



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

Joint Meeting of the Boards

Wednesday, May 1, and Thursday, May 2, 2024
at 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*
 Delegate Amanda E. Batten, *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. Anedra W. Bourne
 Delegate David L. Bulova
 Ms. Jamie T. Burke
 Delegate Betsy B. Carr
 Mrs. Gloria M. Chambers
 Senator J.D. Diggs
 Mrs. Julie Dime
 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.
 Ms. Daun S. Hester
 Delegate M. Keith Hodges

Mr. A. E. Dick Howard
 Mr. Charles E. James, Sr.
 Mrs. Constance R. Kincheloe
 Ms. Diane Leopold
 Senator Mamie E. Locke
 Senator L. Louise Lucas
 Senator Ryan T. McDougale
 Attorney General Jason S. Miyares
 Dr. Cassandra L. Newby-Alexander
 Ms. Leslie Sanchez
 Speaker Don Scott, Jr.
 Delegate Shelly Simonds
 Delegate Luke D. Torian
 Senator Schuyler T. VanValkenburg
 Ms. Victoria 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
 Mr. B.K. Fulton
 MG, USA (Ret.) Michael T. Harrison, Sr.

Mr. William J. Longan, Jr.
 Mr. Thomas K. Norment, Jr.
 Mr. Fred W. Palmore III
 Mr. David Stephens
 Mr. Thomas H. Tullidge, Jr.
 Mr. B. Harrison Turnbull
 Ms. Adria Vanhoozier
 Dr. Karin A. Wulf

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 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
Vacant, Vice Chair

Mrs. Anedra W. Bourne
Mrs. T.J. Cardwell (JYF, Inc. Liaison)
Delegate Hyland F. Fowler, Jr.
Delegate M. Keith Hodges
Mr. A.E. Dick Howard

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

Marketing Committee

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

Mrs. Anedra W. Bourne, Chair
Mrs. Gloria M. Chambers, Vice Chair

Delegate Amanda E. Batten
Mrs. Jamie T. Burke
Delegate M. Keith Hodges

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

Public Programming Committee

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

Mr. A. Marshall Acuff, Jr., Chair
Dr. Cassandra Newby-Alexander, VC

Chief Stephen R. Adkins, Sr.
Mrs. Mari Ann Banks (JYF, Inc. Liaison)
Mrs. Anedra W. Bourne
Mrs. Jamie T. Burke
Mr. H. Benson Dendy III

Ms. Suzanne O. Flippo
Mrs. Sue H. Gerdelman
Ms. Daun S. Hester
Mr. A.E. Dick Howard
Ms. Diane Leopold
Delegate Delores L. McQuinn

Administration & Personnel Committee

Reviews staff organization and personnel utilization.

Delegate Hyland F. Fowler, Jr., Chair

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

Chief Stephen R. Adkins, Sr.

Mrs. Anedra W. Bourne

Mrs. Gloria M. Chambers

Ms. Julie M. Dime

Mrs. Sue H. Gerdelman

Mrs. Connie R. Kincheloe

Senator Mamie E. Locke

Senator L. Louise Lucas

Dr. Cassandra L. Newby-Alexander

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., VC

Mr. A. Marshall Acuff, Jr.

Ms. Suzanne O. Flippo

Ms. Daun S. Hester

Senator Mamie E. Locke

Speaker Don L. Scott, Jr.

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.

Delegate Amanda E. Batten

Mrs. Anedra W. Bourne

Mr. M. Kirkland Cox

Mr. H. Benson Dendy III

Delegate Buddy Fowler, Jr.

Mr. Terry E. Hall

Senator L. Louise Lucas

Delegate Delores L. McQuinn

Mr. Kenneth R. Plum

Speaker Donald 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

Vacant, Vice Chair

Mr. A. Marshall Acuff, Jr.

Delegate Amanda E. Batten

Ms. Suzanne O. Flippo

Ms. Daun S. Hester

Mrs. Connie R. Kincheloe

Senator Mamie E. Locke

Delegate Luke D. Torian

JYF, Inc. Board of Directors
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
Vacant, Vice Chair

Mrs. Carolyn S. Abbitt Mrs.
Mari Ann Banks
Ms. Frances C. Bradford
Mrs. T. J. Cardwell
Mrs. Donna P. Chapman

Ms. Helen Zadarlik Cousins
Mr. Terry E. Hall
MG Michael T. Harrison, Sr., USA, Ret.
Mr. William J. Longan, Jr.
Mr. Fred W. Palmore III
Dr. Karin Wulf

JYF Board of Trustees Liaisons

Appointed by the Board of Trustees Chairman as liaisons to specific JYF 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 BOARD OF TRUSTEES
JAMESTOWN-YORKTOWN FOUNDATION, INC. BOARD OF DIRECTORS

JOINT MEETING OF THE BOARDS

WEDNESDAY, MAY 1, 2024

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

1:30 p.m. Buildings & Grounds Committee
Jamestown Settlement, Education Wing Classrooms A-B-C

2:45 p.m. Marketing Committee
Jamestown Settlement, Education Wing Classrooms A-B-C

4:00 p.m. Public Programming and Acquisitions Committees
Jamestown Settlement, Education Wing Classrooms A-B-C

6:00 p.m. Reception/Special Program: Historical Clothing
Jamestown Settlement, Great Hall - *Business Attire*

7:15 p.m. Dinner and Evening Program for Retired Members
Jamestown Settlement, Rotunda - *Business Attire*

THURSDAY, MAY 2, 2024

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

9:00 a.m. JYF, Inc. Board of Directors Annual Meeting
Jamestown Settlement, Education Wing Classrooms A-B-C

9:00 a.m. Administration & Personnel Committee
Jamestown Settlement, Education Wing Conference Rooms A-B

10:15 a.m. Nominating Committee
Jamestown Settlement, Education Wing Conference Rooms A-B

10:45 a.m. Joint JYF Executive and Finance Committees
Jamestown Settlement, Education Wing Classrooms A-B-C

12:15 p.m. Joint Business Session of the Combined Boards
Jamestown Settlement, Education Wing Classrooms A-B-C
Lunch provided

*A hospitality room and workspace will be available for board members
and guests in Education Wing Classroom E.*

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

JOINT MEETING OF THE BOARDS

Online Access for Meetings

Wednesday, May 1, 2024: *All Meetings*

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 214 550 463 085

Passcode: oXC6VW

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+1 434-230-0065,,44025295#](#) United States, Lynchburg

Phone Conference ID: 440 252 95#

[Find a local number](#) | [Reset PIN](#)

Thursday, May 2, 2024:

9 AM - JYF, Inc. Board of Directors Annual Meeting

10:45 AM - Joint JYF Executive and Finance Committees

12:15 PM - Joint Business Session of the Combined Boards

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 214 550 463 085

Passcode: oXC6VW

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+1 434-230-0065,,44025295#](#) United States, Lynchburg

Phone Conference ID: 440 252 95#

9 AM - Administration & Personnel Committee

10:15 AM - Nominating Committee

Microsoft Teams

[Join the meeting now](#)

Meeting ID: 256 626 938 896

Passcode: mAqvuY

Dial-in by phone

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Phone conference ID: 642 707 053#

**JYF Board of Trustees and
JYF, Inc. Board of Directors
Joint Business Session**

**Thursday, May 2, 2024
Jamestown Settlement
Classrooms A-B-C
12:15 PM**

JYF Board of Trustees

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

JYF, 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*

AGENDA

- I. Call to Order – Mr. Norment**
- II. Approval of JYF Minutes: November 15, 2023 – Mr. Norment** (*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**
- VI. FY24 Financial Update and Fiscal Year 2025 JYF Operating Budget –Delegate McQuinn**(*Action Required*)
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- VII. Committee Reports** (*Action May be Required*)
 - A. Buildings & Grounds Committee – Chief Adkins
p. 19
 - B. Marketing Committee – Mrs. Chambers
p. 32
 - C. Public Programming and Acquisitions Committee – Mr. Acuff and Ms. Andrews
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 - D. Administration & Personnel Committee – Mr. James
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 - E. Nominating Committee – Mr. Dendy
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- F. Executive and Finance Committees – Mr. Norment
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VIII. Public Comment Period – Mr. Norment

IX. Other Business – Mr. Norment

X. Adjournment – Mr. Norment (*Action Required*)

Trustees Present: Adkins, Cox, Dendy, Fowler, Hall, Hanger, Hodges, Knight, Mason, Scott, Batten, Bourne, Burke, Chambers, Dime, Hester, Gerdelman, Locke, McQuinn, Newby-Alexander, Sanchez, and Vasques.

Trustees Absent: Acuff, Howard, James, Knight, Torian, Guidera, Howell, Kincheloe, Locke and Lucas.

JYF Staff & Others: Lee, Mozingo, Nixon, Coleman, Koch, Leftwich, Lucas, Machie, Thompson, Turner, van Joosten.

I. Call to Order

Mrs. Gerdelman, Chair of the Trustees, called the Joint Business Session of the Jamestown-Yorktown Foundation's (JYF) Board of Trustees and JYF, Inc. Board of Directors to order at 12:00 p.m. on Wednesday, Nov. 15, 2023, at the American Revolution Museum at Yorktown. Senator welcomed Trustees to the meeting. He stated this is an in-person meeting as quorum is required but that several members were remote, as participation is available as individual circumstances warrant in accordance with VA Code 2.2-3708.2. All in-person members approved of remote participation (Bourne, Burke, McQuinn). A roll call for attendance was taken for the meeting and quorum was confirmed.

II. Approval of Minutes (Action)

Mrs. Gerdelman asked if there were any corrections to the draft minutes for the May 4, 2023, meeting. There being none, she sought motion for approval of the minutes as presented. Chief Adkins made a motion for the approval of the minutes. Seconded by Delegate Hodges, the motion was approved unanimously.

III. Executive Director's Report

Ms. Coleman provided the Executive Director's Report. She shared that JYF museum visitation is falling slightly short of projections, and that staff are closely monitoring the circumstances and adjusting accordingly. Ms. Coleman then provided presentation on the business of museums to give a baseline understanding of what this business is and its challenges. This will help all understand the decisions that the leadership team makes and some of the forces that drive this industry. Ms. Coleman shared examples of the many different sizes and scopes of US museums and an overview of how museums are funded and what drives expenses and who visits different museums. Museums are a global phenomenon, and the countries that rank with the largest numbers of museums are the US, China and the Russian Federation. The United States has roughly 33,000 museums. She described many different types of museums.

Ms. Coleman indicated that history museums alone account for 7.5% of museums, and history museums or history related institutions account for roughly 20,000 museums in the United States. Ms. Coleman shared 10-year chart that compared national visitation to museums from 2013 to 2022. She then described people that are coming and traveling to Virginia and that are engaged in history, travel or leisure travel here in the state. It's a figure that is produced each year by the Virginia Tourism Commission and it gives us a breakdown of the visitor demographics. She then provided examples of several museums and their success in combining public support and private endowments. Ms. Coleman emphasized how the story of Virginia touches every place in the world and how we can position our museum through a variety of media to attract visitors to JYF's history museums. Members discussed the information and asked the presentation be shared with the board. Mrs. Gerdelman thanked Ms. Coleman for her report.

IV. JYF, Inc. Initiatives

Mr. Hall reflected on the theme "Behind the Curtains" and shared with Directors his perspective on the importance of all aspects of the JYF organization and how it is important to give the boards an opportunity to see behind the scenes. Mr. Hall noted the opportunity the Directors had in October at their fall meeting to see what goes on in the curatorial department and how artifacts are preserved. He also referred to the peer groups that Ms. Coleman engages in on a regular basis, as well as her presentation today, and the information she shares with the board to give them a behind the curtains view of the museum industry, so that members may have greater perspective on operations of JYF museums and critical metrics in the museum field. More importantly these types of insights help the board understand how best to support the JYF organization, and to become a higher functioning board to achieve greater success. Mr. Hall emphasized the importance of how the Board Trustees, the J-YET Directors and the Board of Directors interact in the interest of JYF. He expressed his gratitude to the JYF staff who make the "behind the curtains" opportunities available to board members. Mr. Hall concluded his report.

V. Committee Reports

Administration & Personnel

Delegate Fowler reported the committee received a presentation from HR Operations Manager Ms. Coffey to discuss the current metrics report and human resources operation (HR). Our average classified employment level in on the way back up, as are our wage employee levels. Turnover at the end of FY23 was 14.9% as numbers have stabilized from the previous removal of dozens of furloughed and inactive wage staff from the database. Our time to fill positions is back within the state mandated goal of 50 days. Currently, the average time to fill a position is 49 days.

Delegate Fowler shared that Mr. Mozingo provided the following information: As part of the recent workforce planning process required of state agencies, the Jamestown-Yorktown Foundation provided data on our current continuity of operations status to the Department of Human Resources management. We examined the workforce to identify potential risk factors and develop action plans associated with anticipated employee retirements. For the purposes of workforce planning and management, full-time classified JYF employees were divided into critical leadership and non-critical classes. Critical leadership employees occupy positions which, if left unfilled, will have a significant impact on the basic operations of the agency, leave the agency without key leadership, and will prevent the agency from fulfilling its mission. Currently, the agency has identified 59 critical positions. Examining the agency's critical leadership workforce, 8% of critical leadership employees are currently eligible for retirement. An additional 8% are eligible for retirement over the next 60 months. Reviewing our agency classified workforce in its entirety, 45% of full-time classified employees will be eligible for retirement over the next decade. JYF will take the following steps as part of a succession planning action plan: The Foundation will create new succession plans for future key leadership transitions. The Foundation will continue a targeted classification and compensation review each year and, if funding is available, utilize the results of the review to stabilize high turnover positions, with the goal of having all positions within the median salary of other state jobs within the next 5 years. For critical positions that may retire in the next five years, the agency will identify and develop a succession strategy to guide the Foundation through the process of replacing these key leaders. These strategies may include cross training of personnel, identification of key training requirements and core competencies, and the development of career ladder programs. The Foundation will review selection, recruitment procedures, and on-boarding practices to ensure that new hires are fully acclimated to the agency, its organizational culture, mission, and policies. Delegate Fowler concluded his report.

Buildings & Grounds

Chief Adkins updated the board on capital projects and maintenance reserve projects at JYF. He shared that Stephanie Kalantarians & Ann Marie Smith with Guernsey Tingle provided a flooring presentation to the committee in preparation for the eventual remodel of the Visitor Services lobby and cafe at Jamestown Settlement. In brief the six active projects, He reported that Dr. Machie has presented on priorities and budgets in capital projects and maintenance reserve in planning for FY24 and beyond, and the committee approved the the maintenance reserve budget plan. Chief Adkins concluded his report.

Executive and Finance

Senator Hanger, chairman of the Finance Committee, provided a report on FY24-year-to-date financial performance through October. Visitation through October was 153,600 or 31.9% of the original annual goal of 481,000. Revenues through October totaled \$8.6 million, up 6.3% compared to the prior year. Year-to-date admissions total \$2.2 million at 37.7% of budget. Year-to-date expenditures total \$7.3 million, up 11.3% compared to the prior year. Personnel expenditures totaled \$5 million, up 8.1% from the previous year, primarily due to the 5% state pay increase and the filling of vacant positions. Non personnel expenditures totaled \$2.3 million, up 18.7% from the previous year, primarily due to increased insurance costs, travel, advertising, utilities, and the one-time purchase of a vehicle. Year-to-date visitation is down 16,158 or 9.5% to budget, and down 4.7% compared to from the prior year. Through October, year-to-date expenditures total \$7.3 million or 29.6% of budget compared to \$6.6 million last year. Senator Hanger shared that Dr. Machie presented the FY2025 Budget Planning and Priorities to the committee. He reported that former Delegate ShirleyCooper presented her case to to the committee to discuss possible funding opportunities for a \$35,000 cottage restoration project in Yorktown, VA. Senator Hanger then concluded his report.

