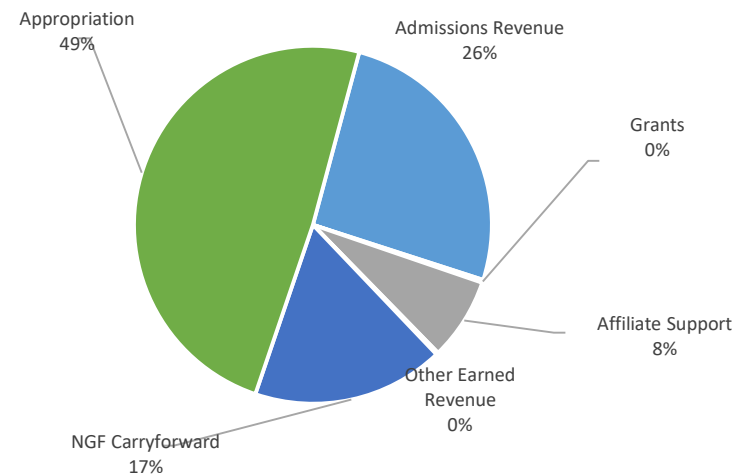
Key Expenditures vs. Budget

Salaries	\$	3,034,127	<div><div></div></div>	31.4%
Wages	\$	542,120	<div><div></div></div>	22.1%
Benefits & Health Care	\$	1,457,091	<div><div></div></div>	29.8%
Advertising	\$	351,658	<div><div></div></div>	32.9%
IT & Telecomm	\$	474,706	<div><div></div></div>	29.5%
Prod & Skilled Services	\$	93,836	<div><div></div></div>	7.0%
Maint & Repair	\$	126,573	<div><div></div></div>	33.8%
Security	\$	188,333	<div><div></div></div>	32.4%
Utilities	\$	331,170	<div><div></div></div>	36.4%

Revenues vs. Budget

Jamestown Admissions	\$	1,491,492	<div><div></div></div>	37.7%
Yorktown Admissions	\$	734,267	<div><div></div></div>	37.7%
Grants	\$	23,450	<div><div></div></div>	100.0%
Outreach/Distance	\$	1,948	<div><div></div></div>	1.2%
After Hours, Summer	\$	15,987	<div><div></div></div>	9.1%
Affiliate Support, Misc	\$	639,681	<div><div></div></div>	17.0%
Total Earned Revenue	\$	2,906,828	<div><div></div></div>	29.0%
Carryforward	\$	1,493,992	<div><div></div></div>	100.0%
Recognized State	\$	4,218,772	<div><div></div></div>	31.7%

