Board of Trustees – Executive Committee
Friday, November 13, 2026, 3:30 PM – 5:00 PM
Virginia Museum of Natural History
Executive Director's Conference Room 236

Virginia Museum of NATURAL HISTORY
IN ASSOCIATION WITH THE SMITHSONIAN INSTITUTION

AGENDA

Welcome and Call to Order — Dr. Melany Clark, Chair

Approval of Minutes — Dr. Clark
- August 14, 2026

Chair's Report — Dr. Cark
- Board Retreat, May 2027
  - Proposed location
  - Proposed date

Treasurer's Report — Mr. Will Clements
- Financial Report, First Quarter FY 2026-2027

Executive Director's Report — Dr. Joe Keiper
- Museum Operation
  - Festivals and attendance success
  - HVAC and future strategy
- Major Projects
  - VMNH-W
    - Funding request, GA 2027
  - Douglas Avenue progress and future work
  - Staffing and relevant projects
- Strategic Plan progress

Announcements & Open Discussion — Dr. Clark
- Next full board meeting – February 20, 2026

Adjournment — Dr. Clark

No public comment will be heard at this meeting.

Board of Trustees
Executive Committee
Friday, August 14, 2026
Virginia Museum of Natural History
In-person only

Virginia Museum of NATURAL HISTORY
IN ASSOCIATION WITH THE SMITHSONIAN INSTITUTION

MINUTES

The Executive Committee of the Virginia Museum of Natural History Board of Trustees held their quarterly meeting at 3:30 on Friday, August 14, 2026, at the Virginia Museum of Natural History.

BOT MEMBERS PRESENT: Dr. Melany Clark (Chair), Ms. Lauren Hall (Vice Chair), Ms. Sarah Bowman (Secretary), Mr. Will Clements (Treasurer)

OTHERS PRESENT: Dr. Joe Keiper (Executive Director, ex officio), Mr. Ryan Barber, Mr. Jonathan Martin, Ms. Ambria Wood (OAG Representative)

DRAFT

WELCOME
Following a brief delay due to severe weather, Dr. Melany Clark welcomed all in attendance at 3:40 PM. Having all committee members present in person, it was established that a quorum was present to conduct business.

APPROVAL OF MINUTES
Dr. Clark asked for a motion to approve the January 30th 2026, minutes. Lauren Hall made the motion, Will Clemments seconded, and all were in favor. The same was done for the May 15th 2026 minutes, with a motion from Ms. Hall and a second from Mr. Clemments. All were in favor.

CHAIR'S REPORT
Dr. Clark noted that new Trustees John Almarode and Christine May were joining us for the Full Board Meeting. She commented that the Dinosaur Festival in July was very popular, and the addition of the animatronic *T. rex* was impressive and well received. Joe Keiper noted we were looking to bring *Airigami* back for balloon sculptures inspired by our Collections at Dino Fest 2027.

Dr. Clark's report also noted we were making a $300,000 operating budget increase request through the Secretary's office. She discussed that it may be beneficial to continue conversation with the Secretary and his team and a Richmond Board Meeting in November could facilitate that. The final decision on that meeting will be made after an upcoming Zoom call with Dr. Jeff Smith.

FINANCIAL REPORT

To cover financials, Dr. Clark asked Jonathan Martin to go over the end of FY numbers for FY26. Mr. Martin reported that the museum carried over plenty of balance to cover payroll and some other expenses. He reminded the Committee that while our annual appropriation is now at just over $3.8 million and therefore for the first time reach levels seen in 2008, that amount of money is worth about $5 million today. In general, staff are being asked to be cautious with spending this FY to ensure a lack of any shortages.

EXECUTIVE DIRECTOR'S REPORT

In Joe Keiper's director's report, he covered the Teams meetings with Dr. Kate Maxlow, the Assistant Secretary of Education which are scheduled at monthly intervals. She specifically asked about attendance and philanthropy patterns, and any breakthroughs or milestones in mission-based work.

The Homeschool Open House was well attended and Education is on track to fill both sessions this school year. The Committee asked if communications with Homeschool Consortiums occurred, and Keiper noted yes but that our Education Manager would provide any details requested.

Dr. Keiper covered the highlights in Strategic Plan goal progress and upcoming events. He concluded with the challenge of keeping our aging chillers running and that we need to look at eventual replacement through maintenance reserve. He and the Buildings and Grounds team are confident we can keep the HVAC working properly until such point we can strategically choose to do a full replacement.

