



Jamestown-Yorktown Foundation Executive and Finance Committees Meeting

Thursday, September 3, at 12:00 p.m.

The Commonwealth Club
401 West Franklin Street, Richmond
804-648-6543
Jefferson Room - Lunch Provided

*This is an in-person meeting as quorum is required for the meeting.
Virtual/phone participation options are available if individual circumstances warrant. (in accordance
with VA Code 2.2-3708.3)*

Microsoft Teams Meeting
Meeting ID:
240 973 488 779 470
Passcode:
gs7nW7bD

Dial in by phone
+1-434-230-0065
Phone conference ID:
973 243 194#

**Executive Office 757-253-4840
Board Liaison 757-253-4463**

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

The Honorable Delores L. McQuinn,
Chair, Finance Committee

Mrs. Sue H. Gerdelman
Vice Chair, Executive Committee

The Honorable Ryan T. McDougale,
Vice Chair, Finance Committee

AGENDA

- I. Call to Order – Mr. Norment**
- II. Approval of Minutes – Mr. Norment** *(Action Required)*
May 7, 2026
p. 4
- III. Executive Director’s Report – Ms. Coleman**
 - A. Brief Foundation Overview
 - B. Electronic Meeting Policy: Annual Approval *(Action Required)*
p. 7
- IV. Jamestown-Yorktown Educational Trust Report – Mr. Acuff**
- V. Jamestown-Yorktown Foundation, Inc. Update – General Harrison**
- VI. FY26 and FY27 Financials – Delegate McQuinn**
 - A. FY26 Year End Summary
p. 10
 - B. FY27 Financial Report
p. 14
 - C. Proposed FY27 Budget Adjustments & Carryforward Plan
(Action Required)
p. 18

VII. Committee Reports

- A. Administration & Personnel – Delegate Fowler
- B. Buildings & Grounds – Chief Adkins
- C. Marketing – Mrs. Morgan
- D. Nominating – Mr. Dendy
p. 21
- E. Public Programming – Delegate Carr

VIII. Other Business – Mr. Norment

IX. Adjournment – Mr. Norment

Mission Statement

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

Committee Members Present: Chief Stephen Adkins, Ms. Fran Bradford (Inc. Liaison), Mr. Kirk Cox, Mr. Ben Dendy, Ms. Suzanne Flippo (Remote), Mrs. Sue H. Gerdelman, Mr. Terry Hall, Gen. Michael Harrison (Inc. Liaison), Senator Mamie Locke, Senator Ryan McDougle, Delegate Delores L. McQuinn, Senator Tommy Norment.

Committee Members Absent: Mr. Marshall Acuff, Jr., Delegate Betsy Carr, Mrs. Gloria Chambers, Delegate Buddy Fowler, Jr., Senator Louise Lucas, Mr. Kenneth Plum, Speaker Don Scott, and Delegate Luke Torian.

Trustees and Directors Present: Ms. Bentley Andrews, Mrs. Laura Bailey, Mrs. Ann Baise, Mr. David Botkins, Senator Danny Diggs, Mrs. Julie Dime, Mr. Thomas Distanislaio, Mr. Charles James, Mrs. Anne Marie Morgan, Delegate Shelly Simonds, Dr. Bill White.

JYF Staff/Guests: Ms. Christy Coleman, Dr. Mariruth Leftwich, Ms. Lisa Lucas, Dr. Juliet Machie, Mr. Coy Mozingo, Mr. Will Nixon, Ms. Melissa Thompson and Mrs. Glenda Turner and Ms. Ambria Wood (AG Representative).

I. Call to Order

Senator Thomas K. Norment, Jr., Chair of the Executive Committee, called the meeting to order at 11:15 a.m. and welcomed members of the Executive Committee, Finance Committee, and Inc. liaisons Fran Bradford, Michael Harrison, and Emeritus Terry. He reminded attendees that a quorum is required for official action and that remote participation is permitted under Virginia Code §2.2-3708.3 when individual circumstances warrant. Before beginning the agenda, staff conducted the roll call for the Executive Committee, confirming attendance from Mrs. Sue Gerdelman, Speaker Scott, Mr. Dendy, Mr. Hall, Senator Locke (remote), and herself. With 7 of 14 members present, the Executive Committee did not meet quorum. Roll call was then taken for the Finance Committee. Members present included Mrs. Newman, Ms. Flippo, and Senator McDougle. Quorum was not met for the Finance Committee. Despite the lack of quorum, Senator Norment announced that the committees would hear scheduled presentations but defer formal votes until the full board convenes.

II. Approval of Minutes – November 12, 2025

Senator Norment presented the minutes from the November 12, 2025, meeting and requested their approval. Mrs. Morgan made the motion, seconded by Chief Atkins. No corrections or additions were offered, and members present provisionally approved

the minutes. A formal vote will be taken once a quorum is established at a future meeting.

III. FY2026 Year-to-Date Financial Report (Through March 31)

Delegate Delores McQuinn introduced the financial report, with Senior Director of Finance Will Nixon presenting an in-depth overview of the Foundation's performance through March 31. He reported year-to-date revenue of approximately \$19.6 million (72% of budget) and expenditures of \$18.2 million (67% of budget), resulting in a positive—but timing-dependent—net position of about \$1.4 million.

Visitation reached 270,000 paid visitors, roughly 61% of budget and essentially flat compared to the prior year. Nixon emphasized that while visitation is stable, it is not increasing enough to offset rising operating costs. He explained that most revenue growth came from state support and carryforward funds rather than admissions, which rose only slightly. Expenditures continued to show pressure, particularly in personnel costs, which totaled \$13.3 million and increased by 5.8% over the prior year. Salaries rose 6% and healthcare costs increased 10%. Non-personnel costs totaled \$4.9 million and reflected notable increases in utilities, security, and equipment replacement. Nixon emphasized that the Foundation is within budget but continues to face structural challenges tied to aging infrastructure and rising operational expenses. Delegate McQuinn summarized the report by noting that the agency remains healthy but must remain vigilant. No formal action was taken.

