

Civil War Museum Advisory Board Meeting Agenda

Tuesday, July 21, 2026

3:00 PM

City Hall – UPSTAIRS

1. Call to Order

2. Approval of Previous Meeting Minutes

3. Museum Update

- Visitor activity
- Museum operations
- Upcoming needs or projects

4. Officer Positions

- Review current officer positions
- Discuss board leadership following the resignation of President David Armstrong, effective June 23, 2026, as submitted by email
- Determine next steps

5. Old Business

6. New Business

7. Public Comment

8. Adjournment

Next Meeting: To Be Determined

Civil War Museum Advisory Board

Meeting Minutes

Date: Monday, March 24, 2026 **Time:** 4:30 p.m.

Location: City Hall – Upstairs Conference Room 326 Grant Street, Carthage, MO 64836

Call to Order

President **Dave Armstrong** called the meeting to order at **4:31 p.m.**

Pledge of Allegiance

The Pledge of Allegiance was led by President **Dave Armstrong**.

Roll Call

Present: Dave Armstrong, Gary Stuart, Brian Crigger, Ed Barlow, Chris Johnson

Also Present: Mayor Bren Flanigan; Council Member Ron Wells; Ray Beckman; Melissa Little,
Tourism Director

Approval of Minutes

A motion was made by **Ed Barlow**, seconded by **Chris Johnson**, to approve the minutes from the **February 23, 2026** meeting.

Motion carried unanimously.

Public Comments

None.

Report of Council Liaison and/or Mayor

Council Member **Ron Wells** had no report.

Mayor **Bren Flanigan** reported that he has recently visited the Museum and has observed continued improvement. He stated that the Advisory Board appears to be moving in a positive direction for the overall betterment of the Museum.

Mayor Flanigan also noted there are **two vacancies** on the Advisory Board and advised that recommendations should be submitted to him. He will make nominations to City Council for final approval.

Committee Reports

None.

Administrative Report

Tourism Director **Melissa Little** reported that February visitation numbers remained steady, with increased activity expected as seasonal travel increases. She reported that one individual was trespassed from the Museum due to causing a disturbance. Public Works recently power-washed the exterior of the building.

She also reported that a **Capital Outlay request** to replace the Museum's fire alarm system has been submitted for budget consideration and final approval.

Old Business

- **Review of City Code Section 2-496**
- **Review of 1999 Mission Statement**
- **Review of Potential Updated Mission Statement** (Mission, Vision, Scope of Interpretation)

Discussion noted that the 1999 Mission Statement contains strong foundational language, particularly regarding the period of **1861–1865 in or near Carthage**. President Armstrong proposed forming a committee to review and update the Mission Statement.

A motion was made by **Ed Barlow**, seconded by **Gary Stuart**, to form a Mission Statement Committee to revise the 1999 Mission Statement using the framework proposed by President Armstrong.

Motion carried unanimously.

Committee members appointed: **Ed Barlow, Chris Johnson, and Dave Armstrong.**

Adjacent Interpretive and Community Information Space

Discussion noted the space receives direct sunlight and should not house artifacts. The Board agreed the area may be used for nonprofit informational literature. It was recommended that language be added allowing the Museum to refuse materials at the discretion of the Tourism Director. President Armstrong stated he will draft proposed language for review by the City Attorney and the Public Service Committee.

Potential Uses for Upstairs Space

The long-term goal discussed is to utilize the upstairs as a public resource available by appointment only, potentially in partnership with the Annex. Discussion is ongoing.

New Business

None.

Next Meeting

President **Dave Armstrong** will follow up regarding scheduling the next meeting.

Adjournment

A motion to adjourn at 5:24 pm was made by **Ed Barlow**, seconded by **Chris Johnson**.

Motion carried.

Civil War Museum Report Summary

The Civil War Museum continues to show strong performance in 2026, particularly in visitor attendance, donations, and summer sales revenue.

Year-to-Date (January–June) Comparison

Attendance

- 2026 visitation totaled **2,932 visitors**, the highest first-half attendance of the past four years.
- Attendance increased:
 - **34% over 2025** (2,088 visitors)
 - **29% over 2024** (2,269 visitors)
 - **24% over 2023** (2,369 visitors)
- Significant growth was seen in May and June, with:
 - **990 visitors in May** (highest May on record)
 - **713 visitors in June** (highest June in the four-year comparison)

Sales Revenue

- Museum gift shop sales totaled **\$4,683** through June 2026.
- This exceeds:
 - **2025:** \$4,389
 - **2023:** \$4,701 (nearly matching despite a slower first quarter)
- June 2026 sales reached **\$1,650**, the highest monthly sales figure shown in the report.

Donations

- Donations totaled **\$2,181** through June 2026.
- This is higher than:
 - **2025:** \$1,867
 - **2024:** \$1,602
- June donations reached **\$760.25**, the highest June donation total in the four-year comparison.

Key Highlights

- **Record attendance** during the first six months of 2026.
- **Strong growth in May and June visitation**, likely benefiting from increased tourism activity and museum programming.
- **Highest June sales and donation totals** in the four-year period.
- Donation revenue has remained consistently strong throughout 2026, helping support museum operations and preservation efforts.

Overall

The Civil War Museum is experiencing one of its strongest years in recent history. Through the first six months of 2026, the museum has achieved record visitation while maintaining strong gift shop sales and donation revenue, indicating continued community support and growing interest from both residents and visitors.

Melissa Little

From: Dave Armstrong <dwarmstrong.82@gmail.com>
Sent: Wednesday, June 3, 2026 9:20 AM
To: Bren Flanigan; Melissa Little
Cc: Traci Cox; Michael Miller
Subject: Resignation from Civil War Museum Board and Museum Employment

CAUTION: This email originated from outside of the organization. Verify all requests or information before clicking any links.

Dear Mayor and Ms. Little,

After careful consideration, I have decided to resign from my position on the Civil War Museum Board and from my employment with the Civil War Museum, effective immediately.

This decision is not one I make lightly. I have greatly enjoyed the opportunity to support the museum's mission and contribute to preserving and sharing an important part of our community's history. I am grateful for the experiences, relationships, and opportunities I have had while serving the museum.

As I prepare to transition into a new professional role at Joplin High School, I have concluded that I need to focus my time and energy on that position and my new responsibilities. Because of that commitment, I feel it is appropriate to step away from my city responsibilities at this time.

Thank you for the opportunity to serve the museum and the City of Carthage. I wish you both, and the museum board, continued success in the future.

Sincerely,

Dave

Dr. David W. Armstrong
www.mysecretpublicjournal.com
[Schedule a Meeting](#)