

2009 Management Plan



Dear Residents of Freedom's Frontier National Heritage Area:

It is with great pride and excitement that the Board of Trustees of Freedom's Frontier National Heritage Area presents this management plan for approval by the National Park Service. The Board is proud to give the residents of this important heritage area a first glimpse at the remarkable opportunity it presents for this region. By designating Freedom's Frontier a national heritage area, the United States Congress has recognized that the 41 counties along the Kansas-Missouri border were the epicenter of events that led to the Civil War and the continuing struggle for freedom that has played out around the world since then. Here, where the two great trails converge, a nation moved west. Issues of slavery, land ownership, voting rights, and individual liberties manifested the differing understandings of the ideal of freedom that still resound today.

Freedom's Frontier National Heritage Area will tell powerful stories of the pre-Civil War era in ways that educate our own people and the world. The heritage area will challenge us to continually examine and nurture our understanding of the role that this region played in forging the United States of America as we know it today – particularly emphasizing the complex attributes of freedom as seen from many vantage points. In this heritage area, the visitor will experience the turmoil that led to the Civil War – the clash of ideas, philosophies, ideologies, religious beliefs, and cultural background. Through these experiences, today's generation and generations to come will be challenged to participate in an ongoing discussion of what freedom means, and how that discussion plays out in a multi-cultural, multi-faceted society where individual viewpoints of the ideal of freedom often collide.

Freedom's Frontier National Heritage Area will educate, entertain, inspire, and enrich us. For the region, it is a unique opportunity to build on our history and to strengthen our future. We hope that the people of this region, who are so much a product of that struggle for freedom, will join in our enthusiasm and help us realize the great potential this heritage area represents for our region, our nation, and the world.

Yours very truly,

Manell Reese Jacka

Deanell Reece Tacha Chair, Board of Trustees Freedom's Frontier National Heritage Area

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Executive se

Executive Summary

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA



Freedom's Frontier National Heritage Area is a testing ground for debates concerning rights, freedom, and their meaning in the American democracy. Past struggles here touched off a firestorm that prefaced the Civil War. These struggles continue to the present day as our nation's concept of "freedom for all" evolves.

Freedom's Frontier is one of the largest heritage areas in the country, defined both by the geography of its 41 counties a fabric of rivers, topography, soils, and vegetation across the states of Missouri and Kansas—and by the events that occurred here over the past two centuries. While many other heritage areas are based around physical sites, corridors, or canals, residents decided that Freedom's Frontier should be story-based. The settings within Freedom's Frontier provide rich opportunities for residents to tell the area's unique contributions to the country's story of freedom, social values, and human rights.



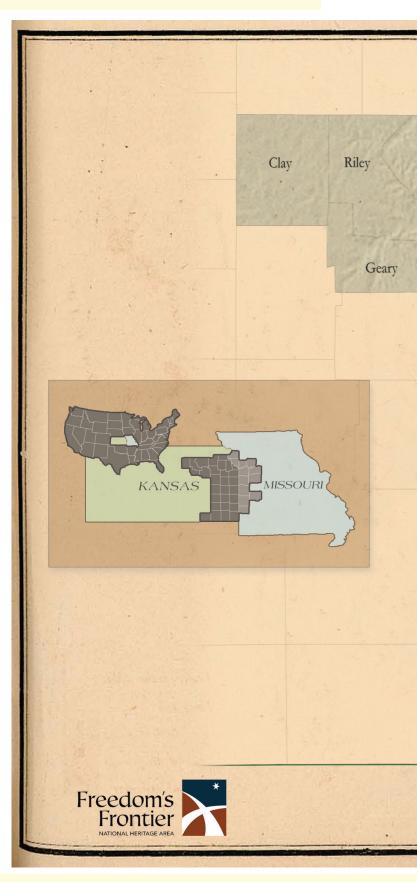
Freedom's Frontier National Heritage Area (FFNHA) is part of a new generation of national heritage areas that are managed as grassroots organizations. Although there is a coordinating entity, the organization consists of willing partners from the heritage area who guide the planning and execution of heritage area projects. These partners meet regularly at locations throughout the area. To uphold the integrity and purpose of the heritage area, all partners have signed a pledge stating that they will support the Freedom's Frontier vision, mission, and guiding principles. Residents have the opportunity to be part of an ongoing conversation about why this area is unique within the United States. At its core, the organization of Freedom's Frontier is a voluntary effort. The choice to participate is always available for any individual, organization, government body, or institution. By developing partnerships, we can achieve our vision for this nationally significant place and the empowering opportunities it can bring to our communities. Our hope is that you will be a part of Freedom's Frontier National Heritage Area.

"There is nothing new in the world except the history you do not know." - Harry Truman

OUR HERITAGE AREA

GEOGRAPHY & PEOPLE

- Location: 41 counties in Eastern Kansas and Western Missouri, USA
 - Area: 31,021 square miles (80,344 square km)—approximately the size of South Carolina
- **Population:** 2,811,295 (2007 est.)
- **Established:** October 12, 2006 by the signature of President George W. Bush
- Structure: Grassroots network of willing partners, volunteers, and locations. The organization is administered by the Freedom's Frontier Board of Trustees.



"With the exception of a portion of its northeastern boundary, there i

BELOW: The 41 counties that comprise Freedom's Frontier National Heritage Area.



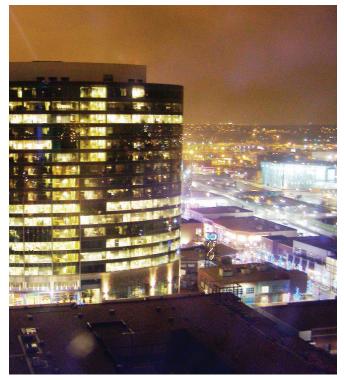
is no mountain, lake, or river, or any other natural feature to separate

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THE PUBLIC BENEFITS

What is the difference between Freedom's Frontier National Heritage Area and places such as Disney World[™] or Colonial Williamsburg? To begin with, the residents are not employees in a "cast" of characters. They are citizens, voters, and volunteers in a living landscape. Freedom's Frontier towns and landscapes are not "re-created" or "preserved and interpreted" for a specific period, rather they are places where people live and work. These living towns and landscapes tell stories of many periods.

The awareness of how Freedom's Frontier National Heritage Area is unique, historically significant, and rich in connected stories helps to build a feeling of pride and "sense of place." This plan can help residents strengthen their sense of place and build an appreciation for our shared web of stories. The benefits can be quantified both in economic numbers and in community participation, including political involvement, citizen engagement, volunteerism, and drawing new residents to the heritage area.



ABOVE: Downtown Kansas City. Jackson County, Missouri



Courtesy Kansas State Historical Society. ABOVE: Flint Hills. Geary County, Kansas.

Freedom's Frontier towns and landscapes are not "recreated" or "preserved and interpreted" for a specific period, rather they are places where people live and work. These living towns and landscapes tell stories of many periods.

(Kansas) from Missouri, on the north, east, or south. This is a circum

FREEDOM TO DEBATE

The Freedom's Frontier National Heritage Area is not framed with simple, easily digestible stories and themes. It is common when explaining conflict to define a "good side" and a "bad side." By visiting only one location, someone might find a story about the expulsion of innocent residents by enraged Union soldiers who destroyed the countryside. But, visiting another location, one might find a different story about southern sympathizers perpetuating terrible crimes on the settlers who supported Free Statehood. Some sites might commemorate the bravery, endurance, and ingenuity of those who escaped slavery. The conflicts that occurred here in the past still stir deep emotions and ignite intense debates. These debates are relevant to the area and its residents' ongoing reconciliation, to the nation as it continues to redefine freedom, and to the world, that is embroiled in similar struggles today.

In crafting this plan, residents agreed that there are no simple answers and no "official" stories. Like our heritage area history, this plan allows for ambiguity, complexity, disagreement, and reconciliation. Rather than "singing from the same song book," it is this diversity of viewpoints that helps make living and visiting here such a unique experience.

Some of our most exciting stories are still unfolding today. They are not "historical" but concern how we make sense of our history, how we reconcile our versions of the past, and how we respect the multiple, often conflicting perspectives of the past. Freedom continues to be redefined today, and new residents add to the evolving diversity and web of stories in the heritage area.

What emerges in our immense heritage area is not just a story of "Free State versus Slave State", "Masters versus the Enslaved", "Indians versus Settlers", or "Segregation versus Integration," but a saga of human passions, opportunism, collaboration, ingenuity, zealotry, and hope. This is a story of the imperfect and complex human character. Freedom's Frontier tells the uniquely American story that transpired in the center of the continent. As a National Heritage Area, this is a location where East met West, where North confronted South—and where freedom continues to be defined.



ABOVE: Reenactment in Lecompton, Douglas County, Kansas.

"By telling the stories of that tumultuous history. Freedom's Frontier National Heritage Area will inspire people in our time and for the future to examine for themselves that ideal we call FREEDOM."

—Judge Deanell Tacha

Chairperson, Freedom's Frontier Board of Trustees.

stance of great importance, in estimating future influences to be given

FOUNDATION DOCUMENTS

In 2008, the Freedom's Frontier Partners and the planning team created "Foundation Documents" that express residents' vision for the future of their area and the means to achieve it. The Foundation Documents articulate who we are as a National Heritage Area and how we will work together in the years to come. They include the Statement of National Significance, Vision Statement, Mission Statement, Guiding Principles, and Goals.

What is a Vision?

According to the National Park Service, a vision "articulates a region's concept of what they want the heritage area to be in the future. It describes the kind of place the heritage area should be." In the case of Freedom's Frontier, the vision date is the year 2028—twenty years after the visioning exercises performed by FFNHA residents throughout 2008.

What is a Mission?

According to the National Park Service, "the Mission articulates how the local coordinating entity and other partners in the heritage area intend to make the vision a reality. It describes the heritage area's purpose."

Freedom's Frontier Vision Adopted 2008

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.

Freedom's Frontier Mission Adopted 2008

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.



and received. The Ohio River, flowing between free and slave States,

Freedom's Frontier Guiding Principles Adopted 2008

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences.

4. We will honor the region's peoples, past and present.

5. We will appreciate the unique cultural and historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

7. We will sustain and grow sense of place.

8. We will value and protect the natural environment.

9. We will consider future generations in everything we do.



Guiding Principles

Guiding Principles are traits or qualities that are considered worthwhile; they represent an organization's highest priorities and driving forces.

Principle statements are statements about how the organization will value visitors, suppliers, and the internal community. These statements describe actions that are the living enactment of the fundamental values held by individuals within the organization.



Private Property Protection As stated in the enabling legislation found in the appendix of the management plan..

Nothing in this Management Plan shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this Management Plan shall be construed to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

is sufficient to hold them apart. Were it not for the river, these States

Freedom's Frontier Goals

Marsh

Goals and Supporting Tactics

According to the National Park Service, "goals identify desired conditions for a component (such as resource conservation, education and interpretation, tourism and other categories) and/or address how to reach a desired level of interaction between resources."

Through a public process, Freedom's Frontier partners created the following four goals to guide our work, meet our mission, and steward the heritage area. Detailed tools to pursue these tactics appear in the Power of Action and the Power of Partnership sections of the plan.

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

- We will share stories and messages about freedom through a dialogue with a wide range of audiences. Communication tools will be tailored to the needs of each audience.
- We will maintain on-line tools to engage residents in learning about Freedom's Frontier stories and the values inherent in them.
- We will work with individual destinations, sites, and tourism marketing entities to promote Freedom's Frontier in a coordinated way.
- We will encourage and promote annual events tied to significant anniversaries of Freedom's Frontier stories.

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

- We will work with site owners and managers, event managers, collections managers, craftspeople and artists, local historians, state, county, and local agencies and other interested partners to identify the unique historic, cultural, and natural resources, and stories within the heritage area that contribute to the Freedom's Frontier story.
- We will inform individuals, organizations, and government entities about the heritage area in order to encourage them to sustain a sense of place through preservation and conservation.
- We will work with regional groups such as land trusts, environmental advocacy groups, and government agencies to protect key historic and ecological sites that support the heritage area's stories.



Courtesy Cass County Historical Society.

could not be held asunder. They would soon be knit together by a the



Schoolhouse. Jefferson County, Kansas. Early 1900s.

3. Inspire tolerance and respect for multiple perspectives.

- We will work with local educators and educational institutions to develop, promote, and offer educational opportunities to increase awareness of the Freedom's Frontier story in the heritage area's schools and provide programming for the general public.
- We will reach out to underserved communities both as a key audience and for input in the planning and execution of projects.
- We will work with partners such as colleges, universities, and institutes to support conferences and public forums to discuss and debate the regional and global meaning of freedom from various perspectives.

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

- We will work with site owners and managers and event organizers to recognize Locations and Events and to improve the visitor experience and interpretation as well as to help them to meet criteria that will allow them to become recognized locations and events.
- We will work with our recognized locations and events to enhance services, interpretation, and connection to the Freedom's Frontier story and to other sites in the heritage area.
- We will continue to engage residents in planning and executing projects to increase awareness and support of Freedom's Frontier by local constituents.
- We will work with individuals, economic development organizations, tourism bureaus, and government entities to develop Freedom's Frontier as a sustainable destination.

"We will never rid Freedom's Frontier National Heritage Area of all conflicting feelings. We are dealing with more than Kansas AND Missouri feelings. We are also dealing with Black and Native American feelings in the midst of everything else. Perhaps more importantly than 'respecting' the perspectives of others, we must realistically acknowledge (with reason rather than emotion) that those perspectives exist and have a right to exist."

-Eileen Robertson

Freedom's Frontier National Heritage Area Steering Committee member–Humboldt, Kansas

ousand interlacing ties...Nothing will separate Kansas from Missouri

THE STRUGGLES FOR FREEDOM ON THE MISSOURI/KANSAS BORDER

What is a Statement of National Significance?

Significance statements build on a national heritage area's purpose and clearly state why, within a national context, the area's resources and values are important enough to warrant the area's designation as such.

These statements identify the resources and values essential to managing the area and express the importance of the area to our natural and cultural heritage.

We consider places, stories, or landscapes to be nationally significant when they "contain important regional and national stories that, together with their associated natural and/or cultural resources, enable the American people to understand, preserve and celebrate key components of the multi-faceted character of the Nation's heritage."

In drafting the statement of national significance, we reviewed several National Park Service definitions of "national significance" as well as the definition of "national significance" included in the guidelines for Save America's Treasures projects.

Shaping the Frontier:

For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny.









FROM LEFT: General James Blunt's Headquarters Band, Cherokee County, Kansas. Lexington Courthouse, Lafayette County, Missouri. John Brown Mural, Shawnee County, Kansas.

Enduring Struggles for Freedom:

The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.



THE STATEMENT OF NATIONAL SIGNIFICANCE

Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.

Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM.



Courtesy Kansas State Historical Society.

Courtesy Kansas State Historical Society.

FROM LEFT: Grinter Ferry, Wyandotte County, Kansas. Weston Bend State Park, Platte County, Missouri. Dietrich Cabin, Franklin County, Kansas.





Courtesy Kansas State Historical Society.

Missouri Kansas Border War:

When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri/Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border.



Courtesy Kansas State Historical Societ



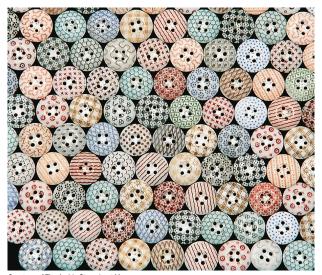
Courtesy Kansas State Historical Society.

FROM LEFT: "Appeal to Reason" Newspaper, Crawford County, Kansas. c. 1900. Anti-War Demonstration, Shawnee County, Kansas. 1970.

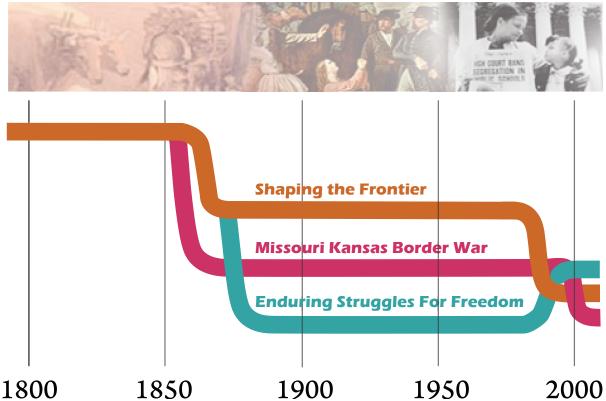
OUR INTERWOVEN STORIES

The three sub-themes of Freedom's Frontier offer a window through which to consider how Americans have debated American ideals of freedom, justice, local control, and property rights from the beginning of settlement to the present day.

The power behind our stories and themes is that they illustrate the debates over these ideals. However, no historic site or story in Freedom's Frontier exists in isolation or gives a view of the big picture. Stories, landscapes, historic sites, and events are interconnected; and links can be made over this landscape through the stories that are shared. Freedom's Frontier National Heritage Area will celebrate this web of stories in many and varied ways.



Courtesy of The Arabia Steamboat Museum. ABOVE: Buttons uncovered from Arabia Steamboat which sank in Platte County, Missouri in 1856.



TIMELINE FOR THE STATEMENT OF NATIONAL SIGNIFICANCE

The timeline for the statement of national significance is longer than most National Heritage Areas-stretching from Native American settlement to the present day. Each subtheme of freedom has been influenced by the other subthemes, and they have interwoven over time like strands in a thread. This National Heritage Area celebrates each unique story under the common thread of Freedom.

HOW TO GET INVOLVED

The Role of Willing Partners

The Freedom's Frontier National Heritage Area organization is a grassroots collaboration that is managed by active and willing citizens. This plan gives residents the tools to make their own decisions, to change course over time, and to define the kind of recreational and interpretive experiences that they would like to share with others. This plan defines a vision for an economically sustainable region with a shared awareness of its complex stories of freedom.

Why Is It Important to Participate?

Freedom's Frontiers is part of a new generation of National Heritage Areas that are managed through a coordinated grassroots effort. Input from the residents of Freedom's Frontier builds a heritage area that is responsive to the needs of its residents and preserves its shared heritage. Each individual contributes different skills, knowledge, and experiences. There are many kinds of opportunities to become involved ranging from researching stories to saving landscapes to promoting events. Each of the Toolkits included in the Power of Action is filled with ideas for how residents can take action in historic preservation, tourism & marketing, and interpretation & education. Individuals and organizations can benefit from being involved, making the area stronger as a whole. Participants will have the chance to meet people from all walks of life from throughout the region and to learn more about its history and ecology. Working together, partners in Freedom's Frontier can achieve the Vision for this heritage area.

Opportunities to Get Involved

There are a number of opportunities to participate in Freedom's Frontier and to play a vital role in the heritage area.

- Stay informed on heritage area happenings by subscribing to our e-Newsletter, becoming a fan of our Facebook page, or watching the website for updates.
- Get involved by attending meetings, joining a committee, providing feedback, and volunteering for special task forces or other opportunities.
- Spread the word by talking about Freedom's Frontier to your neighbors, friends, and business associates or becoming a liaison for your local heritage, professional, or civic organization.



ABOVE: Partnership team meeting. Warrensburg, Johnson County, Missouri. 2008

For more information, please visit Freedom's Frontier's website at www.freedomsfrontier.org or contact:

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 Phone: 785.856.5300 Email: info@freedomsfrontier.org

Overview of the Management Plan

Created by citizens of western Missouri and eastern Kansas in 2008 and 2009, This plan builds from many discussions about how we understand the places where we live and our ability to share them with others.

The first two sections, The Power of Place and The Power of Story, describe the uniqueness of this area—why it is an extraordinary place, why its history occurred here and nowhere else, and why it is something needing national recognition. The plan's Power of Action and Power of Partnership sections offer a better understanding of tactics for improving the quality of the heritage area and the experience of its stories.

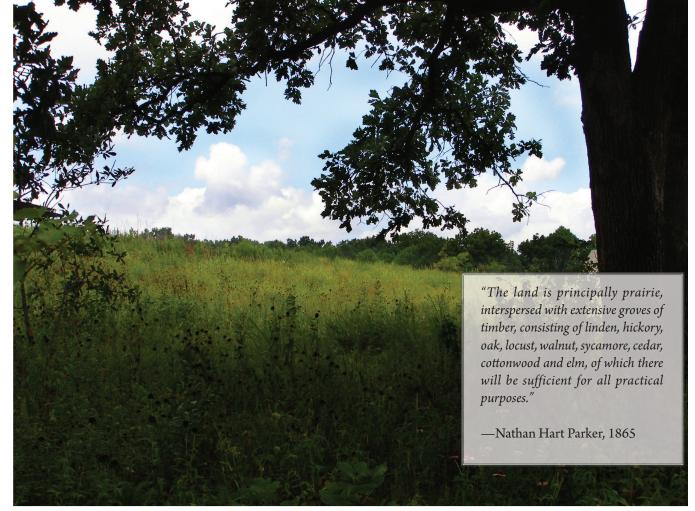
Partners in Freedom's Frontier aim to achieve their goals in order to positively affect businesses, communities, and other institutions. They want to reinvest a sense of pride in the area. That pride is derived from the area's fiery history and significant contributions to how we think about what it means to be a free people in a free country. This plan builds from many discussions about how we understand the places where we live and our ability to share them with others.

Section 1: The Power of Place

The Power of Place explores the qualities that make this 31,000 square mile heritage area a unique place in the world. Starting with a discussion of natural history dating back 100 million years, this section describes how mountain formations, glaciations, topography, shifts of weather, and vegetation shaped human settlement. This section explores how the natural geography of the area shaped settlement, agriculture, movement, and sites where conflict occurred. By looking at natural systems and the relatively recent human geography of the last several centuries, we can begin to ask how the land contributed to Freedom's Frontier's diverse stories.

Section 2: The Power of Story

After considering the immense scale of the heritage area and the broad span of time that shaped its landscape, we turn to the Power of Story. We learn about the connection between land and stories and the connections between different stories throughout the heritage area. This chapter explores the idea of four "cultural watersheds" located along the major river systems in the area.



ABOVE: Native Landscape in Johnson County, Missouri.

Section 3: The Power of Action

The Power of Action offers clear toolkits to help citizens and groups manage and improve Freedom's Frontier as a National Heritage Area. The toolkits offer tips, models, links to more information, and questions for groups to explore. The toolkits speak to Heritage Preservation, Tourism & Marketing, and Storytelling.

Section 4: The Power of Partnership

The Power of Partnership builds on the Toolkits to provide in-depth information for site managers, partners and other FFNHA members. This chapter describes how to implement goals through operation plans that focus on Heritage Preservation, Recreation and Natural Resource Conservation, Interpretation & Education, Tourism & Marketing, and Economic Development.

Appendices

The Appendices define the terms that we use and provide background data and information that inform the recommendations of this plan.



Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044

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The Power of Place

A LEGACY OF YESTERDAY, A HOME FOR TODAY, A VISION FOR TOMORROW



Why are forty-one counties in the middle of the United States so closely bound that they should be celebrated as one National Heritage Area? What is it about the region that fostered these stories we celebrate today? A complete understanding of the nationally significant events in Freedom's Frontier is impossible without knowing the story of its landscape. The unique geography of the region directly influenced the stories found here. When this landscape blended with human activity, it fostered a political firestorm that tested the limits of freedom across an entire nation. It is this "power of place"—an emotional and intellectual understanding that this place is different from others—that inspires us today.

"Beautiful groves dot the prairie, and the dark line of timber that stretches along valley...fixed there as the land-mark of perpetual beauty—the meandering river, with its dark skirting forests of timber on the north—are all scenes in nature's magnificent panorama..."

Quote Source: Organization, objects, and plan of operations, of the Emigrant aid company: also, a description of Kansas. For the information of emigrants. Boston: Massachusetts Emigrant Aid Company. 1854.

Rural Jackson County, Missouri.

WEAVING PLACE INTO OUR STORIES

The Power of Place is framed by the Mission and Guiding Principles of Freedom's Frontier. For reference, these are included below with the pieces that tie directly to the Power of Place **highlighted** in **bold text**.

Mission

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.

Guiding Principles

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences.

4. We will honor the region's peoples, past and present.

5. We will appreciate the unique cultural and historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

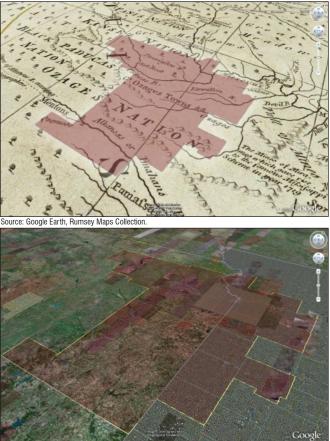
7. We will sustain and grow sense of place.

8. We will value and protect the natural environment.

9. We will consider future generations in everything we do.

Why did the people in our stories settle here?

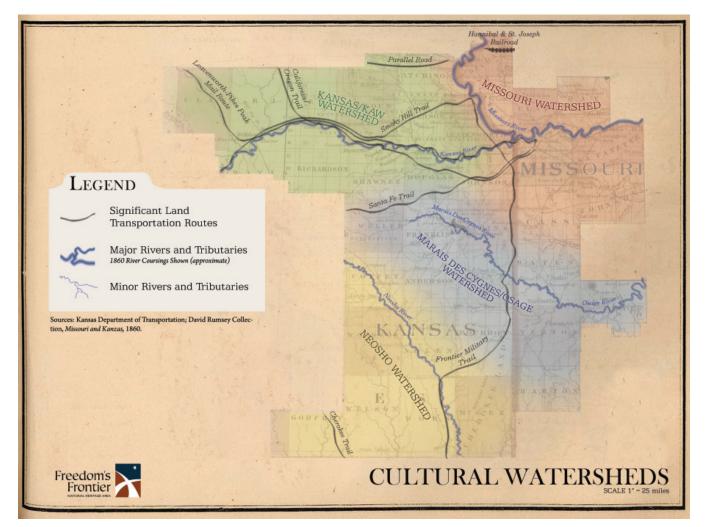
The natural landscape has dictated settlement patterns for most of human history. For thousands of years, the heritage area's Indian peoples relied upon water and footpower for trade, migration, and subsistence. For the first two centuries of the Native American/African-American/Euro-American co-existence on the continent, the landscape was an equal constraint. Reliance on the land continued into the nineteenth century. Of the nation's families, 90 percent relied upon farming as their principal means of support and they often depended on rivers for transportation and quality cropland.



Source: Google Earth, Rumsey Maps Collection

ABOVE: Views of Freedom's Frontier National Heritage Area in 1786 (above) and 2008 (below). In 220 years, the heritage area has changed from a sparsely populated region of prairie to a home for millions - a network of farmland, cities, towns, lakes, and stories. This dramatic change is summarized in the Power of Place to explore the connections between stories over time and across the heritage area.

When farmers arrived in Freedom's Frontier, they settled on a landscape formed by unique prehistoric geological events. As non-native settlers began to pour into western Missouri and eastern Kansas, the country embraced the Industrial Revolution. For the first time in human history, people would use industrial machines to conquer the natural order. The new technology and infrastructure meant that settlers relied on a combination of machines and natural corridors for development. Frontier trails and rowboats gave way to railroads and steamboats. Despite technological advances, non-native settlers remained subservient to the natural landscape. Principally, in this period of transition, proximity to navigable rivers and fertile soils was essential. The heritage area's four major watersheds—the Missouri, Kansas/Kaw, Marais des Cygnes/Osage and Neosho River Valleys—played a critical role in the political upheaval that came to be called the Missouri-Kansas Border War. This chapter summarizes the heritage area's natural history and its role in shaping stories.



ABOVE: The heritage area can be viewed as four overlapping regions defined by their watersheds, or drainage basins. Distinct events, stories, and periods of settlement occurred in each cultural watershed and provide a basis for exploring connections across the entire heritage area.

NATURAL HISTORY

THE BACKGROUND OF OUR STORIES

According to the perspective of natural historians, forces of nature—water, mountains, glaciers, fire and wind—have shaped the natural landscape of Freedom's Frontier for millions of years.

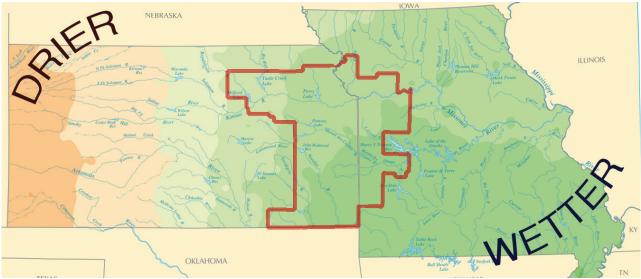
Exploring the geological events that created the heritage area's natural landscape leads us to examine the region as a whole. The majority of the heritage area's political boundaries—states and counties—are arbitrary, they have no bearing on its natural development or climate. For instance, the counties in northeast Kansas experience no less rainfall than the counties in northwest Missouri. The Heritage Area's counties, on both sides of the border that separates Kansas and Missouri, have more in common with each other than with other counties in their respective states. This is because the region as a whole lies in an area of transition between the drier climates to the west and wetter climates to the east (see image below).

The heritage area's fertile soil and pastoral landscape of water, trees, and grasses were the result of a process that continued over a period of time far longer than the core timeline of national significance. This section will show what processes occurred across the heritage area to form the landscape we know today.

The Scale of Time

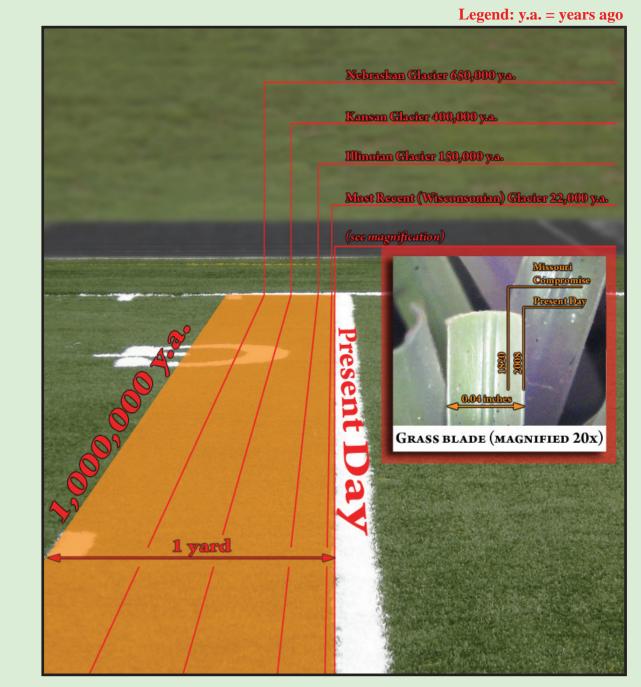
The natural features unique to our region have been crafted over an extremely long period of time. A series of events stretching over millions of years formed the physical geography of the region.

How can we understand the scale of natural processes in our story? One way to visualize this immense span of time is to apply it to a commonly understood reference of a 100-yard football field. If the past 100 million years were stretched out over a 100-yard-long football field, the distance between each yard line would equal 1 million years. Glaciers, the most important shapers of our region's existing geography, occurred in the final one yard of the football field (see right). Zooming in, the period of significance for Freedom's Frontier would be less than the width of a single blade of grass. When the natural landscape is altered, the features that required 100 million years to create—and that greatly influenced the heritage area's human history—are lost.



Source: NationalAtlas.gov.

ABOVE: Precipitation map of Kansas and Missouri. The areas that receive less rainfall and snow appear more orange (drier) than areas that receive higher amounts of precipitation. This is a result of natural history, and it is a major factor in the settlement of the region. People in the nineteenth century tended to settle in areas where precipitation was sufficient to support agriculture without deep drilling for water. This region was one of the farthest west where there was enough water to support farming and ranching. Going west, it is not until settlers reach California and Oregon that they find plentiful water for settlement. As a result, one of the shortest, least dry ways of going to the Pacific coast was through Missouri and Kansas via trails. It is this connection between natural history and our stories that this chapter seeks to explore.



ABOVE: The period of natural history reviewed in this document stretches over 100 million years. If the 100 million years were stretched out over a football field, each yard would equal one million years of time. Shown here is a single yard on a regulation football field. The most recent glacial event would be less than an inch from the goal line, while the entire period of significance for Freedom's Frontier National Heritage Area would only be 0.008 inches from the endzone, less than the width of a blade of grass.



ABOVE: The North American Inland Sea covered the western portion of the heritage area 65 million to 100 million years ago. The sea gradually deposited organic matter and rock, which built up sedimentary layers of rock and soil.

BELOW: Murphy Open Pit mine in Cherokee County, Kansas, c. 1940-1970. The heritage area's coal deposits, oil deposits, shales, limestones, and sandstones are all sedimentary rocks shaped by this sea and its drainage over the course of several million years.



Courtesy Kansas State Historical Society.

The Blank Canvas: Seas and Mountains

One hundred million years ago, eastern Kansas and western Missouri lay at the center of an immense inland sea named the Western Interior Seaway. For millions of years, the Western Interior Seaway deposited the region's minerals, many of which later shaped mining, settlement, and economic development that are part of the Freedom's Frontier story.

The inland sea evaporated sixty-five million years ago, and left behind an exposed, flat sea floor. At the same time, a major event occurred to the west which affected the region—the formation of the Rocky Mountains. The Rocky Mountains had an enormous influence in the Midwestern climate, particularly on the precipitation of this heritage area.

This climatic influence continues to be felt today. As air passes over the Rocky Mountains, it condenses and most of the moisture is removed. On the eastern slope of the Rocky Mountains a near desert-like condition exists, with very limited amounts of rainfall or snow. Certain native cultures called this weather pattern a "Chinook"—or snow eater. These winds come down and remove the moisture from the ground because of the low humidity in the air. Precipitation increases eastward from the Rockies to the Mississippi River as the air begins to pick up more moisture from the land and vegetation.

The availability of water, due to the effect of the Rockies on weather patterns, is the primary force in shaping the environment in this particular part of the world. Everything is dependent on water. Water rules; it is the essence of life. The distribution and the power of water creates our landscape.

The Picture is Shaped: Glaciers

Glaciation was the biggest agent of change in the heritage area. Glaciers, like big snowplows, pushed material south with a grinding action. The four most recent glacial periods significantly affected the creation of our region. The glaciers brought new material and the strength of water to carve the ravines, valleys, and river ways. They created much of our landscape: a legacy of rivers and tributaries that continue to drain the area. These glaciers left deposits at their edges which created very deep and agriculturally productive soil, and some of the most unique topographic features in the world.

Forming Our Rivers

The Mississippi River valley, one of the largest in the world, was greatly impacted by the combination of the glaciers and the flat sea floor. Of the major rivers in the region, almost all of them developed at the edge of a prehistoric glacier (see right). The first glacier redirected most of the heritage area's rivers and soils. The melt water from that glacier redirected prehistoric rivers and created the essence of the Missouri River. The third glacial advance created much of the Mississippi River along its eastern edge. Rivers are dynamic features which shift and flood across our landscape in broad valleys. It is these valleys where many of the first Indians and non-natives in the region settled.

Forming Our Soils

Water has multiple influences on the geography of Freedom's Frontier. Not only does it fall from weather patterns and flow through rivers, it also erodes the rocks into soils and transports soil from one place to another. This movement creates our landforms.

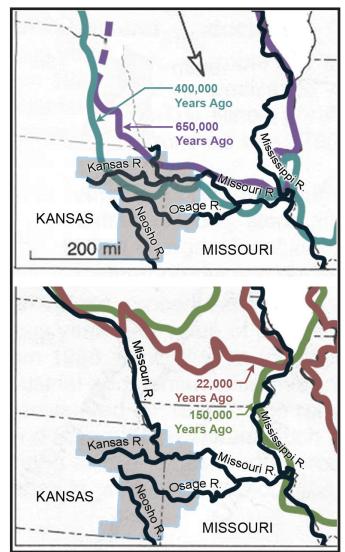
In the heritage area, the "good soils"—the most productive agricultural soils—are the newest, because these rocks contain minerals that are the basis for fertility and supporting plant life. As the soil ages, it erodes and is depleted of mineral content. As a result the soil mantle (layer of soil) becomes increasingly sterile and devoid of organic matter.

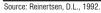
This aging can be turned back with glacial activity. Soil fertility gets renewed when it is overturned and when new materials are deposited on top. Glaciers act as massive tilling machines.

Quick Reference Definition

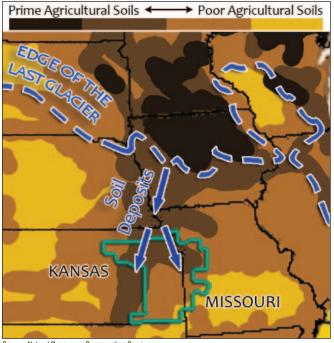
topography: the shape and configuration of the surface of the Earth. In Freedom's Frontier, the topography is a network of rivers, valleys, plains, hills, and bluffs.

A full glossary of terms can be found in the appendix.





ABOVE: Forming our rivers. At top, the glaciers from 650,000 and 400,000 years ago stopped at the edge of the Missouri, Kansas, and Osage Rivers. Below, the glacier from 150,000 years ago stopped at the edge of the Mississippi River. The most recent glacier (22,000 years) stopped at the edge of the upper Missouri River.



Source: Natural Resources Conservation Service.

ABOVE: Forming our soils. The most recent glacier plowed an immense amount of material to the south which was transformed into soils ideal for natural plant life and agriculture. Although the edge of the last glacier did not reach the region, a significant portion of this prime agricultural material was deposited hundreds of miles southward and directly into the heritage area. The agricultural bounty of the region over the past two hundred years has been significantly affected by these soil deposits.

Quick Reference Definition

ecosystem: the complex of a community of organisms and its environment functioning as an ecological unit.

loess soils (*alternatively pronounced* 'ləs *or* 'lō-əs): loose deposits of silt that have been deposited by wind.

A full glossary of terms can be found in the appendix.

This can clearly be seen at the end of the last glacier. As the glacier retreated, the leftover materials created some of the best agricultural soils in the world. That fertility was carried down through the rivers and drainage channels into our heritage areas.

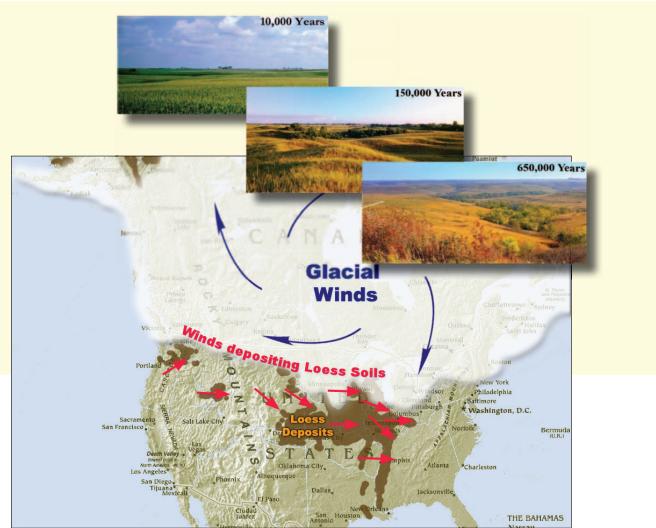
These soil deposits are the reason we have such abundance of fertile soil in this heritage area (see left). The expression of the soil is the ecosystem that sits on top.

Forming our Topography

If we look at the way water can move land and soil, we can see its influence on the land itself. Topography is, essentially, the erosion of the soil; and the underlying framework is the rock structure below (see right). The plains to the north of the heritage area were glaciated most recently, with only 10,000 years of soil development, erosion, and land development. Thus, the land is very flat. Freedom's Frontier, with 150,000 years of soil development, contains river patterns and low hills that are the result of erosion. Lacking the impact of the last two glaciations, the southern portions of the heritage area contains some of the more pronounced landforms of the heritage area, crafted in large part by erosion.

Another influence was the immense ice sheet that lay to the north of the heritage area. This massive sheet created cold, heavy air and cyclonic winds. It created weather patterns around the Midwest that influenced the development of soils. As these glaciers began to retreat, they created vast floodplains of sediment-laden water miles and miles wide. In the winter these floodplains dried up, and cyclonic winds whipped across the floodplains, picking up small pieces of silt and depositing it on the other side of the river. Over the course of thousands and thousands of years this cycle of river-deposited and wind-blown silt created what we call "loess soils." In Freedom's Frontier, loess soils cover thousands of square miles in the region due to ancient winds that came off ice age glaciers which blew dirt in the air that settled on the ground.

On the east side of the Missouri River, bluffs, created by wind-blown silt, rise up to 300 feet high. This winddeposited landform occurs in only two places in the world, here in the Midwest and in China's Loess Plateau. It is a unique characteristic of our physiological development and our soil development.



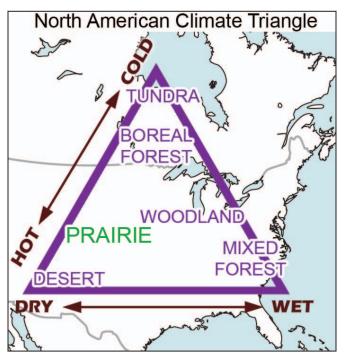
Source: United States Geological Survey.

ABOVE: Forming our topography. Loess soil deposition. A glacial high-pressure system was locked over present-day Canada, creating winds that ran clockwise to the edge of the glacial sheet (blue arrows), then blew west to east (red arrows). The deposition of the loess soils (shown in brown) occurred throughout Freedom's Frontier, particularly on the east side of rivers.

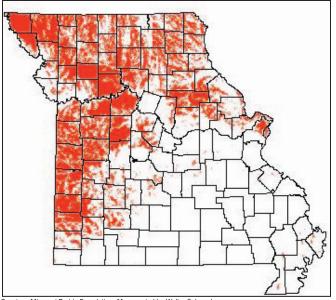
The glaciers left behind a flat landscape that slowly eroded over time. The photograph at the top left was covered by glaciers 10,000 to 22,000 years ago and is exceptionally flat. The photograph to the bottom right was covered by glaciers around 650,000 years ago but has missed more recent glaciers. The resulting landscape of rolling hills can be seen throughout the region.

"The streets of this religious city are huge furrows in the hills, and are sunk to the depth of fifty feet and over. The cliff-like walls rise frowningly above the street pedestrians."

Henry Morgan Stanley describing the bluffs of Kansas City, *My Early Travels and Adventures (July 1867)*, 1895



ABOVE: This climate triangle shows how the heritage area prairie/ woodland ecosystem is a reflection of continental temperature and precipitation. The temperature gets cooler as you go north towards the poles. The precipitation increases as you go move east, away from of the Rocky Mountains. The vegetation changes as the balance of temperature and precipitation shifts across North America. Freedom's Frontier is at the eastern boundary of the prairie, almost at the center of the climate triangle.



Courtesy Missouri Prairie Foundation. Map created by Walter Schroeder.

ABOVE: Areas of prairie in Missouri prior to non-native settlement.

Our Landscape: the Prairie

When European explorers first gazed on the tall grasslands of the Midwest, they had no word for "prairie." There was nothing in Western or Central Europe that was comparable in terms of its scale. They originally used the Latin term *Terra Patria*, which meant "pasture land" because it reminded them of little pasture lands.

Vegetation is the function of temperature, altitude, and precipitation (see left). As we change those variables, we get different types of vegetation. The reason the plains are prairie is that the soils are shallow enough that they do not contain a lot of moisture and or support big forest trees. Moving east, increased precipitation allowed the great Eastern Forest to develop. The shallow soil mantle farther west and the lack of precipitation kept this particular area grassland or prairie.

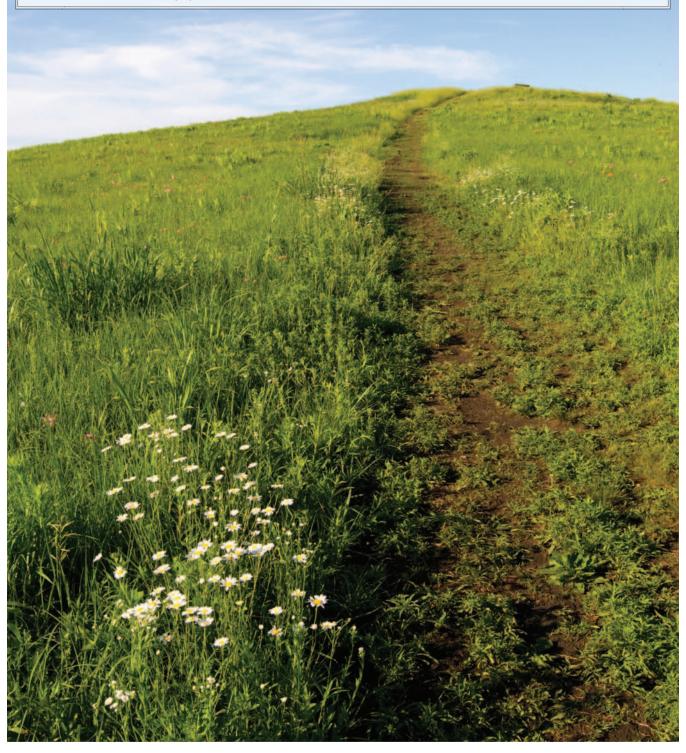
The prairie is a unique feature, particularly in this part of the world where the Eastern forest meets the tall grass prairies. It is a common misconception that the prairie is a feature exclusive to Kansas. In fact, the pre-settlement prairie in Missouri covered most of the heritage area (see below left). Once settlers altered the vegetative patterns and the threat of fire was removed, forests grew.

The prairie is purely a vegetative expression shaped by water and fire. Rain sustains the prairie and fire burns across the prairie which renews it. The prairie is unique because it is a fire-sustained ecosystem. It has developed over thousands of years by natural burn-management.

The prairie is the third most biologically diverse ecosystem in the world, topped only by the rainforest and the Great Barrier Reef. A simple virgin prairie contains thousands of individual plants, all competing in a very complete and tight network, each finding a unique niche in which to compete in this grassland. Some prairie plants come up and flower early. Others will grow to greater height, but each of them has a unique strategy that relies on the symbiotic relationship of that setting in order to succeed in this diverse, biologically rich, and complex environment.

It is this biologically rich and abundant environment that gave us the ability to support habitat and animal life. It is the expression of that which allowed the large roaming animals to inhabit this area. It was the primary migratory stop for birds where part of the floodplain and swampland provided areas to rest and protect those species. Another peculiarity of the prairie is, in places, its seeming horizontality, whereas it is never level: on an open plain, apparently flat as a man's palm, you cross a long ground-swell that was not perceptible before, and on its further incline you come upon a chasm wide and deep enough to contain a settlement...The silvery cirri and cumuli of the upper air flecked the surface of the earth with spots of dark cool shade, surrounded by a blaze of sunshine, and by their motion, and as they trooped and chased one another, gave a peculiar liveliness to the scene: while here and there a bit of hazy blue distance, a swell of the sea-like land upon the far horizon gladdened the sight—every view is fair from afar.

-Richard Burton, The City of the Saints, 1861



Our Landscape: The River Valleys

Freedom's Frontier is a collection of river valleys (see right). Each one is somewhat unique in its geography and its location, but it is this pattern of development that formed the basis of our heritage area. When we look at river valleys, they embody all those things that we have seen in the development of those natural resources: topography, moisture, and soils-the higher in elevation typically the less moisture in the soil and less organic matter. The greater the erosion, the narrower the soil mantle in the high ground. As we move down through the river valleys, the deposition of that erosion, the deepness of the soils, the higher amount of moisture availability changes the evolution of these ecosystems. In addition, the resources this vegetation provides attracted early settlers. It is largely the reason why people settled in or near river valleys first.

In the upland prairies sufficient moisture is not present to sustain trees. The soil mantle is shallow, the moisture is limited, and the hot summers bake moisture out of the ground. Moving farther down, with a little bit greater moisture content is the Oak Grassland. The Oak Grassland is where some of the sturdier Burr Oaks and White Oaks venture into niches where they can obtain water. They have developed so that they can sustain through some of the burns. Very little underbrush is found in the Oak Grassland because the burns of the prairie keep coming through and keep it clean.

Oak Grassland is the epitome of the landscape that American culture has tried to model: trees and grass. This landscape is simple, has great visual accessibility through it, is easy to read, and is monumental on the horizon. It is the formation of most of our early town developments. This is essentially the courthouse square, one or two great oaks sitting in a plain of grass.

Moving farther down, moisture and the amount of vegetation increases. In Pine-Fir-Birch forests, fire still cleans out some underbrush, but not at quite an integrated level so that the density of the plant material increases, along with shade and cover. It still is not very difficult to traverse these types of forests. Moving farther down to the Maple-Linden forests in the bottom areas of river valleys, one finds a more layered canopy of maples, lindens, underbrush, and growth.

Ultimately in the bottom of the rivers, is the river margin edge, which contains plant material that has adapted to inundation and flooding over long periods of time. These areas are more fertile as flood waters bring sediments that renew and help break down the organic matter and make them very fertile and rich.

An Elemental Picture: Water, Fire, Wind, and Life

Millions of years of sedimentation, glaciation, and vegetative growth created a place like no where else—a place that not only provided a unique backdrop for the historical events that followed, but also helped shape nationally significant events in Freedom's Frontier.





OAK GRASSLAND: Because they are sturdy, certain types of oaks, like Burr Oaks and White Oaks, can survive some of the prairie burns. At the top of the Oak Grassland, fires eliminate the underbrush. Farther down the valley, plant material is denser.





PINE-FIR-BIRCH: Transition system of birch and undergrowth.



MAPLE-LINDEN: This system supports maple and linden trees, as well as underbrush. Together, the layers of trees form a canopy.

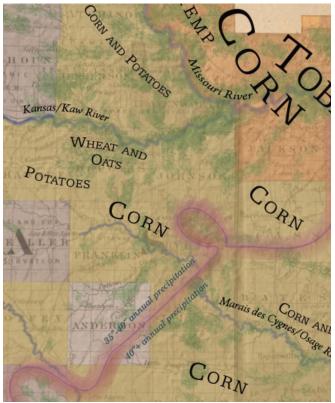


FLOOD PLAIN & RIVER MARGIN: In this system, the plant material has adapted to inundation and flooding over long periods of time.

HOW WE SETTLED

LANDSCAPE, POLITICS, AND HUMAN PATTERNS

Across the vast expanse of Freedom's Frontier, natural history has shaped human events. Visitors can discover connections between topography and the location of a trail, between the four major river valleys of the Freedom's Frontier and the siting of towns. We can begin to understand why some Border War conflicts may have happened in areas where opposing sides were brought together and how different types of agriculture in both Missouri and Kansas were dispersed (see below).



Courtesy Kansas State Historical Society.

ABOVE: Detail of the "Agricultural Economy" map provided in the Power of Story document. The connections between landscape, politics, and human patterns affected how people settled in the region, what they grew, where they grew, and who their neighbors were. This will be explored in this portion of the Power of Place. The federal enabling legislation for Freedom's Frontier speaks of recreation and the conservation of natural resources. By understanding the connections between towns and rivers, American settler trails and Indian routes, we can also begin to understand better ways to bring visitors to these areas today. We can envision scenic and historic roads, trails and bike paths between them that can become priorities for conservation. We can also begin to find connections between an historic site's stories with other sites that at first glance may seem to have little in common.

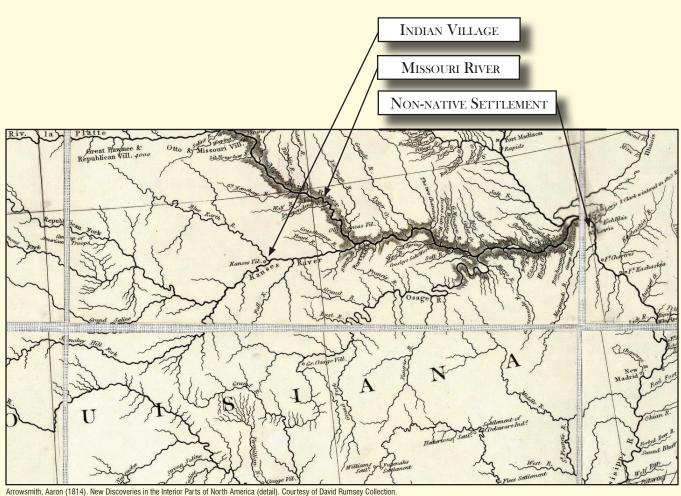
Mapping is a fundamental component of human thought. By taking maps into account we can fully appreciate our stories, how they are geographically connected, and why they occurred where they did.

Human Patterns

Over the next series of pages, we explore the historic human settlement patterns in Freedom's Frontier that occurred from 1803 to the present day.

Partners in Freedom's Frontier took part in a participatory mapping workshop during the partnership meeting in September 2008. The purpose of this exercise was to recreate the challenges and decisions that newcomers faced in establishing a settlement on unclaimed lands within the region during the early nineteenth century.

The settler groups reflected the range of people who came to Kansas and Missouri including planters, subsistence farmers, outfitters and merchants, and city builders. The exercise found that the decisions made by those in the workshop reflected the decisions made by settlers in the past (refer to the "Utopia" exercise in the appendix).



Arrowsmin, Aaron (1814). New Discoveries in the Interior Parts of North America (detail). Courtesy of David A ABOVE: Settlement is shown mostly as native villages and trading posts.non-native settlement clustered to the east of the heritage area around St. Louis. The settlement patterns moved upstream from St. Louis as the decade progressed. As a consequence, Native American displacement moved farther westward and into the heritage area.

1803-1829

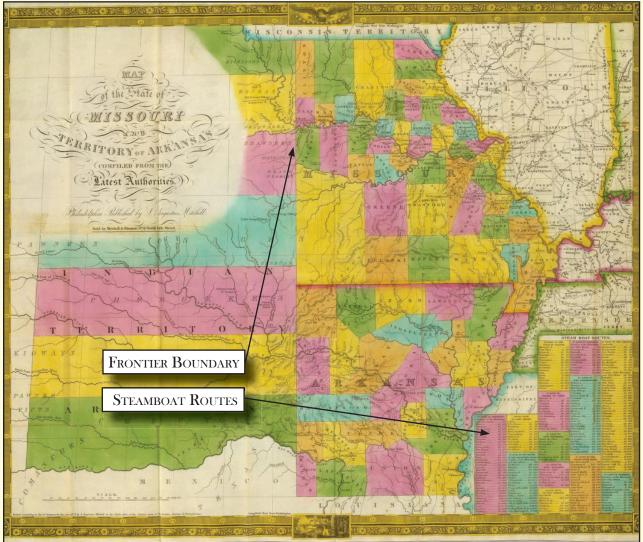
This detail of a non-native settlement map of the heritage area shows the early mapping and settlement patterns in the region. The area was still one of exploration and early economic development. The major geographic feature in the map is the Missouri River and tributaries feeding into the river. This indicates both the extents of surveying and exploration in the region at the time.

What are "Influences on Settlement and Freedom?"

These are economic, political, and social events that affected settlement and the story of freedom in the heritage area during that period in history. It is <u>not</u> a compehensive list of stories or story themes. These influences are only intended as a point of reference for the reader. Further exploration and review of many of these influences can be found in the Power of Story section.

Influences on Settlement and Freedom: 1803–1829

Louisiana Purchase	1803
Osage Treaty	1808
Opening of Missouri	1818
Missouri Compromise	1820
Opening of Santa Fe Trail	1821



Mitchell, Samuel Augustus, Philadelphia (1836), Map of the State of Missouri And Territory of Arkansas, Courtesy of David Rumsey Collection

1830-1849

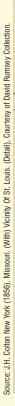
By the 1830s, settlement reached to the river valley at the western boundary of the new state of Missouri. Maps began to show county delineations in the heritage area. Native settlement was pushed to the west side of the border, delineated as the edge of the frontier. In the frontier, lands were assigned to various native tribes. This appropriation would continue into the 1840s. The western reaches of today's heritage area (now central Kansas) were sparsely populated and not mapped.

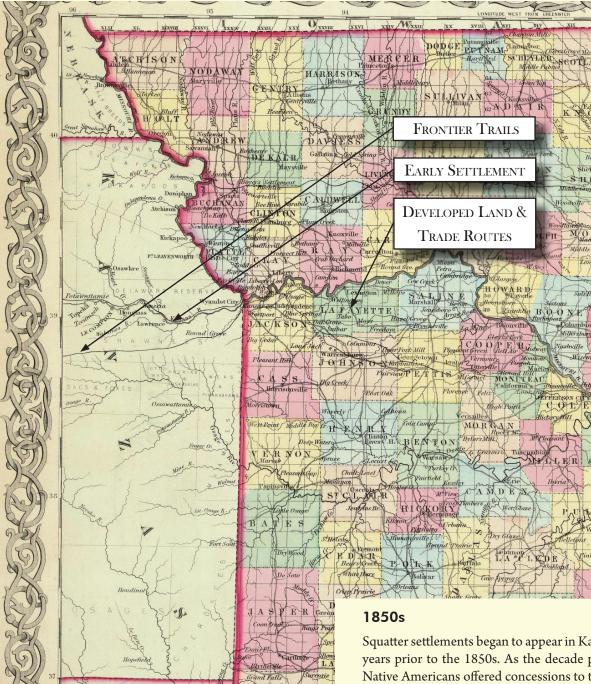
Development was still primarily in the Missouri River valley east of the point of confluence with the Kansas River. The Kansas, Osage, and Neosho river valleys are shown as broad regions without detailed political delineations.

ABOVE: Smaller, shallower, non-navigable rivers had not been settled. Steamboat routes are listed at the bottom right of the map—an indication of the steamboats' preeminence in economic vitality and transportation.

Influences on Settlement and Freedom: 1830-1849 Indian Removal Act 1830 Platte Purchase 1836

Mormon War	1838
Opening of California/Oregon Trail	1839–1841
Treaty of Guadelupe Hidalgo	1848



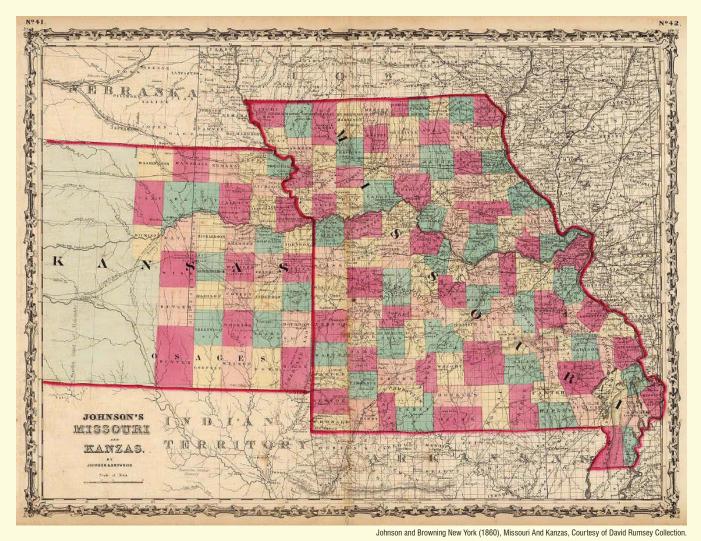


ABOVE: Map of Missouri that also shows early settlement in Kansas. Settlement in Missouri had largely filled along the major rivers and prime agricultural lands by the 1850s. Vernon and Bates counties were erroneously switched on this map when it was drawn.

Influences on Settlement and Freedom in the 1850s	
Kansas-Nebraska Act	1854
Onset of the Border War	1854

Squatter settlements began to appear in Kansas in the years prior to the 1850s. As the decade progressed, Native Americans offered concessions to the government, outright sale, or their lands were reapportioned into lots. Non-natives were still sparse in Kansas, but the economically viable land spurred settlement and the prospect of statehood began at this time. This limited settlement along with the charged atmosphere of national politics would foster the conflicts that occurred at this time.

The end of the Mexican War led to settlement of the region by veterans who received grants from the federal government. Continued settlement of California, Oregon, and Salt Lake Valley began in earnest as well. Trails to these and other locations began to emanate from the Kansas-Missouri border and through Kansas.



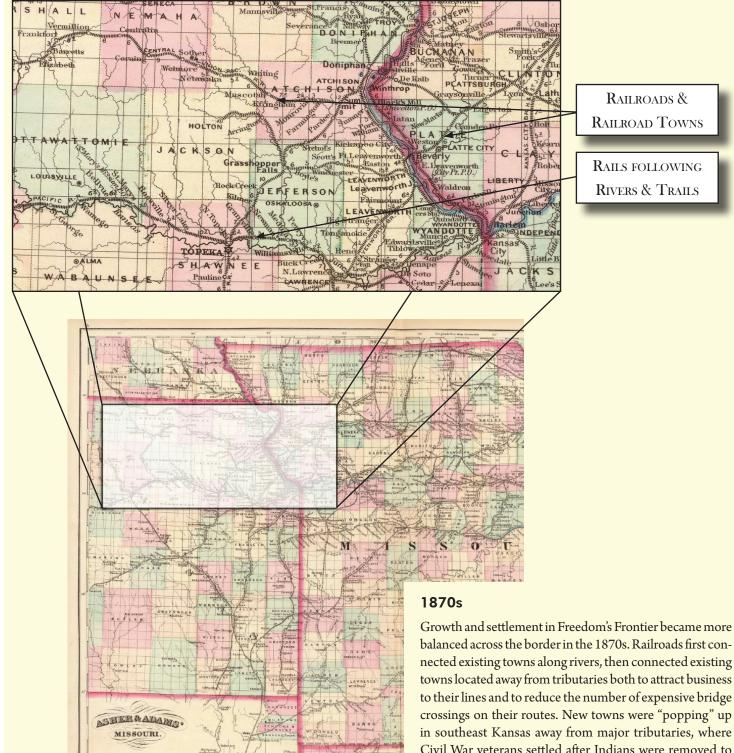
ABOVE: Development of the region in the 1860s.

Influences on Settlement and Freedom in the 1860s		
American Civil War	1861–1865	
Kansas Statehood	1861	
General Order #11	1863	
Drake Constitution	1865–1870	
Civil War Amendments	1865–1870	

1860s

Settlement of the Heritage Area in the 1860s was greatly affected by the onset of the American Civil War. Populations shifted across the region—sometimes involuntarily—as the fortunes of competing sides shifted over time. The greatest impact on the landscape was the destruction of farmsteads, towns, and districts in a circle of vengeance and retribution.

Resettlement and reconstruction typified the settlement patterns of the latter 1860s. Railroads and telegraph lines began to connect cities and resources in the East, while the construction included land speculation and concessions.

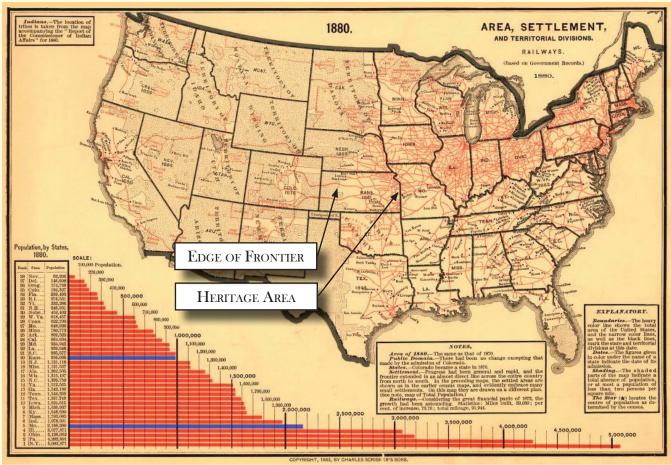


Asher and Adams New York (1874), Missouri, Courtesy of David Rumsey Collection. Inset added. ABOVE: Development of the region in the 1870s.

Influences on Settlement and Freedom in the 1870s	
Long Depression	1873–1879
Jim Crow Laws	1876

balanced across the border in the 1870s. Railroads first connected existing towns along rivers, then connected existing towns located away from tributaries both to attract business to their lines and to reduce the number of expensive bridge crossings on their routes. New towns were "popping" up in southeast Kansas away from major tributaries, where Civil War veterans settled after Indians were removed to Indian Territory. Hundreds of Africans Americans came to settle in various parts of Kansas as part of the "Exoduster Movement." River and trail towns began to decline relative to railroad towns. This transportation shift would be seen again in the twentieth century as railroad towns declined relative to towns along interstate highways.

Another significant shift to the landscape occurred as minerals began to be extracted on an industrial scale.



New York, C. Scribner's sons [c1883], Statistical Atlas of the United States - Area, Settlement, and Territorial Divisions. Railways. 1880. Library of Congress Geography and Map Division Washington, D.C.

ABOVE: By 1880, the frontier regions of the United States had moved to the west of the heritage area. The 1890 census famously declared that frontier regions of the United States no longer existed and "the frontier was closed." Highlighted on the map are the populations of Kansas and Missouri. The 1880 census found Missouri to be the fifth-most populous state in the country, and Kansas to be slightly larger in population than California.

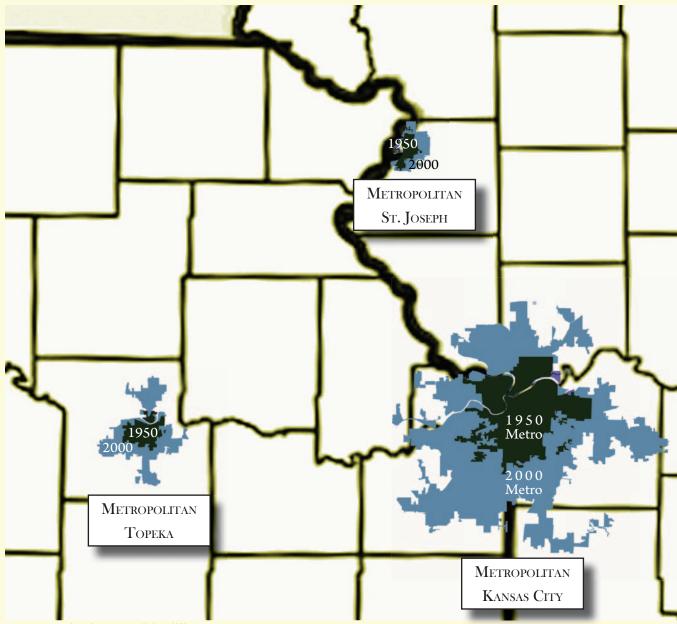
Influences on Settlement and Freedom: 1880–1945		
Kansas Prohibition	1881	
Progressive Era	1890-1920	
World War One	1914-1918	
Great Depression	1929-1941	
World War Two	1941-1945	

1880-1945

The stories of social reform and change that typified this era often occurred in lands that had already been settled. Industrial growth, real estate speculation, and immigration spurred growth in the heritage area from 1880. Development on both sides of the border was more balanced than in previous decades.

Growth and settlement continued into the twentieth century, but the changes to the built environment on a regional scale were not as dramatic as earlier periods. The boom and bust cycle of railroad speculation and towns began to recede, while immigrants and industry settled in emerging urban areas. The number of railroad lines in the region began to decline after the 1920s.

Although the Dust Bowl—the major environmental disaster of this period—had more significant impact to the west of the heritage area, the rural population in most of the region steeply declined in the 1930s and 1940s.



Adapted from United States Census Bureau. 1950 and 2000.

ABOVE: In 1950, the census bureau defined three cities in Freedom's Frontier as metropolitan areas: Kansas City, Missouri, St. Joseph, Missouri, and Topeka, Kansas. These metro areas grew into the countryside as their population increased and as suburbs were developed. A comparison is shown between their land size in 1950 (dark green) and 2000 (blue). Since 1950, Lawrence, Kansas, and Manhattan, Kansas, have grown to become metropolitan areas.

Influences on Settlement and Freedom after 1945		
G.I. Bill	1944	
Civil Rights Reform	1948-1968	
Federal Highway Act	1956	
Immigration & Nationality Act	1965	

Post-1945

The enduring struggles for freedom were intertwined with social reform after the Second World War. These stories occurred in settled spaces, but the nature of settlement changed drastically during this period. The creation of interstate highways and suburban development began to alter the landscape with explosive growth in metropolitan areas.

Much of this growth was at the expense of smaller towns and farming communities. The steep declines in rural population in the heritage area continued into the 1970s. Many rural counties in the heritage area saw a decline of population over the course of the twentieth century. This growth affected the landscapes and sites in these areas.