CLOSED SESSION

Dr. Melany Clark made a motion to enter closed session.

The Executive Committee of the Board of Trustees of the Virginia Museum of Natural History will enter closed session to discuss the assignment, appointment, performance, and salary of a specific employee, particularly to conduct the annual performance review of the Executive Director, pursuant to the personnel exemption in Virginia Code §2.2-3711 (A)(1), and for consultation with legal counsel regarding the same pursuant to Virginia Code §2.2-3711 (A)(8).

Mr. Will Clements seconded the motion which was followed by a unanimous roll call vote.

DRAFT

CERTIFICATION OF CLOSED SESSION

Dr. Melany Clark read the certification statement, followed by a unanimous roll call vote.
Whereas, the Executive Committee of the Virginia Museum of Natural History Board of Trustees convened in closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

Whereas, Virginia code §2.2-3712 requires certification by this Board that such closed meeting was conducted in conformity with Virginia Law;

NOW BE IT RESOLVED that the Virginia Museum of Natural History Board of Trustees hereby certifies that, to the best of each member's knowledge: (1) only public business matters lawfully exempted from open meeting requirements under Virginia law and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the closed meeting of the Board of Trustees of the Virginia Museum of Natural History.

DRAFT

OPEN DISCUSSION

No further business.

ADJOURNMENT

Dr. Clark adjourned the meeting at 4:31 PM.

Virginia Museum of
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First Quarter FY27 Financials

Brief Budget Summary 1
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Virginia Museum of
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First Quarter FY26 Summary

The first quarter of FY2027 was a productive one, with continued efforts to manage costs and make progress on several important funding priorities.

One of our biggest accomplishments was getting the VMNH-Waynesboro capital funding request resubmitted, along with three additional General Fund requests. These included increased funding for general operations, a curator promotion, and workforce stability, recruitment, and retention. Together, these requests aim to address some of the funding challenges we've faced for years.

We continue to battle the challenges that come with an aging building. Equipment issues, rising utility costs, and ongoing maintenance needs continue to put pressure on our operating budget and staff resources.

Despite these challenges, we've continued to manage our resources carefully while working toward long-term goals that will allow the museum to better serve the Commonwealth.

Base Budget FY27 & FY28

Virginia Museum of Natural History - Museum and Cultural Services (14500)

General Fund	$ 3,782,634
Estimated Revenues	$ 556,011

Virginia Museum of NATURAL HISTORY

VIRGINIA MUSEUM OF NATURAL HISTORY
MONTHLY STATEMENT OF INCOME AND EXPENSES
FOR THE PERIOD ENDING SEPT 30, 2026

NOTE		BUDGET	YTD	YTD%
	SUPPORT & REVENUES			
	Support:			
	Commonwealth	**$3,782,634.00**	3,782,634	100%
1	Add: Appropriation	**$135,318.00**	135,318	100%
	Total Support	**$3,917,952**	3,917,952	100%
	Revenues:			
	Admission to Museum	**$103,500**	38,336	37%
	VMNH Publications	**$1,000**	301	30%
	Receipts from City & County	**$37,890**	37,457	99%
	Honorariums/Misc. Inc.	**$1,000**	0	0%
	Restricted Gifts Foundation/Grants:Research&Education/Memberships	**$280,000**	38,613	14%
	Rental of Museum Rooms	**$6,000**	3,285	55%
	Exhibit Rentals	**$500**	0	0%
	Souvenirs- Misc. Sales	**$78,800**	28,659	36%
2	Classes, Workshops, Kit Rentals, Education Projects	**$50,000**	46,545	93%
	Federal Funds Budgeted/Recv'd	**$0**	0	0%
	Total FY2027 Budgeted Revenues	**$558,690**	193,197	35%
	Special Funds Carryover FY'26*	**$443,339**	443,339	100%
	Federal Funds Carryover FY'26*	**$6,561**	6,561	100%
	Total Revenues and Carryover from FY2026	**$1,008,590**	643,098	64%
	TOTAL OPERATING FUNDS/APPROP	**$4,926,542**	4,561,050	93%
	EXPENSES:			
	Salaries	**$2,331,799**	647,898	28%
	Payroll Benefits	**$976,907**	316,510	32%
	Contractual Services	**$400,000**	59,968	15%
	Supplies	**$80,000**	20,928	26%
	Equipment	**$50,000**	2,078	4%
	Equipment Maintenance	**$38,000**	12,024	32%
	Travel	**$40,000**	8,003	20%
3	Staff Training	**$7,000**	4,520	65%
4	Repairs/Construction	**$105,000**	42,395	40%
	Subscriptions	**$1,000**	0	0%
5	Utilities	**$326,179**	107,796	33%
	Telephone	**$17,000**	2,846	17%
	Mailing	**$5,000**	0	0%
	Insurance	**$23,500**	0	0%
	Vehicle Maint./Fuel	**$18,000**	1,508	8%
	Organ. Memberships	**$20,000**	5,819	29%
	Printing	**$5,000**	498	10%
	Other:	**$5,000**	0	0%
	Awards/Unem.Comp./Ind Cost	**$1,000**	0	0%
	Exhibit & Equipment Rentals	**$40,000**	9,942	25%
	Building Rentals	**$1,000**	0	0%
	Agency Service Charges	**$145,000**	29,352	20%
	TOTAL OPERATING EXPENSES	**$4,636,385**	1,272,084	27%
	PERCENT SPENT OF YTD INCOME RECEIVED			
	TOTAL INCOME BALANCE	$290,157	3,288,966	

