

Minutes from Board of Trustees Meeting  
Tuesday, February 3, 2009  
Judge Tacha's Chambers  
Lawrence, Kansas

The meeting was called to order by Judge Tacha. Present were Arter, Benton, Dunfield, Clark, Cohen, Breidenthal, McCoy, Northern, and Billings. Absent were Curtis, Dillingham, Gibson, Jones, Maag, McCarthy, McCoy, Balderson, Wagnon, and Kemper. Jeffrey L. Bruce and Mike McGrew, members of the contracted management team, were guests.

Cohen moved with a second by Dunfield to approve minutes of the October and November meetings.

Billings reminded the board of the subcommittee structure as follows:

**Executive Committee, to oversee the business of the Board of Trustees:** Tacha, Dillingham, Vice Chair; Jones, Secretary & Billings, Treasurer.

**Development Committee, to gain the support of government leaders and major foundations throughout the area:** Tacha, Chair; Dillingham, McCarthy, Benton, Rolfs, Arter

**Fundraising Committee, to explore and execute ways to reach a larger group of smaller potential donors, including governments in each county, to invest in the future of Freedom's Frontier National Heritage Area:** Curtis, Chair; Cohen, Breidenthal, Maag, Balderson, Wagnon

**Administrative and Planning Committee, to review and contribute to the Business Plan segment of the Management Plan document and to make recommendations to the board for the future business plans of the organization as it develops:** Clark, Chair; Gibson, Maag, Dunfield

Elly McCoy reported that The Monarch Cement Company in Humboldt has committed \$10,000 and Billings will invoice them for payment in \$2,500 increments through the rest of the year. George Breidenthal brought a \$5,000 contribution to the meeting. Tacha recognized and thanked both contributors and said that these are important investments in the process especially at this point in time. Billings reported that she is working to finalize the Donor Edge profile with the Greater KC Community Foundation. Also,

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earmark requests made last year have not been forgotten in the federal process. The \$150,000+ that we are currently waiting to be accessed through the NPS Omaha office is held up because of staff changes in the Reston, VA office that makes these payments. It was acknowledged that an audit should be done though the finances are not terribly complicated for 2008. The suggestion was made that we might be able to get it done on a pro bono basis this time.

McCoy also has gained a commitment from the Kansas Association of Broadcasters for 30 second PSAs. Details are yet to be worked out. There was much discussion about this being a good way to get the story out.

General Arter stated that he brought with him a letter of invitation for a luncheon meeting to Judge Tacha from General Caldwell at Fort Leavenworth. The General is quite interested in learning more about how the Fort can partner with Freedom's Frontier.

Tacha reminded the board that there is a new Missouri Governor and that we'll need to ask Governor Nixon to become an Honorary Chair of this board. Judge Gernon knows his Chief of Staff, John Watson, and will visit with him about how to proceed.

Mary Cohen will be meeting with representatives from the Washington office of the National Historic Trust and is willing to visit with them about Freedom's Frontier. Tacha will contact John Carlin, former Kansas Governor to gain his interest.

Jeffrey Bruce and Mike McGrew, members of the contracted management team, briefed the board on progress of development of the Management Plan. Jeff stated that FFNHA is unique by heritage area standards in that it's "story" based rather than land based; therefore, they are finding their way in this public process. There are some 400-500 documents so far with a process of running them through the management team then the committee structure and finally through the Steering Committee before posting on the website for public comment. The Executive Summary is to be posted the end of the week. Clark responded to the question of how the board would like to see the documents by saying "after the Steering Committee sees it." Arter pointed out that it is very important for the board to be in the process.

Bruce continued by saying that the process has been condensed from three years to one year. The initial delivery date was February but has now been pushed to May. The tone of the plan is meant to evoke users to ask themselves "not what FFNHA can do for them but what they can do for FFNHA." McGrew reported that segments of the plan will be up on the web in sequence over the next two months with a goal of having all public comments in by early April.

Discussion turned to the Business Plan for the document. The board subcommittee consists of Charles Clark, Chair; Mike Gibson, Jim Maag and David Dunfield. General Arter also agreed to serve. It was suggested that a "partner" be included in this group.

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Billings will make contact with Jody Craig, MARC to ask her to participate. There will be a 2-4 hour working session facilitated by Jeff Bruce sometime in the near future. In the working session, the group will identify short, medium and long term goals, the organizational structure including defining active committees to lay a permanent foundation of participation through the committee structure. Cohen brought forward such questions as “How do we reasonably expect to pay for what we want to do? What kind of staff structure? and What should we realistically expect partners to fund?” We need to project a plan that’s sustainable and realistic and the NPS requires a look at reasonable alternatives.

