

- Committee Members Present: Chief Stephen R. Adkins (remote), Delegate M. Keith Hodges, Senator J.D. “Danny” Diggs, Mr. P. Thomas DiStanislao III (remote), Delegate Hyland F. Fowler, Jr., Mr. Charles E. James, Sr., Delegate Delores L. McQuinn, Mr. Fred Palmore III, and Ms. Victoria L. Vasques (remote)
- Committee Members Absent: Ms. Diane Leopold and Delegate Luke E. Torian
- Other Board Members Present: Mr. Marshall Acuff, Mr. David B. Botkins, Ms. Abigail Gump, Ms. Ann Baise, Mrs. Anne Marie Morgan, and Delegate Betsy B. Carr
- Staff Present: Ms. Christy Coleman, Mr. Will Nixon, Ms. Melissa Thompson, Ms. Mariruth Leftwich, Dr. Juliet Machie, Mr. Rick Begley, Mr. Josh Cantrell, Ms. Isabelle Cantrell, Mr. Coy Mazingo, Ms. Latroya Flemming, Ms. Glenda Turner, Ms. Heather Hower, and Ms. Lisa Lucas

## **I. Call to Order**

The Wednesday, November 12, 2025, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Delegate Hodges at 8:31 a.m., at the American Revolution Museum at Yorktown. He welcomed all to the meeting. Delegate Hodges 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**

Delegate Hodges directed members to page 24 of the packet, to review the minutes from the Thursday, May 1, 2025, meeting and requested a motion for approval. Mr. Palmore III made a motion, with second by Delegate McQuinn. The minutes were approved as presented by unanimous vote with no discussion.

### **III. Facilities Report**

**A.** Delegate Hodges directed members to page 27 of the binder to present the Facilities Maintenance and Ships Maintenance Reports. The Facilities Maintenance Report summarized key updates: at Jamestown Settlement the Facilities team replaced a failed water heater, completed a major repair to the steam tank, replaced three sinks in the café kitchen, replaced a faulty hot water circulation pump, and worked with contractors to replace rusted pipes in the fire suppression system and completed the Ed Wing lighting project. At the American Revolution Museum at Yorktown the completed projects include the installation of two new microclimate systems from Poland and the Amenities building HVAC addition.

The Grounds and Custodial teams worked tirelessly in preparation for and cleaning up after multiple major events across both museum sites. This included Military Through the Ages, Shrimp Feast, Family Frights, Fourth of July, History Makers Dinner, and many others. Additional work by the Grounds and Custodial teams includes removal of several fallen trees at both museum sites, keeping sites prepared for tropical storms and heavy rain events, and the rebuilding or repairing of 40 picnic tables for summer events.

JYF was recognized this summer by the Commonwealth of Virginia at a banquet for the 2024 Driver Safety Award. This award recognizes the agency with the lowest crash rate with less than 100,000 miles driven in a year.

**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 100% of the structural framing repair phase complete. This winter shipwrights will remove up to 28 planks below the waterline scheduled for replacement to complete the demolition phase. The project is on schedule and under total budget. The Godspeed successfully passed US Coast Guard Attraction and Small Passenger Vessel inspections and is scheduled this winter for a routine preventive maintenance dry-dock period. The Discovery has also passed US Coast Guard Attraction Vessel inspection.

### **IV. Capital & Maintenance Reserve Projects Update**

Delegate Hodges called on Dr. Juliet Machie to facilitate the next agenda items.

- A.** Dr. Machie introduced Guernsey Tingle Architects and Designers, Stephanie Kalatarians, Ann Marie Smith, Margot Lowe, and Dylan Mojher. The team gave a brief overview presentation of the Café and

Lobby renovations complete with tactile materials and a fly over video of the lobby.

- B.** Dr. Machie presented the Capital and Maintenance Reserve Projects report. This included the list of currently funded projects and their status. Dr. Machie explained the process from project approval, to funding, to construction, and eventual completion. Dr. Machie also brought to the committee's attention the deferred maintenance amount that totaled \$14 million in needed funds after the Facilities Condition Assessment.
- C.** Dr. Machie presented the FY2026 Maintenance Reserve Budget Proposal. This allocates the yearly budget of \$1,528, 753 to the projects in need.

Following the presentation, a motion by Delegate McQuinn was made and second by Delegate Fowler to approve the FY2026 Maintenance Reserve Budget and Project Plan as presented. The motion carried unanimously.

