CITY OF Springfield

Springfield Art Museum

Strategic Planning

Committee Meeting

April 3, 2026	12:00 PM	Meyer Alumni Center 300 S Jefferson Ave, 2nd Floor Conference Room (RM 201) Springfield, MO 65806

TENTATIVE AGENDA

1. Call to Order

2. Director's Report

2.1. ClearPoint Strategy Software

2.2. Capacity Plan

3. DEAI Initatives

4. Adjournment

In accordance with Americans with Disabilities Act (ADA) guidelines, if you need special accommodations when attending any City meeting, please notify the City Clerk's Office at 417-864-1651 as soon as possible to ensure our ability to accommodate your needs.

STRATEGIC PLAN UPDATE

1-1. Plan for and sustain service to the community while the building is under construction.

Art Museum

Period

Mar-26

Description

As the Museum closes for construction, we will **proactively sustain community engagement, deliver impactful programs, and amplify visibility** to ensure continuity of service and mission fulfillment. This strategy positions the Museum as a dynamic cultural resource even during its physical transition.

This objective advances Council priorities:

- **Operational Excellence** by **maintaining exceptional service standards** and leveraging innovative approaches to keep the community connected.
- **Economic Vitality** by **strengthening the Museum's role as a driver of livability and growth—attracting talent, boosting tourism, and stimulating local spending**.

Initiatives

- 1-1a. Develop, implement, and evaluate offsite programs.
  Art Museum | 1/1/26 - 10/10/26
- 1-1b. Ensure the continuation of long-standing programs during the closure of the building.
  Art Museum | 6/1/25 - 5/14/27
- 1-1c. Prepare/continue improvements to the off-site location for Museum operations and programs.
  Art Museum | 11/1/25 - 11/1/27

Analysis

Due to changes in temporary location, some initiatives under this strategy are either irrelevant or have changed dramatically. The Art Museum canceled its lease for its temporary location in October 2025 and no longer has a site for temporary programs.

Initiative 1-1a. is currently being re-worked due to the lack of sustained space for Art Museum programs. These programs are now being shifted to partner locations including Springfield-Greene County Library branches and The Fairbanks Community Hub. Program/Initiatives include:

- Art Is Everywhere: Launched in 2025, "Art is Everywhere" is a program that brings the Springfield Art Museum into the community to inspire wonder and foster creativity. Each month focuses on a different project that encourages participants to experience art outside gallery walls. Activities include presence and activities at various community events like ArtsFest, Celebrate Springfield, Springfield Multicultural Festival, and Cider Days, Pre-K Open Studios held at The Fairbanks Community Hub, and projects at various community partners such as Springfield-Greene County Library District, Springfield-Greene County Parks Board, Missouri State University, and others.
- On the Lawn: The Art Museum is leaning into outdoor programs on the Hatch Lawn and on the Amphitheater stage. This new program will be called "On the Lawn" and will feature a variety of programs and events happening each 2nd Saturday of the month on the Art Museum grounds. Programs will center on Art, Nature, and Wellness. A line-up for musical performers has been established. More information can be found at: https://www.sgfmuseum.org/302/On-

the-Lawn

Initiative 1-1b. is progressing satisfactorily. All School Exhibition is happening at Brick City Galleries and 5th Grade School Visits have gone through 2 successful cycles, the first in the spring of 2025 and the second in the fall of 2025. The program is now expanding to schools outside of SPS including private and parochial schools and possible rural sites. In March 2026, the Museum expanded 5th Grade School Visits to rural and non-SPS sites. The Museum visited Shook Elementary in Marshfield, MO and scheduled visits at Springfield Catholic Schools/Immaculate Conception Elementary and Springfield Adventist Academy in Springfield, MO and Lakes Hill Academy in Ozark, MO. Additionally, the Museum has continued its Project Bags program as well as Slow Viewing at community partner sites.

Initiative 1-1c. is no longer necessary due to these changes.

Recommendations

Continue tracking changes to programs. Revise or delete Initiative 1-1c. to more accurately show the Art Museum's plans and needs. Work to shore up Initiative 1-1a. with committed deadlines and budgets and continue tracking success of that initiative. Continue supporting the success of Initiative 1-1b.

KPIs

- Program fill rate
  Art Museum
- Overall Experience Rating (OER)
  Art Museum
- Total number of people served
  Art Museum

Attachments

Owner

Nick Nelson (Art Museum)

Collaborators

- JB Joshua Best (Art Museum)
- SB Sarah Buhr (Art Museum)
- NC Nicole Chilton (Art Museum)
- KF Kate Francis (Art Museum)
- LG Lori Gipson (Art Museum)

1-2. Build excitement for the transformed Museum.

