



CPA Funding Application Form

City of Worcester

Submitted On:

May 9, 2025, 09:12AM EDT

Project Name	Historic Restoration of Archtop Windows and Facade Improvements at the Worcester Art Museum (WAM)
Project Location and/or Address	55 Salisbury Street, Worcester, MA 01609
Project Lead Organization (or Individual if Applicable)	Worcester Art Museum
Legal Status of the Organization	501(c)3
Current Property Owner (if Different from the Applicant)	N/A
Brief Project Description	To replicate the original 1898 details for 3 large-scale, historic archtop windows and conduct other façade improvements to the 1898 museum building and adjoining 1983 addition. These key architectural features help define WAM's historical identity.
Project Contact Information	Christine Proffitt [REDACTED]
What CPA category does this project fall under? (Check All that Apply)	Historic Resources
What activity are you proposing to do in this category? (Check All that Apply)	Preserve Rehabilitate / Restore
What is the project budget?	\$1,762,589
How much are you requesting in CPA funding?	\$200,000
Historical Resource Projects: Have you received a Positive Determination of Local Historic Significance from the Worcester Historical Commission?	This project does not require a Determination of Local Historic Significance
Are you requesting an expedited review process for your project? The CPC shall consider an expedited timeline for review (i.e., a Special Application) only under certain circumstances. See the Application Guidance document (linked below) for more	No

information.	
Please briefly describe your project.	<p>We request \$200,000 in historic preservation funds to make necessary building envelope improvements to WAM's original 1898 building and adjoining 1983 addition. Central to this project is the restoration of 3 large-scale (12.7' x 7') historic archtop windows which were removed in the 1960s and are failing. They are a part of the original 1898 building and will be a prominent architectural element in the new and highly anticipated Arms & Armor Galleries, scheduled to debut to the public in late November 2025. Drawing from archival records onsite, modern curtain wall assemblies will be used to match the authentic grill and rosette details and return these windows to their former glory. The project scope also includes replacing doors and all the windows in the 1983 wing (9 total), and 4 additional double-hung windows in the 1898 building with historic fixed replicas. Masonry repair, repointing, and washdown of WAM's stone and brick facade of these connected buildings will be conducted.</p>
What permissions, permits and plans will be necessary to carry out this project, and what is the status of their acquisition?	<p>All necessary plans, permissions, and permits are in hand and the initial phase of the project is already underway. This project received a Building Demolition Delay Waiver approved by the Worcester Historical Commission and a verbal "notice to proceed" by the Massachusetts Historical Commission (MHC); per MHC policy, written documentation will not be available until the end of the current MA Historic Tax Credit round which extends beyond this CPA application deadline. The Museum also received an approved building permit from the City of Worcester.</p> <p>Construction Documents are 100% complete and the mortar mock-ups of the historic windows to be produced by Chandler Architectural (selected as our specialty window/glazing vendor via a competitive bid process), have been reviewed and approved by the Museum's design team.</p> <p>The following items are attached: Finalized Construction Documents, Aluminum Curtain Wall Shops, and an approved Building Demolition Delay Waiver and Building Permit.</p>
Please attach any related permissions or permits related to the project.	Plans, Permissions, and Permits.pdf
Do you foresee any delays in acquiring these permissions within the next 6 months? If yes, please explain, otherwise, type N/A.	No, the project is moving forward as all approvals and permits are in hand.
What is the desired start and end date of this project?	The proposed start date for this grant period is May 2025 and the overall project is expected to be completed by October 31, 2025, in time for the November 22, 2025 opening of WAM's new Arms & Armor Galleries.

Please attach a Timeline for the project.	Project Timeline.pdf
Please upload a complete project budget (.xlsx or .pdf) that includes the source of the funding for each line item. CPA funds can ONLY be used on CPA eligible project elements. Please make sure to be specific about the use of all CPA monies requested.	Project Budget.pdf
Please upload any renderings and/or estimates for this project.	A_A Galleries w Historic Windows in situ _ Bid Proposals.pdf
What is the status of the match funding identified in the budget?	100% of match funding has been secured through a private foundation, exceeding the 1:1 minimum requirement of the CPA program. Please see the attached letter from the Stoddard Charitable Trust awarding funds to WAM in support of our priority capital improvement projects; \$1,562,589 of which will be allocated for this specific project.
Please upload commitment letters and/or funding agreements demonstrating that match funding is in place.	Proof of Match Funding.pdf
Please explain why CPA funding is needed for this project. If CPA is the only proposed funding source for this project, please explain why.	WAM has identified nearly \$60M in needed capital improvements throughout its 150,000 sq. ft. facility, a substantial amount and about 5x the Museum’s annual budget. As the safety and preservation of our facility is intertwined with our ability to advance WAM’s public-serving mission, it is essential to solicit and secure funds from every possible source. A CPA award will have the added benefit of helping WAM meet an aggressive foundation challenge to release additional funds for its facilities.
Please describe the experience of the project manager or project management team in completing a project like this one. Please include examples of similar projects pursued in the past, and why they are relevant.	<p>WAM has a stellar project management team which has successfully delivered nearly \$40M in facility improvements of varying scale over the last 6 years, with another \$20M of work in various stages of fundraising and preparation. Key members are Kaplan Construction, a “Top 100 Women-led Business” in MA, general contractor, and construction management firm with whom we have a Master Service Agreement; Seth Wiseman, founding partner of Boston-based Conform.Lab who serves as our Owner’s Project Manager; and TSKP x IKD, an award-winning MBE with expertise in museum design.</p> <p>WAM’s capital projects also benefit from the oversight of its Board-led Facilities Committee, and staff support provided by WAM’s Director of Facilities Paul Comerford, who has extensive experience in construction and management having previously served as head of facilities for the Worcester Public Schools, and Mark Spuria, WAM’s</p>

