

Members Present: Messrs. Acuff, Atkinson, Connock, Cox, Dendy, Finger, Fleet, Hager, Hall, Hanger, Howard, Ingram, C. Jones, R. Jones, Jordan, Knight, Rawles, Ruff, Ware, and Wilson; Mmes. Abbitt, Andrews, Baker, Banks, Cardwell, Cousins, Dubois, Fitzpatrick, Flippo, Gerdelman, Hester, and Howell.

Members Absent: Messrs. Adkins, Angles, Applewhite, Ashworth, Biagas, Casteen, Fields, Herring, Kelly, Koonce, McDougle, Norment, Qarni, Skinner, Stolle, Tullidge, and Thompson; Mmes. Bourne, McNearney, Newby-Alexander, Newman, and Swann.

Guests: Ed Reed (representing Lt. Governor Justin Fairfax)

Staff: Messrs. Armstrong, Emerson, Ferebee, Fergeson, Hann, and Stovall; Mmes. Bak, Basic, Dominguez, Perkins, Rodriguez, Sonders, and Spangler.

Press: Mr. Jimmy LaRoue (Virginia Gazette)

I. Call to Order

Speaker Cox called the meeting to order at 2:41 p.m. in the Adams Room at the DoubleTree Hilton in Williamsburg, Va. He took a moment to recognize several individuals attending their first JYF joint board meeting: Ed Reed, representing Lt. Gov. Justin Fairfax, as well as the newest Directors, Ms. Bentley Andrews, Ms. Helen Zadarlik Cousins, Ms. Carolyn Abbitt; and the two newest Trustees, Dr. Cassandra Newby-Alexander, and Mr. A.E. Dick Howard. He also noted past JYF chairmen in attendance: Messrs. Connock and Dendy, and past JYF, Inc., presidents: Messrs. Acuff, Dendy, R. Jones, and Mrs. Gerdelman.

Speaker Cox then recognized Mr. Hager for his years of service to the Board of Trustees. He noted that Mr. Hager had been a formative leader for JYF's two museums and a key participant in planning for America's 400th anniversary in 2007. He noted that in 1995, Mr. Hager served as chair of both the Committee of the Future – framing JYF's first major strategic plan, and later the JYF, Inc., Strategic Plan that was adopted in 2016. Speaker Cox recognized that Mr. Hager provides knowledge and strong advocacy for education, tourism, and those with disabilities across the state and the nation. Speaker Cox concluded by expressing gratitude for Mr. Hager's steadfast leadership, and vital financial assistance he and his wife, Maggie, had provided to the Foundation.

Speaker Cox then reminded board members that twenty years ago, in May 1998, JYF was in year two of preparing for Jamestown's 2007 quadricentennial with the late Senator Richard Holland serving as Chair of Board of Trustees, and Ben Dendy, President of the private affiliate. For comparison, he noted that 20 years ago JYF served

roughly 148,000 students onsite; today roughly 205,000. Outreach served 105,000 students, today: roughly 86,000. He noted that in 1998, JYF's total endowment was \$3.7 million, while as of March 1, 2018, it was nearly \$26 million.

Speaker Cox then outlined the planned topics of discussion for the two-day meetings and noted the altered structure in order to facilitate several special guest speakers.

II. Approval of JYF Minutes

Mrs. Gerdelman made a motion for the approval of the minutes from the November 9, 2017, meeting of the JYF Board of Trustees. Seconded by Delegate C. Jones, the motion was approved unanimously.

III. JYF 4-Year Action Plan

Speaker Cox noted that in summer 2017 he laid out six goals, which he hoped would serve as the focus for the Foundation during his time as Chairman. As part of the process, he had asked Mrs. Gerdelman, Secretary of the Trustees, and immediate past-President of the JYF Inc., board to help guide the planning process.

Mrs. Gerdelman reminded the board of the steps undertaken in the 4-Year Action Plan process. She noted the process had begun in the Fall of 2017 when staff at all levels gathered during a series of meetings to provide comments and feedback through a SWOT analysis. In November, the Board of Trustees conducted a similar brainstorming session while the Board of Directors gave their input in March 2018. She noted that questions posed to staff and board members largely centered around two key questions: (1) "what people thought JYF did well", and (2) "what people wished JYF did better". When reviewing the many responses, she noted that several stood out. She referenced that in November, Senator Howell asked an important question about staying relevant, specifically, "How do we avoid becoming a musty and dusty museum?" In March, Dr. Wilson noted his desire to make the museums even more inclusive and attractive to all audiences. Mrs. Gerdelman noted that a common point of pride throughout these listening sessions was echoed by Mr. Kelly when he noted that he was, "proud the stories we told had such historic national significance".

She noted that the purpose of the JYF 4-Year Action Plan was to successfully execute the existing JYF projects and priorities outlined by Chairman Cox. She noted that the direction of the JYF 4-Year Action Plan was to, in partnership with the 2019 Commemoration, maximize opportunities to strengthen JYF's reputation as a national leader in museum education and visitor engagement, and to align with the Inc., Strategic Plan, to achieve goals and objectives. She noted that duration of the plan is in recognition that the Virginia state budget is drafted and adopted in two-year increments and that having a four-year plan would allow JYF to work through the current biennium

and plan for the next biennium.

She noted that over the course of the two-day meetings, the boards would focus on the big challenges which might prevent JYF from achieving goals. She noted that the feedback from board and staff members identified those challenges as having to do with: financial sustainability, human resource related issues, a changing tourism market, the role and future of museums in nationwide education, and making the 2019 Commemoration a success.

IV. JYF Financial Sustainability Overview

Speaker Cox noted that the caliber of programs and exhibits JYF offers is dependent upon key financial support from both boards. He called upon Mr. Atkinson, Treasurer of the Trustees, and Mr. Stovall to give an overview of this key issue of the 4-Year Action Plan.

Mr. Atkinson thanked the Speaker and began by noting that JYF's success was dependent upon having the financial resources to fund operations, programs, and exhibits that enable JYF to meet the mission and continue to provide high quality experiences. He noted the best predictors of the future is to review past trends. Regarding state funding, he noted that in 2009, JYF received \$7.5 million in general fund dollars while in 2018, the agency was provided with \$9.3 million in general fund dollars. He noted that a large portion of the general fund increase was designed to address mandated costs for classified employees. Regarding non-general funds he noted that the largest source remained admission revenues. Admission revenues in 2009 were \$5.3 million. In 2018, anticipated revenues were \$6.1 million. He noted that the important takeaways was that state revenues had increased by 16% since 2009. As a result, general funds were making up a larger portion of the annual operating budget, making up 48% of the total FY18 budget, while they made up 43% in 2009.

Mr. Stovall reminded the board that the JYF, Inc., generates revenue to support agency programming and education initiatives through two key sources: an annual fund of donations, and endowment revenues. He noted that in 2009, annual fund contributions totaled \$764,000, while for 2018, \$857,000 was projected. Regarding endowments, they totaled \$211,000 in 2009, while in 2018, they totaled \$505,000. He also noted that prior to 2013, JYF's withdraw rate was 5%, however, in response to changes in the investment market, JYF adopted a more conservative approach to withdraw only 4%.

Mr. Stovall concluded by illustrating that for every dollar in current operational revenue that JYF received, 48 cents was from the Commonwealth of Virginia, 31 cents from admission, 8 cents from gift shops, 4 cents from Annual Fund, 4 cents comes from project specific contributions, 3 cents comes from the endowment withdraws, and 2 cents from a combination of miscellaneous sources, (primarily being café commissions, state grants, and outreach revenues).

Mr. Atkinson concluded by noting that there were many moving parts to JYF's financial operations. He noted that these parts needed to be in alignment and communicated openly and clearly between the state and affiliates to ensure JYF maintained high quality educational opportunities for our visitors.

V. Key Initiatives - JYF, Inc., Update

Mr. Fleet began by welcoming new Directors, Bentley Andrews, Helen Zadarlik Cousins, and Carolyn Abbitt to their first joint board meetings. He noted strong participation and attendance at the recent March 28 meeting of the JYF, Inc., in Richmond.

Mr. Fleet reminded board members that in 2016, under the leadership of John Hager, the JYF, Inc., approved a strategic plan to serve as a road map for continuing forward momentum. He noted that the plan reflected four key goals: 1. To seek to maximize private funding to support the Jamestown-Yorktown Foundation's educational mission. 2. Develop compelling exhibitions and programs that engage, educate, and entertain visitors and donors. 3. Effectively utilize communication systems to engage JYF Board of Trustees, potential and current donors, and support strong alliances. 4. Build and nurture partnerships and seek out opportunities that expand JYF, Inc. capabilities and position it for continued success through 2020.

Mr. Fleet stated that Chairman Cox's goals could not be accomplished without a dedicated commitment from public and private sectors. He noted that the public-private partnership made the vision of the new American Revolution Museum at Yorktown a reality. He noted that currently, public funds provided by the Commonwealth have allowed JYF to move forward with an ambitious refresh of the Jamestown Settlement galleries, while private funds enabled the purchase of artifacts, and development of hands-on stations to tell important stories in the galleries.

Mr. Fleet referenced Messrs. Atkinson and Stovall's prior presentation and stressed the need to grow the annual fund to sustain programs and respond to needs at both Jamestown Settlement and the American Revolution Museum at Yorktown. He thanked board members for their financial contributions and encouraged outreach to new potential donors.

VI. JYF Marketing Report

Market Committee Chair, Senator Hanger began by addressing 2017 combined paid admissions and revenue figures. He noted that at the end of 2017 paid admissions totaled 610,844, compared to 567,094 in 2016. He noted the composition by museum of this 7.7% total increase was 0.5% at Jamestown Settlement, and 25.6% at the American

Revolution Museum at Yorktown. Year-to-date total paid admissions through March saw visitation down 3.5% compared to the same period last year. Numbers for April 2018 reflected paid admissions year-to-date being down 10.6%, reflecting declines at both museums.

