Springfield Art Museum

Board of Directors Meeting

October 16, 2025	**5:00 PM**	**Springfield Art Museum Temporary Location 431 S Jefferson Ave, Suite 108 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

4. Citizen's Advisory Board Presentation

5. Update on Joint Letter in Support of the Art Museum Project

6. Adjournment

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

Springfield Art Museum
Board of Directors Meeting Minutes

DATE: Thursday, September 18, 2025
Springfield Art Museum Temporary Location, 431 S. Jefferson Ave., Springfield, MO- 5:00 p.m.

Board Members Present:

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

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

Others Present: None

Call to Order: Meeting called to order by Lindsey Kelsay at 5:00 PM

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

Letter of Support for Phase II: Lindsey Kelsay presented a letter of support for Phase II of the Art Museum Expansion and Renovation Project. The Board discussed the draft letter. It was suggested that the letter be made more succinct with bullet points. There was also a suggestion that there be a specific ask in the letter. Lindsey will discuss the letter with FOSAM President, Sonya Wise. Lindsey also discussed a taskforce formed by FOSAM to help advocate for Phase II of the project. They plan to reach out to a broad spectrum of community members to sign a joint letter of support. Updates to the letter will be presented at the next meeting.

Reports:

SMMA: None

FOSAM/SAM Foundation: None.

Director's Report:

Nick Nelson gave the Director's Report. He provided an update on the Museum's temporary location. The Museum is looking at office space and will move out of the Wilhoit Building by Oct. 31. Nick also gave a brief update on the Art Museum Renovation and Expansion Project. Nick also discussed hard hat tours for the Board and will send out invitations.

Executive Committee:

Lindsey Kelsay gave the Executive Committee Report. The Committee met on September 14. They discussed items for the agenda and the letter of support.

Other Items:

Lindsey Kelsay discussed holding a Board Social event after the October meeting. Nick Nelson will send out invitations and get RSVPs.

Adjournment: A motion was made to adjourn by Amanda Stadler; the motion was seconded by Mark Wheeler. The meeting was adjourned 5:33 PM.

Submitted by: Nick Nelson, Museum Director

September 9, 2025

Springfield City Council
840 Boonville Avenue
Springfield, MO 65802

Dear Mayor Schrag and Members of the Springfield City Council,

On behalf of the Springfield Art Museum Board, we extend our sincere gratitude for your ongoing commitment to our community's assets and for your past support of the Springfield Art Museum renovation project. We are writing to respectfully request your support for funding Phase II of the Museum's renovation—a critical step toward fully realizing the community's vision for this beloved institution.

Phase I of the renovation, which is currently underway, can be considered an internal transformation and addresses the Museum's most pressing infrastructure needs, including HVAC, plumbing, electrical systems, and demolition and rebuilding of the original 1957 structure. It also delivers a high-ceiling gallery space, an art study room, improved accessibility, and a new classroom space. While these upgrades are essential, they represent only part of the story. Phase II delivers the visionary external transformation as well as important community spaces that community members have consistently supported, including an expanded educational wing, iconic architectural moments on both the front entrance and National Avenue sides of the building, façade updates, significantly enhanced grounds, and new gallery spaces throughout. Without Phase II, the renovation remains incomplete, addressing what is necessary but not fulfilling the long-term vision Springfield deserves.

Phase II aligns directly with the priorities outlined in the Forward SGF Comprehensive Plan, particularly the guiding principles of Quality of Place and economic development; the theme of Arts, Culture and Historic Preservation; and the initiative of Neighborhood Revitalization. Completing the transformation of the Museum will strengthen Springfield's identity as an amenity-rich and welcoming city.

The Museum is already a proven economic driver. In 2019, half of our visitors traveled from outside Springfield, with 20% traveling more than 150 miles. These cultural tourists spend 60% more than other travelers and directly support our hotels, restaurants, and locally owned businesses. At current attendance levels, the Museum contributes $4.1 million annually to the local economy, supporting 69 full-time equivalent jobs and over $2.6 million in household income. With a fully renovated facility, attendance is projected to grow to 100,000 visitors annually, resulting in $7.1 million in local economic activity, 112 jobs, and more than $4.25 million in household income each year. Over the next two decades, the Museum will generate over $143 million in economic activity for Springfield and southwest Missouri.

Equally important, the community has made clear its desire for this project. In the City of Springfield's 2023 Community Survey, 100% of respondents stated that maintaining community assets is important, and 80% identified cultural amenities as priorities in land use and planning. In the Museum's own strategic planning surveys, 78% of participants expressed that they would like to see the City provide greater support to ensure the Museum's future sustainability. These voices echo what we, as a Board, hear often: Springfield residents want a world-class art museum that reflects the vibrancy of our growing city.

As the only American Alliance of Museums-accredited art museum in southern Missouri, the Springfield Art Museum uniquely elevates the cultural profile of our region. With the city projected to surpass 400,000 residents by 2035, now is the time to strengthen Springfield's cultural assets that will define our city's future and strategically align with upcoming projects like the convention and event center.

We respectfully urge City Council to allocate funding from the 1/2 cent sales tax, or other City resources, to ensure that Phase II of the Museum renovation becomes a reality. Completing both phases is essential to delivering not only a functional building but also a civic landmark. With Phase I construction already underway, acting now allows us to realize this vision in the most seamless and cost-effective way.

Thank you for your leadership and for your commitment to enhancing the quality of life for all Springfield residents.

Sincerely,

Lindsey Kelsay

Lindsey Kelsay
Chair of the Springfield Art Museum Board
On behalf of the Springfield Art Museum Board

Fund Balance

Art Museum

Analysis

Sep-25

Changes in Fund Balance for September 2025 were unremarkable.

Recommendations

Sep-25

The Museum should:

- Continue monitoring fund balance, carefully managing expenses while finding opportunities to increase revenue.
- Set long-term goals for fund balances after construction is complete and the Museum is operational.
- Work with the City to establish reserve goals considering the Museum's revenue structure and future capital needs.
- Work with the City to address the Museum's Endowment Fund to establish a true operating endowment managed by FOSAM.

Increasing revenue will be a challenge since the Museum is under construction and earned revenue opportunities have diminished considerably.

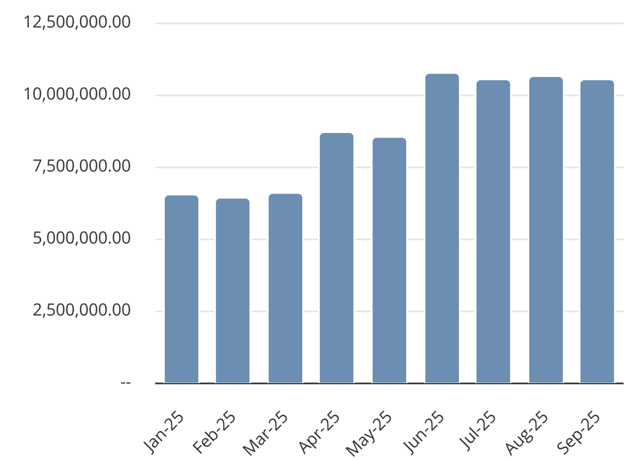
Why

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.

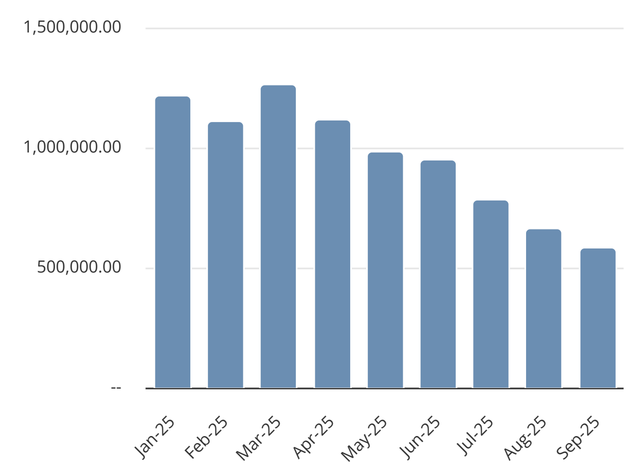
Limitations and Notes

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.

