

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA
THE BUSINESS PLAN
A Roadmap for Management
June, 2009

EXECUTIVE SUMMARY

Freedom's Frontier National Heritage Area (FFNHA) is a national heritage area recognized by Congress in October 2006 as a partner of the National Park Service. Territorial Kansas Heritage Area (TKHA), a 501c3 organization, is identified in the enabling legislation as the management entity. It is governed by a Board of Trustees with a minimum of 25% representation from both Kansas and Missouri. TKHA is now doing business as Freedom's Frontier National Heritage Area (FFNHA) and is described as such in all official documents including in the Central Contract Registration (CCR) with the federal government.

Committed to protecting and promoting the cultural, historical and natural assets of a region, National Heritage Areas play a vital role in maintaining both the physical character and the cultural legacy of the United States. National Heritage Areas are recognized based on the nationally distinctive landscapes that they are committed to protect and promote. These landscapes are places where natural resources and human activity interact to create an area that is historically and geographically unique. They are representative of the national experience through the physical features that remain and the traditions that have evolved in those landscapes.

National Heritage Areas are acknowledged by Congress for their capacity to describe nationally important stories about the evolution of our nation. Participation in National Heritage Areas by those whose traditions helped to shape the landscape enhances the significance and establishes a stronger sense of place.

There are currently 49 designated areas in the country and many more in various stages of designation. With the likelihood that Congress will no longer consider creating national parks, the national heritage area movement is growing rapidly in partnership with the National Park Service.

Implementation of the Management Plan will be accomplished through a network of partnerships including government and non-government as well as dedicated individuals who will be coordinated by a minimal office staff. All will be offered technical assistance and encouraged to identify the greatest and most distinctive assets that make the area a desirable place to live or visit.

There are many viable organizations in the area dedicated to preserving our heritage. Freedom's Frontier National Heritage Area encourages all to embrace the regional identity which provides residents and consumers with a connected and, therefore, richer experience based on heritage. Exposure to and education of an area's heritage resources inspires pride and brings with it substantial economic development.

BUSINESS DESCRIPTION

Freedom's Frontier National Heritage Area (FFNHA)
947 New Hampshire Street
PO Box 526
Lawrence, Kansas 66044
785-856-5301
www.freedomsfrontier.org

Current Status: Statutory authorization was given with the signing of S.203: National Heritage Areas Act of 2006 on October 12, 2006. Territorial Kansas Heritage Alliance (TKHA) is the identified management entity with a 501c3 IRS status. TKHA is doing business as Freedom's Frontier National Heritage Area (FFNHA). Federal designation brings with it a partnership with the National Park Service that lends credibility to this newly formed organization.

Since 1999, hundreds of interested citizens have come together consistently bringing to reality this national heritage area based on our shared stories. In the beginning, it was a Kansas project, but those involved soon realized that without the Missouri stories, the interpretation would not be complete. It took some time to understand one another and to learn to respect the different perspectives from which we come to the discussions of our shared heritage. Today we are working together to realize a regional identity based on our nationally important stories.

Recognizing the leadership role from the inception by Douglas County, the City of Lawrence, Lawrence Convention & Visitors Bureau and individuals in the city, the Board of Trustees determined Lawrence to be the home office. The intent is that the management entity will be made up of a small staff of field practitioners. In order to share resources and reduce costs, the board will contract with a management entity to coordinate willing partnerships throughout the area and to assist with implementation of various projects connecting them with the regional identity.

Federal designation brings a partnership with the National Park Service. As the 150th anniversary of the beginning of the Civil War approaches in 2011, Freedom's Frontier is preparing to make the nation aware of pre-Civil War events that led up to the firing on Fort Sumter, events that took place during the Civil War and beyond to today.

Vision for 2028

Freedom's Frontier National Heritage Area (FFNHA) is an internationally recognized region in western Missouri and eastern Kansas where a young nation's diverse definitions of freedom collided. Through sharing authentic and honestly interpreted stories, residents respect multiple views of freedom. Compelling learning experiences, interpretation and preservation offer visitors and residents of all ages an understanding of the region's

importance. Historically aware citizens collaborate to build diverse economies for current and future generations.

