

**HEART OF AMERICA FEDERATION  
of  
Square Dance Clubs**

**MINUTES  
BOARD OF DIRECTORS/DELEGATE MEETING**

Saturday, November 22, 2025

The meeting was held at Shoal Creek Patrol Division, 6801 NE Pleasant Valley Rd, KCMO. Roberta Beier, President, called the meeting to order at 1:00 p.m.

Attending the meeting:

**Federation Officers and Staff:**

President: Roberta Beier & Jackie McKown  
Vice President: Juline & Robert Norman  
Recording Secretary: Laurie & Paul Russ  
Corresponding Secretary/Insurance Coordinator: Brenda Colvin  
Treasurer: Ginny Battiest  
Fed Facts Circulation Manager: Susan & Tom Bender  
Historian: Gay Clemenson

**Club Delegates:**

BNR Squares: Claude Burch  
Cross Trailers: Sue Bates  
Docey Dandies: Tom & Sue Bender  
Harmony Dancers: Teddy Ballard  
KC Plus: Mike Shedor  
Live Wires: Rick Long  
Pistols 'n' Petticoats Delegate: Barbara Kerns  
Savannah Sashayers: Jerry Belgum

**Guest:** Ray Trowbridge, Caller for Pistols 'n' Petticoats

**Absent:**

Fed Facts Editor: Karla Jones  
Heartland Squares: Michelle Wilson  
Peppy Promenaders Delegate: Iz & Karen Israel or Penny Byers  
Shooting Stars Delegate: Fred & Desiree Stone or Betty & Jerry Hecker  
Stewartsville Cut-ups Delegate: Larry Liebig  
Past President Dick & Libby Gilbert  
Past President Doug & Sandy Finnicum  
Past President Lois Zeller  
Past President Annette Davis  
Past President Don Strange  
Past President Fred & Carolyn Goucher  
Past President Edythe Weber

Minutes from the previous meeting held on September 12<sup>th</sup> are posted on the website. Mike Shedor made a motion to approve the minutes from that meeting. The motion was seconded and there was a unanimous vote for approval. Minutes will be notated as approved and posted on the website.

Officer and Staff Reports:

1. Vice President
  - Juline, as chair of the Credentials Committee reported on the new location for the Cross Trailers dances (report attached).
2. Treasurer
  - Ginny reported that the HOAF made money since the last report. She distributed new financial statements (attached).
3. Recording Secretary
  - Laurie spoke on Robert's Rules of Order. She focused on rules that we should be using for this Board. A document was distributed for reference (see attached).
4. Corresponding Secretary
  - Brenda gave her report on the status of USDA insurance for 2026. Two clubs have chosen not to stay with HOAF, Peppy Promenaders and Shooting Stars. There are 322 members in the HOAF clubs; last year there were 399.
5. Committees
  - Bylaws Committee: Mike Shedor is chairman of this committee. There is no official proposal at this time; however, he reviewed some of the articles they anticipate changing or adding. (see attached)
  - Festival Committee: Mike Shedor is chairman of this committee. Roberta reported that 13 ribbons have been sold.
6. Fed Facts
  - Editor, Karla Jones asked that she gets the Chatter for each Fed Facts in a timely manner. She stated that the ads need to be in either PDF or JPEG format for her to use. Everyone needs to update her with their email address and other pertinent information.
  - Circulation Manager, Tom Bender, reported that there are 76 subscriptions for the printed magazine and 3 for electronic access. Last year there were 91 subscribers. He said that they would be willing to visit clubs to market the Fed Facts and to contact him to make arrangements.
7. Historian
  - Gay Clemenson had nothing to report.

Roberta continued the meeting and discussed the following items:

- The Board previously established meeting dates in odd numbered months. The Bylaws require an Annual Meeting in April which is an even numbered month. Tom Bender

moved that we change our Annual Meeting to the month of May in 2026 for future years until it is changed by Delegates. The motion was seconded and without further discussion, it was passed unanimously.

- Roberta reviewed the dates for all of the meetings for 2026. The dates are as follows:

January 17, 2026  
March 21, 2026  
May 9, 2026  
July 18, 2026  
September 12, 2026  
November 21, 2026

The meeting in March will include the presentation of the slate of candidates for officers and the May meeting will be the required Annual Meeting

Jerry Belgum made a motion that the meetings be held on the second Saturday of the months when we meet. The motion was seconded. There was discussion on making this change. A vote was taken and there was 1 vote in favor, all others opposed therefore the meeting dates will remain as planned.