Marketing

Mrs. Bourne reported that Terry Banez, Chief Executive Officer, of the Greater Williamsburg Chamber of Commerce was welcomed by their committee as the guest speaker. Ms. Bourne reported staff continued to follow travel research and build on the destination's marketing investment to maximize JYF's exposure and increase visitation. She referenced the 6-year comparison enclosure showing how paid visitation and revenue had been trending. For the first three months of fiscal year 2024, JYF continued to experience a negative pattern with paid admission and revenue to budget. The good news was October paid visitation helped improve the year-to-date performance. Paid visitation was up 1,616 visitors and revenue up \$26,042 for the month. Year-to-date, paid visitation was down to budget 16,158 visitors that directly impacted revenue which was down \$187,641. When broken down further by museum, the numbers were reported: Jamestown Settlement was down 6,601 (6.1%) and American Revolution Museum at Yorktown was down 9,557 (15.7%). Compared to prior year by museum, Jamestown Settlement was down 3.5% and the American Revolution Museum at Yorktown was down 7.1% to prior year. Mrs. Bourne reported that promotion around the dual museum exhibition continued through the entire run of Reign & Rebellion. The marketing team implemented a marketing and advertising plan to maximize the opportunities surrounding the special exhibition and events. She shared that Glenda Turner, Senior Director of Marketing & Public Relations, reviewed some of the marketing highlights of Reign & Rebellion for the committee.

Mrs. Bourne updated the committee that the planning for VA 250 continues to be underway. She reported that the American Revolution Museum at Yorktown was primed to welcome visitors to learn about the significance and impact of the American Revolution and its relevance today through general museum experiences and special events leading to 2026. Mrs. Bourne then concluded her report.

Nominating

Mr. Dendy reported the committee approved the minutes from the May 2023 meeting. He stated that Senator Norment and Ms. Flippo had been approved by the committee for consideration for election by the Board of Trustees to a one-year term, and approved for reelection were Mr. Acuff, Mrs. Gerdelman, and Ms. Leopold to one-year board elected positions. He made a motion for the election of Senator Norment and Ms. Flippo and the reelection of Mr. Acuff, Mrs. Gerdelman, and Ms. Leopold. Chief Adkins seconded the motion and the board approved the motion. Mr. Dendy concluded his report.

Public Programming

Dr. Newby-Alexander reported the minutes for the Public Programming Committee meeting were approved. The committee then received an update of the Interpretive Plan from Senior Director, Dr. Mariruth Leftwich, who explained how reiterating the big idea that “fostering cultural curiosity creates connections and builds belonging,” noting that this is the central idea from which the Plan’s themes and visitor outcomes flow. She reported that a working group consisting of key MOE staff have worked to establish and fine-tune the visitor outcomes delineated in the Plan and that identifying story fundamentals and content will be undertaken over the coming months. The committee voted to adopt the Interpretive Plan and asked the board to approve. Dr. Newby-Alexander reported that Mr. Howell, Director of Learning and Community Engagement, provided an Education Program Update about the Public Programs they can expect to see in 2024. Dr. Newby-Alexander stated that as part of the re-organization of the Museum Operations and Education team in 2021, that a new department for Digital Media was established to centralize the expertise required to create and sustain digital media content, production, and experiences for audiences. Dr. Leftwich provided the committee with an update. Ms. Gruber provided the committee with a curatorial review and members voted to approve accessioning of objects.

Dr. Newby-Alexander noted that it has been a busy year for the Maritime Program and that Mr. Speth, Director of Maritime Operations, provided an update on the program for the committee. Dr. Leftwich also provided details of the impact Susan Constant's two-year absence will have on programming and the visitor experience. Dr. Newby-Alexander concluded the report.

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

VI. Executive Director's Performance and Compensation Review Task Force

Delegate Fowler reported that the Executive Director's Performance & Compensation Review Task Force had met on November 1, 2023, and that Ms. Coleman had received an outstanding contributor rating. He asked if members had any questions. The board accepted the report for the Executive Director's Performance & Compensation Review Task Force.

VIII. Jamestown-Yorktown Educational Trust Report

Mrs. Gerdelman presented the report for the Jamestown-Yorktown Educational Trust on behalf of Mr. Acuff, President of the J-YET. The Directors met on June 26 in Richmond. Ms. Coleman provided the Executive Director's Update to the members, and there was a detailed presentation by Guernsey Tingle Architects on the Jamestown Cafe Redesign. The final FY23 Financial Reports were presented and discussed, and the FY24 budget adjustments were approved. She reported that Ms. Kane shared a retail operations budget with the Directors. Dr. Machie presented FY25 budget priorities. Mrs. Gerdelman asked if there were any questions and concluded her report.

VII. Public Comment Period

Mrs. Gerdelman called for public comment at the meeting. There was none.

IX. Other Business

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

X. Adjournment

Mrs. Gerdelman called for a motion to adjourn the meeting. Mr. Hall made a motion, which was seconded by Delegate Scott and approved by board members. Mrs. Gerdelman officially adjourned the meeting at 2:04 p.m. on Wednesday, November 15, 2023, at the American Revolution Museum at Yorktown in Yorktown, Virginia.

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

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

Chief Stephen R. Adkins,
Chair, Buildings and Grounds
Vacant,
Vice Chair, Buildings and Grounds
Mrs. Anedra W. Bourne
Mrs. T.J. Cardwell (Inc. Liaison)

The Honorable Hyland F. Fowler, Jr.
Mr. A.E. Dick Howard
The Honorable Delores L. McQuinn
Dr. Cassandra Newby-Alexander
The Honorable Thomas K. Norment, Jr.
Delegate Luke E. Torian

AGENDA

- I. Call to Order – Chief Adkins**
- II. Approval of Minutes: Nov. 15, 2023 – Chief Adkins** *(Action required)*
p. 20
- III. Facilities Reports – Chief Adkins**
p. 23
 - A. Facilities Maintenance Report
 - B. Maintenance Reserve and Capital Projects Report
 - C. ESCO Report (Energy Savings Projects)
 - D. Ships Maintenance Report
- IV. Presentation: Capital & Maintenance Reserve Projects Agenda – Dr. Machie**
 - A. Capital Projects Agenda & Budget *(Action required)*
 - B. Maintenance Reserve Projects Agenda & Budget *(Action Required)*
 - C. Accessibility Study Update
- V. Other Business – Chief Adkins**
- VI. Adjournment – Chief Adkins** *(Action required)*

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

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

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

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

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

I. Call to Order – Chief Adkins

The Wednesday, November 15, 2023, meeting of the Jamestown-Yorktown Foundation (JYF) Buildings & Grounds Committee was called to order by Chief Stephen Adkins, at 9:00 a.m., at the America Revolution Museum with some virtual participants by Microsoft Teams in accordance with Virginia Code § 2.2-3708.2 (A) (3).

II. Approval of Minutes – Chief Adkins

Chief Adkins directed members to page 90 of the packet, to review the minutes from the Wednesday, May 3, 2023, meeting and requested a motion for approval. Delegate Fowler made a motion, with second by Delegate Hodges. The minutes were approved by unanimous vote.

III. Capital & Maintenance Reserve Projects Report – Chief Adkins

Capital & Maintenance Reserve Projects Report and ESCO

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

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

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

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

V. Projections for FY24 Maintenance Reserve Expenditures and Project Plan

Chief Adkins asked that Dr. Machie provide her report and facilitate discussion. Dr. Machie introduced JYF's new Facilities Manager, Randall Bynum and JYF's contract project manager, Rick Begley. Dr. Machie provided the committee with contextual information on the capital and maintenance reserve project classifications. She asked the committee to reference the maintenance reserve budget plan on page 99 of the meeting packets. Dr. Machie walked the committee through each of the projects included in the plan, indicating that some

of the projects would be funded from FY24 and FY25 maintenance reserve budgets. Delegate Hodges asked for JYF's schedule process with inspecting the roofs. Mr. Bynum stated that internally JYF conducts semi-annual and annual inspections, but a detailed analysis is required to allow JYF to have accurate readings that will indicate the best way forward with roof repairs. Chief Adkins thanked everyone for their participation with the discussion and asked for a motion to approve the plan as presented by Dr. Machie, moved by Delegate Fowler, and seconded by Delegate Hodges. Motion passed unanimously by the committee.

VI. Other Business – Chief Adkins

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

VII. Adjournment – Chief Adkins

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

<p style="text-align: center;">Jamestown-Yorktown Foundation JOINT BOARDS MEETING BUILDINGS & GROUNDS COMMITTEE MAY 1, 2024</p>

Introduction

This report presents updates in four major categories of infrastructure management: facilities maintenance, maintenance reserve & capital projects, energy savings (ESCO report), and ships maintenance report.

Facilities Maintenance Report

- The Trades & Transportation technicians maintain over 1,007 assets at three locations.
- Grounds staff maintain, trim, and cut trees, grass, plants and flowers on 95 acres across JYF's three sites.
- Custodial staff maintain 296,000 sq feet of museum, office spaces and clean 41 restrooms.
- The facilities team work together with other agency departments, assisting with over 250 events per year.

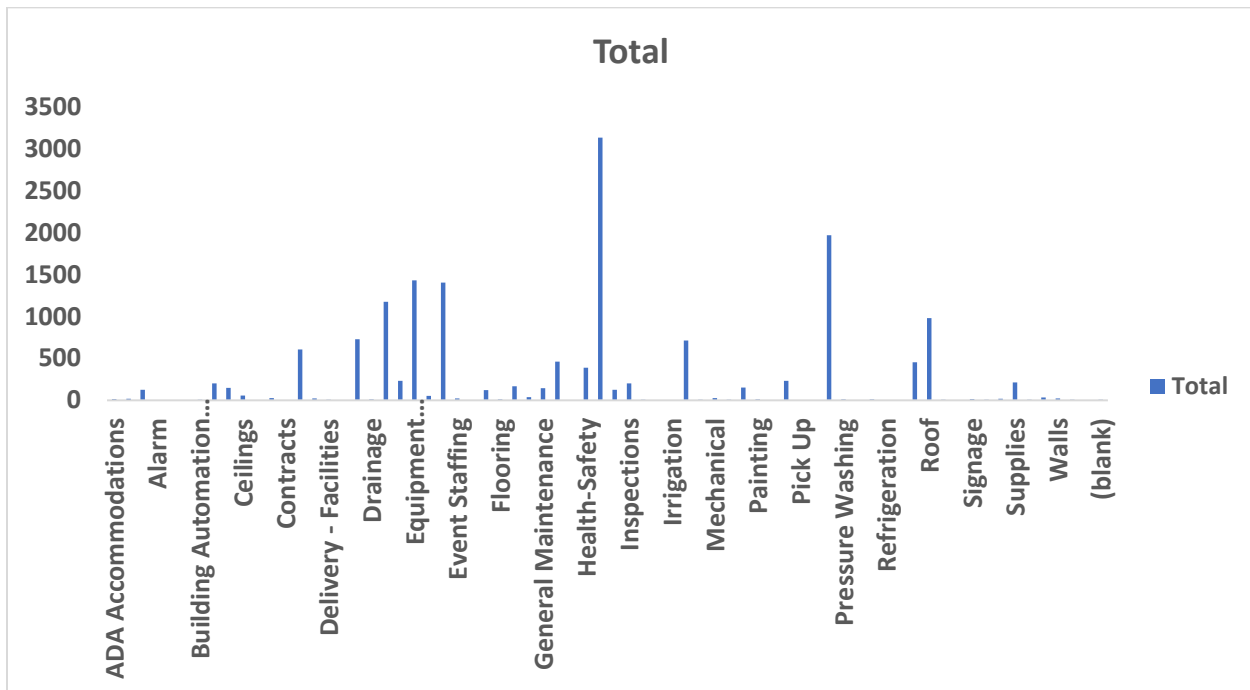
STAFF TRAINING

In the fiscal year 2024 to date, facilities staff have participated in the following training programs:

- OSHA 10 & 30
- Construction & Professional Services Manual Training (CPSM)
- VCA & VCCO – (Virginia Contracting Associate & Virginia Construction & Contracting Officer) training.
- Asset Essentials (DUDE) training.
- Mobile equipment and automotive lift training.
- Basic Hand tools and trailer safety training
- Material Handling and safe lifting practices
- Creating New Communication Habits
- HVAC systems and equipment training.

PREVENTATIVE MAINTENANCE

The chart below provides a summary of work orders received and addressed in the fiscal year 2024 to date.



This concludes the facilities maintenance report.

Maintenance Reserve and Capital Projects Report

Maintenance Reserve Projects

Projects funded under maintenance reserve designate major repairs or replacements to infrastructure or equipment, that is intended to extend its useful life.

Completed maintenance reserve projects within this reporting period include:

- Jamestown Rotunda Roof Replacement
- Jamestown Great Hall Restroom remodel
- Jamestown Ed Wing Elevator modernization
- Jamestown Ed Wing Interior Storefront Door Assembly

Maintenance Reserve Projects currently in motion include:

- Lobby Flooring
 - Design is nearing completion.
 - Architect is recommending integrating lobby flooring with café re-design.
 - Additional information is included on the next agenda item.
- Channel Dredging
 - Construction Budget is projected at \$398,000.
 - Permit was signed and submitted in August 2023, review in progress.
- JS Rotunda Restroom Renovation
 - Project budget is estimated at \$500,000.
 - Design is nearing completion.
 - Project is estimated to bid in summer 2024.
- JS Education Wing Restroom Renovation
 - Project budget is estimated at \$575,399.
 - Design is nearing completion.
 - Project is estimated to commence in 2025, following the completion of the Rotunda Restroom renovations.

Capital Projects

One capital project, the Security Control Room renovations, was completed within this reporting period. A few minor punch list items are in progress.

Capital Projects currently in motion include:

- Digital Media Studio
 - This project is proposed as a matching grant funded project.
 - A schematic design was completed to support a grant application.

- Awaiting the results of the grant application.
- Project cost estimate is \$800,000.
- Changing Gallery at the Jamestown Settlement Museum
 - Work on this project was reimagined, due to delays in securing permits for the project from DEB (Department of Energy & Buildings).
 - Staff completed preliminary space preparation in anticipation of the Ruth E. Carter exhibit.
 - The permitted portion of the work will be re-scoped following the Ruth Carter exhibit.
- Yorktown Shell Space Renovation
 - This project is on a temporary hold due to architect assignments.
- Shoreline Restoration
 - Bidding for this project is anticipated in summer 2024, with a mid-November construction start date.
 - Construction estimate is \$656,049.
 - Project start is delayed due to seasonal environmental constraints for the Northern Long Eared Bat.
 - All approvals for the project are complete.
- Pier Shelter Expansion Project
 - Project budget is \$988,964.
 - Customer review is nearing completion and architect is incorporating customer comments.
 - DEB submission is forthcoming after final customer review is in progress.

This concludes the Capital and Maintenance Reserve projects report.

ESCO (Energy Savings) Projects Report

As of today, all Phase-1 and Phase-2 of the ESCO projects are completed and the project will enter the closeout phase.

The cost for Phase 1 projects was \$2,256,974, paid from maintenance reserve funds.

The cost for Phase 2 projects was \$1,702,756, paid from ARPA grant funds.

A proposed Phase 3, comprising building envelope improvements at a cost of \$1.3 million, was not funded.