Art Museum

Period

Mar-26

Description

As the Museum undergoes construction, we will **drive public engagement and strengthen community awareness** to ensure readiness for the newly transformed Art Museum. **Active participation** will be vital—not only to advance our mission but also to secure financial sustainability through **philanthropy and earned revenue**. This objective guarantees that the momentum created during construction **extends beyond opening day**.

This Strategic Objective directly supports Council priorities:

- **Operational Excellence** by delivering exceptional service to the community and building resources for long-term sustainability.
- **Economic Vitality** by positioning the Museum as a catalyst for a vibrant, attractive community—**drawing talent, boosting tourism, and stimulating local spending**.

Initiatives

- 1-2a. Develop, implement, and evaluate a communication plan during closure.
  Art Museum
  |
  3/1/26 - 10/31/28
- 1-2b. Hold update sessions to keep the public informed about the Museum with the Director at the front of thes...
  Art Museum
  |
  7/25/25 - 1/15/26
- 1-2c. Plan/implement a grand reopening that invites the community back to their transformed Museum.
  Art Museum
  |
  11/1/25 - 9/11/27

Analysis

All of the initiative under this strategy need further definition.

Initiative 1-2a. is currently underway with Year 2 of the Communications Plan focused on building momentum and reinforcing the Museum's role as a civic and cultural asset. Activities will include regular press releases regarding Museum activities, construction project updates, monthly e-newsletters and quarterly construction e-newsletters, ongoing social media series, building a library of stories from donors, educators and participants to support fundraising and rebranding, continuation and documentation of outreach and educational programs, continuation of the "Deeping Our Roots" series about the founding and history of the Museum, development of a Museum blog, CRM procurement, and preparation for rebranding. Milestones and benchmarks should be developed for this plan and added to this Initiative along with relevant KPIs.

Initiative 1-2b. was underway but was put on hold as the Art Museum cancelled its lease on its temporary location. This initiative should be picked back up and can be tied into rebranding and communications related to the expansion and renovation project. Immediate attention should be given.

Initiative 1-2c. is on hold awaiting direction on the expansion and renovation project and whether Phase I or Phase II will be completed.

Recommendations

Focus work on Initiative 1-2a. and 1-2b. Continue planning for 1-2c.

1-2a. Incorporate the Communications Plan into milestones for this initiative. Incorporate relevant KPIs.

1-2b. reconsider this goal to align with rebranding and public hard-hat tours. Develop new milestones, etc.

KPIs

Owner

Nick Nelson (Art Museum)

Attachments

Collaborators

JB Joshua Best (Art Museum)

SB Sarah Buhr (Art Museum)

NC Nicole Chilton (Art Museum)

KF Kate Francis (Art Museum)

LG Lori Gipson (Art Museum)

1-3. Develop long-term plan for activating the Museum's outdoor surroundings.

Art Museum

Period

Mar-26

Description

With planned improvements to the Museum’s grounds—including expanded green space in the Amphitheater and enhanced connections to surrounding parks and trails—the Museum is positioned to **activate these areas through dynamic outdoor programming**. Historically, limited resources and site challenges have prevented such initiatives. These upgrades transform the grounds into a **major community asset**, and the Museum will **prioritize programming to maximize their impact** and advance its vision as a leading cultural center for the region.

This objective supports Council priorities:

- **Operational Excellence** by **delivering high-quality community experiences and developing resources for long-term sustainability**.
- **Economic Vitality** by **strengthening the Museum’s role in enhancing livability, attracting talent, boosting tourism, and driving local spending**.

Initiatives

1-3a. Evaluate staffing and physical resources to implement plans.
Art Museum
|
11/1/25 - 1/9/26

1-3b. Research potential partnerships and collaboration opportunities for outdoor programs.
Art Museum
|
7/1/25 - 1/31/27

1-3c. Develop a schedule of outdoor programs in the Museum's reopening year.
Art Museum
|
7/1/25 - 7/31/27

1-3d. Sustain Fassnight Creek per the Fassnight Creek Stewardship Management Plan.
Art Museum
|
7/1/25 - 6/30/29

1-3e. Engage the surrounding neighborhoods, the Parks Department, and other stakeholders for input on how th...
Art Museum
|
7/1/25 - 7/31/26