21st Century Preservation and Growth



Courtesy Jim Wells. Photograph taken in 2008.

ABOVE: Manhattan, Kansas, was designated a metropolitan area in 2008 and is expected to experience rapid growth over the next twenty years. Economic development and advocacy are critical to the success of the region, but careful planning can provide a wealth of needed benefits while retaining the unique character of the region.



Courtesy Kansas State Historical Society.

ABOVE: Yates Center, Kansas, c. 1910–1919. Like many counties in the heritage area, Woodson County in Kansas has experienced a dramatic decrease in population in the twentieth and twentyfirst centuries. It is now the most sparsely populated county in the heritage area. The vitality of rural communities is threatened due to economic strain and aging demographics.

"Environmental change is humanity's constant companion and is a key to understanding the geography of culture."

H.J. de Blij and Alexander B. Murphy, *Human Geography: Culture, Society and Space*

Freedom's Frontier encourages its partners to preserve its cultural watersheds and natural resources. This Management Plan seeks to steward and understand the "power of place" not only through historic structures, but also through the streams, landforms, and animals that cross this region.

According to the American Farmland Trust, Americans paved six million acres of farmland between 1992 and 1997. Only half of the nation's urban expansion is related to population growth, the other half is tied to land-use choices. Economic development is needed in the region, but without careful planning, unsustainable development can destroy the natural and cultural resources that make our place unique.

While careful planning can improve the economic climate of the region's metropolitan areas, the region's rural communities are facing their own brand of unique challenges. According to studies by the U. S. Department of Agriculture, a vast majority of the non-metropolitan counties in the Great Plains witnessed a population decline in the years between 2000 and 2005. In these years, rural Kansas lost over 28,000 people—more than any other state. These challenges also threaten the economic well-being of farmers in Missouri, which has the second-largest number of farms in the nation. The people that live in the rural areas of Freedom's Frontier, many of whom live in farm-based economies, are facing financial challenges related to rising health care and transportation costs.

The political competition for land and economic resources is not a relic of the nineteenth century. Rural and urban interests today often compete with each other as they seek the same limited funds for the development of their communities. This competition has fostered distrust between rural and urban areas. The voluntary collaboration of all citizens to build diverse economies is an important part of the heritage area's vision. By working together, the stories of Freedom's Frontier can be told much more effectively.

Many potential solutions exist for partners and organizations. They are further explored in the Power of Partnership and Power of Action section in this plan.

GROWTH AND DEVELOPMENT

Tomorrow's region will be influenced by continuing growth and development. Growth and development in the region can be seen in the population density of the region. The metropolitan areas have seen extensive growth, while many rural areas have seen population loss.

LEGEND

Population Density 300+ people per square mile 100-300 people per square mile 30-100 people per square mile 2-30 people per square mile



Interstate Highways



Other Major Highways



Lakes and Reservoirs

Source: 2000 United States Census



FROM REGION TO PLACE

MANY VERSIONS OF THE SAME LANDSCAPE

This management plan encourages residents to ask new questions about their heritage area and homes. One way to begin is by looking at the landscape. In the late 1970s, the cultural geographer D.W. Meinig wrote an essay entitled: "The Beholding Eye: Ten Versions of the Same Scene." His article lays out ten lenses by which we can understand, remember, and interact with a landscape whether it is a farm or an urban neighborhood. Each leads to different questions. The following are ten versions of the same scene.

1) **Landscape as Nature**: an area that is removed from human influences and offers a sensory experience that changes with the seasons and climate.

2) Landscape as Habitat: a site or group of sites that are a permanent or migratory home for humans and other species. Habitat can imply more than one species and their mutual reliance.

3) **Landscape as Artifact**: a place to be preserved, a place that is static or known for a great monument such as a fort or a natural feature such as a butte.

4) Landscape as System: an approach to beholding the land as a collection of inter-related parts such as the rainfall cycle. Precipitation adds water that percolates through soil and limestone into deep aquifers. These underground bodies in turn feed streams and wetlands that evaporate into the air.

5) **Landscape as Problem**: an area to be studied and a question to be answered. Whether a polluted pond or changing rural character, the "landscape as problem" invites rigorous data collection, analysis, and new insights.

6) **Landscape as Wealth**: can imply monetary, social, or historical resources. Usually, "wealth" implies monetary measures of resource value and real estate value, both current and future.

7) **Landscape as Ideology**: a political statement of assertion of a belief system. The expressions can be overt such as a Soviet-era memorial to Stalin or more subtle such as the line of American frontier forts and

posts that asserted federal power and intentions to settle the west.

8) Landscape as History: an outlook that focuses on stories or specific events that may have happened at a site. They can represent broad social themes such as "the settlement of Free-State towns" or specific events such as a battle or raid.

9) **Landscape as Place**: an approach to landscape that focuses not on wealth or visual qualities, but on human attachments including memories, prior associations, on-going festivals and events, and a sense of how "this place" is different from any other place.

10) **Landscape as Aesthetic**: emphasizes the sensory perception of beauty through any of the five senses and the effect that it has on emotion. Rather than being based in past stories, aesthetic experiences in landscape happen in a moment and can create a sense of calm and refreshment.



Courtesy Kansas State Historical Society

ABOVE: Urban scene in Topeka, , Shawnee County, Kansas during a 1935 dust bowl storm. This landscape can be viewed many different ways using the Ten Versions exercise. From this, new questions and connections to stories can be developed.

Many Versions of the Same Landscape

These ten approaches all apply to Freedom's Frontier; and we will find these perspectives in various sections of the Management Plan. They all have a role in planning for recreation, conservation, education, interpretation, historic preservation, and economic growth.

In this section of the plan, we explore many of these ten viewpoints with examples from FFNHA. Indeed, many of these versions of beholding the same scene can apply to a single FFNHA site. For example, the Black Jack Battlefield located in Douglas County, Kansas, is rich in possible perspectives. Black Jack can be interpreted as a Problem to be studied, as Wealth surrounded by encroaching urban development and rising land values, as Ideology and History where a skirmish between northern and southern sympathizers took place, and as a Place of unusual beauty and calm.

Sometimes differing versions of the same scene conflict with one another such as the fact that Black Jack is a very historic piece of land that is also economically very valuable. It has both historic and monetary wealth. As such, many of its outward viewsheds are threatened with development that could change the experience of being there and its historic character.

As happened in the Border War period, when the same region or piece of land is contested and interpreted differently, it can become a site of conflict. Yet, conflict can sometimes lead to new insights, innovations, compromise, and reconciliation. Just as looking at the ecosystems of the heritage area as a whole can yield new insights about the location of historic events, looking at historic sites and landscapes through many metaphors or perspectives can reveal the many layers of their value. Though it would be simpler to directly map known historic sites, this Management Plan seeks to create a new model of multi-disciplinary questions and new pathways to interpretation found by residents themselves.



New Metaphors for Freedom's Frontier

In the spirit of posing new questions, consider some additional metaphors for Freedom's Frontier National Heritage Area including: Ecosystem, Fabric, Quilt, and Jigsaw. Each of these ideas implies a whole that is greater than its sum of parts such as individual historic sites, recreational opportunities, and attractions.

An "Ecosystem" viewpoint implies strength of diversity yet also a fragility in which all pieces are interrelated and that changes to one can affect all.

Thinking of the region's locales as a "Fabric" opens questions about the threads that bind them and the strength of many small strands when woven together.

If we consider Freedom's Frontier as a "Jigsaw," we can think about how it would look from an airplane. But, if we introduce the metaphor of a Quilt (which is also visible from the air), we can discuss the 41 counties as a region made by many people with scraps and pieces from many sources and eras brought together over time in the image of a whole.

In the end, having many metaphors for discussing landscape and the heritage area can make residents better citizens with richer "mental maps" that they can share with visitors. A "sense of place" and a "sense of region" means citizens are being consciously aware of the landscape—and how it is different from other regions. Such as regional selfunderstanding can vary person by person, but it has to come from within; and throughout the planning process, many residents have shared stories that show how powerfully this discovery can happen.

Kansas and Missouri in the American Mind

Landscape as Political Tool

In this chapter, we have seen the landscape as an ecosystem and as a backdrop for settlement patterns. We can also study the popular descriptions of landscapes and their use as a political tool. We can ask: *how was the beauty of the land packaged and marketed to draw settlers? How can we interpret this beauty in the region's scenic byways, rivers, and nature preserves today?*

Part of understanding the Power of Place today is to understand its influence on the national imagination in the 1850s. We can learn much from these emigrant prospectuses. Their writers, closely woven into the literary world of the eastern seaboard, can serve as an inspiration for new writers from the region today. Original descriptions, exaggerated though they may be, should be included in the interpretation of sites throughout Freedom's Frontier.

Many speculative guidebooks before the Civil War were written to support strategic settlement. These accounts provide a fascinating window into the optimism, hype, and boosterism of the era. Written in 1857 with an introduction by the abolitionist and landscape architect, Frederick Law Olmsted, *The Englishman in Kansas: or, Squatter life and border warfare,* celebrates the Kansas landscape through English eyes. This promotional guide for freestate settlers touts the vastness of the plains, a sense only expanded by the arching and open sky. Olmsted verbally paints an immense visual canvas for readers thousands of miles away. His lofty sentences encourage readers to imagine possibilities for agriculture, community building and their own futures.

Near these rivers, and especially on the borders of the Kansas and Missouri, are fine bottom-lands covered with a rich and most fertile soil, needing nothing but the plough to convert them into fruitful fields. Then follows prairie—beautiful, undulating prairie—here and there a grove of walnut, hickory, oak, or sugar-maple....

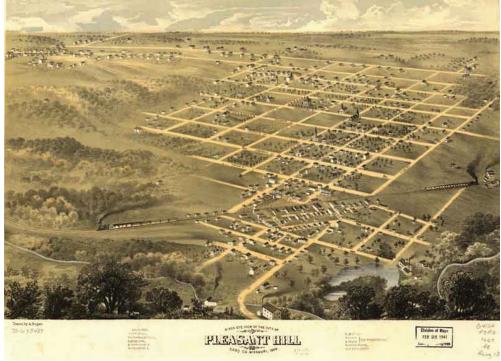


Courtesy Kansas State Historical Society.

ABOVE: Detail of the "Drouthy [sic] Kansas" sketch by Henry Worrall, c. 1869. Worrall sought to combat the negative portrayal of his adopted state as being "droughty" by producing an idealized, exaggerated portrait of Kansas as a land of immense agricultural bounty.

To this day, the ideals of the pastoral landscape that Olmsted found in Kansas underlie Americans' sense of style in landscape design and the promotion of new neighborhoods for prospective buyers. In the summer of 1854, George S. Park recounted in the *New York Times*, his journey on the steamer, Excel. This travel account also appeared in the prospectus of the New England Emigrant Aid Society of that year. These passages from a writer who claimed to have visited Kansas over fifteen years, were likely among the most broadly circulated (and influential) accounts of Kansas for an eastern seaboard audience of that time. He saw as it a kind of Promised Land, a pastoral ideal at the center of the continent.

"The country abounds with the most luscious grapes. Stock of all kinds are remarkably healthy; and these rolling prairies will make the finest sheepwalks in the world. In fact, this may be designated the pastoral region of America." Notes of a Trip up Kansas River, by Geo. S. Park, NYT August 16, 1854



Courtesy libraryimages.net

ABOVE: Ruger & Stoner map of Pleasant Hill, Cass County, Missouri, 1869. Panoramic maps such as this one were commonly used to showcase towns throughout the heritage area. These maps tended to blend cartographic accuracy with idealistic propaganda. This map highlights the rail connectivity, access to water, and forested hills around the city.

Promotion of the Landscape at War's End

As the Civil War neared its end, the landscape continued to play an important role in the promotion of the heritage area for a national audience. On January 11, 1865, Missouri voted to abolish slavery. Written at the close of the Civil War as a call for "Capitalists and Immigrants," Nathan H. Parker's *Missouri Hand-Book* spoke with a sense of boosterish optimism for post-conflict prosperity. Despite its clear Unionist orientation, there are useful glimpses into the mineral, timber, and water resources on the land that likely lured settlers throughout the 1850s and earlier. For example, Parker notes that the southeastern outcrop of coal extended "from the mouth of the Des Moines River" through several counties in Freedom's Frontier today including St. Clair, Bates, and Vernon "into the Indian Territory...." Sulfur and zinc were noted in all of the mining areas of the southeastern portion of the state.

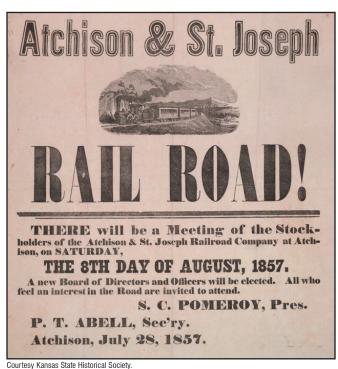
Beyond broad descriptions of opportunities in agriculture and mining, the *Hand-Book* offers regional and county-specific descriptions of the landscape during and near the end of the Civil War. For example, Parker describes Johnson County, Missouri, (denoting its population in 1860 at 13,080) as rich in "fertile prairie land, level or slightly undulated, interspersed here and there with forest trees and small groves of thrifty young timber. He also notes the numerous springs and the presence of "black oxide of manganese" found in Township 44—"a material leaving a clear black mark used for pencils."

Lafayette County is described as fertile for tobacco, corn, and fruit. "As high as 2200 pounds of hemp have been produced per acre. On the 18th of February, 45 bales of choice hemp were sold in St. Louis, for the handsome price of \$190 per ton."

While such development prospectuses were not unusual during the nineteenth century, Pinckard's *Handbook* is written with the end of the Civil War in sight and an Emancipation Ordinance already passed in Missouri. For the western Missouri counties that were home to raids and forced evacuation, he documents a rich array of resources that had already drawn many settlers. He also sketches the post-slavery economy that will arise after the Civil War. In the case of Lafayette County, Pinckard writes:

"Farmers will see at a glance that this county is very well adapted to all the purposes of agriculture. The class of people most needed are qualified school teachers, practical farmers and mechanics, who have capital to improve the land or establish manufactories: also carpenters, plasterers and masons."

REVEALING CULTURAL WATERSHEDS



ABOVE: Advertisement promoting a meeting of the Atchison & St. Joseph Railroad. Railway advertising and investment lured settlers into Freedom's Frontier beginning the middle of the nineteenth century.



ABOVE: Mahaffie Stagecoach Stop and Farm, Olathe, Johnson County, Kansas. Mahaffie's culturally rich setting is unique in the heritage area and provides a "sense of place." The preservation and interpretation at the farmstead shapes the heritage of the local region even as growth and development continues around it.

From Strategic Settlement to a "Sense of Place"

The landscape of Freedom's Frontier is valued for many reasons: for its natural history, social activism and debate, open sky, and a long-term tradition of community involvement. How do people remember and value this heritage area's *places*? The most powerful places in Freedom's Frontier are valued for many reasons: for their natural history, how they shaped human history, their scenic beauty today, and the vitality of their social life.

The Freedom's Frontier National Heritage Area "Power of Place" cannot be easily measured. Unlike "property," it is not an asset with value that can be easily determined based on market comparables. Rather, "places" exist in our thoughts and memories. As the geographer Yi-fu Tuan has argued, place is not designed but *achieved* through cultural acts such as naming, the creation of boundaries, and important events. "Sense of place" implies a self-conscious awareness that makes a place different from others.

Mid-nineteenth century promoters of Kansas and Missouri tried to invent a sense of the land in their advertising for potential settlers from the east. Over a century later, cultural geographers and landscape architects continue to speak of having a "sense of place" in beautiful, historic, or culturally rich settings. There is little agreement over the meaning of "sense of place," what causes it, or the role of historic places and events in shaping it. Yet, when we have a "sense of place"—a gut understanding that our home region is different from others—we know it.

Quick Reference Definitions

sense of place: the conscious awareness of how a region is distinct from other areas.

A full glossary of terms can be found in the appendix.

The Power of "the Frontier"

Freedom's Frontier National Heritage Area lies at the heart of the country, in the "Midwest"—and somewhere near the imaginary point "where the West begins." The frontier is a mythical force in American culture; and the word is used both in a physical sense of *the edge of a nation* and in the intellectual sense of *the boundary for new ideas, debates and questions*. Both of these senses are implied in the name of this National Heritage Area: Freedom's Frontier. The heritage area is set at the edge of one part of the country and remains a testing ground for new ideas.

Because of its power as a myth, the idea of the "frontier" can become distorted when applied to the histories of a heritage area such as our own. James R. Grossman writes in *The Frontier in American Culture*:

"Cowboys, Indians, log cabins, wagon trains. These and other images associated with stories about the frontier maintain a constant presence in our lives. Innumerable products are marketed according to assumptions that symbols of the frontier are deeply embedded Americans' notions of who we are and what we want to be."

One of the reasons that the Freedom's Frontier partners and other citizens are asking new questions about the Power of Place and the Power of Story is to find their own place in natural and human history—and to correct stereotypes about the past. Like the exact location of "the frontier," it's also difficult to define the part of the country where Freedom's Frontier exists. We would think it is in the Midwest, yet as James Shortridge maintains in *The Middle West: Its Meaning in American Culture,* the exact location of the "Midwest" has continued to shift since the mid-ninetenth century. Interestingly for Freedom's Frontier, the first popular application of "Midwest" in the national media applied to Kansas and Missouri in the 1850s when they lay at the center of national debate over slavery and states' rights.

Should we be uncomfortable with such geographic uncertainty? Like cultural geography, "history" is not about finding concrete answers and universal consensus.



Woolbaskets and view of the surrounding landscape at Watkins Mill, Clay County, Missouri. The industrial economy of the heritage area has often been glossed over by the myth of the frontier.

Rather, as many historians agree, it takes a certain humility. "The best you can do," argues John Lewis Gaddis in *The Landscape of History: How Historians Map the Past*, "is to represent reality: to smooth over the details, to look for larger patterns, to consider how you can use what you see for your own purposes." Like working as a map-maker, Gaddis argues that the historian can feel very large and powerful.

Looking at the 100 million years of known natural history in the Freedom's Frontier region and the relatively miniscule sliver of the last three centuries of American settlement, human beings *can also feel very small.* "Historical consciousness therefore leaves you, as does maturity itself, with a simultaneous sense of your own significance and insignificance," Gaddis says. This heritage area and its stories are so vast and varied that we may never fully know them all, but the very conversation itself will make us wiser. They will also help to strengthen our "sense of place"—our sense of this region—as something to care about.

Relevant Questions

Many of the most relevant questions for this management plan start from our "sense of place". They begin with what we know matters and endures here. As we will explore in the Power of Action and the Power of Partnership sections of this plan, strategies for conservation, education, interpretation, preservation, recreation, and economic development are all informed with a discussion of the Power of Place.

Reconnecting with the Land

In considering "sense of place" in Freedom's Frontier, we should ask hard questions, such as: *are we losing our "direct contact with the earth"*? *Are we losing connection with our stories*? *Can we learn from the experience of those from the past*? As we will discuss in the Recreation and Natural Resources Conservation section, children are increasingly cut off from the sights, smells, sounds, and chance encounters of playing in the woods or running in a field. Their time is structured in classes and organized events. Freedom's Frontier can help to rebuild this connection for future generations. Can programs and activities help future generations reconnect with the sources of our food? Can reconnection with land and place help to teach a conservation ethic? These are all questions that we will explore.

Reconnecting with nature and the stories of the land mean understanding them on their own terms ... not as the English pastorale promoted in the past or through myths of the "Wild West." The power of this landscape is that it was built up over millennia by the forces of nature, and more recently, by the individual and collective acts of people. Most of these residents were not architects, professional engineers, or historians. And, as such, the Main Streets, farms, trails, churches, schools, fences, and irrigation systems that they built are vernacular—they are built by lay people using what they had. The cultural geographer J.B. Jackson spent much of his life studying the beauties of the ordinary American landscape and the fascinating stories of aspiration and struggle that lie beneath the surface. His introduction to *Discovering the Vernacular Landscape* encourages us to think of Freedom's Frontier's Power of Place without preconceptions about what is "historic" or "significant." He encourages us to start with its testimony to our common hope for a better future, to human striving to find answers to important questions.

For too long we have told ourselves that the beauty of a landscape was the expression of some transcendent law: the conformity to certain universal esthetic principles or the conformity to certain biological or ecological laws. But this is true only of formal or planned political landscapes. The beauty that we see in the vernacular landscape is the image of our common humanity: hard work, stubborn hope, and mutual forbearance striving to be love. I believe that a landscape which makes these qualities manifest is one that can be called beautiful.

J. B. Jackson, Discovering the Vernacular Landscape



ABOVE: Prairie landscape at dusk. Wabaunsee County, Kansas.

The Power of Story

OUR COMPELLING MESSAGE OF FREEDOM

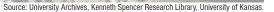


Some of the most important events within Freedom's Frontier National Heritage Area took place because individuals took action to forge a society that expressed their definition of freedom. This management plan honors those individuals by involving residents and stakeholders in a grassroots effort to craft a plan that stewards their stories and the landscape on which those events occurred.

Throughout the preparation of this plan, residents explored the qualities and stories that make Freedom's Frontier significant. During the process, they came to agree that the story of freedom cannot be defined in one specific story, place, or point in time. Rather, they determined that what makes Freedom's Frontier unique is a story ecosystem, a web of stories that precede, include, and follow the violent conflicts of mid-nineteenth century.

The story of Freedom's Frontier is about a fundamental American ideal—freedom. The concept of freedom is a challenging subject. The stories that are told in the Heritage Area help to interpret the evolving definition of freedom. These stories can engage visitors in conversations about what freedom has meant over time.

These basic stories—about the search for freedom and the conflict over the definition of "freedom"—are ongoing. They are the basis for the Mission and Guiding Principles of Freedom's Frontier.



FROM REGION TO STORIES

The Power of Story is framed by the Mission and Guiding Principles of Freedom's Frontier. For reference, these are included below, with the pieces that tie directly to the Power of Story **highlighted** in **bold text**. The principles shape how we tell our stories and respect the environment and property owners now, and in the generations to come.

Mission

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.

Guiding Principles

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences.

4. We will honor the region's peoples, past and present.

5. We will appreciate the unique cultural & historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

7. We will sustain and grow sense of place.

8. We will value and protect the natural environment.

9. We will consider future generations in everything we do.

Connecting Power of Place and Power of Story

From the broad geographic scale of the region, we move in this chapter to more personal stories, places, and cultural settings. Stories and memories transform spaces into places—giving social meaning to the natural landscape. The Power of Story explores the meaning behind local stories and why they are nationally relevant.

Freedom's Frontier is a "story ecosystem." The power of our stories do not arise from a specific place or point in time, but are formed by an understanding of how the area's landscapes, individual stories, and perspectives were connected.



Weaving Exhibit, Chanute

Courtesy Kansas State Historical Society.

ABOVE: A woman seated at a loom demonstrating weaving in Chanute, Neosho County, Kansas, as part of the Works Progress Administration's domestic science and foods project in the 1930s.

Overview

This chapter explores the unique and connected narratives in Freedom's Frontier. We explore the ways we share our history and the power it has to unite and resonate with all people. This section includes:

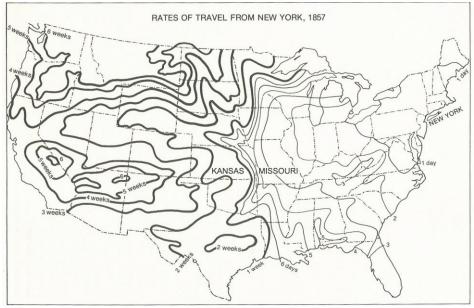
THE POWER OF OUR STORY

- Our Mission and Principles
- Why Freedom's Frontier Is Nationally Significant
- Why Here and Nowhere Else: Individual Contributions to the Nation's Story
- Milestones in the Enduring Struggles for Freedom

Quick Reference Definitions

story ecosystem: a web of individual stories that function as a whole network of interrelated themes and events.

A full glossary of terms can be found in the appendix.

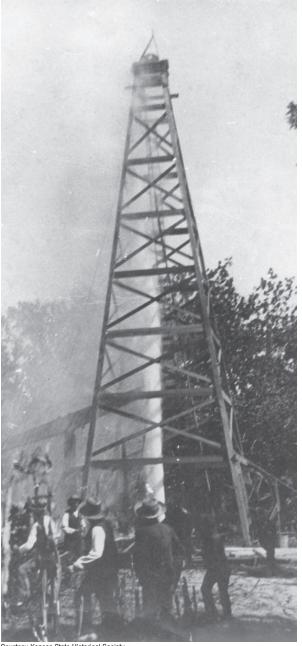


ABOVE: Map showing the shortest amount of time it took an individual to travel from New York in 1857 via any combination of rail, steamboat, or road. People travelling to the region from the east coast could take as little as three days. Travel across the width of Freedom's Frontier Heritage Area could take as little as four days. Simultaneously, telegraph lines were beginning to provide near instantaneous news coverage across many parts of the East. Nowhere else in the Midwest was communication as convenient as this region. This led to an incredible growth of interwoven stories.

THE POWER OF TELLING OUR STORIES

- How We Tell Our Stories
- Different Lenses for Sharing Our Stories: Merging Viewpoints and Disciplines
- Everyone's Story: Enchancing Our Story Ecosystem

Why Freedom's Frontier is Nationally Significant



Courtesy Kansas State Historical Society.

Norman #1 Oil Well, Wilson County, Kansas. 1893. This well began the continuous development of the largest oil field in the United States. The oil and mineral wealth of the Neosho River Valley fostered many different stories concerning economic freedom, entrepreneurship, and worker rights.

Statement of National Significance: The Grounding for Our Stories

When visitors and residents understand how our stories were shaped by natural history and shape the nation today—they are more likely to ask deeper questions. We hope to answer them. As we tell stories about individual events that occurred in Freedom's Frontier, we need to be sure to explain the *context* or the "story behind the story." We will explain not just how things occurred but also *why* they occurred.

The sub-themes identified in the Statement of National Significance (shown at right) allow for partners in Freedom's Frontier National Heritage Area to place stories and sites into historic context, or within the major trends that surrounded specific events. It is the first step in answering why events occurred here and nowhere else.

Our Statement of National Significance clearly states why, within a national context, the resources and values of Freedom's Frontier merit its designation as a National Heritage Area.

Defining the Border War

The Border War includes the period of politically motivated killings and retributions from 1854 to 1861, as well as the battles and associated activities during American Civil War from 1861 to 1865 in the region encompassing Freedom's Frontier National Heritage Area.

Statement of National Significance

Struggles for Freedom on the Missouri-Kansas Border

Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.

Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM.

Shaping the Frontier:

For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny.

Missouri-Kansas Border War:

When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri-Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border.

Enduring Struggles for Freedom:

The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.







PHOTOS FROM TOP: Frontier Trails Museum, Independence, Jackson County, Missouri. John Brown/Adair Cabin, Osawatomie, Miami County, Kansas. Aaron Douglas Mural, Topeka, Shawnee County, Kansas.

WHY HERE AND NOWHERE ELSE?

"The Civil War was for the American imagination, the great single event of our history because it defined Americans as a nation while revealing so many of the issues and tragic ironies which we yet live... We can yet see in the Civil War the powerful, painful, grinding process by which an ideal emerges out of history."

Robert Penn Warren, "The Legacy of the Civil War"

Individual Contributions to the Nation's Story

Building on the Statement of National Significance, we ask:

Why is Freedom's Frontier uniquely positioned within the United States to foster discussion about freedom with contemporary relevance?

How can we tie a specific site or event into the larger nationally significant story of Freedom's Frontier?

Geography and politics, shaped by natural history, offer answers to the above questions. Natural history, as we have seen, strongly shaped the location of towns, trails, and forms of agriculture. They do not explain why the region was wracked with violent conflict. It was largely political events and decisions at the national level that ultimately led to the Border War.



ABOVE: The unique political circumstances of the heritage area affected the national discussion of freedom sometimes with extreme consequences. Here, Massachusetts Senator Charles Sumner is attacked by South Carolina Congressman Preston Brooks on the floor of the Senate after Sumner's "Crime Against Kansas" speech.

Western Missouri and Eastern Kansas were the focus of decades of discussion and conflict stemming from the Missouri Compromise. Although intended as a solution, this act drew a line westward from the Mississippi River to divide free and slave-holding states. It set a limit to southern expansion that would almost inevitably lead to increased political power for northern states. Robert Pierce Forbes writes in *The Missouri Compromise and Its Aftermath*:

...the passage of the first Missouri Compromise inexorably tilted the balance of the Constitution in favor of freedom. It did this both substantively and more importantly symbolically. Substantively, of course, the Compromise placed a check on the growth of new slave states, thus limiting the growth of slaveholders' political power. While this limitation could be skirted, as the annexation of Texas would demonstrate, as long as the 36 degree 30' boundary remained in place, it would be only a matter of time before free states outnumbered slave states and began to reshape the political calculus.

As mentioned in the Statement of National Significance, the Kansas-Nebraska Act later "nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides." Set at the center of the nation and flanking the boundary line once set by the Missouri Compromise, it was only a question of time before the fight for political dominance in the federal government would come to focus on the Missouri-Kansas Border. Many individual sites, landscapes, and stories within the region tie into this larger story.

The Border War was not only about slavery, but also about national politics, retribution, personal wealth and well-being. There are many ways to weave stories and sites into the larger Statement of National Significance and the enduring struggles for freedom that remain with us today.

The operational plans to follow suggest guidelines for determining how individual stories and locations support the national significance and interpretive themes of Freedom's Frontier.



Library of Congress Prints and Photographs Division

ABOVE: Dramatization of Missouri Senator Thomas Hart Benton, champion of westward migration and Manifest Destiny, facing the drawn pistol of a Senator who opposed the admission of California as a free-state. The opening of the west had great consequence for the stories of native and non-native residents of the heritage area.



Copyprint, 1954. New York World-Telegram and Sun Photograph Collection, Courtesy of AP/Wide World Photos. The African American Odyssey, Library of Congress.

ABOVE: The landmark supreme court case Brown v. Board of Education of Topeka marked a milestone in desegregation.

MILESTONES IN FREEDOM

Significant laws, Supreme Court decisions, treaties, and other documents shaped the region that became Freedom's Frontier. In turn, this area also inspired and influenced other documents that stemmed from debates over the definition of freedom, both at home and abroad. **Seven of the one hundred documents chosen by the National Archives and Records Administration as the 100 Milestone Documents have direct associations to the Freedom's Frontier story.** These milestone documents can be found at:

http://www.ourdocuments.gov

The following pages include a brief summary of each of these milestones in freedom.

Louisiana Purchase (1803)

In 1803, the United States purchased a vast region west of the Mississippi River from France. In what came to be known as the Louisiana Purchase, the U. S. acquired 828,000 square miles of land for a mere \$15 million, doubling the young nation's size. The boundaries of the Louisiana Purchase included the lands that fell in the watersheds of the west-reaching tributaries of the Mississippi River. Kansas and Missouri were among the thirteen states later carved out of the vast territory. **The purchase ushered in nearly two centuries of westward expansion and, by extension, portended future tensions over slavery.**

"I know that the acquisition of Louisiana has been disapproved by some, from a candid apprehension that the enlargement of our territory would endanger its Union. But who The larger our association the less will it be shaken by local passions; and in any view is it not better that the opposite bank of the Mississippi should be settled by our own brethren and children than by strangers of another family? With which should we be most likely to live in harmony and friendly intercourse?" Thomas Jefferson, Second Inaugural Address, March 4, 1805.

Library of Congress, Geography and Map Division. ABOVE: Map of the Louisiana Purchase. c. 1804.

Quick Reference Definitions

milestone documents: "documents that have influenced the course of U.S. history. They have helped shape the national character, and they reflect our diversity, our unity, and our commitment as a nation to continue our work toward forming 'a more perfect union." – National Archives and Records Administration

A full glossary of terms can be found in the appendix.

Missouri Compromise (1820)

The Missouri Compromise provided for the admission of Missouri to the Union as a slave state and the establishment of the state's southern boundary, 36 degrees 30 minutes (an extension of the Mason-Dixon Line), as the dividing line between future slave and free territories within the boundaries of the Louisiana Territory. The Missouri Compromise was one of a number of political contrivances aimed at preserving a Union torn over the issue of slavery. To equalize the number of free and slave states in the Union, Missouri's admission to the Union was balanced by the simultaneous admission of Maine as a free state. Although the compromise protected the culturally southern Missourians' right to own slaves, it created a slave states on the defensive—one that was surrounded by free states on its north and east. This set the stage for the Missouri-Kansas Border War.

"A geographical line, coinciding with a marked principle, moral and political, once conceived and held up to the angry passions of men, will never be obliterated, and every new irritation will mark it deeper and deeper." Thomas Jefferson, April 22, 1820.

Portrait courtesy Senate Commission on Art. Document courtesy National Archives. ABOVE: The Missouri Compromise and Speaker of the House Henry Clay.

Indian Removal Act (1830)

The Indian Removal Act of 1830, promoted by President Andrew Jackson, endorsed and accelerated a decadesold practice of Indian removal from lands eyed for white settlement. Following the Revolutionary War, the United States government set out to relocate Indian peoples from east of the Mississippi River to areas not already divided into territories or states. Soon after the Louisiana Purchase, Euro-American settlement began to encroach on tribal lands in frontier regions like Alabama, Mississippi, and Missouri. In 1825, the Osages ceded the remainder of their Missouri lands and relocated to Kansas.

These early "emigrant" Indians in Kansas were later joined by tribes removed from the southeast, including the Cherokees and Creeks. Indians were further displaced by the Platte Purchase in 1836, which resulted in the removal of the Sac and Fox Tribe from northwest Missouri to northeast Kansas. By 1846, the native Kansas tribes were joined by nearly 30 emigrant tribes, who were placed on reservations established by various treaties. When the Kansas-Nebraska Act opened the territory to white settlement before the federal government negotiated treaties with the tribes, Euro-American settlers squatted on tribal lands with impunity, resulting in further removal to what is now Oklahoma.

"It is pleasing to reflect that results so beneficial, not only to the States immediately concerned, but to the harmony of the Union, will have been accomplished by measures equally advantageous to the Indians. What the native savages become when surrounded by a dense population and by mixing with the whites may be seen in the miserable remnants of a few Eastern tribes, deprived of political and civil rights, forbidden to make contracts, and subjected to guardians, dragging out a wretched existence, without excitement, without hope, and almost without thought." Andrew Jackson.

Kansas-Nebraska Act (1854)

Dred Scott v. Sanford (1857)

The Kansas-Nebraska Act created two territories, Kansas and Nebraska, west of Missouri. Since the Missouri Compromise, the nation had only become more divided on the issue of slavery. The institution had become increasingly prevalent in the southern states where a planter society prevailed, and decreasingly tolerated by the industrialized northern states, all of which had abolished slavery by 1804. Under the Missouri Compromise, the Nebraska and Kansas territories would have become free states. **The Kansas-Nebraska Act, however, repealed the Missouri Compromise by allowing voters in the new territories to decide their slavery status. This further aggravated tensions between the North and South, ushering in the Missouri-Kansas Border War and the Civil War.**

"I plainly see you and I would differ about the Nebraskalaw. I look upon that enactment not as a law, but as violence from the very beginning. It was conceived in violence, passed in violence, is maintained in violence, and is being executed in violence ... In my humble sphere, I shall advocate the restoration of the Missouri Compromise, so long as Kansas remains a territory; and when, by all these foul means, it seeks to come into the Union as a Slave state, I shall oppose it." Abraham Lincoln, August 24, 1855. While Scott never lived in or traveled through the area that would become Freedom's Frontier, the ruling in his case was essential to the story of the region. In 1846, Dred Scott, a black slave, sued for his emancipation, arguing that his extended stays in northern territories rendered him free. The case was appealed to Missouri's Supreme Court, then the U.S. Supreme Court. In its decision, the high court ruled that slaves were not citizens of the United States and, therefore, had no legal rights. In addition, it proposed that the federal government could not prohibit slavery in territories. The ruling was welcomed by southern holders who now had some assurances that crossing state or territorial borders would not change a slave's legal status. In essence, the ruling ensured that the expansion of slavery would not be hindered. It was essential to slaveholders in Missouri, which was surrounded on three sides by free states, to which their slaves could escape. Abolitionists, who supported the case, were outraged.

"A free negro of the African race, whose ancestors were brought to this country and sold as slaves, is not a 'citizen' within the meaning of the Constitution of the United States." Chief Justice Roger B. Taney.



Courtesy Kansas State Historical Society. ABOVE: Destruction of the Free State Hotel. Lawrence, Douglas County, Kansas. 1856.



Courtesy Missouri Historical Society. ABOVE: Portrait of Dred Scott. Painted c. 1887 from daguerreotype taken in 1857.

Truman Doctrine (1947)

In an address to a joint session of Congress on March 12, 1947, President Harry S. Truman requested \$400 million in funding to prevent Greece and Turkey from falling into Soviet control. Truman's declaration, that "It must be the policy of the United States **to support free peoples who are resisting attempted subjugation by armed minorities or by outside pressures**," initiated a new foreign policy that would prevail for the following four decades. The United States would provide the necessary financial, political, and military support to promote Americanstyle democracy and freedom.

"At the present moment in world history nearly every nation must choose between alternative ways of life. The choice is too often not a free one. One way of life is based upon the will of the majority, and is distinguished by free institutions, representative government, free elections, guarantees of individual liberty, freedom of speech and religion, and freedom from political oppression. The second way of life is based upon the will of a minority forcibly imposed upon the majority. It relies upon terror and oppression, a controlled press and radio; fixed elections, and the suppression of personal freedoms. I believe that it must be the policy of the United States to support free peoples who are resisting attempted subjugation by armed minorities or by outside pressures." Harry S. Truman before a joint session of Congress, 1947.

Brown v. Board of Education of Topeka (1954)

Denied enrollment in nearby white schools, many black students in Topeka were forced to attend all-black schools far from their homes due to the policies of segregation. With the help of the Topeka NAACP, a suit was filed challenging school segregation on the basis of equal protection. In the Brown case, the Federal District Court found that black and white schools were equal with respect to buildings, salaries, teachers and other tangible factors "as could be expected," but also held that it was time for the U.S. Supreme Court to reverse itself with respect to segregation. By the time the Brown case reached the Supreme Court, it was one of five cases coming from four states and the District of Columbia. In 1954, under the leadership of Chief Justice Earl Warren, the court concluded that "Separate educational facilities are inherently unequal." The historic desegregation case struck down the "separate but equal" doctrine established by the Supreme Court's ruling in Plessy v. Ferguson in 1896—and ushered in the broader Civil **Rights Movement.**

"To separate them from others of similar age and qualifications solely because of their race generates a feeling of inferiority as to their status in the community that may affect their hearts and minds in a way unlikely ever to be undone." Chief Justice Earl Warren.



Courtesy The Harry S. Truman Library and Museum. ABOVE: Truman delivering Truman Doctrine address before Congress. 1947.



Courtesy Kansas State Historical Society. ABOVE: Sumner Grade School. Topeka, Shawnee County, Kansas. c. 1954.

HOW WE TELL OUR STORIES

The following are qualities that we seek in our storytelling. They grow out of our Mission and are based on our Guiding Principles. Putting these qualities into practice can help Freedom's Frontier offer a visitor experience found nowhere else. We will work to become known nationwide for these qualities.

1. Our stories have meaning and relevance for today

In order to have meaning, our stories must resonate with today's audiences. Our themes proclaim a clear relevance to today's world and to the issues and concerns of modern audiences. They create a connection between the past and the present, and they help us think about the future in new ways.

Terrorism, human rights, property rights. Many of our stories, although they come from another time, seem to be taken directly from today's newspaper headlines. They have the ability to create a strong connection between the past and the present and to help us think about the future in new ways.



Source: published in *The History of the Indian tribes of North America*, by Thomas L. McKenney and James Hall (author) (Philadelphia, 1836-1844), based (probably) on a painting by Charles Bird King. Lithograph of Opothleyahola. He led Native Americans and African Americans into Kansas during the Civil War. How does their story connect to those of refugees in war-torn regions today?

2. Our stories gain power because they embrace shared human experience

Many of the most powerful interpretive themes and stories touch on the life experiences that all humans share whether they live in Missouri or Kansas, in Europe, Africa, or Asia. These are the experiences that resonate with us in a deeply personal way. They include joy, death, renewal, family, service to country, work, creativity, and many others. We believe that the most successful interpretative themes embody such universal concepts. In Freedom's Frontier, our stories touch on universal emotions and experiences: freedom, hope, struggle, fear, and disagreement. Our stories represent the best of human aspirations and the worst of human actions expressed in fear, violence, greed, and intolerance.

We emphasize the universal concepts that are so strongly expressed in the Freedom's Frontier story: the complexity of national events, the danger in failing to look beneath the surface and at other points of view, the complex and imperfect nature of the human character, and the ways we seek to reconcile conflict. *The three sub-themes offer a* window through which to consider how Americans debated American ideals of "freedom," "justice," "local control," and "property rights" from the opening of settlement to the present day. The power behind our stories and themes is that they illustrate the debates over these ideals.



Courtesy Kansas State Historical Society. Exodusters in Floral Hall, Shawnee County, Kansas. How many different ways can we tell the unique stories that make up our shared human experience?

3. We seek out new stories and perspectives

Our stories encourage dialogue and start conversations. The story of Freedom's Frontier is not a two-sided, "goodversus bad" story. It cannot be told in terms of Northerner versus Southerner, abolitionist versus slave-owner, free state versus slave state, Missouri versus Kansas, integration versus segregation.

Partners in Freedom's Frontier help to challenge and invite residents and visitors to explore broader perspectives. One of the ways that we seek out new stories is by developing many different disciplinary approaches and "lenses" through which to explore and interpret the region. We describe some possible lenses for new perspectives in the section to follow.

Furthermore, many of our stories are just now coming to light, thanks to the research and dedication of our partners. They are stories about farmers, laborers, shop owners, women, children, Native Americans, and African Americans, whose stories and perspectives were previously ignored but are being rediscovered through oral traditions, written records, buildings, and artifacts. Freedom's Frontier encourages continued exploration into our past in order to better inform our present and future.

"The story of Freedom's Frontier is not a two-sided, "good-versus bad" story. Rather, it is diverse and multi-faceted. Partners in Freedom's Frontier help to broaden residents' and visitors' established points of view and invite them to explore new perspectives."

4. We embrace varying perspectives on our themes

We accept diverse interpretations of the meaning of freedom and the struggles to achieve it.

For example, the theme of "Shaping the Frontier" can refer to the freedom to travel west to seek one's fortune, or to the struggle over land rights between whites and Indians.

In the context of the Missouri-Kansas Border War, "liberty" can mean freedom from slavery. From another viewpoint, it can mean the freedom to have slaves and retain control of property rights. Today, for some, freedom can mean the right to develop one's property as one chooses. For others, the right to build on a rare ecological site or within a beautiful view, may seem like a confiscation of everyone's right to a healthy environment.

The themes of Freedom's Frontier are not just about freedom, but also the struggles for freedom. They can be seen embracing clashing points of view and the ways



Courtesy Kansas State Historical Society

ABOVE: Brewery in Winthrop, Buchanan County, Missouri opposite Atchison, Kansas. c. 1906–1910. The story of prohibition at the turn of the twentieth century was viewed very differently by different groups of society on both sides of the state line. people seek reconciliation—through violence, war, legislation, compromise, and the healing solace of time, among others.

Indeed, the historical truth is very complex. On the facing page, the Population and Origins Map was compiled using information from the 1860 Census. A census, historical or current-day, can only give us a snapshot in time. It cannot always reflect what happened in the ten years in between. Furthermore, the origins of populations taken from the census do not necessarily reflect a specific point of view. For instance, people from southern Ohio, Indiana, or Illinois can be considered "North," but they may have been closer to the "Upper South" in spirit and family connections.

James Lane is an example of a southern Indianan who, according to many historians, had not made up his mind about slavery before arriving in Kansas. Similarly a number of "Upper South" Missourians were active in the Kansas free-state movement. Origins did not necessarily reflect attitudes toward slavery. The viewpoints of Missourians who did not move to Kansas were not by any means uniform. For example, the 137 Weston, Missouri signers of the September, 1854 resolution in opposition to the pro-slavery "Platte County Self-Defensive Association," declared their opposition to the "violence and menace" of the Self-Defensive group.

While many points of view existed in the past, just as many exist today about the past. Our stories mean many things to many people. By telling the same stories from different perspectives, Freedom's Frontier partners have found common ground. They believe in the power of these stories and they respect differing points of view.

5. We examine our stories and weave them together

No matter what metaphor one uses to describe our land and stories—an ecosystem, fabric, or quilt—the individual stories and places are connected by themes. In all of our interpretation, visitors can discover how each location, event, and story is part of the history that changed the nation and has enduring relevance today.

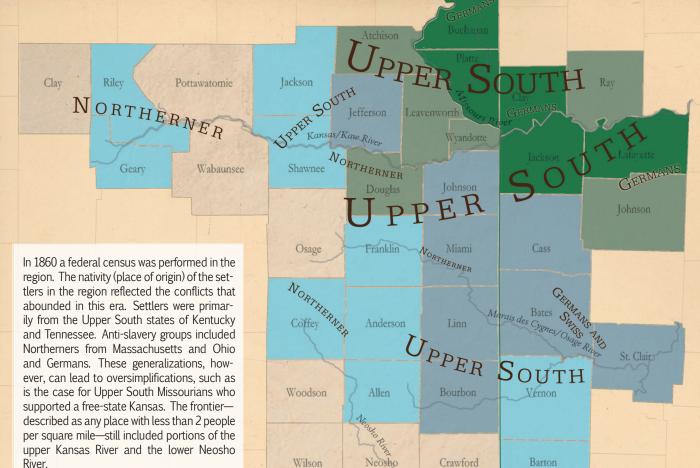
We also connect specific places with other location inside and outside of the borders of Freedom's Frontier. No event in this region happened in isolation, so no story can properly be told in isolation. Visiting just one location or hearing just one story allows for an incomplete view of the past. In order to understand the bigger picture of the struggles over freedom, sites and stories must be connected to one another.

In so doing, we help people to discover how history is shaped by ecology and why nationally transformative events happened in Freedom's Frontier National Heritage Area and nowhere else.



Courtesy Kansas State Historical Society. ABOVE: Native American weavers. Jackson County, Kansas.

POPULATION AND ORIGINS



Legend

Population Density - 1860



30+ people per square mile

15-30 people per square mile

Chautauqua

Montgomery

8-15 people per square mile

2-8 people per square mile

Counties with less than 2 people per square mile not highlighted.

GERMANS Nativity - 1865 (Euro-American Figures only) Sources: 1860 United States Census; David Rumsey Collection, Kansas & the Gold Mines, 1862.; David Rumsey Collection Illinois, Missouri, Iowa, Nebraska, Kansas, 1860.; Shortridge, J., Peopling the Plains, 1995.

Labette

Cherokee

Note: The boundaries for several counties have shifted or have been renamed since 1860. Data for counties has been adapted to 2009 county boundaries. See Appendix X.



SCALE 1" = 25 miles

6. We connect our stories with the land

Stretching over four river valleys and parts of two states, the region was the epicenter of conflicts, partly stemming from the Missouri Compromise and westward expansion, that define American values and the struggles to achieve them. The repeated, forced movement of Native American nations and the inspiring resilience of those nations in the face of oppression, the voluntary immigration of settlers along the Santa Fe and Oregon Trails, the abolition of slavery, the arduous treks and tenuous settlements of African American "Exodusters," and the final resolution of racial segregation in our public schools a century later—all of stories belong in the larger context of Freedom's Frontier National Heritage Area.

Over two centuries and thousands of square miles, the landscape of rivers, plains, and forests had a critical effect on the location of trails, settlements, towns, and points where people with differing definitions of freedom would come into contact. By connecting our stories with the land, we help visitors understand the importance of natural history and ecology in shaping human events. In making this discovery, we can also begin to think about how to steward the land for future generations.

7. We help our audience experience an "authentic" story

We define "authenticity" as more than simple validation of facts. Rather, it has to do with a genuine experience of being there psychologically as well as physically—of emotion, touch, sight, and smell. Telling an authentic story means more than telling a correct story. An authentic story must be truthful, not just to the facts, but also to the place in which it is told, the people whose lives it recounts, and the people who are telling it. Likewise, its link to Freedom's Frontier must be authentic and organic, rather than stretched or constructed in order to participate in the heritage area.

Authenticity is not a simple word to define and its application to story is not simple to explain. For a story to be authentic, it must be connected to more than just the physical evidence or landscape that remains. In doing so, we don't just show a video or recite a narrative; we engage all of the senses. We invite our visitors and residents to walk in the footsteps of those who came before them, to experience the emotions, and to consider the struggles, dilemmas, and trials of those who helped to define freedom as we understand it today.



"The soil of the Missouri is the most fertile in the Universe."

-M. Truteau, Illinois Trading Company.

ABOVE: Truteau's propaganda to attract settlers to Missouri is one known reason people may have settled there. However, many stories of settlement have been forgotten or are not being told. What could these stories add to our understanding of our heritage?



ABOVE: Ernestine Cheney as Neosho River Valley resident "Aunt Polly." Accurate portrayals of historic figures can add to the experience of being at an authentic place.

CULTURAL WATERSHEDS

Parallel Road

diformina & KANSAS/KAW WATERSHED

Santa Fe Trail

NEOSHO MATERSHE

Hannibal & St. Joseph Railroad

MISSOURI WATERSHED

Stories and places within Freedom's Frontier can be organized by geography. There are four principal river valleys in the heritage area: the Missouri River Valley, Kaw River Valley, Osage/Marais des Cygnes River Valley, and Neosho River Valley. Each has its own unique history and culture. These areas can be organized into cultural watersheds that reflect the power of story.

LEGEND



Major Rivers and Tributaries 1860 River Coursings Shown (approximate)

Significant Land Transportation Routes

SCALE 1" = 25 miles

Sources:Kansas Department of Transportation; David Rumsey Collection, *Missouri and Kanzas*, 1860.

MARAIS DES CYGNESIOSAGE

Frontier N



DIFFERENT LENSES FOR SHARING STORIES

MERGING VIEWPOINTS AND DISCIPLINES

"Of course, I will be compelled to sign these papers, but I sign them under protest, knowing in my own heart that there is no good in it for the Indians."

Shaw-Paw-Kaw-Kah, Sac and Fox, October, 1859

"I propose to march east ... clearing out the valley of the Osage. I will from there turn north, clearing out the valley of the Marais-des-Cygnes."

James H. Lane, September 10, 1861

"Give the Kansas people a taste of what the Missourian has suffered at the hands of the Kansas Jayhawkers."

William C. Quantrill, August 21, 1863

"I remember the bitter feeling existing between the Irish and the Colored laborers in Leavenworth, Kansas, which had its beginning about the close of the war. They had several little conflicts, and on one occasion the civil authorities interfered to prevent bloodshed."

Henry C. Bruce, former Missouri slave, 1895

There are no limits to the number of viewpoints or "lenses" on our past and present that can be employed to enrich the interpretation, tours, and conversations in Freedom's Frontier.

We value and respect varying perspectives on the past. We seek interpretation through multiple disciplines and viewpoints. The stories that a site has to tell may seem constant, no matter who the audience is. But, we can ask new questions and find new and untold stories.

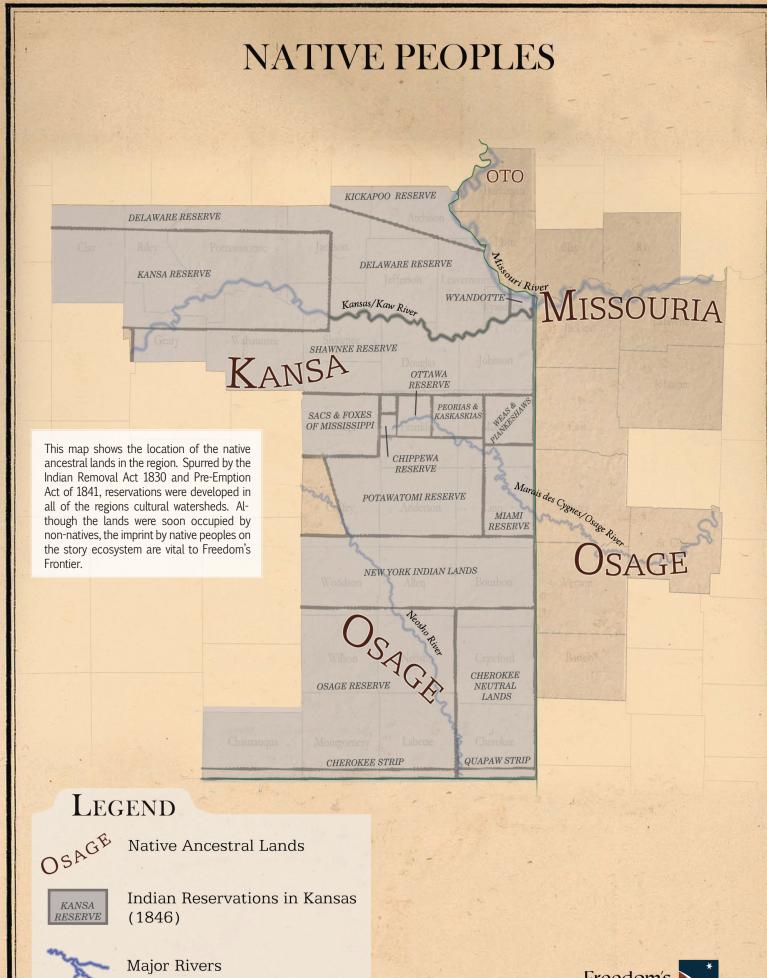
The following are some examples:

Interpreting through the lens: Native American people

For thousands of years, Native Americans have moved through the region, settled in the area, and shaped its ecology through controlled burning of the prairie and cutting trees for firewood along the river valleys. These are stories not often told when focusing on the Border War. The removal of native tribes and their contact with settlers throughout the mid-nineteenth century says much about enduring struggles for freedom. Yet, these are stories not often told when focusing exlusively on the Border War. With regard to stewardship and the connection of stories with the land, exploring Freedom's Frontier through the lens of Native American history can foster new discussion about how we treat the land and value it in our daily lives.

Interpreting through the lens: Cultural watersheds

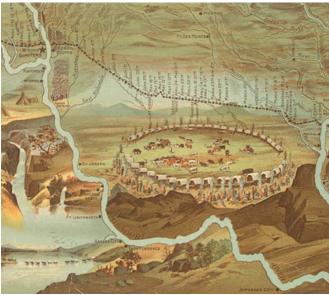
Each of these watersheds tells a story when seen through this lens. The Missouri River Valley, for example, can be interpreted to tell a story of westward expansion; the Kaw River Valley can be seen as an area caught in the midst of brutal border conflict and as routes of escape for enslaved people; the Osage/Marais des Cygnes River Valley can be studied as a breeding ground for violence; and the Neosho River Valley can touch on Native American history as the one-time home of the Osage Indians. There is no single story from each watershed, but rather opportunities for questions, new connections, and new ways to tell our stories by seeing them through the lens of rivers.



SCALE 1" = 25 miles

Source: Kansas State Historical Society





Courtesy Library of Congress Geography and Map Division.

ABOVE: Detail from "Route of the Mormon Pioneers." As the physical environment affected the movement of pioneer groups, the cultural, political, and social interactions between individuals and groups provide a wealth of stories from different groups and cultures.



ABOVE: Fairfax bomber plant, Kansas City, Wyandotte County, Kansas. 1942. The contribution of the region to the "Arsenal of Democracy" and post-war anti-communist foreign policy can be viewed and interpreted though the established interpretive theme of the enduring struggle for freedom.

Interpreting through the lens: Strategic settlement and attracting settlers

Kansas and Missouri lay at the forefront of national debate in the 1850s. As discussed in the Power of Place, written descriptions, published travelers' accounts, and settler narratives all touted, and perhaps exaggerated, the resources and mild climate of the region to draw newcomers. The landscape existed not just as a physical resource, but as an ideal that could be packaged and sold to non-native settlers who would, in turn, determine the fate of Kansas and Missouri. The lens of strategic settlement helps us to understand how even period-based descriptions can be biased. Students of all ages can be asked how the language and images we use today convey Freedom's Frontier to people who have never visited.

Interpreting through the lens: Established interpretive themes

Developed with much citizen input, the Statement of National Significance for Freedom's Frontier includes three themes that can act as lenses for interpretation:

- The theme of political conflict along the Border opens questions about the period 1845-1870
- The theme of shaping the frontier can extend throughout much of the nineteenth century with connections to the national trails, town building, and the advance of the railroads.
- The theme of enduring struggles for freedom continues into the twentieth century and today with discussions of Native American rights, women's suffrage, the Civil Rights Movement and debates over contemporary property rights and environmental justice.

Educational Ideas and Tours

Each of these lenses and others yet to be developed can become units for teaching and travel. The appendix offers sample thematic booklets wherein Freedom's Frontier is explored through various lenses. These booklets are:

- The Natural History of the Region is an adaptation of a section in the Power of Place. It reviews the area through interpretation of the area's environment, conservation, and natural process in relation to the stories of the National Heritage Area. Similar booklets can be crafted from other sections of the management plan.
- The Cultural Watersheds of Four Rivers reviews the stories of the region by organizing the area into four subregions defined by both the natural watersheds and common cultural experiences within the watersheds.
- Strategic Settlement: Promoting Kansas and Missouri to a National Audience places the settlement of the region within the national themes of Westward Expansion and Settlement.



Courtesy Kansas State Historical Society.

"... to-day, this State stands redeemed, disenthralled from slavery and oppression, and we trust the day is not distant when Missouri will hear the last rebel's cry of defeat and submission—the loyal, universal shout of victory: then her streams, her hills and waving woodlands will join in one vast choral hymn, when banners shall be furled and arms lain to rust, and Peace snatch the scepter from the wearied God of War. God hasten the day!"

— The Missouri Hand-book, embracing a full description of the state of Missouri; her agricultural, mineralogical and geological character; her water courses [timberlands, soil and climate; the various railroad lines ... description of each county in the state; the emancipation ordinance.] By, Nathan H. Parker. St. Louis: P.M. Pinckard, 1865

FROM TOP: Anti-war demonstration in Topeka, Shawnee County, Kansas. 1970. Anti-rebellion and anti-slavery comments concerning Missouri. 1865. How do perspectives lead to conflict? How do we protect perspectives that aren't shared by the mainstream? How do we prevent conflict from manifesting into a cycle of revenge and retribution? Why do groups clash over First Amendment freedoms such as the freedom of speech and assembly? These ideas can be further explored through an educational lens can be developed into a thematic bookley for teachers and tourists.

Sharing Stories & Sense of Place

ENHANCING OUR STORY ECOSYSTEM

The Value of Stories for a Sense of Place

One effect of knowing part of the ecosystem of stories is that residents find a stronger sense of place and sense of region.

What is a "sense of place" and a sense of region and why are they so important?

Following the writings of many geographers and historians, we define sense of place as something more than scenic beauty, or historic events, or landmark architecture.

Sense of place is achieved in Freedom's Frontier through the region's natural history, social activism and debate, open sky, and a long-term tradition of community involvement. As stated in the Power of Place, historic sites and landscapes are valued for their natural history, how they shaped human history, their scenic beauty today, and vitality of their social life.

Claiming a sense of place in this region and a sense of its values can give us insights and higher standards for the future. We can appreciate what is best in the places we call home. Knowing the history and local stories of our own community can help the next generations know what makes life in each of our communities worth improving.

The Story Ecosystem

Freedom's Frontier National Heritage Area is a story ecosystem—a complex community of sites and stories that work in concert to tell a larger story about the struggles over freedom that occurred in this place. Each story and site adds another layer to the story, providing a richer understanding of how we understand freedom in the present day.

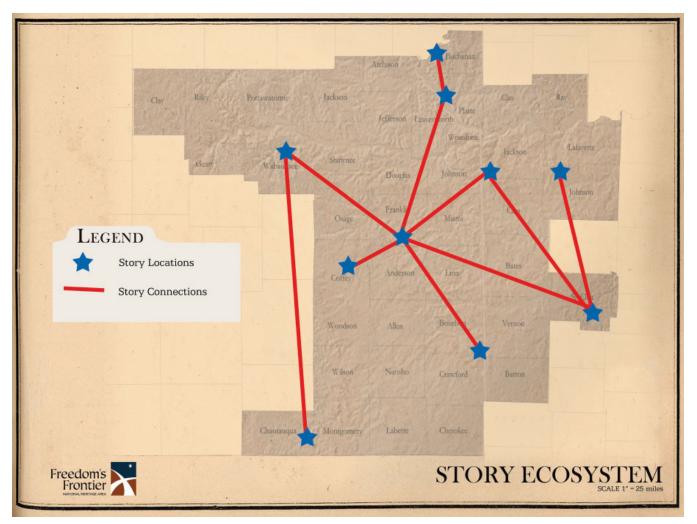
This story ecosystem cannot exist without the stories from a wide range of perspectives. While it is important to understand "both sides" of the stories, it is even more important to understand that there are more than just two perspectives. Every historical actor in the events that occurred in Freedom's Frontier encountered and remembered things in a unique way. Likewise, we all tell our stories in different ways. Freedom's Frontier partners are committed to seeking out and sharing a multi-dimensional story of how people experienced struggles over freedom in the past.

Why Does a "Sense of Place" Matter for Freedom's Frontier?

Sense of place in our region happens when we care about past and future. Knowing some of our stories and how they fit into a nationally significant whole, can help to instill a sense of pride. Our stories can also help current and future generations who live here have a stronger sense of commitment to our region. We share stories not just because they are interesting or historic—but also because they can help us be more effective and committed citizens today.

Our local ecologies and political traditions represent ideals that, like freedom or equal rights, are something worth fighting to protect.

A commitment to one's home inspires actions such as running for local political office, volunteering on local boards and taking a stand on a controversial local issue. For example, if residents value a piece of land and stream for its historical, cultural, and economic value, they will work to save it.



ABOVE: Generic map of a story ecosystem. Freedom's Frontier partners will create a connected experience. Visitors and residents alike will not only learn what happened in one story at one site but they will learn about how other stories at other sites touched that story and how that story affected other stories. They won't just learn about the facts of an event, but will understand how that event shaped this region and how the region affected the nation and the world.

"[Freedom's Frontier] is less about stories forgotten and more about stories remembered. It is less about putting people into a place and more about putting people into the historical framework."

Rick Hughes, President and CEO of the Kansas City Convention and Visitors Association

Impacts from other National Heritage Areas

"[The designation of Cane River National Heritage Area inspired] a cultural renaissance, to document our history, to tell our own stories, to give credit to the descendents and the ancestors for the accomplishments of generations of the past. We believe that it's our responsibility to take care of our people. This culture is too rich for other folk not to know about it."

Terrel Delphin, Cane River Creole.

"History cannot give us a program for the future, but it can give us a fuller understanding of ourselves, and of our common humanity, so that we can better face the future."

Robert Penn Warren, "The Legacy of the Civil War"

Weaving Stories and Sites into a National Context

The Statement of National Significance allows Freedom's Frontier to place stories and sites into their "historic contexts," or the major trends that surrounded specific events.

Likewise, specific events or accounts can help illustrate broader themes. For instance, an exhibit on the Oregon Trail should include first-hand accounts of people who followed the trail west. Used in tandem, first-hand accounts from multiple perspectives and historical narratives create the most compelling stories and establish authenticity, without which a site or museum lacks credibility.

Considering Future Generations: Our Mission of Stewardship

Fostering a stronger sense of place and regional pride is one of the most grassroots means of taking care of the environment today. In so doing, we leave a richer legacy for future generations. As stated at the outset of this plan, our vision implies a future with more choices and, potentially, a stronger and more diverse economy and cultural institutions. This challenge will not be easy, but in all that we do, Freedom's Frontier partners will consider impacts on future generations. We will do nothing that might limit the choices available to our successors. We will consider new ways to leave a stronger region with vibrant and creative social networks that support economic innovation, volunteerism, and investment in public and private enterprise.

Telling Stories for the Future

Good interpretation is the key to uncovering the story ecosystem. Interpretation isn't just about getting your facts correct, but making emotional connections with the audience. Although the delivery methods are constantly evolving, good interpretation is timeless.

New methods for providing quality interpretation for residents and visitors open up a world of possibilities for Freedom's Frontier and make the goal of sharing a connected story attainable. New technologies allow for visitors and residents to get the information they desire anywhere in the world. Through new media like the internet, a visitor can learn about a story on the internet, take a virtual tour, and listen to a podcast. The possibilities for Freedom's Frontier are limited only by its partners' ability to adapt. New connections can be made in powerful ways. The cultural conflicts map to the right shows the potential of developing connections between river valleys and skirmish sites.

Using new technologies, the stories of Freedom's Frontier can evolve. This is not just a story about the past, but an examination of how the past informs the present and what freedom means for the future. The process of redefining freedom means that we will always be at a frontier. Individuals will continue to add to the enduring struggle for freedom and redefine its tenets over time.

CULTURAL CONFLICTS (1854-1865)

From 1854 to 1865, the region was severely affected by the actions of groups on both sides of the Kansas/Missouri border. In all watersheds, conflicts grew from political and legal disagreements to murder, battles, and forced removal. These conflicts left a culturally unique mark in the Heritage Area, providing a sense of region that has endured since the 1860s.

These cultural conflicts provide a wealth of stories that can be developed into powerful story ecosystems.

Legend



Burnings (1861-1865)



Political Killings/Battles (1854-1860)



Civil War Battle Sites/Raids (1861-1865)



Order #11 Expulsions (Affected Counties -1863)

Major Rivers and Tributaries 1860 River Coursings Shown (approximate)

Significant Land Transportation Routes Sources: Kansas Department of Transportation; National Park Service Heritage Preservation Services; Watts, Dale E., A Journal of the Central Plains. "How Bloody Was Bleeding Kansas?" 1995.; State Historical Society of Missouri; David Rumsey Collection, Missouri and Kanzas, 1860; Castel, Albert., Civil War St. Louis. "Kansas Jayhawking Raids Into Western Missouri 1861." 1959.

Freedom's Frontier

AISSOURI WATERSHED

The Power of Action

TOOLS FOR PLANNING AND WORKING TOGETHER



Overview

The chapter helps you to:

- find out how to get involved in Freedom's Frontier.
- determine how you can improve the quality of local sites, events, and programs .
- learn lessons from successful heritage organizations around the country.
- apply the ideas discussed in this section to your location.

In order for sites to work together to build a better visitor experience and a stronger region, we need to address different disciplines. The toolkits in this section examine the visitor experience in three different ways.

Storytelling Toolkit

This section offers insight on how to share our heritage in an honest, authentic, and connected way. It provides advice on researching and sharing stories, getting to know your visitors, and evaluating the visitor experience.

Tourism & Marketing Toolkit

This section provides information on how you can become a high quality, story-based site. It has methods of connecting with the tourism and marketing industry, delivering and spreading a marketing message, and additional tips for marketing to tourism audiences.

Heritage Preservation Toolkit

This section provides information on how you can preserve your piece of the story. It gives information on existing preservation programs, protective laws, advice on where to get help, and tips for preservation. In this section, you will find three toolkits— Storytelling, Tourism & Marketing, and Heritage Preservation. These toolkits provide information about how to get involved with Freedom's Frontier in very specific ways. They also provide information about actions you can take on your own to improve how residents and visitors experience the area. Whether you are a location or event manager, support staff member, volunteer, member of a heritage organization, or interested individual, these toolkits provide you with ways to make sure your piece of the Freedom's Frontier story is told, preserved, and shared with residents and visitors in a successful way.

"'We all need to be working together in times like this. There are complexities in the world... that require that we all think of ourselves as part of a larger system....' when organizations work together there is a cumulative effect that has a kind of luster to it.'"

Saralyn Reece Hardy, Spencer Art Museum (quoted by Laura Spencer, KCUR)

Freedom's Frontier Toolkits

The Power of Action is framed by the Mission of Freedom's Frontier and its Guiding Principles listed below. Principles and Mission elements that tie directly to the Power of Action are **highlighted** in **bold text**. The principles shape how we tell our stories and respect the environment and property owners now, and in the generations to come.