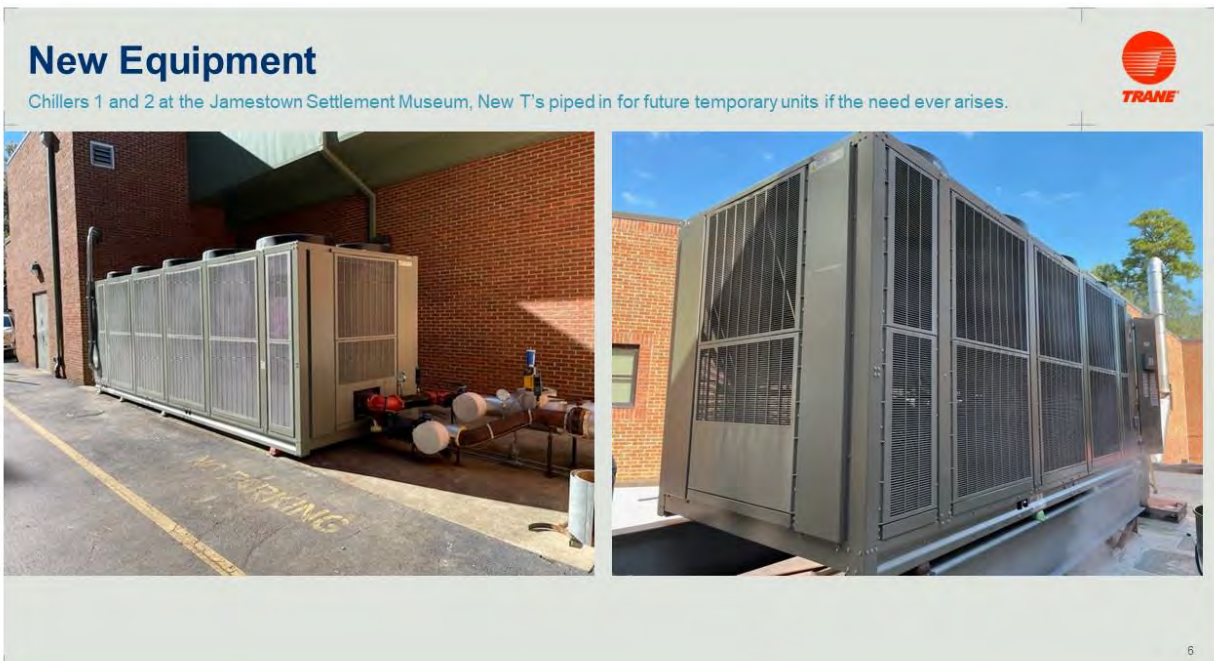
Based on the Contract, the work done, Phase One will produce energy and cost savings through increased efficiency.

Phase 1 projected annual savings include:

- 159,973 kWh
- 307 kW
- 2,187 fuel therms
- 1,182,131 gallons
- \$34,844 total.

Phase 2 projected annual savings include:

- 37,429 kWh
- 129 kW
- 664 fuel therms
- \$3,904 total.



New Equipment at ECSC



New split system serving the Artifact storage area

7

ECSC cont'd

One of the two new 40-Ton units serving the front office areas of CSC



8

ECSC cont'd

RTU's 1&2 and RTU-4 in the background



9

ECSC Cont'd

RTU-3



10

Ships Maintenance Report

This report covers ships maintenance updates for the fiscal year 2023 and year-to-date fiscal year 2024.

Susan Constant

- JYF staff issued a Request for Proposals (RFP) for *Susan Constant* repairs. Two shipyards submitted proposals. Mystic Seaport Museum Shipyard was awarded a contract with a proposed start date of July 2024. The vessel is expected to depart Jamestown Settlement for Mystic around mid-June for a two-year overhaul.
- JYF paid staff and sailing program volunteers are preparing the ship for the transit for Mystic. They overhauled the main engines, ship's electrical generator, fuel system, navigation systems, safety equipment, galley, ship operation equipment, and verified the hull's watertight integrity.
- Twelve to fifteen paid staff and volunteers will serve as crew for the transit to Mystic Seaport, which is expected to take four days. Departure is scheduled for mid-June subject to suitable weather for a near-coastal transit.
- The U.S. Coast Guard and an insurance company marine surveyor will examine *Susan Constant* to ensure the vessel meets regulatory and insurance requirements for the transit from Jamestown Settlement to Mystic Seaport Museum Shipyard.
- The U.S. Coast Guard granted an extension of the required dry-dock inspection to December 2025. This inspection will take place in Mystic as part of the *Susan Constant* repair project.

Godspeed

- JYF issued an invitation for bids (IFB) and awarded a contract to Tiffany Yachts boatyard in Burgess, VA for *Godspeed's* dry-dock maintenance period. This Maintenance Reserve funded dry-dock project included standard bottom maintenance and painting, anode replacement, propeller maintenance, hull caulking, topside painting, and ship's battery system replacement. The project was completed in March 2024.
- A marine survey was conducted on *Godspeed*. The vessel was found to be in very good condition with only minor repair items required.
- *Godspeed's* masts, yards, sails, running rigging and blocks were removed for inspection and service. Wooden sheaves or pulleys (original construction c. 2006) in all blocks were found to be worn and in need of replacement. Replacement sheaves were fabricated under contract using a durable

modern material that will provide a longer service life. All blocks were overhauled by staff with new sheaves and the vessel was fully re-rigged to prepare for scheduled voyages and interpretive programming use at Jamestown Settlement.

Discovery

Discovery's topmasts, yards, sails, running rigging and blocks were removed for inspection and service. Wooden sheaves or pulleys (original construction c. 2006) in all blocks were found to be worn and in need of replacement. Replacement sheaves were fabricated under contract and will be installed during the next maintenance/dry-dock period scheduled for January-March 2025. The vessel was fully re-rigged to prepare for interpretive programming use at Jamestown Settlement.

This concludes the ships maintenance report.

**Jamestown-Yorktown Foundation
Marketing Committee**

**Wednesday, May 1, 2024
Jamestown Settlement
Classrooms A-B-C
2:45 PM**

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

Mr. A.E. Dick Howard
Delegate Delores L. McQuinn
Ms. Leslie Sanchez
Mrs. Alexis N. Swann*
**Liaison from JYF, Inc.*

AGENDA

- I. Call to Order – Mrs. Chambers**
- II. Approval of Minutes: November 14, 2023 – Mrs. Chambers (*Action Required*)**
p. 33
- III. Combined Paid Visitation and Revenue Review – Mrs. Chambers**
p. 39
- IV. FY25 Proposed Admission Rates – Ms. Heikens (*Action Required*)**
p. 40
- V. JYF One-Year Website Performance Review – Mrs. Ricks**
p. 41
- VI. Ruth E. Carter: Afrofuturism in Costume Design Special Exhibition
Marketing Plan Highlights – Mrs. Turner**
p. 43
- VII. Other Business – Mrs. Chambers**
- VIII. Adjournment – Mrs. Chambers (*Action required*)**

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

Committee Members Absent: McQuinn; Hodges, Howard.

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

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

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

I. Call to Order

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

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

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

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

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

III. Approval of Minutes

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

IV. Paid Visitation and Revenue Review

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

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

V. Reign & Rebellion Marketing Recap

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

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

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

VI. Fall & Winter Marketing Plan

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

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

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

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

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

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

VII. Other Business

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

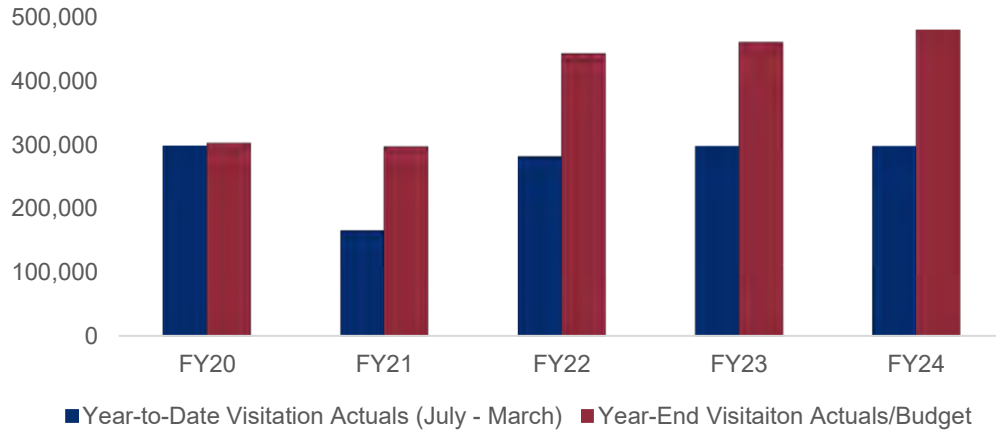
tuned as we work to continue collaboration on this important event to commemorate American history.

VIII. Adjournment

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

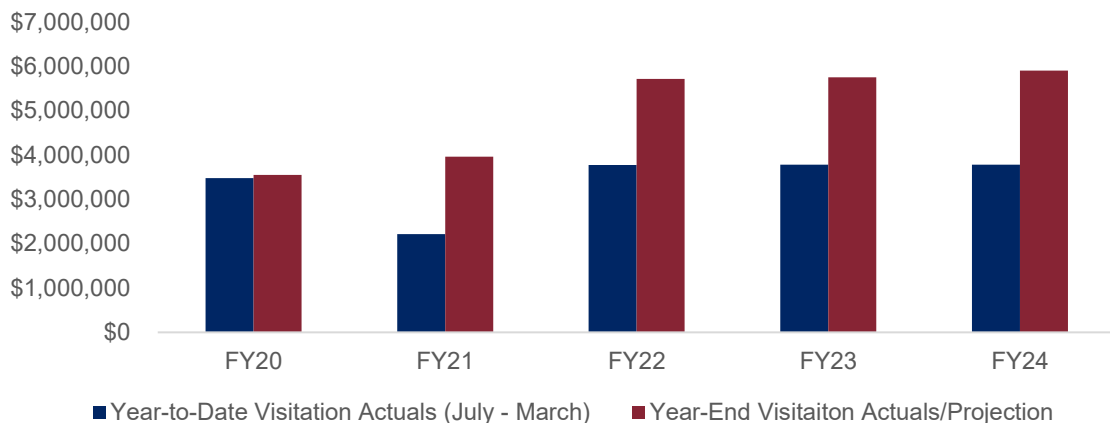
**Jamestown-Yorktown Foundation
MARKETING
Combined Paid Visitation and Revenue**

Paid Visitation



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Year-to-Date Visitation (July - March)	298,369	165,975	281,512	297,466	297,815
Year-End Visitation Actuals/Budget	303,783	298,001	444,295	462,014	481,066




Total Revenue



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Year-to-Date Visitation (July - March)	\$3,474,077	\$2,214,145	\$3,768,706	\$3,775,303	\$3,777,883
Year-End Visitation Actuals/Budget	\$3,546,614	\$3,956,005	\$5,707,745	\$5,745,057	\$5,899,595

**Jamestown-Yorktown Foundation
MARKETING
FY25 Proposed Admission Rates**

The following information outlines the proposed admission rates for fiscal year 2025. The proposed pricing would be effective July 1, 2024 through June 30, 2025 and would generate an estimated \$318,608 increase in revenue.

JYF Museums - FY2025 Proposed Admission Rates CONFIDENTIAL FOR IN HOUSE USE ONLY							
Effective 7/1/2024 - 6/30/2025							
	Adult	Youth Student	Adult	Youth Student	Adult	Youth Student	Adult/Student
GENERAL ADMISSION FY25	\$20.00	\$10.00	\$20.00	\$10.00	\$34.00	\$17.00	
<i>Change</i>	\$2.00	\$1.00	\$2.00	\$1.00	\$4.00	\$2.00	
OTC - Military, AAA & Senior Citizens (single sites only)/ Ticket Programs - FIT, OTA's, Consign, Advance (individual tickets only)	\$18.00	\$9.00	\$18.00	\$9.00	\$30.60	\$15.30	
GROUP RATE 15 or more paid admissions							
Self-Guided Tour	\$18.00	\$8.00	\$18.00	\$8.00	\$30.60	\$12.00	\$17.00
<i>Change</i>	\$1.80	\$0.75	\$1.80	\$0.75	\$3.50	\$1.50	\$1.50
General and Theme Guided Tour	\$20.00	\$9.00	\$20.00	\$9.00	\$33.60	\$14.00	\$19.00
Fee added to student rate for adults with a student group.	\$3.00		\$3.00		\$5.00		
TOUR GROUP OPERATOR NET RATE Licensed tour operators with groups of 15 or more paid admissions (March, April, May, June, October, November)							
Self-Guided Tour	\$18.00	\$7.50	\$18.00	\$7.50	\$30.60	\$11.25	
<i>Change</i>	\$3.60	\$0.75	\$3.60	\$0.75	\$6.60	\$1.50	
General and Theme Guided Tour	\$20.00	\$8.50	\$20.00	\$8.50	\$33.60	\$13.25	
Fee added to student rate for adults with a student group.	\$2.00		\$2.00		\$3.00		
Tour Group Operator Net Rate: Licensed tour operators with groups of 15 or more paid admissions Dynamic pricing: January, February, July, August, September, December - 20% off retail adult, no additional discount on students							
<i>Self-guided rates are equal or lower than retail. Additional fee for Guided Tours: Student/Adult GT: \$1/\$2; Adult GT: \$2/\$3. Additional guides are \$50.</i>							
ANNUAL PASSES							
American Heritage Annual Pass					\$54.00	\$27.00	
American Heritage Annual Pass for Virginia Residents					\$34.00	\$17.00	

Jamestown-Yorktown Foundation

MARKETING

JYF One-Year Website Performance Review

Jamestown-Yorktown Foundation undertook an extensive redesign of its primary website – jyfmuseums.org which launched Dec. 1, 2022. Seventeen months after the launch, JYF has completed a review of the site's performance in relation to the redesign goals. The original goals of the redesign were:

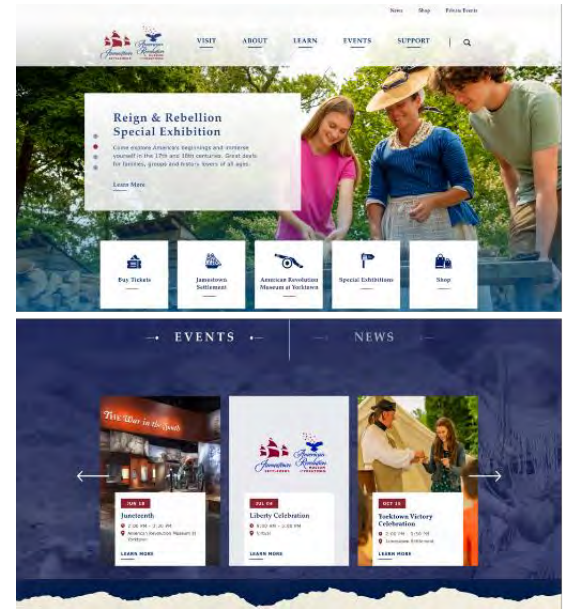
Educate – engage users by more fully communicating JYF's story, mission and impact.

Increase Visits – tailor messaging to show relevance to visitors and how a visit can be an immersive and impactful experience.

Drive Donations and Events – attract long- and short-term donors and increase private event bookings.

Streamline and Revitalize – approach the web experience from a visitor-centric perspective through easy navigation, refreshed visuals and robust functionality.

Create Inclusion – create a welcoming online experience for visitors by including ethnic diversity, accessible design, content and function (WCAG 2.1 compliance), and mobile adaptivity.



The progress to meet these goals is being examined using Google Analytics and other user demographic and behavioral tools. The website redesign has yielded some impressive achievements in overall audience size, page views and engagement with key audience groups. However, the analysis has revealed findings that require further investigation.

Website Redesign Success, Findings and Evolution

Success

- The Education webpages (/learn/) are being used differently since the redesign. Our site is reaching more educators with program and professional development opportunities and has become less of an online reference book.
- Overall website visitation increased 70% and views of the top ticketing pages increased 71.4%.
- Web traffic to events have increased markedly with the addition of calendar tiles, an events list and a calendar grid.