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

Delegate Hodges 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. Delegate Hodges adjourned the November 12, 2025, meeting of the Buildings & Grounds Committee at 9:39 a.m.

Committee Members Present: Delegate Amanda E. Batten, Mr. David Botkins, Ms. Jamie T. Burke (via Teams), Mrs. Gloria M. Chambers, Ms. Helen Zadarlik Cousins, *Liaison from JYF, Inc.* (via Teams), Delegate M. Keith Hodges, Delegate Delores L. McQuinn, Ms. Leslie Sanchez (via Teams), Ms. Vicki L. Vasques (via Teams)

Other Board Members Present: Mr. A. Marshall Acuff Jr., Ms. Ann G. Baise, Delegate Hyland F. Fowler, Jr. "Buddy", Mr. Terry E. Hall (via Teams), Senator L. Louise Lucas (via Teams), Ms. Ann Marie G. Morgan, Mr. Fred W. Palmore III, Delegate Kenneth R. Plum

Other Guests: Ms. Abigail Gump (AG Representative), Zeinoun Kawwass (Presenter from Davis Advertising Agency), Sarah Nicosia (Presenter from Davis Advertising Agency)

JYF Staff Present: Ms. Isabelle Cantrell, Ms. Christy Coleman, Ms. Latroya Flemming, Ms. Sarah Haendler (via Teams), Mr. Michael Klimenko (via Teams), Dr. Mariruth Leftwich, Ms. Lisa Lucas, Mr. Coy Mazingo, Mr. William Nixon, Mrs. Tracy Perkins, Ms. Kendall Schoonover (via Teams), Mrs. Melissa Thompson, Mrs. Glenda Turner

## **I. Call to Order**

Mrs. Chambers called to order the Thursday, November 12, 2025, meeting of the Jamestown-Yorktown Foundation (JYF) Marketing Committee at 9:45 a.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 § 2.2-3708.3. Roll was taken, and a quorum of committee members was confirmed to be present in person.

## **II. Approval of Minutes**

Mrs. Chambers referred members to the minutes of the May 1, 2025 meeting. Delegate McQuinn moved for approval, the motion was seconded by Delegate Batten. The motion passed unanimously.

### III. Paid Advertising and Marketing Strategy

The guest presenters were Sarah Nicosia, President and Zeinoun Kawwass, Client Services Director, from Davis Advertising Agency, JYF's new agency of record for advertising. They provided an overview of the strategy guiding the Foundation's current and upcoming paid advertising campaigns.

### IV. Innovative Marketing Projects

Next Mrs. Turner reported on some of JYF's Marketing Projects. She began with the JYF brochure redesign. The marketing team along with the summer intern worked to make the layout more visually clever and unique to our museums. It also included JYF's new tagline 'Two Museums, Endless Discovery' as well as VA250 elements. She next reported on the *By George! Interactive Game*. A way that celebrated the arrival of the George Washington portrait at Yorktown and engaged visitors. While onsite visitors can search for 'Georges' in galleries, living history areas and even the store. Online they can play from anywhere and engage digitally, share and create content. The new JYF marketing video was also shown. The core promotional video needed a refresh, so JYF partnered with Consociate Media to develop a completely updated version — shot over several days using high-quality footage, it included drone work that really captured the scale and emotion of the experience. She mentioned the video was now in rotation across digital channels, advertising, and presentations. Mrs. Turner concluded with the launch of JYF's new brand campaign. It was developed to more clearly express who JYF is as an institution. There was collaboration from across the agency which ensured the message reflected the whole organization. The result was two strong, creative directions: *Two Museums. Endless Discovery. and Real History. Rough Edges*. These were developed into creative assets now running in brand advertising rotation and reception of each campaign is being reviewed and compared.

### V. Fiscal Year 27 Consumer Admission Pricing

Next Mrs. Turner went through the proposed fiscal year 2027 consumer admission pricing. The proposal was for a \$1 increase to single-museum tickets for both Jamestown Settlement and the American Revolution Museum at Yorktown. JYF's two museum combo ticket would not change. She pointed out that pricing adjustments had been aligned with industry norms. Under the proposed rates, single-museum adult would become \$21 and single-museum youth would become \$11. The combo ticket would continue to offer a strong incentive—essentially rewarding visitors for experiencing both sites. JYF visitors will incur the 2.3% processing fee to credit card and signature debit transactions

and no fee for ACH, cash, or PIN debit purchases. The standard 10% discounts for Military, AAA, Seniors (single-site only), and Ticket Programs remained. She reported that this adjustment is projected to generate an additional **\$155,633 in revenue**. This additional revenue supported program delivery, operations, and ongoing guest experience enhancements. The proposed rates would go into effect **July 1, 2026**, which aligned with the start of Fiscal Year 2027.

