

**Jamestown-Yorktown Foundation  
Board of Trustees**

**Marketing Committee  
Tuesday, November 14, 2023  
DRAFT MINUTES**

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Committee Members Present: Mmes. Bourne, Batten, Burke, Chambers, Sanchez, Swann (JYF, Inc. Liaison); Messr. Scott.

Committee Members Absent: Mdm. McQuinn; Messrs. Hodges, Howard.

Other Board Members Present: Mmes. Cardwell, Kincheloe, Vasques; Messrs. Adkins, Hall, Mason, Norment.

JYF Staff Present: Mmes. Coleman, Haendler (via Teams), Koch, Koch (via Teams), Leftwich, Lucas, Machie, Thompson, Turner, van Joosten; Messrs. Lee, Mzingo (via Teams).

Other Guests: Mdm. Banez (Greater Williamsburg Chamber of Commerce Representative)

**I. Call to Order**

Mrs. Bourne called to order the Tuesday, November 14, 2023, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 1:30 p.m. at the American Revolution Museum at Yorktown. Roll was called and at least 5 members were present for a quorum.

**II. Greater Williamsburg Chamber of Commerce: Fostering Partnerships – Ms. Terry Banez, Chief Executive Officer**

Mrs. Bourne welcomed Terry Banez, Chief Executive Officer, of the Greater Williamsburg Chamber of Commerce as the guest speaker. She explained that the chamber represented over 700 small, medium, and large businesses and non-profit organizations in the area. The chamber has served James City County, the City of Williamsburg, and York County since 1938, and its mission is to advocate, collaborate, and create an environment in which businesses can grow and succeed.

Ms. Banez began by mentioning how there are 784 members and of those 59 are non-profit organizations. She reported that they have 27 appointed members and elected board seats. She shared some of the events that came about when members work together such as a Symphony concert and the Kiwanis Shrimp Feast at Jamestown Settlement. The chamber has had over 125 monthly business after hour events for members to network and socialize. Ms. Banez talked about efforts to boost shopping locally such as the gift card program to local businesses. She concluded her presentation with mentioning upcoming events and programming

such as the Christmas Parade, Pathways2Careers Program, Home for the Holidays and the For the Love Annual Gala. There were no questions.

### **III. Approval of Minutes**

Mrs. Bourne referred members to the minutes of the May 3, 2023 meeting. Chief Adkins moved and Mrs. Swann seconded approval of the committee meeting minutes. The motion was approved by unanimous vote.

### **IV. Paid Visitation and Revenue Review**

Ms. Bourne reported staff continued to follow travel research and build on the destination's marketing investment to maximize JYF's exposure and increase visitation. She referenced the 6-year comparison enclosure showing how paid visitation and revenue had been trending. For the first three months of fiscal year 2024, JYF continued to experience a negative pattern with paid admission and revenue to budget. The good news was October paid visitation helped improve the year-to-date performance. Paid visitation was up 1,616 visitors and revenue up \$26,042 for the month. Year-to-date, paid visitation was down to budget 16,158 visitors that directly impacted revenue which was down \$187,641. When broken down further by museum, the numbers were reported: Jamestown Settlement was down 6,601 (6.1%) and American Revolution Museum at Yorktown was down 9,557 (15.7%). Compared to prior year by museum, Jamestown Settlement was down 3.5% and the American Revolution Museum at Yorktown was down 7.1% to prior year.

Mrs. Bourne reported that JYF continued to see group visitation return to pre-pandemic levels. Groups were slightly up 97 visitors or 0.4% to budget and up 20.2% to prior year. Individual visitation, however, was down 16,255 visitors or 6.0% to budget and down 8.5% to prior year. She said that the decline in paid admissions had a direct impact on revenue. According to the U.S. Travel Association September travel data reported, air travel was up over the summer as travelers were feeling more confident flying and traveling abroad which could imply that they were taking less road trips. Williamsburg was a drive destination. Mrs. Bourne stated that it was still too early to project year end, but with the improvement in October visitation and an integrated and targeted winter and spring marketing campaign, staff were hopeful to see more visitors in the Williamsburg area and improved visitation performance to JYF during the upcoming winter and spring season. There were no questions.