Senator Hanger noted that staff had identified a number of contributory factors for the decline, including the impact of 2018 winter storms, which resembled the same fall out from storms in 2015. As well, the visitation increases in 2016 and 2017 generated by the excitement of the grand opening of the new Yorktown galleries and new museum were not present this year. He noted that through April, Jamestown Settlement had tracked lower than the five-year average for two of the months while Yorktown had tracked higher than the five-year average in all four months. He noted that according to the U.S. Travel Outlook, April 2018, consumer spending and confidence was weaker than expected. First quarter numbers were soft, but the outlook for the summer and the rest of the year was promising.

Regarding year-end 2017 revenues, he reported they were up 12.3% or \$686,908 ahead of the previous year. Based on the recent April update, ticket revenue to date in 2018 was \$1.48 million compared to \$1.63 million for the same period last year, down 9.0%. He noted that staff was monitoring the visitation patterns, implementing additional advertising strategies and working with area partners to strengthen joint efforts that would help the entire destination.

Senator Hanger then reported on proposed 2019 admission rates. He noted that a rate change was proposed for Jamestown Settlement and the combination ticket. He noted that the Marketing Committee was briefed by staff on expectations for the new Jamestown Settlement gallery refresh, the upcoming special exhibition on women at Jamestown, and the anticipated positive impact of plans for the statewide 2019 Commemoration. He noted that the consensus of the Committee was that proposed rates would be sustainable in 2020 as they were comparable to museums located in the Northeast and other Virginia history sites. Senator Hanger made a motion that the board approve the recommended price increases shown (see Exhibit I), seconded by Ms. Hester, the motion was approved unanimously.

Senator Hanger noted that as JYF worked towards implementing the 4-Year Action Plan, keeping up with the ongoing changes in the advertising arena would be key. He welcomed Ms. Maeve Haynes, Director of Marketing for Ciniva, to share insights on “The Future of Digital Advertising”.

VII. The Future of Digital Advertising

Ms. Haynes thanked Senator Hanger for the introduction and stated that her talk centered around four main points: (1) digital travel advertising today, (2) digital advertising in use by JYF, (3) up and coming digital options, and (4) key takeaways for the modern travel marketer.

Regarding digital travel advertising, she noted that online leisure and business travel accounted for nearly half of all travel booked in the U.S. She noted that when talking about digital, it was important to note that it related to mobile apps and websites. When looking at JYF website traffic 2017 was the first year mobile traffic was higher than desktop traffic. To date in 2018, she noted mobile was 62% of the historyisfun.org traffic and 77% of conversions. She noted that the percentage of desktop traffic in the last five years had dropped by one half while the percentage of mobile traffic had tripled. Ms. Haynes noted that travel marketers rated metasearch, general search and social platforms as among the most effective advertising platforms for bringing new customers into their funnel. She noted that one-quarter of current travelers started researching three to five months in advance of their trip.

Regarding digital advertising in use by JYF, she noted that in the most recent year JYF spent 68% of its advertising budget on digital or online advertising with the lion's share of the online advertising budget going to search engine optimization (SEO). Following SEO was paid social; primarily Facebook, Instagram and Pinterest at 40%. She reported that the last 10% went towards display ads that are placed using artificial intelligence and real time bidding.

She noted that JYF special events benefited from social advertising in the last year. She reported that *Military Through the Ages* saw a 60% rise in event attendance over the last year; up 35% over the 5-year average attendance. *The Tempest* event sold out halfway through the run of JYF's Facebook ad campaign. Campaigns promoting the *AfterWARD* exhibit reached over 1.5MM people and brought over 37k clicks-throughs to the exhibit page on HistoryisFun.org.

Regarding up and coming digital options Ms. Haynes foresaw continued enhancements with JYF's digital marketing platforms. She noted that video would continue to increase in popularity, noting that by 2020, 80% of the online consumption was expected to be video. As a result, JYF's online video footprint was set to expand to promote storytelling.

She summarized by stating that with the mass use of digital media by travelers, combined with the ability to zone in and target, digital advertising was the best means to reach and connect with travelers now and in the future. She noted that digital advertising would continue to change, driven by both technology as well as consumers shifting platforms and behaviors. Ms. Haynes thanked the boards for the opportunity to work with JYF and wished for continued success in partnership with Ciniva.

VIII. State Workforce Trends

Speaker Cox then introduced Ms. Sara Redding Wilson, the former Director of

the Department of Human Resources Management for the Commonwealth of Virginia. He noted that prior to her twenty-year career as head of that state agency, she was an Executive Vice-President, General Counsel, and Corporate Secretary at Signet Banking Corporation. Ms. Wilson started her presentation by stating she would look at JYF as compared to other state agencies in Virginia and examine JYF's strengths and areas of improvement in light of the comparisons.

Ms. Wilson stated that the workforce in Virginia was composed of salaried and wage positions. She noted that across the state, 16.7% of the positions were wage, while at JYF 32.5% of positions were wage. She noted that while JYF demographics relating to gender and veteran status were similar to statewide averages, the average age of a JYF employee was 49.5 years, three years higher than the state average. She also noted that JYF had a smaller percentage of minorities in its workforce. It was acknowledged that there are regional factors that can influence both of those statistics, however, she said it was something that could remain a goal to improve upon.

On the subjects of recruitment, retention, and compensation, she noted that JYF's vacancy rate and average time to hire outperformed state averages. She noted that the turnover rate at JYF was slightly lower than the state average. She pointed out that a possible tool for retention not being regularly used at JYF were bonus payments. In terms of compensation she noted that the classified state workforce was compensated below private industry standards across most positions. She also noted that pay increases for state employees were smaller and occurred less often than those in private industry.

She concluded her presentation by discussing the findings of the 2017 JLARC (Joint Legislative Audit and Review Committee) study that examined compensation paid by the Commonwealth to employees as compared to other employers. She noted that the study found the compensation was only comparable when considering total compensation, that meaning, salary plus benefits. She noted that the study found that lower salaries made it more difficult to fill positions, and retain Commonwealth employees. Further, the study showed that salary increases should be looked at differently and not just as a discretionary budget line item as it exacerbates state workforce challenges. In conclusion to her presentation, Ms. Wilson thanked the board for the opportunity to speak and was presented with a gift by Delegate C. Jones.

IX. On the Horizon: "American Evolution" 2019 Commemoration

Speaker Cox noted that he and Senator Norment serve as co-Chairs of the 2019 Steering Committee and noted other Steering Committee members on the JYF boards notably: Chief Adkins, Messrs. Atkinson, Ashworth, Fleet, Mrs. Gerdelman, Sen. McDougle, Del. C. Jones, Del. Stolle, Prof. Jordan, Prof. Newby-Alexander, as well as Messrs. Koonce, Connock. He then invited another 2019 Steering Committee member, Mr. Dendy to introduce the topic.

Mr. Dendy noted that many in the room participated in ceremonies and programs marketing America's 400th Anniversary in 2007. He noted that like the Jamestown quadricentennial in 2007, American Evolution 2019 would help build awareness of Virginia's key role in shaping our country and inspire local, national, and international engagement through the themes of democracy, diversity, and opportunity. He noted that the General Assembly had provided critical financial support but that private financial assistance was still needed. He then invited Ms. Spangler to give more details.

Ms. Spangler began by noting it was just 236 Days from 2019. She noted that the 2019 Commemoration was building momentum with statewide partner engagement, events and legacy projects. She noted the tremendous support of over 150 leading Virginians who engaged in over 50 committee meetings since the 2019 Commemoration inception. She noted that the Virginia History Trails App was now available at the Apple Store for downloading and would be available on Google Play later in the week. She stated that the app would be a legacy of the Commemoration and served to put "History in Hand" for educational purposes, tourism promotion and community building statewide.

Ms. Spangler noted that beginning May 21, 2018, the Commemoration would be visible in all Virginia visitor centers and rest areas with a promotion that would run for 17 months. She noted that along with large posters the 2019 Commemoration would have countertop brochure holders that would be distributed to all trail sites and partner institutions. She noted that the 2019 Commemoration was able to capture video interviews with members of the House of Delegates to use in upcoming stories given that the legislators are the 400th "class" of Virginia's legislative body. She noted that every piece of content would be released on each of the Commemoration's digital/social channels (website, digital installation, Facebook page, Instagram, Twitter feed, YouTube channel, e-newsletter, etc.) and be promoted (paid and unpaid) by the Commemoration's social partner agency. The digital content would include: (1) An interactive time line to scroll through 400 years of the significant events that shaped America that began in Virginia. (2) A personality quiz to answer a few questions and be paired up with a like historical figure. (3) A photo opportunity that provided 5-10 select backgrounds and locations throughout the state and places the picture in the background to share to social platforms.

Ms. Spangler noted that the historical events of 1619 and the themes of democracy, diversity and opportunity provide numerous ways for engagement. She stated that the 2019 Commemoration had been awarded 17 mini-marketing grants to promote the Virginia History Trails App, local itineraries, and the Commemoration overall. She noted the launching of K-12 education programs which had a goal of engaging 65% of Virginia students. She noted that the UVA Center of Politics would focus their 2019 mock election on 1619 themes and build a digital first amendment wall for high school students as part of a civics education focus. She noted a recent meeting

with Secretary Qarni, and reported that he was enthusiastic about the 2019 Commemoration in schools, the higher education outreach and the Virginia History Trail app.

Ms. Spangler reported that the 2019 Commemoration was working on two very special projects with the Jamestown-Yorktown Foundation. Notably, a democracy touring exhibit that would be available to partners statewide, and the JYF special exhibition on Women in Jamestown and early Virginia. She also discussed partnerships with numerous other events and organizations including: Virginia Humanities, Library of Virginia, Virginia Union University, Virginia Council of Churches, Historic Jamestowne, Virginia Museum of History and Culture, Virginia Museum of Fine Arts, Fort Monroe, Tom Tom Founders Festival, Dance Theatre of Harlem, and others.

She noted that 2019 Commemoration staff were working with leadership on a two-year detailed budget and on the completion of the FY18 year-end spending plan. For FY19, she stated that they anticipated shifting funding to support signature events and programs in contrast to FY18 when investments were focused on awareness building and developing the content to frame the Commemoration.