After Mrs. Turner's presentation, there was a discussion by the committee, boards members and staff on fees and payment types. Mrs. Chambers made a motion to approve the proposed \$1 increase to the single museum general admission ticket, which was seconded by Delegate McQuinn and the motion passed unanimously.

## **VI. Combined Paid Visitation and Revenue Review**

Next Mrs. Chambers reported on the Combined Paid Visitation and Revenue from July through October. It showed overall steady trend with an upswing in October. July finished below budget but still brought in close to 38,000 paid visitors. August and September stayed very close to both budget and prior-year numbers, showing stable demand through late summer and early fall. However, October exceeded 50,000 paid visitors. That's roughly 11 percent above budget and about 5 percent higher than last year.

Revenue aligned closely with paid visitation. July revenue had come in slightly below budget, which matched the visitation variance. August exceeded budgeted revenue, even with flat visitation, which suggested stronger per-capita spending. While September was steady, October was the strongest with just over \$702,000 in paid visitation revenue. That's approximately 10 percent above budget and about 6 percent above last year.

## **VII. Other Business**

The last item on the agenda was Other Business. Mrs. Chambers reported that JYF's Sales & Promotions team will be meeting with the new Williamsburg Sports and Events Center's General Manager and Sales & Marketing Manager to explore the potential for future partnership opportunities and collaboration to drive visitation and tourism. She also notified the committee that there will be a virtual Marketing Committee Meeting prior to the next board meeting to provide updates on current marketing initiatives as well as guidance as we refine our plans for the upcoming board meeting.

**VIII. Adjournment**

There being no further business, Mrs. Chambers made a motion to adjourn the meeting, which was seconded by Delegate Batten and approved by all. Mrs. Chambers officially adjourned the meeting at 10:45 a.m.

Members Present: Carr, Dendy, Gerdelman, McQuinn, Simonds.  
*Participating Remotely: Adkins, Bulova*

Members Absent: Banks, Burke, Flippo, VanValkenburg.

Other Guests Present: Acuff, Baise, Diggs, Morgan, Palmore, Plum, Also present: Abigail Gump (AG Representative for JYF);

Staff Present: Coleman, Flemming, Floyd, Hoilman, Hower, Lanier, Leftwich, Lucas, Machie, Meyer, Mazingo, Nixon, Perkins, Speth, Thompson, Turner.

## **I. Call to Order**

Delegate Carr, Chair of the Public Programming Committee, called the Wednesday, November 12, 2025, meeting of the Jamestown-Yorktown Foundation Public Programming Committee to order at 11:04 a.m. She welcomed members and asked for the calling of the roll.

Unfortunately, the committee was one member short of physical quorum. Ms. Gump, JYF's Representative from the Attorney General's office, provided guidance suggesting that Chair Carr recommend that the full board take action during the Business Meeting on those agenda items requiring a vote. The meeting continued but no votes were called.

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

## **II. Approval of Minutes**

Due to the lack of physical quorum, approval of the minutes from the May 1, 2025, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee was postponed until the Business Meeting. Approval was also postponed for minutes from the November 13, 2024 Public Programming Committee meeting and for minutes from the May 1, 2024 joint meeting.

### **III. Learning and Community Engagement**

Delegate Carr invited Ms. Meyer to provide a “Learning Update” and tell the committee a bit about 2025-2026 Public Programs.

Ms. Meyer reported that, as of November 1<sup>st</sup>, 126,503 students have been booked for on-site educational experiences for the 25-26 school year. She noted that JYF’s conservative goal of 149,000 is being held flat in light of the staffing shortages confronting her team. However, she also observed that the last round of hiring of learning facilitators has been extremely successful and that they plan to implement new staffing models to help improve recruitment and retention. In addition, she reported that bookings for classroom outreach and distance learning are strong with 16,674 booked as of November 1, about 40% of the 25-26 goal.

Ms. Meyer went on to detail some of the program development underway such as “Powhatan Trading World,” an educational partnership with Newport News City Schools for kindergarten through second grade. She also described teacher programs being developed with support from the Library of Congress Teaching with Primary Sources grant program. These include videos, classroom activities, leveled readers, and other resources focused on “People of the Past,” as well as an onsite teacher workshop in January 2026.