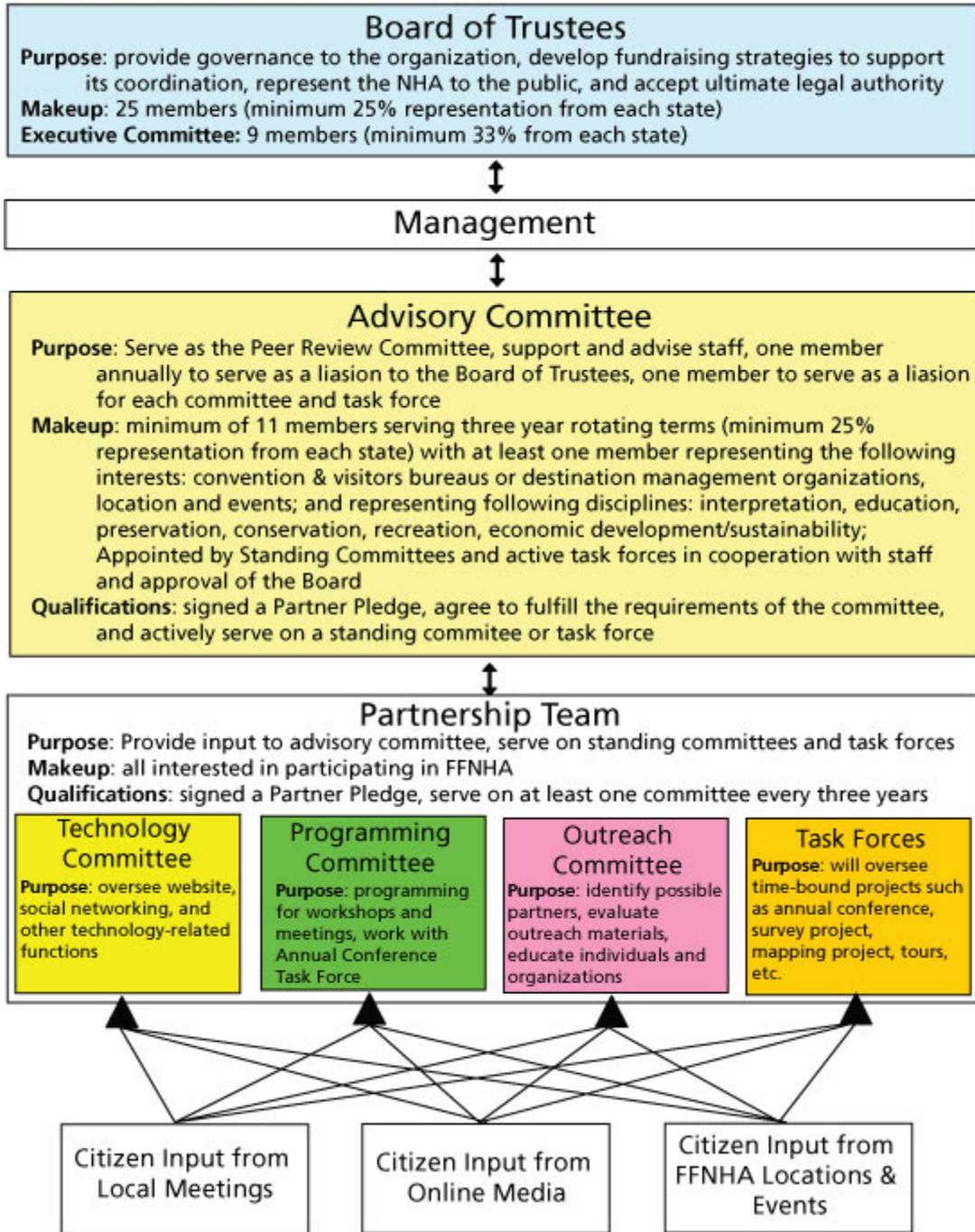
MANAGEMENT

This emerging area has been operating with guidance from the staff of the Lawrence (KS) Convention and Visitors Bureau. Work has been accomplished with 100+ partners from throughout the 41-county area each doing their part to move it forward. Monthly meetings for the past five years have been consistent with an average of 50-75 people attending and reporting collective expenses of \$6,000+ for each meeting.

A Board of Trustees of the coordinating entity, Territorial Kansas Heritage Alliance, as authorized by P.L. 109-338, is doing business as Freedom's Frontier National Heritage Area. It re-established itself with new bylaws in 2005. The core membership of the 16-member board was nominated by partners from throughout the area. The bylaws state that the board will consist of not less than 25% from each of the two states. Members are opinion leaders from throughout the area and have made financial investments in the organization in addition to using their influence to raise the needed funding to date. The role of this board is to provide governance to the organization and develop fundraising strategies to support its coordination, represent the national heritage area to the public, and accept the ultimate legal authority for it.