*** Central accounts distribution includes payroll and health care adjustments.
** Memberships Income has been combined with Restricted Gifts Income.
* Numbers are subject to change due to end of year fiscal adjustments.

Revenues:

1.) Additional Appropriation

As a result of legislative action, VMNH received additional appropriations to help cover statewide employee salary increases, rising health insurance premiums, minimum wage adjustments, and changes in state-mandated service costs.

2.) Classes, Workshops, Kit Rentals, Education Projects

Reflecting the seasonal nature of its programming, Education generates most of its projected annual revenue during the summer. Programs were fully booked for much of the summer, even after an additional homeschool sessions were added to meet demand. As always, the Education team worked tirelessly to accommodate as many students as possible while continuing to deliver high-quality educational experiences.

Expenses:

3.) Staff Training

VMNH staff continue to take full advantage of the staff professional development funds provided by the foundation.

4.) Repairs/Construction

Repair costs continue to trend higher as we address the challenges of our aging facility. We anticipate that repairs currently underway will help reduce operating costs later this fiscal year.

5.) Utilities

Utility spending is above expected levels as staff have worked to replace aging parts on chillers and other components related to the HVAC system. The non-functioning or worn parts created inefficiencies in the operation. As of the November Board meeting, all defective parts will have been replaced and staff are exploring with the Board of Trustees' Facilities Committee entering into a professional HVAC Service Agreement as a cost savings for the agency.

Virginia Museum of
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First Quarter FY27 Capital Projects Summary

Capital Projects – Maintenance Reserve Fund Spending

Douglas Renovation Project

Update:
Asbestos abatement work is complete, and the contract with the A/E has been signed, initiating the HVAC replacement portion of the project.

General Background:
The Museum has received approval from the Department of General Services (DGS) to proceed with an Architectural and Engineering (A/E) term contract, consolidating several smaller projects, including HVAC installation, into a single, efficiently managed initiative. After reviewing and scoring three proposals, the Purchasing Department awarded the contract to Raymond, P.C., which has executed the agreement and will begin work in accordance with project timelines and state procurement standards.

Over the course of the project several items will be addressed including efficient weatherization, plumbing, electrical, structural, and HVAC systems. Total costs will be covered by Maintenance Reserve.

Capital Projects – Pool Funded

VMNH-Waynesboro – New Facility Construction

Budget and Legislative

Detailed planning for the VMNH-Waynesboro Campus was completed in late 2025.

Although capital funding was not approved during the 2026 General Assembly session, VMNH submitted a renewed funding request this summer for consideration during the 2027 legislative session. If necessary, an additional request will be submitted for the 2028–2030 biennium.

Background:

Cost Estimate

VMNH staff, under the direction of Scott Watchner from JMU, completed the cost estimation study. A comparison of the Independent Cost Estimate with the A/E's estimate yielded the following results:

- **Independent Cost Estimate: $20,809,373**
- **Glave & Holmes (A/E Estimate): $19,223,085**
- **Difference: $1,586,288 (8.25%)**

Because the difference is below DEB's 10% reconciliation threshold, no reconciliation is required. However, as a best practice, both firms will review each other's figures to identify and explain significant discrepancies. This process will be completed in the coming weeks.

