Springfield Art Museum

Board of Directors Meeting

April 16, 2026	**5:00 PM**	**Meyer Alumni Center 300 S Jefferson Ave, 3rd Floor Suite 303 Conference Room Springfield, MO 65806**

TENTATIVE AGENDA

1. Call to Order

2. Consent Agenda

2.1. Minutes

2.2. Financial Report

3. Reports

3.1. SMMA

3.2. FOSAM/SAM Foundation

3.3. Director's Report

3.4. Committee Reports

3.4. Executive Committee

3.4. Budget & Finance Committee

3.4. Building & Grounds Committee

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.

3.4. Strategic Planning Committee

4. FY2027 Budget

4.1. FY2027 Budget Approval

5. Adjournment

Springfield Art Museum
Board of Directors Meeting Minutes

DATE: Thursday, March 19, 2026
Meyer Alumni Center 300 S Jefferson Ave, 2nd Floor Conference Room, Springfield, MO 65806
5:00 p.m.

Board Members Present:

☒Nora Cox	☒ Lindsey McDaniel	☒ Misty Tollett
☒ Lindsey Kelsay	☒ Debra Mergen	☒ Mark Wheeler
☒ Mitzi Kirkland-Ives	☒ Amanda Stadler	

Staff Members Present: Nick Nelson (Museum Director), Mary Bozarth (City Attorney)

Others Present: Deanna Ford (SMMA President), Kate Francis (SAM Foundation Executive Director)

Call to Order: Meeting called to order by Lindsey Kelsay at 4:58 PM

Approval of Consent Agenda: Mitzi Kirkland-Ives made a motion to approve the consent agenda. The motion was seconded by Mark Wheeler. The motion passed and the consent agenda was approved.

Reports:

SMMA: Deanna Ford gave the SMMA report. She stated that SMMA's Honors Extension Luncheon will be March 25 at 12 PM at Twin Oaks Country Club. The theme will be Western. SMMA is also preparing for its geranium sale fundraiser. Hanging baskets will be sold for $32 and porch pots will be sold for $42. Anyone interested in purchasing should contact SMMA.

SAM Foundation: Kate Francis provided the SAM Foundation report. She stated that City Council approved funding for Phase 2 of the Art Museum project at $30M, bringing the total raised to $71.5M. There is still additional funding to procure, and the Foundation has requested another appropriation from the State of Missouri. This appropriation was not in the most recent draft of the House budget. This is $300K in private gifts under consideration currently and private hard-hat tours are happening in earnest. The Foundation with the Art Museum will roll out a more formal public campaign including public tours that will start in April or May. The Museum is looking into after-hours tours as well. The Museum will launch Facebook Live interviews with stakeholders as part of the campaign. This will happen at the Museum so the public can see progress on the project and get a view inside the Museum. The Foundation is working on procurement of a Customer Relationship Management platform. This CRM will provide a more sophisticated way to manage data. Kate asked if Art Museum Board members would consider sitting on the committee to review proposals for the CRM. Additionally, the inactive Springfield Art Museum Foundation organization is working to formally dissolve and FOSAM will take on the name officially and become the Springfield Art Museum Foundation. Kate informed the Board of the upcoming Director's Dinner, which will be held at Char Steakhouse on Wednesday, April 29. The event will include honoring Sally and Rob Baird for their support of the Museum and the arts in Springfield.

Director's Report:
Nick Nelson gave the Director's Report. He provided a brief update on the expansion and renovation project. He stated that City Council approved $30M in funding for Phase 2 of the Art Museum project. He stated that the design team and construction managers are working on updated budget figures, which he hoped to share with the Board at the next meeting.

Executive Committee: Lindsey Kelsay gave the Executive Committee Report. The committee met on Tuesday, March 10 at 5 PM. The committee discussed the agenda for the Board meeting.

Budget & Finance Committee: Nick Nelson gave a recap of the Budget and Finance Committee meeting. He stated that the committee reviewed the Financial Reports for the March meeting. Nick stated that he presented a draft budget to the committee for review and distributed copies to the Board. The committee will review at their next meeting in April and then present it to the Board for approval. Nick asked Board members to send any questions or comments on the budget to him for revisions.

Building & Grounds Committee: No report.

Strategic Planning Committee: No report.

Other Items: None

Adjournment: Misty Tollett made a motion to adjourn. Motion was seconded by Amanda Stadler. The meeting adjourned at 5:37 PM.

Submitted by: Nick Nelson, Museum Director

ATTACHMENT #1

Proposed Acquisitions | Winter 2026

Curatorial Recommendations

Proposed Acquisitions: Local Artist Purchases (6)

Springfield Art Museum

ENJOY. LEARN. CREATE.

Fund Balance

Art Museum

Period

Mar-26

Analysis

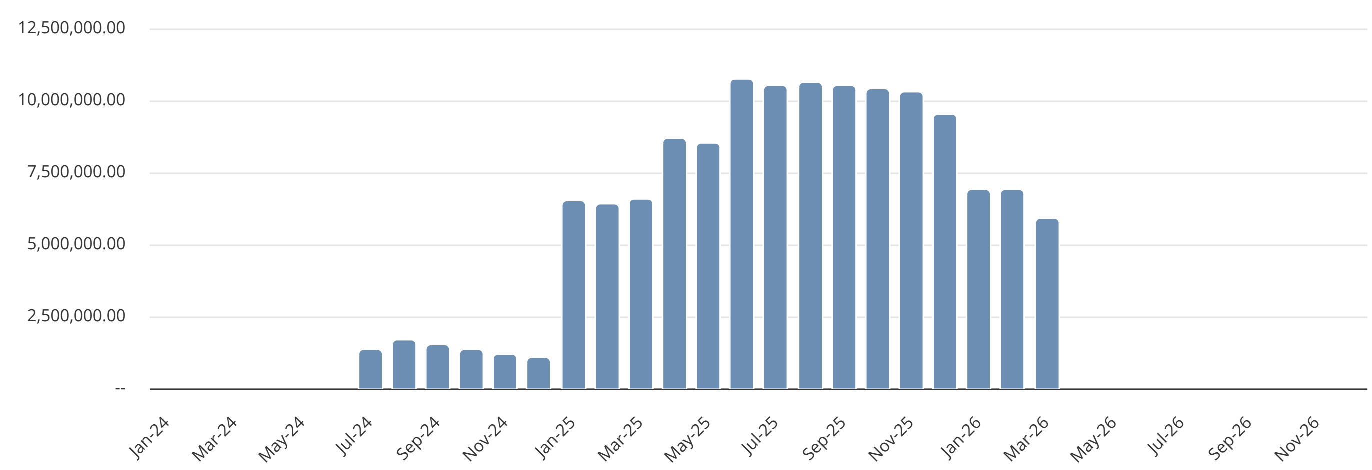
Total fund balance for March 2026 was just over $5.9M with a restricted fund balance for capital expenditures and acquisitions dropping to $4.5M. This drop in restricted fund balance is due to capital expenditures from the expansion and renovation project (AMRN). Additionally, the Museum spent $30K in deaccession funds for acquisitions. Total available fund balance is $1.4M as property tax collections have been added to the Museum's operating fund (29110). An estimated $1,732,554.15 in property tax has been collected to date with projected collections of $1,813,157.41 for FY2026.

Fund balance dropped considerably due to payouts on the Art Museum construction project.

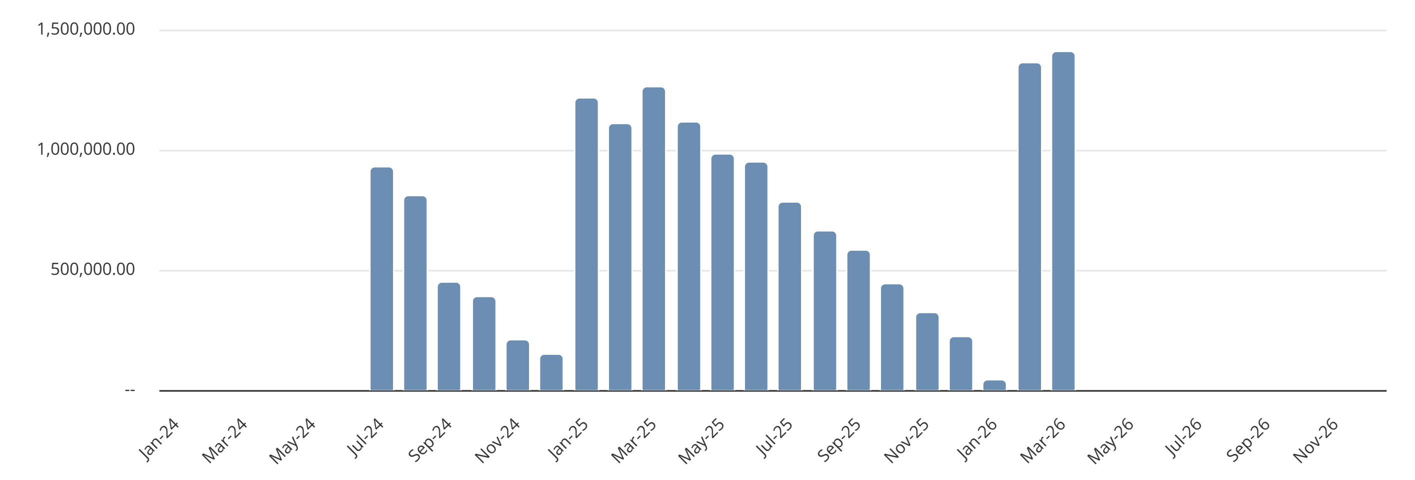
Recommendations

The Museum should continue monitoring fund balance and manage expenditures and revenue to proactively manage a healthy reserve. With the establishment of FOSAM/Foundation and the hiring of a full-time executive director, the Museum should explore ways to move funds in the Art Museum Endowment (29120) to management by FOSAM/Foundation. These funds currently total $384K, which could serve as a basis for a true operating or programmatic endowment for the Museum. These funds alone could provide over $15K in revenue based on a standard 4% draw with continued growth in principal.

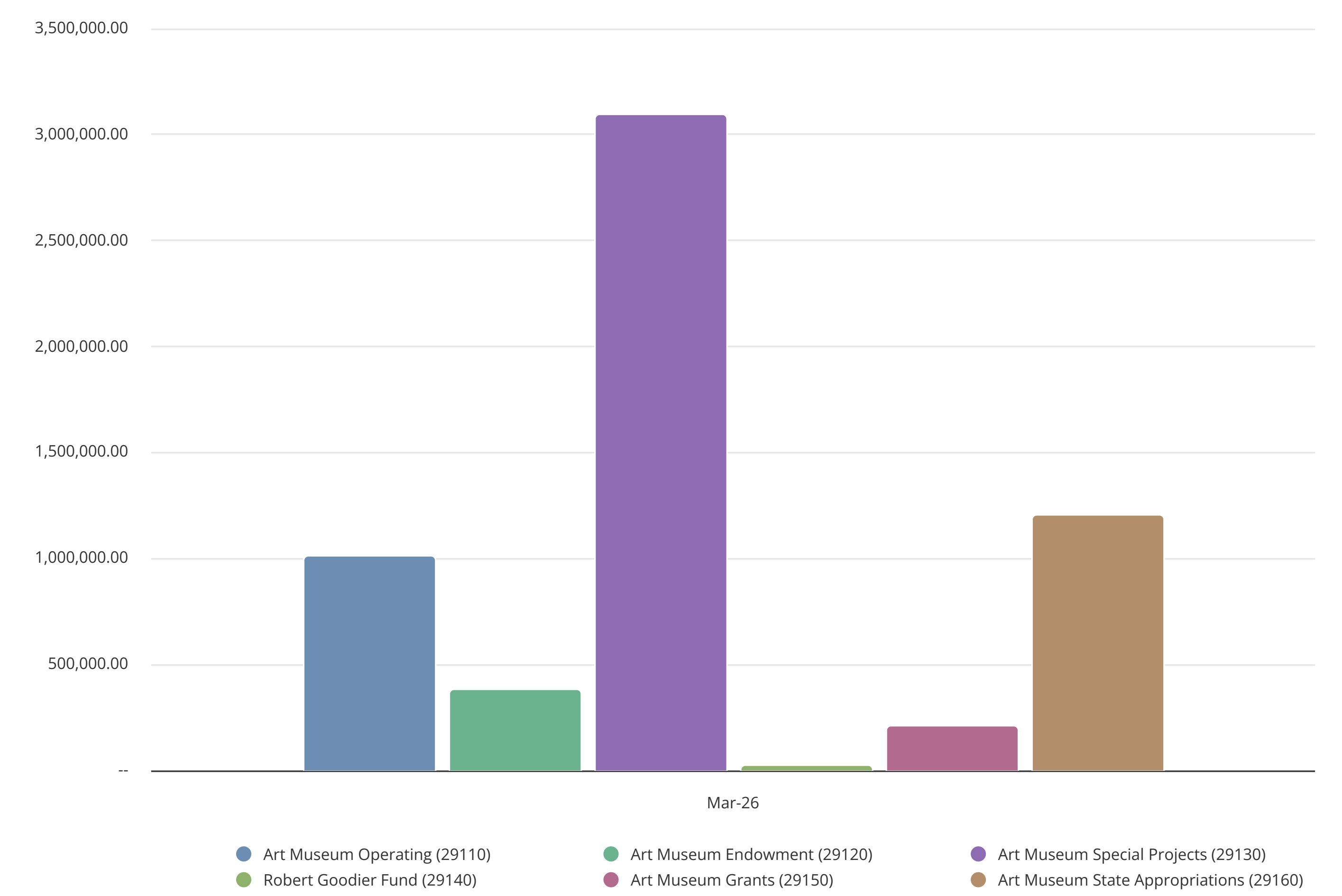
Total Fund Balance



Available Fund Balance



Fund Balance by Fund



KPI Data

Series	Mar-26
Total Fund Balance	5,934,598.08
Restricted Fund Balance	4,523,288.28
Available Fund Balance	1,411,309.80
Art Museum Operating (29110)	1,010,410.47
Art Museum Endowment (29120)	384,925.79
Art Museum Special Projects (29130)	3,096,569.20
Robert Goodier Fund (29140)	25,630.17
Art Museum Grants (29150)	210,860.00
Art Museum State Appropriations (29160)	1,206,202.45

Why

The Art Museum manages a number of funds including those designated for operations, those containing temporarily restricted funds used for specific projects, grants, or other purposes, and those permanently restricted by donors. Fund balances are an important measure of financial health as well as accountability to the public and grantors and donors. The Art Museum must maintain sufficient available fund balance to cover its operational cost while maintaining a 20% reserve.

This KPI aligns with the City Council Priority of Operational Excellence as adequate fund balance including operating funds and reserve funds are indicators of financial health and help to ensure the long-term sustainability of the Museum as a city-owned facility and demonstrate proactive maintenance and optimized resource alignment related to the Museum.

Limitations and Notes

The Art Museum has a number of funds containing permanently restricted funds including the Art Museum Endowment (29120) and the Robert Goodier Memorial Fund (29140). The Art Museum Endowment was established in 1998 per a Declaration of Endowment. Per the Declaration of Endowment this fund is managed like a quasi-endowment rather than an true endowment. The Robert Goodier Memorial Fund was established in 2000 and is permanently restricted. The interest earned from this fund is to be used to fund the Robert Goodier Award given to artists participating in Watercolor USA.

Reporting Frequency

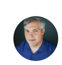
Monthly

Unit

USD

Collaborators

Responsibility



Nick Nelson (Art Museum)

Revenue and Expenses

Art Museum

Period

Mar-26

Analysis

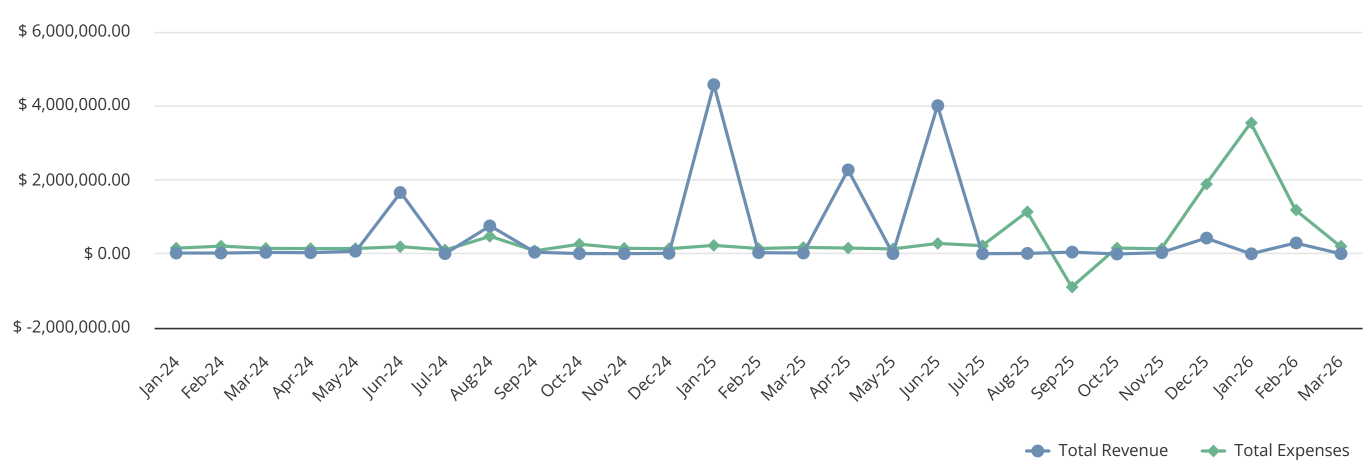
Operating expenses for the month of March 2026 were $160,007.45. Operating revenue for the month of MArch 2026 was $3,310.44. This demonstrates continued volatility in revenue as the Museum transitions to donations passing through the Springfield Art Museum Foundation and loss in earned revenue from classes and other programs.Monthly operating revenues are more difficult to average due to the Museum receiving the bulk of its revenue in Property Tax in a lump sum over the months of December, January, and February. Property Tax is not recorded until the end of the Fiscal Year in June. Over $1.7M in property taxes have been collected to date, however, this revenue isn't posted to the Art Museum's accounts until the end of the fiscal year in June. Total property tax revenue is projected to exceed $1.8M in FY2026. The Museum expects lower than budgeted expenses in the second half of FY2026 due to changes in staffing and the termination of leases.

Recommendations

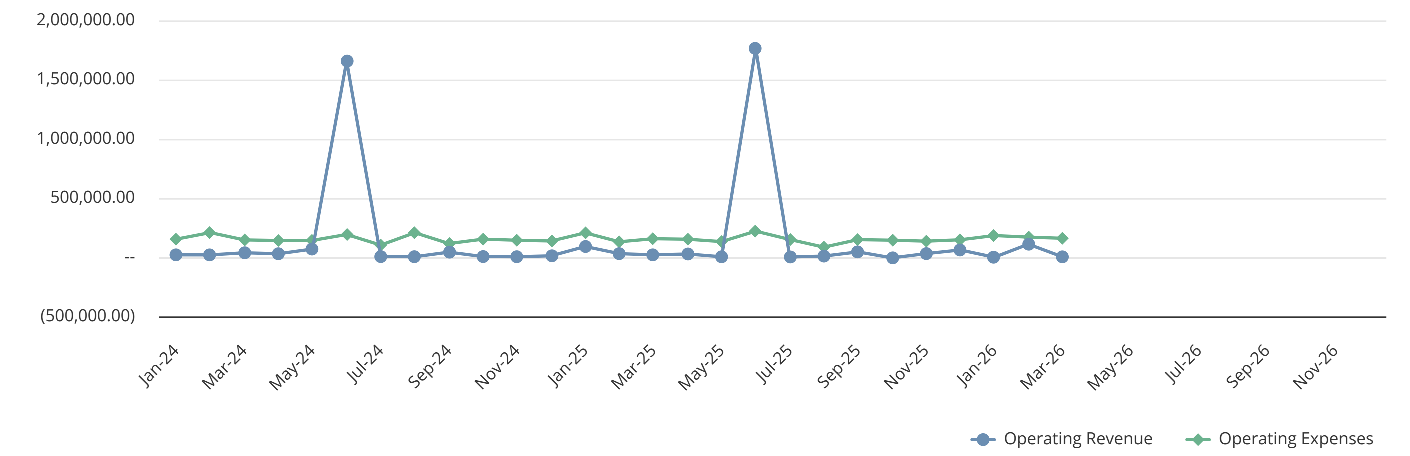
The Museum should:

1. Continue to forecast and monitor expenses considering significant changes to staffing and leases.
2. Continue to develop capacity for cash flow management.
3. Continue to work to diversify revenue streams.

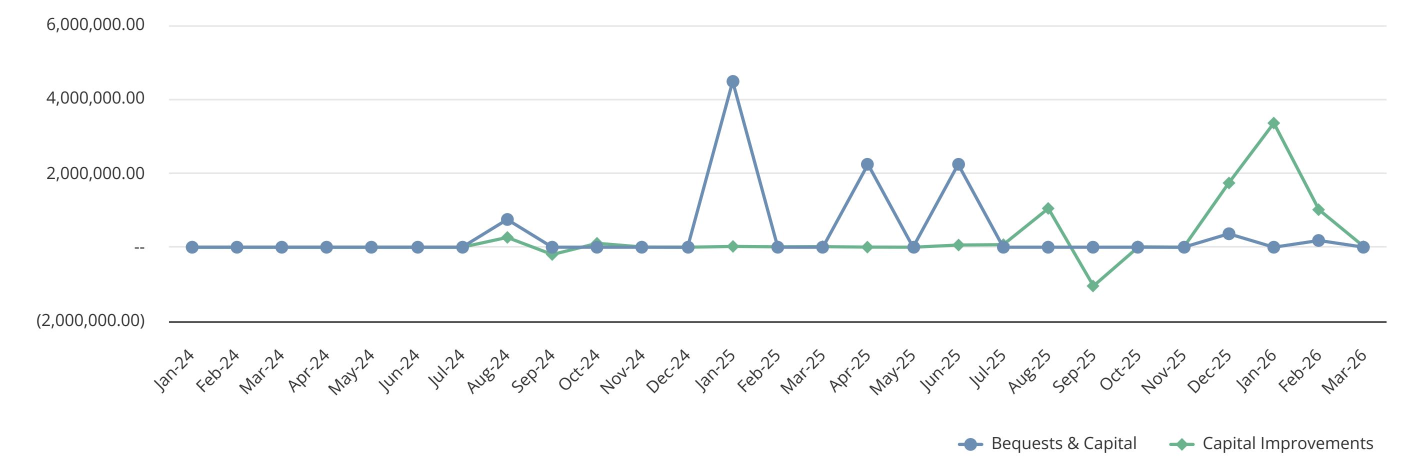
Revenue vs Expenses (Total)



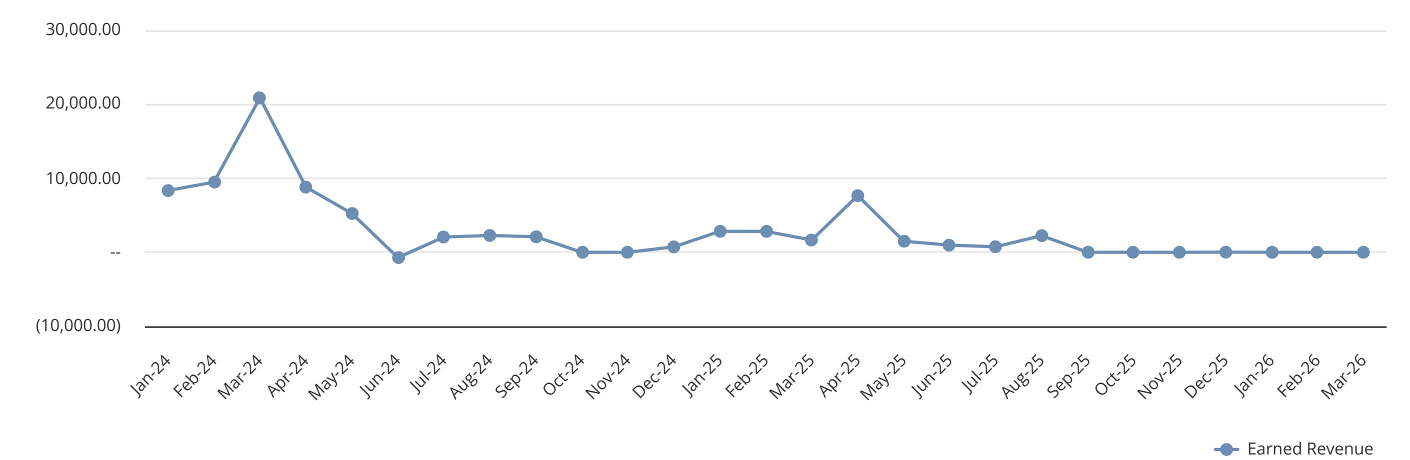
Revenue vs Expenses (Operating)



Revenue vs Expenses (Capital)



Earned Revenue



KPI Data

Series	Mar-26
Operating Revenue	3,310.44
Total Revenue	3,310.44
Property Tax	3,310.44
Gifts & Donations	--
Earned Revenue	--
Other Revenue	--
Transfers & Reimbursements	--
Bequests & Capital	--
Operating Expenses	160,007.45
Total Expenses	203,354.69
Salaries & Benefits	107,777.98
Supplies & Services	52,229.47
Acquisitions	30,690.00
Capital Improvements	12,657.24
Transfers	--
Other Expenses	--

Why

This KPI provides a Monthly Report on Revenue and Expenses.

This KPI aligns with the City Council Priority of Operational Excellence as careful management of revenue and expenses ensures the long-term sustainability of the Museum as a city-owned facility and demonstrate proactive maintenance and optimized resource alignment related to the Museum.

Limitations and Notes

Monthly operating revenues are more difficult to average due to the Museum receiving the bulk of its revenue in Property Tax in a lump sum over the months of December, January, and February. Property Tax is not recorded until the end of the Fiscal Year in June.

Unit

USD

Reporting Frequency

Monthly

Responsibility


Nick Nelson (Art Museum)

Collaborators

Monthly Financial Report
Art Museum

Period

Mar-26

Analysis

The Museum realized $3,310.44 in revenue in March 2026. Expenses for March 2026 were $203,354.69. Month-to-Date and Year-to-Date expenses remain lower than expected, which is a trend that should continue with changes to staffing and the cancellation of leases. As more donated revenue is passed through the Springfield Art Museum Foundation, changes in cashflows are expected.

Recommendations

The Museum should:

1. Continue monitoring monthly revenue and expenses,
2. Create a detailed plan for the coming budget year considering the cancellation of the lease and changes in staffing,
3. Continue engaging in long-term budget development to better track and forecast monthly revenue and expenses.

Why

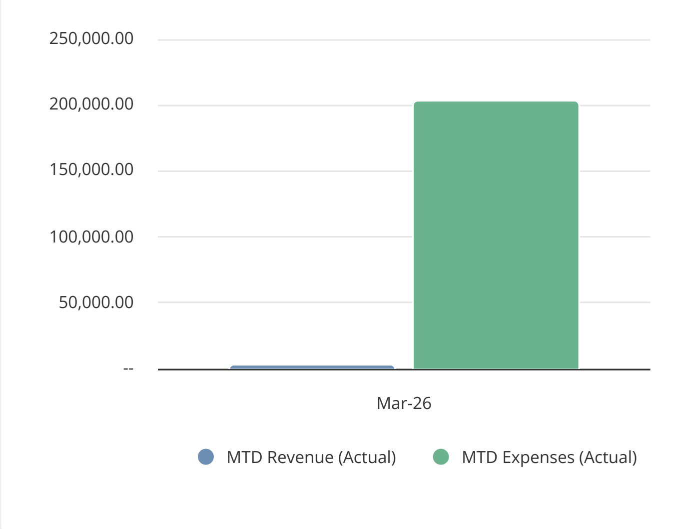
Comparing revenue to expenses on both a month-to-date (MTD) and year-to-date (YTD) provides a snapshot of financial health indicating success generating revenue and managing expenses. Comparisons of budgeted and actual revenue and expenses provides insights into the Art Museum's ability to track and predict cost and allocate resources to the proper areas.

This KPI aligns with the City Council Priority of Operational Excellence as careful management of revenue and expenses ensure the long-term sustainability of the Museum as a city-owned facility and demonstrate proactive maintenance and optimized resource alignment related to the Museum.

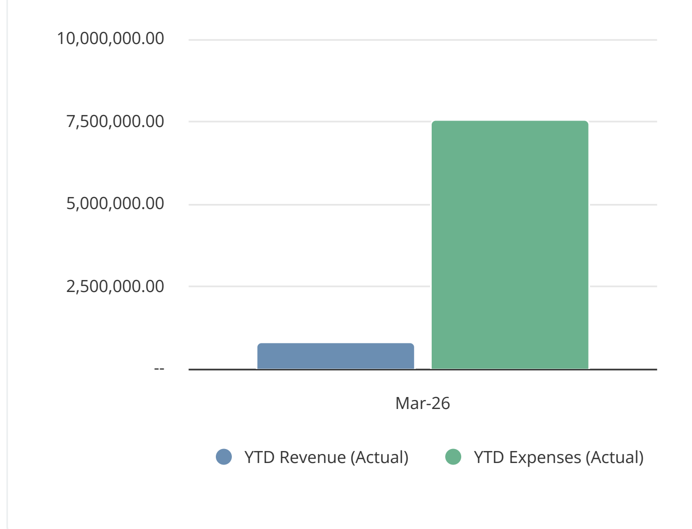
Limitations and Notes

Variance in MTD budget and MTD actuals is due in part to challenges with monthly budget tracking. With new tools for tracking and forecasting revenue and expenses, there should be less variance in the future.