### **Old Business**

Three members of the board met in November with Wide Awake Productions in KC to explore working with them to produce a short DVD to be used for fundraising as well as shortened even more to be used as PSAs. Mary Cohen expressed interest in underwriting the project. After discussion, General Arter moved with a second by George Breidenthal to thank Cohen for her generosity and move forward with the project. The motion passed.

### **New Business**

Tacha announced that when she and Billings met with Bill Hall to brief him on FFNHA, he suggested a fundraising event during the night before the KU:MU football game at Arrowhead Stadium in KC in November 2009. Hall agreed to help convene a group to begin exploring the idea. John Dillingham offered to host a lunch meeting at 11:30am at the Golden Ox on February 25 to begin this discussion.

Tacha sent a letter of interest in partnering with the board of Symphony in the Flint Hills on the event in June, 2011, the year of the Sesquicentennial of the beginning of the Civil War. She has received a response that they are very interested. Tacha sees this as a terrific opportunity for FFNHA to gain exposure. We would provide narrative and the music would be chosen to fit the time period.

**Future board meetings** are scheduled for **March 17, April 7 and May 19** with location to be determined. IN the meantime, the Administrative and Planning Committee will be working with JLBruce on the Business Plan segment of the Management Plan.

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Minutes from Board of Trustees Meeting  
Tuesday, March 17, 2009  
Territorial Kansas Museum  
Lecompton, Kansas

The meeting was called to order by Judge Tacha. Present were Tacha, Benton, Dunfield, Dillingham, Jones, Maag, Northern, Balderson, Wagnon, Kemper and Billings. Absent were Arter, Clark, Cohen, Breidenthal, McCoy, Gibson, and McCarthy. Bill Tempel, Lexington, MO was welcomed as a new member of the board. Bill Wagnon and Paul Bahnmaier, both active members of the Partnership Team, were guests.

Maag moved with a second by Balderson to approve minutes of the February meeting.

Tacha thanked Paul Bahnmaier for his hospitality in hosting our board meeting and invited him to make some comments about Lecompton and the historic sites.

A monthly financial report was not available as the bookkeeper is currently out of town. Two \$5,000 contributions from Monarch Cement Company of Humboldt and the Breidenthal Foundation in KCK have been deposited since the last report as well as \$250 from individuals. Tacha stated that she hopes for more public:private funding in the future. She reported that private funding could be in the form of event fundraisers to be discussed later in the agenda. Billings is still completing paperwork with NPS/Omaha to access \$165,660 in federal funds with the hope of getting it into our bank account in the next week or so. The Greater KC Community Foundation Donor Edge profile has been completed and is online.

Billings reported that the Administrative and Planning Committee of the Board met on Monday afternoon with Jeff Bruce and Mike McGrew to begin crafting the business plan. An outline of the plan was distributed and a description of the organizational plan and alternatives (required in the MP) was reported. The intent is to organize so that the maximum number of people in the area can become involved. Billings also reported that the Partnership Team is soliciting letters of commitment to accompany the MP. Members of the board suggested letters to be included should come from Quindaro (which Northern will work on), Liberty Memorial (Dillingham will get), Lecompton (Bahnmaier) and the 41 counties in the area (no assignments made). It was announced that the Power of Story is going through a review and will soon be up on the website for public comment. The Board was asked to review the sections of the plan (Executive Summary and Power of Place) currently on the website and provide feedback. Billings thanked those members of the board who have already done so.

New business was to review the NPS Cooperative Agreement which is the legal agreement that outlines what FFNHA agrees to do as well as what NPS agrees to. This formally allows FFNHA to access federal money in the future. Members of the board

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were each given a copy of the agreement. Joan Wagon moved with a second by John Dillingham to approve signature by Judge Tacha. Motion passed.

In old business, Tacha asked the board to approve signing an agreement with Wide Awake Films to begin work on a 5-minute video intended to be used for fundraising as well as some viral marketing including uploading on the website. Dillingham moved and Maag seconded approval which passed.