**V. Reign & Rebellion Marketing Recap**

Mrs. Bourne reported that promotion around the dual museum exhibition continued through the entire run of Reign & Rebellion. The marketing team implemented a marketing and advertising plan to maximize the opportunities surrounding the special exhibition and events. She introduced Glenda Turner, Senior Director of Marketing & Public Relations, who reviewed some of the marketing highlights of Reign & Rebellion.

Mrs. Turner began her presentation with some key results from the marketing efforts. Media coverage for the exhibition and special events associated with Reign & Rebellion generated 61 articles with 8.3 million impressions for an estimated media value of over \$900,000. The media relations team hosted several influencers, travel writers and press at our museums. They also promoted the exhibition through marketplaces and sponsorships targeting national and international travel writers. Reign and Rebellion related articles were featured in six issues of our INSIDE JYF magazine. The social media team museum ambassadors curated 98 posts/reels/stories dedicated to Reign & Rebellion that reached over 734,000 social media users, generating over 21,000 engagements, over 17,500 video views. They crafted 3 consumer newsletters with exclusive Reign & Rebellion content to over 23,000 JYF email subscribers and worked with a 3rd party vendor to deploy an email promoting Reign & Rebellion to acquire new visitors. The email went to over 106,000 households in the local area. Reign & Rebellion was the first exhibition featured on our newly redesigned website, which provided prominent placement and easy to navigate pages that featured interactives and videos.

Mrs. Turner reported that in addition to the paid digital and social media ad buys, which generated 53.2 million impressions, the staff integrated some new impactful marketing platforms into the advertising mix. JYF staff promoted the opening on 10 LED outdoor boards across Hampton Roads and Richmond that generated 4.1 million impressions. The exhibition was promoted on the side panels of six Williamsburg Area Transit Authority buses that ran routes across Williamsburg, James City County and York County. Staff worked with public radio and television stations to secure underwriting announcements. She mentioned the exhibition was featured on banners at Williamsburg and Norfolk Premium Outlets delivering 3.4 million impressions among shoppers. The JYF sales staff worked with businesses, hotels, timeshares, etc. in the community to visit the museums to gain a first-hand experience of the exhibition so they would encourage others to visit. Mrs. Turner concluded by saying that JYF hosted chamber member business after hour events at both museums. During each event a JYF representative spoke and introduced them to the exhibition with an emphasize to visit both museums for the full museum experience. There were no questions.

## **VI. Fall & Winter Marketing Plan**

Mrs. Bourne reported that the marketing team had a plan in motion to elevate exposure and awareness. They had also been working closely with the Williamsburg and Yorktown destination tourism staffs and other area partners to ensure that JYF museums are well represented in sales, advertising and communications. Mrs. Turner shared insights on the visitor makeup during these months and highlighted some of the marketing efforts the staff have planned to increase visitation and revenue.

Mrs. Turner stated that JYF's goals are to increase visitation and revenue to both museums, increase awareness of the museums, programs and events, and to build on the destination's marketing investment to increase JYF's voice. Staff set out to understand our visitors and used the JYF visitation research to start. We found out that visitors ages 60 plus made up 46% of visitation in the fall in comparison to those in the summer. Visitors 35-59 years of age made up 31.3%. JYF's guests also visited other history attractions in the area. 65% stayed in either a timeshare or hotel/motel and stayed 0.4 more days longer. She further stated that more Jamestown Settlement visitors were day trippers and the American Revolution Museum at Yorktown had more visitors who were 7-day trippers. Mrs. Turner reported that the marketing strategy would continue to saturate the strongest organic segments: hyper-locals, locals and a campaign targeting the 60 plus age group. It would also influence our core audience: families, history enthusiasts, cultural explorers and elevate JYF's brand in the destination markets: Tourists, weekenders, and in primary tourist markets which included: DC, Raleigh/Durham, Baltimore, NY and Philadelphia.

