Springfield Art Museum

Budget and Finance

Committee Meeting

April 10, 2026	**9:00 AM**	**Meyer Alumni Center 300 S Jefferson Ave, 3rd Floor Suite 303 Conference Room Springfield, MO 65806**

TENTATIVE AGENDA

1. Call to Order

2. Report from the Museum Director

2.1. FY2027 - FY2031 Financial Plan

3. FY2027 Budget

3.1. FY2027 Budget Proposal

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.

Financial Plan

FY2027 – FY2031

3/24/2026

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Proforma Budgets & Benchmarks FY2027 – FY2031

	FY2027	FY2028	FY2029	FY2030	FY2031
Revenue					
Property Tax	$1,807,659	$1,856,466	$1,919,586	$1,971,414	$2,038,443
SAM Foundation Support	383,950	400,000	487,500	630,000	750,000
Classes	-	-	144,312	182,296	193,690
Admission Fees	-	-	161,875	323,750	333,463
Retail Operations	-	-	115,000	172,500	177,675
Facility Rentals	-	-	29,600	44,400	45,732
Interest/Other Revenue	35,500	32,500	45,000	46,350	47,741
Fund Balance Transfer	190,000	235,500	-	-	-
Total	**$2,417,109**	**$2,524,466**	**$2,902,873**	**$3,370,710**	**$3,586,743**
% from public support	*83%*	*83%*	*66%*	*58%*	*57%*

	FY2027	FY2028	FY2029	FY2030	FY2031
Expenses					
Salaries & Benefits	$1,412,453	$1,458,655	$1,683,387	$1,721,670	$ 1,761,727
Pay Plan Contingency*	39,677	81,154	169,735	270,324	387,197
Exhibits & Collections	93,233	353,495	429,500	442,385	455,657
Art Acquisitions	150,000	-	-	-	-
Education	90,943	91,452	179,673	255,005	262,779
Audience Development	166,588	196,588	150,000	153,686	157,441
Facilities & Maintenance	96,534	96,534	175,000	180,250	185,658
Retail Operations	-	-	54,000	81,000	83,430
Facility Rentals	-	-	14,515	21,772	22,425
Administration	209,223	210,260	216,427	223,844	231,830
Transfer to General Fund	54,975	111,615	166,590	166,590	166,590
Total	**$2,313,626**	**$2,599,753**	**$3,238,827**	**$3,516,526**	**$ 3,714,733**
Surplus(Deficit)	*103,484*	*(75,288)*	*(335,954)*	*(145,815)*	*(127,990)*
Surplus(Deficit) less Pay Plan Contingency	*143,161*	*5,866*	*(166,219)*	*124,509*	*259,207*

** The "Pay Plan Contingency" is money set aside on an annual basis to cover the cost of mandatory unfunded pay plan improvements instituted by the City of Springfield.*

Benchmark	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY2031**

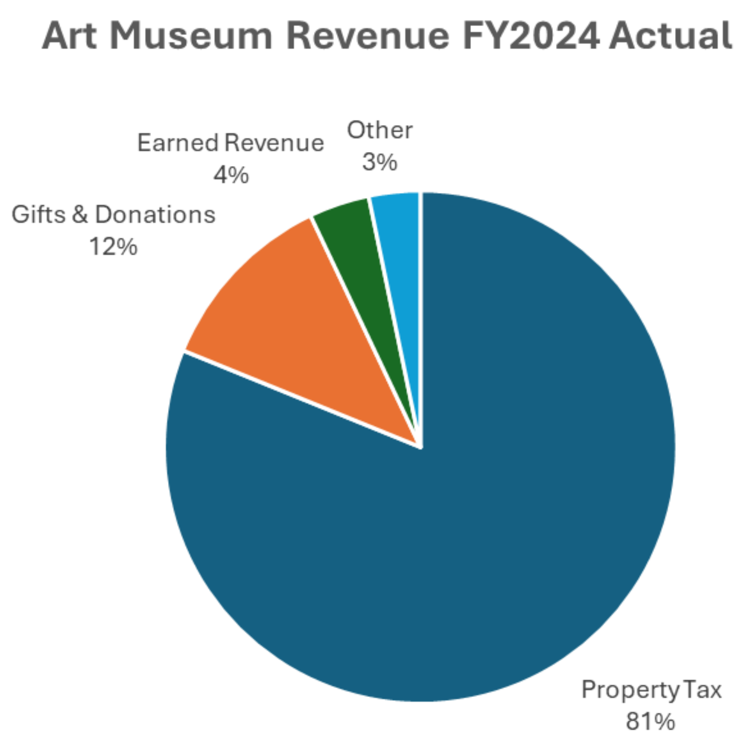
% of revenue from public funding	83%	83%	66%	58%	57%
% annual growth in operational revenue	11%	3%	27%	16%	6%
% annual growth in Supplies & Services expenses	31%	44%	29%	11%	3%
Audience Development budget (% of total budget)	8%	8%	5%	5%	5%
Facilities & Maintenance budget	N/A	N/A	$2.50/sf	$2.50/sf	$2.50/sf
Fill-rate for Art Classes	N/A	N/A	75%	80%	85%

Context and Historical Analysis

Property Tax

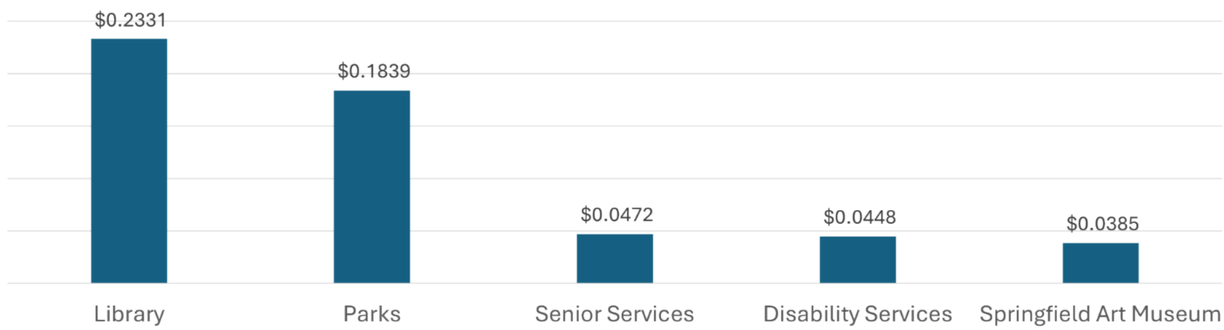
The Museum's primary operating revenue comes from real estate and personal property taxes. **It does not receive sales tax or General Fund support.** FY2024 was the final year of normal operations before the renovation and expansion, and it will serve as the financial benchmark.

In FY2024, property taxes accounted for 81 percent of total revenue. Contributed income—donations, grants, and sponsorships—made up 12 percent. Earned revenue from retail sales and class and workshop fees contributed 4 percent. The remaining 3 percent came from interest earnings on fund balances.



The Museum's property tax levy is set at $0.0385/$100 of assessed value on personal property and real estate. This property tax levy was enacted in 1946 when the Museum was deeded to the City by its non-profit board and it became a City Department. The current millage rate has been in effect since the passage of the Hancock Amendment in 1980.

Compared to other taxing districts and County and City funds, the Museum has the lowest millage rate behind County Senior Services and County Disability Services. In 2024, the total millage rate for Greene County for a typical Springfield resident was set at $5.318/$100 of assessed value. The Art Museum levy was 0.7% of the total millage.



Property Tax Growth

Property valuations are assessed every odd year with Art Museum revenue from property taxes increasing by an average of 3.40% during assessed years and 2.70% during non-assessed years since FY2012.

HISTORY OF ART MUSEUM PROPERTY TAX ALLOCATIONS

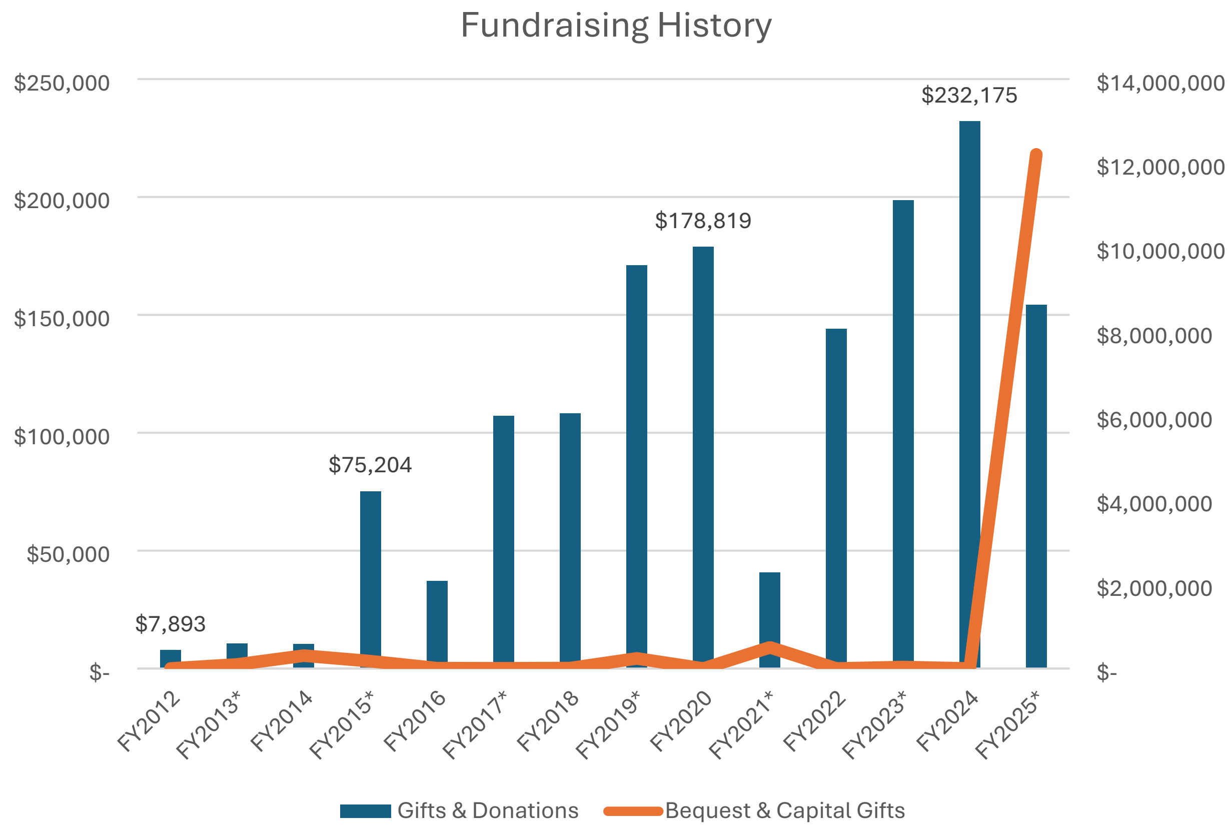
YEAR		***REVENUE***	***% CHANGE***	
FY2012	$	1,154,197		
FY2013	$	1,184,467	2.62%	
FY2014	$	1,162,633	-1.84%	
FY2015	$	1,201,456	3.34%	
FY2016	$	1,249,849	4.03%	
FY2017	$	1,247,283	-0.21%	
FY2018	$	1,310,075	5.03%	
FY2019	$	1,353,438	3.31%	
FY2020	$	1,397,352	3.24%	
FY2021	$	1,428,754	2.25%	
FY2022	$	1,447,984	1.35%	
FY2023	$	1,561,434	7.83%	
FY2024	$	1,598,757	2.39%	
FY2025	$	1,732,185	8.35%	
FY2026	$	1,813,157	4.67%	*Projected*
FY2027	$	1,807,659	-0.30%	*Projected*
Assessed Year Avg.			3.40%	
Non-Assessed Year Avg.			2.70%	

Gifts and Donations

Over the past decade, the Art Museum has significantly expanded its fundraising capacity, resulting in measurable growth and increased stability in contributed income. In FY2016, the Museum created its first combined development and marketing position and established a dedicated budget for these functions. This investment led to sustained growth and consistency in gifts and donations in the years that followed.

Fundraising performance declined sharply in FY2020–FY2022 due to the COVID-19 pandemic, which forced facility closures, canceled events, limited programming, and redirected philanthropic support toward health and human-services causes. Giving rebounded strongly in FY2023 as operations resumed and the Museum continued to build internal capacity.

In FY2021, the Museum separated marketing and development responsibilities and hired a professional Development Officer position. This restructuring supported the launch of a capital campaign and the establishment of the Springfield Art Museum Foundation, ultimately driving a dramatic increase in capital gifts including more than $12.2 million in FY2025. During that same year, however, gifts and donations for operations declined, due in part to the closure of the Museum facility for construction.



The Springfield Art Museum Foundation

In December 2019, the Art Museum worked with community volunteers to establish the Springfield Art Museum Foundation as a Missouri nonprofit corporation to serve as its external 501c3 fundraising partner. Progress slowed during the COVID-19 pandemic. At the same time, the Friends of the Springfield Art Museum (FOSAM), an existing 501c3 support organization, was preparing to dissolve because it could not fill board officer positions. After discussions between the FOSAM board and the Foundation board, both groups agreed that the Foundation board would assume leadership of FOSAM and take over its 501c3 structure. The original Springfield Art Museum Foundation was then dissolved, and FOSAM adopted the name Springfield Art Museum Foundation.

In November 2025, the Foundation adopted a strategic plan to guide its work during and after the capital campaign. The plan outlines a multi-year, phased approach with key milestones that include hiring a full-time Executive Director, implementing a customer relationship management system, establishing financial systems, launching a membership program, hiring a Development and Membership Coordinator, activating a major gifts committee, creating a planned giving program, and achieving more than $1 million in annual private support with a mature endowment capable of sustaining programs and exhibitions by 2030.

