



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

Joint Meeting of the Boards

Thursday, May 1, and Friday, May 2, 2025
Jamestown Settlement
Williamsburg, Virginia

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

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**Jamestown-Yorktown Foundation
BOARD OF TRUSTEES**

Mr. Thomas K. Norment, Jr., *Chairman*
Mrs. Sue H. Gerdelman, *Vice Chairman*
Senator Mamie E. Locke, *Secretary*
Delegate Delores L. McQuinn, *Treasurer*
Mr. M. Kirkland Cox, *Chairman Emeritus*
Mr. H. Benson Dendy III, *Chairman Emeritus*
Mr. Kenneth R. Plum, *Chairman Emeritus*

Mr. A. Marshall Acuff, Jr.
Chief Stephen R. Adkins, Sr.
Mrs. Laura W. Bailey
Delegate Amanda E. Batten
Mr. David Botkins
Delegate David L. Bulova
Ms. Jamie T. Burke
Delegate Betsy B. Carr
Mrs. Gloria Marrero Chambers
Senator J.D. Diggs
Mrs. Julianna M. Dime
Mr. P. Thomas DiStanislao III
Lt. Governor Winsome Earle-Sears
Ms. Suzanne O. Flippo
Delegate Hyland F. Fowler, Jr.
Secretary Aimee R. Guidera
Mr. Terry E. Hall

Delegate C.E. Hayes, Jr.
Delegate M. Keith Hodges
Mr. A. E. Dick Howard
Mr. Charles E. James, Sr.
Ms. Diane Leopold
Senator Mamie E. Locke
Senator L. Louise Lucas
Senator Ryan T. McDouggle
Attorney General Jason S. Miyares
Dr. Cassandra L. Newby-Alexander
Ms. Leslie Sanchez
Speaker Donald L. Scott, Jr.
Delegate Shelly Simonds
Delegate Luke D. Torian
Senator Schuyler T. VanValkenburg
Ms. Victoria L. Vasques
Governor Glen A. Youngkin

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

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

Mrs. Carolyn S. Abbitt
Ms. Bentley R. Andrews
Mr. Lawrence Bernert III
Ms. Frances C. Bradford
Mrs. Donna P. Chapman
Ms. Helen Zadarlik Cousins
MG, USA (Ret.) Michael T. Harrison, Sr.
Mrs. Barbara Hamm Lee

Mr. William J. Longan, Jr.
Mr. Thomas K. Norment, Jr.
Mr. Fred W. Palmore III
Mr. Burchell F. Pinnock
Mr. Thomas H. Tullidge, Jr.
Ms. Adria Vanhoozier
Dr. William E. White
Dr. Karin A. Wulf

Jamestown-Yorktown Foundation Board of Trustees
COMMITTEE ASSIGNMENTS

Buildings & Grounds Committee

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

Chief Stephen R. Adkins, Sr., Chair
Delegate M. Keith Hodges, Vice Chair

Mrs. T.J. Cardwell (JYF, Inc. Liaison)
Senator J. D. (Danny) Diggs
Mr. P. Thomas DiStanislao III
Delegate Hyland (Buddy) F. Fowler, Jr.
Mr. A.E. Dick Howard

Mr. Charles E. James, Sr.

Ms. Diane Leopold

Delegate Delores L. McQuinn

Dr. Cassandra Newby-Alexander

Delegate Luke E. Torian

Ms. Victoria (Vicki) L. Vasques

Marketing Committee

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

Mrs. Gloria M. Chambers, Chair

Ms. Leslie Sanchez, Vice Chair

Delegate Amanda E. Batten

Mr. David Botkins

Ms. Jamie T. Burke

Delegate M. Keith Hodges

Mr. A.E. Dick Howard

Delegate Delores L. McQuinn

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

Ms. Victoria (Vicki) L. Vasques

Public Programming Committee

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

Dr. Cassandra Newby-Alexander, Chair

Ms. Diane Leopold, Vice Chair

Chief Stephen R. Adkins, Sr.

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

Delegate David L. Bulova

Ms. Jamie T. Burke

Delegate Betsy B. Carr

Mr. H. Benson (Ben) Dendy III

Ms. Suzanne O. Flippo

Mrs. Sue H. Gerdeman

Mr. A.E. Dick Howard

Delegate Delores L. McQuinn

Delegate Shelly A. Simonds

Senator Schuyler T. VanValkenburg

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

Mr. Thomas K. Norment, Jr., Vice Chair

Mr. A. Marshall Acuff, Jr.

Mrs. Julianna (Julie) M. Dime

Ms. Suzanne O. Flippo

Senator Mamie E. Locke

Senator L. Louise Lucas

Speaker Donald (Don) L. Scott, Jr.

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. Laura W. Bailey

Mrs. Gloria M. Chambers

Senator J.D. (Danny) Diggs

Ms. Julianna (Julie) M. Dime

Mrs. Sue H. Gerdelman

Delegate C.E. (Cliff) Hayes

Senator Mamie E. Locke

Senator Ryan T. McDougale

Dr. Cassandra L. Newby-Alexander

Executive Committee

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

Mr. Thomas K. Norment, Jr., Chair

Mrs. Sue H. Gerdelman, Vice Chair

Mr. A. Marshall Acuff, Jr.

Chief Stephen R. Adkins, Sr.

Mrs. Gloria M. Chambers

Mr. M. Kirkland (Kirk) Cox

Mr. H. Benson (Ben) Dendy III

Delegate Hyland (Buddy) F. Fowler, Jr.

Mr. Terry E. Hall

Senator Mamie E. Locke

Delegate Delores L. McQuinn

Dr. Cassandra Newby-Alexander

Mr. Kenneth (Ken) R. Plum

Speaker Donald (Don) L. Scott, Jr.

Finance Committee

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

Delegate Delores L. McQuinn, Chair

Delegate Amanda E. Batten, Vice Chair

Mr. A. Marshall Acuff, Jr.

Delegate David L. Bulova

Delegate Betsy B. Carr

Ms. Suzanne O. Flippo

Senator L. Louise Lucas

Senator Ryan T. McDougale

Delegate Luke E. Torian

**Jamestown-Yorktown Foundation, Inc. Board of Directors
COMMITTEE AND LIAISONS**

Acquisitions Committee

Reviews museum acquisitions, collections, and conservation plans; reviews de-accessions; approves specific acquisitions costing more than \$20,000.

Ms. Bentley R. Andrews, Chair

Ms. Frances C. Bradford, Vice Chair

Mrs. Carolyn S. Abbitt

Mrs. Mari Ann Banks

Ms. Helen Zadarlik Cousins

Mr. Terry E. Hall

MG Michael T. Harrison, Sr., USA, Ret.

Mr. Burchell F. Pinnock

Dr. William E. White

Dr. Karin A. Wulf

Liaisons to the JYF Board of Trustees

Appointed by the Board of Trustees Chairman as liaison to specific committees.

Mrs. Mari Ann Banks

JYF Public Programming Committee

Mrs. Alexis N. Swann

JYF Marketing Committee

Mrs. T.J. Cardwell

JYF Buildings & Grounds Committee

**Jamestown-Yorktown Foundation
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*

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

JOINT MEETING OF THE BOARDS

THURSDAY, MAY 1, 2025

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

- 1:30 p.m. Buildings & Grounds Committee**
Jamestown Settlement, Education Wing Classrooms ABC
- 2:45 p.m. Marketing Committee**
Jamestown Settlement, Education Wing Classrooms ABC
- 4:00 p.m. Public Programming and Acquisitions Committees**
Jamestown Settlement, Education Wing Classrooms ABC
- 5:30 p.m. Nominating Committee**
Jamestown Settlement, Education Wing Classroom E
- 6:00 p.m. Reception/Special Outdoor Site Program**
Jamestown Settlement, Gazebo - *Business Attire*
- 7:15 p.m. Dinner and Evening Program for Retired Members**
Jamestown Settlement, Rotunda - *Business Attire*

FRIDAY, MAY 2, 2025

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

- 8:30 a.m. Administration & Personnel Committee**
Jamestown Settlement, Education Wing Classroom E
- 9:30 a.m. JYF, Inc. Board of Directors Annual Meeting**
Jamestown Settlement, Education Wing Classrooms ABC
- 11:00 a.m. Joint JYF Executive and Finance Committees**
Jamestown Settlement, Education Wing Classrooms ABC
- 12:30 p.m. Joint Business Session of the Combined Boards**
Jamestown Settlement, Education Wing Classrooms ABC
Lunch provided

*A hospitality room/workspace will be available for board members
and guests in Education Wing Conference Room C*

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

JOINT MEETING OF THE BOARDS

Online Access for Meetings via Microsoft Teams

Thursday, May 1, 2025: All Meetings

Microsoft Teams

[Join the meeting now](#)

Meeting ID: 262 145 747 333

Passcode: ot6AP69t

Dial in by phone

[+1 434-230-0065, 78738461#](#)

Phone conference ID: 787 384 61#

Friday, May 2, 2025: All Meetings

Microsoft Teams

[Join the meeting now](#)

Meeting ID: 265 677 139 217

Passcode: MH7Fk75f

Dial in by phone

[+1 434-230-0065, 737608186#](#)

Phone conference ID: 737 608 186#

AGENDA

- I. Call to Order – Delegate McQuinn**
- II. Approval of JYF Minutes: November 14, 2024 – Delegate McQuinn**
(Action Required)
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- III. Jamestown-Yorktown Foundation, Inc. Initiatives – Mr. Hall**
- IV. Jamestown-Yorktown Educational Trust Report – Mr. Acuff**
- V. Executive Director’s Report – Ms. Coleman**
p. 18
- VI. FY25 Financial Update Through March 31, 2025 – Delegate McQuinn, Mr. Nixon** *(Action Required)*
p. 110
- VII. Fiscal Year 2026 JYF Operating Budget – Delegate McQuinn, Ms. Coleman, Dr. Machie** *(Action Required)*
p. 114
- VIII. Committee Reports** *(Action May be Required)*
 - A. Buildings & Grounds Committee – Chief Adkins
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 - B. Marketing Committee – Mrs. Chambers
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 - C. Public Programming and Acquisitions Committee – Dr. Newby-Alexander and Ms. Andrews
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 - D. Nominating Committee – Mr. Dendy
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 - E. Administration & Personnel Committee – Delegate Fowler
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 - F. Executive and Finance Committees – Delegate McQuinn
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- IX. Public Comment Period – Delegate McQuinn**
- X. Other Business – Delegate McQuinn**
- XI. Adjournment – Delegate McQuinn (*Action Required*)**

Mission

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

Trustees Present: Mr. A. Marshall Acuff, Jr., Chief Stephen R. Adkins, Mrs. Laura W. Bailey, Delegate Amanda E. Batten, Mr. David Botkins, Ms. Jamie T. Burke (Remote), Mrs. Gloria M. Chambers, Mr. H. Benson Dendy III, Senator J.D. Diggs, Ms. Julie Dime, Mr. Thomas DiStanislao, Delegate Buddy Fowler, Jr., Mrs. Sue H. Gerdelman, Mr. Terry E. Hall, Mr. A.E. Dick Howard (Remote), Mr. Charles E. James, Sr., Ms. Diane Leopold (Remote), Senator Mamie E. Locke, Senator L. Louise Lucas, Senator Ryan McDougle, Delegate Delores L. McQuinn (Remote), Dr. Cassandra L. Newby-Alexander, Mr. Thomas K. Norment, Mr. Kenneth R. Plum, Ms. Leslie Sanchez (Remote), Delegate Shelly A. Simonds, and Ms. Victoria L. Vasques (Remote).

Trustees Absent: Delegate David Bulova, Mr. M. Kirkland Cox, Ms. Suzanne O. Flippo, Delegate C.E. Hayes, Jr., Delegate M. Keith Hodges, Speaker Donald L. Scott, Jr., Delegate Luke D. Torian and Senator Schuyler VanValkenburg.

JYF Staff/Others: Ms. Christy Coleman, Mr. Nathan Hamilton, Ms. Erin Koch (remote), Mr. Keola Lee, Dr. Mariruth Leftwich, Ms. Lisa McDonald Lucas, Dr. Juliet Machie, Ms. Tracy Perkins, Ms. Melissa Thompson, and Mrs. Glenda Turner; and Ms. Abigail Gump (AG Rep).

I. Call to Order

Mr. Norment, chairman of the JYF Board of Trustees, called the Jamestown-Yorktown Foundation's (JYF) Board of Trustees meeting to order at 12:28 p.m. on Thursday, November 14, 2024, at the American Revolution Museum at Yorktown. He welcomed all the members to the meeting and acknowledged new gubernatorial appointees Mrs. Bailey, Mr. Botkins, and Mr. DiStanislao. Mr. Norment stated it was an in-person meeting as quorum is required but that several members were remote (Mr. Howard, Ms. Leopold, Delegate McQuinn, Ms. Sanchez, and Ms. Vasques), as participation is available as individual circumstances warrant in accordance with VA Code 2.2-3708.2. All in-person members approved of the members' remote participation. A roll call for attendance was taken for the meeting and quorum was confirmed.

II. Approval of Minutes

Mr. Norment asked for corrections to the draft minutes for the May 2, 2024, meeting. There being none, he sought a motion for approval of the minutes as presented. Senator Locke made a motion for the approval of the minutes. Seconded by Delegate Simonds, the motion was approved.

III. Executive Director's Report

Ms. Coleman updated the members that attendance for the month of October was strong at both museums, after the slower attendance earlier in the fiscal year. Revenues are up due to an increased ticket price, along with strong school group attendance. The Ruth E. Carter Exhibition has been driving visitation, with an exuberant response from locals who are admitted free to Jamestown Settlement and are making purchases in the gift shop when they visit. Ms. Coleman shared that the *Susan Constant*, will require more restoration than originally planned, due to the weathering of the ship. She stated JYF did build in a contingency factor in our budgeting for the *Susan Constant* and are still hopeful that even with this additional work that the ship will be back in time for July 4 of 2026. Ms. Coleman shared that JYF was working in partnership with the Virginia Museum of History and Culture for the signature exhibition called *Give Me Liberty*. The two teams have been working together for over a year and in support of the VA250 Commemoration. We are at 90% design and close to getting ready to start fabrication. It is scheduled to open in March in Richmond, at the VMHC, it will come to the American Revolution Museum at Yorktown in July 2026. The VA250 Commission has asked that partner institutions place the logo to the VA 250 logo on their website on the landing pages. JYF has and is placing the link to VA 250 on our events. Ms. Coleman reported 71% of the Board of Trustees, which is amongst the highest giving for the Board of Trustees. She shared that fundraising efforts to date have been more successful as well. Ms. Coleman concluded her report.

IV. Jamestown-Yorktown Foundation, Inc. Initiatives

Mr. Terry Hall, president of the JYF, Inc. Board of Directors, provided an FY24 Review for the Board of Trustees. He shared that overall fundraising for FY24 totaled \$1,901,833 with the Annual Fund at \$856,820, which was a 10% increase over FY23 and 15% below the FY24 goal. Mr. Hall shared that Major Gifts raised \$690,000, which was a 32% increase over FY23. He stated that FY25 Goals are \$1,007,000 for the Annual Fund and \$1,410,000 in Major Gifts. The funding needs for special priority projects include: a Digital Media Studio; Collections Asset Management; Title I School Programming; Teacher Institute; Indigenous Peoples Program. Mr. Hall included that the upcoming special exhibits *Following the Dragon* and *Fresh Views* are also priorities for the JYF, Inc. funding initiatives. Mr. Hall informed fellow Trustees of the changes to the JYF, Inc. Board of Directors' membership with Mr. BK Fulton, Mr. David Stephens and Mr. Harrison Turnbull rotating off the Board in 2024. He shared that three new members were elected at the October 2024 meeting of the Directors: Mrs. Barbara Hamm Lee, Dr. William White and Mr. Burt Pinnock. Mr. Hall expressed his gratitude for the members of our boards for their support to make a positive impact on the museums and our educational mission this year. He reported on Board Giving Through October 31: JYF, Inc. Directors - six members have donated \$12,109; Board of Trustees - four members have donated \$3,500. He reminded Trustees that there are organizations we'd like to approach for support that require 100% participation from our Boards. Mr.

Hall shared that participation on the Board of Directors requires a minimum Annual Fund gift of \$2,500, and there is an expectation that the Trustees will make their best possible personal gift annually as well. Mr. Hall introduced Mrs. Vicki Vasques, JYF Board Trustee and active donor to the Foundation, who spoke to the importance of annual giving by the boards and the impact it has had on the success of the Foundation. Mr. Hall thanked Mrs. Vasques for her presentation. He then concluded his report to the Board of Trustees.

V. Committee Reports

Administration & Personnel

Delegate Fowler reported the committee approved the minutes from the May 2, 2024, meeting and received a presentation from Talent Acquisition Manager Mrs. Lee Ann Shelhorse on Human Resources metrics. Mrs. Shelhorse provided an overview of employment levels, noting that classified positions have remained steady and wage employee levels have not changed. Delegate Fowler reported that HR Director Mr. Mazingo shared the results of the most recent employee engagement survey, which was conducted by Gallagher Consulting in April 2024. The survey results placed JYF at or just above the norm compared to similar organizations, with a benchmark score of 4.81. Delegate Fowler stated that Mr. Mazingo provided an update on recent salary adjustments for JYF's Living History Interpreters and that the salary increase was made possible through budget reallocation within the Visitor Experience department. Delegate Fowler then concluded his report and moved for its adoption.

Buildings & Grounds

Chief Adkins updated the board on facilities reports, capital projects and maintenance reserve projects discussed at the November 13, 2024, meeting of the Buildings and Grounds Committee. He described the Facilities Maintenance Report on duties of JYF's Trades & Transportation technicians, Ground Maintenance technicians, and the Custodial staff. Chief Adkins shared the Maintenance Reserve and Capital Projects Report and Maritime report details with the board. He shared the Energy Savings Projects report and stated that ultimately through this project, JYF was able to attain both an annualized energy cost savings and economic cost savings to JYF's operational funds. He reported that Dr. Machie has presented priorities and budgets in capital projects and maintenance reserve in planning for FY26 and beyond, and that she summarized how the work done with the Buildings & Grounds committee is informed by JYF's Capital Improvement Plan (CIP), a six-year plan that is updated every two years. Chief Adkins concluded his report and moved for its adoption.

Executive and Finance

Delegate McQuinn, chairman of the Finance Committee, shared the Executive and Finance Committees report. The committee approved the minutes from September 5, 2024. Delegate McQuinn provided an overview of the FY2025 Financial Report as presented in the meeting packets that shows comparisons on key metrics to the budget and the five-year trend lines. She spoke to the visitation through September and stated it was 97,363. Also, revenues through March total \$18.4 million, up 6.9% and 21.5% of the annual goal of 453,000 visitors, which represents a 10.9% decrease, compared to budgeted targets. She shared the year-to-date admissions total of \$1.6 million, or 27.4% of the budget and year-to-date expenditures that totaled \$6.4 million, up 6.2% compared to the same period last year, primarily attributed to state-mandated employee compensation increases and upfront expenditures for the Susan Constant project that are currently being funded in operational costs. Delegate McQuinn shared the detailed statement of revenues and expenditures, sharing that affiliate support and miscellaneous revenues were \$326,548, which was 9.6% of the budget and recognized that general funds are \$3.2 million, or 24.5% of budget. Delegate McQuinn reported that Dr. Machie gave a presentation on VITA's impact on all the technology that JYF uses and that Dr. Machie also presented a report on the budget process overview with FY2026 proposed budget priorities. Delegate McQuinn concluded her report and moved for its adoption.

Marketing

Mrs. Chambers reported the Marketing Committee met on November 13, 2024. Mrs. Chambers shared that Ms. Heidi Speece, Content Marketing Specialist for the York County Department of Economic and Tourism Development, made a presentation to the committee. Ms. Speece relayed the goals of their department which were awareness, visitation and referrals to historic Yorktown, education, partnerships with local community organizations such as JYF and the Waterman's Museum as well as tracking and measuring analytics. Mrs. Chambers shared that Ms. Speece mentioned their target audience consisted of locals, visitors, history lovers, writers, tour planners, and sponsors and listed the upcoming events happening over the next five years, including: Rochambeau's 300th birthday, the 250th anniversary of the Virginia Constitution, America's 250th and the 250th anniversary of Yorktown Day and the British surrender. Mrs. Chambers reported that Q1 of the fiscal year had not been favorable. In July, paid on-site visitation was 4,396 visitors below budget, which represented a decrease of 10%. In August, paid on-site visitation was down by 3,219 visitors compared to the original budget, which brought our year-to-date shortfall to 7,605 visitors. In September, paid on-site visitation fell short of budget by 4,351 visitors, which contributed to a cumulative year-to-date deficit of 11,956 visitors. Finally, in October, JYF saw a positive shift in paid on-site visitation which exceeded budget by 4,143 visitors, which narrowed the year-to-date visitor shortfall to 7,813. She shared that Mrs.

Turner had expanded on JYF's marketing and public relations strategies to drive visitation and revenue. Mrs. Chambers then concluded her report and moved for its adoption.

Nominating

Mr. Dendy welcomed recent gubernatorial appointees: Mrs. Laura Bailey, Mr. David Botkins, Mr. Thomas DiStanislao. He stated the Nominating Committee conferred on October 24, 2024, regarding nominations for the board-elected Trustee positions as the bylaws and Code of VA provides that the Board of Trustees may elect as many as five members to one-year terms. The incumbents in the five board-elected positions, which have terms of one year, from November to November are: Mr. Acuff, Ms. Flippo, Mrs. Gerdelman, Ms. Leopold, and Mr. Norment. Mr. Dendy moved for their re-election. The board approved. Mr. Dendy continued that the Foundation's Bylaws direct the board to elect its officers in even-numbered years for two-year terms. The Nominating Committee recommended and Mr. Dendy moved that the following officers: Mr. Norment, Chairman; Mrs. Gerdelman Vice Chairman; Senator Locke, Secretary; Delegate McQuinn, Treasurer, be elected. The Board approved. Mr. Dendy extended sincere gratitude to Delegate Batten for her dedication as Secretary for the board the past two years. Mr. Dendy concluded his presentation and moved for the adoption of the report.

Public Programming and Acquisitions

Dr. Newby-Alexander reported on the Public Programming and Acquisitions Committee meeting that took place on November 13, 2024. Due to the lack of physical quorum, approval of the minutes from the May 2, 2024, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee will be postponed until the May 2025 joint meeting. Dr. Newby-Alexander shared that Dr. Leftwich, Senior Director of Museum Operations and Education, and Ms. Wilkinson, Tribal Advisory Group representative from the Upper Mattaponi tribe to share some of the recommendations the Advisory Group has made. She indicated that JYF non-Native staff will transition to modern clothing beginning January 1, 2025, and that this policy will be supported with signage explaining the reasoning behind the transition, beginning March 1, 2025. She stated that Dr. Leftwich also provided an overview of how the division of Museum Operations and Education (MOE)—a division that encompasses 70% of JYF staff and provides all visitor experiences and mission driven programs—is addressing current staffing issues and visitor needs. Dr. Newby-Alexander noted that JYF's new Director of Learning and Community Engagement, Ms. Sally Meyer, provided a "Learning Update" with the committee about upcoming Public Programs and that Dr. Leftwich shared an update on how the Legacy Gallery at Jamestown Settlement is being reimagined, where it is in the redesign process, and when it will be completed. Finally, she reported that staff provided a curatorial review with the semi-annual conservation and acquisitions report,

a special exhibition update and the maritime program update. Dr. Newby Alexander then concluded their report and moved for its adoption.

Mr. Norment made a motion for the adoption 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.

VI. Executive Director Performance & Compensation Review: Closed Session

Delegate Fowler asked for a motion for the Executive & Finance Committee of the Jamestown-Yorktown Foundation Board of Trustees to now convene to a Closed Session, in accordance with the Freedom of Information Act, Section 2.2-37.11, Paragraph A.1, for performance of employees of any public body. Chief Adkins made the motion, seconded by Mr. Acuff, motion passed unanimously. Chairman Norment invited all staff members and guest to depart the room for the executive session. Delegate Fowler asked for a motion to reconvene to an open session. Chief Adkins made the motion, seconded by Mr. Hall, motion passed unanimously. Chairman Norment asked for a motion to certify that, to the best of each member's knowledge, only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the Closed Session and only such public business matters as were identified in the motion convening the Closed Session were heard, discussed or considered by the committees. A roll call vote was held. The majority had it, motion carried.

VII. Jamestown-Yorktown Educational Trust Report

Mr. Acuff, president of the Jamestown-Yorktown Educational Trust Directors reported to the full Board of Trustees. After a challenging September, the museum shops rebounded with a solid performance in October. Although overall budget missed by approximately 0.5%, October sales did surpass FY2024 figures by 2.8%, making it the best October since 2008. October 2024 sales for the combined museum shops totaled \$332,608, ending the fourth month of the fiscal year less than one percent below plan. At the American Revolution Museum at Yorktown, sales for the month were up 4% to plan and up 7.4%, compared to the same period in 2023. The series of Yorktown Victory Celebration events at the American Revolution Museum at Yorktown contributed to the strong sales performance for the month of October, with sales for October 17 -20 (Thursday through Sunday) exceeding budget by 30% and up 22% compared to the same period last year. At the Jamestown Settlement, combined sales for the two shops were down -2.5% to plan for the month and up slightly to last year at 0.7%. Overall, Fiscal Year 2025 Year-To-Date results for the period July 1 through October 31, 2024, are down to plan and to budget. The Trust is seeking a new vendor to design and implement a new merchandise management system, and point-of-sale software solution for the multi-channel JYF Museum Shops enterprise. Mr. Acuff concluded his report for Jamestown-Yorktown Educational Trust.