Mrs. Turner presented some of the campaigns and highlighted some key points of the fall/winter and early spring marketing plans. She mentioned that in addition to what was being presented, JYF would continue to promote the overall museum experience and key annual events in addition to a full year of special events and opportunities to generate a broader awareness and turn up the volume in key markets. For Fall, one part of the plan was to showcase the value of an annual pass through a "Bring a Friend Free" offer, highlighting seasonal events and programs to encourage repeat visitation and to encourage renewal and raise awareness of donor incentives to support funding of public programs. Another part of the plan for fall was "Explore, Shop, Savor!" which promoted getaway or spend the day with friends at a museum! The Marketing team promoted this offer through INSIDE JYF bookmarks, retail guides, Museum Store Sunday, and a Hyper-local and locals campaign. JYF also wanted to focus on tourists through target campaign messages, weatherproof messaging: "Warm up in our indoor galleries" and by extended reach into non-paid channels. Mrs. Turner reported that part of the

winter/holiday plan was to promote “Annual Passes Make Great Holiday Gifts!” that reached out to annual passholders and mentioned a special gift with purchase. This would be a limited-time-offer and with a highlight on the special programs and events lineup. Staff also planned to focus on tourists by increased advertising investments, another weatherproof message, and geofencing around visitors in the area to encourage visits. These were all supported through an integrated marketing plan utilizing the platforms that were most appropriate to deliver the message. The platforms included email, paid digital and social media advertising, organic social media, [jyf.museums.org](http://jyf.museums.org), media engagement and sales and group.

Mrs. Turner concluded her presentation with the spring marketing plan. She informed the committee that the spring break marketing plan would begin in late January. The Spring messaging included promotion of the American Heritage Annual Pass and what made JYF Museums a unique destination getaway, spring break experiences at the Museums/Peek into America's Past, and time-honored special events (After Angelo, Military Through the Ages turns 40, Indigenous Arts Day and Jamestown Day), the. the launch of the third year of the Director's Series and celebrating Jamestown Settlement's Susan Constant and its significance and history. Also planned are artifact Spotlights in the JYF Collection, Extra-ordinary Education (JYF Museums learning experiences reach teachers, students in classroom and homeschool settings), and of the Ruth E. Carter exhibition, Fashioned in History conference.

During the question and answer period, there was a discussion about our paid visitation, changes in vacation trends and working with our partnerships regarding the local attractions being visited as well as advertising. Another discussion topic was the sports tourism market and how we can benefit from it as well as incentives to encourage visitation. The last discussion was the possibility of the sports venue being constructed, its impact to tourism and JYF working with partnerships to develop marketing plans.

## **VII. Other Business**

Mrs. Bourne updated the committee that the planning for VA 250 continues to be underway. She reported that the American Revolution Museum at Yorktown was primed to welcome visitors to learn about the significance and impact of the American Revolution and its relevance today through general museum experiences and special events leading to 2026. Marketing staff will continue to work closely with the education and curatorial staff on plans to highlight unique learning experiences. She reported that the marketing staff was also participating in ongoing meetings with tourism partners locally and with the state to promote the American Revolution and community programs and opportunities. Mrs. Bourne reminded everyone to stay

tuned as we work to continue collaboration on this important event to commemorate American history.

**VIII. Adjournment**

There being no further business, Mrs. Bourne called for a motion to adjourn the meeting. Chief Adkins made a motion, which was seconded by Senator Mason and approved by all. Mrs. Bourne officially adjourned the meeting at 2:43 p.m.

Committee Members Present: Messrs. Adkins, Fowler, and Hodges; Mmes. Cardwell, Newby-Alexander, Vasques, McQuinn (Remote), Bourne (Remote)

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

Other Board Members Present: Messrs. Dendy, Plum, Mason; Mmes. Gerdelman, Hester, Sanchez, and Kincheloe

Other Guests: Mmes. Marquez (AG Rep), Kalantarians, Smith (Guernsey Tingle), Cooper

Staff Present: Messrs. Bynum, Lee Hamilton; Mmes. Coleman, Machie, Leftwich, Lucas, Thompson and Turner.