Key Takeaways

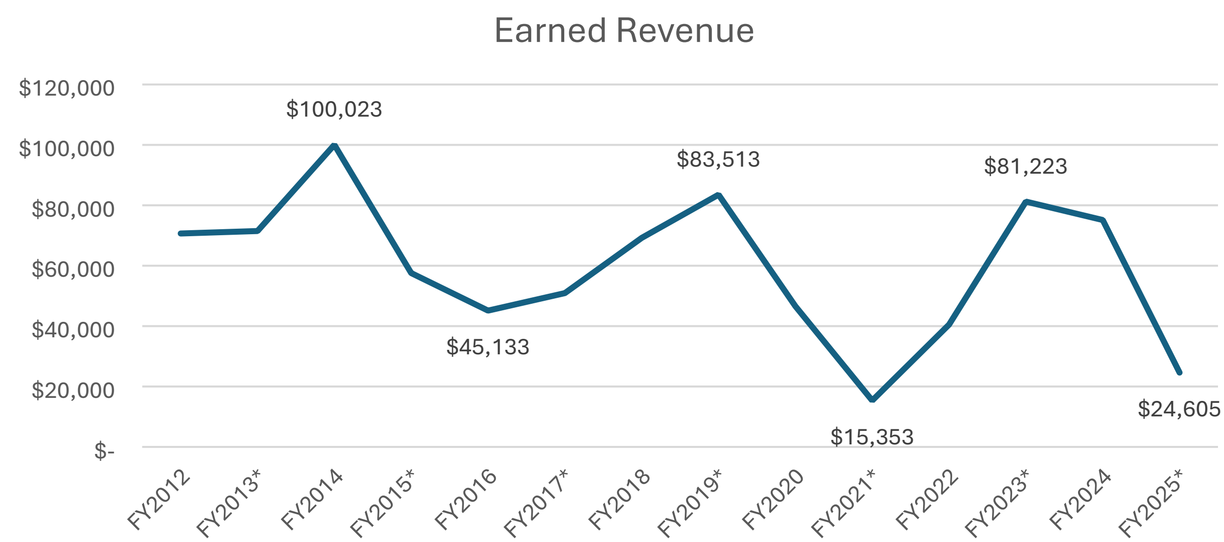
Investments in fundraising capacity have strengthened the Museum’s consistency, resiliency, and long-term growth. Continued development of fundraising systems allowed the Museum to regain momentum lost during the COVID-19 pandemic while also launching a capital campaign. The professionalization of fundraising and the establishment of the Springfield Art Museum Foundation have expanded opportunities for major gifts, capital projects, and endowment building.

Recent trends also show that fundraising returns are sensitive to public access and program activity. Donations declined during the pandemic and again when the Museum closed its facility in early FY2025, which demonstrates the importance of engagement in sustaining annual support. Continued focus on capacity building will ensure that both the Museum and the Springfield Art Museum Foundation are prepared to meet future operational, capital, and endowment needs.

Earned Revenue

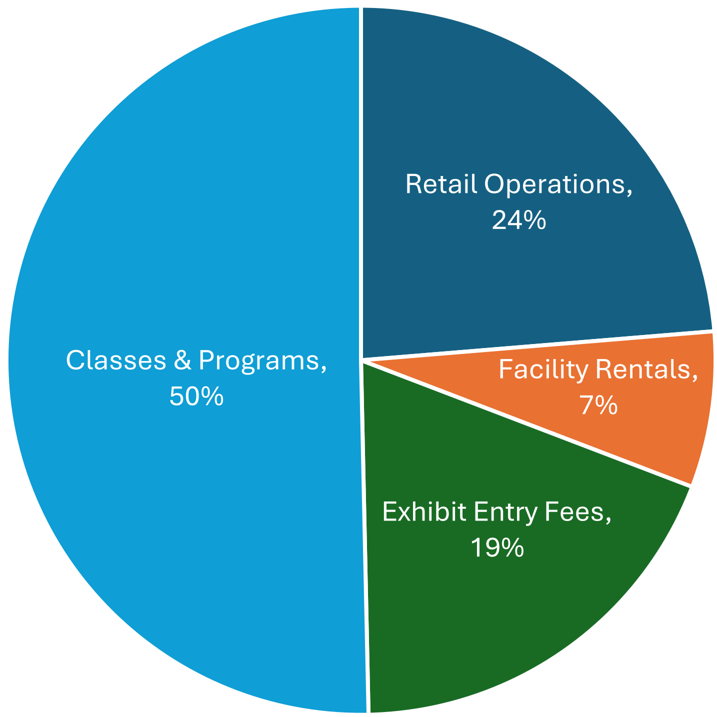
Since FY2012, earned revenue from classes, workshops, camps, and other fee-based programs has averaged about 4 percent of the Museum's total revenue. Before FY2013, earned revenue also included artwork sales from the Watercolor USA exhibition; in FY2012 through FY2014, these sales accounted for 32 to 53 percent of earned revenue. The Museum discontinued artwork sales to meet American Alliance of Museums accreditation standards.

Overall, earned revenue has grown steadily, averaging $53,613 despite declines during the COVID-19 pandemic (FY2020–FY2022) and the Museum's closure for renovation in FY2025. Revenue peaks reached $83,513 before the pandemic and $81,223 after. Growth has been limited by constraints on available space and staffing, which restrict the expansion of classes and other fee-based programs.



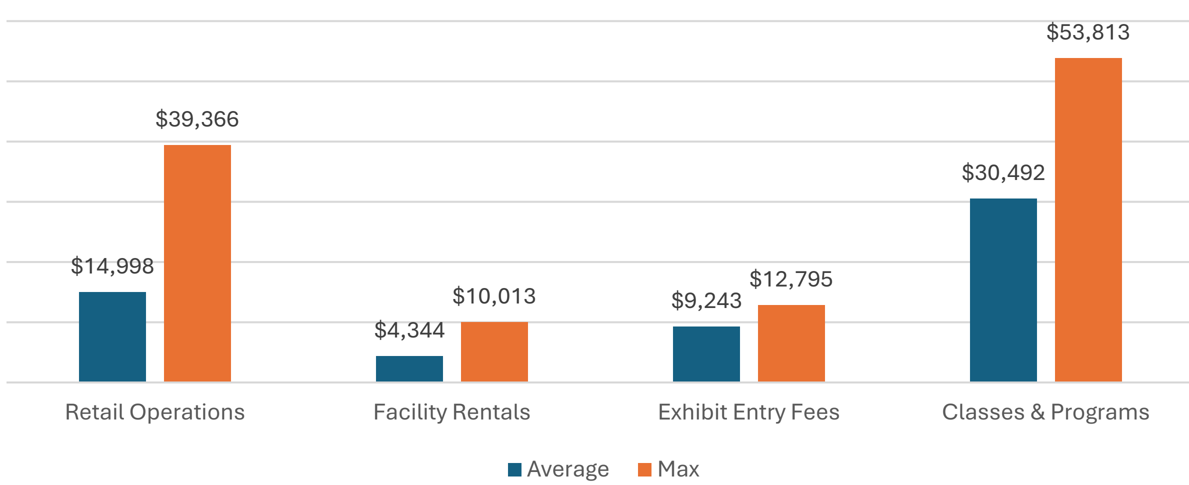
Although the overall composition of revenue has changed over time, the mix of earned revenue has remained relatively stable since FY2012: approximately 50% from classes, workshops, and other fee-based programs; 24% from retail operations, including the gift shop, concessions, and catalog sales; 19% from exhibition entry fees for Watercolor USA; and 7% from facility rentals. In FY2022, the Art Museum adopted significant changes to its Facility Use Policy that effectively eliminated facility rentals as a revenue source. The Museum is also working to discontinue all exhibition entry fees and juried exhibitions, removing another future revenue stream. Since closing in FY2025, the Watercolor USA exhibition has been hosted by the Spiva Center for the Arts in Joplin, Missouri, and all associated entry fees have been retained by the Spiva Center to support the exhibition's costs.

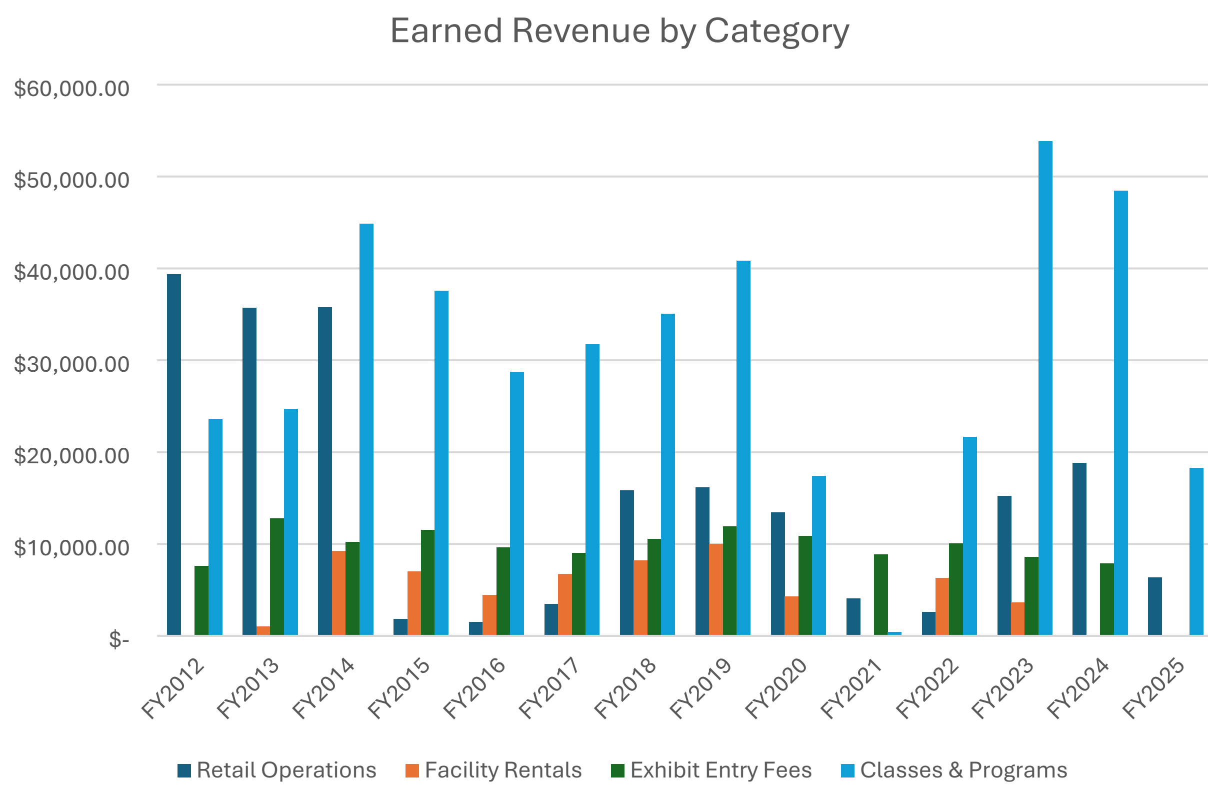
Earned Revenue Mix



Since FY2012, revenue from classes and other fee-based programs has averaged $30,492, with a high of $53,813. Revenue from retail operations has averaged $14,998, peaking at $39,366. Facility rentals have averaged $4,344 with a high of $10,013, and exhibition entry fees have averaged $9,243 with a high of $12,795. Volatility in retail revenue reflects changes in the practice of selling artworks during exhibitions and ongoing inconsistencies in retail operations. Revenue from classes and other fee-based programs has fluctuated primarily due to extended periods of closure, including those caused by the COVID-19 pandemic.

Earned Revenue per Category



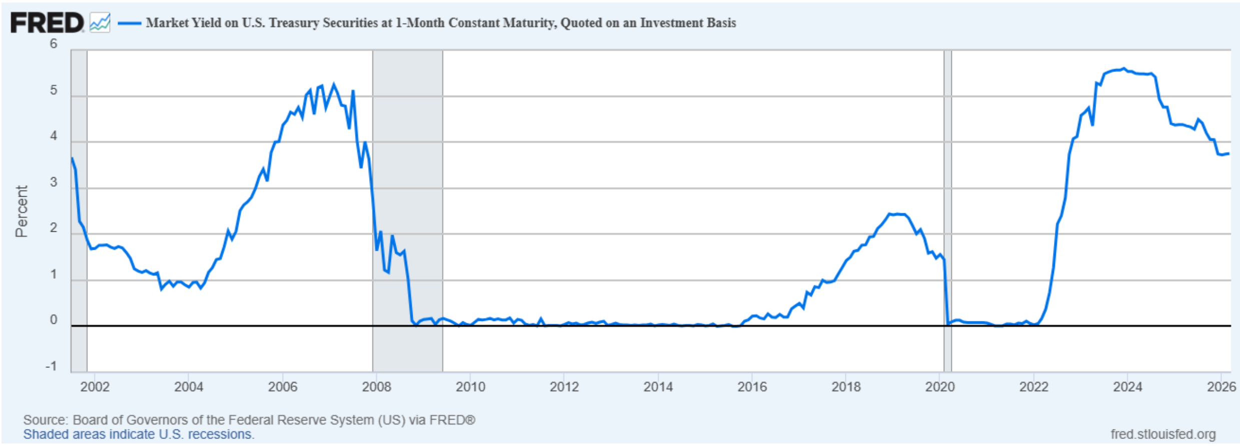


Revenue from classes and other fee-based programs peaked in FY2023, reflecting the post-pandemic rebound and the addition of a Museum Educator dedicated to studio classes. Revenue from retail operations declined sharply after FY2014, when the Art Museum stopped selling works displayed in exhibitions, and began to recover in FY2018 after the Museum assumed management of the Museum Gift Shop from the Southwest Missouri Museum Associates (SMMA).

Other Revenue

Approximately 3 percent of the Art Museum's revenue is generated through interest earnings on its fund balance and other miscellaneous income. The Museum's finances are managed through a series of City-administered funds, which include the general operating fund and several restricted funds for grants and donor-designated purposes. In accordance with City policy, the Museum maintains a fund balance equal to six months of operating cash and a reserve equal to 20 percent of its annual operating budget. This balance typically ranges between $1.4 million and $1.5 million.

The fund balance is invested by the City's Finance Department in U.S. Treasuries and agency bonds. Historically, these investments have produced low returns, often at or below 1 percent. Recent increases in interest rates, along with additional cash from capital gifts, have increased earnings and made this revenue stream more significant. For example, short-term Treasury yields averaged below 1 percent from 2012 through 2021 and have exceeded 3 percent since 2022. Based on long-term trends, higher interest earnings should be viewed as temporary rather than a stable or growing revenue source.



Market yield on 1-month U.S. Treasury securities from 2002 to 2026, showing historically low returns through most of the 2010s, followed by a sharp increase beginning in 2022 that reflects recent interest rate conditions and the temporary rise in investment earnings.