- A streamlined, mobile-first design has resulted in a 130% increase in mobile visits and 415% increase in scrolling while reducing time-on-page by 52%.
- The website achieved WCAG 2.1 compliance, added an ADA webpage, video captioning and increased ethnic diversity among our website images.

Findings

- Despite efforts to communicate the new website transition, it was launched near winter break when teachers may not have been aware of the changes to access educational content frequently used in their classrooms. To assist educators in filling this void of content, tools were employed to redirect old links to new webpages.
- During the review of content on the previous website, a substantial number of educational videos were removed to update historical content or branding but still bookmarked by teachers to use in their classrooms. In response to teacher queries, a library of videos was returned to the website as a "Video Archive" and a form was created to give teachers a method to request specific videos to support their lesson plans.

Evolution

- Since launching the redesign, the website's Private Events section has been reimagined with new architecture, navigation, page layout and text, including testimonial quotes to enhance the MPR sales team's efforts to acquire more private events and generate revenue.
- A new pop-up donation form was deployed to support the Development team. The pop-up streamlines the giving process and links donors to their online wallets. Without the updated website design and its advanced tools, this form of giving wouldn't be possible.
- A new point-of-sale system (POS) is due to come online soon and may offer greater integration between the website and ticketing, email marketing, events and museum store purchases.
- We continue to monitor technical, security and vulnerability issues and requirements as we work closely with the Virginia Information Technology Agency (VITA).

**Jamestown-Yorktown Foundation
MARKETING
Ruth E. Carter: Afrofuturism in Costume Design
Special Exhibition Marketing Plan Highlights**

“The Ruth E. Carter: Afrofuturism in Costume Design” special exhibition will be featured at Jamestown Settlement from May 11 through December 1, 2024. While visitors will view more than 60 of Carter’s original garments from acclaimed films and television, the exhibition will also showcase the work of Jamestown-Yorktown Foundation historical tailors who dress interpreters depicting people living in early America.

“Our ancestors dreamed of Afrofuturism in Jamestown! I’m excited and honored to present ‘Ruth E. Carter: Afrofuturism in Costume Design’ and connect the story to our journey from 1619 to Wakanda.”

Ruth E. Carter, 2/22/2024

A few marketing campaign highlights and related activities are outlined below.

Impact Goals

- Generate paid admissions and additional revenue to JYF museums.
- Maintain and grow market share.
- Remain true to our educational mission.
- Educate through stories and style from periods and generations.
- Promote personal enrichment as benefit of a visit.

Audience Reach

- | | |
|-----------------------------------|----------------------------|
| • Local and regional residents | • Creatives |
| • People of all ages and families | • Filmmakers |
| • Young students | • Art enthusiasts |
| • Filmmaking students | • Historians |
| • Costume/fashion designers | • Social media influencers |

Paid Advertising

- **Digital/Social Media** – Audience affinity targeting to maximize awareness.
- **Outdoor** – Two LED boards on I64 east and west bound near Hampton University campus.
- **Public Radio and TV** – Targeted programming announcements in Richmond and Norfolk markets.



- **Out of Home** – Williamsburg Area Transit Bus displays.
- **Out of Home** – *Williamsburg Premium Outlets*: 8 dual-sided pole banners. *Norfolk Premium Outlets*: 3 digital ad panels, 2 digital-framed brightwalls and 10 pole banners.



Media Relations and Digital Marketing

- **Story Planting** – Pitch national, state and regional journalists for feature stories, interviews, etc.
- **Media Visits** – Host media preview of exhibit installation and invite media to opening day events. Host media, travel industry partners and influencers for the duration of the exhibition.
- **Social Media** – Plan content on Facebook, Pinterest, Twitter, Instagram, and YouTube with a bimonthly post cadence. Add online poll of “favorite costume” to the photo gallery webpage to encourage engagement and shares.
- **Website** – Feature landing page with ongoing marketing content, overlap with JYF historical clothing videos, special events and exhibitions calendar and pages, and development events messaging.
- **Email Newsletters** – Deploy strategically dedicated emails and inclusion in scheduled events and programs newsletters.
- **Magazine** – Theme of summer issue of *INSIDE JYF*.
- **News Releases** – Distribute multiple news releases highlighting the exhibit and related special programs.



Sales & Destination Marketing Partnerships

- **Visit Williamsburg** – Campaign inclusion and participation in marketing co-op opportunities.
- **Greater Williamsburg Chamber of Commerce** – Host Business After Hours for members and potential members.
- **William & Mary Resource Expo** – Collaborate with JYF HR to staff event with supporting collateral. Promote free admission for students.
- **Hampton University** – Outreach to students and academic community.
- **Tradeshows/Sponsorships** – Attend the American Bus Association Marketplace that includes 3,500 participants from the group travel industry.
- **Client Familiarization Tours** – Host African American Travel Conference travel planners and Virginia Welcome Center staff.



Mr. A. Marshall Acuff, Jr, *Chair,
Public Programming Committee*
Dr. Cassandra Newby-Alexander,
*Vice Chair, Public Programming
Committee*

Ms. Bentley Andrews, *Chair,
Acquisitions Committee*
*Vacant, Vice Chair, Acquisitions
Committee*

AGENDA

- I. Call to Order – Dr. Newby-Alexander**
- II. Approval of Minutes – Dr. Newby-Alexander (*Actions Required*)**
 - A. Public Programming Committee – Dr. Newby-Alexander
Tuesday, November 14, 2023
p. 47
 - B. Acquisitions Committee – Ms. Andrews
Tuesday, October 3, 2023
p. 51
- III. NAGPRA Collections Summary – Dr. Spivey**
- IV. Curatorial Review – Dr. Leftwich & Ms. Hohensee (*Actions Required*)**
 - A. Semi-Annual Conservation Report
p. 55
 - B. Semi-Annual Acquisitions Report
p. 57
 - C. Annual Acquisitions Plan
p. 65
- V. Education Update – Ms. Abrams**
- VI. Special Exhibition & Public Programs – Dr. Leftwich
p. 70**
- VII. Other Business – Ms. Andrews**
- VIII. Adjournment – Ms. Andrews**

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

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

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

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

I. Call to Order

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

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

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

II. Approval of Minutes

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

III. Interpretive Plan

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

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

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

IV. Learning and Community Engagement

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

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

V. Digital Media Studio Planning

Dr. Newby-Alexander reminded members that, as part of the re-organization of the Museum Operations and Education team in 2021, that a new department for Digital Media was established to centralize the expertise required to create and sustain digital media content, production, and experiences for audiences. She invited Dr. Leftwich to share more about planned next steps in creating studio space to further this important work.

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

VI. Curatorial Review

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

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

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

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

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

VII. Maritime Program Update

Dr. Newby-Alexander noted that it has been a busy year for the Maritime Program. In June, *Godspeed* and crew sailed to Norfolk to participate in Harborfest and the Parade of Sail—hosting nearly 3,000 guests aboard the ship over the course of the weekend—and for the fall voyage, *Godspeed* and crew sailed to Lancaster County and Onancock, took part in the Turkey Shoot Regatta, hosted public tours attended by people from all over the Eastern Shore, and organized a number of hands-on educational outreach programs. She then invited Mr. Speth, Director of Maritime Operations, to provide a more specific update on the program.

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

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

VIII. Ruth E. Carter: Afrofuturism in Costume Design

Having arrived the last agenda item, Dr. Newby-Alexander invited Dr. Leftwich to provide a brief overview of the upcoming Special Exhibition "Ruth E.

Carter: Afrofuturism in Costume Design,” scheduled to open at Jamestown Settlement on May 11, 2024, and run through December 1, 2024.

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

IX. Other Business

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

X. Adjournment

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

Members Present: Messrs: Hall, Harrison, Longan, Palmore. Mmes: Abbitt, Andrews, Banks, Cardwell, Cousins.

Others Present: Mme: Swann, Dr. Ashley Spivey (Kenah Consulting)

Members Absent: Mmes: Bradford, Chapman, Wulf.

Staff Present: Messrs. Bakari, Henline, Lee, Nixon. Mmes: Coleman, Floyd, Gruber, Koch, Leftwich, Lucas, Machie, Thompson, Turner.

I. Call to Order

Ms. Andrews called to order the Tuesday, October 3, 2023, meeting of the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee at 3:17 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. She also welcomed the committee's newest members, Ms. Frances Bradford, Mr. William Longan, and Mr. Fred Palmore.

II. Approval of Minutes

MG. Harrison moved approval of the minutes of the Wednesday, May 3, 2023, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc. Acquisitions Committee, as presented. Seconded by Ms. Cousins, the motion passed.

III. Interpretive Plan Progress

Ms. Andrews referred committee members to the update they received regarding development of a JYF Interpretive Plan during the May 2023 meeting. She then invited Dr. Leftwich to tell the committee about the progress made to date and next steps.

Dr. Leftwich explained that a working group of JYF staff have been meeting for the better part of a year. After developing the big idea and themes—which center on fostering curiosity, creating cultural connections, and building belonging—the focus is now on creating visitor outcomes, audience goals, and methodology in line with these themes and with JYF's longstanding mission. She

pointed out that these same themes also help determine JYF's acquisitions planning and provided a few examples of how objects can be related to curiosity, connection, and belonging.

IV. Phase One Update on JYF Compliance with NAGPRA

Ms. Andrews reminded participants that at last year's meeting, committee members learned about NAGPRA—the Native American Graves Protection and Repatriation Act—which is a federal law that provides for the repatriation and disposition of certain American Indian human remains, funerary objects, sacred objects, and objects of cultural patrimony. She explained that, given its sizable collection of Indigenous artifacts, JYF has contracted with Kenah Consulting to begin the first phase of NAGPRA. She invited Dr. Ashley Spivey, Executive Director of Kenah Consulting, to tell committee members about the process and initial findings.

Dr. Spivey provided a brief overview of Kenah, which has 20 years of experience assisting museums with NAGPRA compliance, and also provided more background on NAGPRA and the purpose of the review. Responding to a number of questions from committee members, she indicated that JYF has an exceptional collection of over 35,000 objects, and while most of these originated with Virginia tribes, there are actually 45 tribal nations represented in JYF's collection. She clarified that the Foundation does not possess human remains or associated funerary objects, therefore, during Phase One of the compliance efforts, Kenah is assisting in drafting a summary document that reviews the collection's history, acquisition, and provenience, and also identifies the NAGPRA objects represented. Once complete, the summary document will allow JYF to work with tribal nations during Phase Two to review the materials and determine what action to take, e.g., return objects, curate them, establish a co-stewardship arrangement, etc. Following Phase Two, a final compliance document will be submitted.

V. Objects in Conversation

Ms. Andrews recalled that at last year's Acquisitions Committee meeting, committee members learned that the Curatorial team is being expanded to include two new positions. She called upon Ms. Gruber, Curatorial Manager, who then introduced Mr. Harvey Bakari, the new Curator of Black History and Culture, and Mr. Travis Henline, the new Curator for Indigenous History and culture.

Ms. Gruber went on to describe the layers of stories that reside within various objects, examining how three recent acquisitions—a peace medal, a

portrait of an American Indian warrior, and an engraved silver gorget—will allow visitors to Area 5 of the American Revolution Museum at Yorktown to connect the stories of Indigenous Americans to those of the new United States, while also highlighting their status as sovereign nations who negotiated and made treaties with the new nation, and who were exceptionally impacted by westward expansion.

VI. Curatorial Review

Ms. Andrews reported that for the period January 1 through June 30, 2023, a total of ten artifacts were acquired, through both purchase and donation, with support from the Jamestown-Yorktown Foundation, Inc. She invited Ms. Gruber to tell committee members more about these objects and the stories they can tell.

Ms. Gruber began by observing that the ten artifacts acquired during this period are supported by JYF's Master and Annual Acquisitions plans. She noted that each of these artifacts tell unique stories and foster dialogue about converging cultures, explore local to global connections of the Foundation's core content, engage interaction with history today, and highlight the shared, continuing challenge of reckoning with the revolutionary tensions of the 17th and 18th centuries that continue today. She reviewed, in turn, each of the new acquisitions which included: an abolitionist miniature, the 1791 Fleet's Pocket almanack, a brass collar, two English Delftware Boscobel Oak plates, a James Monroe Indian Peace Medal, a 19-pound pig iron ship's ballast, an engraved silver gorget, a leaf from the first edition of Eliot's Indian Bible, and a Missing and Murdered Indigenous Women (MMIW) gourd created by Deborah Wilkinson of the Upper Mattaponi in honor of her grandmother, Gracie Belle Adams.

As there was no further discussion or questions, Ms. Andrews asked for a motion to endorse accessioning the newly acquired objects. Mrs. Cardwell moved to do so, and with a second by Mr. Palmore, the motion passed.

Ms. Andrews then invited Ms. Gruber to review items undergoing both preventative and interventive conservation during the period January through June 2023. She noted that conservation was undertaken to provide good stewardship of artifacts in the Foundation's collections as well as to care for the artifact loans entrusted to JYF's care.

Ms. Gruber described the conservation efforts underway on the 18th - century copper still made by Francis Sanderson. She also reported on the required, annual conservation assessment of thirty-two artifacts at Jamestown

Settlement on loan from the Mercer Museum. She concluded by discussing the preventative conservation efforts—cleaning case interiors, dusting artifacts, and assessing artifact condition—which are part of the Curatorial team’s routine work that helps ensure damage will not occur in the first place. In conclusion she emphasized that artifacts are non-renewable resources and that the Foundation relies on the Inc. Board’s support to ensure the lasting conservation of each item JYF’s care.

VII. *Ruth E. Carter: Afrofuturism in Costume Design*

Ms. Andrews then turned to the last item on the agenda and invited Dr. Leftwich to, once again, take the floor and provide a brief overview of the upcoming special exhibition: *Ruth E. Carter: Afrofuturism in Costume Design* which is scheduled to open at Jamestown Settlement on May 11, 2024 and run through December 1, 2024.

Dr. Leftwich explained that this travelling exhibition demonstrates the many ways that history inspires the future and will connect Ruth Carter’s work with JYF’s work with historic clothing. She displayed the special exhibition floorplan, describing the exhibit’s platforms which examine the totality of Ruth’s costume design work, including her personal history, and which will conclude by linking to JYF’s own historic clothing work with hands-on activities for visitors.

VIII. Other Business

Ms. Andrews called for any other business to be discussed. None was raised.

IX. Adjournment

Ms. Cousins motioned for adjournment, and with a second from Ms. Cardwell, the Tuesday, October 3, 2023 meeting of the Acquisitions Committee adjourned at 4:30 p.m.

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

Between July and December 2023, several artifact conservation projects were undertaken. Of particular note, is the interventive conservation of a horsehair bow which is now being exhibited, together with a spike fiddle, in the Jamestown permanent gallery depicting the quarters of African and African descended people enslaved in Virginia in the 17th century. Below, are “before” and “after” images of the bow as well as a picture of the bow together with the spike fiddle.

Before



After



Another notable conservation effort focused on the condition assessment and interventive conservation treatment of sixteen Oscar de Mejo paintings from the Foundation's collections which will be featured in the *Fresh Views of the American Revolution* special exhibition scheduled for late 2025 and early 2026 at the American Revolution Museum at Yorktown.