The following Grassroots Organizational Structure has been adopted.

Freedom's Frontier National Heritage Area
Grassroots Organizational Structure



Investment to date has come from the Missouri Department of Tourism and Kansas Department of Commerce/Travel & Tourism, foundations, organizations, governments (specifically the City of Lawrence and Douglas County, KS governments) and many individuals to develop a feasibility study, work with Congressional offices to get legislation adopted and signed, and to develop the required Management Plan through a public

process. Participation in future endeavors is open to those willing to partner and embrace the guidelines set forth in the Management Plan approved by the National Park Service and signed by the Secretary of Interior.

Upon submission of the Management Plan for approval in June of 2009, the board will determine how to efficiently manage the implementation of the plan and hire one staff member. Personnel policies, compensation structure and internal financial controls will be developed with oversight by the Board.

The Mission of Freedom's Frontier

Freedom's Frontier National Heritage Area (FFNHA) is dedicated to building awareness of the struggles for freedom in western Missouri and eastern Kansas. These diverse, interwoven and nationally important stories grew from a unique physical and cultural landscape. FFNHA inspires respect for multiple perspectives and empowers residents to preserve and share these stories. We achieve our goals through interpretation, preservation, conservation and education for all residents and visitors.

PRODUCT & SERVICES

The coordinating entity for FFNHA intends to facilitate activities among willing partners to meet the following goals and actions stated in the Management Plan.

1. Build awareness of struggles for freedom that took place within the boundaries of Freedom's Frontier for current and future generations.

- *Continue to organize monthly gatherings in various locations throughout the 41-county area to visit sites, have dialogues about our stories and to share resources,

- *Broaden citizen thinking about the idea of freedom in the world of the 21st Century and how it relates to our shared heritage by facilitating workshops and conversations on the topic,

- *Work with school districts and other appropriate groups to involve students in projects to further the discussions,

- *Provide assistance to those interpreting our heritage to give them the skills to connect our heritage with the idea of freedom and to connect the stories one with the other in a thought-provoking way,

- *Market the area as a regional experience empowering the consumers to make their own judgments about how this area influenced the development of our nation.

2. Enhance, sustain and preserve the unique cultural and historic assets within our nationally important physical and cultural landscapes that fostered these stories.

- *Develop a comprehensive survey of heritage assets in the 41-county area,

- *Encourage and support linking locations together in order to provide the resident or visitor a seamless and rich experience with various perspectives of the stories,

- *Produce technical assistance workshops for interpreters to learn up-to-date preservation, interpretation and education techniques,

- *Influence local and state governments about the importance of preserving and conserving our cultural assets,

*Research funding sources for partners involved in activities that follow the intent of the Management Plan.

3. Inspire tolerance and respect for multiple perspectives.

*Encourage keepers of the stories to link with places that interpret other perspectives of the story,

*Involve residents and visitors in discussions and education on reconciliation related to atrocities, perceived and real, that occurred in this area historically,

*Provide opportunities to educate the public about the authentic and important events that took place on the frontier as our country developed and grew westward.

4. Empower residents to preserve and share our nationally important authentic stories in an engaging way.

*Provide residents with support and the tools to do the work of Freedom's Frontier National Heritage Area,

*Encourage the connections between sites that interpret varying perspectives of the stories,

*Provide technical assistance and access to preservation and conservation resources and guidance,

*Assure that preservation and conservation of the story are protected in promoting our shared stories

*Develop and maintain state and federal partnerships that provide up-to-date guidance to residents.

MARKET ANALYSIS

Heritage tourism is defined by the National Trust for Historic Preservation as traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources. This matches the goal of Freedom's Frontier to promote our regional identity to potential travelers.

A March 2008 report by London-based World Travel & Tourism organization forecasts:

- * U.S. travel market will expand by 1.1% to \$1.7 trillion in 2008.
- * Global travel and tourism sales growth of 3% to \$8 trillion in 2008.