VIII. Public Comment Period

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

IX. Other Business

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

X. Adjournment

Mr. Norment called for a motion to adjourn the meeting. Ms. Dime made a motion, which was seconded by Mr. Plum and approved by board members. Mr. Norment officially adjourned the meeting at 2:10 p.m. on Thursday, November 14, at the American Revolution Museum at Yorktown in Yorktown, Virginia.



JYF Strategic Plan

FY 2026-2029

We envision the Jamestown-Yorktown Foundation as an impactful institution that is engaging while exploring more complex elements of our shared history. We build diverse and highly skilled teams that work diligently to serve our community both locally and nationally-with relevant history.

In the fall of 2020, the JYF team developed a strategic plan rooted in the idea of making the organization more impactful, more sustainable, mission driven and a welcoming place to work. After reviewing successes and identifying areas for continued growth, the team chose to keep the three pillar objectives: PEOPLE, PROGRAMS, COMMUNICATIONS. These serve as guideposts for our work over the next three fiscal years.

PEOPLE

GOAL: RECRUIT, DEVELOP, AND SUPPORT EMPLOYEES IN AN INCLUSIVE ENVIRONMENT

We are successful when employees (who reflect the communities of which we are a part) rate overall job satisfaction, pay levels, and sense of belonging at 90% (with mean scores of 4.8). An engaged workforce provides consistent and exceptional service as evidenced by customer satisfaction and employee engagement scores.

EXECUTIVE OBJECTIVES (Inter-departmental)

- ◇ Ensure Leadership team is united by shared vision and actionable values to effectively and efficiently execute the strategic plan throughout the organization
 - ◆ Actively incorporate and model feedback guidelines established during February 2025 leadership retreat.
 - ◆ Establish and reinforce values based in mutual trust, competency, honesty, respect, accountability, and transparency
 - ◆ Set clear priorities together based on State and Institutional needs
METRIC: Completion of strategic initiatives within the timelines provided 06/30/2029
- ◇ Continue to foster a culture of innovation, best-practices, and data driven-results
 - ◆ We will celebrate successes and closely examine failures for lessons
 - ◆ Establish data sets to track desired outcomes
METRIC: Convene semi-annual facilitated leadership retreats (Feb/Aug) to review strategic outcomes and refine workflow.
- ◇ Optimize Staffing for long-term- sustainability
 - ◆ Assess and adjust staffing to meet visitation levels, trends, and program goals
 - ◆ Evaluate resources to support competitive wages and business needs
 - ◆ Plan and implement pre-retirement redundancies to reduce operational disruption
 - ◆ Create internal mentoring programs that foster knowledge transfer
METRIC: Review and update of all JYF policies and procedures by 06/30/2026
Review and update critical Standard Operating Procedures and Protocols 09/30/2026
METRIC: HRPD provides up-to-date comp/class study to inform staffing model's budgetary implications by mid-FY26.

ADMINISTRATION OBJECTIVES

- ◇ Address single points of failures with the Division of Administrative Operations (DAO), to improve efficiencies
 - ◆ The Agency's Continuity of Operations Plan (COOP) will be used as a template for building redundancies across teams.
 - ◆ We will train at least one backup for key functions and systems and provide quarterly opportunities for the backup positions to practice their backup skills.
METRIC: Operations function without disruption if one key role is absent
- ◇ Address workload and workflow issues to minimize burnout and improve morale
 - ◆ Encourage and create opportunities for employees to utilize technology innovations to streamline routine tasks and functions
 - ◆ Foster nurturing environments that allow employees to interrogate how they do work, for the purpose of releasing redundancies, improving workflows, and streamlining their tasks, with the goal of reducing burnout and improving morale
METRIC: Improved Gallagher Employee engagement scores each year.
- ◇ Ensure action on ADA audit results through a commitment to support accessibility for staff, volunteers, and the public that exceeds compliance

METRIC: Form a working group with staff from across the agency by July 1, 2026 and set regular meeting schedule.

METRIC: Working group solidifies tiers, timeline, and budget implications for accessibility and ADA needs by January 1, 2027.

METRIC: Complete 90% of tier 1 projects (those with the lowest budgetary implication) by December 31, 2027.

METRIC: Complete 90% of tier 2 projects by December 31, 2028.

FACILITIES

- ◇ Work with HR to develop a plan that creates better access to trades schools and other local training entities for purposes of recruitment.
 - ◆ Become more accessible to the public as more than just a place to visit, but also a great place to work.
METRIC: In FY26, attend at least 3 career fairs, or open houses at local schools and training centers.
 - ◆ Utilize programs such as Skill-bridge and internships to fill gaps and build up future technicians.
METRIC: In FY26, develop training plans and implement at least one skill-bridge internship.
 - ◆ Develop tools to retain the staff we have, through continued training, non-monetary bonus perks and other incentives.
 - ◆ Create a plan to ensure that all staff members have opportunities to learn other skills in addition to their primary job functions.
 - ◆ Develop a culture of proactive maintenance rather than reactive maintenance.

FINANCE

- ◇ Enhance Employee Well-Being and Work-Life Balance
 - ◆ Promote boundary setting and encourage use of state and agency benefits.
 - ◆ Set realistic expectations to prevent burnout and reduce unnecessary urgency.
 - ◆ Foster a culture of mutual respect, belonging, and accountability.
METRIC: Communicate timelines for processing transactions interdepartmentally
- ◇ Strengthen Training, Professional Growth, and Accountability
 - ◆ Provide regular training on financial procedures and industry best practices.
 - ◆ Implement professional development plans tailored to employees' career paths.
 - ◆ Establish clear policies with enforceable accountability measures to ensure follow-through.
METRIC: Employees will participate in at least one external training opportunity per year
- ◇ Improve Operational Efficiency and Decision-Making
 - ◆ Address inefficiencies by stopping to fix processes for a better workflow and document
 - ◆ Be intentional in planning and execution, allowing adequate time for tasks.
 - ◆ Embrace adaptability—experiment with new approaches, learn, and pivot as needed
METRIC: Updated Finance SOPs by 2027

RETAIL OPERATIONS

- ◇ Provide all staff with the tools and knowledge needed to engage guests during their visit while generating revenue to support key JYF operations and programming, and cultural engagement for the community.
- ◇ Foster product knowledge and connect merchandise to key exhibits, events and celebrations.
 - ◆ Engage guests and enhance guest experience
 - ◆ Enhance awareness of competitive sets
 - ◆ Contribute to new services; develop training curriculum and conduct training.
 - ◆ Define competitive sets; plan visits, report findings and evaluate opportunities.

METRICS: Implement customer engagement sessions on a quarterly basis. Diagram competitive sets and plan visits on a quarterly basis. Meet sales and margin goals throughout FY2026.

- ◇ Diagram and implement schedule for e-commerce merchandising support
 - ◆ Define plans to promote e-commerce site through marketing messages via JYFmuseums.org, email lists, social media communications.
 - ◆ Define plans to implement promotions on a regular and ongoing basis.

SAFETY & SECURITY

- ◇ Investigate switching the senior contract security officers from contract employees to JYF employees, to achieve the following objectives:
 - ◆ Ensure improved response times to security incidents or emergencies
 - ◆ Retention of supervisory level staff trained in the operation of JYF surveillance and life safety systems
 - ◆ Deeper familiarity with JYFs specific security needs, and enhanced integration with the organizational culture fostering a sense of loyalty and dedication.
- METRICS: Improved Incident response time, incident resolution time, accuracy of reports, time, and attendance and communication effectiveness.

DEVELOPMENT OBJECTIVES

- ◇ Provide access to training and conferences on topics such emerging fundraising trends
METRIC: Every staff member participates 12 training sessions per year. At least one staff member attends a national conference annually
- ◇ Ensure staffing levels meet fundraising goals and needs
METRIC: Reinstate Researcher position, create Planned Officer position and Membership or Annual Fund position
- ◇ Engender a culture of philanthropy throughout the organization by educating new and existing staff, volunteers, and board members on the need for private funds, how those funds are obtained, and how to advocate for support for JYF.
METRIC: 100% donor participation from Boards and 40% participation from JYF classified staff. Increase overall fundraising by 10% per year
- ◇ Work with Directors to identify prospective Board members who will strengthen the Board's capabilities and contribute to JYF's success.
METRIC: Increase the number of Directors to 30

MUSEUM OPERATIONS & EDUCATION OBJECTIVES

- ◇ Increase staff professional development opportunities consistently at all levels across the department
METRIC: 30% of non-management staff participate in professional development opportunities outside of JYF (i.e. conferences, online training, etc.) annually as budget allows.
- ◇ Envision new staffing models to support strategic programmatic development goals and account for succession planning.
METRIC: Submit a staffing plan before FY27 budget/amendment deadline with staffing needs linked to strategic goals.
METRIC: Create a succession planning document for key roles by start of FY27, including opportunities for cross training staff.

HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT

- ◇ Strengthen trust among staff across departments and divisions
 - ◆ Establish employee trust questions to be included in the 2025 employee engagement survey to establish a baseline.
 - ◆ Use 2025 baseline data to establish growth goals and areas of opportunity.
 - ◆ Devise opportunity impact plan for action beginning September 2025
Assess employee trust results annually on staff engagement survey and check against defined growth goals
METRIC: Employees state they trust co-workers at 85% or more
- ◇ Performance management system update
 - ◆ Beginning March 2025, implement new performance management system provided by DHRM and embrace new competencies and results model to improve quality of feedback, improve performance, and reduce performance related issues.
 - ◆ FY26: Achieve 70% quarterly feedback completion to enhance employee development and align with organizational goals. Improve performance ratings by 5% and reduce performance-related issues by 10%.
METRIC: FY29: Attain 90% feedback completion, achieve a 10% improvement in ratings, and reduce issues by 15%.
- ◇ Strengthen Employee and Volunteer Recognition Programs
 - ◆ FY26: Finalize program and achieve a 60% participation rate, 75% employee satisfaction scores, and 80% retention rate for high-performing employees.
METRIC: Attain 75% participation, 80% satisfaction scores, and 85% retention rate.
METRIC: Employees and Volunteers rank their sense of being appreciated by 90% in employee engagement survey
- ◇ Conduct comprehensive Compensation Analysis for all positions
 - ◆ FY26: Launch project in July with initial benchmarking to establish market competitiveness and conduct a pay equity gap analysis. Achieve baseline employee satisfaction scores with compensation via employee survey results.
METRIC: Sustain top 25% benchmarking, close pay equity gap by 10%, and reach 80% satisfaction. Employees overwhelming believe they are compensated fairly
- ◇ Establish Succession Plan to minimize vulnerabilities caused by staff retirements
 - ◆ FY25: Develop a policy to establish and define critical roles by July 2025
 - ◆ FY26: Monitor progress and aim for 30% of critical roles filled by internal candidates, 50% participation rate in leadership development trainings, and 85% retention rate for high-potential employees.
METRIC: By FY29: Target 50% of critical roles filled internally, 65% training participation, and sustain 90% retention
- ◇ Review, revise and/or establish JYF Recruitment SOPs
 - ◆ FY26: Reduce time-to-fill positions to under 50 days. Achieve 95% compliance with the SOP's outlined processes (e.g., usage of PageUp functions and adherence to standardized steps). Gather 85% satisfaction scores from hiring managers through surveys.
METRIC: By FY29 maintaining time-to-fill positions at 45 days, achieving 98% compliance, and obtaining 90% satisfaction scores.
- ◇ Revise Personal Action Form Process
 - ◆ FY26: Finalize and implement the revised PAF process. Reduce average processing times by 10%, achieve an accuracy rate of 95%, and ensure 80% employee satisfaction with the process.
 - ◆ FY29: Sustain improvements, keeping processing times low, accuracy at 98%, and satisfaction scores at 85% or higher

MARKETING AND PUBLIC RELATIONS OBJECTIVES

- ◇ Eliminate Single-Point Knowledge Gaps: Strengthen Employee through Cross-Training
METRIC: Ensure that no critical role is dependent on a single individual by implementing cross-training across key department functions. By the end of the FY2026, 100% of key department roles will have at least one trained backup, with documented procedures in place to ensure continuity in case of staff transitions or absences.
- ◇ Foster a Positive and Engaging Workplace Culture where knowledge is shared, and contributions are recognized and appreciated.
METRIC: Ensure 80% of team members report feeling valued and respected for their expertise in annual engagement review.
- ◇ Competitive Compensation Review to ensure competitive pay, helping to attract and retain top talent within the marketing and public relations team.
METRIC: Work with HR to conduct to get at least 90% of marketing and PR positions are within $\pm 10\%$ of the industry median salary for comparable roles.
- ◆ Develop a clear and transparent professional development plan for marketing staff, outlining key milestones, skill development, and professional growth opportunities to support long-term career development.
METRIC: 100% of employees receiving documented growth pathways and development milestones by the end of the fiscal year.
- ◇ Optimize Staffing and Workflow Efficiency by partnering with other units to distribute workload effectively and ensure adequate staffing to meet the demands of JYF's marketing initiatives. Explore strategies to manage staff capacity while supporting agency goals and priorities, particularly for marketing special programs.
METRIC: Update style guides, approved copy, and other key marketing resources seasonally to streamline the review process and enhance consistency across campaigns.

PROGRAMS

GOAL: BETTER REFLECT CONVERGENCE OF CULTURES AND LEGACIES BEQUEATHED AS DEFINED BY MISSION

We are successful when exhibits, on- and off-site programs, living-history areas, and community engagement reflect innovation and recent scholarship that advance our mission and enhance learning. We build strong community connections and deploy best-practices for audience engagement. We are successful when our policies and processes are efficient, easy to navigate, and consistent. We are successful when our facilities are inviting, well-cared for, energy efficient, and easily accessible.

EXECUTIVE OBJECTIVES (Inter-departmental)

- ◆ Refine and implement the comprehensive Jamestown Master Plan
METRIC: Deadlines are met and projects completed to plan
- ◆ Ensure JYF's programs reach students in all 134 localities in the Commonwealth of Virginia
METRIC: By FY29 at least 10% of K-12 students in each locality have participated in a JYF program
- ◆ Work with Boards, Commonwealth of Virginia, VA250 and other partners for 250th Commemoration of the Battle of Yorktown in 2031 ensuring financial resources are adequate to support robust programs and audience reach

- METRIC: Yorktown and Historic Area meet or exceed visitation in FY2026-27
- ◆ Ensure financial resources are adequate to meet current needs and strengthens long-term sustainability
 - METRIC: Revenue mix meets or exceeds industry benchmarks
- ◆ Oversee American Alliance of Museums Reaccreditation
 - METRIC: JYF Earns re-accreditation for an additional 10 years
- ◆ Oversee departmental policy reviews to ensure efficiencies are achieved greatly reducing workload redundancies and eliminating unnecessary procedures
 - METRIC: Internal policies are reduced by 10% while maintaining compliance with State and Federal laws and requirements.

ADMINISTRATION OBJECTIVES

- ◇ Revise and implement the 2026-2032 Capital Improvement Plan as funding allows
 - ◆ Complete a Facilities Condition Assessment, as a precursor to updating the Capital Improvement Plan
 - ◆ Align the Outdoor Masterplan goals with the Capital Improvement Plan
 - ◆ Convene the Facilities Planning Committee, to help inform revisions to the capital improvement plan
 - ◆ Complete and present a report card for the 2024–2030 capital improvement plan.
 - ◇ Focus on completion of current agency capital projects
 - ◆ Review and align staffing and budget resources, to ensure that capital project goals, objectives and timelines are met
 - ◆ Review and improve project stakeholder engagement and communications
 - ◇ Implement recommendations from the “Beyond Compliance assessment, towards growing a more inclusive and barrier free JYF
 - ◆ Identify & Address Quick Fixes by June 30, 2026
 - ◆ Incorporate Improvements into upcoming major projects
 - ◆ Identify major projects for Capital Budget Requests for the FY2027 budget cycle and beyond
 - ◇ Complete the sourcing of an RTP replacement software. Provide leadership for the implementation and training of staff on the new software.
 - ◆ Complete negotiations and onboarding of new software by July 2025
 - ◆ Work with VITA ensure compliance with COVRamp and BUY-IT procurement guidelines
 - ◆ Work with the new vendor and JYF’s project manager to provide guidance to software users on training and onboarding needs.
 - ◇ Continue to update the agency’s Policies and Procedures to ensure consistencies and to improve efficiencies in operations
 - ◆ Report out on updated policies by June 30, 2025
- Identify outstanding policy gaps, and calendar revisions and updates
- ◆ Update the Intranet with completed policy updates

FACILITIES

- ◇ Prioritize budget and human resources for addressing the needs identified in just completed Facilities Condition Assessment
 - ◆ Develop a timetable for prioritizing equipment replacement schedules, based on life cycle and material condition.
 - ◆ Update our current systems and logs to be accurate and up to date with installation dates and the dates for any major maintenance changes.
- ◇ Conduct an annual Facilities usage inspection of all JYF spaces, to ensure compliance with OSHA, minimize clutter, and achieve enhanced efficiencies in space allocations.

- ◇ Implement a General Contractors Annual Continuing Contracts
- ◇ Develop standing contracts with 2 or 3 high quality vendors to serve as GC's that JYF could utilize for projects beyond staff's capabilities.

FINANCE

- ◇ Enhance Financial Training and Support
 - ◆ Provide proper training on financial procedures to ensure staff understand processes.
 - ◆ Clarify expectations on how the financial team will support educational programs.
 - ◆ Offer training on available support opportunities to maximize resource utilization.
- ◇ Strengthen Policies, Procedures, and Operational Efficiency
 - ◆ Develop and implement clear Standard Operating Procedures (SOPs) to align programs and processes with stakeholder needs.
 - ◆ Ensure essential tools (budgeting, payroll, payments, travel, MOAs, purchasing) are in place to streamline operations.
- ◇ Improve Stakeholder Engagement and Customer Service
 - ◆ Foster a culture of strong customer service to support both internal staff and external partners.
 - ◆ Ensure financial and administrative processes facilitate, rather than hinder, program success.

INFORMATION SECURITY

- ◇ Promote a culture of shared responsibility for security across all levels, making information owners accountable and ensuring ongoing executive sponsorship for security initiatives.
 - ◆ Encourage everyone to care about security, not just the IT team.
 - ◆ Make sure people who manage information know they are responsible for keeping it safe.
 - ◆ Ensure leaders are knowledgeable and supportive of security efforts
- ◇ Implement mentorship and peer learning programs to support knowledge transfer and retention, especially as legacy systems and new technologies converge.
 - ◆ Set up programs where experienced staff help teach newer team members.
 - ◆ Encourage coworkers to share what they know with each other.
 - ◆ Make sure important knowledge isn't lost, especially as old and new systems are used together.
- ◇ Align Information Security Initiatives with the Agency's Mission and Business Impact
 - ◆ Regularly assess and update security programs to reflect evolving business objectives, regulatory requirements, and risk appetite, ensuring alignment with the JYF's mission.

RETAIL OPERATIONS

- ◇ Provide visitors/guests with distinctive reasons to buy from each JYF museum shop location/channel.
- ◇ Define and implement appropriate merchandise plans and store strategies for key museum exhibits, on-site events and celebrations, for example,
 - ◆ VA250 Historic Museums Collaboration – Semi quincentennial (July 4, 2025 – July 30, 2026)
 - ◆ "Following the Dragon" Special Exhibition (November 15, 2025)
 METRICS: Implement supporting merchandise to coincide opening date/launch date. Implement key items in each are by March 1, 2026
- ◇ Define and implement appropriate NEW CAFE STRATEGIES, including full space renovation, rebranding, and updated culinary offerings, which better serves our mission and our guests.
- ◇ Consider additional revenue streams.

SAFETY & SECURITY

- ◇ Maintain museum security surveillance program:
 - ◆ Ensure closed circuit television system and components are operational

- ◆ Ensure access control systems are operational
- ◆ Ensure intrusion detection systems for buildings and exhibits are maintained to museum standards
- ◆ Ensure fire detection and suppression systems are functional and maintained as required by applicable fire codes and regulations
- ◆ Ensure other life safety systems are functional
METRICS: No system downtime.
- ◇ Maintain JYF Workplace Health and Safety Program, to ensure that:
 - ◆ JYF remains in compliance with applicable OSHA/VOSH regulations
 - ◆ Staff receive required safety training before starting tasks
 - ◆ Personal protective equipment is available at the work site
- ◇ Create a proactive organizational safety culture that places a high level of importance on workplace safety
METRICS: Reduced employee injury and lost time, no citations
- ◇ Ensure contingency plans are current and viable
METRICS: Emergency and disaster preparedness, response and recovery plans are up to date and can be implemented with or without warning

DEVELOPMENT OBJECTIVES

- ◇ Grow the Annual Fund:
 - ◆ Launch targeted campaigns to increase unrestricted giving that supports core museum programs and emerging needs
 - ◆ Enhance targeted outreach and stewardship efforts to grow membership in *The 1607 Society*
 - ◆ Embrace the power of impact funds to move fundraising efforts in the direction of where donors are, according to national giving trends
 - ◆ Initiate outreach to JYF visitors as contact information becomes available through new POS system
METRIC: Ratio of total dollars raised to number of visitors grows by 10% per year against FY25 as baseline.
- ◇ Assess the need for a comprehensive campaign:
 - ◆ The 250th anniversary of the victory at Yorktown is a unique opportunity for JYF to launch a national campaign
 - ◆ Conduct a consultant-led feasibility study to determine viability and potential scope of a comprehensive campaign
METRIC: Major projects and initiatives are funded at desired levels with more individual, corporate and foundation engagement
- ◇ Explore implementation of a membership program:
 - ◆ Creation of a membership program would create a pool of constituents for all areas of the Foundation, providing donors for Development and audiences for MOE programs
- ◇ Continue to work with Finance to refine definitions and allocations of funds raised
 - ◆ Evaluate effectiveness of impact funds and adjust as indicated by donor response
- ◇ Increase emphasis on planned giving
 - ◆ Addition of a Planned Giving Officer position will facilitate focused attention for planned giving donors and prospects, ultimately helping grow JYF's permanent endowments
- ◇ Continue to focus on the major gifts program, including foundation relations:
 - ◆ Focus Major Gifts staff on prospects capable of making gifts of \$10,000 or more
 - ◆ Increase outreach to national foundations

- ◆ Continue regular screenings of database and assign major gift prospects to MGOs for qualification on a quarterly basis to grow portfolios.

MUSEUM OPERATIONS & EDUCATION OBJECTIVES

- ◇ Implement new interpretive methodologies across all program areas, including a comprehensive review of programs & resources (living history, schools, outreach, digital) and creation of spaces that invite dialogic experiences
 - ◆ Evaluation of newly revised Jamestown guided tour begins in January 2026 using new benchmark goals established in Fall 2025.
 - ◆ Yorktown tour revision completed, piloted, and implemented by June 2026
 - ◆ Review and revision of outreach and distance learning programs completed by summer of 2027 for implementation September 1, 2027.
 - ◆ 30% of living history programs revised and implemented by January 1, 2026.
 - ◆ 60% of living history programs revised and implemented by January 1, 2027
 - ◆ 100% of living history programs revised and implemented by January 1, 2028
 - ◆ 75% of living history and educator staff observations reflect implementation of new methodology by July 1, 2026
 - ◆ Dialogue space needs audit complete by December 1, 2025
 - ◆ Design for dialogue spaces complete by April 1, 2026
 - ◆ Creation of dialogue spaces in complete by January 1, 2027, in conjunction with Lilly Endowment funding schedule.
 - METRIC: Completion of program evaluation and revisions implemented
- ◇ Effectively implement a special exhibition schedule for both Jamestown and Yorktown that meets interpretive and audience development goals.
 - ◆ Design and install *Fresh Views of the American Revolution* with a public opening at the American Revolution Museum at Yorktown on October 18, 2025.
 - ◆ Design and install *Following the Dragon* with a public opening at Jamestown Settlement on November 15, 2025.
 - ◆ Install and open *Give Me Liberty* at the American Revolution Museum at Yorktown on July 1, 2026.
 - ◆ Conceptualize exhibition to commemorate the 350th anniversary of the Treaty of Middle Plantation in conjunction with Virginia tribal partners for a proposed spring 2027 opening.
 - ◆ Confirm special exhibition schedule from 2028 – 2031 by December 2026.
 - METRIC: Exhibition schedule confirmed, and opening dates met with completed and compelling special exhibitions.
- ◇ Confirm scope and implement permanent gallery refreshes at Jamestown and Yorktown to meet Interpretive and Acquisition plan goals, fulfill funding obligations, and design for modern visitor needs
 - ◆ Create 2026-2028 refresh plans for JS and ARM-Y with scope, schedule, and budget needs by July 1, 2025.
 - ◆ Confirm content and design concepts for refresh areas by March 1, 2026.
 - METRIC: Completion of achievable project plans using project management methodology.
- ◇ Build spaces that allow for greater innovation and flexible use, including the digital media studio, classrooms, and program spaces
 - ◆ Technology plan for museum classrooms/flexible use spaces developed by July 2025.
 - ◆ Digital media studio design, construction and implementation completed by Dec. 31, 2026.
 - ◆ Program space audit complete by June 1, 2026.

- METRIC: Completion of space planning and associated space design.
- ◇ Support and sustain the acquisition of critical new software infrastructure that meet institutional and mission needs, including a new ticketing and reservations system and a new digital asset management system (DAM) integrated with a collections management system (CMS)
 - ◆ Complete install and implementation of new ticketing system by December 2026.
 - ◆ Begin DAM/CMS procurement process with RFP and system audit in July 2025.
 - ◆ Update DAM/CMS funding proposal by October 1, 2025.
 - ◆ Implement new DAM/CMS by January 2027.
- METRIC: Effective implementation of new software systems that improve processes.

HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT OBJECTIVES

- ◇ Update and launch Volunteer Recognition programs
 - ◆ FY26, confirm baseline that includes 60% volunteer participation rate in recognition events, 75% volunteer satisfaction scores, and a 70% annual volunteer retention rate
 - METRIC: FY29: Attain 75% participation, achieve 85% satisfaction, and maintain a 75% retention rate.
- ◇ Establish Staff Mentorship and intra-agency intern programs that enable emerging and mid-career staff to explore professional opportunities in the museum field
 - METRIC: FY29: Maintain 20 pairs, achieve 80% satisfaction, and observe a 10% improvement in mentee performance or skills.
 - METRIC: Employees feel prepared for advancement at JYF or other organization
- ◇ Design a team retreat program to strengthen relationships, boost morale, and align teams, driving measurable improvements in collaboration and productivity
 - ◆ Gather input from employees to ensure alignment with departmental needs and goals.
 - ◆ Establish how Performance Management measures and competencies can be used to inform percentage changes.
 - ◆ In FY27: Launch the retreats, achieving 85% attendance and collecting 80% positive feedback on effectiveness. Aim for an initial 10% improvement in team cohesion and collaboration.
 - METRIC: FY29: Sustain consistent 90% attendance, maintain feedback ratings at 85% positivity, and focus on a continued 15% improvement in team cohesion and collaboration, ensuring long-term program effectiveness.
- ◇ Improve professional development tracking
 - ◆ Departments will work with HR to set up monthly reporting on staff professional development activities. Aim for 30% of managerial employees and 20% of non-managerial employees participating, with 60% completing goals.
 - METRIC: FY29: Maintain 45% participation for managerial employees and 35% for non-managerial employees, with 75% completing goals and a 10% improvement in skills.
- ◇ Establish Community Outreach Program SOPs to define criteria for selecting community activities and evaluating return on investment
 - ◆ FY27: Establish baseline metrics for the number of events, participation rates, and community partner feedback on effectiveness.
 - METRIC: By FY29, achieve a 15% participation rates against event attendance and a 10% improvement in community partner feedback scored compared to the baseline.

MARKETING AND PUBLIC RELATIONS OBJECTIVES

- ◇ Innovate Storytelling Formats in Marketing the Convergence of Cultures.
 - ◆ Explore new, engaging formats such as interactive marketing content, podcasts, and storytelling opportunities when available to enhance the engagement.
METRIC: Introduce at least three new interactive or digital storytelling formats annually, with 80% of followers reporting increased engagement.
- ◇ Enhance Local Market Engagement.
 - ◆ Strengthen community outreach marketing to boost hyperlocal and regional visitation. Build brand loyalty to increase repeat visitation.
METRIC: Increase hyperlocal, local and regional visitation by 2% year-over-year, with a measurable rise in engagement from targeted community marketing efforts.
- ◇ Partner with key regional attractions, DMOs, tourism bureaus, commemorations, and cultural organizations to create cross-promotional initiatives, and collaborative marketing campaigns that enhance visitor engagement and amplify JYF's reach.
METRIC: Establish at least five new cross-promotional partnerships annually with regional attractions, DMOs, tourism bureaus, commemorative groups, or cultural organizations.

COMMUNICATIONS

GOAL: DYNAMIC, CONCISE, AND INFORMATIVE FOR INTERNAL AND EXTERNAL STAKEHOLDERS AND AUDIENCES

We are successful when stakeholders and audiences have timely and accurate information needed to make informed decisions, to take action that support JYF's mission, and will contribute to the long-term sustainability of the organization. Several metrics will measure our success including, but not limited to, surveys of boards, staff, volunteers, donors, and visitors.

EXECUTIVE OBJECTIVES (Inter-departmental)

- ◇ Ensure all Board communications are delivered in the timelines designated
METRIC: Members report greater satisfaction with timeliness to review materials
- ◇ Hyper Local and Regional audiences are informed of events and activities of interest based on changing trends and needs
METRIC: Increase in this audience segment engagement in JYF programs
- ◇ Based on data regarding tourists and visitors to the region, targeted marketing strengthens the JYF brand to encourage visitation. Advertising reaches visitors in time to plan a visit or consider JYF if they are in the region.
METRIC: JYF meets admissions yearly attendance goals

ADMINISTRATION OBJECTIVES

- ◇ Continuously probe and improve work-flow communications
 - ◆ Implement a feedback loop as a standard operating procedure for projects
 - ◆ Develop and update SOPs for standard processes as a routine, to minimize time investments in reinventing the wheel.

- ◇ On-going due diligence with Information Technology Communications
 - ◆ Continuously seek to improve employees understanding of IT directives and initiatives by taking the time to explain directives and answer questions.
 - ◆ Set up our Service Desk work request system as the central repository for all IT-specific systems and inventory
 - ◆ Create a training document for general staff to follow when submitting IT work requests.
- ◇ Enhanced Communications to grow Information Security Awareness
 - ◆ Continuously seek to improve employee understanding of IT directives and initiatives by taking time to explain directives and to answer questions
 - ◆ Foster a strong information security culture by developing, communicating and training employees on information security policies and procedures.

FACILITIES

- ◇ Maximize the use of the current work-order communications system, Asset Essentials (DUDE), to its full potential.
 - ◆ Create and implement training for staff, to help them better understand what information to put in the workorder (WO) system.
- ◇ Update SOPs for the Facilities department by the end of FY2026.

FINANCE

- ◇ Improve Information Sharing and Accessibility
 - ◆ Ensure timely distribution of information to all staff simultaneously.
 - ◆ Encourage open and consistent communication between departments and leadership.
 - ◆ Address gaps in individual and general information sharing.
- ◇ Establish Clear Expectations and Accountability
 - ◆ Define job responsibilities, expectations, and consequences upfront.
 - ◆ Maintain fairness and consistency in enforcement of policies and processes across all levels.
 - ◆ Develop a responsibility matrix and timetable to track tasks and ownership.
- ◇ Strengthen Meeting and Process Efficiency
 - ◆ Set clear expectations for meetings, including structured agendas and actionable outcomes.
 - ◆ Respect deadlines while allowing flexibility when needed.
 - ◆ Create informational guides and job aids to help staff navigate obstacles and streamline communication.
- ◇ Promote Strategic, Proactive Communication
 - ◆ Shift from reactive to proactive communication by planning ahead.
 - ◆ Encourage innovation and efficiency while maintaining mutual respect.
 - ◆ Standardize communication procedures to align messaging across the organization.

SAFETY & SECURITY

- ◇ Facilitate quarterly Safety & Security orientation classes for new and existing staff
- ◇ Keep management updated on known threats and hazards with potential to affect operations

DEVELOPMENT OBJECTIVES

- ◇ Enhance digital fundraising:
 - ◆ Better utilize social media and email communications to appeal to a younger donor demographic, including attendees at JYF events and lectures
 - ◆ Work more closely with MOE and Marketing teams to ensure posts are designed to increase awareness of both the museums and the power of philanthropy

- ◇ METRIC: Increase the level of online giving by 10-15% annually from FY25 baseline
- ◇ Grow segmentation and personalize outreach:
 - ◆ Use data-driven insights to deliver more personalized donor communications, ensuring tailored messaging that aligns with each donor's giving history.
- ◇ Foster a culture of philanthropy across the organization
 - ◆ Develop and implement communications that raise awareness of the role of philanthropy to all audiences, internal and external
- ◇ METRIC: By FY29, number of donors by category increased by 20% from FY26 levels

MUSEUM OPERATIONS & EDUCATION OBJECTIVES

- ◇ Working in tandem with MPR, create an Audience Development Plan that is supported across the Foundation and addresses strategic goals of new generational audiences, growth in regional audiences, reach historically underserved communities, and increase in repeat visitation.
 - ◆ Completed Audience Development Plan by FY27.
 - ◆ Increase in repeat visitation in visitor surveys by 10% by close of FY 28.
- ◇ Establish and sustain external stakeholder groups to routinely inform strategic projects.
 - ◆ Hold Tribal Advisory Group meetings quarterly and implement an annual evaluation of member experience beginning in December 2025 to inform any necessary changes.
 - ◆ Establish regular meetings of the Student Advisory Council and implement recommendations as budget and programmatic opportunities allow. Evaluate SAC at the end of the first full year.
 - ◆ Sustain Master Teacher program and evaluate in Spring 2026 for any needed updates for FY27.
 - ◆ Determine need and potential scope for re-establishment of Museum Program Advisory Group in FY26.
- ◇ Explore new program opportunities to support the Audience Development Plan and increase program participation
 - ◆ Youth and Family programs offered an average of once a month, average of 4 public programs a month by FY27.
 - ◆ 50% of program offerings reaching capacity by FY28.

HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT OBJECTIVES

- ◇ Update and improve Recruitment Page on JYF website
 - ◆ Launch the updated recruitment page and establish baseline metrics for the number of visitors, increase in followers and reach, and the number of applications sourced from the website. Use analytics tools to track initial performance and gather insights for improvement. Continually refine strategies to maximize engagement and recruitment success.
 - ◇ METRIC: By FY29 achieve a 15% increase in visitor traffic, a 20% growth in followers and reach, and a 15% increase in applications sourced compared to the FY27 baseline.
- ◇ Develop a Social Media Strategy to attract candidates in partnership with MPR
 - ◆ Establish baseline metrics for the engagement rate on HRPD posts, increase in followers and reach, and the number of applications sourced from social media. Use analytics tools to measure performance and identify trends to improve content strategy.
 - ◇ METRIC: By FY29 achieve a 15% increase in engagement rate, a 20% growth in followers and reach, and a 15% increase in applications sourced from social media compared to the FY27 baseline.

- ◇ Conduct Employee Engagement Surveys with external vendor to capture sentiments
 - ◆ FY26: Target a 7% increase in response rate and a 5% improvement in overall engagement scores compared to FY24. Focus on specific engagement areas highlighted in previous surveys for measurable progress.
METRIC: 80% of classified and wage staff participate in survey. Demonstrated long-term improvements in specific engagement areas.
- ◇ Update HRPD Resources on Intranet
 - ◆ Work with IT on updating the intranet to include an HR portal where all policies, forms, job aids, and links to JYF and DHRM resources can be easily accessed.
METRIC: Establish baseline metrics for the number of visits to the HRPD section, employee satisfaction with accessibility and accuracy, and frequency of HRPD-related questions or issues.
- ◇ Develop a Communications Skills Workshop for all staff levels
 - ◆ Achieve 20% attendance, a 10% improvement in communication skills, and 95% satisfaction rates.
- ◇ Complete and/or improve SOPs for reporting harassment and policy violations
- ◇ Establish baseline metrics for incidents, resolution time, and repeat violations.
 - ◆ Sustain progress year over year, achieving a 25% reduction in repeat violations and a 20% improvement in resolution time.

MARKETING AND PUBLIC RELATIONS OBJECTIVES

- ◇ Enhance Cross-Department Collaboration.
 - ◆ Priority: Improve project coordination between marketing, museums operations and education, and development teams to streamline messaging and storytelling.
 - ◆ Priority: Implement a structured collaboration process with quarterly cross-departmental planning meetings.
- ◇ Implement a Year-Round Marketing Campaign Strategy
 - ◆ Priority: Develop annual marketing themes that align social media, PR, advertising, sales, and on-site programming.
METRIC: Execute integrated marketing campaigns for all annual programs and events.
- ◇ Strengthen Internal Communications & Project Management
 - ◆ Priority: Utilize communications tools to improve workflow, track progress, and set clear priorities.
METRIC: Hold pre-campaign ideation team meetings to strategically develop comprehensive marketing plans, ensuring alignment with campaign objectives, target audiences, and overall brand strategy.
- ◇ Develop Proactive, Data-Driven Marketing Strategies
 - ◆ Priority: Utilize analytics and audience insights to refine and optimize campaign performance. Implement a system to regularly analyze audience data, trends, and performance metrics to inform and guide marketing strategies, ensuring proactive rather than reactive decision-making.
METRIC: Increase the use of data insights in 90% of marketing campaigns, with quarterly reports showing a 15% improvement in campaign performance based on data-driven adjustments.

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

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

Chief Stephen R. Adkins, Chair
Delegate M. Keith Hodges,
Vice Chair

Mrs. T.J. Cardwell (Inc. Liaison)
Senator J.D. "Danny" Diggs
Mr. Thomas DiStanislao
Delegate Hyland F. Fowler, Jr.

Mr. A.E. Dick Howard
Mr. Charles E. James, Sr.
Ms. Diane Leopold
Delegate Delores L. McQuinn
Dr. Cassandra Newby-Alexander
Delegate Luke E. Torian
Ms. Victoria L. Vasques

AGENDA

- I. **Call to Order – Chief Adkins**
- II. **Approval of Minutes: November 13, 2024 – Chief Adkins** *(Action Required)*
p. 35
- III. **Facilities Reports – Chief Adkins**
p. 38
 - A. Facilities Maintenance Report
 - B. Ships Maintenance Report
 - C. Facilities Condition Assessment Report
- IV. **FY2026 – 2032 Capital Improvement Plan – Dr. Machie** *(Action Required)*
p. 43
- V. **Other Business – Chief Adkins**
- VI. **Adjournment – Chief Adkins** *(Action Required)*

Committee Members Present: Chief Stephen R. Adkins, Mrs. T.J. Cardwell, Senator J.D. “Danny” Diggs, Mr. Thomas DiStanislao, Delegate Hyland F. Fowler, Jr., Delegate Keith M. Hodges, Mr. A.E. Dick Howard (remote), Mr. Charles E. James, Sr., Ms. Diane Leopold (remote), and Dr. Cassandra Newby-Alexander

Committee Members Absent: Delores L. McQuinn, Delegate Luke D. Torian, and Ms. Victoria L. Vasques

Other Board Members Present: Mr. A. Marshall Acuff, Jr., Mrs. Laura W. Bailey, The Honorable Jamie T. Burke, The Honorable Betsy B. Carr, The Honorable Winsome Earle-Sears, Terry E. Hall, and The Honorable Kenneth R. Plum

Other Guests: Ms. Liza Abbe (Lt. Governor Special Assistant), Ms. Abigail Gump (AG Representative), Mr. Kishore Thota (Lt. Governor Chief of Staff)

Staff Present: Mr. Rick Begley, Ms. Christy Coleman, Mr. Nathan Hamilton, Ms. Erin Koch (remote), Mr. Keola Lee, Dr. Mariruth Leftwich, Ms. Lisa Lucas, Dr. Juliet Machie, Mr. Coy Mozingo (remote), Mrs. Tracy Perkins, and Mrs. Glenda Turner

I. Call to Order

The Wednesday, November 13, 2024, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Chief Stephen Adkins, at 1:31 p.m., at the American Revolution Museum at Yorktown. He welcomed all to the meeting and acknowledged new Trustees. Chief Adkins 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

Chief Adkins directed members to page 20 of the packet, to review the minutes from the Wednesday, May 1, 2024, 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. Facilities Reports

A. Chief Adkins directed the members to page 25 of their packet and presented the Facilities Maintenance Report that briefly summarized the updates of JYF's Trades & Transportation technicians, Ground Maintenance technicians, and the Custodial staff. Upon completion, he asked if there were any questions. Delegate Fowler asked if someone could provide a better definition of environmental animals. Dr. Machie stated that the report referred to snakes, squirrels, racoons, and similar animals.

B. Chief Adkins continued and provided the ship's maintenance report that started on page 26 of the meeting packet. Upon completion, he asked if there were any questions. Delegate Hodges asked when the Susan Constant would return. Ms. Coleman stated that early June 2026 is her expected return date. Chief Adkins asked if there were any more questions, there was none heard.

IV. Presentation: Capital & Maintenance Reserve Projects Agenda & Budgets

Chief Adkins deferred to Dr. Machie to present item IV found on page 29 of the packet. Dr. Machie shared a PowerPoint presentation that covered all the capital and maintenance reserve projects that JYF has in motion or in the planning stages. Dr. Machie shared that maintenance reserve (MR) project funds are appropriated annually as a lump sum; however, the projects that are assigned to the MR funds are presented annually to this committee for approval. Dr. Machie stated that JYF also requests capital funds (CBR) on an annual basis to support specific projects. For the FY26 budget cycle, JYF has submitted two requests – one for the lobby/café project, and another for the building envelope energy savings project. Dr. Machie discussed the already funded projects that are in different stages of development, including the outdoor lighting and walkways, ADA and accessibility improvements, and master planning for the Jamestown Settlement outdoor spaces. Dr. Machie shared that JYF will initiate a Facilities Condition Assessment and that the 2026 – 2032 Capital Improvement

Plan (CIP) will be presented at the May 2025 Buildings & Grounds Committee meeting. Her goal for this meeting's presentation was to provide a status update on the 2024-2030 CIP, and to set the context for the funding requests that will be brought before the committee in May 2025.

Ms. Earle-Sears asked if JYF had information on Change Orders during building projects. Dr. Machie stated that JYF sets aside 5% to 15% for change orders. Chief Adkins asked if JYF has a record of all the change orders. Dr. Machie stated that JYF has records of all change orders. Delegate Hodges asked JYF to explain the process JYF uses to determine project needs that are presented before this committee. Dr. Machie shared that JYF first convenes at the staff level to talk through existing and emerging needs. The agenda is then presented to Christy and the leadership team. Ms. Coleman added that all the projects listed are must-do projects. She shared that the outdoor lighting was not a big deal in the past because JYF did not do as much outdoor programming. Ms. Coleman articulated that the Jamestown Settlement lobby modernization vision is the only want-to project, but the lobby floors continue to present a safety hazard. Delegate Hodges asked if JYF uses external consultants to provide a fresh look at areas to solicit feedback for improvements. Ms. Coleman commented that JYF has used external consultants to provide feedback. Mr. DiStanislao asked which projects stem from visitor complaints. Dr. Machie responded that it was complaints about our lobby floors at Jamestown Settlement that inspired the improvement process. Mr. DiStanislao asked JYF to share with the committee examples of complaints received. Ms. Coleman shared that the most complaints centered around the waiting requirement in the lobby for online ticket buyers and the loud noise in the lobby space. She also shared that she aims to keep complaints below 5% and as of late, it is at 1.5%. There was a question and discussion heard about JYF's plan to integrate Artificial Intelligence. Chief Adkins asked for any more questions. There was none heard.

V. Other Business

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

There being no other business, Delegate Hodges motioned for adjournment and seconded by Delegate Fowler. Chief Adkins adjourned the Wednesday, November 13, 2024, meeting of the Buildings & Grounds Committee at 2:32 p.m.

<p style="text-align: center;">Jamestown-Yorktown Foundation BUILDINGS & GROUNDS COMMITTEE MAY 1, 2025</p>

Introduction

This report presents updates on the management and maintenance of JYF facilities and maritime vessels.

Facilities Maintenance Report

The Facilities team welcomed Josh Cantrell as JYF's Facilities Manager, effective December 10, 2025.

Facilities operations comprise skilled trades, custodial, grounds and vehicles maintenance.

During this reporting period, the skilled trades team completed the following projects:

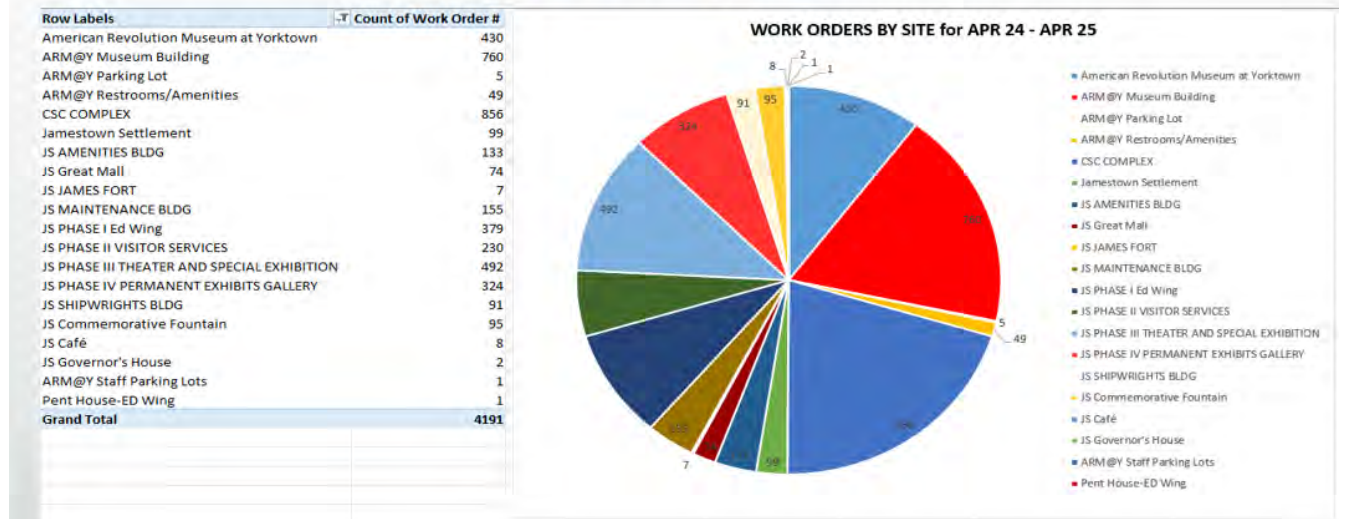
- Replaced the humidifier in the Rotunda upstairs HVAC system.
- Completed several major boiler repairs on units at Jamestown Settlement.
- Replaced both failed boilers at ARM@Y
- Replacement of RTU-5 at ARM@Y

The Custodial team performs routine cleaning and maintenance of all JYF buildings, comprising over 400,000 square feet of building spaces across three campuses. The custodial team is also responsible for event set ups and breakdowns, inclusive of major events like Military Through the Ages.

The Grounds team perform landscaping and maintenance, snow removals, trees maintenance and the humane relocation of wildlife.

The transportation team manages 28 vehicles (22 owned, and six leased). Majority of the agency owned vehicles are aged and in need of replacement as funding is available.

JYF Facilities Maintenance at a Glance Apr '24 – Apr '25



January 2025 @ JYF



MARITIME REPORT

This report covers ships' maintenance updates for FY2025 year-to-date through March 2025.

Susan Constant

- The U.S. Coast Guard granted an extension for *Susan Constant*'s mandatory dry-dock inspection to the end of the ship's restoration at Mystic Seaport Museum Shipyard. Foundation staff regularly work with the USCG on a series of inspections at Mystic Seaport Museum. The latest inspection was successfully completed in March. Coast Guard inspectors noted the quality of the repairs, and the level of detail provided in Foundation written reports.
- The demolition phase is largely completed. Shipwrights removed 100% of the Stern Gallery, Beakhead and Longhead, Bowsprit Partner, Channels, Deadeyes and Chain Plates, Hull Planking above the Main Wale, Wale Planking, Gun Ports, Cap Rails, Main Deck Bulkheads, and seven worn Deck Planks.
- Shipwrights completed 98% of the structural framing repair phase. They replaced 44 individual pieces of hull frame futtocks and 36 bulwark stanchion sections to correct areas of significant deterioration. They also installed 33 graving pieces to repair minor areas of wood deterioration.
- Shipwrights started installing new wale planking (heavy, structural hull planking) on the port and starboard sides of the hull using highly durable Purple Heart timbers from Guyana, South America.
- Shipwrights started installing new hull planking using very durable Cypress wood from Georgia.
- Shipwrights completed installing replacement deck planking and bulkhead planking in the main weather deck area.
- Shipyard blacksmiths fabricated new deadeye straps (rigging support pieces) using corrosion resistant steel.
- As a result of a marine survey inspection below the

waterline, hull planking in the bow area was found to be saw-kerfed to create two layers of planking capable of being bent around the radius of the bow. Kerfing created voids and planking damage that allowed deterioration to the interior of the planking and around the heads of fasteners. Twenty planks were added to the original contract amount of eight planks for a total of twenty-eight planks for removal and replacement with a suitable planking material such as white oak.

- The large tent enclosing *Susan Constant* is allowing the repair project to continue year-round in all weather conditions.
- The project is on schedule and under total budget.

Godspeed

- Maritime staff and volunteer crew completed annual hull, rigging, and mechanical preventive maintenance.
- Successfully passed US Coast Guard Attraction and Small Passenger Vessel inspections.

Discovery

- Foundation staff and volunteer crew completed a repair to the transom caused by wood deterioration found in transom planking and framing.
- Foundation staff and volunteer crew removed all masts, yards and rigging for routine biennial maintenance. They also replaced all worn block sheaves (pulleys) and conducted thorough maintenance on all rigging blocks.
- Awarded a contract to Tiffany Yachts boatyard in Burgess, VA. This Maintenance Reserve funded dry-dock project was accomplished in January-February 2025. Work included standard bottom maintenance and painting, anode replacement, propeller maintenance, hull caulking, topside painting, and ship's battery system replacement. A marine survey was conducted during the dry-dock period. The vessel was found to be in very good condition.
- Successfully passed US Coast Guard Dry-Dock and Attraction Vessel inspections.

2025 FACILITIES CONDITION ASSESSMENT





2026 – 2032

CAPITAL IMPROVEMENT PLAN



JYF Board of Trustees Meeting
BUILDINGS & GROUNDS COMMITTEE
May 1, 2025



INTRODUCTION

The Jamestown-Yorktown Foundation's Capital Improvement Plan (CIP), is a six-year planning document that identifies capital and maintenance reserve needs, and projects resources towards addressing the identified needs.

Although the CIP is projected over a six-year period, the document is reviewed **and revised every two years**, to ensure that the projects identified in the plan are aligned with the organization's needs and resources.

The CIP functions as a strategic and operational tool / document. It is a conduit for JYF to vision and project its future, from an infrastructure and experiential perspective. The CIP should answer the question: "how do we want visitors to feel, when they interact with JYF facilities."

At the operations level, the CIP serves as a decision compass, for the requisition and allocation of capital and maintenance reserve funds.





