

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

Committee Members Absent: Delegate Hyland F. Fowler, Delegate Keith M. Hodges, Jr., Delegate Luke D. Torian, and Ms. Victoria L. Vasques

Other Board Members Present: Mrs. Laura W. Bailey, Mr. David Botkins, The Honorable Jamie T. Burke (remote), Mr. Terry E. Hall, MG, USA (Ret.) Michael T. Harrison, Sr., and Mr. Fred W. Palmore III

Staff Present: Mr. Rick Begley, Mr. Josh Cantrell, Ms. Christy Coleman, Ms. Faith Embry, Mr. Nathan Hamilton, Mrs. Janet Kane, Mr. Michael Klimenko (remote), Mr. Keola Lee, Dr. Mariruth Leftwich, Ms. Lisa Lucas, Dr. Juliet Machie, Mr. Coy Mozingo, Mr. Will Nixon, Mrs. Tracy Perkins, Mr. Eric Speth, and Mrs. Glenda Turner

I. Call to Order

The Thursday, May 1, 2025, 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 Jamestown Settlement Museum. He welcomed all to the meeting. Chief Adkins stated this is an in-person meeting as quorum is required but that there will be members remote, as participation is available as individual circumstances warrant, in accordance with VA Code 2.2-3708.3. 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 35 of the packet, to review the minutes from the Wednesday, November 13, 2024, meeting and requested a

motion for approval. Ms. Leopold made a motion, with second by Dr. Newby-Alexander. The minutes were approved as presented by unanimous vote with no discussion.

III. Facilities Report

A. Chief Adkins directed members to page 38 of the binder to present the Facilities Maintenance, Ships Maintenance, and Facilities Condition Assessment Reports. He first welcomed Josh Cantrell as JYF's new Facilities Manager, effective December 10, 2024. The Facilities Maintenance Report summarized key updates: replacement of the upstairs humidifier in the Rotunda, major boiler repairs at Jamestown Settlement, replacement of both failed boilers and the HVAC return unit at the American Revolution Museum at Yorktown, and ongoing custodial, grounds, and transportation work across all three campuses. The custodial team maintained over 400,000 square feet of facility space and supported major event operations. The transportation team manages 28 vehicles, most of which are aging and require replacement when funding allows.

The Robins Foundation Theater update followed. Dr. Machie reported that on February 20, 2025, a major pipe failure led to significant water damage in the theater. Thanks to a rapid response by the JYF team, despite inclement weather, water was shut off quickly, and emergency procurement was authorized through a declaration secured by Executive Director Christy Coleman. Demolition and mechanical mitigation are underway, with a hopeful return to operations by early June 2025.

B. Director of Maritime Operations Eric Speth presented the Ships Maintenance Report. The Susan Constant remains at Mystic Seaport undergoing a multi-year restoration, with 98% of the structural framing repairs now complete and new wale and hull planking being installed using Purple Heart and Cypress wood, respectively. The restoration remains on schedule and under budget, with return anticipated in summer 2026. Godspeed completed preventive maintenance and passed U.S. Coast Guard inspections. Discovery underwent successful internal transom repairs, rigging maintenance, and dry-docking at Tiffany Yachts, where the vessel received caulking, anode replacement, and inspection. She also passed Coast Guard dry-dock and attraction vessel certifications.

C. The final portion of the report covered the Facilities Condition Assessment. Dr. Machie and Mr. Cantrell shared results from a statewide contract with Guardian Capital Planning Solutions, which assessed JYF infrastructure. They reported \$13.9 million in lifecycle-based deferred maintenance needs, with the

majority tied to HVAC, plumbing, and electrical systems. A significant portion falls within the immediate backlog or 1–3-year replacement window. JYF is evaluating funding strategies to prioritize and address these needs, noting that current maintenance reserve appropriations (\$1.5 million annually) are not sufficient to close the backlog gap alone.