According to Historic/Cultural Traveler research by the Travel Industry Association of America (TIA) and Smithsonian Magazine in 2003:

- 81% of U.S. adults who traveled, or 118 million, are considered historic/cultural travelers;
- These travelers spend more money on historic/cultural trips compared to the average U.S. trip (average \$623 vs. \$457, excluding cost of transportation);
- 30% of historic/cultural travelers' choice of destination was influenced by a specific historic or cultural event or activity;
- Historic/cultural trips are more likely to be seven nights or longer and include air travel, a rental car and a hotel stay;
- Four in ten historic/cultural travelers added extra time to their trip specifically because of a historic/cultural activity;

- 25% of historic/cultural travelers take three or more trips each year; and
- 44% of historic/cultural travelers include shopping among their trip activities compared to 33% of all other travelers.

Subsequent research by PhoCusWright segments the heritage travel market in the U.S. alone at approximately \$70 billion per year domestically with 80 million travelers.

Travel Industry Association of America states:

- Historic Cultural travelers are slightly older;
- 4 in 10 are from Baby Boomer households (*born between 1946 and 1964*);
- 6 in 10 have a college degree;
- A third has a household income of \$75,000 or more;
- Baby Boomers travel more than any other age group in the U.S., registering more than 241 million household trips last year; and
- 14% pay \$1,000 or more for a vacation, excluding the cost of transportation.

According to a recent ThirdAge/JWT Boom study;

- Baby Boomers alone account for 78 million people in the U.S. and control more than 83 percent of consumer spending;
- Some 40 percent of the U.S. population is over 45, with 50 percent market growth projected in the next 15 years; and
- Boomer spending is expected to surpass \$4.6 trillion by 2015.

Target markets:

Residents of the area – 2.5 million residents live in Freedom’s Frontier National Heritage Area. Raising awareness of our unique heritage in this area will provide a strong sense of place and a pride in the place in which they live.

Youth – working with school age students on projects, encouraging school districts to include curriculum focused on Freedom’s Frontier stories will provide the next generation with an understanding of the importance of their heritage to the national story.

Civil War Enthusiasts – the nation’s commemoration of the 150th anniversary of the beginning of the Civil War will provide an opportunity to market Freedom’s Frontier stories to interested travelers.

Heritage Cultural Travelers – working with local Chambers, CVBs and state tourism organizations to promote the regional identity of Freedom’s Frontier will offer a rich experience for a multi-day/week trip.

International Travelers – working with state tourism organizations to promote the regional identity of Freedom’s Frontier offering a rich experience for those internationals who are interested in the American Civil War.

Media – providing content as well as photographs to historic and travel publications will make it easier to gain much sought after editorial content for Freedom’s Frontier as a regional destination.

The 150th anniversary of the beginning of the Civil War is expected to generate more interest than that of the 150th of the Lewis & Clark Expedition and the 400th Anniversary of Jamestown. Each of those events generated tremendous national and international

media coverage as well as a noticeable increase in travelers to connected locations which continues. Freedom's Frontier stories will generate new interest in the events leading up to the beginning of the Civil War and those events during the Civil War that took place on the western frontier.

The National Trust for Historic Preservation has announced the creation of a comprehensive online community designed to meet the needs of heritage-minded travelers while increasing the visibility of thousands of sites, attractions, destinations and events across the U.S. This web-based program will serve as a valuable resource for travelers and a global platform for destinations. The Lawrence Convention & Visitors Bureau, managed by Destination Management, Inc., is a charter member of this program with the hope that Freedom's Frontier and many of its partners will follow when there are the resources to do so.

COMPETITION

Many historical societies and museums are small and under funded. In 2009, both Missouri and Kansas budgets are suffering because of the current economy; therefore, state societies are under funded. Travel in America is down due to the economy. Competition for funding will continue to exist at every level. The concept of an umbrella organization that advocates for a regional identity and facilitates coordination and assistance is the way of the future. Official partnership with the National Park Service offers technical assistance and lends credibility to the organization.

The concept of heritage areas is to partner with various other organizations or to facilitate partnership among those with mutual interests, depending on the focus of the project, to accomplish mutual goals. Communities and entities within are strengthened by partnership. There are many opportunities to avoid competition by partnering. Working together brings greater opportunity than working alone. Just a few examples follow:

- *The Heritage League of Kansas City, a membership organization, consists of many diverse organizations in and around the metropolitan area. Among other benefits is the offering of technical workshops. Freedom's Frontier encompasses a broader area and is more focused on specific themes; however, a partnership to offer technical workshops would be fruitful.

- *A partnership with state departments of transportation and local governments will be required to develop proper signs recognizing the significance of the area.