	CFO.
Please describe the financial position of the organization and its ability to cover the upfront costs of this project. CPA funding is provided on a reimbursement basis.	The Worcester Art Museum is in a period of significantly improved financial stability, driven by an unprecedented 10-year (2018 – 2028) \$125M comprehensive campaign that supports capital improvements (primarily deferred maintenance), endowment growth, and programmatic investment. As a result, the Museum is able to meet temporary cash flow needs with incoming gifts while maintaining strict accounting by funding category. Additionally, the Museum maintains a \$3.2M line of credit that may be used to cover eligible project expenses that will be reimbursed by committed grants. This ensures WAM can fund upfront costs for capital projects, including those backed by a CPA grant, which are reimbursable in nature. Our financial practices, supported by strong internal controls and Board oversight, reflect our institutional readiness and fiscal capacity to manage complex, multi-source funded capital initiatives. Attached is our most recent financial audit (FY24).
Please upload any reports that may be helpful in establishing a capable financial position.	WAM Audit FY24.pdf
How will this resource/property/building be maintained in the future?	For general maintenance and repairs, WAM employs a full-time building services staff of six, led by an experienced Director of Facilities. In addition, WAM procures outside experts to provide preventative maintenance throughout the year (ex. elevator systems) and hires external contractors when staffing levels are stretched or additional expertise is needed. WAM has also seeded its first-ever endowed Facilities Fund which over time will help support the long-term health of its physical campus.
Please describe how this project/program will benefit Worcester residents in general, as well as specific groups that will benefit from the project.	WAM is a major contributor to the cultural infrastructure of Worcester and has served its community for 127 years by playing a crucial role in the vibrant social, cultural, and economic life of the City. About 30% of WAM's 100,000-plus annual visitors live in Worcester and include some of our City's most vulnerable populations—disenfranchised teens, those recovering from mental health crises, veterans, and people with disabilities, as well as every 4th grader from the Worcester Public Schools.
Please identify which of the Community Priorities identified in the Community Preservation Plan align with this project (check all that apply).	PRIORITY 2: Advance the city's sustainability and climate resilience goals.
Please describe how this project aligns with the above Community Priorities.	This project, in addition to supporting the historic preservation of the Museum, will advance the City's sustainability and climate resilience goals. Specifically, all of the windows in this project package, including the 3 historic large-scale archtop windows, are being designed and engineered to meet Massachusetts' Stretch Energy Code, which emphasizes energy performance over prescriptive requirements. Thus, this project goes above and beyond the

	standards of the International Energy Conservation Code for cost-effective construction and energy efficiency, providing benefits to WAM in terms of energy cost reduction while reducing the City of Worcester’s overall carbon footprint.
Historic Resource Category Goals	GOAL 4: Preserve underrepresented stories.
Open Space and Recreation Category Goals	This project does not align with any of these Category Goals.
Community Housing Category Goals	This project does not align with any of these Category Goals.
Please describe how this project aligns with the above Category Goals.	WAM is keenly aware of the great responsibility it holds to ensure that its facility can effectively support the Museum’s fundamental purpose to protect, preserve, and share the collection in its care. This includes preserving the unique stories these diverse objects embody and can tell about their geographic and historic origins, materiality, and the cultural backgrounds and identity of their makers. For example, recently purchased paintings by Reginald Gammon and Wadsworth Jarrell provide examples of powerful, figurative subjects in an era most often associated with abstraction that have strengthened the African American presence in our contemporary galleries. Also, we have begun to integrate our newly gifted Krashes Collection of American folk art, displaying paintings by John Brewster, Jr., a Deaf artist active in 19th-century New England, to promote the exploration of art and accessibility, as well as the contributions of people with disabilities to the history of American art.
Does your project align with any other City or Regional Plans? Please be specific. See the City of Worcester website to view local plans.	Yes, we draw on strong connections with both the City’s Cultural Plan which recognizes that “arts, culture, and creativity play a critical role in Worcester’s evolution as a great city,” and Worcester’s Strategic Plan (2025-29) in its vision to “create a thriving community” and “promote arts and culture to drive economic development by drawing talent and tourism” (Goal: Economic Growth, Objective #6).
Does your project have community support? Please describe outreach efforts for this project.	<p>WAM inspires immense community support with 3,500 members, 225 corporators, including 25 trustees, over 100 business and institutional partners, and hundreds of volunteers and funders.</p> <p>Scores of local organizations welcome WAM's partnership to advance their own missions, including the WPS, Seven Hills Foundation/Open Door Arts, Clemente Course, Southeast Asian Coalition, Genesis Club, Worcester Juvenile Court, and the India Society of Worcester, as well as area colleges and universities.</p>
Please upload any letters of support.	Letters of Support.pdf
Is there anything else you want the CPC to know about your project?	This project will progress in tandem with the construction of WAM’s new Arms & Armor Galleries, a transformative project over 10 years in the making which will soon present the entirety of the Higgins Armory Collection, the 2nd largest such collection in the Americas, in

its own dedicated exhibition space. Our project request includes critical work to WAM's envelope that will protect, and help architecturally define, these galleries. Please mark your calendars for the Nov. 22 public debut!
