



Minutes from Board of Trustees Meeting
Tuesday, March 5, 2014
Mahaffie Stagecoach Stop & Farm
Olathe, KS

The meeting was called to order by Jody Craig, Chair. Present were Banwart, Barker, Benton, Collins, Craig, Dillingham, Ford, Glenn, Nevius, Smith, Stroup, Tacha, Tempel, Wagnon, and Wood and Fred Conboy, Julie McPike and Sonia Smith. Absent were Arter, Breidenthal, English, Gibson, Glasscock, Kemper, Lampe, and Scott. Hosts present were Alexis Woodall, Mahaffie Stagecoach Stop & Farm.

Mrs. Craig introduced Mrs. Woodall. Mrs. Woodall welcomed the board to the museum, gave a brief introduction of Mahaffie Stagecoach Stop & Farm and invited the board for a tour of the Mahaffie house and farm following the meeting. Mrs. Craig thanked Mrs. Woodall for hosting the meeting and for her work with the historic site and Freedom's Frontier. Mrs. Craig alerted the board that Mrs. Woodall is working with the Advisory Committee to identify two new members of the Board of Trustees to represent the Advisory Committee and partnership.

Mrs. Stroup moved to approve the December 2013 minutes. Mr. Dillingham seconded the motion, which passed.

Mrs. Craig noted the upcoming board retreat at the Carnegie Building on April 25 and invited all members to attend. She noted that the board should consider moving to a bimonthly schedule of meetings. Mr. Wood and Mr. Glenn discussed alternate avenues of meeting attendance should the board choose to meet more frequently.

Mrs. Craig noted that the bylaws instruct the Executive Committee of the board to name a nominating committee and other committees as appropriate. The Executive Committee has identified eight committees through which a substantial portion of the work of the board could be carried out. These committees include Executive, Board Development/Nominating, Bylaws, Finance, Fundraising, Personnel/HR, Marketing & Outreach, and Governmental Affairs. A sign-up sheet was passed around for committee volunteers. Mr. Wagnon asked how many vacancies were currently available. Mrs. Craig noted the bylaws state the maximum number of board members to be thirty-two and twenty-four seats are currently filled, with two of the seats to be filled from the Advisory Committee. Mr. Glenn noted that committees could include non-board members. A discussion ensued about retaining the institutional memory of term-limited board members. Mrs. Craig also informed the board that Mr. Glenn is serving as a Freedom's Frontier representative on the DMI board, filling the seat left vacant by David Dunfield's resignation.

Mrs. Craig reviewed the Alliance of National Heritage Areas meeting and congressional visits. She noted that, as a result, Representative Hartzler is signing on as a co-sponsor to H.R. 445. She encouraged the board to follow up with their Representatives and Senators about the bill. Staff will



make the information available to the board. Mrs. Craig also noted that staff is working on identifying priorities for future staff positions.

Mr. Conboy recognized Mrs. McPike for her new title of managing director of the heritage area. He noted that a search is underway for a Fundraising and Program Assistant. One-third of the funding for this position is provided by Douglas County, freeing up one-third of the staffer's time to assist Mr. Conboy and the board with fundraising. Mr. Conboy discussed the pass-through and Mrs. Tacha and Mr. Wood suggested that Interpretive Grant matching funds could be passed through to use as federal match. Mr. Ford will pursue an Interpretive Grant funded project in St. Joseph as a test case.

Mr. Conboy also mentioned his role on the Travel Industry Association of Kansas board (TIAK). In that role, he recently educated Kansas legislators about heritage tourism through TIAK's Day on the Hill and suggested that TIAK focus more closely on heritage tourism.

Mrs. McPike and Ms. Smith gave updates on the workplan.

Mr. Benton presented the financial report and noted that \$30,000 of income in the "Friends Contributions" line was a foundation pass-through and will be shifted to a "Miscellaneous Special Projects" line. The budget will be revised and sent via email with a request to approve the budget.

Mrs. Craig noted that the bylaws state that the Executive Committee should consist of the four officers of the board and one at-large member. Mrs. Tacha moved to amend the bylaws to enlarge the Executive Committee to the four officers and three at-large members. Mr. Wood seconded the motion. The full board will be notified of the proposed amendment, which will be voted on at the next meeting.

Mr. Wagon noted the "Freedom's Pathway" partnership between Shawnee County Historical Society, Brown v. Board of Education National Historic Site, and Kansas State Historical Society that has hosted school tours for more than 3,500 students in the past two years. He noted that the impact of heritage areas goes far beyond economic impact.

Mrs. Tacha moved to adjourn the meeting. Mr. Glenn seconded the motion, which passed.

Respectfully submitted,

Bill Tempel, Secretary



Minutes from Board of Trustees Meeting
Tuesday, June 10, 2014
Truman Library & Museum
Independence, Mo.