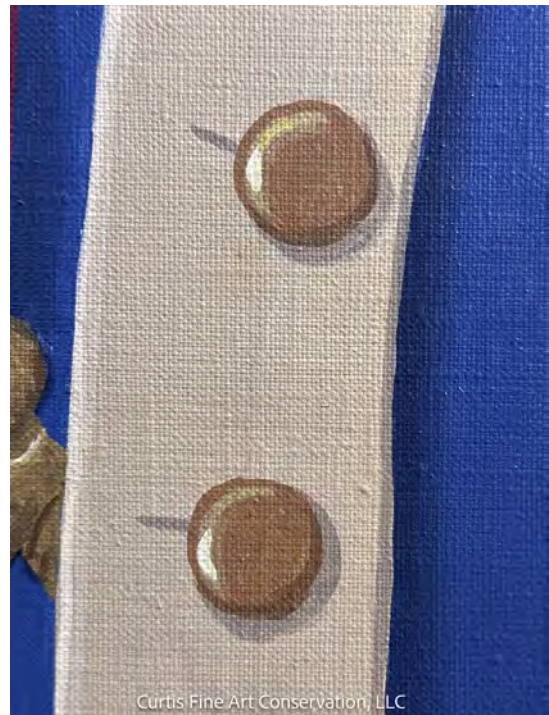
For example, in the painting "The Inauguration of Washington" (*right*), there are a few scuffs in the varnish and also a number of small accretions on the surface, as well as debris caught in the varnish. The photos below demonstrate how one dark accretion was reduced to the extent possible with dampened cotton swabs (*before and after below*).



Before



After



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

For the period July 2023 to December 2023, the Jamestown-Yorktown Foundation Inc. acquired a total of seventeen artifacts: four were purchased and thirteen were acquired via donation. A detailed artifact description may be found on the following pages.

1. English Delftware Plate (*donation*)
2. Pair of Pattens
3. Horizontal Sun Dial
4. Nansemond Story Basket
5. Four Indigenous Pipes (*donation*)
6. Four African Ironmaking Tools and four Drum Bellows (*donation*)

ARTIFACT DESCRIPTIONS

English Delftware Plate

For Use In: American Revolution Museum at Yorktown
Donated by: John Austin

English delftware plate hand-painted in cobalt blue with the initials “A R,” for Anne Regina, astride a crown. A rose and thistle are painted below the royal cipher to commemorate the 1707 Act of Union. The border consists of overlapping wavy lines commonly used by London potters. The shape of the plate without a footring also indicates that it was made in London.

This acquisition supports the Master Acquisitions Plan through the themes *Interactions with History* and *Local to Global Connections*. As illustrated by the recent *Reign & Rebellion* special exhibition, the Stuart monarchy influenced developments in colonial America. JYF had an “A R Act of Union” plate (like the one being offered) on loan from the Colonial Williamsburg Foundation for that exhibition and used it to discuss the 1707 action that not only marked the birth of the British Empire but provided Scotland with commercial and professional opportunities in the colonies. The colonies were no longer English, but British, and all subjects of the new Great Britain were to enjoy equal rights. The resulting proliferation of Scottish merchants bringing fashionable goods to Virginia improved the lives of colonists as did the swell of Scottish immigrants in medical, academic, and governmental positions.



This object could be used to connect to JYF’s focus on religion, spirituality, and belief systems. Until recently, research into the Union painted it as a result of bribery and backdoor deals with Scottish MPs that went against public opinion and the feared loss of Scottish independence. Now it is believed that religion played a bigger role as Scottish adherents to the staunchly Protestant Presbyterian church viewed union with England as the best defense against Jacobitism and the power of Catholic France.

Pair of Pattens

For Use In: American Revolution Museum at Yorktown
Purchased From: Bonham Skinners

Pair of pattens made in America or Europe, 18th or 19th century. Carved wooden sole—probably elm—raised on an iron ring platform, with leather heel cap and grommeted vamps tacked to edge, 25cm wide, 10cm deep, 7cm high (10 1/2in wide, 4 1/2in deep, 3 3/4in high).



This pair of pattens supports JYF's FY24 focus on women's lives during the 17th and 18th centuries. While these types of objects were used by both men and women when they were first devised in the Middle Ages for royalty and nobility, by the 17th century they were mostly used by women. The main purpose of these utilitarian objects is to raise the wearer's feet above wet and dirty surfaces, which could also damage hemlines of long skirts. Period illustrations show they were worn when mopping or doing interior wet jobs as well as when navigating the exterior landscape.

The leather and wood components of pattens do not survive in the ground, but their iron supports have been found archaeologically in Virginia at the James City County Drummond Site (44JC0043), at the Gloucester County Gloucester Town (44GL0146), and at sites around Williamsburg.

These objects could give JYF the opportunity to discuss clothing, and particularly shoes, that were worn, or expected to be worn by Anglo-European, Indigenous, and African women in colonial Virginia.

Horizontal Sundial

For Use In: Jamestown Settlement or the
American Revolution Museum at Yorktown
Purchased From: Brunk Auctions

Bronze horizontal sundial plate and gnomon with the inscription "Redeem ye Tyme" and the date 1709. Roman numerals mark the hours and inscribed dashes mark half and quarter hours. Possibly made in Virginia, it was found in a New Kent County, Virginia dump in the 1980s.



Horizontal sundials such as this one—which has a colonial North American provenance and was intended to be mounted on a garden pedestal—are relatively rare.



Time is an important concept that is not currently being addressed in either of JYF's museums, although the concepts of time consciousness, time discipline, and time pressure could be examined as they developed through the colonial period. Status is associated with the mastery of time in the colonial period and time was used to control and restrict the activities of others. By the mid-17th century, recorded time belonged to the merchants, the owners of laborers (indentured and enslaved), and the gentry. What happens when the concept that time is money, to be regulated and not to be wasted, bumps up against traditional African and Indigenous time-marking through experiential events?

The dial is inscribed "Redeem ye tyme," which is from Ephesians 5:16 and roughly translates to "understand the danger of sin and use time wisely according to God's wishes." The sundial could also be used for interpretations related to: *Religion Spirituality, and Belief Systems*. Not only is the sundial representative of the objects of everyday life bearing religious imagery and/or pious statements, it also allows exploration of the role of the church in disciplined time keeping. Prayers and church attendance were regulated and some of the earliest sundials were placed on churches or in churchyards. The Protestant work ethic that worked hand-in-hand with capitalism to promote the idea that time is money could also be discussed.

Nansemond Story Basket

For Use In:	Jamestown Settlement or the American Revolution Museum at Yorktown
Purchased From the Artist:	Desmond Ellsworth

A reed and chair cane basket with lid; woven with symbols including a sun, representing the Treaty of Middle Plantation (1677) and the modern vibrancy of the Nansemond people.

This acquisition supports the Master Acquisitions Plan through the themes "Interactions with History" and "Cultural Convergence." Interpretively, the basket tells the story of the Treaty of Middle Plantation, a critical outcome of Bacon's Rebellion in Virginia which impacted



Virginia tribal nations in 1677 and still today. The Nansemond are among the nations who signed the treaty with representatives of King Charles II. Among the many outcomes of the treaty is the establishment of Indigenous nations as tributaries to the English government and its representatives in Virginia. Bacon's Rebellion, the Treaty, and its impacts on Indigenous nations including nations' tributary status, tribal reservations, and access to land and resources are key content points in the main galleries at Jamestown Settlement.

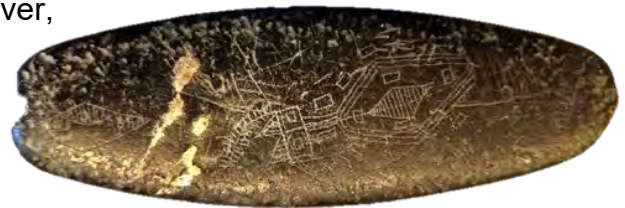
The basket was made by Indigenous Virginian Desmond Ellsworth (Nansemond) who learned traditional basket weaving as a way to connect with his own culture and, importantly, interpret the living cultures and legacies of the Nansemond today.

As it speaks to Indigenous Virginia history past, present, and future, the basket will encourage visitors to ask better questions about the meaning of our shared past and its impacts in the present. Additionally, as an object created by an Indigenous artist telling important Indigenous history and sharing hopes for the future, the basket speaks to the long presence of Indigenous occupation in what is now Virginia, and the impacts of English and European colonization on traditionally inhabited lands and natural resources.

Four Indigenous Pipes

For Use In: Jamestown Settlement
Donated by: Wallace and Liza Gusler

1. Steatite platform pipe found in the York River, c. 150 – 950 C.E. (*right*). The marble inclusions in the steatite suggest that it originated in the Alberene quarry south of Charlottesville, Virginia.
2. Blue-green chlorite obtuse angle pipe found in Sumner County, Tennessee, c. 450-950 C.E. This is a product of the Late Jasper Focus or the Early Hamilton Culture of East Tennessee, which are localized variants of the Mississippian culture that dominated the area that is now the Southeast United States.
3. Clay obtuse angle pipe found in Washington County, Virginia, c. 1250-1650 C.E. This pipe follows the style of earlier pipes. Typical of pipes from this area of the headwaters of the Tennessee River, it is highly burnished. Unusual is its black appearance from being fired in a reduction atmosphere.
4. Clay elbow pipe found in Smyth County, Virginia, c. 1450-1650 C.E. Like pipe #3 clay pipes started appearing in the Late Woodland and Contact periods as smoking spread to the general population and smoking



practices became more secular, no longer restricted to ceremonial use by spiritual leaders.

This collection of pipes not only illustrates how Indigenous cultures of North America interacted—exchanging ideas and materials over a vast network—but also how Indigenous tobacco pipes influenced the shape of pipes first produced by English pipe makers in the late 16th century. These objects also provide the opportunity to explore the artistry of Indigenous tribal groups in the manufacture of their thin-walled, symmetrical, and highly polished pipes.

Tobacco was introduced to Europe in the 16th century, but clay stemmed pipes were not used to smoke it until after the Roanoke expeditions sponsored by Sir Walter Raleigh in the 1580s. The English explorers saw Indigenous people using “certain pipes made of clay to take in the smoke of burning tobacco.” They took clay tobacco pipes with them when they returned to England.

In Tsenacommacah, tobacco was grown as an important ritual substance used in spiritual practices and as a significant part of social ceremonies and intertribal communication. These artifacts connect to the interpretation of Indigenous spiritual beliefs and practices that is a focus for gallery installations and educational programming under the Lilly Endowment grant awarded to JYF. They also speak to the importance of tobacco to the Indigenous cultures and the adoption of the tool used to inhale it by the English, for whom tobacco became the “golden weed” that provided economic stability for their colony in Tsenacommacah.

Drum Bellows and African Ironmaking Tools

For Use In: Jamestown Settlement
Donated by: Wallace and Liza Gusler

1. Figural drum bellows, Nigeria, late 18th- or early 19th-century. The decoration and finish work of the bellows indicate that it was used in ceremonial functions rather than as an everyday blacksmith's working bellows.
2. Figural drum bellows, Gabon, Punu, mid-20th-century. The air holes in the pipes are quite small for common blacksmithing despite the bellow's large overall size suggesting that, like #1, it was designed for ceremonial use.



3. Drum bellows, African, culture unknown, probably early 20th-century, consisting of wood, iron, and aluminum.
4. Drum bellows, African, presented as from Mali by the African trader when acquired in the late 1990s. This rare type of bellows with four air chambers has clear evidence of extensive use and probably served two functions, i.e., one for common blacksmithing combined with the second chambers for iron smelting. The advantage of the longer section would be providing more distance from the intense heat of the furnace.
5. A set of African blacksmith's tools, Ashanti, Ghana (*right*). These four iron tools serve as both anvils and hammers, an independent African development. Their design and use are completely different from European forging traditions. These tools are highly regarded and were prized possessions that descended in blacksmiths' families. This set is extremely rare, having survived intact. Acquired in the late 1990s from an elderly native Ashanti man.



Many visitors to JYF museums are not aware that Africans began making iron from local ores 2,500 years ago and that skilled ironworkers comprised an elite group in West Central Africa. Since this is the region from which the first documented Africans in Virginia came, we have interpreted African blacksmithing in the Angolan diorama at Jamestown Settlement, using a bellows owned by JYF and some iron tools owned by Mercer. Since iron making and working were such important aspects of the African culture that pulled threads politically, spiritually, and economically, it would be possible to make a much bigger and impactful exhibit about the topic in the gallery.

The meanings and importance of ironworking to African cosmologies would be an excellent topic to address through the Lilly Endowment grant. The significance of African metallurgy extends much beyond technology as it was deeply rooted in the ancient cultural world view of many African societies. Both revered and feared for their transformative powers, blacksmiths and smelters were ritual specialists who had to guard their creative processes from interference by supernatural forces. Ceremonial practices were followed to insure approval and protection of the ancestors.



Skilled ironworkers comprised valuable enslaved labor in colonial America for plantation owners and owners of ironworks. In 1766, Governor Fauquier stated that “every Gentleman of property in Land and Negroes have some of their Negroes bred up in the Trade of Blacksmiths and make Axes, Hoes, plough hares and such kind of Coarse work for the use of their plantations” (Gill, 1990, 37). But there are indications that slave traders purposely sought out Africans in iron producing regions for ironworking skills. Recent DNA analysis of skeletal remains from the c. 1774-1850 Catoctin Furnace in Maryland, for instance, has determined that these individuals are genetically identifiable to the area of West Central Africa. A 1761 newspaper ad describes a runaway as “imported in 1760, so that he scarcely speaks any English, but can work at the Smith’s trade, having been employed in his own Country in that way.” (Maryland Gazette August 27, 1761).

This donation gives JYF the opportunity to replace some of the African ethnographic materials on loan from the Mercer Museum. While these objects are primarily seen as replacing or adding to objects that are in the Jamestown Settlement Gallery, they could just as easily be used at Yorktown in a continued discussion concerning the resilience of indigenous African ironworking in the 18th century despite increasing imports of European iron to West Africa and what role the “voyage iron” played in helping to sustain the export of enslaved people.

<p style="text-align: center;">Jamestown-Yorktown Foundation ANNUAL ACQUISITIONS PLAN FY 2025</p>
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Plan Purpose

The purpose of the FY25 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.

FY25 Acquisition Priorities

The upcoming year will focus acquisitions key strategic initiatives, including the Foundation's Indigenous Peoples Initiative and the Religion & Early America project 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 FY25, as we think about both the signature VA250 exhibition, *Give Me Liberty*, 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 FY25 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 that will be ending for the American Revolution Museum at Yorktown in FY25, including:

- The Metropolitan Museum of Art, Benjamin Franklin portrait by Dupleissis (exp. 7/2024)
- 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)

Replacement objects will be sought as these loans are likely due to return to their lenders, with the opportunity to re-image 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 cause us 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 acquisition 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.

FY25 Focus: Religion, Spirituality, and Belief Systems

Through FY27, the Foundation is supported by a \$250,000 grant from the Lilly Endowment to conduct research, planned gallery improvements and educational programming to explore the role of religion in early Virginia.

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

- Religion and spirituality of Indigenous Virginians (recognizing the need to ensure NAGPRA compliance with these artifacts)
- The practice of Catholic devotion in early Jamestown
- English 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, including the Christopher Saur German Language Bible, an African Crucifix, an Eliot Bible Leaf in the Natick dialect of the Wampanoag, a Silver Tutorial Cann, and recently a sundial, which ranged from **\$800 - \$9,375**.

Market Value Estimates for Potential Acquisitions:

- 18th-century Quran, \$10,000 - \$15,000
- Armenian religious objects to tell the story of John Martin at Jamestown, \$8,000
- Catholic devotional medallions and crucifixes - \$500 - \$1,000
- 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.

FY25 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, **ranged from \$325 - \$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

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.

FY25 Focus: Cultural Connections

This theme prioritizes art and artifacts that support the work of the new Indigenous Peoples Initiative (IPI) and future initiatives related to Black history and culture and aims to integrate research and related material culture into our galleries. The IPI 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 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 Indigenous Virginians, enslaved and free people of African descent, and Anglo-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 have already been 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 re-purposing 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 Indigenous Virginians and enslaved and free Africans and people of African descent

Previous Acquisitions connected to the theme, including Portrait of an Unknown Indian Warrior, *The Interesting Narrative of the Life of Olaudah Equiano*, *Some Memoirs of the Life of Job*, 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.