- There were two (2) policies proposed at the 9/12/26 meeting which were presented for approval.
  - The Reserve Policy was reviewed. Mike Shedor moved to adopt the policy as written. Motion was seconded. After a short discussion, the vote was unanimous for it to pass and the policy is adopted.
  - The Project Planning Policy was reviewed. Brenda Colvin moved to adopt the policy as written. Motion was seconded. After a short discussion, the vote was unanimous for it to pass and the policy is adopted.
- A Project Proposal was distributed to the Delegates a week prior to this meeting for review and discussion with their clubs. The proposal was reviewed and includes two (2) issues:
  - Revising the support from HOAF to clubs for lessons based on eligible expenses and new memberships gained from students and replacing it with assistance from HOAF for losses up to \$400 per club for the year.
  - Digital marketing and advertising campaign with assistance from the non-profit company Rhythm & Roots. (See attached proposal.) There was discussion on how this will all work and Roberta answered everyone's questions.

Mike Shedor moved to accept the proposal as presented. The motion was seconded. No further discussion occurred and the motion passed unanimously.

Roberta will move forward to sign a contract with Rhythm & Roots so that the HOAF can launch a campaign for Spring of 2026 lessons.

- There were two budget items that were presented:
  - The budget for the 2026 festival was presented. Mike Shedor moved to approve the budget as presented. The motion was seconded. After a brief discussion, a vote was taken and the budget was passed unanimously.
  - The overall budget for the 2026 fiscal year was presented. Mike Shedor moved to approve the budget as presented. The motion was seconded. After a brief discussion, a vote was taken and the budget was passed unanimously.

There being no further business, the meeting was adjourned at 2:49 pm.

Laurie Russ, Recording Secretary

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11/08/2025

## Credentials Report

Re: Cross Trailers Square Dance Club Change of Venue

To the Heart of America of Square and Round Dance Club Executive Board Members:

The Cross Trailers Square Dance Club, an HOAF Club, has requested approval of their new meeting place. As the Vice President of the HOAF we are charged with the task and we report the following:

According to the Heart of America Federation of Square Dance Clubs By-Laws page 13, Article 15 Section 4: Minimum standards for a club regular meeting place shall include adequate exits and entrances in case of emergency; physical separation from any location where alcoholic beverages are being dispensed during dancing hours; adequate restroom facilities; and a general appearance of being clean, well-lit and safe.

The Cross Trailers Square Dance Club, an HOAF member, is moving their club activities from Graceway at 5460 Blue Ridge Cutoff Raytown, MO 64133 to Southwood Church at 7904 Raytown, MO 64138 beginning in January 2026.

The Southwood Church has the following:

- Parking lot with 30 spaces and street parking
- Well-lit parking lot
- ADA compliant parking spaces (4-5)
- Sidewalk to the back entrance with ADA compliant ramp to the entrance
- Men's restroom with ADA compliant stall
- Women's restroom with ADA compliant stall
- Well-lit gathering space, restrooms, and entrance
- The area is clean
- No alcohol on site

On 11/08/2025, I (Juline) spoke with James Shaw, president of the Cross Trailers Club. We had a conversation about the facility and he openly shared. Then, we (Robert and Juline Norman VP HOAF), drove through the outside of the facility and it appeared satisfactory. We were unable to enter the facility as it was after regular hours and was closed.

We approve this facility as it meets Heart of America Federation of Square Dance Clubs By-Laws page 13, Article 15 Section 4. What say you?

Juline and Robert Norman, Heart of America Federation of Square Dance Clubs, Vice President

Post-Presentation: When presented at the HOAF Delegates Meeting on November 22, 2025 there were no inquiries or concerns.

## **Heart of America Federation of Square Dance Clubs**

### **Roberts Rules of Order**

#### **Conducting Business (RONR 10-45)**

##### **1. Motion:**

- A motion is a formal proposal by a member, in a meeting, that the group take certain action. Strictly speaking, there should be no debate on a matter before a motion has been made. Upon making the motion, the member should sit down and wait to give reasons for making the proposal. Only one motion may be considered for action at a time.
- If an officer makes a recommendation, that person should not make a motion about it; however, another member may make the motion as soon as the officer has concluded his report. (RONR 41:14)
- Committee chairman or other person reporting should make necessary motions to bring up recommendations for a vote. (RONR 41:14)
- The motion must be seconded to show that at least 2 members want it considered. This does not necessarily mean that he/she agrees with the motion.
- The person who seconds the motion does not need to be recognized by the chair.