## **I. Call to Order – Chief Adkins**

The Wednesday, November 15, 2023, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Chief Stephen Adkins, at 9:00 a.m., at the America Revolution 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 90 of the packet, to review the minutes from the Wednesday, May 3, 2023, meeting and requested a motion for approval. Delegate Fowler made a motion, with second by Delegate Hodges. The minutes were approved by unanimous vote.

## **III. Capital & Maintenance Reserve Projects Report – Chief Adkins**

### **A. Capital & Maintenance Reserve Projects Report**

Chief Adkins directed the members to page 95 of their packet and presented the report that covers capital project initiatives, maintenance reserve project updates, and the Trane Energy Savings (ESCO) reports. After completing his report, Chief Adkins asked for questions. Delegate Hodges asked if we were

good on our budgets with the listed capital projects on page 95 in their packet. Dr. Machie responded that until we take projects in question to bid, we will not know where we are in the budget. Dr. Machie did however report that the JS Security room came in under budget and the Shipwright project is currently on budget. Delegate Hodges thanked Dr. Machie for her response. Delegate Fowler asked committee to confirm that the Susan Constant would sail to its constructor port and the committee confirmed it. Delegate Fowler thanked the committee. Dr. Newby-Alexander asked the chair to explain the next steps with the Trane Energy Savings (ESCO) phase 3 projects since funds were not included in the FY24 budget. Dr. Machie responded that we will analyze the list of phase 3 project items and discern whether it is maintenance reserve project items or capital project items and then sequence the request for the funding or possibly another opportunity for a budget amendment request as well. Dr. Newby-Alexander thanked Dr. Machie for her response. Chief Adkins asked for more questions. None heard, Chief Adkins asked Dr. Machie to introduce the Architects with Guernsey Tingle to provide a presentation to the committee on Jamestown Settlement Museum flooring.

#### **IV. Presentation – Jamestown Lobby Flooring – Dr. Machie, Guernsey Tingle Architects**

Stephanie Kalantarians & Ann Marie Smith with Guernsey Tingle thanked everyone for the opportunity to provide a flooring presentation to the committee. There was much discussion between committee members, staff, and the Architects. After their presentation, they again expressed their gratitude for the time they were allotted to present the vision the Jamestown Settlement Museum flooring project. Chief Adkins thanked Guernsey Tingle for their presentation.

#### **V. Projections for FY24 Maintenance Reserve Expenditures and Project Plan**

Chief Adkins asked that Dr. Machie provide her report and facilitate discussion. Dr. Machie introduced JYF's new Facilities Manager, Randall Bynum and JYF's contract project manager, Rick Begley. Dr. Machie provided the committee with historical information on what was previous budget was approved and appropriated for JYF. Dr. Machie also spoke to the current project plan and how she intends to sequence it cross fiscal years to maintain a conservative budget plan. Delegate Hodges asked for JYF's schedule process with inspecting the roofs. Mr. Bynum stated that internally JYF conducts semi-annual and annual



inspections, but a detailed analysis is required to allow JYF to have accurate readings that will indicate best way forward with roof repairs. Chief Adkins thanked everyone for their participation with the discussion and asked for a motion to approve the plan as presented by Dr. Machie, moved by Delegate Fowler and seconded by Delegate Hodges. Motion passed unanimously by the committee.

#### **VI. 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.

#### **VII. Adjournment – Chief Adkins**

There being no other business, the Wednesday, November 15, 2023, meeting of the Buildings & Grounds Committee was adjourned at 10:05 a.m.

**JYF Board of Trustees  
Public Programming Committee**

**Jamestown-Yorktown Foundation  
Tuesday, November 14, 2023  
4:00 p.m.  
DRAFT MINUTES**

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Members Present: Messrs: Adkins, Hanger, Mason. Mmes: Banks, Burke, Gerdelman, Hester, Newby-Alexander.