The meeting was called to order by Jody Ladd Craig, chair. Present were: Deborah Barker, Kay Barnes, Duane Benton, Peggy Buhr, Joanne Collins, Jody Craig, John Dillingham, Bob Ford, Grant Glenn, Gary Nevius, Luther Smith, Kala Stroup, Bill Tempel, Bill Wagnon, Kevin Wood, Alexis Woodall; FFNHA Staff Fred Conboy, Julie McPike, Sonia Smith, Kathleen Quigley; and Alex Burden.

The meeting began with Mr. Conboy introducing Mr. Alex Burden of the Truman Library Institute. Mr. Burden welcomed us to the facility and provided an overview of the Library and Museum. He also offered a guided tour following our meeting. He thanked Freedom's Frontier National Heritage Area for its good work.

The minutes from the last board meeting were approved. Motion: Mr. Tempel/Second: Mr. Dillingham. Motion passed.

Ms. Craig amended the agenda to begin with a signage project update. Mr. Ford gave an overview of the family-of-sign designs were recently proposed via conference call with Dimensional Innovations. He pointed out that design option #4 seemed to be the design favored by those on the call.

Ms. Smith spoke of the meeting that Frank Weatherford, Ms. Smith, and Ms. Quigley had with KDOT. She reported that it went very well and that the timing of our presentation was good. KDOT is in the midst of examining its signage throughout the state, making this is a good time to roll out our sign program in Kansas. Ms. Smith shared the sign design option packet with board members. Ms. Smith indicated a small group will meet with Kelli Hilliard with Kansas Tourism to consult about our signage plans. MARC has extended the deadline for project completion until the end of September.

Ms. Craig explained that each design option has a second page where an existing sign is paired up with a sample FFNHA sign (PhotoShopped) to get an idea of what it would look like. We do not intend to replace existing signage, rather the FFNHA signage will be added to existing signage. Dimensional Innovations will give us a second round of designs incorporating some of the feedback from the conference call. Board members examined the multi-page document and were asked to provide any feedback they wished. Ms. Smith stated that we asked TranSystems to determine whether their existing contract would allow three test sites of the new signage instead of two. One would be in Kansas and the other two would be in Missouri.

Mr. Dillingham suggested we prepare an official letter describing our status as a National Heritage Area and its significance as a part of our nation's history. He thought this would help sell the signage plans and proposals.

In the Chair's report, Ms. Craig noted that most, if not all, of the board committees are organized and seeing activity. She noted that with all of the work laid out in the management plan, she asked Ms. McPike to identify priorities for additional staff positions. The highest priority is for an education and interpretation position. Ms. Craig also asked Ms. McPike whether sufficient funds are available to fill the position. Due to not having drawn



down NPS funds from previous years, we do have adequate funds for the position. Ms. Craig noted that it is the staff's job to hire all other positions beyond the executive director. Ms. McPike pointed out that the work plan items highlighted in red are items that we have not been able to begin working on. Ms. McPike stated there is a job description in place and offered it for review if desired.

Mr. Benton highlighted specific areas of the financial reports. Mr. Wagnon asked about our mentions on KPR and how much we pay for that. Mr. Conboy stated it is underwriting and Ms. McPike noted that the expense was roughly \$200 per month.

Mr. Wagnon gave the Bylaws Committee report for Ms. Banwart. The bylaws were amended to enlarge the Executive Committee to four officers and three at-large members. Motion: Mr. Wagnon/Second: Mrs. Collins. Motion passed. Mrs. Craig asked for self-nominations for the vacant at-large position. None were received at the meeting.

Ms. Barker gave the Board Development Committee report. Henry Fortunato was recommended as a new board member. Motion: Ms. Barker/Second: Mr. Dillingham. Motion passed.

Ms. Barker stated that the committee is discussing implementing an advisory council that would include those who have had a long association with FFNHA or made a significant contribution. The council would function in an advisory role and assist as needed. Mr. Wagnon asked what sort of benefit we would derive from this, and how we would keep them engaged. Ms. Stroup had concerns about naming it an advisory council as that might send a mixed message on governance. Mr. Glenn asked if we needed a bylaw change and recommended implementation be postponed until such a change could be adopted by the board. Mrs. Craig referred it to the Bylaws Committee (Bill Wagnon and Connie Banwart), and encouraged the committee to bring the suggested change to the August board meeting. Mr. Wood suggested the name "Heritage Council," which was well received.

Ms. Barker remarked that the Board Development Committee has five additional board candidates they plan to meet with. Ms. Craig stated that five or six members go off the board in December. Our bylaws state that we can have 32 board members but we want to be sure they are actively engaged board members who will help move the organization's goals forward. Mr. Wood suggested our partners would be a good source for board member candidates.