- **Cost to the Agency: $26,739**

Value Engineering Study

VMNH staff collaborated with Grace Hagan of Axias (Alexandria, Virginia) to complete the Value Engineering (VE) study. The process included a kickoff meeting, four full days of virtual workshops, and an exit meeting to summarize findings. The study reviewed 19

options, of which six cost-saving measures were adopted. All six measures reduce costs while fully supporting the Museum's mission requirements.

- **Cost to the Agency: $64,720**

Project Scope

Glave & Holmes submitted the Preliminary Design documents to the Department of Engineering and Buildings (DEB). DEB returned the documents with comments, which were reviewed in a joint meeting attended by VMNH staff, Glave & Holmes, DEB, and Scott Watchner (JMU).

The Preliminary Design has been approved, and the project is now ready to advance to the Working Drawings Phase once funding becomes available.

The next steps include:

- **Legislative Approval to move into the Capital Construction Pool**
- **Allocation of funds to complete Working Drawings**
- **Final project approval from Mike Coppa, enabling the project to advance to working drawings.**

Virginia Museum of NATURAL HISTORY

Fiscal Year 27: Virginia Museum of Natural History

Staffing

Metric	FY27
Total Employees	51
Full-Time	33
Part-Time	18

Funding	FY27
General Fund Positions	35
Special Revenue Positions	16

Department Breakdown	FY27
Executive Office	2
Advancement	4
Fiscal	5
Education	3
Education Outreach	4
Box Office	7
Collections	4
Archaeology	8
Entomology	3
Paleontology	2
Mammalogy	1
B&G	7
Herpetology	1

VMNH Executive Director's Board Report
2025–2030 Strategic Plan
November 2026, through 1st Quarter FY27
J. B. Keiper

Executive Summary

- The Board of Trustees is scheduled to have an off-site retreat in May 2027. VMNH-Foundation will be invited. A location will be discussed at November meeting.
- After a successful Dino Fest, Bones & Booz drew over 1,800 people, with 900+ gaining free entry through *Museums for All*. Both festivals garnered strong revenues.
- Offsite efforts have continued to project the reputation of VMNH outwards to the Commonwealth, including an education collaboration with VCU and Science Museum of Virginia, a busy outreach schedule, and positive ongoing interactions with the office of the Secretary of Education.
- Homeschool programming was begun for the new school year with sold-out groups participating in both sessions.
- The Douglas Avenue asbestos abatement has been completed. The museum's contracted architect is developing the design and install process for a new HVAC system.
- The VMNH-Waynesboro outreach trailer has been closed for the season after serving approximately 2,400 people.
- The Secretary approved the submission of a request to the VA General Assembly to move the VMNH-Waynesboro project to the Capital Construction Pool
- A second request is a match from the Commonwealth against the anticipated contributions the VMNH-Foundation will contribute to mission-based projects going forward.
- The VMNH-Foundation's *Behind the Science*, an effort to engage our supporters to matriculate some up the donor pyramid, saw two events in September and October – the first was an exclusive look at recent curatorial work, the second was a ticketed special event *Spirits of the Dead*.
- An Assistant Curator of Vertebrate Biology will be announced November 2026.
- Recent work connecting curator-led efforts with contemporary needs include:
    - Continued work by the Cultural Heritage Monitoring Lab protecting cultural resources in armed conflict and natural disaster;
    - Exploration of "beaver-based solutions" for ecosystem-level challenges such as water quality, wildfire suppression, and climate change; and
    - Full genome work on venomous snakes to provide a roadmap for the identification of "wild proteins" potentially useful to medicine.









Category	Meaning
On Track	Progress is proceeding as planned.
Slightly Delayed	Minor issues; schedule impact manageable.
Major Obstacle	Significant issues; needs intervention.
Not Started	Planned but not yet begun.