Members Absent: Messrs: Acuff, Dendy, Gilbert, Howard, Knight, Mason. Mmes: Bourne, Howell, Leopold, McQuinn.

Other Guests Present: Messrs: Hall, Plum. Mmes: Cardwell, Chambers, Kincheloe.

Staff Present: Messrs: Bakari, Henline, Howell, Lee, Mozingo, Nixon, Speth. Mmes: Coleman, Floyd, Gruber, Leftwich, Lucas, Machie, Thompson, Turner, Van Joosten.

**I. Call to Order**

Dr. Newby-Alexander, Vice Chair of the Public Programming Committee, called the Tuesday, November 14, 2023, meeting of the Jamestown-Yorktown Foundation Public Programming Committee to order at 4:03 p.m. She welcomed members, asked for the calling of the roll, and quorum was established.

Pursuant to VA Code 2.2-3708.2, Chief Adkins made a motion to allow remote participation in the meeting and with a second from Mrs. Gerdelman, the motion passed.

Dr. Newby-Alexander then thanked members for their continued support for public programming that fosters an awareness and understanding of the early history, settlement, and development of the United States through the convergence of American Indian, European, and African cultures and the resulting legacies.

**II. Approval of Minutes**

Chief Adkins moved approval of the minutes of the Wednesday, May 3, 2023, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by Delegate Plum, the motion passed unopposed.

### **III. Interpretive Plan**

Dr. Newby-Alexander called upon Dr. Leftwich, Senior Director of Museum Operations and Education, to provide an update on the development of JYF's Interpretive Plan and to review the document.

Dr. Leftwich began by reiterating the big idea that “fostering cultural curiosity creates connections and builds belonging,” noting that this is the central idea from which the Plan's themes and visitor outcomes flow. She reported that a working group consisting of key MOE staff have worked to establish and fine-tune the visitor outcomes delineated in the Plan and that identifying story fundamentals and content will be undertaken over the coming months.

Dr. Leftwich also presented demographic data and highlighted the need to diversity audiences which led to considerable discussion about where the majority of JYF's visitors come from and the importance of building community and regional support. Mrs. Gerdelman expressed appreciation for the work that had gone into development of the Plan's Framework, and then made a motion to adopt the Interpretive Plan. Followed by a second from Ms. Hester, the Committee voted to move the Plan's adoption.

### **IV. Learning and Community Engagement**

Dr. Newby-Alexander invited Mr. Howell, Director of Learning and Community Engagement, to provide an Education Program Update and tell committee members about the Public Programs they can expect to see in 2024.

Mr. Howell reported that the number of students participating in an experience onsite has been steadily increasing—with 125,000+ already booked this year—as has the number of students participating in classroom outreach. He noted that, in the coming year, JYF's Education Program will be reassessed in light of the new Interpretive Plan and what is going on in classrooms today. He also described the thinking behind the decision to expand the Education Program to the broader, more wholistic “Learning and Community Engagement,” which envisions a life-long relationship with visitors. Finally, he referred Committee members to the list of Public Programs planned for calendar year 2024, noting that, in addition to tried and true formats, programming has been expanded to include moderated conversations, arts-related performances, and more family-focused activities.

### **V. Digital Media Studio Planning**

Dr. Newby-Alexander reminded members that, as part of the re-organization of the Museum Operations and Education team in 2021, that a new department for Digital Media was established to centralize the expertise required to create and sustain digital media content, production, and experiences for

audiences. She invited Dr. Leftwich to share more about planned next steps in creating studio space to further this important work.

Dr. Leftwich described plans to build out the studio space at the Central Support Complex (CSC) indicating that enhanced digital media capability is central to audience expansion because digital media allows JYF to literally meet visitors where they are. She described a grant request to the Cabell Foundation which would provide half the funding (\$500K) required for this \$1 million project.

## **VI. Curatorial Review**

Dr. Newby-Alexander began the Curatorial Review by inviting Ms. Gruber, Curatorial Manager, to deliver the Semi-Annual Acquisitions Report covering the period January 1 through June 30, 2023.