Ms. Stroup, as co-chair of the Resource Development Committee, spoke about the committee meeting just prior to today's board meeting. She stated that the goal is 100% financial commitment from the board to set the stage for ongoing fundraising. Our highest participation year was 2012 at 76%. An ability to give online by way of a new PayPal link on the website will be ready in 2-3 weeks. Some updating to the existing "Donate" page is needed. Ms. Quigley will work on this. Ms. Stroup requested that if anyone has the name of someone who can be called on to make a donation, please let her know and she will follow up.

Ms. Craig reminded the board that first and foremost we must not lose sight of the fact that our partners are why we do what we do. It is important to fundraise and one of the primary reasons we do so is in order to better support them.



Mr. Conboy reported that we need help from the board in creating a prospect list. He reminded the board that an endowment has been created and is an integral part of our sustainability. He pointed out that Ms. Smith recently updated our profile on the GKCCF website. He reviewed how Gene Hefner Hicks became a donor and that through her, our endowment was created. He pointed out that she recently provided a similar contribution for Constitution Hall. Mr. Conboy noted that 112 people visited the Carnegie for our first Final Fridays event.

Ms. McPike updated the board on the strategic planning work the Alliance of National Heritage Areas is undertaking. Ms. McPike is serving on the strategic planning steering committee. Last month staff met with Kansas Humanities Council to review its database to get a better understanding and a hands-on tour of what is there. Ms. McPike and Ms. Quigley will move forward on the RFQ part of the process. Ms. McPike mentioned that the #QR1863 Twitter project received the AASLH Award of Merit for 2014 with an additional award that only goes out to 5 percent of the Award of Merit winners called a HIP Award (History in Progress).

Approximately 30 attended our last partner meeting held in Gladstone, Mo. Mr. Richard King from the city of Gladstone presented on the city's magazine and pointed out that in the past few years they have featured FFNHA twice in that publication. Mr. Chris Cantwell from UMKC's History Department spoke about an intern program that is growing and being made available to our partners. Ms. McPike announced that the Summer Youth Camps have begun, with units in Greater Kansas City, Topeka, and Lawrence participating. This year we will expand to include the Fort Scott region.

Ms. Smith reported that staff sat in on an informative conference call with the National Park Service to learn of their "top secret" plans for their 100th Anniversary in 2015. A piece of the plan will involve National Heritage Areas. We will help to celebrate this milestone along with hosting our own large-scale event to celebrate our 10-year anniversary. Plans will unfold soon. She recognized Peggy Buhr for putting our maps in the Democratic Women's conference bags last month.

Kansas Sampler Fest in May netted almost 12,000 people in attendance. We gave out many maps, made many new friends, and entertained and educated the crowd for two days. Final Fridays in Lawrence is a new event we are now participating in to further our outreach. Our first event was May 30 and was met with great success.

Mr. Conboy announced that our Annual Awards Luncheon will be held in St. Joseph, Mo., on September 25 at the Paradox Theater. We need to get started on the Judy Billings and the Tacha awards. Different options for speakers were discussed during the meeting.

The next board meeting will be August 12, 2014, at the Watkins Museum, 1047 Massachusetts St., Lawrence, KS 66044.

Respectfully submitted,

Bill Tempel, Secretary



Board of Trustees Minutes
August 12, 2014
Watkins Museum of History
Lawrence, Kansas

The meeting was called to order by Jody Craig, Chair. Present were Deborah Barker, Duane Benton, Peggy Buhr, Joanne Collins, Jan English, Bob Ford, Henry Fortunato, Grant Glenn, Gary Nevius, Donald Scott, Luther Smith, Kala Stroup, Bill Tempel, Bill Wagnon, Kevin Wood, and Alexis Woodall. Also in attendance were Paul Bahnmaier, Steve Nowak, and FFNHA staff Fred Conboy, Julie McPike, Sonia Smith, and Kathleen Quigley.

Mr. Conboy introduced Mr. Nowak, Executive Director of the Watkins Museum of History. Mr. Nowak welcomed everyone and presented an overview of the museum's background and accomplishments. He invited everyone to tour the museum with him as the guide after the meeting.

Ms. Craig welcomed everyone and noted that we have sixteen trustees in attendance which constitutes a quorum. She requested that in the future, please be sure to RSVP to Ms. Quigley before each meeting to ensure a quorum.

The minutes from the August board meeting were approved. Motion: Ms. Stroup/second: Mr. Wagnon. Motion passed.

Ms. Craig introduced our new board member, Henry Fortunato. Ms. Craig noted that Mr. Fortunato volunteered to be on the Signage Committee and will make a great addition. Ms. Craig led everyone in introductions.