Ms. Spangler concluded with a call to action, noting that assistance to secure additional private dollars was needed in order to ensure the scope and scale of the Commemoration were achieved.

X. Adjournment – Speaker Cox

Speaker Cox thanked special guest presenters for their time and adjourned the meeting at 4:55 p.m.

Jamestown-Yorktown Foundation MARKETING REPORT 2019 Proposed Admission Rates

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

ADMISSION RATE HISTORY						
Year	Jamestown Settlement		American Revolution Museum at Yorktown (Yorktown Victory Center)		Combination	
	Adult	Youth	Adult	Youth	Adult	Youth
2009	14.00	6.50	9.25	5.00	19.25	9.25
2010	14.00	6.50	9.50	5.25	19.25	9.25
2011	15.50	7.25	9.50	5.25	20.00	10.00
2012	15.50	7.25	9.75	5.50	20.00	10.00
2013	16.00	7.50	9.75	5.50	20.50	10.25
2014	16.00	7.50	9.75	5.50	20.50	10.25
2015	16.75	7.75	9.75	5.50	21.00	10.50
2016	17.00	8.00	9.75	5.50	21.25	10.75
2017	17.00	8.00	12.00	7.00	23.00	12.00
2018	17.00	8.00	15.00	7.50	25.50	12.25

2019 PROPOSED ADMISSION RATES					
Jamestown Settlement		American Revolution Museum at Yorktown		Combination	
Adult	Youth	Adult	Youth	Adult	Youth
17.50	8.25	15.00	7.50	26.00	12.50

Members Present: Messrs. Acuff, Adkins Atkinson, Connock, Cox, Dendy, Finger, Fleet, Hager, Hall, Hanger, Howard, Ingram, C. Jones, R. Jones, Jordan, Knight, Norment, Rawles, Ruff, Stolle, Ware, and Wilson; Mmes. Abbitt, Andrews, Baker, Banks, Cardwell, Cousins, Dubois, Fitzpatrick, Flippo, Gerdelman, Hester, and Howell.

Members Absent: Messrs. Angles, Applewhite, Ashworth, Biagas, Casteen, Fields, Herring, Kelly, Koonce, McDougle, Newman, Qarni, Skinner, Thompson, and Tullidge; Mmes. Bourne, McNearney, Newby-Alexander, and Swann.

Guests Present: Ms. Gretchen Coss (Gallagher & Co.), Mr. Ed Reed (representing Lt. Governor Justin Fairfax), Mr. Reiss (Colonial Williamsburg Foundation), Ms. Allison Wickens (Mt. Vernon).

Staff Present: Messrs. Armstrong, Emerson, Fergeson, Hann, and Stovall; Mmes. Bak, Basic, Dominguez, McMillan, Perkins, Rosso, Sonders, and Spangler.

Press Present: Mr. Jimmy LaRoue (Virginia Gazette)

I. Call to Order

Mr. Fleet called the joint meeting of the Board of Trustees and the Board of Directors to order at 9:24 a.m. He thanked Mitchell Reiss of the Colonial Williamsburg Foundation for attending, and took a moment to recognize the outstanding contributions of JYF, Inc., Director Dr. Sandy Wilson. Mr. Fleet noted Dr. Wilson's tireless volunteer efforts to make the grounds of the new American Revolution Museum at Yorktown attractive, relevant to the time period, and sustainable.

II. Public Comment Period

Following the call to order, Mr. Fleet opened the floor to a period of public comment. Seeing as though there were none, he continued.

III. Colonial Williamsburg Foundation Strategic Initiatives

Mr. Fleet noted that longtime JYF Trustee Senator Norment had been a prominent champion for state and local tourism for decades and asked that he introduce Mr. Reiss. Senator Norment noted his role as a Trustee of the Colonial Williamsburg Foundation (CWF) and work with Mr. Reiss and CWF board members and staff. He thanked Mr. Reiss for joining the group to offer CWF perspectives.

Mr. Reiss thanked the JYF boards for the opportunity to speak. He noted that three years into his tenure as CEO of CWF, the changes CWF had made to enhance and streamline programming while downsizing its staff had put CWF in a healthier financial situation. He noted that CWF financial performance was running ahead of projections, ticket sales were up in the first quarter of 2018 and they had set records in annual giving. Mr. Reiss said he also was cautiously optimistic that hospitality operations would break even in 2018 for the first time in CW history.

Mr. Reiss noted that the June 2017 layoffs and outsourcing of jobs through a restructuring plan had helped reduce expenses and increase revenue. He noted that between 2005 and 2014, CWF had spent \$100 million on marketing, but still sold 75,000 fewer tickets to the historical area than in prior periods. He stated that CWF was unlikely to return to peak attendance, which he noted came in 1989 when they had 1.2 million paid visitors.

Mr. Reiss said CW could have been paralyzed by nostalgia, but stated that such continued practice would have led to further decline and eventual financial insolvency. He said CWF had reduced to 20-30 core programs, and continued to make the visitor experience more interactive. Mr. Reiss outlined trends in visitation and museums, noting the changing landscape in which historical sites operate. Mr. Reiss stated that most people visiting CW and other historical sites wanted relevant, entertaining and fun experiences. Mr. Reiss conceded that the while past three years at CWF had not been easy; the organization was beginning to see the fruits of their efforts. In conclusion, Mr. Reiss called on the legislators of the JYF board to cast their influence by supporting the revitalization of the Newport News/Williamsburg International Airport. Mr. Reiss said tourists, even with an in-progress project to expand Interstate 64, found it difficult to get to Williamsburg. He ended by thanking JYF and board members for including him in the meetings and allowing the opportunity to share perspectives and experiences in the local tourism market.

IV. 2018 General Assembly Session Outcomes

Speaker Cox called on Mr. Jones, Chairman of the JYF Legislative Task Force, to provide a summary of the 2018 General Assembly session outcomes thus far. Mr. Jones noted that with vital support from the JYF board members in the legislature, the agency had made key progress during the recent General Assembly session.

He noted that JYF had submitted two proposed amendments for the 2018 session, neither of which had been included Governor McAuliffe's draft budget. He noted that the JYF operating amendment sought to maximize the 2019 Commemoration at Jamestown Settlement by leveraging existing funds and supporting a special exhibition, programming, and marketing initiatives. Mr. Jones noted that the amendment was filed

in the House of Delegates by Delegate Stolle, and in the Virginia Senate by Senator Norment. He noted that both the House and Senate fully supported the JYF amendment.

Regarding the JYF capital amendment, he reminded that JYF sought to improve the Jamestown Ships Visitor Experience Improvements. Mr. Jones noted that the requested funds would augment an existing maintenance reserve project to replace pier decking. He noted that the capital dollars would enhance the functionality of the space, and accessibility to the ships for all visitors. He recounted that in early 2018, JYF learned that the project costs of the maintenance reserve funded pier-decking project had increased. He noted that the House had addressed the increased cost by expanding the capital amendment while the Senate left the capital amendment as submitted but was aware of the increased cost of the project. Mr. Jones noted that the amendment was filed in the House of Delegates by Delegate Ingram, and in the Virginia Senate by Senator Norment. Mr. Jones noted that the boards awaited final action by the legislature on the caboose bill and biennium budget.

He noted that the legislation related to the name change at the new Yorktown museum had passed. He thanked Delegate Ware who served as the bill patron, which changed the Yorktown museum name in the *Code of Virginia* from, “Yorktown Victory Center” to “American Revolution Museum at Yorktown.” Mr. Jones again recognized the hard work of our patrons, and the leadership of Chairman Cox, Delegate Jones, Senators Norment and Hanger, members of the money committees, and everyone who assisted with these vital efforts.

V. Capital Projects

Mr. Fleet called on Delegate Ingram, Vice-Chairman of the JYF Buildings and Grounds committee to report on JYF capital projects. Delegate Ingram thanked Mr. Fleet and noted that as JYF prepared for the upcoming 2019 Commemoration, two of the most important capital projects were the repairs and enhancements to the Jamestown Settlement pier, and the Jamestown Settlement gallery refresh project. He called upon Ms. Freda Rosso, JYF Capital Projects Administrator and acting JYF Facilities Manager, to brief the boards on the Jamestown pier project.

Ms. Rosso stated that since construction in 1994, the main pier had seen nearly eleven million visitors, seven named storms, and countless special events. She noted that in 2013 & 2017 consultants, The Structures Group, conducted inspections of the waterfront facilities and identified significant areas of deterioration on decking and pier structural elements. She stated that based upon their study, \$1.5 million from maintenance reserve was set aside for the pier repairs. She stated that in September of 2017 JYF had hired Hurt & Proffitt to prepare plans to address the deterioration of waterfront facilities. Concurrently, she noted that JYF was preparing a capital budget request to add shelter space adjacent to the pier to strengthen programming and improve

the experience for visitors who otherwise could not board the ships moored at the pier. She reminded that in May 2017, the Building and Grounds Committee recommended, and the Board of Trustees approved, merging the existing maintenance reserve project to repair the pier with proposed capital project for pier expansion.

Ms. Rosso noted that in order to address the safety concerns identified in the engineer's study, JYF moved forward with the repair portion of the project. She stated that at the completion of the working drawings the consultants reported that the cost of the project would increase to \$3 million due to the difficulty in obtaining 3" Ipe wood decking. She stated that after analyzing several options, JYF was able to reduce the anticipated project cost to \$1.8 million by utilizing a more readily available wood product (Greenhart) that did not sacrifice facility use, strength, or durability. She noted that the project schedule had the pier repair work being completed by the end of January 2019.

Ms. Rosso noted that with the current phasing plan for pier construction, the *Susan Constant* would be moored at the inboard section of the pier and open to the public during the outboard construction. She noted that the riverfront pier would be completed during phase 1 and allow for the *Godspeed* to move to the riverfront pier for public access. As a result, two ships would be open for most of the phase 1 work. She noted that the final phase of construction would be the most disruptive as the work on the inboard portion of the pier would require JYF to close access to the pier. She noted that the plan was to perform this section of work when visitation was low in late December/early January.