1-3f. Work with the City, surrounding neighborhoods and relevant developers to improve wayfinding, placemakin...
Art Museum
|
7/1/25 - 12/31/27

Analysis

Initiatives 1-3a through 1-3c are underway as part of the “On the Lawn” program, an outdoor series featuring yoga sessions, Fassnight Creek clean-ups, art activities, and musical performances. The program serves both as a public offering and as a demonstration and beta test for future outdoor initiatives. Ongoing evaluation and data collection will guide future planning. Initiatives 1-3d and 1-3e also continue under On the Lawn, and the Museum is working with SGF Ambassadors to identify volunteers for program support, creek clean-ups, and broader neighborhood engagement.

For Initiative 1-3f, City Council approved funding on March 9 to develop an urban design framework for the National Avenue and Bennett Street area. This effort includes portions of the Fassnight Creek Greenway Trail, improvements to nearby Parks properties around the Gerald Perry Tennis Courts and adjacent areas, and sections of the Art Museum grounds. This work on the National and Bennett Node represents a major step forward for the initiative, and efforts continue to advance.

Recommendations

Continue developing Initiatives 1-3a through 1-3e through the On the Lawn programs, emphasizing ongoing assessment and evaluation to capture lessons learned.

Continue participating in planning for the National and Bennett Node project to advance Initiative 1-3f.

KPIs

Owner

Nick Nelson (Art Museum)

Attachments

Collaborators

JB Joshua Best (Art Museum)
SB Sarah Buhr (Art Museum)
NC Nicole Chilton (Art Museum)
KF Kate Francis (Art Museum)
LG Lori Gipson (Art Museum)

1-4. Realize the comprehensive site plan.

Art Museum

Period

Mar-26

Description

The Art Museum has an opportunity to complete its comprehensive 30-year site plan that will expand community services, position the Museum as a regional destination, and address long-term maintenance needs. Achieving this vision will require ongoing public engagement, substantial fundraising, and effective management of current and future construction projects. This Strategic Objective seeks to complete the full comprehensive site plan, prioritizing accessibility while building community support for the newly transformed facility.

This Strategic Objective directly supports Council priorities:

- **Operational Excellence** by ensuring the long-term sustainability of Art Museum through **proactive maintenance and optimized resource alignment.**
- **Economic Vitality** by positioning the Museum as a catalyst for a vibrant, attractive community—**drawing talent, boosting tourism, and stimulating local spending**.

Initiatives

- 1-4a. Execute construction to achieve the building transformation.
  Art Museum | 2/21/25 - 3/31/29
- 1-4b. Ensure universal accessibility principles are achieved in the building and grounds.
  Art Museum | 7/1/25 - 9/30/26
- 1-4c. Develop/implement a plan to educate the public about the benefits of the fully completed project.
  Art Museum | 7/1/25 - 4/30/26
- 1-4d. Complete fundraising for the full project.
  Art Museum | 7/1/25 - 6/30/26

Analysis

1-4a. The Museum is moving forward with planning for Phase 2 of the expansion and renovation project. The Construction-Manager-at-Risk (CM@R) and design team are now coordinating the transition between Phases 1 and 2. This work includes aligning the two phase designs, identifying savings from Phase 1 work that was not completed, and finalizing the Phase 2 budget and schedule. The Museum, the City, and the Foundation are also developing the financial structure for Phase 2. Final budget estimates are expected by mid-April.

1-4b. The Museum continues to advance accessibility goals through the development of construction documents for Phase 2. Staff participate in bi-weekly Owner-Architect-Contractor (OAC) meetings to ensure accessibility requirements are fully integrated into the project.

1-4c. In coordination with the public fundraising campaign, the Museum will provide regular engagement opportunities, including public hard-hat tours, long-form and short-form social media content, and email updates about the project. Long-form content may feature stakeholder interviews on the project's benefits, while short-form content may highlight brief, 30-second construction site tours. These efforts will support the capital campaign through March 2027 and will continue afterward as part of the Museum's communications plan.

1-4d. With the February 23 approval of $30 million in 1/2-cent sales tax funding, base funding for the value-engineered project is now secured. The Museum still needs an additional $4–$5 million to complete the full project. The Foundation will continue raising these remaining funds through a public campaign running from March 2026 to March 2027. Any funds raised beyond the construction need will support reopening costs and establish endowments for future operations.