VI. Proposed FY2027 State Operating Budget

Mr. Nixon presented the proposed FY2027 state operating budget totaling \$24.9 million, representing a 4% increase over the current fiscal year. He explained that most increases are driven by state-mandated compensation changes, sharply rising healthcare premiums, and necessary support for essential staff and infrastructure. Admissions revenue was conservatively projected at \$6 million, reflecting continued uncertainty in visitation trends. Mr. Nixon noted that the proposed budget does not yet include \$11 million in deferred maintenance funding or \$480,000 in additional operating support—both pending items in the state budget process (SB30). He also reported a planned 3% salary increase for July 2026 and a state-authorized \$1,500 bonus for classified employees in June 2026. Because wage employees are excluded under current legislation, the committee recommended pursuing administrative or legislative avenues to allow the Foundation to use non-general funds to recognize wage staff. Due to lack of quorum, the budget received only provisional consideration, with final action reserved for the full board.

VII. JYF Code of Ethics – Required Revision

Executive Director Christy Coleman presented a required update to the JYF Code of Ethics to align with American Alliance of Museums accreditation standards. The revision specifies that any proceeds from deaccessioned artifacts must be placed into

the Acquisitions Fund and may not be used for operating expenses. Members provisionally approved the revision, with final adoption contingent on a quorum at a future meeting.

VIII. Executive Director's Performance Report (Closed Session)

The Committees entered closed session under Virginia Code §§ 2.2-3711(A)(1) and (A)(8) to discuss the performance of Executive Director Christy Coleman and consult with legal counsel. After concluding the session, Senator Norment reported that the Executive Director's Performance & Compensation Review Task Force completed its interim assessment.

The Task Force reviewed nine core responsibility areas and three strategic initiatives, with ratings ranging from Meets Expectations to Consistently Exceeds Expectations. Ms. Coleman received highest marks in Public Programs & Exhibits and External Representation. The report also highlighted considerable external engagement, including more than \$10,000 in speaking-engagement honoraria. A certification vote affirmed compliance with FOIA requirements.

IX. Other Business

Committee members discussed the importance of supporting wage staff to remain competitive in the local employment market, the impact of staffing constraints on guided tours, and the urgency of addressing deferred maintenance across the Foundation's aging facilities. No formal actions were taken.

X. Adjournment

Senator Norment thanked all presenters, staff, and committee members for their participation and contributions. The meeting adjourned at 12:30 p.m. with appreciation expressed for continued collaboration and anticipation of the next scheduled board session.

Electronic Meetings Policy of the Jamestown-Yorktown Foundation Board of Trustees

Policy on electronic meetings held through electronic communication means under § 2.2-3708.3 of the Code of Virginia. The Code of Virginia § 2.2-3708.3 requires public bodies to adopt a policy regarding remote participation by members and all-virtual meetings.

Remote Participation Policy

It is the policy of the Jamestown-Yorktown Foundation Board of Trustees that individual board members may participate in meetings virtually as permitted by § 2.2-3708.3 of the *Code of Virginia*. This policy shall apply to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting. Whenever an individual member wishes to participate from a remote location, the law requires a quorum of the Jamestown-Yorktown Foundation Board of Trustees be physically assembled at the primary or central meeting location.

Members are permitted to participate in meetings remotely under the following three circumstances:

1. The member has a temporary or permanent disability or other medical condition that prevents the member's physical attendance;
2. A medical condition of a member of the member's family requires the member to provide care that prevents the member's physical attendance;
3. The member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or
4. The member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter. However, the member may not use remote participation due to personal matters for more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

When all procedural requirements are met, board members participating in meetings remotely may take part in discussions, make motions, vote, join in closed meetings, and otherwise participate fully as if such member was physically present. If procedural requirements are not met, however, then members may only monitor the meeting and cannot otherwise participate.

Requests for remote participation must be sent to Jamestown-Yorktown Foundation staff, who will notify the Board Chair. Requests will be approved automatically unless the member's participation would violate FOIA. If participation is challenged, the matter will be put to a vote of the Board Members at the meeting. The request and reason for remote participation will be recorded in the meeting minutes.

All-Virtual Meetings Policy

It is the policy of the Jamestown-Yorktown Foundation that the Jamestown-Yorktown Foundation Board of Trustees may hold all-virtual public meetings pursuant to subsection C of § 2.2-3708.3 of the *Code of Virginia*. Whenever the Jamestown-Yorktown Foundation Board of Trustees holds an all-virtual public meeting, members and staff must comply with the following statutory requirements:

1. An indication of whether the meeting will be an in-person or all-virtual public meeting must be included in the required meeting notice along with a statement notifying the public that the method by which a public body chooses to meet shall not be changed unless the public body provides a new meeting notice in accordance with the provisions of § 2.2-3707;
2. Public access to the all-virtual public meeting is provided via electronic communication means;
3. The electronic communication means used allows the public to hear all members of the public body participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the public body as well;
4. A phone number or other live contact information is provided to alert the public body if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public;
5. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of a public body for a meeting is made available to the public in electronic format at the same time that such materials are provided to members of the public body;
6. The public is afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received;
7. No more than two members of the public body are together in any one remote location unless that remote location is open to the public to physically access it;
8. If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the public body votes to certify the closed meeting as required by subsection D of § 2.2-3712;
9. The public body does not convene an all-virtual public meeting (i) more than two times per calendar year or 50 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and

10. Minutes of all-virtual public meetings held by electronic communication means are taken as required by § 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to these requirements is disapproved because such participation would violate the policy adopted pursuant to subsection D of § 2.2-3708.3, such disapproval shall be recorded in the minutes with specificity.