Total Fund Balance

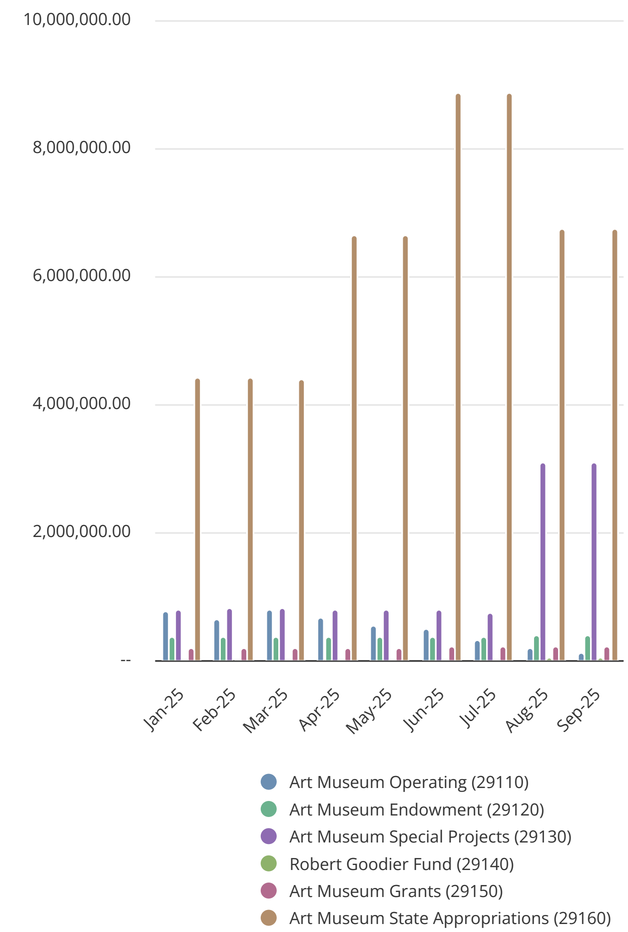


Available Fund Balance



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.

Fund Balance by Fund



KPI Data

Series	Sep-25
Total Fund Balance	10,553,848.00
Restricted Fund Balance	9,971,028.74
Available Fund Balance	582,819.20
Art Museum Operating (29110)	116,626.15
Art Museum Endowment (29120)	376,046.68
Art Museum Special Projects (29130)	3,080,187.50
Robert Goodier Fund (29140)	25,149.47
Art Museum Grants (29150)	210,860.00
Art Museum State Appropriations (29160)	6,744,978.12

Reporting Frequency

Monthly

Responsibility


Nick Nelson (Art Museum)

Unit

Collaborators

Monthly Financial Report

Art Museum

Analysis

Sep-25

Operating Revenue and Expenses for September 2025 were unremarkable with the exception of a negative expense of -$1,047,587.78 in Capital Improvements. This was due to an accounting adjustment that moved these expenses into FY2025 and out of FY2026. While the FY2026 statements show a credit, that expense was moved to ADJ-2026.

Recommendations

Sep-25

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,
3. Continue engaging in long-term budget development to better track and forecast monthly revenue and expenses.

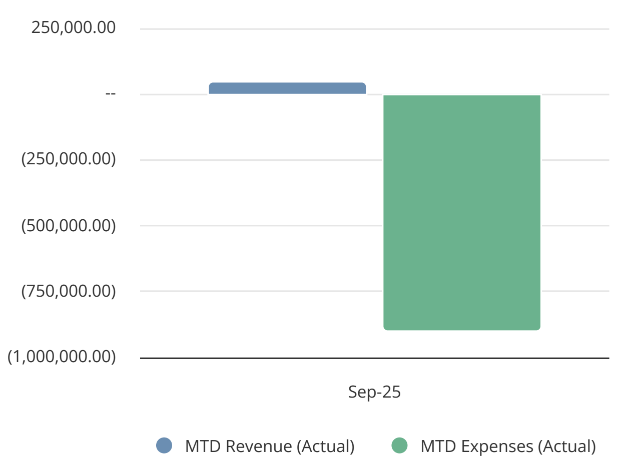
Why

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.

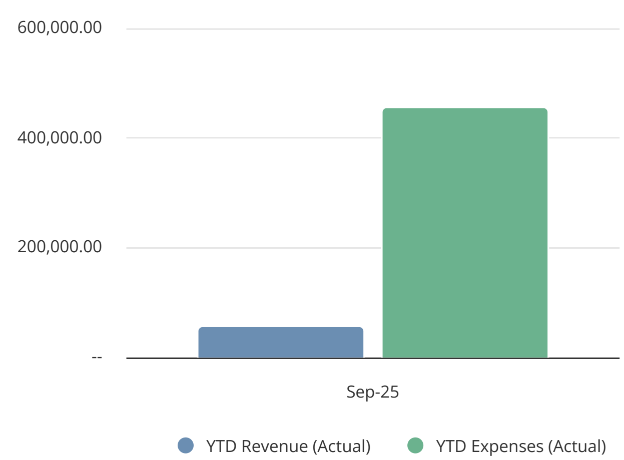
Limitations and Notes

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.

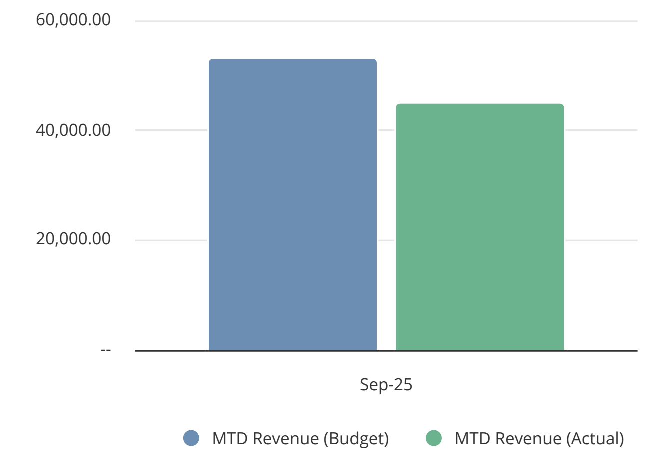
MTD Revenue vs Expenses



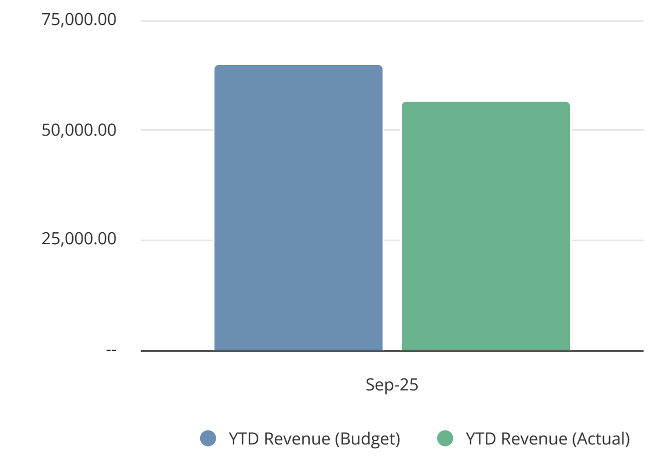
YTD Revenue vs Expenses



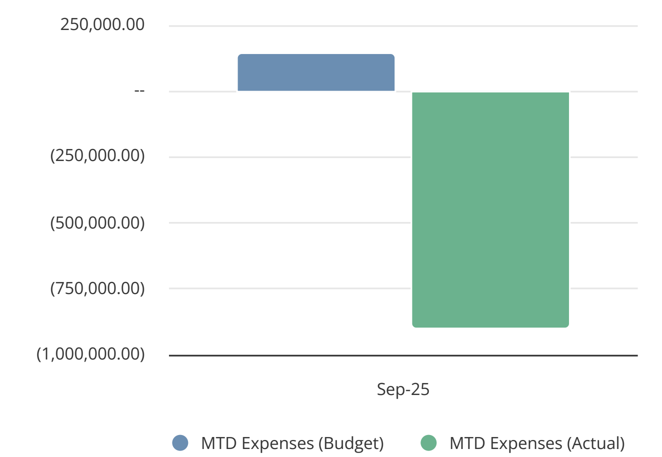
MTD Revenue (Budget vs Actual)



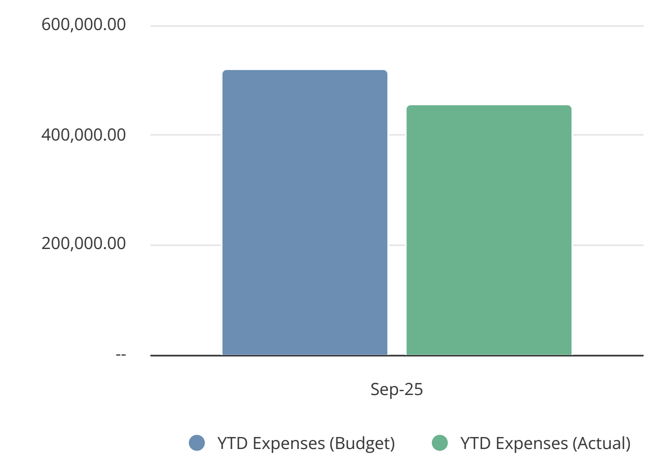
YTD Revenue (Budget vs Actual)



MTD Expenses (Budget vs Actual)



YTD Expenses (Budget vs Actual)



KPI Data

Series	Sep-25
MTD Revenue (Budget)	53,233.78
MTD Revenue (Actual)	44,939.54
MTD Expenses (Budget)	146,624.16
MTD Expenses (Actual)	(898,923.79)
YTD Revenue (Budget)	65,136.22
YTD Revenue (Actual)	56,758.32
YTD Expenses (Budget)	519,811.65
YTD Expenses (Actual)	454,373.37
% of Fiscal Year Completed	25.00%

Reporting Frequency

Monthly

Responsibility

 Nick Nelson (Art Museum)

Unit

Collaborators

Springfield ART Museum

ENJOY. LEARN. CREATE.