After an update on board committees, Ms. Craig introduced Mr. Bahnmaier, Lecompton Historical Society President. Ms. Craig explained that when possible, partners will be expressly invited to board meetings to share updates to allow the board to learn about partner projects and provide a greater level of support. Mr. Bahnmaier reported on the Lecompton Historical Society's digitization of their map collection. A portion of this critical work was funded in part by an Interpretive Grant from Freedom's Frontier National Heritage Area. Mr. Bahnmaier's closing remarks were that he believes "all entities need to work as a team to enjoy future success. Everyone needs to support everyone else."

The board discussed Freedom's Frontier's working relationship with Kansas State Historical Society. Mr. Glenn noted he would be willing to lead a discussion with KSHS. In light of recent budget cuts, KSHS has been forced into some difficult decisions. Freedom's Frontier needs to discover the needs of KSHS and learn how we can assist them in areas where our missions overlap. Ms. Craig agreed with this idea. Mr. Wagnon and Ms. Barker indicated they would be willing to assist.

Mr. Benton gave the financial report. He noted that line 5004 on the income side is behind the projected income. Ms. McPike explained that it is a function of how we get money from the Federal Government. We get reimbursed and have not had a recent reimbursement. She foresees it getting caught up very soon.

Mr. Benton expressed concern regarding the \$12,000 endowment held at the Greater Kansas City Community Foundation (GKCCF). We are paying \$20.83 in administration fees per month, which equals \$250 per year. This is the minimum fee on this size of a balance. Ms. Collins suggested we move those funds into an account with less aggressive fees. The board discussed different options. Mr. Wood recommended getting together a policy of how to manage these types of funds. Ms. Craig called on Mr. Tempel to assist Mr. Benton on investigating this policy.

Mr. Wagon moved that Mr. Benton withdraw funds out of the GKCCF account and work with staff to develop an RFP for financial institution trust departments. Mr. Nevius seconded the motion, which passed.

Mr. Wagon noted that the Bylaws Committee will have an amendment regarding a Heritage Council in advance of the October meeting.

The Government Affairs Committee chair, Ms. Collins, reported that they have not had a meeting.

Mr. Wagon reported on the recent meeting of the Board Development Committee. Mr. Dillingham hosted the meeting at the Golden Ox in Kansas City, MO. In attendance were Ms. Barker, Mr. Dillingham, Ms. Craig, and Mr. Conboy. Mr. Wagon was out of town. The purpose of the meeting was to meet with potential board members, Mary Hunkeler, Jim Muehlberger, and Brian Welsh to find out their willingness to take on a position as an FFNHA Trustee.

Mr. Wagon nominated the following individuals as board members:

- Mary Hunkeler, community volunteer from Mission, Kansas.
- James Muehlberger, lawyer and partner at Shook, Hardy, Bacon and author from Kansas City, Missouri.
- Brian Welsh, CPA, and Managing Member of Welch & Associates, LLC from Kansas City, Missouri.

Board members spoke in favor of the three candidates.

Mr. Tempel called for a vote on Mr. Wagon's nomination, which passed.



Ms. Stroup reported for the Resource Development Committee. She reported that the committee is working hard at developing ways in which to attract new friends and donors. She thanked everyone for responding to her payment reminder emails. She also thanked Ms. Quigley for ensuring that the feature to donate online was running smoothly. Ms. Stroup emphasized that an assignment for the board is to keep a running list of people you'd like to recruit to be friends of Freedom's Frontier.

Mr. Conboy reported that the 2nd annual awards luncheon will take place on September 25th in St. Joseph, Missouri. James Muehlberger will be keynote speaker. He reported that our board member, Mr. Wood and Waddell & Reed will be the presenting sponsors of the event. Mr. Conboy thanked Mr. Wood.

Mr. Conboy discussed the legacy program. He remarked that we need to start thinking of future gifts, in mature organizations, where 1/3 of our income should come from legacy gifts.

Mr. Conboy announced that Mr. Donald Scott will be at the Carnegie building in Lawrence to give a talk on Island Mound after a short movie presentation on the subject.

At Mr. Tempel's request, Mr. Conboy shared some information about the Carnegie Building and its on-going restoration, in addition to the relationship between the City of Lawrence, DMI, and Freedom's Frontier.

Ms. McPike reported on proposed federal legislation that impacts the heritage areas and funding, including HR 445, Heritage Area Program legislation and answered questions regarding the impact of program legislation.

Ms. McPike announced that the Interpretation and Education Manager position will be filled soon and we should have them on staff by the third week of October. Ms. McPike stated the need to put together our annual work plan for the coming fiscal year. She will work with partners, board and advisory committee on that task.

Ms. Smith reported that she is currently working on creating measurable objectives for the marketing plan.