Mission

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.

Guiding Principles

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences.

4. We will honor the region's peoples, past and present.

5. We will appreciate the unique cultural and historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

7. We will sustain and grow sense of place.

8. We will value and protect the natural environment.

9. We will consider future generations in everything we do.

We Value Many Viewpoints

The more disciplines that we bring to planning, the richer and more powerful the resulting ideas will be.

For example, historic buildings and landscapes are significant assets, but without an understanding of how people can learn from them or how we can interpret them as part of larger stories, they will mean little to visitors.

Alternative points of view can enhance the experience of visiting a site. Everyone has some kind of interest, background or expertise that can contribute in one or more of these areas. This chapter includes toolkits for volunteer and citizen action. Each toolkit includes worksheets for locally based projects to improve sites and experiences.

The Importance of Local and Regional Thinking

The toolkits help you to share your experiences effectively as part of the Freedom's Frontier National Heritage Area. They encourage you to think "globally" or about the whole Freedom's Frontier experience and act "locally" by working on your piece of the story whether it is a location, a collection, a tour, or event. By reading these toolkits and following the tips that apply to your situation, you will not only improve how visitors and residents experience your piece of the story, you will improve Freedom's Frontier as a whole. Your actions as an individual will have a powerful impact on our place and story.

Learning Lessons from Others

In these toolkits, you will learn about the approaches and experiences of other heritage organizations. They embrace interpretation, preservation and conservation, funding sources, and promotion. This section gives you tools that you may choose to implement at your site, along with helpful tips, examples, questions to ask yourself, and places to find more information. The toolkits also provide advice about how to offer authentic and engaging experiences that are tolerant and respectful of diverse stories from multiple perspectives.

Putting Ideas into Practice

The toolkits include worksheets that individuals and groups can complete and discuss. These worksheets are not required but completing them will help you to improve your visitors' experience. These worksheets ask questions about the qualities that make a specific site, historic landscape, or visitor experience worthwhile. You can use them to evaluate your local site. And, by discussing them together, residents can plan for ways to improve them.

Whether you are a location or event manager, support staff member, volunteer, member of a heritage organization, or interested individual, these toolkits and worksheets provide you with ways to make sure your piece of Freedom's Frontier's story is told, preserved and shared with residents and visitors in a successful way.

How to Get Involved?

There are a number of opportunities to participate in Freedom's Frontier and to play a vital role in the heritage area. For more information, please visit Freedom's Frontier's website at

www.freedomsfrontier.org

or contact:

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 Phone: 785.856.5300 Email: info@freedomsfrontier.org

We have a Partners Welcome Packet that provides additional information about Freedom's Frontier and ways to get involved with other interested partners and volunteers.

"These toolkits encourage you to think 'globally' or about the whole Freedom's Frontier experience and act 'locally' by working on your piece of the story whether it is a location, a collection, a tour, or event."

How to use the Worksheets

The purpose of the worksheets is to help local residents to determine needs, to share stories, and to encourage conversation, community input, and new ideas. While completing the worksheets isn't required for participation in Freedom's Frontier, they are designed to stimulate discussion and generate ideas to consider.

The worksheets are designed to:

- help individuals to study and improve what they have close to home.
- serve as a kind of inventory of "where we are right now."
- serve as a basis for discussion about future directions regardless of whether their location or event is already in the FFNHA network.
- help you evaluate your own site as you prepare to become part of the FFNHA network.

The worksheets are meant to be a hands-on way to generate creative ideas and solutions. Innovation is not static: residents should identify new ideas for toolkit worksheets and to improve those already written over time.

Quick Reference Definitions

FFNHA Location: Any existing building, site, landscape, trail, or other property type in Freedom's Frontier National Heritage Area that has voluntarily met the eligibility criteria for inclusion. Locations may be public facilities or privately-owned.

A full glossary of terms can be found in the appendix.

STORYTELLING TOOLKIT

Storytelling is an art that can have an enormous impact. Heritage stories make people care about the world around them. They instill in people a sense of "why this place matters." For museums and historic sites, the stories they tell provide a connection between your visitors and your historical "stuff"—buildings, landscapes, collections. Without the story, an old building is just pile of bricks, a rural town is just a gas station and a stoplight, a historic document is just a sheet of paper. The story that can be told about these things is what gives them meaning and makes them special for residents and visitors alike.

Keep in mind that museums and historic sites are not the only places where the Freedom's Frontier story can be told. A restaurant might include stories on the back of its menu. A retail store might display artwork that tells a story. A hotel might share stories about the region in guest books kept in each room. Events offer opportunities for special programs or exhibits to tell your stories. The places and ways in which your stories can be told are limited only by your imagination.

Deciding What Stories to Share

Visitors come to your site to connect with something real. They are constantly surrounded by a wide variety of ways they can learn about history—schools, colleges, and universities, television, books, websites, and podcasts, among others. The one thing missing from all of these methods of learning is the actual experience of "being there" or "seeing it."

To fill your visitors' desires for a personal encounter with the past, you need to decide what makes your collection, location, or historic site unique and significant. Then you can focus the visitors' experience on something truly special, making it one they won't soon forget.

Consider the questions below to help you discover the unique and significant stories you can share. If you already are sharing unique and significant stories, these questions can help you hone your visitor experience or discover new and exciting stories to breathe new life into your visitor experience. These questions will also help you to fulfill criteria to become a FFNHA recognized site. It may be a good idea to ask several staff members, volunteers, or independent observers to consider the same questions in order to gather multiple perspectives on your site.

Overview

This toolkit will help you develop storytelling that showcases the resources of your location and its connection to Freedom's Frontier. The toolkit will also show how you can contribute to the economic and social development within the heritage area. The sections that follow will help you to:

- Decide what stories to share
- Connect your story to Freedom's Frontier National Heritage Area
- Ensure accuracy and conduct research
- Interpret your story
- Evaluate your visitor experience.

Some general tips have been provided to help you understand storytelling and choose the most effective ways to share your story. Specific strategies for Freedom's Frontier's Coordinating Entity are outlined and prioritized with more detail in the interpretation and education plan in the "Power of Partnership" section.

Storytelling connects to tourism, marketing and heritage preservation. Our stories are examples of our heritage resources but they also give our land and material culture meaning for tourists and residents alike.

WORKSHEET #1: CONSIDER YOUR LOCATION

What does your location look like from the outside?				
What does your lo	cation look like on the inside?			
What do the groun	ds of your location look like?			
Describe the town,	city, or rural surroundings that your site is located in.			
CONSIDER YOU	R COLLECTION			
What kind of items	are currently in your collection?			
Archival Material	Official government documents Art Paintings Personal letters and papers Drawings Business papers Sculpture Rare books Other (explain) Other (explain)			
Artifacts	Furniture Business related items Household goods Military related items Clothing/personal items School related items Decorative goods Religious/church related items Farming implements/tools Other (explain)			
Describe how your	collections are currently exhibited or arranged.			
What do you think	are the three <i>best</i> features of your site, location, or collection?			
What do you think	are the three <i>worst</i> features of your site, location, or collection?			

CONSIDER THE SIGNIFICANCE OF YOUR LOCATION AND COLLECTION

When was your location built? When was the community in which your site is located founded? What historical period does your collection represent?

Is your location, or collection associated with the lives of individuals that influenced or affected the course of history? Did these individuals have an impact on local history, state history, regional history, or national history? Explain.

Is your location or collection associated with events that have influenced or affected the course of history? Did these events have an impact on local history, state history, regional history, or national history? Explain.

Does your location, or collection help explain how ordinary people lived in this place? Does it illuminate historical trends like settlement patterns or land use or other trends that occurred over a long period of time?

Does your site, location, or collection present a typical representation of the time period, type of building/ landscape/artifact, or construction method that makes it notable?

Based on your answers to the questions above, you can start to begin to identify story topics that have a direct connection to your site. In order to ensure that the experience at your site is unique, consider the following questions:

Are any of the stories identified already told at another location?

How is your connection to the story different than at other locations where it is told? Is another perspective involved?

Can the stories identified be told better at another location?

Reaching out to the Freedom's Frontier Audience

Before you evaluate program options, it is very important to have a clear understanding of your target audience. Consider the following worksheet questions when determining who may be your visitors, volunteers, and local supporters.

WORKSHEET #2: UNDERSTANDING YOUR AUDIENCE

Message and audience go hand-in-hand. Your message will help you decide who your audience is and you need to consider your audience when you craft your message. Just like with your messages, you may have a lot of different audiences, or sub-sets of audiences. The following are some examples—check off those who relate to your message:

Residents of your area

Olde	r a	dults,	yo	nuc	٦g	er	adults,	teens,	children

- Merchants and hotel and restaurant managers
- Other sites or events

Civic groups

Students

People looking for something to do on their free time

Other (explain) ____

Visitors from outside the area

Vacationers (staying at hotels, campgrounds, etc.)

Passers-Through

Weekenders

People visiting friends and family

People with a special interest in your story

- Convention attendees
- Other (explain) _____

Statement of National Significance

Struggles for Freedom on the Missouri-Kansas Border

Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.

Shaping the Frontier:

For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny.

Missouri-Kansas Border War:

When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri-Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border.

Enduring Struggles for Freedom:

The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.

Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM.

WORKSHEET #3: CONNECTING YOUR STORY TO FREEDOM'S FRONTIER NATIONAL HERITAGE AREA

You've identified story topics that are connected to your site, location, or collection, you've explored their significance, and you've considered which stories and perspectives are unique to your site. If you wish to become a FFNHA recognized site, you need to explore your connections to the FFNHA theme, subthemes, and Statement of National Significance. step in connecting this region into the story ecosystem. Once you've connected your stories to the Statement of National Significance, it can help you explain why your site matters to the history of this country and the world.

As you learned from the Power of Story section, the Statement of National Significance is the grounding for our stories. It helps to set the context for stories told at sites and is the first The Statement of National Significance is entitled "Struggles for Freedom on the Missouri-Kansas Border." This conveys the main, overarching theme of Freedom's Frontier—stories about freedom that are connected to these 41 counties.

What stories about freedom, the loss of freedom, the search for freedom, or the debate, conflict, or struggle for freedom have you identified as unique and connected to your site?

For each of your freedom stories, select the subtheme that best fits. You can learn about the historical context for each subtheme in the Statement of National Significance.

Shaping the Frontier	Category	
Missouri-Kansas Border War	Category	
Enduring Struggles for Freedom	Category	

You can test the subthemes you chose by creating categories that relate your specific story to the subtheme. Some examples of categories are below. Remember these aren't the only possible categories that could apply. Your categories should be the overarching ideas of your story. You shouldn't alter your story to fit an already defined category.

Potential Categories

Shaping the Frontier

Early Settlement	Native American Resettlement
Frontier Exploration	Personal Freedoms
Frontier Trails	Religious Freedoms
Manifest Destiny	Other (explain)

Missouri-Kansas Border War

Border War	Order Number 11	
Civil War	Popular Sovereignty in Kansas	
Free State Movement	Slavery & Abolitionist	
Opening of Kansas	Other (explain)	

Enduring Struggles for Freedom

Accessibility Barriers	Reconstruction
Civil Rights Movement	Segregation
Desegregation	Women's Suffrage
Jim Crow	Other (explain)
	(

WORKSHEET #4: ENSURING ACCURACY AND CONDUCTING RESEARCH

According to a 2006 survey commissioned by the American Association of Museums, 87% of Americans believe museums are a trustworthy source of information. In order to maintain the trust the public has in museums (and, by extension, Freedom's Frontier) it is important to ensure that the stories you tell are accurate. The following questions will help you get a start on ensuring the accuracy of your stories. For more personalized assistance, you may wish to contact partners within the Freedom's Frontier network, including the Missouri or Kansas Humanities Councils or enlist the help of a professional historian. If you're just identifying new stories to research, use these tips to help ensure that your story is accurate.

What are the sources of your story? ____

What facts do you relay in your story?

How many versions of your story exist?

Are there any pieces of the story you tell that cannot be backed up by some kind of written source?

Tips for Ensuring Accuracy

Test the validity of your sources.

Now that you know where your stories came from, you need to make sure your sources are accurate. Not all sources are created equal. You'll need to test each source you use to verify and construct your story. Ask the following questions of your source:

> *Who published this source?* Manuscripts published by universities and other reputable publishing houses have to meet certain standards prior to being published. Self-publishing and small publishing companies may not have as stringent standards.

"I consider any document written more that a year after the event—even if it is written by someone who was actually there—to be a secondary source and not a primary source. The passage of time can change an individual's memory of the events and what happened."

Dr. William Worley, Ph.D., Metropolitan Community College of Kansas City-Blue River

When was this source written? What was the thinking of the time period like? The perception of authors and historians are colored by the times in which they live. A source about the Civil War written in the 1920s will have a different perspective than one from the 1990s. Be sure to take this into account when reading and testing your sources.

What do others say about this source? When possible, find out what others have to say about your sources. If your source is a secondary source, search for reviews in scholarly history journals. If your source is a primary account, look for works of history that reference that account.

What sources did this author use? Look in the endnotes or footnotes to see where authors and historians are getting their facts. Not only will you be able to see what they are basing their stories on, you may also uncover an important primary or secondary source that you haven't researched.

What is this author's perspective or bias? Be sure to ask yourself what the author's angle is. In some cases, it may be very clear. In others, it may be harder to uncover. For example, a "Marxist historian" (one who focuses on social class and economic constraints) will write about historical events differently than a "Women's historian" (one who focuses on the role of women in historical events). While neither of them is purposefully distorting facts, they each have a different focus.

Fact-check your story.

What facts do you tell in your story? How do you know those facts are correct? Do you retell old "facts" just because the interpreter who worked at your site before you told them? Think about every piece of your story. How do you know the weather was foul on the day of a skirmish? Did you look up census records to see if the population reported in old newspapers is accurate or plausible? What sources can back up stories about personal relationships, character traits, or childhood exploits of historical figures in your story?

Example

Some costumed interpreters at the Hermitage in Nashville, Tennessee, choose to tell personal stories about the relationship between Andrew and Rachel Jackson. These stories make the experience special and interesting for some visitors. However, if sources aren't discussed for these personal stories, they may leave other visitors questioning not just the validity of the personal story, but also the entire experience.

Search out other sources that discuss your story.

The more sources you can find about your story, the richer your telling of that story can become. Search for as many secondary sources you can find that mention your story. Also seek out new or different primary sources. Primary source research has never been easier than it is now. Many repositories are digitizing their collections for online researchers and others have descriptions of their collections online. See the Primary and Secondary Sources Overview below for some links to start your search.

Identify oral traditions and local legends as such.

Stories that do not have a source are likely based on oral traditions or local legends. These stories are fine to share with visitors and often add local color and spice to your stories. It is important to share with visitors, however, that these stories aren't based on written documents. Sometimes, even recorded sources should be identified as well. Some examples include oral histories, diaries, and manuscripts or printed works that relay family stories or local legends. Continue to use tales that make your story more personal, colorful, and exciting but be sure to preface the story by explaining where it came from.

X Tips for Successful Storytelling

• Before telling your stories, be sure that you have met the basic needs of your visitor. If they are hungry, thirsty, need to use a restroom, concerned about their schedule, too hot/cold, or can't see or hear, visitors won't fully appreciate the stories you have to tell.

• Know where your stories come from and don't be shy about sharing your sources. If a story is based on local legends or oral traditions, say that up front.

Quick Reference Definitions

Primary Source: a document or physical object which was written or created during the time under study. These sources were present during an experience or time period and offer an inside view of a particular event.

Secondary Source: a source that interprets and analyzes primary sources. These sources are one or more steps removed from the event they interpret.

A full glossary of terms can be found in the appendix.

Secondary Sources Tip

Amazon.com is a great resource for finding out more about secondary sources. Two tools on Amazon can help you find relevant sources for the story you are researching.

How-to use:

1. Look up a relatively broad or well-known source that relates to your story.

2. Scroll down to the "Books on Related Topics" to link to books that may apply to your research.

3. In the "Citations" section, take some time to look at the "This book cites..." and "...books cite this book" headings to find related sources that are older and newer than the source you've chosen to search.

Primary and Secondary Sources—An Overview Books:

Secondary sources, like books, offer one way to explore your story within a broader context. Because books can tell stories from different perspectives, read, compare, and contrast multiple books. Be sure to use books whose sources are clearly cited using footnotes or endnotes. A bibliography in the appendix of this report provides a list of books on topics related to Freedom's Frontier. Keep in mind that the best interpretation draws from both secondary and primary sources.

Photographs:

Many local and state historical societies have photo collections. The Kansas Historical Society has over 500,000 photographs in its collection. These photos are indexed in catalogs at the KHS research center and many are online. The digital collections of the Missouri History Museum are available online. Links related to the photo collection of the State Historical Society of Missouri and the Missouri Digital Heritage Initiative have photographic information available on-line as well. Be aware that some photographs may be misidentified.

Birth, Death, and Marriage Records (Vital Records):

Birth, death, and marriage records can provide useful insight into the lives of those who built their lives in Freedom's Frontier. Death records can guide obituary research. Marriage records can offer maiden names for women. Local historical societies or libraries often have obituary indexes. These records are searchable online via subscription services like ancestry.com. Original copies of vital records are available through state offices of Vital Statistics. In Kansas, this office is a part of the Kansas Department of Health and Environment. In Missouri, this office is a part of the Missouri Department of Health and Senior Services. County and City Clerks offices may be helpful for periods predating state records.

Military Records:

Military records can provide insight into the lives of those who served. Draft registration cards often include

personal details, from place of employment to eye color. Pension records may include affidavits that detail the lives of disabled veterans or their widows. One new resource is the National Park Service's Civil War Soldiers and Sailors System. Other records are available through subscription services like ancestry.com. A guide to the National Archives' pension records can be found online as well.

City Directories:

City directories are helpful when researching individual properties. They are searchable using surnames. Some are reverse indexed by address. City directories are often available at local museums and libraries. State museums often have hard copies and microfilm copies. City directories are also available online through subscription services like U.S. City Directories.

Newspapers:

Newspaper accounts offer first-hand, although not necessarily unbiased, descriptions of historical events. An index to Missouri newspapers can be found at the State Historical Society of Missouri. An index to Kansas newspapers can be found at the Kansas State Historical Society. Some newspapers have been digitized online through services like newspaperarchive.com. It is important to remember that historical newspapers did not follow present-day journalistic standards. Newspapers were often partisan and one-sided (such as pro-Southern and pro-Northern). Compare and contrast accounts from different newspapers. They also can provide information in their advertisements, statistics, and other vital information.

Archives:

Libraries, historical societies, and research centers generally have historical collections or archives. These collections include a wide variety of materials—pamphlets, clippings, and scholarly articles—relevant to the repository's mission. The papers may be accessed on site where they may be organized in folders in file cabinets, or indexed in card catalogs. Some of these institutions have collections indexed online. Kansas City Public Library has its local history collection indexed online and the Missouri Digital Heritage Initiative has a collection of digital archives.

Manuscripts:

Manuscripts include letters, diaries, and other handwritten records, all primary documents. Manuscript collections can include a collection of papers related to a specific person or business. One digital source of manuscripts associated with Freedom's Frontier themes is Territorial Kansas Online. Check the accuracy of digital sources as transcriptions and facts may not be accurate.

Maps:

Maps can provide a tangible representation of land patterns, property ownership and buildings. County atlases provide information about land parcels and their ownership. General Land Office (GLO) Maps show the placement of trails and early land improvements. Sanborn maps show physical changes to historic neighborhoods over time. Sanborn maps for communities in Kansas and Missouri are available online for Kansas City Public Library cardholders.

State and Federal Census:

Every ten years, since 1790, the United States conducts a federal census. These census records can be found on microfilm at the National Archives, state and local historical societies. Census records include information about households, including the ages, occupations, and nativity of family members. In 1850 and 1860, the U. S. Census included slave schedules. Other censuses include information about veterans, Native Americans, and the value of personal and real property. Census records are searchable online through subscription services like ancestry.com. A guide to the Missouri State Census can and Kansas State Census can be found online.

* Tip for Successful Storytelling

Think about how the stories of your site connect to the bigger story of Freedom's Frontier and make those connections for your visitors.

Where to get more information

As Freedom's Frontier National Heritage Area secures funding for staff and programs, additional assistance may be available. Keep an eye out for training programs or workshops on effective interpretation that may be offered in your area.

There are also numerous interpretive resources available online as well as many how-to publications that you may be able to borrow or buy. Museum organizations or your state humanities council may be able to advise you on the resources that would be most helpful for your particular situation.

Note: web resources and information may change over time. FFNHA does not control or endorse the content, messages or information found on any website or online communication service.

Photographs www.kansasmemory.org http://contentdm.mohistory.org http://shs.umsystem.edu/photograph/indes.shtml www.sos.mo.gov/mdh/browse.asp?id=15	ADDITIONAL RESOURCES
Birth, Death, and Marriage Records (Vital Records): www.kdheks.gov/vital/ www.dhss.mo.gov/BirthAndDeathRecords/	
Military Records: www.archives.gov/genealogy/military/civil-war/ www.itd.nps.gov/cwss/	
City Directories: www.uscitydirectories.com.	
Newspapers: http://shs.umsystem.edu/newspaper/index.shtml www.kshs.org/library/news.htm	
Archives: www.sos.mo.gov/mdh/collections.asp kchistory.org/cdm4/explore.php?page=localhistoryindex	
Manuscripts: territorialkansasonline.org/~imlskto/cgi-bin/index.php	
Maps: kclibrary.org/kchistory/sanborn-fire-insurance-maps	
State and Federal Census: www.census.gov/ http://shs.umsystem.edu/census/statecensus.shtml www.kshs.org/genealogists/census/kansas/index.htm	

How to Share Stories with Others

Effective interpretation occurs when visitors are able to connect concepts and broad themes with sites and stories and derive something meaningful from the experience. It touches not just the mind, but also the emotions of your visitors. Interpretation can be conveyed through many different methods . If interpretation is effective, your visitors will learn what they've experienced at a historic site or museum. True learning occurs when your visitors incorporate the new information they've encountered into their ideas and actions.

Consider this quote from NPS archeologist Dale King (emphasis added):

Let us try to analyze our monuments in terms of their *real meaning and importance*. Let us attempt to stress those parts of their story which have some *lasting value and significance*. We can't expect John Q. Public to go away and remember forever that the compound wall is 219 feet, six inches long, or that the thumb print is to the right of the little door in Room No. 24. We can try to *make the people of that vanished historic or prehistoric period live again* in his mind. Give him some insight into their troubles and joys, show him that they were human, and underline their differences from us as well as their likeness to us. In other words, *build understanding, and eventually, tolerance.*

Two key ideas of interpretation are relaying "real meaning and importance" and "making the people live again." Below are some questions to consider and steps to take to build your interpretative experience around these key concepts.

Quick Reference Definitions

Interpretation: A mission-based communication process that forges emotional and intellectual connections between the interest of the audience and meanings inherent in the resource. (*National Association for Interpretation*)

A full glossary of terms can be found in the appendix.

Example

To understand the difference between *telling* a story, *interpreting* a story, *learning* a story and *connecting* a story, consider the following example:

Island Mound State Historic Site Black Troops at Island Mound Bates County, Missouri

Telling the Story: Telling the story of Island Mound could take a long time. The storyteller could talk in great detail about every aspect of the battle, recounting the names of the people who fought there, the dates the battle occurred, location and movement of the African American troops and Bushwhackers who fought there, what the landscape looked like during the battle. All of these details make for a good story.

Interpreting the Story: The story of Island Mound becomes important and exciting when you connect the details of the story to the broader historical context in which the story occurred. Black troops fought together as a unit for the first time in American history at Island Mound. Their leaders were black something that did not happen after the (*continued*)

Example (continued)

skirmish at Island Mound. The ability and bravery they showed at Island Mound was used as proof that black troops could be effective soldiers—spurring the Federal Army to allow black soldiers to fight in the Eastern Theater of the Civil War. Many of the troops who fought at Island Mound went on to become the famed Buffalo Soldiers, however those who were officers lost their rank when they were mustered into the Federal Army.

Learning the Story: Visitors learn this information when they construct a new way of thinking or reorganize their old ideas. Visitors to Island Mound may have seen the movie Glory and believed that the division portrayed in that movie was the first black unit. When they learn what happened at Island Mound, they would reorganize their thinking to include the information that the black soldiers' involvement at Island Mound predated the eastern actions.

Connecting the Story: In order to get a richer and fuller view of African American soldiers, visitors need to know that other sites in the heritage area interpret parts of their story. Visitors should be informed that the same black troops who fought at Island Mound also fought at Baxter Springs, Kansas. They should also know that they can learn about Buffalo Soldiers at Fort Riley and Fort Leavenworth and at the Richard Allen Cultural Center in Leavenworth, Kansas. A site interpreter could even mention that they could learn about black soldier's experiences in World War I at the National World War I Museum in Kansas City and about President Harry Truman's Executive Order Number 9981 that ended segregation in the military, which began at Island Mound.

Defining Your Key Message

The first step in putting together an interpretive experience is to define your key message. It is important to boil your story down into a short paragraph that defines your key message. This should be what you want visitors to remember about your story when they leave your site.

Your key message can serve several different purposes. It can be the organizing framework for the story you tell. It can help all your staff and visitors describe what your experience is about. It can also become a marketing tool, used in brochures and on press releases.

* Tip for Successful Storytelling

If you have personal interaction with your visitors, find out where they are from and what they are interested to see if you can make any personal connections between the stories you tell and your visitors.

WORKSHEET #5: DEFINING YOUR KEY MESSAGE

Think about your story or stories and write a short answer to each of the following questions.

Who are your key characters?
What happened?
Where did it happen?
When did it happen?
Why did it happen?
How is it historically significant?

Use your answers to craft a short paragraph that can serve as your key message. Remember to eliminate extraneous facts and specific details that aren't central to the story.

The bulk of your paragraph should focus on the last question, "How is it historically significant?" Visitors want to know why your story matters. If you find this question difficult to answer, think about it in different ways:

What happened as a result of the events in your story? Did the events in your story change the way people thought or behaved? Was this event a precursor to a similar, more-nationally known event? Did this event have a permanent effect on the landscape?

Example

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The Tennessee Iron Furnace Trail: A Guide to Resources on the Western Highland Rim produced by the Center for Historic Preservation provides a self-guided tour route that explores significant iron industry sites and the individuals involved. The introduction to this guide offers three short paragraphs that locate the story of Tennessee's iron industry within a broad national and world context. http://www.tnironfurnacetrail.org/.

Tip for Successful Storytelling

Be respectful of other perspectives as you tell your stories. Keep in mind that everyone has a right to their own opinion.

Adapted from *Share Your Heritage*, © Heritage Tourism Program, National Trust for Historic Preservation

Providing Historical Context

Now that you've developed your key message, you need to provide the context for the story you will build around your message.

Context is the "story behind the story." It provides your visitors with the broad historical framework for your specific story. Ideally, providing context will allow your visitors to make an intellectual connection with your story. Think of your visitor's mind like a closet. The rod you hang your coat on represents what your visitors already know. Providing context for your story is like putting a coat hanger on the rod. Once you've put the coat hanger in the closet, you can hang your coat—your story—on the hanger.

As you develop the context of your story, it is important to remember to stay focused on your story. If you're telling a story about a Border War/Civil War battle, you do not need to tell the whole story of the Civil War in Missouri and Kansas. Your visitors will quickly start to lose interest and will have no incentive to travel to any other sites in the region.

Keep your context short and paint the picture of what was going on in broad historical strokes. In your context statement, you should briefly define what was going on in the nation, what was going on in the region, and how that connects to your sites.

Remember too that there are many different ways of conveying the context of your story to visitors:

- On guided tours, interpreters can engage their audience by asking them questions to learn what they know and filling in any missing details that will help them connect to the story you are about to tell.
- Some sites use films, an interpretive panel, or paragraph in a brochure to introduce visitors to the story and provide context.
- Interactive exhibits (both high-tech and low-tech) can engage the visitors in a "quiz" or a series of questions to provide them the context they need to understand the story.

Think about your particular site and how you can tailor the context you provide to audiences. Remember to be concise, providing just enough information to move on to your site's unique story—the story that motivated your visitors to come to your site.

WORKSHEET #6: PROVIDING HISTORICAL CONTEXT

Chances are, you've already started to build the context for your story in your key message. You answer to the question "Why did it happen?" will help connect your key message to a more development statement of context.

Look at your key message. In the space below, record the parts of it that offer some historical context to your visitor.

Another tool to use in developing a statement of context for your story is FFNHA's Statement of National Significance.

Which sub-theme of the Statement of National Significance did you identify as the one which your story fit into?

What categories did you develop that related your story to the Statement of National Significance?

Use the Statement of National Significance and your key message to write one or two paragraphs that provide some historical context for your site.

Example

Titanic Museum, Branson, Missouri. As visitors enter the Titanic Museum, they receive a ticket with an actual passenger's name and their class of accommodations. The museum experience allows visitors to get a glimpse of what the passenger on their ticket experienced—the regal luxury of first class, the chill of the water, the claustrophobic atmosphere of third class. As visitors leave the museum, they learn if the passenger's name they carried around the museum survived the sinking of the Titanic.

http://www.titanicbranson.com/

WORKSHEET #7: EMBRACING SHARED HUMAN EXPERIENCE

Embracing Shared Human Experience

The Power of Story section explains that the stories of Freedom's Frontier are powerful because they embrace shared human experiences. By recognizing this and focusing on these experiences in your interpretation, you can help to make the people in your stories live again while creating an emotional connection with your audiences. Interpretation should give the visitor "some insight into [past peoples] troubles and joys," show the visitor "that they were human," and compare and contrast the people of the past with the people of the present.

You can also evoke these shared experiences throughout your interpretation using pictures, design elements,

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The Power of Story lists identifies some "shared human experiences" that most everyone has gone through. They include the following emotions and events:

Joy	Work	Норе	Violence
Death	Birth and renewal	Struggle	Greed
Commitment to family	Inspiration and creativity	Fear	Intolerance
Service to country	Expressions of freedom	Disagreement	

Which of these "shared human experiences" are included in your story? Are there any universal experiences or emotions you can identify in your story that aren't listed above?

Now that you've identified these experiences, think of ways you can help visitors connect what the people in your story experienced to your visitors' experiences. The following are conversations starters, attempt to fill in the blanks to create questions you can ask visitors to help them connect with your story emotionally.

Have you ever experienced	? How did that make you feel?
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What things do you value most? What would you do to preserve those things?

How many people here have ever _____

sound effects, and other dramatic scenarios. Be sure to warn visitors before exposing them to any interpretive elements that could cause emotional or physical distress.

Defining your key message, providing context, and embracing shared human experiences can lead to quality interpretation.

Involve Your Audience -"The Experience Factor"

Tourism researchers have found that heritage tourists are motivated more by a search for heritage "experiences" than by an interest in facts. While the experience of travel to your site and of seeing where things happened are a big part of that experience, the experience becomes more powerful when visitors get to do something.

Visitors remember 90% of what they do at your site. Involving them in an activity is a great way to make your experience stand out. Interactive exhibits help visitors retain information. But pushing buttons is nothing compared to churning butter and raising flaps to reveal answers pales in comparison to climbing onto a covered wagon.

Think about what the characters in your story did in their every day lives. Try to set up areas in which your visitors can recreate these activities—whether it's trying to saddle a fake horse, cast a ballot in a pre-statehood Kansas election, or sign a petition, or compare the textbooks available at the white school with those available at the black school.

Example

Hearthside Suppers and Taste of the Past, Conner Prairie Living History Farm. Historians researched foods that would have been eaten during different seasons of the year on a 19th century Indiana farm. These two programs allow visitors to enjoy seasonal menus where they sample authentic foods. There is also a meal host who discusses what would have been the culinary tastes and customs of the residents during that time period. Visitors become preparers in Hearthside Suppers, assisting living history interpreters in the preparation of the foods they will eat. www.connerprairie.org/planyourvisit/food

*

Tips for Successful Storytelling

• If you are telling your story in writing: keep the text short, use simple words, include lots of visuals, encourage interaction and use language to makes visitors think. For example use active language like "Can you find..." or "What do you think...."

• As you share your stories, find ways to engage as many of the visitor's five sense as you can. Keep in mind that visitors will remember 10% of what they hear, 30% of what they read, 50% of what they see and 90% of what they do.

Example

Kitchen Conversations at the Tenement Museum. In the fall of 2004, the Tenement Museum in New York City began to offer "Kitchen Conversations" immediately following some of their tours. This program engages visitors in a facilitated discussion about their visit and contemporary immigration issues.

Explaining the Relevance-"Making the Connection"

The Power of Story relates that stories told in Freedom's Frontier have relevance for today's world. This is an important concept for interpretation because visitors can relate to the issues behind the stories. In the mid-1990s, tourism researchers Richard Prentice and Greg Richards posited that heritage tourists are motivated by the search for something that links the past and the present.

WORKSHEET #8: EXPLAINING THE RELEVANCE

http://www.tenement.org/index.php

What themes in your story resonate with today's headlines? What parallels could you draw between present-day challenges and challenges of the past?

Could the interpretive experience you offer inform how people talk about today's problems?

How can you help visitors connect your experience with the present?

Keep in mind that your visitors may have strong views about current and past issues. If you choose to engage them in a conversation, be sure to lay down some ground rules about having an open discussion and listening to other points-of-view.



Tip for Successful Storytelling

Keep in mind that every visitor may have different interests, individual needs and schedule. Think about how you can customize the experience you offer to match up with what each visitor wants.

Acknowledge the Unpleasant

Many of the stories that make up Freedom's Frontier are unpleasant, even horrifying—stories of battles, guerrilla warfare, terrorism, enslavement, forced migration. However, the ugly nature of these stories or the difficulty of telling them is not a reason to shy away from these stories.

Visitors are becoming increasingly sophisticated. While they may still enjoy the traditional stories—white settlement, the big plantation house, the fancy neighborhoods of town leaders—they also realize there is a flip-side to those stories—displaced Native Americans, enslaved African Americans, downtrodden immigrant workers. Visitors appreciate these stories and probably can connect to the "regular people" easier than to the "conquering hero."

As you research and develop your interpretive experience, search out these "flip-side" stories that connect to your sites and incorporate them into your historical narrative.

Respecting Multiple Perspectives

Just as it is important to acknowledge the unpleasant parts of your story, you should also acknowledge that multiple perspectives existed in the past and about the past. As you researched your story, you probably found many different interpretations of past events. Rather than telling your visitors what to think, present multiple perspectives within their historical contexts about the past so they can decide for themselves. This will make your visitors think—and perhaps start a conversation about what your story really means. When your visitors start to get involved with your story, you've created a successful interpretive experience.

Embracing multiple perspectives makes Freedom's Frontier unique. Just as there are many ways to look at your story, people in the past saw things differently. Celebrating this diversity allows Freedom's Frontier to become a connected whole rather than stories that exist in isolation. If you know that another site tells the story of another perspective, be sure to let your guests know this. This helps guests move throughout the region and makes your job easier as you can focus on the story at your site. The following section provides more ways to connect with other sites in the region. "Exclusion of marginalized groups or the failure to recognize contributions of under-represented populations can make an entire display suspect."

Frachele Scott, Historic Stagville

Example

Something So Horrible: The Springfield Race Riots of 1908. The Abraham Lincoln Presidential Library and Museum chose to address a very sensitive issue head-on with a temporary exhibit called "Something So Horrible: The Springfield Race Riots of 1908." A key goal of this exhibit is to help set the record straight by using photographs, news accounts, oral histories, artifacts, and other material to help tell the story. In addition to describing the chaos surrounding these events, the exhibit will connect the racial divisions of the past to divisions that still exist today.

http://www.alplm.org/events/springfield_race_riot.html

Example

Exhibits at the *Lowell National Historical Park* present differing perspectives on the industrial revolution—those of mill owners as well as mill workers. By including contrasting perspectives in one place, interpretive programs provide visitors with a better understanding of how specific events were viewed very differently by different people. http://www.nps.gov/lowe/index.htm

Example

Denver Story Trek. The Denver Story Trek allows visitors to call a number on their cell phone to access information about specific sites along one of several treks in downtown Denver. These tours are planned thematically and help visitors understand the interconnectedness of Denver's historic sites. A website and a printed brochure both provide instructions about how to submit a story of your own or listen to stories others have submitted. www.denverstorytrek.org

Exploring Connections

Embracing multiple perspectives is only one way to help visitors recognize the connections between places in Freedom's Frontier. People that lived in this region were highly mobile and connected. Just because they were on the frontier of the nation until after the Civil War didn't mean they were isolated. In fact, many of the stories in Freedom's Frontier couldn't have happened without the communication and transportation connections between local people and events both inside the heritage area and far away.

WORKSHEET #9: EXPLORING CONNECTIONS

Think about your story and answer the following questions:

Did your story happen as a direct result of another story told at another site?

Did something happen at another site that was a direct result of your story?

Was a participant in your story also involved in another story in the region?

Is another perspective about your story told at a different site?

How can you tell visitors about other sites they can visitor to learn more about the stories you tell?

WORKSHEET #10: CONNECTING STORIES TO THE LAND

Think about your story and how you tell it while you answer the following questions. What parts of your story discuss natural features?

How do you incorporate those natural features into the way you tell the story?

What other parts of your story were likely affected by natural features that aren't discussed? _

What do primary or secondary sources say about the role of natural features in the story?

If your landscape is still intact, how can you use it as a primary source in your interpretation?

Connecting Stories to the Land

In a world where mountains can be moved and valleys built up in a few short weeks, the idea that the topography, soils, availability of water, and climate played such a big role in where and how events took place in the past seems like a foreign concept. But as you think about your story and the land as it existed (and may still exist), you will discover just how important the land was. Remember the role of the land and its effect on the success or failure of a community. This role can easily change over time. "The geography and landscape of Freedom's Frontier are a living artifact through which we can tell our stories."

Terry Ramsey, Freedom's Frontier Steering Committee Member.

Example

The Underground Tour of Seattle, Washington begins by describing to visitors why Seattle came to be situated where it is as well as the topographical forces that prompted city leaders to artificially raise the city streets to the second story of buildings constructed on the tideflats near the Puget Sound. http://www.undergroundtour.com/

Example

National Trust for Historic Preservation's *This Place Matters*. The National Trust for Historic Preservation coordinates an interactive online program to encourage visitors to the organization's website to share photos, videos, and stories of places that matter to them. The stories and photos submitted can then be searched by location or by site. www.preservationnation.org

Example

Arctic Tale. National Geographic helped develop a Wii game for Nintendo called Arctic Tale. Players get to choose the role of either a baby walrus or a baby polar bear trying to survive in the Arctic wilderness. To succeed in the game, players must face many of the same challenges in finding food and avoiding predators that threaten these animals in the wild.

http://shop.nationalgeographic.com/ product/1112/4193/1101.html

Seek Out New Stories and Perspectives

The stories of Freedom's Frontier continue to evolve as more and more individuals get involved in the discussion. As you research your stories, look for new information about the past. These new stories could tell us how regular people interacted with each other and the land, how minorities struggled and survived in the face of prejudice, how women and children made their own places in a world dominated by men, or other important information about the past.

Likewise, our story continues to evolve because of the impact it has on visitors. Be sure to give your visitors opportunities to share their own stories with you and with future visitors to your site. Encouraging visitors to become part of the story helps them connect with your site and increases the sense of what it means to have an authentic experience.

Telling Stories for the Future

The stories told in Freedom's Frontier are important stories to be passed on to future generations. They are about the fundamental American ideal of freedom—an ideal which will continue to evolve in the future. Your stories will help shape this ideal for generations to come.

Because these stories are important for future generations to learn and understand, they should be told in a manner that future generations can connect with. As you look through the interpretive toolkit below, think about how you can start to use technology as part of your interpretive experience. While technology is always changing, there are many less-expensive ways to start small and test different methods of delivering your interpretive message without making an large investment.

X Tip for Successful Storytelling

Choose storytelling tools that make the most sense for your audience and your budget.

Changing Behaviors

Great interpretive experiences can be so powerful that they change visitors' behaviors. If you reach a visitor intellectually and emotionally, that individual may incorporate what (s)he learns at your site into his/her daily life. This kind of learning may rarely happen, especially in the space of the few hours that most visits last. However, if you think about creating a life-changing experience, the chances that it occurs may increase.

Example

The mission of *Colonial Williamsburg* is "to help the future learn from the past." To facilitate this, they developed an online forum for discussion about issues related to citizenship. This website includes interactive discussions on different citizenship issues, a video library with short clips to view online, questions and answers about what citizenship means, and a section with additional resources. www.icitizenforum.org

WORKSHEET #11: CHANGING BEHAVIORS

There are probably hundreds of ways you would like to affect the behavior of your visitors. Perhaps you want them to research and share stories that they are interested in or advocate for the historic structures in their hometowns or vote or volunteer. The list could stretch on, but affecting change in others is difficult. Focus on one goal that fits with the mission of your site and the stories you tell.

Name three changes you would like to affect in your visitors.

For each change, note how it ties to your site/location/collection _____

For each change, note how it ties to your story _____

For each change, note how it fits with your mission _____

Choose the change that seems to best fit your site and think about stories you can emphasize within your interpretive experience.

Tools for telling your story

Exhibits, guided tours, interpretive signage, videos—the choices are seemingly endless when you are considering how to tell your story. Some options will work better for different kinds of audiences or budgets. Programs that work well for adults may not be as effective with children. Special tours that can be arranged for groups may be harder to provide for drop-in visitors. Your visitors may have different interests, and they may have different amounts of time that they can spend at your site. Your site's budget is another consideration, as some tools are much more expensive to create or maintain over time. Technology offers exciting new options to help you tell your stories, but if you don't have anyone who is tech-savvy at your site, you may want to think twice before investing in expensive technology that may be difficult for you to operate or maintain.

Interpretive Toolbox - Page 1 of 4

ТооІ	Brochures and free printed material	Guidebooks and printed materials to sell	Wayside Exhibits & Outdoor Interpretive Signs
Pros	*Inexpensive *Can serve several purposes *Easier to update *Visitors set own pace *Doubles as a souvenir/ marketing tool *Control over information provided	*Income generator *Space for information, images, graphic design *Sold offsite/website to reach broader audience & entice potential visitors *Control over information provided	*Permanent—provides information 24/7 *Common method of interpretation *Many visitors look for interpretive signage *Can entice passers-by to learn more *Control over information provided
Cons	*Requires reading *Storage for backstock *Limited space for information *Must have distribution system *Uses lots of paper/generates litter & trash	*Requires reading *Expensive *Storage for backstock *Tracking inventory *Marketing and selling	*Requires reading *Expensive *Permanent—difficult to update *Limited space *Plan for upkeep—weathering, vandalism, theft *Must get permission from landowner to install
Best For	*Self-guided tours *Overviews/introductions *Information that will evolve *Interpretation 1st step *Organization with limited budges & staff	*Information that has a market *Organizations with scholarly research *Organizations with staff to sell in giftshop, on web, to other retailers *Region-wide partnership	*Interpreting landscape *Unstaffed outdoor sites *Sites that need additional outdoor interpretation
Alternatives to Consider	*Indoor/Outdoor Interpretive Signage	*Posting information online *Interactive kiosks	*Inclusion on driving or walking tour *Can be wired for technology— downloads, audio components, etc.

Interpretive Toolbox - Page 2 of 4

ТооІ	Artifact & object exhibits with indoor interpretive signs	Interactive exhibits & kiosks using technology	Audio tours
Pros	*Authentic artifacts are a draw for some visitors *Tie story to material culture *Low-tech interactive opportunities *Showcase collections *Control over information provided	*Variety of multimedia options *Visitor driven experience *Lots of information in a small space *Visitors can become involved by recording thoughts & sharing stories *Control over information provided	*Can include music, sound effects & oral history clips *Visitors set pace and schedule of tour *Variety of equipment and delivery options *No reading required *Can provide options for more information *Possible income generator *Control over information provided
Cons	*Reading required *Curatorial care of artifacts & security against damage or theft *Display with no context *Expense of interpretive signs *Crafting a story based on collection	*Expensive *Serves few visitors at one time *Maintenance, repair & security of equipment *Requires technological know- how for staff and visitors *Keeping up with changing technology	*Isolates visitors from one another *Requires equipment to maintain *May need staff to rent/check out equipment *Requires technological know- how for staff and visitors *Keeping up with changing technology
Best For	*Object based interpretation *Sites with indoor exhibit space, collections & staff	*Sites with a wealth of specialized information *Well-financed sites *Staff with technological know- how or access to outside tech support	*Outdoor walking or driving tours *Indoor tours
Alternatives to Consider	*Rotating exhibits *Traveling exhibits *Guided tours	*Lots of low-tech or lower-tech alternatives: make information available in books or simple computer stations, ask visitors to share via paper & pencil or tape recorder, etc.	*Production value and delivery method will play role in cost and ease to create and deliver. *Guided tours *Wayside exhibits and indoor interpretive signs *Brochures

Interpretive Toolbox - Page 3 of 4

Tool	Films	Guided tours	Web-based virtual tours or exhibits
Pros	*Add drama with living history or reenactments *Complete audio-visual experience *Used multiple locations *Can reach off-site audience and entice viewers to visit *No reading required *Possible income generator *Control over information provided	*Make site come alive *Engage visitor in conversation *Tailor tour to fit time frame & interest of visitors *Easy to update *Human interaction *Can "keep an eye" on visitors & gain feedback about experience	*Accessible 24/7 *Reach larger & off-site audience *Interactive elements and multimedia offerings possible *Can evolve over time *Visitor driven experience *Doubles as a marketing tool *Can organize and share a large amount of information *Inexpensive to maintain
Cons	*Requires staff know-how and equipment to operate *Runs for set amount of time *Not a replacement for other interpretation, usually used with another method *Difficult to update *Can distract other visitors & staff	*Need trained interpreters during all business hours *Incorrect information can be shared *Visitors can distract one another *Quality of experience varies with individual interpreters	*Requires web expertise *Costly to develop *Virtual visits do not always cause actual visits *Does not reach non-Internet audiences
Best For	*Orienting, introducing & setting tone of experience *Recreating events *Showing areas not open to the public *Sites with space to show and resources to develop film	*Sites with staff & volunteers and training & evaluation programs for their interpreters *Sites with sensitive or unsecured artifacts or that are difficult to navigate on one's own	*Organizations with access to tech support
Alternatives to Consider	*Production value will play role in cost and ease to create *Guided tours *Living history &/or special events *Audio tours *Written methods of interpretation	*Written or audio interpretative materials for self-guided tours	*Rather than building and maintaining complicated websites, organizations can utilize free or inexpensive social media such as blog and micro-blog hosting sites, photo sharing sites, video sharing sites, etc.

Interpretive Toolbox - Page 4 of 4

Tool	Living History	Scheduled Group Tours	Special Events
Pros	*Make site come alive through first person interpretation *Can demonstrate how people lived in the past *Can involve visitors in role play or demonstrations *Human interaction	*Make site come alive *Engage visitor in conversation *Tailor tour to fit time frame & interest of visitors *Easy to update *Human interaction *Can "keep an eye" on visitors & gain feedback about experience *Reach visitors who may not have come to site on their own	*Make a site come alive *Draw locals to your site *Opportunity to provide special interest tours or presentations
Cons	*Requires specialized training for interpreters *Incorrect information can be shared *Costumes, equipment, supplies may be necessary and expensive *Time consuming for staff and visitors *Quality of experience varies with individual interpreters	*Must schedule tours and guides *Lots of competition for tours exist *Incorrect information can be shared *Visitors can distract one another *Quality of experience varies with individual interpreters *Large groups can disrupt other visitors *Bus parking and turn-around requirements	*Organization and operation very time-intensive *Times special events are offered are limited *Must publicize events
Best For	*Sites with ample staff and volunteers *Scheduled group tours *Special events	*Sites on major roadways, near other tourist attractions, or visited by school or youth groups *Sites with staff & volunteers and training & evaluation programs for their interpreters *Sites with sensitive or unsecured artifacts or that are difficult to navigate on one's own *Sites that offer special experiences to scheduled groups	*Well-established sites with ample volunteers or staff
Alternatives to Consider	*Host independent first-person interpreters, living history demonstrators, or Chautauqua performers for special events. *Films	*Traveling trunks to send to schools or other groups that encapsulate the experience *Interpreters to send to schools or other groups who tell a story about your site *Web-based virtual tours or exhibits	*Explore ways to represent your site at other organization's events *Host re-enactor groups with an authentic connection to your site *Partner with the local community, organizations, or nearby sites to co-host events.

Getting to Know Your Visitors

It is important to know who your visitors are to help you determine what storytelling tools make the most sense for you. Don't just track the number of visitors through your door each year, consider who those visitors are. How many are adults versus children? How many come as a scheduled group as opposed to drop-in visitors? What is the average age of most of your adult visitors? Where are they from? What do they look for?

All this is important formative evaluation information. For example, if you know most of your visitors are children, then in Scenario 2 you would want to test your exhibit text with younger readers.

There are a number of ways to obtain this information. It could be as simple as asking folks where they are from when they come through the door and recording that information. You can also gather this information through a survey or a guestbook register.

Evaluating Your Interpretive Experience: How to Know What works

Asking Yourself

Formative evaluation includes any steps you take to test your experience before you recreate it for your visitors. You should conduct various types of formative evaluation both in-house and with visitors.

Asking Your Visitiors

You have done your research, chosen the tools you believe will best help you share your story, and tested those tools with key audiences—but there is more to do. You may think that you've put together a knock-your-socks-off experience, but the true test is finding out what your visitors think. Think about ways that you can formally or informally survey your visitors to find out what they think of your new interpretive offerings. How did they like the experience? What could have made their experience even better? What key messages did they take away—and was it the message you wanted to send?

The diagram on the following page shows how different the questions that visitors and site managers tend to consider. It's important to get into the "visitor mind" to ask what their greatest obstacles are to visiting, what will draw them back, and how they can become truly engaged in a site rather than just listening to your point of view.

Tip for Successful Storytelling

*

Be sure to ask your visitors how they liked their visit to your site. If you listen to your visitors, they can help you find ways to make the experience even better.

Adapted from *Share Your Heritage*, © Heritage Tourism Program, National Trust for Historic Preservation

WORKSHEET #12: TESTING NEW IDEAS: CONSIDER THE VISITOR'S PERSPECTIVE

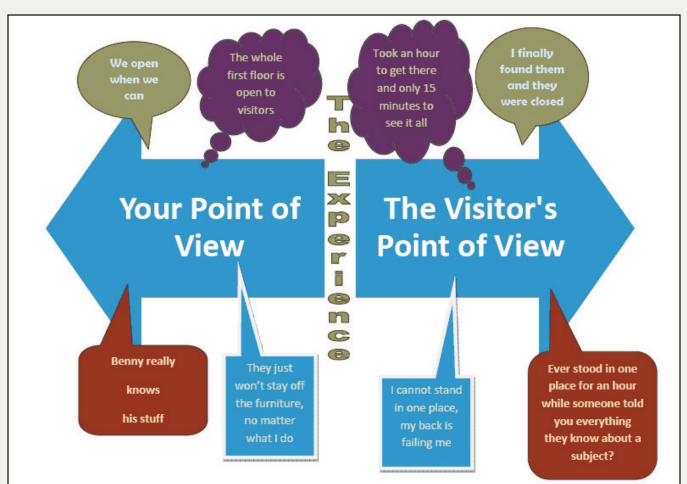
Consider some of the steps you might take in creating a new exhibit. As you read each scenario, think about ways to "test" ideas with staff, volunteers, visitors, and your community.

Scenario 1: You have identified two stories to create a new exhibit around. Both stories seem equally compelling and significant. How do you figure out which story to use in your new exhibit?

Scenario 2: You've written text to go in your exhibit. It seems perfect to you but you want to make sure others can understand it. How can you test your text before you print expensive interpretive panels?

Scenario 3: You've worked with a graphic designer to create an eye-catching design for your interpretive panels. The graphic designer has given you options for various color palettes, how do you know which palette will be most appealing and will convey the tone of your exhibit?

Scenario 4: You want to present your exhibit online to people who cannot visit your site. You can't decide if you should present a video or a slideshow. How can you choose a medium that will best serve internet users?



Courtesy Sue Pridemore, National Park Service)

Asking your visitors to help you evaluate their experience at your site is very important. Your point of view and your visitor's point of view about the same experience can be entirely different.

Tourism & Marketing Toolkit

Overview

This toolkit will help you develop and manage authentic visitor experiences that showcase the resources of your location and its connection to Freedom's Frontier. The toolkit will also show how you can contribute to the economic and social development within the heritage area. The sections that follow will help you to:

- Become a higher quality, story-based location or event
- Represent Freedom's Frontier
- Participate in FFNHA's marketing plans.

Some general tips have been provided to help you understand tourism and marketing, and choose the most effective ways to share your message and attract visitors. Specific strategies for Freedom's Frontier's Coordinating Entity are outlined and prioritized with more detail in the tourism and marketing plan in the "Power of Partnership" section.

Tourism and marketing are natural extensions of identifying and telling your story. Visitors won't know about your location or event without tourism and marketing and you can't share your story without visitors. Tourism is one of the nation's largest industries. Recent studies indicate that "visiting historic sites" is one of the top three activities for both domestic and international visitors. Heritage tourists tend to stay longer and spend more than the average tourist, but only if they can understand and appreciate what they are experiencing. All tourists, however, are looking for a quality experience.

To know what tourists are looking for, it is important to think of your own travel experiences. As you travel to historic sites and history-based events, you are probably looking for quality and authenticity. Look at your own site as if you were the tourist. Do you offer an authentic, high-quality, story-based experience? Consider the tips and questions on the next page as you begin to hone the experience offered at your site.

Quick Reference Definitions

Cultural heritage tourism: traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present

Source: National Trust for Historic Preservation

A full glossary of terms can be found in the appendix.

WORKSHEET #1: FOCUS ON TOURISM QUALITY

Consider the following questions to evaluate and improve the quality of the experience you offer:

Do signs give clear directions and information? Is the information up to date?

Are words on signs spelled correctly? Is the language grammatically correct?

Are there any signs that are worn or in otherwise poor appearance?

Are your staff and volunteers friendly and knowledgeable? How do they greet visitors?

If your site has exhibits, are they appealing?

Is your site well maintained? If it is an historic site, is it interpreted and preserved properly? (*Refer to the Preservation Toolkit for information on historic site preservation.*)

Is merchandise for sale appropriate, of high quality, and nicely displayed?

Becoming a High Quality and Story-based Location or Event

There are several opportunities and methods to become a high quality experience for visitors.

- **Begin with the basics.** Make sure your location or event is clean, organized and attractive. These factors will make an important first impression and, if neglected, may distract from your visitors' ability to focus on the story you are telling.
- Stay true to the story. Visitors are drawn to your location or event because of your story. By focusing on the one or two compelling stories that set you apart from other sites and events, you can deliver a great experience to your visitors and make a stronger connection to Freedom's Frontier. Refer to guidelines in the Storytelling Toolkit for information on how to tell your story.
- **Focus on quality.** From the moment a visitor turns into the parking lot of your location or event, until he or she leaves, make sure that the experience is the best you can offer.

- **Consistency is required.** Every experience, product or service that your visitor encounters at your location or event needs to be consistent in terms of quality and message. This consistent quality and message will help your visitors associate your location or event with a positive experience that they want to repeat and recommend to their friends.
- Make it personal and relevant. The power of your location or event is how it connects stories, people and places. Ensure that your location or event tells your stories in compelling ways that help visitors understand the place in which they stand, how the past impacts the present or influences the future. Encourage your docents to take a few minutes to get to know the visitors; where they are from, why they are visiting, what they do for a living, what their interests are. Chances are your docents will be able to connect your story to the visitors' home or interests, once they have gotten to know them. The Storytelling Toolkit also includes tips to help you get to know your visitors and tailor your story to them.

- Focus on the experience. As you can learn in the Storytelling Toolkit, visitors will remember 10% of what they hear, 30% of what they read, 50% of what they see and 90% of what they do. By focusing on improving your experience and offering more high-quality, in-depth experiences, you will make your site a unique and outstanding experience for visitors.
- **Connect your story.** As you learned by reading the Power of Story section, Freedom's Frontier is a story ecosystem. The only way to make the power of the story come alive for your visitors is to make connections. It is important for you to relay to visitors how your story connects to other sites and events.
- **Carry the story through the entire experience.** Your story is your unique niche. It should serve as the focus for the entire experience at your site. Consider the following questions to evaluate how you reflect your story at your site:
- Know your capacity. The number of people that can and should experience your location or event at one time is an important factor to consider when creating a quality experience. One way to determine capacity is to follow fire department guidelines, but there are other factors to consider mentioned in worksheet #3 on the following page.

- Encourage upselling and repeat visits. You should always have something more to offer your visitors. Everyone learns differently and has different interests. Offering different ways to experience your location or event, such as special tours or audio headphones for self-guided tours, are a great way to bring extra revenue. Special events, temporary exhibits, and speakers or demonstrations may help ensure repeat visits. It is important to provide changing experiences over time.
- **Invite visitors to provide feedback.** There are many reasons to ask for visitor feedback. Your visitors' answers can help you:
 - identify the audience you are reaching
 - learn what advertising works
 - discover if your audience understands your interpretation
 - find out what people like and don't like about your location or event.

Using this information, you can tailor future messages to your audience, discover new audiences and improve your site experience. Asking for feedback can also help you to gather names for a mailing list and solicit contributions. You should not, however, place people on a mailing list without their prior permission. You can even increase sales in your gift shop or promote restaurants or shops in your town by offering discounts to visitors who complete a survey.

WORKSHEET #2: EVALUATING YOUR STORY AND VISITOR EXPERIENCE

Consider the following questions about your story in regards to visitors.

Do exhibits and events help tell the story?

Do events focus on particular aspects or people associated with your story?

Do items for sale in the gift stop relate to your story?

Does signage or on-site literature relate to or represent your story?

Do you reference or provide a list of other places in the region where people can experience similar stories (related attractions that offer different perspectives, different eras or events related to the same theme)?

WORKSHEET #3: UNDERSTANDING YOUR CAPACITY

Consider the following questions to evaluate and improve the quality of the experience you offer:

What is your capacity as determined by your local fire marshal?

How many people can a docent/tour guide handle on a tour?

What is the best size group to encourage participation and to help make the story personal and relevant?

Do large tour groups take away from other visitors' experiences?

Should you minimize visitor traffic to reduce wear and tear on your location or collection?

Consistently Managing a High Quality and Story-Based Location or Event

Management of sites or events should always be directed at helping the location or event achieve its mission. It involves multiple factors, such as:

- **Human Resources**—the board, employees and volunteers
- **Budgeting**—fundraising, grant writing, payroll and expenses
- **Planning**—setting goals, establishing policies and procedures
- Preservation, conservation and maintenance of site, collections and exhibits
- Evaluating and improving your location or event and its programs
- **Membership and Outreach**—recruiting and communicating with members and volunteers
- **Marketing**—identifying and providing information to target audiences.

Think about each of the above factors. Are you currently or should you be managing them? Is your management effective? Books, technical leaflets, blogs and workshops are all available to help you improve your management, both overall and in specific areas. A few recommendations are listed on the following page. Freedom's Frontier staff can also help you connect with specific resources.

While it is important to have good behind-the-scenes management, be aware of the areas of management that directly affect the visitors' experience. The tips suggested in the previous section will help you focus on and assess your visitor's experience. Other management tips that help you improve your visitors' experience include:

- Training staff and volunteers to offer good service, get to know your visitors, provide a factual and compelling story, understand your connections to other places, to the present and future, and understand your location or event's mission
- Keeping abreast of the latest trends and continue researching to add new information to your interpretation and exhibits
- **Remembering that your work is never done**. Planning leads to implementation. Implementation leads to evaluation. Evaluation leads to assessment. Assessment leads to more planning. The experience you offer should evolve to respond to visitor feedback, new information and new ways of interpretation.

Where to get more information

As Freedom's Frontier National Heritage Area secures funding for staff and programs, additional assistance may be available. Keep an eye out for training programs or workshops on effective interpretation that may be offered in your area.

Note: web resources and information may change over time. FFNHA does not control or endorse the content, messages or information found on any website or online communication service.

The National Trust Historic Sites Weblog contains news and information on collections management, preservation, interpretation, visitor research, funding, new technologies. http://historicsites.wordpress.com.

The American Association of State and Local History offers a number of technical leaflets and professional publications. http://www.aashl.org

Local and university libraries are a great resource for professional publication about managing historic sites, museums and non-profit organizations.

ADDITIONAL RESOURCES

Marketing to the Travel & Tourism Industry

Make sure your location or event is represented in visitors guides and travel websites published about your region. Make sure your brochures or fliers are available at Visitors Centers near your location or event. Check to make sure that information provided is correct.

If possible, make your city or town visitor friendly. Make sure information on local sites and events, accommodations, shops and restaurants are available anywhere a visitor may stop. Learn about what each other offers and refer visitors to a great place down the road to visit another site, attend an event, get a souvenir, spend the night or have a bite to eat.

Finally, get involved! Seek out ways to get involved with tourism. Two ways to begin your involvement include contacting your local Convention and Visitors Bureau and attending your state's conference on tourism.

Marketing

The term marketing may conjure up a slick and expensive advertising campaign created on Madison Avenue, but that is not the whole story. Marketing is a process. It includes:

- Figuring out what your message is
- Figuring out who your audience is
- Reaching out to your audience
- Following through with your audience

Marketing doesn't have to involve a lot of money, but it will involve some time and thought. Consider the information below as you develop your message, select your audience, and deliver your message.

Information gathered from visitors who provide feedback will help you figure out who your audience already is and how they get their information about your location or event. This information can also help you identify what your visitors like about your location or event, which is information you can use to craft your message. It can also help you identify audiences you would like to get your message to that aren't already receiving it. For instance, if your feedback cards ask visitors their age and most of the responses are in the 75+ category, you may want to consider ways to reach a younger audience.

"We must lead...so [visitors] do not know they are following. We must not herd our charges like a group of cattle. We must present our wares so enticingly that the visitor himself desires to partake of them, and so subtly is he influenced that he does not realize that his action is drawn out by a carefully laid plan."

NPS archeologist Dale King, 1940

WORKSHEET #4: CRAFTING YOUR MESSAGE

Think about your message from the audience's perspective.

What do you know about your story, how it connects with Freedom's Frontier's themes and with other sites and events?

What do you want your message to do:

revolve around a special event?

solicit volunteers?

solicit donations?

raise awareness of an issue that affects you and asks your audience to act?

let people know about something new?

As a location or event, you will have a lot of different messages to deliver. While you may have a lot of messages, you need to consider your audience when you craft your message.

What do you want your audience to know or do?

How will they benefit from it?

Branding

An important concept in marketing your location is your "brand." Brand is more than just the logo or name of your loca- tion, it is the connection your visitors experience. One piece of marketing is telling visitors what kind of connection they	should have with your location and the experience you offer. If you fail to do this, the visitor will define your brand in their own way, positively or negatively. Below are some questions to consider as you market your brand.
WORKSHEET #5: UNDERSTANDING YOUR BRAND	
What is the history of your brand? Is there "provenance"	" associated with your brand?
What colors, fonts, visuals represent your brand?	
What do you offer of value to the visitor that they cann	ot get somewhere else?
What is your "unique" and "distinct" advantage that you	I have over the competition?
What can you promise the consumer? What is your "bra	and promise?"
What emotions are uniquely associated with your branc	l?
Which of the senses can you use to create a sensorial e	experience for visitors?
What does the visitor expect to experience when they s	ee your brand?
How can you deliver on the promise of your brand?	
How can you package the emotional experience of you	r brand?

Questions courtesy of David K. Reynolds, D.K. Reynolds & Associates

Reaching out to the Freedom's Frontier Audience

One of your target audiences will always be Freedom's Frontier. By partnering with Freedom's Frontier, you can ensure that your message reaches Freedom's Frontier's audiences and that Freedom's Frontier's message reaches your audience. Below are ways to represent Freedom's Frontier as you market and ways to use Freedom's Frontier in your marketing efforts.

- Become a Freedom's Frontier Partner Location or event. For information about becoming a partner, see the criteria for inclusion.
- Sign up for Freedom's Frontier E-news to stay upto-date on information and opportunities.
- Include a link on your website to the Freedom's Frontier site. Contact Freedom's Frontier staff for more information.
- Distribute Freedom's Frontier materials at your location or event.
- Participate in Freedom's Frontier's survey opportunities as they arise.
- Include information about Freedom's Frontier as you speak at local organizations.
- Mention Freedom's Frontier in media interviews and press releases, when appropriate.
- Include the Freedom's Frontier logo (if given permission) in brochures, guidebooks, rack cards, signs, fliers, programs, etc.
- Provide written endorsement for Freedom's Frontier to use in advocacy or promotions.
- Freedom's Frontier is a connected story. One of the best ways to represent Freedom's Frontier is to tell your visitors about your connections to other sites and events within the region. See the Storytelling Toolkit for more information.

WORKSHEET #6: UNDERSTANDING YOUR AUDIENCE

Message and audience go hand-in-hand. Your message will help you decide who your audience is and you need to consider your audience when you craft your message. Just like with your messages, you may have a lot of different audiences, or sub-sets of audiences. The following are some examples—check off those who relate to your message:

Residents of your area

	Older	adults,	younger	adults,	teens,	children	
--	-------	---------	---------	---------	--------	----------	--

Merchants and hotel and restaurant managers

Other sites or events

Civic groups

Students

- People with a special interest in your story
- People looking for something to do on their free time
- Other (explain) _____

Visitors from outside the area

1	/acationers	staying	at	hotels,	campgi	rounds,	etc.)
---	-------------	---------	----	---------	--------	---------	-------

- Passers-Through
- Weekenders
- People visiting friends and family
- Convention attendees
- Other (explain) ____

Note: This worksheet is also included in the Storytelling Toolkit.

How to participate in Freedom's Frontier marketing plans?

The first step in participating in Freedom's Frontier's marketing plans is to become get involved with Freedom's Frontier! You will also need to make sure you receive and read Freedom's Frontier's E-news to find out about your opportunities for participation. Below are other ways to market through Freedom's Frontier:

- Include your events on Freedom's Frontier's website. Visit www.freedomsfrontier.org to list your events.
- If your location or event has a Facebook page, link to Freedom's Frontier's Facebook page.
- Send press releases and media information to Freedom's Frontier so that they can include your news in their communication with journalists.
- Agree to participate in media tours organized by Freedom's Frontier.
- Assist in creating Freedom's Frontier itineraries that could include your location or event.

Working with the media and local promoters

Some of the most effective ways of delivering your message involve making personal connections. To make all of the following methods of delivering your message work, you'll need to spend time cultivating relationships and crafting a good message.

Local Media. The first step in using local media to deliver your message is figuring out who to talk to. If you only want to deliver your message through a small-town weekly paper, this step may be relatively easy. However, you'll probably want to create a media list that includes local papers, papers with a more regional readership, radio and television. As you create your media list, be sure to:

- Find out what editor or reporter is responsible for the type of news you'll want to get in the paper or on the air and develop a good relationship with that person. Bring them up-to-date on your location or event with a quick facts sheet and offer them a tour.
- Find out how to deliver your message to that media. Some outlets want everything emailed in an electronic format. Some have requirements for the size of photos. Make sure you know this information.
- Find out about deadlines.
- Always take or return phone calls to the press.
- Always be positive and enthusiastic when responding to their questions.

Press Release Template

A press release template is available in the appendix, offering great tips for successful news releases.

There are a few different types of ways to deliver information to the media.

- Press releases are an efficient way to announce timely news, new services, events or programming. Remember to include the five "Ws" of a press release: "Who, What, Where, When, Why" and How. Be sure to deliver the press release to the correct person, in the correct format, at the correct time.
- Media Advisories contain very concise information about a special event and serve as an invitation for journalists. Media advisories should be used when you want journalists to attend and cover your event.
- Feature articles, or human interest stories, are an awareness building tool that showcase a person, a place, or story that is not a piece of timely news. As you read, watch and listen to the news, be aware of outlets that run feature articles. Perhaps a local television newscast includes a weekly feature story about a local place or a weekly newspaper includes articles written by local experts. Be sure to discuss feature articles as you develop a relationship with the local media.
- Public service announcements can raise viewers' awareness of your message. Check with local radio and television stations about their policies for public service announcements before creating a public service announcement.