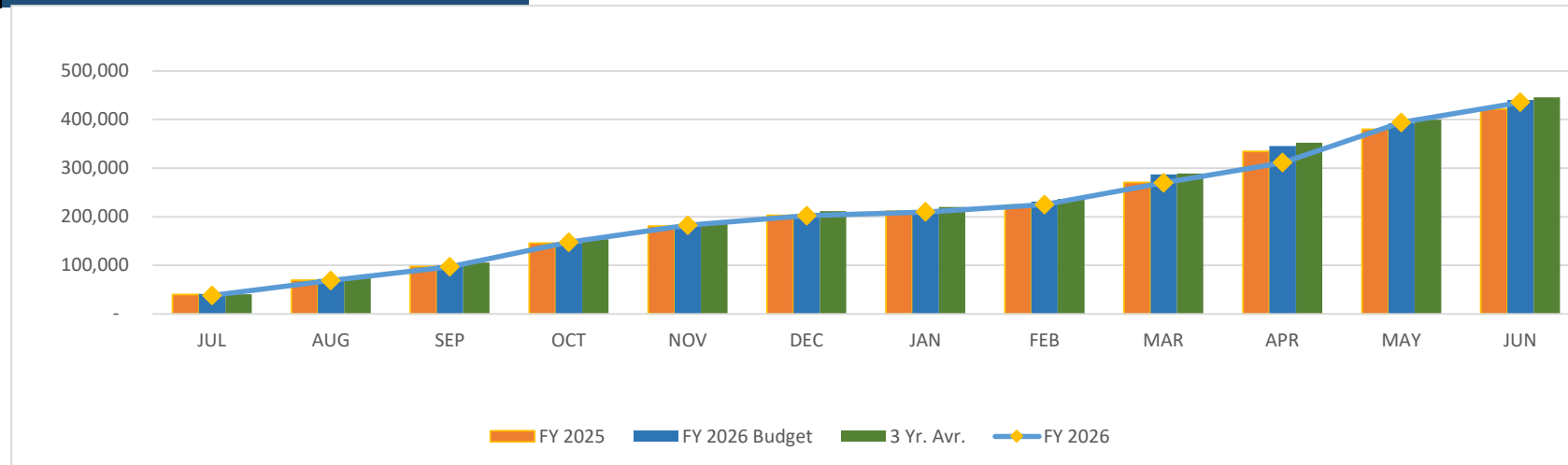
This policy applies to all committees, subcommittees, and advisory groups of the Jamestown-Yorktown Foundation Board of Trustees.

Jamestown-Yorktown Foundation

June 2026

KEY METRICS	VISITATION	REVENUE	ADMISSIONS	EXPENDITURES	PERSONNEL	NON-PERSONNEL
Current Value	435,601	\$ 26,251,218	\$ 6,235,614	\$ 23,476,890	\$ 16,959,714	\$ 6,517,177
Period	this year	this year	this year	this year	this year	this year
%	98.9%	96.7%	101.9%	86.5%	93.0%	73.2%
Difference vs.	(4,689)	\$ (899,945)	\$ 117,805	\$ (3,674,273)	\$ (1,284,542)	\$ (2,389,731)
5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend

VISITATION - Cumulative

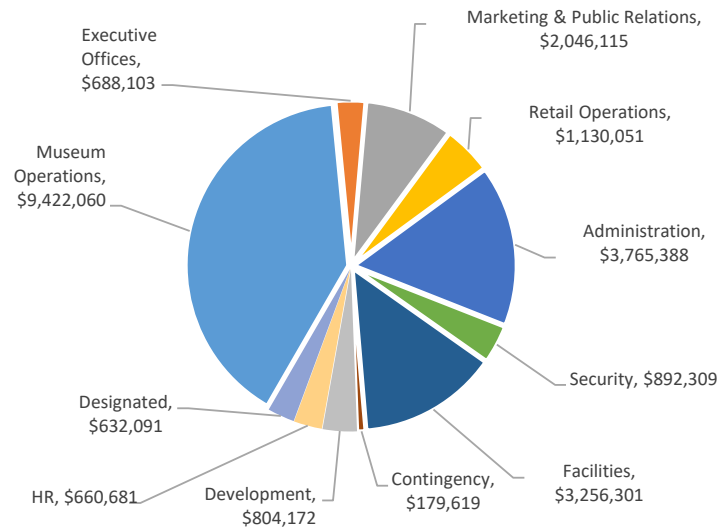


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY 2026	37,923	68,497	96,664	147,276	182,177	202,121	209,849	224,763	269,540	311,240	394,072	435,601
Budget	41,141	71,815	99,858	145,317	180,799	204,015	212,631	230,935	286,991	345,448	392,281	440,290
FY 2025	39,731	69,081	97,363	145,536	180,815	202,829	211,355	223,669	270,620	334,387	380,134	421,882
3 Yr. Avg	40,597	74,237	105,815	153,454	188,725	211,470	220,207	236,508	288,634	352,240	399,534	445,666

Jamestown-Yorktown Foundation

June 2026

Expenditure by Departments



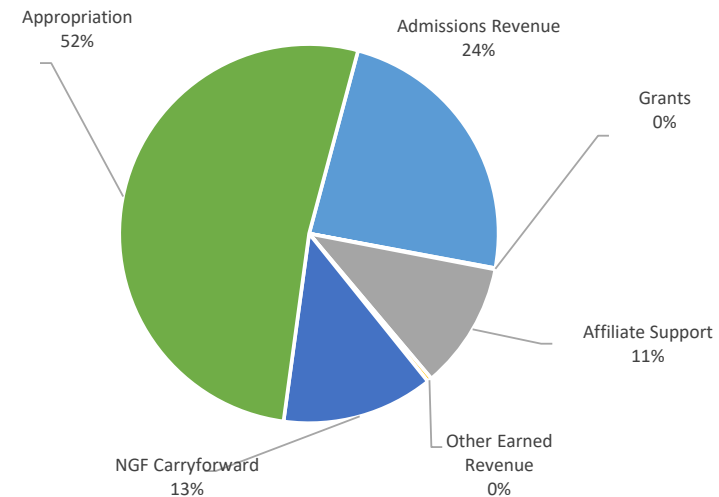
Key Expenditures vs. Budget

Salaries	\$ 9,830,499	96.1%
Wages	\$ 2,104,418	80.2%
Benefits & Health Care	\$ 5,024,796	93.1%
Advertising	\$ 805,947	80.5%
IT & Telecomm	\$ 1,326,246	92.7%
Prod & Skilled Services	\$ 291,750	11.9%
Maint & Repair	\$ 392,675	85.1%
Security	\$ 631,880	98.0%
Utilities	\$ 1,034,241	107.7%