2026 – 2032 CIP A Vision for the Future

- Designing First Impressions
- ADA Compliance
- Environmental Responsibility
- Sustainability
- Technology Friendly Spaces & Applications
- Welcoming, Inviting, Dynamic, & Innovative Spaces
- Dynamic & Engaging Outdoor Living History Areas
- Maritime Restorations

FY2026 – 2032 Projects Proposal

Capital Projects

Project Name	Timeline	Budget	Status
Roof Replacements	2025 - 2032	\$7.2 million	In progress, funded
Renovation of the Special Exhibit Gallery at Jamestown – Phase I (Lighting)	2022 - 2026	\$358,000	In progress, funded
JS Shoreline Restoration	2022 - 2026	\$837,500	In progress, funded
ARM-Y Shell Space Buildout	Tabled	Unfunded	Inadequate funding to advance the project
JS Pier Shelter	2022 - 2026	\$988,964	In progress, funded
JS Outdoor Lighting & Walkway	2025 - 2032	\$1.9 million	In progress, funded
Renovation of the Special Exhibit Gallery at Jamestown Phase II	2024 – 2026	\$440,000	Unfunded, Not Started
Susan Constant Restoration -Hull Repair Project	2024 – 2026	\$4.4 million	Funded, in progress
Jamestown Settlement – Adapting Galleries to Audience Needs	2024 – 2026 2027 – 2032	TBD	CBR previously requested Update and resubmit CBR
Jamestown Settlement Masterplan	2025 - 2032	TBD	Surveys in motion; proposed projects not funded, not started
JS Building Envelope	2027 - 20332	\$2.5 million	Unfunded, Not Started

FY2026 – 2032 CIP Projects Proposal

Maintenance Reserve Projects

Project Name	Timeline	Budget	Status
MOE Projects	2026 - 2032	\$	Ongoing
Ships Maintenance	2026 - 2032	\$	Ongoing
Equipment Replacement	2026 - 2032	\$	Ongoing
Facilities Maintenance	2026 - 2032	\$	Ongoing
Facility Condition Assessment Projects	2026 - 2032	\$	Ongoing
JS Lobby Flooring Project	2024 - 2026	\$	In progress
JS Café Refresh	2024 - 2027	\$	In progress
JS Lobby Lighting	2025- 2026	\$	In design
Ships Channel & Basin Dredging	2022 - 2027	\$	In design
Rotunda Restroom Refresh	2024 - 2026	\$	In progress
JS Ed Wing Restroom Refresh	2028 - 2032	\$	In design
ADA & Accessibility Improvements	2026 - 2032	\$	Ongoing
Life Safety	2026 - 2032	\$	Ongoing
Electrical Systems	2026 - 2032	\$	Ongoing
Facility Improvements	2026 - 2032	\$	Ongoing
		47	



Budgeting for the Six-Year Plan

- An annual capital budget request process is JYF's opportunity to request capital funds to advance the capital projects agenda.
 - *A legislative amendment can also be an option, for example, as we did with Susan Constant*
- Maintenance Reserve funds are appropriated annually. The annual appropriation is not enough to address all maintenance and replacement needs, especially as outlined in the Facilities Condition report.
- Our project list is aggressive and ambitious; therefore, the addition of human capital to the projects team is imperative, to successfully drive the current agenda.
 - *We will continue to prioritize projects based on the agency's funding and human capacity.*
- Additional funding options are imperative, for example:
 - *Fundraising to support the digital media studio project*
 - *Affiliate funds to support the Jamestown Café Refresh project*

**Jamestown-Yorktown Foundation
Marketing Committee**

**Wednesday, May 1, 2025
Jamestown Settlement
Ed Wing Classrooms ABC or Via Teams
2:45 PM**

Mrs. Gloria M. Chambers, *Chair*
Ms. Leslie Sanchez, *Vice Chair*
Delegate Amanda E. Batten
Mr. David Botkins
Ms. Jamie T. Burke

Delegate M. Keith Hodges
Mr. A.E. Dick Howard
Delegate Delores L. McQuinn
Mrs. Alexis N. Swann (JYF, Inc. Liaison)
Ms. Victoria (Vicki) L. Vasques

AGENDA

- I. Call to Order – Mrs. Chambers**
- II. Approval of Minutes – Mrs. Chambers (*Action Required*)**
Wednesday, November 13, 2024
p. 50
- III. Williamsburg Destination Report – Mr. Harris, CEO, Williamsburg Tourism Council**
p. 55
- IV. Travel Industry Partnerships – Mrs. Heikens**
p. 57
- V. Combined Paid Visitation and Revenue Review – Mrs. Chambers**
p. 59
- VI. Three-Year Individual Visitation Trend – Mrs. Turner**
p. 60
- VII. Other Business – Mrs. Chambers**
Fiscal Year 26 Consumer Admission Pricing Report
p. 61
- VIII. Adjournment – Mrs. Chambers (*Action Required*)**

Committee Members Present: Delegate Amanda E. Batten, Mr. David Botkins, Ms. Jamie T. Burke (via Teams), Mrs. Gloria M. Chambers, Delegate M. Keith Hodges, Mr. A.E. Dick Howard (via Teams), Delegate Delores L. McQuinn (via Teams), Ms. Leslie Sanchez (via Teams)

Committee Members Absent: Mrs. Alexis N. Swann*, Ms. Vicki L. Vasques

Other Board Members Present: Mr. A. Marshall Acuff Jr., Chief Stephen R. Adkins Sr., Mrs. Laura W. Bailey, Delegate Betsy B. Carr, Mrs. Julie Dime, Mr. Thomas DiStanislao, Lt. Gov. Winsome Earle-Sears, Mr. Terry E. Hall, Mr. Charles E. James, Sr.

Other Guests: Ms. Liza Abbe (Lt. Governor Special Assistant), Ms. Abigail Gump (AG Representative), Ms. Heidi Speece (York County Department of Economic and Tourism Development), Mr. Kishore Thota (Lt. Governor Chief of Staff)

JYF Staff Present: Ms. Christy Coleman, Ms. Sarah Haendler (via Teams), Mr. Nathan Hamilton, Ms. Erin Koch (via Teams), Ms. Lianne Koch, Dr. Mariruth Leftwich, Ms. Lisa Lucas, Dr. Juliet Machie, Mr. Coy Mozingo (via Teams), Mrs. Tracy Perkins, Ms. Kendall Schoonover (via Teams), Mrs. Glenda Turner

I. Call to Order

Mrs. Chambers called to order the Wednesday, November 13, 2024, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 2:47 p.m. at the American Revolution Museum at Yorktown with some committee members and other participants joining by Microsoft Teams conference in accordance with Virginia Code § 2.2-3708.2 (A) (3).

Mrs. Chambers called for a motion to vote for approval to allow committee members to participate remotely in the meeting. (Although a vote was taken, it was discovered to be invalid due to a lack of a physical quorum although four members were participating remotely.)

II. York County VA250 Events & Marketing

The guest speaker was Ms. Heidi Speece, Content Marketing Specialist for the York County Department of Economic and Tourism Development. She began with relaying the goals of their department which were awareness, visitation and referrals to historic Yorktown, education, partnerships with local community organizations such as JYF and the Waterman's Museum as well as tracking and measuring analytics. Ms. Speece mentioned their target audience consisted of locals, visitors, history lovers, writers, tour planners, sponsors, etc. Next Ms. Speece shared a few recent events which included the Bicentennial of Lafayette's Farewell Tour on October 18, Yorktown Day and the Victory Market on October 19 and the 250th anniversary of the Yorktown Tea Party from November 6-10. Lieutenant Governor Earle-Sears asked if her department had worked with other states. Miss Speece responded that they had invited others with tea parties such as Boston but didn't know if they had reached out to others. She played the video they filmed for Lafayette's Farewell Tour which showed Lafayette enjoying the local sites around Yorktown including our American Revolution Museum at Yorktown.

Ms. Speece went through a list of the upcoming events happening over the next 5 or so years including Rochambeau's 300th birthday, the 250th anniversary of the Virginia Constitution, America's 250th and the 250th anniversary of Yorktown Day and the British surrender. She unveiled the name of the upcoming event in June 2026: Sail Yorktown Festival - a Sail250 Virginia affiliate event. Ms. Speece concluded with highlighting some of their other marketing initiatives such as reading to school children, quarterly and weekly newsletters with partners, e-drops with other museums and they showcased their two websites: visit Yorktown and Yorktown VA250. There were no questions.

III. Approval of Minutes

Mrs. Chambers referred members to the minutes of the May 1, 2024 meeting. Although a vote was taken, it was discovered to be invalid due to a lack of quorum and will have to be voted on again at a future meeting of the Marketing Committee.

IV. Combined Paid Visitation and Revenue Review

Mrs. Turner reported that Q1 of the fiscal year had not been favorable. In July, paid on-site visitation was 4,396 visitors below budget, which represented a decrease of 10%. In August, paid on-site visitation was down by 3,219 visitors compared to the original budget, which brought our year-to-date shortfall to 7,605

visitors. In September, paid on-site visitation fell short of budget by 4,351 visitors, which contributed to a cumulative year-to-date deficit of 11,956 visitors. Finally, in October, JYF saw a positive shift: paid on-site visitation exceeded budget by 4,143 visitors, which narrowed the year-to-date visitor shortfall to 7,813.

Mrs. Turner reported that in July, admissions revenue showed a slight increase, coming in \$2,027 or 0.3% above budget. For the fiscal year to date, admissions revenue for July totaled 10.7% of the annual goal. In August, revenue was down by only \$147, however, fiscal year to date, revenue was still up by \$2,017, meeting 18.6% of our annual goal. She mentioned that in September revenue was down by \$23,828 (but up to prior year), which brought JYF's total revenue year to date to 25.8% of the original budget. October surpassed expectations, which brought the cumulative fiscal year-to-date admissions revenue to 36.9% of the annual goal. Year to date JYF was up \$78,509 to budget and \$103,774 to past years. She concluded that although Q1 had begun with lower-than-expected individual visitation, the museums saw encouraging growth in group visits, which exceeded budget expectations.

Mrs. Turner next discussed some tourism insights that helped MPR's strategies to drive visitation and revenue in the coming months. She mentioned how "revenge travel" had contributed to increased numbers in travel after the pandemic but had now leveled off. This had been affected by rising travel costs which caused changes to travel plans. Travelers had chosen less vacation trips but lengthened their stay and upgraded their accommodations. International travel had also increased for those who could afford it. Mrs. Turner reported that this trend presented both a challenge and an opportunity for the MPR team. The team continued collaborative efforts with both Williamsburg and Yorktown to boost fall and winter travel. She concluded that they focused on delivering a robust lineup of events to attract visitors through the year-end, which offset some of the losses experienced over the summer months.

There was a discussion about visitation in regard to tracking international visitors and rating as a destination. Mrs. Turner answered that JYF does track visitation, and the museums do get some international visitors, not a big percentage but it did decrease due to COVID. Comments were made that the 250th celebrations may help increase visitation and Mrs. Turner mentioned that the sales department worked with tour operators to help increase visitation. As far as how the area rated as a destination, Mrs. Turner replied that Williamsburg area overall is considered a good value with a wide variety of things to do.

During the Q & A Period, there was a discussion about connecting with families who visit the area for children's sporting events and encouraging them to

visit our museums while in town. It could be communicated that while in town for sport event, we increased awareness to plan your return vacation visit. If a child is engaged in sports, parents have means to do travel vacations as well as sports trips. Increased awareness for trip planning could be beneficial and an opportunity to work with destination partners.

V. Navigating Growth and Engagement: Key Successes and Opportunities

Mrs. Turner began by mentioning the seven primary areas that the marketing and public relations department encompasses: website, social media and e-mail, media relations, advertising, creative development, sales and promotions, and facility rentals. Each area supported the foundations goals through its unique contributions working collaboratively to strengthen our overall strategy. Mrs. Turner next reported on some of the department's key successes which included significant media visibility, with over 1,237 media placements across digital, print, and broadcast platforms, which totaled 1.02 billion impressions. Another success was participation in the Museums for All initiative, which offered free admission to SNAP recipients, and welcomed over 3,500 visitors this year. The special exhibit, Ruth E. Carter: Afrofuturism in Costume Design, generated high engagement through both paid and organic social campaigns. Since JYF aligned its programming with the VA250 initiative, it broadened cross-promotional opportunities and contributed to increased visitation. She also mentioned how social media had seen steady growth and that the staff collaborated with influencers and produced engaging content that broadened reach and promoted JYF's offerings. Mrs. Turner also reported that recent website updates had improved user experience and made it easier for audiences to engage with JYF online.

Mrs. Turner reported on opportunities the team was focused on to mitigate challenges and maximize potential. To address recent drops in visitation, the MPR staff explored targeted promotions and engagement strategies to attract new and returning guests. Staff have begun to enhance email marketing with a more personalized approach, launched user-generated content campaigns, and expanded influencer partnerships to strengthen visitor relationships and encouraging repeat visits. The MPR staff planned to test seasonal promotions and to track economic trends impacting tourism to encourage year-round engagement and help stabilize visitation during traditionally slower periods. To ensure cohesive communication, staff refined JYF messaging strategies across all platforms, focused on clarity and timeliness, even under tight deadlines. Mrs. Turner concluded that the MPR team's ongoing initiatives and future plans were set to maintain and increase awareness, engagement, and

revenue, which ensured that our museums remain vital and enriching destinations. There were no questions.

VI. Other Business

Mrs. Chambers reminded the committee that group visitation numbers were strong. Last year, the board approved a modest increase in group rates, which would remain flat through the 2025 calendar year. The sales and reservations teams agreed that mid-year rate changes would be challenging for groups and tour operators, so maintaining consistent rates throughout the year was the preferred approach. The Marketing Staff appreciated the interest and engagement of the committee members and look forward to working with them as they continue to reach new market segments and audiences. There were no questions.

VII. Adjournment

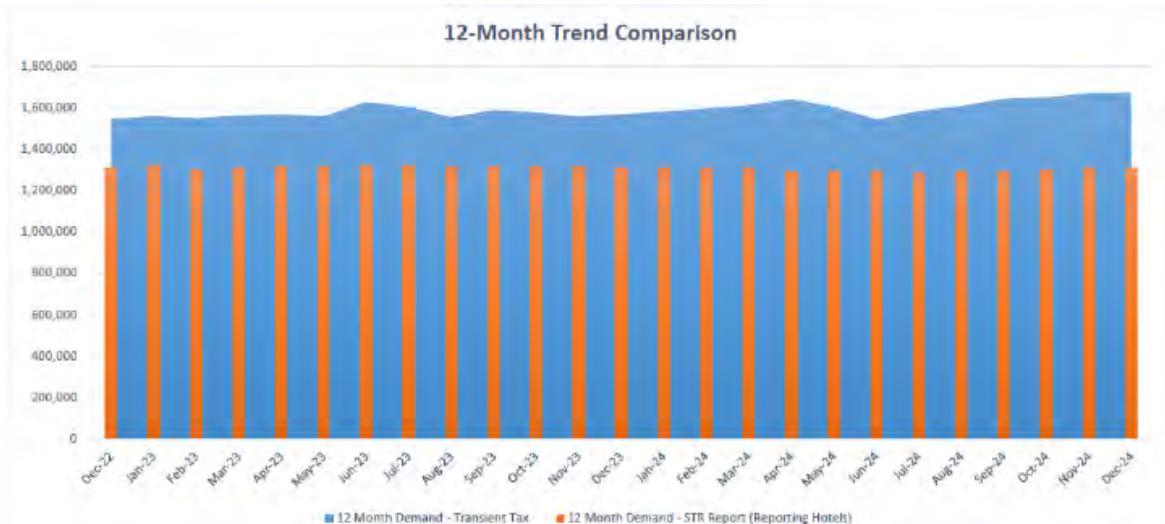
There being no further business, Mrs. Chambers called for a motion to adjourn the meeting. Delegate Batten made a motion, which was seconded by Delegate Hodges and approved by all. Mrs. Chambers officially adjourned the meeting at 3:48 p.m.

Jamestown-Yorktown Foundation WILLIAMSBURG DESTINATION REPORT

Visit Williamsburg is the official destination marketing organization (DMO) for Williamsburg, Yorktown and Jamestown, Virginia. The organization is committed to driving overnight visitation, growing/enhancing destination awareness, and supporting industry partners through its advertising, marketing, public relations and sales programs.

In 2018, Virginia's General Assembly enacted §58.1-603.2 to establish the DMO, which is primarily funded through a special retail sales and use tax. The organization is a public body and an advisory board to the legislative branch of state government.

TOURISM PERFORMANCE: 2023 VS 2024



Dec-2024	Category	Dec-2023	24/23 % Chg
1,673,458	Transient Tax	1,567,576	6.8%
1,311,354	STR Demand	1,311,793	0.0%
2,490,395	STR Supply	2,488,557	0.1%
362,104	Non-STR Demand	256,918	40.9%
52.7%	STR OCC %	52.7%	-0.1%
21.6%	% Non-STR Demand	16.4%	32.0%

+6.8%

-0.1%

WHO ARE WILLIAMSBURG'S VISITORS?



55%

are **25 - 54** years old

45-54

highest age group at **21%** with 65+ second ranked age group



38%

have children in the household



51%

have an average household income **\$100k+**

\$151k+

Highest spending by household income at **28%**

Source: Zartico Spend Data, 1/1/2024 - 12/31/2024
Photo Source: visitwilliamsburg.com



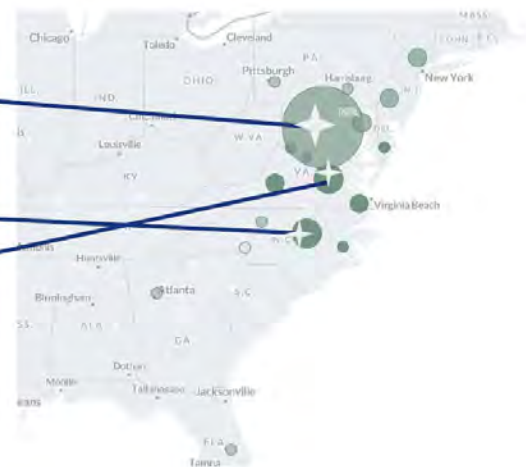
WHERE ARE VISITS ORIGINATING FROM?

69% of visitors were from out-of-state markets.

Washington D.C. represented your largest out-of-state market with 19% of visitors and 20% of visitor spend

Raleigh-Durham represented the highest average visitor spend at \$208

Richmond-Petersburg represented the largest in-state visitor market with 7% of visitors and 3.6% visitor spend



Source: Zartico Geolocation Data, Zartico Spending Data, January, 1 2024 - December 31, 2024



2025 TRAVEL OUTLOOK

The following information was sourced from Longwoods International ATS Wave 93

- **88%** of American travelers have travel plans within the **next six months**, which represents a 5%-point decline from February 2024. The drop suggests a potential softening in travel demand compared to last year.
- Increasing concerns impacting travel decisions in the next six months include personal financial situation, transportation costs, airfare prices, inflation and gas prices.



**Jamestown-Yorktown Foundation
TRAVEL INDUSTRY PARTNERSHIPS**



6 Days. 9 Iconic Sites.

Immerse yourself in our nation's history as you travel across Virginia.



Social Media Mascot –
George The American
Cream Draft Horse



Group Tour Events

Virginia's Historic Museums 250
Merchandise Collaboration



NEW! VA250 Collaborations

2026 Group Tour Packages Ready for Booking January 2025



2026 Select Group Tour Packages that Include JYF Museums



Virginia International Tattoo & The Yorktown Freedom Celebration Norfolk – Virginia Beach – Yorktown April 2026

Yorktown Victory Parade & George Washington's Rock n' Roll Gala – Alexandria – Mount Vernon – Yorktown – Fort Monroe – October 2026



Juneteenth Celebration & Sail 250 Virginia – Hampton – Jamestown – Norfolk - Virginia Beach – June 2026

Revolutionary Women "Girl Friends Getaway" Williamsburg – Jamestown - Yorktown – Year Round



Conservative Revenue Estimate:

8 packages x 4 groups of 40 per package = 1,280 people x \$18 admission = \$23,040.

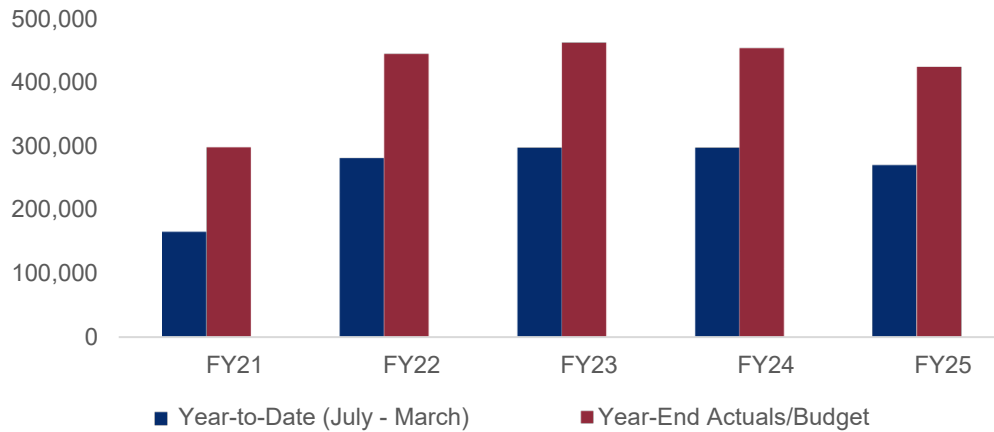
If half of them (640) buy box lunches x \$20 = \$12,800

Admissions & Food to Go = \$35,840

Plus rentals, extras like canon demos, etc.

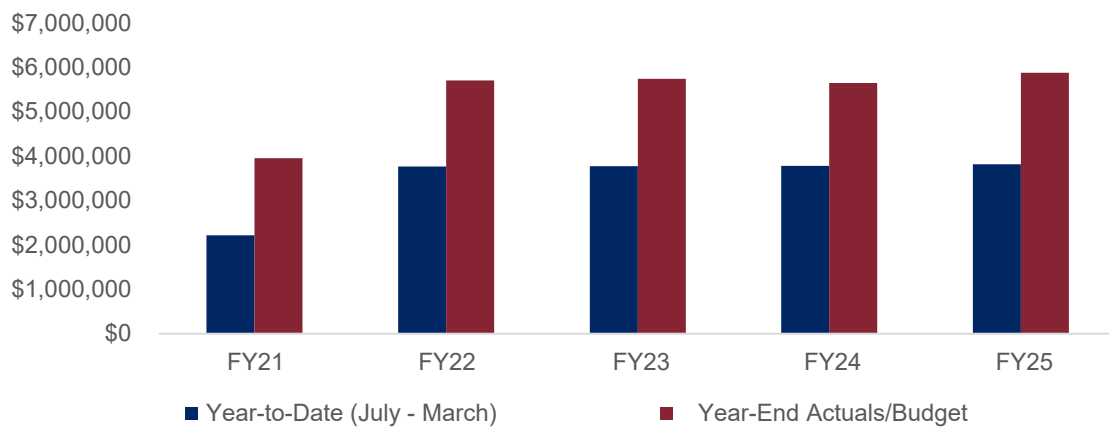
Jamestown-Yorktown Foundation
COMBINED PAID VISITATION AND REVENUE REVIEW

Paid Visitation



	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Year-to-Date (July - March)	165,975	281,512	297,466	297,815	270,620
Year-End Actuals/Budget	298,001	444,295	462,014	453,417	424,468

Total Revenue

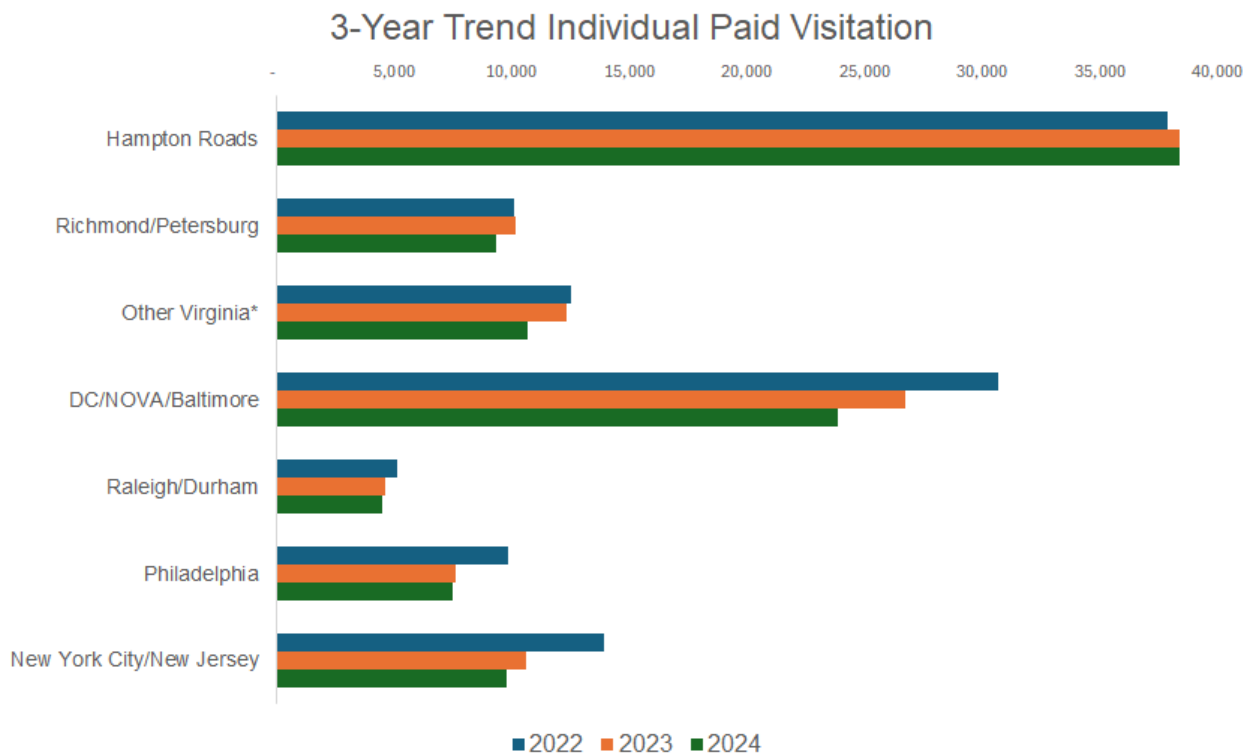


	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Year-to-Date (July - March)	\$2,214,145	\$3,768,706	\$3,775,303	\$3,777,883	\$3,819,132
Year-End Actuals/Budget	\$3,956,005	\$5,707,745	\$5,745,057	\$5,651,231	\$5,877,280

Jamestown-Yorktown Foundation THREE-YEAR INDIVIDUAL VISITATION TREND

While group visitation has increased over the past three years, total individual visitation has declined by 10.7%. In 2022, JYF museums experienced a noticeable uptick in visitation as travel rebounded following the pandemic. At that time, many travelers were more comfortable with drive destinations, resulting in increased traffic from nearby markets. Since then, however, visitation has gradually softened, particularly among tourist markets.

