



MINUTES: Board of Trustees Meeting

Wednesday, March 4, 2014; 1:00 pm - 3:00 pm

Neosho County Community College
900 East Logan Street, Ottawa KS 66067

The meeting was called to order by Jody Ladd Craig, Chair. Present were Joanne Collins, Craig Patterson, Kevin Wood, Deborah Barker, Jan English, Kala Stroup, Duane Benton, John Dillingham, Kent Glasscock, Bob Ford, Nancy Thellman, Walter Wulf, George Breidenthal, Mary Hunkeler, Grant Glenn, Bill Wagnon, Jim Rankin, Henry Fortunato, Gary Nevius. Deanell Tacha attended via speaker phone.

Ms. Craig welcomed everyone and led introductions.

The minutes from the December 2014 meeting were approved.

Mr. Wagnon moved on behalf of the Board Development Committee to invite Ms. Thellman to join the Board. Motion passed.

The board went into Executive Session.

Following Executive Session, Julie McPike, Sonia Smith, Kathleen Quigley, and Elizabeth Hobson joined the meeting.

Ms. Craig reported on her trip to Washington D.C. with Ms. McPike. They visited with staff from our Congressional Delegation to update them on the work of Freedom's Frontier and answered questions about H.R. 581, National Heritage Areas program legislation.

Mr. Benton gave a full report on the balance sheet and profit/loss statement. He pointed out that the reports were up to date as they included figures through the end of February.

Mr. Benton fielded questions regarding the investment policy that was discussed in the December meeting. He moved approval on behalf of the Finance Committee. The motion passed.

Ms. Stroup gave a fundraising report. She pointed out on the profit and loss report that "friends" contributions are short \$25,000 according to the year-to-date vs. budget. We have \$30,000 budgeted with only \$5,000 collected thus far. She asked that the board please send in their agreed contribution to Ms. McPike, Ms. Quigley, or her.

Ms. Craig called for our 2015 work plan update to be reviewed for foundation contacts. She pointed out that many are listed there. Ms. Craig is excited about DMI hiring a new Development Director but said that we don't have to wait until that person is on board to begin contacting foundations.



In the absence of Ms. Woodall and Ms. Buhr to give the partnership report, Ms. McPike reported on the January 8 partner meeting and advisory committee conference call. Our next partner meeting will be in Lee's Summit on March 12, the focus will be a show and tell for partners to talk about what they can offer to other partners. Ms. Craig invited board members to attend.

Ms. Craig tried to reach Ms. Megan Gilliland, Public Information Officer for the city of Lawrence and Interim Director of DMI. She wanted to introduce herself, tell people what she was doing and hear from the board but was unable to attend the meeting.

Mr. Benton left the meeting at 2:30.

Mr. Patterson wanted to know about the CVB staff. Ms. McPike explained the staff makeup of the CVB. Ms. Craig explained that the CVB occupies a majority of the Lawrence Carnegie Building basement with the remaining basement space being taken up by the kitchen, storage and FFNHA. FFNHA has use of the copier, periodic use of the postage machine, and the computer server. FFNHA pays for the services of the bookkeeper, their own office supplies and many other things.

Ms. McPike mentioned the 2015 workplan update and recognized staff for their hard work and accomplishments over a short period of time. She is looking forward to building on that momentum going forward. Ms. Smith shared the new touch screen information. Ms. Hobson has been attending education conferences that are very cost effective while working very hard to establish contacts and build upon our strengths in our new education programs. Ms. Quigley has been working on getting partners reengaged and finding new partners while giving assistance on operational matters pertaining to FFNHA. On May 11, Freedom's Frontier is hosting an Interpreting Slavery Workshop. Partners in putting on the workshop include the Wornall/Majors House Museums, The Tracing Center, and UMKC's Center for Midwestern Studies.

Ms. McPike also reported that the FFNHA 10 year Anniversary coincides with the National Park Service Centennial. Staff has developed plans to capitalize on NPS celebrations in order to help raise awareness of FFNHA. Freedom's Frontier will develop a discovery journal/passport to capitalize on a major NPS campaign. We would like to distribute this opportunity to 4th graders (approximately 4,000) in FFNHA to coincide with the Department of the Interior initiative "Every Kid in a Park." Additionally, we plan to use "Shared Stories of the Civil War" reader's theater scripts to reach junior high and high school aged students through teacher outreach and programs.

Decennial plans also call for an event every month in 2016. The 2015 Awards Luncheon will be the kick-off. Each month's event will be hosted by a different FFNHA partner site and co-branded between FFNHA and that partner. Fort Scott is planning to host our October 2016 event "Native Neighbors of Freedom's Frontier" as a NPS Centennial Signature event. Ms. Craig wanted to know how she can volunteer. Ms. Quigley is pulling together a committee to help plan for the ten year anniversary.

Mr. Nevius brought up that March 28 is the Civil War Trust's Park Day where nationwide, Civil War related historic sites host a clean-up day. The list is on the Civil War Trust's website. Ms. McPike responded that we will be putting out a news release that lists FFNHA partner sites that

participate. Mr. Nevius also pointed out that the Civil War Trust website has a number of curriculum developed that are good models for educators and that we may want to look into those.

Ms. Craig reminded everyone that the four pages of 2015 work plan updates are things the staff has already accomplished in just three months since the last board meeting. Mr. Dillingham complimented staff on looking to the future and the work they have done during this transition.

Ms. McPike gave a signage update. TranSystems is waiting to hear from KDOT and MODOT regarding sign standards before submitting the final report. We should get final layouts on the signage plan based on the meeting that we had at Mahaffie. Ms. Craig stated that if nothing is forthcoming soon from KDOT or MODOT, we need to suggest to TranSystems that they at least give us a draft. Ms. McPike explained that we have rolled out a signage application so that we can gauge interest and readiness from partners. Ms. Craig reminded the board that we discussed that this massive project needs a staff person. Based on surveys from partners, signage is a high priority.