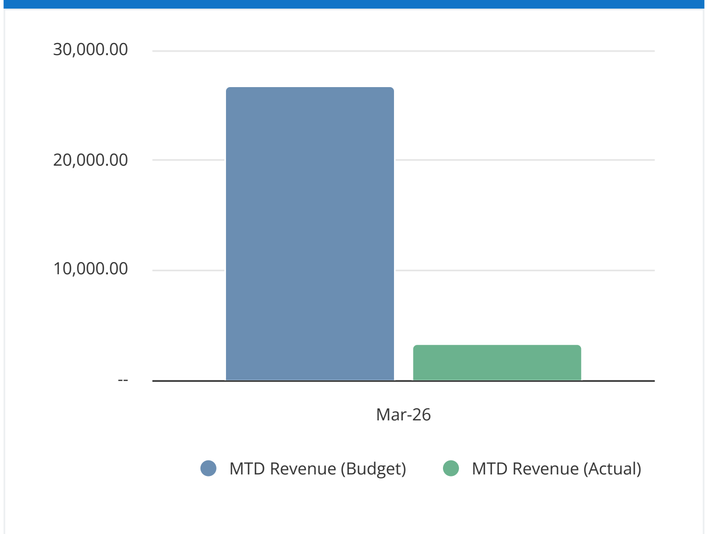
MTD Revenue vs Expenses



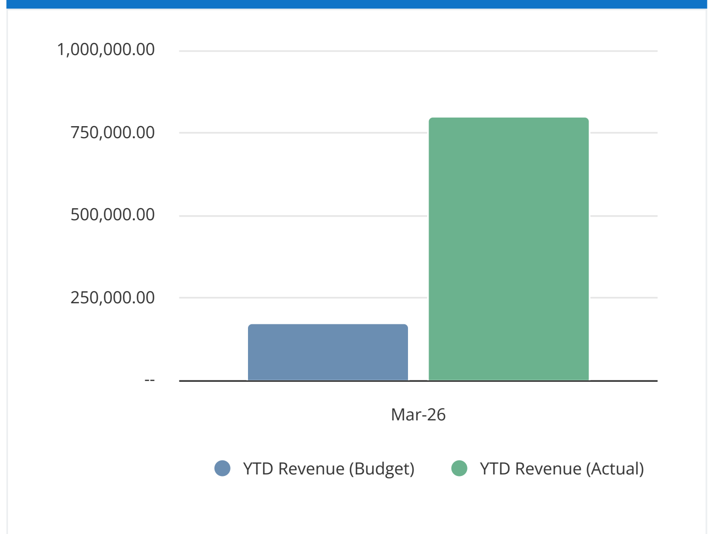
YTD Revenue vs Expenses



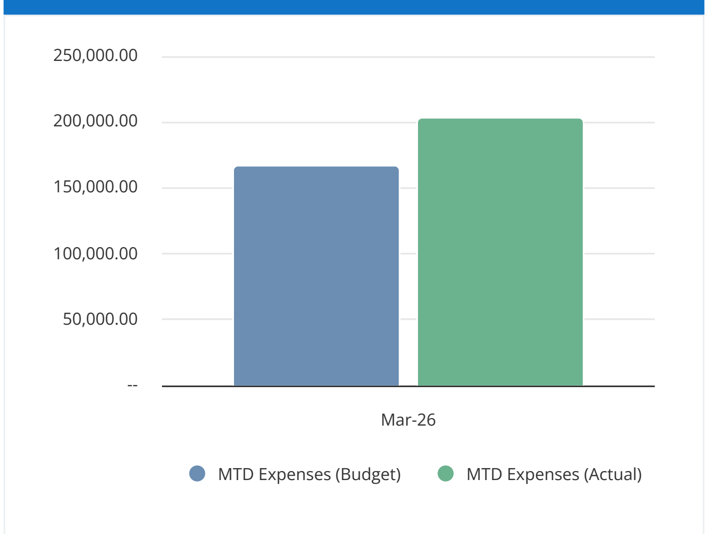
MTD Revenue (Budget vs Actual)



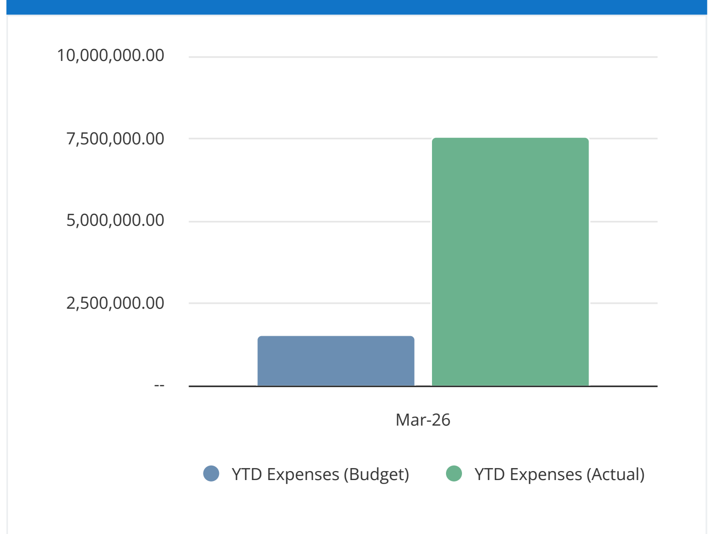
YTD Revenue (Budget vs Actual)



MTD Expenses (Budget vs Actual)



YTD Expenses (Budget vs Actual)



KPI Data

Series	Mar-26
MTD Revenue (Budget)	26,669.47
MTD Revenue (Actual)	3,310.44
MTD Expenses (Budget)	166,704.89
MTD Expenses (Actual)	203,354.69
YTD Revenue (Budget)	171,991.60
YTD Revenue (Actual)	799,259.55
YTD Expenses (Budget)	1,542,356.91
YTD Expenses (Actual)	7,553,659.23
% of Fiscal Year Completed	75.00%

Reporting Frequency

Monthly

Responsibility

 Nick Nelson (Art Museum)

Unit

Collaborators

Springfield Art Museum

Executive Committee Meeting Minutes

DATE: April, 14, 2026

LOCATION: Meyer Alumni Center, Suite 303   TIME: 5:00 PM

Committee Members Present:

☐Nora Cox	☐ Lindsey McDaniel	☐ Misty Tollett
☒ Lindsey Kelsay	☐ Debra Mergen	☐ Mark Wheeler
☐ Mitzi Kirkland-Ives	☒ Amanda Stadler	

Staff Members Present: Nick Nelson (Museum Director), Mary Bozarth (City Attorney)

Others Present:

Call to Order: Meeting called to order by Lindsey Kelsay at 5:03 PM

Board Meeting Agenda: The committee discussed the April 2026 Board Meeting Agenda. Nick Nelson reported that, with the exception of the Acquisitions Committee, all committees had met and that there would be reports from each committee. The committee discussed committee activities. Nick shared that both the Budget & Finance Committee and Strategic Planning Committee were considering plans for future operations and that the issue of the Museum charging an admission fee for special exhibitions was before the board. The committee agreed that the Board should have an open discussion regarding the matter and it can be opened up as part of the Strategic Planning Committee's report.

Nick stated that his Director's Report would be focused on Museum programs and other news items and most items will be reported through the committees.

Nick stated that the Budget & Finance Committee had reviewed the FY2027 budget and was prepared to present it to the Board at the April meeting. He stated that this could be done as part of the Budget & Finance Committee Report or as a separate agenda item but as a matter of formality, he recommended presenting it as a separate agenda item. The committee agreed that the budget should be presented as a stand-alone agenda item.

Director's Report: Nick provided the committee with an update on the renovation and expansion project, particularly the most recent cost estimates. He stated that this information would be provided to the Board via the Building & Grounds Committee report.

Other Items: Lindsey Kelsay stated that she wanted Nick to follow up on hardhat tours for the Board and that she would follow up on scheduling a Board social. She will send a doodle poll to Nick to distribute to the Board to determine a date and time.

Adjournment: The meeting was adjourned at 5:22 PM.

Submitted by: Nick Nelson, Museum Director

Springfield Art Museum

Budget & Finance Committee Meeting Minutes

DATE: April 10, 2026

LOCATION: Meyer Alumni Center, Suite 303 TIME: 9:00 AM

Committee Members Present:

☐Nora Cox	☒ Lindsey McDaniel	☒ Misty Tollett
☐ Lindsey Kelsay	☒ Debra Mergen	☐ Mark Wheeler
☐ Mitzi Kirkland-Ives	☐ Amanda Stadler	

Staff Members Present: Nick Nelson (Museum Director)

Others Present:

Call to Order: Meeting called to order by Nick Nelson at 9:05 AM

Director's Report: Museum Director, Nick Nelson presented a draft Multi-Year Financial Plan to the committee. He reviewed the sections of the plan and discussed their impact on future Museum operations focusing on the goals of revenue diversification and growth. The Multi-year Financial Plan is included in a larger Capacity Plan that addresses operations in the new facility with a Multi-year Staffing Plan as well as a Facility Maintenance Plan that is forthcoming. The Capacity Plan was presented to the Strategic Plan Committee. Key features of the Multi-year Financial Plan include the need to address future liabilities related to unfunded, mandatory pay plan improvements implemented by the City and the need to address what revenue streams the Museum should pursue including additional public support, admission charges, and facility rentals.

The committee was provided with the plan to be reviewed and discussed at the May Budget & Finance Committee meeting.

FY2027 Budget Proposal: The committee discussed the proposed FY2027 Budget that was presented at the March meeting and at the March Board Meeting. There were no questions and the committee agreed that the proposed budget should be presented to the full Board for approval at the April 16 meeting.

Adjournment: The meeting was adjourned at 10:01 AM

Submitted by: Nick Nelson, Museum Director

Financial Plan

FY2027 – FY2031

3/24/2026

Contents

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**

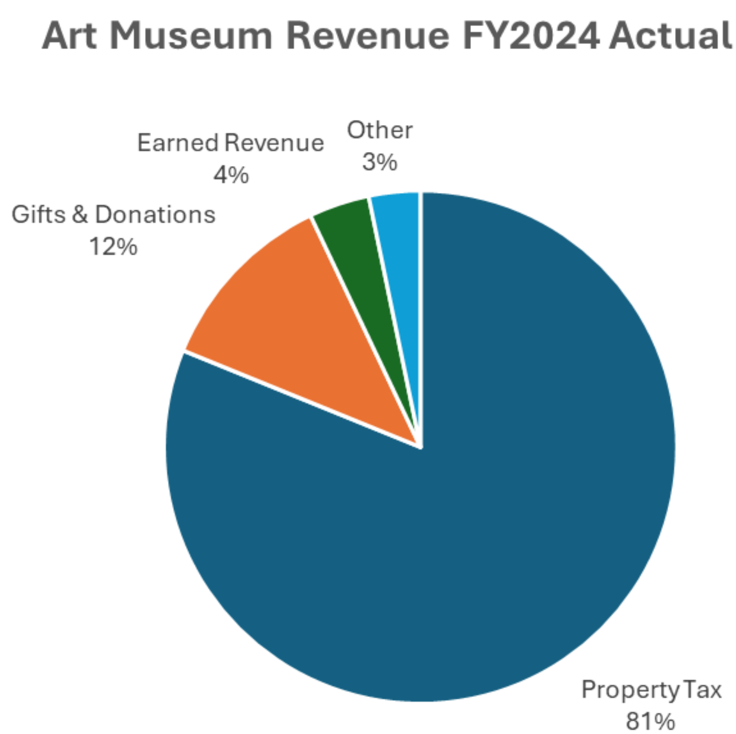
% of revenue from public funding	83%	83%	66%	58%	57%
% annual growth in operational revenue	11%	3%	27%	16%	6%
% annual growth in Supplies & Services expenses	31%	44%	29%	11%	3%
Audience Development budget (% of total budget)	8%	8%	5%	5%	5%
Facilities & Maintenance budget	N/A	N/A	$2.50/sf	$2.50/sf	$2.50/sf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

Context and Historical Analysis

Property Tax

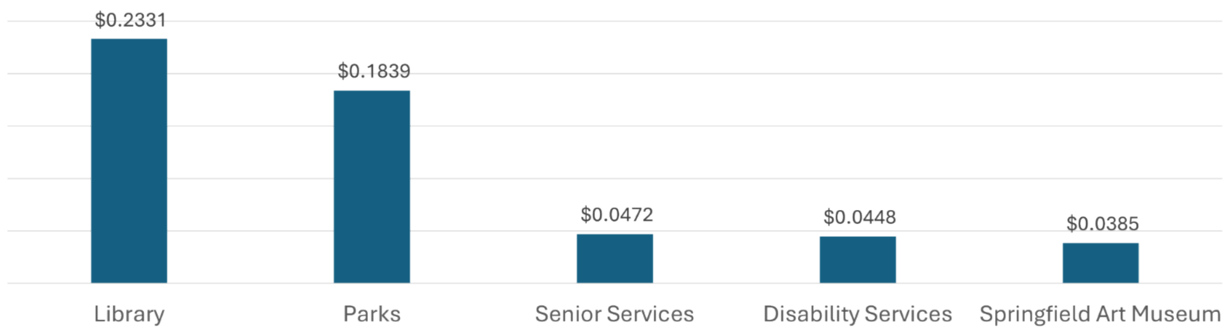
The Museum's primary operating revenue comes from real estate and personal property taxes. **It does not receive sales tax or General Fund support.** FY2024 was the final year of normal operations before the renovation and expansion, and it will serve as the financial benchmark.

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%	

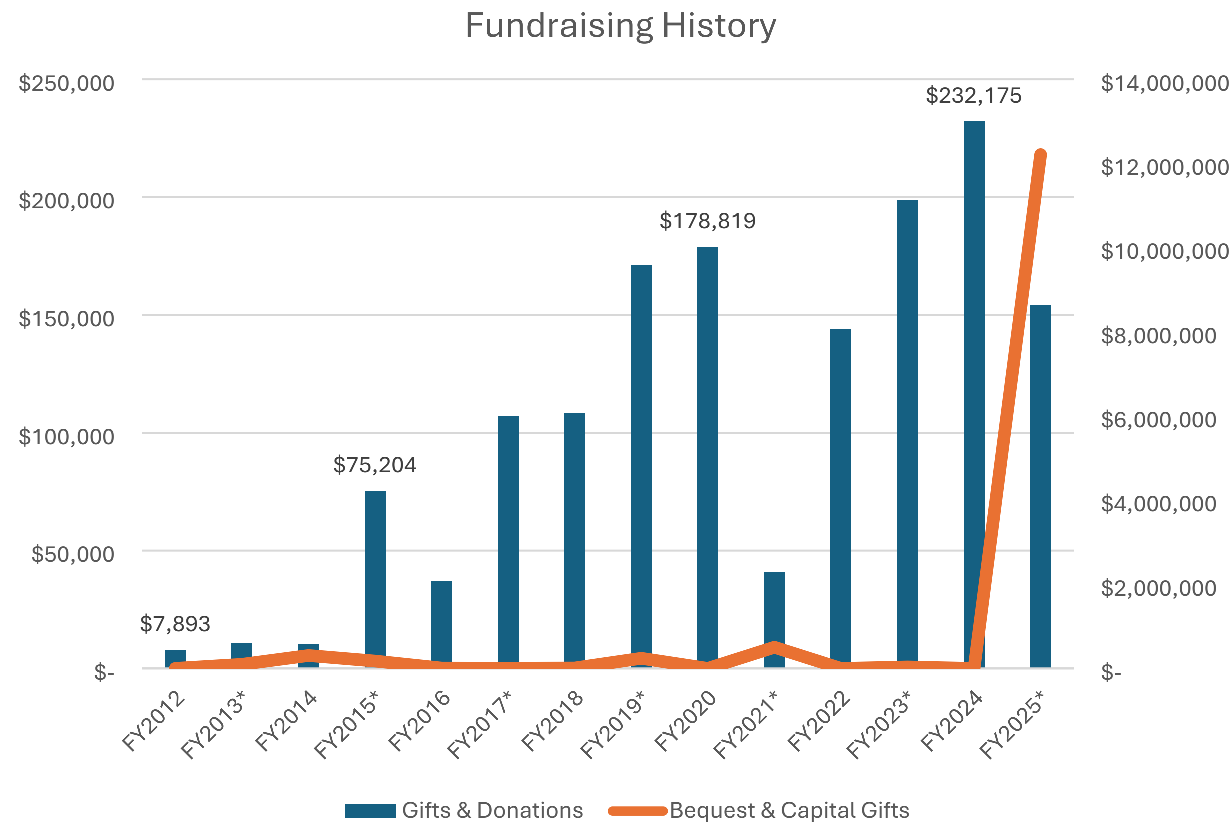
5

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

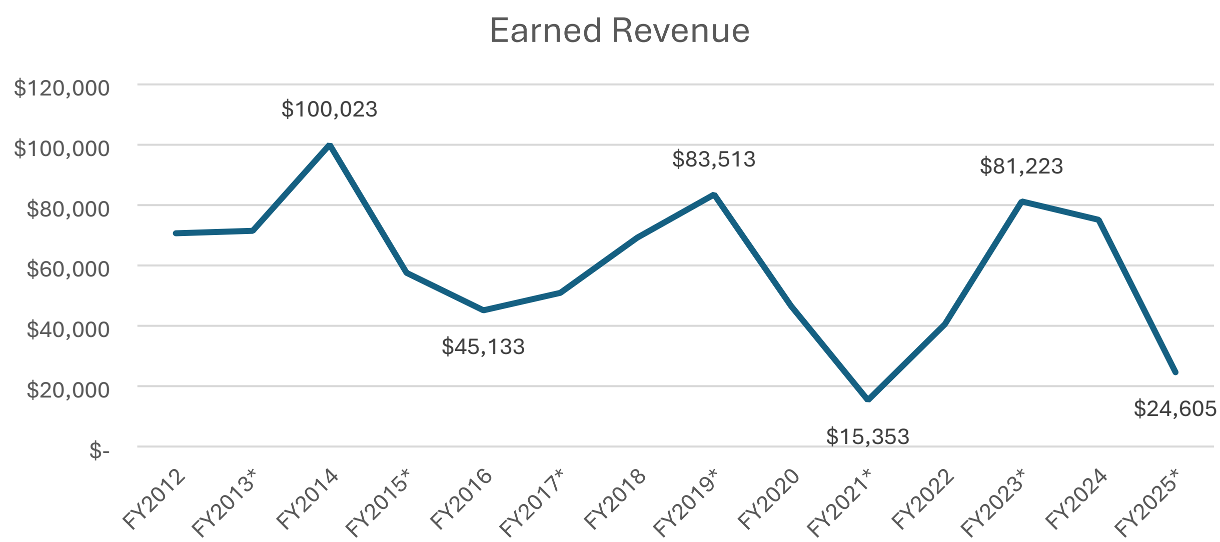
Investments in fundraising capacity have strengthened the Museum's consistency, resiliency, and long-term growth. Continued development of fundraising systems allowed the Museum to regain momentum lost during the COVID-19 pandemic while also launching a capital campaign. The professionalization of fundraising 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.

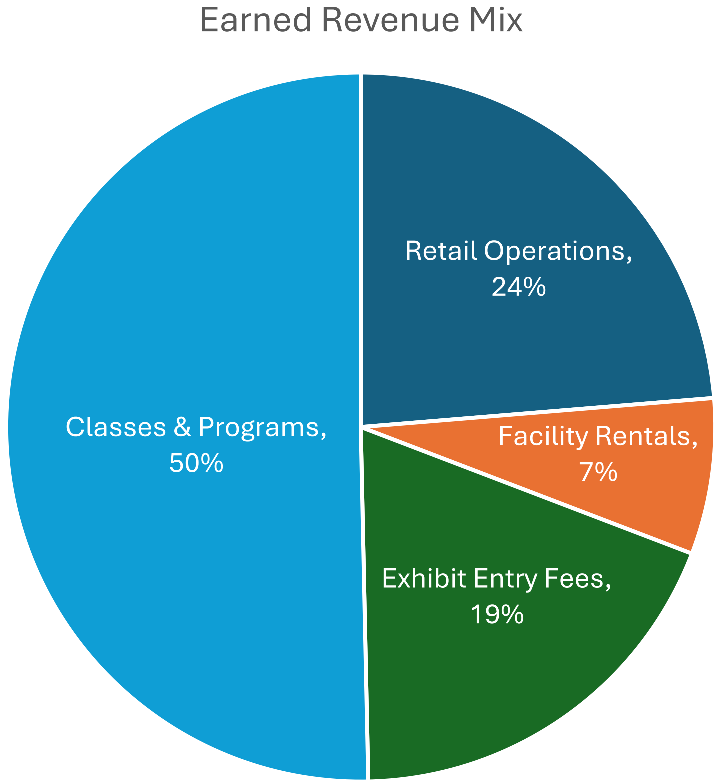
Earned Revenue

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.

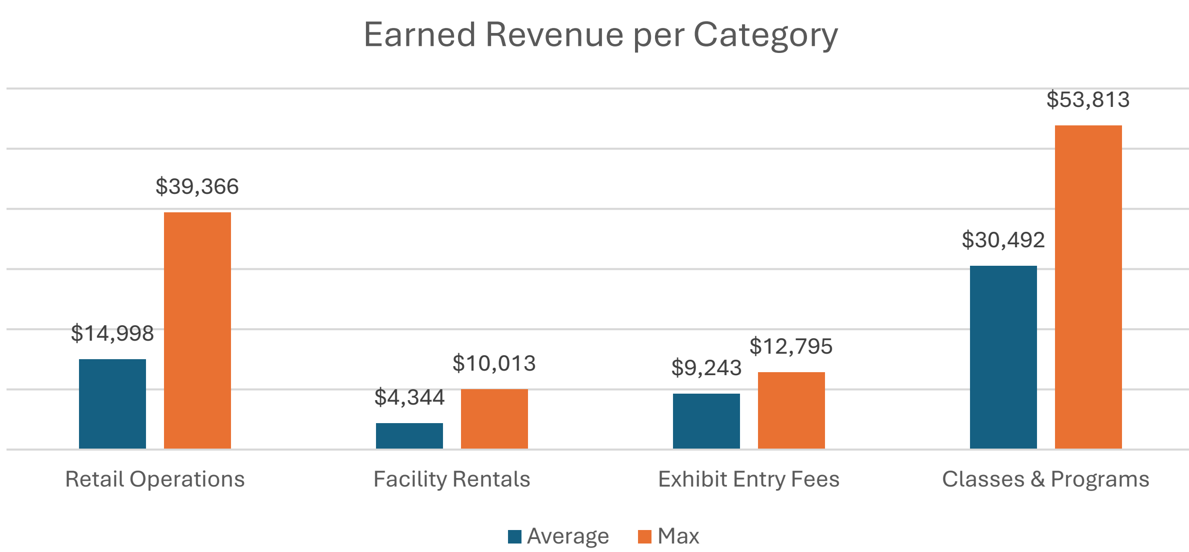
Overall, earned revenue has grown steadily, averaging $53,613 despite declines during the COVID-19 pandemic (FY2020–FY2022) and the Museum's closure for renovation in FY2025. Revenue peaks reached $83,513 before the pandemic and $81,223 after. Growth has been limited by constraints on available space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

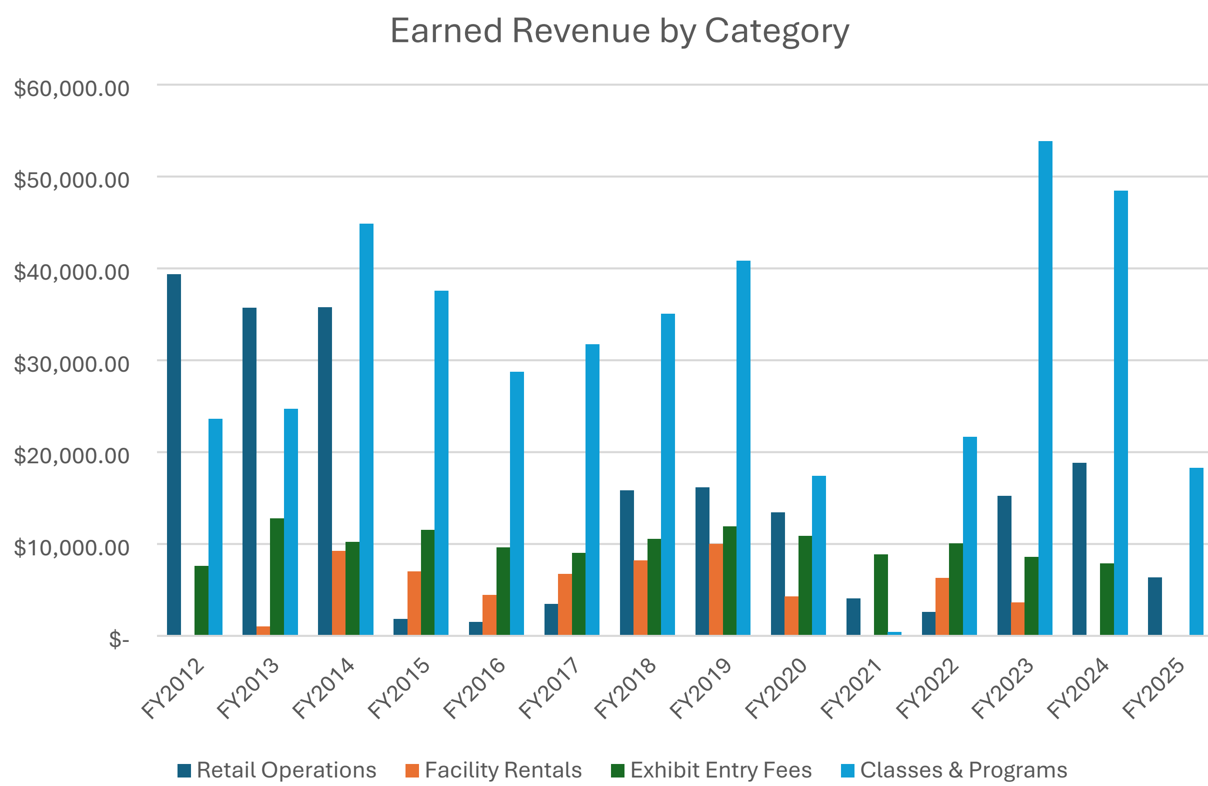


Although the overall composition of revenue has changed over time, the mix of earned revenue has remained relatively stable since FY2012: approximately 50% from classes, workshops, and other fee-based programs; 24% from retail operations, including the gift shop, concessions, and catalog sales; 19% from 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.



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.



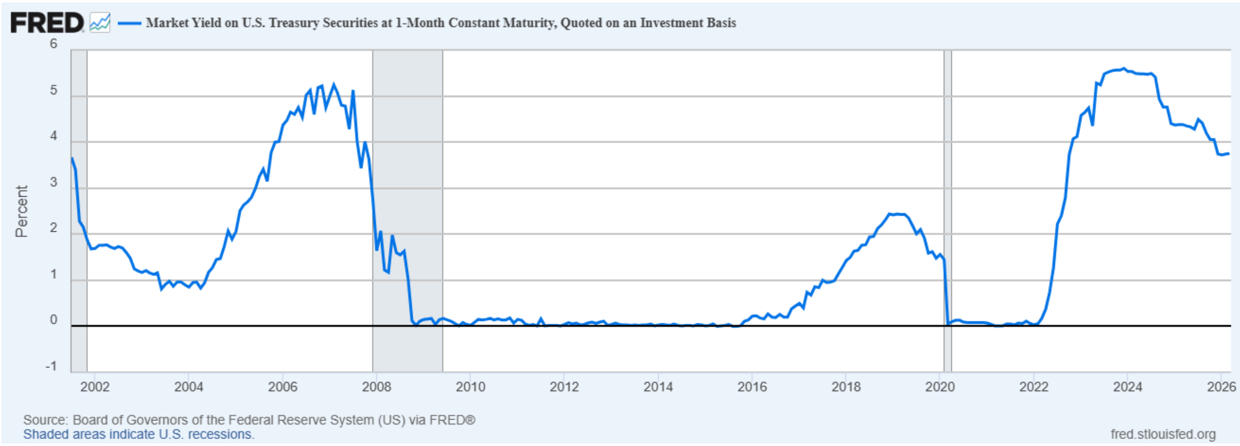


Revenue from classes and other fee-based programs peaked in FY2023, reflecting the post-pandemic rebound and the addition of a Museum Educator dedicated to studio classes. Revenue from retail operations declined sharply after FY2014, when the Art Museum stopped selling works displayed in exhibitions, 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

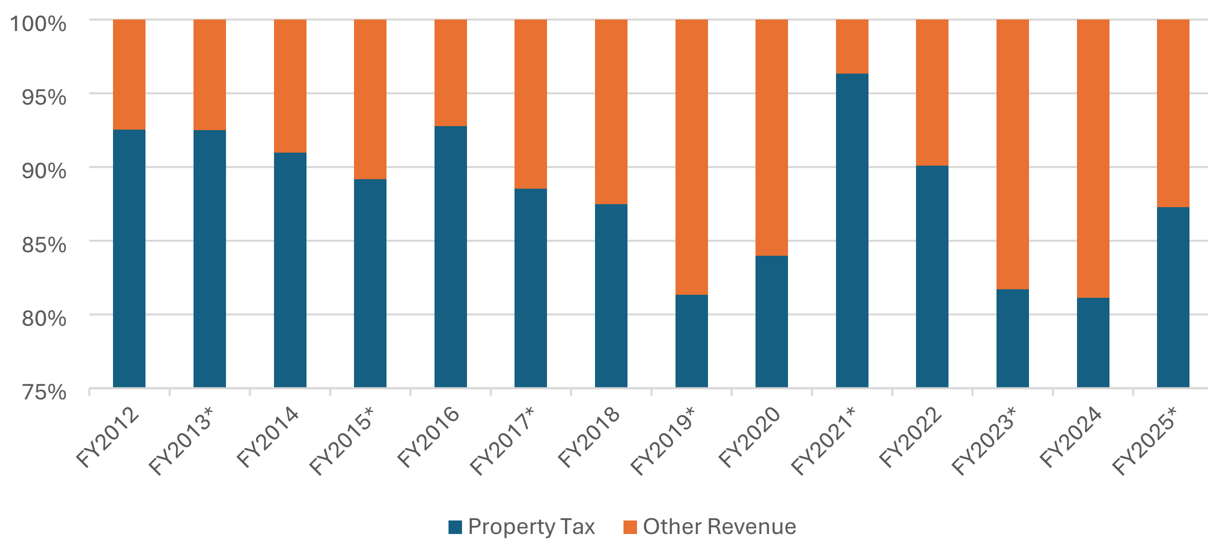
The Art Museum maintains a fund established in 1998 that functions as a quasi-endowment. Governed by a Declaration of Endowment adopted by the City and the Art Museum Board, the fund is restricted to art acquisitions and improvements or expansion of the facilities housing the Museum's collections. The 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.

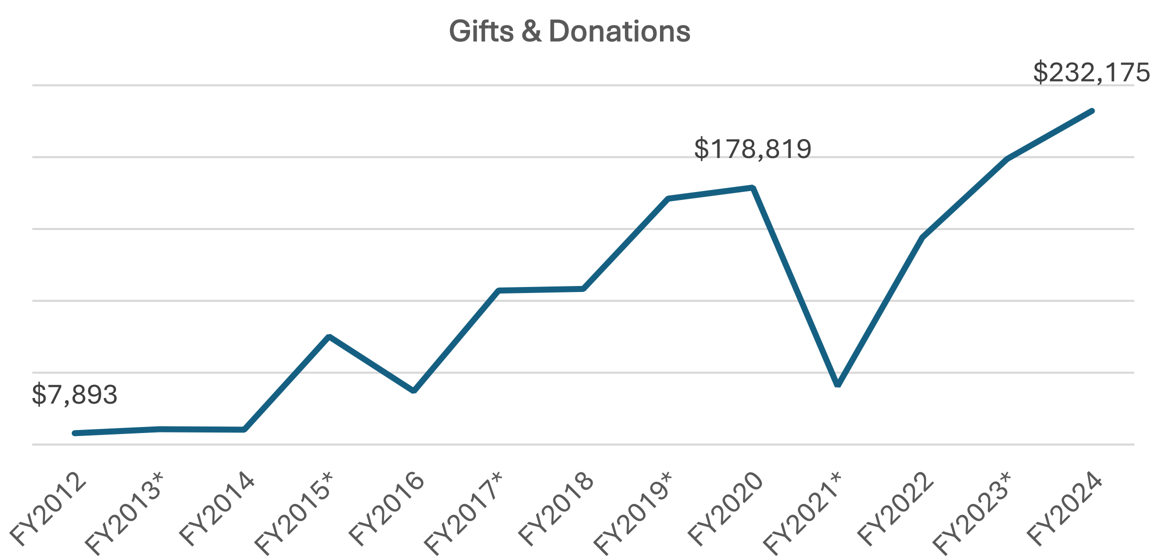
As part of its most recent Strategic Plan, the Museum surveyed community members about increasing public support and establishing sustainable funding sources. Respondents showed strong net favorability toward the City identifying additional revenue streams. Net favorability was 78 percent among all respondents 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*

<u>Evansville Museum of Art, History, & Science (Evansville, IN)</u>

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*

<u>Huntsville Museum of Art (Huntsville, AL)</u>

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.

<u>SPRINGFIELD ART MUSEUM ADMISSION FEES (SCENARIO 1)</u>		
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%

Executive Summary:
Springfield Art Museum Financial Plan (FY2027 – FY2031)

- The Museum currently relies on property tax for 81 - 83% of operating income, creating structural vulnerabilities due to slow growth, economic lag, and biennial assessment cycles.
- The cost of mandatory unfunded pay plan improvements instituted by the City of Springfield requires the Museum to set aside a growing pool of funds to ensure future solvency. The amount of pay plan contingency required compounds annually and reaches over $387K by FY2031 equal to 10% of the Museum's budget that year.
- Rising operating costs from inflation, facility expansion, and program growth require stronger alternative revenue streams to ensure long-term stability.
- Revenue diversification efforts since FY2012 increased non–property tax revenue from 7% to 18–19% in FY2019, FY2023, and FY2024, showing progress but highlighting the need for continued strategic investment.
- Contributed income shows the greatest long-term potential, growing 2,842% from FY2012 to FY2024 (from $7,893 to $232,175, excluding major capital gifts).
- Key drivers of contributed-revenue growth include dedicated development staffing, expanded marketing capacity, and the establishment of the Springfield Art Museum Foundation.
- The Foundation's strategic plan targets over $1 million annually in contributions by FY2030, focused on membership growth, major gifts, planned giving, and corporate partnerships.
- Earned revenue averaged $53,613 since FY2012 but is expected to grow significantly with the Museum's expansion, including increased opportunities in classes, camps, workshops, retail, concessions, and limited rentals.
- The plan identifies opportunities for expanding earned revenue via admission charges on temporary special exhibitions. General admission is prohibited by City Charter, and any admission charges would require City Council approval.
- Expanded facilities, enhanced audience development, and increased attendance following the 2028 grand reopening support higher earned-revenue benchmarks.
- The plan identifies opportunities to expand public support beyond property taxes, including sales tax, hotel/motel taxes, and other museum-focused funding mechanisms used nationwide.
- Community surveys show strong public backing for exploring new public funding, with net favorability between 78% and 81%.
- Endowment development is essential: the current quasi-endowment yields 1.82% annually, and transferring it to the Foundation for diversified investment could significantly increase returns.
- Strengthening contributed income, earned revenue, public funding options, and endowment capacity collectively provides a path to financial resilience for the Museum.