Art Museum Quasi-Endowment

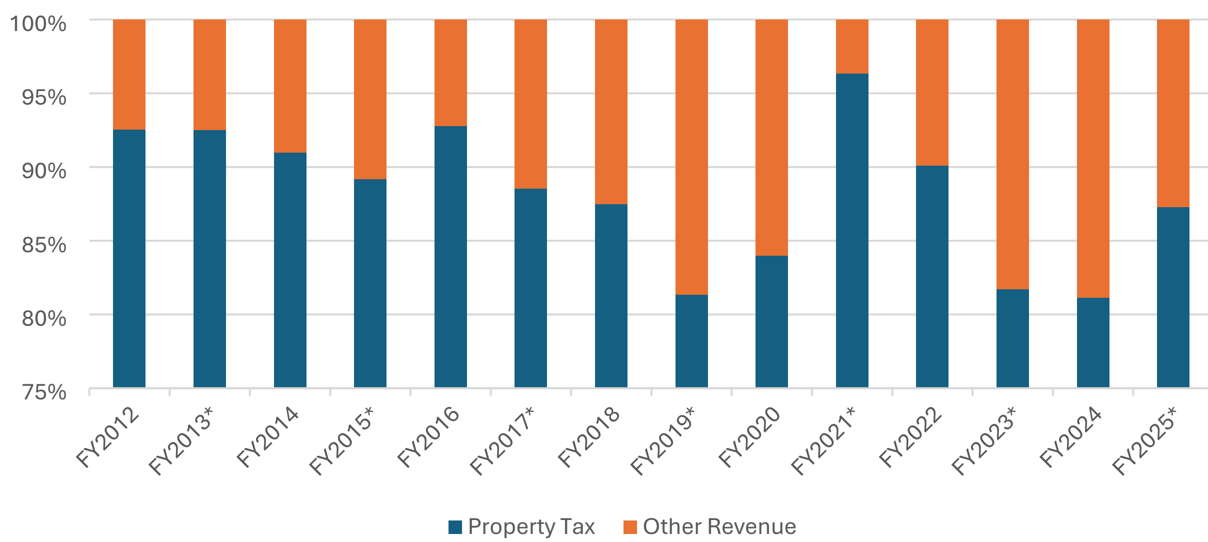
The Art Museum maintains a fund established in 1998 that functions as a quasi-endowment. Governed by a Declaration of Endowment adopted by the City and the Art Museum Board, the fund is restricted to art acquisitions and improvements or expansion of the facilities housing the Museum's collections. The guidelines require the balance to remain above $200,000, and the fund may be terminated only by a unanimous vote of the Art Museum Board. The Museum has used the fund once for an acquisition and once for upgrades to the climate control system in the main collections storage areas.

The fund is managed by the City of Springfield and invested in fixed-income securities that have historically produced limited returns. The current fund balance is approximately $384,000. Since FY2017, the fund has grown at an average annual rate of 1.82 percent, or about $6,245 per year.

Revenue Growth and Diversification

Growth and diversification of revenue have long been priorities for the Art Museum. Reliance on property tax as the primary revenue source creates a structural weakness because property tax grows slowly and lags behind economic conditions. While other City revenues such as sales tax tend to track with inflation, property tax does not. This lag occurs in part because property assessments are conducted every two years in odd-numbered years. As operating costs rise due to economic pressures, property tax revenue may not keep pace. It also responds poorly to short-term volatility and to prolonged periods of high inflation.

Given these challenges, the Art Museum adopted a strategy in 2012 to diversify revenue sources by expanding earned revenue and increasing gifts and donations. Since FY2012, the share of revenue from sources other than property tax has grown from 7 percent to a consistent range of 18 to 19 percent in FY2019, FY2023, and FY2024.



The following section outlines potential revenue streams with potential growth targets and recommended strategies related to each.

Public Support

The Art Museum should continue expanding public support, particularly through revenue sources beyond property tax, such as sales tax or hotel/motel tax. Although these taxes are more volatile, they respond more directly to economic conditions and can help offset the slow and inflexible growth of property tax revenue. Developing these revenue streams will require political action through City Council approval, a local ballot initiative, or possibly changes to state law. The Museum should evaluate existing frameworks, such as Metropolitan Zoo-Museum Districts or similar partnership-based mechanisms, to determine what opportunities may already be available.

Another potential source of public support is an increase in the Museum's property tax allocation. The Museum currently receives the smallest share of property tax revenue among local taxing districts and City and County allocations. Its allocation has remained unchanged since the passage of the Hancock Amendment in 1980. Based on FY2024 tax rates, a 1 percent increase in the overall property tax rate would increase the Museum's allotment by nearly 150 percent. Any increase in the Museum's levy would require voter approval.

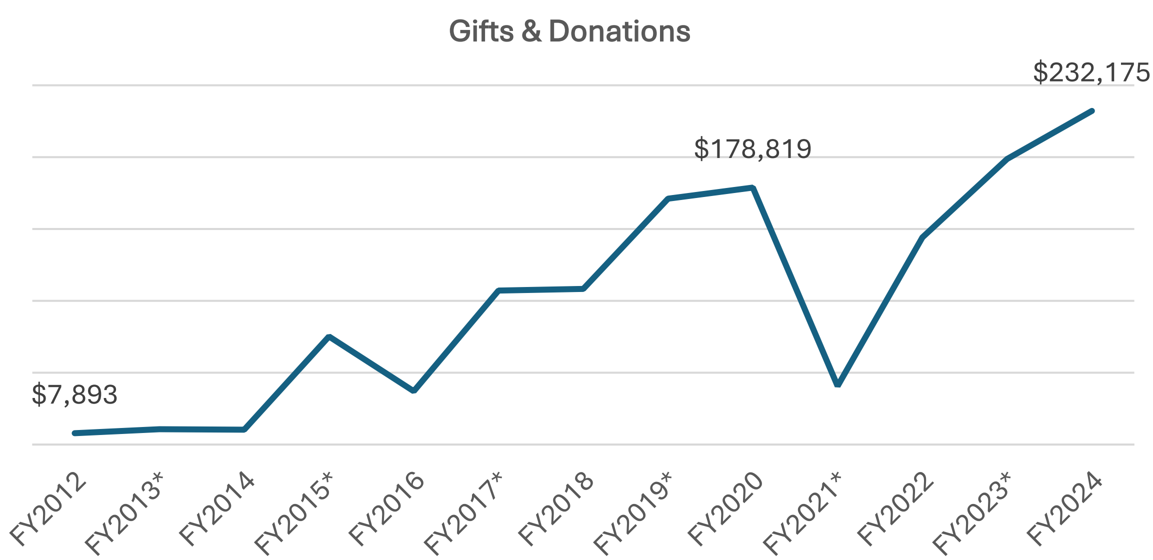
As part of its most recent Strategic Plan, the Museum surveyed community members about increasing public support and establishing sustainable funding sources. Respondents showed strong net favorability toward the City identifying additional revenue streams. Net favorability was 78 percent among all respondents and 81 percent among respondents not closely affiliated with the Museum. Given the potential impact of increased public funding and the strong public support for these efforts, the Museum should pursue opportunities to expand tax-based revenue. More study and planning is needed to move forward as well as close coordination with the City's Legal, Finance, and City Manager's Office.

For the purposes of planning, the Museum will use historical averages of 3.4% for Assessed Years* and 2.7% for Non-Assessed Years.

FY2027*	FY2028	FY2029*	FY2030	FY2031*	FY2032
$ 1,807,659	$ 1,856,466	$ 1,919,586	$ 1,971,414	$ 2,038,443	$ 2,093,480

Gifts and Donations

Gifts and donations remain the most dynamic and growth-oriented revenue source for the



Art Museum. With the creation of the Springfield Art Museum Foundation, the Museum is now positioned to expand this revenue stream significantly and build a community of individuals and organizations committed to the institution's long-term success.

A key challenge for both the Museum and the Foundation is that formal, professional fundraising is still relatively new, and a strong culture of philanthropy is only beginning to develop. Even so, the Museum and the Foundation have seen measurable progress since fundraising efforts began in FY2016. Investments in fundraising staff and budgets in FY2016 and FY2021 contributed to a 2,842 percent increase in contributed revenue between FY2012 and FY2024, rising from $7,893 to $232,175. This figure does not include capital gifts, which total in the tens of millions of dollars.

Although the Foundation now leads fundraising and development activities, the Museum should continue to support and strengthen fundraising efforts. This includes investing in the Foundation's growth, fostering a deeper culture of philanthropy within the Museum and the community, and encouraging greater community engagement and leadership through volunteer opportunities.

Springfield Art Museum Foundation Strategic Plan

The strategic development plan for the Springfield Art Museum Foundation lays out a clear path for building a unified and professional fundraising partner to support the Museum's long-term success. It begins by establishing a cohesive organizational identity, clarifying the Foundation's purpose, and ensuring alignment with the City through proper compliance, reporting systems, and separation of public and private resources. A strengthened internal structure, including a formalized Major & Leadership Gifts Committee, sets the stage for stable and effective fundraising work.

A major focus of the plan is the creation of sustainable revenue programs. These include launching a tiered membership program projected to grow significantly over three years, cultivating corporate and foundation partnerships, and expanding signature events such as Pops in the Park and 99X Sponsorships, grants, and events are positioned as reliable income streams, supported by thoughtful donor engagement and strong stewardship practices that reinforce trust and transparency.

During the interim period before major gifts fully activate, the Springfield Art Museum Foundation is encouraged to prioritize donor stewardship, sharing updates, gratitude, and readiness materials, while preparing campaign assets such as gift charts and recognition plans. By maintaining a small but active portfolio of leadership prospects and exploring options like conditional commitments, the organization remains ready to accelerate into major fundraising as soon as conditions allow.

Looking ahead, the plan outlines a phased growth model tied to realistic staffing and revenue milestones. The first phase focuses on establishing systems such as financial controls, reporting templates, and outsourced bookkeeping. The second phase introduces a Membership and Development Coordinator and activates the new membership program. The final phase prepares the Foundation for the Museum's centennial with expanded staffing, increased membership revenue, strong sponsorship and grant performance, and the launch of a Legacy Society to support long-term giving.

Financial accountability is central throughout the plan. The Springfield Art Museum Foundation will maintain clear divisions between public and private funding, build operating reserves, and track performance through quarterly reviews, annual reports, and periodic financial audits. Targeted metrics, such as 10 to 15 percent annual revenue growth, strong donor retention, and high returns on events, provide benchmarks for progress. Taken together, these strategies offer a sustainable, credible, and well-sequenced approach that positions the Foundation to generate more than $1 million annually by 2029 to 2030, strengthening its capacity to support exhibitions, education, and community programs for years to come.

Revenue Targets by Fiscal Year

The plan outlines clear annual revenue expectations as the Foundation's capacity grows:

- **FY2026:** $300,000, driven primarily by major gifts and early solicitations while administrative systems and compliance structures are established.
- **FY2027:** $450,000, reflecting the launch of the membership program, early sponsorship income, and continued major gift activity.
- **FY2028:** $750,000, with growth driven by expanded membership (target of 1,000 members), increased sponsorships, and stronger foundation partnerships.
- **FY2029:** $900,000, supported by continued major gifts, planned giving momentum, sponsorship stability, and strengthened donor renewal rates.
- **FY2030:** $1,000,000, representing a mature, diversified fundraising program with membership, events, major gifts, grants, and early endowment commitments all functioning at full capacity.

Ongoing Annual Foundation Revenue Goals By 2030*

Revenue Source	Annual Range	% of Total Revenue
Membership and Annual Fund	$150,000 - $250,000	20 – 20%
Major and Leadership Gifts	$250,000 - $350,000	30 – 35%
Corporate and Foundation Support	$150,000 - $200,000	20%
Events and Community Engagement	$200,000 - $250,000	20 – 25%
Planned Giving and Endowment	$50,000	5%

** The Foundation's goal is to keep the cost-per-dollar-raised (CPDR) below 35 percent with a target of 25 percent by 2030.*

The Museum will use the Foundation's goals, including gross revenue and Cost-Per-Dollar-Raised (CPDR) as a basis for future revenue budgets. The table below details net revenue from fundraising with CPDR calculated. This assumes that all net revenue comes to the Museum and does not factor in other conditions such as donor restrictions, maintenance of the Foundation reserve funds. However, net revenue is used as a benchmark in this budgeting exercise.

FUNDRAISING RETURNS INCLUDING COST-PER-DOLLAR-RAISED (CPDR)

	FY2027	FY2028	FY2029	FY2030
Gross Revenue	$ 450,000	$ 750,000	$ 900,000	$ 1,000,000
35% CPDR	$ 157,500	$ 262,500	$ 315,000	$ 350,000
Net Revenue	$ 292,500	$ 487,500	$ 585,000	$ 650,000
30% CPDR	$ 135,000	$ 225,000	$ 270,000	$ 300,000
Net Revenue	$ 315,000	$ 525,000	$ 630,000	$ 700,000
25% CPDR	$ 112,500	$ 187,500	$ 225,000	$ 250,000
Net Revenue	$ 337,500	$ 562,500	$ 675,000	$ 750,000

Together, the Museum and the Springfield Art Museum Foundation are building a robust, sustainable fundraising engine that will be essential to the institution's long-term financial stability. By continuing to invest in development systems, expanding diversified revenue programs, and deepening a culture of philanthropy, the Museum is positioned to transform recent momentum into lasting capacity. Clear organizational structures, disciplined financial accountability, and well-sequenced growth milestones provide a strong framework for success, while ambitious revenue targets reflect both the rising support for the Museum and the expanding sophistication of its fundraising efforts. With these strategies in place, gifts and donations can evolve into a consistent, high-impact resource that advances the Museum's mission and strengthens its service to the Springfield community for decades to come.

Earned Revenue

Like Gifts and Donations, Earned Revenue presents growth opportunities. The Museum will continue to aggressively pursue every opportunity available to expand earned revenue opportunities while keeping in mind affordability as a key desire for audiences.

Classes & Fee-based Programs

In addition to the excitement generated by the new Museum facility with investments in marketing and branding, the new facility and increased square footage will increase capacity for classes, art camps, and other fee-based programs. The Museum will offer classes for school-aged children, teenagers, and adults. These programs will be positioned as affordable, high-quality enrichment and life-long learning opportunities for all ages and skill sets. Classes will be taught by highly skilled educators and artists, and class sizes will be kept as small as possible to offer high level of contact between students and instructors. The Museum will further distinguish its offerings from others by leveraging the Permanent Collection and exhibition schedule as a tool for instruction. The following tables include revenue projections for specific classes and camps. The Museum will strive for a 75% fill-rate overall with a stretch goal of meeting 85% by FY2031.