Tacha reported that she, John Dillingham, Mary Cohen and Charles Clark had met on February 25 with leaders in the KC metro area to explore the idea of a fundraiser surrounding the KU:MU football game in Arrowhead Stadium on Thanksgiving weekend. The idea had been suggested by Bill Hall, President of the Hall Family Foundation, who attended the meeting. She described the idea for the event as one that would primarily raise visibility for FFNHA with any potential revenue being shared with both schools. Tacha has written a letter to Governors of both states informing them of the idea and inviting them (since the MO Governor is new and it's predicted that the KS Lt. Governor will become Governor) to become Honorary Co-Chairs of this board as well as participate in such an event.

There was much discussion about how to proceed and whom to get involved. Crosby Kemper III volunteered to put together additional KC leaders that he believes should be informed and heard. Dillingham offered to host luncheons for any and all meetings in this regard. Wagon said that she believes we should start small this year and build the event. Dillingham believes that this type of event could offer an environment of working together that has been the talk of KC for quite some time. Kemper stated that he believes that we can be a focus for an event in 2011, the year of the 150<sup>th</sup> commemoration of the beginning of the Civil War.

It was clear that all understand the work involved in organizing an event of this magnitude. Board members were asked to get feedback from anyone they believe should be involved. Tacha will keep all informed as the idea progresses.

Tacha reported that a partnership with Symphony in the Flint Hills in 2011 is proceeding with a goal to elevate visibility for FFNHA by providing narrative for music of the Civil War period as it is selected.

Guests Paul Bahnmaier and Bill Wagon were invited to comment on their observations about how the Partnership Team and Management Planning process is developing.

The next meeting will be held on **May 19** at 3pm. Billings was asked to make arrangements at Liberty Memorial.

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Minutes from Board of Trustees Meeting  
Tuesday, June 2, 2009  
WWI Museum at Liberty Memorial  
Kansas City, MO

The meeting was called to order by Judge Tacha. Present were Tacha, Benton, Dunfield, Dillingham, Jones, Maag, Northern, Tempel, Wagnon, Cohen, Kemper and Billings and Julie Lenger. Absent were Arter, Clark, Balderson, Breidenthal, McCoy, Gibson, and McCarthy. Bill Wagnon, active member of the Partnership Team, and Bob Ford, Chair of the Border War Society of St. Joseph, MO, were guests.

Dillingham moved to approve minutes of the March meeting. The motion was seconded and approved.

Tacha welcomed Bob Ford, a banker from St. Joseph, MO and Chair of the Border War Society of St. Joseph. He introduced himself as a Baker University graduate who was raised in St. Joseph and Topeka. There are five generations of Kansans in his family. His great grandfather was born in 1852 and served as the first page in the Kansas legislature. He briefed the board on his discovery of a fort built in St. Joseph during the Civil War. It's an earthen fortification (200'x230') that is believed to be the last bastion of the Union. There were 12 cannons to control the Missouri River and St. Joseph which was the terminus of the railroad serving all of the US at the time. The city has agreed to purchase the property and Bob has written grants and worked with Congress to move this historical, educational project forward. He envisions a public park with historic signs interpreting the story of the fort. He expressed his interest in Freedom's Frontier and said that he will be involved with other projects that are appropriate to the area.

Billings distributed the list of donors to date stating that they will be recognized at the June 18 Partnership meeting. The balance sheet reflecting \$174,898.85 in total current assets was distributed.

John Dillingham facilitated a discussion about opening the contract for management of Freedom's Frontier through an RFP process to the public. A public process for making such decisions is a requirement for use of federal funds. Charles Jones made a motion that an RFP be drafted and protocol be determined on where and when to advertise. Motion was seconded and passed unanimously. Tacha, Billings and Dunfield abstained from discussion and the vote due to their connection with an organization that will make a proposal. Jones further volunteered to chair a committee to facilitate the process. The committee will review proposals and make a recommendation to the board for approval. Wagnon suggested that the board develop a policy on procurement for the future. She also asked that we invite an NPS representative to attend a future board meeting to brief us on what future conditions we need to be aware of.



Billings reported that the final draft of the Management Plan is on the website for public review. A draft of the business plan was sent to the board committee; however, it is not quite ready for board review at this meeting. Tacha distributed a draft letter that she wrote as Chair of the Board to be included in the introduction of the Plan and asked for reaction either on the spot or by email. Mary Cohen suggested that a trust fund should be established for sustainability of the area into the future. She also asked if there were fundraising models from other heritage areas to be used as a model for FFNHA. Tacha reminded the board that FFNHA is to be an umbrella for coordination of heritage in the area activities and that we don't want to compete with local organizations for funds. Thus, it is important to access the federal funds as well as to raise funds from governments and foundations that would not likely give to smaller projects. Julie Lenger reviewed the draft plan in more detail. Dillingham suggested that we push to get each county to put FFNHA in its budget. Billings reported that there is a structure recommended in the business plan to bring the counties to the table gradually to ensure financial sustainability for the area.