Recommendations

1-4a. Continue working with the CM@R and design team to finalize the Phase 2 transition. Coordinate with staff to identify any final project or programmatic changes, and use updated budget estimates to guide value-engineering and fundraising.

1-4b. Continue prioritizing and advocating for accessibility during the completion of construction documents and through regular OAC meetings.

1-4c. Align project-related community engagement with current and future communications plans. Establish milestones and deliverables for engagement efforts beyond the capital campaign.

1-4d. Continue supporting the Foundation in securing the remaining project funding.

KPIs

- **AMRN Expenditures by Fund**
  Art Museum
- **Capital Improvements**
  Art Museum

Attachments

Owner

Nick Nelson (Art Museum)

Collaborators

- JB Joshua Best (Art Museum)
- SB Sarah Buhr (Art Museum)
- NC Nicole Chilton (Art Museum)
- KF Kate Francis (Art Museum)
- LG Lori Gipson (Art Museum)

1-5. Realize a transformed Museum experience.

Art Museum

Period

Mar-26

Description

The Art Museum's 30-Year Site Plan will transform its facilities and elevate the visitor experience. This Strategic Objective drives the development of innovative exhibitions and programs, ensures universal accessibility, aligns policies with these goals, secures AAM re-accreditation, and launches a new brand identity to reflect this transformation.

This Strategic Objective directly supports Council priorities:

- **Operational Excellence** by delivering exceptional service to the community and building resources for long-term sustainability.
- **Economic Vitality** by positioning the Museum as a catalyst for a vibrant, attractive community—**drawing talent, boosting tourism, and stimulating local spending**.

Initiatives

1-5a. Update/Implement Museum's Interpretive Plan.
Art Museum
|
1/5/26 - 8/20/26

1-5b. Develop program, exhibition, operational plans and resource requirements to showcase/leverage new buil...
Art Museum
|
7/1/25 - 10/8/28

1-5c. Define and implement a plan to foster inclusion and accessibility in the total Museum experience (see obj...
Art Museum
|
7/1/25 - 7/31/25

1-5d. Define role and relationship of special events (e.g., Art in Bloom) to other public/education programs.
Art Museum
|
11/2/26 - 1/21/27

1-5e. Prepare for reaccreditation with the American Alliance of Museums in 2028.
Art Museum
|
1/5/26 - 2/29/28

1-5f. Complete a rebranding of the Museum
Art Museum
|
10/13/25 - 6/29/28

Analysis

1-5a. The Interpretive Plan is in the research phase. Writing will take place from April through July, with a final draft presented to the Board at its July 15, 2026 meeting.

1-5b. This initiative must be updated to align with Phase 2 plans. The Phase 2 timeline and budget are expected to be finalized by mid-April, with exhibition and program development beginning in May 2026.

1-5c. This initiative will be re-evaluated and adjusted in response to recent Executive Orders affecting federal contractors.

1-5d. This initiative will be addressed through the Art Museum's Code of Ethics.

1-5e. The Museum has contacted AAM and will request an extension for re-accreditation until after the new facility opens.

A formal request must be submitted by May 1, and work on this request is underway.

1-5f. The Museum has added rebranding to long-term budgets for FY2028. Preliminary research and community engagement are underway to support this effort. Although still several years out, rebranding should remain a priority and inform current and future communications planning.

Recommendations

KPIs

Owner


Nick Nelson (Art Museum)

Attachments

Collaborators

JB Joshua Best (Art Museum)

SB Sarah Buhr (Art Museum)

NC Nicole Chilton (Art Museum)

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Capacity Plan

FY2027 – FY2031

3/24/2026

INTRODUCTION

Strategic Priority 3: Capacity Building in the Art Museum's 2025–2029 Strategic Plan focuses on securing resources to ensure long-term growth and stability. This priority includes:

- Developing plans for philanthropic support and revenue diversification
- Creating a comprehensive staffing plan addressing recruitment, succession, retention, and professional development
- Establishing proactive strategies for facility maintenance
- Closing gaps in equipment, tools, and technology

These plans are aimed at:

- Institutionalizing long-term budgeting processes
- Strengthening relationships with support groups
- Enhancing public engagement opportunities
- Fostering a staff-centered culture

Other strategic priorities include building community partnerships and creating plans for programs, exhibitions, and operational for the new facility.

Rather than separate plans for each component, this Capacity Building Plan integrates all elements into a unified approach. It goes beyond resource development, linking it to core programs—exhibitions, school programs, art classes, and placemaking—and to organizational health. This holistic view balances performance dimensions such as facility quality, staff satisfaction, partnership strength, audience experience, and financial sustainability.