ADULT CLASSES

	Variety of Media (4 weeks)	Watercolor Painting (4 weeks)	Special Topics (Variable)	TOTAL
Number of Classes	15	3	5	23
Fee per Student	$ 150.00	$ 240.00	$ 150.00	$ 540.00
Number of Students per Class	10	10	10	30
Fees per Class	$ 1,500.00	$ 2,400.00	$ 1,500.00	$ 5,400.00
Total for Year (100% Fill Rate)	$ 22,500.00	$ 7,200.00	$ 7,500.00	$ 37,200.00
Total for Year (85% Fill Rate)	$ 19,125.00	$ 6,120.00	$ 6,375.00	$ 31,620.00
Total for Year (75% Fill Rate)	$ 16,875.00	$ 5,400.00	$ 5,625.00	$ 27,900.00

CERAMICS CLASSES

	Teen Ceramics (8 weeks)	Ceramics 1 (8 weeks)	Ceramics 2 (3 weeks)	TOTAL
Number of Classes	2	6	4	12
Fee per Student	$ 320.00	$ 320.00	$ 180.00	$ 820.00
Number of Students per Class	8	10	10	30
Fees per Class	$ 2,560.00	$ 3,200.00	$ 1,800.00	$ 7,560.00
Total for Year (100% Fill Rate)	$ 5,120.00	$ 19,200.00	$ 7,200.00	$ 31,520.00
Total for Year (85% Fill Rate)	$ 4,352.00	$ 16,320.00	$ 6,120.00	$ 26,792.00
Total for Year (75% Fill Rate)	$ 3,840.00	$ 14,400.00	$ 5,400.00	$ 23,640.00

KIDS CREATE CLASSES & SUMMER ART CAMPS

	Kids Create Clay (3 weeks)	Kids Create (Single Class)	Summer Camp (1 week)	TOTAL
Number of Classes	5	18	18	41
Fee per Student	$ 125.00	$ 20.00	$ 225.00	$ 370.00
Number of Students per Class	10	10	30	50
Fees per Class	$ 1,250.00	$ 200.00	$ 6,750.00	$ 8,200.00
Total for Year (100% Fill Rate)	$ 6,250.00	$ 3,600.00	$ 121,500.00	$131,350.00
Total for Year (85% Fill Rate)	$ 5,312.50	$ 3,060.00	$ 103,275.00	$111,647.50
Total for Year (75% Fill Rate)	$ 4,687.50	$ 2,700.00	$ 91,125.00	$ 98,512.50

YOUNG ARTIST CLASSES	Young Artist Clay (3 weeks)	Young Artist (Single Class)	TOTAL
Number of Classes	5	18	23
Fee per Student	$ 125.00	$ 25.00	$ 150.00
Number of Students per Class	8	8	16
Fees per Class	$ 1,000.00	$ 200.00	$ 1,200.00
Total for Year (100% Fill Rate)	$ 5,000.00	$ 3,600.00	$ 8,600.00
Total for Year (85% Fill Rate)	$ 4,250.00	$ 3,060.00	$ 7,310.00
Total for Year (75% Fill Rate)	$ 3,750.00	$ 2,700.00	$ 6,450.00

ART SCHOOL	Kids Create (8 weeks)	Young Artists (8 weeks)	Teens (8 weeks)	TOTAL
Number of Classes	2	2	2	6
Fee per Student	$ 320.00	$ 320.00	$ 320.00	$ 960.00
Number of Students per Class	10	10	10	30
Fees per Class	$ 3,200.00	$ 3,200.00	$ 3,200.00	$ 9,600.00
Total for Year (100% Fill Rate)	$ 6,400.00	$ 6,400.00	$ 6,400.00	$ 19,200.00
Total for Year (85% Fill Rate)	$ 5,440.00	$ 5,440.00	$ 5,440.00	$ 16,320.00
Total for Year (75% Fill Rate)	$ 4,800.00	$ 4,800.00	$ 4,800.00	$ 14,400.00

GRAND TOTAL	
Number of Classes	135
Fee per Student	$ 2,840.00
Number of Students per Class	154
Fees per Class	$ 31,960.00
Total for Year (100% Fill Rate)	**$ 227,870.00**
Total for Year (85% Fill Rate)	**$ 193,689.50**
Total for Year (75% Fill Rate)	**$ 170,902.50**

Retail Operations

Retail operations include gift shop sales, concessions, and equipment rentals. The Museum operates a small "pop-up" gift shop in its lobby. This gift shop includes modular fixtures that can be moved around with the footprint being expanded and contracted. Retail operations utilize a point-of-sale system at the Museum's front desk, and all transactions are processed through this point-of-sale. Inventory includes gift items produced by local and regional artists and makers, Museum branded items such as t-shirts, mugs, etc., books, Museum catalogues, and gift and souvenir items connected to the Museum's collection and exhibitions.

Future retail operations will include a more permanent but customizable gift shop in the Museum's entry as well as seasonal concessions. The Museum may explore other opportunities to expand retail operations by renting yard games such as cornhole sets that can be checked out for use by visitors on the Hatch Lawn.

The table below provides preliminary benchmarks for retail operations to be used for planning purposes based on attendance of 100K visitors, a capture rate of 8% and average transaction of $15.00 for gift shop merchandise, a 10% capture rate and $4.50 average transaction for concessions, and a capture rate less than 1% and an average transaction of $5.00 for equipment rentals. The Museum should produce a more detailed retail plan that further refines product mix, merchandising, and marketing plans to set more refined benchmarks. There is a high level of interest in food service at the Museum, so benchmarks for concessions may vary widely depending on food service options.

	GIFT SHOP SALES	CONCESSIONS	EQUIPMENT RENTAL	TOTAL
Attendance	100,000	100,000	100,000	100,000
Capture Rate	8%	10%	>1%	19%
Transactions	8,000	10,000	500	18,500
Average Transaction	$15.00	$5.00	$5.00	$9.32
Gross Revenue	$120,000	$50,000	$2,500	$172,500
Inventory Costs	$60,000	$20,000	$1,000	$81,000
Profit Margin	50%	60%	60%	53%
Net Revenue	$60,000	30,000	1,500	$91,500

Facility Rentals

While the Art Museum does not plan to develop a large-scale facility rental program, limited rentals to outside groups may provide modest revenue. However, several factors constrain rentals as a meaningful revenue source. The primary rentable space is located in the main entrance and adjacent to classrooms, so frequent rentals would limit public access. Additionally, projected revenue from classes and retail operations is expected to exceed rental income. Rentals also require substantial administrative oversight, including insurance verification, contract management, and compliance monitoring.

Even so, the Museum may explore partnerships that reduce administrative workload, overhead costs, and marketing needs. The Museum may also offer a limited number of rental dates at a premium rate for use of the new facility. Two scenarios are presented below, showing gross and net revenue for either one rental per month (12 annually) or two rentals per month (24 annually).

COSTS & RENTAL FEE PER USE	
Staffing	$ 1,593.05

Equipment	$	684.72
Linens, Consumables, etc.	$	179.17
Total Cost	$	2,456.94
Art Museum Mark-up (*Includes administrative overhead and exhibition cost recovery)*	$	1,243.06
Total Rental Fee	$	3,700.00

1 Rental per Month		**2 Rentals per Month**	
Gross Revenue	$ 44,400.00	Gross Revenue	$ 88,800.00
Net Revenue	$ 14,916.77	Net Revenue	$ 29,833.54

Admission

Per the Springfield City Charter, the Art Museum may not charge a general admission fee but subject to the approval of the City Council, temporary admission fees are permitted. As the Museum works to expand special exhibitions, temporary admission fees to special exhibitions may provide cost recovery. Any admission charges would be temporary and based on specific exhibitions, particularly those in the new Special Exhibitions Gallery. A analysis of other local organizations that charge admission as well as a breakdown of potential revenue based on historical and future attendance follows.

Local and Regional Comparators

The following tables summarize admission prices for cultural attractions in the Springfield market, including the History Museum on the Square, Discovery Center of Springfield, Dickerson Park Zoo, Wonders of Wildlife, and Crystal Bridges Museum of American Art. Together, these organizations offer a useful reference point for understanding local expectations around admission practices and for informing future pricing considerations for the Springfield Art Museum.

History Museum on the Square	
Adults	$ 16.00
Seniors, Military & Students	$ 13.00
Children (4-12)	$ 10.00
Children Age 3 & Under	FREE
Annual admission revenue per most recent Form 990	*$ 73,262*

Discovery Center of Springfield	
Adults (ages 16+)	$ 17.00
Children (age 3-15)	$ 12.00
Children (age 0-2)	FREE
Members and ASTC reciprocal	FREE

Annual admission revenue per most recent Form 990	*$ 328,751*

Dickerson Park Zoo

Adults	$ 19.00
Seniors	$ 16.00
Children	$ 14.00
Children 2 and under	FREE
Annual admission revenue per Parks Department	*$ 1,541,016*

Wonders of Wildlife National Aquarium

Adults	$ 50.00
Discounted Tickets (Varies per offer)	$ 45.00
Children	$ 30.00
Annual admission revenue per most recent Form 990	*$ 12,905,293*

Crystal Bridges Museum of American Art

Special Exhibitions	$ 15.00
General Admission	FREE
Annual admission revenue per most recent Form 990	*$ 4,932,025*

Benchmark City Museums

The following tables present admission prices from museums located in Springfield's benchmark cities, including Columbia, South Carolina; Evansville, Indiana; and Huntsville, Alabama. Each museum is a municipally funded art institution and serves as a relevant comparator for Springfield. These examples also show that publicly funded museums do charge admission fees, providing useful context as the Art Museum evaluates future pricing strategies.

Columbia Museum of Art (Columbia, SC)

Adults	$ 15.00
Seniors/Military	$ 13.00

College Students, Youth (7 – 18 years old)	$ 10.00
Children 6 and under	FREE
SNAP/EBT cardholders	FREE
Annual admission revenue per most recent Form 990	*$ 297,049*

Evansville Museum of Art, History, & Science (Evansville, IN)

Adults (18+)	$ 14.00
Youth (4 – 17 years old)	$ 9.00
Children (0-3 years old) & Members	FREE
EBT cardholders	FREE
Annual admission revenue per most recent Form 990	*$ 134,579*

Huntsville Museum of Art (Huntsville, AL)

Adults (12 – 59 years old)	$ 12.00
Seniors (60+ years old), Military, and Educators	$ 10.00
Children (6 – 11 years old)	$ 5.00
Children 6 and under and Members	FREE
SNAP/EBT	$ 3.00

Proposed Admission Fees

The Art Museum may charge admission for Special Exhibitions while maintaining free general admission. Admission to the annual All School Exhibition would remain free. To remain an affordable option within the regional market, Special Exhibition pricing may be set at a top rate of $15.00, with discounted rates for military personnel, senior citizens, City employees, children over age 5, and educators. Under Scenario 1, children under age 5, SNAP and EBT cardholders, and Museum members would receive free admission to Special Exhibitions. Under Scenario 2, residents of Springfield would also be admitted at no cost. The tables below outline the proposed admission structures and revenue projections for each scenario. Because approximately half of visitors reside within Springfield, providing free admission to these individuals would significantly affect potential revenue.

SPRINGFIELD ART MUSEUM ADMISSION FEES (SCENARIO 1)

Special Exhibitions, Adults (+16)	$	15.00
Special Exhibitions, Discounted (Military, Seniors, Educators, and City Employees)	$	12.00

Special Exhibitions, Children (5 - 16)	$ 10.00
Special Exhibitions, Children Under 5, SNAP/EBT cardholders, and Museum Members	FREE
General Admission	FREE

Scenario 1 Revenue Projections

Total Annual Attendance	100,000
Exhibition Attendance (60% of total attendance)	60,000
Monthly Attendance	5,000
Average Ticket Price	$ 9.25
Monthly Revenue	$ 46,250
Annual Revenue (2 Exhibitions)	$ 323,750

SPRINGFIELD ART MUSEUM ADMISSION FEES (SCENARIO 2)

Special Exhibitions, Adults (+16)	$ 15.00
Special Exhibitions, Discounted (Military, Seniors, Educators, and City Employees)	$ 12.00
Special Exhibitions, Children (5 - 16)	$ 10.00
Special Exhibitions, Children Under 5, SNAP/EBT cardholders, and Museum Members	FREE
Special Exhibitions, Springfield Residents	FREE
General Admission	FREE

Scenario 2 Revenue Projections

Total Annual Attendance	100,000
Exhibition Attendance (60% of total attendance)	60,000
Monthly Attendance (Less Springfield Residents or 50% of visitors)	2,500
Average Ticket Price	$ 9.25
Monthly Revenue	$ 23,125
Annual Revenue (2 Exhibitions)	$ 161,875

Endowment Fund

Interest earnings have been unusually strong in recent years due to elevated interest rates and temporarily increased fund balances from capital revenue. These conditions are not expected to continue and should not be used in forecasting future revenue. A long-term priority for the Art Museum is to establish true endowments in partnership with the Springfield Art Museum Foundation. To support this goal, the Museum should transfer its Endowment Fund balance to the Foundation, enabling higher operational returns while growing the fund's principal over time. The tables below compare projected fund performance under two approaches: the Museum's historical average return of 1.82 percent with no annual draw, and a traditional endowment model assuming an 8 percent return with a 4 percent draw.

Year	Beginning Balance	Return (1.8%)	Draw (0%)	Ending Balance
0	$384,925.79	$7,005.65	$0.00	$391,931.44

1	$391,931.44	$7,133.15	$0.00	$399,064.59
2	$399,064.59	$7,262.98	$0.00	$406,327.57
3	$406,327.57	$7,395.16	$0.00	$413,722.73
4	$413,722.73	$7,529.75	$0.00	$421,252.48
5	$421,252.48	$7,666.80	$0.00	$428,919.28
6	$428,919.28	$7,806.33	$0.00	$436,725.61
7	$436,725.61	$7,948.41	$0.00	$444,674.01
8	$444,674.01	$8,093.07	$0.00	$452,767.08
9	$452,767.08	$8,240.36	$0.00	$461,007.44
10	$461,007.44	$8,390.34	$0.00	$469,397.78
	Total Fund Growth	**$84,471.99**		
	Total Distributions	**$0.00**		

Year	Beginning Balance	Return (8%)	Draw (4%)	Ending Balance
0	$384,925.79	$30,794.06	$15,397.03	$400,322.82
1	$400,322.82	$32,025.83	$16,012.91	$416,335.73
2	$416,335.73	$33,306.86	$16,653.43	$432,989.16
3	$432,989.16	$34,639.13	$17,319.57	$450,308.73
4	$450,308.73	$36,024.70	$18,012.35	$468,321.08
5	$468,321.08	$37,465.69	$18,732.84	$487,053.92
6	$487,053.92	$38,964.31	$19,482.16	$506,536.08
7	$506,536.08	$40,522.89	$20,261.44	$526,797.52
8	$526,797.52	$42,143.80	$21,071.90	$547,869.42
9	$547,869.42	$43,829.55	$21,914.78	$569,784.20
10	$569,784.20	$45,582.74	$22,791.37	$592,575.57
	Total Fund Growth	**$207,649.78**		
	Total Distributions	**$207,649.78**		

Endowment & Budget Growth

Endowment funds may support general operations as well as specific staff positions, programs, and initiatives. Below is a list of potential endowed positions, programs, and initiatives. The table includes the range of endowment sizes needed to support each area. It is provided for illustrative purposes only and does not represent a defined endowment campaign.