Ms. Craig set dates for upcoming board meetings. Our next meeting will be April 8, then June 10, August 12, October 14, and December 9.

Ms. Craig introduced Ms. Hobson to the board stating that she started in December and she is doing amazing things reaching out to all schools.

Mr. Glenn moved the following:

1. Destination Management, Inc. (“DMI”) is hereby requested to fund a newly created position within FFNHA, to be called Development Director. A proposed job description and qualifications for the position are set forth in the attachment. FFNHA’s Executive Committee will work with DMI to refine said duties and qualifications. A search for prospects may begin before the DMI president is hired, but the position will not be filled without the involvement of the DMI president.
2. DMI is requested to include the proposed additional duties for the DMI President as set forth in the attachment. These duties relate to FFNHA. FFNHA’s Executive Committee will work with DMI to refine said duties and qualifications.
3. DMI is requested to amend its bylaws to permit the creation of a Special Personnel Committee (“SPC”) composed of members of the DMI and FFNHA boards. The FFNHA Board is committed to enact a similar bylaw change. The SPC will be assigned the following responsibilities:
 - A. Interview candidates and make recommendations for hiring a President of DMI and a Director of Development for FFNHA;
 - B. Make recommendations annually for job descriptions, and for goals and objectives for the following positions:
 - i) President of DMI
 - ii) Director of FFNHA
 - iii) Director of Development for FFNHA



- C. Conduct annual reviews of the three positions, seeking input from other board and staff members;
- D. Make salary recommendations for the three positions annually;
- E. Consider utilization of employment contracts for each of these positions and if so, the recommended terms for the same.

Mr. Wagnon seconded with the clarification that the motion is one of intent rather than final wording. The motion passed. Mr. Glenn will circulate the final wording among board members via email.

Ms. Stroup moved to adjourn the meeting. Mr. Dillingham seconded the motion, which passed.

Respectfully submitted,

Jody Craig



MINUTES: Board of Trustees Meeting

Wednesday, April 8, 2015; 1:00 pm - 3:00 pm

Kansas City Public Library, Central Branch
14 West 10th Street, Kansas City, MO 64105

The meeting was called to order by Jody Ladd Craig, Chair. Present were Alexis Woodall, Gary Nevius, Deborah Barker, Peggy Buhr, Henry Fortunato, Kala Stroup, Mary Hunkeler, Luther Smith, George Breidenthal, Duane Benton, Bill Wagnon, Grant Glenn, Craig Patterson, Bob Ford, John Dillingham, Bill Tempel, Jim Rankin, Janith English. Kent Glasscock attended via speaker phone.

Ms. Craig would like to implement educational programs into our board meeting to inform us about the heritage area. She introduced Deborah Barker, Executive Director of Franklin County Historical Society. Ms. Barker gave a slideshow presentation on the J.B. Muecke photo collection owned by the Franklin County Historical Society. Mr. Muecke was an Ottawa resident. Mr. Fortunato remarked that perhaps this material could be used for an exhibit, traveling or otherwise. Ms. Craig stated that our enduring struggle for freedom goes beyond the border war and civil war.

Minutes from the March meeting were approved. Motion: Hunkeler/Second: Dillingham.

Chair report: Ms. Craig reported that she has been re-reading the bylaws. She noted that her term expires at the end of this year. Officers can serve two consecutive 2-year terms. The board development committee needs to sort out who has served their terms. If you are interested in serving as Chair or in any other capacity, please let Mr. Wagnon know.

Treasurer report: Mr. Benton reported that the balance sheet is just about unchanged due to income and expenses balancing out because of Ms. McPike making sure we are drawing down our funds in a timely fashion. He stated that we are well on target. He noted that our Friends contributions have jumped this year thanks to a generous anonymous gift.

Ms. Craig reminded the board there are additional National Park Service funds from previous fiscal years that have not been drawn down. Mr. Tempel asked if that money was available to partners for grants. Ms. McPike answered that it could be, provided that grant applications for projects were received and approved. Last year we did not get enough applications to even expend what we budgeted. We are continually encouraging partners to apply for these funds. Ms. McPike plans on launching a partner-to-partner grant opportunity to expand the ability to tell the bigger story. She plans on that launch date to be in 2015. Mr. Fortunato asked if this money is unrestricted and can it be used for signage. Ms. McPike stated that the funds could be used for signage. Mr. Patterson asked if we lose those funds annually or do they accrue. Ms. McPike noted that the funds are governed by our cooperative agreement which does not expire until 2021.

Ms. Craig pointed out that most of our required matching funds come from Douglas County, Kansas with another portion that comes in from the Barton P. and Mary D. Cohen Trust.



Resource Development Report: Ms. Stroup thanked the board for responding to her request and for getting their contributions in early. Ms. Stroup had Ms. McPike expand on the anonymous contribution. He contributed \$10,000 now and pledged another \$10,000 at the end of the year. His wish is that we split the funds between our operating account and the endowment account. We will send out a news release stating that an “interested friend” gave us a major gift so that his wishes that he remain anonymous are respected.

Ms. Stroup announced that a package was prepared for each board member in order to send out a solicitation for a gift to five friends. All of the work was done by staff so that the only thing to do is address the envelope and send it out.