Special Groups. Special groups are a good way to target specific resident audiences and to encourage your residents to be advocates of your location or event.

• Speaking engagements can help you deliver your message personally and respond to questions or comments. Call the organization and request a time/ day on their program calendar.

- Newsletters are sent out by many organizations. Find out how to contribute an article for their newsletter.
- Host them at your location or event. A special invitation to experience your location or event first-hand is a great way to market to groups and deliver your message.

People who are already involved with your location or event. It is important to continue to deliver your messages to the people who have already made some commitment to your location or event.

- E-mail can deliver special, timely news and special invitations to everyone on your mailing list.
- Newsletter or E-newsletters sent at regular intervals will help keep those on your mailing list up-to-date about happenings at your location or event.
- Social networking media can work much in the same way as emails and newsletters. An added dimension of social networking websites is that your advocates, visitors and virtual visitors can participate in your marketing efforts by adding testimonials and sharing your message with their online friends.

The above methods of marketing target mostly a local or regional audience. Your local and regional audiences, however, can become your best marketers if they know and care about what is going on with your site. They are the people who will recommend your site to friends, relatives and passers-through. There are lots of other ways to market to visitors from outside the region. You can develop brochures, rack cards, signs, fliers and many other types of media. One easy way to connect with visitors from outside the region is to work with Freedom's Frontier in the ways listed above.

Overview

This toolkit will help to identify and protect the historic and cultural resources in your part of Freedom's Frontier. The toolkit will also show how you can contribute to the economic and social development within the heritage area. The sections that follow will help you to:

- Evaluate collections management strategies
- Choose an approach that is appropriate for your preservation project
- Understand and follow federal preservation laws
- Find funding for your preservation project
- Learn about successful historic preservation projects.

Some general tips have been provided to help you understand heritage preservation and choose the most effective ways to preserve our land and material culture. Specific strategies for the Freedom's Frontier Coordinating Entity are outlined and prioritized with more detail in the preservation plan in the "Power of Partnership" section.

Preserving our heritage is a key for our heritage area. It includes both the stories we share and the land and material culture that illustrate those stories. In a recent survey, the McCormick Tribune Freedom Museum in Chicago found that only one in 1000 Americans could name the five freedoms guaranteed by the First Constitutional Amendment. The truth is, Americans "don't know much about history;" and they know even less about heritage preservation. When we fail to protect our heritage resources, we undermine the physical and cultural basis of our history.

Heritage Preservation means more than protecting "landmark" buildings. Preserving regional heritage means connecting buildings with stories along with the landscapes, people, emerging technologies and social movements that shaped events. This section includes tools for saving pieces of this fabric with strategies each of its strands. But this protection does not mean putting a building or story "into mothballs." Our towns and landscapes remain living and active economies. Our focus is to steward a shared awareness of our past to support a richer future.

Quick Reference Definitions

FFNHA Location: Any existing building, event, site, landscape, trail or other property type in Freedom's Frontier National Heritage Area that has voluntarily met the eligibility criteria for inclusion. Locations may be public facilities or privately-owned.

A full glossary of terms can be found in the appendix.

Historic Resource Examples

The following list outlines possible resources that may be suitable for heritage preservation. They show how varied the scale, period, and experiences of preserving historic resources can be:

Locations: Historic Buildings

Farm houses and outbuildings, Main Street commercial buildings, courthouses, jails, depots, factories, mills, hospitals, religious structures

Locations: Historic and Cultural Landscapes

Battle/skirmish sites, field rows and woodlots, farmsteads, trails, highways, cemeteries, campuses, former town sites

Locations: Historic Engineering Structures

Railroads, water towers, walls, bridges, early highways, road markers, wells, grain elevators

Collections

Country historical societies, specialized collections, house museum collections, art collections

Traditions

Settlement/pioneer stories, Border Wars stories, Enduring Struggles for Freedom stories, Native American Stories, Food and Folk Traditions Heritage is memory—and there are many roads to preserving it. Saving the heritage of Freedom's Frontier for future generations requires tools that are as varied as our sites and stories. These historic "resources" of the region are both physical and cultural. They include: historic cultural landscapes, buildings, and engineering landmarks such as bridges and dams, collections, traditions, and communities. Each of these resource types requires different management strategies and the participation of different organizations. For example, preserving a historic field and stream may involve a state's department of natural resources wheras, preserving an early bridge may involved the Department of Transportation.

Preserving Historic Buildings and Structures

Whether your historic property is being used as a public museum, a working family farm or a corporate headquarters, the first step is to plan. The more you know about the history and development of your property and about the available funding sources, the more informed your decisions will be. If your historic site is planning a major project, a Historic Structures Report will help you document the property's condition and history. For advice on Historic Structures Report, contact your State Historic Preservation Office.

While planning, it is important to ensure your property is protected from the elements–especially the damaging effects of water. This may mean re-roofing or "mothballing" a building to prevent deterioration before work can begin in earnest.

Preserving Communities

Many communities have incorporated preservation into their community plans and city ordinances. To see if your community has a preservation plan or ordinance, contact your local planning department. Some communities coordinate their preservation planning with the State Historic Preservation Office and National Park Service through the Certified Local Government Program. To learn more about the CLG program in your state, see below or contact your State Historic Preservation Office. The Main Street program, established by the National Trust for Historic Preservation, combines historic preservation and economic development to revitalize historic downtowns. To learn more about the CLG Program, see:

http://www.nps.gov/history/hps/clg/

To learn more about the Main Street Program, see:

http://www.mainstreet.org/

with more detailed information below. Regardless of a community's understanding of its history, many communities are unaware of the technical and financial resources that governmental agencies and other organizations offer. When a community is unfamiliar with preservation-related funding and technical assistance, it is more apt to condemn and raze historic buildings.

Where to get more information

As Freedom's Frontier National Heritage Area secures funding for staff and programs, additional assistance may be available. Keep an eye out for training programs or workshops on effective interpretation that may be offered in your area.

Note: web resources and information may change over time. FFNHA does not control or endorse the content, messages or information found on any website or online communication service.

The National Park Service's Historic Landscape Initiative provides information for property owners and communities. Their general website is:

http://www.nps.gov/history/HPS/hli/

Within HLI's website, you can click on "Protecting Cultural Landscapes" to find a printable link to Preservation Brief 36: Protecting Cultural Landscapes Planning, Treatment and Management of Historic Landscapes.

This bulletin is one of the clearest sources for understanding the range of cultural landscapes from farms to estates and cemeteries. It provides tools for seeking further assistance and for developing a Cultural Landscape Inventory (CLI). The link to Preservation Brief 36 is:

www.nps.gov/history/hps/tps/brief36.htm

ADDITIONAL RESOURCES

WORKSHEET #1 EVALUATING HISTORIC BUILDINGS AND STRUCTURES

This worksheet helps you to evaluate the relative importance of historic buildings and structures in the region. These sites can either be vacant facilities that may merit investment or part of an existing museum and historic site. These questions are asked in an open-ended format so that you can write as much as possible and discuss with others.

These questions can help you to plan for recommendations and prioritization of a site or structure for:

- Inclusion in FFNHA promotion
- · Interpretation for visitors along FFNHA themes
- · Investment in visitor facilities updates
- Conservation and easements
- · Incorporation with one of more of FFNHA's Partner sites
- · Investment in historic preservation.

Location

The building or structure is located closely to other FFNHA sites

Is the building or structure threatened by growth or development?

Is the building or structure located near other recreational, cultural and visitor opportunities?

Is the location highly visible?

Is the beauty and character of the building or structure a reason to travel from another FFNHA site?

Interpretation

Is the building or structure currently historically and interpreted?

Will visiting give me a better understanding of the region? Is this building or structure deeply tied to one story? Is the building or structure tied to both a significant person and event? Can this building or structure stories only be interpreted on-site? How easily does the building or structure lend itself to historical interpretation? Does the building or structure convey the feelings and associations that it once did during the period of significance? Is the visitor experience currently as authentic as possible? Is it difficult to "restore" the building or structure to its historically-significant character? Is it difficult and costly to maintain this building or structure with its historically-significant character? Is the building or structure architecturally rare or unusually significant in construction techniques, technologies and materials? _____

Does the building or structure tell specific stories better than any other location?

If so, what are they?

Connections

One strategy for encouraging historic and partner site visitorship is to give people multiple reasons for visiting a location and a pleasant experience of arriving there. Thus, historic buildings and structures are considered in relation to the rarity, beauty and historic interest of their settings.

Is the building or structure visually connected with other sites?

Does this building or structure connect to several Freedom's Frontier stories?

Can I learn something about regional building materials and traditions from visiting this site?

Does the building or structure offer story connections to other Freedom's Frontier places?

Does the building or structure contribute to the experience of travel throughout the region?

Stories

Are there stories or events that happened here because of the presence of the building or structure?

Does the building or structure tell stories that an indoor museum or website could not?

Themes

Does the building or structure have a direct connection to the Freedom's Frontier statement of nationa significance?
Does the building of structure have direct connection to one or more subthemes?
How well does this site express more than one subtheme?
Accessibility Is the building or structure currently well-cared for and inviting?
Does the building or structure currently meet ADA guidelines?
Is it costly to meet ADA guidelines?
What are the relative costs and challenges of making the structure accessible and inviting to visitors?

Preserving Historic and Cultural Landscapes

In recent decades, historic property owners and preservationists have come to recognize the importance of a site or place's setting in telling its unique story. The setting and character of a historic farmstead is lost without fields or pastureland surrounding it. Likewise, the feel of an industrial district is lost if the lots nearby are planted with highly decorative gardens. As you work to preserve your historic site or property, think about its historic setting and plan to protect it. A Cultural Landscape Report will help document historic landscapes. Some sites, such as battlefields, ruins, or gardens, may require archeological studies.

The National Park Service defines a Cultural Landscape as "a geographic area (including both cultural and natural resources and the wildlife or domestic animals therein), associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values.

Historic landscape preservation is a relatively new focus in the American preservation movement. Yet, since the 1980s, many National Register of Historic Places nominations have included landscapes as a contributing resource.

Defining Cultural Landscape Types

Preservation Brief 36 defines basic types of historic landscapes, all of which are found in Freedom's Frontier. They are:

Historic Designed Landscape: a landscape that was consciously designed or laid out by a landscape architect, master gardener, architect, or horticulturist according to design principles, or an amateur gardener working in a recognized style or tradition. The landscape may be associated with a significant person(s), trend, or event in landscape architecture; or illustrate an important development in the theory and practice of landscape architecture. Aesthetic values play a significant role in designed landscapes. Examples include parks, campuses, and estates.

Historic Vernacular Landscape: a landscape that evolved through use by the people whose activities or occupancy shaped that landscape. Through social or cultural attitudes of an individual, family or a community, the landscape reflects the physical, biological, and cultural character of those everyday lives. Function plays a significant role in vernacular landscapes. They can be a single property such as a farm or a collection of properties such as a district of historic farms along a river valley. Examples include rural villages, industrial complexes, and agricultural landscapes.

Historic Site: a landscape significant for its association with a historic event, activity, or person. Examples include battlefields and president's house properties.

Ethnographic Landscape: a landscape containing a variety of natural and cultural resources that associated people define as heritage resources. Examples are contemporary settlements, religious sacred sites and massive geological structures. Small plant communities, animals, subsistence and ceremonial grounds are often components.

WORKSHEET #2 CONSIDERING CULTURAL AND HISTORIC LANDSCAPES

This is a worksheet that you can fill out yourself or give to neighbors as a public input project. Its purpose is to help people to think broadly about what landscapes, both urban and rural, might contribute to the overall Freedom's Frontier story.

There are many ways to define "Cultural Landscapes" and many methods for studying them. In developing a Management Plan for the Freedom's Frontier National Heritage Area, we are interested in the role of the natural landscape in shaping human history and movement.

Across the forty-one county heritage area, we are asking residents to share ideas about the most significant cultural landscapes, their current conditions, the stories they tell, and how to best steward them.

Please answer the following questions with as much specificity as you can and with reference to particular sites, ecologies and geographic features if possible.

What area, county or town are you most familiar with?

How do you personally define or think of a historic landscape? Please give us some examples.

What do you consider to be the most memorable cultural and historic landscapes and what stories do they tell or recall? Include photos or Internet links if you would like.

How would you define the unique "culture" of these areas in terms of people, food, and social life?

With regard to places with which you are familiar, please help us by answering the following questions. And, do write as much as you want. We are very interested in details.

How did ethnicity shape settlement patterns, crops, and towns?

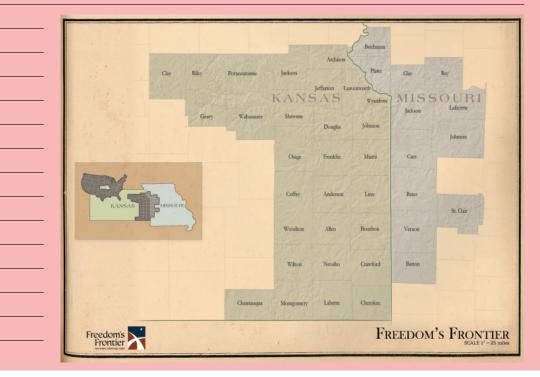
How did varying topography and soil types affect farming?

What was the role of streams and valleys in migration and settlement?

Are there defining characteristics of farms such as woodlots, windrows, field patterns and buildings that are unique to the region? Are there significant local variations within the region?

What are some of the most important natural resources and ecology in the FFNHA region and how should we interpret their impact on the region's history and stories?

PLEASE locate the historic and cultural landscapes that you find significant and tell us why below.



Evaluating the Many kinds of Cultural Landscapes

Because there are many types of cultural landscapes, it is difficult to compare their relative value for preservation and interpretation as a part of Freedom's Frontier. Generally speaking, historic landscapes in the Freedom's Frontier's region merit study and possible interpretation and protection if they are strongly connected to significant stories. Landscapes that are especially important may be the only place where one can experience or learn about a story or theme. One way to consider the importance of a landscape is to look to the historic stories and contexts that it addresses. Then, compare it with other sites and landscape for it relative power of telling stories and the quality of the experience of visiting.

Finally, historic landscapes are not just fixed locations, but can also be the experience of traveling through a corridor. They can include the horizons, sunsets, broad views and open prairies that early settlers and writers lauded in their writing.

WORKSHEET #3 EVALUATING CULTURAL LANDSCAPES

The following questions can help you to evaluate the relative importance of cultural landscapes in the region. In answering these questions, consider which landscapes can be given priority consideration for:

- · Evaluation with a Cultural Landscape Inventory
- · Interpretation for visitors
- Preservation treatment
- · Conservation and preservation easements
- · Scenic viewshed easements
- Incorporation with one of more of FFNHA's Partner sites

Location

Is the landscape threatened by growth or development?

Is the landscape located near other recreational, cultural and visitor opportunities?

Is the beauty and character of the landscape part of the experience of traveling from one FFNHA site to another?

Interpretation

Is the landscape currently historically and ecologically interpreted?

Will visiting give me a better understanding of the region?

Does this landscape connect to several Freedom's Frontier stories?

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Is this landscape deeply tied to one story?
Is the landscape tied to both a significant person and event?
Does the landscape have both ecological and historic significance?
Can this landscape's stories only be interpreted on-site?
How easily does the landscape lend itself to ecological and historical interpretation?
Does the landscape convey the feelings and associations that it once did during the period of significance?
Is the visitor experience currently as authentic as possible?
Is it difficult to "restore" the landscape to its historically-significant character?
Is it difficult and costly to maintain this landscape with its historically-significant character?
Is the landscape ecologically rare or unusually diverse in species?
Does the landscape tell stories better than historically-related sites?

Connections

Is the landscape visually connected with other sites?

Can I learn something about regional ecology from visiting this site?

Does the landscape offer story connections to other Freedom's Frontier places?

Does the landscape contribute to the experience of travel throughout the region?

Stories and Themes

Are there stories or events that happened here because of landscape elements such as water, topography, soils, plants and habitat?

Does the landscape tell stories that an indoor exhibit could not?

Do the cultural and natural resources of the landscape have a direct connection to the Freedom's Frontier statement of national significance and its three sub-themes?

Accessibility

Is the landscape currently well-cared for and inviting?

Is the landscape easily reached from other FFNHA sites and regional attractions?

What are the relative costs and challenges of making the landscape inviting to visitors?

Before the nationally significant places in Freedom's Frontier are promoted and interpreted for visitors, they must first be identified, appreciated, and preserved by the region's residents. This may be achieved through research and through educating the region's children and adults. Freedom's Frontier can partner with the many preservation alliances and historic societies already working to identify, preserve, and share the past in order to achieve this goal.

Cultural Resources Inventory

Summary

The first step in protecting significant places, from buildings to features to landscapes, is identifying them. Buildings from the region's Period of National Significance are often simple in design and materials and, therefore, are apt to be overlooked. Likewise, in a region with seemingly endless open space, cultural landscapes may be taken for granted.

The best way to begin to identify such resources is through a comprehensive survey process, also known as a Cultural Resources Inventory. In a Cultural Resources Inventory project, communities or preservation agencies generally hire a qualified preservation consultant to create a record for each property within a defined geographic area. Many of these projects are funded in part with National Park Service Historic Preservation Funds, which are passed through from State Historic Preservation Offices (SHPOs). Ideally, particularly when mapped as part of a community's GIS system, these surveys are used to assist communities in identifying potential historic districts, preservation planning and disaster response.

Inventory in Freedom's Frontier

The Cultural Resource Inventory of the Freedom's Frontier region is spotty. Although survey projects have documented historic properties in most counties, most extensively in urban areas, few counties can boast comprehensive coverage. Survey coverage can be gauged by reviewing records kept by the Missouri and Kansas SHPOs. Missouri maintains a list of survey projects. In contrast, Kansas keeps a tally of the number of surveyed properties per county. Six of the Kansas Freedom's Frontier counties have been extensively surveyed: Atchison (3028 properties), Douglas (3778 properties), Riley (2066 properties), Shawnee (2173 properties), and Wyandotte (2053 properties). Johnson County, which has surveyed 7848 properties, undertook a comprehensive survey project in the 1990s. The Kansas counties of Allen, Anderson, Chautauqua, Clay, Coffey, Jackson, Labette, and Linn Counties have fewer than one hundred surveyed properties each. The majority of these were surveyed in a state-initiated survey project in the early 1970s.

Like those in Kansas, the most heavily populated counties in Missouri are those that have been most extensively surveyed. There have been twenty-two survey projects in Buchanan County and forty-one survey projects in Jackson County. There have been no survey projects in Barton and St. Clair Counties.

While most surveys focus on a geographic area, some are topic-driven. Missouri has completed a number of thematic surveys on topics related to Freedom's Frontier themes. Included are "Antebellum Resources: Phase 1," "Antebellum Resources: Phase 2," "American Battlefield Protection Program," and "Black Historic Sites." Some of these surveys have inspired national register nominations for surveyed properties.

Gaps

Although both Kansas and Missouri have well-established survey programs, there are gaps both in the types of properties surveyed and geographic areas covered. For instance, survey projects and thematic studies in both Kansas and Missouri have identified national register-eligible buildings and districts, neither state has established a system for identifying and protecting cultural landscapes.

There is thus a significant need to create a Cultural Landscape Inventory for the entire 41 counties of the region. Embracing all types of landscapes as defined by the NPS Historic Landscape Initiative (see above), this inventory would note potentially significant sites, recommend treatment approaches, and describe future site-specific surveys and research. In addition, as noted above, ten Freedom's Frontier counties have very few surveyed properties.Ideally, survey data for counties in the Freedom's Frontier region would be accessible in a standardized format. Both Kansas and Missouri are currently undertaking scanning and database projects which will make survey data more readily available online.

Historic Preservation Laws

Your project may require review under federal, state and local preservation laws. For information on local preservation ordinances, contact your local planning office. In Kansas, some projects on properties listed on the Register of Historic Kansas Places or National Register of Historic Places require review under the state preservation statute (KSA 75-2724). For more information, see Appendix **** or contact the Kansas State Historic Preservation Office. Federally funded or sponsored projects may require review under Section 106, NEPA or NAGPRA. Guides to these laws may be found below.

How do I choose an appropriate treatment approach?

Proper planning will help you identify a treatment approach that is appropriate for your property, whether it is an individual historic building, a collection of buildings or a cultural landscape. If research demonstrates that your site or building has intact features from various time periods, you may choose to preserve it in its current state. If you determine after careful study that features from a significant period in the site's history are intact but covered, you may choose to restore it to a particular period by reversing more recent changes. If plans call for a compatible new use for your site, you may choose to rehabilitate it. And if significant historic elements, buildings or features are missing, you may choose to reconstruct them. A treatment approach will help guide future work. These four treatment approaches, which apply to historic, cultural and natural resources, are explained in the chart below. Examples of projects that have used these approaches are also identified below.

For help choosing a treatment approach, see the *Secretary of the Interior's Standards for the Treatment of Historic Properties and Guidelines for the Treatment of Cultural Landscapes* at

http://www.nps.gov/history/HPS/hli/landscape_ guidelines/index.htm

or the Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving Rehabilitating, Restoring, and Reconstructing Historic Buildings at

http://www.nps.gov/hps/tps/standguide/

Choosing the best treatment approach for historic landscapes

HLI's website also provides an essential tool for choosing the correct sort of treatment (or management strategy) for a historic landscape, regardless of its type. *The Secretary of the Interior's Standards for the Treatment of Historic Properties +Guidelines for the Treatment of Cultural Landscapes* can be found at this link:

http://www.nps.gov/history/HPS/hli/ landscape_guidelines/index.htm

(Note: web resources and information may change over time. FFNHA does not control or endorse the content, messages or information found on any website or online communication service.)

For all listed and National register eligible sites involving tax credits or federal funding, it is mandated to follow these guidelines. In general, whether or not a property is listed, these guidelines and treatment approaches can be very helpful in deciding what type of landscapes exist at an interpretive center or skirmish site.

Until a full Cultural Landscape Inventory is completed for Freedom's Frontiers, site managers and property owners should consult these guidelines.

8 Tips for Preserving Your Historic Property

1) Educate yourself and your community about preservation programs. Take advantage of training and publications offered by your state preservation office, Main Street program or other organizations.

2) **Plan carefully before starting work**. Before you can decide on a treatment approach, carefully research your property's history and changes over time. Remember it is often better to do nothing than do the wrong thing (first do no harm).

3) **Think big**. Remember that visitors seek an authentic experience that is broader than an individual site. Explore ways to protect your community and region's sense of place by protecting historic landscapes, viewsheds, and historic neighborhoods.

4) **Hire experts with preservation experience**. Preservation consultants and historic architects can help investigate the development of the property, choose the best treatment approach, find and apply for funding, and ensure that work will not harm the property's historic fabric. Experienced craftsmen can ensure that historic features, like masonry, are not damaged from inappropriate treatments, like sandblasting.

5) **Prioritize work**. The first step in preservation is to maintain and protect the existing historic features. Before reconstructing missing features, landscapes or buildings, the historic features should be protected. Without additional funding for maintenance, these projects can stretch limited resources.

6) **Newer is not always better**. If maintained and preserved, historic materials, like old-growth wood, will often outlast new materials.

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One of the best ways to understand varying treatment approaches in historic preservation is to look at case studies of projects already completed. This is a standard in the Secretary of the Interior's Guidelines for both buildings and cultural landscapes. To discuss treatment options for this plan, the consultants used their professional experience to choose examples from other parts of the country, the Midwest, and the Freedom's Frontiers region based on:

- Their relevance to FFNHA issues and partners
- Clarity and success of execution
- Proximity should you want to visit
- Information available online and elsewhere so that you can learn more

These examples are used for explanatory purposes about treatment approaches. Where examples fall within FFNHA, their mention as a treatment example should not be taken as recommendations for inclusion in FFNHA.

Restoration

In restoration, project sponsors return a property to its appearance at a particular point in time. Because restoration generally involves both removing changes from later time periods and often reconstructing missing features, this approach requires extensive primary documentation from the restoration period. Documentation may include landscape and/or architectural plans, historic photographs, written records, and physical clues.

Harrington-Merrill House, Hutchinson, Minnesota

The Harrington-Merrill House was originally constructed in the Greek Revival Style in 1857. In the 1880s, a number of Italianate and Queen Anne features were added. The house was extensively remodeled in the 1920s. Careful study of the home's history and architecture revealed that the home reached a peak as a social landmark in the late nineteenth century. Therefore, a master plan called for its accurate restoration to 1890, using historic photographs of house and grounds and physical evidence as documentation.

Buffalo Olmsted Park System, Buffalo, New York

Since their original development in the late nineteenth century, Buffalo's park system had undergone a series of changes, including the construction of expressways, by the late twentieth century. Since 1978, the Olmsted Parks Conservancy has worked to restore the park features that had been lost. At Delaware Park, the park system's centerpiece, the Conservancy is working to restore the park's meadow, ring road, woods, shorelines, furnishings, vegetation and pathways using Frederick Law Olmsted's original plans.

Reconstruction

Sometimes reconstruction of missing landscape features, buildings and architectural features is necessary in order to interpret a historic site or landscape. It is important to note that preserving existing historic features is a greater priority than reconstructing missing features. Reconstruction is only an option when detailed documentation, like photographs and original plans, is available. It is also important to interpret reconstructed features as reconstructions.

Tryon Palace, New Bern, North Carolina

Completed in 1770, Tryon Palace was North Carolina's first capitol and governor's residence. After Raleigh became capital in the capitol was relocated to Raleigh in 1794, the palace and associated buildings were rented for a variety of new uses. The main building was destroyed by fire in 1798. In the 1930s, volunteers advocated for the restoration of the palace grounds and reconstruction of the main building. The state used the original architectural plans to accurately reconstruct the landmark.

South Terrace Garden, Monticello, Charlottesville, Virginia

The character-defining features of Monticello's South Terrace Garden were long-lost when preservation professionals began their decade-long study of the area. Through research and archeological investigation, they were able to document the structures and plantings of the area. This careful documentation was used to reconstruct a pavilion, retaining wall, orchard, berry squares and vineyard. 7) **Don't be intimidated by local, state and federal preservation laws**. Contact a consultant, local preservation planner or state preservation office to guide you through the review process.

8) **Be creative about the use of historic properties**. Not every historic property can be a museum. New commercial uses – like restaurants, hotels, shops – are appropriate if they can be achieved with minimal changes to a property's historic character. Stewardship programs allow organizations to place covenants on properties before passing them on for private use.

Rehabilitation

When a building, site or property is severely deteriorated, or a new use requires alterations and additions, rehabilitation may be the best approach. Rehabilitation does not mean gutting a historic building or site and starting over. Instead, it encourages retaining historic features while making changes necessary for a compatible use.

Quaker Square, Akron, Ohio

These grain elevators served the Quaker Oats Company until the 1970s, after which developers converted them into a hotel complex. Changes to accommodate the new use included the creation of window openings. Another elevator in Bloomington, Illinois was converted into a climbing gym.

Kansas City Park System, Kansas City, Missouri

American city parks and parkways have grown, deteriorated and changed in their uses over the decades. Whereas, places like Kansas City's lauded parkway system designed by landscape architect George Kessler were originally laid out for carriages and strolling, they are much more active and diverse in the activities today. When parkways such as the Paseo are updated with improved lighting for safety, bike lanes, and more seating, they are "rehabilitated" for new uses. The challenge is to preserve the essential characterdefining features, such as the water lagoons and stone shelters of Swope Park and the linearity of the parkways, while meeting contemporary needs with the best materials and technologies available.

Preservation

Although the word "preservation" is used as a general term, it also holds a specific meaning as a treatment approach. The idea behind preservation is to "first do no harm." In taking a preservation treatment approach, project sponsors maintain the property, site or building with its changes over time. This may be the long-term treatment of a historic property – or a short-term step while determining the best treatment approach for a property. Preservation is the most appropriate approach when a property's history can be interpreted through its changes over time.

Drayton Hall, Charleston, South Carolina

When the National Trust for Historic Preservation acquired this eighteenth century southern plantation, it chose to preserve the property as it found it rather than restore it to a particular point in history. Although there were few modern conveniences, like heat, running water, electricity and air conditioning, there were changes that dated to the first two centuries following the home's original construction. The Trust preserved all existing historic features, including nineteenth-century moldings and twentieth-century fish-scale shingles.

"Prairie Acre", University of Kansas, Lawrence, Kansas

Some of the most interesting historic landscape touch on many periods and stories. At the University of Kansas, a small hillside patch of original prairie exemplifies a "preservation" treatment approach to a landscape. This protected mixture of prairie grasses, legumes, and flowers shows a small piece of the native Kansas landscape as it appeared to Indians and pioneers who passed through the site, and what is now Mt. Oread, in a web of trails. In the 1920s, when most of the region's original prairie had been lost through the end of natural fires and the rise of farming and grazing, members of the KU community saw this remnant's value. It may be the first attempt at saving and interpreting a piece of native prairie on an American campus. Although environmental stresses such as car exhaust and its small size make it difficult for a full preservation and sustenance of the hundreds of species that may have existed there, Prairie Acre tells stories of the native landscape and its rediscovery by citizens who sought to "first do no harm."

Authenticity and Quality in Historic Preservation

Understanding authenticity can help you to select the ideal preservation treatment approach for a landscape, building, or site.

Authentic and quality historic preservation requires a verifiable link to Freedom's Frontier as a unique Heritage Area with nationally significant stories. Authenticity implies an original experience of being in a historic place with an engagement of all the senses. Authenticity in stewarding a site or building means more than re-creating its appearance during the 19th century. An authentic historic preservation project must be truthful, not just to the facts, but also to the place in which it is told, the people whose lives it recounts, and the technologies available to them.

WORKSHEET #4 AUTHENTICITY IN PRESERVATION AND LOCATION EXPERIENCES

Does your location or event offer a genuine, accurate, and verifiable link to FFNHA? (Y / N)

Does your location or event provide a direct connection to one or more of the FFNHA subthemes? (Y / N)

Does your site or location engage the senses? (Y / N)

Does your site connect with surrounding landscapes and natural resources that may have shaped events? (Y / N)

Is your site located near historic events and stories that are interpreted? ($Y\ /\ N$)

Does your site or event contain several layers of time that expresses how the building or site evolved over time with different uses and residents? ($Y\/$ N)

Does the site or event express the background and ethnicity of the groups who lived or worked there? (Y / N)

Where relevant, is the role of nature, weather, and local materials expressed as part of the larger interpretive experience and preservation approach?

Does this building or site tell stories that a book or on-line exhibit could not?

Do visitors learn that events occurred here because of the natural landscape elements or built structures already existing?

Does the preservation treatment of the building, structure or landscape evoke the smells, sounds, feelings and associations of the historic period interpreted?

Does preservation approach encourages audiences to take an active role such as exploring, touching walls and going outside.... rather than just passive observation?

Do visitors learn about period-based construction, building and farming techniques?

Do visitors learn more about regional ecology and native plants...along with their role in historic events?

Understandin	Understanding Treatment Approaches - Page 1 of 2	2	
From National Pa	From National Park Service, Secretary of the Interior's Standards for	r the Treatment of Historic Properties.	
Treatment Approach	Definition	This Approach is Appropriate When	Steps
Preservation	Preservation is defined as the act or process of applying measures necessary to sustain the exist- ing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials and features rather than ex- tensive replacement and new construction. New exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a	When the property's distinctive materials, features, and spaces are essentially intact and thus convey the historic sig- nificance without extensive repair or replacement; when de- piction at a particular period of time is not appropriate; and when a continuing or new use does not require additions or extensive alterations, Preservation may be considered as a treatment. Prior to undertaking work, a documentation plan for Preservation should be developed.	 I. Identify, Retain and Preserve Historic Materials and Features Stabilize Deteriorated Historic Materials and Features as a Preliminary Measure Protect and Maintain Historic Materials and Features Repair Historic Materials and Features Replace Extensively Deteriorated Features
Restoration	Restoration is defined as the act or process of ac- curately depicting the form, features, and character of a property as it appeared at a particular period of time by means of the removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code- required work to make properties functional is appropriate within a restoration project	When the property's design, architectural, or historical significance during a particular period of time outweighs the potential loss of extant materials, features, spaces, and finishes that characterize other historical periods; when there is substantial physical and documentary evidence for the work; and when contemporary alterations and additions are not planned, Restoration may be considered as a treatment. Prior to undertaking work, a particular period of time, i.e., the restoration plan for Restoration developed.	 Identify, Retain and Preserve Materials and Features from the Restoration Period Protect and Maintain Materials and Features from the Restoration Period Repair Materials and Features from the Restoration Period Replace Extensively Deteriorated Features from the Restoration Period Remove Existing Features from Other Historic Periods Remove Existing Features from the Restoration Periods

Understanding	Understanding Treatment Approaches - Page 2 of 2	2	
From National Pa	From National Park Service, Secretary of the Interior's Standards for the Treatment of Historic Properties.	or the Treatment of Historic Properties.	
Treatment Approach	Definition	This Approach is Appropriate When	Steps
Rehabilitation	Rehabilitation is defined as the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which con- vey its historical, cultural, or architectural values.	When repair and replacement of deteriorated features are necessary; when alterations or additions to the property are planned for a new or continued use; and when its depiction at a particular period of time is not appropriate, Rehabilita- tion may be considered as a treatment. Prior to under taking work, a documentation plan for Rehabilitation should be developed.	 Identify, Retain, and Preserve Historic Materials and Features Protect and Maintain Historic Materials and Features Repair Historic Materials and Features Replace Deteriorated Historic Materials and Features Design for the Replacement of Missing Historic Features Alterations/Additions for New Use
Reconstruction	Reconstruction is defined as the act or process of depicting, by means of new construction, the form, features, and detailing of a non-surviving site, landscape, building, structure, or object for the purpose of replicating its appearance at a spe- cific period of time and in its historic location.	When a contemporary depiction is required to understand and interpret a property's historic value (including the re- creation of missing components in a historic district or site); when no other property with the same associative value has survived; and when sufficient historical documentation exists to ensure an accurate reproduction, Reconstruction may be considered as a treatment. Prior to undertaking work, a documentation plan for Reconstruction should be developed.	 Research and Document Historical Significance (locate and study written records, building plans and photographs) Investigate Archeological Resources Investigate Archeological Resources Identify, Protect and Preserve Extant Historic Features Reconstruct Non-Surviving Building and Site

PRESERVATION PARTNERS

National Register of Historic Places/ National Historic Landmarks Program

Summary

One goal of Historic Property Inventory is to identify properties that are eligible for listing on the National Register of Historic Places, the official list of the Nation's historic places worthy of preservation. Properties may be listed in the National Register of Historic Places either individually or as part of historic districts, geographic areas that incorporate numerous properties and resources.

To be eligible for listing on the National Register of Historic Places, a resource must generally be at least 50 old, have integrity, and meet one of four additional criteria, including historic significance, architectural significance, association with a significant person, or potential to yield information about the past (archeology). The National Park Service defines integrity as "authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic or prehistoric period." A property must have integrity of location, design, setting, materials, workmanship, feeling and association.

The process of nominating historic resources can be streamlined through multiple property listings. Multiple property listings allow for the nomination of properties that fall under similar themes and tends. Once a multiple property listing is completed for a particular theme, the nomination of properties that fall under that theme requires less documentation.

National register-listed properties have varying degrees of significance. Some are significant for association with local events and locally significant people. Others have state or national significance. Properties that hold meaning to all Americans are given a higher designation as National Historic Landmarks.

Reasons to List

There are a number of advantages to national register listing. Because nominations include both physical descriptions and detailed property histories, they are important archival records of properties' appearance and contribution to the history of the community, state or nation. Listing may also qualify properties for funding. Income-producing properties may qualify for funding through federal and state rehabilitation tax credit and grant programs. Although national register listing does not provide protection for historic properties, many listed properties are protected under state and local preservation laws (see following page).

Gaps

In part because there have been no inventories of cultural landscapes within the region, there are no cultural landscapes listed in the National Register of Historic Places. Although there has been a comprehensive survey of Antebellum resources in parts of Missouri, no such survey exists for Kansas and most Missouri counties.

Certified Local Governments

Summary

The Certified Local Government (CLG) Program is jointly administered by the National Park Service and State Historic Preservation Offices (SHPOs) nationwide. SHPOs are required to pass through 10% of their annual federal funding to CLGs, which use these grants to fund cultural resource inventories or surveys, national register nominations, and preservation plans. The funding, called the Historic Preservation Fund, is generally distributed through a competitive annual grant process.

CLGs in Freedom's Frontier

There are eighteen CLGs in Freedom's Frontier, twelve in Missouri and six in Kansas. The CLGs have used Historic Preservation Fund grants to identify and designate historic properties and districts. The majority of CLGs in the region are in metropolitan areas. For instance, all of the Missouri CLGs (Blue Springs, Excelsior Springs, Grandview, Harrisonville, Independence, Lee's Summit, Lexington, Liberty, Lone Jack, Pleasant Hill, and St. Joseph) are located in the Kansas City Metropolitan area. With the exception of Independence, Kansas, the Kansas CLGs (Leavenworth, Lawrence, Manhattan) are in large cities in the northern half of the region.

Main Street Program

Summary

The Main Street Program, established by the National Trust for Historic Preservation, combines historic preservation and economic development to revitalize historic downtowns. The Main Street Program is coordinated in Missouri by the Missouri Main Street Connection, a statewide non-for-profit organization – and in Kansas by Kansas Main Street, housed in the Kansas Department of Commerce. These statewide coordinating entities guide Main Street cities in achieving downtown revitalization through the program's four-point approach:

Design: Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.

Organization: Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.

Promotion: Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.

Economic Restructuring: Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities -- and challenges from outlying development.

Main Street Cities in Freedom's Frontier

In order to take full advantage of the Main Street program, communities must be designated as Main Street Cities. In the Freedom's Frontier region, there are five Main Street Cities, including Clinton (MO), Lee's Summit (MO), Chanute (KS), Independence (KS), and Leavenworth (KS). In addition, Warrensburg (MO) is an associate Main Street community.

National Register Listings in Freedom's Frontier (as of 2008)

In the Freedom's Frontier region, there are 847 national register listings, including 118 historic districts. Although all of the region's counties have at least one listing, nearly half of the counties have fewer than ten listings. Thirty-one counties have fewer than twenty listings. Six counties had between twenty and forty listings. Only four counties – Douglas (KS), Shawnee (KS), Buchanan (MO) and Jackson (MO) – have more than forty listings.

Many of the region's listed properties were nominated under multiple property listings. The following multiple property nominations apply to historic resources in the Freedom's Frontier region:

St. Joseph/Buchanan County, Missouri MPS Liberty/Clay County, Missouri MPS Lee's Summit, Missouri MPS Antebellum Resources of Johnson, Lafayette, Pettis, and Saline Counties MPS Lexington, MO MPS Lawrence, KS MPS Civil War Era National Cemeteries MPS

Sixteen of the properties in the region hold National Historic Landmark status, the highest designation for the nation's historic properties:

Carrington Osage Village Sites, Nevada, Missouri Fort Osage, Sibley, Missouri Liberty Memorial, Kansas City, Missouri Mutual Musicians Association Building, Kansas City, Missouri Patee House, St. Joseph, Missouri Harry S. Truman Farm, Independence, Missouri Harry S. Truman Historic District, Independence, Missouri Watkins Mill, Excelsior Springs, Missouri Fort Leavenworth, Fort Leavenworth, Kansas Fort Scott, Fort Scott, Kansas Haskell Institute, Lawrence, Kansas Lecompton Constitution Hall, Lecompton, Kansas Marais Des Cygnes Massacre Site, Pleasanton, Kansas Norman #1 Well, Neodesha, Kansas Shawnee Mission, Fairway, Kansas Sumner/Monroe Elementary Schools, Topeka, Kansas

Collections Management Policies

Like historic structures and cultural landscapes, historic collections provide the physical basis for stories. Museums and archives function as stewards, responsible for collecting, preserving, interpreting, and allowing limited public access to their collections. They have a responsibility to the public to preserve, exhibit or provide access, and often to interpret objects for the benefit of the public.

Collections Policies

Many museums and archives must shoulder these responsibilities with limited staff and budget. In order to meet these responsibilities with limited resources, personnel should develop a thorough *collections policy*. A well-written collections management policy can help guide all your decisions and actions concerning your collection. Collections management policies generally discuss the following topics: definition of collections, collecting plan, ethics, and collections management activity.

Checklist

We know and follow a collecting plan

We adhere to a printed code of ethics

We follow printed policies that guide the handling and management of our collections

We can locate all this information—our collections policy—and review it periodically.

If you answered yes to all of these questions, congratulations! You may want to ask other people within your institution the same questions. If they don't know the answers, it may be time to review your collections management policy with your staff, paid and volunteer. You may also wish to use the following worksheets to revise and hone your collections management policy. It is a good idea for collecting institutions to review their policies periodically to make sure their policies adapt with the institution. If you answered no to any of these questions, look ahead to find worksheets designed to help you create a collections management policy that guides your collections management efforts and preserves the unique cultural heritage resources you hold for the public good.

Knowing what to collect: Collections Development Plans

Collecting plans should state what materials an institution is accepting and set priorities and limitations for collecting. A good collecting plan can make a collections caretaker's job much easier. It should guide them when faced with decisions about accepting donations and acquiring new artifacts. It will help to shape your collection for years to come. These questions can help you develop a good collections development plan.

Quick Reference Definitions

Collections: the "stuff" (artifacts and documents) a museum or archive collects, preserves, exhibits/allows limited public access to, and often interprets as part of their responsibility to the public.

Collecting Plan: a policy that states what materials an institution is accepting and sets priorities and limitations for collecting.

Collections Management Policies: a set of policies that provide the framework for decisions that determine the long-term development, care, and management of the institution's collections. *Paisley S. Cato and Stephen Williams, "Administrative Functions" in* The New Museum Registration Methods *Rebecca A. Buck and Jean Allman Gilmore, eds.*

A full glossary of terms can be found in the appendix.

WORKSHEET #5: YOUR COLLECTING GOALS

Your collecting goals. Based on the mission of your institution and the key stories you are interpreting or would like to interpret, you can set collecting goals and priorities for your institution.

14/1 .			·		,		2
What	IS	your	Instit	ution	S	mission	?

What key stories could be interpreted at your site that aren't already interpreted elsewhere?

YOUR CURRENT COLLECTIONS

Basic information about your current collection can help to define what type of collection you have. This information can impact your collecting policy, the stories you interpret, and other parts of your collections management policies.

What kind of items are currently in your collection?

Archival Material	Official government documents	Art Paintings					
	Personal letters and papers	Drawings					
	Business papers	Sculpture					
	Rare books	Other (explain)	_				
	Photographs		_				
	Other (explain)						
Artifacts	Furniture	Business related items					
	Household goods	Military related items					
	Clothing/personal items	School related items					
	Decorative goods	Religious/church related items					
	Farming implements/tools	Other (explain)					
What time period do your documents/artifacts cover?							
What geographical area do your documents/artifacts represent?							

FUTURE DEVELOPMENT POLICIES

Several practical matters will affect your collections development policy. The questions below raise some important issues to consider.

Are you currently "actively" collecting by purchasing documents/artifacts or by pursuing donations? _____

Are you currently "passively" collecting by accepting donations?

Do you have room to store or display additional items?

Do	you	have	enough	resources	to	document	and	care	for	all	current	and	possible	future	items	in	your
colle	ectio	n? _															

Ethics

Museums and archives have an important public responsibility—preserving material culture important to our heritage. And the public generally trusts museums and archives to do their jobs well. It seems easy to "do the right thing" when it comes to collecting, preserving, allowing limited access, and interpreting collections. However, situations do arise that can cause the public's trust in museums and archives to erode. While news stories about unethical behavior for museums and archives are rare, they generate lots of negative press and can reduce attendance and support.

In order to maintain public trust, most collections policies include statements of ethics that all personnel, paid and volunteer, will adhere to. Your institutions may choose to follow a code of ethics written by a large national or international organization or may use one or more of these codes of ethics to generate your own code. Listed below are three examples of codes of ethics. They include information about collections management and all other areas of operating a museum or historic site.

- The International Council of Museums (ICOM) Code of Ethics for Museums can be found at http://icom.museum/ethics.html.
- The American Association of Museums (AAM) Code of Ethics for Museums can be found at http://www.aam-us.org/museumresources/ethics/index.cfm.
- The American Association of State and Local History (AASLH) Statement of Professional Ethics and Standards can be found at http://www.aaslh.org/ethics.htm.

If you are not familiar with these three documents, it is a good idea to take some time to read them and familiarize yourself with the statements of ethics they include.

WORKSHEET #6: SCENARIOS TO CONSIDER

Every collections-based institution will likely experience many similar situations. By considering the following scenarios, you can craft a collections development policy that can guide you when difficult decisions arise.

A member of the community would like to donate an antique sewing machine to your institution. This donation is within the scope of your collecting policy but you already have three sewing machines like it and all of them are in better condition than the one being offered. Do you accept the sewing machine? Why or why not? Do you need a duplicates policy to help "back up" your decision?

A former resident would like to donate three items to your institution. Two of the items are guns used in the Civil War fit perfectly within the scope of your collecting policy but the third, a bicycle from the 1940s, does not. Do you accept all three items? How do you make this decision? Do you need a policy by which exceptions to the rules can be made?

A wealthy and influential member of the community would like to donate two mid-twentieth century cameras to your institution. Neither of these items fit within the scope of your collecting policy but you want to keep this person on your good side. Do you accept the items? How do you make this decision? What other assistance can you give to someone who offers you items that you do not accept?

A well-known politician from your community would like to donate the desk he used during his career as a legislator both in state and national politics. It fits perfectly within the scope of your collecting policy. However, the artifact comes with stipulations that it be displayed for the public to see at all times and that this person's descendants can borrow this artifact from your museum whenever they wish. Do you accept the item? How do you make this decision? Do you need a policy about donors placing conditions or stipulations on their donations?

Accessioning and Deaccessioning

Your collecting plan can serve as a guide for you to know what to accession and what to deaccession. Each institution may have a slightly different method for accessioning and deaccessioning. Archives usually have a different path for accessioning and deaccessioning and use different terminology for it as well. However, it is important to remember a few basics.

Accessioning

- Make sure the acquisition fits within the scope of your collecting plan.
- Make sure the acquisition does not violate state, national, or international laws. Native American artifacts may be subject to NAGPRA (Native American Grave Protection and Repatriation Act). International laws may govern the acquisition of foreign artifacts.
- **Consider practical concerns.** Do you have the space to store the object? Can you give the object the care it needs? Can you use the object in an exhibit or educational program or for research? Is the object in reasonably good condition?
- Make sure the acquisition is approved by the proper group. Many institutions must clear acquisitions with a committee or the Board. Often specific staff members are involved.
- **Establish ownership.** Make sure the necessary forms are completed and signed to transfer property to your institution, whether it is through a sale, gift, bequest, or other method.
- **Establish physical control**. Make sure the object is in your custody. Files are usually kept about each object to track its whereabouts and condition. More tips about tracking whereabouts and condition is described in the "Documentation Systems" section.

Deaccessioning

- Understand and clearly explain why you're deaccessioning an object. Few explanations justify getting rid of an object. The most basic explanations for deaccessioning are that the object does not fit within the collecting plan or the institution can no longer care for the object, physically and financially.
- Make sure the deaccession is approved by the proper group. This is usually the same group that approves acquisitions.
- **Be sure to document each step of the deaccessioning process.** This includes written justification for deaccessioning, verifying the legal title, proposed means of disposal, outside appraisals (if necessary), staff review, Board approval, contacting donors (if necessary).
- **Inform the public.** Press releases should be sent out if an institution intends to rid itself of objects in its collection.
- **Consider how to dispose.** If at all possible, objects should be placed in the care of other educational institutions through donation, trade, or sale. Public sale or physical destruction can also be considered.
- **Ethical concerns.** Staff, trustees, and their relatives are generally prohibited from receiving deaccessioned objects in any fashion. Furthermore, many institutions restrict the use of proceeds from sales to new acquisitions or direct care of collections.

Quick Reference Definitions

Accession: the process of adding an object to the permanent collection

Deaccession: the process of removing an object from the permanent collection

A full glossary of terms can be found in the appendix.

Documentation Systems

Documentation systems help institutions keep track of what they have. Documentation differs between museums and archives. Documentation systems can take different form, ranging from pencil and paper to specialized computer software. As long as someone is able to find the information they need, the format is less important than the information it contains. Documentation systems should include the following information for each object the institution is responsible for:

- Accession number. Most accession numbers are formatted by year and order by which the object came into the institution's possession. For example the third object an institution accessioned in the year 1994 could be numbered 1994-003.
- Acquisition documentation. This can include a gift receipt or proof of purchase and any IRS forms.
- **Photograph.** Many institutions photograph an object or scan a document when it comes into their collection.
- Other information. This can include donor information, descriptions, conditions reports, insurance files, provenance or object history reports, category or subject files, maker/artist/ manufacture information, and exhibition/display/ use files.
- **Location files.** Institutions need a system that allows them to track and locate every object they are responsible for.

Numbering Artifacts and Documents

Note: web resources and information may change over time. FFNHA does not control or endorse the content, messages or information found on any website or online communication service.

How do I number artifacts and documents? Most archives number documents with pencil in a standard corner. Numbering special archival material, like photographs or film, or artifacts can be a bit trickier. Many resources are available online to help you figure out the best way to number your artifacts.

National Park Service www.nps.gov/archeology/collections/Mgt_01a.htm

Northern States Conservation Center www.collectioncare.org/cci/ccin.html

Collections Management

One of the most important functions of museums and archives is to preserve their historic collections—the physical basis for stories. Collections management policies will help guide how current and future staff interact with irreplaceable objects in your care. Your collections management policies should answer the following questions.

- Who is allowed to handle objects? What are the rules for handling objects?
- When are objects inventoried? When and how are conditions reports done?
- How are objects stored and cared for?

Handling Objects

Each object should be handled in a manner that respects the material, condition, and construction of the object. Never handle an object more than is necessary. The following general rules should apply when handling objects.

- Consider ways to limit handling of objects. Scan and print a copy of documents for researchers. Keep current photographs to refer to when planning exhibits.
- Make sure nothing on your person could scratch or damage the object. This includes jewelry, buttons, zippers, and buckles.
- Unless gloves could damage artifacts and documents, wear cotton gloves. If gloves could damage artifacts (slippery glass artifact or crumbly paper document) be sure hands are dirt and oil free.
- Know where you are going to put objects and how you are going to get there before picking something up. If necessary, clear a path before picking up an object.
- Always use two hands. Always carry one object at a time. Do not pass an object from person to person. Use a cart or two people if necessary. Always support the artifact.
- Move an object in its most stable position. Never lift something by the handle or a protrusion.

Inventory and Conditions Reports

Periodically an inventory should be taken of all artifacts and conditions reports done. This will help to ensure that none of your artifacts are missing or misplaced. Conditions reports should be done to make sure that objects aren't discoloring, deteriorating, or damaged. In addition to regularly scheduled reporting, conditions reports should be done when objects are accessioned, loaned and returned, exhibited and taken of exhibit.

Storage and Care

Collections should be stored in ideal conditions to preserve them for future generations. For many institutions storage is not a high priority, in terms of budgeting money or time. But, it is something that should be thought about carefully. Below are some tips for storage.

- Minimize humans. Storage should be separate from other areas of a museum or archive. Staff should only be in storage areas for specific purposes.
- Use the best-quality storage equipment and materials you can. Consider acid-free paper and boxes, cotton or linen fabric, polyester batting, and polyethylene microfoam for padding materials. Be sure your storage shelves are well built and can minimize dust and light.
- Do not put added stress on objects. For example, hanging clothes from hangers may cause them to tear. Propping picture frames against the wall could cause them to buckle.
- Heat, cold, and humidity. Different materials survive best in different temperatures and humidity levels. If you have multiple climate-controlled storage areas, you may want to consider grouping like items in different areas and controlling the temperature and humidity accordingly. If not, try to keep the temperature and humidity at a constant level between 68°-72°F at humidity at 50% plus or minus 5%.
- Light. Light permanently damages materials. Both the type and intensity of light affects objects. Textiles, pigmented objects, paper documents, and organic materials are the most sensitive to light.

While daylight is most hazardous to objects, care should be taken that installed lighting does not heat objects as well. In storage and exhibit areas, care should be taken to limit the amount of light objects are subjected to.

- Air quality. Care should be taken to reduce the amount of pollutants (particles like dust and pollen as well as harmful gasses) in the air around objects. Be aware of all sources of pollution, from drafty windows to cleaning solutions. Consider air filtration systems. If this option is too expensive, storing objects in acid-free boxes or cotton or linen can limit their exposure to harmful pollutants.
- Pests. Insets and rodents are drawn to organic material in objects. Prevent pest exposure by inspecting objects brought in, making sure the building is secure, and removing pest attractors from the building. Monitor pest activity visually and quickly respond to any infestations. Remember that common pesticides contain harmful pollutants that can damage your collection. While inexpensive solutions, they should be avoided.

While there are things that you can do to minimize deterioration and damage to your collection, when problems arise, specialists should be called in. Unless you have proper training, you could end up doing more harm than good. As a general rule, do not perform anything that cannot be reversed at a later time.

Quick Reference Definitions

Risk Management: the application of available resources in a way that minimized overall risk.

A full glossary of terms can be found in the appendix.

Risk Management

In order to protect artifacts and documents for future generations, museums and archives must consider what threatens their collections and develop a risk management strategy that addresses these threats. The point of risk management is not to constantly worry about things that can go wrong, but to have a plan about how to respond in case they do.

Some of these threats have already been identified and discussed in the collections management section. As you properly handle, store, and exhibit your collections, you mitigate risks from physical forces, pests, pollutants, light and radiation, incorrect temperature and humidity, and custodial neglect.

Yet there are other risks to your collections as well. These include fire, water, criminals, and catastrophic events such as tornadoes.

The following worksheet will help you to identify potential damage from threats, ways to decrease the threat levels, mitigate the damage, and to recover. As you choose between options, remember that some solutions can cause new threats. For example, sprinkler systems installed to limit damage from fire could leak and cause water damage. Wiring from security cameras installed to deter and detect criminal activity could be faulty and start a fire.

Remember too, to prepare emergency plans for the people in your museum or archive as well. How will you evacuate people in case of a fire? How will you respond if someone at your site has a heart attack?

WORKSHEET #7: IDENTIFYING THREATS TO COLLECTIONS

Threat agent	Fire	Water	Criminals	Catastrophic
What damage could the threat agent cause?				
How can I avoid				
the threat agent?	 	 		
How can I block the threat agent?				
How can I detect the threat agent?				
How can I respond to mitigate the problem?				
How can I recover?				

As you analyze your threat risks, consider the role of insurance for your institution.

Do you have insurance? (Y / N) Is your collection insured? (Y / N) Are all objects in your care insured?	
Is your building insured? (Y / N)	
What threats are you insured against? Do you have enough coverage? (Y / N)	
If you do not have insurance, does it make some for your institution to pursue insuring your collection	

If you do not have insurance, does it make sense for your institution to pursue insuring your collection or building?

Collecting Current Stories

Memories of people who lived in Freedom's Frontier are one of our greatest historical resources. Collecting oral histories, oral traditions and personal reflections help you to enrich your story, allow you to tell stories that reflect multiple perspectives and let you know how your stories inspire other people to think and act differently in their everyday lives.

If you want to collect oral histories or traditions, the best method to do so is through oral history interviews. Oral history interviews aren't difficult, but they involve some preparation on the interviewer's part. Some tips for successful oral history interviews include:

- Just as with artifacts or documents, an interview is also a donation. Be sure the interviewee understands that the institution will own the interview and knows how the institution intends to use it. The interviewee and interviewer should sign a release to that affect.
- Record the interview and transcribe it for future use.
- Use oral histories to enrich your interpretation.
- Understand the history surrounding the interviewee's story and take some time build a rapport with him or her.

Personal reflections are also a part of your story, today and in the future. If the experience at your location has an affect on someone, you should know and so should others. Here are some ways in which you can collect personal reflections:

- Using simple technology, create a self-recording facility at your site.
- Dedicate wall space or a book for visitors to leave a note about their experience.
- Create a place on your website or social networking media where residents and visitors can record their personal reflections or become involved in online discussions.

The chart on the previous page (3-78) will help you to identify potential damage, ways to decrease threat levels, mitigate damage, and to recover. Brainstorm as many answers to the questions as you can in order to develop options to pursue.

The Power of Partnership

IMPLEMENTING THE MISSION



A Plan for Implementation

The Power of Partnership contains the implementation plans to advance the FFNHA mission. The document offers a comprehensive yet flexible strategy for achieving goals and measuring progress. This section includes:

- A review of FFNHA Foundation Documents
- Engagement Strategy, which highlights opportunities for facilitating citizen engagement, partnership engagement, and location and events program to recognize sites, landscapes, events, etc., that advance the FFNHA mission. Finally, this strategy includes and describes a decision guide for implementation.
- **Operation Plan** Components provide a focused discussion on how to facilitate Freedom's Frontier goals and mission in various interest areas. It includes step-by-step best practices methods to achieve goals, with suggested implementation partners. Strategies and recommendations outlined in one operational plan often complement recommendations from other plans. As you read them, consider how their respective disciplinary viewpoints work together.

These plans include:

- Heritage Preservation
- Recreation and Natural Resource Conservation
- Tourism and Marketing
- Economic Development and Sustainability
- Interpretation and Education
- Business Plan

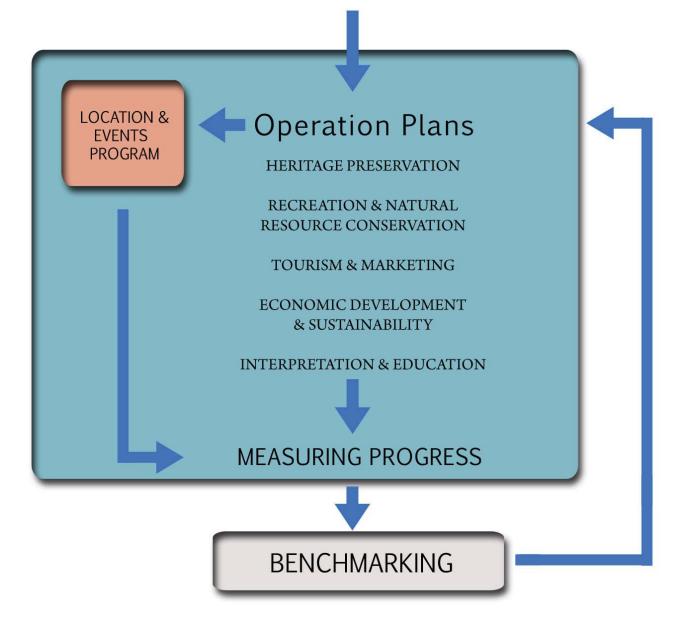
- **Measuring progress** forms are datasets that can be developed by Freedom's Frontier staff or interested partners to review progress in certain operational areas of focus. These forms can be reviewed as numerical data that can be charted over time. These can be found within each operation plan.
- **Benchmarking** forms are worksheets written for partners, locations, and staff to determine whether a landscape, site, or business is broadly meeting goals defined in the foundation documents and operational plans. The Benchmark rating sheets can be used in a number of ways. They are designed to help determine if the location meets goals—and where there is room for improvement or gaps. This information can be useful when determining grant awards, future programs, and potential partners. It is not a system for recognition or site inclusion.

Additionally, this section includes alternate pathways to implementation. The message is that there is no single committee structure for FFNHA that is permanent, nor is there any single path to meeting the recommendations of the operational plans.

The following page includes a chart that describes the overall implementation process.

The Implementation Process

FOUNDATION DOCUMENTS



ABOVE: Flow chart describing how the Power of Partnership components work together.

The First Step: Reviewing the Foundation Documents

The FFNHA Visioning process consisted of four meetings to gather public input on vision, mission, and guiding principles in the winter and spring of 2008. The development of goals was performed in a similar manner over two meetings in the fall of 2008. The full description of the visioning process is described in the appendix. These documents are vital to crafting the overall operation of Freedom's Frontier over the next twenty years. They are the basis for all of the recommendations made in the Power of Partnership document. Unlike previous sections which highlighted certain sections of the foundation documents, this section provides direction to fulfill all foundation document components.

Guiding Principles

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

- 2. We will respect property rights.
- 3. We will focus on authentic and engaging experiences.
- 4. We will honor the region's peoples, past and present.

5. We will appreciate the unique cultural and historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

- 7. We will sustain and grow sense of place.
- 8. We will value and protect the natural environment.

9. We will consider future generations in everything we do.

Freedom's Frontier Vision

"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."

Mission

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.

Private Property Protection

As stated in the enabling legislation found in the appendix.

Nothing in this Management Plan shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this Management Plan shall be construed to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

Freedom's Frontier Goals

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

- We will share stories and messages about freedom through a dialogue with a wide range of audiences. Communication tools will be tailored to the needs of each audience.
- We will maintain on-line tools to engage residents in learning about Freedom's Frontier stories and the values inherent in them.
- We will work with individual destinations, sites, and tourism marketing entities to promote Freedom's Frontier in a coordinated way.
- We will encourage and promote annual events tied to significant anniversaries of Freedom's Frontier stories.

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

- We will work with site owners and managers, event managers, collections managers, craftspeople and artists, local historians, state, county, and local agencies and other interested partners to identify the unique historic, cultural, and natural resources, and stories within the heritage area that contribute to the Freedom's Frontier story.
- We will inform individuals, organizations, and government entities about the heritage area in order to encourage them to sustain a sense of place through preservation and conservation.

We will work with regional groups such as land trusts, environmental advocacy groups, and government agencies to protect key historic and ecological sites that support the heritage area's stories.

3. Inspire tolerance and respect for multiple perspectives.

- We will work with local educators and educational institutions to develop, promote, and offer educational opportunities to increase awareness of the Freedom's Frontier story in the heritage area's schools and provide programming for the general public.
- We will reach out to underserved communities both as a key audience and for input in the planning and execution of projects.
- We will work with partners such as colleges, universities, and institutes to support conferences and public forums to discuss and debate the regional and global meaning of freedom from various perspectives.

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

- We will work with site owners and managers and event organizers to recognize Locations and Events and to improve the visitor experience and interpretation as well as to help them to meet criteria that will allow them to become recognized locations and events.
- We will work with our recognized locations and events to enhance services, interpretation, and connection to the Freedom's Frontier story and to other sites in the heritage area.
- We will continue to engage residents in planning and executing projects to increase awareness and support of Freedom's Frontier by local constituents.
- We will work with individuals, economic development organizations, tourism bureaus, and government entities to develop Freedom's Frontier as a sustainable destination.

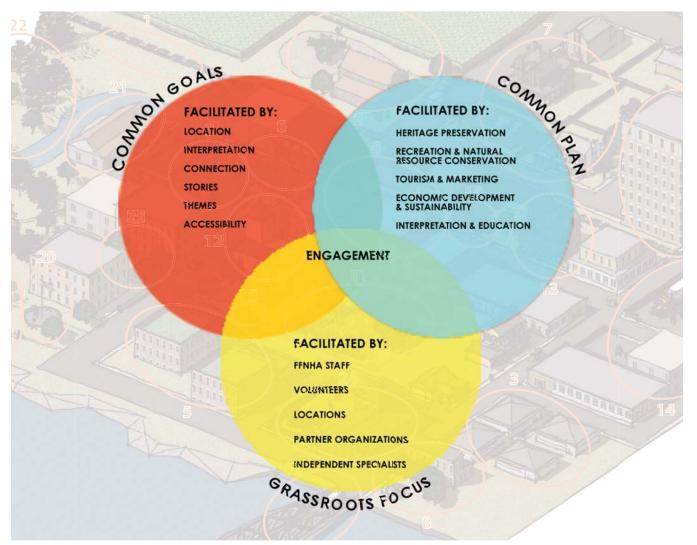
ENGAGEMENT STRATEGY

Choosing the Engagement Approach

The overall goal of the Freedom's Frontier organization is to engage citizens and develop a grassroots network. The first step is to understand how existing resources, goals, and plans will work together. With effective organization, this grassroots network can work together to create a strong voice that engages both citizens and partner organizations.

The operations plans offer several ways that the Freedom's Frontier grassroots network can engage citizens who are interested in interpretation, education, recreation, and many other areas. Each plan also includes recommended strategies for the Freedom's Frontier network to facilitate its vision. These recommendations try to balance economic sustainability, efficiency, and the grassroots focus of the National Heritage Area.

These are *recommendations* and not *requirements*. The methods to achieve recommendations are flexible—new developments can often modify organizational roles and responsibilities, and *all* actions can include the input of FFNHA staff, locations, volunteers, and other interested organizations and citizens.



ABOVE: Diagram describing the purpose of Freedom's Frontier engagement strategy. Freedom's Frontier as an organization will have willing partners (grassroots focus) achieve common goals described in the management plan. The engagement strategy must develop connections with citizens, future FFNHA partners, and indpendent partners to achieve its vision.

Citizen Engagement Strategy

Citizen participation is a key element of the Freedom's Frontier story. Stories of citizen participation contribute to the main theme of this National Heritage Area, with free staters, populists, suffragettes, civil rights advocates, and many others standing up and making their voices heard to affect change in their society. Citizen participation is a key to the history of this region and a key to its future.

This management plan seeks to honor the history of the area by continuing to be a grassroots organization, constantly seeking to inform, consult, engage, collaborate with, and empower its residents to become involved in the decision-making process. The Freedom's Frontier network is committed to practicing citizen engagement as "the essential foundation and framework for creating plans and developing programs."

Citizen engagement is defined by the Freedom's Frontier network as an ongoing conversation that welcomes and encourages diversity of opinions and backgrounds. This conversation focuses on achieving the Freedom's Frontier vision and instilling residents with a sense of place.

Our commitment to Citizen Engagement

Citizen engagement is not only part of the Freedom's Frontier story, it is part of the organization's foundation. The Freedom's Frontier network began out of a coalition of citizens interested in preserving their history for future generations. Citizen engagement is mandated in the Freedom's Frontier enabling legislation and is woven in its citizen-created Vision, Mission, and Guiding Principles. The Freedom's Frontier goals cannot be achieved without active participation by an ever-growing group of interested residents.

Inviting, Orienting, and Retaining Interested Citizens.

Continued citizen engagement does not happen in a completely organic manner. While some interested individuals may seek out Freedom's Frontier, most need to be informed about the organization and invited and encouraged to participate. Some citizens may participate only when actions

Citizen Engagement Activities

Inform: Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

Consult: Obtain public feedback on analysis, alternatives, and/or decisions.

Engage: Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate: Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution

Empower: Place final decision-making authority in the hands of citizens.

Source: Public Deliberation: A Manager's Guide to Citizen Engagement by Carolyn J. Lukensmeyer and Lars Hasselblad Torres)

undertaken by Freedom's Frontier affect something they care deeply about, others will want to get involved in one aspect of Freedom's Frontier, and others may become involved in the entire organization. No matter how citizens choose to be involved, they must be made aware that the choice is theirs to make.

Personal contact is one of the best ways for Freedom's Frontier partners to engage citizens. One of the primary responsibilities of Freedom's Frontier partners is to make personal contacts. The Tourism and Marketing Toolkit offers tips to help partners tell others about Freedom's Frontier.

The Freedom's Frontier organization has developed other methods of encouraging citizen engagement during the management planning process. They should continue to pursue these methods of welcoming citizen engagement. These are outlined in the chart on the following page.