Funding Opportunities	**Amount Needed**	
Endowed Positions (Museum Director, Curator of Art, Curator of Education)	$ 2,500,000	$ 3,500,000
Endowed Internships (Single Internship, Internship Program)	$ 375,000	$ 1,500,000

Endowed Exhibitions (Single Exhibition)	$ 625,000	$ 4,500,000
Endowed Programs (Lecture Series, Artist Talks, Concerts Series)	$ 625,000	$ 1,500,000
Endowed Artist Residencies (Single, Full Year)	$ 750,000	$ 1,500,000
Endowed Class Tuition Scholarships (Summer Art Camps, Children's Classes)	$ 250,000	$ 3,000,000
Endowed Free Family & Youth Programs (Pre-K Open Studios, Family Days)	$ 300,000	$ 1,000,000
Endowed School Programs (Tours, Teacher Education, Rural Outreach)	$ 625,000	$ 1,500,000
Art Acquisition Endowments (Special Collections/Annual Acquisition Fund)	$ 625,000	$ 5,000,000
Art Conservation Endowments (Collection Management and Conservation)	$ 500,000	$ 750,000
Free Admission for All (Half Year/Full Year)	$ 4,000,000	$ 8,000,000

New positions, programs, initiatives, and acquisitions can be added as endowment funds are established. Endowment draws that support designated positions and programs can supplement operational funds and increase the Museum's annual operating budget. Endowment draws for tuition scholarships and free admission will offset lost revenue. Endowment draws for acquisitions will increase the Museum's purchasing capacity and support growth of the Permanent Collection.

Impacted Cost Centers

Exhibitions and Collections

Supplies and services for exhibitions and collections have averaged $169,278 since FY2012. These expenses include all materials and services required to care for the Museum's collection and to deliver its exhibition program, such as artist fees, loan fees, shipping, conservation, and travel. Annual variations reflect the exhibition schedule; some exhibitions, particularly traveling shows, require additional resources, such as rental fees and long-distance shipping. The highest annual expenditure during this period occurred in FY2017, totaling $326,824.

Exhibitions Supplies & Services		
FY2012	$ 109,764	
FY2013	$ 66,900	
FY2014	$ 87,222	
FY2015	$ 164,584	
FY2016	$ 129,313	
FY2017	$ 326,824	
FY2018	$ 132,291	
FY2019	$ 228,475	
FY2020	$ 161,672	
FY2021	$ 184,745	
FY2022	$ 191,021	
FY2023	$ 305,327	
FY2024	$ 112,481	
Average Exhibitions Supplies & Services		$ 169,278
Max Exhibitions Supplies & Services		$ 326,824

In addition to typical exhibition and collection costs, the Museum plans to expand its exhibition program by increasing the scope of traveling exhibitions and enhancing in-house and contract fabrication, including temporary walls and gallery displays. The FY2028 and FY2029 budgets incorporate these enhancements and establish a baseline for future exhibition budgets.

FY2028	
Enhanced exhibition fabrication	$ 130,000
Enhanced exhibition loan fees	$ 90,000
Special Exhibition Shipping	-
Other supplies & services	$ 133,495

FY2029	
Enhanced exhibition fabrication	$ 130,000
Enhanced exhibition loan fees	$ 90,000
Special Exhibition Shipping	$ 75,000
Other supplies & services	$ 134,500

	Total Budget	$ 353,495		Total Budget	$ 429,500

Education

Supplies and services for education have averaged $44,524 since FY2012. These expenses cover materials and services for art classes, school programs, and interpretive programs. The highest annual expenditure occurred in FY2019 at $80,465, driven largely by rural outreach initiatives. Spending reached its lowest levels in FY2021 and FY2022 due to widespread program cancellations during the COVID-19 pandemic.

Education Supplies & Services			
FY2012	$	35,929	
FY2013	$	42,038	
FY2014	$	57,451	
FY2015	$	41,153	
FY2016	$	51,814	
FY2017	$	46,582	
FY2018	$	34,817	
FY2019	$	80,465	
FY2020	$	56,127	
FY2021	$	19,735	
FY2022	$	18,798	
FY2023	$	43,822	
FY2024	$	50,079	
Average Education Supplies & Services			$ 44,524
Max Education Supplies & Services			$ 80,465

FY2029 will be the first full year of programming in the new facility and will serve as a benchmark for future Education budgets. This budget includes a substantial expansion of expenditures for art classes and other fee-based programs. It also provides a significant increase in funding for school programs and interpretive programs, representing a 217 percent increase over the largest education budget since FY2012. This increase reflects the growth of programs, particularly art classes made possible by the expanded and renovated Art Museum facilities. Much of these new expenditures will be covered by class and program fees establishing a self-sustaining model for educational programs.

FY2029

Art Classes & Fee-Based Programs			***School & Interpretive Programs***		
Instructors & Teaching Artists	$	133,500	Instructors & Teaching Artists	$	25,050
Classroom Supplies	$	56,700	Program Supplies	$	18,750
Misc. Supplies & Services	$	4,300	Misc. Supplies & Services	$	16,705
Subtotal	**$**	**194,500**	**Subtotal**	**$**	**60,505**

Grand Total	**$**	**255,005**

Audience Development

Audience Development includes all activities that build a community of people who use the Museum's services and support its long-term success, including volunteers and donors. These activities include marketing, outreach, events, promotions, volunteer management, audience research, placemaking initiatives, and oversight of retail and front-of-house operations.

The Museum established dedicated marketing staff and a formal marketing budget in FY2016. Since that time, paid advertising has grown from a minimal level to a more intentional investment. Marketing spending increased from less than $1K per year before FY2015 to more than $73K by FY2024. During this period, paid advertising rose from 0 percent of the total budget to 3 percent. Cost per visitor also increased as the Museum expanded its marketing efforts and as attendance fluctuated, rising from 2 cents in the early years to $2,56 in FY2024.

Year	Paid Advertising	Attendance	Cost/Visitor	% of Budget
FY2012	$ 760	35,043	$ 0.02	0%
FY2013	$ -	43,858	$ -	0%
FY2014	$ 973	51,624	$ 0.02	0%
FY2015	$ 2,897	45,410	$ 0.06	0%
FY2016	$ 22,767	52,637	$ 0.43	1%
FY2017	$ 29,717	58,576	$ 0.51	2%
FY2018	$ 30,717	60,570	$ 0.51	2%
FY2019	$ 39,032	63,379	$ 0.62	2%
FY2020	$ 39,976	45,064	$ 0.89	2%
FY2021	$ 26,192	15,805	$ 1.66	2%
FY2022	$ 23,833	31,784	$ 0.75	1%
FY2023	$ 51,841	41,855	$ 1.24	2%
FY2024	$ 73,271	50,226	$ 2.56	3%

For future budgets, the Art Museum will use 5 percent of the total budget and $1.50 per visitor as benchmarks for Audience Development spending. As resources allow, the Museum may increase this investment with a long-term target of 10 to 15 percent. The FY2027 and FY2028 budgets are 8 percent of total budget but include significant one-time expenses, including the purchase of a customer relationship management system and a full rebranding in preparation for the Museum's centennial year and 2028 grand opening.

	FY2029	FY2030	FY2030

Attendance	100,000	100,000	100,000
Audience Development Budget	$ 150,000	$ 153,686	$ 157,441
Total Budget	$ 2,902,502	$ 3,079,612	$ 3,160,946
% of Total Budget	5%	5%	5%
Cost/Visitor	$ 1.50	$ 1.54	$ 1.57

Facilities & Maintenance

The Museum expansion and renovation project will add approximately 20,000 square feet to the building. Improvements to the grounds will also increase the use of outdoor spaces. With greater square footage and higher participation, the Museum expects increased expectations for the overall visitor experience. To meet this demand and ensure responsible care of its facilities, the Museum must continue investing in preventative maintenance and proactive facilities management.

Historically, the Museum has maintained this commitment. It has spent an average of $2.27 per square foot on maintenance. This amount includes supplies and services, building and capital equipment repairs, and preventative maintenance such as HVAC and system service contracts.

Year	**Supplies & Service**	**Total SF**	**Cost/SF**
FY2015	$ 87,510	52,000	$ 1.68
FY2016	$ 72,806	52,000	$ 1.40
FY2017	$ 107,108	52,000	$ 2.06
FY2018	$ 118,075	52,000	$ 2.27
FY2019	$ 139,022	52,000	$ 2.67
FY2020	$ 136,366	52,000	$ 2.62
FY2021	$ 172,527	52,000	$ 3.32
FY2022	$ 136,327	52,000	$ 2.62
FY2023	$ 133,391	52,000	$ 2.57
FY2024	$ 78,771	52,000	$ 1.51
Average Facilities Supplies & Services			$ 118,190

Max Facilities Supplies & Services		$ 172,527
	Average Cost/SF	**$ 2.27**

To support long-term sustainability, the Museum should continue prioritizing proactive facilities management, including growing its maintenance staff. A benchmark of $2.50 per square foot with a 3 percent annual increase will allow the Museum to plan for routine needs while reserving unspent funds in a facilities depreciation fund. The new facility is expected to require fewer repairs in its early years, and many needs should be covered by equipment warranties, leading to annual surpluses that can be used to bolster reserves for future capital replacement.

Year	**Supplies & Services**	**Total SF**	**Cost/SF**	**% Growth**
FY2029	$ 175,000	70,000	$ 2.50	
FY2030	$ 180,250	70,000	$ 2.58	3%
FY2031	$ 185,658	70,000	$ 2.65	3%

Springfield Art Museum
Proposed Budget
2026 - 2027

REVENUE FUND	ORG	ACCOUNT	DESCRIPTION	2024/2025 Actual	2025/2026 Budget	Proposed 2026/2027 Budget
29110	21010	401010	Real Estate Tax-Current	$ 1,266,017	$ 1,239,712	$ 1,339,762
29110	21010	401020	Penalty/Interest Delinq. Tax	$ 46,169	$ 18,392	$ 23,860
29110	21010	401030	Personal Tax-Current	$ 283,007	$ 287,352	$ 299,492
29110	21010	401040	Railroad & Utility Tax	$ 11,163	$ 23,283	$ 11,386
29110	21010	401070	Financial Institute Tax	$ 4,893	$ 6,564	$ 5,178
29110	21010	401080	Surtax	$ 120,936	$ 134,520	$ 127,981
29110	21010	406170	Sale of Assets	$ -	$ -	$ -
29110	21040	406040	Concessions	$ 236	$ -	$ -
29110	21040	406060	Documents & Printed Mat.	$ 965	$ -	$ -
29110	21040	406130	Goods	$ 5,159	$ 5,000	$ -
29110	21010	410010	Interest Earnings	$ 15,355	$ 64,000	$ 32,000
29110	21010	410030	Change in FMV	$ 2,757	$ -	$ -
29110	21040	412010	Admission Fees	$ -	$ -	$ -
29110	21040	412020	Activity Fees	$ 18,245	$ 28,088	$ -
29110	21010	414070	Donations	$ 134,182	$ 206,500	$ 387,450
29110	21010	414080	Fund Balance Appropriation	$ 163,081	$ 75,000	$ 190,000
29110	21010	414100	Misc. Revenue	$ 120	$ -	$ -
29120	21010	410010	Interest Earnings	$ 15,474	$ -	$ -
29120	21010	410030	Change in FMV	$ 2,185	$ -	$ -
29130	21010	410010	Interest Earnings	$ 33,604	$ -	$ -
29130	21010	410030	Change in FMV	$ 3,409	$ -	$ -
29130	21010	414070	Donations	$ 3,250,000	$ -	$ -
29140	21010	410010	Interest Earnings	$ 560	$ -	$ -
29140	21010	410030	Change in FMV	$ 82	$ -	$ -
29140	21010	417010	Transfers	$ 11,536	$ -	$ -
29150	21010	410030	Art Museum Grants	$ 20,000	$ 34,000	$ -
29160	21010	416020	State Grants	$ 8,961,693	$ -	$ -
				$ 14,370,829	**$ 2,122,411**	**$ 2,417,109**

Springfield Art Museum
Proposed Budget
2026 - 2027

Expenditures FUND	ORG	ACCOUNT	DESCRIPTION	2024/2025 Actual	2025/2026 Budget	Proposed 2026/2027 Budget
	Administration					
29110	21010	50111	BASE SALARIES	$ 609,700	$ 587,695	$ 247,091
29110	21010	500130	TEMPORARY WAGES	$ 39,640	$ 57,564	$ -
29110	21010	50151	LAGERS CONTRIBUTION	$ 102,370	$ 109,655	$ 45,369
29110	21010	50154	FICA CONTRIBUTION	$ 49,046	$ 49,163	$ 18,863
29110	21010	50155	HEALTH INS CONTRIBUTION	$ 68,686	$ 62,650	$ 14,526
29110	21010	50157	WORKMENS COMP CONTRIBUTION	$ 14,057	$ 14,927	$ 1,800
			TOTAL SALARIES AND BENEFITS	**$ 883,500**	**$ 881,654**	**$ 327,649**
29110	21010	501110	BUILDING MATERIALS	$ 14,942	$ 1,500	$ -
29110	21010	501140	CLOTHING ALLOWANCE	$ -	$ 700	$ -
29110	21010	501160	FOOD SUPPLIES	$ 9,419	$ 15,462	$ 2,000
29110	21010	501180	JANITORIAL SUPPLIES	$ 914	$ 720	$ -
29110	21010	501190	TOOLS & EQUIPMENT	$ 454	$ -	$ -
29110	21010	501220	NON-CAPITAL COMPUTER HARDWARE	$ 5,363	$ -	$ -
29110	21010	501230	NON-CAPITAL SOFTWARE/UPGRADES	$ 2,368	$ 50,420	$ 7,720
29110	21010	501240	OFFICE SUPPLIES	$ 7,908	$ 5,150	$ 5,000
29110	21010	501260	OPERATING SUPPLIES	$ 17,633	$ 2,800	$ -
29110	21010	502010	ADVERTISING	$ 22,888	$ 35,038	$ -
29110	21010	502040	AUTO ALLOWANCE	$ 8,051	$ 7,800	$ 7,800
29110	21010	502050	BACKGROUND CHECKS	$ 185	$ 500	$ 1,500
29110	21010	502070	BANK CARD & EPAYMENT FEES	$ 2,578	$ 3,500	$ -
29110	21010	502230	INSURANCE PREMIUM	$ 24,283	$ 24,283	$ 24,283
29110	21010	502280	MARKETING	$ 5,289	$ 12,150	$ -
29110	21010	502290	MEMBERSHIP DUES	$ 5,473	$ 7,565	$ 4,415
29110	21010	502370	POSTAGE	$ 1,442	$ 6,000	$ 500
29110	21010	502380	PRINTING AND BINDING	$ 5,134	$ 10,920	$ -
29110	21010	502390	PRINT SHOP CHARGES	$ 975	$ -	$ -
29110	21010	502410	PUBLICATIONS	$ 391	$ 1,010	$ 1,010
29110	21010	502460	TAX COLLECTION FEE	$ 36,219	$ 28,000	$ 28,000
29110	21010	502515	SOFTWARE	$ 12,587	$ -	$ -
29110	21010	502520	OUTSIDE SERVICES	$ 6,845	$ -	$ -
29110	21010	502710	BUILDING REPAIRS	$ -	$ 1,500	$ -
29110	21010	502760	PLANT EQUIPMENT REPAIRS	$ 747	$ -	$ -
29110	21010	504580	OTHER PROFESSIONAL SERVICES	$ 42,203	$ 15,544	$ 90,500
29110	21010	504590	PROFESSIONAL DEVELOPMENT	$ 651	$ 1,550	$ 800
29110	21010	504620	SPECIALTY SERVICES	$ 20	$ -	$ -
29110	21010	505530	SANITATION	$ 8,528	$ 1,500	$ -
29110	21010	505550	TELEPHONE	$ 14,097	$ 14,000	$ 14,000
29110	21010	505690	TRAVEL	$ 1,139	$ 4,500	$ 4,500
29110	21010	505820	BUILDING RENTAL	$ 91,040	$ 57,895	$ -
29110	21010	505830	MACHINERY RENTAL	$ 32,522	$ 18,000	$ 18,000
			TOTAL SUPPLIES & SERVICES	**$ 382,286**	**$ 328,007**	**$ 210,028**