Partnership report: Ms. Woodall gave an outline of what transpired at the most recent partner meeting. There was discussion amongst the board about our counties and if we have a partner in each. Mr. Dillingham address the issue of other counties getting to know that there is a bigger umbrella over them whereby they may be inclined to be included in contributing to our pass-through funds. Discussion ensued on the topic of engagement with governing bodies. Ms. Craig pointed out that staff sends out quite a bit of information through e-blasts and that it is our duty as board members to at least skim each one so that we are familiar with what information is being shared. Ms. Craig invited board members to attend a partner meeting when they can.

Staff report: Ms. McPike began by stating that there are a lot of things happening in the office. She is thrilled to have received \$12,200 in contributions. She and Ms. Craig will be meeting with Ms. Cohen and Mr. Kemper III to explore opportunities for grants. Ms. McPike has a meeting with Mr. Oyster to explore sponsorships. Thanks go to Kevin Wood for starting that relationship for us.

Lynn Jenkins was in Lecompton recently and Ms. McPike met with her to share the successes of the local partners. Ms. McPike thanked the board for their quick responses to the letter of support for HR 581 that she delivered to Rep. Jenkins

Ms. McPike recently met with Kansas Representative Tom Sloan and Secretary of Parks, Wildlife & Tourism Robin Jennison to talk about promoting Kansas State Historic Sites and Freedom's Frontier. Lecompton partner, Paul Bahnmeier and Ms. McPike will move that project forward.

Ms. McPike traveled to Topeka for the C-SPAN spot announcement that Topeka will be featured on their Cities Tour. She visited with ANHA on how FFNHA could do a tour with C-Span. Mr. Fortunato offered his connection to producers with American History TV.

Ms. McPike reported that the Topeka Capitol Journal will allow one other news outlet to carry their FFNHA story series. Ms. Craig would like for that to be the *Kansas City Star*. Ms. McPike also shared progress on the Travel Information Centers that are a current project in progress with Ms. Smith as lead. The Interpreting Slavery workshop is May 11. The Kansas Humanities Council awarded FFNHA a grant to cover the cost of the books. The Annual Awards Luncheon will be October 22 at the Olathe Community Center. We will have another photo contest similar to the contest we held last year. There will be a Facebook winner as well as a cash donation winner.



Ms. McPike has already begun preparing for the 2016 work plan. Six years ago she was instrumental in the development and writing of the Freedom's Frontier Management Plan and reminded the board that we need to continue to think strategically about charting our course. Ms. McPike is co-chairing that same process for the Alliance of National Heritage Areas. She passed out an outline of a few strategies that will help market and promote experiences in the heritage area. Part of the future of conveying our message and connecting stories will be through a comprehensive mobile app which will be a great space for blending our heritage story telling.

Ms. Craig introduced Megan Gilliland, City of Lawrence Communications Director who is the interim Director for DMI. Ms. Gilliland announced that the City Manager, Dave Corliss has taken a job in Castle Rock, Colorado and will be leaving. She told the board that because of how strongly she believes in FFNHA, she volunteered for this interim position. She has spent much more time with the CVB as she feels that Ms. McPike is a very capable and does not require much of her assistance. She stated that both organizations have separate missions and each need their own separate leaders.

Ms. Gilliland said that the guest tax paid for the former Executive Director's income package. The City of Lawrence still wants to fund a Development Director position on behalf of FFNHA. They are offering a grant to be used as the vehicle to fund this position. It is her understanding from Ms. Craig, Ms. Tacha, and Mr. Glenn, that FFNHA would like to appoint a personnel committee.

Ms. Gilliland has created a job description and stated that we really need a position filled with a person who is going to help do all the great things Ms. McPike has outlined. This person needs to make the connection with corporations and government organizations. She has titled it an Executive Director position. She said this would be up for discussion by the FFNHA board. She would like to get that job description out in the next month so that she can meet with DMI after this meeting. DMI wants to continue to partner and would like to become a stronger partner. Ms. Gilliland stated that she does not plan on being involved other than being a supporter. Mr. Fortunato asked her if she is separating the organizations and how long this grant would fund this position. She answered that they would like this to be a five year grant commitment. Mr. Fortunato asked if there would be a need for DMI without FFNHA. Ms. Gilliland stated that DMI wants to make sure there is accountability for FFNHA funding. Ms. Craig pointed out that the DMI board has eight members and three of them are FFNHA board members.

Ms. Gilliland advised the board that the Lawrence CVB will no longer be managed by DMI, it appears that they will become part of the city of Lawrence, KS.

Mr. Glenn brought up that the FFNHA board passed a resolution that they took to the DMI board. Instead of a Development Director, now DMI is suggesting an Executive Director which is different than what the FFNHA board requested. He urged that the FFNHA board be on the same page with DMI because of the funding. The board should appoint a personnel committee with DMI to give a clear line of authority on job performance and salary for the new hire. DMI was the supervisor in the past with no feedback from FFNHA in that situation. He conveyed that he is anxious to move forward with this.



Ms. Craig agreed the board needs to keep this moving forward as efficiently as we can as DMI does not meet very often. The boards need to have a face to face discussion before anything is finalized.

Mr. Grant and Ms. Craig will call a meeting and ask for volunteers to serve on a search committee that have this type of expertise. Ms. Stroup said she was on the first search committee when they hired Mr. Conboy and worked hard to understand all of this. Ms. Stroup asked who votes on the grant. Ms. Gilliland stated that it would be a line item in the City of Lawrence, KS budget. Ms. Stroup asked if it would be reviewed annually. Ms. Gilliland pointed out that \$225,000 goes to DMI for the Executive Director and office supplies.

Ms. Craig thinks this is one of the most critical things the board will discuss and we need to be sure that this is what is best for FFNHA in terms of structure.

Ms. English stated that FFNHA does not necessarily need to replicate a top-down hierarchy. FFNHA needs to be structured so that the organization can do what it needs to be doing as a heritage area. Ms. English said the board needs to explore options that are seen within the best companies and organizations that are thriving and are sustainable.