Revenues vs. Budget

Jamestown Admissions	\$ 4,231,696	98.8%
Yorktown Admissions	\$ 2,003,918	109.1%
Grants	\$ 23,450	100.0%
Outreach/Distance	\$ 53,354	42.6%
After Hours, Summer	\$ 47,216	34.7%
Affiliate Support, Misc	\$ 2,842,007	76.8%
Other Revenue	\$ 3,080	0.0%
Total Earned Revenue	\$ 9,204,721	91.1%
Carryforward	\$ 3,387,798	100.0%
Recognized State	\$ 13,658,699	100.0%

Revenues



Statement of Revenues and Expenditures

As of 6-30-2026

Line	Revenue	Current Year Actual	Total Budget	Variance to Total Budget	Percent of Budget	Prior Year Actual	Variance to Prior Year	Percent of Prior Year
1	Earned Revenues							
2	Jamestown Admissions	\$ 4,231,696	\$ 4,281,629	\$ (49,933)	98.8%	\$ 4,169,186	\$ 62,510	101.5%
3	Yorktown Admissions	<u>2,003,918</u>	<u>1,836,180</u>	<u>167,738</u>	<u>109.1%</u>	<u>1,840,648</u>	<u>163,270</u>	108.9%
4	Total Admissions	<u>\$ 6,235,614</u>	<u>\$ 6,117,809</u>	<u>\$ 117,805</u>	<u>101.9%</u>	<u>\$ 6,009,834</u>	<u>\$ 225,780</u>	103.8%
5	Grants	23,450	23,450	-	100.0%	-	23,450	N/A
6	Outreach	53,354	125,325	(71,972)	42.6%	82,522	(29,168)	64.7%
7	After Hrs, Summer Camps	47,216	136,164	(88,948)	34.7%	17,344	29,872	272.2%
8	Affiliate Support & Misc	2,842,007	3,701,918	(859,911)	76.8%	3,271,549	(429,542)	86.9%
9	Other Revenue	<u>3,080</u>	<u>-</u>	<u>3,080</u>	<u>N/A</u>	<u>8,583</u>	<u>(5,504)</u>	35.9%
10	Total Earned Revenues	<u>\$ 9,204,721</u>	<u>\$ 10,104,666</u>	<u>\$ (899,945)</u>	<u>91.1%</u>	<u>\$ 9,389,832</u>	<u>\$ (185,111)</u>	<u>98.0%</u>
11								
12	NGF Carryforward	3,387,798	3,387,798	-	100.0%	2,690,683	697,116	125.9%
13	Recognized State Approp	13,658,699	13,658,699	-	100.0%	13,262,856	395,843	103.0%
14								
15	Total Revenue	\$ 26,251,218	\$ 27,151,163	\$ (899,945)	96.7%	\$ 25,343,371	\$ 907,848	103.6%
16								
17	Expenditure							
18	Personnel Costs							
19	Salary	\$ 9,830,499	\$ 10,225,384	\$ 394,885	96.1%	\$ 9,211,589	\$ 618,910	106.7%
20	Benefits	2,881,336	3,008,569	127,233	95.8%	2,693,171	188,165	107.0%
21	Health Care	2,143,460	2,386,137	242,677	89.8%	1,954,169	189,291	109.7%
22	Wages	<u>2,104,418</u>	<u>2,624,166</u>	<u>519,748</u>	<u>80.2%</u>	<u>2,097,110</u>	<u>7,309</u>	100.3%
23	Total Personnel Costs	<u>\$ 16,959,714</u>	<u>\$ 18,244,256</u>	<u>\$ 1,284,542</u>	<u>93.0%</u>	<u>\$ 15,956,038</u>	<u>\$ 1,003,675</u>	106.3%
24	Advertising	805,947	1,001,011	195,064	80.5%	1,039,237	(233,290)	77.6%
25	Insurance, Bank Fees, Audit	506,822	486,486	(20,336)	104.2%	489,620	17,203	103.5%
26	IT & Telecomm	1,326,246	1,430,968	104,722	92.7%	1,373,460	(47,214)	96.6%
27	Maintenance & Repair	392,675	461,599	68,924	85.1%	499,578	(106,903)	78.6%
28	Production & Skilled Services	291,750	2,446,104	2,154,354	11.9%	192,789	98,961	151.3%

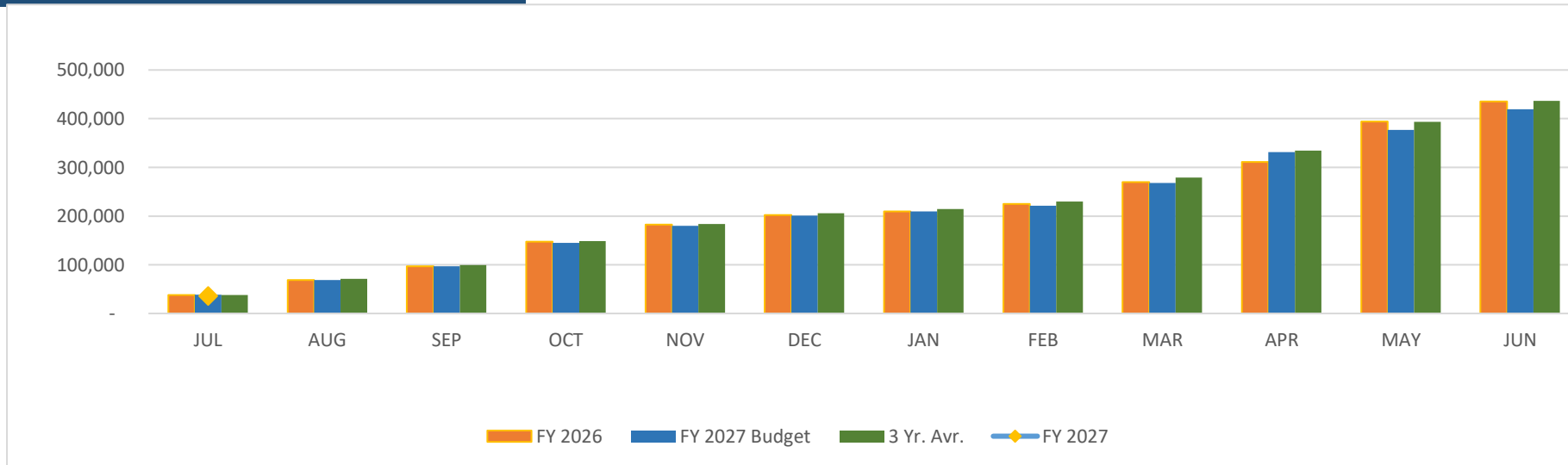
Line		<i>Current Year</i> <i>Actual</i>	<i>Total Budget</i>	<i>Variance to Total</i> <i>Budget</i>	<i>Percent of</i> <i>Budget</i>	<i>Prior Year Actual</i>	<i>Variance to Prior</i> <i>Year</i>	<i>Percent of</i> <i>Prior Year</i>
29	Security	631,880	644,507	12,627	98.0%	520,765	111,115	121.3%
30	Travel, Training, Lodging	233,032	326,945	93,913	71.3%	249,221	(16,188)	93.5%
31	Utilities	1,034,241	960,000	(74,241)	107.7%	850,845	183,396	121.6%
32	Equipment, Fixed Assets	400,490	491,010	90,520	81.6%	232,125	168,365	172.5%
33	Other	894,093	658,278	(235,815)	135.8%	523,395	370,699	170.8%
34	Total Non-Personnel Costs	\$ 6,517,177	\$ 8,906,908	\$ 2,389,731	73.2%	\$ 5,971,034	\$ 546,143	109.1%
35	Total Expenditure	\$ 23,476,890	\$ 27,151,163	\$ 3,674,273	86.5%	\$ 21,927,072	\$ 1,549,818	107.1%
36								
37	Net Revenue	\$ 2,774,328	\$ -	\$ 2,774,328	N/A	\$ 3,416,298	\$ (641,970)	81.2%