The chart below offers a three-year trend of our top visitation markets for paid visitation. This data reinforces the need to strengthen our marketing efforts to attract both local and regional visitors, while reactivating interest in key feeder markets. Strategic storytelling, targeted digital outreach and compelling programming will be essential as we work to reverse this trend and regain momentum.



**Excluding Hampton Roads, Richmond/Petersburg and Northern Virginia.*

Individual paid visitation based on calendar years.

Jamestown-Yorktown Foundation FISCAL YEAR 26 CONSUMER ADMISSION PRICING

To support accessibility, maintain competitive positioning and encourage sustained visitation growth, JYF will maintain current admission pricing for FY2026.

Key Considerations:

- **Affordability & Access:** The current pricing supports JYF's mission to make early history, settlement and development of the United States accessible to a broad and diverse audience.
- **Market Competitiveness:** JYF's pricing remains in line with regional peers. Holding rates steady strengthens our value proposition in a competitive cultural tourism market.
- **Visitation Recovery:** While visitation has rebounded post-COVID, travel to the Williamsburg destination continues to show some softness. Stable pricing helps remove barriers to visitation.
- **Expanded Offerings:** With the development of new thought-provoking programming and dynamic exhibitions from JYF's museum operations and education staff, guests receive more value without a price increase.



FY26 July 1, 2024 - June 30, 2026		GOOD FOR	ADULT	YOUTH	YOUTH AGES	Jamestown Settlement	American Revolution Museum at Yorktown	Colonial Williamsburg	ONSITE	ONLINE
Onsite JYF	Jamestown Settlement	<i>One time admission.</i>	\$20.00	\$10.00	6-12	✓			✓	✓
	American Revolution Museum at Yorktown	<i>One time admission.</i>	\$20.00	\$10.00	6-12		✓		✓	✓
	Combination Ticket	<i>One visit to each museum, can be used on different days</i>	\$34.00	\$17.00	6-12	✓	✓		✓	✓
	American Heritage Pass	<i>Annual pass, valid for 1 year when activated.</i>	\$54.00	\$27.00	6-12	✓	✓		✓	✓
Web JYF	Web Special JS & ARM@Y Combination Ticket	<i>Unlimited admission for 7 consecutive days to 2 sites.</i>	\$34.00	\$17.00	6-12	✓	✓			✓
	Web Special American Heritage Annual Pass - Virginia Residents	<i>Pay for 1 day, get 1 year.</i>	\$34.00	\$17.00	6-12	✓	✓			✓
Partner Tickets	Jamestown & Yorktown Four-Site Value Ticket (3/31/2025-12/31/2025)	<i>Unlimited admission for 7 consecutive days to 4 sites.</i>	\$66.00	\$39.00	13-15	✓	✓		✓	✓
	America's Historic Triangle (3/31/2025-12/31/2025)	<i>Unlimited admission for 7 consecutive days to 5 sites.</i>	\$123.00	\$55.00	6-15	✓	✓	✓	✓	✓

Museum hours are 9 a.m.-5 p.m. daily year-round. Closed on Thanksgiving, Christmas & New Year's days.

jyfmuseums.org

Internal Document. Not for distribution.

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

ADMISSION RATE HISTORY (\$)						
Year	Jamestown Settlement		American Revolution Museum at Yorktown (Yorktown Victory Center)		Combination	
	Adult	Youth	Adult	Youth	Adult	Youth
2014	16.00	7.50	9.75	5.50	20.50	10.25
2015	16.75	7.75	9.75	5.50	21.00	10.50
2016	17.00	8.00	9.75	5.50	21.25	10.75
2017	17.00	8.00	12.00	7.00	23.00	12.00
2018	17.00	8.00	15.00	7.50	25.50	12.25
2019	17.50	8.25	15.00	7.50	26.00	12.50
2020	17.50	8.25	15.25	7.75	27.50	13.50
2021	18.00	9.00	16.00	8.00	28.90	14.45
2022	18.00	9.00	16.00	8.00	28.90	14.45
2023	18.00	9.00	18.00	9.00	30.00	15.00
2024	18.00	9.00	18.00	9.00	30.00	15.00
2025	20.00	10.00	20.00	10.00	34.00	17.00
2026	20.00	10.00	20.00	10.00	34.00	17.00

Dr. Cassandra Newby-Alexander, *Chair,*
Public Programming Committee
Ms. Diane Leopold, *Vice Chair, Public*
Programming Committee

Ms. Bentley Andrews, *Chair,*
Acquisitions Committee
Ms. Fran Bradford, *Vice Chair,*
Acquisitions Committee

AGENDA

- I. Call to Order – Dr. Newby-Alexander**
- II. Approval of Minutes – Dr. Newby-Alexander (*Action Required*)**
 - A. Public Programming Committee – Dr. Newby-Alexander
Wednesday, November 13, 2024
p. 65
 - B. Acquisitions Committee – Ms. Andrews
Tuesday, October 8, 2024
p. 71
- III. Special Exhibitions and Gallery Updates – Dr. Leftwich**
 - A. *Patrons and Patriots (March 8 – July 27, 2025)*
 - B. *Give Me Liberty (March 22, 2025 – January 4, 2026, at VMHC and
July 1, 2026 – January 31, 2027 at Yorktown)*
 - C. *Fresh Views (October 18, 2025 – May 3, 2026)*
 - D. *Following the Dragon (November 15, 2025 – July 12, 2026)*
- IV. Learning & Community Engagement – Ms. Meyer**
 - A. Learning Update
p. 75
 - B. Public Programs: Select 2025 – 2026 Programs
p. 78
- V. Religion and Early America: Current and Future Plans – Dr. Leftwich**
- VI. Maritime Program Update – Captain Speth**

VII. Curatorial Review – Mr. Hoilman (*Action Required*)

A. Semi-Annual Conservation Report
p. 82

B. Semi-Annual Acquisitions Report
p. 83

C. Annual Acquisitions Plan
p. 87

VIII. Other Business – Ms. Andrews

IX. Adjournment – Ms. Andrews

Members Present: Adkins, Banks, Carr, Gerdelman, Newby-Alexander, Simonds, VanValkenburg. *Participating Remotely:* Burke, Howard, Leopold, McGuinn.

Members Absent: Bulova, Dendy, Flippo.

Other Guests Present: Acuff, Bailey, Dime, DiStanislao, Hall, James, Locke. Also present: Abigail Gump (AG Representative for JYF); Winsome Earle Sears (Lt. Governor), Kishore Thota (Chief of Staff), Liza Abbe (Special Assistant); Deborah Wilkinson (JYF Tribal Advisory Group Member from the Upper Mattaponi).

Staff Present: Coleman, Floyd, Hamilton, Hohensee, Lee, Leftwich, Lucas, Machie, Meyer, Perkins, Thompson, Turner.

I. Call to Order

Dr. Newby-Alexander, Chair of the Public Programming Committee, called the Wednesday, November 13, 2024, meeting of the Jamestown-Yorktown Foundation Public Programming Committee to order at 4:05 p.m. She welcomed members, especially new and returning members, and asked for the calling of the roll.

Unfortunately, physical quorum was not established, although four members were participating remotely. With guidance from Ms. Gump, JYF's Representative from the Attorney General's office, the meeting continued but no votes were called.

Dr. Newby-Alexander thanked members for their continued support for public programing 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. She also welcomed Vice-Chair Ms. Leopold and new members Delegate Bulova, delegate Simonds, and Senator Van Valkenburg. Finally, she greeted returning member Delegate Carr.

II. Approval of Minutes

Due to the lack of physical quorum, Ms. Gump recommended that approval of the minutes from the Wednesday, May 2, 2024, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee be postponed until the May 2025 joint meeting.

III. Tribal Advisory Group Recommendations for Paspahegh Town

Dr. Newby-Alexander reminded members that—as part of JYF’s Indigenous Peoples Initiative—a Tribal Advisory Group has been convened with representatives from Virginia tribes that meets quarterly to advise on how the Foundation can enhance representation, voice, and interpretation of Indigenous Peoples for museum audiences. She called upon Dr. Leftwich, Senior Director of Museum Operations and Education, and Ms. Wilkinson, Tribal Advisory Group representative from the Upper Mattaponi tribe to share some of the recommendations the Advisory Group has made.

Dr. Leftwich began by reporting that the issue of Indigenous clothing has been raised as a result of staff concerns, visitor comments and a growing movement in the field of public history. She introduced Ms. Wilkison and asked her to share her perspective.

Ms. Wilkinson thanked members for giving her the opportunity to join the discussion. She pointed out that clothing represents Native Peoples’ sovereignty, and that when Virginia’s Native People have the chance to wear their clothing, they are honoring their people and their ancestors. She noted that when non-Native people are dressed in Indigenous regalia, they lack an understanding of the status of different types of regalia, and do not possess a sense of pride and connection with their ancestors.

Dr. Leftwich reported that every member of the Tribal Advisory Group reiterated the belief that non-Native people should not wear Native clothing. She also pointed out that JYF staff have consulted with other museums, most importantly with Plimoth Patauxet Museums, where a policy, in place since 1973, asserts that regalia only be worn by Indigenous people. She indicated that JYF non-Native staff will transition to modern clothing beginning January 1, 2025, and that this policy will be supported with signage explaining the reasoning behind the transition, beginning March 1, 2025.

IV. Museum Operations and Education Staffing

Moving on to the next agenda item, Dr. Newby-Alexander invited Dr. Leftwich to provide an overview of how the division of Museum Operations and Education (MOE)—a division that encompasses 70% of JYF staff and provides all visitor experiences and mission driven programs—is addressing current staffing issues and visitor needs.

Dr. Leftwich noted that MOE is making adjustments to staffing models as visitation changes and work patterns have shifted post-pandemic. She compared numbers of on-site student visitors to the number of educators over the past sixteen years (2007-2023) demonstrating that while there has been a 38% decrease in on-site student visitation, there has been a 66% decrease in educators to serve them. She observed that this is due to demographic and career shifts that have changed the hiring landscape for part-time staff such that JYF struggles to both hire and retain part-time educators and must rely increasingly on self-guided tours. She reported that these

changes have prompted MOE to enhance its education work force with two full-time lead educators.

At the same time, understanding that salary does matter for employee engagement and satisfaction, Dr. Leftwich emphasized the importance of providing Interpreters and Educators with a salary that comes closer to a living wage. She presented data on the cost of living in Williamsburg, VA and reported that the base salary offered classified staff will be increased from \$32,800 to \$38,000 (noting that this can be as high as \$64,000 with the addition of a benefits package). She acknowledged the budget implications of this increase and indicated that it is currently being funded out of the wage budget.

V. Learning and Community Engagement

Dr. Newby-Alexander introduced JYF's new Director of Learning and Community Engagement, Ms. Sally Meyer, and invited her to provide a "Learning Update" and tell the committee a bit about upcoming Public Programs.

Ms. Meyer reported that, with 123,985, students booked for guided and self-guided tours as of November 1, JYF is well on the way to fulfilling its service goal of 149,000 students for on-site education programs. She indicated that bookings for classroom outreach are also strong with 23,260 students booked as of November 1, more than half-way towards a goal of serving 42,000.

Ms. Meyer observed that JYF's reputation as a high value experience for students continues to be stable but noted several priorities for the Learning team namely: working closely with development to find new options and opportunities to fund outreach and onsite program for Title I schools; exploring new ways to continue serving teachers and students with in-classroom outreach in a smaller radius of JYF; developing kits for teachers to use in the classroom with training from JYF educators; and continuing to offer digital learning to students in Virginia and around the country. She also pointed to a growing focus on school age groups not traditionally served, including Pre-K through 3rd grade, and secondary school age groups.

She reiterated the importance of the staffing model shifts discussed earlier by Dr. Leftwich, indicating that the hiring of two full-time lead educators will allow the Learning team to serve more students and more efficiently manage program logistics. She reported that two additional positions recently filled—the Community Engagement Manager and the Youth and Family Programs Manager—strengthens JYF's ability to grow its capacity to serve students and the wider community more effectively. She described plans to work as community partners in civic efforts with the Student Advisory Group, to work on a new and improved Jamestown tour with the Indigenous Advisory Group, and to work with the Master Teachers program to support educational efforts, all with the goal of ensuring offerings align with what audiences want and need.

Regarding upcoming Public Programs in 2025, Ms. Meyer reviewed a variety of offerings in public programming generally, as well as specific programs being developed in anticipation of the 250th commemoration, highlighting both foundational programs and some additional offerings.

VI. Jamestown Legacy Gallery

Dr. Newby-Alexander reminded committee members that plans for the Legacy Gallery at Jamestown Settlement were previously shared with the board in May of 2023. She then invited Dr. Leftwich to provide an update on how the Legacy Gallery is being reimagined, where it is in the redesign process, and when it will be completed.

Dr. Leftwich observed that the Legacy area at the end of the Jamestown Settlement permanent galleries is being refreshed to allow visitors to reflect on what the nation's history means to them and which actions they feel are important to impact the future within the three broad legacy categories of Cultural Diversity, Environmental Impact, and Civic Responsibility.

She reported that by the Spring of 2025, visitors to the new Legacy area of the gallery will be able to explore these Jamestown Legacies on a series of lighted panels with vibrant graphics and text detailing what Jamestown legacies look like in the 21st century and sharing JYF's commitment to take action in those legacy areas by supporting relevant community organizations. Dr. Leftwich went on to describe how visitors will be able to vote for the legacy and associated community project that most resonates with them, and then every four months the legacy and community project with the most votes will be selected for support. She referred committee members to a feature article in the most recent issue of *Inside JYF* for more details on what the Legacy gallery will look like, how the voting will work, and the types of community service projects and partner organizations involved in bringing these legacies to action.

VII. Curatorial Review

Dr. Newby-Alexander began the Curatorial Review by inviting Ms. Hohensee, Senior Registrar, to deliver the Semi-Annual Conservation Report covering the period January 1 through June 30, 2024.

Ms. Hohensee reported that a conservation assessment of the newly acquired Force Declaration of Independence (DOI) was completed prior to finalizing its acquisition to identify any conservation concerns and to anticipate conservation costs. She indicated that the DOI was delivered to the paper conservator in October where it is receiving treatments to remove surface grime, repair minor tears, and where it will be re-matted in acid-free materials.

Dr. Newby-Alexander then moved on to the Semi-Annual Acquisitions Report covering the same January to June period, noting that two artifacts were acquired with

support from the Jamestown-Yorktown Foundation, Inc. She invited Ms. Hohensee to tell committee members more about these objects and the stories they can tell.

Ms. Hohensee began with a description of the aforementioned 1833 Peter Force printing of the Declaration of Independence (DOI) from William Stone's 1823 copperplate engraving. She noted that the DOI is an exact replica of the engrossed original manuscript and includes the 56 signatures of the members of the Continental Congress. She explained that, after conservation, the DOI will be on display in the *Give Me Liberty* special exhibition scheduled to open first at the Virginia Museum of History and Culture in March of 2025, and then at the American Revolution Museum at Yorktown 10 months later in July 2026. Ms. Hohensee also described the second acquisition, the painting "Grandma's Cape" by Indigenous artist Trudith Dyer, explaining that it will help engage visitors in Virginia's Indigenous history.

Again, due to the lack of physical quorum, the committee was unable to vote on accessioning these objects. Instead, Attorney Gump advised that Dr. Newby-Alexander recommend that the full board take action during the Business Meeting and accept JYF accession of the newly acquired objects.

VIII. Special Exhibition Update

For the next agenda item, Dr. Newby-Alexander referred committee members to their packets for an overview of five upcoming special exhibitions that they can look forward to at both Jamestown Settlement and the American Revolution Museum at Yorktown. She invited Dr. Leftwich to describe two of the exhibitions that are connected to the 250th anniversary of the signing of the Declaration of Independence, both of which will be mounted at Yorktown. She also invited Dr. Straube, Senior Curator at Jamestown, to share some of the exciting archeological discoveries behind the exhibition *Following the Dragon*, scheduled to open in November 2025 at Jamestown, highlighting the connection between the Jamestown colony and Asia.

Dr. Leftwich began by describing *Fresh Views of the American Revolution*, running from October 2025 to May 2026, indicating that this exhibition will feature the Foundation's collection of Oscar de Mejo's works, commissioned in 1976, as pieces that inspire dialogue and responsive art-making. She also discussed the exhibition Ms. Hohensee mentioned earlier, *Give Me Liberty: Virginia and the Forging of a Nation*. She reiterated that this joint exhibition, being developed with the Virginia Museum of History and Culture, will open first at the VMHC in 2025 and then at JYF's Yorktown museum in July 2026, running through January 2027. She emphasized that the exhibition will explore the unique and essential Virginia people, events and sites that helped bring liberty and democracy to a new nation.

Dr. Straube informed committee members that the subtitle of the *Following the Dragon* exhibition is "Ming Porcelain in Early Jamestown," and will be a collaboration with the Jamestown Rediscovery Foundation of Preservation Virginia. She shared a

number of images depicting porcelain fragments excavated from James Fort and indicated that intact parallels have been found for up to 22 vessels which will be borrowed for the exhibition. She also explained that the exhibition will explore the meaning of the iconography on the vessels, how Chinese porcelain was made, places of manufacture, and how/why the exotic ware is found in early Jamestown contexts.

IX. Maritime Program Update

Dr. Newby-Alexander noted that there is much to report from the Maritime Program with the *Susan Constant* at Mystic Seaport Museum Shipyard undergoing restoration and *Godspeed* having just returned from a successful Fall voyage. As the last order of business, she invited Dr. Leftwich to update the committee on the *Susan Constant's* restoration progress as well as *Godspeed's* recent participation in the Urbanna Oyster Festival and the Yorktown 250th Tea Party Commemoration.

Dr. Leftwich began by describing the success of *Godspeed's* Fall voyage, reporting that, at the Urbanna Oyster Festival, 259 students boarded the ship on Education Day, along with an additional 2,266 public visitors who boarded on November 1st and 2nd. The ship then voyaged to Yorktown to participate in the 250th Yorktown Tea Party event, hosting several hundred visitors each day over the course of three days, and coordinating with regional partners in support of this VA250 event.

Dr. Leftwich then referred committee members to their packets for additional details on the *Susan Constant* restoration, noting how JYF website resources have been marshalled to report on its progress, beginning with a 3-D tour of the ship created before *Susan Constant's* departure. She also reported that a \$60,000 grant from the Blocker Foundation is supporting the creation of interpretation stations located on the ship's pier describing the restoration project in *Susan Constant's* absence.

Dr. Leftwich concluded by indicating that, given concerns about both the *Godspeed* and *Susan Constant* being absent from the pier, it is likely that *Godspeed's* Spring and Summer voyage schedule will be limited to minimize the amount of time the ship is away, leaving only *Discovery* at the pier for visitors to enjoy. There was some discussion among committee members regarding the need to balance the benefits of taking the ship into communities with the need to provide visitors with access to ships on the pier.

X. Other Business

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

XI. Adjournment

There being no further business, Dr. Newby-Alexander adjourned the Wednesday, November 13, 2024, meeting of the Public Programming Committee at 5:32 p.m.

Members Present: Andrews, Bradford, Cousins, Hall, Harrison.

Others Present: Palmore.

Members Absent: Abbitt, Banks, Wulf.

Staff Present: Coleman, Floyd, Hamilton, Hohensee, Leftwich,
Lucas, Machie, Straube, Thompson, Turner.

I. Call to Order

Ms. Andrews called to order the Tuesday, October 8, 2024, meeting of the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee at 3:03 p.m.

She began by thanking committee members for their continued commitment and support for acquisitions that reinforce the Foundation's mission and strategic vision.

II. Approval of Minutes

Mr. Hall moved approval of the minutes of the Wednesday, May 1, 2024, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by MG Harrison, the motion passed.

III. Update on Religion in Early America

Ms. Andrews reminded committee members that, with support from the Lilly Endowment's Religion and Cultural Institutions Initiative, JYF is in the early years of a multiyear "Religion and Early America" Initiative which aims to provide audiences with a better understanding of the role and impact of religion in Early America.

She invited Dr. Leftwich to tell the committee how the initiative is impacting acquisitions and galleries, and to speak about the inaugural symposium, "Ways of Being: Evolving Religion and America," convened at Jamestown Settlement in the spring. Dr. Leftwich explained that the symposium brought together religion scholars, museum professionals, and community members to explore how religion, spiritual beliefs, and the lived experiences of Indigenous peoples, Africans, and Europeans converged in Early America and continue to impact the fabric of America today. She reported that over 100 people registered for the two-day symposium. Feedback was overwhelmingly positive, and people are eager for more programming. She also explained that, in the coming months, committee members will begin to see acquisitions, supported by the grant, designed to integrate religion and spiritual beliefs into the galleries at both museums.

IV. Curatorial Review

Ms. Andrews reported that for the period January 1 through June 30, 2024, two artifacts were acquired with support from the Jamestown-Yorktown Foundation, Inc. She invited Ms. Hohensee, JYF Senior Registrar, to tell committee members more about these objects and the stories they can tell.

Ms. Hohensee began with a description of the 1833 Peter Force printing of the Declaration of Independence (DOI) from William Stone's 1823 copperplate engraving. She noted that the DOI is an exact replica of the engrossed original manuscript and includes the 56 signatures of the members of the Continental Congress. She explained that, after conservation, the DOI will be on display in the *Give Me Liberty* exhibition scheduled to open at the Virginia Museum of History and Culture in March of 2025, and will move to the American Revolution Museum at Yorktown 10 months later in July 2026. Ms. Hohensee also described the second acquisition, the painting *Grandma's Cape* by Indigenous artist Trudith Dyer, explaining that it will help engage visitors in Virginia's Indigenous history.

Ms. Andrews asked for a motion to endorse accessioning the newly acquired objects. Ms. Bradford moved to do so, and with a second by Ms. Cousins, the motion passed.

Ms. Andrews then invited Ms. Hohensee to review items undergoing conservation during the January through June period. Ms. Hohensee reported that a conservation assessment of the Force DOI was completed prior to finalizing its acquisition in order to identify any conservation concerns and to anticipate conservation costs. She noted that the DOI is scheduled to be delivered to the paper conservator in October where it will receive treatments to remove surface grime, repair minor tears, and where it will be re-matted in acid-free materials.

V. Special Exhibition Updates

Ms. Andrews turned to the last item on the agenda—the Special Exhibition Update—and invited Dr. Leftwich to first tell committee members about the audience response to the current special exhibition: *Ruth E. Carter: Afrofuturism in Costume Design*. Dr. Leftwich reported that, according to Visitor Surveys, 62.3% of people living in the Historic Triangle area visited Jamestown Settlement specifically to see the exhibition, and nearly 50% of those living outside the Triangle came for the exhibition. Almost 80% of the African American visitors went to the exhibition. Dr. Leftwich noted that this special exhibition has boosted African American visitation from the standard 3% to 11.5%. There was some discussion about how displays in the Rotunda may help drive visitation to the Special Exhibition gallery upstairs. There was also discussion about visitor comments that focused on the depth of the connection to history and culture in Ms. Carter's work.

Dr. Leftwich went on to describe the exhibition *Patrons & Patriots: The Legacy of Nick and Mary Mathews* which will run from March 8 – July 27, 2025, at the American Revolution Museum at Yorktown. She credited board member, Bill Longan, with generating the idea for this exhibition celebrating the enduring legacy of Nick and Mary Mathews, owners of the Yorktown landmark, *Nick's Seafood Pavilion* and patrons of many civic and patriotic causes. She reported that the exhibition will display the Mathews estate collection of artifacts, documents and photographs entrusted to the Foundation and will allow visitors to share their memories of the Mathews.

Next, Ms. Andrews invited Dr. Straube, Senior Curator at Jamestown, to share some of the exciting archeological discoveries behind the special exhibition, *Following the Dragon*, scheduled to open in August 2025 and run through March 2026 at Jamestown Settlement. Dr. Straube informed committee members that the subtitle of the exhibition is “Ming Porcelain in Early Jamestown,” and will be a collaboration with the Jamestown Rediscovery Foundation of Preservation Virginia. She shared a number of images depicting porcelain fragments excavated from James Fort and indicated that intact parallels have been found for up to 22 vessels which will be borrowed for the exhibition. She also explained that the exhibition will explore the meaning of the iconography on the vessels, how Chinese porcelain was made, places of manufacture, and how/why the exotic ware is found in early Jamestown contexts.

Following Dr Straube's presentation, Dr. Leftwich returned to the floor to describe three more upcoming exhibitions which are all connected to the 250th anniversary of the signing of the Declaration of Independence: *Fresh Views of the American Revolution*, running from October 2025 to May 2026 at the Yorktown museum, will feature the Foundation's collection of Oscar deMejo's works, commissioned in 1976, as pieces that inspire dialogue and responsive art-making; *Landmark Legacies: Jamestown and America's Story*, running from May through December 2026 at the Jamestown museum, will showcase the compelling and surprising connections between Jamestown's story and other landmarks of American history; and finally, *Give Me Liberty: Virginia and the Forging of a Nation*—a joint exhibition with the Virginia Museum of History and Culture opening at the Yorktown museum in July 2026 and running through January 2027—will explore the unique and essential Virginia people, events and sites that helped bring liberty and democracy to a new nation.