Revenues



Statement of Revenues and Expenditures

From 10/01/2023 through 10/31/2023

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	\$ 1,491,492	\$ 3,952,357	\$ (2,460,865)	37.7%	\$ 1,483,618	\$ 7,874	100.5%
3	Yorktown Admissions	734,267	1,947,240	(1,212,973)	37.7%	682,597	51,670	107.6%
4	Total Admissions	<u>\$ 2,225,758</u>	<u>\$ 5,899,597</u>	<u>\$ (3,673,839)</u>	<u>37.7%</u>	<u>\$ 2,166,215</u>	<u>\$ 59,544</u>	<u>102.7%</u>
5	Grants	23,450	23,450	-	100.0%	78,500	(55,050)	29.9%
6	Outreach	1,948	156,200	(154,253)	1.2%	11,887	(9,939)	16.4%
7	After Hrs, Summer Camps	15,987	175,178	(159,191)	9.1%	37,688	(21,701)	42.4%
8	Affiliate Support & Misc	639,681	3,765,457	(3,125,776)	17.0%	377,937	261,744	169.3%
9	Other Revenue	4	-	4	N/A	-	4	N/A
10	Total Earned Revenues	<u>\$ 2,906,828</u>	<u>\$ 10,019,882</u>	<u>\$ (7,113,054)</u>	<u>29.0%</u>	<u>\$ 2,672,225</u>	<u>\$ 234,603</u>	<u>108.8%</u>
11								
12	NGF Carryforward	1,493,992	1,493,992	-	100.0%	1,291,592	202,400	115.7%
13	Recognized State Approp	4,218,772	13,306,308	(9,087,536)	31.7%	4,144,695	74,077	101.8%
14								
15	Total Revenue	\$ 8,619,591	\$ 24,820,182	\$ (16,200,590)	34.7%	\$ 8,108,512	\$ 511,079	106.3%
16								
17	Expenditure							
18	Personnel Costs							
19	Salary	\$ 3,034,127	\$ 9,650,474	\$ 6,616,347	31.4%	\$ 2,720,475	\$ 313,651	111.5%
20	Benefits	832,215	2,783,451	1,951,236	29.9%	753,347	78,868	110.5%
21	Health Care	624,876	2,098,688	1,473,813	29.8%	604,329	20,547	103.4%
22	Wages	<u>542,120</u>	<u>2,457,906</u>	<u>1,915,786</u>	<u>22.1%</u>	<u>576,050</u>	<u>(33,930)</u>	<u>94.1%</u>
23	Total Personnel Costs	<u>\$ 5,033,337</u>	<u>\$ 16,990,519</u>	<u>\$ 11,957,182</u>	<u>29.6%</u>	<u>\$ 4,654,202</u>	<u>\$ 379,136</u>	<u>108.1%</u>
24	Advertising	351,658	1,067,272	715,614	32.9%	264,836	86,822	132.8%
25	Insurance, Bank Fees, Audit	314,832	408,545	93,713	77.1%	293,833	20,998	107.1%
26	IT & Telecomm	474,706	1,611,784	1,137,078	29.5%	446,534	28,171	106.3%
27	Maintenance & Repair	126,573	374,215	247,642	33.8%	154,623	(28,050)	81.9%
28	Production & Skilled Services	93,836	1,346,005	1,252,170	7.0%	44,244	49,591	212.1%

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	188,333	581,469	393,136	32.4%	169,637	18,696	111.0%
30	Travel, Training, Lodging	50,048	341,881	291,833	14.6%	34,825	15,223	143.7%
31	Utilities	331,170	909,710	578,540	36.4%	275,525	55,645	120.2%
32	Equipment, Fixed Assets	184,480	468,909	284,429	39.3%	94,633	89,847	194.9%
33	Other	200,147	719,873	519,726	27.8%	171,769	28,378	116.5%
34	Total Non-Personnel Costs	\$ 2,315,783	\$ 7,829,663	\$ 5,513,880	29.6%	\$ 1,950,461	\$ 365,322	118.7%
35	Total Expenditure	\$ 7,349,120	\$ 24,820,182	\$ 17,471,061	29.6%	\$ 6,604,663	\$ 744,458	111.3%
36								
37	Net Revenue	\$ 1,270,471	\$ -	\$ 1,270,471	N/A	\$ 1,503,849	\$ (233,378)	84.5%

Jamestown-Yorktown Foundation
FY24 Operating Budget
FIRST 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 first quarter of FY24 were 99.4% “Good” or “Excellent” ratings.

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 first quarter of FY24, the ratio of admissions revenue to direct media advertising was \$8.65 to \$1. This is based upon revenues of \$1,658,732.30 and direct media expenditures of \$191,565.68. 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 129,000 students in on-site structured education during FY24.*

On-site education program participation was 10,777 in the first quarter of FY24, which is 8.4% of the annual goal.

4. ● **Number of students served by outreach education and distance learning programs.** **[KEY MEASURE]** *The goal is to provide outreach programs to 73,600 students in Virginia school districts in FY24.*

For the first quarter of FY24, there were 1,060 students served in 8 Virginia school districts served through the outreach education programs. This is 1.4% of the annual goal.

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 first quarter of FY24, 2.96% of customer surveys included complaints regarding the maintenance or operation of the facilities.

Jamestown-Yorktown Foundation PROPOSED FY2024 BUDGET ADJUSTMENTS

Appropriation of Prior Year Balances and Restricted Funds

Appropriated as of July 1, 2023: *(See Appendix A)* **\$ 23,754,594**

Additional Adjustments to Appropriation

Re-Appropriation of Funds Restricted for Specific Purposes **\$ 388,683**

These funds are provided for specific purposes and carried forward each year until fully disbursed. Funds include support for exhibitions, events, technology, conservation, and master planning.