Finally, she outlined some of the programs the Community Engagement team has been developing to commemorate the 250<sup>th</sup> anniversary of the Declaration of Independence, explaining how the series “Revolutionary Moments” will build upon JYF’s two semi-quincentennial exhibitions *Fresh Views of the American Revolution* and *Give Me Liberty*. She concluded with a description of the Winter Lantern Festival—coordinated by Kaleido Entertainment who exhibits lantern festivals throughout the U.S.—noting that this nighttime program allows the Foundation to attract new audiences while also receiving 5% of ticket sales. She indicated that 9,300 tickets were sold as of November 6.

### **IV. Update on Religion and Early America Initiative**

Delegate Carr reminded committee members that JYF is in the midst of the multi-year project, “Religion and Early America,” supported by the Lilly Endowment’s Religion and Cultural Institutions Initiative which aims to provide audiences with a better understanding of the role of religion in Early America and its impact.

She recalled how, in the May meeting, MOE Senior Director, Dr. Leftwich described acquisitions supported by the initiative, how these objects are being integrated into the galleries, and how work to advance compliance with NAGPRA (the Native American Graves Protection and Repatriation Act) is being supported through appointment of a NAGPRA Coordinator who will work with JYF's Indigenous Collections.

Delegate Carr also recalled from the May meeting that Dr. Leftwich reported that JYF had submitted a proposal to the Lilly Endowment for a Phase II of the project. She took the opportunity to announce that the Phase II proposal has been approved. She invited Dr. Leftwich to tell the Committee more about Phase I and II of JYF's Religion and Early America Initiative and how it will impact acquisitions and galleries.

Dr. Leftwich reviewed some of the programs and gallery changes being supported by the Phase I grant, highlighting community outreach efforts as well as dialogue training and the 2026 symposium "Awakening Dissent: Religion, Revolution, and Legacy." She also mentioned a proposal to develop "glebe gardens" to produce food for families in need, a project based on 18-century vestry records research. She indicated that Phase 1 Permanent Gallery changes at Jamestown Settlement would likely focus on a re-design of Church and State case content, as well as a reimagining of the wall next to the Object Theater, the "1619" space, and the Enslaved Quarter. At the American Revolution Museum at Yorktown, Phase 1 Permanent Gallery changes would likely focus on the Great Awakening and a broadening of personal stories.

Dr. Leftwich shared a timeline outlining how gallery changes planned in Phase I and II overlap from October 2025 through March 2028. She noted that while Phase I changes focus on "post-convergence" of cultures, Phase II changes concentrate on "pre-convergence," specifically on a reimagining of the introductory galleries at Jamestown. The idea is to create walk-through immersive spaces that focus on the vibrancy and spirituality infusing Indigenous and African cultures in what will become "Ways of Being" galleries.

## **V. Curatorial Review**

Delegate Carr reported that for the period January 1 through June 30, 2025, conservation treatments and condition assessments were undertaken on specific objects in JYF's collections. She also indicated that two artifacts were

acquired during this period. She invited Mr. Hoilman, Director of Exhibition and Curatorial Services, to tell committee members more about the conservation work and the new objects acquired.

Mr. Hoilman began with a description of the conservation treatments completed in January 2025 of the Peter Force printing of the Declaration of Independence prior to its installation in the Give Me Liberty special exhibition. He also described the conservation work undertaken on four Oscar de Mejo paintings in preparation for their display in the upcoming special exhibition Fresh Views of the American Revolution. Finally, he discussed the condition assessment of the Charles Peale Polk portrait of General George Washington completed prior to its installation—currently as a loan while funds are raised for its acquisition—in the American Revolution Museum at Yorktown.

Mr. Hoilman went on to describe the two artifacts acquired during the January to June 2025 period: (1) a 17th-century salt-glazed stoneware jug made in the Westerwald region of Germany which will be used at Jamestown Settlement in interpretation of the convergence of religious/spiritual beliefs; and (2) a creamware teapot (circa 1775) with a transfer-printed decoration of minister John Wesley, the founder of the Methodist Movement, which will be displayed at the American Revolution Museum at Yorktown to demonstrate how religion and belief systems shaped people's lives in colonial Virginia. He reported that the purchase of both objects was supported by the Lilly grant.

Mr. Hoilman also reported on the planned acquisition of Charles Peale Polk portrait of George Washington currently on loan to JYF through January. He noted that about half the funds needed to purchase the painting have been raised through the efforts of JYF's Development Department.