Ms. Craig gave a signage project update.

Our next meeting is June 10th at the Garrison School in Liberty, Missouri at 1 p.m.

Respectfully submitted,

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

Bill Tempel



MINUTES: Board of Trustees Meeting

Wednesday, June 10, 2015; 1:00 pm - 3:00 pm

Garrison School Cultural Center
Liberty, MO

The meeting was called to order by Jody Ladd Craig, Chair. Present were Craig Patterson, Henry Fortunato, Jody Ladd Craig, Bob Ford, Luther Smith, Joanne Collins, Donald Scott, Janith English, Kala Stroup, Kevin Wood, Gary Nevius, Peggy Buhr, Bill Tempel, Nancy Thellman, Mary Hunkeler, Deb Barker and Walt Wulf. Jim Muehlberger and Duane Benton attended by phone. Staff members present: Julie McPike, Sonia Smith, Kathleen Quigley and Elizabeth Hobson. Megan Gilliland, DMI, also attended.

Ms. Craig welcomed everyone to the Garrison School Cultural Center. Individual introductions followed.

Ms. Craig introduced Dr. Cecelia Robinson and A.J. Byrd, Chair, Clay County African-American Legacy. Mr. Byrd gave a brief overview of his organization. He is happy to be partnering with us in their efforts. They are working hard to keep their doors open, as it has been a challenge. Dr. Robinson welcomed us and announced their next event which is a Juneteenth event taking place on June 20th. Their goal is to make this building a tourist attraction for Clay County. The building has just been landscaped and murals painted on the building is next. The school sits within the boundaries of the Garrison Historic District. They are writing grants and trying to do whatever they can do to sustain themselves. Ms. Ladd Craig asked if the center is a partner and suggested she talk to Ms. McPike about grants. Dr. Robinson pointed out that Ms. Quigley wrote a partner spotlight piece featuring them some months ago.

Ms. Craig asked if there were any changes to the minutes from the April 8, 2015, meeting. Ms. Gilliland, City of Lawrence Public Information Officer and temporary DMI representative, requested the wording in the fifth paragraph on the third page be changed from "...the Lawrence CVB will no longer be managed by DMI..." to "...the Lawrence CVB may no longer be managed by DMI...". Motion to accept the minutes with changes: Ms. Collins/Second: Mr. Fortunato.

Ms. Craig reported that the DMI board held a meeting on April 22, 2015, at Lawrence City Hall. Three members of the FFNHA board also sit on the DMI board. They are Ms. Thellman, Mr. Glenn, who was appointed by FFNHA, and Ms. Tacha. At the invitation of the DMI Board, Ms. Craig also attended that meeting. The board discussed the DMI model and formed a joint committee to meet on July 15 to discuss the matter further. The entire DMI board will attend that meeting. Mr. Benton and Ms. Craig will join the DMI board in that meeting.

Mr. Fortunato asked if this group will make a recommendation to the full FFNHA board to take a final vote regarding the relationship with DMI. Ms. Gilliland stated that the board will receive a report from the meeting. Ms. Craig encouraged the board to send input to her or Mr. Benton regarding the relationship with DMI.

Mr. Patterson asked about the organizational structure of DMI and FFNHA and funding sources. Ms. Craig stated that we are without a fixed model for the structure and referred questions about FFNHA funding to Mr. Benton. Mr. Tempel asked who the federal government views as the organization responsible for Freedom's Frontier. Ms. Craig reported that the coordinating entity is the FFNHA Board of Trustees.

Ms. Stroup asked about the timing on the search for the Lawrence City Manager and observed that the city manager is key in the relationship between DMI and FFNHA. Ms. Gilliland stated that the search could take six months or more. Ms. Thellman recommended the hiring process for a FFNHA position need not wait for a new city manager to be hired.

Ms. Gilliland reported that she requested the same funding from 2015 for DMI. She stated that she is working on a grant program that would fund a position for FFNHA in 2016, in addition to funding other tourism-related projects for the city.

Mr. Benton gave the financial report. Mr. Fortunato asked about NPS funding carrying over. Ms. McPike reported that funding is available until our enabling legislation sunsets in 2021. Ms. McPike also reported that this year's NPS request may be less than budgeted because DMI recommended that FFNHA not hire any more positions until DMI has a chance to reevaluate the relationship with FFNHA. Ms. McPike reported that she budgeted for a new signage position to begin this year and had to hold off on creating that position because of DMI's request.

Ms. Stroup gave a report for the Fundraising Committee. She urged the board to make their 2015 contributions. She also reported that Ms. McPike has suggested a fundraising campaign to run in conjunction with our 10th anniversary. The committee is considering different options and is planning a meeting in the next few weeks. Mr. Wood suggested that the 10th anniversary is an opportunity to create an attractive campaign. Ms. Craig suggested that the committee should clarify how the funds will be used. Ms. Stroup stated that the campaign can emphasize the importance of sustainability in the next ten years. Ms. English suggested a method for donors to honor someone through a donation. Mr. Nevius suggested working with partners to participate in the campaign.

Ms. Buhr reported on the last partner meeting held at Poplar Heights in Butler, Missouri, on May 14. Poplar Heights is an 1880s living history farm that has been restored with many of the original family furnishings. The meeting was held in the barn which is a great meeting space, the home cooked meal was wonderful and enjoyed by all. Guest speakers for the day were Ms. Cherie Cook from AASLH who spoke about the StEPs program, encouraging partners to sign up and Mr. Calvin Churchwell who is a low-vision specialist with Blazing Canes. He spoke to us about what we can do to assist those with vision impairments at our sites. Our next meeting will be in Fort Scott, Kansas at the Community College with a tour of the Gordon Parks Center Museum.