An abridged version of this plan organized sequentially by fiscal years is included in this document as Appendix A: Capacity Plan Timeline.

CORE PROGRAMS

Core programs reflect the Art Museum's unique strengths—services it is best positioned to deliver and cannot be easily replicated by others. They leverage the Museum's greatest assets: the Permanent Collection and its building and grounds, including its distinctive location. These programs focus resources on offerings that are mission-driven, community-unique, and scalable with additional support.

Core programs include:

- **Exhibitions**: Interpretive displays of the Permanent Collection and related works on loan, and may be complemented by programs such as artist talks, lectures, and other interpretive provisions.
- **Art Classes**: Fee-based art-making activities for adults and children, taught by professional artists in studio settings. These classes emphasize enrichment and lifelong learning, with outcomes ranging from introduction to mastery of specific artistic techniques.

- **School Programs**: Tours and activities for Pre-K–12 students delivered in partnership with schools. Programs align with curriculum standards and connect exhibitions and the Permanent Collection to classroom learning, with outcomes based on those standards.
- **Placemaking Initiatives**: Events and activities that encourage community engagement with the Museum and its grounds, focused on audience development rather than formal learning outcomes.

ORGANIZATIONAL HEALTH

A healthy organization is a balanced organization.

Balance at the Art Museum means evaluating all aspects of organizational performance equally - financial health, board/staff/volunteer productivity and satisfaction, quality of external relationships, audience experience, and the Museum as a physical place. Organizational health will be defined by five dimensions: **Place, Audience, Relational, Human, and Financial**. A healthy Museum has:

- An attractive, safe, and functional facility
- A deep understanding of audience needs and the ability to respond
- Strong, meaningful partnerships
- Productive and satisfied board, staff, donors, and volunteers
- Resources to meet current and future needs

Each dimension includes specific success measures ("health indicators") and priorities for the coming years.

Place

The Place dimension of organizational health encompasses the physical qualities of the building and grounds, its aesthetics, its functionality, how well it is maintained, and user responses and attitudes toward the building and grounds. Place health indicators may include:

- The Art Museum's building and grounds are well maintained, attractive, secure and safe, and highly functional, being able to meet the organization's immediate needs.
- The Art Museum has a long-term maintenance strategy that includes the human and financial resources necessary to carry the strategy out successfully.
- The Art Museum has both short-term and long-term plans for the future of the building and grounds and is actively cultivating the resources to fulfill these plans.

Place Priorities:

- Use technology and data to optimize building performance.
    - Optimize use of the Building Automation System (BAS) through proper operations and adequate staff training.
    - Procure maintenance/facility management software to optimize building management.

    - Develop and deploy training program for appropriate staff on BAS and maintenance/facility management software.
- Ensure long-term sustainability of the facility.
    - Conduct a life-cycle study of all capital equipment, roofs, and other facility parts to determine future funding needs.
    - Complete a building maintenance plan to institutionalize preventative and ongoing maintenance.
    - Continue investing in preventative maintenance with a benchmark of at least $2.50/sf annually for maintenance budgeting.
    - Budget adequate reserves to establish and maintain a building depreciation fund with goals based on needs identified in the life-cycle study.
- Maintain adequate staffing levels to ensure attractiveness, safety, and functionality of the building and grounds.
    - Hire additional staff including a full-time Maintenance Worker and variable-time Gallery Attendants.
    - Reorganize staff to develop a Senior Security Officer position to provide leadership and supervision of Gallery Attendants, especially during weekend hours.
    - Develop volunteer programs to assist with grounds maintenance (ex. Creek Clean-ups and flower beds) and reception desk duties.

A Facility Maintenance Plan is included in this document as Appendix B.

Audience

The Audience dimension of organizational health encompasses the Art Museum's ability to understand and meet the needs of new and existing audiences and its ability to grow audience in both numbers and levels of engagement. Audience health indicators may include:

- The Art Museum has defined target audiences and demonstrates an understanding of the needs of these audiences and responsiveness to those needs.
- The services provided by the Art Museum are seen as valuable and relevant by the community as demonstrated by data from audience feedback.
- The Art Museum is serving its audiences to its full potential and is intentionally developing new and existing audiences through audience loyalty and growth in market share.