Strategic Priorities Overview

Strategic Priority 1: Achieving Mission

Objective	Description	Status	Completion Target	Board Support Needed
1.1 Douglas Ave.	HVAC & Asbestos		Q2 FY27	
1.2 Space	Tasks assigned to staff		Q1 FY27	Facilities Comm support
1.3 R&C to Needs	Beaver-based solutions, wild proteins advancing medicine		ongoing	

1.4 Strategic use	Pavilion programming and rental opportunities; Homeschool support.		ongoing	
1.5 VA250 Exhibit	Exhibits, event, and Stryke Event all completed.	Complete		
1.6 Traveling Ex.	Trilobite and *Tanytrachelos* exhibits being researched and prepped		Q2 FY27	
1.7 Science story	Planning in queue, *Petra's Lair*, *Tany*'s story installed		ongoing	
1.8 VMNH-W	Funding request submitted			GA Advocacy, visits to home districts
1.9 New Wing	Begin in-house master plan		Q2 FY27	Engage Facilities Comm, include in Retreat May 2027.
1.10 Wilson Park	Staff outline possibilities		Q2 FY27	

Strategic Priority 2: Great Sustainable Impact

Objective	Description	Status	Completion Target	Board Support Needed
2.1 Grow Support	Engagement via events, press, social media		ongoing	Prospect identification, VMNH-F endowment mgt
2.2 Boards	Boards determine collaborative avenues; endowment requests		Q1 FY28	Begin requests of VMNH-F Q1 FY28
2.3 Festivals	Dino Fest, Bones & Booz each with strong attendance & revenues. Trailer restarts spring 2027.		Q2 FY25	Board volunteer work at Festivals, VMNH-W Trailer
2.4 Young Expl.	Designing layout, interactives designed		Q4 FY27	Exhibit Subcommittee engagement
2.5 Staff	Staff recruited; Professional development funds		ongoing	
2.6 2030-2035	Start ~August 2029		Q4 FY30	Strategic Planning Retreat May 2027

Director's Narrative

- No projects delayed at this point.
- Points of main focus:
    - Preparations and design for Young Explorers Center.
    - Advocation for movement of VMNH-Waynesboro to construction phase.
        - This includes general advocacy (Board participation welcome)
    - Working with architect for next steps in Douglas Avenue rehab project – asbestos mitigation completed, HVAC work to follow.
    - Thanking donors for annual fund and other forms of support.
    - *Bonz & Boos* served over 1,800 with nearly 1,000 gaining free admission with *Museums for All*. Partners included Appalachian State University, US Army Corps of Engineers, VA Master Naturalists, SPCA, and others.
- Notes on Strategic Goals
    - 1.1: Douglas Avenue rehab
        - Contractor is actively designing HVAC installation.
        - Risk: High inflationary numbers could impact future budget.
    - 1.3: Connect R&C to contemporary issues
        - Dr. Collin VanBuren is investigating "beaver-based solutions" for environmental concerns, including water (trout) quality and habitat, flooding, and wildfire suppression. Currently partnering with the Southeast Beaver Alliance.
        - Dr. Hayden Bassett continues work with the Cultural Heritage Monitoring Lab.
        - Dr. Jackson Roberts examining feasibility of the discovery of "wild proteins" applicable to medical treatments via whole genome sequencing of all venomous snakes of eastern North America.
    - 1.4: Strategic use of the Jean S. Adams Education Pavilion
        - Homeschool and summer camp programs use the space regularly.
    - 1.7: Storytelling and science
        - Preparations for *Petra* exhibit include a narrative on discovery, recovery, and what we've learned.
        - Paleontology has a new short story on *Tanytrachelos* (arboreal proto-lizard) now on exhibit.
    - 2.1: Grow philanthropic support
        - Endowment has grown well (and safely) thanks to excellent management by VMNH-F and our investment firm.
        - Risk: volatile environment financially, but specific choices in how our funds are invested insulate us from catastrophes.

        - Working with VMNH-F to run *Behind the Science*. These Thursday evening events are kept small to directly engage supporters by giving them special experiences.
    - 2.4 Young Explorers Center
        - A general layout has been determined.
        - A contractor has been engaged to design the initial primary engagement features to be installed in summer 2027.