Vision 2011 to Today

2011

Vision Statement to become "a collaborator and catalyst for the transformation of… the community through art… a vital partner in… economic development… actively cultivate the use of its facilities both interior and exterior as a cultural resource…"

2014

Strategic Plan Goal: "By 2019, we will be prepared to launch a successful capital campaign to address building and grounds improvements."

2018

Art Museum Master Plan launched for our next 90 years of service to the community

2021

Fassnight Creek Improvements/ FEMA Floodplain Mitigation

2023

Began design of Phase I & II of building improvements

2024

Reaffirmed vision to become a "leading cultural center" for our region.

2025

Construction begins on our visionary and transformative project

Our “Why?”

- **Because our community asked us to!**

- **Our community wants a more livable and lovable community for residents and a more vibrant destination for our visitors.**

Big Idea

- Art Museum Plan. Enhance the neighborhood make springfield a destination. Get more culture. Increase diversity and inclusion. Creates another asset for the city. Art Museum becomes a trail hub. It won't negatively impact the neighborhoods.
- City should enhance their Tree Policy and maintain the urban canopy. Maintain the trees, you enhance the town.

FORWARD SGF Visioning Workshop — Group # 12

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- we love murals local + new cultures
- sculpture walk
- art museum - maybe more public support
- tie it into greenway trails

FORWARD SGF Visioning Workshop — Group # 8

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- more of this on C-street to keep people in this neighborhood
- expand on the art museum's master plan

FORWARD SGF Visioning Workshop — Group #

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- improving the art museum and overall art landscape to make it look more appealing

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FORWARD SGF Visioning Workshop — Group # 24

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

Expansion of arts around Sgf Art Museum
Beautification of streets from airport to downtown from WOW South on Campbell
North Glenstone

FORWARD SGF Visioning Workshop

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- More murals downtown
- beautify entryways → especially coming from the airport
- Welcome signs on all major thoroughfares
- public art integrated w/ trails
- enhance art downtown
- Execute Art Museum Master Plan!

- make medical mile more of an experience b/c there is traffic → make it pretty

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FORWARD SGF Visioning Workshop — Group #

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- More murals!
- Art Museum master plan needs to happen

BOLD → Too much talk little action
1. Beautification
Branding

Three B's

A neighborhood identity and core.
ex: Social Hubs
Pickwick ? Cherry
Tie ? Timber, Imos

FORWARD SGF Visioning Workshop — Group # 15

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- SUPPORT INTENT TO RENOVATE & EXPAND ART MUSEUM.
- MOVE TO ESTABLISH BRANDING (I.E. FLAG) THAT CAN RALLY SUPPORT THROUGHOUT COMMUNITY.

* TREE CANOPY PRESERVATION EXPANSION
* LANDSCAPE CODE OVERHAUL.

FORWARD SGF Visioning Workshop — Group # 10

Arts, Image & Identity

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

Art Museum project!

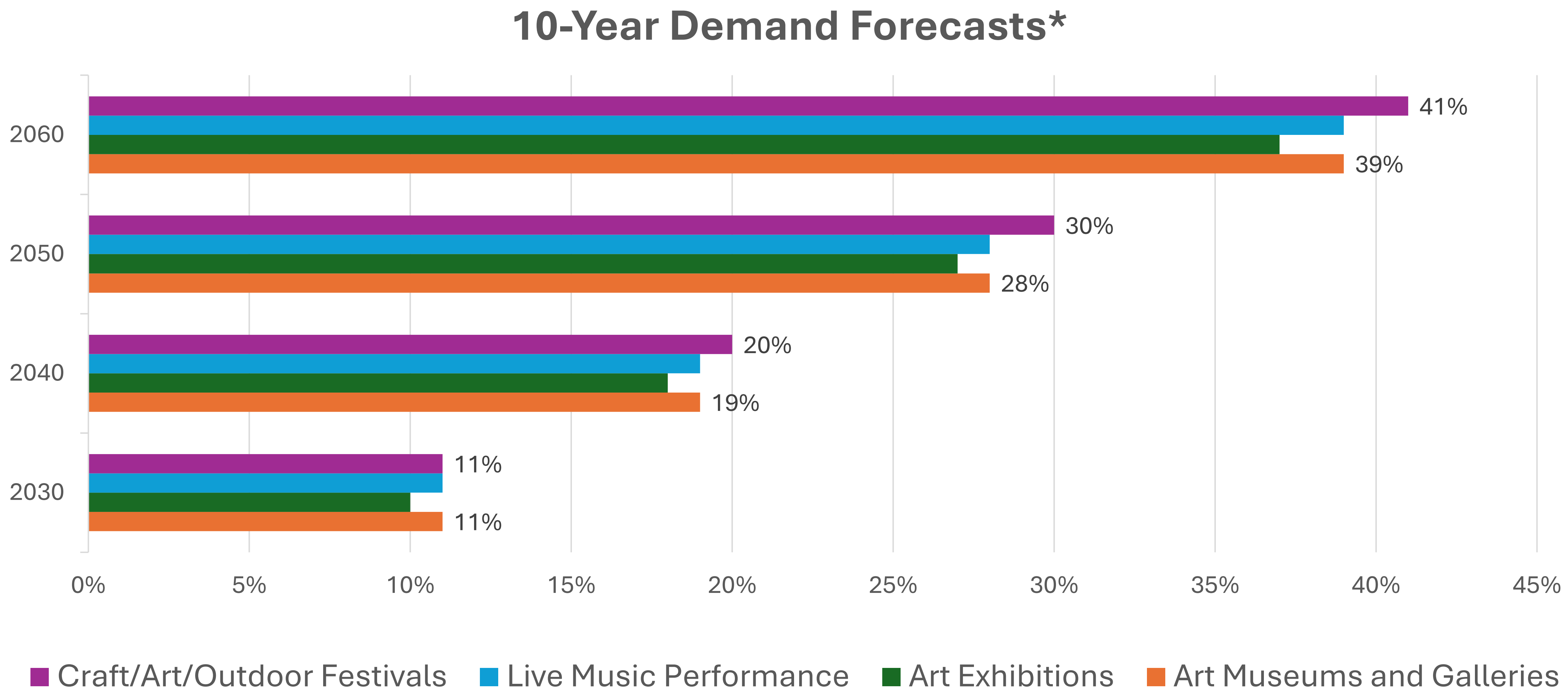
FORWARD SGF Visioning Workshop — Group #

Arts, Image & Identity = purple

Examples: Opportunities for gateway and welcome signs, streetscaping, corridors with desirable appearance or in need of improvement, areas to target historic preservation efforts, public art opportunities, etc.

- complete SGF Art museum plan

Future-Ready: Meeting Upcoming Demand



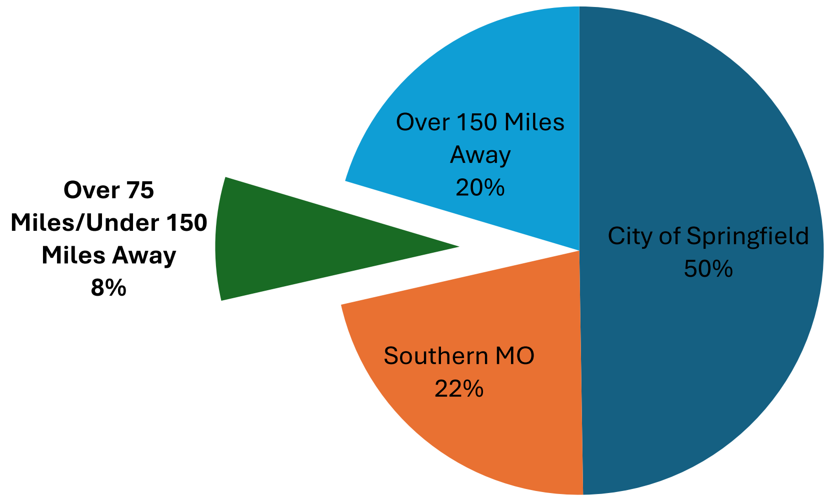
*All percentage changes are relative to 2020.