Long Term Citizen Engagement Areas of Focus

Industry Professionals	Donors	Colleges and Universities	School Groups & Educators	Service Clubs	Native Americans	Minority Groups	Trade Associations	Local Retailers	Religious Groups	Advocate Groups	People in Rural Areas	People in the Inner City	County and City Planners	People in Local Government	Chambers of Commerce	CVBs/ CVAs	Historical Societies	Historic Preservationists	People Interested in Stories	People Interested in History	RV Travelers	Travel Agencies / Planners	Young Families	Adults	Older Generation	The General Public	LEGEND ★ Critical Area of Focus × Area of Focus
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×							×	×						×	×	×	×					×					greed Na
	×																		×	×	×	×	×	×	×	≯	Public Service Announcements

Freedom's Frontier Website Suggestions

Stakeholders section

- · Information for new partners
- · Grant information
- · Searchable calendar with training opportunities
- · Meeting notes, agendas, and handouts
- Links to planning documents
- · Board of Trustees information
- Downloadable PowerPoint, brochure, and general press r release

Research section

- Bibliographies
- · Links to online resources with review functions
- Essays
- Blogs
- Online discussion groups
- · Searchable databases

Partnership Engagement Strategy

Multiple Pathways to Forging Partnerships

These plans outline different ways in which the Freedom's Frontier network can foster partnerships to fulfill goals of the organization. These relationships are best forged by identifying partners with common goals. The matrix on page 4-9 can be used to understand the common alliances between partners, interest groups, and strategies.

From the immediate to long-term time horizons, there are many sources of available partnerships to implement Freedom's Frontier recommendations. They include:

- Heritage Preservation Advisory Board
- Conservation Groups
- Heritage Organizations
- Economic Development Agencies
- University and College geography and history faculty and students
- Volunteers

Area of Focus X		*	6			
Typical Partner or Interest Area	Conservation	Recreation	Economic Development	Education	Interpretation	Historic Preservation
Accessibility (Transportation links)		Х	Х		Х	
Agriculture	Х	Х	Х		Х	Х
Distressed Communities			Х		Х	Х
Downtowns/CBDs			Х		Х	Х
Environmental Sustainability	Х			Х	Х	Х
Events		Х	Х	Х	Х	
Existing Residential Neighborhoods					Х	Х
Gateway Centers				Х	Х	
Government Entities	Х	Х	Х	Х	Х	Х
High Density Buildings & Development			Х		Х	Х
Historic Landscapes	Х	Х		Х	Х	Х
Historic Properties - Non-Residential				Х	Х	Х
Historic Properties - Residential				Х	Х	Х
Industry			Х		Х	
Informational Kiosks				Х	Х	
Interpretive Signage					Х	
Intrastate & Interstate Connections		Х	Х	Х	Х	
Large-scale Retail			Х		Х	Х
Low Density Development	Х	Х	Х		Х	Х
Military Sites	Х			Х	Х	Х
Museums & Historic Museum Properties				Х	Х	Х
Natural Resources	Х	Х		Х	Х	
Recreational Facilities	Х	Х			Х	Х
Schools, Libraries, and Ed. Programming				Х	Х	
Urban Spaces					Х	Х

Long-Term Partnership Engagement Priorities

There are many different partner groups in the region that share common interests with Freedom's Frontier National Heritage Area. Along with developing partnerships to meet goals laid out in the operations plans, Freedom's Frontier can assist with initiatives begun by other groups. These initiatives, though not necessarily spelled out as a goal in the operations plans, may be one of the best ways to achieve the vision and mission of FFNHA. This chart lays out some common areas of focus by partner or partner interest area.

Freedom's Frontier Locations & Events Program

The vitality of Freedom's Frontier is dependent on locations and events that contribute to FFNHA's mission and guiding principals. The Freedom's Frontier Locations and Events Program provides a system to recognize both locations and events that support the FFNHA mission, further understanding of the Freedom's Frontier story, and contribute to the broad experience of the area.

Locations and events can be recognized by Freedom's Frontier in one of three categories—Registered, Recognized, and Star. The benefits and requirements of each category are found in the chart on the following page.

Process for Inclusion

In order to become a Registered, Recognized, or Star location or event, managers, owners, or responsible individuals should follow the step-by-step process below:

- 1. **Submit an application packet to become a registered location or event.** Application packets request basic information, including a self-assessment based on eligibility questions. Applications will be reviewed by FFNHA staff or the Steering Committee periodically. Registered locations and events can choose to pursue inclusion in the Recognized or Star levels.
- 2. Submit a letter to request a Star Mentor to assist location or event in performing a self-evaluation based on the Star Requirements. Until Star Mentors are available, this assistance can be provided by FFNHA staff or the Steering Committee. Based on the results of the self-evaluation, locations or events can choose to pursue review by the Steering Committee.
- 3. Submit the results of the self-evaluation and schedule an on-site review by the Steering Committee. Two members of the Steering Committee will visit locations and events to review them based on the Star Requirements. The Committee will meet periodically to analyze on-site results of the reviews and place locations or events into one of three categories. All evaluations will be based on the EXISTING condition of locations and events.

After review, locations and events placed in the Registered or Recognized categories will receive a report based on their review. They may choose to re-submit a letter to request a Star Mentor one year after they were sent their results. Locations and events may appeal their review to the Steering Committee and will receive another review by two different members of the Steering Committee. The second review may be appealed to the Board of Trustees.

4.

5.

After review, locations and events placed in the Star category will received a report based on their review and instructions concerning approved use of the FFNHA logo. Locations and events will undergo periodic on-site reviews by the Steering Committee or staff. These reviews may be unscheduled visits and can result in a Star location or event being downgraded to the Registered or Recognized level. These reviews will occur at least once every five years but will not occur more than once a year.

Changing Eligibility and Star Requirements

The need to change requirements may occur as Freedom's Frontier matures. The Steering Committee is responsible for periodically reviewing the effectiveness of the requirements. Changes to the requirements should be made according to the following process.

- 1. Changes can be considered every two years, if necessary. Partners should submit proposed changes to the Steering Committee.
- 2. All proposed changes will be reviewed by the Steering Committee. The Steering Committee will present these changes to the Partnership.
- 3. The Partnership will have a two week period to review and comment on the proposed changes.
- 4. The Steering Committee will approve or disapprove changes based on recommendations and comments.
- 5. The Board of Trustees will have final approval over all changes.
- 6. Registered, Recognized, and Star Locations and Events will have one year from the final approval to submit a written amendment to their application, if necessary, showing compliance with the changes.

Persons, locations, and events may have their inclusion in Freedom's Frontier rescinded at any time by a majority vote of the Freedom's Frontier Board of Trustees due to a violation of the Freedom's Frontier Partner Pledge.

Category	Benefits	Prerequisites
Registered Locations and Events	Qualify for grants and assistance	*Meet all six Eligibility requirements
Recognized Locations and Events	Qualify for grants and assistance	*Meet all six Eligibility requirements
	May be included in promotional materials and tours	*Average score of 3 or better on Star requirements in every category and have at least a score of 2 on all requirements
Star Locations and Events	Qualify for grants and assistance	*Meet all six Eligibility requirements
	Will be included in promotional materials and tours	*Average score of 4 or better on Star requirements and have at least a score of 3 on all requirements
	Use of the FFNHA logo	*Participate as location/event mentors

LOCATION AND EVENTS APPLICATION FORM

LOCATION or EVENT:	
ORGANIZATION:	

Υ

Υ

Eligibility Requirements

- 1. **This location or event is located within the boundaries of FFNHA.** The Freedom's Frontier network appreciates locations and events outside of the area that contribute to stories of freedom, but they can not receive grants or assistance due to legislated boundaries. Freedom's Frontier does not prevent any site or event from forging partnerships or relationships across the boundaries of the National Heritage Area.
- 2. If this location or event is located on private property, the owner or owner's representative has given written consent to be included in FFNHA's inventory. Please review the Private Property Protection Pledge in the application packet for further instruction. Locations and events on both public and private property must also receive written consent from all private property owners.
- 3. **This location lends itself to interpretation.** Locations that are completely inaccessible, lost beyond recognition, or whose story cannot effectively be interpreted in any practical way cannot contribute to the visitor's experience of Freedom's Frontier. The Freedom's Frontier network appreciates the stories that occurred at these sites, but encourages that they be interpreted at a different location.
- 4. Location or event managers/owners or other responsible individuals agree to work with the Freedom's Frontier organization and other locations and events and have signed a Freedom's Frontier Partner Pledge. Please review the Freedom's Frontier Partner Pledge in the application packet for further instruction.
- 5. This location or event is related to the FFNHA main theme: "Struggles for Freedom on the Missouri-Kansas Border." Note that your location or event does not necessarily need to relate to the Missouri-Kansas Border War to qualify.
- 6. **This location or event is related to the FFNHA Statement of National Significance.** Please review the Statement of National Significance AND the three subthemes.

Note: The location or event must meet all six eligibility requirements in order to receive Recognized or Star status. If the location or event has met all six eligibility requirements, continue to the next page.

Comments

Star Requirements

For each of the statements below, locations and events will be ranked on a scale of 1 to 5.

Site Requirements AVERAGE SCORE: _____

- ____ This location/event is as near to the actual location of the story it interprets as is possible.
- _____ There are easily visible signs that direct a visitor to this location/event.
- _____ The beauty/character of this location/event provides an experience that relates to the FFNHA Statement of National Significance.
- _____ The experience of this location/event is not duplicated anywhere else in the Heritage Area.
- _____ The location/event interprets historical events that occurred here because of natural landscape elements, geography, or historic built structures.

EXPLAINING THE RATING SCALE

1-Strongly Disagree: The spirit of the statement has not been achieved due to the conditions at this location/event. In addition, the existing condition has substantial negative impact to the visitor experience.

2-Disagree: The spirit of the statement has not been achieved due to the conditions at this location/event. The condition can conceivably be improved, perhaps even easily. The Freedom's Frontier organization would require that this issue be improved if the location/event wishes to use the FFNHA logo.

3-Neutral: The spirit of the statement has not necessarily been achieved, but it does not negatively impact the overall visitor experience. Alternatively, the spirit of the statement is not applicable to the location/event. The Freedom's Frontier network recommends that the location/event attempts to meet the spirit of the statement, but it will not prevent sites from receiving star recognition or use of the logo.

4-Agree: The spirit of the statement has been achieved.

5-Strongly Agree: The spirit of the statement has been achieved to a superior degree. The conditions are of such quality that they can be seen as a standard of excellence in achieving a component of FFNHA's mission and guiding principals. The Freedom's Frontier organization may celebrate this condition in an appropriate way.

Accessibility Requirements AVERAGE SCORE: _

- This *location* is open for visitors and is promoted as such. It is accessible during regular, predictable hours. (or) This *event* is open for visitors and is promoted as such. It is held during predictable times on a regular basis.
- This location/event is accurately and honestly described in current promotional materials produced and distributed by this location/ event.
- This location/event does not present overt physical danger to visitors and the presence of visitors does not endanger the site or artifacts.
- This location/event is accessible to individuals with disabilities in accordance to National Park Service policies and ADA requirements.
- This location/event is well-maintained. Printed materials, signage, or staff welcome and orient visitors.
- The location/event has sufficient parking either onsite or nearby or the site/location is easily accommodates visitors through alternative transportation.

Comments

continued on page 4-14

4-13

Interp	retation Requirements AVERAGE SCORE:	Comments							
	This <i>location</i> is interpreted. (or) Interpretation occurs at this <i>event</i> .	Comments							
	Interpretation at this location/event communicates sensations and emotions that help to convey the story being interpreted.								
	Multiple and alternate means of interpretation are offered at this location/ event.								
	Interpretation offered at this location/event is thought-provoking and engages the audience to take an active role in thinking about the past.								
	Interpretation offered at this location/event acknowledges that multiple perspectives exist and shares or encourages visitors to seek out those perspectives.								
Conne	ections Requirements AVERAGE SCORE:								
	Visitors to this location/event are encouraged to visit other FFNHA locations/events.								
	This location/event offers story connections to other FFNHA places.								
	This location/event works to build understanding, generate excitement,								
	This location/event gives visitors a better understanding of the region.								
	Interpretation at this location/event connects to the past to the present and encourages visitors to think about the story's implications on the future.								
Story 3	Requirements AVERAGE SCORE:								
	The stories interpreted at this location/event are directly connected to the physical surroundings/collection. They are associated with this location/ event or are expressed by its physical character								
	This location/event interprets a nationally significant story related to Free- dom's Frontier National Heritage Area.								
	The stories interpreted at this location/event are well-documented.								
	The remaining physical evidence of the story is protected, preserved, conserved and/or curated in accordance with best practices identified by FFNHA staff.								
Theme	e Requirements AVERAGE SCORE:								
	This location/event has a direct connection to one or more of the FFNHA three sub-themes.								
	This location/event shares stories that support FFNHA sub-themes as the primary focus of the visitor experience.								
	Visiting this location/event will give one a better understanding of the theme interpreted.								

Facilitating Goals in a Grassroots Network

To become sustainable, Freedom's Frontier staff can not be expected to achieve every FFNHA goal by itself. By delegating authority to other interested parties, the National Heritage Area can prioritize staff and provide additional avenues for citizen and partnership engagement. The Operations Plans recommend groups that can be responsible for each described task. These groups have been recommended to effectively develop a grassroots network, reduce bottlenecks, and utilize financial resources. In some instances, the actions can be performed by more than one party. An in-depth description of each assigned implementor has been provided at right.

Implementation Legend

- S *FFNHA Staff and Trustees.* Actions performed by FFNHA Staff, board members, or other individuals with titled, direct connection to Freedom's Frontier. Many of these actions deal with general oversight, initial facilitation, and recording benchmarks.
- **L** *FFNHA Locations.* Actions performed by contributing Freedom's Frontier locations or events. Many of these actions can be facilitated by using the toolkits in the management plan. These actions are largely voluntary. The adoption of each action must be viewed on a case-by-case basis. Not every site will have the need or resources to perform this action.
- **V** *FFNHA Volunteers.* Actions performed by any individual with a strong interest in FFNHA. These actions are usually related to identification of assets, interacting with potential partners, and feedback to FFNHA staff. They can be in the form of surveys, direct contact, and by providing feedback to FFNHA staff and locations.
- **C** *FFNHA Volunteer Committee.* Actions performed by a specific task force established by the Freedom's Frontier network. It is typically composed of at least one FFNHA staff liaison and volunteers. These committees would meet regularly and work towards fulfilling a goal or monitoring existing FFNHA guidelines. New committees may be formed at any time by FFNHA and committees deemed no longer relevant may be disbanded.
 - *FFNHA Staff, Volunteers, or Locations.* Actions performed by a currently undetermined group or person. This is largely because the initial actions may develop into several different organizational structures over time. For example: if a volunteer has a strong interest in facilitating something, the Freedom's Frontier network may establish a committee with the volunteer as its chairperson. If the organization determines something requires action but there is limited interest from volunteers, FFNHA staff may perform the work.
- P Partner Organizations. Actions performed by an organization that has mutual interests with FFNHA, but are not performed by FFNHA staff, volunteers, or locations. Freedom's Frontier staff would monitor results, inform volunteers and locations of the organization's mission, and establish partnerships. See page 4-8 for more information.
- Independent Specialists. Professional services performed by someone financially compensated by the Freedom's Frontier Coordinating Entity. For example, this can be in the form of hiring a web designer to create a new section of the website or hiring a company to provide professional survey services. Often, these recommendations can be read as a "scope of services" that is administered by FFNHA staff and interested partners.

Sharing the story of Freedom's Frontier requires the preservation of not only the region's buildings and historic sites, but also the region's communities and culture. This section identifies the challenges of preserving the region's unique character and recommends ways to identify, protect, and preserve its intertwined cultural and historical resources.

Together, the region's cultural and historic resources frame the story of Freedom's Frontier and contribute to its "sense of place." As it aims to identify and steward the region's sense of place, the Freedom's Frontier grassroots network has a number of opportunities to involve residents in stewarding its important features. When these cultural and historic features are lost, a part of the past disappears forever and, as a consequence, our ability to connect to our heritage is diminished. This poses numerous opportunities for Freedom's Frontier and informs the recommendations identified in the Heritage Preservation plan.

This section outlines ways in which Freedom's Frontier can provide a heritage preservation framework to help partners in the region identify, preserve, and interpret heritage resources. The preservation recommendations in this section support an enhanced "sense of place" for travelers and residents by recognizing, interpreting, and connecting heritage resources within the region.

In addition to the heritage preservation recommendations for the Local Coordinating Entity found in this section, preservation tips and advice for individual locations or organizations can be found in the "Heritage Preservation Toolkit" in the "Power of Action" section of this plan. The Heritage Preservation Toolkit empowers local groups and individuals within the region to preserve their historic and cultural features effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help choose preservation methods that make the most sense for each individual location. The Toolkit also provides advice about evaluating and identifying locations for potential and future preservation activities.

Opportunities

As Freedom's Frontier seeks to protect the region's sense of place, the preservation of cultural and historic resources is essential. During the planning process stakeholders identified several opportunities for action to preserve the region's unique historic and cultural resources. They include: working with metropolitan growth, raising awareness of and appreciation for historic stories and the places that help to tell them, assisting in securing funding, preserving rural culture, and rediscovering regional folklife. Below is a summary of these opportunities and some recommendations for addressing them.

Working with Metropolitan Growth

Recent studies have shown that most Americans want to live in a place with "a sense of community." People want to live in places where they can feel involved, places where they are aware of the history and that hold a distinct local character. Most Americans support policies that curb expansion that threatens these qualities; and that most Americans support preservation of historic resources.

Metropolitan growth has been part of the American experience since the eighteenth century. For heritage preservation in Freedom's Frontier, growth is both an opportunity and a threat to historic landscapes. By understanding some of the past threats to historic resources, we have the opportunity to capitalize on the region's significant economic growth potential in order to complement and support historic sites and communities in Freedom's Frontier. Trends such as low-density development and teardown neighborhoods compromise sense of place. Ironically, these types of development erode the very character that makes communities desirable to residents in the first place.

Fortunately, metropolitan growth and preservation are not mutually exclusive. Freedom's Frontier can work with stakeholders to identify important historic resources areas that are threatened by development and identify strategies that encourage historically-sensitive development.

Raising Awareness of Regional History

A 1998 survey commissioned by Colonial Williamsburg showed that less than one-third of Americans polled could connect the Declaration of Independence with the unalienable rights "life, liberty and the pursuit of happiness" it identified. On questions of national, regional, and even family history, American respondents generally rank low. It is no wonder that residents tend to overlook the important historic resources in their own neighborhood. Knowledge about history is essential in protecting historic resources.

The lack of understanding of the local history and landscape is exacerbated by the nation's mobility. The average American moves every five years; twenty percent of moves were to a different state. In light of this trend, communities cannot expect their residents to know their local history. Yet an understanding of this history is essential in preservation efforts.

Regardless of a community's understanding of its history, many are unaware of the technical and financial resources that governmental agencies and other organizations offer. When a community is unfamiliar with the available preservationrelated funding and technical assistance, it is more apt to condemn and raze historic buildings.

Before the nationally significant places in Freedom's Frontier are marketed to visitors, they must first be identified, appreciated, and preserved by the region's residents. This may be achieved through research and through educating the region's children and adults.

Finding Funding Resources for Preservation

Historic preservation provides huge returns for the communities that undertake it. Preservation provides an economic boost, reduces waste, and preserves the character of the community. Preservation requires significant financial investment and securing public funding for projects has become highly competitive. Because public funding is essential in leveraging private dollars, its decline has an exponential effect on preservation projects.

Funding is necessary to survey and inventory historic resources, identify candidates for preservation; and undertake the work of restoration, rehabilitation, or preservation. The principal funding program available for preservation planning projects is the Historic Preservation Fund (HPF) Grant, administered by State Historic Preservation Offices (SHPOs) in coordination with the National Park Service. Competition for HPF money is very competitive. This money can only be awarded when communities can provide a 40% match, which is difficult for most cities and towns to fund. In times of economic downturn, heritage preservation funds, rehabilitation tax credit programs and grant programs such as the Heritage Trust Fund Grant Program in Kansas and the Heritage Properties Program in Missouri face serious threats to their own funding.

Freedom's Frontier can assist communities and individuals in preservation by helping to inventory and identify historic resources, providing information about preservation funding, and helping to fund preservation of resources that interpret its major themes.

Preserving Rural Culture

Rural communities in Freedom's Frontier are facing their own brand of challenges. According to studies by the U. S. Department of Agriculture, a majority of the non-metropolitan counties in the Great Plains witnessed a population decline between 2000 and 2005. The people that remain in the region's rural areas are facing financial challenges related to rising health care and transportation costs. These challenges threaten the economic well-being of farmers and rural dwellers in both Kansas and Missouri.

When rural communities lose population, they also lose the market for small business necessary to sustain a thriving community. The inability of residents to access goods, services, and jobs without traveling to cities spurs the exodus of residents. As a result, historic downtowns are susceptible to neglect and demolition.

Rural decline in Freedom's Frontier has not gone unnoticed. Kansas's Rural Life Taskforce and Missouri's Interdepartmental Coordination Council for Rural Affairs help to streamline state services to rural communities. The Missouri Rural Foundation empowers rural communities by encouraging partnerships between public and private entities. The Kansas Sampler Foundation encourages communities to re-discover and preserve their rural culture. Freedom's Frontier can partner with these organizations to foster an appreciation for and encourage rural preservation.

Rediscoverng Folklife and Culture

Freedom's Frontier encompasses many cultures and many traditions. It is rural, urban, and suburban. It is home to many ethnic groups, and its culture has changed over time.

Although the cultures of the region have become increasingly diverse, the cultures of those who first settled the region greatly shaped its institutions, government, and future. At the time of the Missouri/Kansas Border Wars, the cultures of New England emigrants, planters from the Upper South, German immigrants, and Native Americans clashed. The groups that settled in the years following the Civil War, from Bohemian miners and Little Balkans settlers to Exodusters, also contributed to the region's culture and the Enduring Struggles for Freedom. Freedom's Frontier can highlight the interconnectedness of all of its assets including folklife; the native landscape of prairies, rivers and forest; and historic buildings and designed landscapes, all of which contribute to regional culture.

A complete understanding of the region's culture and folklife will require work. Freedom's Frontier can provide the structure needed for a complete inventory.

Key Ways for FFNHA to review Preservation Progress

Through the planning process, FFNHA has identified ways to track the success of initiatives to preserve historic and natural assets. FFNHA should measure its success annually and share its findings in its Annual Report.

1) Public Awareness

- Number of training workshops/educational programs offered to improve public awareness of existing preservation programs
- Number of people completing/attending training workshops/programs
- Feedback from evaluation forms from participants

2) Historic Assets Identified

• Number of acres or communities/counties fully inventoried for historic properties using survey programs of Kansas and Missouri State Historic Preservation Offices (SHPOs).

• Number of counties or acres surveyed for cultural landscape inventory in coordination with the National Park Service and SHPOs.

- Number of properties listed on the National Register of Historic Places, State Registers, or Local Landmarks
- Number of collections inventories compiled

3) Historic Assets Preserved

- Number of communities with local funding for historic preservation
- Number of communities with historic preservation ordinances
- Number of communities with preservation plans
- Number of communities whose preservation plans are incorporated into community plans
- Number of historic assets protected by covenants with preservation advocacy groups
- Number of new historic districts
- Number of new design-review guidelines adopted
- Amount of funding secured for historic assets preservation
- Number of items (photographs, maps) included in digital archive

4) Museums (Art, Historic, Others) and Sites Improved

- Number of training sessions for museums/partner sites
- Number of museums/partner sites with master plans
- Number of museums/partner sites with collections management plans
- Number of museums with acquisition and de-accessioning policies
- Number of museums/partner sites that are accredited by the American Association of Museums
- Number of visitors to museums/partner sites

Heritage Preservation Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years, and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Identify, Preserve and Interpret Historic Buildings, Sites, and Cultural Landscapes

Develop a system to inventory cultural landscapes

Establish relationships among the commerce, tourism and preservation communities

Identify and encourage reuse of underutilized buildings

Establish a system to identify the region's historic buildings

Encourage communities to make preservation public policy

Foster an Appreciation for the Region's Folklife and Culture

Complete a folklife inventory of the region

Improve Access to Primary Sources

Create a digital archive

Improve Museum Visitation and Quality

Encourage dynamic programs at museums and sites

Fund dynamic programs at museums and sites

Encourage Professional Development and Best Practices at Museums and Historic Sites

	INITIAL ACTIONS
Develop a system to inventory cultural landscapes Before FFNHA can establish goals for preserving authentic places, it must first identify them. The region's history is perhaps best interpreted through its natural and cultural land- scapes. This strategy offers a first step in identifying the region's cultural landscapes, which have never been inventoried.	 S 1) Explore the work of other National Heritage Areas in creating inventories of cultural landscapes. S 2) Review the National Park Service's guidelines for cultural landscapes and programs for the Historic American Landscape Survey (HALS). S 3) Consult with state historic preservation offices and universities to identify any plans for other efforts to identify cultural landscapes. P 4) Lay out alternative paths to implementing cultural landscape inventory.
Establish relationships among the commerce, tourism and preservation communities In order to ensure consistency in heritage tourism efforts, coordination among the commerce, tourism, and preservation communities is essential. Unfortunately, these groups rarely interact. FFNHA can offer a unique opportunity to encourage collaboration between these groups.	 1) Host a recurring facilitated meeting for commerce, tourism and preservation professionals which encourages open communication to identify common goals. 2) Consider creating Task Force to oversee coordination of these communities.
Identify and encourage reuse of underutilized buildings Establish an inventory of vacant historic buildings and help pair up vacant buildings with public or private partners to redevelop them. See Savannah, Georgia's Revolving Program in "Best Practices."	 1) Consult with preservation advocacy groups to discuss existing programs and efforts to place derelict buildings into reuse. C 2) Review sample Historic Structures Reports and Adaptive Reuse Studies.
Establish a system to identify the region's historic buildings Very little of the FFNHA region has been inventoried to identify historic buildings. Historic surveys are the first step in identifying buildings, properties or districts that may be eli- gible for listing on the National Register of Historic Places and, thereby, eligible for preservation-related funding. In addition, surveys can provide an opportunity to educate communities about the benefits of historic preservation.	S 1) Review existing surveys, National Register of Historic Nominations, and other research by Missouri and Kansas State Historic Preservation Offices.
Encourage communities to make preservation public policy Advocate for the adoption of local preservation ordinances and preservation plans. Local preservation ordinances provide for designation and protection of historic properties. This creates a system for incorporating historic preservation into local community planning and decision-making.	 S 1) Consult existing preservation ordinances and plans to identify communities in the region without preservation programs. 2) Educate partners about the importance of local preservation programs.

S FFNHA Staff and Trustees L FFNHA Locations LEGEND (see notes on page 4-15) FFNHA Staff, Volunteers, or Locations		
FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS	
 C 1) Prioritize survey areas based upon development threats and the significance of sites for telling FFNHA stories. Use the cultural landscape benchmarks form to prioritize landscapes for further study. C) Secure cost estimates from Cultural Resource consultants for inventory OR institute a volunteer training program for inventory. S) Secure grant funding through Preserve America, Historic Preservation Fund or National Center for Preservation Technology and Training to complete inventory. 	LONG TERM 1) Develop Geographic Information System to catalogue historic landscapes, buildings, and natural resources. (see Recreation & Nat. Resource Conservation Plan) Universities and colleges in the region, state historic preservation offices, the Cultural Landscape Foundation, the Alliance for Historic Landscape Preservation, National Park Service (Historic American Landscape Survey (HALS))	
 Designate an area of the FFNHA website for Commerce, Tourism, and Preservation groups as a possible forum. 2) Make links from FFNHA website to preservation, commerce, and tourism groups. 	 LONG TERM 1) Continue to assess the viability of facilitated meetings and establish a strategy for the future. State Tourism Agencies, Local Tourism Organizations, Chambers of Commerce, Local Convention and Visitors' Bureaus, state and local preservation organizations and historical societies 	
 C 1) Facilitate a discussion among preservation professionals and advocacy groups about ways to identify and find new uses for vacant historic buildings. C 2) Establish criteria by which buildings could qualify for adaptive reuse assistance. 	 LONG TERM S 1) Establish a fund to assist communities in completing Adaptive Reuse Studies for vacant historic buildings. This fund may provide money to match funding from entities such as the National Trust for Historic Preservation. National Trust for Historic Preservation, Kansas Preservation Alliance, Missouri Preservation Alliance, Local Preservation Advocacy Groups 	
 C 1) Prioritize possible projects or project areas based on development pressures and threats. 2) Raise match for grant funding. C 3) Secure grant funding to conduct a broad assessment of existing conditions and potential strategies in priority areas. Possible funding sources include the American Institute of Architect's (AIA's) Sustainable Design Assessment Team Program, which provides professional teams to work with communities. 	 LONG TERM 1) Develop Geographic Information System to catalogue historic landscapes, buildings, and natural resources. (see Recreation & Nat. Resource Conservation Plan) American Institute of Architects (AIA), Sierra Club, land trusts, The Congress of New Urbanism 	
 1) Enlist teams that include FFNHA staff, local partners, and experts to meet with local stakeholders about establishing local preservation programs. 2) Advocate for local ordinances and planning by meeting with local officials and participating in public meetings. 3) Encourage landmarks commissions to pursue continuing education through the SHPOs and National Alliance of Preservation Commissions. 	LONG TERM 1) Assess the number of established preservation ordinances that promote Freedom's Frontier goals. Universities and colleges in the region, state historic preservation offices, the Cultural Landscape Foundation, the Alliance for Historic Landscape Preservation, National Park Service (Historic American Landscape Survey (HALS))	

INITIAL ACTI	ONS
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	*	1) Encourage participation in existing folklife programs and events, such as the Kansas Sampler Festival and annual meeting of the Missouri Folklore Society.
Complete a folklife inventory of the region		meeting of the missourr oktore society.
Folklife and culture create a sense of place—and contribute to unique places where people want to live and visit. This strategy can allow FFNHA to engage the community in identifying the region's folklife and culture.	*	2) Coordinate with folklore, arts, and humanities organizations (see "Potential Partners" below to compile existing inventories and contacts, including a list of artworks and songs that tie to FFNHA subthemes).
	С	3) Determine if Folklife Task Force is needed OR if staff can complete folklife inventory OR consider training programs for volunteers to inventory folklife.

HERITAGE PRESERVATION Improve Access to Primary Sources

INITIAL ACTIONS S 1) Educate partners about existing digital archives. Create a digital archive P 2) Consult with agencies sponsoring existing digital archives, such as the Missouri State Archives and Kansas A digital archive of primary materials, including photographs, State Historical Society, about the process for developing such a project and the possibility of sharing materials. For artifacts, maps, and archives held at partner sites and museums instance, these organizations may offer to scan large-format related to Freedom's Frontier themes will allow partners to materials like maps in return for adding digital copies to share resources. This approach has been successful in projects their collections and digital archives. such as Missouri Digital Heritage, Kansas Memory, Territorial 3) Research funding sources from Save America's Treasures, ★ Kansas Online, and Paper Trail Online Database. National Historical Records Commission, and Institute of Museum and Library Services.

	FENHA Locations	Inteers TNHA Volunteer Committee If, Volunteers, or Locations LONG TERM & POTENTIAL PARTNERS
 1) Develop an online inventory system for reporting by public on region's folklife, including music, art, etc. 2) Use press releases and contact list to enlist input from the public. 3) Contract with folklife consultant to vet public input for inclusion in the inventory and share findings with the public. 3) Contract with folklife consultant to vet public input for inclusion in the inventory and share findings with the public. 	 on region's folklife, including music, art, etc. S 2) Use press releases and contact list to enlist input the public. P 3) Contract with folklife consultant to vet public i for inclusion in the inventory and share findings with 	 from Kansas and Missouri Humanities Councils, Missouri Folklore Society, Kansas Sampler Foundation, Kansas Arts Commission,

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

 1) Gather existing inventories of partners' collections and encourage partners without inventories to develop and share them in a standardized format. 2) Develop a cost estimate for establishing a digita archive. 3)Raise match for grant. 	related to Freedom's Frontier themes.2) Use grant funding to hire a professional team to complete
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HERITAGE PRESERVATION Improve Museum Visitation and Quality

	INITIAL ACTIONS	
Encourage dynamic programs at museums and sites Establish an awards program to encourage creative and interactive programming at museums and historic sites.	*	1) Establish regular benchmark criteria review of participating museums and sites.
Fund dynamic programs at museums and sites Develop a grant program for creative programs, exhibits, or projects.	Ŀ	1) Educate partners about existing grant programs.
Encourage professional development and best practices at museums and historic sites The first step in developing high-quality interpretive experiences is to aspire to professionalism in museums and historic sites. The American Association of Museums accreditation process provides a guide to achieving success in the following areas: Public Trust and Accountability, Mission and Planning, Leadership and Organizational Structure,	S	 1) 1) Encourage all museums, their volunteers, and staff to complete the worksheets in the FFNHA Management Plan Toolkit. 2) Educate partners about relevant professional organizations and encourage participating in these organizations.
Collections Management, Education and Interpretation, Financial Stability, and Facilities and Risk Management. The American Association for State and Local History (AASLH) is working on development of standards benchmarks that may be achieved incrementally, complimentary to AAM accreditation, that would apply specifically to historic sites, museums and historical organizations.	L	3) Identify other existing benchmarks for professional standards (such as the AASLH Standards initiative) that would encourage "best practices" by Freedom's Frontier partners.

S L	FENHA Locations	Partner Organizations /olunteer Committee Independent Specialists
	LOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
C C	 Develop criteria and nomination form for awards. Identify a team of impartial experts to review the applications. Review nominations, and name the winning program, exhibit, or project, and honor accomplishments. 	LONG TERM: 1) Assess and alter award categories as needed. Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association, American Association for State and Local History
S	1) Raise funds for grant program.	 LONG TERM: 1) Develop criteria and process for evaluation of the applications and develop an application form. 2) Award winning grants and provide funding. Kansas and Missouri Humanities Councils
× S	 1) Identify and host workshops that help partners implement best practices. 2) Encourage partners to apply for AAM and AASLH accreditation. 	LONG TERM: I) Recognize accredited locations and partners. American Association of Museums, American Association for State and Local History, National Association for Interpretation

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RECREATION & NATURAL RESOURCE CONSERVATION PLAN

As Freedom's Frontier seeks to protect the region's sense of place, the preservation of the natural resources is essential. The planning process has identified three principal opportunities for the region's natural resources:

- Interpreting FFNHA through the lens of conservation
- Finding Funding Resources for Conservation
- A Broader Approach to Recreation Planning

This section outlines ways in which Freedom's Frontier can provide a recreation and natural resource conservation framework to help partners in the region interpret stories about the struggles for freedom throughout the region. The natural resource recommendations in this section support locations and events that try to interpret natural resources and their relation to Freedom's Frontier stories. Likewise, the recreation recommendations included here will make residents and others aware of methods to tie Freedom's Frontier into recreation programs and free-play opportunities.

Land conservation is the hope of protecting the rough edges in a world that is increasingly soft and similar and unspectacular. These edges, sometimes polished by human hands, are the nooks and crannies of a unique life. They are the places that give us a hold in the world. They are the natural places that inspire our thinking, replenish our souls, and remind us that where we live is like no other place in the world.

It's the relationship that becomes the thing we are protecting because within that human experience of the land is the cultural counterpoint and the teaching we hope to offer to the society at large.

A Community of Land and People Address and Introduction of Peter Mathiessen At The New York Colony Club February 21, 2001

Interpreting FFNHA through the lens of conservation

Freedom's Frontier grew out of the influence of natural history—and conserving natural resources should be an important part of its future. This Management Plan seeks to steward and understand the Power of Place not only through historic structures, but also through the streams, landforms, and animals that cross this region.

Loss of habitat is threatening the historic character of the region's landscapes. Currently, there are thirty-three unique species listed on the Endangered Species Act in Freedom's Frontier including mammals, fish, freshwater mussels, and prairie grasses. The ecosystem has been fragmented in several habitat corridors and pollution has affected the quality of several historic landscapes. Major challenges to sustaining habitats include new highways, urban expansion, and utility lines that divide environmental corridors and disrupt migration patterns.

The benefits of restoring and protecting natural resources of Freedom's Frontier are multifold. Along with improving habitat diversity and preserving the character of our landscapes, undamaged natural resources can incorporate recreation areas and facilitate ecotourism. For example, hiking, river canoe trips, and camping visits all benefit from clean air and water along with unspoiled views. Regional landscapes need not be fully "natural"—few are in twenty-first century America. They should convey an integrity of purpose and respect for the land whether used for ranching, farming, neighborhoods, or industry.

Regional policies that support land stewardship have clear economic benefits. Soil conservation provides economic benefits to the farming economy, reduces water pollution, and preserves the deep, glacially-deposited soil that first helped to draw settlers to the region. Watershed protection can filter out pollution at its sources instead of depositing it further downstream.

A successful heritage area like Freedom's Frontier understands and teaches that the preservation of natural resources not only preserves our environment, but respects our environment as cultural asset. This may be achieved by advocating innovative solutions such as providing regional outreach and information to sites about our natural resources, and partnering with environmental organizations that value our cultural conditions.

Finding Funding Resources for Conservation

For natural resources, the state parks programs in Kansas and Missouri offer pass-through funds through the Land and Water Conservation Fund (LWCF) and National Recreational Trail Grants Program (NRTP), both coordinated by the National Park Service. The LWCF provides funds to parks for outdoor recreation projects, including the acquisition of property. The funding can be used to protect threatened landscapes in "urban areas experiencing rapid population growth." Unfortunately, like HPF funds, the value of these programs is only as great as the ability to match federal funds. The Kansas Department of Wildlife and Parks announced that it would not be accepting applications in 2008 for the LWCF as it lacked its local match.

Just as development threatens the region's natural and historic assets, the funds meant to help preserve them are being scaled back. With some creativity and persistence, however, these funding sources can be combined to assist in conservationrelated projects. The scale of Freedom's Frontier offers the opportunity to coordinate with agencies and organizations to secure funding for wide-scale planning and regional projects.

A Broader Approach to Recreation Planning

Planning for recreation in Freedom's Frontiers ties into diverse topics such as health and exercise, learning opportunities, and the chance for children to play spontaneously in nature. We should not think of recreation as something that just happens in a special play area or park. Rather, the region has an opportunity to think of recreation as something that happens at all ages. Play is a renewing experience that can happen in all kinds of settings and with all types of groups. Tt can be educational tool as well.

How many Freedom's Frontier residents remember biking to an old farm, stream or woodlot at to make forts or climb trees? How many children today have this opportunity given the worries of their parents over issues of safety? How many children even have the time to wander outside given the demands of soccer practice, karate class, extra-curricular courses, and the hours every week spent being driven to such activities? These questions are important for considering how a reconnection This plan offers implementation solutions that address these concerns. Proposed solutions focus on three areas where Freedom's Frontier can develop its own programs and team with others to tie nature into the historic stories that were first shaped by the land.

with the Kansas-Missouri landscape can be incorporated with the mission of Freedom's Frontier.

Children's lives today are highly structured; and there is little chance for them to run and explore the woods, prairies, and valleys that 19th century children in the region knew. As Richard Louv, author of the highly-influential *The Last Child in the Woods: Saving our Children from Nature Deficit Disorder,* argues that free play for children has been shrinking—and with it, their experience of nature. The implication for Freedom's Frontier is that there's a growing need for children and their families to reconnect with the sights, sounds, smells and shifting seasons of nature. Recreational and natural areas can offer an experiential quality and memories that can't be found by staying at home or going to the local playground.

Asking New Questions

What are the different needs of children and adults today?

How can Freedom's Frontier tie outdoor recreation, learning, and exercise into its Mission?

The point of asking such questions is that we should not think of recreation as purely distinct from the learning and program opportunities of Freedom's Frontier. Consider how a broader view of recreation can enrich the experiences of people who come to visit and learn about the region's stories.

Here are some basic questions to consider when thinking about recreation planning for Freedom's Frontiers:

Why do playgrounds need to be just for children?

Sometimes, it might make sense to consider not building a playground at all. Could an urban orchard or a preserved working farm do just as well?

How can recreation and play happen with found and "reinvented" objects?

How can play be tied into storytelling?

What if educators joined with environmental designers to preserve farms in suburbs through conservation easements and other means to connect children with the source of food? Such a reconnection of children with production and economic purpose might be the biggest change of all.

When a school district builds a new elementary school, why can't 2% of its construction budget be set aside for adjacent habitat preservation or links to Freedom's Frontier sites and trails?

This plan offers implementation solutions that address these concerns. Proposed solutions focus on three areas where Freedom's Frontier can develop its own programs and team with others to tie nature into the historic stories that were first shaped by the land.

Resources

Web and Audio:

Children & Nature Network www.cnaturenet.org

This organization performs research and encourages changes in public policy and planning to reconnect children and nature.

American Association for the Child's Right to Play www.ipausa.org

This international organization seeks to protect recess and freedom of play for children in schools and community life.

National Institute for Play

http://nifplay.org

Founded by Dr. Stuart Brown, M.D., n 2000, this institute promotes scientific research concerning the individual and community benefits of play throughout life. In 2000, Dr. Brown produced "The Promise of Play" a 3-hour PBS series. The website offers many references for case study research and play patterns.

Natural Learning Initiative www.naturalearning.org

The Natural Learning Initiative is a Research and Design Assistance Program of the College of Design at North Carolina State University, Raleigh, NC.

Books and Articles:

Anderson, Linnea M. (2006) "*The playground of today is the republic of tomorrow*": Social reform and organized recreation in the USA, 1890-1930's' the encyclopedia of informal education, www.infed.org/playwork/organized_recreation_and_playwork_1890-1930s.htm

Lolly Tai, Mary Taylor Haque, Gina K. McLellan, Erin Jordan Knight, *Designing Outdoor Environments for Children*, McGraw-Hill, 2006

Key Ways for FFNHA to review Recreation and Natural Resource Conservation Progress

Through the planning process, FFNHA has identified ways to track the success of initiatives to preserve natural resources and promote recreation. FFNHA should measure its success annually and share its findings in its Annual Report.

1) Natural Assets Preserved

- Number of acres protected by covenants with land trusts or conservation easements
- Number of acres protected through purchase by advocacy groups
- Number of volunteer hours dedicated to cleaning waterways and other natural areas
- Number of acres of wetlands, prairies, woodlands and other assets restored
- Amount of funding secured for natural assets preservation

2) Natural Assets Interpreted

- Number of materials produced
- Number of pathways marked with interpretive panels
- Number of new interpretive trails
- Number of recretational facilities with interpretive information
- Number of educational series held on environmental history
- Amount of funding secured for environmental interpretation

Recreation & Natural Resource Conservation Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Identify and Assist in Preserving Culturally-Relevant Natural Resources

Document important natural landscapes that tie into FFNHA theme/sub-themes

Promote historic properties that preserve their natural resources

Advocate for growth that supports natural resources

Promote programming that ties into seasonal ecological events

Foster an Appreciation for Environmental History

Encourage or support research into environmental history related to FFNHA theme/subthemes

Develop partnerships with conservation programs to integrate historic themes into planning

Develop an environmental history resource packet for heritage interpretation sites

Tie FFNHA into Recreation Programs

Promote interpretation in recreational facilities

Coordinate the development of bike trails & paddling routes with other organizations

Promote accessibility to sites via non-motorized methods

Outreach to park & recreation officials and professionals

Promote free-play on sites

RECREATIONAL & NATURAL RESOURCE CONSERVATION Identify and Assist in Preserving Culturally-Relevant Natural Resources

	INITIAL ACTIONS
Document important natural resources that tie into the FFNHA sub-themes The National Park Service and participants in the management plan process have identified natural resource preservation as a significantly important. This involves working with local and regional partners to protect and restore ecologically significant areas, especially those with critical value related to heritage preservation and interpretation.	 1) Determine the range of possible partners (volunteers, staff, expert agencies, etc.) who could help with this work. 2) Determine the expertise needed to identify important natural resources, and if a training program is needed. ALTERNATE 2) Adopt an existing natural resource survey protocol and develop a way to catalog site's historic value with partner.
Promote historic properties that preserve their natural resources Natural Resources should not be thought of as separate from heritage resources, but rather as part of the fabric that connects our region. A recreational trail or old train line can connect our sites to bring in new visitors. A protected wetland can also preserve the visual backdrop to a historic battle site.	S 1) Educate partner sites about the value of natural resource preservation by highlighting relevant sections of the management plan.
Advocate for growth that supports natural resources This strategy will assist FFNHA in its goals of preserving authentic places and creating a place where people want to live. Eco-tourism, land conservation, ecological management of agriculture, landmark trees, smart growth, and land trusts can often be used as tools that balance economic development with quality of life.	 C 1) Facilitate a meeting of invited participants to identify to help to forge a region-specific definition of "quality growth" and to identify existing efforts in the region. 2) Develop Private Property Protection Pledge for members to sign. C 3) Prioritize possible projects or project areas based upon development pressures and threats while adhering to FFNHA pledge.
Promote programming that ties into seasonal ecological events Seasonal events such as bird migrations, proscribed burnings, and even severe thunderstorms have been a critical component in the history of the heritage area. Targeting marketing and interpretation during season events can provide a unique op- portunity for FFNHA to market the heritage area and forge local partnerships.	 1) Determine the range of possible partners (volunteers, staff) who could help with this work. 2) Create master lists of existing and possible seasonal events to support ecological understanding.

FENHA Locations	Partner Organizations /olunteer Committee Independent Specialists LONG TERM & POTENTIAL PARTNERS
 C 1) Implement training programs as needed. 2) Determine schedule and process for natural resource identification throughout the region. C 3) Increase coordination with regional partners to support natural resource protection efforts. S 4) Continue to seek public input on natural resource issues as they relate to the FFNHA mission. 	LONG TERM 1) Develop Geographic Information System to catalogue historic landscapes, buildings, and natural resources. <i>(see</i> <i>Heritage Preservation Plan)</i> All Universities, Kansas Department of Wildlife and Parks, Missouri Department of Natural Resources, Nature Resources Conservation Service, NPS Historic American Landscapes Survey
 1) Identify locations worthy of recognition in the FFNHA region. 2) Share information about exceptional natural resources at FFNHA locations on the FFNHA website and in marketing materials. 	LONG TERM 1) Encourage the development of a interpretation program with natural resource partners. State Departments of Tourism, National Park Service, Kansas Alliance for Wetlands and Streams, Missouri Wetlands Reserve Program, Tallgrass Legacy Alliance, The Nature Conservancy
 1) Raise match for grant funding. 2) Secure grant funding to conduct a broad assessment of existing conditions and potential strategies in priority areas. 	LONG TERM S 1) Assess continuing conditions and strategies of funded projects over time. American Rivers, Conservation Districts, Kansas Biological Survey, Landmark Tree Program, Land Trusts, Congress of New Urbanism, Mid-America Regional Council
C 1) Create criteria to evaluate potential value for inclusion as an ecological event.	LONG TERM 1) Promote continuing programs that tie ecological events with FFNHA themes. University Extension Offices, State Birding Clubs, Ducks Unlimited, State Departments of Tourism, National Oceanic and Atmospheric Administration Acquisition and Grants Office

RECREATIONAL & NATURAL RESOURCE CONSERVATION Foster an Appreciation for Environmental History

INITIAL ACTIONS	
Encourage or support research into environmental history related to FFNHA theme/sub-themes The "Power of Place" document provided a broad review of the Heritage Area's environmental history. FFNHA can foster this emerging study of the relationship of humans and their habitat through an educational series. The uniqueness of the heritage area's place in relation to its story can be further explored through targeted research. Grant programs can enhance critical components of the "Place" story that can benefit a large number of heritage area partners.	S 1) Determine the range of possible partners (Universities, expert agencies, etc.) who could help with encouraging environmental history related to FFNHA.
 Develop an environmental history resource packet for heritage interpretation sites Heritage area partners can benefit from tying their stories, places, and events to the natural resources and environment. FFNHA can create generalized packets to assist in telling these stories, or can offer specialized grants to improve the quality of interpretation of environmental history on a site. 	1) Provide information to partners about environmental history and its role in FFNHA though components in the management plan.
Develop partnerships with conservation programs to integrate historic themes into planning Many wildlife and habitat organizations are challenged with providing information that fosters public acceptance and ap- preciation of wetlands and prairie. FFNHA can partner with these organizations by integrating the historic importance of these areas into their stories.	 1) Identify existing natural resource organizations that would benefit from tying to the FFNHA theme/sub-themes. 2) Provide information to assist organizations in natural resource conservation at sites with significant ties to FFNHA themes.

FFNHA Staff and Trus FFNHA Locations LEGEND (see notes on pag FOLLOW-UP ACTIONS	C FFNHA	Partner Organizations Volunteer Committee Inteers, or Locations LONG TERM & POTENTIAL PARTNERS
environmental histo	velop a round-table discussion on y and its role in the heritage area. with FFNHA sites via newsletter or	LONG TERM 1) Perform a professional environmental history study of the heritage area. All Universities, State Historical Societies, Mid-America Regional Council, Kansas Association for Conservation & Environmental Education, Missouri Environmental Education Association,
resources and how t	locations to identify important natural o preserve and interpret them. t locations that tell the environmental	 LONG TERM S 1) Offer specialized grants to improve the quality of interpretation of environmental history at FFNHA locations. All Universities, State Historical Societies
events as an interpr	about noteworthy environmental history etive and educationtal tool hips through the FFNHA website and	LONG TERM S 1) Develop specialized requirements to incorporate conservation areas into the Location and Events program. Conservation Districts, US Army Corps of Engineers, National Park Service

RECREATIONAL & NATURAL RESOURCE CONSERVATION Tie FFNHA into Recreation Programs

INITIAL ACTIONS **Promote interpretation in recreational facilities** S 1) Develop a plan and cost estimate for interpretive signage. For recreational facilities, consider both significance and Interpretation at recreational facilities such as parks, camp geographic diversity in selecting signage locations. For kiosks, consider locations along major roadways that serve grounds, and docks can be improved via interpretive signage, as gateways to the region. historically relevant siting, and educational resources. Coordinate the development of bike trails & paddling routes with other organizations V 1) Identify and connect with potential partners. As trails and river use can be planned to enhance the experience of the heritage area, canoeing, hiking, biking, hunting, and ۷ 2) Provide information to partners about FFNHA and discuss the importance of site connections and the importance of birdwatching organizations can benefit. By partnering with experience cultural landscapes. recreational organizations, these recreational systems can be developed that enhance both FFNHA interpretation and recreation opportunities. Promote free-play on sites S 1) Identify and connect with potential partners. Planning for recreation in Freedom's Frontier locations can allow for children to play spontaneously in nature while preserv-Ρ 2) Provide information to partners about free play and its ing historic character. It should not promote the construction connection and its role in FFNHA though components in of playgrounds on historic sites, but promote the ability for the management plan. children to experience historic facilities and landscapes in a manner similar to children in the past. Outreach to park & recreation officials and professionals 1) Identify existing recreational facilities that provide S information about local history, heritage, or otherwise tie Awareness of FFNHA's mission and goals should be promoted into the FFNHA theme or sub-themes. regularly to parks and recreation officials. In addition to V fostering partnerships, The Freedom's Frontier grassroots 2) Provide information to targeted park and recreation officials about FFNHA though components in the network can stay aware of emerging ideas and technologies management plan. in recreation and natural resource conservation.

S FFNHA Staff and Trustees L FFNHA Locations LEGEND (see notes on page 4-15) FFNHA Staff, Volunteers, or Locations	
FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
 1) Raise match for grant funding. 2) Secure grant funding for recreational facility interpretation programs. 	 LONG TERM 1) Develop layout for interpretive signs. 2) Install signs and include locations in FFNHA materials Kansas Department of Wildlife and Parks, Missouri Department of Natural Resources, National Park Service, US Army Corps Engineers
 1) Assist in a partner-sponsored meeting to identify and promote existing efforts in the heritage area. 2) Prioritize possible projects or project areas base on their relevance to FFNHA themes and their connections to FFNHA locations. 	LONG TERM 1) Develop Geographic Information System to catalog recreational trails and paddling routes. State Departments of Transportation, Friends of the KAW, Frien of the Neosho, Kansas Canoe Association, Missouri Canoe Floaters Association, Missouri River Natural Resources Committee Kansas Trails Council, Missouri Bicycle Federation
S 1) Catalogue FFNHA locations that allow free-play on their land.	LONG TERM 1) Incorporate free-play examples at FFNHA sites in marketing materials. Kansas Association for Conservation & Environmental Education Nature Learning Initiative, Children & Nature Network, Environmental Learning Centers, Discovery Centers
 S 1) Create and distribute an annual online survey to specified parks and recreation officials with recreational sites that tie to FFNHA theme or sub-themes. S 2) Promote recreational sites that celebrate FFNHA theme or sub-themes. 	LONG TERM 1) Speak at annnual meetings to inform park and recreation officials of recreation sites that celebrate FFNHA. Kansas Association of Park and Recreation Planners, US Fish a Wildlife Service Partner Programs, US Geological Survey.

Tourism & Marketing Plan

The FFNHA Vision for 2028 sets a goal that FFNHA be "an internationally recognized region" with "historically aware" residents.

In order for the Freedom's Frontier grassroots netwrok to meet its vision, marketing is necessary. Unless the coordinating entity develops and carries out a marketing strategy, these two goals cannot be reached. Likewise, no one will take advantage of the "compelling learning experiences, interpretation, and preservation" promised in the Vision that will offer "an understanding of the region's importance" without letting visitors and residents know about these opportunities through marketing.

Tourism is also a key to reaching the Freedom's Frontier Vision of sharing stories with visitors and creating a place with a diverse economy. Many heritage areas engage in travel and tourism as a means to stimulate local economies and demonstrate the value and relevance of historic, natural, and cultural resources. In the past decade, federally-designated heritage areas have added to their responsibilities the role of managing the quality of visitor experiences. As the Freedom's Frontier organization is keenly interested in providing a quality experience for visitors and residents alike, taking an active role in tourism will not only produce economic benefits for the area but will help raise awareness for and support of neighborhood revitalization projects, historic preservation, conservation of natural resources, and generate a sense of pride of place.

This section outlines ways in which Freedom's Frontier can provide a tourism and marketing framework to help partners in the region share stories about the struggles for freedom throughout the region. The tourism recommendations in this section support a seamless visitor experience for travelers and residents by aiming to ensure top-quality story-based tourism services and products are offered throughout the region. Likewise, the marketing recommendations included here will make residents and others outside the region aware of the national heritage area and the opportunities it provides for visitors and residents.

In addition to the tourism and marketing recommendations for the Local Coordinating Entity found in this section, tips and advice for individual sites or organizations can be found in the "Tourism and Marketing Toolkit" in the "Power of Action" section of this plan. The Tourism and Marketing Toolkit empowers local groups and individuals within the region to develop their visitor experiences effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help become a high-quality story-based location or event. The Toolkit also provides advice about how to deliver your message to your target audience.

Opportunities

As Freedom's Frontier National Heritage Area seeks to become internationally recognized with historically aware residents and visitors who take advantage of learning opportunities and create diverse economies, tourism and marketing is essential. During the planning process stakeholders identified several opportunities for action to promote the region's unique historic and cultural resources. They include coordinating across boundaries, supporting sustainable growth, establishing a brand identity, empowering stakeholders, and educating residents. Below is a summary of these opportunities—and some recommendations for addressing them.

Coordinating across Boundaries

Freedom's Frontier has many opportunities to coordinate across boundaries. These include consistent data collection, coordinating marketing efforts, and advocating for funding.

The Kansas and Missouri tourism offices collect market information differently. Because of this, it is difficult to get consistent data analysis for the region. Currently, there is a lack of consistent, comprehensive baseline data that demonstrates the full impact of tourism on the region—in part due to incompatible collection methods between states, counties, and local sites. Freedom's Frontier partners can bridge these gaps by helping to obtain information that can provide a clear picture of tourism markets in both states.

Likewise, states, regions, cities, towns, and attractions within the area have their own messages and audiences.

The Freedom's Frontier grassroots network can build on the existing marketing efforts. FFNHA should review existing marketing activities at the national, state, regional, and local level. Collaboration among convention and visitor bureaus and other Kansas and Missouri tourism organizations is vital to the Heritage Area's focus on product development and marketing. Increased collaboration from the tourism industry will ensure the success of FFNHA's tourism program. That success will return increased tourism revenue throughout the region, and increased understanding of the important stories of Freedom's Frontier by both residents and visitors.

City councils, county commissions, state tourism offices, and state legislatures need to be educated about the impact of funding on regional tourism growth. The Freedom's Frontier grassroots network can use models from other areas to develop fundamental return-on-investment arguments for legislative bodies, in effect, only "borrowing" monies from the city and state coffers that encourage increased numbers of visitors who, in turn, pay for goods and services while in the area.

Supporting Economically Sustainable Growth

Tourism can help a region achieve economic sustainability. To increase the economic prosperity of the region, enhance the quality of life for residents, and maintain an attractive region for people to live and visit, FFNHA partners must encourage sustainability in heritage attractions, focus on preserving what is unique about the area, and advocate for upgrades in infrastructure to achieve their vision of sustainability.

Rural areas that provide authentic experiences through their historic, cultural, and natural resources face unique challenges in developing and managing tourism. Authentic locations have to ensure that tourism contributes to the overall sense of place. Without appropriate conservation and preservation policies, the irreplaceable resources and unique and quality experiences that lure visitors may be compromised. Partners will need to work with specific places where stories can be told in order to move visitors around the region, thereby increasing their stay and spend potential. Advocating for infrastructure improvements is important to tourism development. Lack of infrastructure minimizes the opportunity to direct and inform residents and visitors about FFNHA-related locations. Securing investment to develop new tourism products and services that complement existing attractions is vital. Freedom's Frontier staff must consider how it can work with its partners to help realize tourism goals in tandem with interpretation, conservation, recreation, and preservation priorities.

Prioritizing the heritage area's activities depend on realistic expectations regarding tourism's contribution to the FFN-HA vision. The desire to develop new products and services that further the ability for FFNHA to tell its unique stories must be balanced with the sustainability of the resource or business. Sound business planning will help determine the potential for sustainability. Once tourism businesses are operational, keeping them prosperous is a healthy objective for FFNHA partners. Providing grants, leveraging capital investments, or offering business acumen to accelerate growth are important services that many heritage areas engage in to support tourism and foster sustainability.

Establishing a Brand

A brand—a mark that identifies goods and services of a seller—is different from a logo. It is a philosophical commitment to and a promise of exceptional quality. Through branding, Freedom's Frontier as a grassroots organization can communicate its brand promise, set itself apart from other heritage areas and heritage organizations, and identify components of the FFNHA experience through signage, marketing, and other strategies.

Currently, the Freedom's Frontier brand means many things to its stakeholders and nothing to those who haven't been introduced to it. In order to engage in a comprehensive branding campaign, FFNHA staff and partners should determine the brand promise. This brand promise, drawn from the vision and mission for the heritage area, is then communicated through graphics and messages to target audiences. To ensure that Freedom's Frontier sets itself apart from other heritage areas, the brand must affirm the FFNHA statement of national significance. When established, the FFNHA brand will convey the promise of a high-quality story-based experience. Upholding this promise will be the responsibility of Freedom's Frontier affiliated businesses, locations, and events. Freedom's Frontier should monitor how the brand promise is delivered in order to maintain the integrity of the brand.

As the Freedom's Frontier brand develops and markets its brand as one large experience weaving together the places and activities that tell the region's significant stories, protecting the brand—and all that it stands for—is vital for growth and sustainability. The business and tourism community must invest in and support the promise and delivery of a brand that is worthy of the region's history and protect it for the benefit of future generations.

Empowering Willing Partners

One of the goals of Freedom's Frontier as an organization is to empower residents. In order for Freedom's Frontier to become internationally known and for partners to play an active role in the heritage area, Freedom's Frontier staff can offer partners the tools they need to share consistent messages about the heritage area, foster movement of visitors around the region, and expand tourism business opportunities for local residents.

For Freedom's Frontier to expand its stakeholder base, it will need to educate residents about the heritage area, creating advocates for the organization. By engaging in branding, staff can ensure that all stakeholders understand and convey the brand promise. Building upon the brand promise, the Freedom's Frontier Locations and Events Program will help ensure that all affiliated locations and events deliver on the promise. Promotional materials produced by Freedom's Frontier staff will also help stakeholders share consistent messages about Freedom's Frontier National Heritage Area.

Achieving tourism benchmarks will involve fostering the movement of visitors around the region. The Freedom's Frontier grassroots network can help locations connect their stories by encouraging collaboration. Freedom's Frontier can provide concrete tools to foster the movement of visitors, including maps, brochures, driving tours, and directional signage.

Educating Residents

Through their support of Freedom's Frontier, local individuals and entities have the power to endorse, celebrate, fund, and champion specific activities or policies that benefit the region. Increasing and maintaining their strong knowledge of the region is crucial for these stakeholders to contribute to the creation of vibrant communities.

A key role for Freedom's Frontier, and most heritage areas, is advocating certain policies and procedures. Advocacy is important in securing federal and state funds for the heritage area as well as supporting the adoption of programs and policies in keeping with the vision and mission for the heritage area. Once funds are secured, FFNHA stakeholders must demonstrate its ability to wisely leverage federal and state funds and match the contributions with private sector donations. These efforts must be communicated and the outcomes championed by Freedom's Frontier to build a strong foundation and respected reputation with local constituents, businesses, elected officials, and other major stakeholders in the region.

Understanding Current and Future Audiences

Not all residents and visitors value the same products, services, and experiences. Understanding how these current and potential customers shop for and purchase items, are motivated to travel, spend discretionary income, and obtain information is critical to making informed marketing decisions. As Freedom's Frontier expands and grows its programs, market research also affords the organization the ability to measure effectiveness of their work, attribute success to their efforts, and determine levels of customer satisfaction.

For heritage areas, it is important to recognize the sectors that provide the greatest potential to advance their respective agendas. These sectors are divided into two categories:

- Internal audiences those persons residing in the heritage area and directly benefiting from or contributing to the region's sustainability
- External audiences those persons residing outside the region that can contribute to or benefit from the heritage area's sustainability through their spending, influence, or messaging.

Internal Audiences

Nearly three 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. Increasing and maintaining their knowledge of the region is crucial for these stakeholders to contribute to the creation of vibrant communities.

One particularly important target segment within FFNHA's internal audiences is youth. Working with school-age students on projects and 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.

External Audiences

External audiences help shape the image and brand recognition for the heritage area through word-of-mouth and electronic and print media sources. External audiences are bombarded by an abundance of information, and may or may not have the level of interest or understanding about the heritage area as internal audiences. Clear, concise, and consistent communication with external audiences is important to ensure that the desired messages are delivered and received.

Internal Audiences

Local Residents

- Youth
- · Civic organizations
- · Social, military, religious, educational, fraternal,
- cultural, and heritage groups
- Individuals residing in the area

Business and Private Sector

- Businesses directly involved in FFNHA activities
- · Businesses located in the region and not directly
- involved in FFNHA
- Non-governmental organizations
- Not-for-profit organizations
- · Chambers of Commerce
- Media
- · Financial institutions
- Funding entities

Government

- · Federal, state, county, and city/town agencies
- · Elected officials

External Audiences

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.

- Travel (consumer and trade)
- $\cdot \ \text{Business}$
- Preservation
- Conservation
- Interpretation
- \cdot Community-based/focused

Affinity Groups

 $\cdot\,$ Businesses with interests or holdings in the region, but headquartered elsewhere

 $\cdot\,$ Financial institutions/foundations currently or potentially supporting the area

• National organizations and government agencies involved or associated with the area

- Example: Alliance of National Heritage Areas, National Trust for Historic Preservation, Travel Industry Association of America, American Association of State and Local History, Nature Conservancy, etc.
- · Elected officials
- Federal Agencies

Example: National Park Service, National Register of Historic Places, National Endowment for the Humanities, U.S. Fish and Wildlife Department, Environmental Protection Agency, etc.

Travelers See Business Plan

4-44 Freedom's Frontier National Heritage Area Management Plan

Key Ways for FFNHA to review Tourism and Marketing Progress

Through the planning process, Freedom's Frontier partners have identified ways to track the success of initiatives to preserve historic and natural assets. Freedom's Frontier staff should measure its success annually and share its findings in its Annual Report.

1) Building Awareness

- Website hits, unique visits, user metrics.
- Increased attendance at sites, events, and service providers.
- Increased spending at sites, events, and service providers.
- Length of stay and subsequent transient taxes collected.
- Recognition by local and national media of the importance of FFNHA.
- Knowledge of FFNHA by participant sites, events, and businesses.

2) Empowering Residents

- Increased funding and budgets at local and state levels.
- Visible increases in the volunteer base and in local pride.

Tourism & Marketing Website Suggestions

Visitors section

- Orientation to Freedom's Frontier, including explanation of national significance
- Calendar of events
- \cdot Searchable listing of participating locations and events
- · Downloadable itineraries
- Interactive map with links to participating locations' and events' websites
- · Lists of participating visitor services
- · Online itinerary builder with mapping capabilities
- · Links to bibliographies to learn more about region
- · Downloadable driving tours
- · Online virtual tours
- · Downloadable maps
- · Downloadable brochures
- · Blog with stories about the region
- Open discussion boards for visitors to discuss their visit, the meaning of freedom, or post their photos or video
- Information about geocaching

Tourism & Marketing Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Build and Monitor FFNHA Awareness via Marketing

Develop the Freedom's Frontier brand based on the Statement of National Significance and monitor the experience to ensure brand promises are upheld.

Build a foundation for communicating Freedom's Frontier messages and stories.

Establish a system to collect comprehensive and consistent visitor data.

Coordinate Marketing Efforts to Attract Tourism

Establish a system to identify the region's tourism products, services, and events.

Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors and residents.

Develop a comprehensive tourism marketing program that complements the region's individual destinations and site programs.

TOURISM AND MARKETING Build and Monitor FFNHA Awareness via Marketing

INITIAL ACTIONS S 1) Host a brand manager from a local company to discuss **Develop the Freedom's Frontier brand** how they brand their company. Investigate other heritage areas that recently engaged in branding campaigns to determine lessons learned. For tourism development and management, the FFNHA brand and brand strategy will define how the region is set apart \star 2) Conduct a branding exercise to determine the promise from its competitors and focus on its statement of national elements to include and address. significance. С 3) Review the current logo to determine if it meets the visual representation of the brand promise. If not, secure funding to conduct a comprehensive branding study. 1) Update the Freedom's Frontier brochure, PowerPoint S presentation, and welcome packet. Engage partners in a discussion about what is most effective to help them share messages about FFNHA. Build a foundation for communicating Freedom's Frontier messages and stories ¥ 2) Compile a list of organizations and individuals, including public officials and stakeholders, who need to be more Essential to a strong brand is a solid foundation of quality knowledgeable about the story and informed about Freedom's communication tools and documents. Providing information Frontier. Devise appropriate outreach strategies. in an easy-to-use and desired format will help stimulate media S 3) Revise the general news release about Freedom's Frontier interest and educate local residents. The Freedom's Frontier and make it available to media and partners. website will play a major role in communicating information about Freedom's Frontier. It will be addressed in a separate С 4) Establish a technology committee to monitor Freedom's recommendation. Frontier participation in social networking, to update social networking sites as necessary, and to investigate new social networking opportunities. Establish a system to collect comprehensive and consistent visitor data S 1) Gather information from all sources that currently collect visitor data within Freedom's Frontier and analyze for Currently, there is a lack of consistent, comprehensive basesimilarities, gaps. line data that demonstrates the full impact of tourism on the region—in part due to incompatible collection methodology С 2) Identify categories of data to be collected and various between states, counties, and local sites. Capturing qualitative methods of collection. and quantitative information from key customers will help Freedom's Frontier partners make good decisions.