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%*
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.*

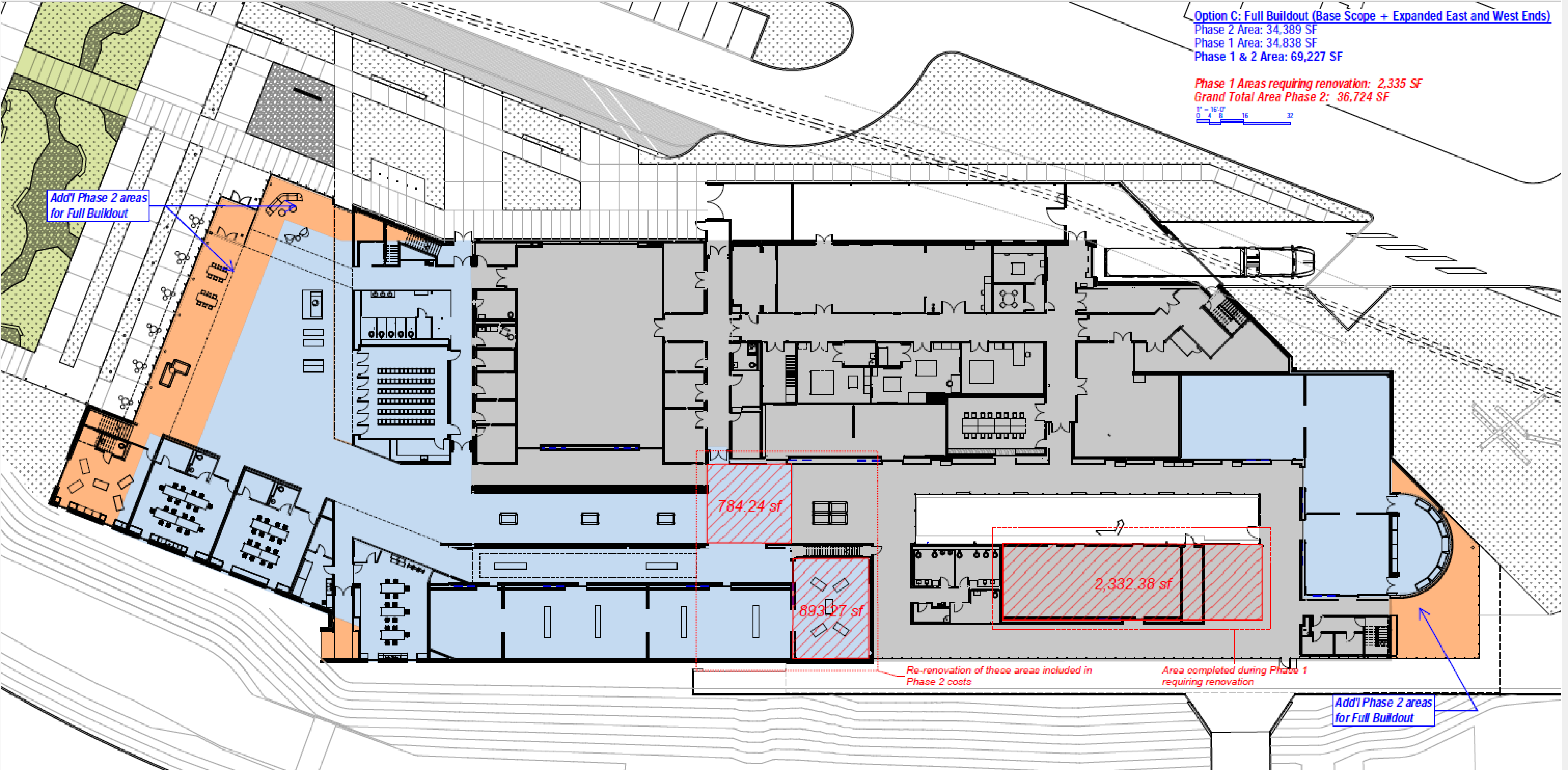
Benchmark	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY2031**
% of revenue from public funding	83%	83%	66%	58%	57%

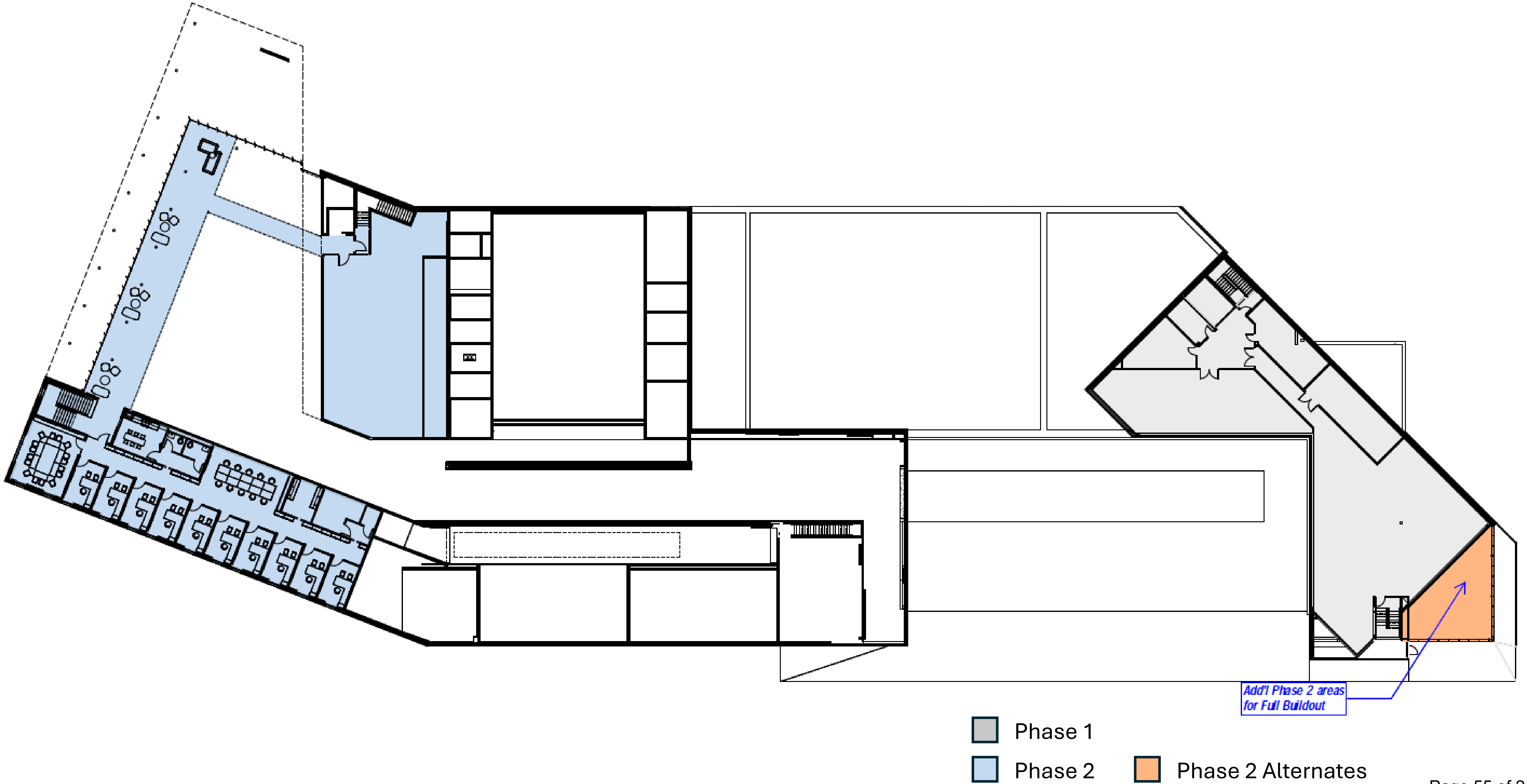
% annual growth in operational revenue	11%	3%	27%	16%	6%
% annual growth in Supplies & Services expenses	31%	44%	29%	11%	3%
Audience Development budget (% of total budget)	8%	8%	5%	5%	5%
Facilities & Maintenance budget	N/A	N/A	$2.50/sf	$2.50/sf	$2.50/sf
Fill-rate for Art Classes	N/A	N/A	75%	80%	85%

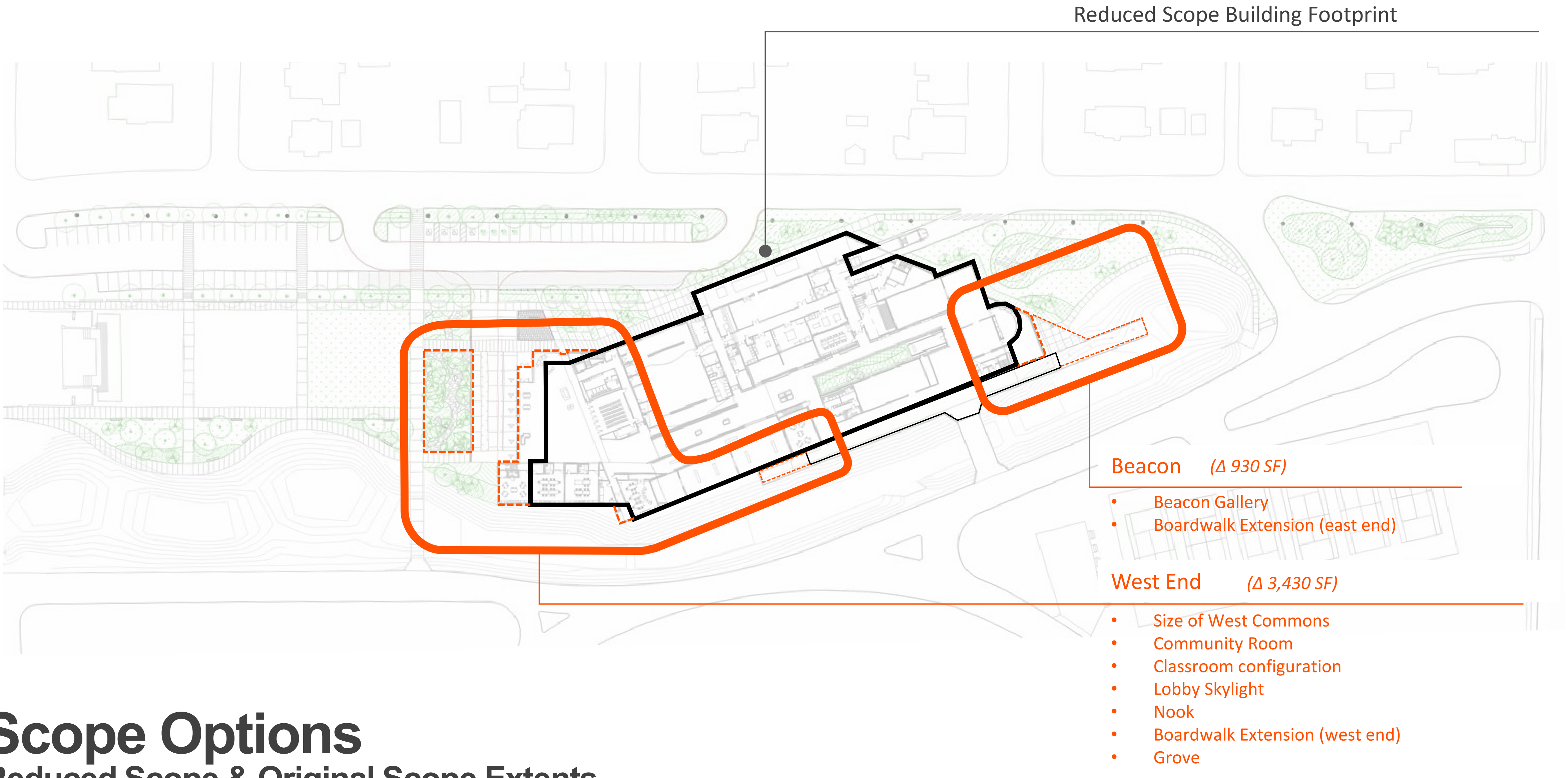
Springfield ART Museum

ENJOY. LEARN. CREATE.

Expansion & Renovation Project Update

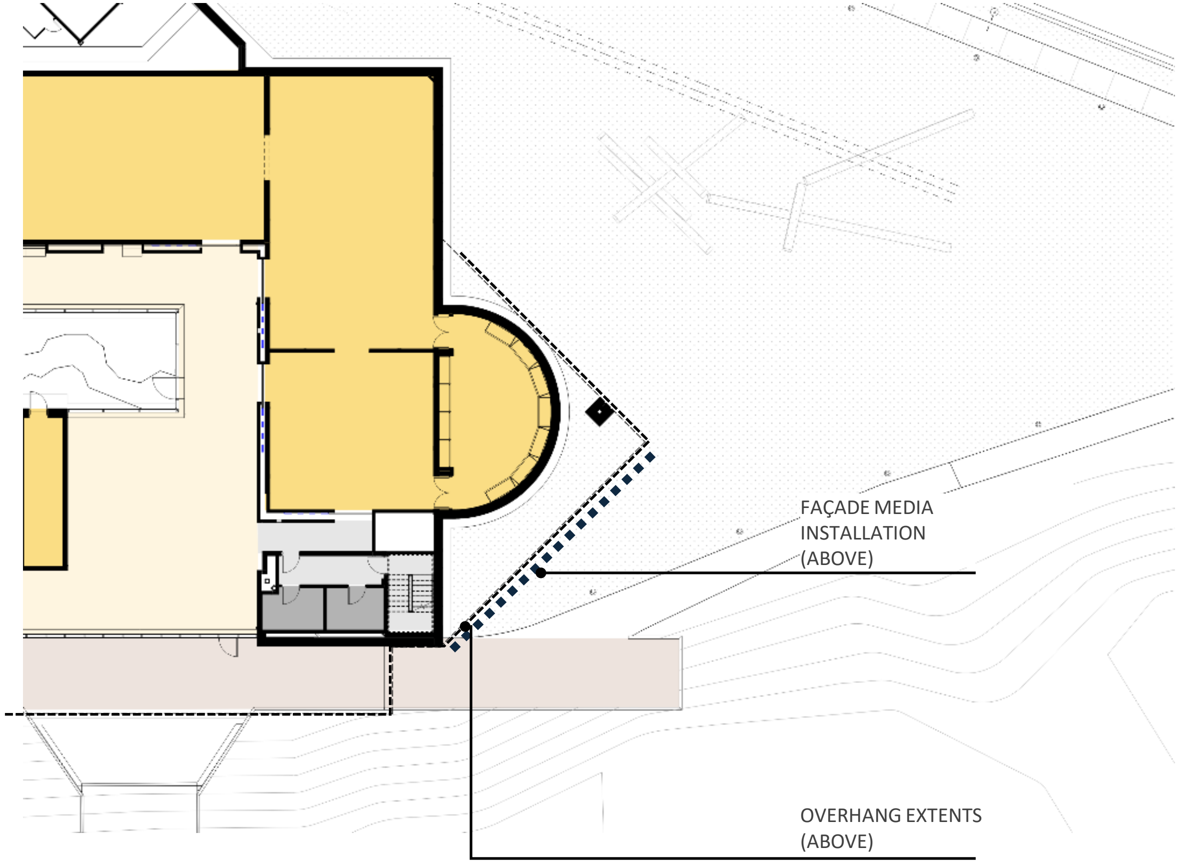

Option C: Full Buildout (Base Scope + Expanded East and West Ends)
Phase 2 Area: 34,389 SF
Phase 1 Area: 34,838 SF
Phase 1 & 2 Area: 69,227 SF
Phase 1 Areas requiring renovation: 2,335 SF
Grand Total Area Phase 2: 36,724 SF
Add'l Phase 2 areas for Full Buildout
784.24 sf
893.27 sf
2,332.38 sf
Re-renovation of these areas included in Phase 2 costs
Area completed during Phase 1 requiring renovation
Add'l Phase 2 areas for Full Buildout

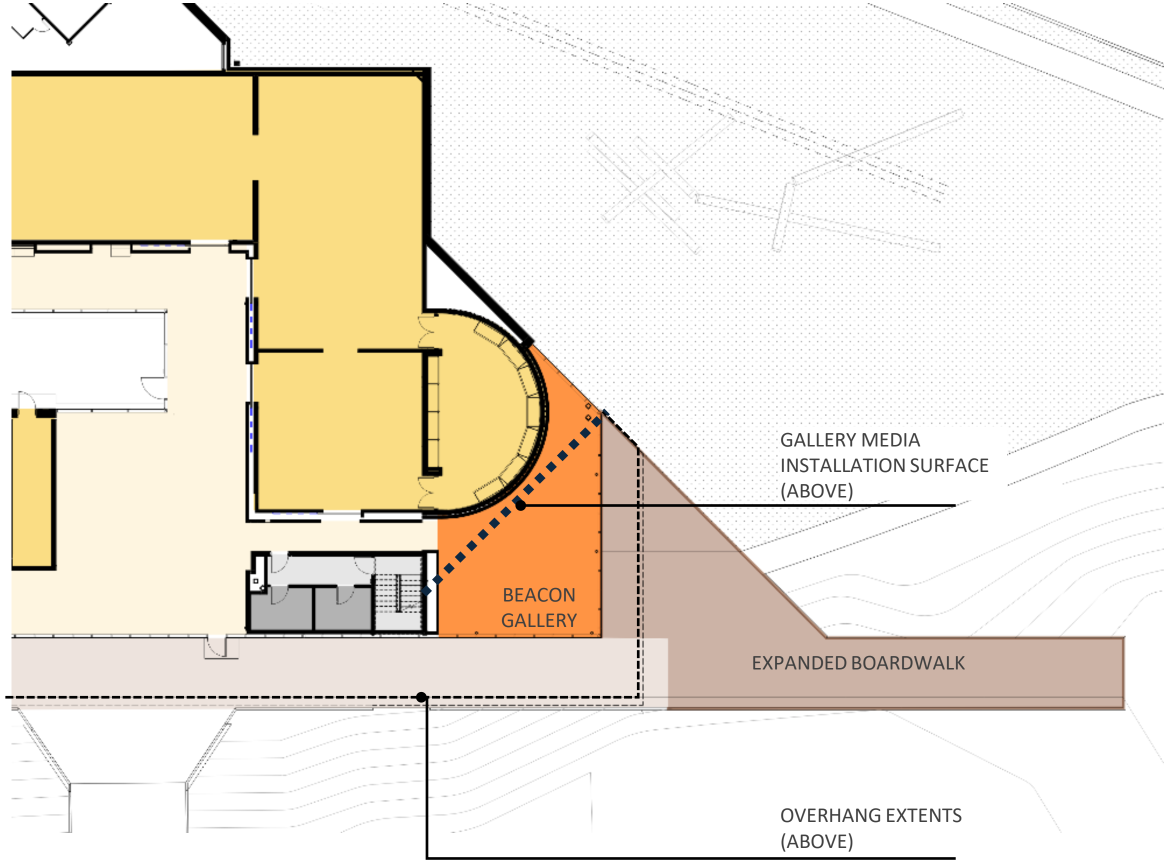

Add'l Phase 2 areas
for Full Buildout
Phase 1
Phase 2
Phase 2 Alternates



Scope Options

Reduced Scope & Original Scope Extents





Reduced Scope

Original Scope:

- Beacon Gallery
- Boardwalk extension (east end)

East End Scope Options

Floor Plans

Reduced Scope

Original Scope

East End Scope Options
View from Southeast

Reduced Scope

Original Scope

East End Scope Options
View From East

Reduced Scope

Original Scope

East End Scope Options
Evening View

Reduced Scope – Main Level

CLASSROOM KEY

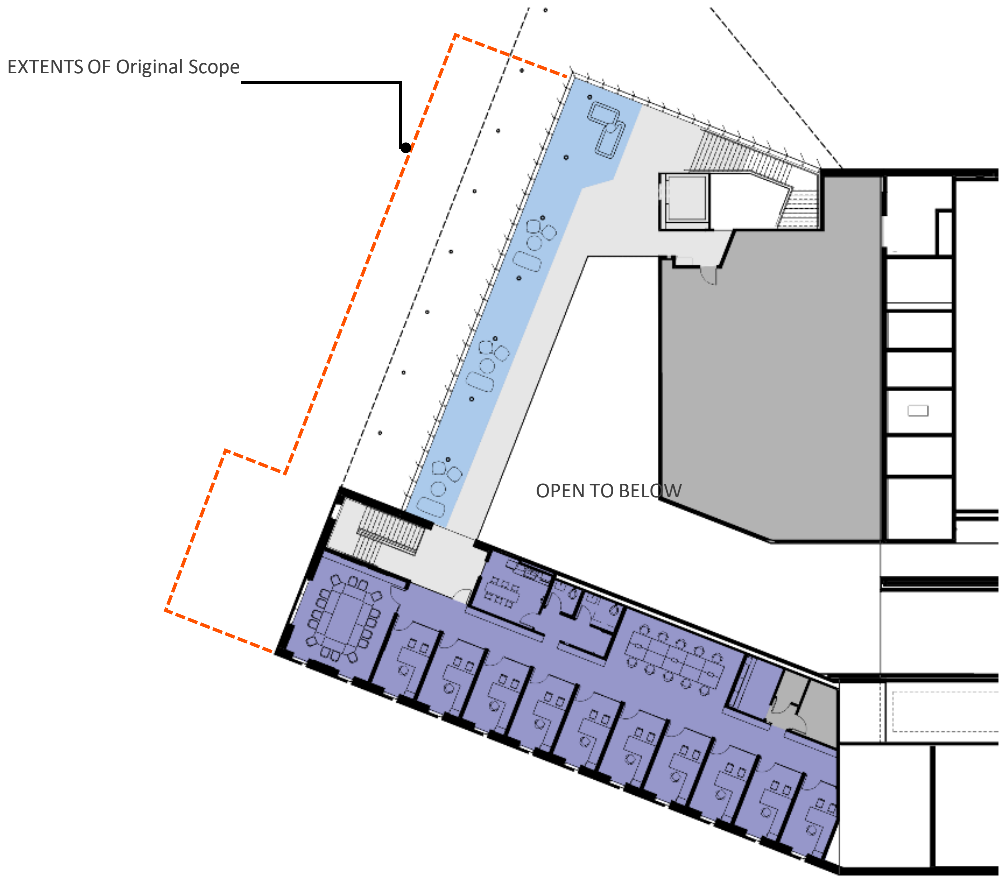
- A Classroom A - watercolor
- B Classroom B - Ceramics
- C Classroom C - Painting & Drawing

Original Scope - Main Level

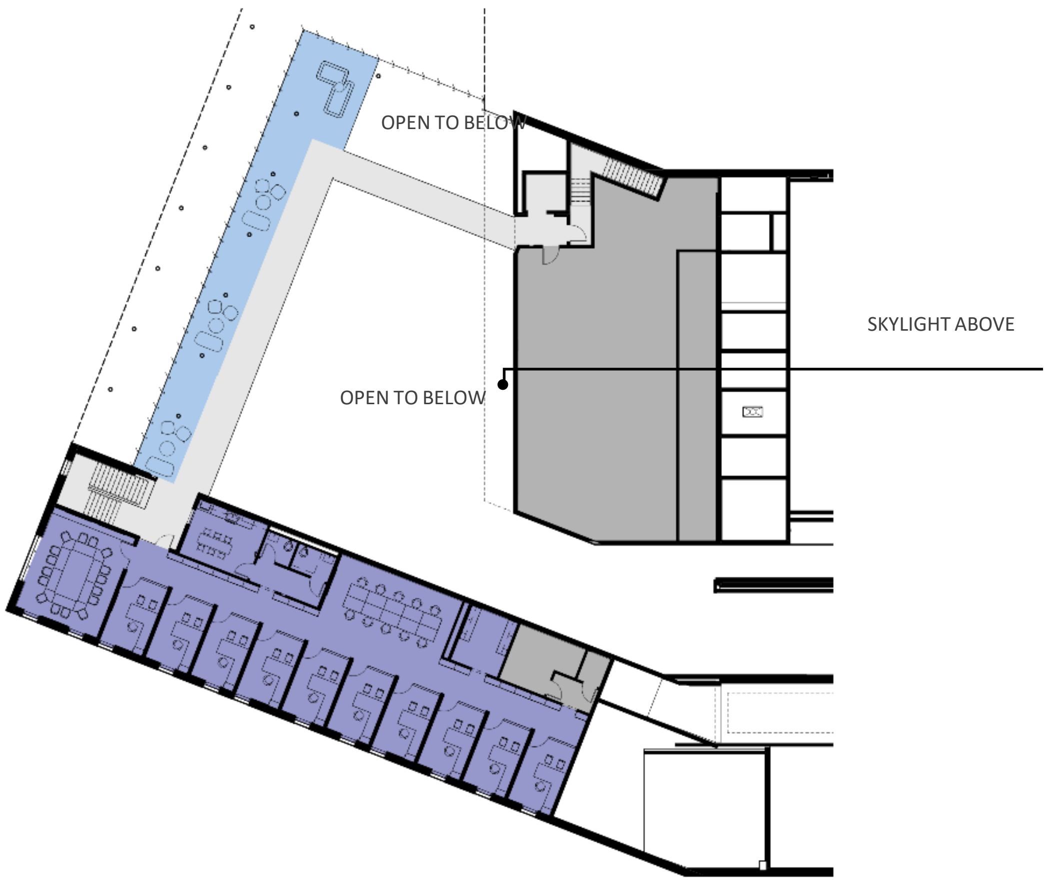
- Increased West Commons
- Dedicated Community Room
- Classroom reconfiguration
- Lobby skylight
- Nook public amenity
- Boardwalk extension – west end
- Landscaped grove element

West End Scope Options

Floor plans



Reduced Scope – Mezzanine



Original Scope – Mezzanine

- Program shifts west
- Enlarged West Commons volume

West End Scope Options

Floor plans

Reduced Scope

Original Scope (Larger Footprint + Grove)

West End Scope Options
Northwest Aerial

Reduced Scope

Original Scope

West End Scope Options
View from North

Reduced Scope

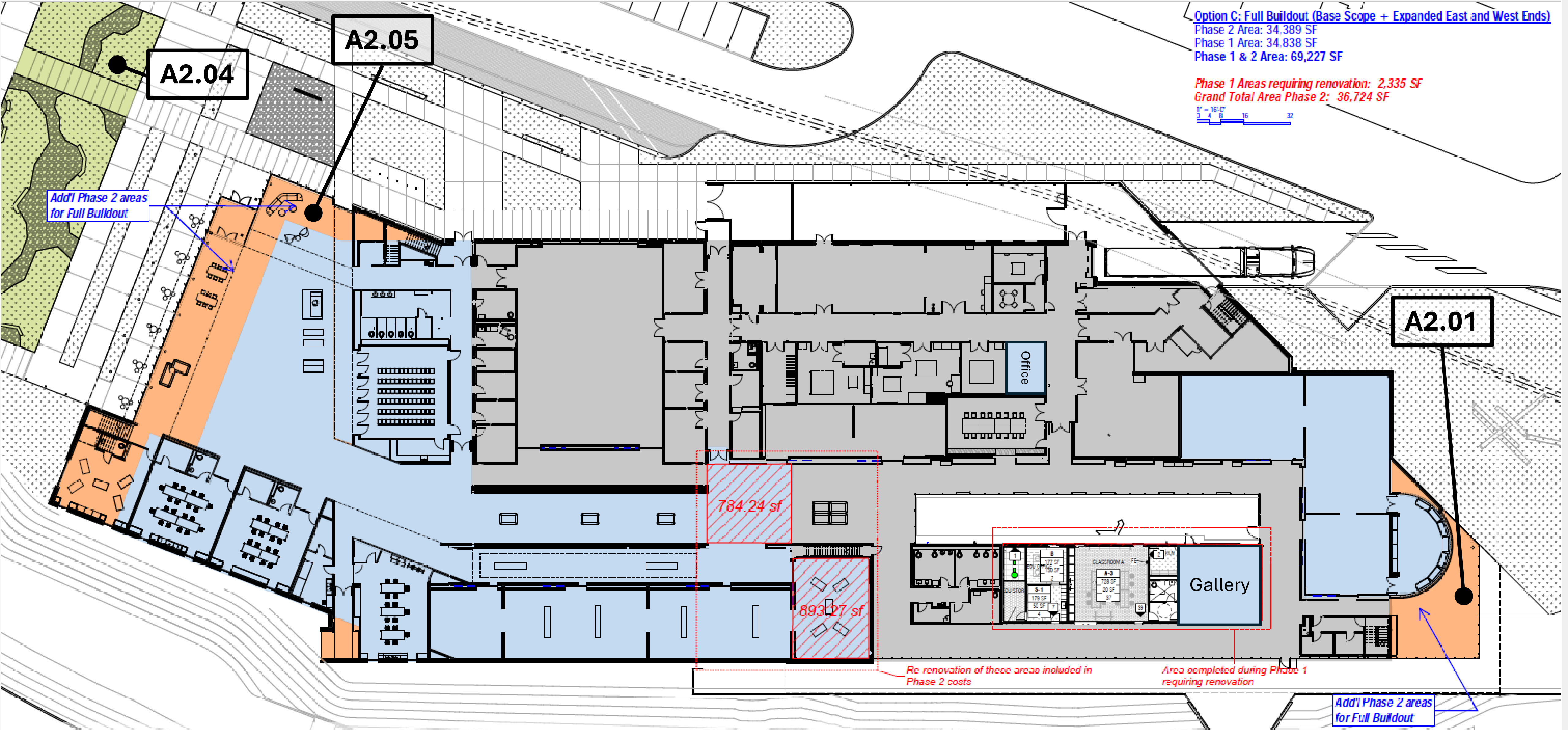
Original Scope (Enlarged Lobby + Skylight)

West End Scope Options
Lobby Interior View Looking North

Reduced Scope (Classroom Glazing)

Original Scope (Nook public amenity)

West End Scope Options
View from Southwest



Base Bid = $32,698,766　　**Base Bid + A2.04 + A2.05 = $34,721,683**

Full Scope = $36,954,178

Budget Estimates

FULL SCOPE	
Construction Cost	$ 28,438,267
Cost Savings from Phase 1	(1,189,294)
A2.01 Beacon Gallery	1,499,863
A2.03 MP02 Courtyard	69,739
A2.04 Grove Landscaping	189,370
A2.05 Expanded Lobby	1,496,393
A2.06 Monument Sign	118,583
A2.08 Shades in Lobby	172,227
Subtotal	30,795,148
Soft Cost (20%)	6,159,030
Total Project Cost	**36,954,178**
Total Project Budget	33,500,000
Surplus(Deficit)*	(3,454,178)

* Does not include approx. $750K in contingency funds carried over from Phase 1

BASE BID	
Construction Cost	$ 28,438,267
Cost Savings from Phase 1	(1,189,295)
Subtotal	27,248,972
Soft Cost (20%)	5,449,794
Total Project Cost	**32,698,766**
Total Project Budget	33,500,000
Surplus(Deficit)*	801,234

EXPANDED WEST SIDE	
Construction Cost	$ 28,438,267
Cost Savings from Phase 1	(1,189,294)
A2.04 Grove Landscaping	189,370
A2.05 Expanded Lobby	1,496,393
Subtotal	28,934,736
Soft Cost (20%)	5,786,947
Total Project Cost	**34,721,683**
Total Project Budget	33,500,000
Surplus(Deficit)*	(1,221,683)

Springfield Art Museum

Strategic Planning Committee Meeting Minutes

DATE: April 3, 2026

LOCATION: Meyer Alumni Center, Suite 303 TIME: 12:00 PM

Committee Members Present:

☐Nora Cox	☐ Lindsey McDaniel	☒ Misty Tollett
☒ Lindsey Kelsay	☐ Debra Mergen	☐ Mark Wheeler
☒ Mitzi Kirkland-Ives	☐ Amanda Stadler	

Staff Members Present: Nick Nelson (Museum Director), Mary Bozarth (City Attorney)

Others Present:

Call to Order: Meeting called to order at 12:04 PM

Director's Report:

ClearPoint Software: Museum Director, Nick Nelson provided the committee with an overview of the City's ClearPoint software used to track progress on the Strategic Plan and associated KPI. Nick shared a report that can be produced quarterly for the committee and the Board to share progress on each Strategic Plan goal. The committee reviewed the draft report and agreed that it would be helpful to use. Nick stated that he would update the report for current progress and provide to the board. Board members can also be provided with access to the ClearPoint software to check in on progress toward various goals and to see Museum updates. City Council will be given access to the software on April 13.

Capacity Plan: Nick presented the committee with a Capacity Plan that addresses Strategic Priority 3: Capacity Building. He stated that this section of the Strategic Plan calls for several plans that focus on how the Museum will operate in its new facility. The plan is structured around "Core Programs" that relate to the Museum's core competencies as well as various dimensions of "Organizational Health". Organizational Health Dimensions include: 1) Place, 2) Audience, 3) Relational, 4) Human, and 5) Financial. Core programs include: 1) Exhibitions, 2) Art Classes, 3) School Programs, and 4) Placemaking Initiatives. Nick explained each of these items and that the Capacity Plan includes additional plans focusing on each including a Maintenance Plan (forthcoming), a Multi-year Staffing Plan, and a Multi-year Financial Plan.