Ms. Craig announced that Ms. Quigley did some research on costs for embroidered shirts and that these will be for staff and board members to wear in order to further introduce our brand to the public.

Mr. Ford reported on the signage committee conference call last week, in which the committee gave approval on sign style. Ms. Smith showed the board the document for signage from Design Innovations with mock-ups. She put maps on the table and showed a chart of where to put them on highways as far as what the priorities are. Ms. Smith and others went to Jefferson City to MODOT along with Frank of Transystems and found out that the Missouri budget is very tight but they were



enthusiastic about the signage. Ms. Craig stated that the end of the grant agreement is September 30th. Ms. Craig asked Ms. Smith to follow up with Frank from Transystems.

On both sides of the state line, signage is still a struggle for our partners. Signs are tied to visitor services, including the number of visitors the site receives per year and the hours the site is open.

Motion to adjourn by Mr. Wagon/second by Mr. Scott. Motion passed.

The next board meeting will be October 14, 2014 at Harrisonville, Missouri.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Bill Tempel".

Bill Tempel, Secretary



**Board of Trustees Minutes
October 14, 2014
Harrisonville, Missouri**

The meeting was called to order by Jody Ladd Craig, Chair. Present were Connie Banwart, Duane Benton, Peggy Buhr, John Dillingham, Janith English, Grant Glenn, Mary Hunkeler, Gary Nevius, Luther Smith, Kala Stroup, Bill Wagnon, Kevin Wood, and Alexis Woodall. Judy Manthe, Don Peters, Executive Director, Cass County Historical Society, and FFNHA staff Fred Conboy, Julie McPike, and Kathleen Quigley were also in attendance.

Ms. Craig welcomed everyone and thanked Don Peters for the work he is doing and for hosting our meeting. Mr. Peters welcomed attendees to Harrisonville and shared some history of Harrisonville, the square and the building we met in. He stated that Carol Prettyman has invited us out to the Wayside Rest Plantation after the meeting for a tour. He thanked us for the work we are doing and the support we give them.

Mr. Wood then welcomed everyone to Harrisonville, as the Mayor, and remarked that Cass County is open to helping with Freedom's Frontier's mission and goals.

Ms. Craig introduced new board member, Ms. Hunkeler, who is a highly respected volunteer in the Kansas City community. Ms. Craig asked everyone to introduce themselves.

The minutes from the August board meeting were approved. Motion: Mr. Dillingham / second: Mr. Wood. Motion passed.

Ms. Craig reported that the DMI board had recently concluded an employee evaluation on Fred Conboy and that they asked that we also conduct an evaluation. Since our contract with the National Park Service requires an annual evaluation, we will undertake this in the next month. Discussion about the organizational structure of DMI ensued. Ms. Craig called upon Mr. Glenn as he is on the HR committee and asked for one additional board member to participate in the evaluation process. Discussion then focused on the steps to take in this process. Ms. Craig will send out a request to the rest of the board who are not in attendance to ask for another volunteer to work with her and Mr. Glenn on the review.

Mr. Benton gave the financial report. He noted that we have now received \$80,000 toward our federal grant. Expenditures were \$30,000. Ms. McPike anticipates not reaching the full budget amount but rather expects to be somewhere around \$250,000. With regard to the contributions account 5010, Mr. Benton reminded us that at this time we are at 60% completion for the year and we have only reached \$17,000 toward our budgeted amount of \$31,000.

Mr. Benton reminded the board that the \$12,000 endowed funds, which were discussed at the last meeting, have lost \$250 per year in administrative fees. He and Mr. Tempel met about this issue and consulted with Mr. Wood. Mr. Conboy stated that there are other investment types at the Greater Kansas City Community Foundation. Mr. Wood urged the board to come up with an investment policy so that we



have a clear understanding of how we want to proceed in the future. Mr. Wood further suggested that we consider allocating a portion of every gift to the endowment fund as part of that policy.

Mr. Wagnon urged the treasurer to remove the money immediately from the GKCCF fund, which was the wish of the board at the August meeting. Ms. Craig stated that was her understanding too. She stated that we have an obligation to protect the funds that we have and ultimately to grow them with a well-developed policy. Mr. Benton noted that the motion from August did not direct him with regards to where to deposit the money and asked the board for clarification.

Mr. Wagnon moved to withdraw the endowment funds immediately and deposit them in a commercial bank money market account until such time as the board can develop an investment strategy. Mr. Glenn seconded the motion. There was a motion on the floor / second: Mr. Glenn. The board discussed the process for moving the money and asked staff for a recommendation for a percentage of future gifts that could be directed to the endowment. The motion passed.