##### **2. Considering the Motion**

- a. Debate which means discussion on the merits of the motion. Each member should have an opportunity to speak; however each member should only be given the floor once until everyone has been given the opportunity to speak. The Chair will recognize who has the floor.
- b. At this time, the motion may be modified or withdrawn by the person who made the original motion. Another person may propose an amended which is a secondary motion and there should be a vote on the change.
- c. A motion may also be postponed. This requires a motion and a vote. This is particularly applicable when our Delegates need to consult with their Club for how they should vote.

### 3. Putting the Question to a Vote

- a. If there is no further debate, the Chair will call for a vote.
- b. The Chair repeats the exact wording of the motion, as amended (if applicable).
- c. The Chair calls for the vote by appropriate means (voice, show of hands, ballots).

### 4. Results

- a. The Chair announces the results in 3 parts: 1) reporting which side won (ayes or nays); 2) declaring that the motion is adopted or lost; and 3) if appropriate, indicating the effect of the vote.

#### Breaks:

- A short break may be proposed via motion, which is a recess and requires a motion. (*RONR 8:2(3), 20:1-10*)
- The Chair may cause a brief pause by directing everyone to “stand at ease”. The Chair will call the meeting to order after the pause. (*RONR 8:2(4)*)

#### Adjourning a meeting which means to close the meeting.

- When all agenda items have been addressed, a motion is not necessary. The Chair can ask if there is any further business. If there is no response, the Chair can state, “Since there is no further business, the meeting is adjourned.” (*RONR 21:15*)
- A motion may be made to adjourn either for a brief period or until another time is set if there are still items on the agenda. There are many scenarios for this; however, it rarely happens in our meetings. (*RONR 21:1-14*)

## Heart of America Federation of Square Dance Clubs

### ARTICLE 1: NAME

The name of this organization is Heart of America Federation of Square Dance Clubs (HOAF).

### ARTICLE 2: ESTABLISHMENT *Added*

The HOAF was formed as a non-profit 501(c)7 benevolent corporation on March 13, 1953. This corporation shall be perpetual in duration and have no capital stock.

### ARTICLE 3: PURPOSE *abit*

The purpose of the HOAF is to promote and support member clubs activities of square, round, line and contra dancing. Also, the HOAF assists in the formation of clubs, encourages callers, cuers and civic square and folk dance associations. HOAF wants to sponsor, support and foster HOAF dances improve relations amongst all similar clubs in the Kansas City Metropolitan Area.

In the conduct of all aspects of activities, the HOAF shall not discriminate on the grounds of age, race, color, national origin, gender, sexual orientation or religious affiliation.

### ARTICLE 4: MEMBERSHIP

The management of the HOAF shall be vested in the Board of Directors consisting of one delegate from each member club and the current HOAF Officers. Clubs are encouraged to provide an Alternative Delegate as well as attend all HOAF meetings. All represented on the Board must be a current member of one of the HOAF's clubs. A member shall consist of either a single representative or a partnered couple. A single member or a partnered couple are each entitled to one vote during voting matters. If said single member or partnered couple are filling for multiple positions, they are still entitled to a single vote.

### ARTICLE 5: MEETINGS

Section 1. The parliamentary authority in all matters not covered by these By-Laws shall be the latest edition of Robert's Rules of Order. Robert's Rules of Order will be recognized as authority in conducting all meetings and elections.

*Article 18*

**DRAFT**

**Heart of America Federation of Square Dance Clubs (HOAF)**

**Reserve Policy**

**Purpose**

The purpose of this Reserve Policy is to ensure the financial stability of the Heart of America Federation of Square Dance Clubs (HOAF) by maintaining an adequate level of reserves. These reserves will protect the organization against unexpected financial shortfalls, support continuity of programs, and provide flexibility to respond to unforeseen opportunities or challenges.

**Policy**

**1. Reserve Requirement**

- HOAF will maintain unrestricted reserves in an amount equal to **one year of budgeted operating expenses**.
- The amount will be calculated annually based on the approved budget for the upcoming fiscal year.