Jamestown-Yorktown Foundation

July 2026

KEY METRICS	VISITATION	REVENUE	ADMISSIONS	EXPENDITURES	PERSONNEL	NON-PERSONNEL
Current Value	36,064	\$ 3,185,685	\$ 653,174	\$ 2,817,742	\$ 2,046,757	\$ 770,985
Period	this year	this year	this year	this year	this year	this year
%	8.6%	12.8%	10.8%	11.3%	11.0%	12.1%
Difference vs.	(383,122) vs. budget	\$ (21,723,747) vs. budget	\$ (5,393,098) vs. budget	\$ (22,091,690) vs. budget	\$ (16,497,937) vs. budget	\$ (5,593,753) vs. budget
5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend	5 Yr Trend

VISITATION - Cumulative

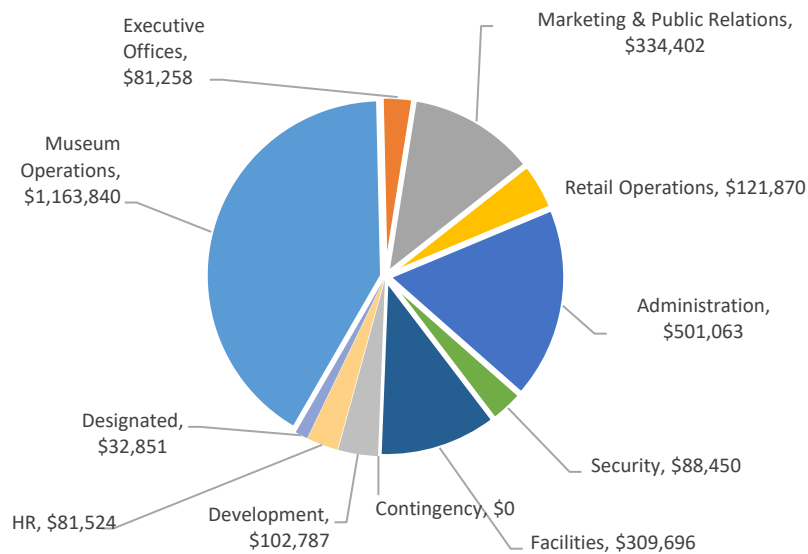


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
FY 2027	36,064	-	-	-	-	-	-	-	-	-	-	-
Budget	38,557	68,442	97,207	144,721	180,302	200,925	209,390	221,340	268,282	331,383	376,925	419,186
FY 2026	37,923	68,497	96,664	147,276	182,177	202,121	209,849	224,763	269,540	311,240	394,072	435,601
3 Yr. Avg	37,906	70,853	99,393	148,801	183,968	205,913	214,297	229,717	279,325	334,555	393,336	436,862

Jamestown-Yorktown Foundation

July 2026

Expenditure by Departments



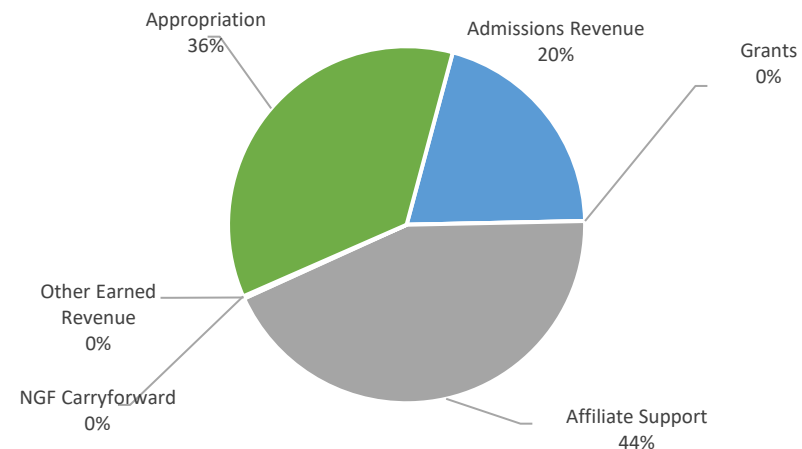
Key Expenditures vs. Budget

Salaries	\$	1,259,657	12.0%
Wages	\$	175,916	6.9%
Benefits & Health Care	\$	611,184	11.1%
Advertising	\$	201,087	20.1%
IT & Telecomm	\$	101,183	8.6%
Prod & Skilled Services	\$	27,743	11.6%
Maint & Repair	\$	41,370	8.9%
Security	\$	59,698	9.2%
Utilities	\$	54,374	5.8%