Ms. McPike updated the board on the work of staff. She highlighted the Shared Stories in our Schools contest launch, outreach to educators, youth corps, youth camp, and the recent "Interpreting Slavery" workshop. Gladstone Magazine will feature a story on ten years of Freedom's Frontier in the upcoming fall issue. Ms. McPike met with Mike Oyster about sponsorship of the proposed Freedom's Frontier Discovery Journals. She and Ms. Craig also met with Ms. Davidson



and Mr. Kemper about investment in Freedom's Frontier projects. They are interested in youth camp expansion and signage, respectively. She also noted that she and Mr. Wagnon met with partners in Shawnee County to begin discussions about pass-through and that she has been working with the Network to Freedom and OAH to serve as the fiscal agent for the Network to Freedom grant to restore the slave cabins at Wayside Rest Plantation.

Staff has also been working on marketing and outreach. Ms. McPike also discussed the 2016 photo contest, with the goal of producing a calendar for 2017. She also noted that staff have attended several outreach events and have appeared on KLWN radio to promote the work of FFNHA. Ms. Craig and Mr. Dillingham have worked with Ms. McPike to generate interest at the *Kansas City Star* to reprint the *Topeka Capital Journal* series on Freedom's Frontier. Ms. McPike also noted that the Franklin County Historical Society and FFNHA have received recognition from the American Association of State and Local History for the Native Neighbors event that Franklin County Historical Society produced with a grant from Freedom's Frontier.

Ms. Craig commended staff on their work.

In old business, Ms. McPike noted that the FFNHA trademark is up for renewal and asked that board members contact her if they have suggestions for someone who can help with this process.

Ms. McPike also noted progress on the signage project. We have closed out our funding agreement with MARC for the creation of the signage project. We have \$6,000 to invest in demonstration signs at our test sites. Ms. McPike also met with the Douglas County administrator about signage in Douglas County. Ms. Craig noted that the plan is to have an employee to focus on signage and that those plans are on hold at the request of DMI. She noted that Ms. McPike is working on this project in addition to her other duties. Mr. Patterson asked if we have a job description ready for that position. Ms. McPike noted that we do not have a written position description, but that there are models from other heritage areas that she can pull from to create the position description. Mr. Tempel asked about state signage restrictions. Ms. McPike noted that the two state DOTs are still finalizing their guidelines.

The meeting was adjourned at 2:42.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "W. Tempel". The signature is written in a cursive style with a horizontal line above the name.

William Tempel



MINUTES: Board of Trustees Meeting

Wednesday, August 12, 2015; 1:00 - 3:00 pm

Johnson County Museum, Shawnee, Kan.

The meeting was called to order by Jody Ladd Craig, Chair. Present were Craig Patterson, Henry Fortunato, Jody Ladd Craig, Luther Smith, Joanne Collins, Donald Scott, Janith English, Kala Stroup, Kevin Wood, Gary Nevius, Nancy Thellman, Deb Barker, Kay Barnes, Kent Glasscock, Duane Benton, Alexis Woodall, Bill Wagnon, and Walt Wulf. Jim Muehlberger, Jim Rankin, and Deanell Tacha attended by phone. Staff members present were: Julie McPike, Sonia Smith, Kathleen Quigley and Elizabeth Hobson. Guest: Katie Keckeisen, Curator of Interpretation for the Johnson County Museum, also attended.

Ann Jones, Curator of Collections for the Johnson County Museum, welcomed everyone and gave a brief overview of the museum.

Ms. Craig called the meeting to order. Introductions followed.

Ms. Craig asked if there were any changes to the minutes from the June 10, 2015 meeting. Motion to accept the minutes: Ms. Stroup/Second: Mr. Wood.

Ms. Craig began with an explanation of our work plan and its importance in the operation of the heritage area and how it relates to the management plan. We are currently in the process of preparing for the 2016 work plan. Ms. Woodall and Steve Nowak, Director of the Watkins Museum in Lawrence, KS, have agreed to help steward this process. Ms. McPike is currently gathering input from our partners. Ms. Craig asked if someone from the board would volunteer to assist with this task. Mr. Wood expressed an interest in helping with this process.

Ms. Craig stated that nine board members have given so far this year. While we do not set a minimum amount to contribute, the goal is 100% board participation.

Ms. Craig pointed out that board terms end in December. The board development committee will be contacting those with expiring terms. Ms. Craig volunteered as a member of that committee to contact those that are not engaged with board activities, to see if they are still interested in continued board service.

Ms. Craig stated that she is most excited about starting the search for a signage coordinator. Ms. McPike will be responsible to hire this person. She asked that if anyone has a name of someone that would be qualified, please let Ms. Craig know.

Two board members will be presenting at local libraries about their recent work. Gen. Scott will be at the KC Public Library Central Branch giving a talk about his book *Recipient of Grace*. Mr. Fortunato will be at the Lawrence Public Library giving a talk about his walk across Kansas.

Mr. Benton gave the treasurer's report and pointed out that the balance sheet now shows another column for the previous year to do a side-by-side comparison. Another change that was made with the assistance of Ms. McPike now shows how much we draw down in a separate report. He stated that we don't



want this on the P&L since we don't know if we will get that full amount. The board discussed this report with regard to match and activities.

Mr. Glenn reported that the personnel committee has met a few times by phone to discuss the requested funding from DMI for a development director. They also held a joint meeting with DMI to discuss the topic. The DMI board met in July with Ms. Craig and Mr. Benton who are not members of the DMI board along with Ms. Tacha, Mr. Glenn and Ms. Thellman who are members of the DMI board and the FFNHA board. As a result of this meeting, the city of Lawrence, Kan., has committed to fund an Executive Director position with fundraising duties for three years at \$90,000 to cover benefits and wages. A job description for an Executive Director was distributed to board members.