- *A partnership with both state historic preservation offices to survey historic sites in Freedom's Frontier would be beneficial and would serve as a benchmark for future preservation projects.

- *Partnerships in regional planning particularly in the Kansas City metro area with Mid America Regional Council offer opportunities.

- *Working with the Kansas Sampler Foundation and the Missouri Rural Foundation offers opportunities to reach rural communities with marketing and technical expertise.

Freedom's Frontier consists of willing partners in all types and sizes of communities throughout the 41-county area in Kansas and Missouri. The goal is to develop the unique

stories authentic to specific locations with a connection to the “rest of the story.” This will create a regional story that provides the context to make local stories meaningful to a broader audience. Optimally there would be cooperation rather than competition for the visitor dollar. Working together to raise the level of awareness of our shared heritage will have a profound affect on the residents’ pride in our place.

A big challenge

Working in two states and with 41 counties each with its own system of government while trying to establish a regional identity is a challenge. As FFNHA has developed, there has been good support by the two states and most government jurisdictions. Good and consistent communication will allow us to build upon this foundation.

SALES, MARKETING & DELIVERY

With a partnership with the National Park Service and the 150th anniversary of the beginning of the Civil War in 2011, opportunities are limitless. The logo is strong and FFNHA is becoming an established identity. Following are ways used to market internally and externally. Some are in process already, others need to be developed.

Internal marketing

- *Word of mouth to relatives, friends and neighbors,
- *Quarterly Enews sent to a growing list of interested parties,
- *News releases about timely events and topics of interest are sent to a comprehensive list of writers and editors in the area,
- *Speakers bureau offering programs to civic clubs and other interested organizations,
- *Monthly meetings open to anyone interested,
- *Communicate with and encourage school districts to incorporate FFNHA history in curriculum,
- *Further develop a comprehensive website for both internal and external use,
- *Brochures and maps,
- *Create special events and commemorations,
- *Further develop the brand for consistency,
- *Video production to be used for fundraising and at meetings,
- *Communicate and encourage use of logo with guidelines by partners throughout the area,
- *Become a member of appropriate organizations.

External marketing

- *Word of mouth to relatives, friends and neighbors,
- *Develop a comprehensive marketing website,
- *Develop and distribute brochures and maps,
- *Work with NPS for continued inclusion in websites and brochures,
- *Create special events and commemorations,
- *Work with both state travel offices, CVBs and Chambers throughout the area,
- *Cooperative advertising in targeted publications,
- *Work with travel journalists for editorial coverage,

- *Pre-develop tours to guide the heritage traveler,
- *Maintain a comprehensive database of interested travelers,
- *Develop podcasts to be used on the website and downloaded by the traveler,
- *Attend appropriate tradeshows,
- *Video production to be used in viral marketing and on television stations,
- *Partner with appropriate organizations to commemorate and market events connected with the 150th anniversary of the beginning of the Civil War in 2011,
- *Survey visitors to begin benchmark measurements.

Preservation of our sense of place

In this era of franchises, it is sometimes difficult to find a place that offers a unique experience. One can travel throughout our country sometimes not knowing which city we're in.

Freedom's Frontier National Heritage Area has a distinct connection to the development of our nation. We will hold on to that distinction by educating government officials to keep our heritage in mind when making decisions about development issues while continuing to move the region forward economically. This way of doing business creates a strong sense of place for residents and encourages young people to stay in the area after completing their education. It adds to the economic viability of the area by offering visitors a more comprehensive experience.

Direct results of the existence of FFNHA

Connected pieces within a larger regional network of natural systems and stories are easier to understand by the external audience than are the individual pieces that make up the network. While the Plan hopes that every community or site in Freedom's Frontier can embrace the goals defined in the Plan as well as the regional identity, it is also important for communities and sites to identify their individual goals.

Marketing the regional experience to the target audience of cultural and heritage travelers will result in increased economic development as well as pride in the place in which we live. Sustainable economic development is more likely to work if there is a network of government and non-government organizations as well as individuals dedicated to this goal.

Prerequisites for success

The Plan documents recommendations established by residents for building a foundation for success. A few of the short-term recommendations are prioritized as follows:

- Create a searchable database of historic sites, buildings and natural resources (this will require a partnership with both SHPOs as well as local preservation and historical organizations and government entities);
- Develop a comprehensive website;
- Establish brand identity and criteria to deliver brand promise.