FENHA Locations	s Volunteer Committee Inteers, or Locations
FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
 1) Enlist the creative services of a graphic designer to revise or enhance the existing logo, if necessary, and to create a comprehensive branding image package that can demonstrate how to use the logo on marketing materials, merchandising, and throughout the region. 2) Outline guidelines for graphic usage of brand imagery, including application and acceptance process. 3) Create a PowerPoint presentation to articulate the brand campaign and how the corresponding graphics will be used, distributed, and evaluated. Test at a partnership meeting prior to wider distribution. 4) Fund creation of new collateral materials, revisions to website, and distribution of logo to qualifying entities. 	 LONG TERM S 1) Conduct independent assessments or intercept surveys (where patrons/customers are asked their opinions about their experiences) to gauge how well the brand promise is being delivered. C 2) Adjust marketing messages to accurately reflect the experience. 3) Periodically review usage of logo and brand to ensure brand promises are upheld. Kansas Travel and Tourism Division, Missouri Division of Tourism, stakeholders
 C 1) Establish a working group to focus on attracting local and national media. 2) Continue hosting familiarization tours (education tours), for qualified journalists and other targeted individuals to deliver the FFNHA brand through first-hand experiences and stories. S 3) Tap public television and local radio for announcements about FFNHA Encourage promotion of regional activities and Freedom's Frontier updates. S 4) Send a compelling and up-to-date information packet to the media list when there is news, updates, and as part of an annual outreach, performance report to stimulate interest and coverage. 	 LONG TERM S 1) Keep the media contact list current and continue to expand it. S 2) Update the regional media list for meeting announcements and news about FFNHA. S 3) Expand communication efforts to include a monthly newsletter and visually-appealing annual reports. Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, Local media
 C 1) Establish a system of visitor data collection. S 2) Recruit partners to assist with visitor data collection. G 3) Carry out data collection. Analyze data and make results available to partners and participants. 	LONG TERM S 1) Use data to inform tourism and marketing decisions. Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, FFNHA locations and partner organizations, Universities and colleges

TOURISM AND MARKETING Coordinate Marketing Efforts to Attract Tourism

	INITIAL ACTIONS
Establish a system to identify the region's tourism prod- ucts, services, and events. In order to create a seamless visitor experience and to ensure that tourism products and services are available, the existing database should be expanded to include all tourism products and services related to Freedom's Frontier National Heritage Area.	 S 1) Encourage continued use of the existing Visitor Readiness Form available online and analyze for similarities and gaps. C 2) Determine qualifications for tourism products and services to become recognized by Freedom's Frontier National Heritage Area.
Maximize the Freedom's Frontier website as a virtual in- terpretive and marketing tool for visitors and residents. Redesign of the content and graphics of the FFNHA website is essential. Continuously keeping the site current by adding upgrades, new things to see and do, stories, itineraries, tour packages, a current calendar of events, and links to other sig- nificant information like blogs and videos provides potential visitors and residents the opportunity to plan ahead and learn more about Freedom's Frontier.	 C 1) Establish a technology committee to oversee future website redesign, monitor the website, make suggestions to keep the site fresh, upgrade content and design, expand brand opportunities, and maintain the positioning of keyword search. S 2) Continue to update the current website and improve its functionality. C 3) Identify a list of future needs/desires for a redesigned website.
Develop a comprehensive tourism marketing program that complements the region's individual destinations and site programs. The Freedom's Frontier regional marketing program should promote the region and connect individual businesses, locations, and events to collectively promote and link key stories.	 S 1) Collect and catalog copies of marketing materials, plans, and research for reference. 2) Define FFNHA's regional role in tourism and marketing—as to development, marketing name, key areas of responsibility, how it works with other tourism and marketing entities in the region, and priorities for implementation and coordination. 3) Identify existing programs in the region that meet FFNHA's marketing and overall heritage area goals and objectives. P 4) Host an annual meeting with existing convention & visitors bureaus and other destination management organizations in the region to determine ways to collaborate, identify marketing issues to collectively address, and share information so as to build a complementary and integrated approach to reach target markets. S) Take advantage of upcoming commemorations, anniversaries (Civil War, National Park Service) with marketing and public relations/media relations assistance provided by the Kansas and Missouri Tourism Offices.

FENHA Locations	P Partner Organizations /olunteer Committee nteers, or Locations
FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
 C 1) Implement Freedom's Frontier Services Program as an addition to the Freedom's Frontier Locations and Events Program. P 2) Work with interested partners to identify services that may qualify. 	LONG TERM 1) Continue to educate potential Freedom's Frontier services about the benefits of the program. Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, FFNHA locations and partner organizations, Universities and colleges
 1) Write and distribute an RFP for redesign of the website and choose an independent specialist to redesign the website. 2) Website redesign. The home page of the website should provide users with four distinct areas, one each for visitors, educators, stakeholders, and researchers. 	LONG TERM S 1) Continue to update website. FFNHA locations and partner organizations
 S 1) Develop a calendar of domestic and international trade shows that provide an opportunity for the region to showcase its stories; allow buy-in for interested organizations at a variety of levels. S 2) Meet with other heritage areas and regional/national networks engaged in story-based marketing or similar themes to identify collaborative ways to reach target audiences and package products and experiences. 3) Identify and partner with businesses, non-governmental organizations, and universities to increase awareness of Freedom's Frontier through joint marketing or sponsored activities. 	 LONG TERM S 1) Identify and secure funding for new collateral and branding materials. 2) Organize and fund dedicated marketing activities that provide outreach and education for the region, such as exhibition at organizational conferences. Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, Local Destination Management Organizations, Individual Sites, National Park Service, Other Heritage Organizations, Main Street Associations, Universities

ECONOMIC DEVELOPMENT AND Sustainability Management Plan

The Importance of Business to FNNHA's story

A strong local economy has provided a healthy foundation for generations of residents. Early non-native settlers traveled to the region in search of economic prosperity. Fertile ground and river systems fostered an agricultural economy that is still evident today. As cities emerged and infrastructure improved, business opportunities expanded to include technology and commerce. During the century that followed, as residents had more discretionary spending and travel was a preferred activity, natural assets afforded local governments and businesses the opportunity to focus on and enhance recreation and tourism as new economic generators for the region. A diverse economy can be one of the best tools for historic preservation.

Good jobs, great recreation, vital commercial districts, attractive architecture, pristine landscapes, quality infrastructure and transportation, varied cultural activities, supportive government and healthy businesses all make the region an appealing place to live, work and play. While tourism is one key component for economic development efforts, it is neither feasible nor desirable to convert every historic building into a museum or to have an economy based entirely on tourism. The historic buildings and undeveloped cultural landscapes in Freedom's Frontier provide the setting and context for the stories that the heritage area has to tell, and sensitive heritagebased economic development strategies are a key component of ensuring that the important cultural, heritage and natural assets of this region are preserved for future generations to enjoy.

This section outlines ways in which Freedom's Frontier can pursue heritage-based economic development and a sustainability framework to help partners enhance and sustain economic development throughout the region. Rather than detracting from the historic, cultural, and natural resources of Freedom's Frontier, viable economic uses can be identified for these resources thereby ensuring they remain intact for the benefit of current and future residents. The economic development and sustainability recommendations in this section support a diverse economic future that is based on the region's unique assets and is sustainable for future generations.

Opportunities

As Freedom's Frontier seeks to develop a diverse economy, it is essential to think about stimulating sustainable growth, commercial revitalization, and long-term sources of funding. During the planning process stakeholders identified several opportunities for action develop and sustain the region's economy. They include: coordinating across boundaries, connecting businesses to technical and financial assistance, supporting sustainable growth of business and infrastructure; and including for-profit entities in Freedom's Frontier. Below is a summary of these opportunities—and some recommendations for addressing them.

Coordinating across Boundaries

Freedom's Frontier encompasses two states, forty-one counties, and numerous cities, towns, and villages, each with their own policies and procedures. While multiple levels of oversight may be necessary for governing the area, they make business development and sustainability more cumbersome in terms of regulations, paperwork, and financing.

Public policies developed with active citizen participation can promote sustainability. Local ordinances and tax structures provide the carrot and stick to guide appropriate development and other business activities that may impact the region. With FFNHA crossing two states, it is important to define and articulate a cohesive regional strategy for appropriate development and business growth. Dedicated taxes for these types of heritage business development (including tourism, recreation, and related commerce) should benefit the heritage area's long-term goals and objectives.

Connecting Businesses to Assistance

Both the Kansas Department of Commerce (www.kansascommerce.com) and the Missouri Department of Economic Development (www.ded.mo.gov) offer programs and services that foster business growth and sustainability. Of particular note, both entities have financial incentives that entrepreneurs or communities can tap to help stimulate business growth. FFNHA can ensure that these existing resources and incentives are used by potential business owners with an interest in locating in a historic building. Many organizations and government entities throughout the region provide stimulus packages to grow business and increase jobs. A more appropriate focus for FFNHA with regards to business growth and sustainability is how the development impacts— positively or negatively— the story eco-system. FFNHA can define and support recommended business practices that minimize impact on fragile resources, outline strategies to support smart growth, and foster conservation stewardship in local business practices.

Supporting Sustainable Growth

Thriving Main Street programs in Kansas and Missouri (both have designated communities in the FFNHA) foster commercial revitalization of historic downtowns. FFNHA should work with the Main Street programs to ensure that rural areas receive special attention by these two agencies as well. At the same time, FFNHA can advocate for the placement of new businesses in locations that will not detract from significant cultural landscapes. Iowa has developed a modified Main Street Program to target very small communities, and Kentucky is currently exploring a new program to provide the Main Street approach in very small crossroads communities. Preserving the landscape and traditional farm heritage is important, and providing stimulus to adapt the rural economy without compromising the integrity of the natural environment is a high priority for the region. Agribusiness is one of Missouri's eight targeted industry clusters, and Kansas also invests in sustaining agricultural programs, including "agritourism," in the FFNHA region.

Providing incentives for craftspeople, entrepreneurs and companies to produce desirable, high-quality work is as important

Quick Reference Definitions

economic sustainability: The careful, efficient, and prudent use of natural, fiscal, and human resources over the long-term with minimal waste, and accounting for all (monetary and non-monetary) costs.

Source: businessdirectory.com

A full glossary of terms can be found in the appendix.

as developing the retail and business outlets to market and sell the items. Connecting the arts, nature, and preservation-based organizations with the business community, and demonstrating their value to residents and customers alike, is vital for smart and balanced growth in the region.

Once heritage businesses are operational, keeping them fiscally sound and prosperous is a healthy objective for FFNHA. Providing grants or leveraging capital investments, offering training and technical assistance are key services that many heritage areas engage in to foster smart growth with resource stewardship.

Advocating for or engaging in actual infrastructure improvements (including beautification, appropriate signage and transportation alternatives) are also frequent roles engaged in by heritage areas. FFNHA must consider how it can best serve its residents through business and commerce to help realize regional economic and social goals.

Allowing Participation of For-Profit Entities

An assessment of existing businesses in the region revealed that while many companies engage in activities or services that contribute to the economic sustainability of FFNHA, there is still much work to be done. More detailed information on the types and categories of products and services contributing to the FFNHA business profile is needed. In addition, this inventory must expand to include information on how each business measures performance, the type of technical and financial assistance that will make it more viable and sustainable, and how or if each business can expand its current deliverables to contribute to the enhancement of the FFNHA vision and mission

Enterprise partnerships provide a great avenue for privatesector employment and growth. Economic sustainability can also be achieved through partnerships with revenue-generating businesses. For Freedom's Frontier, the opportunities to team with local entrepreneurs are significant. An initial need is to define the relationship between FFNHA and existing economic development, tourism, preservation, conservation and related organizations. This effort will underscore the specific ways that FFNHA can support, enhance or engage in current individual and regional business development programs and centers, or offer alternative approaches for consideration and implementation.

Key Ways for FFNHA to review Economic Development & Sustainability Progress

Freedom's Frontier staff should measure its economic development success annually and share its findings in its Annual Report. Benchmarks should include:

1. Increased sales tax revenues from purchases of FFNHA-branded products, services

2. Increased spending at FFNHA sites, attractions, and service providers

3. Increased employment/payroll at FFNHA sites, attractions, and services providers

4. Increased funding and budgets at local and state levels

5. Indirect and Induced Benefits, including

- New support jobs and services/payroll
- · Reduced taxes paid by existing residents
- Enhanced local infrastructure
- New city services and personnel/payroll
- · Enhanced real estate values
- Diversified economy
- · New businesses
- Support for entrepreneurial opportunities
- Neighborhood revitalization
- Pride of place and enthusiasm of local residents
- Encouragement of historic preservation
- Improved destination image
- New social, educational, and cultural opportunities for the public
- · Greater protection of natural resources

Economic Development and Sustainability Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item.

Enhance and Sustain Economic Development in Freedom's Frontier National Heritage Area

Support existing efforts for sustainable growth throughout the heritage area

Stimulate commercial revitalization through support of heritage development practices

Provide opportunities for private enterprise and property owners to participate, if desired, in FFNHA programs and activities

Provide information on state and federal economic stimulus programs for urban and rural communities.

Build a "sense of place" through a consistent wayfiniding system in the region to recognize FFNHA's contributing assets

Enlist the support of Kansas and Missouri legislatures (state, county, and local) for line-item budgets and other legislated necessities (i.e., permitting laws, services requirements) to ensure long-term growth and success of the area.

Serve as a conduit/broker between funding entities and local businesses, sites and other non-profit organizations.

	INITIAL ACTIONS
Support existing efforts for sustainable growth throughout the heritage area FFNHA has a number of state and local agencies that can implement growth procedures as part of the region's sustain- able development agenda. FFNHA can demonstrate support for policies and procedures that help foster the growth of ap- propriate and sustainable business and development in rural and urban communities.	 S 1) Support the development of a master list of design professionals and other officials—especially from certified local governments—who can assist in defining sustainable growth in the region.
Stimulate commercial revitalization through support of heritage development practices Main Street and other heritage development strategies utilize existing assets for commercial revitalization. FFNHA can support these types of heritage development efforts through financial and marketing incentives and therefore heighten the potential for revitalization and sustainability of heritage structures.	1) Meet with local and state Main Street organizations and participating communities to identify ways to expand program to other towns and rural communities in the FFNHA area.
 Provide opportunities for private enterprise and property owners to participate, if desired, in FFNHA programs and activities Local businesses and private property owners provide a unique opportunity for FFNHA to interpret and deliver its story through structures, products, and services. Some businesses and owners will actively contribute to telling the story through interpretation, other businesses and owners may simply serve as the stewards of a contributing historic site or cultural landscape. FFNHA must identify ways for these entities to participate in FFNHA programs and initiatives, if desired. 	 S 1) Post criteria for Freedom's Frontier Locations and Events on the FFNHA website. 2) Invite potential Freedom's Frontier Locations and Events to apply, with special encouragement to places already in the database that meet the criteria.
Provide information on state and federal economic stimu- lus programs for urban and rural communities. FFNHA can incorporate heritage development and revitaliza- tion practices with existing state and federal programs that address communities that are underserved or underfunded. FFNHA can provide this information as a resource for partner efforts.	1) Develop a list of federal and state funding and grant programs that assist rural and urban communities with capacity development.

EFNHA Locations	Partner Organizations Volunteer Committee Unteers, or Locations LONG TERM & POTENTIAL PARTNERS
P 1) Facilitate a meeting of invited participants to help to forge a region-specific definition of "sustainable growth" and "capacity development" and to identify existing efforts in the region.	 1) Regularly assess whether growth practices in the heritage area are improving resident quality of life and if FFNHA is having a significant impact in the region's growth. Architects, landscape architects, community planners, Mid-America Regional Council, local CLG's., Community and Regional Food Planning partners
 1) Encourage existing Main Street communities to interpret their own FFNHA story. 2) Encourage existing Main Street communities to recruit businesses that pledge to support the FFNHA mission and vision. 	support the FFNHA mission and vision while monitoring existing Main Street community progress.
 C 1) Regularly review completed applications for new Locations and Events are reviewed quarterly. S 2) Send notifications. 	 LONG TERM Use FFNHA resources to help stimulate and stabilize companies and businesses that revitalize historic structures and interpret their story for customers. Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, Kansas and Missouri State Historic Preservation Offices, local historians, local museum specialists .
 1) Identify regional success stories concerning economic development and revitalization that have not negatively impacted local heritage preservation. 2) Encourage the use of these programs as an additional or alternate source for funding community development projects. 	1) Assess number of rural and urban communities that take advantage of economic stimulus programs.

	INITIAL ACTIONS
Build a "sense of place" through a consistent wayfinding system in the region to recognize FFNHA's contributing assets FFNHA staff must work closely with both Kansas and Missouri Departments of Transportation to develop an integrated signage system that allows ease of access and information on the roadways linking the area's sites, attractions and services. Many other states have similar wayfinding systems in place and can serve as a model for use in the FFNHA. Uniform signage provides the opportunity to identify contributing assets for the region or story.	 S 1) Contact the Missouri and Kansas Departments of Transportation to determine requirements, regulations and qualifications for uniform signage. C 2) Develop a system for determining eligibility for the program.
Serve as a conduit/broker between funding entities and lo- cal businesses, sites and other non-profit organizations. If FFNHA staff serve as the bridging entity between those with available funding and those in need, it not only aids in community development within the area, but also ensures a position of leadership in the region. The FFHNA grassroots network will also serve as the knowledge "funnel" on what is being proposed, its potential among other needs, and its potential impact on the region. Funders then recognize the FFNHA organization as an honest broker and turn to it for confirmation that an entity is worthy of funding and has the true potential to succeed as an integral part of the fabric of the area.	S 1) Identify and compile a list of key funders in the region; survey as to their interests and desires for business development and community sustainability.

FENHA Locations	s Volunteer Committee Inteers, or Locations
FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
 1) Design a consistant system that recognizes locations, events, and businesses that support and contribute to Freedom's Frontier National Heritage Area. 2) Determine these locations. 3) Raise funds for wayfinding and directional signage. 	LONG TERM 1) Monitor effectiveness of wayfinding and directional signage through visitor and partner surveys. Missouri and Kansas Departments of Transportation, Scenic Byways programs
 P 1) Host a forum to discuss key regional needs and how to collaborate effectively. S 2) Survey FFNHA business and non-government constituents to determine technical and financial needs. 	LONG TERM I) Compile a resource directory that can be posted as a reference tool on the FFNHA website. Community foundations, other regionally-based funding institutions

Freedom's Frontier National Heritage Area is a storybased heritage area centered on the ideal of freedom. This region is a place of transition and tension where issues related to equal freedoms for all have been tested and debated. It is here that the forested landscape in the eastern United States transitions to the open plains of the Midwest, where early non-native settlers pushed Westward, paused by rivers and springs, before continuing their arduous journeys to the Rocky Mountains and beyond. In many ways the center of the continent, Kansas and Missouri are places of mixing—meeting points where the contemporary boundaries of "white settlement" and the "permanent Indian Territory" were debated.

It was here in the mid-19th century where the northernmost slave state bordered the Kansas Territory to form an uneasy border. Here the Kansas-Nebraska Act granted some citizens the freedom to determine whether Kansas Territory would enter the Union as a slave or a free state.

The resulting struggles touched off the firestorm of the Civil War to determine "a new birth of freedom." This struggle continues to the present day as our nation's concept of "freedom for all" evolves. These stories described in the Power of Place, Power of Story, and Storytelling Toolkit can be told as part of interpretive and education programs for this region. The recommendations in this section will empower local groups in the region to work together to respect and be stewards of these diverse stories that connect regional history to the nation.

This section outlines ways in which Freedom's Frontier can provide an interpretive and education framework to help partners in the region identify, authenticate, connect, and share stories about the struggles for freedom throughout the region. The interpretation recommendations in this section support a seamless visitor experience for travelers and residents by providing connections and linkages between the sites and stories within the region. Likewise, the educational recommendations included here will make residents and others outside the region aware of the stories that are part of this region's heritage. In addition to the interpretive and educational recommendations for the Local Coordinating Entity found in this section, interpretive tips and advice for individual sites or organizations can be found in the "Storytelling Toolkit" in the "Power of Action" section of this plan. The Storytelling Toolkit empowers local groups and individuals within the region to tell their stories effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help choose interpretive tools that make the most sense for each individual site. The Toolkit also provides advice about how to offer authentic and engaging experiences that are tolerant and respectful of diverse stories from multiple perspectives.

Opportunities

As Freedom's Frontier seeks to share its unique stories, interpretation and education are essential. During the planning process, stakeholders identified many opportunities for interpreting the region's story and educating its residents and visitors. These opportunities include unifying the area, respecting multiple perspectives, recovering lost stories, and engaging changing audiences. Below is a summary of these opportunities—and some recommendations for addressing them.

Unifying the Area

Freedom's Frontier is unique among National Heritage Areas because it is based on American ideals of "Freedom"—an idea so powerful that it evokes emotional conflict and many definitions. Whereas many other National Heritage Areas are based on thematically linked sites, corridors, or canals, Freedom's Frontier is storybased and united by the geography of its 41 counties—a fabric of rivers, topography, soils, and vegetation that often influenced social and cultural interactions over time, including where stories occurred. The diverse geography and settings of Freedom's Frontier provide rich opportunities to tell the region's stories through interpretation and education programs, both at physical sites in the region as well as in the virtual world. Based on local input, the themes outlined in the "Power of Story" section of this plan were agreed upon by Freedom's Frontier stakeholders in the summer of 2008 and were adopted by the Freedom's Frontier Steering Committee. Local stakeholders chose these themes because they were simple and easy to convey to regional interpreters, residents, and visitors. They provided a clear and concise framework tied to the national significance of the region to allow Freedom's Frontier stakeholders to address the broad spectrum of stories related to struggles for freedom.

Respecting Multiple Perspectives

The desire to share unique, authentic and honest stories plays an integral role in the shared vision for Freedom's Frontier. The first of the guiding principles states "be tolerant and respectful of diverse stories from multiple perspectives." While much has been written about the different struggles for freedom within this region, for many people who live in this region these stories are still very personal. In some cases the stories are also still very emotional and painful. While personal connections have tremendous potential to help make these stories come alive, they also have the potential to create friction. This is particularly true when stories are presented from a perspective that conflicts with the perspective of someone from another location, race, or ethnicity.

Some indication of the diversity of stories and perspectives in the region can be seen in the Stories and Places document that was compiled as part of a participatory activity during the May 2008 Freedom's Frontier Partnership meeting. A copy of this document is included in the Appendix. Freedom's Frontier needs to continue to inventory and work to help authenticate stories as well as continuing to expand the inventory of sites using the story authentication process and registering locations and events outlined in this operational plan. This ongoing approach of inventorying both stories and place will help to provide a richer context for this heritage area, helping to define the intersections between story and place as well as identifying important stories that are not site-specific.

Recovering Lost Stories

One challenge is authenticating stories in the region,. Some events, such as the Missouri-Kansas Border Warwith the utter chaos that gripped the region, meant that people often did not feel safe publicly stating their true opinions. In this situation, written records may not always accurately reflect people's thoughts. It will be important to move forward in a thoughtful and supportive way to recover, verify, and share all of the stories that the region has to tell, including those that are told at smaller or lesser known sites in the region.

Engaging Changing Audiences

Successful museums and historic sites are more than curatorial facilities for artifacts. To be relevant in today's competitive environment, they must also provide opportunities for the community and visitors to be engaged and involved. Helping museums and historic sites develop creative and engaging programming that allows visitors to relate history to their lives should be a priority. Museums and sites can achieve these ends through offering unique range of experiences, such as hands-on activities, volunteer programs, and creative use of technology.

As an increasing number of museums and historic sites compete for declining public funds, most museums struggle to maintain facilities, preserve their collections, and attract visitors. In a time when public expectations are changing, museums and historic sites struggle to preserve their buildings and collections, meet public calls for making collections and information available on the web, and provide their communities and visitors with relevant and distinctive experiences.

In the past, sites and museums have measured success or failure and justified public funding through attendance statistics. As entertainment choices expand and leisure time decreases, many sites and museums face declining visitation. In this changing environment, more and more sites and museums are measuring success qualitatively rather than quantitatively. Measures of success that include the number of people it engages, the quality of visitor experience, and appeal to both the local community and visitors provide museums and sites a deeper and more meaningful picture of success.

Key Ways for FFNHA to review Interpretation and Education Progress

The following list provides potential indicators that Freedom's Frontier can use to track the success of interpretive and education efforts. Measurement and evaluation can be compiled annually and shared as part of the Freedom's Frontier Annual Report. Some indicators listed below can be easily tracked by Freedom's Frontier. Some indicators can be measured by progress forms, some of which are indicated below and are included in this section.

The list provides suggestions for the kinds of measurement indicators that could be included. The final list of indicators used by Freedom's Frontier will vary based on the willingness of partners to provide data and the availability of funding available to complete evaluations of the heritage area.

Education Website Suggestions

Educators section

- Annotated links to existing online curriculum materials with review functions
- Educators Forum with discussion blogs and networking opportunities
- Educators newsletter
- Grant information
- · Participating locations' and events' field trip opportunities

PROGRESS AREA

1) Participating Sites & Events

- Number of locations and events in the recognized Freedom's Frontier Locations and Events program
- Increased visitation at participating sites and events (versus changes in visitation at non participating sites and events)
- Development of new exhibits or heritage attractions in the region related to Freedom's Frontier
- Increased knowledge amongst site/event staff and volunteer of other Freedom's Frontier places to visit or stories to tell
- Improved compelling sense of authenticity of stories shared at participating sites and events
- Discovery of new, authentic stories related to Freedom's Frontier
- Enhanced sensitivity in presenting stories from multiple perspectives and/or respecting different opinions
- Improved visitor satisfaction with experiences at participating sites and events
- Increased cross-promotion between Freedom's Frontier sites and events
- Increased quality in exhibits related to Freedom's Frontier
- Increased quality in programs and/or events related to Freedom's Frontier

(continued on page 4-64)

PROGRESS AREA

2) Training Workshops and Education Programs

- Number of training workshops/educational programs offered
- Number of people completing/attending training workshops/programs
- Feedback from evaluation forms from participants or other written or verbal comments on workshops or programs

3) Interpretive Materials

• Number of interpretive materials used (e.g. brochures picked up, publications sold)

4) Grants

- Amount of grant funds provided
- Cash and in-kind matching funds leveraged
- Success of or results from grant funded efforts

5) Website

- Number of hits on pages related to interpretation and education
- Number of downloads of interpretive and education materials

6) Elementary/Secondary Education

- Increased usage of curriculum promoted on website
- Expanded amount of class time devoted to Freedom's Frontier related curricula
- New curriculum materials have been created by Freedom's Frontier or others
- Increased involvement by teachers in Freedom's Frontier training workshops
- Increased number of field trips
- Increased repeat visits by students returning with their families
- Stronger emphasis on state and regional history in state curriculum guidelines

7) Public Awareness of Freedom's Frontier

- More area residents are aware of Freedom's Frontier National Heritage Area and what it means
- More area residents are familiar with the nationally significant stories told by Freedom's Frontier
- Greater national and international awareness of the Freedom's Frontier stories
- Enhanced community pride within the Freedom's Frontier region

8) Tolerance for Multiple Perspectives

- Increased mention of the existence of other perspectives at sites with referrals to visit other sites to hear all perspectives
- Stories are presented with enhanced sensitivity
- Less discord between stakeholders with different perspectives

Interpretation and Education Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The National Park Service or the Alliance of National Heritage Areas may be able to provide assistance in this area as they have completed research surveys and evaluations for other National Heritage Areas. Stakeholder interviews and focus groups can be used to measure qualitative (as opposed to quantitative) results such as changes in attitude. The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Define Freedom's Frontier by recognizing and developing its resources, sites, story and brand.

Collect and present information about contributing heritage resources in a searchable databases

Link to existing online bibliographies and encourage dialogue about the region's history

Designate Freedom's Frontier Recognized Locations and Events.

Define and tell Freedom's Frontier's story by developing orientation materials to introduce visitors to Freedom's Frontier

Define and tell Freedom's Frontier's story by clustering sites into manageable visitor experiences

Enhance and connect available interpretive information about Freedom's Frontier sites with outdoor signage.

Enhance and Sustain the Sense of Place in Freedom's Frontier.

Develop targeted training materials and promote and/or offer workshops and other professional development opportunities on key interpretation and education topics

Create a peer mentor program to provide coaching opportunities for staff and volunteers at heritage sites in the region.

Establish a recognition program to encourage creative and interactive programming Museums and Historic Sites.

Create a matching grants program to provide targeted interpretive assistance.

Build a foundation for communicating the Freedom's Frontier message and stories

Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors

Enhance existing curriculum materials to meet needs and fill gaps.

Develop education opportunities for the general public to increase awareness of Freedom's Frontier's significant stories

INTERPRETATION AND EDUCATION Define Freedom's Frontier By Recognizing and Developing its Resources, Sites, Story & Brand

	INITIAL ACTIONS
Create a searchable database for the inventory of contributing heritage resources in the region. Include database fields that allow this inventory to be used to assist in evaluating sites as potential recognized Freedom's Frontier Locations and Events as well as fields to track stories. Expand database fields to allow for contributing events to be added.	 C 1) Define categories and fields that will need to be included in the searchable database. S 2) Continue to utilize existing Visitor Readiness database until a new system can be developed.
Link to existing online bibliographies and encourage dialogue about the region's history Build on the existing digital archive projects by providing links to these resources on the Freedom's Frontier website and develop additional online bibliographies to fill any gaps in the existing resources that are available.	 1) Approach historical societies and organizations about partnership opportunities. 2) Secure funds for expanded partnership effort.
Designate Freedom's Frontier Locations and Events. Identify Freedom's Frontier Registered, Recognized, and Star Locations and Events to be listed in Freedom's Frontier brochures and the Freedom's Frontier website.	 S 1) Post criteria for Freedom's Frontier Locations and Events on the FFNHA website. 2) Invite potential Freedom's Frontier Locations and Events to apply, with special encouragement to sites already in the database that meet the criteria.
Develop orientation materials to introduce visitors to Freedom's Frontier Include basic information about stories and places to visit in the region. As the capabilities of the website, brochure, and guidebooks are expanded over time, work to provide enhanced features such as an interactive searchable map, customized itinerary builders ,or downloadable audio tours.	 I) Ensure that information about sites and stories in the region is included on the Freedom's Frontier website as a "virtual tour." S 2) Develop a strategy and a budget for the Freedom's Frontier brochure.
Group sites into manageable visitor experiences Group sites as suggested itineraries and ultimately as desig- nated Freedom's Frontier Heritage Trails.	 1) Identify existing trails and scenic byways in the FFNHA Resource Inventory to be included. 2) Promote existing trails or tours in visitor section of FFNHA website.

2		Volunteer Committee
	FFNHA Locations GEND (see notes on page 4-15)	Inteers, or Locations
	LOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
S S	 Develop plan and scope of work for an expanded and enhanced online database and secure cost estimates. Secure funding. Expand/enhance existing online database system. 	 LONG TERM 1) Pro-actively work with location and event managers and FFNHA volunteers to expand information about continuting resources in the database. 2) Use database for the following activities: identifying, tracking, and evaluating participants in the FFNHA Location and Events Program promote to researchers as a clearinghouse for primary source materials develop tours to build other promotional materials identify tourism product and service development needs. Universities and colleges in the region, Missouri Humanities Council, Kansas Humanities Council, National Park Service
 S	 Develop expanded online bibliography. Promote expanded online bibliography through website and other channels. Enhance FFNHA website to provide enhanced interactive features. 	LONG TERM S 1) Continue to update the bibliography and feature new works. Kansas State Historical Society, State Historical Society of Missouri, University of Kansas, Institute of Museum and Library Services, National Park Service
C S	 Regularly review completed applications for new Locations and Events. Notification letters sent. 	LONG TERM 1) Designated locations and events are evaluated regularly to ensure that they still meet the designated program qualifications. Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, Kansas and Missouri State Historic Preservation Offices, local historians, local museum specialists .
S	 Contract, create and distribute brochure to participating sites, events and gateway centers. Research to determine the market for different kinds of guidebooks (e.g. a pocket guide versus a glossy coffee table publication). 	 LONG TERM S 1) Contract, create and distribute guidebook. S 2) Evaluate, revise, and reprint brochure regularly. Freedom's Frontier Sites, graphic artists, local historians
C * *	 Evaluate driving tours and itineraries to identify other potential trails that would appeal to travelers and where there is local interest in developing a heritage trail. Convene a series of meetings with local stakeholders along the trail. Implement plan for trail development. 	LONG TERM

INTERPRETATION AND EDUCATION Define Freedom's Frontier By Recognizing and Developing its Resources, Sites, Story & Brand

INITIAL ACTIONS

S

1) Develop a plan and cost estimate for interpretive signage. For sites, consider both significance and geographic diversity in selecting signage locations. For kiosks, consider locations along major roadways that serve as gateways to the region.

Develop interpretive signage at key sites throughout the region.

Enhance and connect available interpretive information

about Freedom's Frontier sites with outdoor signage.

INTERPRETATION AND EDUCATION Enhance and Sustain Freedom's Frontier's Sense of Place **INITIAL ACTIONS** Develop training materials and promote OR offer workshops on key interpretation and education topics 1) Identify existing interpretive and education workshops, ¥ training programs, and other professional development Potential interpretive and educational workshop topics could opportunities being offered in the region. include topics such as how to make sites come alive, what ¥ 2) Promote existing professional development opportunities makes a successful museum or historic site, creative ways to to the FFNHA Partnership Team. foster a dialogue on the meaning of freedom, curatorial collections care or how to run successful events. Create a peer mentor program to provide coaching opportunities for staff and volunteers at heritage sites in the region. 1) Identify experienced individuals willing to serve as a С volunteer mentor. Identify experienced volunteer mentors who can be matched up with sites who ask for assistance to help them work towards the recommendations in their assessment report.

FENHA Locations	Volunteers FFNHA Volunteer CommitteePartner OrganizationsStaff, Volunteers, or LocationsIndependent Specialists
FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
 Develop layout for interpretive signs. 2) Raise funding for interpretive signage. 	LONG TERM 1) Install signs and include locations in FFNHA materials Freedom's Frontier Sites, graphic artists, local historians

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

 S 1) Create and distribute an annual online survey with workshop options to supplement existing training opportunities already available in the region. V 2) Identify partners, faculty and host locations. 3) Promote OR offer workshops. 	 LONG TERM I) Review workshop evaluations as part of planning for future workshops. National Park Service, Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association, American Association for State and Local History, Kansas Humanities Council, Missouri Humanities Council, Missouri State Parks, Missouri State Historical Society, Kansas State Historical Society
 C 1) Develop a peer mentor program with volunteers which aims to provide relevant information from the management plan that may assist a specific location. C 2) Monitor effectiveness of mentor program by surveying mentors and mentorees, modify program as appropriate. 	LONG TERM 1) Expand the mentor program to include offering mentor assistance to sites and events in advance of and as a follow-up to the on-site assessments. National Park Service, Missouri Museums Association, Kansas Museum Association, Kansas Humanities Council, Missouri Humanities Council

T

INTERPRETATION AND EDUCATION Build a foundation for communicating the Freedom's Frontier Message and Stories

INITIAL ACTIONS					
Develop unique childhood educational programs and empower local communities to educate children about their heritage outside of traditional school settings. Establish a pilot heritage day camp program for children. Educating children will assist Freedom's Frontier in its aim to make residents of all ages historically aware.	C 1)Establish an educational task force of interested educators throughout the region.				
Enhance existing curriculum materials to meet needs and fill gaps. Promote existing educational resources and develop new curriculum to fill gaps or needs. Thirty educators in the region responded to an online survey. These educators indicated a desire for more curriculum materials focused on the Missouri-Kansas Border War, with an emphasis on materials that did not require extensive research or advance preparation and geared towards a lower student reading level. The complete results of this educator survey can be found in the appendix of this report.	 1) Continue to expand the list of existing educational materials. 2) Create a dedicated section on the Freedom's Frontier website for educators and post links to the existing online curriculum materials along with a link to allow educators to review and rank the materials. 				
Develop education opportunities for the general public to increase awareness of Freedom's Frontier's significant stories Identify educational programs relating Freedom's Frontier's significant stories offered by partners and work collaboratively to promote these existing programs to as broad an audience as possible. Encourage partners to offer additional programs as appropriate.					

FOLLOW-UP ACTIONS LONG TERM & POTENTIAL PARTNERS	 FFNHA Staff and Trustees FFNHA Locations LEGEND (see notes on page 4-15) 	FFNHA Volunteers FFNHA Volunteer Committee FFNHA Staff, Volunteers, or Locations	Partner OrganizationsIndependent Specialists
	FOLLOW-UP ACTIONS	LONG TERM & POTEN	TIAL PARTNERS

 C 1) Research and review existing models for children's program as well as assessing the need and interest for day camp opportunities within the region. C 2) Establish a team to outline a children's program for FFNHA that provides educational opportunities that further the mission of FFNHA while meeting identified needs for day camp/day care offerings in the region. 	 LONG TERM C 1) Evaluate successes and failures and adjust program as necessary. P 2) Using successful pilot as a model, replicate the day camp in other locations throughout the region. Kansas and Missouri Humanities Councils, Kansas and Missouri State Historic Preservation Offices, Kansas and Missouri Departments of Education, day-care facilities in the region, National Park Service, education consultant
 1) Meet with educators to reconfirm results of education survey regarding needs. 2) Identify desired curriculum programs partners and funding to develop programs to meet those needs. 3) Develop and offer programs or assistance. 4) Evaluate effectiveness of curriculum programs or assistance on a regular basis. 	LONG TERM
 Conduct an annual e-survey to identify areas of interest for life-long learning opportunities. Create annual calendar of life-long learning programs and opportunities. 3) Promote life-long learning program offerings. 	 LONG TERM 1) Offer life-long learning opportunities. 2) Collect and analyze evaluations from life-long learning program participants. All colleges, universities, libraries and community centers in the FFNHA region, National Park Service

BUSINESS PLAN FOR THE COORDINATING ENTITY

A ROADMAP FOR MANAGEMENT

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. The Board of Trustees will annually review the Business Plan and adopt an appropriately funded operating budget.

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 residents 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.

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 lead to the firing on Fort Sumter, events that took place during the Civil War in our area and beyond to today.

Vision for 2028

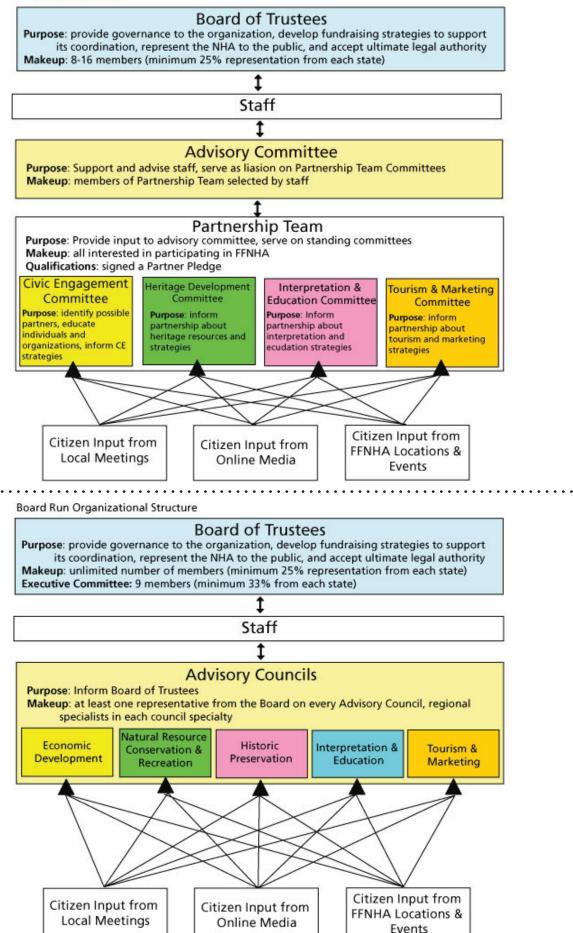
Freedom's Frontier National Heritage Area (FFNHA) is an internationally recognized region in western Missouri and eastern Kansas where a young nation's diverse definitions of freedom collided. Through sharing authentic and honestly interpreted stories, residents respect multiple views of freedom. Compelling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

The Lawrence (KS) Convention and Visitors Bureau donated staff time to provide guidance and leadership of the planning activities, both during the feasibility assessment and the management planning process. 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.

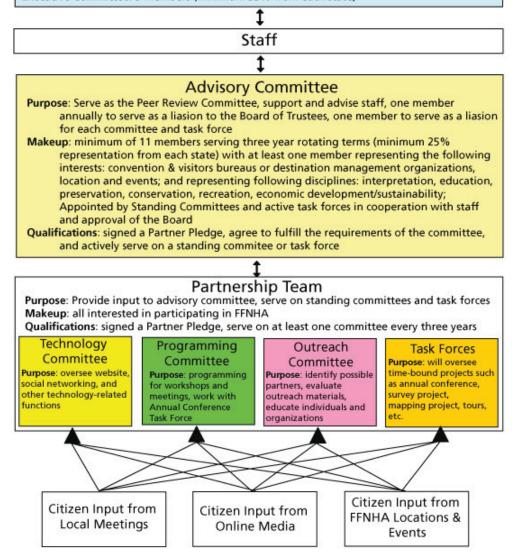
The following Optional Organizational Structures have been considered. This Plan recommends the Grassroots Organizational Structure be adopted.



Grassroots Organizational Structure



 Purpose: provide governance to the organization, develop fundraising strategies to support its coordination, represent the NHA to the public, and accept ultimate legal authority
 Makeup: 25 members (minimum 25% representation from each state)
 Executive Committee: 9 members (minimum 33% from each state)



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 hire one staff member and determine how to efficiently manage the implementation of the plan to begin the process. 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.

Challenges & Opportunities

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 excellent support by the two state tourism offices and most government jurisdictions. Consistent communication will allow us to build upon this foundation.

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, assures our story place in history is recognized 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 create a bistate scenic byway linking our stories together and 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 will be beneficial and will 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 technical assistance and skill building opportunities.
- Working with the Kansas Sampler Foundation and the Missouri Rural Foundation provides opportunities to offer rural communities marketing and technical expertise.
- Partnering with state and federal agencies for arts, humanities, tourism and others will provide opportunities for grants as well as collaborative projects.

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.

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. Freedom's Frontier already has a presence on the NPS Civil War website and will soon be placed on the main NPS website as an established national heritage area.

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.

Implementation of the Management Plan will be coordinated by staff working "in the field" and using the committee structure outlined in the organizational chart. The Board of Trustees will annually review the Business Plan and adopt an appropriately funded operating budget.

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 with staff involvement 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 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.

On the following page 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

2009-2012								
REVENUES		2009		2010		2011		2012
Federal Appropriations States Appropriations City & County Government Funding Private Funds Grants & Sponsorships for special projects Friend Contributions Registrations for workshops/conference In-Kind contributions Miscellaneous	\$ \$ \$ \$ \$ \$	148,666.00 150,000.00 35,000.00 26,000.00 2,000.00	\$ \$ \$ \$ \$ \$	250,000.00 50,000.00 25,000.00 50,000.00 75,000.00 3,000.00 10,000.00	\$ \$ \$ \$ \$ \$	350,000.00 50,000.00 50,000.00 100,000.00 3,000.00 10,000.00	\$ \$ \$ \$ \$ \$	350,000.00 50,000.00 41,000.00 50,000.00 100,000.00 3,000.00 10,000.00
TOTAL REVENUE	\$	411,666.00	\$	463,000.00	\$	593,000.00	\$	604,000.00
EXPENSES								
Administrative Personnel Benefits Payroll Tax Insurance (to be determined) Contract for service/overhead Memberships Travel & Meetings Website/Communications Professional Development	\$ - \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	21,000.00 1,500.00 750.00 - 150.00 500.00 500.00	\$ \$ \$ \$ \$ \$ \$ \$ \$	$\begin{array}{c} 45,000.00\\ 4,000.00\\ 3,500.00\\ 750.00\\ 7,000.00\\ 6,150.00\\ 2,000.00\\ 50,000.00\\ 500.00\end{array}$	\$\$ \$\$ \$\$ \$\$ \$\$ \$\$ \$	85,000.00 8,000.00 750.00 9,000.00 7,000.00 2,000.00 5,000.00 1,000.00	\$ \$ \$ \$ \$ \$ \$ \$	$\begin{array}{c} 100,000.00\\ 10,000.00\\ 7,000.00\\ 9,000.00\\ 7,000.00\\ 3,000.00\\ 2,500.00\\ 1,500.00\end{array}$
Program Expenses Special Projects Management Plan Contract Workshops (4 per year)	\$	300,000.00	\$	20,000.00	\$	- 20,000.00	\$	- 20,000.00
Online Data Survey Map & Tour Project Directional Signage Conference/Annual Meeting Video/Film Documentary Grant program Education Projects Benchmark Data Collection	\$ \$ \$	1,000.00 26,000.00 - - 300.00	\$ \$ \$ \$ \$ \$ \$ \$	$\begin{array}{c} 1,000.00\\ 100,000.00\\ 50,000.00\\ 10,000.00\\ 35,000.00\\ 85,000.00\\ 35,000.00\\ 35,000.00\\ 500.00\end{array}$	\$ \$ \$ \$ \$ \$ \$ \$	50,000.00 50,000.00 10,000.00 - 250,000.00 45,000.00 500.00	\$ \$ \$ \$ \$ \$	30,000.00 10,000.00 10,000.00 - 250,000.00 500.00 500.00
Marketing & Promotion Advertising Media Relations Travel/Trade Shows Miscellaneous TOTAL EXPENSES	\$	- - \$2,000 353,700.00	\$\$\$	- 1,000.00 5,000.00 2,000.00 463,400.00	\$ \$ \$ \$	15,000.00 1,000.00 5,000.00 2,000.00 572,250.00	\$ \$ \$ \$	15,000.00 1,000.00 10,000.00 2,000.00 539,250.00
TOTAL EXPENSES	\$	353,700.00	\$	463,400.00	\$	572,250.00	\$	539,250

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.

<u>Phase I</u>

Target: 15% of the local governments and one state agency

- Facilitate FFNHA sanctioned actions with state and local governments as the primary stakeholders.
- Negotiate budget line items in state and local budgets for achieving FFNHA partner actions.

<u>Phase II</u>

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

- Obtain annual written commitment of staff time and financial resources from state and local governments 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.

<u>Phase III</u>

Target: Bring another 15% of the local governments and one 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.

BENCHMARKING

Benchmarks are written for partners and staff to determine whether goals are being properly facilitated by the operations plan. By reviewing a location, program, or event, the benchmark rating sheets are designed to help to inform future planning in the implementation of Freedom's Frontier goals, particularly in determining where there is room for improvement or gaps.

How do we use the benchmarks?

These benchmarks are not a system for certifying or validating locations or events. The benchmarks are explicitly to review if the recommendations in the operation plans are meeting their intended purpose. While each operations plan has key ways to review progress in their area of focus, the benchmarks offer a method to review progress as a whole.

The FFNHA grassroots network uses the benchmarks to determine the quality in visitor and interpretive experiences. Because Freedom's Frontier partners seek to become known for telling our stories with passion, honesty, and debate, it is essential to ensure that all venues share a common vision for their heritage area.

How does FFNHA use benchmarks to make decisions?

The benchmarks sheets provide descriptions of expected standards for the principles that we seek to apply in how we tell our stories. These principles are described in the Power of Story section. Through numerical rating, the benchmarks guide the grassroots network in determining whether a location or event that has gone through the implementation process is seeing positive results. FFNHA staff and partners should continue to identify new ideas for benchmarks and to improve those already written.

How are the benchmarks organized?

Each set of benchmarks written for the operational plan is organized into the following categories:

- Location
- Interpretation
- Connection
- Stories
- Themes

CULTURAL LANDSCAPE BENCHMARKS

CULTURAL LANDSCAPE UNDER REVIEW	
LOCATION:	
REVIEWER:	
ORGANIZATION:	
DATE:	

The following document should be used to benchmark cultural landscapes in the region. The benchmarks can be used to rank which landscapes have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes 1 = Strongly Disagree/No NA = Not applicable

Location

n/a 1 2 3 4 5	The landscape threatened by growth or development
n/a 1 2 3 4 5	The landscape located near other recreational, cultural and visitor opportunities
n/a 1 2 3 4 5	The location is highly visible
n/a 1 2 3 4 5	The beauty and character of the landscape part of the experience of traveling from one FFNHA site to another
	Interpretation
n/a 1 2 3 4 5	The landscape currently historically and ecologically interpreted
n/a 1 2 3 4 5	This landscape's stories only be interpreted on-site
n/a 1 2 3 4 5	Visiting the landscape will provide visitors a better understanding of the region
n/a 1 2 3 4 5	This landscape connects to several Freedom's Frontier stories
n/a 1 2 3 4 5	This landscape provides invaluable insight into one or more of the FFNHA subthemes
n/a 1 2 3 4 5	This landscape offers unique opportunities to consider the definition of "Freedom"
n/a 1 2 3 4 5	Is the landscape tied to both a significant person and event?
n/a 1 2 3 4 5	The landscape has both ecological and historic significance

The landscape lends itself easily to ecological and historical interpretation n/a 1 2 3 4 5

continued on page 4-75

The landscape conveys the feelings and associations that it once did during the period of significance	n/a 1 2 3 4 5

- The visitor experience is currently as authentic as possible n/a 1 2 3 4 5
- Is it cost-effective to "restore" the landscape to its historically-significant character? n/a 1 2 3 4 5
 - The landscape is ecologically rare or unusually diverse in species n/a 1 2 3 4 5
 - Does the landscape tell specific stories better than other historically-related sites? n/a 1 2 3 4 5

Connections

- This historic landscape visually connected with other sites? n/a 1 2 3 4 5
- I learn something about regional ecology from visiting this site n/a 1 2 3 4 5
- The landscape offers story connections to other Freedom's Frontier places? n/a 1 2 3 4 5
- The landscape contributes to the experience of travel throughout the region? n/a 1 2 3 4 5

Stories and Themes

Stories or events happened here because of landscape elements such as water, topography, soils, plants and habitat		
This historic landscape tell stories that an indoor exhibit could not	n/a 1 2 3 4 5	

The cultural and natural resources of the landscape have a direct connection to the Freedom's Frontier statement of national significance and its three sub-themes

Accessibility

The landscape is currently well-cared for and inviting	n/a 1 2 3 4 5
landscape is easily reached from other FFNHA sites and regional attractions	n/a 1 2 3 4 5

Comments

The

HISTORIC BUILDINGS & STRUCTURES BENCHMARKS

UILDING/STRUCTURE UNDER REVIEW:
OCATION:
DRGANIZATION:
DATE:

The following document should be used to benchmark historic buildings and structures in the region. The benchmarks can be used to rank which facilities have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes 1 = Strongly Disagree/No NA = Not applicable

Location

The building or structure is located closely to other FFNHA sites n/a	a 1 2 3 4 5
The building or structure threatened by growth or development n/a	a 1 2 3 4 5
The building or structure is located near other recreational, cultural and visitor opportunities? n/a	a 1 2 3 4 5
The location is highly visible n/a	a 1 2 3 4 5
The beauty and character of the building or structure offers a reason to travel from another n/a FFNHA site	a 1 2 3 4 5

Interpretation

n/a 1 2 3 4 5	The building or structure is currently historically interpreted
n/a 1 2 3 4 5	Visiting gives me a better understanding of the region
n/a 1 2 3 4 5	This building or structure is deeply tied to one story
n/a 1 2 3 4 5	The building or structure tells stories that can only be interpreted on-site
n/a 1 2 3 4 5	The building or structure lends itself easily to historical interpretation
n/a 1 2 3 4 5	The building or structure conveys the feelings and associations that it once did during the period of significance
n/a 1 2 3 4 5	The visitor experience is currently as authentic as possible
n/a 1 2 3 4 5	It is cost-effective to "restore" the building or structure to its historically-significant character

n/a 1 2 3 4 5	The building or structure is architecturally rare or unusually significant in construction techniques, technologies and materials
n/a 1 2 3 4 5	The building or structure tells specific stories better than any other location
	Connections
n/a 1 2 3 4 5	The building or structure is visually connected with other sites
n/a 1 2 3 4 5	The building or structure connects to several Freedom's Frontier stories
n/a 1 2 3 4 5	I learn something about regional building materials and traditions from visiting this site
n/a 1 2 3 4 5	The building or structure offers story connections to other Freedom's Frontier places
n/a 1 2 3 4 5	The building or structure contributes to the experience of travel throughout the region
	Stories
n/a 1 2 3 4 5	There are stories or events that happened here because of the presence of the building or
II/ a 1 2 5 4 5	structure
n/a 1 2 3 4 5	The building or structure tells stories that an indoor museum or website could not
	Themes
n/a 1 2 3 4 5	The building or structure has a direct connection to the Freedom's Frontier statement of national significance
n/a 1 2 3 4 5	The building or structure tells a part of the Statement of Significance that no other site can
n/a 1 2 3 4 5	The building of structure has a direct connection to one or more subthemes
n/a 1 2 3 4 5	The site expresses more than one subtheme
	Accessibility
n/a 1 2 3 4 5	The building or structure is currently well-cared for and inviting
n/a 1 2 3 4 5	The building or structure currently meets ADA guidelines

- The building or structure currently meets ADA guidelines n/a 1 2 3 4 5
 - It is cost-effective to meet ADA guidelines n/a 1 2 3 4 5

Comments

BUSINESS AND SERVICE BENCHMARKS

PRODUCT or SERVICE UNDER REVIEW:	
LOCATION:	
REVIEWER:	
ORGANIZATION:	
DATE:	

The following document helps you to benchmark businesses, business products, and business services in the region. The benchmarks can be used to rank which facilities have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes 1 = Strongly Disagree/No NA = Not applicable

The

Location

Th	e business is	located in F	reedom's	Frontier	National	Heritage A	Area	n/a 1	234	5
----	---------------	--------------	----------	----------	----------	------------	------	-------	-----	---

- The business is located closely to other FFNHA sites $n/a \ 1 \ 2 \ 3 \ 4 \ 5$
- The business is located or resides in a historic or appropriately designed (and scaled) new n/a 1 2 3 4 5 structure that has low impact on FFNHA stories.

Interpretation

n/a 1 2 3 4 5	This business is deeply tied to one story
n/a 1 2 3 4 5	The business conveys the feelings and associations that it once did during the period of significance
n/a 1 2 3 4 5	The business sells products that are made locally
n/a 1 2 3 4 5	The business provides services that give me a better understanding of the region
n/a 1 2 3 4 5	The business engages in or demonstrates social responsibility and ethical practices that complement the guiding principles of FFNHA
n/a 1 2 3 4 5	The business belongs to an organization engaging in sustainable development practices
n/a 1 2 3 4 5	e business is located in a district that employs smart-growth principles in their development and management

Connections

n/a 1 2 3 4 5

n/a 1 2 3 4 5	The business contributes to the experience of travel throughout the region
n/a 1 2 3 4 5	The business is owned by someone that supports or contributes to other FFNHA locations (through expertise, volunteerism, donations, in-kind services)?
n/a 1 2 3 4 5	The business encourages employees to donate their time and services (either through company-sponsored programs, liberal leave policies or annual fundraising drives) to FFNHA and its partner programs?
	Stories
n/a 1 2 3 4 5	There are stories or events that happened here because of the presence of businesses like this one during the period of significance
n/a 1 2 3 4 5	The business tells stories that an indoor museum or website could not
	Themes
n/a 1 2 3 4 5	The products or services sold here relate to at least one of the FFNHA sub-themes
n/a 1 2 3 4 5	The business or businesses similar to this one has a direct connection to the Freedom's Frontier statement of national significance
n/a 1 2 3 4 5	The business expresses more than one subtheme

The business is visually connected with other sites

Accessibility

The business is currently well-cared for and inviting	n/a 1 2 3 4 5
The building or structure currently meets ADA guidelines	n/a 1 2 3 4 5
It is cost-effective to meet ADA guidelines	n/a 1 2 3 4 5

Comments

THE POWER OF PEOPLE:

ACKNOWLEDGEMENTS



Freedom's Frontier would like to thank and recognize its financial donors, Board of Trustees, Committee Participants, Consultant Team, Regional Experts, the National Park Service, Letters of Commitment providers, Partner Pledge Signers, and Meeting Attendees. As the heritage area grows and expands, there will be additional opportunities for financial participation of projects as well as for annual support.

FINANCIAL DONORS

Founding Donors

Freedom's Frontier Circle - \$50,000 or more Douglas County Commission

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National Heritage Area Management Planning Funds <u>Provided by The National Park Service</u>

Donations Prior to October 12, 2006 Designation

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Lawrence, KS CVB Leavenworth, KS CVB Leavenworth, KS Historical Society Lecompton, KS Historical Society Linn County, KS Commissioners Louisburg, KS Chamber of Commerce Manhattan, KS CVB Mound City, KS Historical Society Neosho County, KS Commissioners Osawatomie, KS Historical Society Oswego, KS Historical Society Paola, KS Chamber of Commerce Paola, KS Historical Society Partners of the First Territorial Capitol, Junction City, KS Pottawatomie, KS County Economic Development Pleasanton, KS Historical Society Santa Fe Trail Historical Society, Baldwin City, KS Southeast Kansas Tourism Region St. Joseph Catholic Church, Humboldt, KS Swan River Museum, Paola, KS Topeka, KS CVB Trading Post Museum, Trading Post, KS Wakefield Museum, Wakefield, KS Wamego, KS Historical Society Waubaunsee, KS County Museum Westmoreland, KS Chamber of Commerce Wilson County, KS Commissioners Wilson County, KS Historical Society Wyandotte County, KS Historical Society & Museum

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Emanuel Northern Western University Campus/AME Church Quindaro Kansas City, Kansas

Edward J. Rolfs Chairman Emeritus, Central National Bank Junction City, Kansas

Bill Tempel Retired – Investments Lexington, Missouri

Joan Wagnon Kansas Secretary of Revenue Former Topeka Mayor Topeka, Kansas

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Deborah Barker, Old Depot Museum Ottawa, Kansas

Judy Billings, Lawrence Convention and Visitors Bureau Lawrence, Kansas

Carol Bohl, Cass County Historical Society Harrisonville, Missouri

Jody Craig, Mid-America Regional Council Kansas City, Missouri

Janae Fuller, Battle of Lexington State Historic Site Lexington, Missouri

Alexis Radil, Mahaffie Stagecoach Stop and Farm Olathe, Kansas

Terry Ramsey, Bushwhacker Museum Nevada, Missouri

Eileen Robertson, Humboldt Civil War Days Humboldt, Kansas

Debbie White, Lawrence Convention and Visitors Bureau Lawrence, Kansas

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Regional Experts

Kerry Altenbernd, Black Jack Battlefield Trust Lisa Atkinson, City of Blue Springs, Missouri Christine Bial, Kansas Arts Commission Becky Blake, Kansas Travel and Tourism Division Carol Bohl, Cass County Historical Society Denny Bopp, Missouri State Parks Judy Bowman, Missouri Department of Natural Resources Dan Carey-Whalen, Kansas Humanities Council Jennie Chinn, Kansas State Historical Society Charles Clark, Prairie Village, Kansas Peggy Clark, Osage County Historical Society Alisha Cole, Missouri Humanities Council Amy Cole, National Trust for Historic Preservation Scott DesPlanques, City of St. Joseph, Missouri Barbara Fitzgerald, Missouri Preservation Alliance Jason Fizell, Kansas Land Trust Janine Joslin, Kansas Preservation Alliance Jerry Jost, Kansas Land Trust Frank Lenk, Mid-America Regional Council Mary Madden, Kansas State Historical Society Julia Manglitz, Treanor Architects Julie Mulvihill, Kansas Humanities Council Dale Nimz, Lawrence, Kansas Tim Paris, City of Topeka, Kansas Marci Penner, Kansas Sampler Foundation Tracy Quillin, Kansas Humanities Council Terry Ramsey, Bushwhacker Museum Jeanine Rann, Downtown Lee's Summit, Missouri Jim Rehard, Missouri State Parks David Reynolds, Destination Marketing Consultant Jennifer Sandy, National Trust for Historic Preservation Wendy Shay, City of Independence, Missouri Bob Smith, Missouri Division of Tourism James Webb, Kansas State University William Worley, University of Missouri-Kansas City Eric Youngberg, Neighborworks America Lynn Zollner, City of Lawrence, Kansas Patrick Zollner, Kansas State Historic Preservation Officer

Technical Assistance

Rachel Franklin-Weekley, National Park Service Eleanor Mahoney, National Park Service Diane Miller, National Park Service National Underground Railroad Network to Freedom Program Sue Pridemore, National Park Service Dena Sanford, National Park Service Don Short, Silos and Smokestacks NHA Marty Sterkel, National Park Service Candy Streed, Silos and Smokestacks NHA Carroll Van West, Tennessee Civil War NHA

Consultant Team

Jeffrey L. Bruce, Jeffrey L. Bruce & Company Christy Davis, Davis Preservation Julie Lenger Frank Martin Mike McGrew, Jeffery L. Bruce & Company Richard Yates, Jeffrey L. Bruce & Company

Additional Consultant Team Participants and Peer Reviewers

Ann C. Clausen, Interpretive Solutions, Inc. Cheryl Hargrove, The HTC Group Andy Scott, Green Light Projects Amy Webb, National Trust for Historic Preservation Heritage Tourism Program

Letters of Commitment

Those who have provided letters of commitment are listed below. Copies of these letters can be found at the end of this chapter. Atchison Area Chamber of Commerce Atchison County Historical Society Battle of Lexington State Historic Site Black Jack Battlefield Trust **Cass County Commission Cass County Historical Society** City of Fort Scott City of Humboldt City of Lawrence City of Lexington and the Lexington Tourism Commission City of Olathe Fort Scott Office of Tourism Geary County Historical Society and Museums Harry S Truman National Historic Site Humboldt Chamber of Commerce Independence Tourism Advisory Board Johnson County, Missouri Historical Society Kansas Dept. of Commerce, Travel and Tourism Division Kansas Humanities Council Kansas Land Trust Kansas Sampler Foundation Kansas State Historical Society KU Biodiversity Institute and Natural History Museum KU Field Station and Ecological Reserves KU Spencer Museum of Art

Lecompton Historical Society Lexington Library and Historical Association Louisburg Chamber of Commerce Manhattan Convention and Visitors Bureau Merriam Visitors Bureau Mid-Continent Public Library Missouri Division of Tourism Missouri-Kansas Border War Network Monticello Community Historical Society Mound City Historical Society National Frontier Trails Museum Osawatomie Chamber of Commerce Partners of the First Territorial Capitol **Riley County Board of Commissioners Riley County Historical Museum** Riley County Historical Society Eileen Robertson Shawnee County Historical Society Traub Design Associates University of Saint Mary VFW Post 6654 Vernon County Historical Society Wakefield Museum Association The Wyandot Nation of Kansas

Partner Pledge Signers

Phyllis Abbott Kerry Altenbernd Ken Asher Mary Asher Paul Bahnmaier Clark Balderson Connie Banwart Deborah Barker Phyllis Bass Terry Beckenbaugh Judy Billings Carol Bohl Bob Burkhart Beth Carmichael Hoite Caston **Ernestine Cheney** Stephanie Clayton Bob Cole Cheryl Collins Kelley Collins Gerald Cook Jan Coykendall Jody Craig Karen Crane **Emma Crites** Ann Crume **Charles** Curtis Marilyn Davis Abby Dechant Pat Dill John Dillingham David Dunfield Nancy Durbin **Ola May Earnest** Janith English Carol Everhart Julie Frisbie Janae Fuller Mark Gerges

Clifford Gordon Peg Griffith **Rich Groves Connie Hachenberg** James Hall Ron Harris Sally Hatcher Elizabeth Hatchett Ashley Holverson Greg Hospodor Jon Hotaling Yvonne Hull Lisa Irle Dorthea Jackson Jay Jackson Willard Johnson Doug Jones Janine Joslin Gordon Julich Art Kelley Sharon Kelley Keyta Kelly John Mark Lambertson Jack Landers Kristi Lee Julia Manglitz **Terry Manies** Ross Marshall Karen McCarthy George McCleary Elly McCoy Janice McCullough Cynthia McFarlin William McKale Chris Meinhardt Alinda Miller Brian Miller Julie Mulvihill Tyrone Myrick

Gary Nevius John Nichols Regina Nicol Dale Nimz Martha Parker **Bobby** Pearson David Pendleton Vickie Pendleton Judy Pierson Tracy Quillin Alexis Radil Terry Ramsey David Reynolds Eileen Robertson **Julie Roller** Allen E. Roth Kay Russell Tamra Scheid Alan Shirrell Lori Simms Kathy Smith Tristan Smith Peggy Stanton Michael Stubbs Susan Taylor J.C. Tellefson Phyllis Tiffany Dennis Toll Don Traub Scott Vieira **Bill Wagnon** Warren Watkins Stephanie Watson Debbie White Alice Widner William Winkler Hollie Yoho Jim Zaleski

Attendees

List represents those who attended Partnership meetings during the Management Plan process.

Bob Abbott Phyllis Abbott Lonnie Addis Scott Allegrucci Kerry Altenbernd Lt. Gen. Robert Arter Mary Asher Ken Asher David Aspelin Lisa Atkinson Grady Atwater Paul Bahnmaier Peggy Baker Susan Baker Clark Balderson Connie Banwart Deborah Barker **Richard Barbuto** Phyllis Bass Robert Baynham Terry Beckenbaugh Elizabeth Beckett Michael Beckett Jim Beckner Clarence Best Christine Bial Judy Billings Carol Bohl Kevin Bolling Nathan Bond Judy Bowman Betty Boyko Brandi Brinegar Jeffrey Bruce Bob Burkhart Terry Butts Megan Cahill Dan Carey-Whalen Beth Carmichael Katie Casper Hoite Caston Ernestine Cheney Jennie Chinn Charles Clark Peggy Clark Stephanie Clayton Alisha Cole Cheryl Collins Kelley Collins Ian Corkran Vonnie Corsini Donald Cottrell Nova Cottrell Jan Coykendall Jody Craig

Karen Crane Emma Crites Glenda Crowder Ann Crume Mary Cummings Christy Davis Marilyn Davis Brenda Day Abby Dechant Jeanne DeRuyscher Scott Des Planques Pat Dill John Dillingham Monica Duffield David Dunfield Nancy Durbin Ola Mae Earnest Doug Eiken Jan English Leslie Ensign Ruth Elizabeth Ergovich Carol Everhart Hazel May Fackler Beth Fager Linda Finger Ann Finney Barney Fisher Melissa Fisher-Isaacs **Richard Forester Richard Forry** Bill Freeman Julie Frisbie Janae Fuller Jo Gandert Garton Amy Barak Geertsen Mark Gerges Sue Gervasini Lyle Gibson Elizabeth Gilliam-Becker Stefani Gliniecki Clif Gordon Lana Gordon Dona Grainger Carol Graham Peg Griffith **Richard Groves** Connie Hachenberg Jim Hall Ieff Hancock Michele Hansford Kim Hanson Cheryl Hargrove Ron Harris Joanne Harrison

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Karen McCarthy George McCleary Suzette McCord-Rogers Elly McCoy Janice McCullough Cynthia McFarlin Mike McGrew Bill McKale Howard McPeak Joan McPeak Janet McRae Melinda Mehaffy David Meier Chris Meinhardt Mary Kay Menard Freda Mendez Smith Brian Miller Diane Miller Maria Miller Terri Morris Julie Mulvihill Pam Myers Catie Myers Tyrone Myrick Vicki Nave Gary Nevius Regina Nichol John Nichols Diane Niehoff Dale Nimz Emanuel Northern Tim Paris Martha Parker David Pearce **Bobby** Pearson David Pendleton **Rebecca** Phipps Judy Pierson Rebecca Prestwood Sue Pridemore Tracy Quillin Alexis Radil Terry Ramsey Jeanine Rann **Richard Reed** Amber Regan-Kendrick David Reynolds Joan Richardson Ellery Robertson Eileen Robertson JR Robl Leslie Rocha David Roggensees Ed Rolfs Julie Roller

Allen Roth Kay Russell Tamara Scheid Arnold Schofield Shane Seley Bob Sharp Wendy Shay Alan Shirrell Carmela Sibley Lori Simms **Richard Smalley** Bob Smith Kathy Smith Sonia Smith Tristan Smith Joanie Soukup Carey Spoon Peggy Stanton Carolyn Strohm Michael Stubbs Craig Sundell **Richard Sunderwirth** Deanell Tacha Chris Taylor Susan Taylor Cheryl Tellefson J.C. Tellefson Phyllis Tiffany Dennis Toll Don Traub Susan Traub Larry Tucker Scott Vieira Jake Wagner Bill Wagnon Warren Watkins Stephanie Watson Lisa Weakley Amy Webb Richard Wellman Jim Wells Debbie White Alice Widner Mike Wildgen William Winkler Bill Worley Dick Works **Richard Yates** Hollie Yoho Patricia Zahn Jim Zaleski Lynne Zollner

200 S. 10th / P.O. Box 126, Alchison, Kansas 66002 phone 913 367 2427 fax 913 367 2485 It's , Girent Day in Auchson'

April 23, 2009

Freedom's Frontier National Heritage Area PO Box 526 Lawrence, KS 66044

The Atchison Area Chamber of Commerce, Atchison, Kansas is pleased to support the goals and mission of the Freedom's Frontier National Heritage Area. The Atchison community has embraced our heritage in many ways. Our railroad history, Lewis & Charles historical with the improvement of the Backward Horas relationship. Clark's historical visit and the importance of Amelia Earhart all bring visitors to Atchison. Amelia became an important voice for women in forging the heritage of the frontier.