Ms. Gruber began by observing that the ten artifacts acquired during this period are supported by JYF's Master and Annual Acquisitions plans. She noted that these artifacts tell unique stories and foster dialogue about converging cultures, explore local to global connections of the Foundation's core content, engage interaction with history today, and highlight the shared challenge of reckoning with the revolutionary tensions of the 17th and 18th centuries that continue today.

She reviewed, in turn, each of the new acquisitions which included: an abolitionist miniature, the 1791 Fleet's Pocket almanack, a brass collar, two English Delftware Boscobel Oak plates, a James Monroe Indian Peace Medal, a 19-pound pig iron ship's ballast, an engraved silver gorget, a leaf from the first edition of Eliot's Indian Bible, and a Missing and Murdered Indigenous Women (MMIW) gourd created by Deborah Wilkinson of the Upper Mattaponi in honor of her grandmother, Gracie Belle Adams.

With no questions from the committee, Mrs. Banks moved to approve accessioning of the objects, and upon a second by Mrs. Gerdelman, the motion passed unopposed.

In the interest of time, members were asked to refer to their packets for the Semi-Annual Conservation Report covering the same period.

## **VII. Maritime Program Update**

Dr. Newby-Alexander noted that it has been a busy year for the Maritime Program. In June, *Godspeed* and crew sailed to Norfolk to participate in Harbortest and the Parade of Sail—hosting nearly 3,000 guests aboard the ship over the course of the weekend—and for the fall voyage, *Godspeed* and crew sailed to Lancaster County and Onancock, took part in the Turkey Shoot Regatta, hosted public tours attended by people from all over the Eastern Shore, and

organized a number of hands-on educational outreach programs. She then invited Mr. Speth, Director of Maritime Operations, to provide a more specific update on the program.

Mr. Speth emphasized the importance of the 43 active Maritime Program Volunteers who participate in training, outreach sailing, ship maintenance, and historical interpretation, thus contributing greatly to the success of the spring and fall voyages, and the program overall. He also briefed Committee members on the *Susan Constant* Repair Plan, reiterating that major repairs and regular preventive maintenance could allow Susan Constant to continue service in Virginia's Founding Fleet for 20 – 30 years or longer. He reported that a Budget Amendment request for \$4.7 million has been submitted, and a contract has been awarded to Mystic Seaport Museum Shipyard with the two-year repair project scheduled to begin in July 2024.

Dr. Newby-Alexander invited Dr. Leftwich to return to the floor for a discussion of the impact *Susan Constant's* two-year absence will have on programming and the visitor experience. Dr. Leftwich observed that during *Godspeed's* spring and fall voyages, only *Discovery* will be docked at Jamestown Settlement. Discussion focused on how Interpretive teams might enhance the visitor experience on the Pier when there is only one ship available, the potential to host visiting historical ships, as well as how the *Susan Constant* Repair Project could help raise JYF's national profile by, for example, promoting the voyage to Mystic, or livestreaming repairs virtually to the public.

#### **VIII. *Ruth E. Carter: Afrofuturism in Costume Design***

Having arrived the last agenda item, Dr. Newby-Alexander invited Dr. Leftwich to provide a brief overview of the upcoming Special Exhibition "Ruth E. Carter: Afrofuturism in Costume Design," scheduled to open at Jamestown Settlement on May 11, 2024, and run through December 1, 2024.

Dr. Leftwich highlighted how this traveling exhibition is designed to reveal the historic research process, spark curiosity, increase cultural representation, and leverage JYF's historic clothing expertise. Noting that the exhibit will coincide with JYF's biennial historic clothing conference and will feature a visit and presentation by Ruth Carter herself, Dr. Leftwich observed that the exhibition will demonstrate how history inspires the future and will draw a bridge between Ruth Carter's historic clothing work and the work of JYF's historical clothing team

#### **IX. *Other Business***

Dr. Newby-Alexander called for discussion of any other business. None was raised.

**X. Adjournment**

There being no further business, Chief Adkins motioned for adjournment, and, following a second by Senator Hanger, Dr. Newby-Alexander adjourned the Tuesday, November 14, 2023, meeting of the Public Programming Committee at 5:36 p.m.