Revenues vs. Budget

Jamestown Admissions	\$	435,602	10.5%
Yorktown Admissions	\$	217,572	11.5%
Outreach/Distance	\$	3,707	3.0%
After Hours, Summer	\$	3,016	8.6%
Affiliate Support, Misc	\$	1,387,135	37.2%
Other Revenue	\$	9	0.0%
Total Earned Revenue	\$	2,047,040	20.6%
Recognized State	\$	1,138,645	8.3%

Revenues



Statement of Revenues and Expenditures

As of 7-31-2026

Line	Revenue	Current Year Actual	Total Budget	Variance to Total Budget	Percent of Budget	Prior Year Actual	Variance to Prior Year	Percent of Prior Year
1	Earned Revenues							
2	Jamestown Admissions	\$ 435,602	\$ 4,159,770	\$ (3,724,168)	10.5%	\$ 357,728	\$ 77,874	121.8%
3	Yorktown Admissions	<u>217,572</u>	<u>1,886,502</u>	<u>(1,668,930)</u>	<u>11.5%</u>	<u>203,215</u>	<u>14,357</u>	<u>107.1%</u>
4	Total Admissions	<u>\$ 653,174</u>	<u>\$ 6,046,272</u>	<u>\$ (5,393,098)</u>	<u>10.8%</u>	<u>\$ 560,943</u>	<u>\$ 92,231</u>	<u>116.4%</u>
5	Grants	-	-	-	N/A	-	-	N/A
6	Outreach	3,707	125,325	(121,618)	3.0%	-	3,707	N/A
7	After Hrs, Summer Camps	3,016	35,000	(31,984)	8.6%	2,000	1,016	150.8%
8	Affiliate Support & Misc	1,387,135	3,730,776	(2,343,641)	37.2%	155,954	1,231,181	889.5%
9	Other Revenue	<u>9</u>	<u>-</u>	<u>9</u>	<u>N/A</u>	<u>-</u>	<u>9</u>	<u>N/A</u>
10	Total Earned Revenues	<u>\$ 2,047,040</u>	<u>\$ 9,937,373</u>	<u>\$ (7,890,333)</u>	<u>20.6%</u>	<u>\$ 718,897</u>	<u>\$ 1,328,143</u>	<u>284.7%</u>
11								
12	NGF Carryforward	-	1,210,000	(1,210,000)	0.0%	0	-	N/A
13	Recognized State Approp	1,138,645	13,762,059	(12,623,414)	8.3%	1,089,475	49,170	104.5%
14								
15	Total Revenue	\$ 3,185,685	\$ 24,909,432	\$ (21,723,747)	12.8%	\$ 1,808,372	\$ 1,377,313	176.2%
16								
17	Expenditure							
18	Personnel Costs							
19	Salary	\$ 1,259,657	\$ 10,475,622	\$ 9,215,965	12.0%	\$ 840,992	\$ 418,664	149.8%
20	Benefits	310,160	2,725,334	2,415,174	11.4%	214,600	95,559	144.5%
21	Health Care	301,024	2,796,104	2,495,080	10.8%	174,297	126,727	172.7%
22	Wages	<u>175,916</u>	<u>2,547,634</u>	<u>2,371,718</u>	<u>6.9%</u>	<u>181,682</u>	<u>(5,766)</u>	<u>96.8%</u>
23	Total Personnel Costs	<u>\$ 2,046,757</u>	<u>\$ 18,544,694</u>	<u>\$ 16,497,937</u>	<u>11.0%</u>	<u>\$ 1,411,571</u>	<u>\$ 635,185</u>	<u>145.0%</u>
24	Advertising	201,087	1,000,500	799,413	20.1%	121,572	79,515	165.4%
25	Insurance, Bank Fees, Audit	155,398	518,942	363,544	29.9%	139,927	15,471	111.1%
26	IT & Telecomm	101,183	1,183,123	1,081,940	8.6%	111,042	(9,858)	91.1%
27	Maintenance & Repair	41,370	463,820	422,450	8.9%	10,147	31,222	407.7%
28	Production & Skilled Services	27,743	238,824	211,081	11.6%	58,626	(30,883)	47.3%

Line		<i>Current Year Actual</i>	<i>Total Budget</i>	<i>Variance to Total Budget</i>	<i>Percent of Budget</i>	<i>Prior Year Actual</i>	<i>Variance to Prior Year</i>	<i>Percent of Prior Year</i>
29	Security	59,698	646,007	586,309	9.2%	54,309	5,389	109.9%
30	Travel, Training, Lodging	14,744	327,784	313,040	4.5%	7,881	6,863	187.1%
31	Utilities	54,374	939,000	884,626	5.8%	31,281	23,093	173.8%
32	Equipment, Fixed Assets	71,038	376,725	305,687	18.9%	159,969	(88,931)	44.4%
33	Other	44,351	670,013	625,662	6.6%	23,778	20,573	186.5%
34	Total Non-Personnel Costs	\$ 770,985	\$ 6,364,738	\$ 5,593,753	12.1%	\$ 718,530	\$ 52,455	107.3%
35	Total Expenditure	\$ 2,817,742	\$ 24,909,432	\$ 22,091,690	11.3%	\$ 2,130,102	\$ 687,640	132.3%
36								
37	Net Revenue	\$ 367,943	\$ -	\$ 367,943	N/A	\$ (321,730)	\$ 689,673	-114.4%

Jamestown-Yorktown Foundation PROPOSED FY2027 BUDGET ADJUSTMENTS

Appropriation of Prior Year Balances and Restricted Funds

Appropriated as of July 1, 2026: (See Appendix A) **\$ 24,909,432**

Additional Adjustments to Appropriation

Re-Appropriation of Funds Restricted for Specific Purposes **314,547**

These funds are provided for specific purposes and carried forward each year until fully disbursed. Funds include support for the Jamestown Fort, the Jamestown Café Renovation and master planning.

Re-Appropriation of Funds Designated for Specific Purposes **1,074,260**

These funds are provided for specific purposes and carried forward each year until fully disbursed or redesignated by executive action. Funds include support for Susan Constant, special exhibitions, contingency reserves, technology replacement and executive initiatives.

Re-Appropriation of Valid Encumbrances **256,053**

Outstanding purchase orders for AV equipment, music licenses, bench replacement and security equipment.