Nick provided the committee with an overview of challenges and opportunities the Museum has in the coming years. These include: 1) Unfunded pay plan improvements implemented by the City, 2) the need for the Museum to determine if admission fees will be pursued as a revenue source, and 3) the need for the Museum to move Endowment Funds held by the City to management by the Springfield Art Museum Foundation. The committee discussed the admission fee matter at length. Nick presented several pro-forma budgets that included or excluded admission revenues and the overall impact on staffing, operations, and services. The committee agreed that further discussion was needed on the matter.

DEAI Initiatives: Strategic Initiative 2-3 under Strategic Priority 2: Community Engagement calls for the Museum to "Create a DEAI Plan for the Museum with input from the City and community" meaning a Diversity, Equity, Accessibility, and Inclusion Plan. Considering recent Executive Orders impacting Federal Contractors, this initiative must be revised to ensure compliance. The committee discussed this issue and determined that the Museum Director should draft language that brings this initiative into compliance with the Executive Order and will present to the committee at their next meeting for consideration. With committee approval, the edits to the initiative will be presented to the Board for approval and revision of the Strategic Plan.

Adjournment: Meeting was adjourned at 1:15 PM.

Submitted by: Nick Nelson, Museum Director

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.

1-1a. This initiative 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

1-1b. This initiative 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.

1-1c. This initiative 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
- Overall Experience Rating (OER)
- Total number of people served

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)

Attachments

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.

1-2a. This initiative 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.

1-2b. This initiative 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.

1-2c. This initiative 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

1-3a. 1-3b. 1-3c. These initiatives 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.

1-3d. 1-3e. These initiatives 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.

1-3f. This initiative advanced significantly as 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
- Capital Improvements

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

1-5a. Continue work on development of plan ensuring adequate bandwidth for staff for successful completion.

1-5b. Work with CM@R, design team, and project management to establish project schedule and identify opening date.

1-5c. Work with Strategic Planning Committee and Art Museum Board to redraft this initiative to align with Executive Orders affecting federal contractors.

1-5d. Revise Code of Ethics and present to the Board prior to accreditation application.

1-5e. Prioritize submitting the re-accreditation extension request by May 1, ensuring all necessary documentation is prepared in advance.

1-5f. Incorporate community engagement and research into communication plans and rebranding plans and implement rebranding per Capacity Plan detailed in Strategic Goal 3: Capacity Building.

KPIs

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)

2-1. Build relationships with key partners to expand community inclusion, reach, and service.

Art Museum

Period

Mar-26

Description

The Museum is dedicated to broadening community inclusion, reach, and service through purposeful, strategic partnerships. Our focus is on quality over quantity, building relationships that offer mutual benefit, deepen engagement with key groups, and welcome new audiences. These partnerships will be designed for long-term impact and supported by formal structures that keep our institutions aligned and working toward shared goals. Partner advisory groups will further strengthen this effort by fostering ongoing dialogue and encouraging collaborative growth.

This Strategic Objective directly advances Council priorities:

• **Operational Excellence** by elevating the Museum's service to the community and strengthening the resources needed for long-term sustainability.
• **Economic Vitality** by positioning the Museum as a community catalyst that enhances livability, boosts quality of place, and drives public engagement.

Initiatives

- 2-1a. Evaluate existing partnerships/reach against near- and long-term goals.
  Art Museum | 7/1/25 - 7/31/25
- 2-1b. Develop/launch long-term partner advisory group.
  Art Museum | 7/1/25 - 8/31/25
- 2-1c. Formalize long-term partnerships.
  Art Museum | 7/1/25 - 8/31/25

Analysis

2-1a. This initiative is still under development and is in its very early stages due to uncertainty related to the timing and scope of the expansion and renovation project. With further definition related to long-term audience development and programming goals, this initiative will become more relevant.

2-1b. This initiative is dependent upon completion of 2-1a.

2-1c. This initiative is dependent upon completion of 2-1a. and 2-1b.

Recommendations

2-1a. This initiative should be refined based upon long-term audience development and programmatic goals as well as the completion of Phase 2 of the expansion and renovation project.

2-1b. This initiative should be refined based upon completion of 2-1a.

2-1c. This initiative should be refined based upon completion of 2-1a. and 2-1b.

KPIs

Owner

 Nick Nelson (Art Museum)

Attachments

Collaborators

2-2. Enhance and systematize our processes for gathering data from and about our audiences.

Art Museum

Period

Mar-26

Description

The Museum is becoming more data-driven to guide strategic decisions and strengthen transparency and community engagement. This objective advances those efforts, particularly as the Museum begins operations in its new facility.

This objective supports the following Council Priorities:

- **Operational Excellence:** Improves agility, efficiency, and transparency while supporting the long-term sustainability of City-owned facilities through proactive, well-aligned resource management.
- **Economic Vitality:** Enhances Museum services that improve livability and quality of place, helping attract and retain talent while increasing the Museum's impact in the community.

Initiatives

2-2a. Plan/develop short- and long-term visitor/audience entry processes to support data gathering.
Art Museum | 7/1/25 - 7/31/27

2-2b. Create plans for ongoing audience feedback and information sharing through regular public meetings, foc...
Art Museum | 7/1/25 - 7/31/25

2-2c. Create audience studies plan focused on the use of the new Museum by visitors.
Art Museum | 7/1/25 - 6/30/27

2-2d. Formalize data hygiene policies and procedures.
Art Museum | 7/1/25 - 7/31/25

Analysis

2-2a. This initiative is currently under development and will continue to be refined as the Museum approaches completion of Phase 2 design and through the procurement of the Customer Relationship Management (CRM) platform.

2-2b. & 2-2c. The Museum started intensive work on these initiatives in the last year but they have been on hold due to uncertainty related to the completion of the expansion and renovation project.

2-2d. This initiative will be incorporated into the Audience Studies Plan, which will be added to the Capacity Plan.

Recommendations

2-2a. The Museum should prioritize this initiative in light of Phase 2 moving forward as the entryway will impact visitor intake significantly.

2-2b. & 2-2c. The Museum should recommit to these initiatives and advance them along with initiatives under "Goal 1-2: Build excitement for the transformed Museum" and initiative "1-5f. Complete a rebranding of the Museum."

2-2d. This initiative should be incorporated into the Audience Studies Plan, which will be added to the Capacity Plan.

KPIs

Owner


Nick Nelson (Art Museum)

Attachments

Collaborators

2-3. Create a DEAI Plan for the Museum with input from City and community.

Art Museum

Period

Mar-26

Description

This goal is under review regarding compliance with Executive Orders impacting federal contractors.

Initiatives

2-3a. Establish a DEAI task force of diverse community stakeholders to inform plan development/help monitor ...
Art Museum | 8/1/25 - 8/1/26

Analysis

This goal is under review regarding compliance with Executive Orders impacting federal contractors.

Recommendations

This goal is under review regarding compliance with Executive Orders impacting federal contractors.

KPIs

Owner

Nick Nelson (Art Museum)

Attachments

Collaborators

3-1. Enact strategies to diversify revenue.

Art Museum

Period

Mar-26

Description

The Museum is continuing to diversify its revenue to support long-term stability and growth. Over the past decade, we have built fundraising and development capacity and expanded our earned revenue. As we open our new facility, additional resources will be essential to expand services and fully leverage this investment. A mix of revenue sources, combined with long-term financial planning, will strengthen operations, ensure sustainability, and support a high level of service to the community.

This Strategic Objective supports the following Council Priorities:

- **Operational Excellence:** Improves agility, efficiency, and transparency while supporting long-term sustainability through proactive, well-aligned resource planning.
- **Economic Vitality:** Sustains and enhances Museum services that improve livability and quality of place, helping attract and retain talent and increasing the Museum's community impact.

Initiatives

- 3-1a. Develop and implement plans to expand philanthropic support.
  Art Museum | 7/1/25 - 6/30/29
- 3-1b. Identify and act on opportunities to sustain and grow public support.
  Art Museum | 7/1/25 - 7/31/25
- 3-1c. Define revenue diversification plan including earned revenue.
  Art Museum | 7/1/25 - 6/30/29
- 3-1d. Engage in long-term budgeting/establish a multi-year budget process including pro-forma budgets for clo...
  Art Museum | 10/1/25 - 9/19/30

Analysis

The Art Museum has drafted a Capacity Plan that addresses growing philanthropic support and public support. It also addresses revenue diversification and earned revenue and presents multi-year pro-forma budgets included in a Multi-Year Financial Plan. This Capacity Plan can be downloaded in the attachements section of this page.

3-1a. The Springfield Art Museum Foundation has adopted a 5-year Strategic Plan that defines goals for philanthropic support for the Art Museum as well as the steps necessary to achieve these goals. Elements of the Foundation's Strategic Plan are incorporated into the Capacity Plan.

3-2b. The Museum continues to explore opportunities to sustain and grow public support. The Capacity Plan has been presented to the Art Museum Board and general discussions have begun regarding public support and what opportunities and challenges are associated. The Museum Director continues discussions regarding the Art Museum's short-term and long-term needs with the City Manager's Office.

3-1c. A revenue diversification plan that addresses earned revenue is included in the Capacity Plan.

3-1d. Multi-year budgets are included in the Capacity Plan. The Museum must continue working to incorporate multi-year budgeting in future budget years.

Recommendations

3-1a. Work to support the success of the Springfield Art Museum Foundation and its 5-year Strategic Plan. Implement points in the Capacity Plan including establishing true endowments for the Art Museum by moving the Art Museum Endowment Fund under the management of the Foundation.

3-1b. Work to strengthen collaborations between the Springfield Art Museum Foundation, Art Museum Board, City Manager's Office and other relevant City departments to identify and act on opportunities for continued and expanded public support.

3-1c. Continue work on planning and capacity building for enhanced earned revenue and revenue diversification when the new facility opens. Beta test retail and concessions at various outreach events including On the Lawn as time and resources allow.

3-1d. Continue the implementation of multi-year budgets as a planning tool making adjustments as needed.

KPIs

Revenue Sources (%)

Owner

Nick Nelson (Art Museum)

Attachments

Springfield Art Museum_Capacity Plan_2026-0...

Collaborators

3-2. Strengthen relationships with Museum supporting and auxiliary groups.

Art Museum

Period

Mar-26

Description

The Museum maintains strong partnerships with its support groups, including its primary partner, the Springfield Art Museum Foundation, and its founding support group, the Southwest Missouri Museum Associates (SMMA). Sustaining collaborative relationships with these organizations is essential to strengthening the Museum as a whole. Both groups will play critical roles as the Museum expands philanthropic support and diversifies revenue. Ensuring that these organizations can grow alongside the Museum will be vital to its future success.

This Strategic Objective advances the following Council Priorities:

- **Operational Excellence:** Enhances agility, efficiency, and transparency by supporting long-term sustainability through proactive, well-aligned resource planning.
- **Economic Vitality:** Strengthens Museum services that improve livability and quality of place, helping attract and retain talent while increasing the Museum's community impact.

Initiatives

3-2a. Review and update MOUs with SMMA and FOSAM/The Springfield Art Museum Foundation.
Art Museum | 4/10/24 - 1/16/26

3-2b. Enhance relationships between support group leadership and the Museum staff and Board.
Art Museum | 8/1/25 - 10/30/26

Analysis

3-2a. The Art Museum is in the process of finalizing a Cooperative Agreement with the Springfield Art Museum Foundation and has a standing agreement with SMMA, however the agreement with SMMA has not been reviewed for many years.

3-2b. The Springfield Art Museum Foundation has recently hired an Executive Director and has adopted a 5-year Strategic Plan. More work should be done to further this initiative as both organizations continue to grow.

Recommendations

1. Review and update the existing agreement with SMMA to ensure it reflects current needs and goals, fostering stronger collaboration.
2. Collaborate with the Springfield Art Museum Foundation's new Executive Director to align strategic goals and initiatives, leveraging their 5-year Strategic Plan for mutual growth.

KPIs

Collaborators

Attachments

Owner

 Nick Nelson (Art Museum)

3-3. Define and secure future human resources (staff, board and volunteer needs).

Art Museum

Period

Mar-26

Description

The Museum is committed to ensuring it has the staff, board members, and volunteers needed for long-term success, especially as it prepares to open its new facility. This includes meeting organizational needs while also supporting the well-being and development of the people who contribute to its mission. The Museum aims to foster a positive work environment grounded in trust, respect, and high levels of satisfaction and productivity.

To achieve this, the Museum will focus on attracting, developing, and retaining talented Board members, staff, and volunteers. It will actively cultivate a culture of belonging, engagement, and commitment among all internal stakeholders.

This Strategic Objective supports the following Council Priorities:

- **Operational Excellence:** Strengthens agility, efficiency, and transparency through proactive, well-aligned resource planning that enhances long-term sustainability.
- **Economic Vitality:** Enhances Museum services that improve livability and quality of place, helping attract and retain talent while expanding the Museum's impact in the community.

Initiatives

- 3-3a. Collaborate with HR to design succession, retention and development plans for all staff.
  Art Museum | 7/1/25 - 7/31/25
- 3-3b. Work with the City's employee recruitment process and community partners to cast the widest possible n...
  Art Museum | 7/1/25 - 6/30/29
- 3-3c. Develop and implement strategies to promote a staff-forward culture throughout the closure and to contin...
  Art Museum | 7/1/25 - 6/30/29

Analysis

The Art Museum has drafted a Capacity Plan that addresses future staffing needs and staffing plans and includes a Multi-year Staffing Plan and multi-year pro-forma budgets that incorporate future personnel costs. This Capacity Plan can be downloaded in the attachements section of this page.

3-3a. The Museum has drafted a Multi-year Staffing Plan that addresses future staffing needs as well as a Career Advancement and Succession Plan. This plan has been shared with the Art Museum Board and the City Manager's Office but has not been shared with HR. Feedback from HR and Finance are needed.

3-3b. This initiative will be dependent on the implementation of the Multi-year Staffing Plan and Career Advancement and Succession Plan. The Museum has begun working to recruit volunteers through the City's SGF Ambassadors program using GivePulse as its platform for volunteer recruitment and management.

3-3c. The Museum has established a Staff Development Team tasked with organizing staff activities including staff meetings, outings, team-building activities, etc. Ultimately, the best way to achieve this initiative is to ensure that the Museum is adequately staffed to ensure that employees have adequate work/life balance, feel less stress and burn-out, and can excel based on focused assignments that utilize their strengths and interests. Additionally, having ample opportunities and budget for professional development as well as corresponding advancement opportunities are essential for promoting a staff-forward culture.

Recommendations

3-3a. Continue working to implement the Multi-year Staffing Plan. Coordinate with City HR and Finance Departments to ensure alignment with City policy and other regulations.

3-3b. Continue plans for talent recruitment including Board and volunteers. Implement Career Advancement and Succession Plan to ensure internal talent is developed. Continue refining volunteer opportunities and planning as the Museum approaches completion of its new facility.

3-3c. Continue growth of Staff Development Team and provide support for professional development opportunities for individual staff members as well as group opportunities. Continue work on Career Advancement and Succession Plan to provide staff with growth opportunities.

KPIs

Owner

Nick Nelson (Art Museum)

Attachments

Springfield Art Museum_Capacity Plan_2026-0...

Collaborators

3-4. Identify and implement tools, training and support to facilitate our success.
Art Museum

Period

Mar-26

Description

The Museum is committed to ensuring it has the tools, technology, equipment, training, and maintenance plans needed for long-term success as it prepares to open its new facility. This includes systems for data management such as a Customer Relationship Management (CRM) platform and software for facility operations. Establishing a plan for long-term maintenance is also a priority. In addition, the Museum will continue strategic planning and will be ready to develop a new strategic plan at the conclusion of the current planning period.

This Strategic Objective advances the following Council Priorities:

- **Operational Excellence:** Enhances agility, efficiency, and transparency by supporting long-term sustainability through proactive, well aligned resource planning.
- **Economic Vitality:** Strengthens Museum services that improve livability and quality of place, helping attract and retain talent while increasing the Museum's community impact.

Initiatives

- 3-4a. Identify/enact a plan to address equipment, technology, tool gaps (e.g., CRM/financial).
  Art Museum | 7/1/25 - 6/30/26
- 3-4b. Identify and enact a plan to address gaps in staff and/or volunteer training and development.
  Art Museum | 7/1/25 - 7/31/25
- 3-4c. Procure CRM software, execute data transfer and train staff on its use.
  Art Museum | 11/1/25 - 11/30/25
- 3-4d. Develop/implement proactive long-term maintenance plans for building and grounds.
  Art Museum | 9/1/25 - 11/30/26
- 3-4e. Complete a new Strategic Plan for period immediately following this planning period.
  Art Museum | 7/1/25 - 6/30/29

Analysis

3-4a. As the Museum approaches final design work for Phase 2 of the renovation and expansion project, this initiative will become more defined. The Museum will need to determine whether these needs should be incorporated into the Capacity Plan or will be addressed via long-term budgeting process.

3-4b. The Museum should formalize training programs in alignment with the Career Advancement and Succession Plan utilizing the CityLearn platform. Work on this should commence immediately, but may be dependent upon the formal adoption or action on the Multi-year Staffing Plan.

3-4c. The Springfield Art Museum Foundation is leading efforts to procure a CRM. To date, an RFQ has been drafted and is being prepared for issuance by the Foundation. A committee made up of Museum staff, board members, the Foundation's Executive Director, and Foundation board members is being formed to review proposals. The goal is to have the CRM acquired by Fall 2026.

3-4d. This initiative is underway with the Maintenance Plan being incorporated into the Capacity Plan. The Museum is waiting to finalize all Phase 2 equipment to fully understand maintenance needs and to finalize the plan.

3-4e. This initiative will become more relevant as the Museum approaches the end of this planning period.

Recommendations

3-4a. Incorporate this initiative into the FFE budgets for Phase 2 of the expansion and renovation project as well as long-term budgeting processes.

3-4b. Work with the Staff Development Team and conduct employee assessments to determine training needs in alignment with the Capacity Plan and Career Advancement and Succession Plan for staff. Work to develop materials and curriculum in CityLearn platform to assist with this effort.

3-4c. Assist the Foundation with procurement of the CRM. Ensure all cooperative agreements and financial agreements are completed for success and ensure data transfer is successful.

3-4d. Continue gathering information regarding critical equipment and systems to assist with completion of the Maintenance Plan.

3-4e. Continue operationalizing the current strategic plan and begin planning for next planning period by calendar year 2029.

KPIs

Owner

Nick Nelson (Art Museum)

Attachments

Springfield Art Museum_Capacity Plan_2026-0...

Collaborators

Springfield ART Museum

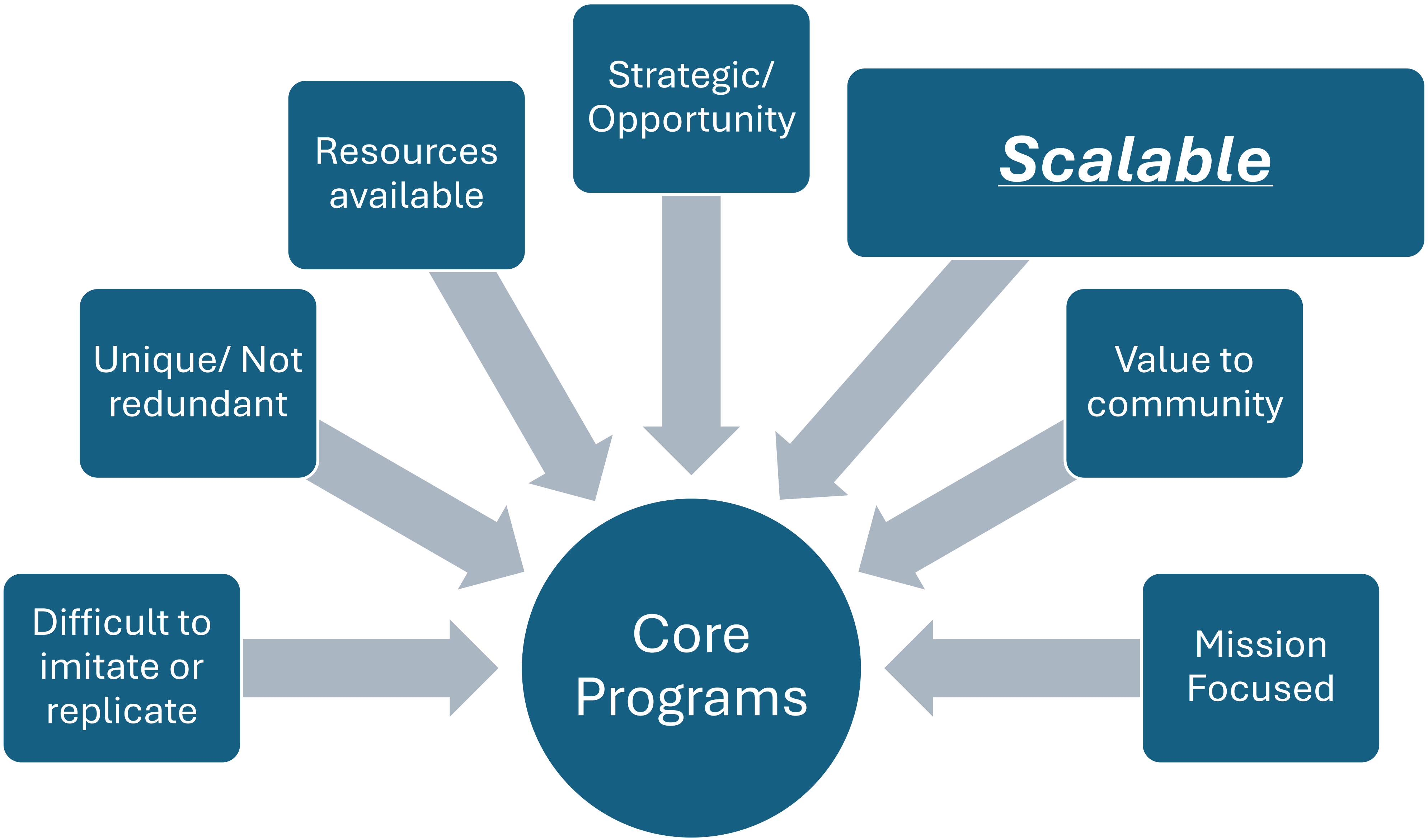
ENJOY. LEARN. CREATE.

ClearPoint Strategy

- https://app.clearpointstrategy.com/#/index/?layoutId=441341&object=scorecard&periodId=343626&scorecardId=182181

Capacity Plan Overview

- Addresses operations once the Museum reopens.
- Focuses on Core Programs related to the Museum's core competencies including:
  - Exhibitions
  - Art Classes
  - School Programs
  - Placemaking Initiative
- Structure based on organizational health dimensions:
  - Place
  - Audience
  - Relational
  - Human
  - Financial


Strategic/ Opportunity
Resources available
Scalable
Unique/ Not redundant
Value to community
Difficult to imitate or replicate
Core Programs
Mission Focused

Scalability is key

Core Programs			
Exhibitions	Classes	School Programs	Place Making

Core Programs

Exhibitions

- Collection exhibitions

Classes

- Adult & Kids Classes
- Art Camps

School Programs

- 5th Grade Field Trips
- Other field trips and school-based programs like AFPA

Place Making

- Activating the Outdoors
  - Pops in the Park
  - Creek Clean-ups
- Low-impact activations (ex. Lawn games, food trucks, “date nights”, etc.)

Core Programs

Exhibitions

- Traveling exhibitions
- Collection exhibitions
- Commissioned works
- Outdoor sculpture/Public art
- Expanded interpretive programs
- ???

Classes

- Adult & Kids Classes
- Art Camps
- Workshops by visiting artists/Artist Residencies
- Lecture-based classes or series
- ???

School Programs

- 5th Grade Field Trips
- Other field trips and school-based programs
- Rural programs including in-school presentations
- Teacher/Educator resource center
- ???

Place Making

- Activating the Outdoors
  - Pops in the Park
  - Creek Clean-ups
  - Nature-based programs
  - Summer concert series
  - Outdoor theater
- Indoor activations
  - String Quartets
  - ???

Organizational Health Dimensions

- **Place**
  - **Are the Museum's building and grounds safe, attractive, and functional?**
  - Use technology and data to optimize building performance.
  - Ensure long-term sustainability of the facility.
  - Maintain adequate staffing levels to ensure attractiveness, safety, and functionality of the building and grounds.
- **Audience**
  - **Does the Museum understand and meet the needs of new and existing audiences?**
  - Fill staffing vacancies and create new staff positions to support Audience Development efforts.
  - Define Art Museum target audiences and align brand strategy to these audiences.
  - Use technology and data to optimize audience development and loyalty.
  - Systemize how we collect and process audience feedback and incorporate into institutional planning.
  - Ensure adequate resources are available to grow new and existing audiences.
  - Continue building audience-centered culture.

Organizational Health Dimensions

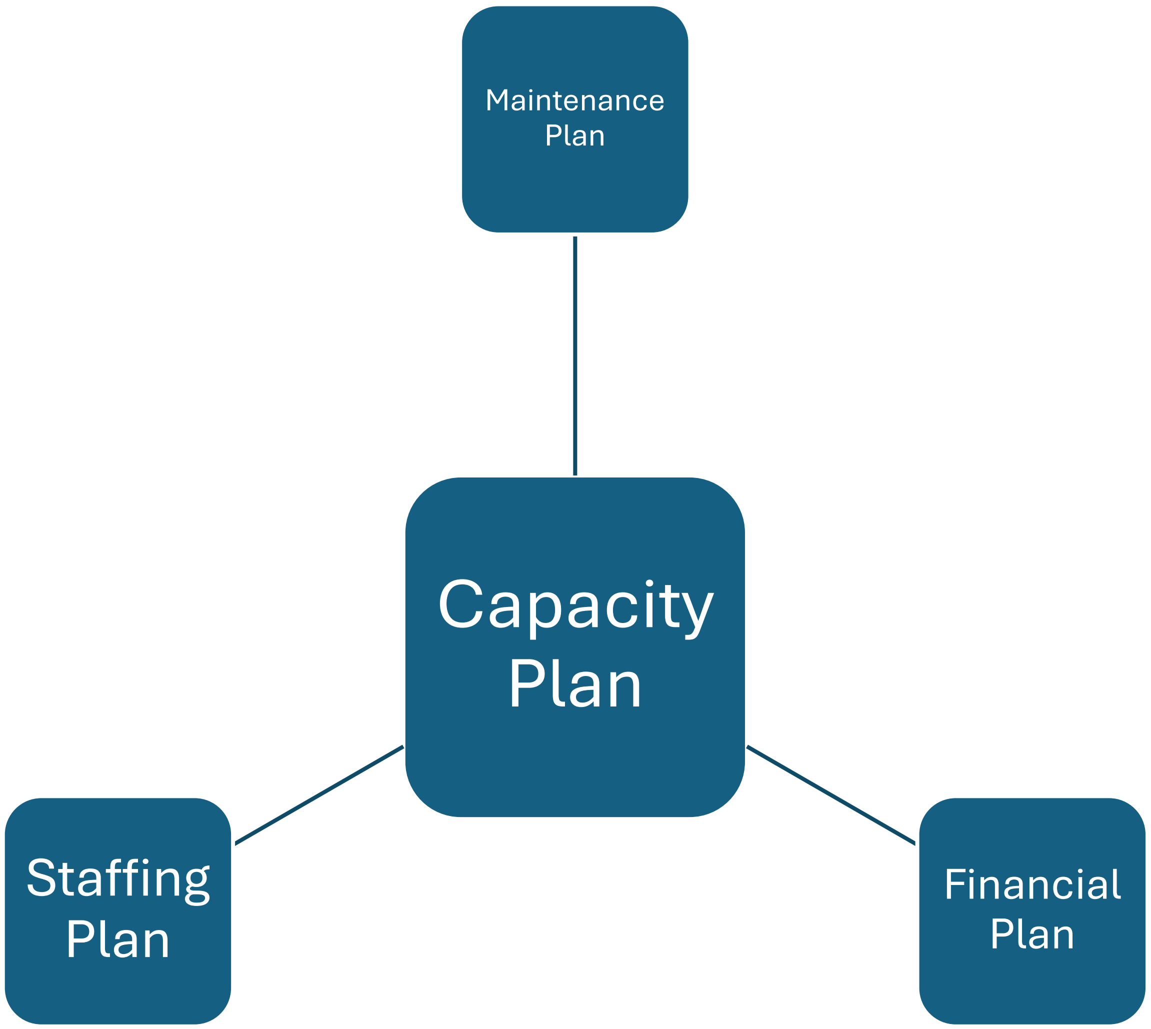
- **Relational**
  - **<u>Does the Museum foster mutually beneficial and strategically aligned partnerships?</u>**
  - Identify and build relationships with key partners to advance strategic priorities
  - Create opportunities for greater engagement between the Art Museum and partner organizations
- **Human**
  - **<u>Does the Museum foster a positive work environment and a culture of trust, respect, and high levels of work-place satisfaction and productivity?</u>**
  - 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.
  - Invest in Board engagement and identify ways to further integrate Board participation in the Art Museum’s mission and programs.
  - Develop and implement a volunteer program to meet the needs of the Art Museum while developing a community of committed supporters.
  - Establish mechanisms for Board, staff, and volunteer feedback.

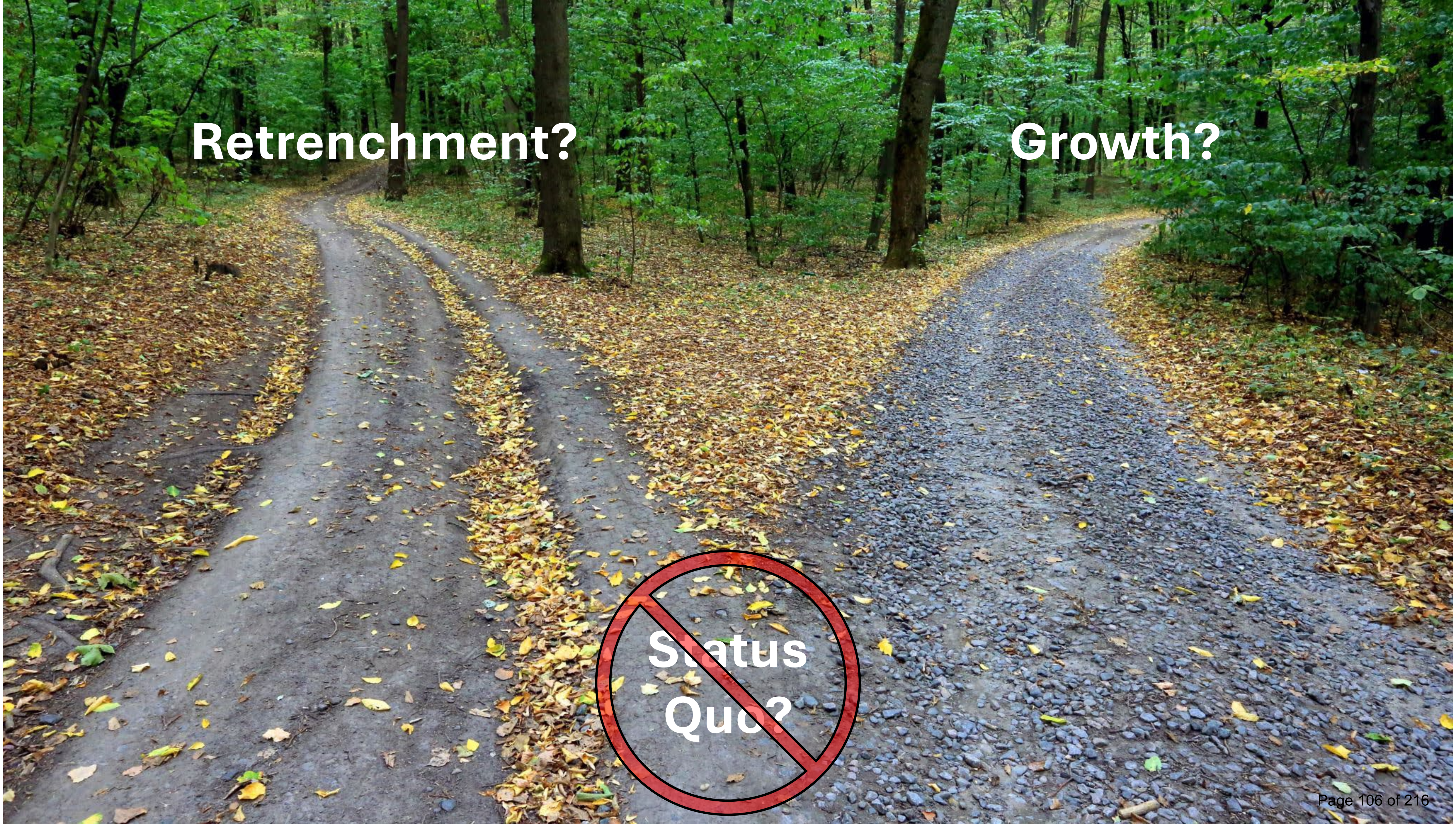
Organizational Health Dimensions

- **Financial**
  - **<u>Does the Museum the have the financial resources needed to meet its mission, deal with emergencies, and ensure long-term growth?</u>**
  - Monitor financial health and manage structural challenges
  - Pursue opportunities to expand public support
  - Strengthen coordination and alignment with the Foundation to expand membership and philanthropic support.
  - Expand earned revenue from classes and fee-based programs
  - Establish retail as a meaningful and consistent revenue stream through staffing and budget development.
  - Pursue opportunities to establish facility rentals as a consistent revenue stream.
  - Explore the feasibility of admission charges for special exhibitions and if feasible, develop the systems to ensure success.
  - Establish a true endowment for the Museum through the Foundation.
  - Support expanded programming and visitor services.
  - Maintain and protect the facility and grounds

A Plan of Plans

- Maintenance Plan (Place) addresses how the facility will be maintained.
- Staffing Plan (Human) addresses what human resources will be necessary.
- Financial Plan (Financial) addresses the resources necessary for success and how we acquire them.