Members Present: Messrs. Adkins, Hanger, Fowler, Scott, and; Mmes. Batten, Gerdelman, Hester, Kincheloe, and McQuinn (remote).

Members Absent: Messrs. Norment, Acuff, Cox, Gilbert, Hall, Knight, Plum, Torian, and; Mmes. Howell, Lucas, Locke.

Board Members Present: Messrs. Mason; Mmes. Banks, Burke, Cardwell, Chambers, Hester, Newby-Alexander, Sanchez (remote), Vasques.

Staff Present: Messrs. Bynum, Lee, Hamilton, and Mozingo; Mmes. Coleman, Leftwich, Lucas, Machie, Marquez (AG Representative), Thompson, Turner and Lott.

Guest Present: Mme. Cooper.

## **I. Call to Order**

Senator Hanger called the meeting of the Jamestown-Yorktown Foundation Board of Trustees Executive and Finance Committees to order at 10:35 a.m. He recognized members participating remotely in accordance with VA Code 2.2-3708.2 and asked for a motion to approve members' participation (McQuinn & Burke). Delegate Fowler made a motion, with second by Chief Adkins. All in-person members of the committees approved.

## **II. Approval of Minutes**

Senator Hanger directed members to the minutes from the September 7, 2023, meeting and requested a motion for approval as presented. Delegate Fowler made a motion, with second by Chief Adkins. The minutes were approved unanimously.

## **III. FY2024 Financial Report**

Senator Hanger provided a report on FY24-year-to-date financial performance through October. Visitation through October was 153,600 or 31.9% of the original annual goal of 481,000. Revenues through October totaled \$8.6 million, up 6.3% compared to the prior year. Year-to-date admissions total \$2.2 million at 37.7% of budget. Year-to-date expenditures total \$7.3 million, up 11.3% compared to the prior year. Personnel expenditures totaled \$5 million, up 8.1% from the previous year, primarily due to the 5% state pay increase and the filling of vacant positions. Non

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personnel expenditures totaled \$2.3 million, up 18.7% from the previous year, primarily due to increased insurance costs, travel, advertising, utilities, and the one-time purchase of a vehicle. Year-to-date visitation is down 16,158 or 9.5% to budget, and down 4.7% compared to from the prior year. Senator Hanger asked if this was a concern. Dr. Machie responded that compared to last year, we did make up our numbers, so not totally concerned, but conservative in our spending. Admissions revenues were \$2.2 million, 37.7% of the budgeted \$5.9 million. Admissions are up 2.7% from the prior year, but down 8.2% to the current year's budget. Grant receipts totaled \$23,450, down 70.1% from the prior year as grants from localities have moved to the JYF, Inc. Affiliate support and Miscellaneous revenues were \$639,000, 17% of the budget, up 69.3% from last year. This is primarily due to the timing of resuming reimbursable affiliate support that was delayed in the prior year. Through October, year-to-date revenues were \$8.6 million or 34.7% of budget compared to \$8.1. million last year. Personnel services show expenditures of \$5 million at 29.6% of budget. Non-personnel expenditures, advertising is up 32.8% from the prior year due to an increase in targeted marketing and the addition of marketing events. Senator Hanger asked JYF staff for a brief explanation and Ms. Turner explained that JYF invested in all the advertisements for the events in the programming, there was some shifting due to the deficit we saw coming out of the summer, we increased our exposure heading into our fall and winter months and with an increase in targeted marketing, prices will go up. Production and skilled service is up 112% from the previous year due to spending associated with the Reign and Rebellion special exhibition. Training and development is up 43.7% from the previous year because the agency's focus on People as a strategic pillar, and an intentional investment in the development of JYF's workforce. Equipment and fixed assets are up 94.9% from the previous year primarily due to a WiFi expansion project and the one-time purchase of a vehicle. Through October, year-to-date expenditures total \$7.3 million or 29.6% of budget compared to \$6.6 million last year. Senator Hanger asked if there were any questions about all the numbers discussed. There were none heard.