Wagnon reminded the board that it needs to formally approve the Plan before it goes to print. She stated that her husband Bill Wagnon attends Partnership Team meetings and has felt comfortable that this has been a grassroots process with all points of view and information accepted and included. Wagnon has reviewed much of the Plan and feels comfortable with it but suggests that board members review it carefully to understand it and know what they are responsible for. The board agreed and decided to have a conference call at the end of the next week providing time to review the final draft of the Plan carefully and to provide suggestions for additions and/or changes. At the conference call, the board will be asked to vote on sending the document to the printer and distribution at the June 18<sup>th</sup> partnership meeting.

Tacha reminded the board that she had written letters to the new Governors of both Missouri and Kansas to request that they serve as Honorary Co-Chairs of this board as their predecessors had. There has been no response to date. Wagnon and Benton will follow up on previous contacts made. Cohen said that she would meet with Governor Parkinson on Wednesday and would make the request in person.

In new business, Billings reported that FFNHA will be the client for a senior level KU Journalism Class in advertising and public relations campaigns for the fall semester. She said that there is a \$2,000 fee to cover travel and supplies and asked for board approval of the expenditure. Tacha praised Professor Guth who teaches the class and said that she believes this is a great way to support students and spread the word about FFNHA while gaining some good tools for future use. Temple moved approval of the expenditure with a second by Dillingham. Motion passed. Dillingham suggested that board members might be interested in "helping the cause" with a financial donation specifically for this project.



Billings also reported that she and Lenger had met with staff in the Kansas State Historic Preservation Office about beginning a comprehensive survey of FFNHA related sites and landscapes. They offered use of the state format, to educate volunteers to do the work and to contact their Missouri counterparts to also be involved. This is the first recommendation for implementation in the Management Plan and it will get underway in mid-summer.

In old business, Tacha shared her enthusiasm for the production of a video to be used for fundraising and thanked Mary Cohen for the funding to make it reality. Wide Awake Films shot footage of interviews of Tacha and others as well as events at Black Jack Battlefield and Lone Jack over the weekend. They have recently filmed the dedication of the Burnt District Monument in Harrisonville as well as other places. They plan to have the video completed in time for showing at the June 18<sup>th</sup> meeting. Crosby Kemper suggested that this 5-6 minute video could be cut to offer to the electronic media for PSAs.

Tacha then turned the discussion to the event on KU:MU Football Game weekend. Cohen reported that she had successfully invited the Dillinghams and Bonds to be Honorary Co-Chairs of the event. Next step is to find CoChairs to plan the details. Cohen suggested that the WWI Museum/Liberty Memorial would make a good venue. There was discussion as to whether the audience for the game would be the same as the audience for the event being planned with consensus that the event audience is more of a civic leadership audience and would have limited overlap. Cohen, Dillingham, Tacha and Billings will get together as soon as possible to begin to think about details.

Tacha said that she had been at an event at the KC Central Library where she had had discussions with Kemper and his staff about another possibility for a special event in collaboration with FFNHA on a Sunday afternoon this fall. Kemper suggested that the Congressional delegation might be invited to be recognized for their support of FFNHA.

There was much discussion about the coming 150<sup>th</sup> anniversary of the beginning of the Civil War with many great ideas generated. All agreed that the time leading up to and through 2011 is an opportunity to bring awareness to FFNHA with special events and commemorations. Kemper offered to convene a group of representatives from CVBs, Chambers, the Heritage League of Kansas City and Universities to brainstorm ideas. Charles Jones, Mary Cohen and Duane Benton agreed to be part of the committee. FFNHA would act as the agent to bring everything together to raise awareness of the FFNHA brand.





Board members were encouraged to attend the Partnership Meeting on **Thursday, June 18, 2-4pm at the KC Central Library**. Billings thanked Kemper for waiving the facility use fee. The agenda celebrates the completion of the management planning process and includes a short ppt on the Plan from consultants and recognition of founding and charter donors. Executive Summaries of the Plan will be given to all in attendance and the entire plan will be available for purchase. The Plan will also be on the website for anyone to access. Charles Jones suggested that all board members consider making a contribution so that the board is recognized at this gathering.

The date for the next formal board meeting is to be determined. Meeting adjourned.