Ms. Rosso noted that the three major challenges with the repair project were ship access, noise, and aesthetics. She stated that noise throughout construction would be an issue given the anticipated use of cranes, tugs, and hydraulic hammers to install the structural members and decking. She stated that project staff would work with the contractor to encourage noisiest events to occur after museum hours.

Ms. Rosso noted that the second part of the waterfront facility repairs was the capital pier project, which would add a second pier shelter to the main pier and would add multiple program enhancements. She stated that JYF was currently waiting on state funding for this project, however both the House of Delegates and Senate version of the budget included funding to support the project. She noted that the remaining challenges for the project involved completing an environmental impact report requiring input from state and federal agencies as well as completing the Joint Permitting Application process with Virginia Marine Resource Commission.

Delegate Ingram then called on Mr. Armstrong to report on the status of the Jamestown gallery refresh project. Mr. Armstrong noted that the Jamestown Settlement gallery refresh was a key part of the JYF 4-Year Action Plan and something highlighted as one of Chairman Cox's areas of focus. Mr. Armstrong stated that the refresh was currently pacing well, with completion scheduled in time for the summer visitation period in 2019. Mr. Armstrong noted the designs were currently with Virginia Bureau of

Capital Outlay Management (BCOM) with construction planned to begin November 2018. He noted that the script for the immersive Bacon Rebellion theater movie was under review with filming slated to start in September 2018. He noted that the Public Program Committee, with the support of the Acquisitions Committee, continued to monitor the project. He noted that the JYF, Inc., board continued to work hard to raise funds in its support for a number of areas, noting the new Pocahontas area. He thanked both boards for their continued support noting that when completed, the Jamestown galleries would be technologically and visually up-to-date.

Delegate Ingram then called upon Mr. Stovall to report on Yorktown facilities. Mr. Stovall noted there were several smaller projects underway in Yorktown. He noted the effort to provide 100% power in the event of a power outage was on schedule and bids would be opened in May 2018. He noted the construction plans to install a catwalk to provide safe access to the attic spaces for maintenance staff were under review by the BCOM. He noted that staff were working closely with an architectural firm to design enhanced lighting and replace the doors in the gift shop. He noted that the doors had proven difficult to open because they were designed to stack and slide into a pocket. He noted the picnic shelter and outdoor picnic area had been designed and reviewed, and the final version of the construction drawings were also in the hands of BCOM awaiting review. Mr. Stovall thanked Delegate Ingram and other board members for their overall guidance with capital projects.

VI. JYF Marketing Projects

Mr. Fleet noted that the Foundation was always working to reach new audiences. He called on Senator Hanger, Chair of Marketing Committee, to advise on JYF's marketing plan, and to discuss outcomes from the most recent special exhibitions.

Senator Hanger noted that the JYF's FY19 marketing and advertising plan was designed to reach a variety of potential visitors and groups. He noted that the plans included website services, paid digital and print advertising, social media, promotional materials, media relations efforts, sales strategies, partnerships and cooperative destination marketing. He noted that the FY19 plan integrated opportunities surrounding the 2019 Commemoration and maximizing digital opportunities for special events. He noted that the JYF website was the cornerstone of all advertising and marketing messaging. He noted that digital advertising would include targeted placements on Google channels, social media channels, search/keyword and re-marketing and "real time" buying platforms to reach the best potential customers and niche markets. He noted that some limited print ads would be used to maximize positioning in guidebooks, visitor magazines, group planners and local newspapers. Local placements were designed to support awareness of JYF museums and special programs and fundraising efforts.

Senator Hanger reported that media relations and social media efforts, which had

generated extensive coverage in the past, would continue as a major initiative moving forward. He noted that for FY19, budget permitting, the effort would be augmented by the national public relations firm to continue the momentum generated by the American Revolution Museum at Yorktown's grand opening. He stated that electronic newsletters and partnerships would expand JYF's reach and frequency of messaging in key markets. He noted that JYF would continue to invest resources and work with other area partners to promote the destination and joint tickets and packages. Sales initiatives would focus on group planners, AAA offices, timeshares, military outlets and online travel agencies, such as TripAdvisor. He noted that the budget for the advertising and marketing efforts was funded by the Commonwealth and the Educational Trust, with additional funding to support special exhibitions and events being provided by the JYF, Inc.

Regarding marketing results for JYF special exhibitions, Senator Hanger reported that efforts to promote *AfterWARD*, the first special exhibition at the new Yorktown museum, included multiple digital ad campaigns; generated 167 earned media placements with an advertising value of \$850,000; and social media posts that reached 130,000 people. He reported that the efforts generated 22 million total impressions, and that 80,000 people had toured the exhibition. He reported that *Pocahontas Imagined* at Jamestown Settlement, generated 120 earned media placements with an advertising value of \$172,000; 8 million total impressions; and estimated attendance of 83,000 people. Senator Hanger concluded his report by thanking the board for their support.

VII. Committee Reports

Prior to calling on committee chairs to give reports, Speaker Cox recognized JYF Chairman Emeritus, Mr. Connock. On behalf of both boards, he presented Mr. Connock with a framed copy of House Joint Resolution No. 565 as an expression of the General Assembly's admiration for his lifetime of contributions to the Commonwealth. He then called upon Mr. Dendy to deliver the JYF Nominating Committee report.

Mr. Dendy stated that the Nominating Committee had met informally to discuss current issues. He stated that the committee was awaiting notice from Governor's office on appointees. He noted members with terms expiring in June included Mr. Koonce, Mr. Thompson, and Ms. McNearney. He noted that the Nominating Committee would reconvene later in the year to address the slate of nominees for the one-year board-elected positions, and nominations for officers. Mr. Dendy moved adoption of the Nominating Committee report. The motion was seconded by Ms. Flippo and approved with no opposing votes.

Delegate Stolle and Dr. Rawles reported for the Acquisition and Public Programming Committees. Dr. Rawles reported that the Acquisitions Committee endorsed the accession of eleven artifacts between July-December 2017 for the new galleries at the American Revolution Museum at Yorktown as well as the Jamestown

Settlement. He noted that one item was a very rare, early seventeenth-century mathematical sector made by the renowned London craftsman Charles Whitwell. Another item was an extremely rare, c. 1580-90, military garment known as a jack of plate. He noted that fragments of these jackets had been found on Jamestown Island. Dr. Rawles moved adoption of the Acquisition Committee report. The motion was seconded by Mr. Finger and approved with no opposing votes.

Delegate Stolle reported that the Public Programming Committee heard an update on Phase II of the Jamestown Refresh. He noted that the committee was presented with an update on the next three special exhibitions. In Yorktown, *A Blast from the Past* was set to open in June 2018, and *Forgotten Soldier* opening in 2019. He noted that at Jamestown, *TENACITY: Women of Jamestown and Early Virginia*, a 2019 legacy project, would open in November 2018 and run for 14 months. He noted that the committee also learned about the planning and selection process used to choose topics for special exhibitions. At Yorktown, these would include *Women of the Revolution*, *Spirits of the Revolution: Taverns in Early American Life*, and *Secrets and Symbols*. At Jamestown, exhibit topics would be *Domestic Life in the 17th Century*, *The Royal Stuarts*, and *We Are the World*. He noted that the committee approved the development of these future special exhibits and would continue to oversee their development. Finally, he noted that the committee reviewed a proposed change to the sailing schedule for 2017-2018. Delegate Stolle moved adoption of the Public Programming Committee report. The motion was seconded by Mr. Howard and approved with no opposing votes.

Mrs. Gerdelman reported that during the meeting of the Executive and Finance Committees on May 9, 2018, the committees reviewed JYF's March 31, 2018 financials. She noted that overall revenue collections were "on track" with year-end estimates and that spending within budget. She noted caution in projections regarding the end of year, given a need to have a positive and strong visitation trend for May and June. She stated that the committees reviewed expenditure of non-general funds to support the restoration of the 7.5% general fund budget reduction from the previous year. She noted that the committees reviewed and approved revenue projections and the \$19.5 million FY19 JYF operating plan, as well as \$6.5 million FY19 2019 Commemoration operating plan. She noted that all approvals were contingent upon the future action of the General Assembly and would require review and adjustment after a final budget was approved for the Commonwealth. Mrs. Gerdelman noted that the committees acted to adjust the Maintenance Reserve Expenditure Plan to support the increase in costs associated with the repairs to the Jamestown Settlement pier. She noted that the \$1.8 million project, once completed, would ensure a safe and enjoyable experience for visitors for many years to come. She stated that the committees also authorized, pending the approval of a state budget, the utilization of up to \$2 million in Maintenance Reserve Funds from the 2018-2020 biennium to supplement the existing \$7 million in capital funds set aside for the Jamestown Settlement gallery refresh. She reported that the committees approved naming and recognition requests requested by the JYF, Inc., and received an update on Jamestown-Yorktown Educational Trust

activities. Mrs. Gerdelman concluded her report with a motion for approval of the FY19 revenue estimates, FY19 JYF and 2019 operating budgets, and donor recognition proposals. Seconded by Mr. R. Jones, the motion was unanimously approved.

Delegate C. Jones noted that while the Administration and Personnel Committee had not met during the joint board meeting he wished to bring a few key items to the attention of board members. He noted that during the Fall meeting in 2017, the committee reviewed the restructuring of the JYF Human Resources office to include a new, term limited to two years. He noted that the purpose of this position was to support the increased workload and allow the Human Resources team to focus on strategic planning to address key challenges including succession planning, diversity enhancement efforts, recruitment, and retention. He reported that the position was filled and that staff were focusing on those key areas. He reported that during the fall meeting, the Trustees were advised on the status of the conversion to the new Cardinal payroll system. He noted that the statewide conversion to this system was delayed to address challenges associated with the conversion of data. He concluded by noting that a critical component of the 4-Year Action Plan was to maintain focus on paid and volunteer staff. He noted that in accordance with the 4-Year Action Plan priorities, JYF efforts would focus on improving onboarding, addressing diversity, recruiting and retaining qualified personnel, addressing class and compensation, improving communication, developing and recognizing talent, planning for succession, and supporting front-line managers. Delegate C. Jones moved adoption of the Administration and Personnel report. The motion was seconded by Dr. Newby-Alexander and approved with no opposing votes.