Audience Priorities:

- Fill staffing vacancies and create new staff positions to support Audience Development efforts including the Museum Affairs Officer for Audience Development, Outreach Assistant, and Retail Assistant.
- Define Art Museum target audiences and align brand strategy to these audiences.
    - Complete rebranding of the Art Museum including brand strategy and target audiences then execute associated marketing plans.

- Use technology and data to optimize audience development and loyalty.
    - Procure and optimize use of Customer Relationship Management (CRM) software.
    - Develop and deploy training program for appropriate staff on CRM software.
- Systemize how we collect and process audience feedback and incorporate into institutional planning.
    - Establish and institutionalize planning matrix for programs such as PIID sequence or program planning sheets, that incorporates evaluation into program planning.
    - Incorporate survey and other data collection into Strategic Plan reporting via ClearPoint Strategy.
- Ensure adequate resources are available to grow new and existing audiences.
    - Continue investing in marketing and advertising and growing marketing and advertising budget with a benchmark of at least 5% of total budget with long-term goal of 15%.
    - Reorganize staff to support audience development efforts and hire the following positions: Museum Affairs Officer for Audience Development, an Outreach Coordinator, a Retail Assistant, and an FTE Communications Specialist.
    - Develop volunteer programs to assist with events and programs such as outdoor events on the Amphitheater/Hatch Lawn.
- Continue building audience-centered culture.
    - Develop series of listening sessions and focus groups to gather public feedback regarding the Art Museum.
    - Continue training all staff in customer service.

<u>Relational</u>

The Relational dimension of organizational health encompasses the quality of the Art Museum's relationship with the community and its ability to foster mutually beneficial and strategically aligned partnerships with individuals and entities in the community through the deployment of social, political, and reputational capital. Relational health indicators may include:

- The Art Museum has cultivated meaningful partnerships based on mutual benefit and shared impact.
- There is a high level of mutually shared trust and satisfaction between the Art Museum and its partners.
- The roles and responsibilities between partners and the Art Museum are clearly delineated and understood and defined in written agreements when appropriate.

<u>Relational Priorities:</u>

- Identify and build relationships with key partners to advance strategic priorities
    - Develop partnerships in the performing arts sector and with neighborhood organizations to assist with activation of the Museum's grounds.

    - Develop partnerships with community organizations to advance outreach and engagement with target audiences.
    - Establish formal partnerships with local higher education around the Carolla Art Study Room and other opportunities.
    - Continue developing relationship with the Springfield Art Museum Foundation to advance fundraising and philanthropic support.
- Create opportunities for greater engagement between the Art Museum and partner organizations
    - Establish a partner advisory group that can assist the Art Museum in programming, evaluation, and planning.
    - Formalize relationships between partners through cooperative agreements where appropriate.
    - Develop board engagement opportunities that encourage connections between Art Museum Board members and the Art Museum Foundation Board members.
    - Assign a staff member to serve as point of contact with partners to assist with communications and meetings.

Human

The Human dimension of organizational health encompasses the quality of the Art Museum's relationship with internal stakeholders including Board, staff, and volunteers and its ability to foster a positive work environment and a culture of trust, respect, and high levels of work-place satisfaction and productivity. Human health indicators may include:

- The Art Museum is adequately staffed and has the appropriate leadership to achieve its goals.
- The Art Museum successfully attracts appropriate Board, staff, and volunteer talent and proactively and continuously develops talent in new and existing Board members, staff members, and volunteers.
- There is a high level of workplace satisfaction among Board, staff, and volunteers and the Art Museum proactively develops a culture of belonging and commitment by internal stakeholders.

Human Priorities:

- Develop and implement a long-term staffing plan that meets the growing needs and long-term goals of the Art Museum as well as career advancement opportunities for staff.
    - Implement a Career Advancement and Succession Plan that includes pathways for staff to grow professionally via career ladders, promotions, and professional development opportunities.
    - Create and fill the following positions including vacancies to support current and future programmatic offerings and operational needs: Museum Affairs Officer for Audience Development, Maintenance Worker, Gallery Attendants, Studio Assistant, Education Assistant, Outreach Assistant, Retail Assistant, and Art Study Room Coordinator.