Senator Hanger asked the committee to turn to page 113 of their packet to discuss FY2024 year-to-date Performance Measures for the first quarter of fiscal year 2024. Customer survey results for the first quarter of FY24 received 99.4% "Good" or "Excellent" ratings. The customer survey results focus on the quality of the visitor's museum experience and the quality of maintenance of JYF's facilities. The first quarter FY24 ratings are consistent with prior customer survey results. The goal of generating non-general funds through advertising and marketing dollars is currently at \$8.65 per \$1 spent in advertising, exceeding the budget goal of \$7.50. The Foundation on-site education came in at 10,777 students served for the first quarter or 8.4% of the annual goal. This is up 12% from the first quarter of the prior year. Outreach education came in at 1,060 students served for the first quarter or 1.4% of the annual goal. This is up 41% from the first quarter of the prior year. Staffing limitations is a key factor in the performance of these education metrics. Senator Hanger asked if there were any questions regarding FY24 first quarter performance measures. There were none heard.



Senator asked that everyone turn to page 114 of their packet to discuss Budget Adjustments and FY24 Carry Forward Plan. Senator Hanger in detail read through each line item located on pages 114 and 115 of their packet and asked for a discussion from the committee. Mr. Dendy asked a question regarding the vacancy requirement and if there was a requirement to not fill vacancies without going through a process and if this process was eliminated. Dr. Machie responded that the data represented for FY24 vacancy requirement will be used to balance the current vacancy positions that we previously zeroed out from the funds to balance the previous budget which were approved in the May 2023 meeting. Delegate McQuinn informed the committee to stay abreast of a \$1.4 billion opportunity for the Commonwealth to see if JYF may qualify for this opportunity for WiFi improvement/technological improvements. Dr. Machie responded that she believes that we do not qualify for this opportunity because it is specific to individual residence, but Dr. Machie will continue to look for opportunities that JYF may qualify for in this regard. Senator Hanger asked if there were any questions. None heard. The Chair stated that he would entertain a motion to approve as listed this general/non-general adjustment to our budget. Seconded by Mrs. Gerdelman. Motion properly supported to approve this list as presented of general/non-general adjustment. Motion passed, subject to the approval of the full body at our business meeting.

#### **IV. FY 2025 Budget Planning & Priorities**

Senator Hanger asked that Dr. Machie present for discussion the FY2025 Budget Planning and Priorities for JYF starting on page 117 of the packet. Dr. Juliet presented the plan to the committee from pages 117 and 118 of their packets that illustrates a blimp view of the budget implications JYF will have to focus their attention on as time goes on. Senator Hanger asked if there were any questions. Mrs. Sanchez asked if cyber security was a consideration within these line items. Dr. Machie stated that it is under the Information Security Office position, which is vital, but unfunded. Ms. Coleman spoke to relationships with VITA and potential considerations that will allow JYF more freedom in how we operate using technologies that benefit museum and education goals. There was further discussion heard on VITA's aggressive markup expenses. Delegate McQuinn recommended to the Chair that a committee is formed to research this situation further and provide a resolution beneficial to JYF and other similar agencies for the Commonwealth. Mr. Dendy recommended that all the museums come together and make a request to the legislature. Ms. Coleman responded that all the museums did come together and submitted requests to the Secretary of Education. Mrs. Gerdelman mentioned that a legislative task force should be created to pursue this further.

#### **V. Other Business**

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Senator Hanger called for any other business, and there was none heard. Senator Hanger did take this opportunity to make comments regarding the large cruise ships that will be coming to Yorktown and that JYF should be thinking of programming that could capture this audience as well as the VA250th event approaching. He asked again for any other business. Mrs. Cooper asked to present her case to this committee to discuss possible funding opportunities for a \$35,000 cottage restoration project in Yorktown, VA.

**VI. Adjournment**

There being no further business, the November 15, 2023, Joint Executive and Finance Committees meeting was adjourned by Senator Hanger at 11:42 a.m.