Bringing the region together enhances our ability to share our stories with the public and bringing the region together emaintee out admit to share our stortes with the public and increase knowledge of the entire area, Joining with Freedom's Frontier National Heritage Area to share our stories is an important step in preserving those stories for generations.

The Atchison Area Chamber of Commerce is proud to take part in working with all the organizations within Freedom's Frontier National Heritage Area.

Sincerely aquitagent Jacque Pregont

President, Atchison Area Chamber of Commerce



House op

STATE OF MISSOURI Jereminit W. Jay (Nisce, Governor, Joseph P. Bindressel, Acung Director DEPARTMENT OF NATURAL RESOURCES

www.dur.no.gov

March 1, 2009

Freedoms Frontier National Heritage Area

This is a supporting letter from the Battle of Lexington State Historic Site. As a Civil War site in the state of Missouri it is particularly important to embrace this Heritage Area. In the past we have committed time, traveling to meetings, participating in discussions and presenting informational programs and less formal conversations with the public about the Heritage Area. In the future we plan to continue this support.

Sincerely

DIVISION OF STATE PARKS ance Fuller

Janae Fuller, Resource Manager Battle of Lexington State Historic Site



April 23, 2009

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044

To Whom It May Concern.

The Atchison County Historical Society, Atchison, Kansas, fully supports the goals and mission of the Freedom's Frontier National Heritage Area. Bringing like interests from across the region to celebrate and share our common heritage enhances all of the partner organizations ability to reach the public with the stories of how the striving for freedom helped create who we are today.

Telling the stories of Kansas in the Territorial Era through the Brown v. Topeka Board of Education decision touches much of our regions historic ties. Atchison County also is a part of that story from the border ruffian days to our own Lincoln School being the first to comply with integration after the Brown Decision.

The Atchison County Historical Society is proud to be able to take part in working with the many other like minded organizations within Freedom's Frontier National Heritage Area.

Sincerely,

Chris Taylor Executive director Atchison County Historical Society

Santa Fe Depot • 200 S. 10th Street • P.O. Box 201 • Atchison, KS 66002 913-367-6238 · GoWest@atchisonhistory.org · www.atchisonhistory.org

Black Jack Battlefield Trust

P.O. Box 44

Baldwin City, KS 66006

May 27, 2009

Ms. Judy Billings President and CEO Freedom's Frontier National Heritage Area P.O. Box 526 947 New Hampshire Suite 200 C Lawrence, KS 66044

Dear Ms. Billings:

The Black Jack Battlefield Trust is committed to the same goals as the Freedom's Frontier National Heritage Area, and is eager to partner with all of the other historie sites in the heritage area. We are eager to tell our part of the Freedom story in a manner which will create a cohesive experience for visitors, an experience that will contribute to their understanding of how our nation's history has shaped our lives.

The Black Jack Battlefield and Nature Park exemplifies the struggle for freedom that occurred in the Kansas Territory before the Civil War. The battlefield was the site of the first armed conflict between anti-slavery forces, lead by Capt. John Brown, and proslavery forces, led by Capt. Clay Pate. The events that occurred before the battle and after the battle, and the sites that tell those stories, link us together in telling the story of "Bleeding Kansas"

The Santa Fe Trail, the Robert Hall Pearson Farmstead, the Ivan Boyd Prairie, and the Black Jack Nature Park contribute to the development of the additional themes of Westward Expansion, Manifest Destiny, and the Natural Environment. The Trust is committed not only to preserving and making accessible this nationally significant battlefield and its environs for posterity, but also to providing for multiple uses. The site will be available for the benefit of those seeking to better understand the battle and its role in American history and will be available to others who desire the opportunity to relate to the preserved woodlands and prairie landscapes.

We look forward to an ongoing collaboration with you and with other historic sites in the Freedom's Frontier National Heritage Area as we pursue our common goals.

wishes for great success! Jarol vou bisch Carol von Tersch

President

05/01/2009 FRI 16:38 FAX 8163808156 cass county

002/002

Cass County Commission 102 East Wall • Harrisonville, Missouri 64701 816/380-8155 • Fax: 816/380-8156

W. J. "BILL" COOK	GARY L. MALLORY	BRIAN L. BAKER
ASSOCIATE COMMISSIONER + DISTRICT I	PRESIDING COMMINISTIONER	ASSOCIATE COMMISSIONER • DISTRICT
E-MAIL: <u>DIFIC@CASSOUNTY.COM</u>	E-MALL: <u>RAFYINGTOR ADDOINT NOT</u>	E-MAIL: brienb@casscoutty.com
PHONE: 816/380-8158	FRONE: BIO300-B160	FHONE: 816/280-8139
JAN CANTRELLL.	MICHELE PHILLIPS	KATE WELBORN
Administrative Assistant	R. R. DIRECTOR	COUNTY COUNSELOR
E-Maii <u>inc@kasscondv.com</u>	E-Mail: michelepitcasscourty.com	B-Mail: <u>knowfilenceannix.com</u>
Phone: \$16/380-8135	Phone: 816/380-8103 Pax.816/380-8113	Phone: 816/380-8206 Fax:816/380-8113

May 1, 2009

Freedom's Fronticr National Heritage Area P.O. Box 526 Lawrence, KS 66044

The Cass County Commission would like to express our support and enthusiasm for the Freedom's Frontier National Heritage Area which includes Cass County Missouri.

The Civil War activity in our County ties us strongly to Freedom's Frontier and its story and goals.

We look forward to opportunities to partner with Freedom's Frontier in historical preservation and interpretation and in tourism promotion of this fascinating and significant National Heritage Area.

Cass County Presiding

Cass County HISTORICAL SOCIETY, INC.

400 E. Mechanic, P O Box 406 Harrisonville, MO 64701 816.380.4396 <u>cchsmo@gmail.com</u>

May 1, 2009

Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 66044

To Whom It May Concern:

Cass County Historical Society wishes to support the Freedom's Frontier National Heritage Area's mission of sharing and interpreting the history and stories of the Missouri-Kansas border.

Cass County recently partnered with the County Commission to develop a Burnt District Monument on the grounds of the Cass County Justice Center and will continue to partner with the county to develop that site as a place to welcome visitors and preserve our history. We are also working with the City of Harrisonville to develop new wayfinding signage to direct visitors to historic sites and museums in Harrisonville.

Many Freedom's Frontier themes such as frontier life, Bleeding Kansas and the Border War, Order # 11 and Reconstruction may be told at various venues in the county such as Dayton, Pleasant Hill, Harrisonville, Freeman and Belton. Harry Truman lived in Cass County as a young child and was active in the Belton Masonic Lodge. Cole Younger and his family were prominent in the history of Harrisonville.

CCHS is actively working to develop dramas telling the story of the Border War/Civil War era to enlighten and entertain a variety of audiences in the region.

We have been active participants in the development of the Freedom's Frontier Management Plan and look forward to continued cooperation in programs, tours and networking opportunities.

> CITY OF HUMBOLDT OFFICE OF CITY ADMINISTRATION

701 Bridge, PO Box 228 · Humboldt, KS 66748-0228 · Ph: (620)473-3232 · Fax: (820)473-2133 · www.humboldtkanses.org

Sincerely,

Carol Bohl Cass County Historical Society Executive Director



April 20, 2009

Freedom's Frontier National Heritage Area PO Box 526 Lawrence, KS 66044-0526

Dear Leadership,

The City of Fort Scott supports the creation of the Freedom's Frontier National Heritage Area.

Tourism is one of our significant community values. The Fort is important to our area as it presents an envied community identification and provides attraction. Although our Chamber of Commerce manages the tourism activity, our city officials and staff know the value of that element of our economy, too. We are prepared to handle a multiplication of the present traffic to the Fort and we expect the Area creation will be one of the most important elements in its growth.

Good competitors can be good partners when the benefit is mutual and both understand the possibilities of cooperation. Interesting how our historical (and current but bloodless) conflict can today be our asset.

Best of regards,

Dali F Bunn

cc: Joe Turner, City Manager Cynthia McFarlin, Fort Scott Tourism Director

> Dale Bunn, Director of Economic Development, City of Fort Scott P.O. Box 151, 1 East Third Street, Fort Scott, KS 66701 620-223-0550 dbunn@fscity.org



June 4, 2009

Freedom's Frontier National Heritage Area

Dear Sir or Madam:

I am writing this letter supporting the efforts of Freedom's Frontier National Heritage Area in developing their Management Plan to promote and protect the local and regional history found in our area.

Humboldt has a long and rich history dating back over 150 years that has shaped and created our community values which we take pride from and choose to live by. The citizens of Humboldt support and are committed to those organizations that work to promote this history and our values.

Respectfully submitted, Pollect Charp

Robert Sharp

Mayo



April 13, 2009

Freedom's Frontier National Heritage Area PO Box 526 Lawrence, Kansas 66044

To Whom It May Concern:

I am writing in support of the Freedom Frontier National Heritage Area (FFNHA) of Kansas and Missouri and the management plan that has been recently completed. I am pleased to offer the commitment of the City of Lawrence to creating a successful and thriving National Heritage Area

The City of Lawrence has a unique connection to the founding of FFNHA and we are proud to continue support of the area. The community's support pre-dates 2002 and was recorded when the City Commission and Douglas County Commission appointed a committee, chaired by Deanell Tacha, to explore the feasibility of establishing a heritage area in Douglas County. For more than six years, local and regional volunteers have dedicated service to creating a national heritage area.

In June2007, the city contributed \$25,000 to the development of a management plan. The city has supported the work of Judy Billings, Convention and Visitor Bureau Director, and her leadership role in the process to secure the designation. In addition, staff dedicated to the FFNHA has been funded using city guest tax collections.

Currently, the city is working to renovate the Carnegie Library with space dedicated to the FFNHA welcome center. A Save America's Treasure Grant has been secured and work continues to renovate and restore the building. The renovation was recently the city's top priority when applying for state grants. The project takes an existing unusable community asset, located in the heart of downtown, and renovates the facility to become a Visitors Welcome Center run by the Convention and Visitors Bureau, and the home of FFNHA. The estimated cost of the project is \$1,545,356.

Lawrence is proud of our historic preservation efforts. In 2007, Lawrence added three properties to its register of Historic Places including 169 buildings and structures in the Oread Historic District. Adopted design guidelines guide development in Downtown Lawrence to preserve and protect historic elements and foster economic vitality.

We are committed to providing excellent city services that enhance the quality of life for the Lawrence community

Page 2 of 2

Lawrence is proud of our heritage area designation and the area's ability to connect and tell the stories of the nation changing events that occurred in our region before the beginning of the Civil War. If the City of Lawrence can be of further assistance, please contact City Manager David Corliss at <u>dcorliss@ci.lawrence.ks.us</u> or (785) 832-3400.

Sincerely C Michael Dever Mayor



May 11, 2009

Freedom's Frontier National Heritage Area Post Office Box 526 Lawrence, KS 66044

The City of Olathe, Kansas would like to express its support for Freedom's Frontier Arice cut on Oracue, canada would not copress its support for recedom's Promoter National Heritage Area, which includes Mahaffie Stagecock Stop and Farm Historic Site, the William J Marra Deaf Cultural Center, the Olathe Historical Society, the Olathe City Cemetery, the Lone Elm Campground and the Ensor Farm. These history organizations help keep the stories alive of what Olathe's citizens experienced during the Border War and read would be an elm content of the store Civil War

Olathe has a rich history including the Santa Fe Trail, the campground at Lone Elm where thousands of travelers along the Santa Fe, Oregon and California Trails camped, William Quantill raiding Olathe on September 6, 1862, and the Kansas School for the Deaf. These stories are part of Olathe's present and future as they help give our community a collective and unique identity. We are committed to partnering with organizations who advocate preservation, interpretation and tourism to help provide visitor experiences to residents and non residents alike.

Our history organizations already have established partnerships with the Olathe Chamber of Commerce Convention and Visitors Bureau, the Kansas Department of Commerce Division Commerce Convention and Visitors Bureau, the Kansas Department of Commerce Division of Travel and Tourism, the Kansas State Historical Society, and Johnson Connty Museum of History, Mahaffie Stagecoach Stop and Farm received a grant from the Kansas Humanities Council to produce 'Border War Voices'. This video is produced in cooperation with Wide Awake Films to give visitors different perspectives of people living in the I'reedom's Frontier National Heritage Area during the Border War and Civil War era. This allows visitors an opportunity to view perspectives from people who had lived here and how the Border War events affected Olathe. This serves as an example for Olathe organizations to ionanate how visitors emorgene hieroar. anovate how visitors experience history

The City of Olathe looks forward to continuing these long standing partnerships. Our partnership with Freedom's Frontier National Heritage Area continues to be an asset to community's future. et to our



(913) 971-8600 • (913) 971-8703 fax • 100 East Santa Fe, PO Box 768, Olathe, Kansas 66051-0768 • OlatheKs.org



LEXINGTON TOURISM BUREAU + P.O. Box 132 + Lexington, MO 64067 + 660-259-4711 + www.historiclexington.com

February 19, 2009

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 6604

The City of Lexington, Missouri, and the Lexington Tourism Commission would like to express our support and enthusiasm for the Freedom's Frontier National Heritage Area which includes historic Lexington and Lafayette County, Missouri.

Our city and county's association with the Santa Fe Trail, the Westward Movement, the steamboat era and, of course, the Civil War ties us strongly to Freedom's Frontier and its story and goals.

We look forward to opportunities to partner with Freedom's Frontier in historical preservation and interpretation and in tourism promotion of this fascinating and signifant National Heritage Агеа

Historic Lexington. . . A Stroll Through The Past

and andrulye an Cambridge City of Lexington Tourism Director

c: Mayor of Lexington Lexington Tourism Commission



The Power of People



April 15, 2009

Freedom's Frontier National Heritage Area PO Box 526 Lawrence, KS 66044

Dear Friends,

The purpose of this letter is to communicate to you our support and commitment to your efforts.

From a tourism point of view, this effort has provided tremendous marketing opportunities for all 42 counties in the area already and will continue to do so in the future. I am experiencing this already with Voices from the Quilts (March 2010). This network is allowing us to take a local event and promote regional participation.

As a resident of Kansas, the Freedom's Frontier National Heritage Area effort offers unlimited educational opportunities to residents and visitors alike. Understanding the past events that cause continued misunderstandings and hard feelings on both sides of our state border allow us to look at international situations with a different perspective. We can hope one of the by-products of this project will be increased understanding and acceptance of others and consideration of their thoughts and opinions

We will include the Freedom's Frontier National Heritage Area logo (when available) and link on our website and allow staff to participate in the monthly meetings. We are also ready to consider specific financial requests in our regular budget process.

Most sincerely,

Cynthia McFarlin Director of Tourism

> Office of Tourism and Visitor Information Center 31 E. Wall Street Fort Scott, Kansas 66701 231 E. Wall Street 1-800-245-FORT FAX (620) 223-3574 www.fortscott.com

GCHS Museum Apr 22 09 02:21p

Geary County Historical Society and Museums 530 North Adams • P.O. Box 1161 Junction City, Kansas 66441 (785) 238-1666 www.gchsweb.org



April, 22, 2009

To Whom It May Concern:,

The Geary County Historical Society and Museum whole heartedly support the Freedom's Frontier National Heritage Area.

We are located on the western frontier of the Heritage Area but our impact on the story of the Heritage Area is very important. Our connection to Fort Riley, Pawnee the First Territorial Capital of Kansas, Bleeding Kansas, the Fort Leavenworth to Fort Riley Military Road, Smoky Hill Trail, the Colorado Gold Rush, Western migration,

Steam Boats, Stagecoach Companies, Indian and the Civil War, makes us an integral part of the Freedoms Frontier National Heritage Area.

The Geary County Historical Museum will partner with other sites to promote and tell the story of the Freedom's Frontier National Heritage Area.

Sincerely, Hayleym Childs

Gaylynn Childs Executive Director

05/28/2009 08:28 8162544491

HARRY S TRUMAN NHS

PAGE 02/02

The Humboldt Chamber of Commerce P.O. Box 133 Humboldt, Ks. 66874 620-473-3011

June 3, 2009

Freedom's Frontier National Heritage Area P.O. box 526 Lawrence, KS

The Humboldt Kansas Chamber of Commerce would like to express our support for the Freedom's National Heritage Area which includes historic Humboldt ,Kansas.

Our city's Civil War history ties us strongly to the Freedom's Frontier and its story and goals.

The Chamber looks forward to being a part of the Freedom's Frontier historical preservation and tourism opportuni

Sincerely,

Jeny Butts

Terry Butts President of the Humboldt Chamber of Commerce.

Rany Villabra Larry Villalva Superintenden

May 27, 2009

A3815 (HSTR)

In Reply Refer To

Freedom Frontier National Heritage Area P. O. Box 526 Lawrence, Kansas 66044

Acknowledging that:

All National Heritage Areas conservation efforts are grounded in a community's pride in its history, traditions, cultural legacy, and their involvement in retaining the traditional surroundings of it's landscapes.

United States Department of the Interior NATIONAL PARK SERVICE Harry STryman National Historic Site 233 North Main Street

Independence, Missouri 64050-2804

- Freedom's Frontier National Heritage Area is an internationally recognized region in western Missouri and eastern Kansas where a young nation's diverse definitions of freedom collided in the 1860's.
- 3. Freedom's Frontier National Heritage Area offers compelling stories, and potential interpretive and learning opportunities for visitors and residents of all ages, to understand this bi-state region's relationship to the nation's history.
- 4. By demonstrating support for the Kansas and Missouri Freedom's Frontier National Heritage Area, the National Park Service meets a requirement of a portion of its core mission by cooperating with and providing assistance to our local community partners.

Harry S Truman National Historic Site in Independence, Missouri would like to express its vote of support for this worthwhile project.

Sincerely.

Independence P.O. BOX 1019 . INDEPENDENCE, MISSOURI 64051-0519

w.cl.independence.mo.us • (816) 325-7000

May 26, 2009

Freedom's Frontier National Heritage Area P. O. Box 526 Lawrence, KS 66044

The Tourism Advisory Board would like to express its vote of support for the concept and goals of developing this project throughout the bi-state region.

Independence, also known as "Queen City of the Trails", was the jumping off place for the three great routes that led the pioneers west. A key component of our tourism product is telling the story of the Oregon, Santa Fe and California Trails and the impact that made on our community and nation. We also have significant history relating to the Border Wars, the Civil War, and the early-Mormon history that relate to this project.

We understand that by joining together with other partners, sites and organizations, we can have greater impact in sharing this significant story.

Sincerely, Thus Waley

Tom Waters, Chairman City of Independence Tourism Advisory Board



June 9, 2009

Judy Billings FFNHA P.O. Box 526 Lawrence KS 66044

Dear Judy,

The Department of Commerce, Travel and Tourism Division is committed to the development of the Freedom's Frontier National Heritage Area (FFNHA). The goals of tourism development within the region align with ours and we will continue to extend our assistance through a partnership with FFNHA.

Mark Parkinson, Governor

David D. Kerr, Secret

KansasCommerce.com

The community and county alliances formed by the heritage area strengthen the state's ability to provide the visitor with authentic historical interpretation and quality experiences. We look forward to working with you and the regional partners in the continued development and promotion of this significant American story.

Sincerely,

buty Blake

Becky Blake, Director Travel & Tourism Division

TRAVEL & TOURISM DEVELOPMENT 1000 S.W. Jackson St, Saite 100; Topeka, KS 66612-1354 • Phone: (785) 296-2009 • Fax: (785) 296-5887 TTY: (785) 296-3887 • E-mail: travtour@kansascommerce.com • www.TravelKS.com

ton County Historical Society Miller Smiter Heritage Library & Museum Old Courthouse – One Room School 302 North Mais Warrenaburg, MO 64093

June 8, 2009

Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 66044

On behalf of the Johnson County Historical Society Board of Directors we wish to issue the following letter of commitment for the creation of the Freedom's Frontier National Heritage Area—a bistate effort to document and exhibit for future generations, the historical significance of the netice method. of the entire region

Whereas, Johnson County, Missouri was a county organized in 1834 and

Whereas, its organization was prior to the difference of opinion between Missourians and Kansans resulting in the Border Conflict and

Whereas, Marsh Foster, newly elected Unionist county clerk was killed by a political opponent in February of 1861 and

Whereas, both Confederate and Union armies raised troops from the populace of Johnson County, Missouri and

Whereas, numerous sites in the county were adversely affected by this terrible internecine war.

Whereas, the "Old Courthout the 9th Kansas Cavalry, and use" square was a bivouac site for Union Troops, especially

Whereas, the Johnson County Historical Society was formed in 1920 to preserve and protect the history of the county in perpetuity and

Whereas, the Johnson County Historical Society Board of Directors are committed to the ideas inherent in the Freedom's Frontier NHA management plan,

Therefore, The Johnson County Historical Society Board of Directors is committed to supporting the Freedoms Heritage Area ns Frontier Heritage Area concept and encourages Congress to establish the so named

Jule L

ard of Directors



Jia Sple Lisa Irle Cursto

FFNHA Ambassadors to Johnson County, Missouri



Judy Billings Freedom's Frontier National Heritage Area PO Box 586 Lawrence KS 66044

Dear Judy.

On behalf of the Kansas Humanities Council, I write this letter to express our support, enthusiasm, and confidence in the Freedom's Frontier National Heritage Area.

Like the Freedom's Frontier National Heritage Area, the Kansas Humanities Council believes in the power of story to create a sense of place, a sense of meaning, and a sense of purpose for citizens. Although the mission of Freedom's Frontier is specific to the diverse struggles for freedom in western Missouri and Eastern Kansas, the Kansas Humanities Council can help by:

- Supporting local, grassroots-level, contemporary research.
- Providing opportunities for meaningful dialogue through symposiums,
- exhibitions, and other public programming methods. Encouraging individual reflection on the stories and themes presented.

We look forward to ongoing opportunities and future possibilities to work together.

Cordially UTNOUN Julie 1 Julie Mulvihill Executive Director

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W4-4-5000 11:20 EBON:KMARK HIMMILLES CO 182 321 1153



Suite 210 Topèka, KS 66603-3895

org

(785) 357-0359 voice (785) 357-1723 fax

into@kansashuma



Protecting and preserving lands of ecological, scenic, historic, agricultural, or recreational significance in Kansas.

Judy Billings, President & CEO Freedom's Frontier National Heritage Area PO Box 526

16 East 13th Street Lawrence, Kansas 66044-3502

ph (785) 749-3297 fax (785) 842-3039 www.klt.org

Board of Directors

Board of Directors Lynn Byczynski Myrl Duncan Julie Elfving Burke Griggs Catherine Hauber, *V.P.* Chelsi Hayden Kelly Kindscher, Sec. donna luckey Chad Vogt Bryan Welch, *Treas*. Beverley Worster, *Pres*. Valerie Wright

Staff

Jason Fizell Executive Director jfizell@klt.org

Carol Huettner Office Manager chuettner@klt.org

Jerry Jost Director of Land Protectio jjost@klt.org

Lawrence, Kansas 66044 Dear Judy

April 15, 2009

The Kansas Land Trust (KLT) has an 18-year history of developing and monitoring 32 conservation casements on 6,090 acres in 13 counties including Cass County, Missouri. Our near-term goal is to double this acreage, and we are currently working on an unprec-edented 12 conservation easements that will protect some 9,600 acres. One focus area is in the highly threatened Flint Hills ecoregion, the largest remaining stronghold of tallgrass prairie in North America. ¹Today, less than four percent of an original 140 million acres of tallgrass prairie remains—working of the land lies within the Kansas Flint Hills. ³Another KLT focus area is the Kansas River corridor, one of the crucial hardwise twise together the bittory, culture and landecene of our maine lynchpins tying together the history, culture, and landscape of our region.

Not surprisingly, one can envision many excellent opportunities for the mission and activities of KLT to complement that of the Freedom's Frontier National Heritage Area. activities of KLT to complement that of the Freedom's Frontier National Heritage Area. Of course, we have already discussed the possibility for conservation assements on properties surrounding the Black Jack Battlefield in Douglas County. You are also aware of the project we are pursuing with the ECO² Commission to protect land in the nearby Baldwin Woods, designated a National Natural Landmark by the Secretary of the Interior in 1980, Other future partnership opportunities might include a common focus on protect-ing lands along the many historic trail and transport routes that once transected Kansas— we get many yearly inquires from landowners with visible wagon ruts, historic buildings, and Native American burial and archeological sites on their land.

Thank you so much for your continued commitment to protecting our history, culture, and landscapes. We wish you the best in submitting the Management Plan you have all worked so hard on—we look forward to implementing it with you in the near future!

erely your: Jacon Fizell Jason Fizell

Executive Director

¹ Klinkenborg, Verlyn, "Splendor of the Grass." National Geographic Magazine, April 2007, 26 March 2009 "http://ngm.nationalgeographic.com/2007/04/lalgrass-pairies- ² Brown, Heather, "Tallgrass Partie' National Preserve." National Park Service, 16 January 2006. 26 March 2009 http://www.ngs.gov/ngr2 ³ Nolden, Cherrie and Barth Crouch. "SAFE Habitat for Upland Game Birds." Kansas Department of Wildlife and Parks, 2 September 2008.



April 24, 2009

Freedom's Frontier National Heritage Area.

I'm continually impressed with the dedication and commitment of your group to take advantage of being a national heritage area.

The mission of the Kansas Sampler Foundation is to preserve and sustain rural culture so it is clear that our purposes are overlapping.

We will be glad to help educate the world about FFNHA as well as individual communities and attractions involved through our Kansas Sampler Festival, Kansas Explorers Club and newsletter, and many programs. I'm sure there will be many ways to connect through the rural tourism initiative.

We are not a marketing group but an educational non-profit who works to educate the world about Kansas and network and support rural communities with grassroots efforts. Both objectives fit great with the work of FFNHA.

Public nominations will open for the 8 Wonders of Kansas History in March 2010 so we'll have to work together on that.

Wishing you the best as you go forward.

Sincerely,

Marci Penner, Director nsas Sampler Foundation



Kansas Historical Society Jennie Chinn, Ex

June 9, 2009

Freedom's Frontier National Heritage Area PO Box 526 Lawrence, Kansas 66044

On behalf of the Kansas Historical Society, I would like to extend our support and interest in the Freedom's Frontier National Heritage Area efforts

We support Freedom's Frontier's mission to tell the stories that contribute to our area's national and individual freedoms. The message is similar to our agency's mission- to enrich people's lives by connecting them to the past. We hope these efforts help to build an awareness of the important role Kansas played in our nation's history.

We look forward to the opportunity to partner with the Freedom's Frontier National Heritage Area

Sincerely, Jumes Churr

Jennie Chinn Executive Director



March 25, 2009

Judy Billings Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 66044

Dear Ms. Billings,

The University of Kansas Biodiversity Institute, including its Natural History Museum, is pleased to be a formal partner in the efforts of the Freedom's Frontier National Heritage Area (FFNHA).

We have a storied history of research in Kansas and the Great Plains documented by our extensive archaeological and biological collections. Current and future research, education and exhibition endeavors will continue to build upon these strong natural and cultural components of the national heritage area, particularly our interdisciplinary efforts encompassing the interactions between natural and human systems and their reciprocal impacts. We look forward to working closely with the KU Spencer Museum of Art and We look loward to working closely with the ND spencer Museum of Art and other FFNHA partners in helping to achieve the region's vision, mission and guiding principles. We will designate a formal representative who will attend the FFMHA meetings, participate in the planning process and coordinate our involvement in the implementation of the plan. Thank you for the opportunity to be a part of the FFNHA.

Sincerely,

h hightalka

Leonard Krishtalka Director

Dyche Hat | 1345 Jayhawk Bhd. | Lawrence, KS 66045-7561 | (785) 864-4540 | Fax (785) 864-5335 | www.

MARK PARKINSON, GOVERNOR

The University of Kansas

Kansas Biological Survey

February 23, 2009

Ms. Judy Billings, Trustee and Treasurer Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 66044

Dear Ms. Billings:

The University of Kansas Field Station and Ecological Reserves (KSR) was established in 1947 for varied purposes that promote broad categories of ecological stewardship, scientific research, and public environmental education. Administered by the Kansas Biological Survey, its various land holdings have grown over time to now encompass approximately 3,400 acres in several tracts scattered across northeast Kansas.

The origins of KSR can be traced back to Dr. Charles Robinson, who was not only instrumental in helping to establish the abolitionist community of Lawrence in 1854 but also later became the state's first elected governor. He donated much of the land called Mount Oread that would become the main campus of the University of Kansas. Upon the death of his widow, Sara, in 1911 another 700 acres north of Lawrence was donated to the university that now make up two of KSR's original and most valuable tracts, the Fitch Natural History Reservation and Robinson Experimental Tract. Both are extensively used for cultural and environmental education as well as for purposes of research, and are accessible by means of more than three miles of public nature trails.

In many cases KSR lands function primarily to preserve seriously imperiled natural areas including remnant parcels of original prairie and old growth forest, and are managed very carefully for that purpose. For example, KSR stewards 202 acres of diverse old growth forest near Baldwin located not far from the Civil War-era Blackjack battlefield site. Comprising some of the last of this forest type left in the entire state, this site was designated a National Natural Landmark by the U.S. Department of Interior, in 1980.

A mere 150 years ago the tallgrass prairie ecosystem covered nearly 140 million acres in North America, and is an integral part of our nation's history and the American frontier story. Today less than 4% of this once vast natural landscape remains, and a full two-thirds of what is now left is found in Kansas. Continuing losses of prairie have particularly occurred in northeast Kansas and the location of Freedom's Frontier National Heritage Area, where recent natural heritage

> Higuchi Hali • 2101 Constant Ave., Room 106 • Lawrence, KS 66047-3759 (785) 864-1500 • Fax: (785) 864-1534 • www.kbs.ku.edu

inventories by the Kansas Biological Survey have shown that many areas including Douglas, Wyandotte, Shawnee, Leavenworth and Miami counties have considerably less than 1% of their original extent of prairie remaining.

To the scientist these prairie remnants serve as important places for study, reservoirs of biodiversity, and essential habitats for hundreds of species of plants and animals. The earliest Native Americans made their entire living from the prairie, fashioning tools, hunting elk and bison, gathering edible plants and tending gardens. European explorers, trappers, and traders crisscrossed the prairie in search of knowledge and personal wealth. Settlers also crossed it in their covered wagons leading to today's worldwide popular understanding of the American West. It is difficult to appreciate the vastness of the prairie landscape, the richness of Native American cultures, or the determination of those who traveled the Oregon and Santa Fe Trails unless we have seen the prairie.

For these and other reasons the Freedom's Frontier National Heritage Area will be a very welcome partner and a vehicle for balanced promotion and protection of the region. Its creation offers many exciting opportunities for collaboration in developing projects to facilitate the interpretation, education, and preservation of our area's natural values and diverse cultural themes. We confirm our strong support and look forward however we can in assisting it to flourish.

Satta, Campbell

Scott W. Campbell, Associate Director University of Kansas Field Station and Ecological Reserves



February March 27, 2009

Ms. Judy Billings President and CEO Freedom's Frontier National Heritage Area Post Office Box 586 Lawrence, KS 66044

Dear Judy.

We are writing to express our strong interest in collaborating with you and others in the Freedom's Frontier National Heritage Area in a long-range project. We propose working with a variety of diverse contemporary artists from the region and around the world who would create works of art in response to different sites across the forty one counties in Kansas and Missouri that comprise this Heritage Area.

The sites would be places that are "hot" with history and stories, both living and buried. Sites could include, for example, the Abolitionist homesteads that were submerged by the construction of Clinton Lake in Lawrence in 1980. Artists would respond to the sites and their histories and bring a variety of perspectives, offering renewal and often poetic, intimate engagement for visitors. The art and ideas that this project would generate within the spaces, towns, and cities of the Freedom's Frontier Heritage Area will enliven debates and vivify historical research with new experiences for area citizens and others. The artists and these site-based works of art would also help to advance a dialogue about "borders" and this region, addressing both historical and contemporary issues.

Artists responding to historic sites is a vital contemporary activity that has engaged audiences around the world in the past several years. We believe that this project would expand the national profile of Freedom's Frontier and engage its citizens in a new level of reflection upon the issues that the Heritage Area raises. The artists would advance our knowledge and understanding while also urging us to experience new perspectives on the richness of this region and its place in history.

Many strong programs and several exhibitions are in the planning phases with the Biodiversity Research Institute, one of our collection and research partners. Projects and future directions that involve both of us may prove to be fruitful as Freedom's Frontier expresses the interactions of nature and culture.

We look forward to exploring these ideas and other possible collaborations with you.

We are eager to provide more details and continue this conversation.

Yours sincerely. Aur faithard

Saralyn Reece Hardy, Director

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Page 1 of 1

The LECOMPTON HISTORICAL SOCIETY

Lecompton, Kansas 66050

640 E. Woodson Lecompton, Kansas 66050 785-887-6148 um@aol.com

the Latington, Know

May 17, 2009 P.O. Box 526 Lawrence, Kansas 66044

To Whom It May Concern:

The Lecompton Historical Society enthusiastically endorses the mission and vision statements of Freedom's Frontier National Heritage Area. The stories and displays will educate the general public to the importance and major impact this regional area had on the history of the United States.

8 L.4

The historical events which occurred in Lecompton during the 1850's changed the course of history for the United States. The stories told in the 41 counties are intertwined with courage and bravery depending each individuals point of view of the political crisis of the time.

Freedom's Frontier National Heritage Area has been and continues to be a grass roots organization. This allows for individual communities to feel they are a significant player in the future success of the heritage area.

The Lecompton Historical Society has supported the writing of the management plan and will continue to be an active partner and strong advocate of Freedom's Frontier National Heritage Area.

Sincerely,

Paul M. Bahnmaies Paul M. Bahnmaier Lecompton Historical Society, President

Lexington Library and Historical Association P.O. Box 121 Lexington, Mo. 64067 February 20, 2009

To Whom It May Concern:

The Lexington Historical Association is happy to support Lafayette Co. in the Freedoms Frontier National Heritage Area. Education about the Civil War times and early settlers and immigrants in the Lexington area are an important part of our focus. Working together is such a logical and useful thing to do. Our community has dedicated people working to promote our historic and modern appeal.

Sincerely,

milelu

Mike Kramer President. Lexington Historical Association

Sunday, May 17, 2009 America Online: Lanemuseum



Louisburg Chamber of Commerce 5 So. Peoria, Suite 103 – P.O. Box 245, Louisburg, KS 66053 Telephone 913-837-2826 Email, chamber@louisburgkansas.com www.louisburgkansas.com

June 9, 2009

Judy Billings, Executive Director Freedom's Frontier National Heritage Area POB 526 Lawrence, KS 66044

Dear Ms. Billings

The Louisburg Chamber of Commerce wishes to express our support and enthusiasm for Freedom's Frontier National Heritage Area. We have supported the Heritage Area since it was first proposed and are very excited about it. Our community is located within the Bleeding Kansas area.

Thank you very much for all the great work you have put in to this wonderful project.

Sincerely, Party Bartice Director



June 5, 2009

Freedom's Frontier National Heritage Area P. O. Box 526 Lawrence, KS 66044

The Manhattan Convention and Visitors Bureau lend our full support for the Freedom's Frontier National Heritage Area which includes Manhattan and Riley County, Kansas.

Our community is rich in Freedom's Frontier history. Manhattan's founding fathers were committed to being free staters. History abounds with the nearby Santa Fe, Oregon and Military Trails, all telling the history and struggles of our early pioneers and settlers. Nearby Ft. Riley began for protection of the settlers as they traveled west. Education has also been a part of our early beginnings with Manhattan serving as home to our country's first land grant university, Kansas State.

We anticipate wonderful opportunities to partner with Freedom's Frontier in historical preservation and interpretation. Tourism will be boosted as together we help tell the fascinating story of our Freedom's Frontier.

Sincerely, Jaun fillaur 9

Karen Hibbard, Director Manhattan Convention & Visitors Bureau

501 Poyntz Avenue • Manhattan, Kansas 66502-6005 785-776-8829 • 785-776-0679 fax • 800-759-0134 cvb@manhattan.org • www.manhattancvb.org

27 May 2009

Box 526 Lawrence, KS 66044

Sincerely,

nice Schultz

Janice Schuly

Janice Schultz Director, Midwest Genealogy Center

Freedom's Frontier National Heritage Area

P.2

Julida, MERRIAM fust right

VISITORS BUREAU

May 4, 2009

Ms. Judy Billings President and CEO Freedom's Frontier National Heritage Area Post Office Box 586 Lawrence, KS 66044

Dear Judy,

It is with great pleasure that I write in support of the Freedom's Frontier National Heritage Area. I believe it is imperative to partner in efforts to preserve our history and share the stories of our past.

As a convention and visitors bureau, our number one goal is to increase visitation to our community. The Freedom's Frontier National Heritage Area allows us to market our community to an entire new segment of visitors, as well as enhance the discoveries of those already visiting for other purposes. Providing a platform in which to share the stories of our enduring struggle for freedom is truly a gift to share with visitors for many years to come

As the designated representative from the City of Merriam and Merriam Visitors Bureau, I will continue to pledge my support in meeting attendance and participation, marketing the heritage area and assisting in the collaborative planning process.

Sincerely.

Caremane

Karen M. Crane, Director Merriam Visitors Bureau City of Merriam, Kansas

15616 East Highway 24 / Independence, Missouri 64050 / (816) 836-5200 / Fax (816) 521-7253 / EMAIL.: info@mccl.lib.mo.us

MID-CONTINENT

PUBLIC LIBRARY Midwest Genealogy Center 3440 S. Lee's Summit Re Independence MO 64055-1923 (816) 252-7228

jschultz@mcpl.lib.mo.us

The Midwest Genealogy Center of the Mid-Continent Public Library would like to express our enthusiast support for the Freedom's Frontier National Heritage Area.

Our library system covers three counties in Missouri: Jackson, Clay, and Platte. With 30 branches in almost as many communities in those counties, our heritage is a part of the Santa Fe, Oregon, and California trails, the Mormon movement, the steamboat era, and the Civil War era. Families come to our Midwest Genealogy Center to discover their own heritage and how their ancestors fit into our nation's rich history. The Freedom's Frontier is part of that heritage.

We look forward to opportunities to partner with museums, historic sites, libraries, and other organizations in this initiative.



June 10, 2009

Judy Billings, President & CEO Destination Management, Inc. Lawrence Convention & Visitors Bureau Freedom's Frontier National Heritage Area PO Box 526 947 New Hampshire, Suite 200C Lawrence, Kansas 66044

Dear Ms. Billings:

Thank you for your dedicated efforts with the Civil War initiative through Freedom's Frontier National Heritage Area (FFNHA). Missouri Division of Tourism applauds the work completed to date. Our state is marketing tourism to this special niche of visitors through a campaign, Where the Civil War Began, focused on the Civil War Sesquicentennial and we appreciate the assistance of your organization in this arena. Missouri Division of Tourism is impressed with the FFHAM management plan and will continue to support Freedom's Frontier. We are looking forward to continued communication and the many visitors it should help us to attract to our area.

Sincerely -19

R.B. "Bob" Smith, Interim Director Missouri Division of Tourism

RS:dl



400 E. Mechanic, P O Box 406 Harrisonville, MO 64701 816.380.4396 cchsmo@gmail.com

May 1, 2009

Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 66044

To Whom It May Concern:

The Missouri-Kansas Border War Network wishes to express its support for the Freedom's Frontier National Heritage Area's efforts to share, preserve and interpret the stories of the experiences of those living through the events from 1854 to 1865 in western Missouri and eastern Kansas.

The BWN is an active group of some twenty members from both states who meet monthly, maintain a website (<u>www.moksbwn.net</u>) which includes some fifty podeasts on Border War topics, and promote education, research, signage, tours and networking to tell the history of the 1850s and 1860s in this area.

The BWN has already proven its support by donating funds to FFNHA the past two years, and many of its members are active in the FFNHA meetings and on the steering

We look forward to working with FFNHA in the future and supporting its efforts.

Sincerely,

Carol Bohl President, Missouri/Kansas Border War Network



Missouri Division of Tourism P.O. Box 1055 • 301 W. High, Rm. 290 • Jefferson City, MO 65102-1055 • (573) 751-4133 • FAX (573) 751-5160 www.VisitMO.com



Monticello Community Historical Society

P.O. Box 860283 Shawnee, KS 66286-0283 (913) 667-3706

May 20, 2009

Freedom's Frontier National Heritage Area Trustees c/o CEO, Destination Management, Inc. 947 New Hampshire St., Suite 200C Lawrence, KS 66044

Re: U.S. National Park Service Support for FFNHA - 2009 Master Plan

Since 1857, the Monticello Community provided regional thought leadership that protected our cultural heritage legacies. Sister organizations enable our innovative grassroots programs to create a shared sense of place. This support empowers collaborative community stewardship.

This region's river-based history includes indigenous tribes that influenced early settlers of Monticello Township in north central Johnson County, Kansas. The Shawnee Tribe guided our area's agricultural heritage. The historic California Road (Fremont Trail) from Westport westward to the Wakarusa Watershed traversed our Kaw Valley ridgelines. James Butler Hickok, early resident, was elected constable of Monticello in 1858.

As an FFNHA Partner, MCHS, Inc. intends to reinvest our social capital (documented research, knowledge, skills, abilities) to support and enhance the mission of FFNHA.

We anticipate reciprocal support from our ongoing mutually-beneficial relationship with FFNHA. Enclosed is a brief history overview with Monticello Milestones.

Regards. Bertha Q. Comeron

Bertha Cameron, President Monticello Community Historical Society, (IRS 501 C-3) (913)441-2871 6990 Mize Rd.. Shawnee, KS 66226

Monticello Community Historical Society, Inc. (MCHS)

OBJECTIVE: To qualify selected MCHS historic sites as FFNHA multi-generational education programs at our Monticello Historical Station's Interpretive Center.

THEME: People, places and changes over time (1780-1880)

TIMELINE: Westport to Wakarusa Trails-n-Tales 1821-1858.

MCHS historic site development priorities:

- Monticello Historical Station Interpretive Center collaborative programs
- Chouteau Ferry Crossing Rendezvous/Fall Festival reenactments
- Virginia School National Historic Register group tour visits
- KSHS Grinter House Interpretive Center collaborative programs
- · River Mouse Club adaptive outdoor recreation experiences
- Camp Naish Eco-Challenge events near Tiblow Ferry Crossings
- Guide DeSoto VFW Post 6654 James C. Fremont Interpretive Center
- Empower Haskell Indian Nations University Native Voices Education Center.

Hpr 23 09 12:13p

National Frontier Trails 816-325-7579

p.1

Independence_ NATIONAL FRONTIER TRAILS CENTER

8 WEST PACIFIC • INDEPENDENCE, MISSOURI 84050 • (816) 325-7575 • FAX (816) 325-7579 AN EQUAL OPPORTUNITY EMPLOYER

Mound City Historical Society P.O. Box 231 Mound City, Kansas 66056

April 17, 2009

Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, Kansas 66044

The Mound City Historical Society and other Linn County, Kansas, entities have participated as a partner site since the inception of the Freedom's Frontier National Heritage Area.

Our history of indian removal and the Sugar Creek Mission, territorial and border war involvement, underground railroad and abolitionist activity, women's rights, civil war involvement, and the many struggles for freedom throughout our community's existence ties us closely to all of the Freedom's Frontier National Area themes.

We look forward to continued opportunities for the preservation and enhancement of these stories as they relate not only to us but to our nation's history, present and future. Thus, we offer our enthusiastic support of this significant National Heritage Area.

Sincerely,

marylesker Mary Asher

President Mound City Historical Society

April 20, 2009

Freedom's Frontier National Heritage Area Box 526

Lawrence, KS 66044

The National Frontier Trails Museum (NFTM) is pleased to be an active participant in the planning process for the Freedom's Frontier National Heritage Area.

Located in historic Independence, Missouri, the NFTM interprets for visitors the features and national ramifications of the Santa Fe, Oregon and California Trails, as well as the route of the Lewis and Clark Expedition. All of those nationally recognized trails began or passed through Independence, and the NFTM is the only museum in the nation which focuses on all four and their tremendous impact on American History.

We look forward to the completion of the Management Plan, and many years of collaboration with our partner museums, sites, and organizations.

Sincerely, ohn Mark Hambertson 0

John Mark Lambertson Director and Archivist



June 9, 2009

Ms. Judy Billings, Executive Director Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 66044

Dear Ms. Billings,

The Osawatomie Chamber of Commerce wishes to express our support and enthusiasm for Freedom's Frontier National Heritage Area. Our community is part of this area and we have been involved with Native American Bleeding Kansas freedom issues which directly tie us to the Heritage Area.

We look forward to opportunities to partner with Freedom's Frontier in historic preservation, interpretation and tourism promotion of our fascinating and significant National Heritage Area.

Sincerely,

The Osawatomie Chamber of Commerce Jessica Shaddox Executive Director 913-755-4114 <u>chamber@osawatomiechamber.org</u> <u>www.osawatomiechamber.org</u>

> PO Box 63 628 Main St. Osawatomie, KS 66064 Phone/Fax (913) 755-4114

Apr 22 09 03:25p GCHS

GCHS Museum

Parts house a set of

Partners of the First Territorial Capitol, Inc. P.O. Box 2122 - Ft. Riley, KS 66442 (785) 784-5535

785-238-8798



p. 1

To Whom It May Concern:,

April, 22, 200

The Partners of the First Territorial Capitol enthusiastically support the creation of the Freedom's Frontier National Heritage Area.

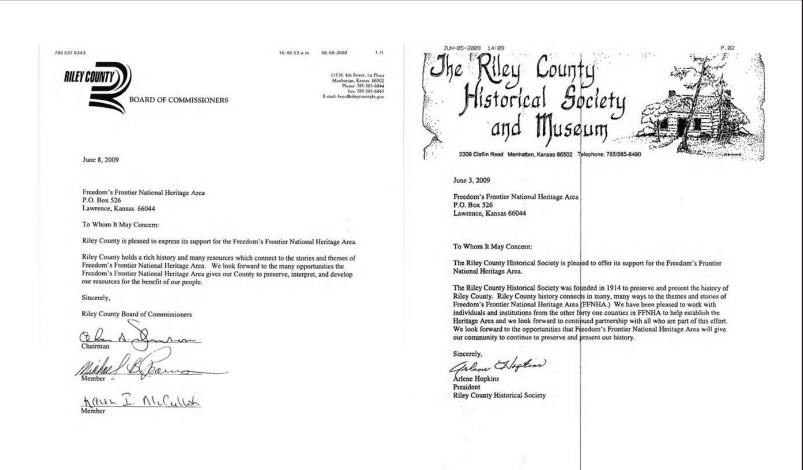
We believe that this is where the "Civil War Began" because there was no important compromises on slavery after the territorial legislature adjourned from Pawnee on July 6, 1855 and moved the territorial capitol to Shawnee Indian Mission on the Missouri Border. "Bleeding Kansas' that followed is the fuse that led to the Civil War.

We are located on the western frontier of the Heritage Area but our impact on the story of the Heritage Area is very important. Our connection to Fort Riley, Pawnee the First Territorial Capital of Kansas, Bleeding Kansas, the Fort Leavenworth to Fort Riley Military Road, Smoky Hill Trail, the Colorado Gold Rush, Western migration, Steam Boats, Stagecoach Companies, Indian and the Civil War, makes us an integral part of the Freedoms Frontier National Heritage Area.

The Partners of the First Territorial Capitol will partner with other sites to promote and tell the story of the Freedom's Frontier National Heritage Area.

Sincerely Childs Hackeyun Gaylynn Childs

President of the Partners of the Frist Territorial Capitol



JUN-05-2009 14:09

RILEY COUNTY

HISTORICAL MUSEUM

June 3, 2009

Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, Kansas 66044

To Whom It May Concern:

The Riley County Historical Museum is very pleased to support the Freedom's Frontier National Heritage Area. Our Museum has been a partner in the effort to develop this National Heritage Area and we look forward to future work with the many other Heritage Area partners. We will continue to develop exhibits and educational programs, improve collections, help preserve buildings, and find other ways to deepen our understanding of the themes of the Heritage Area and make them available to the public. The process of beginning Freedom's Frontier National Heritage Area has been exciting and has opened up a wealth of connections and information to us. We look forward to the opportunities that continued development of the Heritage Area will bring.

D . Chery Collins D. Cheryl Collins Director

Riley County Historical Museum



Topeka, KS 66601

Promoting a culture of historic preservation and heritage commemoration

April 6, 2009

Freedom's Frontier National Heritage Area PO Box 562 Lawrence, KS 66044

Partnership Commitment

The Shawnee County Historical Society's mission is to foster a culture of historic preservation and heritage commensation. It has a lengthy history of collecting and publishing documents and narratives of the county's history which include shaping of the frontier, the Missouri-Kansas border war, and the enduring struggle for freedom.

The Society's Landmark Preservation project, the historic Ritchie House, represents the latest in the Society's efforts to preserve and promote awareness of the area's rich heritage encapsulating the three themes of FFNHA. The house, built by a Topeka pioneer in 1856, is a pivotal point on the city's Freedom's Pathway, connecting the Brown. v. Board of Education NHS and the Capitol of the free state of Kansas.

As the Society completes its education center at the Ritchie House, it expands its education programming to inform and challenge young people and heritage tourists regarding local evidence of the enduring struggle for freedom. It has undertaken an ambitious initiative of create curriculum materials for area schools based on state history and government standards, assisting teachers and their students to master the area's heritage as an integral part of the American struggle for freedom. In addition to these school curriculum materials, the Society has sponsored and will continue to do so, public programs of heritage awareness that coincides with the mission of FFNHA.

In its regular publications and heritage programming at the Ritchie House the Society looks forward to active partnership with FFNHA.

ac gins, Preside

P. 01

2309 Claffin Road Manhattan, Kansas 66502 Phone: 785-565-6490 Fax: 785-565-6491 E-mail: ccolling@co.riley.ks.us

TO: Freedom's Frontier National Heritage Area

Page 1 of 1

Julie Lenger

From:	Eileen Robertson [ksadvocate@cox.net]
Sent:	Wednesday, June 03, 2009 7:16 AM
To:	Julie Lenger
Subject:	TO FREEDOM'S FRONTIER
Follow Up Flag	g: Follow up
Flag Status:	Red

vane of boot

To whom it my concern:

Having worked with Judy Billings and others since 1999 in combined interest in the "Enduring struggles for freedom" among Kansans and Missourians, I have learned that our commitment and content have universal impact. Our grass roots energy and time have contributed to our individual and collective growth and will continue to bless our nation and the world.

I am pleased to be a member of the FFNHA Steering Committee and an active member and reenactor in "Humboldt's Civil War Days," a triennial event that contributes many stories to Freedom's Frontier. I am also a member of Humboldt's Ilistorical Society and Museum; Allen County Historical Society and Museum, Southeast Kansas Tourism Region; Humboldt's Citizens in Action; Humboldt Chamber of Commerce, WE KAN, and a Kansas Explorer.

I am very pleased to report that Humboldt, a Territorial Kansas town established in 1857, is becoming aware of its heritage. There has been financial, mental, and physical support from Humboldt's industries, eivic organizations, and individuals. It will be the continuing commitment of our community that will help sustain FFNHA and its many partners.

Sincerely,

Eileen Robertson

TRAUB DESIGN ASSOCIATES



Complete Museum Exhibit Design Services

of the people and places that have contributed to the fabric of America. As active participants in the Freedoms Frontier National Heritage Area community, we have been enriched by our associations with those tireless and devoted stewards of the sites and stories of this unique area. The commitment to their calling makes it a privilege to be in partnership with them, and entrusted with engaging visitors in the stories and history of each special place.

Traub Design Associates has had the honor of producing exhibits and interpretive signage for several of Freedoms Frontier partner sites. We stand ready to assist all communities and organizations tell their piece of the story that has been woven into whole cloth from the threads of individual lives.

Our heartiest congratulations on the production of this well-crafted and heartfelt management plan and our best wishes for the future of this endeavor. May the lessons taught by the struggles and sacrifices of our fore fathers and mothers not be lost or lessened over time, but celebrated as our common heritage.

Sincerely,

TRAUB DESIGN ASSOCIATES

Man Don C. Traub, Principal Designer Ina

Susan B. Traub, Director of Business Development

www.shawneecountyhistory.org Member of American Association of State and Local History National Trust for Historic Preservation Kansas State Historical Society P.001/001

UNIVERSITY

April 24, 2009

Judy Billings, President and CEO Freedom's Frontier National Heritage Area Post Office Box 586 Lawrence, KS 66044

Dcar Ms. Billings:

I am writing to express our interest in collaborating with Freedom's Frontier National Heritage Area. As an institution of higher learning, located in Kansas's "First City," we are well aware of the wonderful heritage of the Leavenworth area, and of our obligation to provide the world with knowledge of that heritage. We believe that our work with FFNHA and its various partners would be a major step in that direction.

Thank you for your leadership in this project.

Sincerely,

Bryan F. Le Beau

Vice President for Academic Affairs and Professor of History



VFW Post 6654 Linden-Tripkos Memorial

33725 W. 84TH ST ... DESOTO, KS 66018

Empowering Fifth Freedom Community Service

April 17, 2009

Freedom's Frontier National Heritage Area Trustees c/o CEO, Destination Management, Inc. 947 New Hampshire St., Suite 200C Lawrence, KS 66044

Re: U.S National Park Service support for FFNHA-2009 Master Plan

Our organization empowers future thought leadership to protect shared sense of place legacies. Community-based Veterans of Foreign Wars posts enable locally-funded programs to create a shared sense of place in space. This support sustains collaborative community stewardship. See profile: http://futurethought.pbwiki.com//FW-Post-6654

Our FFNHA Master Plan Team liaison is a state trained and certified Kansas Environmental Leadership Program (KELP) watershed marshal. We support public health risk management practices supporting effective Kaw and Wakarusa Valley water quality assurance programs.

State-wide KELP "virtual team tactics" empower these critical success factors:

- EarthSea Keeping Attitudes
 Sustainable Land-Use Aptitudes
 Pragmatic Problem-Solving Ability
- [4] Management by Results Accountability

As a FFNHA Partner, our post will reinvest our social capital (knowledge, skills and abilities) to advocate FIFTH Freedom sustainable well-being (LIFE, Liberty and the pursuit of happiness).

We anticipate reciprocal support from our ongoing mutually-beneficial relationship with FFNHA. Attached are our organization's Historic California Road Trail and Kaw River Ferry Crossing sites.

Regards,

Drew Culbertson (913/488-6899) Commander: DeSoto VFW Post 6654 (EIN: 48-####### / IRS 501 c-3)

Main Campus 4100 South 4th Street covenworth, KS 66048 Overland Park Campus 11413 Pflumm Road Overland Park, KS 66215



Mailing Address 233 North Main Stated NEVADA, MISSOURI 64772 417-607-0002 www.buhwhackee.org

Officers: Staffird Agee PRESIDENT

Peggy Pyle VICE PRESIDENT

Vickey Headley SECRETARY

Joe Kraft CHIEF FINANCIAL OFFICER

> Sazane Richardso TREASURER

Patrick Brophy CURATOR

HISTORIAN

Terry Rampey MUSEUM COORDINATOR.



BUSWHACKER MUSEUM 212 West Walnut St. NEVADA, MISSOURI 64772 May 8, 2009 Freedom's Frontier National Heritage Area P.O. Box 526 Lawrence, KS 6604

To Whom It May Concern:

The Mission of the Vernon County Historical Society is to present the history of Nevada and Vernon County from the Native American period through the twentieth century by means of the Old ali Historie Site and the Bushwhacker Museum. The Society is committed to vitalizing the history of Nevada and Vernon County for the benefit of all, with special emphasis on local young people and students.

With the above statement an integral part of our foundation documents it is only natural that this organization would be a strong supporter of Freedom's Frontier National Heritage Area. Many of our local stories are vital parts of the nationally important stories that are the essence Freedom's Frontier.

Our Museum Director has been active on the Steering Committee of the Heritage Area as they have gone through the management plan process and we continue to support her in that endeavor. We endorse the Mission and Vision statements of Freedom's Frontier National Heritage Area and as the Heritage Area develops we will explore ways that we may remain an active partner and strong advocate.

With best regards, Jean Banks Mc Junen Jean Banks McQueen

President, Vernon County Historical Society

Freedom's Frontier National Heritage Area Attn: Julie Lenger P.O. Box 526 Lawrence, Ks. June 4, 2009

To Whom It May Concern:

The Wakefield Museum Association is proud to support the Freedom's Frontier National Heritage Area. We feel it is important for our generation to convey our unique history to the younger generation. This younger generation needs to know about the area and why the sturdy English settlers chose to settle in this area. They need to be aware of the contributions these settlers made to Kansas history and to the struggle for freedom in the Kansas Territory, as well as the contributions made by Kansas to American History. A failure to teach the younger generation this information would mean a loss of our history and that, we believe, would be disastrous.

Our Museum will continue to preserve the history of our area and community, and we will continue to preserve the memorabilia and records of that history, as we have done for the last 35 years. We will make every effort to encourage visitors to our museum to visit other sites in the Heritage Area in order to learn more about Kansas' contribution to this nation's history and its struggle for freedom.

We are pleased to be a part of the Freedom's Frontier National Heritage Area.

Joy Shandy President of the Board of Directors

Wakefield Museum Association 604 6th Street Wakefield, Ks. 67487



The Wyandot Nation of Kansas

Janith K. English, Principal Chief 5412 Tomahawk Road Prairie Village, Kansas 66208 www.wyandot.org

Ms, Judy Billings Director and CEO Freedom's Frontier National Heritage Area Post Office Box 586 Lawrence, KS 66044

Dear Judy,

We, the Wyandot Nation of Kansas, strongly support Freedom's Frontier National Heritage Area. Our ancestors were forced into this area as part of the Permanent Indian Frontier; we lived though and participated in many of the same struggles as our neighbors. We witnessed the changes in the landscape from woods and prairies to large cities. Our community and Nation split over the issue of slavery before the Territory was organized. Part of our tribe continued our involvement with the Underground Railroad which we had helped with in Ohio. When the Territory opened for settlement we lost a great deal, as did many of our Native brothers and sisters.

We are committed to telling our story and are grateful for the opportunity to be part of Freedoms Frontier Heritage Area. As part of the Heritage Area we can tell at least one story of what happened to the people who were here before "Bleeding Kansas" and throughout the conflicts that followed. Through sharing all our stories and all our points of view we can be part of a healing process for our region. Our pain, suffering and grief are shared with many other groups, cultures and races. In a sense that is what unites all of our stories. Thank you for giving us the opportunity to be part of the sharing and healing process that helps make up Freedoms Frontier Heritage Area. We look forward to continuing to work with you in the future.

For Our People,

Janith K. English, Principal Chief The Wyandot Nation of Kansas



Freedom's Frontier National Heritage Area Management Plan Appendices

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One Hundred Rinth Congress of the

United States of America

AT THE SECOND SESSION

Begun and held at the City of Washington on Tuesday, the third day of January, two thousand and six

An Act

To reduce temporarily the royalty required to be paid for sodium produced, to establish certain National Heritage Areas, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "National Heritage Areas Act of 2006".

(b) TABLE OF CONTENTS.—The table of contents of this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I-SODA ASH ROYALTY REDUCTION

- Sec. 101. Short title. Sec. 102. Reduction in royalty rate on soda ash. Sec. 103. Study.

TITLE II-ESTABLISHMENT OF NATIONAL HERITAGE AREAS

Subtitle A—Northern Rio Grande National Heritage Area

- Sec. 201. Short title.

- Sec. 202. Congressional findings. Sec. 203. Definitions. Sec. 204. Northern Rio Grande National Heritage Area.
- Sec. 205. Authority and duties of the Management Entity. Sec. 206. Duties of the Secretary. Sec. 207. Private property protections; savings provisions.
- Sec. 208. Sunset. Sec. 209. Authorization of appropriations.

Subtitle B—Atchafalaya National Heritage Area

- Sec. 211. Short title.
- Sec. 212. Definitions. Sec. 213. Atchafalaya National Heritage Area. Sec. 214. Authorities and duties of the local coordinating entity.
- Sec. 214. Automatics and unless of the local coordinating
 Sec. 215. Management Plan.
 Sec. 216. Requirements for inclusion of private property.
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 Sec. 218. Effect of subtitle.
 Sec. 219. Reports.
 Sec. 219. Archiver of communications.

- Sec. 220. Authorization of appropriations. Sec. 221. Termination of authority.
 - Subtitle C-Arabia Mountain National Heritage Area

- Sec. 231. Short title.
 Sec. 232. Findings and purposes.
 Sec. 233. Definitions.
 Sec. 234. Arabia Mountain National Heritage Area.
- Sec. 235. Authorities and duties of the local coordinating entity. Sec. 236. Management Plan.

S.203

- Sec. 237. Technical and financial assistance.
- Sec. 238. Effect on certain authority.
- Sec. 239. Authorization of appropriations. Sec. 240. Termination of authority.
- Sec. 241. Requirements for inclusion of private property.

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- Subtitle D-Mormon Pioneer National Heritage Area
- Sec. 251. Short title.
- Sec. 252. Findings and purpose.
- Sec. 253. Definitions. Sec. 254. Mormon Pioneer National Heritage Area.
- Sec. 255. Designation of Alliance as local coordinating entity.
 Sec. 256. Management of the Heritage Area.
 Sec. 257. Duties and authorities of Federal agencies.

- Sec. 258A. Requirements for inclusion of private property.
 Sec. 258B. Private property protection.
 Sec. 259. Authorization of appropriations.
 Sec. 260. Termination of authority.

Subtitle E-Freedom's Frontier National Heritage Area

- Sec. 261. Short title. Sec. 262. Purpose.
- Sec. 263. Definitions.
 Sec. 264. Freedom's Frontier National Heritage Area.
 Sec. 265. Technical and financial assistance; other Federal agencies.
- Sec. 266. Private property protection.
- Sec. 267. Savings provisions. Sec. 268. Authorization of appropriations.
- Sec. 269. Termination of authority.

Subtitle F—Upper Housatonic Valley National Heritage Area

- Sec. 271. Short title.
 Sec. 272. Findings and purposes.
 Sec. 273. Definitions.
 Sec. 274. Upper Housatonic Valley National Heritage Area.
 Sec. 275. Authorities, prohibitions, and duties of the Management Entity.
 Sec. 276. Management Plan.
 Sec. 277. Duties and authorities of the Secretary.
 Sec. 278. Duties of other Federal agencies.
 Sec. 279. Requirements for inclusion of private property.

- Sec. 279. Requirements for inclusion of private property.
- Sec. 280. Private property protection. Sec. 280A. Authorization of appropriations.
- Sec. 280B. Sunset.

Subtitle G-Champlain Valley National Heritage Partnership

- Sec. 281. Short title. Sec. 282. Findings and purposes.
- Sec. 283. Definitions.
- Sec. 284. Heritage Partnership. Sec. 285. Requirements for inclusion of private property.
- Sec. 286. Private property protection.
- Sec. 287. Effect. Sec. 288. Authorization of appropriations. Sec. 289. Termination of authority.

Subtitle H—Great Basin National Heritage Route

- Sec. 291. Short title. Sec. 291A. Findings and purposes. Sec. 291B. Definitions.

- Sec. 291D. Great Basin National Heritage Route.
 Sec. 291D. Memorandum of understanding.
 Sec. 291E. Management Plan.
 Sec. 291F. Authority and duties of local coordinating entity.
 Sec. 291G. Duties and authorities of Federal agencies.
- Sec. 291H. Land use regulation; applicability of Federal law. Sec. 291I. Authorization of appropriations. Sec. 291J. Termination of authority.

- Sec. 291K. Requirements for inclusion of private property.
- Sec. 291L. Private property protection.

Subtitle I-Gullah/Geechee Heritage Corridor

- Sec. 295. Short title.

- Sec. 295. Short title.
 Sec. 295B. Definitions.
 Sec. 295C. Gullah/Geechee Cultural Heritage Corridor.
 Sec. 295D. Gullah/Geechee Cultural Heritage Corridor Commission.
 Sec. 295E. Operation of the local coordinating entity.
 Sec. 295F. Management Plan.
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- Sec. 295F. Management Fian.
 Sec. 295G. Technical and financial assistance.
 Sec. 295H. Duties of other Federal agencies.
 Sec. 295J. Coastal Heritage Centers.
 Sec. 295J. Private property protection.
 Sec. 295K. Authorization of appropriations.
 Sec. 295L. Termination of authority.

Subtitle J-Crossroads of the American Revolution National Heritage Area

- Sec. 297. Short title.
- Sec. 297A. Findings and purposes. Sec. 297B. Definitions. Sec. 297C. Crossroads of the American Revolution National Heritage Area.
- Sec. 297D. Management Plan.
- Sec. 297E. Authorities, duties, and prohibitions applicable to the local coordinating entity.
- Sec. 297F. Technical and financial assistance; other Federal agencies. Sec. 297G. Authorization of appropriations. Sec. 297H. Termination of authority.

- Sec. 297I. Requirements for inclusion of private property.
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TITLE III—NATIONAL HERITAGE AREA STUDIES

Subtitle A-Western Reserve Heritage Area Study

Sec. 301. Short title. Sec. 302. National Park Service study regarding the Western Reserve, Ohio.

Subtitle B-St. Croix National Heritage Area Study

Sec. 311. Short title. Sec. 312. Study.

Subtitle C-Southern Campaign of the Revolution

- Sec. 321. Short title. Sec. 322. Southern Campaign of the Revolution Heritage Area study. Sec. 323. Private property.

TITLE IV-ILLINOIS AND MICHIGAN CANAL NATIONAL HERITAGE CORRIDOR ACT AMENDMENTS

- Sec. 401. Short title. Sec. 402. Transition and provisions for new local coordinating entity.
- Sec. 403. Private property protection. Sec. 404. Technical amendments.

TITLE V—MOKELUMNE RIVER FEASIBILITY STUDY

- Sec. 501. Authorization of Mokelumne River Regional Water Storage and Conjunc-
- tive Use Project Study. Sec. 502. Use of reports and other information.

- Sec. 503. Cost shares. Sec. 504. Water rights. Sec. 505. Authorization of appropriations.

TITLE VI-DELAWARE NATIONAL COASTAL SPECIAL RESOURCES STUDY

- Sec. 601. Short title.
- Sec. 602. Study. Sec. 603. Themes.
- Sec. 604. Report.

TITLE VII—JOHN H. CHAFEE BLACKSTONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR REAUTHORIZATION

- Sec. 701. Short title.
- Sec. 702. John H. Chafee Blackstone River Valley National Heritage Corridor.

Sec. 703. New Jersey Coastal Heritage Trail Route.

TITLE VIII—CALIFORNIA RECLAMATION GROUNDWATER REMEDIATION INITIATIVE

Sec. 801. Short title.

Sec. 802. Definitions.

Sec. 803. California basins remediation.

Sec. 804. Sunset of authority.

TITLE IX—NATIONAL COAL HERITAGE AREA

Sec. 901. National Coal Heritage Area amendments.

TITLE I—SODA ASH ROYALTY REDUCTION

SEC. 101. SHORT TITLE.