IV. FY2026 – 2032 Capital Improvement Plan

Chief Adkins called on Dr. Machie to present the FY2026–2032 Capital Improvement Plan (CIP), found on page 43 of the binder. Dr. Machie described the CIP as both a strategic and operational tool guiding infrastructure investments, visitor experience enhancements, ADA improvements, and sustainability goals. She reviewed capital project milestones including the funded roof replacements (\$7.2M), special exhibit gallery renovation (Phase I funded, Phase II unfunded), shoreline restoration, Susan Constant hull repair (\$4.4M), and the Jamestown Settlement Master Plan. She noted that several projects remain in early development or are currently unfunded, such as the building envelope efficiency upgrades and Yorktown’s ARM-Y shell space buildout.

Maintenance reserve projects were also reviewed. These include the Jamestown Settlement lobby flooring and café refresh (both in progress), restroom renovations, and facilities maintenance projects arising from the condition assessment. Notably, the ships channel dredging project is nearing execution after initial delays, and several restroom and lighting upgrades are either in design or procurement.

Following the presentation, a motion by Delegate McQuinn was made and second by Dr. Newby-Alexander to approve the FY2026–2032 Capital Improvement Plan as presented. The motion carried unanimously.

V. Other Business

Chief Adkins asked if there was any other business to come before the committee. Hearing none, he offered thanks to committee members and staff for their continued dedication and leadership in support of JYF.

VI. Adjournment

There being no further business, a motion to adjourn was made and seconded. The motion carried without objection. Chief Adkins adjourned the May 1, 2025, meeting of the Buildings & Grounds Committee at 2:21 p.m.

**Jamestown-Yorktown Foundation
Joint Spring Board Meeting
Public Programming Committee
Acquisitions Committee**

**Thursday, May 1, 2025
Jamestown Settlement
4:00 p.m.
DRAFT MINUTES**

Members Present: Abbitt, Adkins, Andrews, Burke (remote), Cardwell, Cousins, Dendy, Flippo, Hall, Harrison, McQuinn, Newby-Alexander, Simonds, White, Wulf (remote).

Members Absent: Banks, Bradford, Bulova, Carr, Gerdelman, Howard, Pinnock, VanValkenburg.

Others Present: Bailey, Botkins, Chambers, Cox, Diggs, Locke, Palmore. Ethan Good, Policy Assistant, Secretary of Agriculture.

Staff Present: Coleman, Floyd, Hamilton, Hoilman, Lee, Leftwich, Lucas, Machie, Meyers, Mozingo, Nixon, Perkins, Speth, Thompson, Turner

I. Call to Order

Dr. Newby-Alexander called the Thursday, May 1, 2025, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 4:01 p.m. in the classrooms of Jamestown Settlement. She welcomed all attendees and requested that Ms. Floyd call the roll. In accordance with VA Code 2.2-3708.3, Chief Adkins moved for approval to allow remote participation and with a second from Delegate McGuin, the motion passed.

II. Approval of Minutes

Physical quorum was established for the Acquisitions Committee but was not established for the Public Programming Committee. The meeting continued but votes were called for Acquisitions Committee members only.

Ms. Cousins made a motion for the approval of the minutes from the Tuesday, October 8, 2024, Acquisitions Committee meeting, and with a second by Mr. Hall, the motion was approved unanimously. Approval of Public Programming Committee minutes was tabled until the November 2025 meeting.

III. Special Exhibitions and Gallery Updates

Ms. Andrews observed that the Exhibits and Curatorial teams, along with the Digital Media team, have been hard at work on special exhibitions, two of which opened this spring with two others scheduled to open this fall. She invited Dr. Leftwich to tell committee members more about the special exhibitions.