VIII. Future of Education

Mr. Fleet stated that JYF continued to be a national leader in innovative education. He reminded the boards of the progress with on-site, outreach, and technology-based programming. He then called on Mr. Armstrong to introduce the next presenters. Mr. Armstrong thanked Mr. Fleet and proceeded to introduce two special guest speakers, Ms. Allison Wickens, VP of Education at Mt. Vernon, and Ms. Gretchen Coss, of museum designers Gallagher & Co.

Ms. Wickens stated that she wanted to give board members a broad perspective on the future of education, as related to history in particular. She began her presentation by looking at what she referred to as the “education landscape” at historic sites. She looked at the factors like knowledge revolution, historical thinking skills, testing pressures, history education centrality, historical relevance, the value of history, and the “3-C framework” for state social studies standards which focused on college, career, and civic life. She also looked at how changes in state Standards of Learning (SOL’s) helped shape programming at museums, and in the classroom. She noted that while changing SOL’s provided some challenges, she noted that there was also opportunity engaging students from different angles and areas of interest.

Ms. Coss from Gallagher & Co. followed Ms. Wickens with a perspective on the future of museums. She stated that the role of museums was changing and that it was imperative that museums focussed on staying relevant, being authentic, the sharability of content/experience, and connectivity to the visitor. She stated that museums had to be focussed on engaging with visitors before, during, and after their visit. She stated that technology played a critical role in the current visitor experience and suggested that museums embrace the use of apps, social media, etc., whenever possible.

She reported that the most recent surveys of museum visitors, or “cultural consumers”, found that the single greatest motivator for visitation was “having fun”, followed by “interest in content”, “learning something new”, “feeling inspired”, and “interacting with others”. She looked at different ways the museums were trying to engage Millennials, noting that the Augusta Museum of History hosted historic beer tastings, while the Boston Museum of Science hosted free college student nights. She stressed the need for museums to be immersive, engaging and relevant. Chief Adkins stated that he felt museums had an obligation to tell the whole story, no matter how it might make a visitor feel. He stated that museums had a role in telling best and worst of history, and it was imperative those stories were told so that individuals could learn from the past. Ms. Andrews noted such an experience at the Holocaust museums in both Richmond, Va. And Washington, D.C. Dr. Newby-Alexander and other board members concurred by referencing recent visits to the newly opened National Museum of African American History and Culture. In conclusion, Mmes. Coss and Wickens thanked board members for the opportunity to present, and stated that they looked forward to continued collaboration with JYF.

IX. 4- Year Action Plan

Mr. Fleet introduced Mrs. Gerdelman by reminding the board that she had opened the prior day’s business session outlining the steps taken thus far in the 4-year action plan process.

Mrs. Gerdelman thanked Mr. Fleet and all board members for their attentiveness during the robust series of presentations over the two-day period. She reminded board members that the purpose of the joint board meetings was to focus on big challenges that needed to be addressed or to meet JYF present and future goals. Specific to the issues and challenges, Mrs. Gerdelman noted that the board had heard from the Treasurer of the Board of Trustees on financial sustainability. Relative to human resource challenges, the board heard from the former head of Virginia’s Human Resource state agency, Sara Redding Wilson, on state workforce trends. On issues related to a changing tourism market, the board heard a local perspective from Mitchell Reiss, CEO of the Colonial Williamsburg Foundation. She noted an informative session on the future of digital advertising from Maeve Haines, Director of Marketing at the Ciniva Agency. Most recently, the board had heard presentations on the future of museums and education.

Finally, she noted the critical goal of making the 2019 Commemoration a success, and the exciting presentation from Ms. Spangler on the upcoming 18-months of activities and visibility for JYF museums and the Commonwealth.

Referring once again to the 4-Year Action Plan, she noted that the timeline of events which began in the Fall of 2017, would conclude with implementation in the Fall of 2018. She noted that in August of 2018, the JYF Executive and Finance committees alongside JYF, Inc., Officers would prioritize critical JYF projects. She noted that in November 2018, the board would formally adopt this committee driven action plan and go to work on this plan to lead us through the year 2022. She thanked Speaker Cox for inviting her to be part of this process, and took a moment to thank all board members for their input during this important planning process.

X. Other Business – Mr. Fleet

Mr. Fleet noted that the JYF Trustees Executive and Finance committees would meet in late summer, while the JYF, Inc., Board of Directors would meet Oct. 3rd and 4th in Williamsburg, and the JYF Board of Trustees would convene for their Fall meeting on November 7 and 8. Finally, Mr. Fleet noted that the JYF, Inc., would sponsor the Rock the Dock fundraiser event on Friday, May 18 at Jamestown Settlement, with proceeds going to support the Annual Fund.

XI. Adjournment – Mr. Fleet

Mr. Fleet called on Mr. R. Jones to adjourn the meeting in honor of JYF Chairman Emeritus, L. Ray Ashworth, who passed unexpectedly on May 9, 2018. Mr. R. Jones noted that for 46 years, Mr. Ashworth had provided dedicated leadership to JYF. He noted that Mr. Ashworth had been first appointed by the Speaker of the House of Delegates in 1972, and then successively reappointed by Governors Robb, Baliles, and Wilder. Following his years as an appointee, Mr. Ashworth continued service in a board elected position. He further had served as JYF Chairman from 1991-1994, and was elected Chairman Emeritus in 2001. Mr. R. Jones noted that Mr. Ashworth was also an active member of our private affiliates, holding leadership roles on the standing committees and serving as the President of the Jamestown-Yorktown Educational Trust. Mr. Ashworth served as a member of both the Jamestown 2007, and the 2019 Commemoration Steering Committees, and also chaired the JYF Executive Director Search Committee twice. All board members stood in a moment of remembrance of Mr. Ashworth, following which the JYF Board of Trustees and Board of Directors adjourned at 12:50 p.m.

Members Present: Messrs. Atkinson, Connock, Cox, Dendy, Fleet, Hager, Hanger, Ingram, C. Jones, R. Jones, Knight, Norment, Ruff, and Ware; Mmes. Flippo, Gerdelman, Hester, and Howell.

Members Absent: Messrs. Ashworth, Koonce, McDougale, Newman, and Stolle.

Staff Present: Messrs. Armstrong, Emerson, Hann, and Stovall; Mmes. Bak, and Puckett.

I. Call to Order

Speaker Cox called the meeting of the JYF Executive and Finance committees to order in the Central Lounge of the DoubleTree Hilton in Williamsburg, Va at 1:19 p.m. on May 9, 2018.

II. Approval of Minutes

Following the call to order, Speaker Cox called for the approval of the November 9, 2017 meeting. Ms. Flippo moved approval of the minutes, seconded by Delegate Ingram; the motion was approved by unanimous vote.

III. FY18 JYF Operating Budget

Mr. Atkinson provided the committees with an overview of the financial activity of the agency for FY18 through three quarters of the year. He reported that resources totaled \$15.4 million for the period, which represented 76% of overall budget estimate. He added that year-to-date admissions revenue totaled \$3.9 million or 64% of estimate, and 5% above year-to-date collections compared to the prior year.

Mr. Atkinson continued by pointing out non-admission revenues for the period totaled \$2.1 million, which ostensibly amounted to 86% of the budget estimate with 75% of the year complete. Continuing his report, Mr. Atkinson stated that total expenditures for the year-to-date were at \$13.6 million, representing 67% of the budget with 75% of the year complete. He reminded members that financial strategies were being imposed to hold spending in line with resources and that the agency's long-term financial sustainability depended on the success of those efforts. He concluded by assuring the committees that the agency was taking appropriate steps to accomplish its mission and manage within budgeted resources.

Regarding year-end projections, Mr. Atkinson stated that there was guarded optimism as FY18 ends with two of JYF's normally busiest months: May and June. He noted that additional funding, carried forward from the previous year, had been provided to support the marketing operation to drive visitation. Looking at the numbers at the end of March, he noted that revenues exceeded budget by 3% for the fiscal year, but that the past four consecutive months had shown a downturn in visitation. He noted that April's

numbers were not as positive, creating a year-to-date downturn of 1%. He noted that JYF was forecast to exceed the initial revenue estimate by \$240,000, of which \$57,000 is additional general fund transfers from central appropriations, and \$183,000 is net non-general fund revenue in excess of the estimate. Regarding performance measures report he noted that the agency was on-target for each of the five measures.

Mr. Atkinson then discussed non-general carryforward funds from FY17 noting that the \$1.3 million was authorized by the Executive and Finance Committee in August 2017. He noted that the funds were used to restore the 7.5% general fund budget reduction that was imposed upon the agency, support the completion of a strategic plan for information technology, and purchase needed capital equipment replacements. He noted that funds had been allocated to support a replacement of all visitor signage that should be completed by the end of May 2018. Senator Norment inquired as to why the signs were being replaced, Messrs. Stovall and Emerson described the signage as having aged and faded over the 20 year lifespan and were potentially impacting visitor experience negatively. Mr. Atkinson continued by stating that non-general funds also had allowed for an additional \$79,000 to be provided to support one-time marketing efforts as instructed. Remaining funds would be utilized in FY19 to assist with funding efforts to recruit for key positions, to fully fund leave payouts for retiring personnel, and to complete an ongoing classification and compensation study.

IV. Capital and Maintenance Reserve Budget

Delegate Ingram reported on the JYF capital and maintenance reserve budget noting that there were two key projects that required action by the board. The first project was the repairs to the Jamestown Settlement pier, the second project was the Jamestown Settlement Gallery Refresh. He noted that the pier project included replacement of decking, minor structure repairs, and repairs to the pier electrical systems. He reminded the board that the Building and Grounds committee allocated \$1.5 million in maintenance reserve funds in November 2017. Delegate Ingram then called upon Mr. Stovall to speak to a proposed adjustment to the maintenance reserve funding plan.