Mr. Glenn asked that the FFNHA board appoint a search committee that will determine the process for the interviews and a reception. Ms. Collins asked about including an equal opportunity employer statement on the job description. Mr. Glenn agreed. Ms. Stroup suggested that board members recommend individuals that they may know who would be qualified to apply for this position.

Mr. Wagon asked if \$75,000 is an appropriate figure for this job. Ms. Craig believes it is within the range needed. Mr. Glenn stated that he is afraid that \$75,000 will not attract the right person. The only potential for additional funds would be a bonus program or new money that may attract the right candidate. Mr. Scott asked if we could offer a salary range and determine based on the candidate. Ms. Tacha stated that she believes the \$90,000 was put on as a cap in order to incentivize the fundraising portion of the position. We can use federal funds to supplement the administration portion of this position in order to be able to offer a higher salary. Mr. Glenn asked Mr. Benton, as treasurer, if he would be comfortable with this. Mr. Benton stated that he would be.

Mr. Wulf asked how this position fits into the chain of command. Mr. Glenn answered that the Executive Director will be in charge.

Mr. Glenn asked for a motion to create a search committee to steward the process. Mr. Wood made a motion; seconded by Mr. Glasscock. Motion passed.

Mr. Fortunato asked if we've accepted the job description as written. He feels that the particular job duties described are not found in one person. He has concerns regarding this matter. Mr. Wood stated that the fundraising skill set is our focus. Ms. English stated that while she was reading the qualifications, one thing that is lacking is the requirement for strong interpersonal skills and the ability to foster a productive work environment. If the person cannot do that within the organization, there may be problems down the road. Mr. Wagon asked if she was amenable to that description being added as an amendment.

Mr. Wagon reported that the Board Development Committee has met a couple of times and continues to look for new people to serve. There is a need to formalize and clarify the duties of board members. Ms. Barker, as a member of the Board Development Committee, is developing a half-day board orientation. Mr. Wagon stated that it would be timely to schedule an orientation for January or February as we will have new board members that will come on as a result of the end-of-year election.

Ms. Craig reminded everyone that the December meeting is considered our annual meeting and board members are officially elected. The next meeting after that will be in February so the



orientation for board members should take place in January. She recommends that other board members may want to participate in this orientation even though they have been on the board for years. She encouraged other board members to read through the material and share any thoughts with Mr. Wagnon or Ms. Barker.

The fundraising committee, Ms. Stroup, Mr. Wood, Mr. Nevius, Ms. Craig, and Ms. Barker(guest) met to discuss a 10-year fundraising campaign. Ms. Stroup noted that we need a good contact list from board members of those they know that we can approach for a contribution. Please bring your potential contacts to the October 14 board meeting. Include foundations, individuals, and government leaders. We will be developing case statements for this campaign and will focus our asks on signage and youth programs. The suggested name for this campaign is Freedom's Frontier National Heritage Area Celebrating 10 Years: Raising the Banner for Freedom. We will take pledges as part of a multi-year campaign. This plan will be launched at the October 22 Annual Awards Luncheon.

Ms. Woodall gave a report on the July partner meeting. Grants for the Bus on Us program are now available, we are offering co-op advertising in the state travel guides, a photo contest will be used to develop our first calendar. FFNHA t-shirts are now offered for sale to the public. Signage applications are available online. Short talks were given by partners George Bernheimer from the Ritchie House on presenting interpretation via PowerPoint and Diana Staresenic-Deane from Old Depot Museum on being a recipient of a professional scholarship grant. Sheri Camp and Ladawndra Robb were the guest speakers who explained African American genealogical research and using the model in schools to get students excited about history. Ms. Craig commented that there were four board members at that meeting.

Ms. McPike gave the staff report. She gave a signage update which included the job description for the signage coordinator. The salary range will be from \$37,000 to \$42,000. If you have any feedback regarding that position please let Ms. McPike know.

Mr. Patterson asked if this was a full-time position. Ms. McPike replied that it is and Ms. Stroup suggested that a retiree from KDOT or MODOT would be a good fit as they would have great experience and connections to do the job well. Mr. Glenn asked if it is necessary to be full time. Mr. Nevius and Ms. Stroup agreed with Mr. Grant that it needn't be if that's how we get the best person to do the job. Ms. Barnes suggested we ask TranSystems how to best market a position like this. Ms. McPike noted that she will amend the job description to be either full or part-time.

Ms. McPike gave the board some figures relating to our mileage reimbursement expense. She asked the board to consider a lease-option for an FFNHA vehicle as a more economical option.

Ms. McPike spoke on the work plan updates since June 5. Ms. McPike acknowledged Ms. Hobson on her great work with educational programs, Ms. Quigley for her work with engaging/re-engaging partners, and Ms. Smith on marketing with partners.

Meeting adjourned at 3:02 p.m.

Respectfully submitted,



MINUTES: Board of Trustees Meeting

Wednesday, October 14, 2015; 1:00 - 3:00 pm

Bates County Museum, Butler, MO

The meeting was called to order by Jody Ladd Craig, Chair. Present were Ms. Craig, Mr. Benton, Mr. Wulf, Mr. Nevius, Mr. Smith, Mr. Tempel, Ms. Woodall, Brig. Gen. Scott, Mr. Wood, Ms. Buhr, Ms. Thellman, Mr. Glenn, Mr. Rankin, and Ms. Tacha attended by phone. Staff members: Ms. McPike, Mrs. Quigley, and Ms. Hobson.