    - Create and fill the following career ladders: Senior Security Officer, Senior Registrar, and Senior Museum Educator.
    - Complete salary surveys for all Art Museum positions to ensure that all positions are paid at or above the median salary for peer/benchmark institutions.
    - Continue working toward future staff growth defined by Multi-Year Staffing Plans and Career Advancement and Succession Plan as funding allows.
- Invest in Board engagement and identify ways to further integrate Board participation in the Art Museum's mission and programs.
    - Work with the Board to establish a regular cadence of Board social activities.
    - Promote volunteer opportunities for Board members at Art Museum programs and events and opportunities for Board members to serve as representatives of the Art Museum at community events.
    - Continue to develop Board development and training opportunities.
- Develop and implement a volunteer program to meet the needs of the Art Museum while developing a community of committed supporters.
    - Create and implement a volunteer recruitment, training, and retention program focused on community engagement while meeting specific Art Museum needs.
    - Utilize the SGF Ambassadors program to recruit and retain a stable group of volunteers.
    - Assign staff with volunteer management duties.
- Establish mechanisms for Board, staff, and volunteer feedback.
    - Create and deploy annual Board, staff, and volunteer satisfaction surveys.
    - Continue work of the Staff Development Team and continue cultivating All Staff meetings as a forum for staff involvement.
    - Develop opportunities for team building for staff members but also opportunities for engagement with staff, volunteers, Art Museum Board members, Foundation leadership, and SMMA leadership.

A Multi-Year Staffing Plan is included in this document as Appendix C.

Financial

The Financial dimension of organizational health encompasses the Art Museum's ability to proactively acquire and manage the financial resources needed to meet its mission, deal with emergencies, and ensure long-term growth as well as the Art Museum's commitment to transparency and the good stewardship of financial resources. Financial health indicators may include:

- The Art Museum consistently meets its budgetary goals for both revenue and expenses.
- The Art Museum has a plan for healthy, sustainable growth that includes the growth of diverse revenue streams and ambitious but realistic levels of service to the community.
- The Art Museum carries an appropriate reserve to manage emergency needs as well as long-term needs.
- The Art Museum continually works to develop operational efficiencies.

- The Art Museum demonstrates excellence in transparency and has clear policies and appropriate reporting systems to not only keep stakeholders informed but includes them in planning and operations.

<u>**Financial Priorities:**</u>

- Monitor financial health and manage structural challenges
    - o Work with the City to address unfunded pay plan costs and maintain balanced future budgets.
    - o Establish a multi-year budget process linked to strategic planning and funding opportunities.
    - o Maintain required cash reserves (six months operating plus 20% reserve).
    - o Continue monitoring financial health against KPI and make adjustments accordingly.
- Pursue opportunities to expand public support
    - o Continue developing partnerships with the City, the Springfield Art Museum Foundation, community organizations, and other relevant entities to explore public funding opportunities.
    - o Continue improving financial management and transparency through enhanced tracking and reporting systems to drive public trust and public support.
    - o Leverage rebranding and CRM to expand story-telling related to the Museum's impact and need.
    - o Work with the Art Museum Board, the Foundation, and other partners to pursue expanded public funding options (sales tax, hotel/motel tax, or property tax levy), supported by positive community survey results.
- Strengthen coordination and alignment with the Foundation to expand membership and philanthropic support.
    - o Work with the Foundation to execute public campaign for final construction costs including marketing, hard-hat tours, and other programs.
    - o Procure and deploy Customer Relationship Management (CRM) software including a training program for appropriate staff for the purpose of establishing membership, annual giving, and major gift programs.
    - o Collaborate with the Foundation on events including 99X Party and Pops in the Park and provide staff support to ensure they are successful.
    - o Identify ways to leverage Art Museum rebranding to benefit the Foundation's growth and establish donors as a target audience.
    - o Leverage multi-year budgets to match exhibitions and programs to grants and sponsorships and maintain a rolling, multi-year calendar for all programming beyond exhibitions.
    - o Work with the Foundation on grand opening and Centennial celebrations to expand memberships and philanthropic support.
    - o Continue establishing a volunteer program for the Museum to expand engagement and opportunities and prospect development.
    - o Complete and maintain cooperative agreements with the Foundation to establish clear roles and organizational structure.