VI. Other Business

Ms. Andrews called for any other business to be discussed. She raised the issue of progress with the Native American Graves Protection and Repatriation Act (NAGPRA) that was discussed at length during the May meeting. She noted that an update will be provided at the Spring 2025 meeting after a NAGPRA coordinator is hired and tribal consultation has begun.

VII. Adjournment

MG Harrison motioned for adjournment, and with a second from Ms. Bradford, the Tuesday, October 8, 2024, meeting of the Acquisitions Committee adjourned at 4:21 p.m.

Jamestown-Yorktown Foundation
LEARNING AND COMMUNITY ENGAGEMENT
Learning Update

2024-2025 Academic Year*

**This report covers the 2024-2025 academic year through April 15, 2025*

Program Development: The Jamestown-Yorktown Foundation's education programs continue to see growth despite shifts in the educational landscape, changes to the program, and a snowy winter. We have seen remarkable progress in engaging and educating all of our audiences: students, teachers, and the community.

- JYF has booked and served **150,458 students** for **on-site guided and self-guided programs** this year. This is exceeding the '24-'25 annual goal of 149,000 students despite many groups forced to cancel programs in January and February due to winter weather, reduced educator staffing levels, and schools facing challenges funding and acquiring transportation for visits.
- **Outreach/distance learning programming** has realized a shift in donor funding models and has successfully sought out additional funds for the coming year. JYF has booked and served **37,049 students** this year.
- **Teacher Professional Development**, including virtual teacher programs, the annual Summer Teacher Institute, and partnerships with the Virginia Council for Social Studies and Teaching American History, we reached **260 unique teachers** with **460 program participants** (indicating that 200 educators participated in more than one offering with JYF).

Praise for the Programs:

On-site:

*"This was student driven and very engaging. Thought-provoking questions, interactive communication and learning. **Best tour I've experienced out of over 15 visits prior to this.**"*

*~4th-grade teacher,
Colonial Trail Elementary,
new Jamestown Guided Tour*

Outreach:

*"Mr. Burcher did an excellent job presenting the information to my students. My students were so engaged, and it was **a perfect opportunity for a Jamestown review for upcoming SOLs.** Thank you so much for this opportunity for students to see and interact with artifacts of Jamestown. We love it!"*

*~4th -grade teacher, Pulaski
Elementary School*

Teacher Development:

*"This institute gave me so much information and **made me excited to go back to work** to make Virginia Studies more engaging for my students."*

*~ 2024 Teacher Institute
Participant*

Adapting to a Changing Landscape: The Learning and Community Engagement team has been working diligently to adapt programming to meet the goals of the JYF Interpretive Plan, the needs of today's learners, and changing staffing models.

- **New Jamestown Guided Program:** After many months of development and review, the School Programs team began piloting the new Jamestown Guided Tour in January 2025. Museum Educators trained on the new program which centers student voice, dialogue, and stories of individuals who labored and lived at Jamestown. The program is in alignment with the 2023 VA Standards of Learning and focuses on historical thinking skills essential for student development. This program, the most popular of our options for students, had not had a meaningful update in over a decade. Educators now guide students to discuss the themes of power, adaptation, leadership, and choice by exploring the experiences of Anne Burras, Captain Newport, Pocahontas, Angelo, and more through questioning strategies and hands-on exploration.

- **Teacher Professional Development:** We are committed to expanding and exploring new ways to inspire and work with teachers as they grow professionally and serve generations of students. The Teacher Programs team debuted the **Secondary Teacher Institute** in July of 2024. The program was a success and will be offered again this summer. Participants in the **JYF Master Teacher** program presented virtual programs to teachers about using primary sources in the classroom, developed online resources, formed a teacher book club, and presented about museum-teacher partnerships at teacher conferences this year.



- **Engaging teens and young adults:** This spring JYF staff recruited, interviewed, and began programming for the **JYF Student Advisory Council**. The Council has begun planning programming for Civic Season 2025 and will participate in advising JYF on ways to engage Gen Z and Gen Alpha. Representatives on the council include seven students in the Williamsburg James City County, York and Poquoson school districts with hopes to expand next year.



- **250th Commemoration of the American Revolution:** *Fresh Views of the American Revolution* programming is already well under way. Twenty-one working artists had their own “fresh views” accepted and nineteen student artists will have their artwork and poetry on display alongside Oscar de Mejo’s series: *Fresh Views of the American Revolution*. Selected pieces include everything from quilts, a wampum belt, digital art, and poetry. The exhibition will include a robust calendar of programs reflecting on the ideals of the American Revolution and the role of commemorations in our lives today.

FY26 Service Goals:

- **On-site Education: 149,000 visitors**
 - With the budget held flat, we have made the decision to hold the on-site student goals steady this year, knowing that challenges for schools and staffing will continue or increase in the coming year. Of particular concern is bus availability and transportation costs. We hope to assist in mitigating these costs by pursuing funding to support Title I schools in financing bus travel to Jamestown and Yorktown.
- **Outreach Education:**
 - We have made the strategic decision to restrict in-classroom outreach to a 2-hour radius of the JYF Emerson Central Support Complex in the coming year. Rising costs and staffing challenges made this vital program difficult to sustain outside of that radius. The outreach programs are still in demand, especially for schools that cannot afford on-site field trips, however challenges in retaining staff who have interest and capacity to drive around the state on a regular basis, and ballooning costs of transportation and lodging have required us to shift our focus. In addition to restricting this radius, we are working to cross train education staff on virtual programs to continue to reach students farther afield. Additionally, we are generally revisiting staffing models to improve staff retention.
 - We have received \$200,000 from the Kenan Charitable Trust that will make meeting our goal possible, will fund in-classroom outreach, on-site programs, and bus funds for Title I schools. We will continue to pursue funding that will support outreach educators serving students across the Commonwealth.

Year	On-site Goal	On-site Actual	Outreach Goal	Outreach Actual
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
2023-24	129,000	164,143	61,000 ¹	47,288
2024-25	149,000	150,458*	54,000	37,049*
2025-26	149,000		44,625	

¹ Outreach goal includes virtual, and in-classroom outreach programs

<p>Jamestown-Yorktown Foundation LEARNING AND COMMUNITY ENGAGEMENT FY2025–26 Public Programs</p>

Youth and Family Programs

Farmers and Foragers Family Day

May 17 • 10 a.m.-4 p.m. • American Revolution Museum at Yorktown

Plants are so much more than just a source of food. Explore some of the important roles of plants in daily life in the 1700s, learn how to identify local plants, and discover which plants were used as foods by different cultures.

Youth Workshop: Mosaics

June 26 • 10 a.m.-1 p.m. • American Revolution Museum at Yorktown

Design your own miniature mosaic masterpiece inspired by two mosaics reproduced in the *Patrons and Patriots* exhibition at the American Revolution Museum at Yorktown.

Citizen Science Family Day

July 12 • 10 a.m.-4 p.m. • Jamestown Settlement

Investigate the natural world around Jamestown Settlement, learn to think like a citizen scientist, and compare what we see today to the early 1600s, and share some of your findings.

Youth Workshop: Plein Air Painting

July 17 • 10 a.m.-1 p.m. • Jamestown Settlement

Have you ever wanted to paint outside? Join the list of artists who have painted what they saw in the world around them. Find your favorite spot in the living-history areas of Jamestown Settlement, settle in and create a plein air print to take home.

Youth Citizenship Ceremony

July 26 • 10 a.m.-4 p.m. • Jamestown Settlement

Youth Citizenship Ceremony presented in partnership with the Ann Wager Chapter of the Daughters of the American Revolution and USCIS.

Youth Workshop: Printmaking

August 21 • 10 a.m.-1 p.m. • Jamestown Settlement

In this hands-on workshop, you'll explore linocut printmaking with a teaching artist. Find your inspiration for a piece and create a 4x6-inch print.

Homeschool Days

September 6-14 • Jamestown Settlement and the American Revolution Museum at Yorktown

Homeschool students will love discovering the sights and sounds of the 17th and 18th centuries while learning about their nation's history.

Portraits Family Day

September 13 • 10 a.m.-4 p.m. • Jamestown Settlement

Explore the world of portraits at Jamestown Settlement. Create a family portrait with a green screen, draw a portrait based on one that you see, and decide whose portraits are missing from history.

Fresh Views of the American Revolution Student Opening

October • American Revolution Museum at Yorktown

Celebrate the student artists, and make some artwork of your own, during this special family-friendly exhibition preview of *Fresh Views of the American Revolution*.

Family Frights

October 24 & 25 • 6 p.m.-9 p.m. • Jamestown Settlement

“Family Frights at Jamestown Settlement,” a Halloween-themed museum night for children and families, returns with a scary good time on Friday and Saturday, October 25 and 26, from 6 to 9 p.m.

Homeschool Days

December 2 & 4 • American Revolution Museum at Yorktown

Homeschool students will love discovering the sights and sounds of the 18th century while learning about their nation’s history.

Candlelight Christmas

Date TBD • American Revolution Museum at Yorktown

Hear festive sounds of holidays past with music and caroling and see how soldiers and colonists may have prepared for a holiday evening. Children can meet Santa, make holiday crafts and decorate the lobby Christmas tree.

Adult Programs

The American Soldier

June 14 • 7 p.m. • American Revolution Museum at Yorktown

In salute of the 250th anniversary of the U.S. Army on June 14, the American Revolution Museum at Yorktown will present “The American Soldier” – a theatrical performance that honors military veterans and their families. Based on real stories and accounts from soldiers’ letters written from the American Revolution through Iraq and Afghanistan, Broadway producer and actor Douglas Taurel reveals the struggles American soldiers face at war and their internal struggles to come back home.

Talking History: *A Perfect Frenzy*

July 5 • 2 p.m. • American Revolution Museum at Yorktown

Join Andrew Lawler, author of *A Perfect Frenzy: A Royal Governor, His Black Allies, and the Crisis That Spurred the American Revolution*. Lawler will discuss how the upheaval in Virginia from Dunmore’s Proclamation shaped the course of the Revolution—and sheds light on the issues of race, gun control, immigration, and the split between city and country that continue to divide the nation.

Talking History: Alphonso Saville

August 2 • 2 p.m. • American Revolution Museum at Yorktown

Talking History with Alphonso Saville, author of *The Gospel of John Marrant: Conjuring Christianity in the Black Atlantic*. Saville follows Marrant from his time evangelizing the Cherokee in Georgia to meeting with Black Freemasons in Boston to engaging with diasporic communities along the Eastern Seaboard and in England.

Bound for Passage

September 20 • 3 p.m. • American Revolution Museum at Yorktown

Forced from her homeland of Ireland, Maggie Delaney, along with her husband and children, came to the American colonies as an Indentured Servant hoping to find a better life. Instead, she found sorrow and hardship. Listen as Maggie shares her tale that reveals how thousands of our ancestors came to America in the 17th and 18th centuries.

TENTATIVE Dunmore's Proclamation: Choices and Change

November 14 • American Revolution Museum at Yorktown

On the 250th Anniversary of Dunmore's Proclamation, join real and composite characters from 1775 Virginia as they consider their choices, opportunities, and the change that can come with uncertain freedom.

General Audience

Indigenous Arts Day

May 3 • Jamestown Settlement

Indigenous Arts Day will celebrate enduring legacies of Indigenous cultures with traditional and contemporary art forms by Indigenous artists, including special performances of music and dance.

Juneteenth: Reclaiming the Rivers

June 15 • 1 p.m. • Jamestown Settlement

Come and learn about the hidden history and forgotten stories of the rivers of central Virginia. View a film, funded by Virginia Humanities and produced by Horace Scruggs, which sheds light on the African American contributions to the river life of early America. Scruggs will share the process of creating the film and what we can learn from this convergence of history, culture, and the environment.

Reclaiming the Rivers Paddle

June 15 • 3 p.m. • JCC Marina

Join Horace Scruggs, JYF staff, and the James City County Parks and Recreation for a paddle on the river, launching from the JCC Marina on Jamestown Road. Kayaks will be provided, but participants are welcome to bring their own canoes, kayaks, and paddle boards.

Civic Season

June 19-July 3 • 10 a.m.-3 p.m. • American Revolution Museum at Yorktown
Visit the American Revolution Museum at Yorktown to join in Civic Season 2025. Through activities like Nick and Mary's Conversation Cafe, a food themed escape room, [a Wish Wall](#), and more visitors will engage with history, community, and civics!

Liberty Celebration

July 4 • 9 a.m.-5 p.m. • American Revolution Museum at Yorktown
This Fourth of July holiday, salute the 249th anniversary of the Declaration of Independence during Liberty Celebration!

First Africans

August 16 • Jamestown Settlement
Jamestown Settlement honors the legacy of the first recorded Africans brought to Virginia in 1619 with reflections of history and modern perspectives through an African American lens.

Yorktown Victory Celebration

October 18 & 19 • American Revolution Museum at Yorktown
Celebrate America's momentous 1781 Revolutionary War victory at Yorktown on October 18 with artillery firings, exhibits and interpretive programs examining the significance of the American and French alliance.

Veterans Day

November 11 • American Revolution Museum at Yorktown
Join us as we honor our nation's veterans at the American Revolution Museum at Yorktown.

Winter Lantern Festival

Thursdays-Sundays, November 13-January 4 • Jamestown Settlement
Step into a dazzling world of light with over 1000 Chinese lanterns; all handmade by artisans with decades of experience. In conjunction with the special exhibition, *Following the Dragon*, visitors will enjoy a whimsical walk-through experience to light up and warm up the season! Featuring live entertainment by the Zigong Acrobatic Troupe, food, drinks and gifts, there's something for the whole family to enjoy.

Foods & Feasts of Colonial Virginia

November 28-29 • Jamestown Settlement & American Revolution Museum at Yorktown
This Thanksgiving holiday, join in a family tradition by digging into the foodways of 17th- and 18th-century during Foods & Feasts of Colonial Virginia. Explore centuries-old culinary practices and cooking techniques of early Virginia.

Christmastide in Virginia

December • 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*

<p style="text-align: center;">Jamestown-Yorktown Foundation CURATORIAL REVIEW Semi-Annual Conservation Report</p>

Artifact Conservation July - December 2024

In July 2024, Angela Scott, book conservator, completed treatment of these three books in the collection of the Jamestown-Yorktown Foundation:

- *Geographical History of Africa*, by John Leo, translated into English by John Pory, 1600.
- *Fleet's Pocket Almanac*, 1791, Boston
- *Istorica Descrittione DeTre Regni Congo Montecuccolo*, 1690

In mid-December 2024, objects conservator Amy Byrne completed the annual physical examination and condition assessment of thirty-three African artifacts owned by the Mercer Museum/ Bucks County Historical Society. The artifacts are on loan to the Jamestown-Yorktown Foundation and are exhibited in the Jamestown Settlement main gallery in the Angolan diorama. The annual condition assessment is a requirement of the loan.

Also in mid-December 2024, Amy Byrne provided consultation with JYF staff about potential preventative conservation measures to preserve unstable leather components of a saddle in the collection of the Foundation.

Finally, conservation of the Peter Force Declaration of Independence began in the reporting period for the document to be ready for its display in the *Give Me Liberty* exhibition which opened March 22, 2025, at the Virginia Museum of History and Culture. Over several months, a paper conservator performed conservation treatment that included removal of surface soiling, reduction of staining, mending of small tears, application of new hinges, and installation of the document in a new 8-ply archival mat.

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

For the period July 1, 2024, through December 30, 2024, the Jamestown-Yorktown Foundation, Inc. purchased a total of three 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. Miniature 17th-Century Qur'an
 2. *The Gentleman's Magazine and Historical Chronicle* Vol. XLIII, for the year 1773
 3. Chinese Porcelain Bowl, late Ming period

ARTIFACT DESCRIPTIONS

Miniature 17th-Century Qur'an

For Use In: American Revolution Museum at Yorktown

This miniature Qur'an from Iran measures 3.7" x 2.5" and features twenty-one lines per page, written in a neat Naskh script in black ink. The colophon on the book states that it was copied in 1050 Hijri (1640 AD) in Safavid Persia by the calligrapher Amin al-Din Kashani.



For some time, the Curatorial team has been looking for a Qur'an to display with the portrait of Ayuba Suleiman Diallo that hangs at the American Revolution Museum at Yorktown. In the portrait he is wearing a similarly sized Qur'an, or pages from a religious text, in a red leather slipcase around his neck.

In addition to helping to tell Diallo's story more fully, this Qur'an will also enable discussion of the presence of Muslims in early America and their participation in the Revolutionary War. Although not well documented, many of the Africans in colonial America were probably of the Islamic faith. How might they have reconciled their faith with enslavement? Slavery was known in the Muslim world. In fact, Diallo was on a slave-trading mission when he himself was captured by slave traders. What was the outcome when Africans from different cultures and belief systems converged under forced immigration? How were individuals of the Muslim faith regarded by the colonists? This object can help visitors gain a wider understanding of how the Islamic faith is lived day by day and nurture empathy for the beliefs of others.



This acquisition supports the FY24 Acquisitions Plan focus on "Religion, Spirituality, and Belief Systems," but it also supports all four of the master collection themes: Local to Global Connections, Interactions with History, Cultural Convergence, and The Revolutionary Challenge Continues.

The Gentleman's Magazine and Historical Chronicle Vol. XLIII, for the year 1773

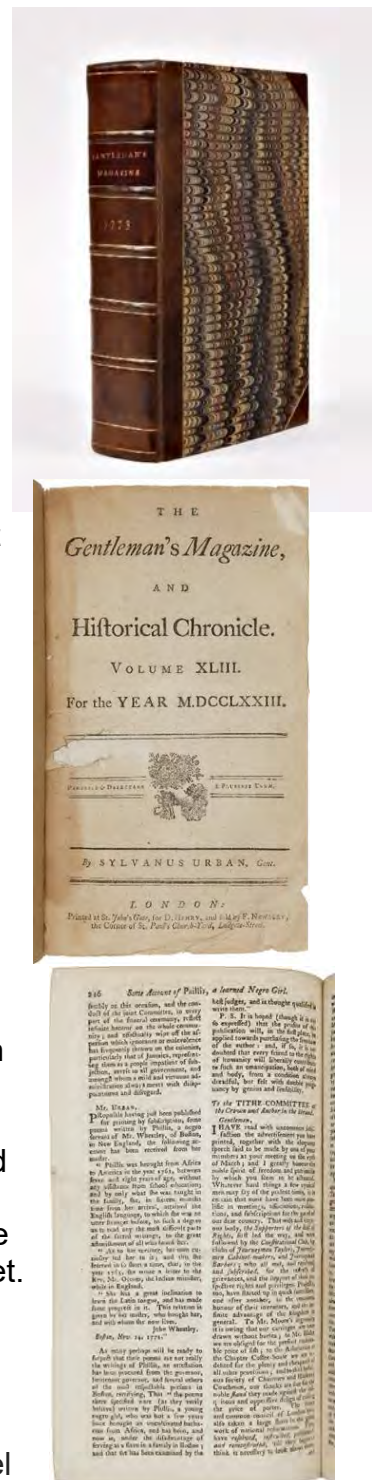
For Use In: American Revolution Museum at Yorktown

A contemporary binding (from the 20th or 21st century) unites the 12 monthly issues of *The Gentleman's Magazine* for 1773. Catering largely to middle class and elite tastes, *The Gentleman's Magazine* engaged a popular readership with the more sensational moments in British and American current affairs. The magazine focused on domestic as well as Atlantic news for an attentive British readership. Its commentary had overseas and domestic outreach and it was illustrated with maps of the American colonies in British North America and popular print culture.

The 1773 volume contains a number of fascinating articles. For example, the revelations of the secret correspondence of the Loyalist Thomas Hutchinson is covered in the July issue, and in December's issue there is a notice of an embargo placed by New York merchants on consignments of tea imported on vessels of the East-India company. It contains two notices in the May and September issues highlighting the writings of the talented enslaved African poet, Phillis Wheatley.

The January issue showcases the important trial *Somerset v. Stewart*, determining the fate of an enslaved African from Virginia, James Somerset, who fled his enslaver but was forced aboard a vessel in the port of London—bound for Jamaica—once more to be sold into slavery. The English court system issued a writ of *habeus corpus* freeing the enslaved Somerset from the vessel where he was tethered against his will. Then Somerset was brought before the High Court of the King's Bench, in London, June 22, 1772, and the Chief Justice, Lord Mansfield, made his landmark determination in favor of James Somerset, announcing that his enslaver, Charles Stewart, had no right to detain Somerset and force him aboard a ship against his will. The rationale underscoring that pronouncement is reported in the magazine by Mr. Hargrave, counsel for the enslaved James Somerset.

The articles on the literary excellence of Phillis Wheatley and the *Somerset v. Stewart* Case reflect the shift in attitudes developing within privileged and educated circles in England and Massachusetts that began to question the ethics involved in the persistence of chattel slavery and the unsavory conduct of the slave traders operating in the Atlantic World. The volume is an important addition to JYF's existing core collections that interpret the impact of slavery and the slave trade in the 18th century.



Chinese Porcelain Bowl, late Ming period

For Use In: Jamestown Settlement

This Chinese porcelain bowl was made in Zhangzhou, China, c. 1600-1625. It is hand-painted in underglaze blue internally with four flowers around a central motif thought to be water weeds. External decoration consists of a scrolling vine and peony motif.

Early Jamestown may have been a solitary English outpost with a tenuous toehold on the Eastern Seaboard, but archaeology has shown it was populated by individuals with global connections and interests. Drawn by the promise of personal riches, large numbers of high-status men ventured to the Virginia colony in the early years. Some were of inherited wealth; others had acquired societal standing through military achievements or through privateering ventures. Their presence is reflected in the material culture that correlates with the types of objects used in the households of England's upper classes.

One such material type is Chinese porcelain, a ceramic prized by Europe's royal houses for its refinement and translucency. At the time of Jamestown's founding, Chinese porcelain was not a major focus of the East India Company and was therefore not widely available to the English populace. It was rare and primarily associated with royal and aristocratic collectors such as the Virginia Company investor Sir Robert Cecil, 1st Earl of Salisbury and Lord Treasurer under King James I. Recent archaeology in London has revealed that the maritime community of Limehouse—from where many sea captains and other mariners sailed to Jamestown—also had access to this exotic ware from the East.

This Chinese porcelain bowl has an exact parallel in the archaeological collection of materials excavated from James Fort by the Jamestown Rediscovery Foundation. After exhibition in *Following the Dragon* this object will be exhibited in the Settlement's permanent gallery in a fresh interpretation of the early fort and the social, intellectual, and quotidian world of its inhabitants. Specifically, how did Chinese porcelain like this bowl become the currency of social emulation, how might it have been obtained by Jamestown individuals, and how did it contribute to developing English attitudes towards China and its people. This object will be used to reflect English connections with Asian cultures and the Chinese product that was a recognizable luxury commodity even in an isolated military outpost like James Fort.



<p style="text-align: center;">Jamestown-Yorktown Foundation ANNUAL ACQUISITIONS PLAN FY 2026</p>
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Plan Purpose

The purpose of the FY26 annual acquisitions plan is to prioritize Foundation resources and efforts to grow the JYF artifact collection in alignment with identified initiatives, planned gallery refreshes, and opportunities for audience growth and engagement, with the explicit purpose of utilizing material culture to tell impactful stories about Virginia's 17th and 18th century history and the people who were part of it. This plan demonstrates ways that JYF aims to complete our collection based on existing gaps identified by the Curatorial department.

FY26 Acquisition Priorities

The upcoming year will focus on acquisitions for key strategic initiatives, including the Foundation's Indigenous Peoples Program and the Religion & Early America initiative funded by the Lilly Endowment. The lead-up to the America 250 Commemoration that will take place in 2026 will also be an important factor in FY26, as reflected in our commitment to both the signature VA250 exhibition, *Give Me Liberty* (which opened at VMHC March 2025 and will come to ARM-Y July 2026), and our permanent galleries at the American Revolution Museum at Yorktown.

As the main galleries at Yorktown are approaching their 10-year anniversary, plans are underway for updating and refreshing significant areas of the gallery. Through FY26 we will prepare to de-install some items due to conservation-related planned rotations and/or loan recalls, which are increasing in number as the gallery ages. There are several significant loans ending or due for renewal for the American Revolution Museum at Yorktown in FY25 and FY26, including:

- The Metropolitan Museum of Art, Benjamin Franklin portrait by Dupleissis (exp. 6/30/26)
- Joe Kindig III (private lender), American long rifle, Bethlehem or Allentown (exp. 10/24)
- Smithsonian Institution - National Museum of Natural History, a group of 7 artifacts related to the Choctaw, Cherokee, and Catawba people (exp. 7/2025)
- SI – National Museum of American History pair of officer's pistol and individual pistol, Rappahannock Forge (due for renewal 9/2025)
- VMHC – Four portraits: Pendleton, Baptiste, Luzerne, and Gerard (due for renewal 12/31/2025)
- CWF, thirteen cooking and camp life items (due for renewal 10/2026)
- Richmond History Center, Statue of T. Jefferson (due for renewal 9/2025)
- Patricia Stark (private lender), abolitionist themed yo-yo (exp. 6/25)

Replacement objects will be sought for loans due to return to their lenders, with the opportunity to re-imagine some cases. This process will provide opportunities for new acquisitions to tell fuller stories through updated object groupings and material culture.

Recent updates to regulations with the Native American Graves Protection and Repatriation Act will also provide opportunity to re-examine many of the Indigenous artifacts on display both at Jamestown and Yorktown. This process will include tribal consultations and the potential need for removing artifacts from display and consider replacement groupings or the use of contemporary reproductions.