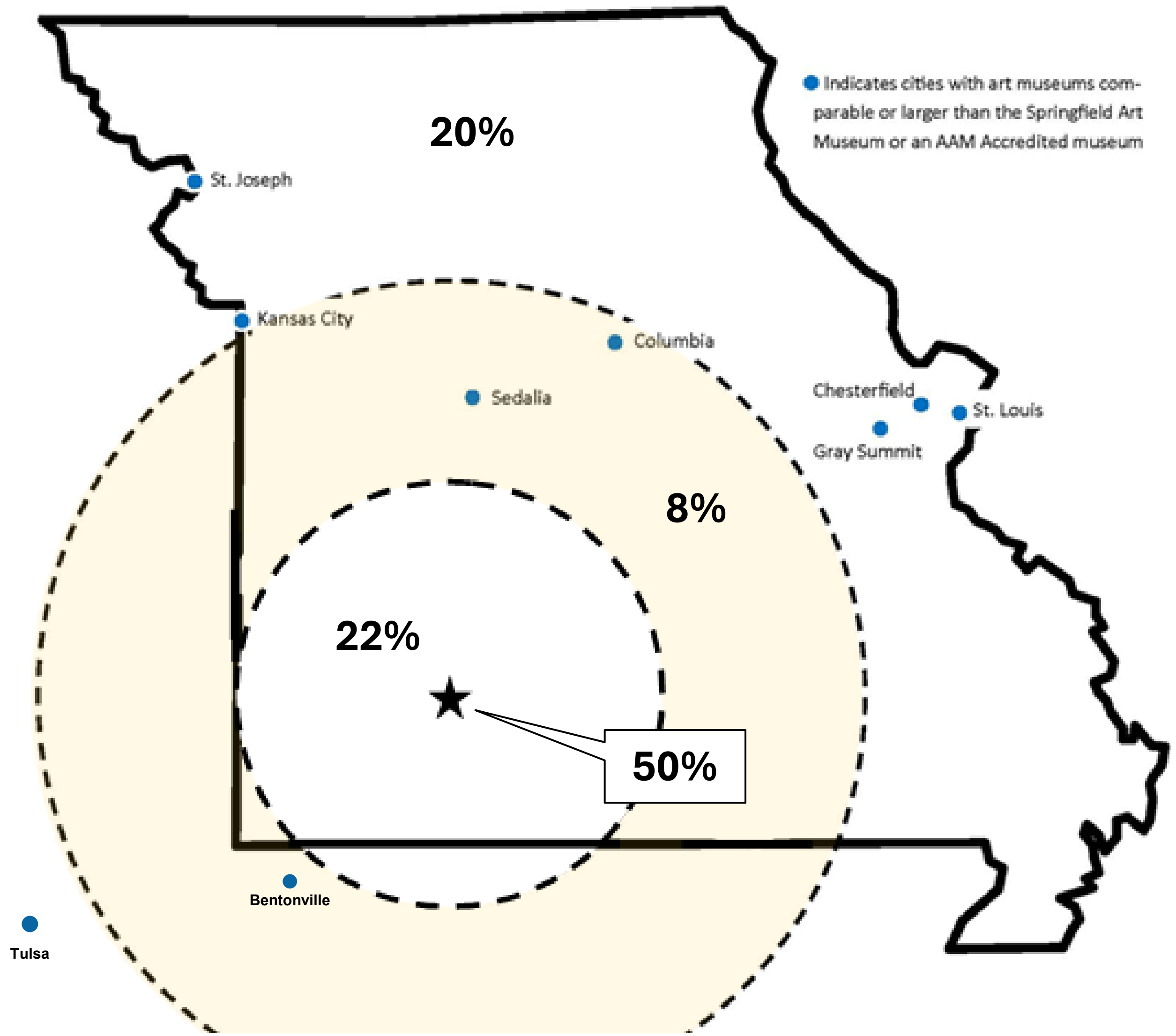
Source: 2023 Wood and Poole Economics, inc., National Endowment for the Arts 2017 Survey of Public Participation in the Arts, Keen Independent Research.

Impact & Opportunity

- Exhibitions and events draw individuals living between 75 and 150 miles away from Springfield including NW Arkansas and Tulsa.
- Represents a population of over 6.2M.
- Market with growth potential but need a reason to visit. Exhibitions and events give them a reason to come.

Distance Traveled by Visitors





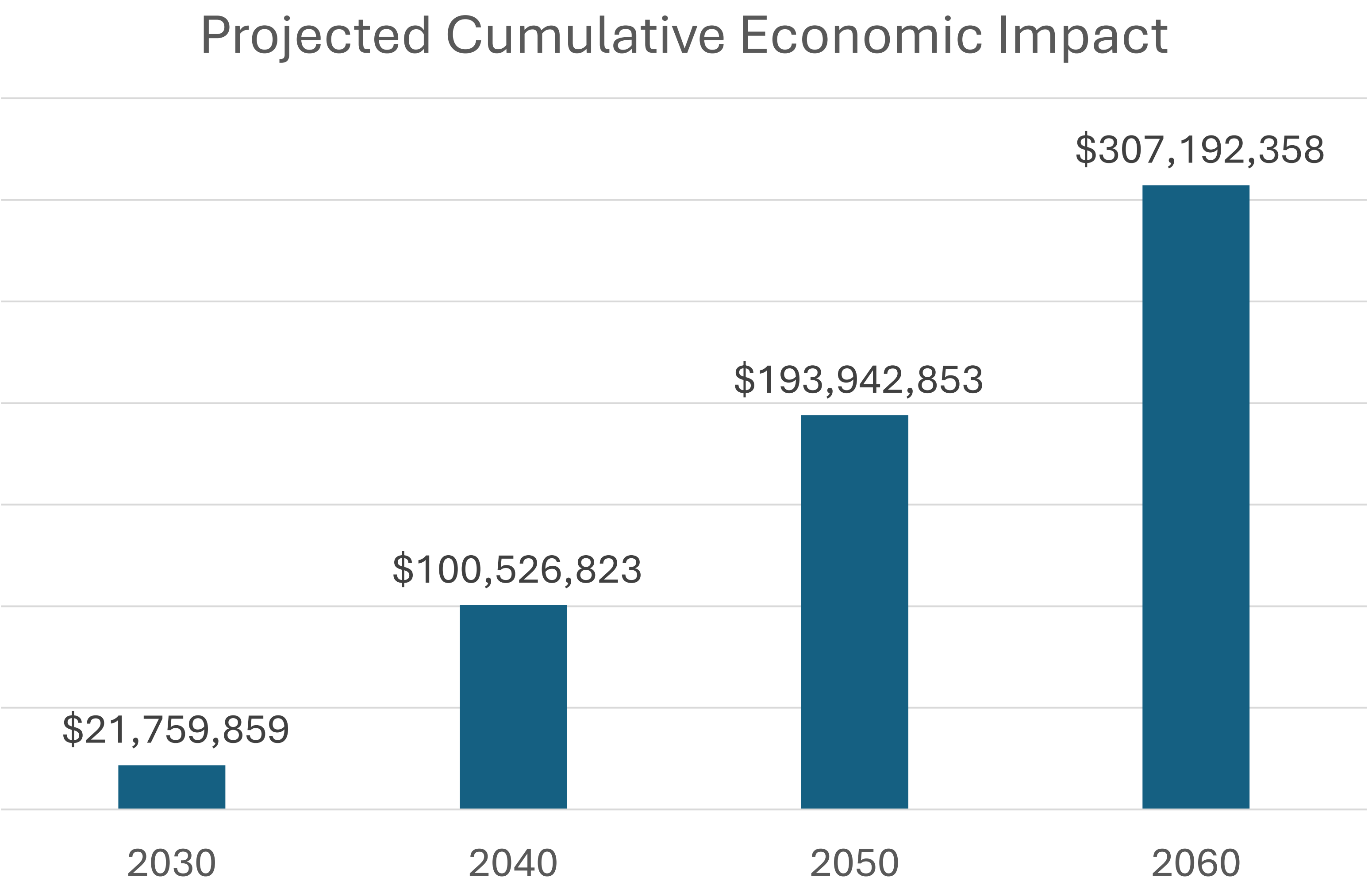
Impact & Opportunity

With a new facility and growth in attendance by 2028, the Museum is expected to **generate approx. $7.2M in economic impact** on an annual basis.

Economic Impact	2024	2028	% Change
Total Attendance & People Served	45,000	**100,000**	+ 122%
Total Spending by Art Museum & Visitors	$ 4,041,888	**$ 7,161,061**	+ 77%
FTE Jobs Supported by Art Museum	66	**112**	+ 70%
Household Income Supported	$ 2,547,616	**$ 4,250,561**	+ 67%

* Americans for the Arts "Arts & Economic Prosperity 6 Calculator", https://aep6.americansforthearts.org/calculator

Impact & Opportunity



Based on aggregate of population growth, demand forecasts, and Americans for the Arts “Arts & Economic Prosperity 6 Calculator”, https://aep6.americansforthearts.org/calculator