Dr. Leftwich began by describing "Patrons and Patriots: The Legacy of Nick and Mary Mathews" which opened in March 2025 at the American Revolution Museum at Yorktown, and has received positive feedback from many

visitors, while also garnering new audiences. She also discussed “Give Me Liberty: Virginia & the Forging of a Nation,” a joint exhibition with the Virginia Museum of History and Culture (VMHC) which also opened in March 2025 to critical acclaim. Currently at the VMHC in Richmond, this exhibition will move to Yorktown on July 1, 2026.

Dr. Leftwich went on to describe “Fresh Views of the American Revolution,” planned to run at the American Revolution Museum at Yorktown from October 2025 – May 2026. She shared images of several unique art pieces submitted by artists to be featured in the exhibition. Finally, she provided an update on “Following the Dragon: Chinese Ming Porcelain in Early Jamestown,” scheduled to open at Jamestown Settlement on November 15, 2025, and run through July 12, 2026. She emphasized that this is the first joint exhibition between JYF and the Jamestown Rediscovery Foundation, and it will feature loans from 16 lending institutions in the US, UK, and Europe as well as from 5 individuals.

Ms. Andrews emphasized the unique ability of special exhibitions to draw in a diverse audience. Mr. Botkins noted that he had the privilege of viewing “Give Me Liberty,” and extended compliments to the team that developed it. With no further questions, Ms. Andrews yielded the floor to Dr. Newby-Alexander.

IV. Learning and Community Engagement

Dr. Newby-Alexander noted that the Foundation’s educational programs have continued to grow despite changes in the Commonwealth’s educational landscape and the challenges of a snowy winter. She invited Ms. Meyers, JYF’s Director of Learning and Community Engagement, to tell committee members more about the year’s accomplishments as well as how her team has adapted programming and staffing models to meet the goals of JYF’s Interpretive Plan and the needs of today’s learners.

Ms. Meyers reported that JYF has booked and served 152,265 individuals in guided and self-guided programs as of May 1, 2025, noting that this exceeds the 2024-2025 annual goal of 149,000 students but is slightly lower than last year’s number. She also reported that JYF has booked and served 39,678 outreach and distance learning students this year but will not be meeting the goal of 54,000, describing some of the funding and staffing challenges contributing to this shortfall. Because of these challenges, she indicated that the Learning team has made the strategic decision to restrict in-classroom outreach in the coming year to within a 2-hour radius of JYF. She pointed out, however, that the outreach programs are still in demand and that they are pursuing funding that will allow them to serve the highest need districts.

She also reported on development of a new Jamestown Guided Tour consistent with the Interpretive Plan, advances in Teacher Professional

Development, new Community Engagement staff “hitting the ground running,” establishment of the JYF Student Advisory Council, and opportunities for broader community engagement, staff learning, and public programming.

V. Religion and Early America: Current and Future Plans

Dr. Newby-Alexander then invited Dr. Leftwich to return to the floor to update the committees on JYF’s “Religion and Early America” initiative. She reminded members that this is a multiyear project supported by a grant from the Lilly Endowment’s Religion and Cultural Institutions Initiative which aims to provide audiences with a better understanding of the role and impact of religion in Early America.

Dr. Leftwich described acquisitions the initiative has made possible, how these objects are being integrated into the galleries, and how work to advance NAGPRA compliance for JYF’s Indigenous collections is being supported through appointment of a NAGPRA coordinator.

She concluded by reporting that a proposal has been submitted to the Lilly Endowment for a Phase II of the “Religion and Early America” project which will focus on “World Making and Ways of Being: Religious Practice Before American Colonial Convergence,” to allow JYF to more authentically represent the intricately woven spiritual systems of 17th-century people and their worlds. Dr. Newby-Alexander reiterated that looking at pre-convergence in JYF’s museum spaces allows for a very wonderful and complex story to be told.

VI. Maritime Program Update

Dr. Newby-Alexander next invited Captain Speth, Director of Maritime Operations, to take the floor and describe the ways that the Foundation is adapting maritime programming in the absence of the flagship *Susan Constant*, as well as plans for the summer and fall voyages.