Retrenchment?
Growth?
Status
Quo?

Opportunities, Threats, & Decision-Points

Unfunded Pay Plan Improvements

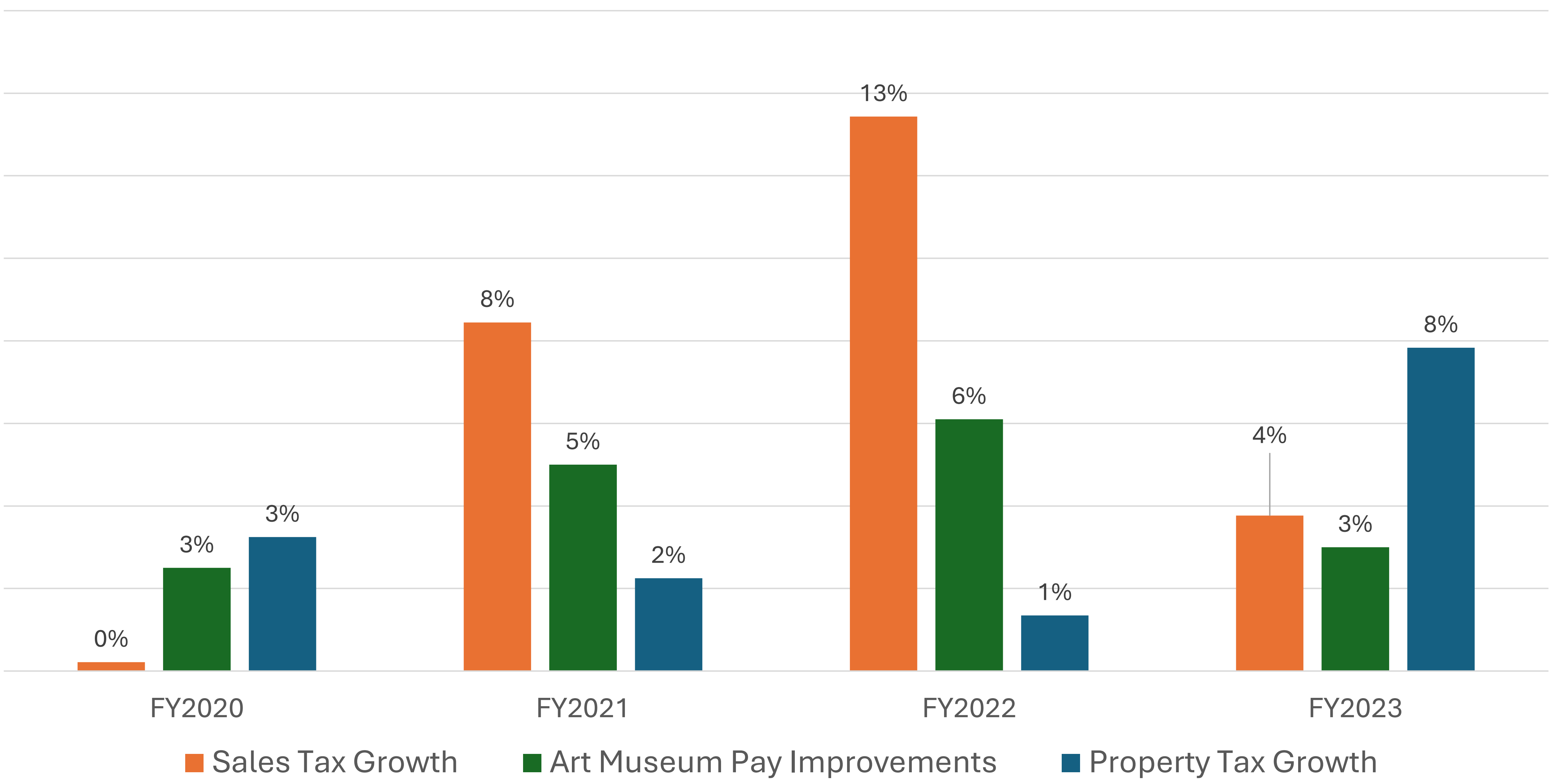
- Pay plan increases are tied to sales tax performance, not property tax growth—leaving no matching revenue for the Museum.
- A “Pay Plan Contingency” has been added to cover future unfunded expenses.
- This contingency strains the ability to balance the budget while meeting future staffing needs.

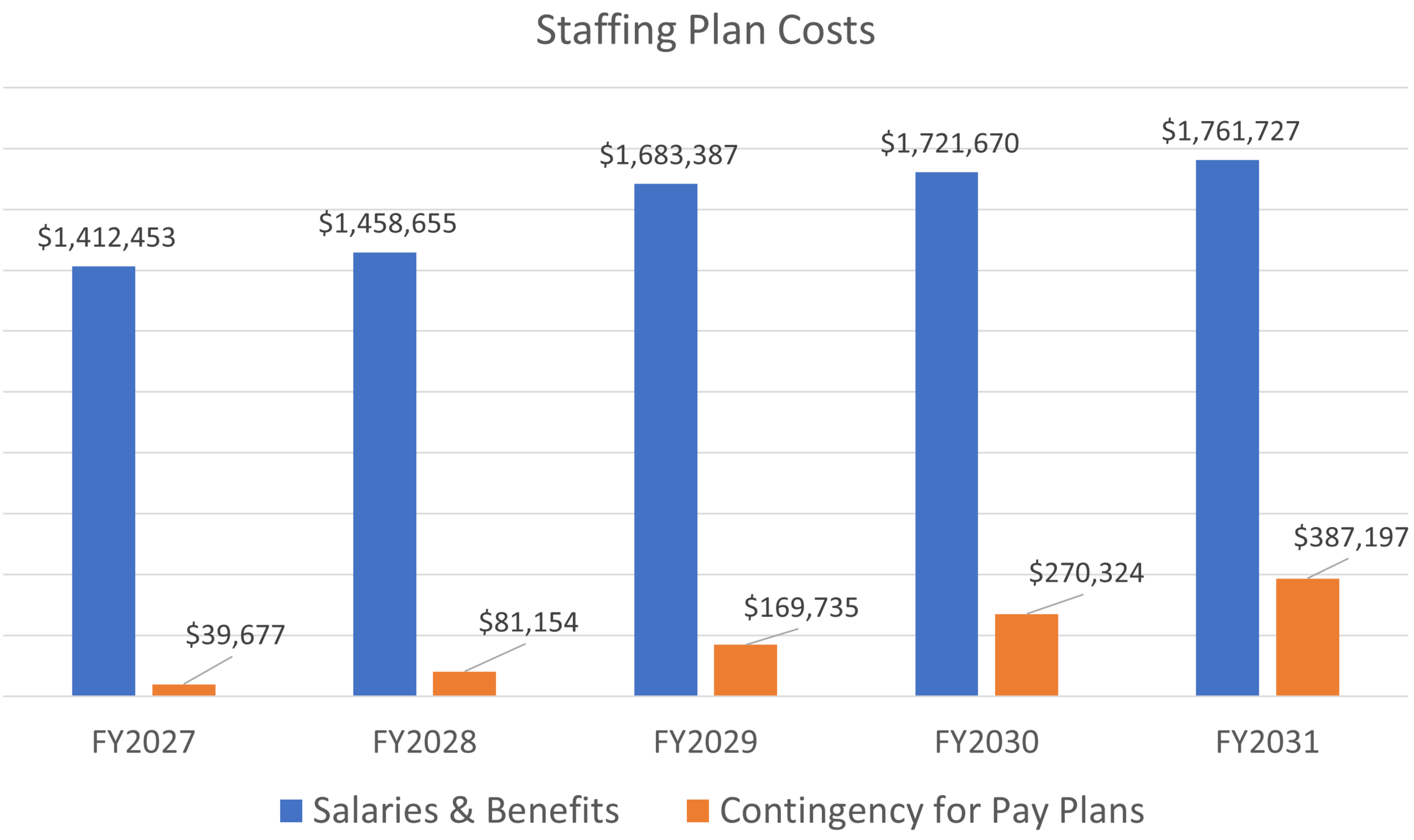
Admission Fees

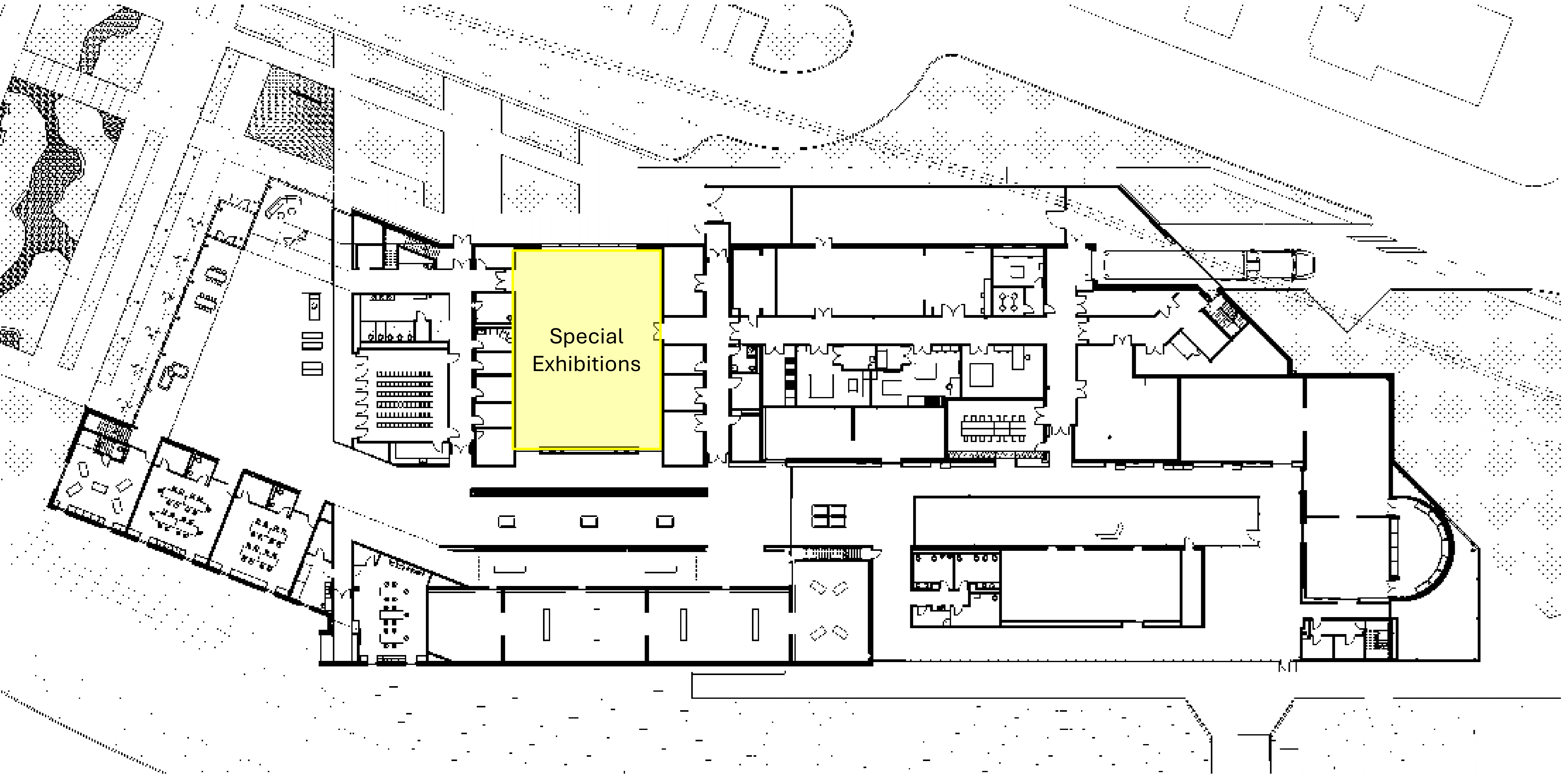
- General admission is prohibited by City Charter; temporary fees require City Council approval.
- Introducing fees is likely to generate internal and external controversy.

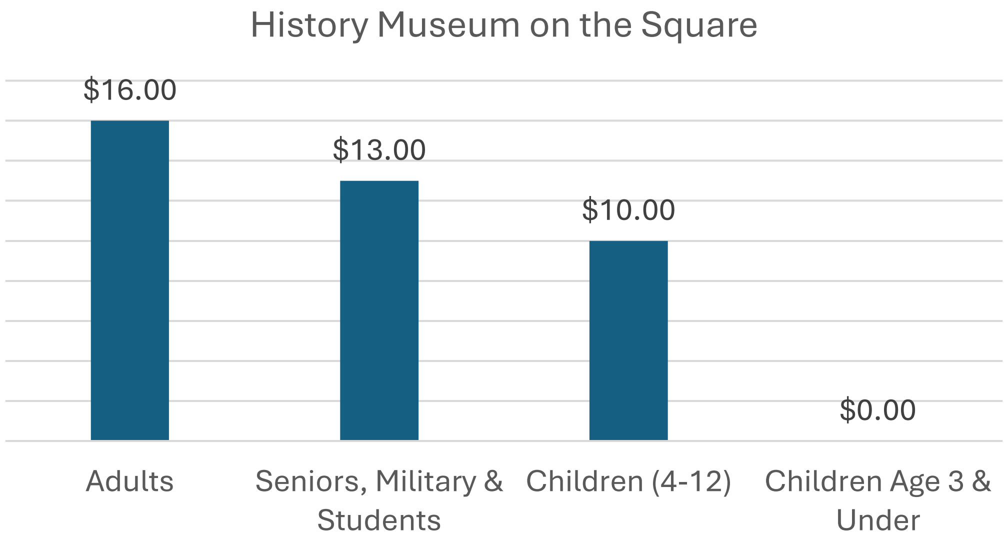
Art Museum Endowment Fund

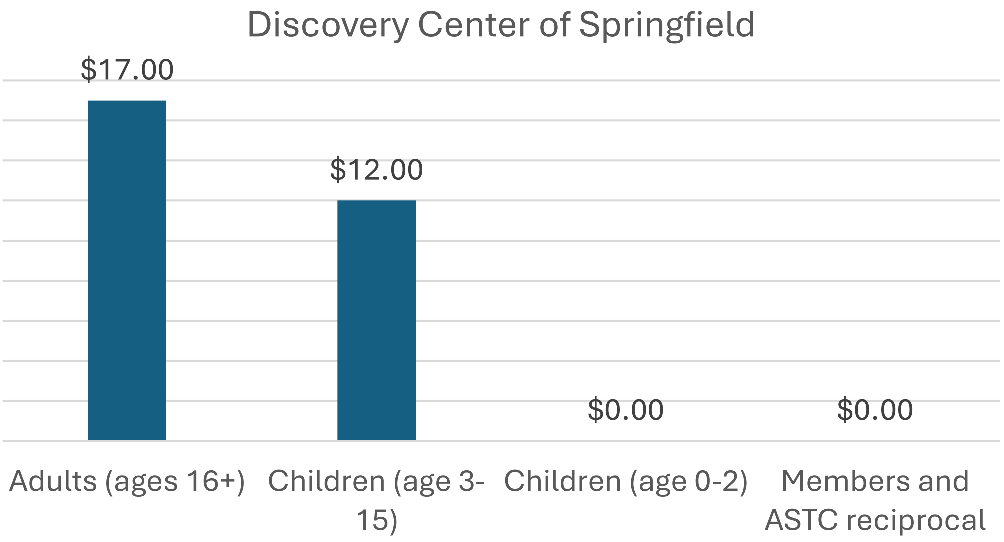
- The Museum has a quasi-endowment established in 1998 that could be better utilized.
- Funds are currently invested only in treasuries and could generate more growth if invested differently.
- Support is sought to move management of the fund to the Springfield Art Museum Foundation for growth-oriented investment.

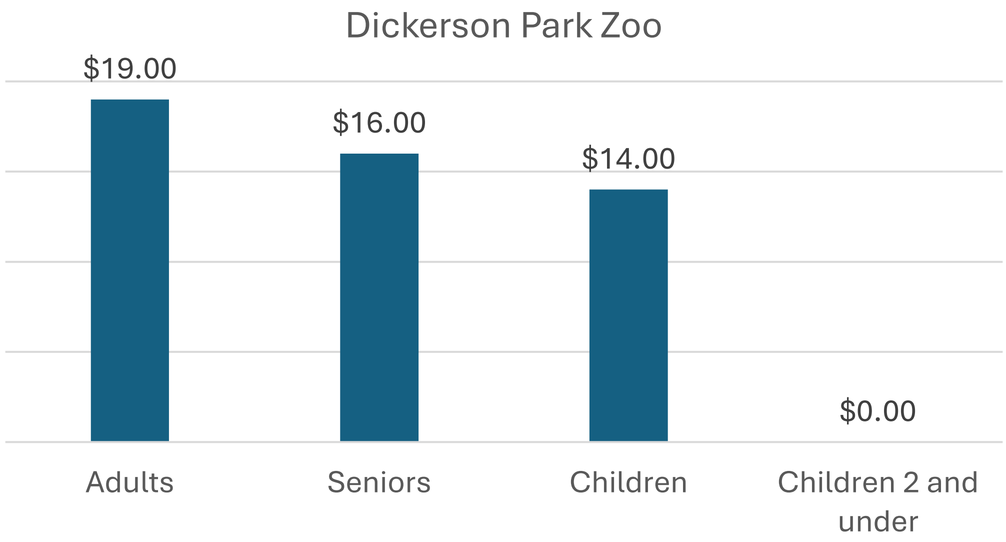

0%
3%
3%
8%
5%
2%
13%
6%
1%
4%
3%
8%
FY2020
FY2021
FY2022
FY2023
Sales Tax Growth
Art Museum Pay Improvements
Property Tax Growth

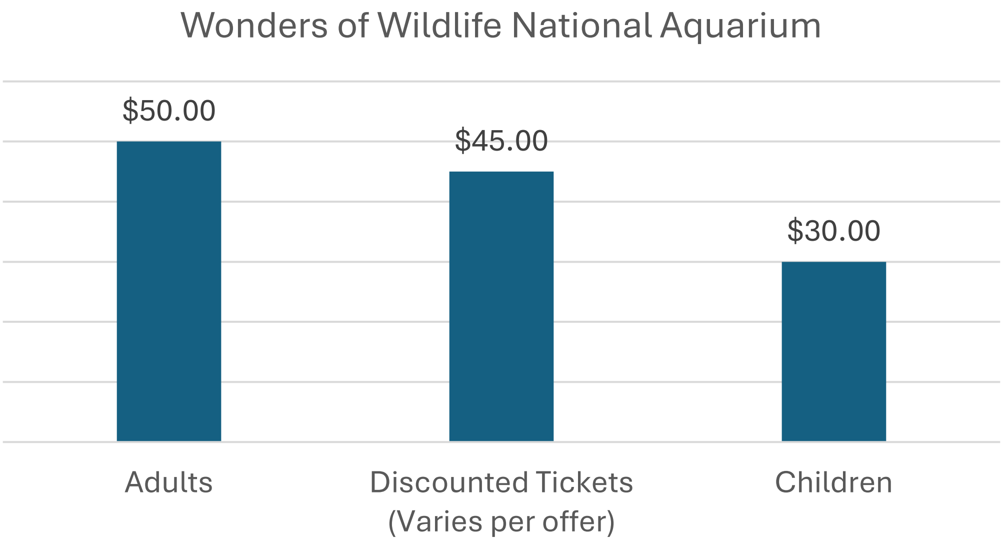

Staffing Plan Costs
$1,412,453
$39,677
$1,458,655
$81,154
$1,683,387
$169,735
$1,721,670
$270,324
$1,761,727
$387,197
FY2027
FY2028
FY2029
FY2030
FY2031
Salaries & Benefits
Contingency for Pay Plans

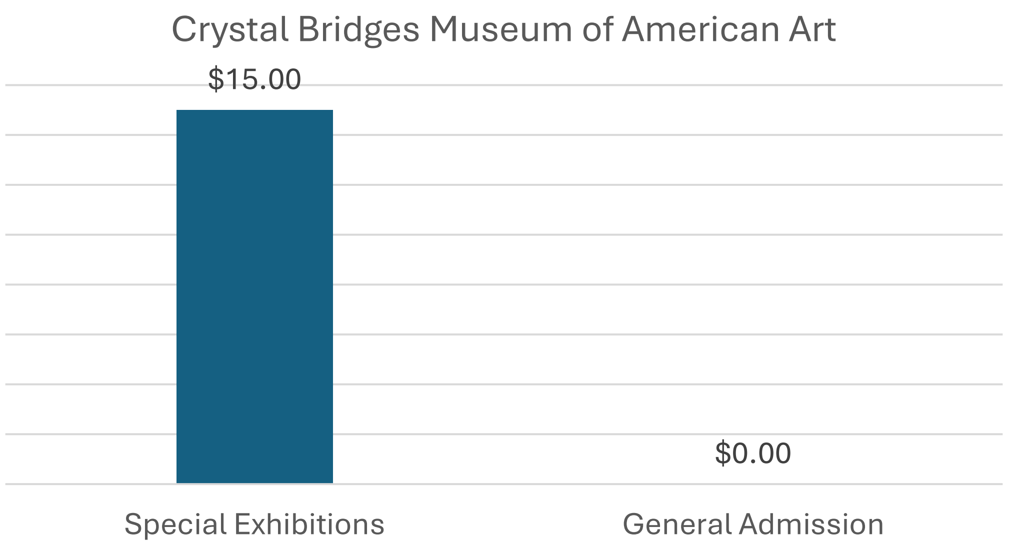

Special
Exhibitions

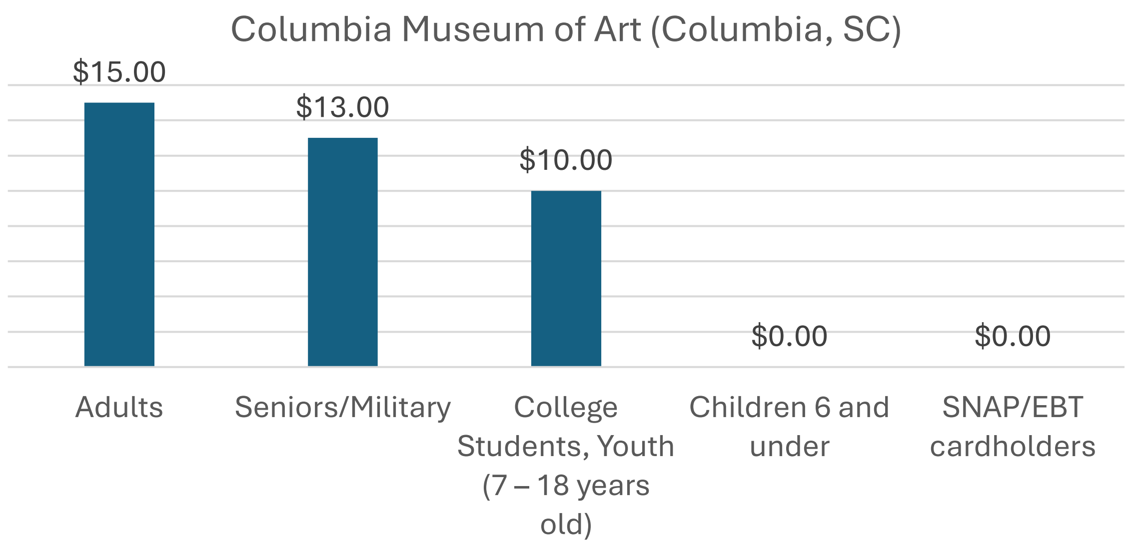

History Museum on the Square
$16.00
$13.00
$10.00
$0.00
Adults
Seniors, Military & Students
Children (4-12)
Children Age 3 & Under

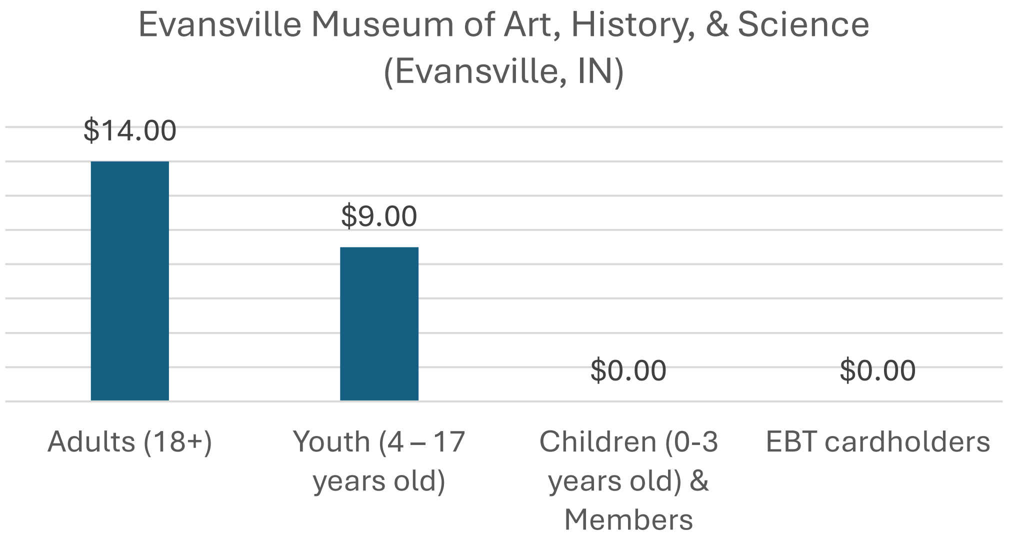

Discovery Center of Springfield
$17.00
$12.00
$0.00
$0.00
Adults (ages 16+)
Children (age 3-15)
Children (age 0-2)
Members and ASTC reciprocal

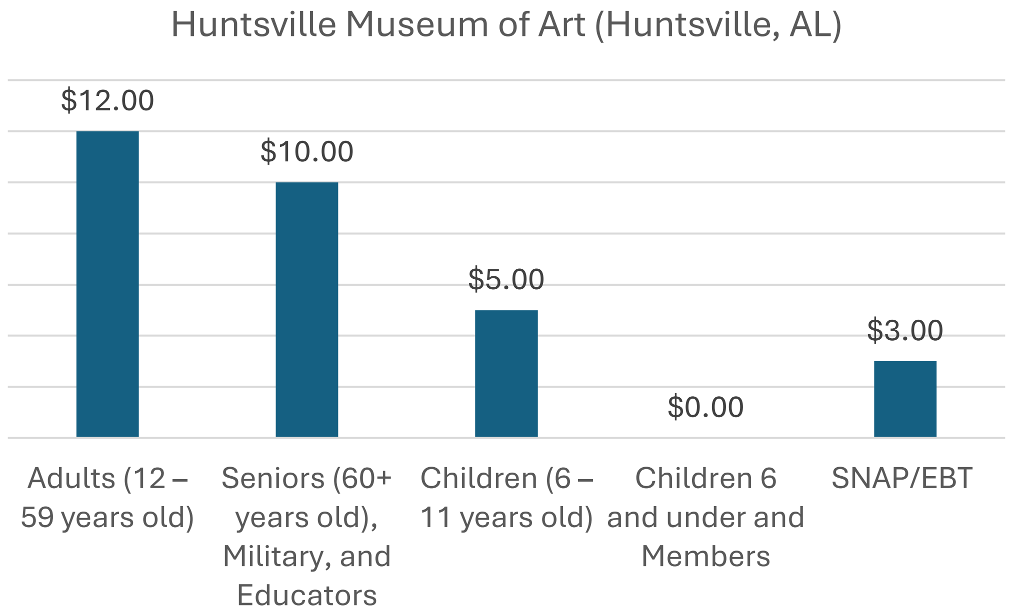

Dickerson Park Zoo
$19.00
$16.00
$14.00
$0.00
Adults
Seniors
Children
Children 2 and under

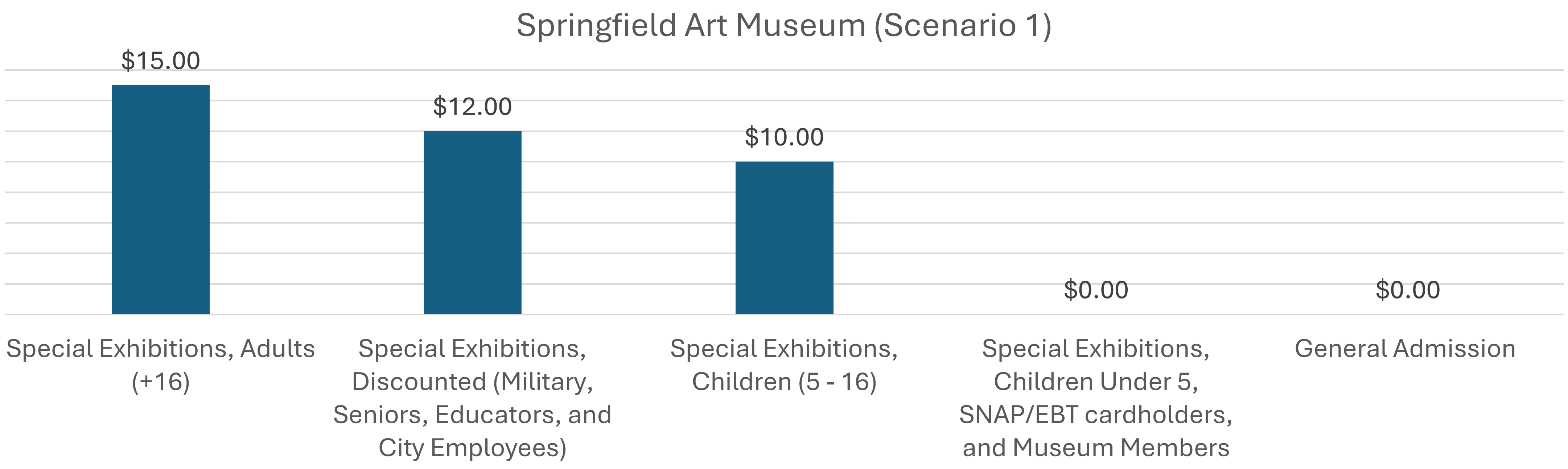

Wonders of Wildlife National Aquarium
$50.00
$45.00
$30.00
Adults
Discounted Tickets (Varies per offer)
Children


Crystal Bridges Museum of American Art
$15.00
$0.00
Special Exhibitions
General Admission


Columbia Museum of Art (Columbia, SC)
$15.00
$13.00
$10.00
$0.00
$0.00
Adults
Seniors/Military
College Students, Youth (7 – 18 years old)
Children 6 and under
SNAP/EBT cardholders


Evansville Museum of Art, History, & Science (Evansville, IN)
$14.00
$9.00
$0.00
$0.00
Adults (18+)
Youth (4 – 17 years old)
Children (0-3 years old) & Members
EBT cardholders


Huntsville Museum of Art (Huntsville, AL)
$12.00
$10.00
$5.00
$0.00
$3.00
Adults (12 – 59 years old)
Seniors (60+ years old), Military, and Educators
Children (6 – 11 years old)
Children 6 and under and Members
SNAP/EBT