Master Collection Themes

Local to Global Connections: Jamestown and Yorktown are important places in history, transcending their roles as localities to represent turning points in stories that reverberate around the nation and globe. Colonialism. Empire. Genocide. Revolution. Freedom. Resilience. These are stories that are firmly rooted in the places of Jamestown and Yorktown.

FY26 Focus: Religion, Spirituality, and Belief Systems

Through FY27, the Foundation is supported by a \$2,500,000 grant from the Lilly Endowment to create the Religion and Early America initiative, allowing for research, acquisitions, planned gallery improvements, and educational programming to explore the role of religion in early Virginia.

We seek material culture that helps us explore how peoples in the 17th and 18th centuries expressed religion, spirituality, and belief systems and how those expressions manifested locally in Virginia at Jamestown, and throughout the east at Yorktown:

- Religion and spirituality of Virginia Indians at Jamestown, and of multiple tribes from the eastern woodlands at Yorktown (recognizing the need to ensure NAGPRA compliance with these artifacts)
- The practice of Catholic devotion in early Virginia
- English and other European ethnicities conversion attempts and the relationship between religion and colonization
- The survival of West African spiritual beliefs and cultural evolutions through the Slave Trade and forced immigration
- The First Great Awakening in Virginia
- Examples of religious freedom practiced in Virginia and the new United States

Previous Acquisitions connected to this theme, include the Christopher Saur German Language Bible, an African Crucifix, an Eliot Bible Leaf in the Natick dialect of Wampanoag, a sundial with a biblical verse, a 17th- century Qur'an, and 17th-century Westerwald Crucifixion Jug which ranged from **\$800 - \$9,375**.

Market Value Estimates for Potential Acquisitions:

- Armenian religious objects to tell the story of John Martin at Jamestown, \$8,000

- Catholic devotional medallions and crucifixes - \$500 - \$1,000
- Object(s) reflection Memento Mori symbolism and Puritans - \$,5,000
- African divining dish - \$5,000

Interactions with History: Our collections must not seek only to answer questions; rather, they should engage visitors in asking richer, better questions about the past and its meaning in our present and future. Our collection must meet visitors where they are, and bring them on a journey to provoke curiosity, connections, and empathy.

FY26 Focus: Women and Children

Research related to recent special exhibitions on women's lives during the 17th and 18th centuries has illuminated the lack of women's stories in our main galleries. Similarly, despite the large number of children who visit our galleries, curatorial staff has identified a lack of stories and artifacts related to children and young people's experiences during these centuries. At Jamestown, new acquisitions would fill a significant hole that was created by the removal of a case that exhibited children's toys. At Yorktown, where no object grouping highlights women's roles in the Revolution, new acquisitions would help complete and strengthen the history we share.

Acquiring objects related to women and children will also remove the need to replace items on loan that currently tell a less-relatable story and take up exhibition space that can integrate content for this new theme (Area 3.4 The Homefront including cases 3.19a "Textiles" and 3.19b "Cookery").

We seek material culture that explores:

- How women and children in Tsenacommacah, early Virginia, and during the American Revolution exerted power and agency
- Women and children acting as interpreters and cultural emissaries
- Women and young people using their voices for social and political change
- Differing culture's notions of traditional gender roles, coming of age experiences, and being a young person during eras of change are relatable experiences

Previous Acquisitions for artifacts connected this theme, including Catharine Cooke's Penmanship Copy Book, Women's Stays c. 1750, Isaiah Thomas' "Little Pretty Pocket Book," c. 1787, and a pair of patters **ranged from \$ 395- \$7,750.**

Market Value Estimates for Potential Acquisitions:

- Mary Katharine Goddard printing of "The Maryland Journal and Baltimore Advertiser," \$1,250
- Clementina Rind printing of the Virginia Gazette, \$2,000

- Gervase Markham's "The English Hous-Wife," c. 1664, \$1,020
- Poesy ring, \$2,000 - \$10,000

Cultural Convergence: The mission of the Jamestown-Yorktown Foundation centers the convergence of cultures in early Virginia and America. To understand this convergence, we must first acknowledge the history and culture of Indigenous, Anglo-European, and West Central African cultures prior to European colonization. With a foundational understanding of these diverse cultures, we can begin to understand the nature and impact of convergence, and its implications in the long 18th century.

FY26 Focus: Cultural Connections

This theme prioritizes art and artifacts that support the work of the Indigenous Peoples Program (IPP) and future initiatives related to Black history and culture and aims to integrate research and related material culture into our galleries. The IPP is currently supported by \$100,000 to integrate these stories into the main gallery at the American Revolution Museum at Yorktown and this theme supports opportunities to acquire objects that can allow us to integrate stories of Indigenous peoples into the Yorktown galleries. Opportunities for acquisitions will be informed in part by the recently completed gallery audit and recommendation brief completed by Kenah Consulting.

Decorative and vernacular arts, print culture and the archaeological artifact record provide opportunities to explore cultural connections and human agency as Virginia Indians and several other tribes, enslaved and free people of African descent, and Europeans influenced each other. As galleries are refreshed, new acquisitions connected to this theme can replace items such as Yorktown Area 3.4, Case 3.13 ("Indian Trade Case") where artifacts are likely to be recalled by the lender and where sensitive materials need to be rotated. This will also allow us to tell new stories in Yorktown's Homefront Gallery, including repurposing Case 3.21 ("Windsor Chair Case").

We seek objects that explore stories such as:

- Treaties, warfare, and broader implications of global imperialism
- Enslavement and self-emancipation
- Material trade and cultural exchange, cultural adaption or reappropriation
- Examples of vernacular and folk art that reveal the confluence of artistic and craft traditions
- Personal stories of Virginia Indians and other tribes and enslaved and free Africans and people of African descent

Previous Acquisitions connected to the theme, including Portrait of an Unknown Indian Warrior, Indian Peace Medal, Silver gorget, *The Interesting Narrative of the Life of Olaudah Equiano*, *Some Memoirs of the Life of Job*, a Qur'an and an Indian Trade Gun **ranged from, \$15,000 - \$60,480.**

Market Value Estimates for Potential Acquisitions:

- Pipe Tomahawk associated with John Fraser, \$190,000
- 17th-century bronze mortar, \$2,000

The Revolutionary Challenge Continues: Teaching about the past with collections requires carefully contextualizing and acknowledging the various value tensions inherent in the complex eras of the 17th and 18th centuries. With an understanding that the promises of our founding documents did not equally apply to everyone, we acknowledge that the social and political movements of the 17th and 18th centuries sparked revolutionary conversations and action throughout the era.

FY26 Focus: Commemorating America at 250

In advance of the 250th commemoration of the American Revolution, we are tasked with bringing our galleries into alignment with our mission statement and seizing opportunities to connect with Virginia's commemorative efforts.

We seek artworks and objects which explore the legacies of the Virginia and American experience from 17th century to today, and how we teach and interact with complex histories:

- The evolution of racial, social, and economic inequalities and opportunities from the 17th century to today
- The history and enduring problem of slavery in Virginia and the United States
- The Bill of Rights in the 18th century and today
- The evolution of citizenship and applications of Constitutional rights to Americans
- At Jamestown, Indigenous movements to assert agency amid Virginia's role in movements to diminish Indigenous history and culture, and at Yorktown other tribes movements throughout the eastern U.S.
- Historical memory and commemorations as they relate to how we understand and teach history today

Previous Acquisitions for artifacts connected this theme, including Boston Massacre Reboot, Anti-slavery Rummer, Manuscript Summarizing the Trial of Mulatto Billy, the Peter Force printing of the Declaration of Independence, and "Grandma's Cape" painting by Trudith Dyer **ranged from \$625 - \$22,500.**

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

**Thursday, May 1, 2025
JS Ed Wing Classroom E and Via Teams
5:30 PM**

Mr. H. Benson Dendy III, *Chair*
**Mr. Thomas K. Norment, Jr.,
*Vice Chair***
Mr. A. Marshall Acuff, Jr.
Ms. Julianna M. Dime

Ms. Suzanne O. Flippo
Senator Mamie E. Locke
Senator L. Louise Lucas
Speaker Don L. Scott, Jr.

AGENDA

- I. Call to Order – Mr. Dendy**
- II. Approval of Minutes: October 24, 2024 – Mr. Dendy (*Action required*)**
p. 93
- III. Board of Trustees Composition Update – Mr. Dendy**
p. 94
 - A. House Appointments
 - B. Senate Appointments
 - C. Gubernatorial Appointments
 - D. Board-Elected Positions
 - E. JYF, Inc. Directors: Board Liaisons
- IV. Other Business – Mr. Dendy**
- V. Adjournment – Mr. Dendy**

Committee Members Present: Mr. H. Benson Dendy III, Mrs. Julie M. Dime, Senator Mamie E. Locke, and Mr. Thomas K. Norment, Jr.

Committee Members Absent: Mr. A. Marshall Acuff, Jr., Ms. Suzanne O. Flippo, and Speaker Don L. Scott, Jr.

Staff Present: Ms. Christy Coleman, Ms. Lisa McDonald Lucas.

I. Call to Order

Mr. Dendy called the virtual meeting of the Jamestown-Yorktown Foundation Nominating Committee to order at 10:01 a.m. on Thursday, October 24, 2024. Staff called roll and confirmed quorum for the meeting.

II. Approval of Minutes: May 2, 2024

Mr. Dendy called for a motion to approve the minutes from May 2, 2024, as presented in the meeting packet. Senator Locke made a motion with a second by Mr. Norment. The minutes were approved as presented.

III. Election of Board Officers

Mr. Dendy shared the confirmed slate of officers to present to the full board in November: Mr. Thomas K. Norment, Jr., Chairman; Mrs. Sue H. Gerdelman, Vice Chair; Senator Mamie E. Locke, Secretary, and Delegate Dolores L. McQuinn, Treasurer. Mrs. Dime moved that the slate of officers be approved by the committee for consideration and approval of the full board. All present members voted in favor.

IV. Annual Appointments by the Board

Mr. Dendy confirmed that the current Trustees serving in the board-elected positions (Mr. Acuff, Ms. Flippo, Mrs. Gerdelman, Ms. Leopold and Mr. Norment) had agreed to consider re-election by the full board in November.

V. Other Business

Mr. Dendy called for any other business, and there was none heard.

VI. Adjournment

There being no further business, Nominating Committee virtual meeting was adjourned by Mr. Dendy at 10:22 a.m. on October 24, 2024.

<p>Jamestown-Yorktown Foundation BOARD OF TRUSTEES COMPOSITION November 14, 2024</p>

EX OFFICIO MEMBERS

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

Governor of Virginia Glenn 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 Don L. Scott, Jr.
Chairman of House Appropriations Luke E. Torian
Senate Finance Chair L. Louise Lucas
Secretary of Education Aimee R. Guidera

SENATE OF VIRGINIA

APPOINTEES

(Terms concurrent with elected term)

Joseph D. "Danny" Diggs
Mamie E. Locke
L. Louise Lucas
Ryan T. McDougale
Schuyler T. VanValkenburg

HOUSE OF DELEGATES

APPOINTEES

(Terms concurrent with elected term)

Amanda E. Batten
David L. Bulova
Betsy B. Carr
Hyland F. "Buddy" Fowler, Jr.
C. E "Cliff" Hayes, Jr.
M. Keith Hodges
Delores L. McQuinn
Shelly A. Simonds

GUBERNATORIAL APPOINTEES

(Four-year terms; no term limits)

Terms Expiring in 2025

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

Terms Expiring in 2026

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

Terms Expiring in 2027

Victoria "Vicki" L. Vasques
Julianna "Julie" M. Dime
Leslie Sanchez

Terms Expiring in 2028

Laura W. Bailey
David Botkins
Thomas P. DiStanislao III

BOARD ELECTED MEMBERS

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

A. Marshall Acuff, Jr.
Suzanne O. Flippo
Sue H. Gerdelman
Diane Leopold
Thomas "Tommy" K. Norment, Jr.

PRESIDENT, JAMESTOWN-YORKTOWN FOUNDATION, INC.

(Term concurrent with term as President)

Terry E. Hall

CHAIR EMERITI

(Life Term)

H. Benson "Ben" Dendy III
M. Kirkland "Kirk" Cox
Kenneth "Ken" R. Plum

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

**Friday, May 2, 2025
Jamestown Settlement
Classroom E or Via Teams
8:30 AM**

Delegate Hyland F. Fowler, Jr., *Chair*
Mr. Charles E. James, Sr., *Vice Chair*
Chief Stephen R. Adkins, Sr.
Mrs. Laura W. Bailey
Mrs. Gloria M. Chambers
Senator J.D. (Danny) Diggs

Ms. Julianna (Julie) M. Dime
Mrs. Sue H. Gerdelman
Delegate C.E. (Cliff) Hayes
Senator Mamie E. Locke
Senator Ryan T. McDougle
Dr. Cassandra L. Newby-Alexander

AGENDA

- I. Call to Order – Delegate Fowler**
- II. Approval of Minutes: November 14, 2024 – Delegate Fowler (*Action Required*)**
p. 97
- III. Human Resource Metrics – Mrs. Shelhorse, Mr. Mozingo**
p. 102
- IV. Employee Engagement Survey Update – Mr. Mozingo**
p. 105
- V. FY2025-26 Additional Budget Impacts – Dr. Machie (*Action Required*)**
- VI. Other Business – Delegate Fowler**
- VII. Adjournment – Delegate Fowler (*Action Required*)**

Committee Members Present: Buddy Fowler, Charles James, Laura Bailey, Gloria Chambers, Danny Diggs, Julie Dime, Sue Gerdelman, Mamie Locke, Ryan McDougale, Cassandra Newby-Alexander

Committee Members Absent: Cliff Hayes

Board Members Present: Delores McQuinn (Virtual), Jamie Burke (Virtual), Terry Hall, Thomas Distanislao, Dick Howard (Virtual), David Botkins, Betsy Carr

Staff Present: Melissa Thompson, Mariruth Leftwich, Glenda Turner, Keola Lee, Juliet Machie, Christy Coleman, Erin Koch (Virtual), Sarah Haendler (Virtual), Connie Graham (Virtual), Coy Mozingo, Lee Ann Shelhorse, Kendall Schoonover

Other Guests: Abigail Gump (OAG Rep)

I. Call to Order

The meeting of the Administration and Personnel Committee was called to order by Del. Fowler, on Thursday, November 14, 2024, at 9:00 a.m. at the American Revolution Museum at Yorktown. Chief Adkins moved and Dr. Newby-Alexander seconded.

II. Approval of Minutes

Del. Fowler referred members to the minutes of the May 2nd, 2024, meeting. Chief Adkins moved and Dr. Newby-Alexander seconded approval of the committee meeting minutes. The motion was approved by unanimous vote.

III. Human Resources Metrics

Del. Fowler introduced Talent Acquisition Manager Mrs. Lee Ann Shelhorse and she shared the following highlights of the key HR takeaways.

Mrs. Shelhorse provided an overview of employment levels, noting that classified positions have remained steady and wage employee levels have not changed. Turnover for the calendar year stands at 17.94%, primarily due to resignations

among Living History Interpreters and Museum Educators. The current fiscal year turnover is around 9%.

Regarding recruitment, the average time to fill a position is currently 64 days, exceeding the 50-day target. This increase is attributed to the way applicant and requisition statuses are updated within the PageUp recruitment system. The applicant pool has grown compared to last year with the introduction of the new system, but the percentage of male and minority applicants has declined slightly. However, since demographic data is not provided by all applicants, the representation of the applicant pool may not be fully accurate.

High-turnover positions continue to be a challenge. The Museum Educator I role (formerly known as Group Educator) remains one of the most difficult positions to retain employees in. A revised approach to recruitment has allowed more candidates to meet the minimum qualifications, increasing opportunities for applicants to succeed in the role. Education teams are actively refining the hiring and training processes to improve retention. Living History Interpreters have also experienced significant turnover, with several employees terminated due to workplace civility violations. Efforts are being made to address this issue through new training programs and leadership changes.

Staff diversity levels have returned to approximately 20%. A detailed breakdown of overall staff demographics, including leadership positions, can be found in the Demographic Data enclosure. Additionally, the board discussed ongoing recruitment challenges, including difficult-to-fill positions and other relevant trends within hiring practices.

Mrs. Shelhorse concluded her report after presenting these key insights.

Del. Fowler asked if there were any questions; and Mrs. Coleman asked about the percentage of applicants who choose not to self-identify in PageUp. Dr. Newby-Alexander asked about the decline in minority applicants and made suggestion on how to improve this number.

IV. Employee Engagement Survey Results

Del. Fowler introduced HR Director Mr. Coy Mozingo and he shared JYFs employee engagement survey results. Mr. Mozingo presented the results of the most recent employee engagement survey, which was conducted by Gallagher Consulting in April. The final results were received in June and analyzed by Chris Dustin, the managing director and senior advisor. The survey included 49 closed-

ended questions, scored on a six-point scale, along with two open-ended questions, all categorized into 13 demographic areas.

Of the 283 possible respondents, 154 employees participated in the survey. Two factors contributed to a lower-than-ideal response rate. First, JYF took a hands-off approach to survey administration to ensure third-party distance, addressing concerns about anonymity raised during the previous survey. Second, the organization was conducting a phishing awareness campaign at the same time, which may have caused employees to mistake survey-related emails for cyber security threats. Despite these challenges, participation was stronger than in prior surveys.

The survey results placed JYF at or just above the norm compared to similar organizations, with a benchmark score of 4.81. One notable strength was employees' awareness of where to report concerns related to harassment or discrimination, which reflects the effectiveness of HR's outreach efforts. However, several areas fell below the norm, including burnout and resilience, while other categories ranked as the least favorable. The open-ended feedback further highlighted key concerns from staff.

Based on the survey findings, Gallagher Consulting recommended several action items, focusing on employee value and work environment improvements. In response, JYF implemented several initiatives. First, Chris Dustin presented the full survey results at the June State of the Foundation sessions, where staff and volunteers were briefed on key findings. Employees then participated in breakout discussions to provide feedback and suggest improvements.

The most common recommendations included reviving the previous employee recognition program, increasing senior leadership presence in the field, and improving communication and access to organizational information. To address these concerns, HR reviewed the recognition program, made adjustments, and submitted it to the Executive Director for further refinement. An Employee Recognition Committee is being established, with representatives from different departments guiding the program's next steps.

Additionally, the Executive Director, Christy Coleman, has begun scheduling regular site walk-throughs to improve engagement with frontline staff. Efforts are also underway to provide email access for wage employees, ensuring easier and more reliable communication. The salary situation remains a priority and will be addressed later in the meeting.

Mr. Mozingo concluded the report, outlining these ongoing initiatives aimed at enhancing employee engagement and workplace satisfaction. Mrs. Gerdelman asked about seeing physical results from the survey. Dr. Newby-Alexander recommended reaching out to theater programs in regard to recruitment. Mr. James commended Christy on the employee engagement survey.

V. Classified Interpreter Base Salary Adjustments

Del. Fowler asked Mr. Mozingo to update the committee on the classified interpreter base salary adjustments. Mr. Mozingo provided an update on recent salary adjustments for JYF's Living History Interpreters. As the organization works to increase the number of classified interpreters this fall, leadership has taken the opportunity to reassess and adjust pay structures for both existing and newly recruited staff. As a result, the starting salary for classified Living History Interpreters will increase to \$38,000 annually, effective November 10, 2024.

This pay increase reflects JYF's commitment to offering competitive salaries that acknowledge the specialized skills and contributions of its front-line, customer-facing staff. It also responds to changing market conditions, ensuring JYF remains an attractive employer as new interpreters are hired. In recognition of the dedication of current employees, classified interpreters will receive an adjustment to the new base salary, along with a 0.5% compression adjustment per year of service in the position. This adjustment aligns with existing salary compression calculations previously used within the organization.

The salary increase is made possible through budget reallocation within the Visitor Experience department. JYF leadership views this as part of a larger initiative to review and adjust compensation across multiple work groups within the organization. Further adjustments for additional areas may be announced as the process continues.

JYF remains deeply committed to ensuring employees feel valued and motivated, and leadership hopes this salary increase reflects that commitment. Senator Diggs asked about the amount of hours worked by interpreters.

VI. Other Business

Del. Fowler called for any other business and Mr. Mozingo stated the committee needed to move to closed session for the additional business. Mrs. Gerdelman called and Senator McDougle seconded – approved through roll call.

VII. Adjournment

There being no further business, Del. Fowler called for a motion to adjourn the meeting. Mrs. Dime made a motion, which was seconded by Senator McDougale and approved by all. Del. Fowler officially adjourned the meeting at 10:15 a.m.

**Jamestown-Yorktown Foundation
HUMAN RESOURCES METRICS**

Calendar Year Metrics 2023-2025

Metric	2023	2024	2025 (Year to Date)
Agency Authorized MEL (Max. Employment Level)	176	176	176
Average Classified Employment Level	158	156	158
Average Wage Employment Level	142	139	134
Total Positions Posted	45	58	19
Total Hired	81	91	20
Total Applicants	974	1,452	256
Average Number of Applications Per Position	21	25	12
Range of Applications Per Position	3-89	5-69	2-29
Average Time to Fill Position	49 days	60 days	46 days
Annual Turnover Percentage	14.9%	21.26%	4.6%
Percentage of Male Applicants*	55%	41%	36%
Percentage of Female Applicants*	45%	59%	64%
Percentage of Minority Applicants*	35%	32%	25%
Percentage of Non-minority Applicants*	65%	68%	75%
Highest Turnover Positions	<ul style="list-style-type: none"> Onsite Education Visitor Servs Assoc. 	<ul style="list-style-type: none"> Museum Educator I Living History Interpreter 	<ul style="list-style-type: none"> Museum Educator II
Difficult to Fill Positions	<ul style="list-style-type: none"> Facilities Technician Wage Custodian 	<ul style="list-style-type: none"> Payroll & Budget Tech Accounting Operations Manager 	<ul style="list-style-type: none"> Budget Analyst Custodians

**Demographic data is not provided by all applicants.*

Jamestown-Yorktown Foundation
HUMAN RESOURCES METRICS – DEMOGRAPHIC DATA

Demographic Data – As of April 15th, 2025

All Staff	Count and Percentage		Leadership*	Count and Percentage
Female	163		Female	37
Female %	56%		Female %	67%
Male	127		Male	18
Male %	43%		Male %	33%
Black / African American	32		Black / African American	6
Black / African American %	11%		Black / African American %	11%
Asian	5		Asian	1
Asian %	2%		Asian %	2%
White	239		White	46
White %	82%		White %	84%
Hispanic / Latino	4		Hispanic / Latino	1
Hispanic / Latino %	1%		Hispanic / Latino %	2%
Native American	3		Native American	0
Native American %	1%		Native American %	0%
Other/Not Disclosed	10		Other/Not Disclosed	1
Other/Not Disclosed %	3%		Other/Not Disclosed %	2%
Total Diversity	54		Total Leadership	55
Total Diversity %	18%		Total Leadership %	19%

**Defined as staff members who supervise others*

**Jamestown-Yorktown Foundation
HUMAN RESOURCES METRICS**

Additional HR Highlights FY2025

Volunteer Services	Community Engagement	Training & Development	Recognition/Wellness
<ul style="list-style-type: none"> • Current FY25 Total Hours: 23,873.90 • 287 Active Volunteers • 150 Core Volunteers <p>Fun Facts:</p> <ul style="list-style-type: none"> • 28 JYF staffers started as volunteers • 25 JYF staffers volunteer in other areas or events • 20 core volunteers are former staff 	<ul style="list-style-type: none"> • Attended on-campus tabling events at William and Mary, Christopher Newport University, and Norfolk State University. • Co-hosted presentation for the grant-funded Monarch Humanities Internship Academy, supported by a multimillion-dollar endowment for paid Summer internships in the humanities. 	<p>Classroom Attendance: FY24 – 1,892; FY25 – 1,956</p> <p>Online Attendance: FY24 – 587; FY25 – 2,015</p> <p>March Ratings: 97.20% This course provided me with useful information 97.20% I intend to use what I learned in this course 93.95% This program was relevant to my professional development 96.66% Overall the facilitator provided effective instruction </p>	<ul style="list-style-type: none"> • JYF Yoga Classes • JYF/American Red Cross Blood Drives • Wellness Wednesdays Email • Lunch & Learns • 12 Days of Holiday Giveaways • JYF Cancer Support Team • Knitting Club • Stay Vaccinated! Days • Halloween Candy Delivery • Cider Week

New Performance Management System via PageUp effective March 2025

Former Performance Management Process	New Performance Management Process
<ul style="list-style-type: none"> • Paper Based • Results Oriented • 3 Point Rating Scale • October 25 – October 24 Cycle • Last Updated in 2021 as Employee Work Profiles 	<ul style="list-style-type: none"> • Automated using PageUp Performance Module • Results + Competencies • 5 Point Rating Scale • January 1 – December 31 Cycle • New for 2025 as Employee Performance Plans

Jamestown-Yorktown Foundation
Virginia

Consultant(s): Chris Dustin

		Due Date				
Responsible Party		Mar-25	Apr-25	May-25	Jun-25	Jul-25
Pre-Survey						
Kick Off Meeting	Gallagher/Client	3/20/25				
Follow-up on survey content	Gallagher/Client		4/3/25			
Cutoff date for new hires to be included in survey file	Client		4/18/25			
Send HRIS file for coding	Client		4/18/25			
Final survey content	Gallagher/Client		4/18/25			
Final survey invitation/reminder/extension text	Gallagher/Client		4/18/25			
Whitelist server and email addresses	Client		4/18/25			
Send communication about survey	Client		4/28/25			
Review online survey	Client			5/5/25		
Final reporting structure	Client			5/13/25		
Send reminder communication about survey	Client			5/13/25		
Survey Administration						
Begin survey	Gallagher/Client			5/20/25		
Send 1st reminder email to participants	Gallagher/Client			5/26/25		
Send 2nd reminder email to participants	Gallagher/Client			5/29/25		
End survey (advertised date)	Gallagher/Client				6/3/25	
End survey (planned extension)	Gallagher/Client				6/10/25	
Post-Survey						
Final KnowledgeNow reporting assignments	Gallagher				6/30/25	
Initial survey results meeting	Gallagher/Client					7/11/25
Executive overview session	Gallagher/Client					7/18/25
Manager training sessions	Gallagher/Client					7/25/25
Follow-up coaching sessions with management	Gallagher/Client					TBD

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

**Friday, May 2, 2025
Jamestown Settlement
Ed Wing Classrooms ABC
11:00 AM**

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

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

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

**Delegate Amanda E. Batten,
*Vice Chair, Finance Committee***

AGENDA

- I. Call to Order – Delegate McQuinn**
- II. Approval of Minutes – Delegate McQuinn (*Action Required*)**
November 14, 2024
p. 107
- III. FY2025 YTD Financial Report – Delegate McQuinn**
p. 110
- IV. FY 2026 Annual Operating Budget Proposal – Delegate McQuinn**
(Action Required)
FY2026 Budget Presentation – Dr. Machie & Mr. Nixon
p. 114
- V. Executive Director’s Performance Report - Delegate Fowler**
(Closed Session)
- VI. Other Business – Delegate McQuinn**
- VII. Adjournment – Delegate McQuinn**

Committee Members Present: Mr. A. Marshall Acuff, Jr., Chief Stephen R. Adkins, Delegate Amanda E. Batten, Delegate Betsy B. Carr, Mrs. Gloria M. Chambers, Mr. H. Benson Dendy III, Delegate Buddy Fowler, Jr., Mrs. Sue H. Gerdelman, Mr. Terry E. Hall, Senator Mamie E. Locke, Senator L. Louise Lucas, Senator Ryan T. McDougle, Delegate Delores L. McQuinn (Remote), Dr. Cassandra L. Newby-Alexander, Mr. Thomas K. Norment, and Mr. Kenneth R. Plum

Committee Members Absent: Delegate David L. Bulova, Mr. M. Kirkland Cox, Ms. Suzanne O. Flippo, Speaker Donald L. Scott, Jr., and Delegate Luke D. Torian

Other Board Members Present: Mrs. Laura W. Bailey, Mr. David Botkins, The Honorable Jamie T. Burke (Remote), Senator J.D. Diggs, Mrs. Julianna M. Dime, Mr. Thomas DiStanislao, Mr. A.E. Dick Howard, and Mr. Charles E. James, Sr.,

Other Guests: Ms. Abigail Gump (AG Rep)

Staff Present: Ms. Christy Coleman, Mr. Nathan Hamilton, Ms. Erin Koch (Remote), Mr. Keola Lee, Dr. Mariruth Leftwich, Ms. Lisa Lucas, Dr. Juliet Machie, Ms. Tracy Perkins, Ms. Melissa Thompson (Remote), Mrs. Glenda Turner, and Mr. Eric Wynn

I. Call to Order

The Thursday, November 14, 2024, meeting of the Jamestown-Yorktown Foundation (JYF) Executive & Finance Committee was called to order by Mr. Norment, at 10:15 a.m., at the American Revolution Museum at Yorktown. He welcomed all to the meeting and acknowledged new Trustees. Mr. Norment stated this is an in-person meeting as quorum is required but that a few 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

Mr. Norment directed members to the minutes from the September 5, 2024, meeting on page 77 of their packet and requested a motion for approval as presented. Mr. Hall made a motion to approve minutes, with second heard by Mrs. Gerdelman. The minutes were approved unanimously.