- Incorporate Foundation staff into meetings, planning sessions, and communications to ensure seamless workflows, cultural alignment, and trust between the Foundation and the Art Museum.
    - Continue supporting the Foundation as it becomes established through staffing and administrative support per cooperative agreements.
- Classes & Fee-Based Programs
    - Work on recruiting and retaining a pool of highly trained and professionally accomplished teaching artists to serve as program presenters and instructors.
    - Develop long-term plans for classes and programs aligned with exhibition schedules.
    - Align marketing plans to meet benchmarks for program fill rates.
    - Coordinate class and fee-based programs through the CRM.
    - Continue community engagement during closure to identify interest levels in class and program offerings.
- Establish retail as a meaningful and consistent revenue stream through staffing and budget development.
    - Fill Museum Affairs Officer position and create and hire the Retail Assistant position.
    - Join the Museum Store Association and identify other resources for research and professional development.
    - Draft a retail plan to include gift shop sales, concessions, and equipment rental concepts with refined product mix, merchandising and marketing plans, and financial benchmarks.
    - Use remote programs and On the Lawn as an opportunity to test retail and concessions concepts.
    - Work with the AMRN design team to ensure capacity for retail and concessions in the new facility.
    - Develop training materials on retail operations for future staff.
- Pursue opportunities to establish facility rentals as a consistent revenue stream.
    - Seek out opportunities for partnerships within event planning, convention, and/or hospitality industries.
    - Work with the Art Museum Board and City Law Department on policy and frameworks for financial partnerships on events.
- Explore the feasibility of admission charges for special exhibitions and if feasible, develop the systems to ensure success.
    - Ensure CRM system has ticketing function and work with design team to ensure that infrastructure is in place for ticketing in the Special Exhibitions Gallery.
    - Work with the Art Museum Board and City Manager's Office to determine internal and leadership support for admission charges.
    - Conduct public outreach to educate the public about the Museum's finances and to determine public response to admission charges.
    - If determined to be feasible, develop Council Bill allowing admission charges for special exhibitions.
- Establish a true endowment for the Museum through the Foundation.

    - Establish cooperative agreements with the Foundation to support development of endowment funds.
    - Transfer the Museum's Art Museum Endowment Fund (29120) to the Foundation to improve returns under a traditional endowment model.
    - Support the Foundation's efforts with endowment building including naming opportunities.
- Support expanded programming and visitor services.
    - Increase exhibition budgets to support traveling shows, enhanced fabrication, and an expanded exhibition schedule, especially in FY2028–2029.
    - Increase revenue from classes, workshops, and camps using new facilities, targeting 75–85% fill rates by FY2031.
    - Grow the education budget significantly starting FY2029 to expand classes, camps, school programs, and interpretive offerings.
    - Increase investment in audience development (marketing, outreach, visitor services) to 5% of the total budget, with a long-term goal of 10–15%.
- Maintain and protect the facility and grounds
    - Plan for higher maintenance costs tied to expanded square footage, using a benchmark of $2.50/sf with 3% annual growth.
    - Build capital replacement reserves by saving early maintenance surpluses from warranties and low repair needs.
    - Expand maintenance staffing to meet visitor expectations and facility demands.

A Financial Plan for FY2027 – 2028 is included in this document as Appendix D.

APPENDIX A: CAPACITY PLAN TIMELINE

(Click on the image below to view Appendix A)

Capacity Plan Timeline Overview with Key Milestones

- **FY2027 (Q1–Q4)**
  - CRM selection, contracts, and training complete; data capture SOPs live.
  - Preventative maintenance plan and associated budgets adopted.
  - Cooperative agreements with Foundation executed; monthly joint planning cadence established.
  - Staffing reclassifications and ladders (Senior Security Officer, Senior Registrar) completed.
- **FY2028 (Q1–Q4; centennial & grand opening)**
  - Brand launch and membership program live; major events (99X, Pops) scaled.
  - Salary study & market adjustments implemented; admissions policy finalized for special exhibitions.
- **FY2029 (Q1–Q4)**
  - Maintenance software procured; BAS training and life-cycle study finished.
  - Hire Maintenance Worker, Art Study Room Coordinator, and variable hour Gallery Attendants; open new facility exhibitions with admissions.
  - Classes, retail, and limited rentals fully activated; Audience Development normalized to 5%.
- **FY2030–FY2031**
  - Optimize earned income yields (admissions, retail, classes); hold AD at 5% and cost/visitor ≤$1.55–$1.57; grow Foundation net to $630k–$750k; advance endowment and reserves.

APPENDIX B: GENERAL MAINTENANCE PLAN

<INSERT PLAN HERE>

APPENDIX C: MULTI-YEAR STAFFING PLAN

(Click on the image below to view Appendix C)

Multi-Year Staffing Plan
FY2027 – FY2031

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APPENDIX D: MULTI-YEAR FINANCIAL PLAN

(Click on the image below to view Appendix D)

Springfield ART Museum

ENJOY. LEARN. CREATE.

Financial Plan

FY2027 – FY2031

3/24/2026