Before the meeting officially began, board members viewed the movie 'The Battle of Island Mound'.

Ms. Craig called the meeting to order. Introductions followed.

Ms. Buhr, executive director of the Bates County Museum, welcomed everyone to the museum.

Ms. Craig asked if there were any changes to the minutes from the August, 2015 meeting. Motion to accept the minutes: Mr. Wood/Second: Mr. Wulf.

Chair Report:

There is still time to sign up to attend the Awards Luncheon. Craig encouraged everyone to attend. The board annual meeting is on December 9 at the Kansas State Capitol. We will elect new members and officers.

Four board members terms expire in December of this year: Sheila Lampe, Luther Smith, Bill Wagnon and Bill Tempel. The committee will be in touch with those members and will ask non-active members if they want to continue to serve. Mr. Nevius encouraged the committee to consider board diversity.

Treasurer Report:

Mr. Benton discussed the updated balance sheet and profit and loss statement. He noted the additional report showing funding allocated to Freedom's Frontier by the National Park Service but not yet spent.

The board went into executive session to discuss the Personnel Committee Report.

Board Development Committee Report:

Mr. Wagnon, chair, is working on officer positions for next year along with nominations for new board members. Committee members are Ms. Barker, Ms. Craig and Mr. Dillingham.

Ms. Barker is being recognized by the Franklin County Historical Society for 25 years of service with a special event at the Old Depot Museum. Ms. Tacha suggested that we present a resolution to Ms. Barker for all of her work in Franklin County and Freedom's Frontier.

Resource Development Committee Report:

Mr. Wood reported that some board members have not yet participated in donating. The goal is 100% participation. While we will be kicking off the 10th Anniversary Campaign at the Awards Luncheon, with a donation card at every place setting, we will not shape the campaign too narrowly to provide the new executive director with leeway for creating that campaign.

Partner Meeting Report:

Ms. Woodall gave the September partner meeting report. The meeting was held at the Historic Mt. Gilead Church in Kearney, MO.

Staff Reports:

Ms. McPike reported that we have been spending time on setting priorities for the 2016 work plan. Partners have had a chance to make suggestions as did the board. The board will continue to review the document before it is finalized. The work plan is how we prioritize and accomplish our tasks each year. Mr. Wood, Ms. Woodall and Mr. Steve Nowak, director of the Watkins Museum, are on the committee to study the work plan.

Ms. McPike shared that while at the Northeast Region Heritage Area meeting in Pittsburg, Penn., Martha Raymond, who is the National Park Service National Coordinator for heritage areas, pointed out the great efforts by Freedom's Frontier in the 9 and 99 Campaign. She also gave a nod to Freedom's Frontier on our outstanding communication strategy, particularly pointing to the Monday Minute e-blasts. Many National Heritage Area directors from across the nation indicated to Ms. McPike that they were eager for Freedom's Frontier to host a field meeting so that they could see the work of the heritage area. Ms. McPike recognized staff for all their efforts in creating a heritage area that is recognized by the NPS Washington Office and by other heritage area directors.

Ms. McPike also noted that she was invited to speak on a panel at the upcoming National Trust for Historic Preservation conference in Washington, D.C., about the work of Freedom's Frontier in recognizing multiple perspectives and fostering discussions about our difficult history.

Signage update: Ms. McPike notified the board that she received several resumes for the new Signage Director position and will narrow them down and set up interviews before the end of the year.

Meeting adjourned.



MINUTES: Board of Trustees Meeting
Wednesday, December 9, 2015; 1:00 - 3:00 pm
Kansas State Capitol, Topeka, Kansas

The meeting was called to order by Jody Ladd Craig, Chair. Present were Mr. Benton, Mr. Wulf, Mr. Nevius, Mr. Smith, Mr. Tempel, Brig. Gen. Scott, Mr. Wood, Ms. Thellman, Mr. Glenn, Mr. Rankin, Mr. Harris, Mr. Fortunato, Ms. Barker, Mr. Wagnon, Ms. English, Ms. Collins, Mr. Dillingham, Mr. Pfautsch, Mr. Patterson. Ms. Tacha, Ms. Buhr, and Mr. Morgan attended by phone. Staff members: Ms. McPike, Ms. Smith, Mrs. Quigley, Ms. Hobson and Mr. Ogle.

Ms. Craig called the meeting to order and welcomed new members. She asked all to introduce themselves so new members would have an idea of the backgrounds of fellow members.

Ms. Craig asked if there were any changes to the minutes from the October 2015 meeting. Motion to accept the minutes: (Dillingham/Wood). Motion passed.

Ms. Craig then explained that the order of the agenda would be changed to allow Mr. Wagnon, chair of the Board Development Committee, to give his report. This was done to allow three new members voted on to the board and then allowed to participate in the meeting as full members.

Board Development Committee Report:

Mr. Wagnon reported the committee has spent time with each of the newly nominated candidates to explain what Freedom's Frontier is about and to ensure that they have a clear understanding of our mission. Motion by Mr. Wagnon on behalf of Board Development Committee for Mr. Harris, Mr. Morgan, Mr. Pfautsch, Mr. Smith, Mr. Tempel, and Mr. Wagnon to serve a four-year term. Motion passed.

Mr. Wagnon nominated as officers: Ms. Craig as Board Chair, Mr. Benton as Vice Chair who, in two years will take the position of Chair, Mr. Glasscock as Treasurer, Ms. Barker as Secretary, Mr. Dillingham, Ms. Tacha and Mr. Wood as Member-at-Large. All offices are two year terms. Motion passed.