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

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

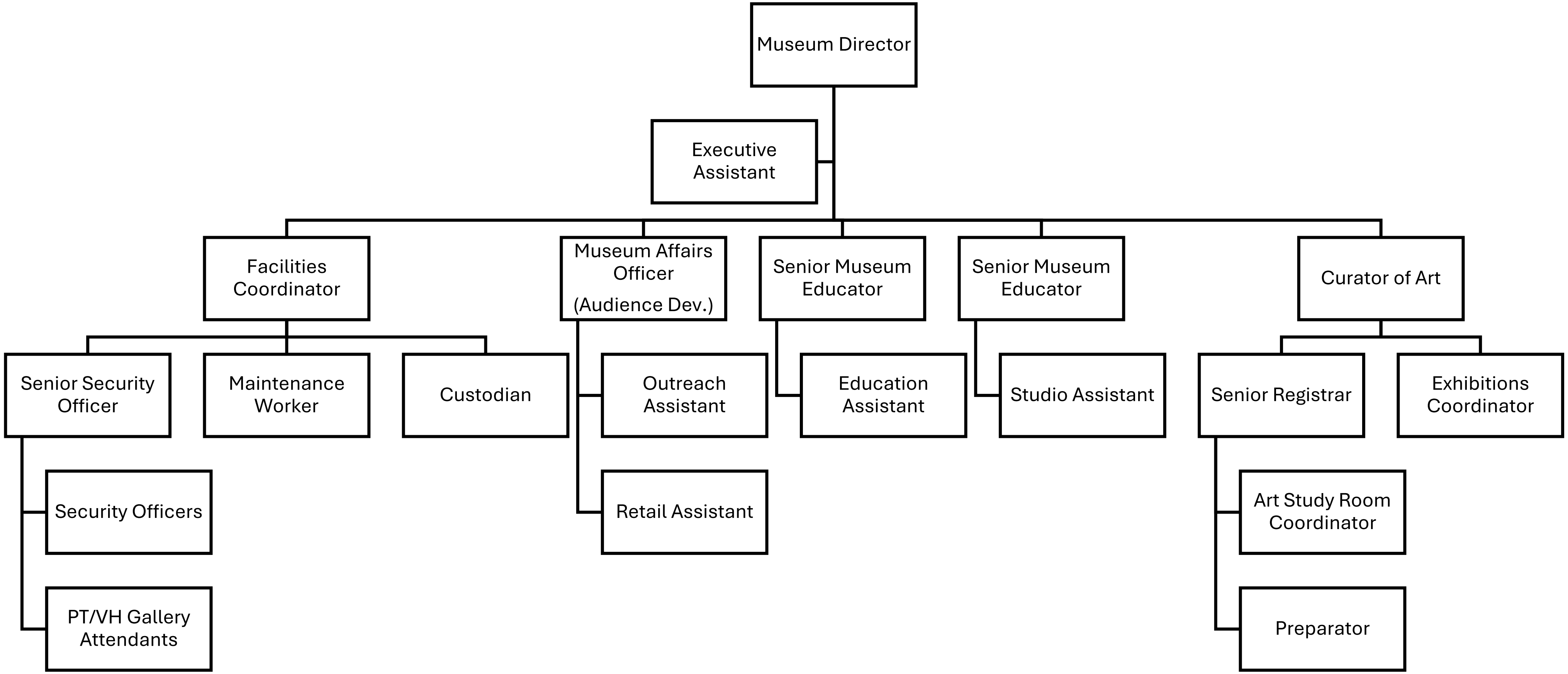
Scenario 1: Full Staffing with Expanded Programs and Admission Revenue

Scenario 2: Full Staffing with Expanded Programs less Admission Revenue

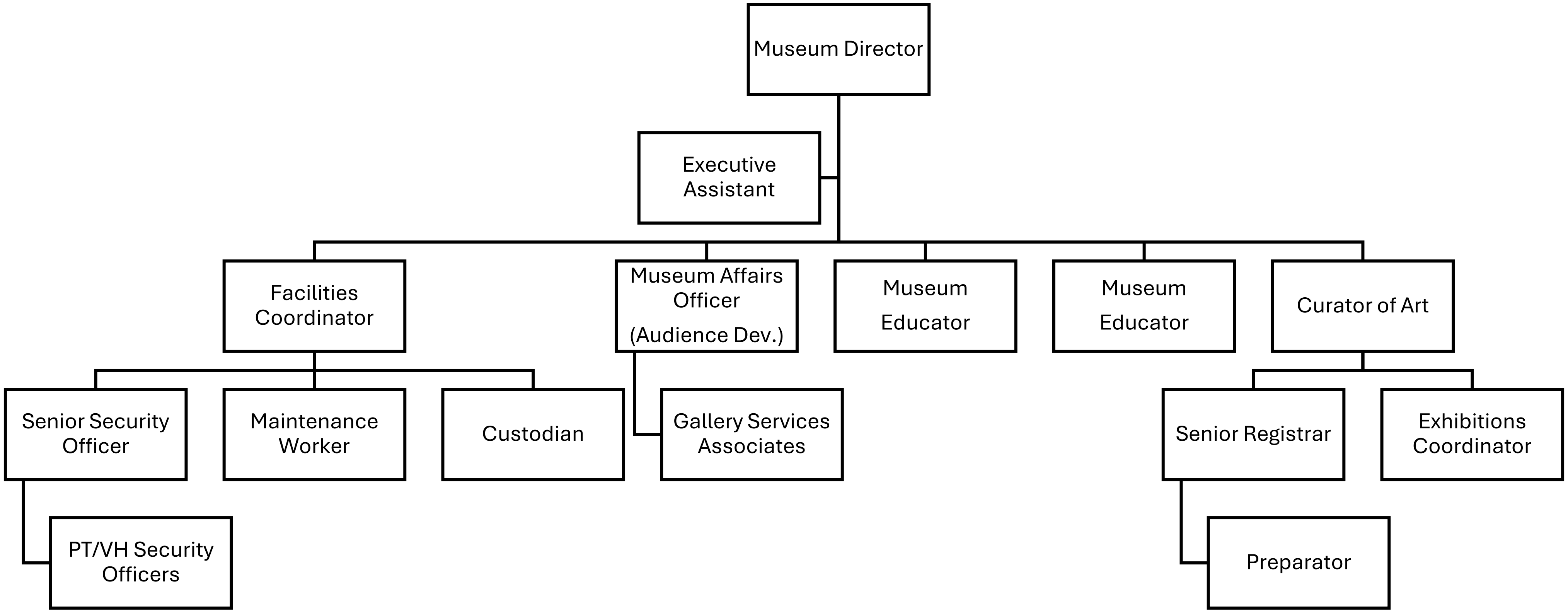
Scenario 3: Lean Staffing with Expanded Programs less Admission Revenue

Scenario 4: Lean Staffing with Lean Programs less Admission Revenue

Full Staffing



Lean Staffing



Scenario 1: Full Staffing with Expanded Programs and Admission Revenue

	FY2027	FY2028	FY2029	FY2030	FY2031
Revenue					
Property Tax	$1,807,659	$1,856,466	$1,919,586	$1,971,414	$2,038,443
Gifts and Donations	383,950	400,000	487,500	630,000	750,000
Earned Revenue	-	-	450,787	722,946	750,560
Interest/Other Revenue	35,500	32,500	45,000	46,350	47,741
Transfer from Fund Balance	190,000	235,500	-	-	-
Total	**$2,417,109**	**$2,524,466**	**$2,902,873**	**$3,370,710**	**$3,586,743**
Expenses					
Salaries & Benefits	$1,424,510	$1,468,090	$1,692,830	$1,731,107	$1,771,160
Contingency for Pay Plans	7,888	66,549	154,697	254,793	371,105
Supplies & Services	575,521	948,329	1,219,115	1,357,942	1,399,220
Art Acquisitions	150,000	-	-	-	-
Transfer to General Fund	54,975	111,615	166,590	166,590	166,590
Total	**$2,293,894**	**$2,594,583**	**$3,233,231**	**$3,510,431**	**$3,708,074**
Surplus(Deficit)	**123,215**	**(70,117)**	**(330,359)**	**(139,720)**	**(121,331)**
Surplus(Deficit) less Contingency	**131,103**	**(3,568)**	**(175,662)**	**115,072**	**249,774**
Surplus(Deficit) less Transfer	**178,190**	**41,498**	**(163,769)**	**26,870**	**45,259**

Scenario 2: Full Staffing with Expanded Programs less Admission Revenue

	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
Earned Revenue	-	-	288,912	399,196	417,097
Interest/Other Revenue	35,500	32,500	45,000	46,350	47,741
Transfer from Fund Balance	190,000	235,500	-	-	-
Total	**$2,417,109**	**$2,524,466**	**$2,740,998**	**$3,046,960**	**$3,253,280**
Expenses					
Salaries & Benefits	$1,424,510	$1,468,090	$1,692,830	$1,731,107	$1,771,160
Contingency for Pay Plans	7,888	66,549	154,697	254,793	371,105
Supplies & Services	575,521	948,329	1,219,115	1,357,942	1,399,220
Art Acquisitions	150,000	-	-	-	-
Transfer to General Fund	54,975	111,615	166,590	166,590	166,590
Total	**$2,293,894**	**$2,594,583**	**$3,233,231**	**$3,510,431**	**$3,708,074**
Surplus(Deficit)	**123,215**	**(70,117)**	**(492,234)**	**(463,470)**	**(454,794)**
Surplus(Deficit) less Contingency	**131,103**	**(3,568)**	**(337,537)**	**(208,678)**	**(83,689)**
Surplus(Deficit) less Transfer	**178,190**	**41,498**	**(325,644)**	**(296,880)**	**(288,204)**

Scenario 3: Lean Staffing with Expanded Programs less Admission Revenue

	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
Earned Revenue	-	-	144,312	182,296	193,690
Interest/Other Revenue	35,500	32,500	45,000	46,350	47,741
Transfer from Fund Balance	190,000	235,500	-	-	-
Total	**$2,417,109**	**$2,524,466**	**$2,596,398**	**$2,830,060**	**$3,029,873**
Expenses					
Salaries & Benefits	$1,423,151	$1,450,904	$1,583,896	$1,618,937	$1,652,916
Contingency for Pay Plans	-	41,127	79,931	121,250	167,599
Supplies & Services	656,521	948,329	1,150,600	1,255,170	1,293,365
Art Acquisitions	150,000	-	-	-	-
Transfer to General Fund	54,975	111,615	166,590	166,590	166,590
Total	**$2,284,647**	**$2,551,975**	**$2,981,016**	**$3,161,947**	**$3,280,469**
Surplus(Deficit)	**132,462**	**(27,509)**	**(384,619)**	**(331,886)**	**(250,596)**
Surplus(Deficit) less Contingency	**132,462**	**13,618**	**(304,688)**	**(210,637)**	**(82,997)**
Surplus(Deficit) less Transfer	**187,437**	**84,106**	**(218,029)**	**(165,296)**	**(84,006)**

Scenario 4: Lean Staffing with Lean Programs less Admission Revenue

	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
Earned Revenue	-	-	144,312	182,296	193,690
Interest/Other Revenue	35,500	32,500	45,000	46,350	47,741
Transfer from Fund Balance	190,000	235,500	-	-	-
Total	**$2,417,109**	**$2,524,466**	**$2,596,398**	**$2,830,060**	**$3,029,873**
Expenses					
Salaries & Benefits	$1,423,151	$1,450,904	$1,583,896	$1,618,937	$1,652,916
Contingency for Pay Plans	-	41,127	79,931	121,250	167,599
Supplies & Services	656,521	844,834	878,600	915,010	942,999
Art Acquisitions	150,000	-	-	-	-
Transfer to General Fund	54,975	111,615	166,590	166,590	166,590
Total	**$2,284,647**	**$2,448,480**	**$2,709,016**	**$2,821,787**	**$2,930,104**
Surplus(Deficit)	**132,462**	**75,986**	**(112,619)**	**8,274**	**99,769**
Surplus(Deficit) less Contingency	**132,462**	**117,113**	**(32,688)**	**129,523**	**267,368**
Surplus(Deficit) less Transfer	**187,437**	**187,601**	**53,971**	**174,864**	**266,359**

Capacity Plan

FY2027 – FY2031

4/13/2026

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.

<u>Place</u>

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.

<u>Place Priorities:</u>

- 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.

Relational

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.

Relational Priorities:

- 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.

<u>Human</u>

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.

<u>Human Priorities:</u>

- 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.

<u>Financial</u>
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.

Financial Priorities:

- Monitor financial health and manage structural challenges
    - Work with the City to address unfunded pay plan costs and maintain balanced future budgets.
    - Establish a multi-year budget process linked to strategic planning and funding opportunities.
    - Maintain required cash reserves (six months operating plus 20% reserve).
    - Continue monitoring financial health against KPI and make adjustments accordingly.
- Pursue opportunities to expand public support
    - Continue developing partnerships with the City, the Springfield Art Museum Foundation, community organizations, and other relevant entities to explore public funding opportunities.
    - Continue improving financial management and transparency through enhanced tracking and reporting systems to drive public trust and public support.
    - Leverage rebranding and CRM to expand story-telling related to the Museum's impact and need.
    - 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.
    - Work with the Foundation to execute public campaign for final construction costs including marketing, hard-hat tours, and other programs.
    - 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.
    - Collaborate with the Foundation on events including 99X Party and Pops in the Park and provide staff support to ensure they are successful.
    - Identify ways to leverage Art Museum rebranding to benefit the Foundation's growth and establish donors as a target audience.
    - 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.
    - Work with the Foundation on grand opening and Centennial celebrations to expand memberships and philanthropic support.
    - Continue establishing a volunteer program for the Museum to expand engagement and opportunities and prospect development.
    - 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

APPENDIX B: GENERAL MAINTENANCE PLAN

APPENDIX C: MULTI-YEAR STAFFING PLAN

APPENDIX D: MULTI-YEAR FINANCIAL PLAN

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.

Quick budget context

Item	FY2027	FY2028	FY2029	FY2030	FY2031
Total revenue	$2,417,109	$2,524,466	$2,902,873	$3,370,710	$3,586,743
Total expenses	$2,313,626	$2,599,753	$3,238,827	$3,516,526	$3,714,733
Surplus (deficit)	$143,161	$5,866	$(166,219)	$124,509	$259,207
Pay plan contingency	$39,677	$81,154	$169,735	$270,324	$387,197
Surplus (deficit)	$103,484	$(75,288)	$(335,954)	$(145,815)	$(127,990)

Cross-year dependencies & decisions

- **Admission policy**: City Council approval for special exhibition pricing; CRM ticketing and front-of-house infrastructure in Special Exhibitions Gallery (implement by FY2028 for FY2029 launch).
- **Public support expansion**: coordinate with City (Legal/Finance/City Manager) on pathways (sales tax, hotel/motel tax, potential levy).
- **Endowment**: Board approvals to **transfer quasi-endowment** to Foundation for higher returns under a traditional model (target 8% return, 4% draw), maintaining donor restrictions.
- **Multi-year budgeting**: formalize rolling budgets linked to exhibitions/programs, grants/sponsorship calendars, and staffing sequences (FY2027 onward).

Risks & mitigations

- **Structural revenue lag (property tax):** diversify through admissions, classes, retail, limited rentals, and expanded Foundation support; pursue public support mechanisms with City partners.
- **Cost pressure (pay plan contingencies):** keep contingency set-asides in the pro forma; drive operational efficiencies; grow earned income classes/retail to self-sustain program expansions.
- **New-facility ramp-up:** use warranty period to reduce repairs and seed depreciation reserves; train staff on BAS and maintenance systems; add Maintenance Worker and variable hour attendants for coverage.

Capacity Plan Timeline FY2027 – FY2031

FY2027 — Build the core capacity & align with the Foundation

Strategic focus: lock in partnership structures, stand up systems (CRM, maintenance software), and complete rebranding groundwork ahead of the FY2028 grand opening and centennial.

Foundation & fundraising

- Complete/maintain **cooperative agreements** with the Foundation; incorporate Foundation staff in planning meetings, calendars, and communications to ensure seamless workflows and trust.
- Plan and support public campaign activities (e.g., **hard-hat tours**), and coordinate Museum staff support for **99X Party** and **Pops in the Park** to grow philanthropic support.
- Pro forma **Foundation support to operations**: **$383,950** (net of fundraising costs), with property tax at **$1,807,659**; total revenue **$2,417,109** vs. total expenses **$2,313,626** (surplus **$103,484**).

Audience development & CRM

- **Select and deploy CRM**; deliver training to relevant staff; build data capture standards for donor and audience feedback; integrate CRM reporting into Strategic Plan reporting systems.
- **Rebranding groundwork**: Continue community engagement and prep FY2028 launch campaign; set **Audience Development** (marketing and outreach) budget to include CRM procurement (FY2027) and rebranding (FY2028).

Programs & exhibitions

- Confirm the **rolling multi-year programming calendar** including exhibitions and educational/interpretive programs to match grants/sponsorship opportunities, tied to FY2028 centennial programming and grand opening exhibitions.

Facilities & maintenance

- Work with CM@R and Design Team to launch life-cycle study of capital equipment/roofs; draft the **preventative maintenance plan** and depreciation fund policy.

Staffing & culture

- **Adopt Career Advancement & Succession Plan**; eliminate **Gallery Services Associate** and move incumbents to **Museum Assistant** (outreach/programming); **fill Museum Affairs Officer (Audience Development)**; complete career ladders (**Security Officer to Senior Security Officer**, **Registrar to Senior Registrar**); realign reporting (Security under Senior Security Officer; Preparator under Senior Registrar).
- FY2027 **salaries & benefits**: **$1,412,453**; **pay plan contingency** set-aside **$39,677**.

Governance & policy prep

- Begin feasibility and policy work for **temporary special-exhibition admission** (Council actions, pricing model, CRM ticketing capability, infrastructure in Special Exhibitions Gallery).

Key KPIs

- CRM live; staff trained; % of audience records with consent + segmentation (goal: ≥80% of visitor emails captured during FY2027 campaign).
- Cooperative agreements executed; joint planning cadence with Foundation established (monthly/quarterly).
- Preventative maintenance plan & life-cycle study completed; depreciation fund target set.

FY2028 — Centennial & grand opening; launch brand & membership

Strategic focus: public launch (rebrand and new facility), scale membership/events, finalize salary studies, and raise visibility ahead of expanded programs in FY2029.

Foundation & fundraising

- **Launch tiered membership program**; expand sponsorships; activate major/leadership gifts committee; accelerate **99X/Pops in the Park** returns; continue joint staffing support under agreements.
- Pro forma **Foundation support to operations**: **$400,000** (net), total revenue **$2,524,466**; total expenses **$2,599,753** (deficit **$(75,288)**; near-break-even **$5,866** excluding pay plan contingency).

Audience development & CRM

- **Full rebrand execution** (Centennial): integrated campaign tied to opening; maintain **Audience Development at 8%** of total budget (final year of higher one-time investments).
- Institutionalize **audience feedback** collection and program planning matrix; embed evaluation into planning and reporting.

Programs & exhibitions

- Lock the **enhanced exhibition fabrication** and **loan fee** budgets for grand opening year; FY2028 Exhibitions & Collections supplies/services **$353,495** baseline for expanded program.

Facilities & maintenance

- **Procure maintenance/facility-management software**; optimize and train staff on **Building Automation System (BAS).**
- Confirm facility operations SOPs for opening; volunteer activation for grounds and front-of-house support (e.g., SGF Ambassadors).

Staffing & culture

- **Complete salary studies** (AAMD/AAM benchmarks); implement market adjustments where below median; continue training for Museum Assistant roles (Outreach/Retail/Education).
- FY2028 **salaries & benefits**: **$1,458,655**; **pay plan contingency** set-aside **$81,154**.

Policy & pricing setup

- Finalize Council action and operational systems for **special-exhibition admission** (pricing, discounts, membership benefits, SNAP/EBT waivers; ticketing via CRM).

Key KPIs

- Membership launch metrics (≥1,000 members by year-end per Foundation plan); CPDR trending ≤35% toward 30%.
- Brand awareness & visitation lift targets (campaign reach; cost per visitor benchmarks).
- Salary parity progress (≥90% of roles at/above median).

FY2029 — First full year in new facility; diversify earned revenue

Strategic focus: stabilize operations, **activate earned revenue** (classes, retail, admissions, limited rentals), and complete staffing for expanded service.

Foundation & fundraising

- Grow net operational support to **$487,500**; total revenue **$2,902,873** vs. total expenses **$3,238,827** (deficit **$(335,954)**; **$(166,219)** less pay-plan contingency). Continue stewardship, major gifts, and planned giving setup.

Audience development & CRM

- Normalize **Audience Development to 5% of total budget** (steady-state level) and ~$1.50 per visitor benchmark.

Programs & exhibitions

- **Special-exhibition admissions begin** (temporary; Council-approved): pro forma admission revenue **$161,875** (two exhibitions), while general admission remains free.
- Expand **Education** programs: supplies/services **$179,673–$255,005** baseline reflecting classes/camps and school/interpretive growth; aim for **≥75% class fill rate**.
- FY2029 Exhibitions & Collections supplies/services **$429,500** (includes enhanced fabrication and shipping for traveling shows).

Earned revenue (activation)

- **Classes & camps**: revenue **$144,312** with 75%–85% fill-rate progression; mix includes adult, ceramics, kids/young artists, and "Art School" sequences.
- **Retail operations**: **$115,000** gross; refine merchandising (Museum Store Association involvement), concessions, and rentals; test on-lawn concepts.
- **Facility rentals** (limited, premium dates/partnerships): **$29,600** gross; net depends on staffing/overhead per cost model.

Facilities & maintenance

- Supplies/services benchmark **$175,000** at **$2.50/sf** with depreciation reserve policy; leverage warranties in early years to seed capital replacement funds.

Staffing & culture

- **Hire in Q1**: **Maintenance Worker** and **Art Study Room Coordinator**; add **variable-hour part-time Gallery Attendants**; continue transitions of FTE Security to part-time variable hour via attrition.
- Add **Outreach Assistant**, **Retail Assistant**, **Senior Museum Educator**, **Studio Assistant**, **Education Assistant** per FY2029–FY2031 org chart; stabilize chains of command.
- FY2029 **salaries & benefits**: **$1,683,387**; **pay plan contingency $169,735**.

Key KPIs

- Class fill rate (≥75% average), net retail margin (≥50% gift shop; ≥60% concessions), admissions conversion vs. exhibition attendance.
- Facility O&M spend at **$2.50/sf**; positive variance captured to depreciation reserve.

FY2030 — Optimize & scale; deepen diversified revenue

Strategic focus: increase earned revenue yields, grow Foundation capacity, and maintain audience investment at 5% while improving cost-per-visitor efficiency.

Foundation & fundraising

- Pro forma **Foundation support**: **$630,000**; total revenue **$3,370,710** vs. total expenses **$3,516,526** (deficit **$(145,815)**; **$124,509** surplus less pay-plan contingency). Advance planned giving/Legacy Society; target CPDR trending to **≤30%**.

Audience development & CRM

- Keep **Audience Development at ~5%** of budget (**$153,686**) and ~$1.54/visitor; continue audience research/loyalty programs.

Programs & exhibitions

- Maintain expanded exhibition baseline; deliver two special exhibitions with admission (pro forma **$323,750**).
- Scale classes/camps revenue to **$182,296**; increase scope/sequence offerings for teens/adults; improve fill rate toward **80%**.
- **Retail** to **$172,500**; standardize inventory turns and POP merchandising; evaluate concessions mix by season.

- **Facility rentals**: **$44,400** gross under limited-use model.

Facilities & maintenance

- Supplies/services **$180,250** (+3%) at **$2.58/sf**; continue warranty-driven savings to depreciation reserve.

Staffing & culture

- FY2030 **salaries & benefits**: **$1,721,670**; **pay plan contingency $270,324**; maintain training, supervision bandwidth, and career ladders (Senior Security Officer, Senior Registrar, Senior Museum Educator).

Key KPIs

- Admissions revenue vs. attendance; class fill rate **≥80%**; retail capture rate and average transaction (gift shop 8% capture @ $15 baseline).
- Audience Development ROI (reach, conversion, loyalty metrics) at ≤$1.55/visitor.

FY2031 — Mature operations; advance sustainability & reserves

Strategic focus: hold steady at optimized program/service levels, increase private support, and strengthen long-term reserves/endowment pathways.

Foundation & fundraising

- Pro forma **Foundation support**: **$750,000**; total revenue **$3,586,743** vs. total expenses **$3,714,733** (deficit **$(127,990)**; strengthen pipeline to offset). Continue endowment building with Foundation; pursue public support options (sales or hotel/motel tax research, voter-approved levy).

Audience development & CRM

- Maintain **Audience Development at ~5%** (**$157,441**) and ~$1.57/visitor; optimize loyalty strategies (members, repeat visitation).

Programs & exhibitions

- Admissions projection **$333,463** (special exhibitions); classes/camps **$193,690** with **≥85% fill-rate** target; retail **$177,675**; limited rentals **$45,732**.

Facilities & maintenance

- Supplies/services **$185,658** (+3%) at **$2.65/sf**; depreciation fund targets reviewed; life-cycle refresh planning (next capital replacements).

Staffing & culture

- FY2031 **salaries & benefits $1,761,727**; **pay plan contingency $387,197**; maintain part-time variable hour guard structure and Gallery Attendants; sustain professional development tracks across Curatorial/Education, Facilities/Security, and Audience Development.

Key KPIs

- Private support growth (net to operations) ≥10–15% YoY; CPDR trending toward **25%** (mature program).
- Reserve health: **six months operating + 20% reserve** maintained; depreciation fund balance rising with early-year facility savings.

Multi-Year Staffing Plan
FY2027 – FY2031

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03/20/2026

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This Multi-Year Staffing Plan outlines the Art Museum's strategy for building a strong, sustainable workforce that supports its expanding programs, facilities, and community impact. It identifies clear staffing priorities, career pathways, organizational structures, and the financial resources that will guide the museum through upcoming growth while reinforcing operational and financial stability. By aligning positions, workloads, and professional development opportunities with long-term institutional needs, the plan ensures the Art Museum is well-prepared to advance its mission and meet future challenges with a capable and supported team.

NEEDS AND PRIORITIES

FY2027 Priorities:

- Adopt and initiate Career Advancement and Succession Plan that includes current Art Museum staff as well as new hires.
- Eliminate Gallery Services Associate position and move incumbents into Museum Assistant positions focused on outreach and programming.
- Fill the Museum Affairs Officer for Audience Development role and eliminate the Contract Communications Specialist position.
- Complete career ladders for the following positions: Security Officer to Senior Security Officer and Registrar to Senior Registrar.
- Move all Security Officer positions under the direct supervision of the Senior Security Officer and move Preparator under the direct supervision of the Senior Registrar.

FY2028 Priorities:

- Continue training and career development for Museum Assistant positions per the Career Advancement and Succession Plan with focus on Outreach, Retail, and Museum Education/Studio Management.
- Complete salary studies for all Art Museum positions prioritizing positions under median salary as identified in the Association of Art Museum Directors (AAMD) and American Alliance of Museum (AAM) salary studies and implement Occupational Series Market Adjustments for appropriate positions.

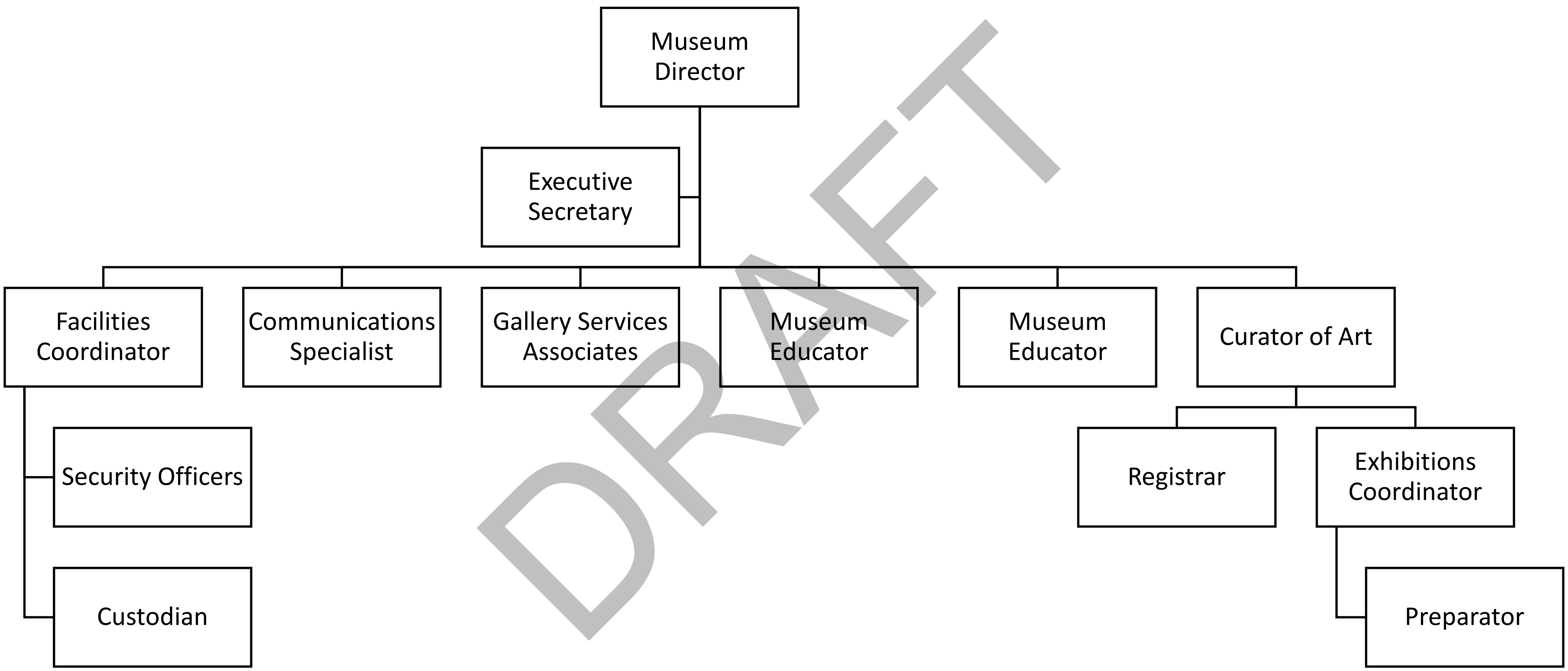
FY2029 – FY2031 Priorities:

- Create and hire the following positions: Maintenance Worker and Art Study Room Coordinator. These positions should be hired in Q1 of FY2029 to prepare for Q2 FY2029 opening of the new facility.
- Create and hire variable-hour part-time Gallery Attendant position in Q1 of FY2029 for Q2 FY2029 opening of new facility.
- Transition FTE Security Officer position to part-time variable hour positions as opportunities arise through attrition.
- Maintain staffing levels and continue pursuing funding opportunities to complete future staffing structures focused on establishing chains of command and continuing the Career Advancement and Succession Plan.

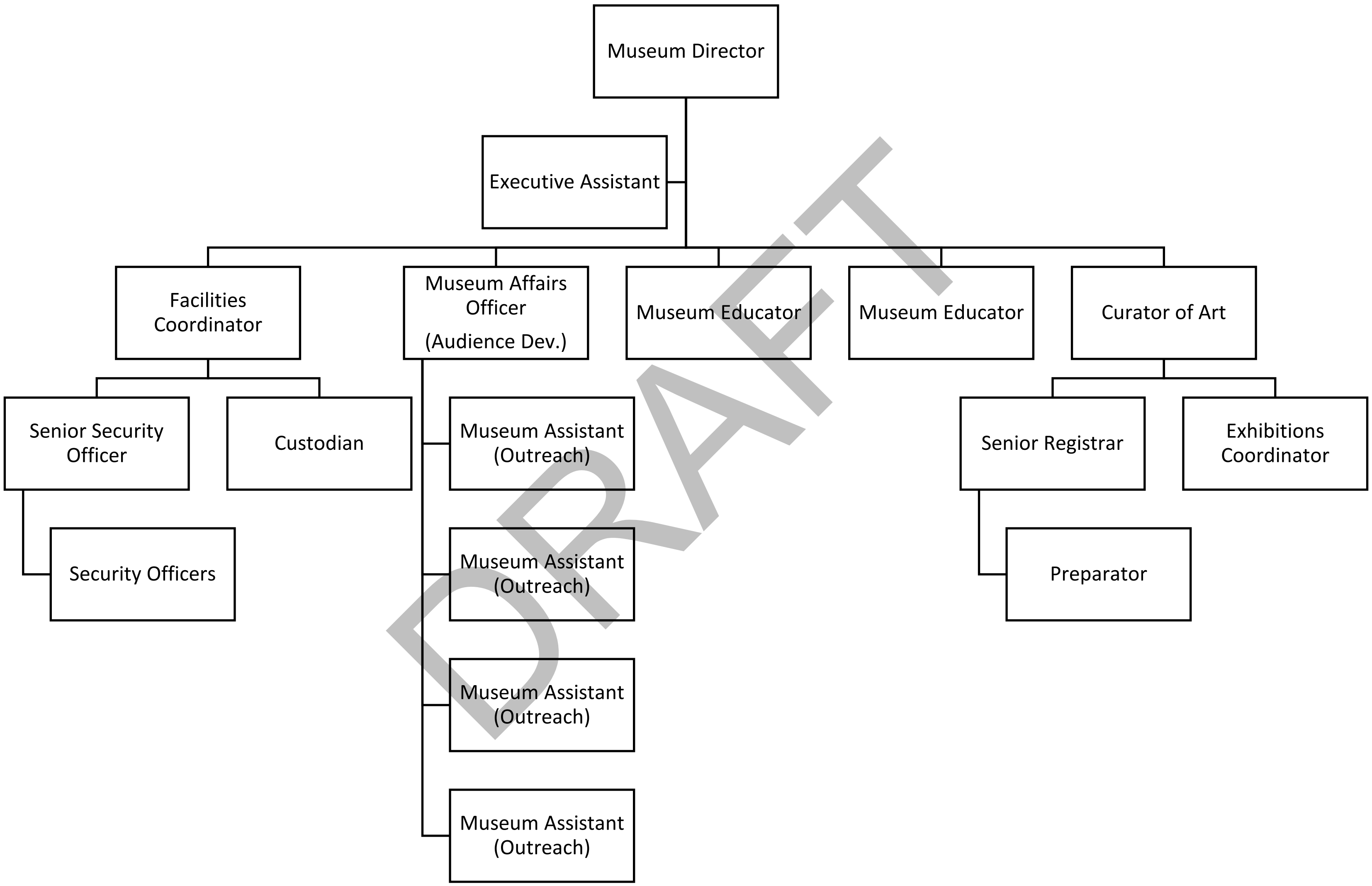
ORGANIZATIONAL CHARTS

The following organizational charts translate the museum's staffing needs and priorities into a practical structure. This section also includes cost breakdowns for the new positions, career ladders, and reclassifications associated with these changes.