Board of Trustees Special Meeting  
Conference Call  
Tuesday, 10am, June 9, 2009

The meeting was called to order by Judge Tacha. Present were Tacha, Dillingham, Cohen, Maag, Clark, Tempel, Wagnon, Billings, Lenger and Mike McGrew (consultant). Absent from the call but sending comments and endorsement of the Plan by email were Benton, Dunfield, Jones, Northern, Balderson and Gibson. Absent were Arter, Breidenthal, Kemper, McCoy, McCarthy and Rolfs.

Tacha opened the meeting by declaring a quorum including those responding with endorsements. She thanked Joan Wagnon for bringing this action to the attention of the board at the last regular meeting.

A review of each section of the Management Plan with actions were as follows. McGrew and Lenger were asked to comment on any changes that have been made since the members received the draft.

#### Executive Summary

Dillingham received a hard copy of the document to review and commended Julie Lenger for her work. Tacha said that she had reviewed every piece in several iterations and that she appreciates the input by partners and all who participated in the public process. Wagnon said it's "pretty" and substantive. McGrew and Lenger reported no changes. Wagnon moved adoption of this section. With a second by Dillingham, the motion passed unanimously.

#### Power of Place

Tacha likes the story line "Power." McGrew and Lenger: in the outline on page 18, factual information has been added on the 1860s. Maag commented that in many ways this is the most interesting section. Tacha pointed out that the historic aspects are presented from a unique perspective and it shows clearly how FFNHA is different from other NHAs. Dillingham moved adoption with a second by Maag. Motion passed unanimously.

#### Power of Story

McGrew reported that there had been some rearrangement of information in the back of this section to explain more fully the idea of the story "ecosystem" but that no substantial changes were made in this process. Tempel was pleased to see the burn symbol on the map showing cultural conflicts in the entire area. Dillingham moved adoption with second by Wagnon. Motion passed unanimously.



### Power of Action

Tacha heralded this section as a tool that will be used “on the ground” for anyone interested in becoming involved. Wagnon likes the “tool kits” and said that questions asked here will lead the user to the right place to be able to do the work needed. Lenger said that the questions had been reworded to require a more open-ended response in order to prompt more active thinking by the user. Cohen moved adoption and Dillingham seconded. Motion approved unanimously.

### Power of Partnership

Tacha said that of all that’s been done, this section shows the engagement of the partnership. She lauded participation and said that she will write a personal letter from the Board of Trustees to each and every person involved to thank them for their participation. Dillingham stated that he sees this as a “41-party team.” Tacha observed that the effort has coalesced in remarkable ways. Tempel pointed out a structural error on page 7 that McGrew said had already been corrected. Dillingham moved and Maag seconded adoption. Motion passed unanimously.

### Business Plan

There was specific discussion of this piece of the Power of Partnership since it will guide the board in its actions. Cohen asked about the insurance line item in the proposed budgets. Billings replied by saying that the NPS Cooperative Agreement calls for insurance that hasn’t yet been fully clarified. Cohen suggested that this be indicated in the budget. Billings also reminded the board that operating budgets will have to be adopted annually depending on revenues realistically projected and actual expenses projected at the time. Much depends on federal funding. Wagnon suggested a change in from the word municipalities to local governments in the financial sustainability plan in order to include county governments. She also asked that language indicating the need for an annual review of the Business Plan by the Board of Trustees be included. Wagnon moved and Dillingham seconded approval of the Business Plan with revisions. Motion carried unanimously.

Mary Cohen commented that she thinks this Management Plan is unique to others that she has seen, and it will no doubt serve as a template for other emerging areas to use. She congratulated all on a spectacular job! She said that the truth is that Deanell has been the real driver and that this wouldn’t have happened without her leadership. ALL enthusiastically agreed.



Tacha brought everyone up to speed on the agenda for June 18 to include roll out of the first cut of the video and two radio spots that she recently recorded at KKOY in Chanute with Elle McCoy's help. These have already been sent to the Kansas Association of Broadcasters and on to the National Association of Broadcasters as well. She said that she believes today we have moved from a "trot to a gallop" in the development of this national heritage area!

Dillingham then moved that the Plan be adopted by the Board in its entirety. Maag seconded and the motion was approved unanimously. It will go to print on Friday and be presented at the Partnership meeting on Thursday, June 18, 2009.

The date for the next formal board meeting is to be determined. Meeting adjourned.