Mr. Stovall noted that JYF prioritized maintenance reserve spending by classifying each project into one of four levels. Level I projects are JYF highest priority and Level III projects are lowest priority, while projects that cannot be funded are held in Level IV. He noted that the Jamestown Settlement Pier Rehabilitation project was a Priority I, while Priority II projects total \$1.5 million and include repairs to restrooms, ship maintenance, channel dredging, outdoor areas improvements, and carpet replacement in the Education Wing at Jamestown Settlement.

Mr. Stovall noted that the Jamestown Settlement Pier, constructed in 1994, provided access to the replica ships *Susan Constant*, *Godspeed*, and *Discovery*, to approximately 400,000 visitors annually. He noted that the 12,000 square foot pier has a safe useful life of twenty-five year, but due to age and condition, some areas of the pier

were currently closed to protect visitor safety. He reminded that in 2013 and 2017, JYF secured outside engineering support to perform a structural analysis of the pier and prepare for the anticipated need to make repairs to the pier prior to 2019. Based on the more recent results of the engineering reviews, a budget of \$1.5 million from maintenance reserve was set for the project and approved by the Board of Trustees. The funding would replace the decking on the pier, make structural repairs, repair electrical systems, and improve drainage where the pier meets the shoreline. In January, 2018, the project A/E firm reported to the agency that the cost of the project would increase to \$3.2 million due to the difficulty in obtaining 3" Ipe wood decking to replace the existing twenty five year old 3" Ipe wood decking. After working to analyze several options, the agency was able to reduce the anticipated project cost to \$1.8 million without sacrificing facility use, strength, or durability, by utilizing Greenheart wood. He recommended delaying the carpet replacement project, with the hope of completing it in the next biennium, and capitalize on the fact that repairs to the Susan Constant this year came in under budget, allowing us to shift \$300,000 from Priority II projects to support the Priority I pier project. Delegate Ingram then made a motion to authorize the expenditure of \$1.8 million in maintenance reserve funding to support the repairs needed to the Jamestown Settlement pier, second by Ms. Flippo the motion was approved.

Delegate Ingram then turned to the second project, the Jamestown Settlement gallery refresh. He reminded board members that early in the planning process, the projects anticipated cost was \$8.6 million, however, JYF was awarded \$7 million in capital funds for the project. In August, the Executive and Finance committees confirmed that the project needed to move forward at the \$8.6 million level; Mr. Stovall then spoke to the \$1.6 million shortfall. He noted that both versions of the current state budget presented by the House and the Senate included maintenance reserve funding for the upcoming biennium that totaling \$3.3 million. He stated that it was staff's recommendation that the board authorize the allocation of up to \$2 million to support the Gallery Refresh project. He noted that several years ago, language was inserted in to the budget that allowed JYF to utilize maintenance reserve funds for the repair, restoration, and renewing of gallery exhibits. He noted that the language could be found in the previous budget in Chapter 836, Item C-44-J and in the current version of HB 5002 Item C-42 –I. Delegate Ingram then made a motion to authorize the expenditure of an amount not to exceed \$2 million in maintenance reserve funding, pending the passage of a budget by the General Assembly, to support the Jamestown Settlement gallery refresh. Seconded by Mr. Atkinson the motion was approved.

V. FY18 2019 Commemoration Budget

Mr. Dendy began presentation of the 2019 Commemoration Budget by noting that resources totaled \$6.5 million, while total expenditures to date were \$3.8 million. He noted that the 2019 Executive Committee met frequently to monitor our budget and make

adjustments as necessary. Through 75% of the way through the fiscal year, \$859,205 had been expended on personnel related charges and \$2.9 million on contractual services, representing 59% of budget. He noted that the Executive Committee of the 2019 Steering Committee was working closely with staff on a year-end budget plan so as to fully expend resources by the end of the year. Regarding Commemoration operations, Mr. Dendy noted that planning continued and the 2019 Commemoration was in a strong position to mount planned programs. He concluded by thanking board members for their commitment to making the 2019 Commemoration a success.

VI. 2018-2020 JYF Biennium Budget

Mr. Atkinson then reported on FY19 revenue projections noting that projected FY19 admissions revenue totaled a little more than \$6.4 million. He noted that the admissions revenue model contained conservative assumptions, including 599,538 projected paid visitors for the fiscal year. Additionally, JYF projected \$2.6 million in other non-general fund revenue, primarily representing private affiliate reimbursements and programming support. He noted that, in combination with expected general funds of \$9.4 million, it accounted for the majority of resources needed to fund JYF's \$19.5 million spending plan. He noted the approach was a conservative one, since much can happen over the year that can impact the tourism market no matter what marketing or programming actions taken. He further noted that assumptions regarding school system participation in outreach and on-site structured education remained tenuous with projecting structured education participation of 205,201.

Regarding the proposed operating plan, Mr. Atkinson noted that the proposed FY19 budget operating plan was \$19.5 million. He noted that was \$1.5 million more than the FY18 budget. He then allowed Mr. Stovall to present further details of the proposed budget. He noted that what was being presented (**see Exhibit I**) was a working budget document based upon the draft budgets presented by the House and Senate and that JYF awaited final action on a budget by the General Assembly. He noted that staff's goal was to bring a budget that was both obtainable and sustainable. He noted that for a few years the agency had implemented a vacancy factor savings plan which had resulted in a temporary freeze on each open position for a period of time to reduce the pressure on the budget by saving personnel costs. While he noted that it had been an effective budget reduction strategy, it has had the negative effect to the morale of the workforce. For FY19, he proposed that each position be treated as a business decision, and if the agency could delay hiring then it would. Finally, he noted that the budget proposed a transfer of non-general funds to the JYF, Inc. Regarding the proposed 2019 Commemoration budget he noted that the anticipated resources for 2019 totaled \$6.5 million and it is all general fund dollars. (See **Exhibit II**)

Senator Norment raised questions concerning amounts being allocated to marketing, and specifics on the amounts allocated to local tourism groups. Mr. Stovall and Ms. Bak cited the line item for marketing in the budget in response. Senator Norment

further inquired the funding source for the 2019 Commemoration to which Mr. Stovall responded that the funding came from the state. Senator Norment inquired as to the plan for marketing dollars as related to the 2019 Commemoration during the 2019 calendar year. Ms. Bak indicated that marketing dollars would be spent throughout the year as travelers differ in their planning habits; some planning well in advance, and others at the last moment. She noted the goal was to be present in the mind of travelers prior to, and during 2019 to maximize visitation. Seeing as though there were no further questions, Mr. Atkinson made motion to adopt the proposed projections and operating plans (pending action by the General Assembly). Seconded by Mr. R. Jones the motion was approved.

VII. Jamestown-Yorktown Educational Trust President's Report

Mr. Acuff reported that the Educational Trust's Board of Directors last convened on December 4, 2017; and that the next meeting was on June 11, 2018. He noted that at the most recent meeting, he had been elected President and Mr. R. Jones, Secretary-Treasurer. He noted that for CY17, the gift shop's gross sales totaled \$2.73 million, which was consistent with the previous year. He noted that for 2018, gift shop sales had been sluggish with revenues falling behind 2017 levels by 12%. He reported that restaurant commissions in CY17 totaled \$112,404, which slightly exceeded estimates. He noted that the Trust board had adopted a proposed budget for CY18 with a total spending plan for this year is \$2.09 million. He noted that said plan included a disbursement to the Foundation of over \$622,383, which would help provide critical support to state operations. He concluded by noting that the Trust was actively developing a capital improvement plan to look long-term at appropriate repairs and renovations to JYF shops and cafés.

VIII. Naming and Recognition Requests

Mr. Fleet reported that on behalf of the JYF, Inc., Board of Directors, he had three categories of naming/recognition requests for the committees' consideration. He reminded board members that the state and private boards jointly adopted guidelines for approving naming and recognition requests. The guidelines called for them first to be endorsed by the Foundation, Inc.'s Executive Committee, who then recommend the requests to the Foundation's Executive Committee for final approval. He reported that on March 28th, the Inc., Board approved the Wisconsin Flag at Jamestown Settlement recognition opportunity, selected by Tom and Char Hand. Mr. Fleet moved approval of the recognition as presented, seconded by Mr. Dendy, the motion was approved.

Mr. Fleet then reported that the JYF, Inc., Directors had revisited a recognition opportunity at Jamestown Settlement for the Virginia Flag in Quadricentennial Plaza. He noted that in 2005, the 50 state flags were approved for donor recognition at \$50,000; however, the Virginia flag had been on hold for further consideration. He reported that the JYF, Inc., Directors had recently endorsed the Virginia Flag at Jamestown Settlement

being approved for recognition at the \$100,000 donor recognition level. Mr. Fleet moved approval of the recognition opportunity as presented; seconded by Ms. Flippo the motion was approved.

Mr. Fleet then reported that 24 new recognition opportunities had been identified for approval at the JYF, Inc., May 9, 2018 meeting. He noted that the new category of naming and recognition opportunities were tied to the Jamestown Settlement gallery refresh, and future fundraising for the Foundation. He noted that the 24 new areas were comprised of 9 areas in the Jamestown Settlement gallery; the Rebellion film credit; 10 interactives; and 4 hands-on stations. Mr. R. Jones questioned how the new opportunities being presented impacted existing approved donor recognition areas. Mrs. Gerdelman answered that existing donors were being consulted and part of the planning process that led to the 24 opportunities presented. Mr. Fleet moved approval of the recognition opportunity as presented; seconded by Mrs. Gerdelman, the motion was approved.

IX. Other Business

Speaker Cox called for any other items of business. Hearing there was none, he noted Business Session A followed in the Adams Room at 2:30 p.m.

X. Adjournment – Mr. Fleet

Speaker Cox adjourned the JYF Executive and Finance committee meeting at 2:20 p.m.