Re-Appropriation of Funds Designated for Specific Purposes **\$ 443,712**

These funds are provided for specific purposes and carried forward each year until fully disbursed or redesignated by executive action. Funds include support for furnishings, Wi-Fi expansion, contingency reserves, and executive initiatives.

Appropriation of Restricted Contribution **23,450**

Cash received through October 31st for artifact conservation.

Elimination of Compensation Bonus **(180,308)**

Bonus was not included in the final version of the approved State budget.

Correction of the Compensation Adjustment **(197,608)**

Adjust compensation increase to 5% and an additional 2% effective December 10, 2023.

Establish Contingency Reserve. **137,332**

Set aside funding or anticipated admissions revenue reductions.

Re-Appropriation of Valid Encumbrances **209,742**

Outstanding purchase orders for classroom equipment, technology replacement, vehicles, and programmatic materials.

Total Adjustments: **\$ 825,003**

Revised Appropriation: **\$ 24,579,597**

Adjustments to Estimated Resources

Estimated Resources as of July 1, 2023: **\$ 23,754,594**

Designated/Restricted Fund Balances: 832,395

Restricted Contributions: 23,450

Affiliate Reimbursables: (240,584)

Undesignated Fund Balance: 209,742

Total Changes to Resources: **\$ 825,003**

Revised Estimated Resources: **\$ 24,579,597**

Jamestown-Yorktown Foundation PROPOSED FY2024 BUDGET ADJUSTMENTS CONTINUED

ADDITIONAL REQUESTED APPROPRIATION ITEMS

Eliminate FY24 Vacancy Requirement <i>Eliminates required vacancy collections used to balance the budget.</i>	\$ 300,301
Restoration of Marketing Amendment <i>Restoration of ongoing marketing amendment funds removed in error. Funds support digital advertising and website hosting.</i>	253,000
Agency Service Charges and Insurance <i>Appropriates fund to reflect year to date billings for increased insurance and agency service charges. Increase is primarily driven by workers compensation Insurance.</i>	61,120
Utilities <i>Aligns budgeted utilities with FY23 actual billings.</i>	45,509
Wi-Fi Expansion <i>Incremental funding to complete the outdoor Wi-Fi expansion. Funding is based on contracted totals.</i>	15,997
Facilities Cleaning <i>Appropriates one-time funds to support supplemental carpet and exterior facility cleaning.</i>	14,733
Total Additional Requested Appropriation Items:	\$ 690,660
<u>Estimated Resources</u>	
Undesignated Fund Ballance:	690,660
Total Changes to Resources:	\$ 690,660
Revised Total Estimated Resources/Appropriation:	\$ 25,270,257

Jamestown-Yorktown Foundation
Appendix A - Proposed FY2024 Revised Budget

Line #		Board Budget	Adjustments	Revised Budget
1	RESOURCES			
2	REVENUES			
3	Jamestown Admissions	\$ 3,952,357		\$ 3,952,357
4	Yorktown Admissions	1,947,240		1,947,240
5	SUBTOTAL - Admissions	\$ 5,899,597	\$ -	\$ 5,899,597
6	Outreach	\$ 156,200		\$ 156,200
7	Facility Rentals	163,250		163,250
8	Broadsides	11,928		11,928
9	Grants	-	23,450	23,450
10	Affiliate Support and Misc. Revenues	3,555,715	(240,584)	3,315,131
11	NGF Carryovers - Designated	661,596	1,042,137	1,703,733
12	NGF Carryovers - Undesignated	-	690,660	690,660
13	SUBTOTAL - NGF Revenues	\$ 4,548,689	\$ 1,515,663	\$ 6,064,352
14	State Appropriation	\$ 12,656,308		\$ 12,656,308
15	Central Appropriation	\$ 650,000		\$ 650,000
16	TOTAL RESOURCES	\$ 23,754,594	\$ 1,515,663	\$ 25,270,257
17	USE OF FUNDS			
18	Museum Operations and Education	\$ 9,706,269	\$ (105,307)	\$ 9,600,962
19	Executive	642,413	(9,200)	633,213
20	Marketing & Public Relations	2,381,246	234,390	2,615,636
21	Gift Shops and Café	1,143,298	(20,700)	1,122,598
22	Administration	301,949	(4,600)	297,349
23	Security	825,108	(2,420)	822,688
24	Finance	972,643	(59,170)	913,473
25	Information Technology	1,640,312	79,006	1,719,318
26	JYF Central Costs	390,616	61,120	451,736
27	Contingencies & Special Use	811,295	437,633	1,248,928
28	Human Resources	624,857	(11,134)	613,723
29	Facilities	2,459,166	38,276	2,497,442
30	Utilities	869,000	45,509	914,509
31	Development	986,422	(39,583)	946,839
32	Designated/Restricted for Specific Programs	\$ -	\$ 871,843	\$ 871,843
33	TOTAL USE OF FUNDS	\$ 23,754,594	\$ 1,515,663	\$ 25,270,257