The learning curve

There is still a steep learning curve to educate a greater number of residents about the special place in which they live. Since beginning the development of Freedom's Frontier National Heritage Area (FFNHA) when very few in the area knew what a heritage area is, there has been good media coverage and word of mouth about it. We are experiencing increased interest each and every month.

Volunteers for the coordinating entity are learning about reporting to the federal government and how to access any federal money that is appropriated. This is an extensive process and one that needs diligent attention in the future.

OPERATIONS

The concept of a national heritage area began with the people of Douglas County, KS, researching the possibility of becoming federally designated. Very quickly, it was determined that the historic events that took place in Douglas County can only be told in context of the "rest of the story." It has been a grassroots effort with several hundred residents coming together in various ways to bring federal designation to the area and to develop a Management Plan that will guide activities into the future.

Minimal staff and appropriate policies and procedures will be established by the Board of Trustees in 2009/10. Implementation of the Management Plan will be coordinated by staff using the committee structure outlined in the organizational chart.

Guidelines for Making Decisions at all levels

Appropriateness:

- Does this action work toward achieving our legal mandate?
- Will this action help achieve our vision for 2028?
- Does this action fit within our mission?
- Does this action comply with our guiding principles?
- Does this action advance the achievement of our legal mandate?
- Does this action help move the area toward sustainability?
- Does this action contribute to connecting our story? Can it be used as a prototype for duplication in other locations? Does it bring partners together for dialog or to work toward common goals?

Priority-setting:

- Is this action time-sensitive? Is there a deadline?
- Does this fit with the priorities identified by the partnership? *Priorities should be revisited by the partnership every few years.*
- Is this action an immediate priority?
- Does this action contribute to the achievement of multiple goals?
- Does this action touch upon multiple disciplines (preservation, interpretation, conservation, education, recreation, economic development)?

Feasibility:

- Are there written commitments from potential partners to work with to make this action a reality?
- Are there technical resources available to assist in this action?

Funding:

- Does this action fit within the adopted budget for Freedom's Frontier?
- Are there potential outside sources to fund this action?

Projects using federal funds will be determined through the committee process and presented to the Board of Trustees for approval. As funds are raised and available, educational programs will be established as well as a grant program with guidelines developed for disbursement.

Federal funds are held in a non-interest-bearing bank account. Capital assets are currently held in an interest-bearing sweep account and brought into the checking account as needed.

FINANCIAL INFORMATION

The federal enabling legislation authorized \$10m over a 15 year period. FFNHA has been able to access a small grant to assist with the management planning process. Future federal funds will depend on an NPS line item in the federal budget and/or earmark appropriations through our Congressional representation. Keeping our Congressional offices informed of the need to access funds authorized in our enabling legislation is imperative. Operating budgets are dependent on this funding source.

Because this is a start-up organization, we are projecting budgets based on our research of many of the other heritage areas some of which have been in business for over a decade. While each heritage area is different, there are some similarities in operations that allow for educated projections.

This organization has come this far without dedicated staff. Program funds will rely on the success of fundraising by the board with assistance of future staff. It will grow only as it gains financial support and will continue to work at the grassroots level to implement, with volunteers, as many recommendations in the Plan as possible. With the guidance of the NPS, FFNHA will develop a sustainability plan for the future.

Below is a four-year projected budget that will only be successful if funds are raised to support it.

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA
 Projected Budgets
 2009-2012

REVENUES	2009	2010	2011	2012
Federal Appropriations	\$ 148,666.00	\$ 250,000.00	\$ 350,000.00	\$ 350,000.00
States Appropriations	\$ 150,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
City & County Government Funding	\$ 50,000.00	\$ 25,000.00	\$ 30,000.00	\$ 41,000.00
Private Funds	\$ 35,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Grants & Sponsorships for special projects	\$ 26,000.00	\$ 75,000.00	\$ 100,000.00	\$ 100,000.00
Friend Contributions	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Registrations for workshops/conference	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
In-Kind contributions				
Miscellaneous				
TOTAL REVENUE	\$ 411,666.00	\$ 463,000.00	\$ 593,000.00	\$ 604,000.00
EXPENSES				
Administrative				
Personnel	\$ 21,000.00	\$ 45,000.00	\$ 85,000.00	\$ 100,000.00
Benefits	-	\$ 4,000.00	\$ 8,000.00	\$ 10,000.00
Payroll Tax	\$ 1,500.00	\$ 3,500.00	\$ 6,000.00	\$ 7,000.00
Insurance	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00
DMI contract for office overhead	\$ -	\$ 7,000.00	\$ 9,000.00	\$ 9,000.00
Memberships	\$ 150.00	\$ 6,150.00	\$ 7,000.00	\$ 7,000.00
Travel & Meetings	\$ 500.00	\$ 2,000.00	\$ 2,000.00	\$ 3,000.00
Website/Communications		\$ 50,000.00	\$ 5,000.00	\$ 2,500.00
Professional Development	\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 1,500.00
Program Expenses				
Special Projects				
Management Plan Contract	\$ 300,000.00	-	-	-
Workshops (4 per year)		\$ 20,000.00	\$ 20,000.00	\$ 20,000.00