**Jamestown-Yorktown Foundation
Departmental Allocation Summary
2018-2019 PROPOSED JYF OPERATING PLAN***

DEPARTMENTAL ALLOCATION SUMMARY									
	PLANNED EXPENDITURES	MEL	Totals	MOE	Executive	Marketing	Finance/HR/ IT	Facilities	Development
1	FY 2018 Board Approved Operating Plan	170	\$ 18,011,698	\$8,154,109	\$ 637,253	\$ 2,745,245	\$ 3,194,548	\$ 2,646,813	\$ 633,730
2	Incremental FY 2018 Increase (full year of pay adjustments implemented in FY18)		18,891	10,328	1,018	1,275	1,758	3,473	1,039
3	FY 2019 Health Care and Benefit Rate Adjustments		112,957	68,979	4,071	9,054	13,329	14,927	2,597
4	FY 2018 Vacancy Adjustments		-	-	-	12,945	(16,968)	-	4,023
5	Incremental FY 2018 Central Appropriation		57,379	-	-	25,155	57,379	-	25,715
6	Additional Gift Shop and Development Support - Affiliate Funded		50,870	-	-	-	4,901	-	-
7	Central Support for Performance Budgeting, Cardinal, and IT Audits		4,901	-	-	-	(57,243)	-	-
8	Removal of NCF VRS Payment		(57,243)	-	-	-	(11,638)	-	-
9	2019 Commemoration Fiscal Support Reduction to Reflect Actual		(11,638)	-	-	-	-	-	-
10	FY 2018 Adjusted Base Budget	170	\$ 18,187,815	\$8,233,416	\$ 642,342	\$ 2,793,674	\$ 3,186,066	\$ 2,665,213	\$ 667,104
11	Restoration of FY 2018 General Fund Reductions Using Non-General Fund Resources		558,128	259,852	-	90,420	120,865	72,211	14,780
12	Move Capital Support under Facilities		-	-	-	-	(111,925)	111,925	-
13	Vacancy Factor		66,526	-	-	-	66,526	-	-
14	Transfer to the Inc. for Endowment and Project Support		750,000	-	-	-	750,000	-	-
15	Proposed FY 2019 Operating Plan	170	\$ 19,562,469	\$ 8,493,268	\$ 642,342	\$ 2,884,094	\$ 4,011,532	\$ 2,849,349	\$ 681,884

Proposed Resources				
	Totals	GF	NGF	
16	\$ 9,346,785	\$ 9,346,785	\$ -	
17	HB 30 (Item 234)	47,149	-	
18	Estimate HB 30 Central Appropriation Transfer (Item 474, 475)	-	-	
19	Admissions Revenue	6,426,291	6,426,291	
20	Inc./Trust Reimbursements	1,808,702	-	1,808,702
21	Gift Shop Profits	622,383	-	622,383
22	Outreach and Other Revenues	148,354	-	148,354
23	2019 Payments to JYF for Services	83,642	-	83,642
24	Prior Year Reimbursements to JYF from JYF INC and JYET	1,036,507	-	1,036,507
25	NGF Carryforward	42,656	-	42,656
26	FY 2019 Operating Budget	\$ 19,562,469	\$ 9,393,934	\$ 10,168,535
27	FY 2019 Appropriation	\$ 17,959,761	\$ 9,346,785	\$ 8,612,976
28	Variance:	\$ 1,602,708	\$ 47,149	\$ 1,555,559

Funding Ratios	
GF	48.0%
NGF	52.0%
Total	100.0%

* This is a working budget based upon the draft budgets approved by House and Senate. JYF awaits final action by the General Assembly and will revisit the issue and adopt a final budget at a later date.

Jamestown-Yorktown Commemorations 2018-2019 PROPOSED 2019 COMMEMORATION OPERATING PLAN (General Fund)									
DEPARTMENTAL ALLOCATION SUMMARY									
PLANNED EXPENDITURES	MEL	Totals	2019 Administration	Support Services	Marketing/ Communications	Tourism Promotion	Programs/ Partnerships	Events	
FY18 Board Approved Operating Plan	10	\$ 6,500,000	\$ 1,432,400	\$ 150,000	\$ 2,357,100	\$ 450,000	\$ 1,685,000	\$ 425,500	
Central Appropriations for Health Care		1,417	1,417						
FY18 Mid-year adjustments and budget realignment		-	(147,489)	(43,677)	80,657	(39,750)	121,010	29,249	
FY2018 Revised Budget	10	\$ 6,501,417	\$ 1,286,328	\$ 106,323	\$ 2,437,757	\$ 410,250	\$ 1,806,010	\$ 454,749	
FY19 adjustments			237,696	9,673	(687,757)	(10,250)	(1,374,563)	1,825,201	
Proposed FY19 State Operating Budget	0	6,501,417	1,524,024	115,996	1,750,000	400,000	431,447	2,279,950	

Members Present: Messrs. Acuff, Finger, Hager, Hall, Hanger, Ingram, Jordan, Rawles, Ruff, Stolle. Mmes. Abbitt, Andrews, Banks, Cardwell, Cousins, Fitzpatrick, Gerdelman, Hester, Wason.

Members Absent: Messrs. Adkins, Angles, Applewhite, Atkinson, Biagas, Casteen, Downey, Dykstra, Howard, Kelly, Knight, Koonce, McDougale, Plum, Qarni, Skinner, Thompson, Ware, Wilson. Mmes. Baker, Bourne, Dubois, Flippo, Howell, McNerney, Swann.

Other Trustees Present: Messrs. Cox.

Staff Present: Messrs. Armstrong, Davidson, Emerson, Ferguson, Hann. Mmes. Basic, Floyd, Gruber, Price-Hardister.

I. Call to Order

Dr. Rawles, Chairman of the Acquisitions Committee, called the Wednesday, May 9, 2018, joint meeting of the Jamestown-Yorktown Foundation Public Programming Committee and the Jamestown-Yorktown Foundation, Inc., Acquisitions Committee to order at 11:05 a.m., in the Adams Ballroom of the DoubleTree by Hilton in Williamsburg. Dr. Rawles welcomed the newest committee members, Ms. Bentley Andrews and Ms. Helen Zadarlik Cousins, as well as guests attending from other committees.

II. Approval of Minutes

Mr. Finger moved approval of the minutes of the Wednesday, October 4, 2017 of Jamestown-Yorktown Foundation Acquisitions Committee, as presented. Seconded by Ms. Banks, the motion passed unopposed. Dr. Rawles passed the gavel to Delegate Stolle, Chairman of the Public Programming Committee, who asked for approval of the Wednesday, November 8, 2017 meeting of the Jamestown-Yorktown Foundation, Public Programming Committee, as presented. Professor Jordan moved approval of the minutes. Seconded by Ms. Cardwell, the motion passed unopposed.

III. Jamestown Settlement Gallery Refresh II Update

Delegate Stolle pointed out that a great deal had happened in preparation for the renovation of the galleries at Jamestown Settlement. A team had been appointed in both design and media delivery and have been responding to questions following the delivery of preliminary designs to the Bureau of Capital Outlay Management (BCOM). Delegate

Stolle also reminded the committees that the estimated cost of Phase II of the Refresh project was \$8.69 million, noting that the Foundation had been allocated \$7 million in capital project funds, leaving a deficit of \$1.69 million. In order to address the issue, he observed that the Executive and Finance Committee would examine the option of exercising a provision that allows JYF to use Maintenance Reserve funding to replace exhibit funding, thus allowing the Refresh II project to move forward as originally designed. He also pointed out that along with state funding, there were a number of areas in the Refresh that required private funding and thanked the JYF, Inc., Board for its continued support.

Delegate Stolle then invited Mr. Armstrong to provide an update on Phase II of the Jamestown Gallery Refresh. Mr. Armstrong began by reminding committee members to keep in mind the key objectives of the Refresh: Commemoration of 1619; preparation for changes in state education policy, incorporation of up-to-date technology, future-proofing of maintenance costs, and the addition of an immersive theater. Moreover, he noted that these objectives were also aimed at helping the Foundation maintain market share and reducing running costs.

Mr. Armstrong's presentation alternated between maps of the gallery areas being refreshed—with stars indicating where interactives would be added—and design images of how these spaces would look when the Refresh is completed. He pointed out that approximately one-third of the gallery would be affected with a focus on those areas that would have the largest impact, while also ensuring the least impact on the visitor experience. Finally, he noted that Refresh plans continued to incorporate lessons learned from the development of the new Yorktown museum.

Since one of the key objectives of the Refresh is to commemorate the 1619 events, Mr. Armstrong reported that a whole new gallery space would be created to emphasize the main themes of the Commemoration. The African theater would be upgraded with new interpretive areas showing the arrival of the first Africans and the growth of slavery. The arrival of women would be developed through the *TENACITY* exhibition. Mr. Armstrong also mentioned that the third theme, government, would be given greater emphasis in response to the demands of educators and school visitors by redeveloping and enhancing the Government Theater and incorporating a bigger, open space in front of it to accommodate large school groups. He went on to discuss the core element of the Refresh, the Rebellion Theater, reporting that the theater would hold approximately 124 visitors. Lastly, he noted that visitors would have a chance to contribute to the discussion about the importance of Jamestown through the "Legacy Wall." Following Mr. Armstrong's presentation, Delegate Stolle ceded the floor to Dr. Rawles.

IV. Curatorial Review

Dr. Rawles took the floor, reporting that it had been an interesting year for acquisitions as the collections team continued to seek out objects, both here and abroad, to replace loans at Yorktown and prepare to reinterpret the story at Jamestown.

At the request of Dr. Rawles, Dr. Davidson presented the Semi-Annual Acquisitions Report, reminding committee members that the main thrust at Yorktown had been to replace items borrowed from other museums. He reported on three acquired artifacts that accomplish this objective: a pair of dice, a brass spit engine/clock jack, and a wrought iron toaster. Dr. Davidson then described an important new acquisition, an original 1781 document recording the case of Mulatto Billy, an escaped Virginia slave who fought for the British. Professor Jordan remarked that the original petition pertaining to this case is in the Library of Virginia. Dr. Davidson clarified that the document acquired is a report on the court case, which was very significant, being the first time a slave was found to not be a citizen, thus allowing him to escape death for treason.

Dr. Davidson also reported on seven artifacts acquired for display at Jamestown Settlement, again observing that the curatorial staff had been looking for acquisitions similar to objects uncovered on Jamestown Island. For example, he mentioned the acquisition of a 17th-century amputation saw—a medical instrument—the same make and manufacture as one found at the Historic Jamestown site. He also singled out two of these acquisitions because of their rarity and historical importance: an early seventeenth-century mathematical sector made by the renowned London craftsman Charles Whitwell, and the extremely rare 16th-century jack of plate, a military garment similar to a modern-day flak jacket. He pointed out that fragments of these jacks had been found on Jamestown Island.