Captain Speth reported that the *Susan Constant* renovations underway at Mystic Seaport Museum Shipyard are on schedule and under budget with the demolition phase largely completed and the structural framing repair phase 98% completed. Shipwrights have completed installing replacement deck planking and bulkhead planking and are now installing new wale and hull planking and fabricating new deadeye straps.

He also discussed planned additions to the maritime exhibit at Jamestown Settlement—supported by a grant from the Blocker Foundation—that will add value to the interpretation of trade, transport, exploration, and Virginia history during *Susan Constant*’s absence. These additions include the loan of Plimoth/Patuxent Museum’s *Ships Boat*, installation of a new screen in the Pier Shelter to display video tours of the ships and other educational videos, as well as installation of new maps, graphic panels, and signage.

Captain Speth concluded with an overview of upcoming 2025 summer and fall voyages. He reported that *Godspeed* will sail to Norfolk for Harborfest from June 3-11 and will then conduct sails during the two Teacher Institute weeks, July 7-9 and July 28-30. Finally, the *Godspeed* Fall Voyage to Chestertown for the Sultana Downrigging Festival is scheduled for October 22 – November 10.

As there were no questions, Dr. Newby-Alexander returned the floor to Ms. Andrews.

VII. Curatorial Review

Ms. Andrews began by introducing Mr. Hoilman, who joined JYF in January 2025 as the Director of Exhibits and Curatorial Services. She invited him to begin by briefing the committees on the conservation work that took place during the period July – December 2024.

Mr. Hoilman reported on the July 2024 treatment of three books by a book conservator, as well as the annual condition assessment of thirty-three African artifacts on loan from the Mercer Museum/Bucks County Historical Society which took place in December 2024. He also indicated that conservation of the Peter Force Declaration of Independence began during the reporting period so that it could be displayed in the “Give Me Liberty” exhibition.

Following the Conservation Report, Mr. Hoilman continued to the Semi-Annual Acquisitions Report, also covering the period July through December 2024. He reported that JYF acquired a total of three artifacts: a miniature 17th-century Qur’an; The Gentleman’s Magazine and Historical Chronicle Vol. 43, 1773; and a Chinese porcelain Bowl, late Ming period. He described how the first two objects will be displayed at the American Revolution Museum at Yorktown, and how the last object will first be used in the “Following the Dragon” exhibition and will later be incorporated into the Jamestown Settlement permanent gallery.

On behalf of the Acquisitions Committee, Ms. Andrews asked for a motion to endorse accessioning the objects. MG Harrison moved to do so and with a second by Ms. Cousins, the motion passed. Due to the Public Programming Committee’s lack of physical quorum, Dr. Newby-Alexander indicated that she would recommend that the full Board of Trustees take action during the Business meeting and accession the newly acquired objects.

Ms. Andrews then proceeded to the last section of the Curatorial Review, inviting Mr. Hoilman to share the proposed FY 2026 Master Acquisitions Plan. Mr. Hoilman explained that the Annual Acquisitions Plan reflects FY2026 priorities including: Religion/Spirituality/Belief Systems, Women and Children, Cultural Connections, and Commemorating America at 250.

Following Mr. Hoilman's presentation of the plan, on behalf of the Acquisitions Committee, MG Harrison moved to endorse for approval the proposed FY2026 Annual Acquisitions Plan. With a second by Ms. Cousins, the motion passed unanimously. Lacking quorum, Dr. Newby-Alexander again indicated that she would recommend that the full Board of Trustees take action during the Business meeting and approve the Annual Acquisitions Plan.

VIII. Other Business

Ms. Andrews called for any other business. Dr. Leftwich requested that Acquisitions Committee members meet briefly following adjournment to discuss a potential acquisition.

IX. Adjournment

There being no other business, Ms. Cousins motioned for adjournment, and following a second by Delegate McGuin, Ms. Andrews adjourned the Thursday, May 1, 2025, joint meeting of the Public Programming and Acquisitions Committees at 5:15 p.m.