FY25 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 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
- Indigenous movements to assert agency amid Virginia's role in movements to diminish Indigenous history and culture
- 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, and the Peter Force printing of the Declaration of Independence, **ranged from \$625 - \$22,500.**

Market Value Estimates for Potential Acquisitions:

- "Grandma's Cape" painting by Trudith Dyer, \$5,000
- "Forgotten Soldier" sculpture by Titus Kaphar, \$275,00

<p>Jamestown-Yorktown Foundation PUBLIC PROGRAMS July - December 2024</p>
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July 6, 2024 – Talking History Lecture

American Revolution Museum at Yorktown

Historian John Ragosta discusses and signs his book “For the People, For the Country: Patrick Henry's Final Political Battle.”

July 27, 2024 – Cosplay Maker’s Day: *Fashioned in History* Special Program

Jamestown Settlement

Experienced prop makers teach how to create cosplay accessories in anticipation of Jamestown Settlement’s ‘History & Cosplay: A Match Made in Imagination’ costume parade and competition on August 10. Materials fee and advance registration required.

August 3, 2024 – Storytelling Family Day at Jamestown

Jamestown Settlement

JYF offers a variety of interactive programs for families in our local community highlighting the importance of storytelling in preserving history and culture.

August 10, 2024 – History & Cosplay: A Match Made in Imagination

Jamestown Settlement

Historical costumer and cosplay aficionado Shasta Schatz talks about her work and inspiration and emcees an open-call fashion parade and competition with prizes awarded to the audience favorites.

August 17, 2024 – First Africans Commemoration

Jamestown Settlement

A thought-provoking program in remembrance of the first recorded Africans brought into Virginia over 400 years ago and their enduring legacy.

September 15, 2024 – Constitution Day

American Revolution Museum at Yorktown

JYF kicks off Virginia Civics Education week with a range of activities that inspire an understanding of America’s founding document and civic participation.

September 28 & 29, 2024 – Shawnee Indian Encampment

American Revolution Museum

Members of the Shawnee tribes of Oklahoma create a living history encampment to share Native perspectives on the 250th anniversary of Dunmore’s War, waged in the fall of 1774 by Virginia’s Royal governor, Lord Dunmore, against Shawnee and Mingo nations on the borderlands of Virginia. Programs and cultural demonstrations ongoing throughout the weekend.

October 19, 2024 – Victory at Yorktown

American Revolution Museum at Yorktown

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

October 25-26, 2024 – Family Frights

Jamestown Settlement

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

November 8, 2024 – Yorktown Tea Ball

American Revolution Museum at Yorktown

Bring your dancing shoes and your revolutionary spirit and spend the evening celebrating the 250th anniversary of the Town of York's very own Tea Party.

November 11, 2024 – Veterans Day Commemoration

American Revolution Museum at Yorktown

JYF offers a special Veterans Day ceremony at 11 a.m. at the American Revolution Museum at Yorktown to mark the service of military veterans, past and present. All veterans, active duty, reserve and retired military personnel and up to three family members can enjoy free admission during the day to our museums.

November 29-30, 2024 – Foods & Feasts of Colonial Virginia

Jamestown Settlement & American Revolution Museum at Yorktown

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

December 14, 2024 – A Christmas Evening at the American Revolution Museum at Yorktown

American Revolution Museum at Yorktown

Enjoy an evening of Christmas cheer in the 18th century. Meet Santa, take part in Christmas crafts, hear holiday stories and music, and visit the Continental Army encampment and Revolution-era Farm site to see how the soldiers and colonists prepared for a holiday evening.

December 20-31, 2024 – Christmastide in Virginia

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.)

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

**Thursday, May 2, 2024
Jamestown Settlement
Upstairs Conference Rooms A-B
9:00 AM**

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

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

AGENDA

- I. Call to Order – Mr. James**
- II. Approval of Minutes: November 14, 2023 – Mr. James *(Action required)***
p. 73
- III. Human Resource Metrics – Mrs. Shelhorse**
- IV. DOI Report and Goals – Mr. Mozingo**
p. 77
- V. Employee Engagement Survey Update – Mr. Mozingo**
p.78
- VI. FY2024 Additional Budget Impacts – Dr. Machie *(Action required)***
p.79
- VII. Other Business – Mr. James**
- VIII. Adjournment – Mr. James *(Action required)***

Committee Members Present: Buddy Fowler, Steve Adkins, Gloria Chambers, Julie Dime, Sue Gerdelman, Connie Kincheloe, Mamie Locke, Cassandra Newby-Alexander.

Committee Members Absent: Anedra Bourne, Charles James, Louise Lucas.

Board Members Present: Amanda Batten, TJ Cardwell (Inc Director), Terry Hall, Monty Mason, Tommy Norment.

Staff Present: Nancy Coffey, Christy Coleman, Mariruth Leftwich, Lisa Lucas, Juliet Machie, Coy Mozingo, Will Nixon, Melissa Thompson, Glenda Turner.

I. Call to Order

The meeting of the Administration and Personnel Committee was called to order by Delegate Fowler, on Tuesday, November 14, 2023, at 2:50 p.m. at the American Revolution Museum at Yorktown.

II. Approval of Minutes

Delegate Fowler referred members to the minutes of the May 4, 2023 meeting. Chief Adkins moved and Mr. Hall seconded approval of the committee meeting minutes. The motion was approved by unanimous vote.

III. Human Resources Metrics

Delegate Fowler introduced HR Operations Manager Mrs. Nancy Coffey and she shared the following highlights of the key HR takeaways from 2021 through October of 2023. Our average classified employment level in on the way back up, as are our wage employee levels. Turnover at the end of FY23 was 14.9% as numbers have stabilized from the previous removal of dozens of furloughed and inactive wage staff from the database. Our time to fill positions is back within the state mandated goal of 50 days. Currently, the average time to fill a position is 49 days. We've been taking advantage of advertising several of our difficult positions through AAM and this required a 30-day posting time as opposed to the 2-week timeframe we typically recommend, thus increasing the time to fill average. We also had two difficult to fill Development positions that we are happy to report are now filled. Our applicant pool is down slightly from previous years, and we expect this is due to DHRM rolling out the new PageUp recruitment management system. Upon initial rollout, all our jobs were not automatically picked up on other sites like Indeed.

Thankfully these issues have been addressed and we are seeing applicant numbers on the way up again. The percentage of male applicants is up as is the percentage of minority applicants.

The Onsite Education Group Educator position is again one of the highest turnover positions. As we have changed our approach to recruiting these roles and are now able to bring in more candidates that meet the minimum qualifications, we are able to give more qualified applicants an opportunity to succeed as Museum Educators. Our facilities technician position was the most difficult role to fill in recent months. Since the pandemic, essential personnel in such trade's areas can command a much higher salary than just a few years prior. We had to get creative with offering other sign on incentives but happy to report that this position has been filled. Mrs. Coffey also shared Demographic Data enclosure, showing a breakdown by all staff and another breakdown of staff in leadership positions. Over all staff diversity is about 20%, that's another 2% increase since the last update in May of this year. Mrs. Coffey concluded her report and asked if there were any questions; none were heard.

IV. Succession Planning Strategies

Delegate Fowler introduced HR Director Mr. Coy Mozingo to speak to succession planning strategies for the agency. Mr. Mozingo provided the following information: As part of the recent workforce planning process required of state agencies, the Jamestown-Yorktown Foundation provided data on our current continuity of operations status to the Department of Human Resources management. We examined the workforce to identify potential risk factors and develop action plans associated with anticipated employee retirements. For the purposes of workforce planning and management, full-time classified JYF employees were divided into critical leadership and non-critical classes. Critical leadership employees occupy positions which, if left unfilled, will have a significant impact on the basic operations of the agency, leave the agency without key leadership, and will prevent the agency from fulfilling its mission. Currently, the agency has identified 59 critical positions. Examining the agency's critical leadership workforce, 8% of critical leadership employees are currently eligible for retirement. An additional 8% are eligible for retirement over the next 60 months. Reviewing our agency classified workforce in its entirety, 45% of full-time classified employees will be eligible for retirement over the next decade. 31% of the full-time classified workforce is either currently eligible for retirement or will be eligible for retirement over the next 60 months. Many of the positions in the agency are unique educational or technical positions for which a very limited pool of skilled and available potential employees exists. In addition, there is significant pressure on all

positions due to the local tourism-based economy and the numerous public and private organizations that offer competitive pay and benefits for our current and potential employees. Key employers in the region, including Colonial Williamsburg, Busch Gardens, and the College of William and Mary, compete with JYF for skilled and qualified employees at many levels. The Foundation is highly reliant on non-general funded wage positions which are susceptible to turnover in this market. Non-general fund personnel, both classified and wage, are critical to the generation of key non-general funds to support agency operations. The agency has a turnover rate among full-time classified personnel of 13.4% which is less than the last reported statewide rate of 15.6%. 43% of full-time classified employees who left the agency had less than five years of service in their position. Additional review of this area is needed, and the agency intends to study the data that will be provided by DHRM's exit interview survey program to identify trends and issues related to employee turnover. JYF will take the following steps as part of a succession planning action plan:

A. The Foundation will create new succession plans for future key leadership transitions. The plans will identify the key attributes desired of candidates in these positions, outline a search strategy, and provide direction to senior staff regarding onboarding of these critical leadership personnel.

B. During the upcoming Employee Work Profile review this December/January, Human Resources will analyze the KSAs and minimum requirements for each role to ensure that hiring managers and supervisors have accurately identified those areas. This will allow more effective and beneficial career development for internal staff.

C. The Foundation will continue a targeted classification and compensation review each year and, if funding is available, utilize the results of the review to stabilize high turnover positions, with the goal of having all positions within the median salary of other state jobs within the next 5 years. Additional work force stability can offer the agency the opportunity to obtain a return on investment on recruitment and training.

D. For critical positions that may retire in the next five years, the agency will identify and develop a succession strategy to guide the Foundation through the process of replacing these key leaders. These strategies may include cross training of personnel, identification of key training requirements and core competencies, and the development of career ladder programs.

E. The Foundation will review selection, recruitment procedures, and onboarding practices to ensure that new hires are fully acclimated to the agency, its organizational culture, mission, and policies.

Mr. Mozingo concluded his report and asked if there were any questions. Senator Normont inquired about how critical positions were identified and Mr. Mozingo responded that DHRM provided a tool during the workforce planning process to answer key questions to aid in defining a mission critical role.

V. FY2024 Additional Budget Impacts

Delegate Fowler introduced Deputy Executive Director Dr. Juliet Machie to speak about additional budget impacts for FY24, specifically the approval of a 2% salary increases for eligible wage staff members in December. Dr. Machie addressed the committee and stated that the wage increase had already been approved during the May meeting and no further action was required.

VII. Other Business

Delegate Fowler called for any other business then addressed Mr. Mozingo and Executive Director Mrs. Christy Coleman to speak to the committee about the upcoming third-party administered employee engagement survey hosted by Gallagher. Mr. Mozingo presented a high-level overview of the process and shared the proposed timeline for completion. It is assumed that the survey will begin sometime in March of 2024 and results will be shared in early May of 2024.

VIII. Adjournment

There being no further business, Delegate Fowler called for a motion to adjourn the meeting. Chief Adkins made a motion, which was seconded Dr. Newby-Alexander and approved by all. Delegate Fowler officially adjourned the meeting at 3:45 p.m.

Diversity, Opportunity, and Inclusion 2023 Annual Report

Agency: Jamestown-Yorktown Foundation

Year: 2023

<p>2023 Accomplishments</p>	<p>Plan Goal 1: Access & Success</p> <ul style="list-style-type: none"> • Objective 1: Improved hiring processes and increased access to potential applicants from diverse populations by expanding our recruitment advertising to historically underrepresented areas, training HR staff in the use of the alternative hiring process for people with disabilities and used interview panels that included members of diverse backgrounds and/or perspectives resulting in a marked increase in staff diversity from previous year. • Objective 2: Conducted first employee engagement survey, gathered exit interviews, and promoted training and development opportunities to all staff levels to retain and promote a diverse workforce. <p>Plan Goal 1: Welcoming & Respectful Culture</p> <ul style="list-style-type: none"> • Objective 1: Informed staff on Civility in the Workplace Policy through on-site trainings, onboarding, direct emails from senior leadership, and in one-on-one interactions between HR and staff. • Objective 2: Informed all staff of options available to resolve conflict through counseling and mediation and in January developed a standardized process for addressing all concerns and complaints. <p>Plan Goal 1: State Agency DOI Infrastructure & Training</p> <ul style="list-style-type: none"> • Objective 1: Elements of the previous agency DEI plan were incorporated into the overall agency strategic plan. Focus groups were created and HR staff attended multiple diversity, equity, and inclusion strategic planning training sessions. • Objective 2: Reviewed and revised recruitment and retention policy to remove barriers from entry. Began review of other agency policies and established timelines for revision. • Objective 3: Offered multiple training and professional development opportunities for staff in areas such as: Civility in the Workplace, Customer Service, and Belonging and Inclusion.
<p>2024 Agency DOI Goals</p>	<p>Plan Goal 1: Access & Success</p> <ul style="list-style-type: none"> • Objective 1: Continue training in the new applications available in PageUp to improve our recruitment and selection process. • Objective 2: Conduct new employee engagement survey in April. Review and share those results with leadership, staff, and the board – create plan to address areas of opportunity. <p>Plan Goal 1: Welcoming & Respectful Culture</p> <ul style="list-style-type: none"> • Objective 1: Create an ADA and Accessibility focus group and conduct first accessibility audit of all agency facilities. Create a plan to address areas of opportunity. • Objective 2: Create an official policy to hold accountable and inform staff of the standard process for addressing concerns and complaints. <p>Plan Goal 1: State Agency DOI Infrastructure & Training</p> <ul style="list-style-type: none"> • Objective 1: Incorporate new agency DOI plan into JYF strategic plan. • Objective 2: Work with leadership to develop DOI reporting procedures. • Objective 3: Continue offering DOI training opportunities to staff.



Jamestown-Yorktown Foundation
Virginia

Consultant(s): Chris Dustin

	Due Date				
	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Planning					
Assign survey project team	02/08/24				
Initial survey planning meeting	02/15/24				
Follow-up on survey content		3/1/24			
Cutoff date for new hires to be included in survey file		3/1/24			
Send HRIS file for coding		3/4/24			
Final survey content		3/18/24			
Review online survey		3/25/24			
Final survey invitation/reminder/extension text		3/25/24			
Whitelist server and email addresses		3/25/24			
Final reporting structure		3/26/24			
Communicate survey details to organization leaders		3/26/24			
Administration					
Begin survey			4/2/24		
Send reminder email to participants			4/10/24		
End survey (advertised date)			4/16/24		
End survey (planned extension)			4/23/24		
Survey Results					
Final KnowledgeNow reporting assignments				5/13/24	
Initial survey results meeting				5/24/24	
Executive overview session				5/31/24	
Manager training sessions					6/7/24
Follow-up coaching sessions with management					TBD

<p style="text-align: center;">Jamestown-Yorktown Foundation FY25 STATE BUDGET IMPACTS</p>
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Fiscal Year 2025 Compensation Adjustments

The Virginia state budget for FY25 has not been approved. However, the current proposed budget is based off HB30 and committee reports. These contain several items related to compensation adjustment that impact the employees of the Jamestown-Yorktown Foundation.

- **Statewide Base Salary Increases:** HB30 proposes a 3% base salary increase effective June 10, 2024, for classified employees who earn a rating of “Contributor” or above on their annual performance evaluation.