2008
1973
1957
1993

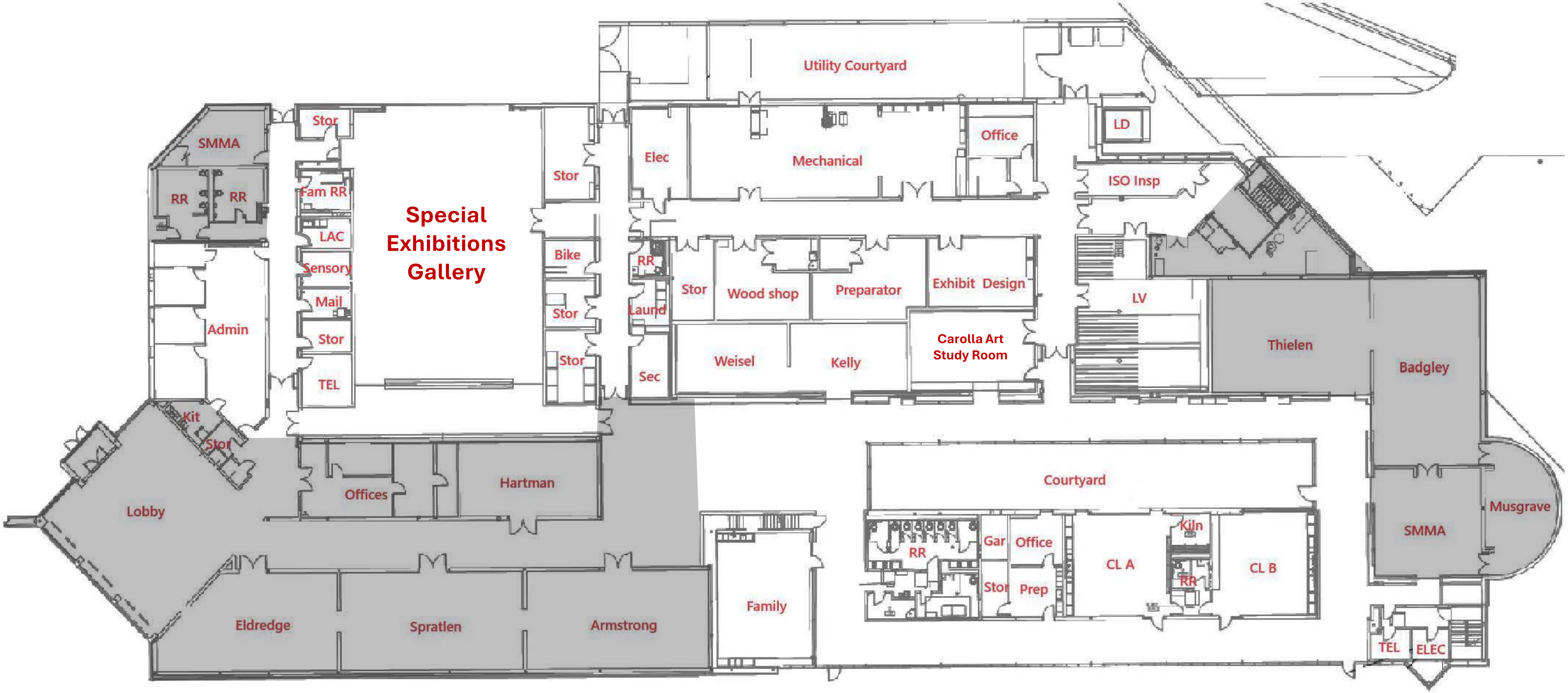

2008
1973
1957
1993

Future-Ready: Stewardship and Sustainability

- Since 1957, the Museum has expanded almost every 18 years.
- Goal to extend time to 30 – 40 years between capital improvements.
- Extend time between capital improvements, we can focus on operations and endowments.

		Years of service
Original Building	1957	68
Auditorium	1973	52
Musgrave Wing	1993	32
West Wing	2008	17
AMRN Phase I & II	2028	*+ 40 years = 2068*

Years between projects: 16, 20, 14, 20


Utility Courtyard
SMMA
Stor
RR
RR
Fam RR
LAC
Sensory
Mail
Stor
TEL
Admin
Special Exhibitions Gallery
Stor
Bike
Stor
Stor
Elec
Mechanical
Office
LD
ISO Insp
RR
Laund
Sec
Stor
Wood shop
Preparator
Exhibit Design
Weisel
Kelly
Carolla Art Study Room
LV
Thielen
Badgley
Kit
Stor
Lobby
Offices
Hartman
Courtyard
Musgrave
SMMA
Family
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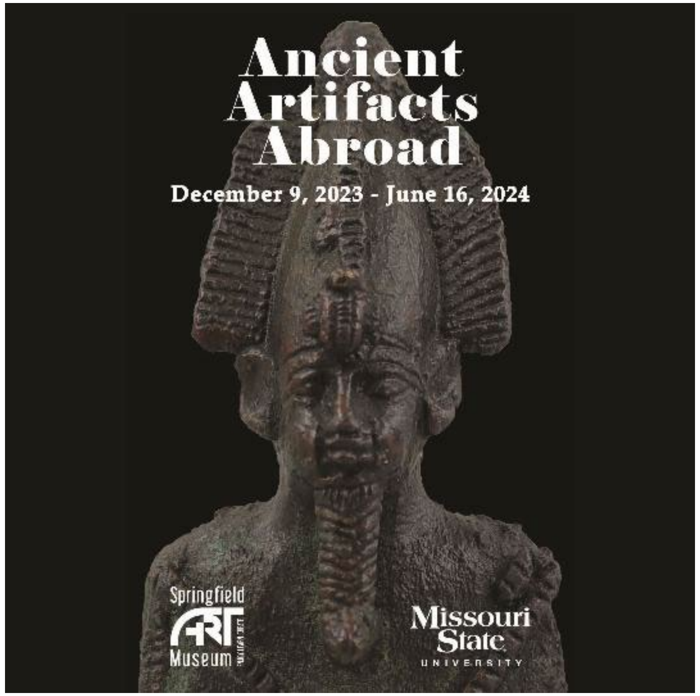
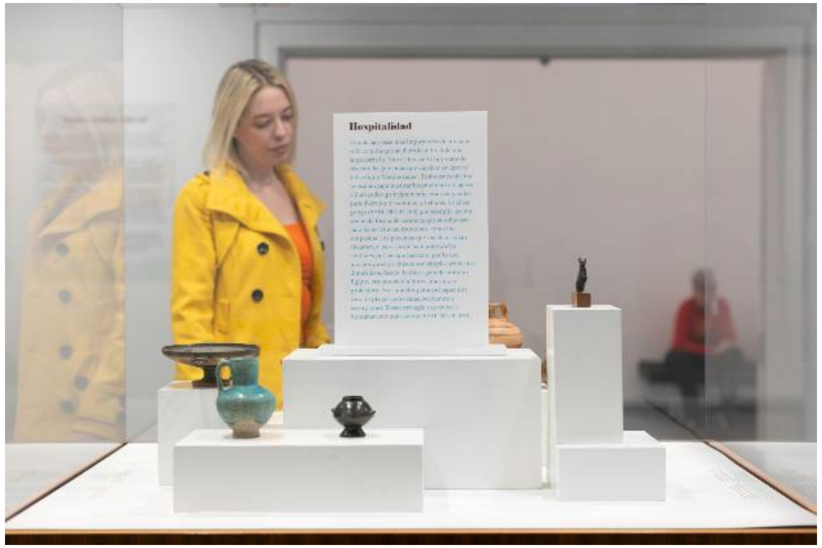
Spratlen
Armstrong
TEL
ELEC