	Education					
29110	21020	500110	BASE SALARIES	$ 64,872	$ 138,406	$ 147,139
29110	21020	500120	OVERTIME	$ 34	$ -	$ -
29110	21020	500130	TEMPORARY WAGES	$ -	$ -	$ -
29110	21020	50151	LAGERS CONTRIBUTION	$ 11,153	$ 23,578	$ 26,978
29110	21020	50154	FICA CONTRIBUTION	$ 4,940	$ 10,548	$ 11,216
29110	21020	50155	HEALTH INS CONTRIBUTION	$ 6,600	$ 12,530	$ 14,526
29110	21020	50157	WORKMENS COMP CONTRIBUTION	$ 1,337	$ 2,777	$ 4,076
			TOTAL SALARIES AND BENEFITS	**$ 88,937**	**$ 187,839**	**$ 203,936**
29110	21020	501160	FOOD SUPPLIES	$ 336	$ 1,200	$ 2,150
29110	21020	501190	TOOLS & EQUIPMENT	$ -	$ -	$ -
29110	21020	501230	NON-CAPITAL SOFTWARE/UPGRADES	$ -	$ -	$ 155
29110	21020	501240	OFFICE SUPPLIES	$ 221	$ -	$ 350
29110	21020	501260	OPERATING SUPPLIES	$ 6,737	$ 31,130	$ 24,858
29110	21020	502290	MEMBERSHIP DUES	$ -	$ -	$ 1,475
29110	21020	502320	MILEAGE	$ -	$ -	$ 2,539
29110	21020	502380	PRINTING/BINDING	$ -	$ 2,850	$ 4,050
29110	21020	502390	PRINTSHOP CHARGES	$ 2,385	$ -	$ 4,600
29110	21010	502515	SOFTWARE	$ -	$ -	$ -
29110	21020	502410	PUBLICATIONS	$ -	$ -	$ 500
29110	21020	504580	OTHER PROFESSIONAL SERVICES	$ 13,882	$ 39,436	$ 31,310
29110	21020	504590	PROFESSIONAL DEVELOPMENT	$ -	$ -	$ 3,820
29110	21020	505690	TRAVEL	$ -	$ 134	$ 13,081
29110	21020	505820	BUILDING RENTAL	$ -	$ -	$ 1,800
			TOTAL SUPPLIES & SERVICES	**$ 23,561**	**$ 74,750**	**$ 90,688**
	Exhibits					
29110	21030	500110	BASE SALARIES	$ 305,254	$ 260,535	$ 280,404.80
29110	21030	500130	TEMPORARY WAGES	$ -	$ -	$ -
29110	21030	50151	LAGERS CONTRIBUTION	$ 52,480	$ 44,374	$ 51,403.12
29110	21030	50154	FICA CONTRIBUTION	$ 22,666	$ 19,851	$ 21,371.41
29110	21030	50155	HEALTH INS CONTRIBUTION	$ 33,000	$ 25,060	$ 29,052.00
29110	21030	50157	WORKMENS COMP CONTRIBUTION	$ 9,334	$ 5,290	$ 7,766.34
			TOTAL SALARIES AND BENEFITS	**$ 422,733**	**$ 355,110**	**$ 389,998**
29110	21030	501110	BUILDING MATERIALS	$ 5,401	$ 14,400	$ 2,000
29110	21030	501160	FOOD SUPPLIES	$ 98	$ -	$ -
29110	21030	501190	TOOLS & EQUIPMENT	$ 6,010	$ 9,000	$ 6,000
29110	21030	501220	NON-CAPITAL COMPUTER HARDWARE	$ -	$ 4,895	$ 4,395
29110	21030	501230	NON-CAPITAL SOFTWARE/UPGRADES	$ 976	$ -	$ -
29110	21030	501260	OPERATING SUPPLIES	$ 3,912	$ 13,350	$ 17,000
29110	21030	502040	AUTO ALLOWANCE	$ 239	$ -	$ -
29110	21030	502290	MEMBERSHIP DUES	$ 330	$ 350	$ 350
29110	21030	502370	POSTAGE AND FREIGHT	$ 2	$ -	$ 5,000
29110	21030	502380	PRINTING AND BINDING	$ 18,345	$ 50,000	$ 5,000
29110	21030	502410	PUBLICATIONS	$ 450	$ 450	$ 13,488
29110	21030	502515	SOFTWARE	$ 4,747	$ -	$ -
29110	21030	504580	OTHER PROFESSIONAL SERVICES	$ 16,554	$ 17,500	$ 24,500
29110	21030	504640	EXHIBIT FEES	$ -	$ -	$ 2,500
29110	21030	505690	TRAVEL	$ 1,414	$ 17,000	$ 13,000
29130	21030	507550	ART ACQUISITIONS	$ -	$ 75,000	$ 150,000
			TOTAL SUPPLIES & SERVICES	**$ 58,478**	**$ 126,945**	**$ 93,233**
	Retail & Concessions					
29110	21040	501260	OPERATING SUPPLIES	$ -	$ -	$ -
29110	21040	507520	INVENTORY PURCHASES	$ 7,519	$ -	$ -
			TOTAL SUPPIES & SERVICES	**$ 7,519**	**$ -**	**$ -**
	Audience Development					
29110	21030	500110	BASE SALARIES	$ -	$ -	$ 152,176.96
29110	21030	500130	TEMPORARY WAGES	$ -	$ -	$ -
29110	21030	50151	LAGERS CONTRIBUTION	$ -	$ -	$ 19,480.83
29110	21030	50154	FICA CONTRIBUTION	$ -	$ -	$ 11,601.76

29110	21030	50155	HEALTH INS CONTRIBUTION	$ -	$ -	$ 14,526.00
29110	21030	50157	WORKMENS COMP CONTRIBUTION	$ -	$ -	$ 2,984.19
			TOTAL SALARIES AND BENEFITS	**$ -**	**$ -**	**$ 200,770**
29110	21050	501160	FOOD SUPPLIES	$ -	$ -	$ 2,240.00
29110	21050	501230	NON-CAPITAL SOFTWARE/UPGRADES	$ -	$ -	$ 42,500.00
29110	21050	501240	OFFICE SUPPLIES	$ -	$ -	$ 1,500.00
29110	21050	501260	OPERATING SUPPLIES	$ -	$ -	$ 21,500.00
29110	21050	502010	ADVERTISING	$ -	$ -	$ 44,638.00
29110	21050	502280	MARKETING	$ -	$ -	$ 15,480.00
29110	21050	502290	MEMBERSHIP DUES	$ -	$ -	$ 1,200.00
29110	21050	502370	POSTAGE	$ -	$ -	$ 7,000.00
29110	21050	502380	PRINTING AND BINDING	$ -	$ -	$ 13,470.00
29110	21050	504580	OTHER PROFESSIONAL SERVICES	$ -	$ -	$ 12,810.00
29110	21050	504590	PROFESSIONAL DEVELOPMENT	$ -	$ -	$ 1,850.00
29110	21050	505690	TRAVEL	$ -	$ -	$ 2,400.00
				$ -	**$ -**	**$ 166,588.00**
	Facilities					
29110	21030	500110	BASE SALARIES	$ -	$ -	$ 194,681.60
29110	21030	500130	TEMPORARY WAGES	$ -	$ -	$ -
29110	21030	50151	LAGERS CONTRIBUTION	$ -	$ -	$ 35,630.05
29110	21030	50154	FICA CONTRIBUTION	$ -	$ -	$ 14,813.58
29110	21030	50155	HEALTH INS CONTRIBUTION	$ -	$ -	$ 29,052.00
29110	21030	50157	WORKMENS COMP CONTRIBUTION	$ -	$ -	$ 15,924.79
			TOTAL SALARIES AND BENEFITS	**$ -**	**$ -**	**$ 290,102**
29110	21060	501110	BUILDING MATERIALS	$ -	$ -	$ 5,000.00
29110	21060	502290	MEMBERSHIP DUES	$ -	$ -	$ 350.00
29110	21060	504580	OTHER PROFESSIONAL SERVICES	$ -	$ -	$ 17,194.00
29110	21060	504590	PROFESSIONAL DEVELOPMENT	$ -	$ -	$ 150.00
29110	21060	505820	BUILDING RENTAL	$ -	$ -	$ 73,839.96
				$ -	**$ -**	**$ 96,533.96**
			TOTAL SALARIES AND BENEFITS (ALL ORGS)	**$ 1,355,529**	**$ 1,367,039**	**$ 1,412,454**
			TOTAL TEMP AND OVERTIME (ALL ORGS)	**$ 39,640**	**$ 57,564**	**$ -**
			TOTAL SUPPLIES & SERVICES(ALL ORGS)	**$ 471,843**	**$ 529,702**	**$ 657,070**
			CAPITAL IMPROVEMENTS/ONE-TIME EXPENDITURES	**$ 411,274**	**$ 75,000**	**$ 190,000**
			TRANSFER TO OTHER FUNDS	**$ 11,536**	**$ 42,480**	**$ 54,975**
			CONTINGENCY FOR PERSONNEL COST	**$ -**	**$ 32,487**	**$ 30,893**
			TOTAL EXPENSES	**$ 2,289,822**	**$ 2,104,272**	**$ 2,345,392**
			SURPLUS/DEFICIT	**$ 12,081,006**	**$ 18,139**	**$ 71,717**

ART MUSEUM 29110

			Amount	Total	
401010 Real Estate Tax-Current		$	1,339,762		
401020 Penalty/Interest Delinq. Tax			23,860		
401030 Personal Tax-Current			299,492		
401040 Railroad & Utility Tax			11,386		
401070 Financial Institute Tax			5,178		
401080 Surtax			127,981		
			Subtotal	**$ 1,807,659**	
406040 Concessions					
Food & Beverage		$	-		
				$ -	
406060 Documents & Printed Mat.					
WCUSA Catalogue Sales		$	-		
Other Catalogue Sales		$	-		
			Subtotal	**$ -**	
406130 Goods					
Gift Shop Merchandise		$	-		
			Subtotal	**$ -**	
407010 Rentals					
Auditorium Rentals		$	-		
			Subtotal	**$ -**	
410010 Interest Earnings					
Interest Earnings		$	32,000		Based on 1.8% return on Fund Balances
			Subtotal	**$ 32,000**	
412010 Admission Fees					
WCUSA Entry Fees		$	-		
			Subtotal	**$ -**	
412020 Activity Fees					
Adult classes		$	-		
Youth classes		$	-		
Project Bags and Misc.		$	-		
Summer Camp		$	-		
			Subtotal	**$ -**	
414070 Donations					
SMMA		$	3,500		
FOSAM/Foundation Support	Kendra Scott Gives Back	$	450		
	Giving Tuesday	$	3,500		
	Annual Appeal	$	25,000		
	Henry Luce Foundation	$	250,000		
	Melinda J. McDaniel Charitable T	$	35,000		
	Hatch Foundation	$	30,000		
	Missouri Arts Council	$	15,000		
Exhibition Sponsors	Springfield Black Tie	$	20,000		
	Great Southern Bank	$	5,000		
			Subtotal	**$ 387,450**	
414100 Misc. Revenue					
Return Shipping for artworks		$	-		
			Subtotal	**$ -**	
414080 Fund Balance Appropriation					
Fund Balance Appropriation		$	-		
			Subtotal	**$ -**	
ART MUSEUM GRANTS 29150					
41610 Federal Grants	NEA	$	-		
	NEH	$	-		
	IMLS	$	-		
41620 State Grants	Missouri Arts Council			Art is Everywhere/IMLS Components	
	Missouri Humanities Council			Untitled/Unknowable Program	
Local Grants	CFO Collective Impact			Art is Everywhere/IMLS Components	
	SRAC				
				$ -	
			Grand Total	**$ 2,227,109**	

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ACCOUNT/CATEGORY	JUSTIFICATION		AMOUNT
501160 FOOD SUPPLIES			
Food Supplies- Corporate/Donor Relations	Board Appreciation	$	-
	Meals w/ donors and other supporters	$	-
	Salon Event Catering (2 events)	$	-
Food Supplies- Receptions/Meetings	Refreshments for Staff Meetings	$	-
	FFAW Receptions (x9)	$	-
	Focus Groups (x4)	$	-
	Catering Holiday Party	$	-
	Receptions & Meetings	$	1,500.00
	Catering Board/Committee Meetings	$	500.00
	Director's Dinner	$	-
	Subtotal	**$**	**2,000.00**
501190 TOOLS & EQUIPMENT			
Equipment- A/V & Electronics		$	-
	Misc. Items	$	-
	Subtotal	**$**	**-**
501230 NON-CAPITAL SOFTWARE/UPGRADES			
Software- Purchase/Renewal	CRM	$	-
Software- Purchase/Renewal	Microsoft Office Licenses	$	2,500.00
Software- Purchase/Renewal	Adobe Licences	$	1,500.00
Software- Purchase/Renewal	Accessibe Website Filters	$	-
Software- Purchase/Renewal	BeFunky Photo Editing Suite	$	-
Software- Purchase/Renewal	HootSuite Social Media Monitoring	$	-
Software- Purchase/Renewal	DropBox File Sharing	$	120.00
Service- Website	When I Work	$	600.00
	Maintenance Care	$	-
	CivicPlus Web Hosting	$	3,000.00
		$	**7,720.00**
501240 OFFICE SUPPLIES			
Office Supplies- Misc.	Education	$	-
Office Supplies- Copier/Printer	Printer Ink Cartridges	$	-
Office Supplies- Other	Office Supplies	$	5,000.00
Office Supplies- Paper Products	PhotoTex Paper	$	-
Office Supplies- Other	Binders, pens, folders, etc.	$	-
Office Supplies- Other	Education	$	-
Office Supplies- Paper Products	Year End Holiday Cards/Envelopes	$	-
	Subtotal	**$**	**5,000.00**
501260 OPERATING SUPPLIES			
Supplies- Audience Studies	Supplies for project bags	$	-
Supplies- Building & Grounds Main.		$	-
Supplies- Events	Salon Event Supplies (2 events)	$	-
Supplies- Events	Director's Dinner, Preview Parties, Etc.	$	-
Supplies- Events	Event Supplies	$	-
Supplies- First Aid		$	-
Supplies- Security		$	-
	Subtotal	**$**	**-**
502040 AUTO ALLOWANCE			
Auto Allowance		$	7,800.00
	Subtotal	**$**	**7,800.00**
502050 BACKGROUND CHECKS			