In conclusion, Dr. Davidson noted that since July 1, 2017, four items in the Jamestown-Yorktown Foundation's collection had been conserved: German military-style horns, a Grenadier of Virginia sword, a French Charlesville musket and bayonet, and domestic andirons. With no further questions from the committees, Ms. Banks moved to accession the artifacts, and upon the second by Ms. Fitzpatrick, the motion passed unopposed.

V. Special Exhibitions

Delegate Stolle took the floor to report on special exhibitions. He began by observing that a great deal of time, expertise, and financial resources go into their delivery at both Jamestown and Yorktown. He pointed out that in June of this year, *Blast from the Past* would be the second exhibition to open at Yorktown. He observed that it

was expected to be very hands-on and very loud, while connecting well to the living history areas and the daily canon firing in the new Yorktown amphitheater.

He went on to report that the exhibition team continued to develop the content and loans for the third Yorktown exhibition, *Forgotten Soldier*. He remarked that, although this exhibit was not officially linked to the 2019 Commemoration, *Forgotten Soldier* would tell the continuing story and contribution of the first Africans who arrived in Jamestown in August 1619. He also pointed out that private funding was essential to the success of special exhibitions, noting that for this exhibit, the Foundation was particularly grateful to Altria for their generous support. Delegate Stolle concluded by indicating that more details on *Forgotten Soldier* would be shared in the November 2018 meeting. He then ceded the floor to Dr. Rawles.

Dr. Rawles continued to report on special exhibitions by sharing information on the next exhibition taking place at Jamestown, namely, *TENACITY: Women of Jamestown and Early Virginia*. He noted that the exhibition was a legacy project of the 2019 Commemoration which would open in November of 2018 and run until January 2020. Dr. Rawles then invited Ms. Gruber, Special Exhibits Curator, to present some of the activities and programs planned for *TENACITY*.

Ms Gruber reported that high-profile loans from world-class institutions have been secured to support the exhibition and provided some examples of purchased and loaned artifacts including the Ferrar Papers, appearing for the first time outside the UK, on loan from Magdalene College at Cambridge. She noted the documents list the names, references and qualifications of many of the 56 women who were shipped to Virginia in 1621. Ms. Gruber went on to explain how the Ferrar papers also formed the core of an interactive that would make it possible for visitors to explore each page and discover additional biographical information about the women.

Ms. Gruber also reported that *TENACITY* would feature 3 other media pieces in addition to the Ferrar Papers explorer. These would include a short video introducing visitors to the first two English women in Virginia, as well as an interactive on Expectations vs. Reality that would provide an engaging look at what many women expected versus what they found. To conclude, Ms. Gruber reviewed some of the programs and events planned in support of the exhibition as well as some key partnerships such as those with American Evolution 2019, the Library of Virginia, and the Virginia Arts Festival.

Pursuant to Ms. Gruber's presentation, Dr. Rawles observed that exhibitions typically take approximately three years to develop and therefore play a vital role in the Foundation's four-year planning process. He invited Ms. Gruber and Mr. Armstrong to share plans for future special exhibitions at both Jamestown Settlement and the American Revolution Museum at Yorktown. Mr. Armstrong began by discussing the selection criteria used to identify potential exhibitions such as JYF mission, availability of artifacts,

content expertise, potential partnerships, visitor interest, relevance, as well as availability of staff and financial resources. He then described the selection process, noting that staff first developed a list of 12 potential exhibitions, weighed them against the criteria, and then held a series of stakeholder workshops in early 2018 to get feedback and narrow down the topics. He emphasized that the Foundation is able to plan and develop future special exhibitions at least three years in advance with continued valuable support from JYF, Inc.

Ms. Gruber continued with more detail on the special exhibitions, beginning with those planned for Jamestown Settlement. She indicated that after *TENACITY* closes in early 2020, the Foundation has the opportunity to host a traveling exhibition from the Boijmans van Boningen Museum in Rotterdam (with whom JYF partnered previously in 1995) on *Domestic Life in the 17th Century*. This would be followed by an exhibition entitled *The Royal Stuarts*, selected by focus groups as the number one choice for Jamestown settlement due to the exciting artifacts and programming that could potentially accompany it. Next, *We Are the World* was a topic that focus groups reacted to strongly because of its modern and continuing relevance to today, situating Jamestown as the foundation for a multi-cultural America and allowing the telling of a more inclusive and global story of the founding of Virginia.

Ms. Gruber went on to discuss the upcoming special exhibition topics identified for the American Revolutionary Museum at Yorktown. Following next year's *Forgotten Soldier*, an exhibition is planned on *Women in the Revolution*, which would explore the many ways that women contributed to the patriot cause on and off the battlefield. This would be followed by one of the focus groups' favorite topics, *Spirits of the Revolution*, an exhibition looking at the intersection of tavern culture, communication, and revolution and offers the possibility of transforming the gallery into an immersive tavern environment. Finally, Ms. Gruber reported that the third planned exhibition, *Secrets and Symbols*, explores how iconography, objects, songs and other representations of the patriotic spirit not only found their way into daily lives during the Revolutionary period, but continued to influence the world after 1783, and are still relevant even today.

Following this presentation, Dr. Rawles noted that the Public Programming Committee would continue to oversee and steer these developing exhibitions with the Acquisitions Committee lending its support. He asked if there were any questions. With no questions raised, Mr. Finger moved to approve these future exhibition topics as presented and with a second from Ms. Zadarlik-Cousins, the motion passed unopposed.

VI. Teaching History Today Utilizing the 5 C's

Delegate Stolle took the floor and remarked that, as part of the four-year planning process, the committees would hear more about the strategic direction of education in museums. He noted the importance of JYF keeping a close watch on national education

trends as well as the changes recently implemented to Virginia's Standards of Learning (SOLs) by the Department of Education. He invited Ms. Price-Hardister, On-Site Education Program Manager, to report on how JYF was responding to these changes, as well as what might be expected in the coming years.

Ms. Price-Hardister indicated that changes were occurring at three levels: 1) minor changes in historical content which would not impact JYF as Jamestown and Revolutionary history continue to be represented at several grade levels; 2) a shift toward skill-building in the 5 Cs: critical thinking, creative thinking, collaboration, communication and citizenship; and 3) the elimination of statewide standardized testing of SOLs for history and social studies. In light of these last two changes, she noted that teachers develop performance-based assessments that support the 5 Cs, with testing determined by district with oversight from the Virginia Department of Education. She explained that through performance-based assessments, teachers assign students an issue to explore, a problem to solve, or a challenge to meet. Students are encouraged to be creative, think critically, collaborate constructively, communicate effectively, and in the process develop good citizenship skills.

Ms. Price-Hardister reported that for the past few years, the Education Department at JYF had been working in a deliberate manner to understand the new focus on skills and respond proactively to the direction the Virginia schools are taking. She noted that, the JYF education team's four-year plan had been developed with this overall goal in mind: to stay relevant to the Virginia schools while maintaining their mission to educate students about 17th and 18th century history and Virginia's legacy to the United States. She provided several examples of initiatives being implemented through on-site programs for students at JYF museums as well as on-line projects for "digital visitors" from anywhere in the state, country or world.

Ms. Gerdelman asked if teachers know about the availability of these resources. Ms. Price-Hardister noted that the "Learn" section of the "History is Fun" website was being used to communicate JYF's readiness to partner with them as a resource for performance-based learning assessments. For example, the Dig Deeper programs had been developed and initiated at Jamestown Settlement in fall 2016 and the American Revolution Museum at Yorktown in fall 2017. The programs allowed students to practice the 5 Cs at JYF museum sites. At the same time, she observed that hands-on programs continue to be revised to make activities more student-directed and less managed. Mr. Finger asked if JYF was taking advantage of conferences to make presentations about partnering with teachers. Ms. Price-Hardister responded that JYF did, noting that in addition, JYF's Outreach teams go out into communities to learn and listen. For example, she mentioned that JYF had worked with the Williamsburg-James City County School District to develop performance-based assessments for second and twelfth graders. This partnership with WJCC schools then formed the basis for a presentation at the Virginia Social Studies educators' conference in October of 2017,

serving as a model for school districts to work with museums in planning and implementing their assessments.

Finally, Ms. Price-Hardister reported that JYF's educational team had been very active in the digital world, putting finishing touches on a new digital resource titled "What Makes a Patriot." In the program, students are sent to HisotryPin, a website that allows them to upload stories of people in their communities from the Revolutionary era and includes several lesson plans and performance-based learning projects included for teachers. She observed that one of the best features of the program was that it would eventually include a search engine for the 5Cs that would be available throughout the "Learn" section of the website.

VII. Other Business

Mr. Armstrong reminded the committee members that at the last Public Programming Committee meeting in November, dates were put forward for a sail to Alexandria and Baltimore, with the caveat that negotiations were ongoing over confirmation of the dates. He reported the those dates had flipped such that the Godspeed would arrive in Baltimore on October 2 and remain there until October 8, proceeding on to Alexandria from October 12 – 17.

Dr. Rawles took the floor to observe Dr. Davidson's last official meeting before retiring from the Foundation in August. He pointed out that for 30 years, Dr. Davidson had led development of content for the permanent galleries in both museums as well as developing countless special exhibitions. He also noted that Dr. Davidson had guided the Acquisitions Committee in the purchase of hundreds of objects, helped the museum achieve national accreditation and given sound council based on an incredible depth of knowledge on a vast array of subjects, always presenting them in an engaging and accessible way. The committee members responded by giving Dr. Davidson a resounding round of applause.

VIII. Adjournment

Hearing no further business, Mr. Hall motioned for adjournment, and seconded by Ms. Fitzpatrick, Delegate Stolle adjourned the Wednesday, May 9, 2018 joint meeting of the Public Programming Committee and Acquisitions Committee at 12:32 p.m.