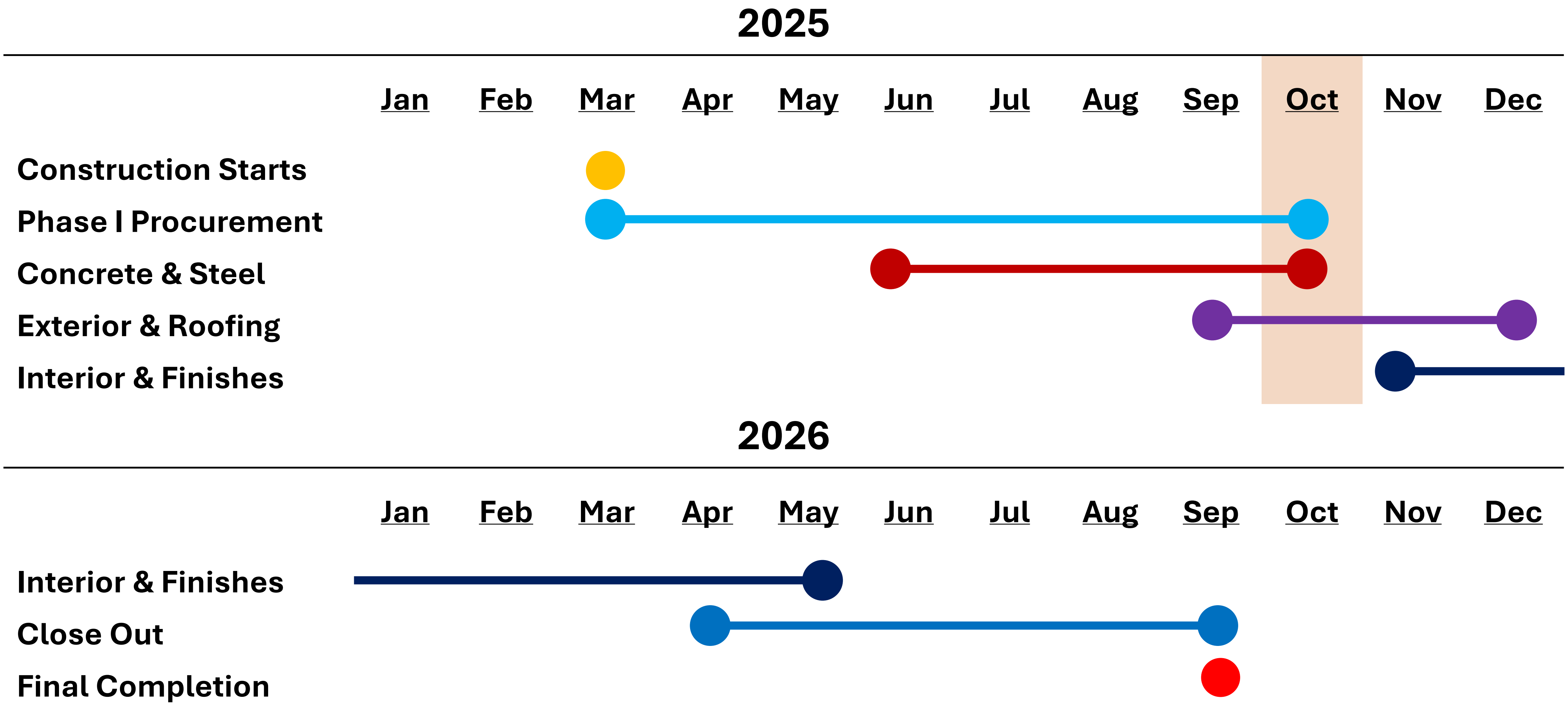


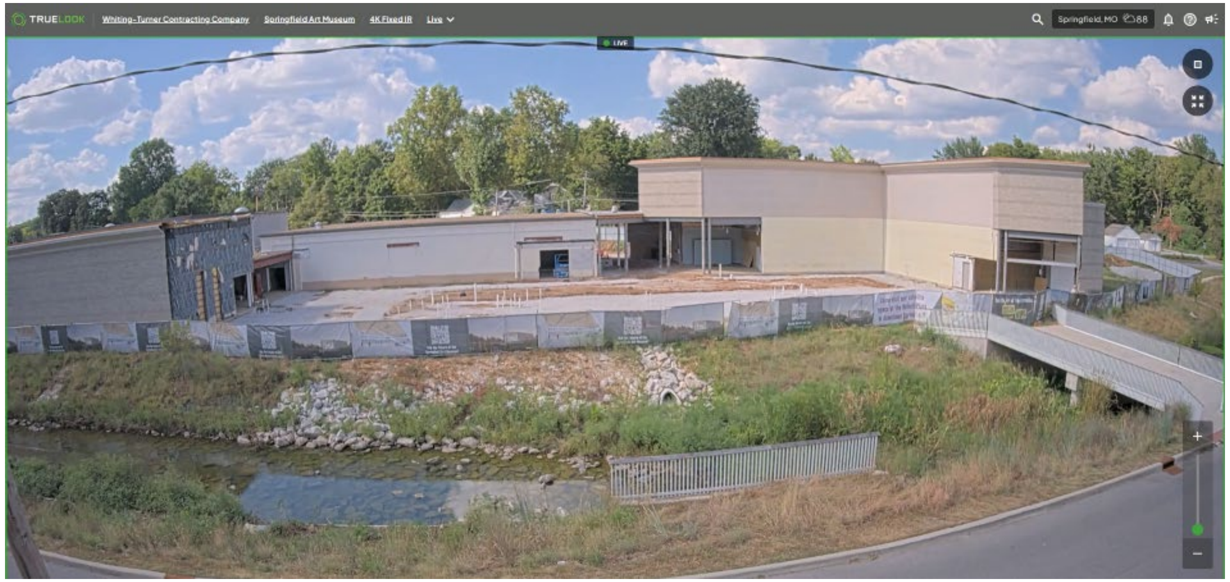


Ancient
Artifacts
Abroad
December 9, 2023 - June 16, 2024
Springfield
ART
Museum
Missouri
State
UNIVERSITY

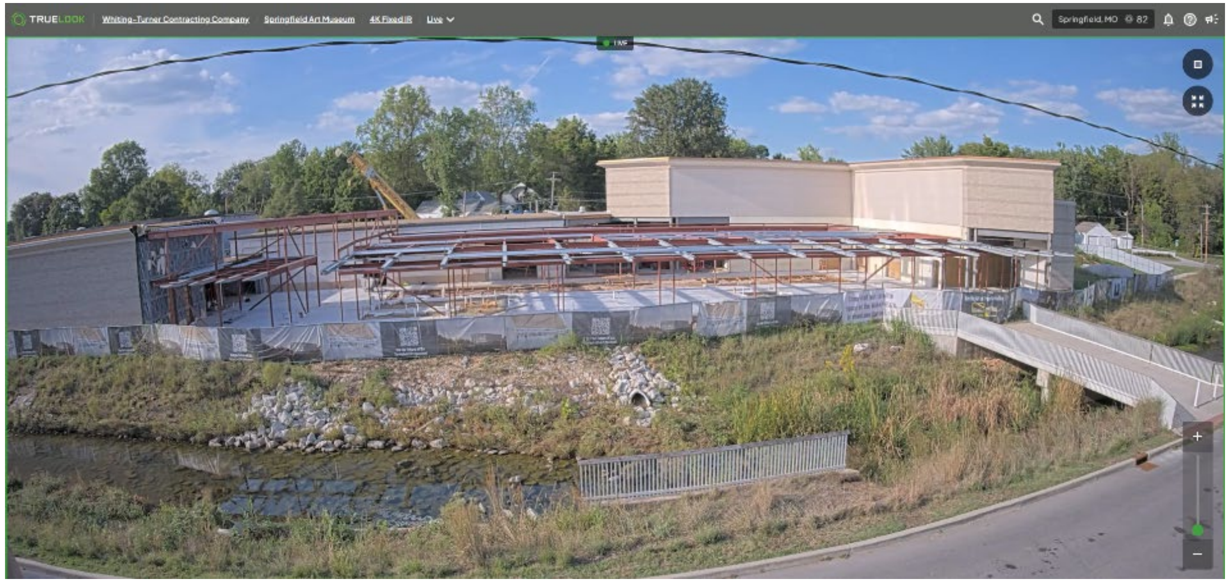

Hospitalidad

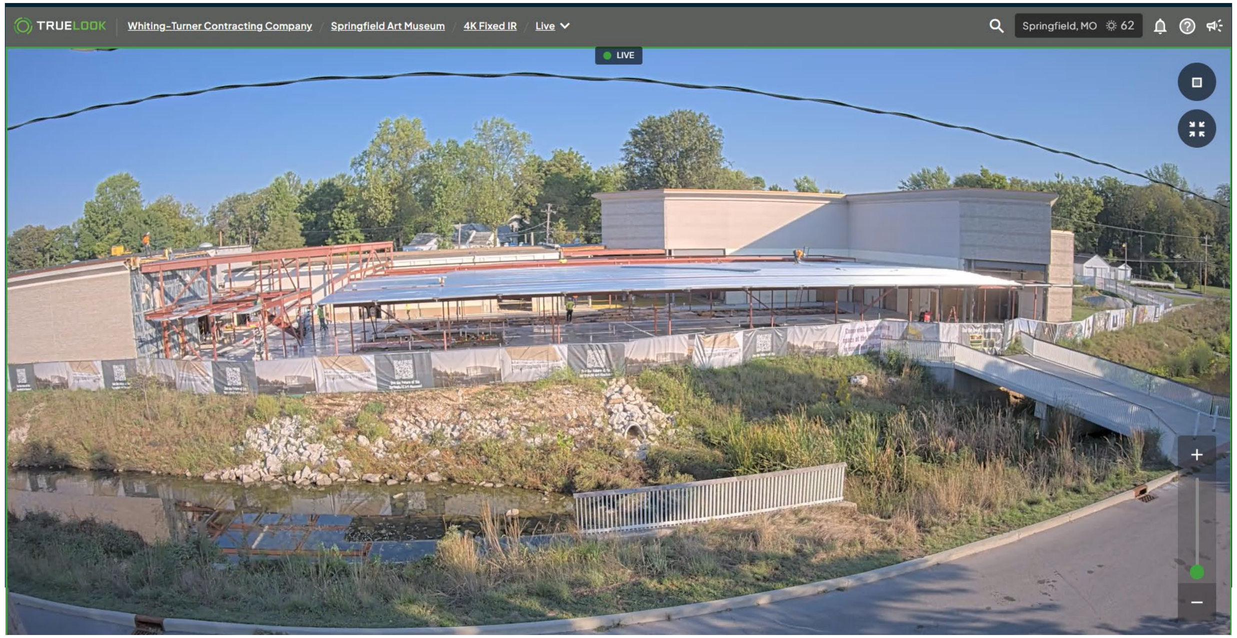

Hospitality

Phase I Schedule to Date




TRUELOOK
Whiting-Turner Contracting Company
Springfield Art Museum
4K Fixed IR
Live
Springfield, MO 88
LIVE