**Jamestown-Yorktown Foundation
Executive & Finance Committee
FY2025 BUDGET PLANNING & PRIORITIES
November 15, 2023**

Introduction

The annual operating funds for the Jamestown Yorktown Foundation are derived from three sources: the State, the JYF, Inc., and the Jamestown Yorktown Educational Trust. An annual budget is developed and approved by the governance of each of these three entities, and all three budgets together fund programs and operations for the JYF.

The process for the development and approval of all three JYF budgets is represented on the chart below:

BUDGET PROCESS



Consistent with prior years, the FY25 Budget will seek to fund JYF's operations and strategic priorities. Included in the strategic priorities are programs, innovation, capital, and maintenance reserve projects. Our goal is to ensure that the budget document is an effective and efficient document for operationalizing JYF's mission and strategic priorities.

The FY25 Budget Planning process has already started with budget orientations for staff who are budget holders. Our three budgets – the COV, Inc. and Trust budgets are developed in tandem. We (the finance team and I) hold a series of meetings with individual and team budget holders to provide opportunities for staff to refine their budgets. Next, we go through the budget document with our executive director and leadership team. Following these reviews, the proposed budget is presented to the Executive & Finance Committee for review, and finally to the full board for review and approval.

FY25 Budget Priorities

The following strategic priorities are anticipated for the FY25 budget:

Human Capital - Personnel represent the bulk of JYF's operational expenditures. In FY24, personnel accounted for nearly 72% of JYF's total operating expenditures. Talent renewal is a risk factor that we have identified in JYF's Strategic Plan. This risk is specific to the percentage of JYF employees that are eligible for retirement, as well as a steady incline in the number of employees who are recruited elsewhere for better pay.

Programs – The FY25 budget will seek to support the program initiatives and priorities that were presented at our meetings yesterday. Exciting new programs and exhibits, leading up to VA250 commemorations, would require both enterprise and state funds to implement.

Equipment Replacement – Majority of the equipment that power our museum experiences are beyond their life expectancy and are failing. Funding prohibits a robust and strategic equipment replacement plan and schedule; as such, our efforts have been like putting out fires. Our goal (*with funding*) is to transition to a strategic equipment replacement process.

Capital Improvements and Maintenance Reserve Projects – We presented an FY24 maintenance reserve project plan at the Buildings & Grounds Committee this morning. In addition, we have submitted a capital budget request to the Department of Planning & Budget. The projects in our FY24 maintenance reserve plan, as well as the capital projects request, were extracted from JYF's 2024-2030 Capital Improvement Plan.

Susan Constant – The dry docking of JYF's flagship, Susan Constant, is scheduled for the summer of 2024. Susan Constant will travel to Mystic Seaport in Connecticut, where she would undergo major repairs. It is estimated that Susan Constant would be gone for up to two years. Funding for Susan Constant's repairs (*approximately \$4 million*) was approved by the Secretary of Education for submission to the Department of Planning & Budget.

Information Technology – The Virginia Information Technology Agency (VITA), powers JYF's technologies, and assigns costs to JYF on the use of Business-Related Technologies. Two initiatives from VITA, are anticipated to impact JYF's FY25 budget:

- Information Security Office (ISO) – A 2023 information security audit, conducted by VITA on JYF, requires JYF to establish an Information Security Office, and to hire a dedicated Information Security Officer.
- SD/WAN – Per VITA, the expansion of JYF's wide area network and broadband capacities, is an executive office directive. We are working with VITA and Verizon, to determine the cost implications of this requirement to JYF.