Appropriation of Ongoing Staffing Support **150,000**

Ongoing General Fund support for MOE staffing.

Total Adjustments: **\$ 1,794,860**

Revised Appropriation: **\$ 26,704,292**

Adjustments to Estimated Resources

Estimated Resources as of July 1, 2026: **\$ 24,909,432**

Designated/Restricted Nongeneral Fund Balances: 1,388,807

Undesignated Non-General Fund Balance: 109,099

Prior Year Affiliate Support: 146,954

General Funds: 150,000

Total Changes to Resources: **\$ 1,794,860**

Revised Estimated Resources: **\$ 26,704,292**

Jamestown-Yorktown Foundation PROPOSED FY2027 BUDGET ADJUSTMENTS CONTINUED

ADDITIONAL REQUESTED APPROPRIATION ITEMS

ADA Operational Reserve	20,000
<i>This self-replenishing fund provides for the replacement of ADA equipment and related services.</i>	

Digital Media Services Computer	10,000
<i>Provides for the one-time replacement of a digital media computer.</i>	

Replenish Operational Contingency	7,921
<i>Replenish operational contingency for unanticipated operational expenses</i>	

Estimated Resources

Undesignated Non-General Fund Balance:	37,921
Total Changes to Resources:	\$ <u>37,921</u>
Revised Total Resources/Appropriation:	\$ 26,742,213

Jamestown-Yorktown Foundation
Appendix A - Proposed FY2027 Revised Budget

Line #		Board Budget	Adjustments	Revised Budget
1	RESOURCES			
2	REVENUES			
3	Jamestown Admissions	\$ 4,159,770	\$ -	\$ 4,159,770
4	Yorktown Admissions	1,886,502	-	1,886,502
5	SUBTOTAL - Admissions	\$ 6,046,272	\$ -	\$ 6,046,272
6	Outreach	\$ 125,325	\$ -	\$ 125,325
7	Facility Rentals	35,000	-	35,000
8	Affiliate Support and Misc. Revenues	3,730,776	146,954	3,877,730
9	NGF Carryovers - Designated	-	1,388,808	1,388,808
10	NGF Carryovers - Undesignated	1,210,000	147,020	1,357,020
11	SUBTOTAL - NGF Revenues	\$ 5,101,101	\$ 1,682,782	\$ 6,783,883
12	State Appropriation	\$ 13,762,059	\$ 150,000	\$ 13,912,059
13	TOTAL RESOURCES	\$ 24,909,432	\$ 1,832,782	\$ 26,742,214
14	USE OF FUNDS			\$ -
15	Museum Operations and Education	\$ 10,741,202	\$ 176,200	\$ 10,917,402
16	Executive	691,354		691,354
17	Marketing & Public Relations	2,296,894		2,296,894
18	Gift Shops and Café	1,166,553		1,166,553
19	Administration	626,429		626,429
20	Security	916,832		916,832
21	Finance	1,353,618		1,353,618
22	Information Technology	1,615,835		1,615,835
23	JYF Central Costs	491,225		491,225
24	Contingencies & Special Use	(208,994)	239,853	30,859
25	Human Resources	696,029		696,029
26	Facilities	2,735,948		2,735,948
27	Utilities	937,000		937,000
28	Development	849,507		849,507
29	Designated/Restricted for Specific Programs	\$ -	\$ 1,416,729	\$ 1,416,729
30	TOTAL USE OF FUNDS	\$ 24,909,432	\$ 1,832,782	\$ 26,742,214

Jamestown-Yorktown Foundation BOARD OF TRUSTEES COMPOSITION July 1, 2026
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EX OFFICIO MEMBERS

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

Governor of Virginia Abigail D. Spanberger
Lieutenant Governor of Virginia Ghazala F. Hashmi
Attorney General of Virginia Jay C. Jones
President Pro Tempore of the Senate L. Louise Lucas
Speaker of the House Don L. Scott, Jr.
Chairman of House Appropriations Luke E. Torian
Senate Finance Chair L. Louise Lucas
Secretary of Education Dr. Jeffery Smith

SENATE OF VIRGINIA

APPOINTEES

(Terms concurrent with elected term)

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

HOUSE OF DELEGATES

APPOINTEES

(Terms concurrent with elected term)

Jessica L. Anderson
Gretchen M. Bulova
Betsy B. Carr
Hyland F. "Buddy" Fowler, Jr.
M. Keith Hodges
Alfonso H. Lopez
Delores L. McQuinn
Shelly A. Simonds

GUBERNATORIAL APPOINTEES

(Four-year terms; no term limits)

Terms Expiring in 2027

Julianna “Julie” M. Dime

Terms Expiring in 2028

Laura W. Bailey

David Botkins

Thomas P. DiStanislao III

Terms Expiring in 2029

Stephen R. Adkins, Sr

Ann G. Baise

Ann Marie Morgan

Terms Expiring in 2030

Sue H. Gerdelman

Ervin L. Jordan, Jr.

Lana T. Real

James J. Wheaton

BOARD ELECTED MEMBERS

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

A. Marshall Acuff, Jr.

Suzanne O. Flippo

Thomas “Tommy” K. Norment, Jr.

William L. Murray

PRESIDENT, JAMESTOWN-YORKTOWN FOUNDATION, INC.

(Term concurrent with term as President)

Michael T. Harrison, Sr.

CHAIR EMERITI

(Life Term)

H. Benson “Ben” Dendy III

M. Kirkland “Kirk” Cox

Kenneth “Ken” R. Plum

Jamestown-Yorktown Foundation Board of Trustees
COMMITTEE ASSIGNMENTS

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

[NOTE: Chairman is Ex Officio member of all committees.]

Executive Committee

Exercises authority of the full board between meetings.

Senator Thomas K. Norment, Jr., <i>Chair</i>	Delegate Hyland (Buddy) F. Fowler, Jr.
Mrs. Sue H. Gerdelman, <i>Vice Chair</i>	MG, USA (Ret) Michael T. Harrison, Sr.
Mr. A. Marshall Acuff, Jr.	Senator Mamie E. Locke
Chief Stephen R. Adkins, Sr.	Delegate Delores L. McQuinn
Delegate Betsy B. Carr	Mrs. Anne Marie Morgan
Mr. M. Kirkland (Kirk) Cox	Mr. Kenneth R. Plum
Mr. H. Benson (Ben) Dendy III	Speaker Donald L. Scott, Jr.