TRUELOOK
Whiting-Turner Contracting Company
Springfield Art Museum
4K Fixed IR
Live
Springfield, MO 82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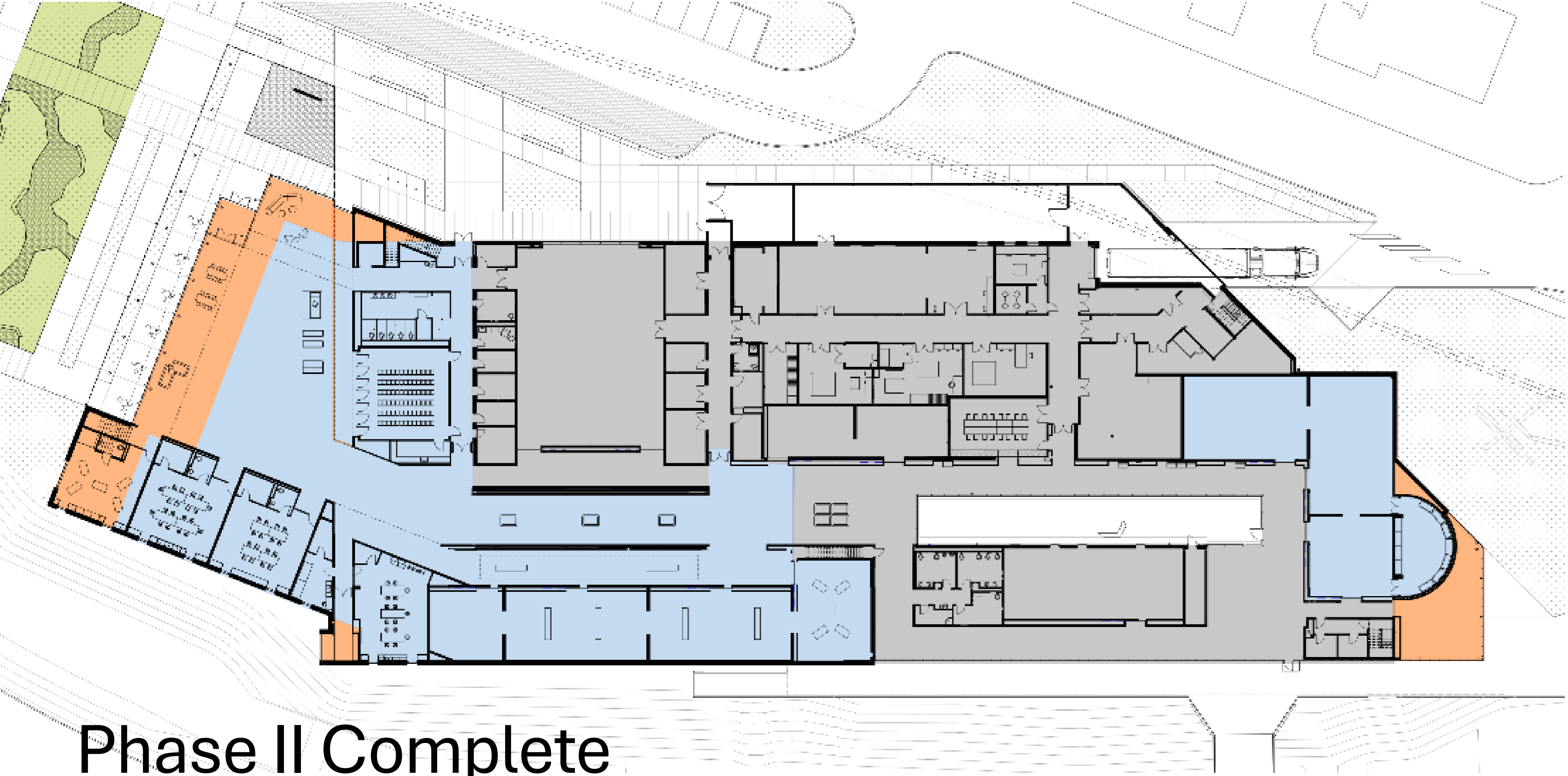
LIVE



Phase II Complete

Phase I

Phase II

Phase I

Phase II

Phase I

Phase II

Phase I

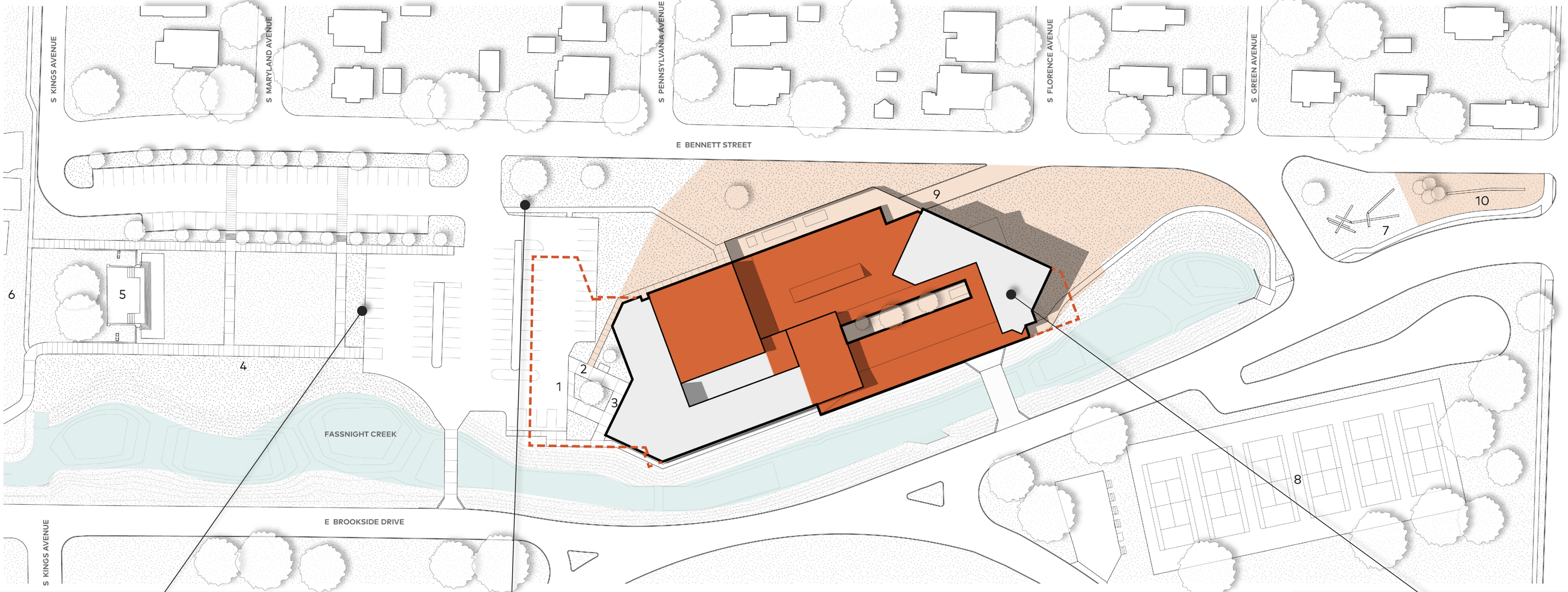
Phase II

Phase I

Phase II

Phase I

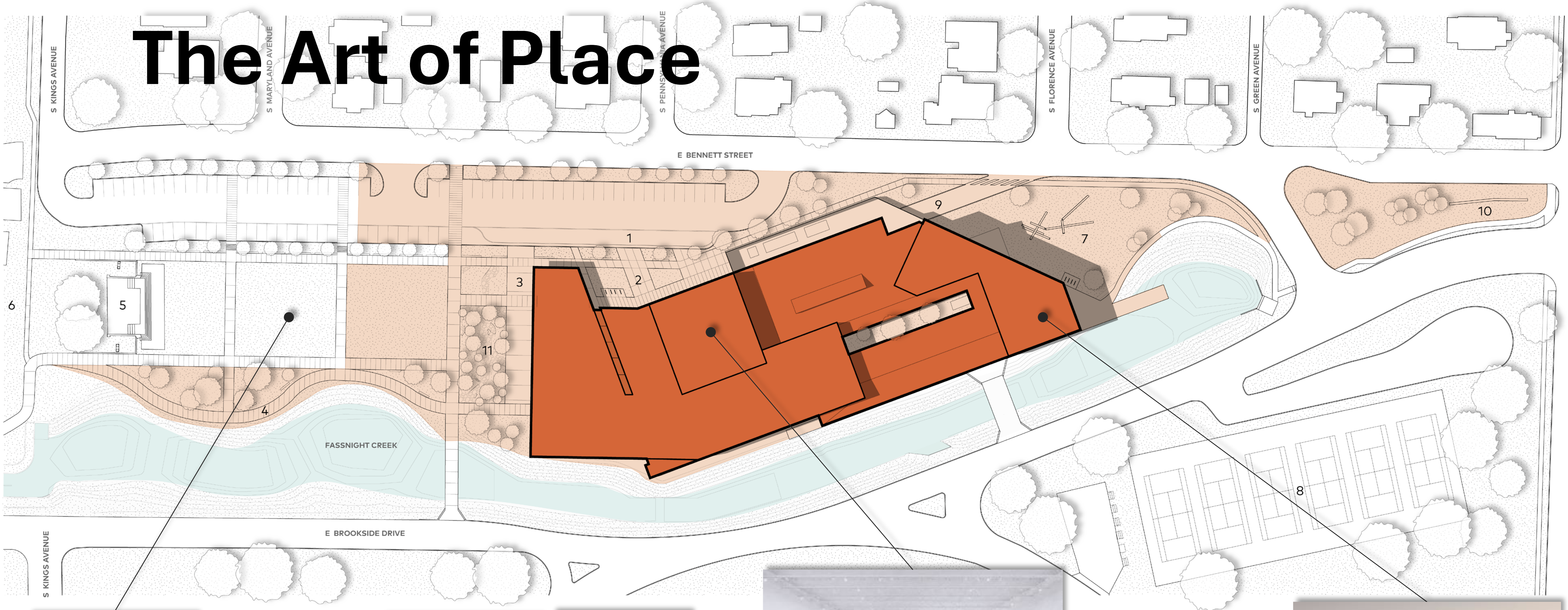
Phase II



SITE PLAN

1. Drop-off
2. Entry Courtyard
3. Entry
4. Sculpture Walk
5. Amphitheater
6. Phelps Grove Park
7. Sun Target
8. Perry Tennis Courts
9. Loading Dock
10. Monument Sign