Financial Impact – Classified Statewide Base Salary Increases

- The Jamestown-Yorktown Foundation has an authorized Maximum Employment Level (MEL) of 176 full time classified employees. Currently, the agency has budgeted for 166 active positions with 7 positions held vacant for FY2025 to reduce costs.
- The General Fund provides funding for 109 positions, or 66% of the classified workforce. The agency utilizes Non-general Funds to support the salaries and benefits of the remaining 57 positions, or 34% of the workforce.
- The total cost of providing the required 3% classified base salary increase is \$354,200.

Financial Impact – Wage Compensation Adjustments

- Extending the 3% base salary increase to the agency’s part-time wage personnel will require an estimated \$41,219 in non-general funds.

Approval is requested to extend the state mandated 3% compensation adjustment to JYF’s classified and part-time employees. Approval is also requested to adjust the compensation levels, if necessary, to reflect the approved compensation levels, when the state budget is finalized.

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

**Thursday, May 2, 2024
Jamestown Settlement
Upstairs Conference Rooms A-B
10:15 A.M.**

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

Ms. Suzanne O. Flippo
Ms. Daun S. Hester
Senator Mamie E. Locke
Speaker Don L. Scott, Jr.

AGENDA

- I. Call to Order – Mr. Dendy**
- II. Approval of Minutes: November 15, 2024 – Mr. Dendy (*Action required*)**
p. 81
- III. Board of Trustees Composition – Mr. Dendy**
p. 82
- IV. House and Senate Appointments – Mr. Dendy**
- V. Other Business – Mr. Dendy**
- VI. Adjournment – Mr. Dendy**

Members Present: Ben Dendy, Daun Hester, Monty Mason and Ken Plum.

Members Absent: Marshall Acuff, Todd Gilbert, Mamie Locke and Tommy Norment.

Staff: Christy Coleman and Lisa Lucas.

I. Call to Order

Chairman Dendy called the Wednesday, November 15, 2023, meeting of the Jamestown-Yorktown Foundation Nominating Committee to order at 8:35 am at the American Revolution Museum at Yorktown.

II. Approval of Minutes

Mr. Dendy called for a motion to approve the minutes from May 4, 2023, as presented in the meeting packet. Senator Mason made a motion with a second by Delegate Plum. The minutes were approved as presented.

III. Board Leadership

Mr. Dendy proposed the election of Senator Norment to a one-year board elected position, effective January 10, 2024, when it is anticipated he will retire from the General Assembly, and therefore no longer a Senate appointment to the Board of Trustees. Mr. Dendy called for motion to approve the election of Senator Norment. Ms. Hester made a motion, Senator Mason seconded, and all present approved.

IV. Board Appointments

Mr. Dendy proposed the re-election of Mr. Acuff, Mrs. Gerdelman, and Ms. Leopold to one-year board elected positions, and the election of Ms. Flippo to a one-year board elected position and shared this will fill all five available board elected positions for 2023-2024. Mr. Dendy called for motion to approve the re-election of Mr. Acuff, Mrs. Gerdelman, and Ms. Leopold, and the election of Ms. Flippo. Ms. Hester made a motion, Senator Mason seconded, and all present approved.

V. Adjournment

There being no further business, Mr. Dendy adjourned the meeting of the Nominating Committee for the Jamestown-Yorktown Foundation Board of Trustees at 8:55 am on Wednesday, November 15, 2023, in Yorktown.

<p>Jamestown-Yorktown Foundation BOARD OF TRUSTEES COMPOSITION</p>
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EX OFFICIO MEMBERS

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

Governor of Virginia Glenn A. Youngkin
Lieutenant Governor of Virginia Winsome Earle-Sears
Attorney General of Virginia Jason S. Miyares
President Pro Tempore of the Senate L. Louise Lucas
Speaker of the House Don L. Scott, Jr.
Chairman of House Appropriations Luke D. Torian
Senate Finance Chair L. Louise Lucas
Secretary of Education Aimee R. Guidera

SENATE OF VIRGINIA

APPOINTEES (Four per Code of Virginia)
(Terms concurrent with elected term)

J.D. "Danny" Diggs
Mamie E. Locke
Ryan T. McDougale
Schuyler T. VanValkenburg

HOUSE OF DELEGATES

APPOINTEES (Eight per Code of Virginia)
(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; Twelve Eight per Code of Virginia)

Terms Expiring in 2024

Anedra W. Bourne
Daun S. Hester
Connie Kincheloe

Terms Expiring in 2025

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

Terms Expiring in 2026

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

Terms Expiring in 2027

Victoria L. Vasques
Julianna M. Dime
Leslie Sanchez

BOARD ELECTED MEMBERS

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

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

PRESIDENT, JAMESTOWN-YORKTOWN FOUNDATION, INC.

(Term concurrent with term as president)

Terry E. Hall

CHAIRMAN EMERITI

(Life Term)

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

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

**Thursday, May 2, 2024
Jamestown Settlement Museum
Ed. Wing, Classrooms A-B-C
10:45 AM**

Mr. Thomas K. Norment, Jr.
Chair, Executive Committee

Delegate Delores L. McQuinn,
Chair, Finance Committee

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

Vacant,
Vice Chair, Finance Committee

AGENDA

- I. Call to Order – Mr. Norment**
- II. Approval of Minutes – Mr. Norment** *(Action Required)*
November 15, 2023
p. 85
- III. FY 2024 YTD Financial Report – Delegate McQuinn**
 - A. FY 2024 YTD Financial Report
p. 89
 - B. FY 2024 YTD Performance Measures
p. 93
- IV. FY 2025 Proposed State Operating Budget – Dr. Machie**
(Action Required)
p. 94
- V. Executive Director's Report – Ms. Coleman**
 - A. Funding for Susan Constant Renovations
 - B. VITA Issues Update
- VI. Closed Session – Executive Director's Performance Report**
- VII. Other Business – Mr. Norment**
- VIII. Adjournment – Mr. Norment**

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

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

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

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

Guest Present: Mme. Cooper.

I. Call to Order

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

II. Approval of Minutes

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

III. FY2024 Financial Report

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

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

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

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

IV. FY 2025 Budget Planning & Priorities

Senator Hanger asked that Dr. Machie present the FY2025 Budget Planning and Priorities, starting on page 117 of the packet. Dr. Machie presented the budget plan and priorities as outlined on pages 117 and 118 of the meeting packets. She highlighted human capital, information technology, programs, equipment replacement, capital and maintenance reserve projects, and Susan Constant repairs as strategic priorities that would have significant impact on the FY25 budget. Senator Hanger asked if there were any questions. Mrs. Sanchez asked if cyber security was a consideration within these strategic priorities. Dr. Machie stated that cyber security has a huge impact, and that JYF has been mandated to establish an Information Security Office, and to hire an information security officer, however, the mandate has no funding attached to it. Ms. Coleman added that JYF's IT operations as governed under the Virginia Information Technology Agency (VITA), is cost prohibitive, and restrictive, specific to the freedom and flexibility that we need to operate, using technologies that benefit museum and education goals. There were extended discussions on VITA's governance and aggressive markup expenses. Delegate McQuinn recommended to the Chair that a committee is formed to research this situation further and to provide a resolution beneficial to JYF and other similar agencies of the Commonwealth. Mr. Dendy recommended that all the museums come together and make a request to the legislature. Ms. Coleman responded that all the museums did come together and submitted requests to the Secretary of Education. Mrs. Gerdelman suggested that the matter should be routed to the legislative task force to pursue this further.

V. Other Business

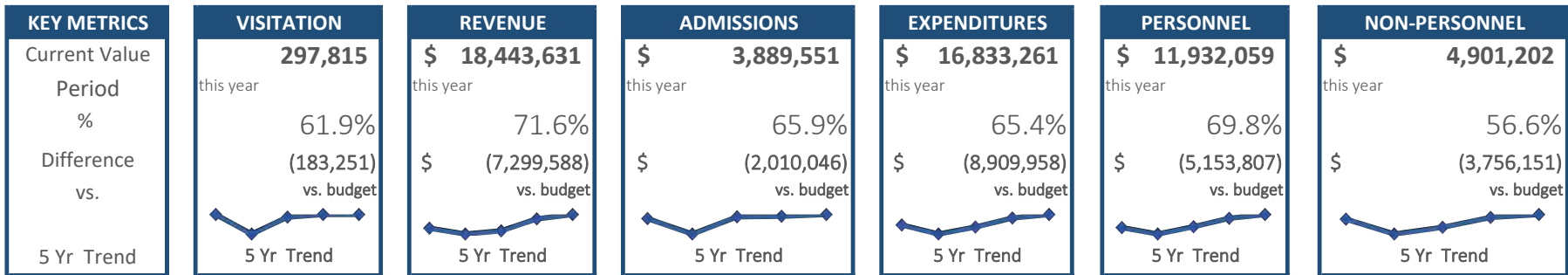
Senator Hanger called for any other business, and there was none heard. Senator Hanger did take this opportunity to make comments regarding the large cruise ships that will be coming to Yorktown and that JYF should be thinking of programming that could capture this audience as well as the VA250th event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

VI. Adjournment

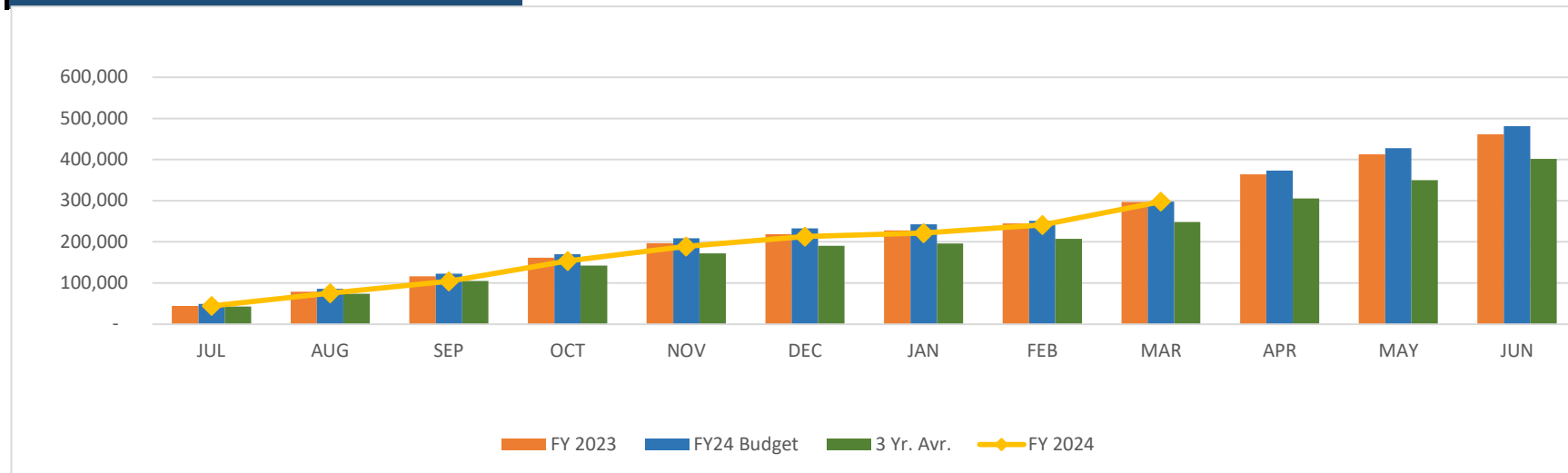
There being no further business, the November 15, 2023, Joint Executive and Finance Committees meeting was adjourned by Senator Hanger at 11:42 a.m.

Jamestown-Yorktown Foundation

March 2024



VISITATION - Cumulative

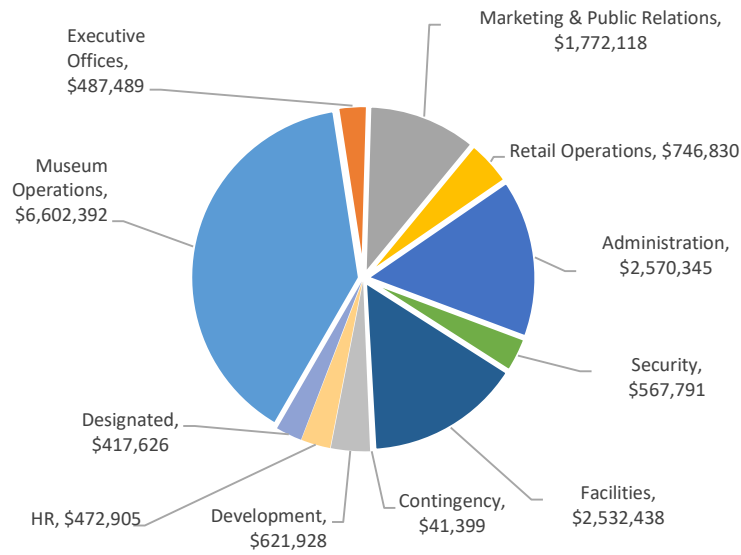


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY 2024	44,137	74,980	104,153	153,590	188,912	212,790	221,686	240,718	297,815	-	-	-
Budget	49,243	86,050	121,927	169,748	208,590	232,890	242,148	251,393	298,217	373,101	427,441	481,066
FY 2023	44,206	78,650	115,929	161,237	196,448	190,381	227,579	245,136	297,466	364,295	412,667	462,014
3 Yr. Avg	43,131	73,702	104,903	142,263	171,698	218,791	196,373	207,515	248,318	305,564	349,978	401,437