Delegate Carr then invited Mr. Hoilman to provide committee members with an overview of the Master Acquisitions Plan which is formally re-submitted for approval every three years. Mr. Hoilman explained the purpose of the Master Acquisitions Plan is to align JYF's collecting strategy with the overall mission of the Foundation and its associated Strategic and Interpretive Plans. He reviewed the Master Collections Themes and emphasized that the focus is on creating a diverse collection that reflects the complex experience of the people of early America.

Delegate Simonds inquired whether any of Virginia's Federally Recognized Tribes had any input into the Master Acquisitions Plan. Dr. Leftwich explained how their input is sought through the JYF's Tribal Advisory Group.

## **VI. Special Exhibition Updates**

Delegate Carr reminded committee members that, later in the evening, they would have the opportunity to tour the special exhibition, *Fresh Views of the American Revolution* which opened at the American Revolution Museum at Yorktown in October and runs into 2026. She pointed out that it showcases Oscar de Mejo's original works, commissioned for the 1976 bicentennial, along with contemporary art created by community members and students.

Delegate Carr then invited Dr. Leftwich to tell committee members more about two exciting, upcoming special exhibitions they can look forward to seeing at Jamestown Settlement.

Dr. Leftwich shared plans and designs for the special exhibition *Following the Dragon: Chinese Ming Porcelain in Early Jamestown* which opens on November 15 and runs through July 2026. She emphasized that JYF is excited to be partnering with Jamestown Rediscovery for this exhibit and described the challenges of making creative use of 5,000 square feet of special exhibition space when the objects to be displayed are tiny ceramic sherds. She explained that the strategy is to focus on the many stories revealed through these porcelain pieces, such as the story of global trade, how the pieces reveal whole objects, the search for 17th-century representations of these objects, and the archaeology behind their discovery. Dr. Leftwich pointed out that one of the goals is to drive visitors to Historic Jamestowne to learn more about the archeological work that is ongoing.

Dr. Leftwich went on to describe another special exhibition planned for Jamestown Settlement in 2027 and timed to coincide with the 350<sup>th</sup> anniversary of the Treaty of Middle Plantation. She reported that it is tentatively titled, "*A Good and Just Piece?*" *350 Years of Treaties, Broken Trust, and Tribal Sovereignty*, and that the concept for the exhibition was recently approved by JYF's Tribal Advisory Council. She noted that the goals are for the exhibition to be "community curated," connect the present to the past (starting in the present), and examine the legacies of tribal sovereignty and their impact today.

## **VII. Maritime Program Update**

As a last order of business, Delegate Carr noted that there is much to report from the Maritime Program with *Susan Constant* at Mystic Seaport Museum Shipyard undergoing restoration and *Godspeed* having just returned from a successful Fall voyage. She invited Captain Speth to update committee members on how things are going with the restoration and to tell them a bit about *Godspeed's* recent participation in the Downrigging Festival in Chestertown.

Captain Speth reported on the excellent work being undertaken by Mystic Seaport Museum Shipyard, emphasizing that it is a full-service shipyard for wooden ships. Providing an overview of progress on the restoration, he showed slides and noted that, among other things, the deck will be completely renovated and recalced, the hull will be one hundred percent recalced, and the planking on both the left and right sides of the ship has been completely replaced. Delegate Carr asked whether visitors can see the work being done, and Captain Speth explained that yes, visitors are able to view the work and that JYF has partnered with Mystic to incorporate the renovation efforts into visitor interpretation. He reported that the project is on schedule and the *Susan Constant* is expected to return to Jamestown in June 2026.

Captain Speth also reported on *Godspeed's* participation in the Downrigging Festival, noting that the festival is sponsored by the Sultana Foundation with eight tall ships in attendance from all over the mid-Atlantic. He indicated that *Godspeed* hosted nearly 700 visitors during the festival's three days and also carried passengers for hire, earning a total of \$3,000 for the Foundation.

He concluded by sharing *Godspeed's* Sailing Schedule for 2026 which coincides with the *Sail250 Virginia* Tall Ship Events in Yorktown and Norfolk.

## **VIII. Other Business**

Delegate Carr called for discussion of any other business. None was raised.

## **IX. Adjournment**

There being no further business, Delegate Simonds motioned for adjournment, and with a second from Ms. Gerdelman, the Wednesday, November 12, 2025, meeting of the Public Programming Committee adjourned at 12:23 p.m.