Chair Report:

Ms. Craig reported that it may be in our best interest to change the legal name of the organization to Freedom's Frontier National Heritage Area from Territorial Kansas Heritage Alliance. Mr. Benton explained how this works. Mr. Benton and Mr. Rankin will serve as a short-term committee to handle this legal change. Motion to empower the committee of Mr. Benton and Mr. Rankin to pursue legal name change: (Glenn/Dillingham). Motion passed.

Ms. Craig received the draft agreement between DMI and FFNHA yesterday evening. The agreement has been referred to the Executive Committee for review and approval. The Executive Committee will bring the agreement to the board in February for ratification.

Treasurer Report:

Mr. Benton shared the balance sheet and profit and loss statement with the board. He noted that staff initiated a final federal reimbursement request for 2015. The board discussed remaining federal funding and match. Mr. Wagon asked about the Freedom's Frontier endowment. The endowment is in a Central National Bank money market account. In 2015 the endowment received an additional \$5,000 donation.

Resource Development Committee Report:

Mr. Wood reported that this year's #GivingTuesday event was a great success, bringing in \$5,615. Of that, a portion went directly to some of our partners as pass-through funds, with the remaining portion going to Freedom's Frontier to be deposited into our account. Mr. Wood suggested revisiting the discussion about dedicating a percentage of all donations for the endowment. Ms. Craig invited board members to join the Resource Development Committee and reminded members that a goal of the board is 100% participation in board giving.

Partner Meeting Report:

In Ms. Woodall's absence, Ms. McPike reported on the latest partner meeting. The November Partner Meeting was held at Washburn University in Topeka, Kan. As a special exhibit, an original Beecher Bible was on display with one of the original slant-breech Sharp's carbine rifles that were nicknamed "Beecher's Bibles" during the Border Wars.

Sharron Uhler of Shawnee Town 1929 gave a report on a conference she attended that was partially funded by Freedom's Frontier using a Professional Development Scholarship. Stephanie Kryziasis from Brown v. Board of Education presented a slide show on their Youth Leadership Advisory Council and gave partners tips on how to create youth boards.

Debi Johanning from the KU alumni organization gave a presentation on communication strategies. Ms. Craig pointed out that Ms. McPike sends out a partner meeting recap soon after each meeting which includes the board. She encouraged board members to read these as they are makes it easy to find out what occurs at the partner meetings as well as other FFNHA activities.

Staff Reports:

Mr. Ogle thanked the board for giving him the opportunity to serve as the heritage area's executive director. He is very excited to be able to tell our stories. He recognized staff for helping him get oriented. He plans to visit all of our partners and would like to visit with each board member as well. We will not have usable office space due to construction for the next couple of weeks. This will be a good time to reach out to people. Mr. Ogle spoke of sustainability and his responsibilities therein. He stated that it is not just about sustainability, but it is about growth and our ability to draw down money from the federal government. We need to engage people with our stories and do a better job telling them so that future generations can understand what we have done on freedom's behalf.



Ms. McPike stated that staff has bumped into a couple of issues and Ms. Smith and Ms. Hobson would use this time to bring these to your attention. Staff always welcomes the board's thoughts and comments and would like volunteers to help us work through these issues.

Mr. Glenn remarked that staff put together some nice certificates for a Topeka awards ceremony for the publisher of the *Topeka Capital Journal*. He stated that those kinds of awards don't cost us much but win us a lot of good will.

Ms. Hobson explained that there has been some discussion about Interpretive Grants regarding the "Enduring Struggle for Freedom" theme. Staff would like input from the board to help better define that theme and ensure that staff is appropriately moving forward on grants and programs.

The board discussed the issue and a number of members volunteered to serve on a working group to help define the theme. Ms. English will convene the working group, which will consist of Ms. Craig, Mr. Glenn, Mr. Fortunato, Brig. Gen. Scott, Mr. Smith, Mr. Morgan and Mr. Pfautsch.

Ms. Craig requested that Ms. Hobson send the committee members the section in the management plan that describes the theme in question.

Ms. Smith brought to the board's attention that our logo needs to be refreshed. The original art work did not include a package with all necessary resolutions, colors, and styles for all types of media. We have decided to use Chad Wagner of Chad Wagner Design for this and the work of the 10-Year Anniversary logo. Ms. Craig suggested reestablishing the Marketing Committee to assist Ms. Smith with this work. Ms. Collins and Mr. Harris volunteered to serve on this committee.

Signage update:

Ms. McPike gave an update and pointed out that we have received many great applications for the Signage Coordinator position. She recommended that to maximize our funding with regard to this position, we create a contract position. A motion was made to allow Ms. McPike to contract with a signage coordinator (Glenn/Collins). Motion passed.

2016 Work Plan:

Ms. McPike presented the 2016 work plan with changes as requested by the board and thanked Mr. Wood, Ms. Woodall and Mr. Steve Nowak for working on the plan. Mr. Wagnon recommended that the work plan include the work of the committee on the "Enduring Struggle for Freedom." Ms. Collins moved to approve the work plan as amended by Mr. Wagnon. Mr. Nevius seconded the motion. Motion passed.

2016 Budget:

Mr. Benton moved to approve the budget as an interim budget to allow time for Mr. Ogle to review and recommend changes for the February board meeting. Mr. Rankin seconded the motion. The board discussed the increase in the budget over 2015, due in large part to the signage project.

Motion passed.



New Business:

Mr. Rankin mentioned the historic courthouse/post office property in Topeka and asked the board to consider options for supporting the preservation of that property. Ms. Craig asked Ms. McPike to investigate the issue further.

Meeting adjourned at 2:50 p.m., allowing members to enjoy a short tour of the restored capitol.

A Holiday Reception at the Ritchie House/Cox Center followed the meeting.

Respectfully submitted,

A handwritten signature in blue ink that reads "Deborah Barker".

Deborah Barker
Board Secretary