Ms. Banwart, for the bylaws committee, presented the following bylaws amendment:

Article V, new section 5.8. The Board of Trustees shall empanel a Council of Advocates, composed of former trustees, to advise it in support of the mission of Freedom's Frontier National Heritage Area.

Mr. Wagnon recalled the board meeting in Independence, Mo., and the discussion about how much information is carried away by retiring board members and how that information is an asset to the organization. He suggested that the board can continue to benefit from that knowledge and experience if these members are part of this type of a group. Mr. Nevius asked if it should be limited only to former board members. Ms. Craig cited Judy Billings as an example of a non-board member who could be included.

Mr. Glenn moved to amend the amendment as follows:

Article V, new section 5.8. The Board of Trustees shall empanel a Council of Advocates, composed of former trustees and other individuals invited by the board, to advise it in support of the mission of Freedom's Frontier National Heritage Area.

Mr. Dillingham seconded the amendment.

Ms. Craig stated they will not have voting rights and asked Mr. Glenn if important to clarify. He said the bylaws are clear about who can vote.

Ms. Craig called for a vote on the amendment to the bylaws amendment, which passed. Ms. Craig called for a vote on the bylaws amendment (as amended), which passed.



Mr. Wagnon, chair of the board development committee, noted retiring board as follows: Gen. Arter, Ms. Banwart, Mr. Gibson, and Mr. Kemper. On behalf of the board development committee, he nominated Ms. English and Mr. Glasscock to serve another term and Walter Wulf from Humboldt, Kansas, as a new board member. Nominations were approved.

Mr. Wagnon nominated Mr. Glasscock as an at-large member of the Executive Committee. The nomination was approved.

Ms. Stroup, co-chair of the resource development committee, thanked Mr. Wood for underwriting the luncheon. She noted that board contributions have increased since last year. She also presented the outline of the Freedom's Frontier Heritage Traveler campaign. This includes a monthly email with events and special deals for partner sites to not only drive traffic and public support to our partners, but to broaden our base. The board agreed by consensus on the name and the fee structure, \$10 for students and \$20 for everyone else.

Freedom's Frontier also has signed up with Network for Good to roll out an improved "donate" page to our website. She charged the board with sending five friends to that page to sign up for our new Heritage Traveler program once it is up and running. The idea of the Heritage Traveler and its accompanying e-newsletter is to give those who "join" a feeling of exclusivity. Ms. Stroup informed the board that she is passing out a shirt order form for our new FFNHA branded attire. Official colors are white or tan.

Mr. Conboy spoke regarding fundraising. He indicated he has continued to identify what good prospects look like. He pointed out five priorities which were the endowment fund, FFNHA programs, signage, youth impact, partner programs & grants. We should start looking at corporations and foundations for support and look for friends to cultivate.

Ms. McPike reported that the 2015 work plan has been sent to all board members and everyone should have had a chance to see it. We will not start on it because we are operating under a short-term continuing resolution. We will continue to work on the 2014 work plan until directed by the National Park Service to submit the 2015 work plan. Ms. Craig pointed out that in the 2014 work plan, sustainability was the number one priority and now it is fourth. These priorities were set based on the result of a survey of the partnership and a joint Advisory Committee-Board conference call but that the board is welcome to adjust priorities as they see fit. Ms. Stroup commented that the board needs to figure out where they fit into the work plan.

Motion by Mr. Glenn to change sustainability to the number one priority in the 2015 work plan. Second: Mr. Nevius. Motion passed.

Motion by Mr. Nevius to adopt the 2015 work plan. Second: Mr. Wood. Motion passed.



Ms. McPike gave the marketing report and highlighted our new communication strategy. A core partner group is receiving a weekly e-newsletter called the “Monday Minute.” The responsibility for this newsletter is shared among staff and we have received good feedback from this effort.

The average open rate for Monday Minutes is 44%, in contrast to the national average open rate for email campaigns of 22%. Other interested partners and friends receive a monthly compilation of the weekly emails called the Heritage Area Happenings. These are sent the first Tuesday. Board members should be receiving all the emails.

Ms. McPike noted that TranSystems has asked for an extension for the signage plan and has sent a revised map of entry points for sign locations at our two test sites, Mahaffie Stagecoach Stop and Farm in Olathe, Kansas, and the Bates County Historical Museum in Butler, Missouri. Ms. McPike stated that Ms. Smith has asked for a timeline on the list of complete deliverables from TranSystems.

Ms. McPike reviewed grant project recipients and stated that we will be looking for new grant projects in 2015.

Mr. Conboy reviewed the success of our 2nd Annual Awards Luncheon held in St. Joseph, Missouri. The Tacha Award went to students from Royal Valley Middle School in Mayetta, Kansas. The Billings Award went to Deborah Barker, executive director of the Franklin County Historical Society. He thanked Kay Barnes and Bob Ford for presenting the awards. The plan is for the 3rd Annual Awards Luncheon to be held in Olathe, Kansas, at the Mahaffie Stagecoach Stop and Farm. Specific date and time is to be announced.