Minutes from Board of Trustees Meeting  
Tuesday, August 25, 2009  
Kansas State Historical Society  
Topeka, KS

The meeting was called to order by John Dillingham, Vice Chair. Present were Dillingham, Arter, Balderson, Benton, Clark, Cohen, Dunfield, Jones (via conference call), Maag, McCoy and Billings and Julie Lenger. Absent were Breidenthal, Gibson, Kemper, McCarthy, Northern, Rolfs, Tacha, Tempel, and Wagnon. Jennie Chinn, ex-officio Trustee and Executive Director of the Kansas State Historical Society and a friend of Elle McCoy were guests.

Charles Clark moved to approve minutes of the June meeting. The motion was seconded and approved.

Charles Jones reported on the proposals received in response to the RFP for management. Judy Billings and David Dunfield recused themselves during the discussion and vote. Jones discussed the two proposals that were received and outlined his reasons for supporting the DMI proposal. He moved to award the management agreement for Freedom's Frontier to DMI. Mary Cohen seconded the motion. Clark Balderson noted that he reviewed the two proposals and felt that DMI submitted the superior proposal. The board unanimously approved the motion. Jones requested that a letter be sent to the National Park Service reviewing the process and asking for confirmation that this process was adequate.

Billings discussed the financial report. She explained that all federal monies must be accounted for through a workplan. She explained the proposed budgets for 2009/2010 (calendar years). The board discussed matching federal monies. Balderson moved to approve the third and fourth quarter 2009 budget. The motion was seconded and approved. The 2010 budget will be addressed at the next meeting.

Charles Clark, Chair of the Administrative and Planning committee, reported that his committee had met to discuss issues that the board will need to address as it moves from an organizing board to a governing board. Clark will make the proposed changes in the bylaws and distribute them via email before the next meeting. The following issues were presented for discussion at the October meeting: 1) Inclusion of more than one liaison on the board from the partner group 2) A nominating committee to fill vacant board positions to be appointed by the chair of the board. Suggestions of board members should be submitted to the nominating committee. 3) Determination of what constitutes a quorum. 4) Clarifying the language about when a full audit is required. Billings will consult with NPS staff. Clark indicated that there are numerous other housekeeping issues that will be addressed in coming months.



In new business, Billings reported that FFNHA partners suggested getting the logo trademarked at the July meeting. Billings contacted a lawyer with Hovey Williams in Kansas City. Two trademarks were recommended, one for the logo and one for intellectual property at a cost of \$1800. As a micropurchase, this would not have to go out for an RFP. General Arter moved to approve the expenditure to trademark the logo and the intellectual property. The motion was seconded and approved.

Billings reported that she had a quote for D & O Insurance for \$804/year. Jim Maag moved to approve the purchase of D&O Insurance. Judge Benton recommended making sure the insurance covered activities in both Kansas and Missouri. The motion was seconded and approved.

In old business, Billings reported on the status of the management plan. Two sets of comments have been received from the Park Service. The goal is to have the plan approved and signed by the Secretary of Interior by the end of September.

Billings then turned the discussion to the event on KU:MU Football Game weekend. She reported on a proposal from Jayhawk Sports Marketing for a two-page spread in the program and a one minute video at halftime at the cost of \$14,000. All agreed that the financial commitment at this time is not feasible. Balderson suggested that for an event during the football game weekend to be successful, more publicity and interest needed to be built up. The board agreed to pursue the idea in subsequent years. Billings reported that an event at the Kansas City Public Library announcing the approval of the management plan in late October is being planned.

The date for the next formal board meeting is October 27 at the MARC offices in Kansas City. The November board meeting was moved to December 1 to be held at the National Archives in Kansas City.

Meeting was adjourned.



Minutes from Board of Trustees Meeting  
Tuesday, October 27, 2009  
MARC  
Kansas City, MO

The meeting was called to order by Deanell Tacha, Chair. Present were Tacha, Breidenthal, Dillingham, Clark, Cohen, Dunfield, Maag, Northern, Wagnon, and Billings and Julie McPike. Absent were Arter, Balderson, Benton, Craig, Gibson, Jones, Kemper, McCarthy, McCoy, Rolfs, Tempel. J.C. Tellefson, Leavenworth County Commissioner and MARC Board Member, and Bill Wagnon, Topeka, were guests.

Board members viewed the long version of the FFNHA video. Billings noted that DVDs are for sale at \$10 each to cover production costs and copies of an updated outreach brochure are available to Board members and partners who are promoting FFNHA. Tacha urged members to use these tools to give presentations in their communities. Dillingham suggested sending the Congressional delegation a copy of the DVD with a letter. The four minute version of the DVD is on the home page of the website.