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), Mr. M. Kirkland Cox, Senator J.D. Diggs, Ms. Suzanne O. Flippo (Remote), Delegate Buddy Fowler, Jr., Mr. Terry E. Hall, Mr. A.E. Dick Howard, Mr. Charles E. James, Sr. (Remote), Ms. Diane Leopold (Remote), Senator Mamie E. Locke, Delegate Delores L. McQuinn, Dr. Cassandra L. Newby-Alexander, Ms. Leslie Sanchez (Remote), and Delegate Shelly A. Simonds.

Trustees Absent: Delegate David Bulova, Mrs. Gloria M. Chambers, Mr. H. Benson Dendy III, Ms. Julie Dime, Mr. Thomas DiStanislao, Mrs. Sue H. Gerdelman, Delegate C.E. Hayes, Jr., Delegate M. Keith Hodges, Senator L. Louise Lucas, Senator Ryan McDougle, Mr. Thomas K. Norment, Speaker Donald L. Scott, Jr., Delegate Luke D. Torian, Senator Schuyler VanValkenburg and Ms. Victoria L. Vasques.

Directors Present: Mrs. Carolyn Abbitt, Ms. Bentley Andrews, Mrs. T.J. Cardwell, Ms. Helen Zadarlik Cousins, Mr. Terry Hall, Mr. Michael T. Harrison, Sr., Mr. Bill Longan, Mr. Fred Palmore, Mrs. Alexis N. Swann, Ms. Adria Vanhoozier, Dr. Bill White, Dr. Karin Wulf.

Directors Absent: Mrs. Mari Ann Banks, Mr. Larry Bernert, Ms. Fran Bradford, Mrs. Mrs. Donna Chapman, Barbara Hamm Lee, Mr. Thomas K. Norment, Mr. Burt Pinnock, and Mr. Tom Tullidge.

JYF Staff/Guests: Ms. Christy Coleman, Mr. Ethan Good (Sec. of Education Rep), Ms. Abigail Gump (AG Rep, Remote), Mr. Nathan Hamilton, Mr. Keola Lee, Dr. Mariruth Leftwich, Ms. Lisa McDonald Lucas, Dr. Juliet Machie, Ms. Tracy Perkins, Ms. Melissa Thompson, and Mrs. Glenda Turner.

I. Call to Order

Delegate McQuinn, an officer of the JYF Board of Trustees, called the Jamestown-Yorktown Foundation's (JYF) Board of Trustees and JYF, Inc. Directors meeting to order at 12:30 p.m. on Friday, May 2, 2025, at Jamestown Settlement in Williamsburg. Delegate McQuinn stated it was an in-person meeting as quorum is required but that several members were remote (Mrs. Burke, Mrs. Flippo, Mr. James, and Ms. Sanchez), 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

Delegate McQuinn asked for corrections to the draft minutes for the November 14, 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. 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.

IV. 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.

V. 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.

VI. Committee Reports

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.

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.

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.

Nominating

There was no report for the Nominating Committee due to the lack of members present for the scheduled meeting. The committee will meet in the fall in advance of the November full board meeting.

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. Mozingo 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. Mozingo 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.

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 or % of the annual goal. Also, revenues through March total \$18.4 million, up 6.9% 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 online, 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.

Delegate McQuinn 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.

VII. 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.

VIII. Public Comment Period

Delegate McQuinn called for public comment at the meeting. There was none.

IX. Other Business

Delegate McQuinn called for other business at the meeting. There was none. She asked members to review the calendar of upcoming meetings in the meeting

packet.

X. Adjournment

Delegate McQuinn called for a motion to adjourn the meeting. Mr. Hall made a motion, which was seconded by Dr. Newby-Alexander and approved by board members. She officially adjourned the meeting at 2:10 p.m. on Friday, May 2, at Jamestown Settlement in Williamsburg.

DRAFT