CURRENT ORGANIZATIONAL CHART

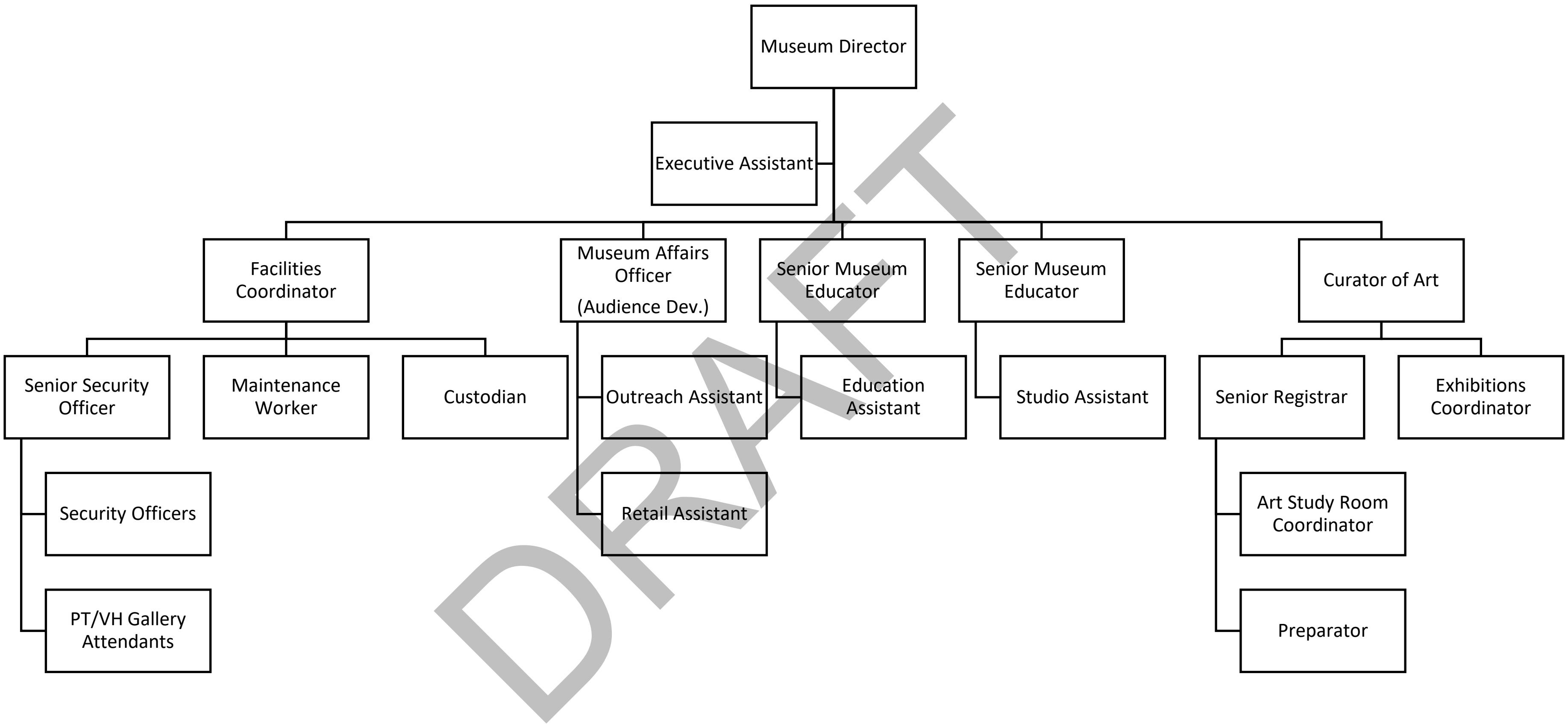


FY2027 – FY2028 ORGANIZATIONAL CHART*



*Dependent upon funding

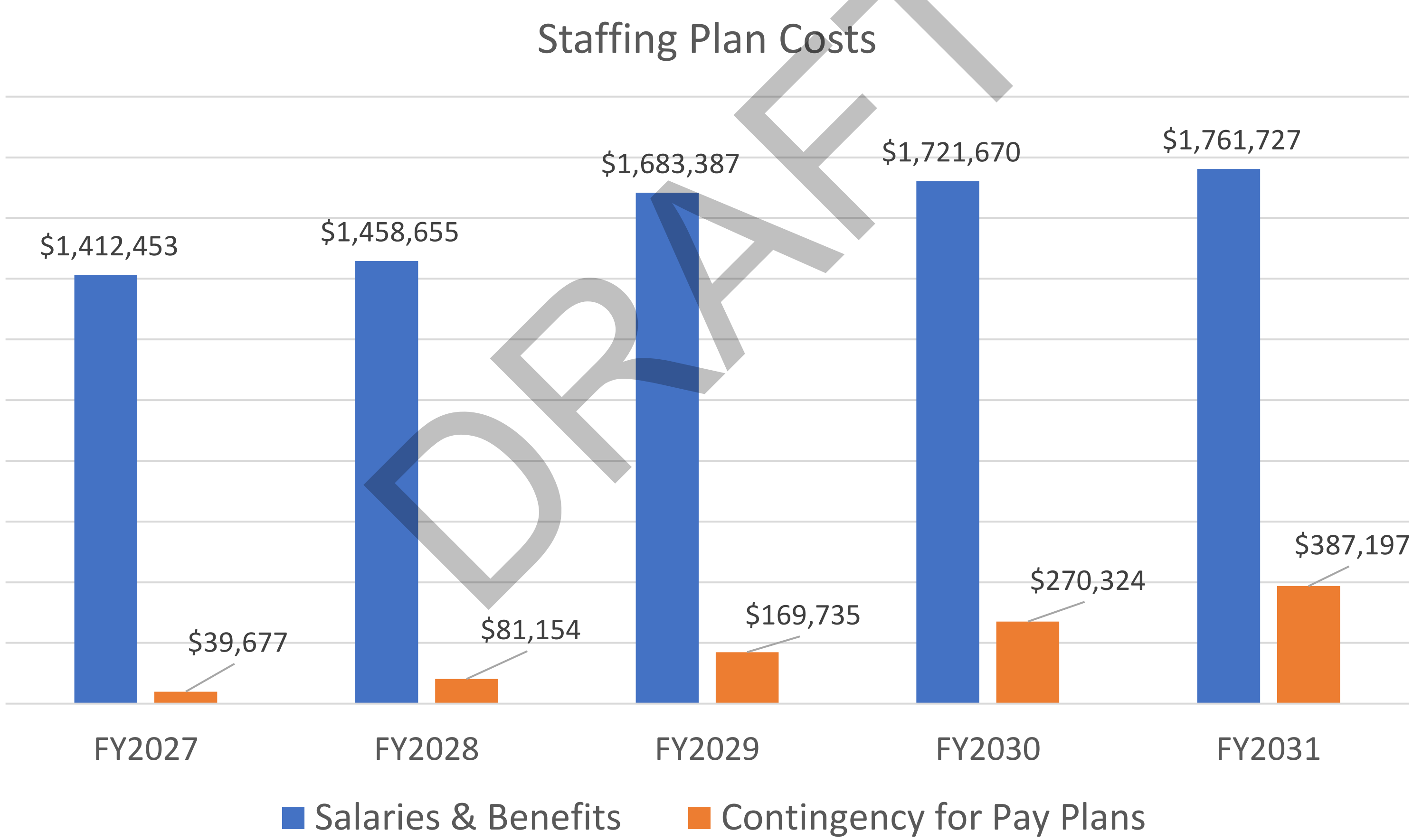
FY2029 – FY2031 ORGANIZATIONAL CHART*



*Dependent upon funding

MULTI-YEAR STAFFING PLAN BUDGETS

The budgets outlined below provide cost estimates for the implementation of the Multi-Year Staffing Plan. They include total payroll cost based on Salary Schedules effective 7/13/2025 (Salaries & Benefits) as well as contingency funds required for annual 3.1% “across the board” pay plan improvements (Contingency for Pay Plans). Contingency funds are set-aside funds built into future budgets and provide the total cost of annual pay plan improvements compounded over multiple fiscal years. More detailed breakdowns of staffing cost per fiscal year including all positions with associated salary grades can be found in Appendix 1: Multi-Year Staffing Plan Pro Forma Budgets.



CAREER ADVANCEMENT & SUCCESSION PLAN

The Art Museum's "Career Advancement and Succession Plan" provides a clear framework for developing internal talent, supporting staff growth, and ensuring continuity across essential functions. As the Art Museum prepares for expanded facilities and evolving community needs, investing in staff skills, career pathways, and leadership development is critical to maintaining high standards in exhibitions, education, collections care, and visitor engagement.

This plan outlines structured career ladders, targeted training, and role realignments that support the museum's multi-year staffing priorities, including new positions, reclassifications, and compensation updates. By proactively preparing for vacancies and transitions, the museum preserves institutional knowledge, strengthens operational stability, and supports a resilient workforce.

Overall, this strategy positions the museum to cultivate capable, motivated staff and to advance its mission with consistency and care well into the future.

OPPORTUNITIES AND PRIORITIES

- **Continue developing a "staff-forward" culture.** This plan supports a staff-forward culture by clearly defining roles and reporting structures to strengthen communication and accountability, maintaining adequate staffing to prevent burnout, enhancing supervisor engagement through efficient reporting structures, and reinforcing to staff that strong performance and commitment lead to meaningful career and promotional opportunities.

- **Establish professional development and training programs.** As part of this plan, the Art Museum must continue a commitment to professional development and establish a formal training program linked to career advancement. Beyond internal training opportunities, a professional development program should include internal and external opportunities such as leveraging tuition reimbursement opportunities, PTO for staff to pursue educational opportunities, and assisting staff develop professional networks.

- **Enhance support to supervisors and encourage supervisor engagement.** To build strong teams the Art Museum must build strong supervisors. This can be done through professional development efforts, reorganizing reporting structures to ensure supervisors are not over extended and have adequate time to build relationships with direct reports, and providing administrative and other support to supervisors to ensure that they have the tools they need for success. The Art Museum should also work on policy development to enhance the leadership opportunities for supervisors.

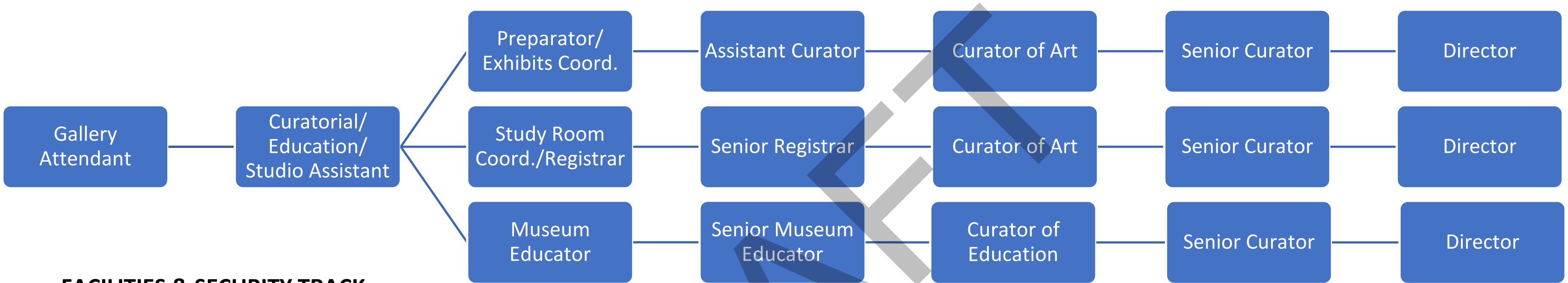
- **Alignment to City Policy and Art Museum Budget.** To be effective, this plan must be aligned with City of Springfield goals and priorities. The Art Museum should work with the City Manager's Office and the Department of Human Resources to advocate plan success and to ensure compliance with City policy and statutory requirements. Implementation of this plan will also depend on Art Museum budget and proactive revenue growth.

CAREER ADVANCEMENT TRACKS

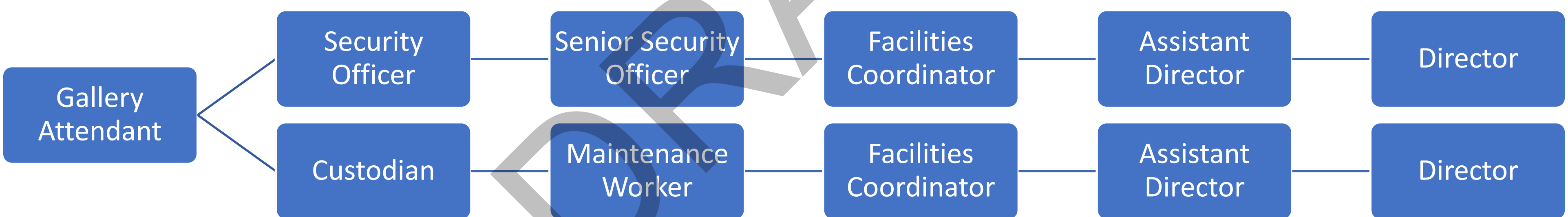
Based on the future staffing structures and needs, the Art Museum has identified "Advancement Tracks" for employees that move employees from entry-level positions into leadership positions up to the position of Art Museum Director. As employees acquire skills and knowledge and vacancies or new positions come online, they can advance through the organization via these tracks.

Advancement Tracks are based on a simple question: ***How might an employee move from an entry-level position such as Gallery Attendant to becoming the Art Museum Director?*** Each track follows progressive responsibility coupled with internal and external training programs to support the employee while meeting needs of the Art Museum. This program represents a reciprocal investment by the Art Museum and the employee to ensure shared success. The Advancement Tracks below are general examples as each employee's experience may be different based on their skills, professional interests, Art Museum needs, and available funding.

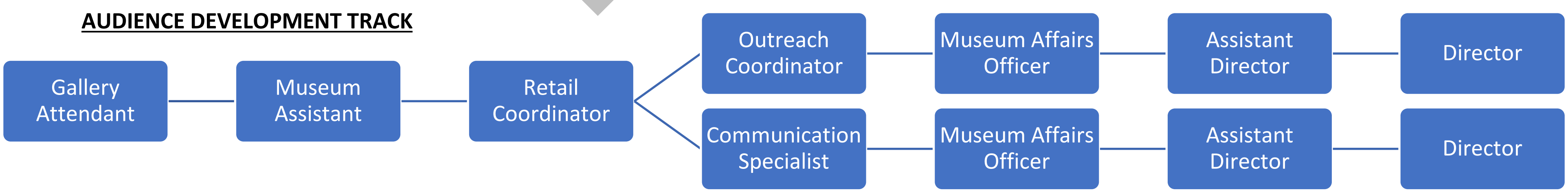
CURATORIAL & EDUCATION TRACK



FACILITIES & SECURITY TRACK

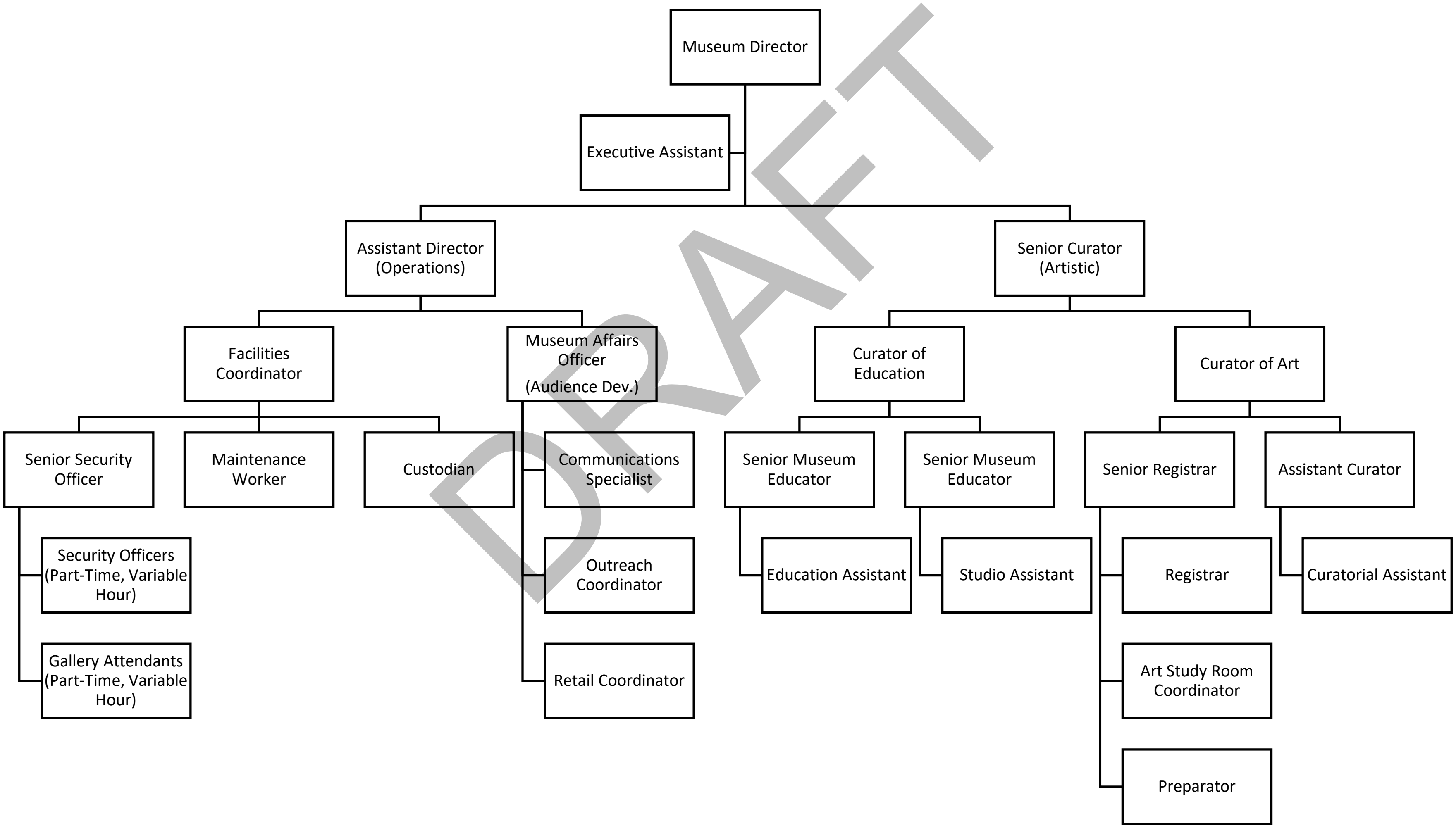


AUDIENCE DEVELOPMENT TRACK



FUTURE STAFFING STRUCTURE

The proposed staffing structure outlined below is used as a guide for the Career Advancement and Succession Plan. While this staffing structure is contingent on funding, the Art Museum should use the identified Career Advancement Tracks to strategically progress toward this model through promotions, reclassifications, career ladders, and other opportunities as resources allow and vacancies arise. Estimated costs to fully fund this entire staffing structure can be found in Appendix 2: Future Staffing Structure Pro Forma Budget.



APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FY2027 COST BREAKDOWNS

ADMINISTRATION 21010

POSITION	GRADE
EXECUTIVE ASSISTANT	PAT 5
DIRECTOR OF ART MUSEUM	D 00

ACCOUNT	TOTAL
BASE SALARIES	$ 247,091
LAGERS CONTRIBUTION	$ 45,369
FICA CONTRIBUTION	$ 18,863
HEALTH INS CONTRIBUTION	$ 14,526
WORKMENS COMP CONTRIBUTION	$ 1,800
SUBTOTAL	$ 327,649
PAY PLAN CONTINGENCY (3.1%)	$ 9,490
TOTAL SALARIES AND BENEFITS	**$ 337,139**

EDUCATION 21020

POSITION	GRADE
MUSEUM EDUCATOR	PAT 8
MUSEUM EDUCATOR	PAT 8

ACCOUNT	TOTAL
BASE SALARIES	$ 147,139
LAGERS CONTRIBUTION	$ 26,978
FICA CONTRIBUTION	$ 11,216
HEALTH INS CONTRIBUTION	$ 14,526
WORKMENS COMP CONTRIBUTION	$ 4,076
SUBTOTAL	$ 203,936
PAY PLAN CONTINGENCY (3.1%)	$ 5,856
TOTAL SALARIES AND BENEFITS	**$ 209,791**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

EXHIBITIONS & COLLECTIONS 21030

POSITION	GRADE
CURATOR OF ART	PAT 10
EXHIBITIONS COORDINATOR	PAT 7
SENIOR REGISTRAR*	PAT 8
PREPARATOR	PAT 6

**New position or career ladder*

ACCOUNT	TOTAL
BASE SALARIES	$ 280,405
LAGERS CONTRIBUTION	$ 51,403
FICA CONTRIBUTION	$ 21,371
HEALTH INS CONTRIBUTION	$ 29,052
WORKMENS COMP CONTRIBUTION	$ 7,766
SUBTOTAL	$ 389,998
PAY PLAN CONTINGENCY (3.1%)	$ 11,157
TOTAL SALARIES AND BENEFITS	**$ 401,155**

AUDIENCE DEVELOPMENT 21050

POSITION	GRADE
MUSEUM AFFAIRS OFFICER	PAT 9
MUSEUM ASSISTANT (FT)*	PAT 4
MUSEUM ASSISTANT (PT)*	PAT 4
MUSEUM ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL
BASE SALARIES	$ 152,177
LAGERS CONTRIBUTION	$ 19,481
FICA CONTRIBUTION	$ 11,602
HEALTH INS CONTRIBUTION	$ 14,526
WORKMENS COMP CONTRIBUTION	$ 2,984
SUBTOTAL	$ 200,770
PAY PLAN CONTINGENCY (3.1%)	$ 5,449
TOTAL SALARIES AND BENEFITS	**$ 206,218**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FACILITIES 21060

POSITION	GRADE
CUSTODIAN	CTL 1
SENIOR SECURITY OFFICER*	PAT 4
ART MUSEUM SECURITY OFFICER	PAT 3
ART MUSEUM FACILITY COORD	CTL NON-UNION 8

**New position or career ladder*

ACCOUNT	TOTAL
BASE SALARIES	$ 194,682
LAGERS CONTRIBUTION	$ 35,630
FICA CONTRIBUTION	$ 14,814
HEALTH INS CONTRIBUTION	$ 29,052
WORKMENS COMP CONTRIBUTION	$ 15,925
SUBTOTAL	$ 290,102
PAY PLAN CONTINGENCY (3.1%)	$ 7,726
TOTAL SALARIES AND BENEFITS	**$ 297,828**

FY2027 PERSONAL SERVICES COST	
TOTAL SALARIES AND BENEFITS	$ 1,412,453
TOTAL PAY PLAN CONTINGENCY	$ 39,677
GRAND TOTAL	**$ 1,452,130**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FY2028 COST BREAKDOWNS

ADMINISTRATION 21010

POSITION	GRADE
EXECUTIVE ASSISTANT	PAT 5
DIRECTOR OF ART MUSEUM	D 00

ACCOUNT		TOTAL
BASE SALARIES	$	247,091
LAGERS CONTRIBUTION	$	45,369
FICA CONTRIBUTION	$	18,863
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	1,800
SUBTOTAL	$	327,649
PAY PLAN CONTINGENCY (3.1%)	$	26,794
TOTAL SALARIES AND BENEFITS	**$**	**354,443**

EDUCATION 21020

POSITION	GRADE
MUSEUM EDUCATOR	PAT 8
MUSEUM EDUCATOR	PAT 8

ACCOUNT	TOTAL	
BASE SALARIES	$	150,779
LAGERS CONTRIBUTION	$	27,648
FICA CONTRIBUTION	$	11,495
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	4,177
SUBTOTAL	$	208,625
PAY PLAN CONTINGENCY (3.1%)	$	9,094
TOTAL SALARIES AND BENEFITS	**$**	**217,719**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

EXHIBITIONS & COLLECTIONS 21030

POSITION	GRADE
CURATOR OF ART	PAT 10
EXHIBITIONS COORDINATOR	PAT 7
SENIOR REGISTRAR*	PAT 8
PREPARATOR	PAT 6

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	294,320
LAGERS CONTRIBUTION	$	53,964
FICA CONTRIBUTION	$	22,435
HEALTH INS CONTRIBUTION	$	29,052
WORKMENS COMP CONTRIBUTION	$	8,153
SUBTOTAL	$	407,924
PAY PLAN CONTINGENCY (3.1%)	$	18,196
TOTAL SALARIES AND BENEFITS	**$**	**426,120**

AUDIENCE DEVELOPMENT 21050

POSITION	GRADE
MUSEUM AFFAIRS OFFICER	PAT 9
MUSEUM ASSISTANT (FT)*	PAT 4
MUSEUM ASSISTANT (PT)*	PAT 4
MUSEUM ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	159,814
LAGERS CONTRIBUTION	$	20,461
FICA CONTRIBUTION	$	12,186
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	3,135
SUBTOTAL	$	210,122
PAY PLAN CONTINGENCY (3.1%)	$	5,723
TOTAL SALARIES AND BENEFITS	**$**	**215,845**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FACILITIES 21060

POSITION	GRADE
CUSTODIAN	CTL 1
SENIOR SECURITY OFFICER*	PAT 4
ART MUSEUM SECURITY OFFICER	PAT 3
ART MUSEUM FACILITY COORD	CTL NON-UNION 8

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	205,718
LAGERS CONTRIBUTION	$	37,661
FICA CONTRIBUTION	$	15,658
HEALTH INS CONTRIBUTION	$	29,052
WORKMENS COMP CONTRIBUTION	$	16,246
SUBTOTAL	$	304,335
PAY PLAN CONTINGENCY (3.1%)	$	21,347
TOTAL SALARIES AND BENEFITS	**$**	**325,682**

FY2028 PERSONAL SERVICES COST		
TOTAL SALARIES AND BENEFITS	$	1,458,655
TOTAL PAY PLAN CONTINGENCY	$	81,154
GRAND TOTAL	**$**	**1,539,809**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FY2029 COST BREAKDOWNS

ADMINISTRATION 21010

POSITION	GRADE
EXECUTIVE ASSISTANT	PAT 5
DIRECTOR OF ART MUSEUM	D 00

ACCOUNT		TOTAL
BASE SALARIES	$	247,091
LAGERS CONTRIBUTION	$	45,369
FICA CONTRIBUTION	$	18,863
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	1,800
SUBTOTAL	$	327,649
PAY PLAN CONTINGENCY (3.1%)	$	45,593
TOTAL SALARIES AND BENEFITS	**$**	**373,242**

EDUCATION 21020

POSITION	GRADE
SENIOR MUSEUM EDUCATOR*	PAT 9
MUSEUM EDUCATOR	PAT 8
STUDIO ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	177,777
LAGERS CONTRIBUTION	$	27,956
FICA CONTRIBUTION	$	13,560
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	4,928
SUBTOTAL	$	238,747
PAY PLAN CONTINGENCY (3.1%)	$	13,139
TOTAL SALARIES AND BENEFITS	**$**	**251,886**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

EXHIBITIONS & COLLECTIONS 21030

POSITION	GRADE
CURATOR OF ART	PAT 10
EXHIBITIONS COORDINATOR	PAT 7
SENIOR REGISTRAR*	PAT 8
ART STUDY ROOM COORDINATOR*	PAT 6
PREPARATOR	PAT 6

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	339,009
LAGERS CONTRIBUTION	$	62,138
FICA CONTRIBUTION	$	25,835
HEALTH INS CONTRIBUTION	$	36,315
WORKMENS COMP CONTRIBUTION	$	9,388
SUBTOTAL	$	472,685
PAY PLAN CONTINGENCY (3.1%)	$	54,228
TOTAL SALARIES AND BENEFITS	**$**	**526,913**

AUDIENCE DEVELOPMENT 21050

POSITION	GRADE
MUSEUM AFFAIRS OFFICER	PAT 9
OUTREACH ASSISTANT (FT)*	PAT 4
RETAIL ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	142,664
LAGERS CONTRIBUTION	$	21,505
FICA CONTRIBUTION	$	10,874
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	2,592
SUBTOTAL	$	192,161
PAY PLAN CONTINGENCY (3.1%)	$	5,228
TOTAL SALARIES AND BENEFITS	**$**	**197,389**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FACILITIES 21060

POSITION	GRADE
MAINTENANCE WORKER*	CTL 5
CUSTODIAN	CTL 1
SENIOR SECURITY OFFICER*	PAT 4
ART MUSEUM SECURITY OFFICER	PAT 3
GALLERY ATTENDANT (PT, VARIABLE HOUR)*	PAT 3
ART MUSEUM FACILITY COORD	CTL NON-UNION 8

**New position or career ladder*

ACCOUNT	TOTAL
BASE SALARIES	$ 321,346
LAGERS CONTRIBUTION	$ 46,328
FICA CONTRIBUTION	$ 24,484
HEALTH INS CONTRIBUTION	$ 36,315
WORKMENS COMP CONTRIBUTION	$ 23,672
SUBTOTAL	$ 452,145
PAY PLAN CONTINGENCY (3.1%)	$ 51,547
TOTAL SALARIES AND BENEFITS	**$ 503,692**

FY2029 PERSONAL SERVICES COST	
TOTAL SALARIES AND BENEFITS	$ 1,683,387
TOTAL PAY PLAN CONTINGENCY	$ 169,735
GRAND TOTAL	**$ 1,853,122**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FY2030 COST BREAKDOWNS

ADMINISTRATION 21010

POSITION	GRADE
EXECUTIVE ASSISTANT	PAT 5
DIRECTOR OF ART MUSEUM	D 00

ACCOUNT		TOTAL
BASE SALARIES	$	247,091
LAGERS CONTRIBUTION	$	45,369
FICA CONTRIBUTION	$	18,863
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	1,800
SUBTOTAL	$	327,649
PAY PLAN CONTINGENCY (3.1%)	$	66,059
TOTAL SALARIES AND BENEFITS	**$**	**393,708**

EDUCATION 21020

POSITION	GRADE
SENIOR MUSEUM EDUCATOR*	PAT 9
MUSEUM EDUCATOR	PAT 8
STUDIO ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	181,687
LAGERS CONTRIBUTION	$	28,685
FICA CONTRIBUTION	$	13,859
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	5,036
SUBTOTAL	$	243,793
PAY PLAN CONTINGENCY (3.1%)	$	20,342
TOTAL SALARIES AND BENEFITS	**$**	**264,135**

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APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

EXHIBITIONS & COLLECTIONS 21030

POSITION	GRADE
CURATOR OF ART	PAT 10
EXHIBITIONS COORDINATOR	PAT 7
SENIOR REGISTRAR*	PAT 8
ART STUDY ROOM COORDINATOR*	PAT 6
PREPARATOR	PAT 6

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	346,767
LAGERS CONTRIBUTION	$	63,566
FICA CONTRIBUTION	$	26,428
HEALTH INS CONTRIBUTION	$	36,315
WORKMENS COMP CONTRIBUTION	$	9,604
SUBTOTAL	$	482,680
PAY PLAN CONTINGENCY (3.1%)	$	86,470
TOTAL SALARIES AND BENEFITS	**$**	**569,150**

AUDIENCE DEVELOPMENT 21050

POSITION	GRADE
MUSEUM AFFAIRS OFFICER	PAT 9
OUTREACH ASSISTANT (FT)*	PAT 4
RETAIL ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	145,950
LAGERS CONTRIBUTION	$	22,109
FICA CONTRIBUTION	$	11,125
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	2,616
SUBTOTAL	$	196,326
PAY PLAN CONTINGENCY (3.1%)	$	17,887
TOTAL SALARIES AND BENEFITS	**$**	**214,213**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FACILITIES 21060