Mary Cohen moved to approve minutes of the August meeting. The motion was seconded and approved.

Billings discussed the financial report. She explained the process for obtaining federal funds and reminded members about the match requirements. Wagnon requested a Q&A to help members and partners frame a request to counties and other funding entities.

Charles Clark, Chair of the Administrative and Planning committee, discussed proposed changes in the bylaws to be adopted at the December meeting. Any other suggestions should be submitted to Charles Clark. Wagnon suggested that there should be a description of the Partnership Team in the bylaws. She pointed out that the Partnership Team is not duly elected as part of the corporation and that final fiduciary responsibility clearly falls to the Board of Trustees and should be defined as such in the bylaws. The board gave approval to Clark for his committee to devise a list of duties for the Executive Committee to go into the bylaws. Billings will write a job description delineating the duties of the Executive Director and associated staff. McPike and the Partnership Advisory Committee will draft a list of its duties. Clark and his committee will create a document outlining expectations of board members. It was suggested that all delegation of authority should be guided by how it furthers the mission of FFNHA.

Wagnon asked whether there would be an annual report and referred to the bylaws change from October 1 to January 1. After discussion of the proposed change from fiscal year to calendar year and the challenges with reporting in 2009, Cohen moved to shift the fiscal year from an October 1 start date



to a January 1 start date. The motion was seconded and approved. An annual report will be prepared for calendar year 2009.

In old business, Billings reported that the trademark of the logo and intellectual property application is in process. NPS reviewer comments about the management plan are being addressed with the hope of gaining final approval in the next month.

Tacha appointed John Dillingham to chair the Nominating Committee. She appointed Charles Clark, Jim Maag, and Clark Balderson to that committee. Per earlier discussion, this committee should nominate delegates to the board with special attention to the geographic diversity in the region and who agree to represent the entire national heritage area and not just the city/county in which they reside.

The Nominating Committee will nominate officers for the coming year and, at a minimum, nominate board members to replace two current vacancies. McPike reported that Jody Craig with MARC and Terry Ramsey with the Bushwhacker Museum have been elected by the Partnership Team Advisory Committee to represent the partners on the board. There will be a need to nominate five more members to fill additional seats created by the Management Plan. The nominating committee will have the flexibility to nominate all seven board openings now or continue to work on filling them in the future. Dillingham suggested the creation of an Honorary Board. This was tabled to a future meeting.

Billings reported that Destination Management, Inc. is working on a draft of an agreement to manage Freedom's Frontier based on the decision at the last board meeting to accept the DMI proposal. It will closely follow the Cooperative Agreement signed between FFNHA and NPS.

The date for the next formal board meeting is December 1 at the Midwest office of the National Archives and Records Administration in Kansas City. There will be a tour of the Bleeding Kansas exhibit at 2:30pm immediately prior to the meeting at 3:00pm.

Meeting was adjourned.



Freedom's  
Frontier  
NATIONAL HERITAGE AREA



**BOARD OF TRUSTEES** Judge Deanell Reece Tacha, Chair, Lawrence, KS · John Dillingham, Vice Chair, Kansas City, MO · Charles Jones, Secretary, Lawrence KS · Judy Billings, Treasurer, Lawrence, KS · Lt. Gen. (Ret.) Robert Arter, Ft. Leavenworth, KS · Clark Balderson, Wamego, KS · George Breidenthal, Kansas City, KS · Charles Clark, Prairie Village, KS · Dr. Mary Davidson Cohen, Leawood, KS · David Dunfield, Lawrence, KS · Michael L. Gibson, Paola, KS · Crosby Kemper, III, Kansas City, MO · Jim Maag, Topeka, KS · Karen McCarthy, Kansas City, MO · Elly McCoy, Chanute, KS · Emanuel Northern, Kansas City, KS · Edward J. Rolfs, Junction City, KS · Bill Tempel, Lexington, MO · Joan Wagon, Topeka, KS

Post Office Box 526  
Lawrence, KS 66044

Ph 785-856-5300

Fx 785-856-5303



Minutes from Board of Trustees Meeting  
Tuesday, December 1, 2009  
National Archives—Central Plains Region  
Kansas City, MO

The meeting was called to order by John Dillingham, Vice-Chair. Present were Dillingham, Benton, Clark, Cohen, Craig, Dunfield, Gibson, Tempel, Wagnon, and Billings and Julie McPike. Absent were Arter, Balderson, Breidenthal, Jones, Kemper, Maag, McCarthy, McCoy, Northern, Rolfs, and Tacha. Bill Wagnon, Topeka, was also present.