Board Actions or Support Requested

- Movement of **VMNH-Waynesboro** to the Capital Construction Pool will be a challenge. Advocating for this with the new Governor and General Assembly will be required. Board members may:
    - Reach out to their local delegate and senator to give support.
    - Contact the Governor's Office
    - Join staff in museum advocacy ~February 2027
- The Facilities Committee should have an initial meeting with staff to develop a roadmap forward for the development of a **new wing** at our Martinsville facility in Q2 FY27, including generating specific goals for conducting an in-house *master plan*. Possible avenue for help from outside expert identified July 2026.
- In addition, the Facilities Committee will identify additions to the 2025-2030 Strategic Plan pertaining to building maintenance, upkeep, and the identification of future equipment life-expectancy issues.
- Board members can identify **potential prospects** for new memberships, new donations, new corporate partners, and future endowment gifts.
    - Host a cocktail hour at location of choice, to be accompanied by Director and other staff.
    - Set a meeting with a company's Community Liaison.
    - Invite associates to attend a museum event with you.
    - Organize with a curator's input a field trip for natural history enthusiasts.
    - Schedule a facilities tour with the Director.
    - Schedule a hard hat tour of a new facility (e.g., Young Explorers Center) in Spring 2027.
- The Board of Trustees should be prepared for the first annual disbursement of funds from the VMNH-Foundation endowment in October 2027. The Board will work with staff to **determine funding priorities**.
- The Exhibits Subcommittee of the Board of Trustees should be prepared to engage in strategic discussion of goals, outcomes, and needs as related to the **Young Explorers Center** (discussion to be engaged November 14th, 2026).
- The Board of Trustees should hold a strategic planning retreat in May 2027 to review progress of the 2025-2030 plan, and to start to outline future goals of the museum that may be included in the 2030-2035 plan.

Appendix A – Explicit Calls to Action

- **Advocacy Tasks**
  - VMNH-Waynesboro
- **Fundraising Tasks**
  - Volunteer to write thank you notes/letters to end-of-year donors.
- **Engagement & Visibility Tasks**

Board Opportunities

Advocacy & Government Relations

- Reach out to your local delegate and senator to express support for VMNH-Waynesboro.
- Contact the Governor's Office to reinforce funding priorities.
- Join staff during February museum advocacy events in Richmond.

Fundraising & Partnerships

- Identify prospects for memberships, donations, corporate partners, and future endowment gifts.
- Host a small gathering or cocktail hour with the Director to introduce new potential supporters.
- Set a meeting with a company's Community Liaison to explore partnership opportunities.

Community Engagement & Visibility

- Invite colleagues or friends to a museum event.
- Use your own social network to promote VMNH events.

Appendix B – Continuity of current 5-year plan with the VMNH 2020–2025 plan

- 1.1: Work on **Douglas Avenue** was initiated in 2022, resulting in a new roof, drainage, and an interior reorganization.
- 1.2: **Collections space** was recognized as limited, and curators determined size of their collections, rate of growth, and future expansion. This drives current space assessments at all facilities.
- 1.3: Connecting **R&C work to contemporary needs and issues in society** – VMNH recognizes the need to inform audiences how our work is relevant.
- 1.4: With the completion of the Jean S. Adams Education Pavilion, **creative use of that space and others** is an opportunistic way to better engage the community.
- 1.5: The **VA250 exhibit** will be opened in January 2026, and will be the result of work done with the Secretary of Education in 2025.
- 1.6: VMNH has historically created **exhibit rental** opportunities to generate revenue.
- 1.7: Employing **story telling** in the galleries is a new initiative.

- 1.8: **VMNH-Waynesboro** is a long-standing project, with detailed design being completed in 2025.
- 1.9: **New wing** discussions were started with identification of collections storage needs and surging audiences at Family Science Festivals.
- 1.10: With the completion of the Jean S. Adams Education Pavilion, new connections to **Wilson Park** will be strategic.

- 2.1: The **growth of philanthropic support** has always been a VMNH objective.
- 2.2: Enhanced **communication between Boards** has been recognized as a strategic need.
- 2.3: Due to their success, the continued **investment in Family Science Festivals** is needed to keep them fresh for audiences and a strong revenue source.
- 2.4: The **Young Explorers Center** was a project from 2023 onward has been mapped out.
- 2.5: The enhancement of **staff recruitment and retention** has been recognized as a value to the agency, and efforts in 2024 and 2025 has positioned VMNH well for developing new staff benefits.
- 2.6: The eventual development of the **2030-2035 Strategic Plan** was follow four sequential efforts that visualized future successful strategic outcomes for VMNH that have led to museum growth (staff, gallery space, collections), expanded service area (outreach, VMNH-Waynesboro), and reputation (Family Science Festivals, endowment growth).