**2. Use of Reserves**

- Reserves may only be used in circumstances such as:
  - A significant, unexpected decline in revenues.
  - Unanticipated expenses critical to the mission of HOAF.
  - Emergencies or events that threaten the continuity of operations.
- Use of reserves must be approved by a majority vote of the Board of Directors.

**3. Replenishment of Reserves**

- If reserves fall below the required level, the Board will develop a plan to restore them to compliance within a reasonable period, not to exceed three years.

**4. Management of Reserves**

- Funds should be held in accounts that balance liquidity and safety, such as savings, money market accounts, or other low-risk investments.

**5. Review and Oversight**

- The Treasurer will report the status of reserves at least annually to the Board of Directors.
- This policy will be reviewed every three years, or more often if circumstances require, to ensure it remains appropriate for the organization's financial health.

**Adoption**

This Reserve Policy was adopted by the Board of Directors of the Heart of America Federation of Square Dance Clubs on [Insert Date].

## **DRAFT**

### **Heart of America Federation of Square Dance Clubs (HOAF)**

#### **Project Planning Policy**

##### **Purpose**

The purpose of this Project Planning Policy is to provide direction for spending funds that the HOAF has in excess of its Reserve Policy.

##### **Proposal**

- 1) Funds in excess of the Reserve Policy will be used for special projects to accomplish specific goals that have been approved by the Board of Directors.
- 2) Per the Reserve Policy, reserves are equal to one-year's worth of budgeted expenses. If next year's budget includes a deficit, that deficit will be added to the reserves to determine the funds that are available to spend on special projects.

##### **Determining Special Projects and Establishing Goals**

- 1) Goals will be introduced, discussed, and prioritized through discussion at Board of Directors meetings.
- 2) Special projects must be approved by a majority vote of the Board of Directors.

##### **Multi-year Budgeting**

This policy allows for projects that may take more than one year to accomplish. Therefore, if a special project is established that has a goal date three years in the future, a budget will be determined for the entire project and those funds will be allocated to and reserved for future spending on that project.

##### **Review and Oversight**

- 1) The President will report the status of special projects at least annually to the Board of Directors.
- 2) This policy will be reviewed every three years, or more often if circumstances require, to ensure it remains appropriate for the organization's priorities.

##### **Adoption**

This Project Planning Policy was adopted by the Board of Directors of the Heart of America Federation of Square Dance Clubs on [Insert Date].

# Heart of America Federation + Rhythm & Roots Marketing

## Proposal for Partnership

**Prepared for:** Heart of America Federation (HOAF) Board of Directors

**Prepared by:** Rhythm & Roots Marketing (R&R)

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### 1. Why This Partnership Matters

Square dancing is rich in tradition—but today's audiences discover and decide differently. Rhythm & Roots Marketing helps organizations like HOAF reach a new generation of dancers using **modern, data-driven, and social-first marketing** that meets people where they already are: online.

We're not here to replace what's worked in the past. We're here to **enhance HOAF's reach** by pairing your expertise and reputation with our proven marketing methods.

Our goal:

To help more people discover, experience, and fall in love with square dancing through engaging digital storytelling and seamless entry points into local clubs.

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### 2. Our Approach

We combine **traditional outreach** with **modern marketing strategies** designed for today's audiences.

**What We'll Do Differently:**

- **Eliminate barriers to entry:** Instead of requiring a phone call to find a club, we'll create a simple **landing page** where potential dancers can browse clubs, schedules, and events at their own pace.
- **Lead with experience, not obligation:** We'll promote a **Community Dance** that offers a free or low-cost taste of dancing before asking anyone to register for lessons. This works—at a recent community dance we promoted, 22 new people attended, 19 signed

up for lessons, and 16 completed the series.

- **Use modern communication channels:** Target audiences aged 20–40 respond best to **social media and online content**, not print or radio. Our strategy focuses on digital discovery and visual storytelling.

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### **3. A Partnership Built on Openness**

Our approach may feel different—and that's by design. Rhythm & Roots isn't here to repeat the same practices of the past, but to introduce fresh ideas and proven strategies that reach today's audiences.