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA
 Projected Budgets
 2009-2012

Online Data Survey	\$	1,000.00	\$	1,000.00	\$	-	\$	-
Map & Tour Project			\$	100,000.00	\$	50,000.00	\$	30,000.00
Directional Signage			\$	50,000.00	\$	50,000.00	\$	10,000.00
Conference/Annual Meeting			\$	10,000.00	\$	10,000.00	\$	10,000.00
Video/Film Documentary	\$	26,000.00	\$	35,000.00	\$	-	\$	-
Grant program	\$	-	\$	85,000.00	\$	250,000.00	\$	250,000.00
Education Projects		-	\$	35,000.00	\$	45,000.00	\$	50,000.00
Benchmark Data Collection	\$	300.00	\$	500.00	\$	500.00	\$	500.00
Marketing & Promotion								
Advertising		-		-	\$	15,000.00	\$	15,000.00
Media Relations		-	\$	1,000.00	\$	1,000.00	\$	1,000.00
Travel/Trade Shows		-	\$	5,000.00	\$	5,000.00	\$	10,000.00
Miscellaneous		\$2,000	\$	2,000.00	\$	2,000.00	\$	2,000.00
TOTAL EXPENSES	\$	353,700.00	\$	463,400.00	\$	572,250.00	\$	539,250.00

Financial Sustainability for National Heritage Area Coordination

As with established national heritage areas, the enabling legislation for Freedom's Frontier sunsets fifteen years (2021) after the bill was signed by the President on October 20, 2006. It is important that the coordinating entity for this area establish itself with appropriate sustainability criteria in order to continue its work beyond 2021.

In 2008, Congress asked the National Park Service to evaluate nine (9) of the heritage area coordinating entities and their efforts on behalf of the heritage area. These evaluations are not completed at the writing of this business plan. The results may provide information that would invite an addendum or rewriting of this plan.

In 2009, Congress has directed the National Park Service to require the coordinating entities to create Sustainability Plans. Not only does this directive recognize the importance of having a coordinating entity, it charges the residents of each National Heritage Area to acknowledge this vital and necessary role through routine financial support.

Freedom's Frontier National Heritage Area (FFNHA) will work with the National Park Service, as clarified above, to achieve the legislated mandate. The Board of Trustees, the coordinating entity staff and any contracted staff, working committees and others will collectively move forward to implement a phased Sustainability Plan proposed below.

Phase I

Target: 15% of the municipalities and 1 state agency

*Facilitate FFNHA sanctioned actions with state and local municipalities as the primary stakeholders.

*Negotiate budget line items in state and local budgets for achieving FFNHA partner actions.

Phase II

Target: Movement forward to this level for the Phase I targets and bring another 15% of the municipalities and another state agency through Phase I.

*Obtain annual written commitment of staff time and financial resources from state and local municipalities for a specific timeframe for FFNHA sanctioned actions.

*Obtain budget line item in state and local budgets for achieving FFNHA partner actions that includes 15% administrative overhead for the coordinating entity.

Phase III

Target: Bring another 15% of the municipalities and 1 more state agency on board at Phase I level.

*Move the initial group into Phase III and the second group to Phase II.

As we move forward in these phases, we will assure that this action does not negatively impact our actions focused on achieving our mandate. Based on limited practitioner staffing with volunteer board and committee members, we expect to achieve sustainability in approximately 25 years.

*Obtain budget line item in state and local budgets for achieving FFNHA sanctioned actions that includes specific annual commitment for the coordinating entity's administration, coordination and implementation assistance.

*Obtain a budget line item for implementation of FFNHA partner actions for the benefit of the region as a whole.