Finance Committee

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

Delegate Delores L. McQuinn, <i>Chair</i>	Delegate M. Keith Hodges
Senator Ryan T. McDougale, <i>Vice Chair</i>	Senator L. Louise Lucas
Mr. A. Marshall Acuff, Jr.	Mr. William L. Murray
Ms. Frances C. Bradford (Inc. Liaison)	Senator Thomas K. Norment, Jr.
Delegate Betsy B. Carr	Delegate Luke E. Torian
MG, USA (Ret) Michael T. Harrison, Sr.	

Administration & Personnel Committee

Reviews staff organization and personnel utilization.

Delegate Hyland F. Fowler, Jr., <i>Chair</i>	Ms. Julianna (Julie) M. Dime
Delegate Shelly A. Simonds, <i>Vice Chair</i>	Mrs. Sue H. Gerdelman
Chief Stephen R. Adkins, Sr.	Professor Ervin L. Jordan, Jr.
Mrs. Laura W. Bailey	Senator Mamie E. Locke
Delegate Gretchen M. Bulova	Senator Ryan T. McDougale
Senator J.D. (Danny) Diggs	Senator Thomas K. Norment, Jr.
	Professor James J. Wheaton

Buildings & Grounds Committee

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

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

Mrs. Ann Green Baise

Senator J. D. (Danny) Diggs

Mr. P. Thomas DiStanislao

Delegate Hyland (Buddy) F. Fowler, Jr.

Delegate Delores L. McQuinn

Delegate Alfonso H. Lopez

Senator Thomas K. Norment, Jr.

Mr. Fred W. Palmore III (Inc. Liaison)

Delegate Luke E. Torian

Senator Schuyler T. VanValkenburg

Marketing Committee

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

Mrs. Anne Marie Morgan, Chair
Mrs. Ann Green Baise, Vice Chair

Delegate Jessica L. Anderson

Mr. David B. Botkins

Mrs. Barbara Hamm Lee (Inc. Liaison)

Delegate M. Keith Hodges

Delegate Delores L. McQuinn

Mr. William L. Murray

Senator Thomas K. Norment, Jr.

Mrs. Lana T. Real

Professor James J. Wheaton

Nominating Committee

Develops biennial slate of officers; develops annual slate of nominees for at-large members; makes recommendations for filling vacancies in gubernatorial and legislative appointees.

Mr. H. Benson Dendy III, Chair
Senator Thomas K. Norment, Jr., Vice Chair

Mr. A. Marshall Acuff, Jr.

Mrs. Julianna (Julie) M. Dime

Ms. Suzanne O. Flippo

Senator Mamie E. Locke

Senator L. Louise Lucas

Speaker Donald L. Scott, Jr.

Public Programming Committee

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

Delegate Betsy B. Carr, Chair
Professor Ervin L. Jordan, Jr., Vice Chair

Chief Stephen R. Adkins, Sr.

Delegate Jessica L. Anderson

Ms. Bentley R. Andrews (Inc. Liaison)

Mrs. Ann Green Baise

Delegate Gretchen M. Bulova

Mr. H. Benson (Ben) Dendy III

Ms. Suzanne O. Flippo

Mrs. Sue H. Gerdelman

Delegate Alfonso H. Lopez

Mrs. Anne Marie Morgan

Senator Thomas K. Norment, Jr.

Mrs. Lana T. Real

Delegate Shelly A. Simonds

Executive Director's Performance & Compensation Review Task Force

Comprised of individuals who serve in specific board leadership positions, this group: approves performance goals, conducts interim and annual evaluations, and defines appropriate compensation levels for the Foundation's executive director.

Senator Thomas K. Norment, Jr., Chair	Delegate Hyland (Buddy) F. Fowler, Jr.
Mr. A. Marshall Acuff, Jr.	Mrs. Sue H. Gerdelman
Mr. M. Kirkland (Kirk) Cox	MG, USA (Ret) Michael T. Harrison, Sr.
Mr. H. Benson (Ben) Dendy III	Mr. Kenneth (Ken) R. Plum

Legislative Task Force

Assists with communicating legislative strategies on behalf of the Foundation.

Mr. M. Kirkland Cox, <i>Chair</i>	Delegate Delores L. McQuinn
Mr. H. Benson (Ben) Dendy III	Senator Thomas K. Norment, Jr.
Senator Mamie E. Locke	Mr. Kenneth (Ken) R. Plum
Senator L. Louise Lucas	

Jamestown-Yorktown Foundation, Inc. Liaisons to the Board of Trustees

Five members of the Jamestown-Yorktown Foundation, Inc., Board of Directors appointed to serve on committees other than the Executive Committee, but not as members of the Board of Trustees, with not more than three Directors appointed to any single committee.

Trustees Finance Committee

Treasurer/Finance Committee Chair – Ms. Frances C. Bradford

Trustees Public Programming Committee

Acquisitions Committee Chair – Ms. Bentley R. Andrews

Trustees Marketing Committee

Development Committee Chair – Mrs. Barbara Hamm Lee

Buildings & Grounds Committee

At-Large Board Member – Mr. Fred W. Palmore III

Jamestown-Yorktown Foundation 2027-29 BOARD OF TRUSTEES AND COMMITTEE MEETING DATES
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Meeting Month	Board/Committee Meeting	<u>2027</u>	<u>2028</u>	<u>2029</u>
<i>April</i>	Executive Director's Performance and Compensation Review Task Force (2 PM)	April 14	April 12	April 11
<i>May</i>	Joint Boards: JYF Board of Trustees and JYF, Inc. Board of Directors (Two days of meetings)	May 5-6	May 3-4	May 2-3
<i>September</i>	JYF Executive and Finance Committees (12 PM)	Sept. 2	Sept. 7	Sept 6
<i>October</i>	Executive Director's Performance and Compensation Review Task Force (2 PM)	Oct. 20	Oct. 18	Oct. 24
<i>November</i>	JYF Board of Trustees Fall Meeting	Nov. 9	Nov. 14	Nov 13

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