Background Checks		$	1,500.00
	Subtotal	**$**	**1,500.00**
502070 BANK CARD & EPAYMENT FEES			
Fees- Credit Card Processing		$	-
	Subtotal	**$**	**-**
502230 INSURANCE PREMIUM			
Insurance- General Liability		$	24,283.00
	Subtotal	**$**	**24,283.00**
502290 MEMBERSHIP DUES			
Membership- Civic Clubs/Local Organization	SRAC	$	-
	Leadership Springfield	$	150.00
	NARM	$	-
	Rotary	$	1,850.00
	Chamber of Commerce	$	900.00
	DSA	$	-
	CID	$	-
	FFAW	$	-
Membership- Professional Organizations	Assoc. of Midwest Museums	$	200.00
	Association of Fundraising Professionals	$	-
	Association of Women in Communications	$	-
	Association of Museum Development Directors	$	-
	American Assoc. for State and Local History	$	115.00
	AFTA Arts Marketing Membership	$	-
	IFCPP	$	-
	MAMA Membership	$	100.00
	AAM (Tier 3)	$	1,100.00
	Subtotal	**$**	**4,415.00**
502370 POSTAGE			
Postage- Misc.	Salon Invitation Mailing Postage	$	-
	General Office Mailing	$	500.00
	Annual Fund Mailing	$	-
	Holiday Card/Solicit November 2023	$	-
	Direct Mail Postcards/Art is Everywhere	$	-
	Invitations for All School and MFA Shows	$	-
Postage- Package Shipping	Exhibition & Event Materials Shipping to the Museum	$	-
	Subtotal	**$**	**500.00**
502380 PRINTING AND BINDING			
Printing- Brochure	Public Programs Rack Card	$	-
Printing- Fliers	FFAW Scavenger Hunt	$	-
Printing- Other	Discretionary- Art is Everywhere	$	-
Printing- Other	Art is Everywhere Direct Mail	$	-
Printing- Other	T-Shirts for Volunteers Art is Everywhere	$	-
Printing- Other	Stickers/Temp Tattoos Art is Everywhere	$	-
Printing- Outdoor Banners	Pop-up Exhibition Paintings Art is Everywhere	$	-
Printing- Postcard	All School Invitations	$	-
Printing- Postcard	MFA Showcase	$	-
Printing- Rackcard	Creating an Ameican Identity Rackcard	$	-
Printing- Posters	All School Posters	$	-
Printing- Signage	Event Signage and Programs for Salon Events	$	-
Printing- Signage	Pop-Up Banners Art is Everywhere, Slow Viewing, Ceme	$	-
Printing- Signage	FFAW/Temp Space Banners x 2	$	-
Printing- Other	2025 Year-End Mailing	$	-
Printing- Other	Salon Invitations	$	-

Printing- Other	Annual Fund Brochure Refresh Qty 500	$	-
Printing- Other	Adult Classes Brochure	$	-
Printing- Other	Annual Fund NARM Card Reprint Qty 200	$	-
Printing- Other	Sponsorship Brochure Printing Qty 100	$	-
Printing- Other	Envelopes	$	-
	Subtotal	**$**	**-**
502410 PUBLICATIONS			
Publications- Other	Springfield News-Leader Subscription (Print & Digital)	$	60.00
Publications- Other	Springfield Business Journal Subscription	$	120.00
Publications- Other	417 Magazine Subscription	$	25.00
	Subtotal	**$**	**205.00**
502460 TAX COLLECTION FEE			
Tax Collection Fees		$	28,000.00
	Subtotal	**$**	**28,000.00**
504580 OTHER PROFESSIONAL SERVICES			
Service- Elevator	Annual Elevator Inspection	$	-
Service- Fire Extinguisher/Safety	Annual Inspections	$	-
Service- Graphic Design	Discretionary	$	500.00
Service- Graphic Design	Annual Fund Brochure Refresh/Redesign	$	-
Service- Graphic Design	FY22 Annual Report Design	$	-
Service- HVAC	Preventative Maintenance	$	-
Service- Janitorial	Weekend Janitorial Services	$	-
Service- Landscaping	Mowing/Lawn-care/Weed-control/Mulching	$	-
Service- Mat/Rug	Monthly Rug Service	$	-
Service- Other	FOSAM Reimbursement	$	90,000.00
Exhibition Awards	Art In Bloom Awards	$	-
Marketing- Service	Exhibit/Event Photography	$	-
Marketing- Service	Event Videography	$	-
Service- Pest Control	Monthly Pest Management	$	-
Rental- Other Equipment	Body Form Rental (AIB)	$	-
Service- Roof		$	-
Service- Security System	Atlas Security Monitoring	$	-
	Subtotal	**$**	**90,500.00**
504590 PROFESSIONAL DEVELOPMENT			
Service- Training	MuseumNext Conference (Unlimited Delegates)	$	-
Service- Other	Various Community/Networking Meetings/Events	$	800.00
Service- Training	Other Training/Audience Development	$	-
Service- Training	Online Security Training	$	-
	Subtotal	**$**	**800.00**
505550 TELEPHONE			
Cell Phone Charges	Cell Phone Allowance	$	2,000.00
Internet Charges	Springnet	$	5,000.00
Telephone Charges	AT&T Telephone Service	$	7,000.00
	Subtotal	**$**	**14,000.00**
505690 TRAVEL			
Travel- Conference/Staff Development	AMM/AAM	$	4,500.00
		$	-
	Subtotal	**$**	**4,500.00**
505830 MACHINERY RENTAL			
Rental- Computer Lease	Computer leases	$	14,500.00
Rental- Office Equipment	Pitney Bowes Mail Machine	$	1,000.00
	Copier Rental	$	2,500.00
Rental- Other Equipment	Exhibition Building Banner Installation	$	-

Subtotal	**$**	**18,000.00**
Grand Total	**$**	**209,223.00**

ACCOUNT/CATEGORY	JUSTIFICATION	AMOUNT
501160 FOOD SUPPLIES		
Food Supplies- Other	Watershed Cairns Visiting Artist per diem?	$ 1,000.00
Food Supplies- Receptions/Meetings	All School Exhibition Installation & Deinstallation Team Lunch Catering	$ 1,000.00
Food Supplies- Receptions/Meetings	Teaching Artist/Docent/Museum Volunteer meetings/hospitality	$ 150.00
	Subtotal	**$ 2,150.00**
501230 NON-CAPITAL SOFTWARE/UPGRADES		
Software- Purchase/Renewal	BeFunky Photo Editing Suite	$ 35.00
Software- Purchase/Renewal	DropBox File Sharing	$ 120.00
	Subtotal	**$ 155.00**
501240 OFFICE SUPPLIES		
Office Supplies- Copier/Printer	Printer Ink Cartridges	$ 250.00
Office Supplies- Other	Office Supplies	$ 100.00
	Subtotal	**$ 350.00**
501260 OPERATING SUPPLIES		
Supplies- Other Educational	Supplies for Take-Home Project Bags (Distribution Centers, 750 quantity per project x 4 projects)	$ 9,000.00
	Pre-K Art Supplies	$ 1,000.00
	Art is Everywhere - Workshop supplies ($250 per workshop*12 workshops	$ 3,000.00
	Artists Everywhere easels ($35.99*3)	$ 107.97
	On the Lawn - Art Activity Supplies	$ 2,000.00
Supplies- Other Educational	5th Grade In-School Presentation Program supplies/materials	$ 8,000.00
Supplies- Other Educational	Supplies for Watershed Cairn Workshop	$ 500.00
Supplies- Other Educational	AFPA Program supplies/materials	$ 500.00
Supplies- Other Educational	SLT Academy Program supplies/materials	$ 500.00
Supplies- Other Educational	Slow Viewing supplies/materials	$ 250.00
	Subtotal	**$ 24,857.97**
502290 MEMBERSHIP DUES		
Membership- Professional Organizations	Missouri Art Education Association membership fee	$ 220.00
Membership- Professional Organizations	Association of Art Museum Interpretation	$ 75.00
Membership- Professional Organizations	Association of Missouri Interpreters membership fee	$ 15.00
Membership- Professional Organizations	National Association for Interpretation membership fee	$ 90.00
Membership- Professional Organizations	National Organization for Arts in Health	$ 100.00
Membership- Professional Organizations	Museum Education Roundtable ($50 per individual)	50
Membership- Professional Organizations	Missouri Environmental Education Association membership fee	$ 75.00
	Subtotal	**$ 1,475.00**
502320 MILEAGE		
Travel- Conference/Staff Development	Mileage to Nelson-Atkins Museum (330 miles @ $0.725 per mile x 2 site visits)	$ 500.00
Travel- Conference/Staff Development	Mileage to MEEA Annual Conference (approx. 300 miles @ $0.725 per mile)	$ 300.00
Travel- Programming	Mileage to Distribution Centers (75 miles per project x 4 projects @ $0.725 per mile)	$ 250.00
Travel- Programming	Mileage to Slow Viewing Sites (50 miles @ $0.725 per mile)	$ 40.00
Travel- Programming/Consultant	Libby Reuter & Joshua Rowan travel for Watershed Cairn installation (roundtrip mileage from Alton, IL a	$ 375.00
Travel- Programming/Consultant	Libby Reuter & Joshua Rowan travel for Watershed Cairn Workshops & Artist Talk (roundtrip mileage fr	$ 375.00
Travel- Programming	Art is Everywhere (550 miles*.725 per mile)	$ 398.75
Travel- Programming	Mileage to School Sites (350 miles @ $0.725 per mile)	$ 275.00
Travel- Programming	Mileage to AFPA (2 miles @ $0.725 per mile x 6 site visits)	$ 10.00
Travel- Programming	Mileage to SLT Academy (2 miles @ $0.725 per mile x 8 site visits)	$ 15.00
	Subtotal	**$ 2,538.75**
502380 PRINTING AND BINDING		
Printing- Signage	All School Exhibition In-Gallery Signage/Exhibition Text	$ 2,000.00
	One the Lawn Activity Handouts	$ 250.00
Printing- Other	Photographic Print of Watershed Cairn Project Installation ($600 per site x 3 sites)	$ 1,800.00
	Subtotal	**$ 4,050.00**
502390 PRINTSHOP CHARGES		
Printing- Brochure	5th Grade In-School Presentation Program Workbooks (3,000 quantity)	$ 3,000.00
Printing- Brochure	Slow View Note Sheets and Flyers	$ 300.00
Printing- Brochure	Take-Home Project Bag Guidelines (Distribution Centers, 750 quantity per project x 4 projects)	$ 1,300.00
	Subtotal	**$ 4,600.00**
502410 PUBLICATIONS		
Publications- Research	Art Education, Museum Interpretation, Interpretive Plan resources	$ 500.00
	Subtotal	**$ 500.00**
504580 OTHER PROFESSIONAL SERVICES		
Instructor- Outreach	5th Grade In-School Presentation Program Teaching Artist Fees (8 fees @ $32.50 per hour x 35 site visit	$ 9,100.00
Instructor- Outreach	James River Basin Partnership Teaching Artist fees to assist with workshops	$ 250.00
Instructor- Outreach	AFPA Program Teaching Artist Fees (6 2-hour fees @ $32.50 per hour x 6 site visits)	$ 400.00
Instructor- Outreach	SLT Academy Program Teaching Artist Fees (8 3-hour fees @ $32.50 per hour x 8 site visits)	$ 800.00
Instructor- Program Presenter/Other	Slow Viewing Teaching Artist Fees (max. 10 fees @ $300 per session)	$ 3,000.00
Instructor- Program Presenter/Other	Libby Reuter & Joshua Rowan Artist Talk	$ 500.00
Instructor- Workshop	Watershed Cairn Plastic Making Workshop (Two 1 hour workshops; 20 participants max each)	$ 500.00
Instructor- Workshop	Art is Everywhere Artists Everywhere (150 per session*10 sessions)	$ 1,500.00

Instructor- Workshop	Pre-K	$	2,160.00
Instructor- Workshop	Art is Everywhere - Teaching Artists (20 hours*$30 per hour)	$	600.00
Instructor- Workshop	On the Lawn - Teaching Artists ($30*20 hrs.)	$	600.00
Instructor- Workshop	On the Lawn - Artists Everywhere (7 demonstrators* $150 per session)	$	1,050.00
Instructor- Workshop	On the Lawn - James River Basin Partnership workshop	$	350.00
Service- Other	Eriksen Spanish language translation services for All School Exhibition	$	500.00
Service- Other	Eriksen Spanish language translation services for project bag guidelines	$	1,000.00
Service- Other	Video production services for All School Exhibition	$	6,000.00
Service- Other	Watershed Cairn siting, installation, and photography (1,000 per day x 3 days at 3 sites)	$	3,000.00
	Subtotal	**$**	**31,310.00**
504590 PROFESSIONAL DEVELOPMENT			
Fees- Other	Nelson-Atkins Museum Educator Workshop Fees (3 $20 registration fees x 2 workshops)	$	120.00
Fees- Other	MuseumNext Museum & Schools Summit (Unlimited Delegates, Online)	$	250.00
Fees- Other	National Docent Symposium Registration Fees ($500 x 2 registrations)	$	1,000.00
Fees- Other	Association of Art Museum Interpretation Annual Convening	$	500.00
Fees- Other	Springfield Regional Arts Integration Conference Registration Fee	$	50.00
Fees- Other	MEEA Annual Conference Registration Fee	$	150.00
Fees- Other	High Museum Institute for Teaching with Art (MITA) Program Fee	$	250.00
Fees- Other	Vex Conference	$	400.00
Fees- Other	AAM Conference	$	800.00
Fees- Other	Discretionary Registration Fees	$	300.00
	Subtotal	**$**	**3,820.00**
505690 TRAVEL			
Travel- Conference/Staff Development	National Docent Symposium (flight and hotel x 2)	$	2,400.00
Travel- Conference/Staff Development	High Museum Institute for Teaching with Art (MITA) (flight and hotel)	$	2,000.00
Travel- Conference/Staff Development	Association of Art Museum Interpretation Annual Convening (flight and hotel)	$	1,200.00
Travel- Conference/Staff Development	Vex conference	$	2,391.00
Travel- Conference/Staff Development	AAM Conference	$	2,640.00
Travel- Programming/Consultant	Libby Reuter & Joshua Rowan lodging for Watershed Cairn installation (4 night stay, 2 rooms)	$	1,400.00
Travel- Programming/Consultant	Libby Reuter & Joshua Rowan lodging for Watershed Cairn Workshops & Artist Talk (3 night stay, 2 roor	$	1,050.00
	Subtotal	**$**	**13,081.00**
505820 BUILDING RENTAL			
	Pre-K @ the Fairbanks ($100 per session *12)	$	1,200.00
	Art is Everywhere - Mini Workshops ($100 *6)	$	600.00
		$	**1,800.00**
	Grand Total	**$**	**90,687.72**