POSITION	GRADE
MAINTENANCE WORKER*	CTL 5
CUSTODIAN	CTL 1
SENIOR SECURITY OFFICER*	PAT 4
ART MUSEUM SECURITY OFFICER	PAT 3
GALLERY ATTENDANT (PT, VARIABLE HOUR)*	PAT 3
ART MUSEUM FACILITY COORD	CTL NON-UNION 8

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	335,904
LAGERS CONTRIBUTION	$	48,371
FICA CONTRIBUTION	$	25,597
HEALTH INS CONTRIBUTION	$	36,315
WORKMENS COMP CONTRIBUTION	$	25,035
SUBTOTAL	$	471,222
PAY PLAN CONTINGENCY (3.1%)	$	79,566
TOTAL SALARIES AND BENEFITS	**$**	**550,788**

FY2030 PERSONAL SERVICES COST		
TOTAL SALARIES AND BENEFITS	$	1,721,670
TOTAL PAY PLAN CONTINGENCY	$	270,324
GRAND TOTAL	**$**	**1,991,994**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FY2031 COST BREAKDOWNS

ADMINISTRATION 21010

POSITION	GRADE
EXECUTIVE ASSISTANT	PAT 5
DIRECTOR OF ART MUSEUM	D 00

ACCOUNT		TOTAL
BASE SALARIES	$	247,091
LAGERS CONTRIBUTION	$	45,369
FICA CONTRIBUTION	$	18,863
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	1,800
SUBTOTAL	$	327,649
PAY PLAN CONTINGENCY (3.1%)	$	88,386
TOTAL SALARIES AND BENEFITS	**$**	**416,035**

EDUCATION 21020

POSITION	GRADE
SENIOR MUSEUM EDUCATOR*	PAT 9
MUSEUM EDUCATOR	PAT 8
STUDIO ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	184,214
LAGERS CONTRIBUTION	$	28,685
FICA CONTRIBUTION	$	14,053
HEALTH INS CONTRIBUTION	$	14,526
WORKMENS COMP CONTRIBUTION	$	5,107
SUBTOTAL	$	246,585
PAY PLAN CONTINGENCY (3.1%)	$	28,519
TOTAL SALARIES AND BENEFITS	**$**	**275,104**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

EXHIBITIONS & COLLECTIONS 21030

POSITION	GRADE
CURATOR OF ART	PAT 10
EXHIBITIONS COORDINATOR	PAT 7
SENIOR REGISTRAR*	PAT 8
ART STUDY ROOM COORDINATOR*	PAT 6
PREPARATOR	PAT 6

**New position or career ladder*

ACCOUNT	TOTAL
BASE SALARIES	$ 349,097
LAGERS CONTRIBUTION	$ 63,995
FICA CONTRIBUTION	$ 26,606
HEALTH INS CONTRIBUTION	$ 36,315
WORKMENS COMP CONTRIBUTION	$ 9,669
SUBTOTAL	$ 485,682
PAY PLAN CONTINGENCY (3.1%)	$ 135,145
TOTAL SALARIES AND BENEFITS	**$ 620,827**

AUDIENCE DEVELOPMENT 21050

POSITION	GRADE
MUSEUM AFFAIRS OFFICER	PAT 9
OUTREACH ASSISTANT (FT)*	PAT 4
RETAIL ASSISTANT (PT)*	PAT 4

**New position or career ladder*

ACCOUNT	TOTAL
BASE SALARIES	$ 157,109
LAGERS CONTRIBUTION	$ 23,698
FICA CONTRIBUTION	$ 11,979
HEALTH INS CONTRIBUTION	$ 14,526
WORKMENS COMP CONTRIBUTION	$ 2,853
SUBTOTAL	$ 210,165
PAY PLAN CONTINGENCY (3.1%)	$ 22,896
TOTAL SALARIES AND BENEFITS	**$ 233,061**

APPENDIX 1: MULTI-YEAR STAFFING PLAN PRO FORMA BUDGETS

FACILITIES 21060

POSITION	GRADE
MAINTENANCE WORKER*	CTL 5
CUSTODIAN	CTL 1
SENIOR SECURITY OFFICER*	PAT 4
ART MUSEUM SECURITY OFFICER	PAT 3
GALLERY ATTENDANT (PT, VARIABLE HOUR)*	PAT 3
ART MUSEUM FACILITY COORD	CTL NON-UNION 8

**New position or career ladder*

ACCOUNT	TOTAL	
BASE SALARIES	$	351,482
LAGERS CONTRIBUTION	$	50,564
FICA CONTRIBUTION	$	26,789
HEALTH INS CONTRIBUTION	$	36,315
WORKMENS COMP CONTRIBUTION	$	26,496
SUBTOTAL	$	491,646
PAY PLAN CONTINGENCY (3.1%)	$	112,251
TOTAL SALARIES AND BENEFITS	**$**	**603,897**

FY2031 PERSONAL SERVICES COST		
TOTAL SALARIES AND BENEFITS	$	1,761,727
TOTAL PAY PLAN CONTINGENCY	$	387,197
GRAND TOTAL	**$**	**2,148,924**

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APPENDIX 2: FUTURE STAFFING STRUCTURE PRO FORMA BUDGET

ADMINISTRATION 21010

POSITION	GRADE
DIRECTOR OF ART MUSEUM	D 00
ASSISTANT DIRECTOR	PAT 11
EXECUTIVE ASSISTANT	PAT 5

ACCOUNT		TOTAL
BASE SALARIES	$	372,824
LAGERS CONTRIBUTION	$	68,456
FICA CONTRIBUTION	$	28,461
HEALTH INS CONTRIBUTION	$	21,789
WORKMENS COMP CONTRIBUTION	$	2,716
TOTAL SALARIES AND BENEFITS	**$**	**494,247**

EDUCATION 21020

POSITION	GRADE
CURATOR OF EDUCATION	PAT 10
SENIOR MUSEUM EDUCATOR	PAT 9
SENIOR MUSEUM EDUCATOR	PAT 9
EDUCATION ASSISTANT	PAT 4
STUDIO ASSISTANT	PAT 4

ACCOUNT	TOTAL	
BASE SALARIES	$	351,693
LAGERS CONTRIBUTION	$	64,472
FICA CONTRIBUTION	$	26,805
HEALTH INS CONTRIBUTION	$	36,315
WORKMENS COMP CONTRIBUTION	$	9,741
TOTAL SALARIES AND BENEFITS	**$**	**489,026**

APPENDIX 2: FUTURE STAFFING STRUCTURE PRO FORMA BUDGET

EXHIBITIONS & COLLECTIONS 21030

POSITION	GRADE
SENIOR CURATOR	PAT 11
CURATOR OF ART	PAT 10
ASSISTANT CURATOR	PAT 9
SENIOR REGISTRAR	PAT 8
EXHIBITIONS COORDINATOR	PAT 7
REGISTRAR	PAT 7
ART STUDY ROOM COORDINATOR	PAT 6
PREPARATOR	PAT 6

ACCOUNT	TOTAL	
BASE SALARIES	$	621,672
LAGERS CONTRIBUTION	$	114,004
FICA CONTRIBUTION	$	47,399
HEALTH INS CONTRIBUTION	$	58,105
WORKMENS COMP CONTRIBUTION	$	14,849
TOTAL SALARIES AND BENEFITS	**$**	**856,028**

AUDIENCE DEVELOPMENT 21050

POSITION	GRADE
MUSEUM AFFAIRS OFFICER	PAT 9
COMMUNICATIONS SPECIALIST	PAT 7
OUTREACH COORDINATOR	PAT 6
RETAIL COORDINATOR	PAT 6

ACCOUNT	TOTAL
BASE SALARIES	$268,382
LAGERS CONTRIBUTION	$49,191
FICA CONTRIBUTION	$20,452
HEALTH INS CONTRIBUTION	$29,052
WORKMENS COMP CONTRIBUTION	$5,776
TOTAL SALARIES AND BENEFITS	**$372,854**

APPENDIX 2: FUTURE STAFFING STRUCTURE PRO FORMA BUDGET

FACILITIES 21060

POSITION	GRADE
ART MUSEUM FACILITY COORD	CTL NON-UNION 8
MAINTENANCE WORKER*	CTL 5
CUSTODIAN	CTL 1
SENIOR SECURITY OFFICER*	PAT 4
SECURITY OFFICER (PT, VARIABLE HOUR)	PAT 3
GALLERY ATTENDANT (PT, VARIABLE HOUR)*	PAT 3

ACCOUNT	TOTAL
BASE SALARIES	$378,668
LAGERS CONTRIBUTION	$38,690
FICA CONTRIBUTION	$28,889
HEALTH INS CONTRIBUTION	$29,052
WORKMENS COMP CONTRIBUTION	$21,748
TOTAL SALARIES AND BENEFITS	**$497,047**

TOTAL SALARIES AND BENEFITS		
BASE SALARIES	$	1,993,239
LAGERS CONTRIBUTION	$	334,814
FICA CONTRIBUTION	$	152,005
HEALTH INS CONTRIBUTION	$	174,313
WORKMENS COMP CONTRIBUTION	$	54,830
GRAND TOTAL	**$**	**2,709,201**

Financial Plan

FY2027 – FY2031

3/24/2026

Contents

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%*
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.*

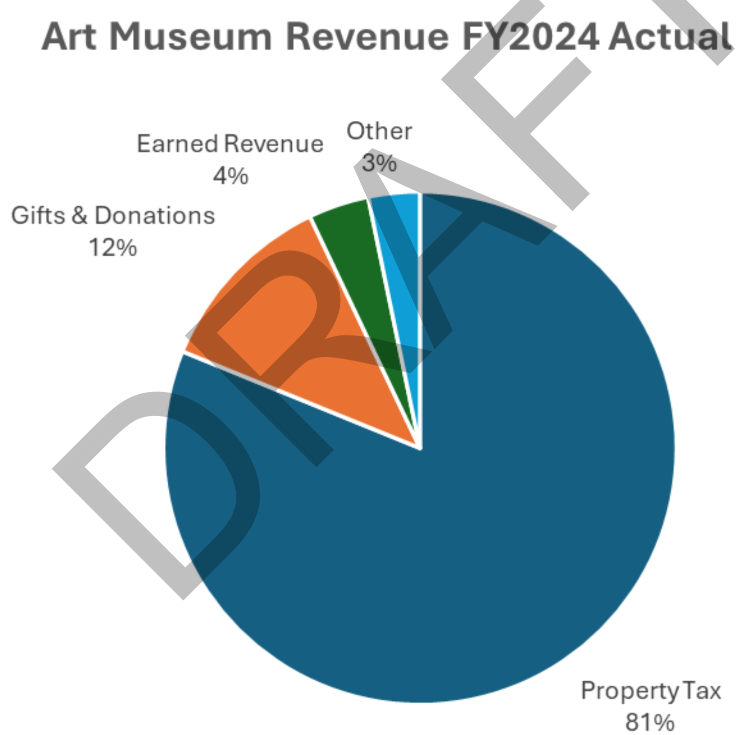
Benchmark	**FY2027**	**FY2028**	**FY2029**	**FY2030**	**FY2031**
% of revenue from public funding	83%	83%	66%	58%	57%
% annual growth in operational revenue	11%	3%	27%	16%	6%
% annual growth in Supplies & Services expenses	31%	44%	29%	11%	3%
Audience Development budget (% of total budget)	8%	8%	5%	5%	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

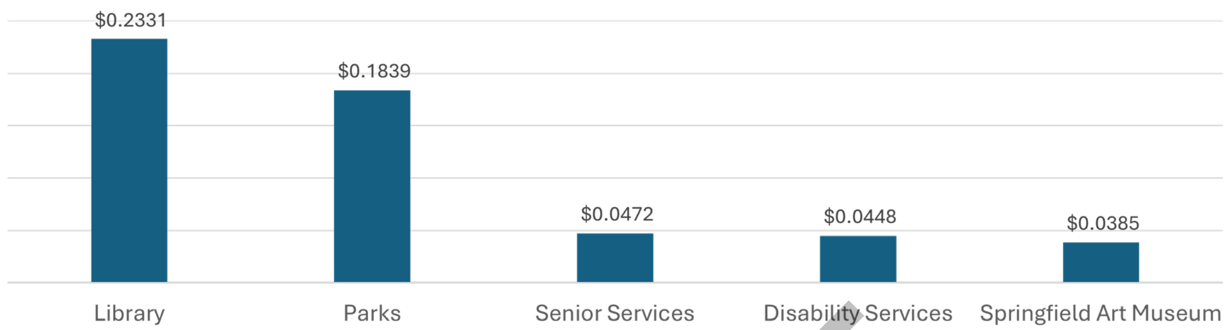
The Museum's primary operating revenue comes from real estate and personal property taxes. **<u>It does not receive sales tax or General Fund support.</u>** FY2024 was the final year of normal operations before the renovation and expansion, and it will serve as the financial benchmark.

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

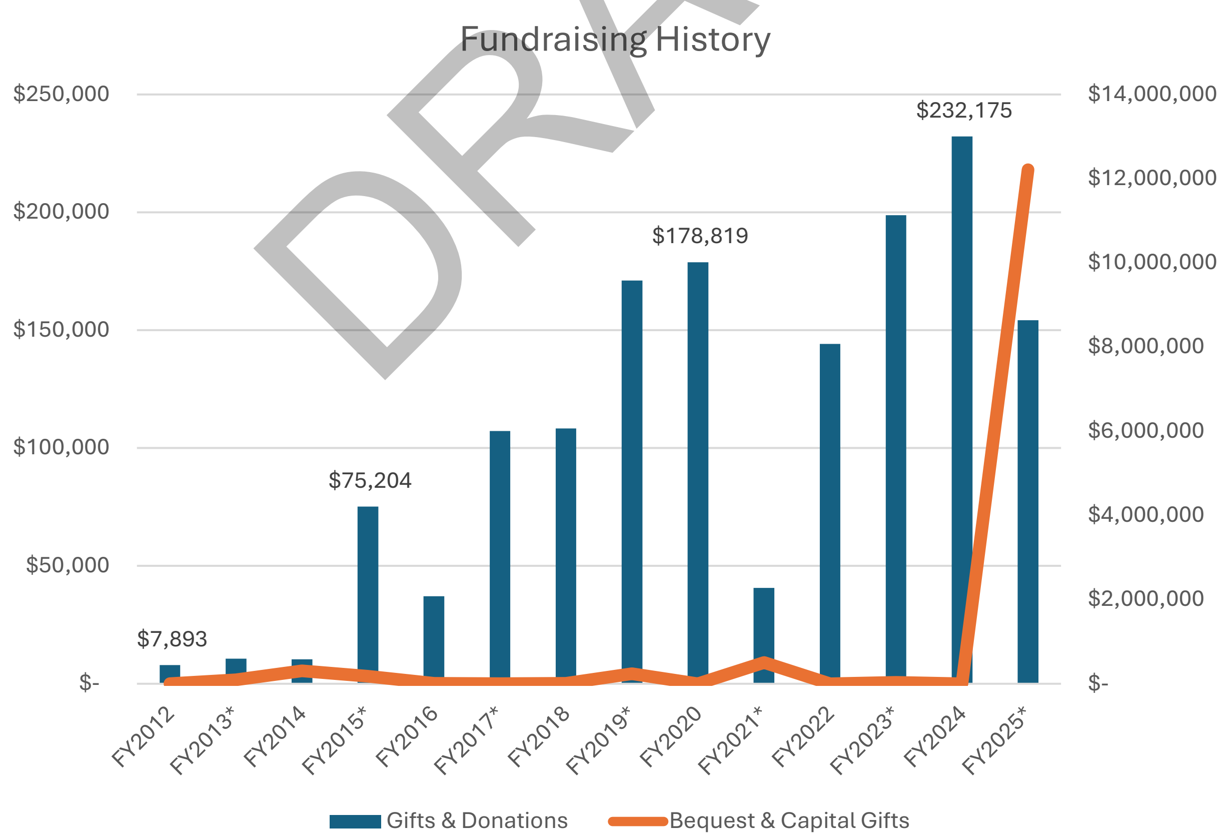
YEAR	*REVENUE*	*% CHANGE*	
FY2012	$ 1,154,197		
FY2013	$ 1,184,467	2.62%	
FY2014	$ 1,162,633	-1.84%	
FY2015	$ 1,201,456	3.34%	
FY2016	$ 1,249,849	4.03%	
FY2017	$ 1,247,283	-0.21%	
FY2018	$ 1,310,075	5.03%	
FY2019	$ 1,353,438	3.31%	
FY2020	$ 1,397,352	3.24%	
FY2021	$ 1,428,754	2.25%	
FY2022	$ 1,447,984	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

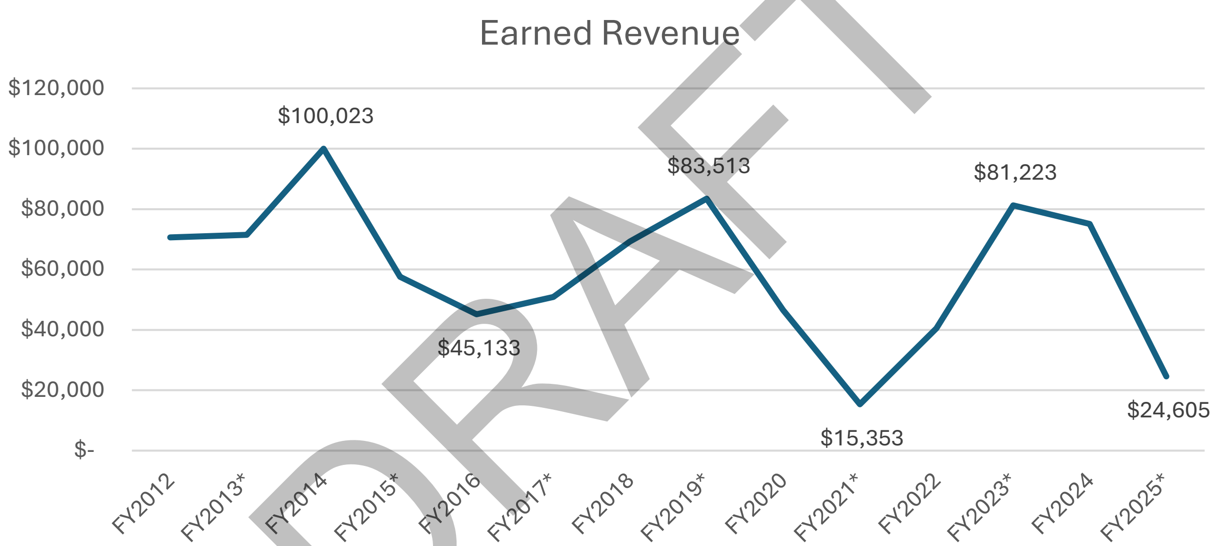
Investments in fundraising capacity have strengthened the Museum's consistency, resiliency, and long-term growth. Continued development of fundraising systems allowed the Museum to regain momentum lost during the COVID-19 pandemic while also launching a capital campaign. The professionalization of fundraising 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

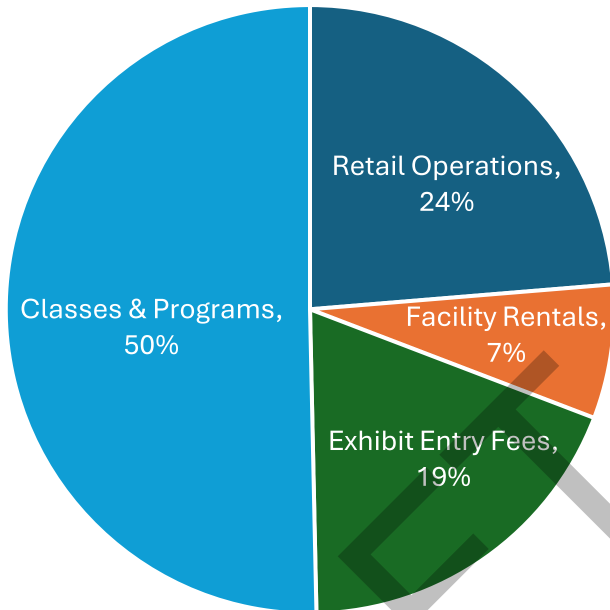
Since FY2012, earned revenue from classes, workshops, camps, and other fee-based programs has averaged about 4 percent of the Museum's total revenue. Before FY2013, earned revenue also included artwork sales from the Watercolor USA exhibition; in FY2012 through FY2014, these sales accounted for 32 to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



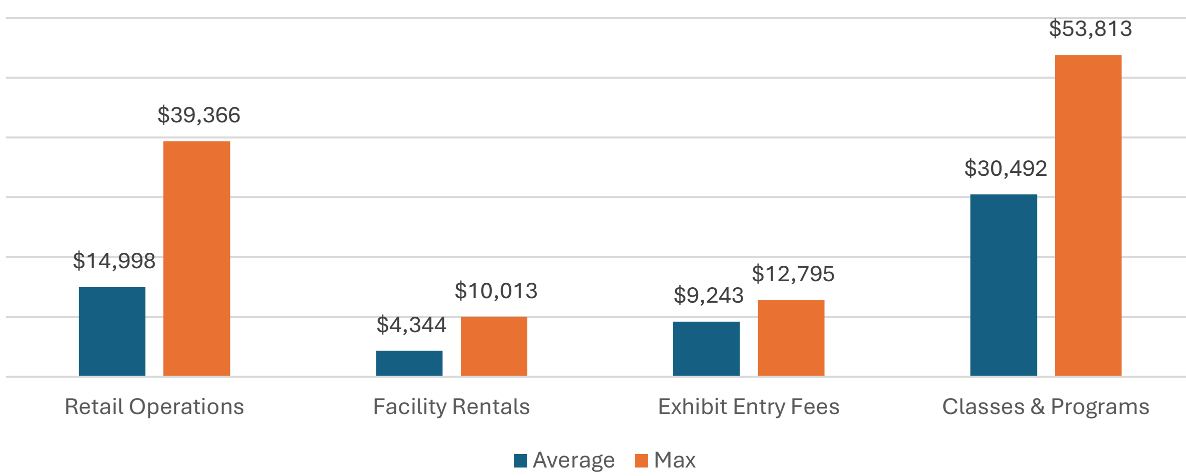
Although the overall composition of revenue has changed over time, the mix of earned revenue has remained relatively stable since FY2012: approximately 50% from classes, workshops, and other fee-based programs; 24% from retail operations, including the gift shop, concessions, and catalog sales; 19% from 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.

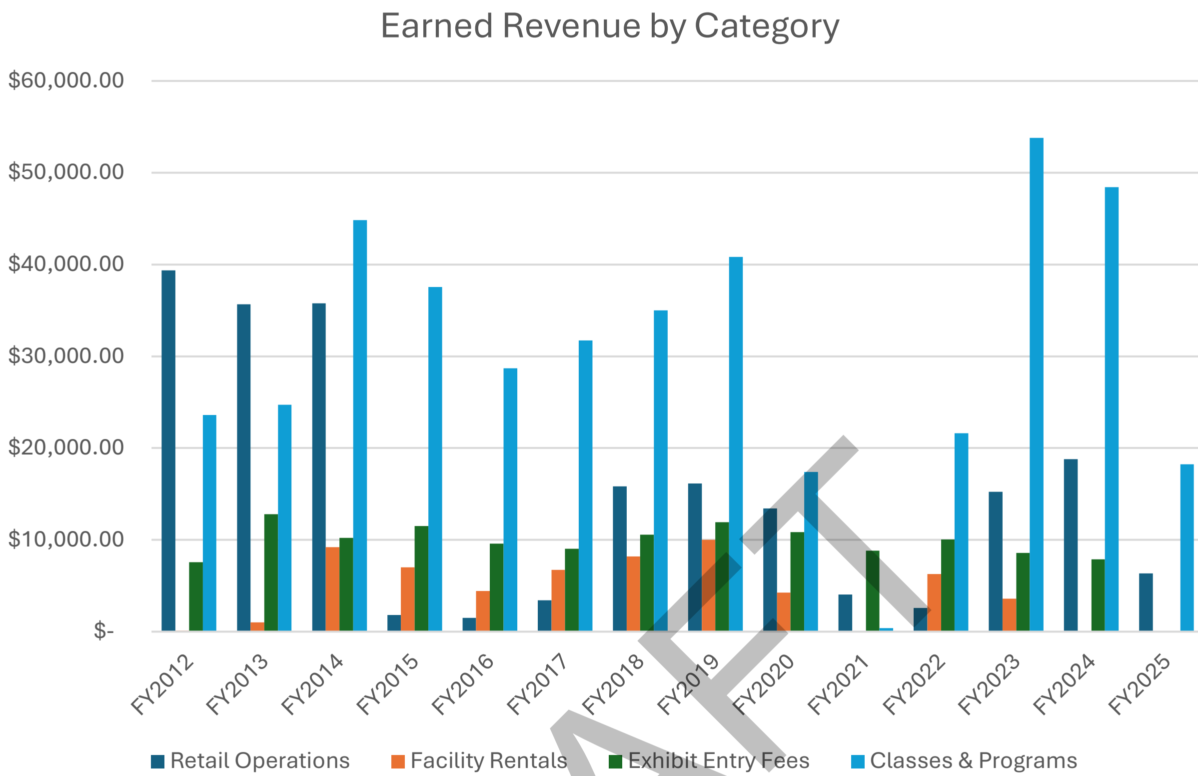
Earned Revenue Mix



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



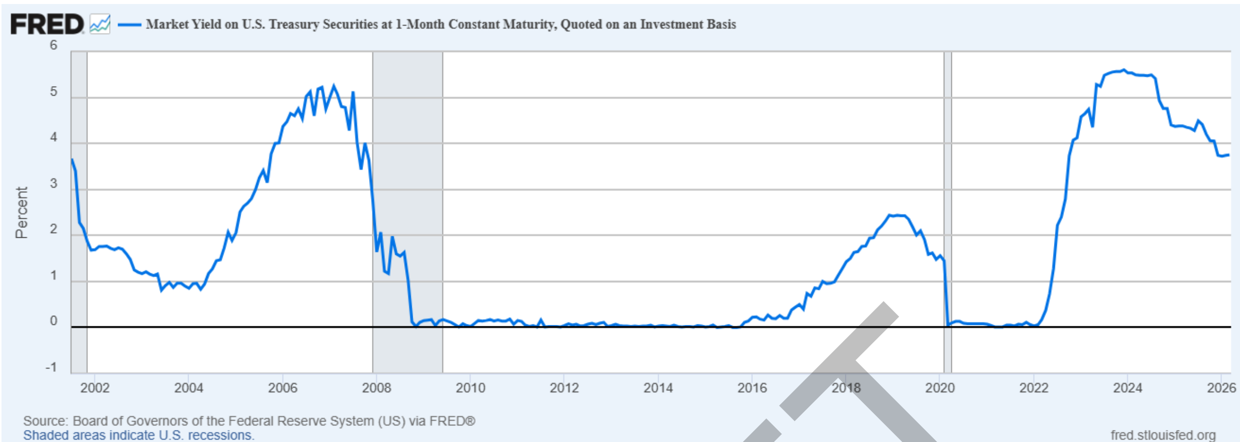


Revenue from classes and other fee-based programs peaked in FY2023, reflecting the post-pandemic rebound and the addition of a Museum Educator dedicated to studio classes. Revenue from retail operations declined sharply after FY2014, when the Art Museum stopped selling works displayed in exhibitions, 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

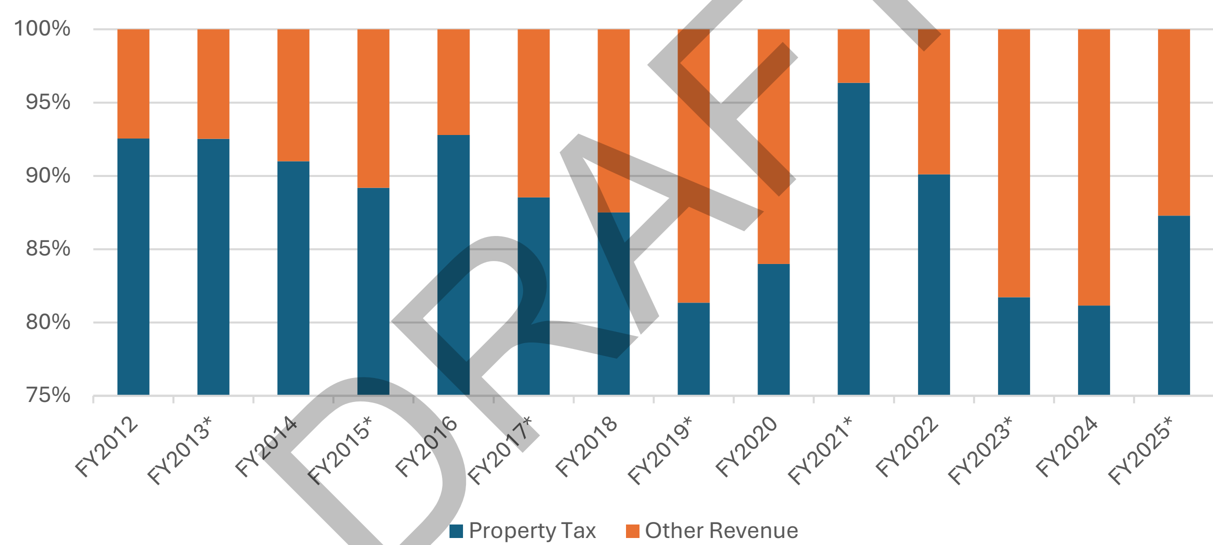
The Art Museum maintains a fund established in 1998 that functions as a quasi-endowment. Governed by a Declaration of Endowment adopted by the City and the Art Museum Board, the fund is restricted to art acquisitions and improvements or expansion of the facilities housing the Museum's collections. The 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.

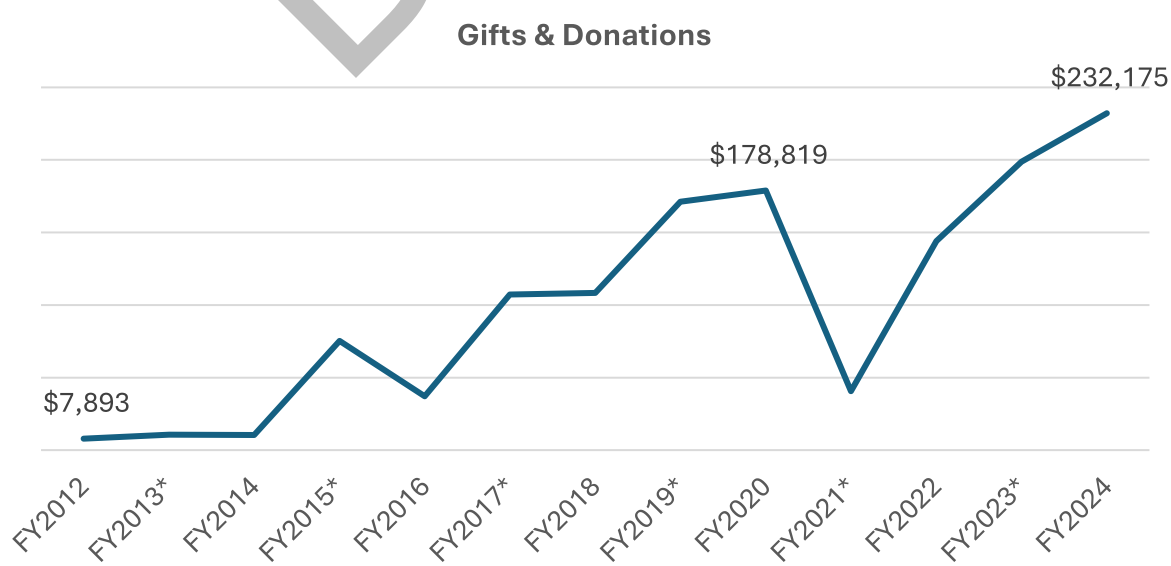
As part of its most recent Strategic Plan, the Museum surveyed community members about increasing public support and establishing sustainable funding sources. Respondents showed strong net favorability toward the City identifying additional revenue streams. Net favorability was 78 percent among all respondents 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

DRAFT

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
Total Budget	**$ 353,495**

FY2029

Enhanced exhibition fabrication	$ 130,000
Enhanced exhibition loan fees	$ 90,000
Special Exhibition Shipping	$ 75,000
Other supplies & services	$ 134,500
Total Budget	**$ 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									Proposed
FUND	**ORG**	**ACCOUNT**	**DESCRIPTION**		**2024/2025 Actual**		**2025/2026 Budget**		**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					Proposed
FUND	**ORG**	**ACCOUNT**	**DESCRIPTION**	**2024/2025 Actual**	**2025/2026 Budget**	**2026/2027 Budget**

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**

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	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

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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**

Revenue Breakdown

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**	

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**