The Art of Place



SITE PLAN

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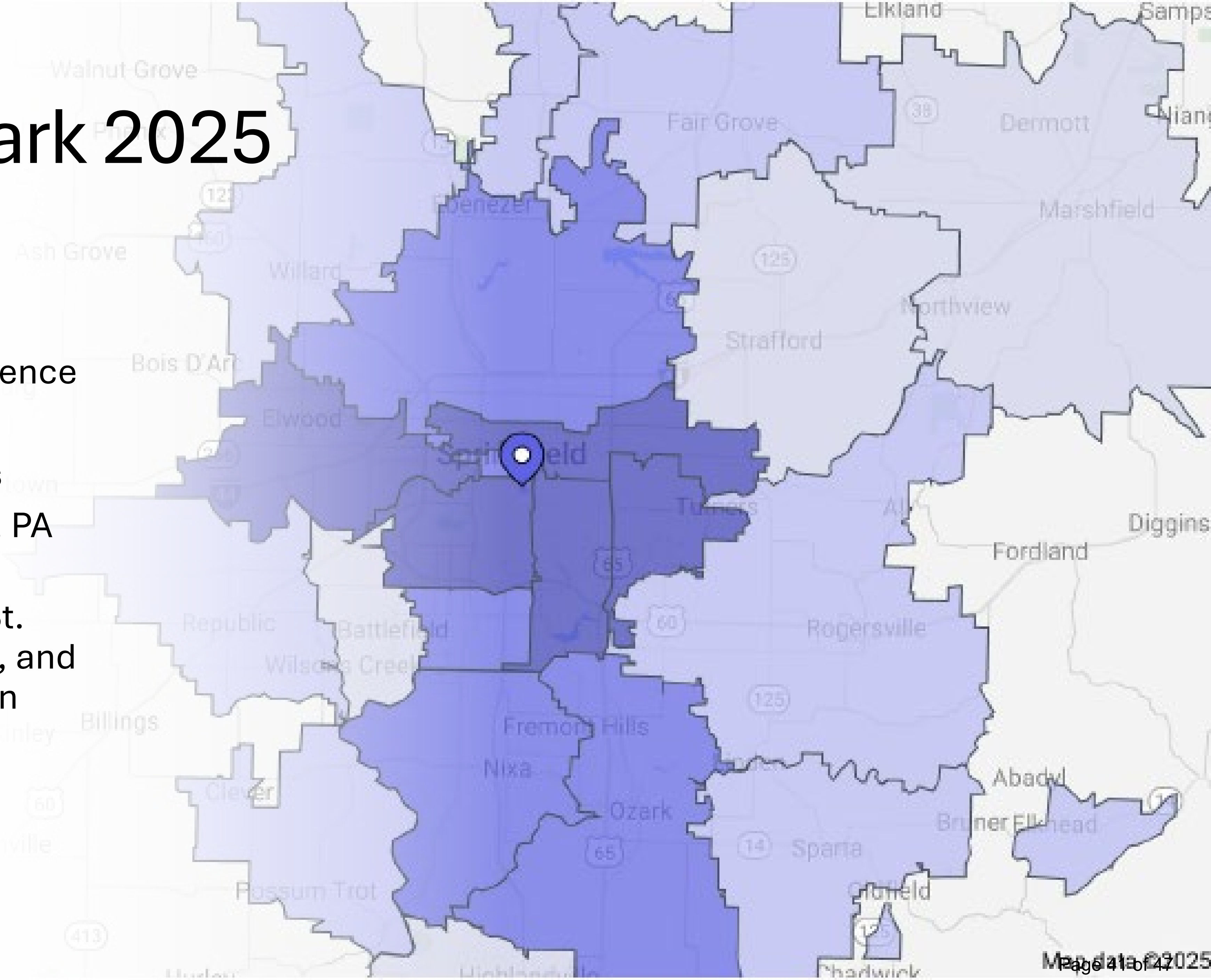
7. Sun Target
8. Perry Tennis Courts
9. Loading Dock
10. Monument Sign
11. Grove

Case Study: Pops in the Park 2025


Guaranty Bank
Guaranty Bank
POPS
IN THE PARK
Guaranty Bank
POPS
IN THE PARK

Pops in the Park 2025

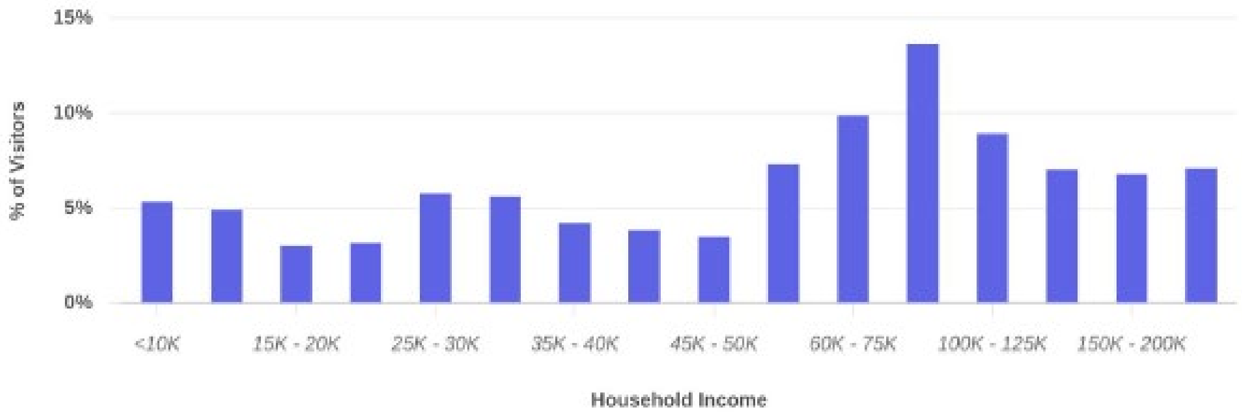
- Attracted a regional audience
  - 0ver 4,000 attended
  - 38 unique ZIP Codes
  - Visitors from OK, KS, PA and CA
  - Tulsa, Kansas City, St. Joseph, Joplin, Rolla, and throughout the region



Pops in the Park 2025

Household Income

Phelps Grove Park
950 E Bennett St, Springfield, MO 65807



*Demographics are based on a True Trade Area capturing 70% of visits | Data source: Census 2023

Jun 21st, 2025
Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai

Pops in the Park 2025

[redacted]
June 21 at 9:42 PM ·

Love my neighborhood!
At Phelps Grove Park at the event POPS in the PARK. Great music and crowd! ❤️🎶🎶❤️

You and 22 others 1 comment

Like Comment

[redacted]
It was so good!

1d Like Reply

Comment as Nicholas Nelson

	Phase 1 Budget		Phase 2 Budget	
<u>REVENUE</u>				
City ARPA Funding	$	3,000,000	$	-
MO DED ARPA Grant		2,752,750		-
City Bonding		14,988,000		-
FY25 State Appropriation		8,961,693		-
FY26 State Appropriation		727,500		-
Private Donations		3,250,000		3,800,000
½ Cent Sales Tax Request		-		33,400,000
Total Revenue	**$**	**33,679,943**	**$**	**37,200,000**
<u>EXPENSES</u>				
Design & Consulting	$	3,708,214	$	3,100,000
Construction		27,233,556		31,000,000
Furniture, Fixtures, Equipment		2,723,356		3,100,000
Total Expenses	**$**	**33,665,126**	**$**	**37,200,000**

A Path Forward…

- Private fundraising will continue with support also focused on operational needs and establishing endowments for future programs and operations.

Amount	Source
$ 3.8M	Private donations in hand
$ 15.0M	½ Cent Funds (FY27)
$ 18.4M	½ Cent Funds (FY28)
$ 37.2M	**Total Funds Needed**


Springfield ART Museum
ENJOY. LEARN. CREATE.
Thank You!