Mr. Glenn observed that the time of day we have had the past two events has been challenging for those that have a full work day to attend. The board discussed goals and options for the event.

Ms. Craig will send an email survey to the board regarding the time and day of future board meetings.

Ms. Craig reminded everyone that the December 9 meeting is a combination meeting and holiday social event. The social event will take place at Ms. Craig’s residence. She urged all to attend and invite other interested friends. A special recognition will take place for those board members who are retiring.

The meeting was adjourned at 4:00.

Respectfully submitted,

Jody Ladd Craig, president



**Board of Trustees Minutes
December 9, 2014
Leawood, Kansas**

The meeting was called to order by Jody Ladd Craig, Chair. Present were Bob Ford, John Dillingham, Mary Hunkeler, Henry Fortunato, Bill Wagnon, Gary Nevius, Kevin Wood, Janith English, Grant Glenn, Duane Benton attended via speaker phone. FFNHA staff Fred Conboy, Julie McPike, Sonia Smith, and Kathleen Quigley were also in attendance.

Ms. Craig welcomed everyone and reminded them that they were welcome to attend the holiday gathering at her home after the meeting.

The minutes from the October, 2014 meeting were approved. Motion: Mr. Wagnon / second: Ms. Hunkeler.

Mr. Benton reported that an investment policy has been created. Each board member should have a copy to go over before the next meeting in order to ask questions prior to voting on the policy. Mr. Benton pointed out some of the key points of the policy and explained why one is needed.

The Board Development Committee held a special meeting last month in order to interview two prospective board members.

The HR Committee also met to conduct the annual performance review of Mr. Conboy.

Mr. Benton gave the financial report. He pointed out that the balance in the endowment fund account now shows up on the balance sheet. On the profit and loss report, line 5004, work plan request to NPS, shows a year-to-date amount of \$ 182,723. Julie has submitted a request for an additional \$100,000 which will bring that amount up to \$282,723. He gave kudos to Ms. McPike for being so diligent. This amount is much more than we had originally anticipated at \$250,000.

Mr. Benton also added that the Tuesday after Thanksgiving was #GivingTuesday and as a result, we received \$810 from that effort. He noted that this was money that we had not counted on.

Ms. Craig stated that she asked Mr. Benton to present the investment policy today so that the board has time to review it before the February board meeting. Those on the board with experience in these matters, were asked to read it over very carefully in order for there to be a policy that we can put in place. She thanked Mr. Benton, Mr. Tempel and others that were involved in this process for their efforts.

Mr. Wagnon asked if this policy addressed the issue of 5% of all donations being moved to the endowment account.



Mr. Benton answered that that is a separate issue. The investment policy simply addresses where the money goes and the other issue is how we go about raising the money. Ms. Craig said the topic of what percentage of all donations get moved into the endowment account warrants a more in-depth discussion at a later date.

Mr. Fortunato asked if this investment policy is pro-forma for national heritage areas or non-profits of this size. Mr. Benton answered that the basic outline was given to us by someone in a stock brokerage firm, however Mr. Tempel is the one who was keen on this policy as he is not in favor of targets and percentages.

Mr. Wood stated that an organization he was involved in had this as the investment policy when he was chair. He took the basic document and shared it with our committee although he is not on that committee. We need a policy that states that up to a certain dollar amount, the funds should stay in a regular bank account. When the funds increase to a certain point, we then need to decide where that money should be invested. We were a little premature in placing the \$12,000 donation into an actual endowment account. Usually, at the \$50,000-\$100,000 mark is when it becomes necessary to make a decision to invest.

Mr. Wood stated that we would adopt this policy until our funds get to a certain level and then adopt a new policy at that time.

Mr. Dillingham pointed out that we are very fortunate to have board members who specialize in areas that we need expertise in, specifically in the adoption of an investment policy.

Mr. Conboy stated that the funds are now moved out of the endowment fund and into a bank account at the same bank we do business with based upon the recommendation of the board. The account has been opened under the name Kansas Territorial Alliance. It remains that those funds are to be used for Freedom's Frontier's highest priorities. Gifts that go into the endowment fund are not reimbursable by the Federal Government. The idea behind these funds is not to spend it.

As Chair, Mr. Wagnon spoke for the Board Development Committee. He put forth a nomination for Jim Rankin, an attorney from Topeka, and Craig Patterson, an architect from Lawrence.

Ms. Craig reminded the board that we do not need a second since this comes from a committee. The vote was in favor of Jim Rankin, and Craig Patterson as new board members.