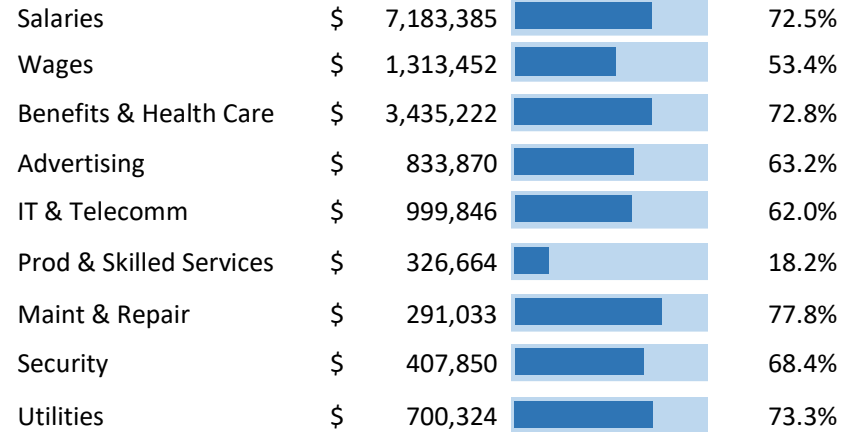
Jamestown-Yorktown Foundation

March 2024

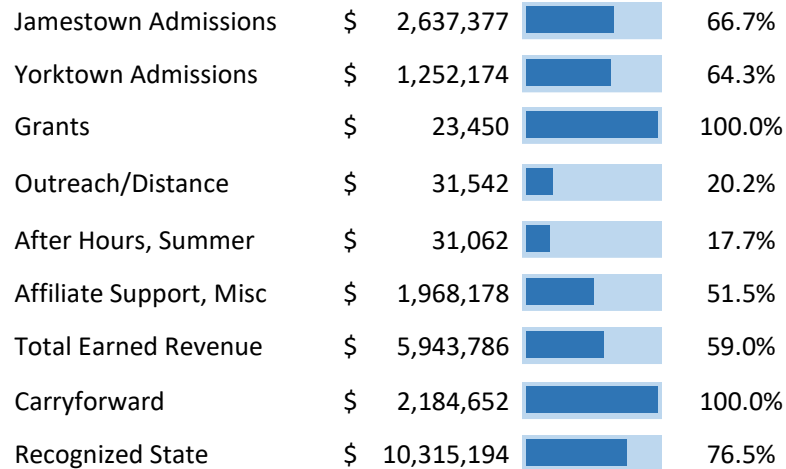
Expenditure by Departments



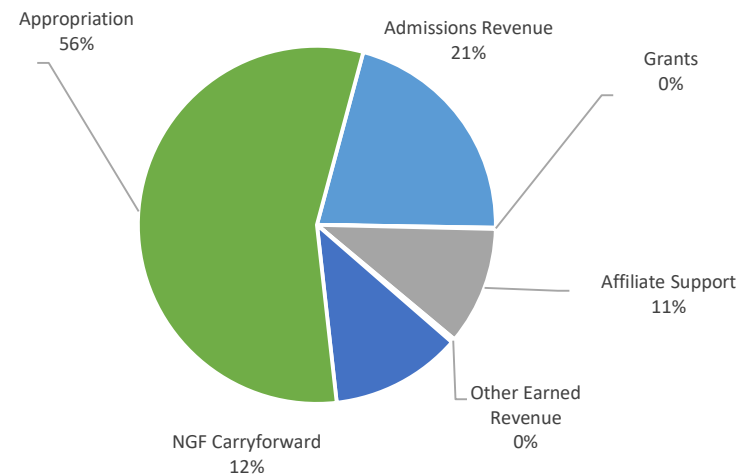
Key Expenditures vs. Budget



Revenues vs. Budget



Revenues



Statement of Revenues and Expenditures

From 03/01/2024 through 03/31/2024

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	\$ 2,637,377	\$ 3,952,357	\$ (1,314,980)	66.7%	\$ 2,563,700	\$ 73,677	102.9%
3	Yorktown Admissions	<u>1,252,174</u>	<u>1,947,240</u>	<u>(695,066)</u>	<u>64.3%</u>	<u>1,163,772</u>	<u>88,402</u>	107.6%
4	Total Admissions	<u>\$ 3,889,551</u>	<u>\$ 5,899,597</u>	<u>\$ (2,010,046)</u>	<u>65.9%</u>	<u>\$ 3,727,472</u>	<u>\$ 162,078</u>	104.3%
5	Grants	23,450	23,450	-	100.0%	116,000	(92,550)	20.2%
6	Outreach	31,542	156,200	(124,659)	20.2%	57,043	(25,502)	55.3%
7	After Hrs, Summer Camps	31,062	175,178	(144,116)	17.7%	40,688	(9,626)	76.3%
8	Affiliate Support & Misc	1,968,178	3,824,873	(1,856,695)	51.5%	2,307,149	(338,972)	85.3%
9	Other Revenue	<u>4</u>	<u>-</u>	<u>4</u>	<u>N/A</u>	<u>37,092</u>	<u>(37,088)</u>	0.0%
10	Total Earned Revenues	<u>\$ 5,943,786</u>	<u>\$ 10,079,298</u>	<u>\$ (4,135,512)</u>	<u>59.0%</u>	<u>\$ 6,285,445</u>	<u>\$ (341,659)</u>	<u>94.6%</u>
11								
12	NGF Carryforward	2,184,652	2,184,652	-	100.0%	1,291,592	893,060	169.1%
13	Recognized State Approp	10,315,194	13,479,270	(3,164,076)	76.5%	9,682,983	632,211	106.5%
14								
15	Total Revenue	\$ 18,443,631	\$ 25,743,220	\$ (7,299,588)	71.6%	\$ 17,260,019	\$ 1,183,612	106.9%
16								
17	Expenditure							
18	Personnel Costs							
19	Salary	\$ 7,183,385	\$ 9,910,321	\$ 2,726,936	72.5%	\$ 6,600,632	\$ 582,753	108.8%
20	Benefits	1,950,031	2,618,951	668,920	74.5%	1,956,191	(6,161)	99.7%
21	Health Care	1,485,191	2,098,688	613,497	70.8%	1,436,497	48,694	103.4%
22	Wages	<u>1,313,452</u>	<u>2,457,906</u>	<u>1,144,454</u>	<u>53.4%</u>	<u>1,263,985</u>	<u>49,468</u>	103.9%
23	Total Personnel Costs	<u>\$ 11,932,059</u>	<u>\$ 17,085,866</u>	<u>\$ 5,153,807</u>	<u>69.8%</u>	<u>\$ 11,257,305</u>	<u>\$ 674,754</u>	106.0%
24	Advertising	833,870	1,320,272	486,401	63.2%	744,909	88,962	111.9%
25	Insurance, Bank Fees, Audit	343,696	469,665	125,969	73.2%	346,668	(2,973)	99.1%
26	IT & Telecomm	999,846	1,611,784	611,938	62.0%	1,007,954	(8,108)	99.2%
27	Maintenance & Repair	291,033	374,215	83,182	77.8%	364,642	(73,609)	79.8%
28	Production & Skilled Services	326,664	1,799,334	1,472,670	18.2%	245,384	81,280	133.1%

Line		<i>Current Year</i> <i>Actual</i>	<i>Total Budget</i>	<i>Variance to Total</i> <i>Budget</i>	<i>Percent of</i> <i>Budget</i>	<i>Prior Year Actual</i>	<i>Variance to Prior</i> <i>Year</i>	<i>Percent of</i> <i>Prior Year</i>
29	Security	407,850	596,202	188,352	68.4%	364,462	43,388	111.9%
30	Travel, Training, Lodging	172,274	351,881	179,607	49.0%	175,062	(2,788)	98.4%
31	Utilities	700,324	955,219	254,895	73.3%	675,810	24,514	103.6%
32	Equipment, Fixed Assets	360,439	468,909	108,470	76.9%	309,982	50,457	116.3%
33	Other	465,206	709,873	244,667	65.5%	420,477	44,729	110.6%
34	Total Non-Personnel Costs	\$ 4,901,202	\$ 8,657,354	\$ 3,756,151	56.6%	\$ 4,655,351	\$ 245,852	105.3%
35	Total Expenditure	\$ 16,833,261	\$ 25,743,220	\$ 8,909,958	65.4%	\$ 15,912,656	\$ 920,606	105.8%
36								
37	Net Revenue	\$ 1,610,370	\$ -	\$ 1,610,370	N/A	\$ 1,347,363	\$ 263,007	119.5%

Jamestown-Yorktown Foundation
FY24 Operating Budget
THIRD QUARTER PERFORMANCE MEASURES REPORT

Key: Performance Measure Met - ● Not Met - ●

1. ● **Percent of visitors surveyed rating their experience “Good” or “Excellent.”** **[KEY MEASURE]** *The goal is to maintain a visitor satisfaction rating of 95+% “Good” or “Excellent” based on a scale of “Excellent,” “Good,” “Fair,” or “Poor.”*

Customer survey results for the third quarter of FY24 were 99.5% “Good” or “Excellent” ratings.¹

2. ● **Non-general funds generated through paid visitation per dollar spent on advertising and marketing.** *The goal is to obtain \$7.50 of admissions revenue for each \$1 spent for direct media advertising.*

At the end of the third quarter of FY24, the ratio of admissions revenue to direct media advertising was \$4.67 to 1. This is based upon revenues of \$3,889,550.74 and direct media expenditures of \$832,021.43. This reflects the timing of visitors versus the timing of the advertising campaign and typically the ratio declines as the year progresses.

3. ● **Number of on-site education students served.** **[KEY MEASURE]** *The goal is to serve 129,000 students in on-site structured education during FY24.*

On-site education program participation was 96,239 YTD in the third quarter of FY24, which is 74.6 % of the annual goal.

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

At the end of the third quarter of FY24, there were 38,216 students served in 73 Virginia school districts through the outreach education programs. This is 51.9% of the annual goal.

5. ● **Number of complaints concerning the maintenance or operation of the JYF facilities on the visitor surveys.** *The goal is to have fewer than 5% of visitor surveys reflect complaints concerning the maintenance or operations of the JYF facilities.*

Through the third quarter of FY24, 2.77% of customer surveys included complaints regarding the maintenance or operation of the facilities.¹

¹ Survey results include data collected through Q2. No additional surveys will be collected in FY24.

Jamestown-Yorktown Foundation Proposed Fiscal Year 2025 Budget Summary

Fiscal Year 2025 Proposed Budget

Estimated FY2025 budgeted resources total \$24,408,349. This represents a \$653,755 (2.8%) increase from the original FY2024 budget approved last spring. The increase is primarily due to a state mandated pay increase, increased insurance costs, and agency service charges.

In FY2025, we anticipate continued recovery of the tourism and hospitality markets. However, the visitation patterns seem to be shifting and may contribute to increases in off season travels. We will continue to monitor this trend and determine if it will have any continuing impacts.

Revenues					
	3 Year Average	FY 2024 Original	FY 2025 Proposed	\$ Change	% Change
Admissions	5,064,174	5,899,597	5,968,145	68,548	1.2%
NGF Revenues	743,704	4,548,689	5,116,460	567,771	12.5%
State Appropriations	11,609,886	13,306,308	13,323,744	17,436	0.1%
Total	\$17,417,764	\$23,754,594	\$24,408,349	\$653,755	2.8%
Expenses					
	3 Year Average	FY 2024 Original	FY2025 Proposed	\$ Change	% Change
MOE	6,991,116	9,706,269	9,905,921	199,652	2.1%
Executive	544,020	642,413	644,264	1,851	0.3%
Marketing	2,113,330	2,381,246	2,335,688	(45,558)	-1.9%
Administrative	7,235,919	10,038,244	10,679,912	641,668	6.4%
Development	627,007	986,422	842,564	(143,858)	-14.6%
Total	\$17,511,391	\$23,754,594	\$24,408,349	\$653,755	2.8%

Key Highlights and Assumptions

This budget has been built in conjunction with the Jamestown-Yorktown Foundation, Inc., and Jamestown-Yorktown Educational Trust budgets. In FY2025 the following factors and assumptions have driven the budget development process across all three budgets.

- Expenditures continue to be evaluated across all three budgets to determine the most practical budget based on funding and procurement requirements.
- The proposed budget includes personnel increases for the proposed state mandated pay increase of 3% for all classified employees. Wage positions will also be eligible to receive a 3% salary increase.
- Several vacant positions have been delayed until additional funding becomes available to support these positions.
- Visitation levels are anticipated to be held relatively flat to FY2024 adjusted budget levels. We anticipate serving 453,417 visitors. This is comprised of 304,477 visitors at Jamestown and 164,890 at Yorktown.

- The use of \$118,132 in restricted reimbursements to offset personnel and administration costs from the Lilly Grant.
- The FY2025 Proposed budget assumes a recovery of \$365,798.00 in prior year reimbursables from the Inc to assist with personnel costs associated with Development.
- Agency vacancy is set to \$300,000 reflecting the average natural vacancy of the agency.

Staffing Changes and Compensation

	3 Year Average	Original FY24 Budget	Proposed 2025 Budget	Variance	Change %
Benefit	\$ 2,025,047	\$ 2,616,339	\$ 2,486,851	\$ (129,488.00)	-4.95%
Health	\$ 1,694,696	\$ 2,098,688	\$ 2,198,688	\$ 100,000.00	4.76%
Salaries	\$ 7,315,775	\$ 9,950,775	\$ 10,220,609	\$ 269,834.00	2.71%
Vacancy	\$ -	\$ (300,301)	\$ (300,000)	\$ 301.00	-0.10%
Wage	\$ 1,233,109	\$ 2,444,572	\$ 2,588,507	\$ 143,935.00	5.89%
NPS	\$ 5,175,091	\$ 6,780,021	\$ 7,240,780	\$ 460,759.00	6.80%

- The FY2025 Proposed budget includes personnel increases for the anticipated State request pay increase of 3% for all classified employees and wage employees.
- The FY 2024 Proposed budget assumes an increase in employee healthcare premiums totaling \$100,000 which is a 4.76% increase from FY 2024. The is due to changes in employee benefit elections and increased employer portions for insurance premiums.

Operating Expenses

- Operating Expenses have increased overall by 2.8% due to increased supply chain costs in some areas, salary increases and a few one-time expenses for software upgrades in IT.
- \$145,000 has been allocated for the FY2025 equipment rotation to address aging equipment around the agency.
- This also reflects increases in Agency Central Costs for insurance and Agency service charges based on FY24 actuals.

Recoveries

- This year we included \$118,132 in restricted recoveries from the Lily grant.
- Trust reimbursables have increased \$75,102 or 6.2% YoY. This is primarily due to increases in giftshop personnel costs. Proceeds from the Trust have decreased \$53,781 due to market changes.
- Inc Reimbursables have increased \$87,212 YoY or 8.1%. This is primarily due to increased personnel costs.

Jamestown-Yorktown Foundation
VITA ISSUES UPDATE
EXECUTIVE & FINANCE COMMITTEE
May 2, 2024

This report provides an update on some of the Virginia Information Technology Agency (VITA) issues that we reported on at the Executive & Finance Committee meeting on November 15, 2023. The issues that we highlighted at the meeting were grouped under the broad categories of costs, business technologies, information security, and exploring an alternative VITA governance model, similar to the structure that is used by Virginia colleges and universities.

Costs – The table below provide a three-year snapshot of JYF’s VITA expenditures. In many cases, the charges, especially for equipment, is more than three times the cost of the same or comparable equipment on the market.

Agency Number	425		
Agency Name	Jamestown-Yorktown Foundation		
Tower	FY 2021 Total	FY 2022 Total	FY 2023 Total
AIS	-	-	-
EUC	350,516	335,213	312,912
EUC-PYRA	(7,033)	-	-
Legacy Voice & Data	132,866	110,014	129,958
Mainframe	-	-	-
Managed Print	56,899	68,647	66,471
Messaging	25,568	23,332	118,146
Messaging-PYRA	(7,396)	-	27,348
MSI	150,123	115,616	115,757
Managed Security	990	2,108	2,033
SSDC	141,445	187,273	150,388
CDO	4,596	4,532	11,118
SSDC-PYRA	(6,097)	-	-
VDN	323,226	454,634	318,921
VDN-PYRA	-	-	(13,575)
WCS	-	-	-
VITA	-	-	3,467
TOTAL	1,165,701	1,301,368	1,242,944

Business Technologies – There are so many issues with VITA’s capacity to meet JYF’s business requirements for technologies. The issues are documented in a VITA issues document that we first published on May 31, 2023, and shared with the Secretary of Education, and subsequently with VITA. The JYF VITA issues document was updated in February 2024, and reshared with VITA. Juliet and her team are meeting monthly with VITA on these issues, however, there are no tangible solutions in sight.

Information Security – VITA conducted an Information Security Audit of JYF in 2023, and issued a Corrective Action Plan, which we are required to complete by December 31, 2024. One of the corrective actions was the requirement to establish an information security office. We requested funding to support this mandate, but the funding request was denied. We found a creative strategy to address this need, tapping into the military's Skill Bridge program. I am happy to say that we onboarded an information security manager this February, and he has made significant strides in addressing our VITA corrective action plan. The new information security manager position is included in the FY2025 budget.

Alternative VITA Structure for JYF – We are continuing our due diligence, to determine what is required, should JYF choose to segregate from VITA. There are a few models within the Commonwealth that we have identified as benchmarks: the Science Museum of Virginia, colleges, and universities, and as VITA suggested to us, VABC who recently segregated from VITA.

We have been told that there is no blueprint for the steps or actions that we should take towards total or a hybrid segregation from VITA. We understand however, that should we pursue this path, all the equipment we now use would revert to VITA, and we would need to hire our own staff, and purchase our own equipment.

Therefore, our roadmap towards an informed decision on the VITA segregation topic include the following actions:

- ✚ Cost benefit analysis – we are working to get a good handle on the actual costs of running our own IT enterprise, and to compare these costs with what we currently pay to VITA.
- ✚ Seek approval from the Secretary of Education – based on the guidance that we currently have from VITA, a formal request would be made by JYF's Executive Director, to the agency's secretary, who would make a formal request to the Commonwealth's Chief Information Officer. VITA would disclose a pathway for us to follow once the requests are approved.