III. FY2024 Financial Report

Mr. Norment called on Delegate McQuinn to provide the FY2025 year-to-date financial report as presented in the meeting packets beginning on page 83. Delegate McQuinn reported that the first section on page 83 shows comparisons on key metrics to the budget and the five- year trend lines. Visitation through the end of September was 97,363 or 21.5% of the annual goal of 453,000 visitors. Revenues through September totaled \$7.9 million, representing 30.9% of the FY25 approved budget. Year-to-date admissions total \$1.6 million, or 27.4% of the budget. She noted that admissions were trending in line with the same period last year. Year-to-date expenditures totaled \$6.4 million, up 6.2% compared to the same period last year. This is primarily attributed to state mandated employee compensation increases. In addition, upfront expenditures for the Susan Constant project are being funded from operational costs. The operating funds will be reimbursed when the capital funds for the project are received.

On page 84 of the meeting packet, the chart compares year-to-date revenues and expenditures, to the budget, for key groups and departments. Expenditures are tracking in line with expectations for FY2025. The pie chart on the top left of the page represents year-to-date expenditures by departments. Notably, Museum Operations accounts for approximately 70% of JYF's workforce. Delegate McQuinn directed members to pages 85 and 86 of the meeting packets, for a detailed statement of revenues and expenditures. She highlighted that non-personnel expenditures of \$1.9 million on page 86 reflect 23.3% of the budgeted \$8.2 million.

Mr. Norment asked if there were any questions regarding Delegate McQuinn's report. Mr. Dendy asked what could be attributed for the changes in visitation. Ms. Coleman shared that visitation trends during the summer months have changed, post COVID and that travel plans are decreasing, and people with funds to travel are electing to travel to Europe and other places. Ms. Coleman shared that there are concerns that Williamsburg is no longer considered an affordable vacation location. She expressed that October & November numbers started strong. There was discussion heard emphasizing what Ms. Coleman reported. There was discussion heard about the new sports complex opening in Williamsburg. There was more discussion heard about how JYF is a year around opportunity and how scheduling around other events in the area is critical. Mr. Norment asked if there were any more questions or comments. There was none heard. He thanked Delegate McQuinn for her presentation and transitioned to the next topic regarding VITA.

IV. VITA – Cost Benefit Analysis

Mr. Norment called on Dr. Machie to present the VITA cost benefit analysis report. Dr. Machie shared how VITA impacts all the technology that JYF uses. There was discussion heard regarding the VITA issues document that JYF has previously

shared, and how the issues and restrictions with VITA services are impacting JYF's operations. Dr. Machie noted that there had been prior conversations about the possibility of JYF disinvesting from VITA should these challenges not be resolved. Dr. Machie shared that she recently reached out to Bill Osmond, COV's Chief Information Officer and discovered that all the challenges JYF has been experiencing with VITA was never brought to his attention. She said that Mr. Osmond has requested for JYF to give him an opportunity to mitigate the issues. Mr. Osmond will be visiting the Jamestown Settlement on November 19th, to meet with JYF, as a first step towards resolving JYF's issues with VITA's services. Dr. Machie reported that she and her staff had completed a cost-benefit analysis for segregating from VITA. She requested to table the report, pending the outcome of Mr. Osmond's visit to JYF.

There were discussions regarding how VITA is an enterprise center and how small JYF is compared to all of the other COV agencies in VITA's inventory. Dr. Machie addressed the VITA audit findings regarding JYF's Information Security Office. She reported that JYF has successfully introduced an Information Security Office. She introduced the new Information Security Analyst, Eric Wynn. Mr. Norment asked if there were any additional questions. There was none heard. Mr. Norment thanked Dr. Machie for her presentation and her persistence.

V. FY2026 Budget Planning & Priorities

Mr. Norment called on Dr. Machie to present her report on the budget process overview and FY2026 proposed budget priorities. Dr. Machie said that she would like suggestions and feedback from the committee members on anything related to the budget. She began her PowerPoint presentation with an explanation of JYF's funding sources and the budget development process. She directed members to pages 87 and 88 of their meeting packets. Upon completion of Dr. Machie's report, Mr. Norment asked questions. Mr. Norment took time to express his gratitude on behalf of all Board members for all the work that is being done to advance JYF's mission forward. With no questions heard, Mr. Norment moved to other business.

VI. Other Business

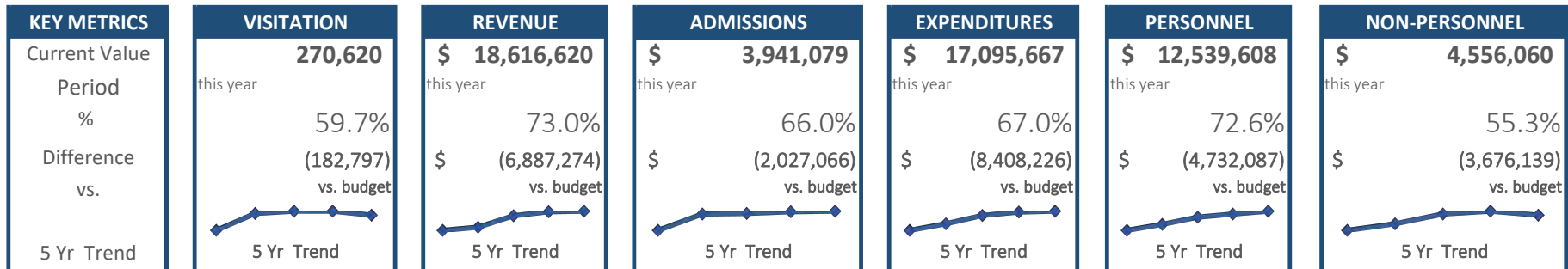
Mr. Norment called for any other business, and there was none heard.

VII. Adjournment

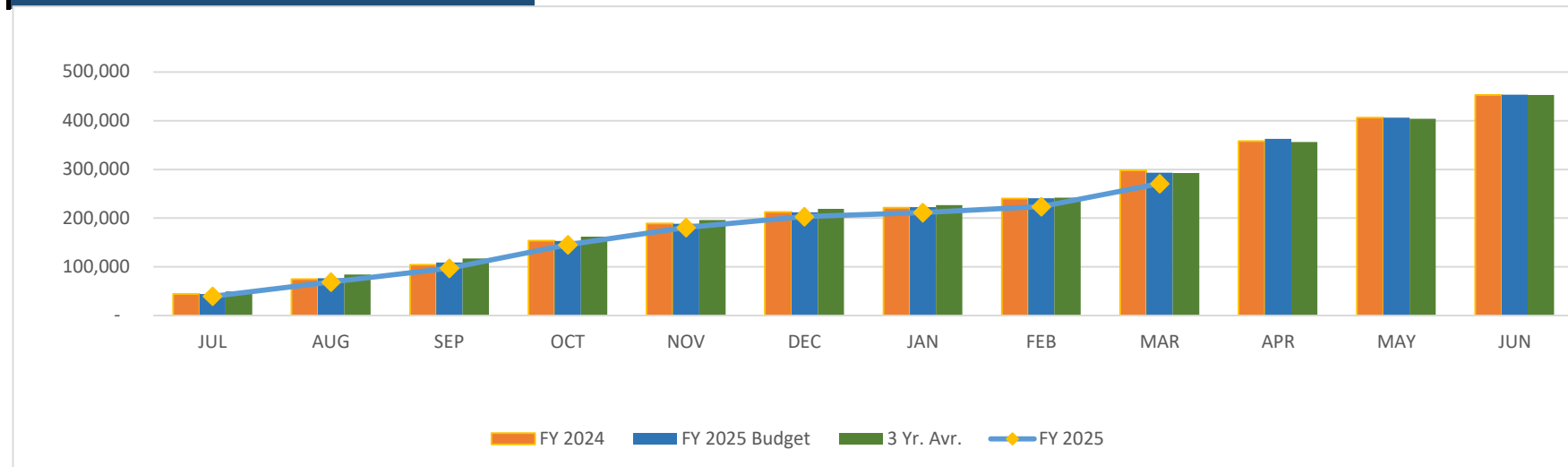
There being no further business, the November 14, 2024, Joint Executive and Finance Committees meeting was adjourned by Mr. Norment at 11:15 a.m.

Jamestown-Yorktown Foundation

March 2025



VISITATION - Cumulative

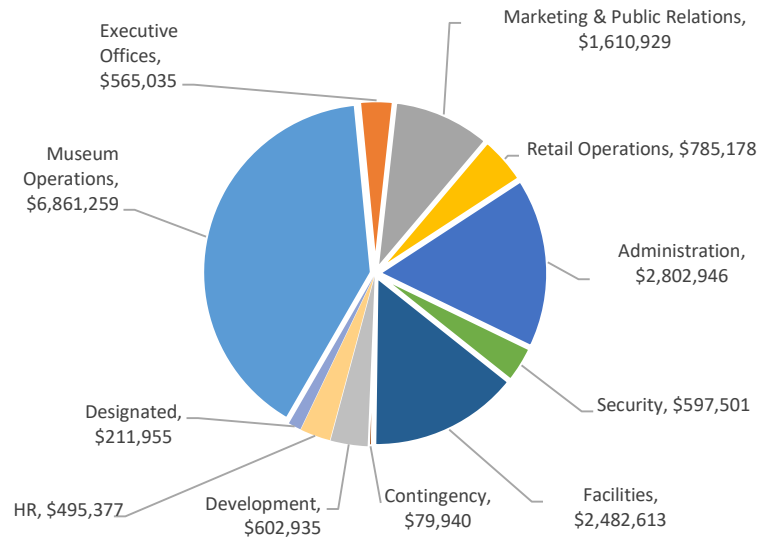


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY 2025	39,731	69,081	97,363	145,536	180,815	202,829	211,355	223,669	270,620	-	-	-
Budget	44,117	76,686	109,319	153,349	188,606	212,231	222,865	240,895	292,787	363,162	406,706	453,417
FY 2024	44,137	74,980	104,153	153,590	188,912	212,790	221,686	240,718	297,815	358,037	405,802	453,103
3 Yr. Avg	49,853	84,217	117,364	162,075	196,551	219,077	226,237	241,991	292,264	355,985	403,787	453,137

Jamestown-Yorktown Foundation

March 2025

Expenditure by Departments



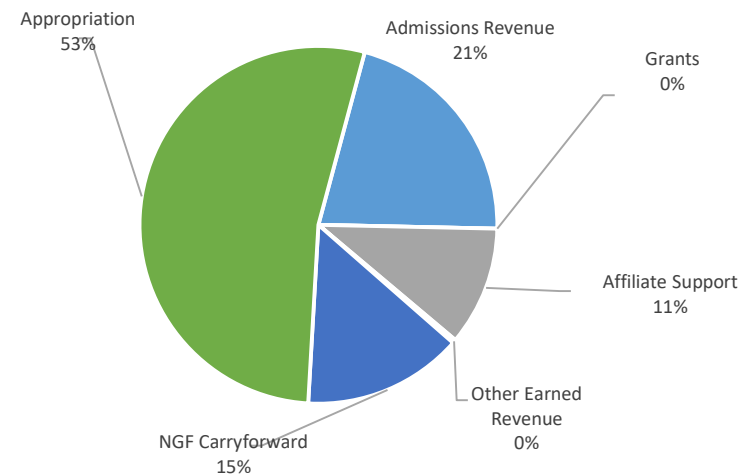
Key Expenditures vs. Budget

Salaries	\$ 7,465,815	75.6%
Wages	\$ 1,519,369	57.1%
Benefits & Health Care	\$ 3,554,424	75.0%
Advertising	\$ 729,768	70.7%
IT & Telecomm	\$ 1,011,714	65.3%
Prod & Skilled Services	\$ 201,722	17.4%
Maint & Repair	\$ 380,922	100.1%
Security	\$ 415,980	70.1%
Utilities	\$ 655,744	65.5%

Revenues vs. Budget

Jamestown Admissions	\$ 2,722,590	66.5%
Yorktown Admissions	\$ 1,218,489	65.1%
Grants	\$ -	0.0%
Outreach/Distance	\$ 40,078	34.1%
After Hours, Summer	\$ 15,344	11.3%
Affiliate Support, Misc	\$ 2,009,010	58.9%
Total Earned Revenue	\$ 6,013,031	62.4%
Carryforward	\$ 2,690,683	100.0%
Recognized State	\$ 9,912,906	75.2%

Revenues



Statement of Revenues and Expenditures

As of 03/31/2025

Line	Revenue	Current Year Actual	Total Budget	Variance to Total Budget	Percent of Budget	Prior Year Actual	Variance to Prior Year	Percent of Prior Year
1	Earned Revenues							
2	Jamestown Admissions	\$ 2,722,590	\$ 4,095,592	\$ (1,373,002)	66.5%	\$ 2,637,377	\$ 85,213	103.2%
3	Yorktown Admissions	<u>1,218,489</u>	<u>1,872,553</u>	<u>(654,064)</u>	<u>65.1%</u>	<u>1,252,174</u>	<u>(33,685)</u>	97.3%
4	Total Admissions	<u>\$ 3,941,079</u>	<u>\$ 5,968,145</u>	<u>\$ (2,027,066)</u>	<u>66.0%</u>	<u>\$ 3,889,551</u>	<u>\$ 51,528</u>	101.3%
5	Grants	-	-	-	N/A	23,450	(23,450)	0.0%
6	Outreach	40,078	117,490	(77,412)	34.1%	31,542	8,537	127.1%
7	After Hrs, Summer Camps	15,344	136,164	(120,820)	11.3%	31,062	(15,718)	49.4%
8	Affiliate Support & Misc	2,009,010	3,410,069	(1,401,059)	58.9%	1,968,178	40,832	102.1%
9	Other Revenue	<u>7,520</u>	<u>-</u>	<u>7,520</u>	<u>N/A</u>	<u>4</u>	<u>7,516</u>	176947.1%
10	Total Earned Revenues	<u>\$ 6,013,031</u>	<u>\$ 9,631,868</u>	<u>\$ (3,618,837)</u>	<u>62.4%</u>	<u>\$ 5,943,786</u>	<u>\$ 69,245</u>	<u>101.2%</u>
11								
12	NGF Carryforward	2,690,683	2,690,683	-	100.0%	2,184,652	506,031	123.2%
13	Recognized State Approp	9,912,906	13,181,343	(3,268,437)	75.2%	10,315,194	(402,288)	96.1%
14								
15	Total Revenue	\$ 18,616,620	\$ 25,503,893	\$ (6,887,274)	73.0%	\$ 18,443,631	\$ 172,988	100.9%
16								
17	Expenditure							
18	Personnel Costs							
19	Salary	\$ 7,465,815	\$ 9,873,208	\$ 2,407,393	75.6%	\$ 7,183,385	\$ 282,430	103.9%
20	Benefits	1,991,933	2,515,025	523,092	79.2%	1,950,031	41,903	102.1%
21	Health Care	1,562,491	2,221,908	659,417	70.3%	1,485,191	77,300	105.2%
22	Wages	<u>1,519,369</u>	<u>2,661,554</u>	<u>1,142,185</u>	<u>57.1%</u>	<u>1,313,452</u>	<u>205,916</u>	115.7%
23	Total Personnel Costs	<u>\$ 12,539,608</u>	<u>\$ 17,271,695</u>	<u>\$ 4,732,087</u>	<u>72.6%</u>	<u>\$ 11,932,059</u>	<u>\$ 607,549</u>	105.1%
24	Advertising	729,768	1,031,629	301,861	70.7%	833,870	(104,103)	87.5%
25	Insurance, Bank Fees, Audit	399,941	439,836	39,895	90.9%	343,696	56,246	116.4%
26	IT & Telecomm	1,011,714	1,548,170	536,456	65.3%	999,846	11,868	101.2%
27	Maintenance & Repair	380,922	380,470	(452)	100.1%	291,033	89,889	130.9%
28	Production & Skilled Services	201,722	1,156,361	954,639	17.4%	326,664	(124,942)	61.8%

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	415,980	593,583	177,603	70.1%	407,850	8,130	102.0%
30	Travel, Training, Lodging	161,828	386,792	224,964	41.8%	172,274	(10,446)	93.9%
31	Utilities	655,744	1,000,710	344,966	65.5%	700,324	(44,580)	93.6%
32	Equipment, Fixed Assets	169,390	663,971	494,581	25.5%	360,439	(191,049)	47.0%
33	Other	429,051	1,030,677	601,626	41.6%	465,206	(36,155)	92.2%
34	Total Non-Personnel Costs	\$ 4,556,060	\$ 8,232,198	\$ 3,676,139	55.3%	\$ 4,901,202	\$ (345,143)	93.0%
35	Total Expenditure	\$ 17,095,667	\$ 25,503,893	\$ 8,408,226	67.0%	\$ 16,833,261	\$ 262,406	101.6%
36								
37	Net Revenue	\$ 1,520,953	\$ -	\$ 1,520,953	N/A	\$ 1,610,370	\$ (89,418)	94.4%

Jamestown-Yorktown Foundation Proposed Fiscal Year 2026 Budget Summary

Fiscal Year 2026 Proposed Budget

Estimated FY2026 budgeted resources total \$23,941,778, reflecting a \$466,571 decrease (1.9%) from the original FY2025 budget approved last spring. This reduction is part of a focused effort to lower expenditures in response to anticipated declines in visitation. While admissions revenue shows a 2.5% increase due to a recent price adjustment, overall visitation is projected to remain relatively flat compared to FY2025. This reflects cautious forecasting considering evolving tourism trends and external economic factors, ensuring that revenue expectations remain grounded in realistic attendance projections. Despite this decrease, the budget still accommodates the state-mandated 3% pay increase.

Looking ahead, the tourism and hospitality markets are expected to experience a modest downturn. Shifts in visitation patterns, along with logistical deterrents related to ongoing parkway renovations, may further impact attendance. The Foundation is actively monitoring these factors and engaging in strategic planning to ensure JYF remains positioned to adapt and thrive in a changing environment.

Revenues					
	3 Year Average	FY2025 Original	FY2026 Proposed	\$ Change	% Change
Admissions	5,6759,23	5,968,145	6,117,809	149,664	2.5%
NGF Revenues	3,765,851	5,116,460	4,500,225	(616,235)	-12.0%
State Appropriations	12,668,476	13,323,744	13,323,744	0	0.0%
Total	\$22,110,251	\$24,408,349	\$23,941,778	\$(466,571)	-1.9%
Expenses					
	3 Year Average	FY2025 Original	FY2026 Proposed	\$ Change	% Change
MOE	7,869,900	9,905,921	10,133,615	227,694	2.3%
Executive	596,125	644,264	671,521	27,257	4.2%
Marketing	2,409,154	2,335,688	2,259,998	(75,690)	-3.2%
Administrative	8,308,813	10,679,912	10,024,753	(655,159)	-6.1%
Development	724,342	842,564	851,891	9,327	1.1%
Total	\$19,908,334	\$24,408,349	23,941,778	\$(466,571)	-1.9%

Key Highlights and Assumptions

This budget has been built in conjunction with the Jamestown-Yorktown Foundation, Inc., and Jamestown-Yorktown Educational Trust budgets. In FY2026 the following factors and assumptions have driven the budget development process across all three budgets.

- Expenditures continue to be carefully evaluated across all three budgets to ensure alignment with funding availability and procurement requirements
- The proposed FY2026 budget incorporates a 3% state-mandated salary increase for all classified employees, with wage positions also eligible to receive the same adjustment.

- To mitigate the financial impact of these increases, several vacant positions have been strategically delayed until additional funding is secured to support them. This approach reflects a continued focus on responsible fiscal stewardship and long-term sustainability.
- Visitation for FY2026 is projected to be slightly lower than the adjusted FY2025 budget levels, with an estimated 440,290 total visitors. This includes 303,498 visitors at Jamestown and 136,792 visitors at Yorktown. These projections reflect modest shifts in regional tourism trends and support corresponding adjustments in enterprise planning.

Staffing Changes and Compensation

	3 Year Average	FY 2025 Original	FY 2026 Proposed	Variance	Change %
Benefit	\$ 2,315,048	\$ 2,486,851	\$ 2,584,620	\$ 97,769	3.9%
Bonus	\$ 76,260	\$ -	\$ -	\$ -	na
Health	\$ 1,803,573	\$ 2,198,688	\$ 2,386,137	\$ 187,449	8.5%
Salaries	\$ 8,186,042	\$ 10,220,609	\$ 10,314,094	\$ 93,485	0.9%
Vacancy	\$ 2,750	\$ (300,000)	\$ (400,000)	\$ (100,000)	33.3%
Wage	\$ 1,601,489	\$ 2,588,507	\$ 2,624,761	\$ 36,254	1.4%
NPS	\$ 5,648,555	\$ 6,599,627	\$ 6,064,196	\$ (535,431)	-8.1%

- The FY2026 budget assumes an increase in employee healthcare premiums totaling \$187,449 which is an 8.5% increase from FY2025. The is largely due to increased employer portions for insurance premiums.
- The FY2026 budget includes an agency vacancy estimate of \$400,000, which reflects the organization's average natural vacancy rate. This planned vacancy factor supports budget accuracy by accounting for typical staffing fluctuations throughout the fiscal year.

Operating Expenses

- Operating expenses for FY2026 have been reduced by \$535,431, or 8.1%. This decrease comes from a careful review and adjustment of spending to help keep the agency financially stable in the year ahead. The goal was to cut costs where possible while still supporting the most important programs and services.
- \$250,000 has been allocated for the FY2026 equipment rotation to address aging equipment around the agency ensuring reliable resources to maintain smooth operations.

Recoveries

- The FY2026 budget includes \$118,132 in restricted recoveries from the Lilly Grant, which will help offset personnel and administrative costs within MOE. This targeted recovery supports operational sustainability while maximizing use of external funding sources.
- Trust reimbursables have increased \$14,569 or 1.1% YoY. This is primarily due to reduced expenses and vacancies. Proceeds from the Trust have decreased \$25,875 due lower operational revenues and endowment distributions.
- Inc reimbursables have gone up slightly by \$1,754, or just 0.1% compared to last year. This small change is mainly due to higher personnel costs, which were slightly balanced out by a reduction in postage expenses.
- The FY2026 budget assumes a recovery of \$365,798 in prior year reimbursables from the Inc to assist with personnel costs associated with Development.