Mr. Patterson was introduced and gave a quick overview of his background. Mr. Rankin was not present.



Mr. Wagnon had a second item from the Board Development Committee and that was the newly created Council of Advocates. Those that we would like to join us on that council are: Connie Banwart, Judy Billings, Charles Clark, Mary Cohen, David Dunfield, Charles Jones, and Crosby Kemper. Our next step is to ask them if they are in favor of being in this select group.

Mr. Wood gave the report for the Resource Development Committee. He gave thanks to staff for their efforts with #GivingTuesday, Heritage Traveler and the year-end appeal letter.

Ms. Quigley gave an overview of the new Heritage Area Traveler program that was born out of the Resource Development Committee as a way to gain a list of donors they and the fundraiser can call upon. Ms. Quigley stated that one of the greatest things that will come out of this program is the ability to assist our partners in gaining visitors to their sites.

Mr. Wood requested that the teaser Heritage Traveler appeal be sent to the entire board so that they can send it on to their friends in hopes of gaining a purchase.

Mr. Glenn asked if we had any sort of nice card to send to those that may purchase a Heritage Traveler subscription as a gift.

Mr. Wood thanked the staff for all of their hard work throughout the year.

Ms. Woodall reported on the latest partnership meeting that was held in November at Lecompton. She described the well-received performance given by the reenactors and how it educates the public to both sides of our story in an entertaining way. Audience involvement was encouraged. Mr. Conboy and Ms. Billings were both asked to do readings at the end. A delightful lunch was served to us by the Methodist Church group, and staff gave reports. A tour of the historic sites was given by Mr. Bahnmeier and Mr. Rues after the meeting.

Ms. Craig encouraged all board members to attend the partner meetings. She stated that they are fun to go to and full of valuable information. The next meeting is in Lawrence on January 8.

Mr. Conboy asked Julie to give the board some information about the new hire for the Education and Interpretation Manager position. Ms. McPike spoke about Elizabeth Hobson while describing her new position with Freedom's Frontier and how her background was a perfect fit. She starts her employment with us on December 15, 2014.

Mr. Conboy talked about allocating a portion of each donation to be deposited into the endowment fund each month. He pointed out that Ms. McPike had done all of the research and number crunching on this. She studied what would be a fair percentage to use as a standard.



Mr. Conboy reported that next year's expenses are budgeted at \$15,000. Federal dollars cannot be used for such as the Washington DC trip, hospitality, give aways, promotion, board awards, and postage. Our income for 2013 was \$10,000. In 2013 it was \$14,000 and for 2014 we have reached over \$18,000. It is his recommendation that we use 3% as the amount.

Ms. Craig would like to see this revisited by the Finance Committee and let them decide using the data that Ms. McPike came up with.

Grant Glenn has given \$500 toward the purchase of 25 Heritage Traveler subscriptions to be given away. There is a Rotary meeting in Topeka coming up that will be attended by Mr. Glenn, Mr. Wagon and Mr. Conboy. Mr. Conboy will speak as will Mr. Wagon. Mr. Conboy estimates 80 Rotarians will be in attendance. He will have the Heritage Traveler sign-up cards and will pass them out to all in attendance. A few random winners will be selected to win a Heritage Traveler subscription.

Mr. Ford mentioned that when the signage committee reviewed the signs at Mahaffie, they decided that bigger and bolder was best. He commented that this seems like a slow ball being pushed uphill.

Ms. Craig mentioned that we could benefit from a Project Manager being assigned to the signage program. This will require someone's work full time. People are more inclined to give to something that seems more organized and is well structured. Mr. Nevius stated that this is a great way to promote public/private partnerships.

Mr. Dillingham brought up that the Native Sons of Kansas City have assisted with funding many signs in the Kansas City area, with Liberty being a most recent recipient. NSKC participated as a partner. Native Sons supplied 1/3 of the funding. We may want to look to them as a partner.

Ms. Craig reminded the board that we have approximately 150 partners and many are not well off and will not be able to afford to fund their own signs. We need to come up with ways to assist them.

Ms. Craig spoke on the continuing resolution and said that fortunately for Freedom's Frontier, we can continue to work under the budget we have now under the 2014 authorization. Ms. McPike has heard we may have a year long CR and if that happens, we will receive the same funding as last year. Ms. Craig assured the board that we will still be here and be operational, it sounds unnerving but each year we see the 49 heritage areas get funding. These heritage areas cover many congressional districts and each want to see theirs get funded. Ms. McPike added that the heritage areas that hit their sunset, did get funded.

Our next meeting will be February 10, 2015 at 2 p.m. Ms. Craig will not be able to attend, a chair for that meeting will be announced at a later date. Meeting adjourned at 5:10 p.m.