ACCOUNT/CATEGORY	JUSTIFICATION		AMOUNT	
501110 BUILDING MATERIALS				
Building Materials- Adhesives, Caulks, Spackle			$ 250.00	
Building Matertials- Hooks & Other Hardware			$ 250.00	
Building Materials- Lumber & Other Materials			$ 750.00	
Building Materials- Nails, Screws, & Other Fasteners			$ 250.00	
Building Materials- Paint & Primer			$ 500.00	
		Subtotal	**$ 2,000.00**	
501190 TOOLS & EQUIPMENT				
Equipment- Collection Storage/Shelving			$ 3,500.00	
Equipment - Collection	A/V for Origins Exhibit		$ 2,500.00	
		Subtotal	**$ 6,000.00**	
501230 NON-CAPITAL COMPUTER SOFTWARE				
Software- Purchase/Renewal	Axiell - Digital Label		$ 2,500.00	
	PastPerfect Upgrade to Web Edition		$ 1,895.00	
		Subtotal	**$ 4,395.00**	
501260 OPERATING SUPPLIES				
Supplies- Collection Storage/Conservation	archival supplies (tissue, boxes, tags, etc.)		$ 4,000.00	
Supplies- Frame Shop	framing materials, glass, foam-cor, mat board		$ 8,000.00	
Supplies- Other Collection	ethafoam, hooks, etc.		$ 2,500.00	
Supplies- Other Exhibits	Specialty Mounts		$ 2,000.00	
Supplies- Shipping	bubble wrap, packing tape		$ 500.00	
		Subtotal	**$ 17,000.00**	
502290 MEMBERSHIP DUES				
Membership- Professional Organizations	AAMC/ARCS/PACCIN		$ 350.00	
		Subtotal	**$ 350.00**	
502370 POSTAGE				
Postage- Package Shipping	Registrar/collection		$ 2,000.00	
Postage- Package Shipping	Handbook Shipping		$ 2,500.00	
Postage - Misc.	Misc.		$ 500.00	
		Subtotal	**$ 5,000.00**	
502380 PRINTING AND BINDING				
Printing- Misc	Pop-up Exhibits ($1,000 x 5)		$ 5,000.00	
		Subtotal	**$ 5,000.00**	
502410 PUBLICATIONS				
Publications- Library Acquisitions			$ 400.00	
Publications- Other	Handbook Purchase (500 copies)		$ 12,487.50	
Publications- Library Subscriptions	artnet		$ 450.00	
Publications- Staff			$ 150.00	
		Subtotal	**$ 13,487.50**	
504580 OTHER PROFESSIONAL SERVICES				
Service- Collection Care/Conservation	Conservation		$ 5,000.00	
Service- Honorarium	Courtyard Commission		$ 5,000.00	
	Panel for Book Release ($500x2)		$ 1,000.00	
Service- Other	Sarah Braman Relocation/Storage		$ 40,000.00	
	Filming for Origin Stories		$ 12,000.00	
	Spanish Translations (MFA)		$ 1,000.00	
Service- Training	Webinars/training		$ 500.00	
		Subtotal	**$ 64,500.00**	
504640 EXHIBITION FEES				
Exhibit Fees- Exhibit Rental	Loan fees		$ -	$ 75,000.00
Exhibit Fees- Other	Copyright release/licenses		$ 2,500.00	
		Subtotal	**$ 2,500.00**	
505690 TRAVEL				
Travel- Conference/Staff Development			$ 5,000.00	
Travel- Curatorial/Exhibition Development			$ 6,000.00	
Travel- Programming/Consultant	Courtyard Commission		$ 2,000.00	
		Subtotal	**$ 13,000.00**	
505830 MACHINERY RENTAL				
Rental- Other Equipment	Movement of outdoor sculpture x 2		$ -	
		Subtotal	**$ -**	

507550 ART ACQUISITIONS

Art Acquisitions (29130)	Local Art Purchases	$	150,000.00	Deaccession Funds
	Subtotal	**$**	**150,000.00**	
	Grand Total	**$**	**283,232.50**	
		$	93,232.50	

ACCOUNT/CATEGORY	JUSTIFICATION	AMOUNT
501260 OPERATING SUPPLIES		
Supplies- Retail	Bunn Air Pot 3-liter	$ -
	Adjustable Round Cocktail Table - White	$ -
	Rectangular White Reception Desk w/Frosted Glass Par	$ -
	Modern Desk Chair - White	$ -
	cups, lids, sleeves, stirrers, napkins, etc.	$ -
	Subtotal	**$ -**
502070 BANK CARD & EPAYMENT FEES		
Fees- Credit Card Processing	POS & Inventory Management System	$ -
	Subtotal	**$ -**
502380 PRINTING AND BINDING		
Printing- Signage	Signage	$ -
	Subtotal	**$ -**
502710 BUILDING REPAIRS		
Repairs- Other	Painting	$ -
	Glass- countertops and mirrors	$ -
	Misc.- painting, equipment repairs, etc.	$ -
	Subtotal	**$ -**
504580 OTHER PROFESSIONAL SERVICES		
Service- Graphic Design	Design services	$ -
	Subtotal	**$ -**
505830 MACHINERY RENTAL		
Rental- Other	Art-O-Mat	$ -
	Subtotal	**$ -**
507520 INVENTORY PURCHASES		
Inventory- Food & Beverage	Coffee, Soft Drinks, & Pastries	$ -
Inventory- Merchandise	Gift items, books, art supplies, and branded items	$ -
Inventory- Art-O-Mat	Art-O-Mat Artwork	$ -
		$ -
	Grand Total	**$ -**

ACCOUNT/CATEGORY	JUSTIFICATION		AMOUNT
501160 FOOD SUPPLIES			
Food Supplies - Events	On the Lawn - Kick off & Wrap Up	$	300.00
Food Supplies - Events	On the Lawn - Monthly Volunteers	$	240.00
Food Supplies - Events	On the Lawn - Mother's Day catering	$	1,500.00
Food Supplies - Receptions / Meetings	Focus Groups (x8)	$	200.00
	Subtotal	**$**	**2,240.00**
501230 NON-CAPITAL SOFTWARE/UPGRADES			
Software- Purchase/Renewal	CRM	$	40,000.00
Software- Purchase/Renewal	Accessible Website Filters	$	1,500.00
Software- Purchase/Renewal	Canva (5 licenses)	$	1,000.00
		$	**42,500.00**
501240 OFFICE SUPPLIES			
Office Supplies- Misc.	Camera & Video Equipment	$	1,500.00
	Subtotal	**$**	**1,500.00**
501260 OPERATING SUPPLIES			
Supplies- Events	On-the Lawn -Portable Bathroom (1500*8)	$	12,000.00
Supplies- Events	On the Lawn - Storage Container (150x12)	$	1,800.00
Supplies- Events	On the Lawn - Replacement Furniture	$	2,000.00
Supplies - Events	On the Lawn - Creek Cleanup Gear	$	500.00
Supplies - Events	On the Lawn - Feedback Station Supplies	$	150.00
Supplies - Events	Art is Everywhere Booth Supplies ($200x5 events)	$	1,000.00
Supplies - Events	Art is Everywhere - Restaurant Pack Materials	$	2,000.00
Supplies - Other	Art is Everywhere Zine Distribution Holders	$	550.00
Supplies - Events	Event Supplies - 99x Discretionary	$	500.00
Supplies	Discretionary/Misc.	$	1,000.00
	Subtotal	**$**	**21,500.00**
502010 ADVERTISING			
Advertising - Digital	On the Lawn - Meta Ads	$	400.00
Advertising- Print / Digital	Development - 99X	$	5,000.00
Advertising- Digital	CVB Website Listing (Annual) & Spotlight Ads (6 month	$	1,350.00
Advertising- Digital/Social Media	Education - All School Meta Boosts	$	100.00
Advertising - Print/Digital	Education - All School Print (High Schools, etc)	$	500.00
Advertising - Print	Promotional Giveaways	$	8,000.00
Advertising- Digital/Social Media	Exhibition - Meta Boosts ($100x4)	$	-
Advertising- Digital/Social Media	Exhibition - MFA Show Meta Boosts	$	50.00
Advertising- Digital/Social Media	Exhibition - Billboard / Geofence ($5k x 4)		
Advertising- Digital/Social Media	Ozarks Inclusion Project Listing	$	200.00
Advertising- Print	Deitra Magazine	$	500.00
Advertising- Print	City Utilities/Houck Bus Ad (2 buses/12months)	$	6,000.00
Advertising- Print	Springfield Business Journal (1/4 page ad/13x)	$	-
Advertising- Print	Unite Publication (1/4 page ad/12x)	$	3,600.00
Advertising- Print	Daily Citizen	$	7,200.00
Advertising - Print/Digital	Discretionary/Misc.	$	1,000.00
Advertising- Print/Digital	Springfield Kids Directory (1/2 page ad/4x)	$	2,000.00
Advertising- Print/Digital	Joplin/J Mag (1/2 page/1x	$	600.00
Advertising - Print/Digital	Welcome to Springfield (1x/year)	$	600.00
Advertising- Print/Digital	417 Magazine (1/3 page/6x)	$	7,938.00

	Subtotal	**$**	**44,638.00**
502280 MARKETING			
Marketing-Service	Rebranding 2027 - est $70k		
Marketing- Sponsorship	ArtsFest	$	1,250.00
Marketing- Sponsorship	SRAC Ozzie Awards Table	$	1,500.00
Marketing- Sponsorship	Sculpture Walk Springfield	$	2,000.00
Marketing- Sponsorship	Discretionary/Misc.	$	3,000.00
Marketing- Sponsorship	CVB Salute to Travel & Tourism Gold Level	$	900.00
Marketing- Sponsorship	Springfield Black Tie Gold (4 tickets)	$	1,600.00
Marketing- Sponsorship	Springfield Multicultural Festival Bronze Level	$	1,500.00
Marketing - Sponsorship	Moxie Cinema Film Series - Lead Sponsor	$	2,000.00
Marketing - Sponsorship	Celebrate Springfield		
Marketing - Sponsorship	Culture Fest (October) - Community Sponsor	$	250.00
Marketing - Sponsorship	Overlay (October) - General Sponsor	$	500.00
Marketing - Sponsorship	FFAW - Sponsor	$	480.00
Marketing - Sponsorship	High Tide Theatrical - 5 Program Ads	$	500.00
	Subtotal	**$**	**15,480.00**
502290 MEMBERSHIP DUES			
Membership- Civic Clubs/Local Organization:	SRAC	$	200.00
	NARM	$	350.00
	DSA Civic Membership	$	500.00
	CID	$	-
Membership- Professional Organizations	Assoc. of Midwest Museums	$	-
	Association of Women in Communications	$	150.00
	Subtotal	**$**	**1,200.00**
502370 POSTAGE			
Postage- Misc.	On the Lawn Direct Mail postcard postage	$	1,000.00
Postage- Misc.	Invitations for All School and MFA Shows	$	6,000.00
	Subtotal	**$**	**7,000.00**
502380 PRINTING AND BINDING			
Printing- Brochure	Exhibitions - Gallery Guides?		
Printing- Outdoor Banners	Art is Everywhere - Pop Up Exhibits	$	2,400.00
Printing - Other	Art is Everywhere - Discretionary	$	1,500.00
Printing- Signage	Art is Everywhere - Banners & Signage	$	500.00
Printing - Other	Art is Everywhere - Zines & Nature Bingo Cards	$	3,500.00
Printing- Other	Art is Everywhere - Coasters	$	2,000.00
Printing- Other	Art is Everywhere - Restaurant Pack	$	2,020.00
Printing - Postcard	On the Lawn - Direct Mail	$	250.00
Printing- Postcard	Education - All School Invitations (11k)	$	800.00
Printing- Postcard	Exhibitons - MFA Showcase Postcard (5k)	$	500.00
	Subtotal	**$**	**13,470.00**
502410 PUBLICATIONS			
	Subtotal	**$**	**-**
504580 OTHER PROFESSIONAL SERVICES			
Service - Other	On the Lawn - Yoga Instructors	$	560.00
Service - Other	On the Lawn - Musicians	$	4,000.00
Service - Other	On the Lawn - Sound Bathing	$	150.00
Service - Other	On the Lawn - Booking Agent	$	1,600.00
Service - Other	Art is Everywhere - Spanish Translation & Design	$	500.00

Marketing - Service	Education - All School Videographer & photographer	$	750.00
Marketing - Service	Event - 99x Photographer	$	500.00
Service- Graphic Design	Discretionary	$	1,000.00
Service- Graphic Design	Exhibition: Gallery Guide Designer		
Exhibition Awards	Art In Bloom Awards	$	-
Marketing- Service	Social Media Content Creation - Social Campaigns	$	3,000.00
Marketing- Service	Exhibitions Photographer	$	250.00
Marketing - Service	Audience Survey Data ($5000 for 28/29)		
Marketing- Service	Discretionary: Event Videography & Photography	$	500.00
	Subtotal	**$**	**12,810.00**
504590 PROFESSIONAL DEVELOPMENT			
Service- Training	MuseumNext Conference (3 sessions)	$	600.00
Service- Other	Various Community/Networking Meetings/Events	$	250.00
Service- Training	Other Training/Audience Development	$	1,000.00
	Subtotal	**$**	**1,850.00**
505690 TRAVEL			
Travel- Conference/Staff Development	Discretionary	$	1,600.00
Travel - Mileage	Museum Field Trip & Outreach	$	800.00
	Subtotal	**$**	**2,400.00**
	Grand Total	**$**	**166,588.00**

ACCOUNT/CATEGORY	JUSTIFICATION		AMOUNT
501110 BUILDING MATERIALS			
Building Materials- Other	Fountain Restoration/Dock Lift Repairs	$	5,000.00
	Subtotal	**$**	**5,000.00**
502290 MEMBERSHIP DUES			
	IFCPP	$	350.00
	Subtotal	**$**	**350.00**
504580 OTHER PROFESSIONAL SERVICES			
Service- Elevator	Annual Elevator Inspection	$	400.00
Service- Graphic Design	Discretionary	$	500.00
Service- Landscaping	Mowing/Lawn-care/Weed-control/Mulching	$	1,300.00
Service- Other	Fassnight Creek Plantings	$	10,994.00
Service- Pest Control	Monthly Pest Management	$	1,500.00
Service- Security System	Atlas Security Monitoring	$	2,500.00
	Subtotal	**$**	**17,194.00**
504590 PROFESSIONAL DEVELOPMENT			
Service- Training	Online Security Training	$	150.00
	Subtotal	**$**	**150.00**
505820 BUILDING RENTAL			
Rental- Building	CFO	$	35,925.00
	Holland Building	$	27,540.00
Rental- Storage	Eastway Storage	$	10,374.96
		$	**73,839.96**
	Grand Total	**$**	**96,533.96**