Billings discussed the financial report. She announced a new accountant was hired by DMI, the management company, and explained that along with the balance sheet, an updated budget would be presented to the board at each meeting. Clark noted that it was a great improvement. Dillingham asked that a prior year comparative column be added. Craig asked about the \$2000 expenditure for the KU class project. Billings explained that it was the cost of being a client of the class and was used for class expenses. The board discussed a line item for an intern program. Tempel moved to approve the financial report. The motion was seconded by Dunfield and approved.

Clark moved to approve minutes of the October meeting. The motion was seconded by Dunfield and approved.

Clark, Chair of the Administrative and Planning committee, reviewed proposed changes in the bylaws. Wagnon suggested to replace all references to "Board of Directors," "Directors," and "Trustees" with "Board of Trustees" and to insert "at least quarterly" into section 7.3 to read, "the Board shall meet at least quarterly." Lenger suggested including "during the fourth quarter" into section 7.1 to read, "An annual meeting of the Board of Trustees shall be held during the fourth quarter of each year." Benton suggested including "of the" in section 5.2 to read, "At least two of the Trustees shall be elected by the Partnership Group." Clark moved to approve the bylaws as amended. The motion was seconded by Cohen and approved.

Dillingham, Chair of the Nominating committee, reported on the committee's work. The nominees for the Executive Committee for 2010 and 2011 were: Judge Deanell Reece Tacha, Chair; John D. Dillingham, Vice-Chair; Bill Tempel, Secretary; Charles Jones, Treasurer; Mary Cohen, At-Large Representative. The committee's nominees for new board members were: Bob Ford, St. Joseph, MO; Kevin Wood, Harrisonville, MO; Jan English, Kansas City, KS; Kala Stroup, Lawrence, KS; Jody Craig, Partnership Representative, Leawood, KS; and Terry Ramsey, Partnership Representative, Nevada, MO. The nominating committee proposed the following initial terms of office: 2010, Arter, Dunfield, English, Gibson, and Kemper; 2010-2011, McCoy, Northern, Tempel, Wagnon; 2010-2012, Benton, Breidenthal, Cohen, Ford, Jones, Maag; 2010-2013, Balderson, Clark, Dillingham, Stroup, Tacha, Wood. Craig and



Ramsey will serve a term to be designated by the Partnership Team. Wagnon moved to accept the report of the Nominating committee and to duly elect all nominees. The motion was seconded by Benton and approved. Billings will work with Tacha to send a letter to new board members to officially welcome them to the board.

In old business, Billings reported that the trademark of the logo and intellectual property application is in process. The management plan is on the NPS-Midwest Regional Director's desk for approval and will then be sent to the National Office of National Heritage Areas followed by the Secretary of Interior's office. Clark reported that the Administrative and Planning committee is continuing to work on administrative policies for the board to consider. Dillingham reported that the Nominating committee is continuing to work to fill vacant positions on the board. Billings reported that an official audit is not required by the federal government until \$500,000 of federal money is received in a fiscal year. Craig recommended a less formal accounting review. Clark will consider this information as he researches an audit policy for the board.

Billings reported that Destination Management, Inc. is working on a draft of an agreement to manage Freedom's Frontier based on the decision at the August board meeting to accept the DMI proposal. It will closely follow the Cooperative Agreement signed between FFNHA and NPS, which is expected to be signed by the NPS soon.

Billings distributed a list of past donors. She suggested sending a letter to people on this list, asking them to consider FFNHA in their end-of-the-year giving. Wagnon suggested including a summary of FFNHA activities.

McPike reported on upcoming Partnership Team meetings, an RFP for an outreach display, and the status of the Advisory Committee's job description. Billings reported on a three-part project the Partnership Team is beginning to undertake, which will include a regional map/brochure, website redesign, and cell phone-based tours. She also presented a draft of the Executive Director's job description for the board's consideration.

McPike also announced the final presentation of the KU Journalism Class at 6:45pm on December 8 at the Kansas Union on the KU campus in Lawrence. The project includes a marketing and public relations plan prepared by the class of seniors for Freedom's Frontier. A discussion regarding future partnerships with other universities and colleges in the heritage area ensued.

The date for the next formal board meeting is January 20 at 3:00pm, location to be determined.

Meeting was adjourned.