For this partnership to succeed, both sides must approach the work with an open mind. Some ideas may feel unfamiliar, but that's often where the biggest opportunities lie. We ask that HOAF evaluate our recommendations based on their potential impact, not on whether they fit past habits. This openness is essential to determine if we're truly compatible before moving forward with a contract.

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### **4. Marketing Services Offered**

**Rhythm & Roots Marketing will provide:**

- Strategic marketing plan and timeline tailored to HOAF's winter and summer lesson cycles
- Coordination with all participating clubs to ensure cohesive branding and messaging
- Development of a **website landing page** hosted on the HOAF site for easy lesson discovery
- Social media setup, content creation, and coaching for Facebook, Instagram, and TikTok
- Online community bulletin board and event promotion

- Print-ready fliers for community distribution
- Analytics and reporting on engagement and reach

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## 5. Financial Framework

To move forward efficiently, R&R proposes a shared-cost model that ensures clarity and flexibility for HOAF while allowing R&R to provide professional, results-driven work.

Activity	Responsible Party	Estimated Cost	Notes
Coordination & Communication	HOAF	\$100	One central HOAF contact to work with R&R and coordinate clubs
Marketing Campaign Labor (planning + execution)	R&R	\$2,500	Includes all professional labor and management
Landing Page Development	R&R	\$1,000	Contract labor to build a simple, effective page integrated with HOAF website
Print & Digital Ad Costs per marketing campaign	Member club	\$250	Estimated for fliers and Facebook ads

**Total Estimated Cost: \$4,000 (\$500 HOAF contribution + \$3,500 R&R contribution)**

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## 6. Expected Outcomes

With this partnership, HOAF can expect:

- A user-friendly digital hub that connects interested newcomers to local clubs

Project Proposal, presented on 11/22/2025:

The goal of this project is to increase the number of potential dancers signing up for and completing lessons in the KC Metro Area. The project has two components: 1) a grant program to help defray the cost of lessons and 2) a digital-based marketing and advertising campaign, including the development of a potential dancer friendly landing page for the HOAF website. The details of the proposed project are as follows:

1. Change the current financial assistance for HOAF Square Dance Club Lessons:
  - a. **From** its current format of \$400 for eligible expenses and \$25 for each new student that joins the club
  - b. **To** a needs-based grant program with the following criteria:
    - i. The maximum amount of the grant will be \$400 (or a different amount as approved by the Board of Directors)
    - ii. The grant will cover no more than the loss that the club incurred for the lesson session.
  - c. Details of grant program will be decided upon by the Board.
  - d. Budget \$2,000 in 2026 for the grant program
2. HOAF will coordinate lesson schedules with member clubs so that the HOAF can create and execute an effective social media marketing campaign that will connect potential dancers to individual clubs' lesson programs.
3. There will be two "lesson seasons" in 2026, one in the spring with lessons starting in January through April and one in the fall with lessons starting in August through October.
4. HOAF will sign a contract to work with Rhythm and Roots (R&R) (proposal attached) to design and implement a marketing campaign for the 2026 lesson seasons. R&R is a non-profit that was formed to assist square dance clubs in revitalizing square dance in their communities.
  - a. HOAF will pay the required \$100 fee
  - b. Rhythm and Roots will help the HOAF
    - i. Develop a strategic marketing plan
    - ii. Coordinate with all participating clubs to ensure cohesive branding and messaging
    - iii. Develop a website landing page for easy lesson discovery
    - iv. Set up and launch social media campaigns on Facebook, Instagram, and TikTok
    - v. Teach members from each club on how to conduct and maintain an effective social media presence
    - vi. Develop an online community bulletin board and event promotion

- vii. Design print-ready fliers for community distribution
- viii. Analyze and report on engagement and reach
- c. Rhythm and Roots will provide the professional work and expertise, worth approximately \$3,500.
- d. The HOAF will provide funds to individual clubs for the cost of printing flyers and digital ad costs for lessons offered during the spring or fall lessons seasons (approximately \$250/club).
- e. The HOAF's total cost will be approximately \$2,600 (\$100 upfront fee to R&R and \$250 x 10 clubs).

5. Non-HOAF KC Metro Area Clubs in the Blue District or NW District may participate in the campaign, but those clubs will be responsible for their own flyer and digital advertising costs.
6. Total Project Budget will be \$4,600 (\$2,000 for grant program and \$2,600 for spring and fall lesson marketing campaigns).

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