This title may be cited as the "Soda Ash Royalty Reduction Act of 2006".

SEC. 102. REDUCTION IN ROYALTY RATE ON SODA ASH.

Notwithstanding section 102(a)(9) of the Federal Land Policy Management Act of 1976 (43 U.S.C. 1701(a)(9)), section 24 of the Mineral Leasing Act (30 U.S.C. 262), and the terms of any lease under that Act, the royalty rate on the quantity or gross value of the output of sodium compounds and related products at the point of shipment to market from Federal land in the 5-year period beginning on the date of enactment of this Act shall be 2 percent.

SEC. 103. STUDY.

After the end of the 4-year period beginning on the date of enactment of this Act, and before the end of the 5-year period beginning on that date, the Secretary of the Interior shall report to Congress on the effects of the royalty reduction under this title, including—

(1) the amount of sodium compounds and related products at the point of shipment to market from Federal land during that 4-year period;

(2) the number of jobs that have been created or maintained during the royalty reduction period;

(3) the total amount of royalty paid to the United States on the quantity or gross value of the output of sodium compounds and related products at the point of shipment to market produced during that 4-year period, and the portion of such royalty paid to States; and

(4) a recommendation of whether the reduced royalty rate should apply after the end of the 5-year period beginning on the date of enactment of this Act.

TITLE II—ESTABLISHMENT OF NATIONAL HERITAGE AREAS

Subtitle A—Northern Rio Grande National Heritage Area

SEC. 201. SHORT TITLE.

This subtitle may be cited as the "Northern Rio Grande National Heritage Area Act".

SEC. 202. CONGRESSIONAL FINDINGS.

The Congress finds that— (1) northern New Mexico encompasses a mosaic of cultures and history, including 8 Pueblos and the descendants of Spanish ancestors who settled in the area in 1598;

(2) the combination of cultures, languages, folk arts, customs, and architecture make northern New Mexico unique; (3) the area includes spectacular natural, scenic, and recreational resources;

(4) there is broad support from local governments and interested individuals to establish a National Heritage Area to coordinate and assist in the preservation and interpretation of these resources;

(5) in 1991, the National Park Service study Alternative Concepts for Commemorating Spanish Colonization identified several alternatives consistent with the establishment of a National Heritage Area, including conducting a comprehensive archaeological and historical research program, coordinating a comprehensive interpretation program, and interpreting a cultural heritage scene; and (6) establishment of a National Heritage Area in northern

New Mexico would assist local communities and residents in preserving these unique cultural, historical and natural resources.

SEC. 203. DEFINITIONS.

As used in this subtitle—

(1) the term "heritage area" means the Northern Rio Grande Heritage Area; and

(2) the term "Secretary" means the Secretary of the Interior.

SEC. 204. NORTHERN RIO GRANDE NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is hereby established the Northern Rio Grande National Heritage Area in the State of New Mexico. (b) BOUNDARIES.—The heritage area shall include the counties of Santa Fe, Rio Arriba, and Taos.

(c) MANAGEMENT ENTITY.-

(1) The Northern Rio Grande National Heritage Area, Inc., a non-profit corporation chartered in the State of New Mexico, shall serve as the management entity for the heritage area.

(2) The Board of Directors for the management entity shall include representatives of the State of New Mexico, the counties of Santa Fe, Rio Arriba and Taos, tribes and pueblos within the heritage area, the cities of Santa Fe, Espanola and Taos,

and members of the general public. The total number of Board members and the number of Directors representing State, local and tribal governments and interested communities shall be established to ensure that all parties have appropriate representation on the Board.

SEC. 205. AUTHORITY AND DUTIES OF THE MANAGEMENT ENTITY.

(a) MANAGEMENT PLAN.—

(1) Not later than 3 years after the date of enactment of this Act, the management entity shall develop and forward to the Secretary a management plan for the heritage area.

(2) The management entity shall develop and implement the management plan in cooperation with affected communities, tribal and local governments and shall provide for public involvement in the development and implementation of the management plan.

(3) The management plan shall, at a minimum—

(A) provide recommendations for the conservation, funding, management, and development of the resources of the heritage area;

(B) identify sources of funding;

(C) include an inventory of the cultural, historical, archaeological, natural, and recreational resources of the heritage area;

(D) provide recommendations for educational and interpretive programs to inform the public about the resources of the heritage area; and

(E) include an analysis of ways in which local, State, Federal, and tribal programs may best be coordinated to promote the purposes of this subtitle.

(4) If the management entity fails to submit a management plan to the Secretary as provided in paragraph (1), the heritage area shall no longer be eligible to receive Federal funding under this subtitle until such time as a plan is submitted to the Secretary.

(5) The Secretary shall approve or disapprove the management plan within 90 days after the date of submission. If the Secretary disapproves the management plan, the Secretary shall advise the management entity in writing of the reasons therefore and shall make recommendations for revisions to the plan.

(6) The management entity shall periodically review the management plan and submit to the Secretary any recommendations for proposed revisions to the management plan. Any major revisions to the management plan must be approved by the Secretary.
(b) AUTHORITY.—The management entity may make grants and

(b) AUTHORITY.—The management entity may make grants and provide technical assistance to tribal and local governments, and other public and private entities to carry out the management plan.

(c) DUTIES.—The management entity shall—

(1) give priority in implementing actions set forth in the management plan;

(2) encourage by appropriate means economic viability in the heritage area consistent with the goals of the management plan; and

(3) assist local and tribal governments and non-profit organizations in-

(A) establishing and maintaining interpretive exhibits in the heritage area;

(B) developing recreational resources in the heritage area;

(C) increasing public awareness of, and appreciation for, the cultural, historical, archaeological and natural resources and sits in the heritage area;

(D) the restoration of historic structures related to the heritage area; and

(E) carrying out other actions that the management entity determines appropriate to fulfill the purposes of this subtitle, consistent with the management plan.

(d) PROHIBITION ON ACQUIRING REAL PROPERTY.-The management entity may not use Federal funds received under this subtitle to acquire real property or an interest in real property.

(e) PUBLIC MEETINGS.—The management entity shall hold public meetings at least annually regarding the implementation of the management plan.

(f) ANNUAL REPORTS AND AUDITS.—
(1) For any year in which the management entity receives Federal funds under this subtitle, the management entity shall submit an annual report to the Secretary setting forth accomplishments, expenses and income, and each entity to which any grant was made by the management entity.

(2) The management entity shall make available to the Secretary for audit all records relating to the expenditure of Federal funds and any matching funds. The management entity shall also require, for all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organization make available to the Secretary for audit all records concerning the expenditure of those funds.

SEC. 206. DUTIES OF THE SECRETARY.

(a) TECHNICAL AND FINANCIAL ASSISTANCE.—The Secretary may, upon request of the management entity, provide technical and financial assistance to develop and implement the management plan.

(b) PRIORITY.-In providing assistance under subsection (a), the Secretary shall give priority to actions that facilitate-

(1) the conservation of the significant natural, cultural, historical, archaeological, scenic, and recreational resources of the heritage area; and

(2) the provision of educational, interpretive, and rec-reational opportunities consistent with the resources and associated values of the heritage area.

SEC. 207. PRIVATE PROPERTY PROTECTIONS; SAVINGS PROVISIONS.

(a) PRIVATE PROPERTY PROTECTION.-

(1) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.-No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation or promotion to the management entity.

(2) LANDOWNER WITHDRAWAL.—Any owner of private property included within the boundary of the heritage area, shall have their property immediately removed from within the boundary by submitting a written request to the management entity.

(3) ACCESS TO PRIVATE PROPERTY.—Nothing in this subtitle shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this subtitle shall be construed to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

(4) LIABILITY.—Designation of the heritage area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.

(5) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this subtitle shall be construed to modify any authority of Federal, State, or local governments to regulate land use.

(6) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERIT-AGE AREA.—Nothing in this subtitle shall be construed to require the owner of any private property located within the boundaries of the heritage area to participate in or be associated with the heritage area.

(b) EFFECT OF ESTABLISHMENT.—The boundaries designated for the heritage area represent the area within which Federal funds appropriated for the purpose of this subtitle shall be expended. The establishment of the heritage area and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the heritage area or its viewshed by the Secretary, the National Park Service, or the management entity.

(c) TRIBAL LANDS.—Nothing in this subtitle shall restrict or limit a tribe from protecting cultural or religious sites on tribal lands.

(d) TRUST RESPONSIBILITIES.—Nothing in this subtitle shall diminish the Federal Government's trust responsibilities or government-to-government obligations to any federally recognized Indian tribe.

SEC. 208. SUNSET.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

SEC. 209. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There are authorized to be appropriated to carry out this subtitle \$10,000,000, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) COST-SHARING REQUIREMENT.—The Federal share of the total cost of any activity assisted under this subtitle shall be not more than 50 percent.

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Subtitle B—Atchafalaya National Heritage Area

SEC. 211. SHORT TITLE.

This subtitle may be cited as the "Atchafalaya National Heritage Area Act".

SEC. 212. DEFINITIONS.

In this subtitle:

(1) HERITAGE AREA.—The term "Heritage Area" means the Atchafalaya National Heritage Area established by section 213(a).

(2) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means the local coordinating entity for the Heritage Area designated by section 213(c).

(3) MANAGEMENT PLAN.—The term "management plan" means the management plan for the Heritage Area developed under section 215.

(4) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(5) STATE.—The term "State" means the State of Louisiana.

SEC. 213. ATCHAFALAYA NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established in the State the Atchafalaya National Heritage Area.

(b) BOUNDARIES.—The Heritage Area shall consist of the whole of the following parishes in the State: St. Mary, Iberia, St. Martin, St. Landry, Avoyelles, Pointe Coupee, Iberville, Assumption, Terrebonne, Lafayette, West Baton Rouge, Concordia, East Baton Rouge, and Ascension Parish._

(c) LOCAL COORDINATING ENTITY.—

(1) IN GENERAL.—The Atchafalaya Trace Commission shall be the local coordinating entity for the Heritage Area.
(2) COMPOSITION.—The local coordinating entity shall be

(2) COMPOSITION.—The local coordinating entity shall be composed of 14 members appointed by the governing authority of each parish within the Heritage Area.

SEC. 214. AUTHORITIES AND DUTIES OF THE LOCAL COORDINATING ENTITY.

(a) AUTHORITIES.—For the purposes of developing and implementing the management plan and otherwise carrying out this subtitle, the local coordinating entity may—

(1) make grants to, and enter into cooperative agreements with, the State, units of local government, and private organizations;

(2) hire and compensate staff; and

(3) enter into contracts for goods and services.

(b) DUTIES.—The local coordinating entity shall—

(1) submit to the Secretary for approval a management plan;

(2) implement the management plan, including providing assistance to units of government and others in—

(A) carrying out programs that recognize important resource values within the Heritage Area;

(B) encouraging sustainable economic development within the Heritage Area;

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(C) establishing and maintaining interpretive sites within the Heritage Area; and

(D) increasing public awareness of, and appreciation for the natural, historic, and cultural resources of, the Heritage Area;

(3) adopt bylaws governing the conduct of the local coordinating entity; and

 $(\breve{4})$ for any year for which Federal funds are received under this subtitle, submit to the Secretary a report that describes, for the year—

(A) the accomplishments of the local coordinating entity; and

(B) the expenses and income of the local coordinating entity.

(c) ACQUISITION OF REAL PROPERTY.—The local coordinating entity shall not use Federal funds received under this subtitle to acquire real property or an interest in real property.

(d) PUBLIC MEETINGS.—The local coordinating entity shall conduct public meetings at least quarterly.

SEC. 215. MANAGEMENT PLAN.

(a) IN GENERAL.—The local coordinating entity shall develop a management plan for the Heritage Area that incorporates an integrated and cooperative approach to protect, interpret, and enhance the natural, scenic, cultural, historic, and recreational resources of the Heritage Area.

(b) CONSIDERATION OF OTHER PLANS AND ACTIONS.—In developing the management plan, the local coordinating entity shall—

(1) take into consideration State and local plans; and

(2) invite the participation of residents, public agencies, and private organizations in the Heritage Area.

(c) CONTENTS.—The management plan shall include—

(1) an inventory of the resources in the Heritage Area, including—

(A) a list of property in the Heritage Area that—(i) relates to the purposes of the Heritage Area; and

(ii) should be preserved, restored, managed, or maintained because of the significance of the property; and

(B) an assessment of cultural landscapes within the Heritage Area;

(2) provisions for the protection, interpretation, and enjoyment of the resources of the Heritage Area consistent with this subtitle;

(3) an interpretation plan for the Heritage Area; and

(4) a program for implementation of the management plan that includes—

(A) actions to be carried out by units of government, private organizations, and public-private partnerships to protect the resources of the Heritage Area; and

(B) the identification of existing and potential sources of funding for implementing the plan.

(d) SUBMISSION TO SECRETARY FOR APPROVAL.—

(1) IN GENERAL.—Not later than 3 years after the date on which funds are made available to carry out this subtitle,

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the local coordinating entity shall submit the management plan to the Secretary for approval.

(2) EFFECT OF FAILURE TO SUBMIT.—If a management plan is not submitted to the Secretary by the date specified in paragraph (1), the Secretary shall not provide any additional funding under this subtitle until a management plan for the Heritage Area is submitted to the Secretary.

(e) APPROVAL.—

(1) IN GENERAL.—Not later than 90 days after receiving the management plan submitted under subsection (d)(1), the Secretary, in consultation with the State, shall approve or disapprove the management plan.

(2) ACTION FOLLOWING DISAPPROVAL.—

(A) IN GENERAL.—If the Secretary disapproves a management plan under paragraph (1), the Secretary shall—

(i) advise the local coordinating entity in writing of the reasons for the disapproval;(ii) make recommendations for revisions to the

(ii) make recommendations for revisions to the management plan; and

(iii) allow the local coordinating entity to submit

to the Secretary revisions to the management plan. (B) DEADLINE FOR APPROVAL OF REVISION.—Not later

than 90 days after the date on which a revision.—Not later under subparagraph (A)(iii), the Secretary shall approve or disapprove the revision.

(f) REVISION.—

(1) IN GENERAL.—After approval by the Secretary of a management plan, the local coordinating entity shall periodically—

(A) review the management plan; and

(B) submit to the Secretary, for review and approval by the Secretary, the recommendations of the local coordinating entity for any revisions to the management plan that the local coordinating entity considers to be appropriate.

(2) EXPENDITURE OF FUNDS.—No funds made available under this subtitle shall be used to implement any revision proposed by the local coordinating entity under paragraph (1)(B) until the Secretary approves the revision.

SEC. 216. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the local coordinating entity and has given written consent to the local coordinating entity for such preservation, conservation, or promotion.

(b) LANDOWNER WITHDRAWAL.—Any owner of private property included within the boundary of the Heritage Area shall have that private property immediately removed from the boundary by submitting a written request to the local coordinating entity.

SEC. 217. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this subtitle shall be construed to—

(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

(2) modify any provision of Federal, State, or local law

with regard to public access to or use of private property. (b) LIABILITY.—Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on that private property. (c) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE

AREA.—Nothing in this subtitle shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area.

SEC. 218. EFFECT OF SUBTITLE.

Nothing in this subtitle or in establishment of the Heritage Area

(1) grants any Federal agency regulatory authority over any interest in the Heritage Area, unless cooperatively agreed on by all involved parties;

(2) modifies, enlarges, or diminishes any authority of the Federal Government or a State or local government to regulate any use of land as provided for by law (including regulations) in existence on the date of enactment of this Act;

(3) grants any power of zoning or land use to the local coordinating entity;

(4) imposes any environmental, occupational, safety, or other rule, standard, or permitting process that is different from those in effect on the date of enactment of this Act that would be applicable had the Heritage Area not been established;

(5)(A) imposes any change in Federal environmental quality standards; or

(B) authorizes designation of any portion of the Heritage Area that is subject to part C of title I of the Clean Air Act (42 U.S.C. 7470 et seq.) as class 1 for the purposes of that part solely by reason of the establishment of the Heritage Area;

(6) authorizes any Federal or State agency to impose more restrictive water use designations, or water quality standards on uses of or discharges to, waters of the United States or waters of the State within or adjacent to the Heritage Area solely by reason of the establishment of the Heritage Area;

(7) abridges, restricts, or alters any applicable rule, standard, or review procedure for permitting of facilities within or adjacent to the Heritage Area; or

(8) affects the continuing use and operation, where located on the date of enactment of this Act, of any public utility or common carrier.

SEC. 219. REPORTS.

For any year in which Federal funds have been made available under this subtitle, the local coordinating entity shall submit to the Secretary a report that describes-

(1) the accomplishments of the local coordinating entity; and

(2) the expenses and income of the local coordinating entity.

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SEC. 220. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this subtitle \$10,000,000, to remain available until expended, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) COST-SHARING REQUIREMENT.—The Federal share of the total cost of any activity assisted under this subtitle shall be not more than 50 percent unless the Secretary determines that no reasonable means are available through which the local coordinating entity can meet its cost sharing requirement for that activity.

SEC. 221. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance to the local coordinating entity under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

Subtitle C—Arabia Mountain National Heritage Area

SEC. 231. SHORT TITLE.

This subtitle may be cited as the "Arabia Mountain National Heritage Area Act".

SEC. 232. FINDINGS AND PURPOSES.

(a) FINDINGS.—Congress finds the following:

(1) The Arabia Mountain area contains a variety of natural, cultural, historical, scenic, and recreational resources that together represent distinctive aspects of the heritage of the United States that are worthy of recognition, conservation, interpretation, and continuing use.

(2) The best methods for managing the resources of the Arabia Mountain area would be through partnerships between public and private entities that combine diverse resources and active communities.

(3) Davidson-Arabia Mountain Nature Preserve, a 535-acre park in DeKalb County, Georgia—

(A) protects granite outcrop ecosystems, wetland, and pine and oak forests; and

(B) includes federally-protected plant species.

(4) Panola Mountain, a national natural landmark, located in the 860-acre Panola Mountain State Conservation Park, is a rare example of a pristine granite outcrop.

(5) The archaeological site at Miners Creek Preserve along the South River contains documented evidence of early human activity.

(6) The city of Lithonia, Georgia, and related sites of Arabia Mountain and Stone Mountain possess sites that display the history of granite mining as an industry and culture in Georgia, and the impact of that industry on the United States.

(7) The community of Klondike is eligible for designation as a National Historic District.

(8) The city of Lithonia has 2 structures listed on the National Register of Historic Places.(b) PURPOSES.—The purposes of this subtitle are as follows:

(b) PURPOSES.—The purposes of this subtitle are as follows: (1) To recognize, preserve, promote, interpret, and make available for the benefit of the public the natural, cultural,

historical, scenic, and recreational resources in the area that includes Arabia Mountain, Panola Mountain, Miners Creek, and other significant sites and communities. (2) To assist the State of Georgia and the counties of

DeKalb, Rockdale, and Henry in the State in developing and implementing an integrated cultural, historical, and land resource management program to protect, enhance, and interpret the significant resources within the heritage area.

SEC. 233. DEFINITIONS.

In this subtitle:

(1) HERITAGE AREA.—The term "heritage area" means the Arabia Mountain National Heritage Area established by section 234(a).

(2) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means the Arabia Mountain Heritage Area Alliance or a successor of the Arabia Mountain Heritage Area Alliance.

(3) MANAGEMENT PLAN.—The term "management plan" means the management plan for the heritage area developed under section 236.

(4) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(5) STATE.—The term "State" means the State of Georgia.

SEC. 234. ARABIA MOUNTAIN NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established the Arabia Mountain National Heritage Area in the State.

(b) BOUNDARIES.—The heritage area shall consist of certain parcels of land in the counties of DeKalb, Rockdale, and Henry in the State, as generally depicted on the map entitled "Arabia Mountain National Heritage Area", numbered AMNHA-80,000, and dated October 2003.

(c) AVAILABILITY OF MAP.-The map shall be on file and available for public inspection in the appropriate offices of the National Park Service.

(d) LOCAL COORDINATING ENTITY.—The Arabia Mountain Heritage Area Alliance shall be the local coordinating entity for the heritage area.

SEC. 235. AUTHORITIES AND DUTIES OF THE LOCAL COORDINATING ENTITY.

(a) AUTHORITIES.—For purposes of developing and implementing the management plan, the local coordinating entity may-

(1) make grants to, and enter into cooperative agreements with, the State, political subdivisions of the State, and private organizations;

(2) hire and compensate staff; and

(3) enter into contracts for goods and services.

(b) DUTIES.-

(1) MANAGEMENT PLAN.— (A) IN GENERAL.—The local coordinating entity shall develop and submit to the Secretary the management plan.

(B) CONSIDERATIONS.—In developing and implementing the management plan, the local coordinating entity shall consider the interests of diverse governmental, business, and nonprofit groups within the heritage area.

(2) PRIORITIES.—The local coordinating entity shall give priority to implementing actions described in the management plan, including the following: (A) Assisting units of government and nonprofit

organizations in preserving resources within the heritage area.

(B) Encouraging local governments to adopt land use policies consistent with the management of the heritage area and the goals of the management plan. (3) PUBLIC MEETINGS.—The local coordinating entity shall

conduct public meetings at least quarterly on the implementa-

tion of the management plan. (4) ANNUAL REPORT.—For any year in which Federal funds have been made available under this title, the local coordinating entity shall submit to the Secretary an annual report that describes the following:

(A) The accomplishments of the local coordinating entity.

(B) The expenses and income of the local coordinating entity.

(5) AUDIT.—The local coordinating entity shall— (A) make available to the Secretary for audit all records relating to the expenditure of Federal funds and any matching funds; and

(B) require, with respect to all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available to the Secretary for audit all records concerning the expenditure of those funds.

(c) Use of Federal Funds.— (1) IN GENERAL.—The local coordinating entity shall not use Federal funds made available under this title to acquire

real property or an interest in real property. (2) OTHER SOURCES.—Nothing in this title precludes the local coordinating entity from using Federal funds made available under other Federal laws for any purpose for which the funds are authorized to be used.

SEC. 236. MANAGEMENT PLAN.

(a) IN GENERAL.—The local coordinating entity shall develop a management plan for the heritage area that incorporates an integrated and cooperative approach to protect, interpret, and enhance the natural, cultural, historical, scenic, and recreational resources of the heritage area.

(b) BASIS.—The management plan shall be based on the pre-ferred concept in the document entitled "Arabia Mountain National Heritage Area Feasibility Study", dated February 28, 2001.

(c) CONSIDERATION OF OTHER PLANS AND ACTIONS.-The management plan shall-

(1) take into consideration State and local plans; and

(2) involve residents, public agencies, and private organizations in the heritage area.

(d) REQUIREMENTS.—The management plan shall include the following:

(1) An inventory of the resources in the heritage area, including-

(A) a list of property in the heritage area that—

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(i) relates to the purposes of the heritage area; and

(ii) should be preserved, restored, managed, or maintained because of the significance of the property; and

(B) an assessment of cultural landscapes within the heritage area.

(2) Provisions for the protection, interpretation, and enjoyment of the resources of the heritage area consistent with the purposes of this subtitle.

(3) An interpretation plan for the heritage area.

(4) A program for implementation of the management plan that includes—

(A) actions to be carried out by units of government, private organizations, and public-private partnerships to protect the resources of the heritage area; and

(B) the identification of existing and potential sources of funding for implementing the plan.

(5) A description and evaluation of the local coordinating entity, including the membership and organizational structure of the local coordinating entity.

(e) SUBMISSION TO SECRETARY FOR APPROVAL.-

(1) IN GENERAL.—Not later than 3 years after the date on which funds are made available to carry out this subtitle, the local coordinating entity shall submit the management plan to the Secretary for approval.

(2) EFFECT OF FAILURE TO SUBMIT.—If a management plan is not submitted to the Secretary by the date specified in paragraph (1), the Secretary shall not provide any additional funding under this subtitle until such date as a management plan for the heritage area is submitted to the Secretary.

(f) Approval and Disapproval of Management Plan.-

(1) IN GENERAL.—Not later than 90 days after receiving the management plan submitted under subsection (e), the Secretary, in consultation with the State, shall approve or disapprove the management plan.

(2) ACTION FOLLOWING DISAPPROVAL.—

(A) REVISION.—If the Secretary disapproves a management plan submitted under paragraph (1), the Secretary shall—

(i) advise the local coordinating entity in writing of the reasons for the disapproval;

(ii) make recommendations for revisions to the management plan; and

(iii) allow the local coordinating entity to submit to the Secretary revisions to the management plan.

(B) DEADLINE FOR APPROVAL OF REVISION.—Not later than 90 days after the date on which a revision is submitted under subparagraph (A)(iii), the Secretary shall approve or disapprove the revision.

(g) REVISION OF MANAGEMENT PLAN.-

(1) IN GENERAL.—After approval by the Secretary of a management plan, the local coordinating entity shall periodically—

(A) review the management plan; and

(B) submit to the Secretary, for review and approval by the Secretary, the recommendations of the local coordinating entity for any revisions to the management plan that the local coordinating entity considers to be appropriate.

(2) EXPENDITURE OF FUNDS.—No funds made available under this subtitle shall be used to implement any revision proposed by the local coordinating entity under paragraph (1)(B)until the Secretary approves the revision.

SEC. 237. TECHNICAL AND FINANCIAL ASSISTANCE.

(a) IN GENERAL.—At the request of the local coordinating entity, the Secretary may provide technical and financial assistance to the heritage area to develop and implement the management plan.
(b) PRIORITY.—In providing assistance under subsection (a),

the Secretary shall give priority to actions that facilitate—

(1) the conservation of the significant natural, cultural, historical, scenic, and recreational resources that support the purposes of the heritage area; and

(2) the provision of educational, interpretive, and recreational opportunities that are consistent with the resources and associated values of the heritage area.

SEC. 238. EFFECT ON CERTAIN AUTHORITY.

(a) OCCUPATIONAL, SAFETY, CONSERVATION, AND ENVIRON-MENTAL REGULATION.—Nothing in this subtitle—

(1) imposes an occupational, safety, conservation, or environmental regulation on the heritage area that is more stringent than the regulations that would be applicable to the land described in section 234(b) but for the establishment of the heritage area by section 234(a); or

(2) authorizes a Federal agency to promulgate an occupational, safety, conservation, or environmental regulation for the heritage area that is more stringent than the regulations applicable to the land described in section 234(b) as of the date of enactment of this Act, solely as a result of the establishment of the heritage area by section 234(a).

(b) LAND USE REGULATION.—Nothing in this subtitle—

(1) modifies, enlarges, or diminishes any authority of the Federal Government or a State or local government to regulate any use of land as provided for by law (including regulations) in existence on the date of enactment of this Act; or

(2) grants powers of zoning or land use to the local coordinating entity.

SEC. 239. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this subtitle \$10,000,000, to remain available until expended, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) FEDERAL SHARE.—The Federal share of the cost of any project or activity carried out using funds made available under this subtitle shall not exceed 50 percent.

SEC. 240. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subsubtitle terminates on the date that is 15 years after the date of enactment of this Act.

SEC. 241. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(b) LANDOWNER WITHDRAW.—Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity.

SEC. 242. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this subtitle shall be construed to—

(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

(2) modify any provision of Federal, State, or local law with regard to public access to or use of private property.
(b) LIABILITY.—Designation of the Heritage Area shall not be

(b) LIABILITY.—Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.

respect to any persons injured on such private property owner with (c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this subtitle shall be construed to modify the authority of Federal, State, or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE AREA.—Nothing in this subtitle shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area.

(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the Heritage Area represent the area within which Federal funds appropriated for the purpose of this subtitle may be expended. The establishment of the Heritage Area and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the Heritage Area or its viewshed by the Secretary, the National Park Service, or the management entity.

Subtitle D—Mormon Pioneer National Heritage Area

SEC. 251. SHORT TITLE.

This subtitle may be cited as the "Mormon Pioneer National Heritage Area Act".

SEC. 252. FINDINGS AND PURPOSE.

(a) FINDINGS.—Congress finds that—

(1) the historical, cultural, and natural heritage legacies of Mormon colonization and settlement are nationally significant;

(2) in the area starting along the Highway 89 corridor at the Arizona border, passing through Kane, Garfield, Piute, Sevier, Wayne, and Sanpete Counties in the State of Utah,

and terminating in Fairview, Utah, there are a variety of heritage resources that demonstrate—

(A) the colonization of the western United States; and (B) the expansion of the United States as a major

world power;

(3) the great relocation to the western United States was facilitated by—

(A) the 1,400-mile trek from Illinois to the Great Salt Lake by the Mormon pioneers; and

(B) the subsequent colonization effort in Nevada, Utah, the southeast corner of Idaho, the southwest corner of Wyoming, large areas of southeastern Oregon, much of southern California, and areas along the eastern border of California;

(4) the 250-mile Highway 89 corridor from Kanab to Fairview, Utah, contains some of the best features of the Mormon colonization experience in the United States;

(5) the landscape, architecture, traditions, beliefs, folk life, products, and events along Highway 89 convey the heritage of the pioneer settlement;

(6) the Boulder Loop, Capitol Reef National Park, Zion National Park, Bryce Canyon National Park, and the Highway 89 area convey the compelling story of how early settlers—

(A) interacted with Native Americans; and

(B) established towns and cities in a harsh, yet spectacular, natural environment;

(7) the colonization and settlement of the Mormon settlers opened up vast amounts of natural resources, including coal, uranium, silver, gold, and copper;

(8) the Mormon colonization played a significant role in the history and progress of the development and settlement of the western United States; and

(9) the artisans, crafters, innkeepers, outfitters, farmers, ranchers, loggers, miners, historic landscape, customs, national parks, and architecture in the Heritage Area make the Heritage Area unique.

(b) PURPOSE.—The purpose of this subtitle is to establish the Heritage Area to—

(1) foster a close working relationship with all levels of government, the private sector, residents, business interests, and local communities in the State;

(2) empower communities in the State to conserve, preserve, and enhance the heritage of the communities while strengthening future economic opportunities;

 $(\bar{3})$ conserve, interpret, and develop the historical, cultural, natural, and recreational resources within the Heritage Area; and

(4) expand, foster, and develop heritage businesses and products relating to the cultural heritage of the Heritage Area.

SEC. 253. DEFINITIONS.

In this subtitle:

(1) ALLIANCE.—The term "Alliance" means the Utah Heritage Highway 89 Alliance.

(2) HERITAGE AREA.—The term "Heritage Area" means the Mormon Pioneer National Heritage Area established by section 254(a).

(3) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means the local coordinating entity for the Heritage Area designated by section 255(a).

age Area designated by section 255(a). (4) MANAGEMENT PLAN.—The term "management plan" means the plan developed by the local coordinating entity under section 256(a).

(5) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(6) STATE.—The term "State" means the State of Utah.

SEC. 254. MORMON PIONEER NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established the Mormon Pioneer National Heritage Area.

(b) BOUNDARIES.—

(1) IN GENERAL.—The boundaries of the Heritage Area shall include areas in the State—

(A) that are related to the corridors—

(i) from the Arizona border northward through Kanab, Utah, and to the intersection of Highway 89 and Highway 12, including Highway 12 and Highway 24 as those highways loop off Highway 89 and rejoin Highway 89 at Sigurd;

(ii) from Highway 89 at the intersection of Highway 12 through Panguitch, Junction, Marysvale, and Sevier County to Sigurd;

(iii) continuing northward along Highway 89 through Axtell and Sterling, Sanpete County, to Fairview, Sanpete County, at the junction with Utah Highway 31; and

(iv) continuing northward along Highway 89 through Fairview and Thistle Junction, to the junction with Highway 6; and

(B) including the following communities: Kanab, Mt. Carmel, Orderville, Glendale, Alton, Cannonville, Tropic, Henrieville, Escalante, Boulder, Teasdale, Fruita, Hanksville, Torrey, Bicknell, Loa, Hatch, Panquitch, Circleville, Antimony, Junction, Marysvale, Koosharem, Sevier, Joseph, Monroe, Elsinore, Richfield, Glenwood, Sigurd, Aurora, Salina, Mayfield, Sterling, Gunnison, Fayette, Manti, Ephraim, Spring City, Mt. Pleasant, Moroni, Fountain Green, and Fairview.

(2) MAP.—The Secretary shall prepare a map of the Heritage Area, which shall be on file and available for public inspection in the office of the Director of the National Park Service.

(3) NOTICE TO LOCAL GOVERNMENTS.—The local coordinating entity shall provide to the government of each city, town, and county that has jurisdiction over property proposed to be included in the Heritage Area written notice of the proposed inclusion.

(c) ADMINISTRATION.—The Heritage Area shall be administered in accordance with this subtitle.

SEC. 255. DESIGNATION OF ALLIANCE AS LOCAL COORDINATING ENTITY.

(a) IN GENERAL.—The Board of Directors of the Alliance shall be the local coordinating entity for the Heritage Area.

(b) FEDERAL FUNDING.

(1) AUTHORIZATION TO RECEIVE FUNDS.—The local coordinating entity may receive amounts made available to carry out this subtitle.

(2) DISQUALIFICATION.—If a management plan is not submitted to the Secretary as required under section 256 within the time period specified in that section, the local coordinating entity may not receive Federal funding under this subtitle until a management plan is submitted to the Secretary.

(c) USE OF FEDERAL FUNDS.—The local coordinating entity may, for the purposes of developing and implementing the management plan, use Federal funds made available under this subtitle—

(1) to make grants to the State, political subdivisions of the State, nonprofit organizations, and other persons;

(2) to enter into cooperative agreements with or provide technical assistance to the State, political subdivisions of the State, nonprofit organizations, and other organizations;

(3) to hire and compensate staff;

(4) to obtain funds from any source under any program or law requiring the recipient of funds to make a contribution in order to receive the funds; and

(5) to contract for goods and services.

(d) PROHIBITION OF ACQUISITION OF REAL PROPERTY.—The local coordinating entity shall not use Federal funds received under this subtitle to acquire real property or any interest in real property.

SEC. 256. MANAGEMENT OF THE HERITAGE AREA.

(a) HERITAGE AREA MANAGEMENT PLAN.—

(1) DEVELOPMENT AND SUBMISSION FOR REVIEW.—Not later than 3 years after the date on which funds are made available to carry out the subtitle, the local coordinating entity, with public participation, shall develop and submit for review to the Secretary a management plan for the Heritage Area.

(2) CONTENTS.—The management plan shall—

(A) present comprehensive recommendations for the conservation, funding, management, and development of the Heritage Area;

(B) take into consideration Federal, State, county, and local plans;

(C) involve residents, public agencies, and private organizations in the Heritage Area;

(D) include a description of actions that units of government and private organizations are recommended to take to protect the resources of the Heritage Area;

(E) specify existing and potential sources of Federal and non-Federal funding for the conservation, management, and development of the Heritage Area; and

(F) include—

(i) an inventory of resources in the Heritage Area that—

(I) includes a list of property in the Heritage Area that should be conserved, restored, managed, developed, or maintained because of the historical, cultural, or natural significance of the property as the property relates to the themes of the Heritage Area; and

(II) does not include any property that is privately owned unless the owner of the property consents in writing to the inclusion;

(ii) a recommendation of policies for resource management that consider the application of appropriate land and water management techniques, including policies for the development of intergovernmental cooperative agreements to manage the historical, cultural, and natural resources and recreational opportunities of the Heritage Area in a manner that is consistent with the support of appropriate and compatible economic viability;

(iii) a program for implementation of the management plan, including plans for restoration and construction;

(iv) a description of any commitments that have been made by persons interested in management of the Heritage Area;

(v) an analysis of means by which Federal, State, and local programs may best be coordinated to promote the purposes of this subtitle; and

(vi) an interpretive plan for the Heritage Area. (3) APPROVAL OR DISAPPROVAL OF THE MANAGEMENT PLAN.—

(A) IN GENERAL.—Not later than 180 days after submission of the management plan by the local coordinating entity, the Secretary shall approve or disapprove the management plan.

(B) DISAPPROVAL AND REVISIONS.—

(i) IN GENERAL.—If the Secretary disapproves the management plan, the Secretary shall—

(I) advise the local coordinating entity, in writing, of the reasons for the disapproval; and (II) make recommendations for revision of the management plan.

(ii) APPROVAL OR DISAPPROVAL.—The Secretary shall approve or disapprove proposed revisions to the management plan not later than 60 days after receipt of the revisions from the local coordinating entity.

(b) PRIORITIES.—The local coordinating entity shall give priority to the implementation of actions, goals, and policies set forth in the management plan, including—

(1) assisting units of government, regional planning organizations, and nonprofit organizations in—

(A) conserving the historical, cultural, and natural resources of the Heritage Area;

(B) establishing and maintaining interpretive exhibits in the Heritage Area;

(C) developing recreational opportunities in the Heritage Area;

(D) increasing public awareness of and appreciation for the historical, cultural, and natural resources of the Heritage Area;

(E) restoring historic buildings that are—

(i) located within the boundaries of the Heritage Area; and

(ii) related to the theme of the Heritage Area; and

(F) ensuring that clear, consistent, and environmentally appropriate signs identifying access points and sites of interest are put in place throughout the Heritage Area; and

(2) consistent with the goals of the management plan, encouraging economic viability in the affected communities by appropriate means, including encouraging and soliciting the development of heritage products.

(c) CONSIDERATION OF INTERESTS OF LOCAL GROUPS.—In developing and implementing the management plan, the local coordinating entity shall consider the interests of diverse units of government, businesses, private property owners, and nonprofit organizations in the Heritage Area.

(d) PUBLIC MEETINGS.—The local coordinating entity shall conduct public meetings at least annually regarding the implementation of the management plan.

(e) ANNUAL REPORTS.—For any fiscal year in which the local coordinating entity receives Federal funds under this subtitle, the local coordinating entity shall submit to the Secretary an annual report that describes—

(1) the accomplishments of the local coordinating entity;(2) the expenses and income of the local coordinating entity;and

(3) the entities to which the local coordinating entity made

any grants during the year for which the report is made. (f) COOPERATION WITH AUDITS.—For any fiscal year in which the local coordinating entity receives Federal funds under this subtitle, the local coordinating entity shall—

(1) make available for audit by Congress, the Secretary, and appropriate units of government all records and other information relating to the expenditure of the Federal funds and any matching funds; and

(2) require, with respect to all agreements authorizing expenditure of the Federal funds by other organizations, that the receiving organizations make available for audit all records and other information relating to the expenditure of the Federal funds.

(g) DELEGATION.—

(1) IN GENERAL.—The local coordinating entity may delegate the responsibilities and actions under this subtitle for each area identified in section 254(b)(1).

(2) REVIEW.—All delegated responsibilities and actions are subject to review and approval by the local coordinating entity.

SEC. 257. DUTIES AND AUTHORITIES OF FEDERAL AGENCIES.

(a) TECHNICAL ASSISTANCE AND GRANTS.—

(1) IN GENERAL.—The Secretary may provide technical assistance and, subject to the availability of appropriations, grants to—

(A) units of government, nonprofit organizations, and other persons, at the request of the local coordinating entity; and

(B) the local coordinating entity, for use in developing and implementing the management plan.(2) PROHIBITION OF CERTAIN REQUIREMENTS.—The Sec-

(2) PROHIBITION OF CERTAIN REQUIREMENTS.—The Secretary may not, as a condition of the award of technical assistance or grants under this subtitle, require any recipient of

the technical assistance or a grant to enact or modify any land use restriction.

(3) DETERMINATIONS REGARDING ASSISTANCE.—The Secretary shall determine whether a unit of government, nonprofit organization, or other person shall be awarded technical assistance or grants and the amount of technical assistance-

(A) based on the extent to which the assistance-

(i) fulfills the objectives of the management plan; and

(ii) achieves the purposes of this subtitle; and

(B) after giving special consideration to projects that provide a greater leverage of Federal funds. (b) PROVISION OF INFORMATION.—In cooperation with other Fed-

eral agencies, the Secretary shall provide the public with information concerning the location and character of the Heritage Area. (c) OTHER ASSISTANCE.—The Secretary may enter into coopera-

tive agreements with public and private organizations for the purposes of implementing this subtitle.

(d) DUTIES OF OTHER FEDERAL AGENCIES.—A Federal entity conducting any activity directly affecting the Heritage Area shall— (1) consider the potential effect of the activity on the

management plan; and

(2) consult with the local coordinating entity with respect to the activity to minimize the adverse effects of the activity on the Heritage Area.

SEC. 258A. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS $REQUIRED.-No\ privately\ owned\ property\ shall\ be\ preserved,\ conserved,\ or\ promoted\ by\ the\ management\ plan\ for\ the\ Heritage$ Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(b) LANDOWNER WITHDRAW.—Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity.

SEC. 258B. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this title shall be construed to-

(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

(2) modify any provision of Federal, State, or local law with regard to public access to or use of private property.

(b) LIABILITY.-Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with

respect to any persons injured on such private property. (c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this title shall be construed to modify the authority of Federal, State, or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE AREA.—Nothing in this title shall be construed to require the owner of any private property located within the boundaries of the Heritage Årea to participate in or be associated with the Heritage Area.

(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the Heritage Area represent the area within which Federal funds appropriated for the purpose of this title may be expended. The establishment of the Heritage Area and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the Heritage Area or its viewshed by the Secretary, the National Park Service, or the management entity.

SEC. 259. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this subtitle \$10,000,000, to remain available until expended, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) FEDERAL SHARE.—The Federal share of the cost of any activity carried out using funds made available under this subtitle shall not exceed 50 percent.

SEC. 260. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

Subtitle E—Freedom's Frontier National Heritage Area

SEC. 261. SHORT TITLE.

This subtitle may be cited as the "Freedom's Frontier National Heritage Area Act".

SEC. 262. PURPOSE.

The purpose of this subtitle is to use preservation, conservation, education, interpretation, and recreation in eastern Kansas and Western Missouri in heritage development and sustainability of the American story recognized by the American people.

SEC. 263. DEFINITIONS.

In this subtitle:

(1) HERITAGE AREA.—The term "Heritage Area" means the Freedom's Frontier National Heritage Area in eastern Kansas and western Missouri.

(2) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means Territorial Kansas Heritage Alliance, recognized by the Secretary, in consultation with the Governors of the States, that agrees to perform the duties of a local coordinating entity under this subtitle, so long as that Alliance is composed of not less than 25 percent residents of Missouri.

(3) MANAGEMENT PLAN.—The term "management plan" means the management plan for the Heritage Area developed under section 264(e).

(4) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(5) STATE.—The term "State" means each of the States of Kansas and Missouri.

(6) UNIT OF LOCAL GOVERNMENT.—The term "unit of local government" means the government of a State, a political subdivision of a State, or an Indian tribe.

SEC. 264. FREEDOM'S FRONTIER NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established in the States the Freedom's Frontier National Heritage Area.

(b) BOUNDARIES.—The Heritage Area may include the following: (1) An area located in eastern Kansas and western Missouri, consisting of-

(A) Allen, Anderson, Atchison, Bourbon, Chautauqua, Cherokee, Clay, Coffey, Crawford, Douglas, Franklin, Geary, Jackson, Johnson, Labette, Leavenworth, Linn, Miami, Neosho, Pottawatomie, Riley, Shawnee, Wabaunsee, Wilson, Woodson, Jefferson, Montgomery, Osage, and Wyandotte Counties in Kansas; and

(B) Buchanan, Platte, Clay, Ray, Lafayette, Jackson, Cass, Johnson, Bates, Vernon, Barton, and St. Clair Counties in Missouri.

(2) Contributing sites, buildings, and districts within the area that are recommended by the management plan.

(c) MAP.—The final boundary of the Heritage Area within the counties identified in subsection (b)(1) shall be specified in the management plan. A map of the Heritage Area shall be included in the management plan. The map shall be on file in the appropriate offices of the National Park Service, Department of the Interior. (d) LOCAL COORDINATING ENTITY.-

(1) IN GENERAL.—The local coordinating entity for the Heritage Area shall be Territorial Kansas Heritage Alliance, a nonprofit organization established in the State of Kansas, recognized by the Secretary, in consultation with the Governors of the States, so long as that Alliance is composed of not less than 25 percent residents of Missouri and agrees to perform the duties of the local coordinating entity under this subtitle.

(2) AUTHORITIES.—For purposes of developing and imple-menting the management plan, the local coordinating entity may-

(A) make grants to, and enter into cooperative agreements with, the States, political subdivisions of the States, and private organizations;

(B) hire and compensate staff; and

(C) enter into contracts for goods and services.

(e) MANAGEMENT PLAN.-

(1) IN GENERAL.—Not later than 3 years after the date on which funds are made available to carry out this subtitle, the local coordinating entity shall develop and submit to the Secretary a management plan reviewed by participating units of local government within the boundaries of the proposed Heritage Area.

(2) CONTENTS.—The management plan shall—

(A) present a comprehensive program for the conservation, interpretation, funding, management, and development of the Heritage Area, in a manner consistent with the existing local, State, and Federal land use laws and compatible economic viability of the Heritage Area;

(B) establish criteria or standards to measure what is selected for conservation, interpretation, funding, management, and development;

 (\vec{C}) involve residents, public agencies, and private organizations working in the Heritage Area;

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(D) specify and coordinate, as of the date of the management plan, existing and potential sources of technical and financial assistance under this and other Federal laws to protect, manage, and develop the Heritage Area; and

(E) include—

(i) actions to be undertaken by units of government and private organizations to protect, conserve, and interpret the resources of the Heritage Area;

(ii) an inventory of the resources contained in the Heritage Area, including a list of any property in the Heritage Area that is related to the themes of the Heritage Area and that meets the establishing criteria (such as, but not exclusive to, visitor readiness) to merit preservation, restoration, management, development, or maintenance because of its natural, cultural, historical, or recreational significance;

(iii) policies for resource management including the development of intergovernmental cooperative agreements, private sector agreements, or any combination thereof, to protect the historical, cultural, recreational, and natural resources of the Heritage Area in a manner consistent with supporting appropriate and compatible economic viability;

(iv) a program for implementation of the management plan by the designated local coordinating entity, in cooperation with its partners and units of local government;

(v) evidence that relevant State, county, and local plans applicable to the Heritage Area have been taken into consideration;

(vi) an analysis of ways in which local, State, and Federal programs may best be coordinated to promote the purposes of this subtitle; and

(vii) a business plan that—

(I) describes in detail the role, operation, financing, and functions of the local coordinating entity for each activity included in the recommendations contained in the management plan; and

(II) provides, to the satisfaction of the Secretary, adequate assurances that the local coordinating entity is likely to have the financial resources necessary to implement the management plan for the Heritage Area, including resources to meet matching requirement for grants awarded under this subtitle.

(3) CONSIDERATIONS.—In developing and implementing the management plan, the local coordinating entity shall consider the interests of diverse governmental, business, and nonprofit groups within the Heritage Area.

(4) DISQUALIFICATION FROM FUNDING.—If a proposed management plan is not submitted to the Secretary within 3 years after the date on which funds are made available to carry out this subtitle, the local coordinating entity shall be ineligible to receive additional funding under this subtitle

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until the date on which the Secretary receives the proposed management plan.

(5) APPROVAL AND DISAPPROVAL OF MANAGEMENT PLAN.— The Secretary shall approve or disapprove the proposed management plan submitted under this subtitle not later than

90 days after receiving such proposed management plan. (6) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves a proposed management plan, the Secretary shall advise the local coordinating entity in writing of the reasons for the disapproval and shall make recommendations for revisions to the proposed management plan. The Secretary shall approve or disapprove a proposed revision within 90 days after the date it is submitted.

(7) APPROVAL OF AMENDMENTS.—The Secretary shall review and approve substantial amendments to the management plan. Funds appropriated under this subtitle may not be expended to implement any changes made by such amendment until the Secretary approves the amendment.

(8) IMPLEMENTATION.-

(A) PRIORITIES.—The local coordinating entity shall give priority to implementing actions described in the management plan, including-

(i) assisting units of government and nonprofit organizations in preserving resources within the Heritage Area; and

(ii) encouraging local governments to adopt land use policies consistent with the management of the Heritage Area and the goals of the management plan.

(B) PUBLIC MEETINGS.—The local coordinating entity shall conduct public meetings at least quarterly on the implementation of the management plan. Not less than 25 percent of the public meetings shall be conducted in Missouri.

(f) PUBLIC NOTICE.—The local coordinating entity shall place a notice of each of its public meetings in a newspaper of general circulation in the Heritage Area and shall make the minutes of the meeting available to the public.

(g) ANNUAL REPORT.—For any year in which Federal funds have been made available under this subtitle, the local coordinating entity shall submit to the Secretary an annual report that describes-

(1) the accomplishments of the local coordinating entity; and

(2) the expenses and income of the local coordinating entity.

 (h) AUDIT.—The local coordinating entity shall—
 (1) make available to the Secretary for audit all records relating to the expenditure of Federal funds and any matching funds; and

(2) require, with respect to all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available to the Secretary for audit all records concerning the expenditure of the Federal funds and any matching funds.

(i) USE OF FEDERAL FUNDS.

(1) IN GENERAL.-No Federal funds made available under this subtitle may be used to acquire real property or an interest in real property.

(2) OTHER SOURCES.—Nothing in this subtitle precludes the local coordinating entity from using Federal funds made available under other Federal laws for any purpose for which the funds are authorized to be used.

SEC. 265. TECHNICAL AND FINANCIAL ASSISTANCE; OTHER FEDERAL AGENCIES.

(a) TECHNICAL AND FINANCIAL ASSISTANCE.-

(1) IN GENERAL.—On the request of the local coordinating entity, the Secretary may provide technical and financial assistance for the development and implementation of the management plan.

(2) PRIORITY FOR ASSISTANCE.—In providing assistance under paragraph (1), the Secretary shall give priority to actions that assist in—

(A) conserving the significant cultural, historic, and natural resources of the Heritage Area; and

(B) providing educational, interpretive, and recreational opportunities consistent with the purposes of the Heritage Area.

(3) SPENDING FOR NON-FEDERAL PROPERTY.—The local coordinating entity may expend Federal funds made available under this subtitle on non-Federal property that-

(A) meets the criteria in the approved management plan; or

(B) is listed or eligible for listing on the National Register of Historic Places.

(4) OTHER ASSISTANCE.—The Secretary may enter into cooperative agreements with public and private organizations to carry out this subsection.

(b) OTHER FEDERAL AGENCIES.—Any Federal entity conducting or supporting an activity that directly affects the Heritage Area shall-

(1) consider the potential effect of the activity on the purposes of the Heritage Area and the management plan;

(2) consult with the local coordinating entity regarding the activity; and

(3) to the maximum extent practicable, conduct or support

the activity to avoid adverse effects on the Heritage Area. (c) OTHER ASSISTANCE NOT AFFECTED.—This subtitle does not affect the authority of any Federal official to provide technical or financial assistance under any other law.

(d) NOTIFICATION OF OTHER FEDERAL ACTIVITIES.-The head of each Federal agency shall provide to the Secretary and the local coordinating entity, to the extent practicable, advance notice of all activities that may have an impact on the Heritage Area.

SEC. 266. PRIVATE PROPERTY PROTECTION

(a) ACCESS TO PRIVATE PROPERTY.-Nothing in this subtitle shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this subtitle shall be construed to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

(b) LIABILITY.—Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.

(c) Recognition of Authority To Control Land Use.-Nothing in this subtitle shall be construed to modify any authority of Federal, State, or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE AREAS.—Nothing in this subtitle shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area.

(e) LAND USE REGULATION.—

(1) IN GENERAL.—The local coordinating entity shall provide assistance and encouragement to State and local governments, private organizations, and persons to protect and promote the resources and values of the Heritage Area.

(2) EFFECT.—Nothing in this subtitle-

(A) affects the authority of the State or local governments to regulate under law any use of land; or

(B) grants any power of zoning or land use to the local coordinating entity.

(f) PRIVATE PROPERTY.— (1) IN GENERAL.—The local coordinating entity shall be an advocate for land management practices consistent with the purposes of the Heritage Area.

(2) EFFECT.—Nothing in this subtitle—

(A) abridges the rights of any person with regard to private property;

(B) affects the authority of the State or local government regarding private property; or

(C) imposes any additional burden on any property owner.

(g) Requirements for Inclusion of Private Property.-(1) NOTIFICATION AND CONSENT OF PROPERTY OWNERS

REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(2) LANDOWNER WITHDRAWAL.—Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity.

SEC. 267. SAVINGS PROVISIONS.

(a) RULES, REGULATIONS, STANDARDS, AND PERMIT PROC-ESSES.-Nothing in this subtitle shall be construed to impose any environmental, occupational, safety, or other rule, regulation, standard, or permit process in the Heritage Area that is different from those that would be applicable if the Heritage Area had not been established.

(b) WATER AND WATER RIGHTS.—Nothing in this subtitle shall be construed to authorize or imply the reservation or appropriation of water or water rights.

(c) NO DIMINISHMENT OF STATE AUTHORITY.-Nothing in this subtitle shall be construed to diminish the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within the Heritage Area.

SEC. 268. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.-There is authorized to be appropriated to carry out this subtitle \$10,000,000, to remain available until expended, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) COST-SHARING REQUIREMENT.—The Federal share of the total cost of any activity assisted under this subtitle shall be not more than 50 percent.

SEC. 269. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

Subtitle F—Upper Housatonic Valley **National Heritage Area**

SEC. 271. SHORT TITLE.

This subtitle may be cited as the "Upper Housatonic Valley National Heritage Area Act".

SEC. 272. FINDINGS AND PURPOSES.

 (a) FINDINGS.—Congress finds the following:
 (1) The upper Housatonic Valley, encompassing 29 towns in the hilly terrain of western Massachusetts and northwestern Connecticut, is a singular geographical and cultural region that has made significant national contributions through its literary, artistic, musical, and architectural achievements, its iron, paper, and electrical equipment industries, and its scenic beautification and environmental conservation efforts.

(2) The upper Housatonic Valley has 139 properties and historic districts listed on the National Register of Historic Places, including

(A) five National Historic Landmarks-

(i) Edith Wharton's home, The Mount, Lenox, Massachusetts;

(ii) Herman Melville's home, Arrowhead, Pittsfield, Massachusetts;

(iii) W.E.B. DuBois' Boyhood Homesite, Great Barrington, Massachusetts;

(iv) Mission House, Stockbridge, Massachusetts; and

(v) Crane and Company Old Stone Mill Rag Room, Dalton, Massachusetts; and

(B) four National Natural Landmarks—

(i) Bartholomew's Cobble, Sheffield, Massachusetts, and Salisbury, Connecticut; (ii) Beckley Bog, Norfolk, Connecticut;

(iii) Bingham Bog, Salisbury, Connecticut; and

(iv) Cathedral Pines, Cornwall, Connecticut.

(3) Writers, artists, musicians, and vacationers have visited the region for more than 150 years to enjoy its scenic wonders,

making it one of the country's leading cultural resorts. (4) The upper Housatonic Valley has made significant national cultural contributions through such writers as Herman Melville, Nathaniel Hawthorne, Edith Wharton, and W.E.B.

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DuBois, artists Daniel Chester French and Norman Rockwell, and the performing arts centers of Tanglewood, Music Mountain, Norfolk (Connecticut) Chamber Music Festival, Jacob's Pillow, and Shakespeare & Company.

(5) The upper Housatonic Valley is noted for its pioneering achievements in the iron, paper, and electrical generation industries and has cultural resources to interpret those industries.

(6) The region became a national leader in scenic beautification and environmental conservation efforts following the era of industrialization and deforestation and maintains a fabric of significant conservation areas including the meandering Housatonic River.

(7) Important historical events related to the American Revolution, Shays' Rebellion, and early civil rights took place in the upper Housatonic Valley.

(8) The region had an American Indian presence going back 10,000 years and Mohicans had a formative role in contact with Europeans during the seventeenth and eighteenth centuries.

(9) The Upper Housatonic Valley National Heritage Area has been proposed in order to heighten appreciation of the region, preserve its natural and historical resources, and improve the quality of life and economy of the area.
(b) PURPOSES.—The purposes of this subtitle are as follows:

(b) PORPOSES.—The purposes of this subtile are as follows: (1) To establish the Upper Housatonic Valley National Heritage Area in the State of Connecticut and the Commonwealth of Massachusetts.

(2) To implement the national heritage area alternative as described in the document entitled "Upper Housatonic Valley National Heritage Area Feasibility Study, 2003".

(3) To provide a management framework to foster a close working relationship with all levels of government, the private sector, and the local communities in the upper Housatonic Valley region to conserve the region's heritage while continuing to pursue compatible economic opportunities.

(4) To assist communities, organizations, and citizens in the State of Connecticut and the Commonwealth of Massachusetts in identifying, preserving, interpreting, and developing the historical, cultural, scenic, and natural resources of the region for the educational and inspirational benefit of current and future generations.

SEC. 273. DEFINITIONS.

In this subtitle:

(1) HERITAGE AREA.—The term "Heritage Area" means the Upper Housatonic Valley National Heritage Area, established in section 274.

(2) MANAGEMENT ENTITY.—The term "Management Entity" means the management entity for the Heritage Area designated by section 274(d).

(3) MANAGEMENT PLAN.—The term "Management Plan" means the management plan for the Heritage Area specified in section 276.

(4) MAP.—The term "map" means the map entitled "Boundary Map Upper Housatonic Valley National Heritage Area", numbered P17/80,000, and dated February 2003.

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(5) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(6) STATE.—The term "State" means the State of Con-necticut and the Commonwealth of Massachusetts.

SEC. 274. UPPER HOUSATONIC VALLEY NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established the Upper Housatonic Valley National Heritage Area.

(b) BOUNDARIES.—The Heritage Area shall be comprised of— (1) part of the Housatonic River's watershed, which extends

60 miles from Lanesboro, Massachusetts to Kent, Connecticut; (2) the towns of Canaan, Colebrook, Cornwall, Kent, Nor-

folk, North Canaan, Salisbury, Sharon, and Warren in Connecticut; and

(3) the towns of Alford, Becket, Dalton, Egremont, Great Barrington, Hancock, Hinsdale, Lanesboro, Lee, Lenox, Mon-terey, Mount Washington, New Marlboro, Pittsfield, Richmond, Sheffield, Stockbridge, Tyringham, Washington, and West Stockbridge in Massachusetts.

(c) AVAILABILITY OF MAP.—The map shall be on file and available for public inspection in the appropriate offices of the National Park Service, Department of the Interior.

(d) MANAGEMENT ENTITY.—The Upper Housatonic Valley National Heritage Area, Inc. shall be the management entity for the Heritage Area.

SEC. 275. AUTHORITIES, PROHIBITIONS, AND DUTIES OF THE MANAGE-MENT ENTITY.

(a) DUTIES OF THE MANAGEMENT ENTITY.-To further the purposes of the Heritage Area, the management entity shall-

(1) prepare and submit a management plan for the Heritage

Area to the Secretary in accordance with section 276; (2) assist units of local government, regional planning organizations, and nonprofit organizations in implementing the approved management plan by-

(A) carrying out programs and projects that recognize, protect and enhance important resource values within the Heritage Area;

(B) establishing and maintaining interpretive exhibits and programs within the Heritage Area;

(C) developing recreational and educational opportunities in the Heritage Area;

(D) increasing public awareness of and appreciation for natural, historical, scenic, and cultural resources of the Heritage Area;

(E) protecting and restoring historic sites and buildings in the Heritage Area that are consistent with heritage area themes;

(F) ensuring that signs identifying points of public access and sites of interest are posted throughout the Heritage Area; and

(G) promoting a wide range of partnerships among governments, organizations and individuals to further the purposes of the Heritage Area;

(3) consider the interests of diverse units of government, businesses, organizations and individuals in the Heritage Area in the preparation and implementation of the management plan;

(4) conduct meetings open to the public at least semiannually regarding the development and implementation of the management plan;

(5) submit an annual report to the Secretary for any fiscal year in which the management entity receives Federal funds under this subtitle, setting forth its accomplishments, expenses, and income, including grants to any other entities during the year for which the report is made;

(6) make available for audit for any fiscal year in which it receives Federal funds under this subtitle, all information pertaining to the expenditure of such funds and any matching funds, and require in all agreements authorizing expenditures of Federal funds by other organizations, that the receiving organizations make available for such audit all records and other information pertaining to the expenditure of such funds; and

(7) encourage by appropriate means economic development that is consistent with the purposes of the Heritage Area.(b) AUTHORITIES.—The management entity may, for the pur-

(b) AUTHORITIES.—The management entity may, for the purposes of preparing and implementing the management plan for the Heritage Area, use Federal funds made available through this subtitle to—

(1) make grants to the State of Connecticut and the Commonwealth of Massachusetts, their political subdivisions, nonprofit organizations and other persons;

(2) enter into cooperative agreements with or provide technical assistance to the State of Connecticut and the Commonwealth of Massachusetts, their subdivisions, nonprofit organizations, and other interested parties;

(3) hire and compensate staff, which shall include individuals with expertise in natural, cultural, and historical resources protection, and heritage programming;

(4) obtain money or services from any source including any that are provided under any other Federal law or program;
 (5) contract for goods or services; and

(6) undertake to be a catalyst for any other activity that furthers the purposes of the Heritage Area and is consistent with the approved management plan.

(c) PROHIBITIONS ON THE ACQUISITION OF REAL PROPERTY.— The management entity may not use Federal funds received under this subtitle to acquire real property, but may use any other source of funding, including other Federal funding outside this authority, intended for the acquisition of real property.

SEC. 276. MANAGEMENT PLAN.

(a) IN GENERAL.—The management plan for the Heritage Area shall—

(1) include comprehensive policies, strategies and recommendations for conservation, funding, management and development of the Heritage Area;

(2) take into consideration existing State, county, and local plans in the development of the management plan and its implementation;

(3) include a description of actions that governments, private organizations, and individuals have agreed to take to protect the natural, historical and cultural resources of the Heritage Area;

(4) specify the existing and potential sources of funding to protect, manage, and develop the Heritage Area in the first 5 years of implementation;

(5) include an inventory of the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area related to the themes of the Heritage Area that should be preserved, restored, managed, developed, or maintained;

(6) describe a program of implementation for the management plan including plans for resource protection, restoration, construction, and specific commitments for implementation that have been made by the management entity or any government, organization, or individual for the first 5 years of implementation; and

(7) include an interpretive plan for the Heritage Area. (b) DEADLINE AND TERMINATION OF FUNDING.

(1) DEADLINE.—The management entity shall submit the management plan to the Secretary for approval within 3 years after funds are made available for this subtitle. (2) TERMINATION OF FUNDING.—If the management plan

is not submitted to the Secretary in accordance with this subsection, the management entity shall not qualify for Federal funding under this subtitle until such time as the management plan is submitted to the Secretary.

SEC. 277. DUTIES AND AUTHORITIES OF THE SECRETARY.

(a) TECHNICAL AND FINANCIAL ASSISTANCE.—The Secretary may, upon the request of the management entity, provide technical assistance on a reimbursable or non-reimbursable basis and financial assistance to the Heritage Area to develop and implement the approved management plan. The Secretary is authorized to enter into cooperative agreements with the management entity and other public or private entities for this purpose. In assisting the Heritage Area, the Secretary shall give priority to actions that in general assist in-

(1) conserving the significant natural, historical, cultural,

and scenic resources of the Heritage Area; and (2) providing educational, interpretive, and recreational opportunities consistent with the purposes of the Heritage Area. (b) APPROVAL AND DISAPPROVAL OF MANAGEMENT PLAN.

(1) IN GENERAL.—The Secretary shall approve or disapprove the management plan not later than 90 days after receiving the management plan.

(2) CRITERIA FOR APPROVAL.—In determining the approval of the management plan, the Secretary shall consider whether-

(A) the management entity is representative of the diverse interests of the Heritage Area, including governments, natural and historic resource protection organizations, educational institutions, businesses, and recreational organizations;

(B) the management entity has afforded adequate opportunity, including public hearings, for public and governmental involvement in the preparation of the management plan;

(C) the resource protection and interpretation strategies contained in the management plan, if implemented, would adequately protect the natural, historical, and cultural resources of the Heritage Area; and

(D) the management plan is supported by the appropriate State and local officials whose cooperation is needed to ensure the effective implementation of the State and local aspects of the management plan.

(3) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves the management plan, the Secretary shall advise the management entity in writing of the reasons therefore and shall make recommendations for revisions to the management plan. The Secretary shall approve or disapprove a proposed revision within 60 days after the date it is submitted.

(4) APPROVAL OF AMENDMENTS.—Substantial amendments to the management plan shall be reviewed by the Secretary and approved in the same manner as provided for the original management plan. The management entity shall not use Federal funds authorized by this subtitle to implement any amendments until the Secretary has approved the amendments.

SEC. 278. DUTIES OF OTHER FEDERAL AGENCIES.

Any Federal agency conducting or supporting activities directly affecting the Heritage Area shall—

(1) consult with the Secretary and the management entity with respect to such activities;
(2) cooperate with the Secretary and the management this subtitle and

(2) cooperate with the Secretary and the management entity in carrying out their duties under this subtitle and, to the maximum extent practicable, coordinate such activities with the carrying out of such duties; and

(3) to the maximum extent practicable, conduct or support such activities in a manner which the management entity determines will not have an adverse effect on the Heritage Area.

SEC. 279. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(b) LANDOWNER WITHDRAW.—Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity.

SEC. 280. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this subtitle shall be construed to—

(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

(2) modify any provision of Federal, State, or local law with regard to public access to or use of private property.

(b) LIABILITY.—Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property. (c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.—

(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this subtitle shall be construed to modify the authority of Federal, State, or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE AREA.—Nothing in this subtitle shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area.

(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the Heritage Area represent the area within which Federal funds appropriated for the purpose of this subtitle may be expended. The establishment of the Heritage Area and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the Heritage Area or its viewshed by the Secretary, the National Park Service, or the management entity.

SEC. 280A. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated for the purposes of this subtitle not more than \$1,000,000 for any fiscal year. Not more than a total of \$10,000,000 may be appro-priated for the Heritage Area under this subtitle.

(b) MATCHING FUNDS.—Federal funding provided under this subtitle may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this subtitle.

SEC. 280B. SUNSET.

The authority of the Secretary to provide assistance under this subtitle shall terminate on the day occurring 15 years after the date of the enactment of this subtitle.

Subtitle G—Champlain Valley National **Heritage Partnership**

SEC. 281. SHORT TITLE.

This subtitle may be cited as the "Champlain Valley National Heritage Partnership Act of 2006".

SEC. 282. FINDINGS AND PURPOSES.

(a) FINDINGS.—Congress finds that— (1) the Champlain Valley and its extensive cultural and natural resources have played a significant role in the history of the United States and the individual States of Vermont and New York;

(2) archaeological evidence indicates that the Champlain Valley has been inhabited by humans since the last retreat of the glaciers, with the Native Americans living in the area at the time of European discovery being primarily of Iroquois and Algonquin descent;

(3) the linked waterways of the Champlain Valley, including the Richelieu River in Canada, played a unique and significant role in the establishment and development of the United States and Canada through several distinct eras, including

(A) the era of European exploration, during which Samuel de Champlain and other explorers used the waterways as a means of access through the wilderness;

(B) the era of military campaigns, including highly significant military campaigns of the French and Indian War, the American Revolution, and the War of 1812; and

(C) the era of maritime commerce, during which canal boats, schooners, and steamships formed the backbone of commercial transportation for the region;

(4) those unique and significant eras are best described by the theme "The Making of Nations and Corridors of Commerce"

(5) the artifacts and structures associated with those eras are unusually well-preserved;

(6) the Champlain Valley is recognized as having one of the richest collections of historical resources in North America;

(7) the history and cultural heritage of the Champlain Valley are shared with Canada and the Province of Quebec; (8) there are benefits in celebrating and promoting this

mutual heritage;

(9) tourism is among the most important industries in the Champlain Valley, and heritage tourism in particular plays a significant role in the economy of the Champlain Valley;

(10) it is important to enhance heritage tourism in the Champlain Valley while ensuring that increased visitation will not impair the historical and cultural resources of the region;

(11) according to the 1999 report of the National Park Service entitled "Champlain Valley Heritage Corridor Project", "the Champlain Valley contains resources and represents a theme 'The Making of Nations and Corridors of Commerce', that is of outstanding importance in United States history"; and

(12) it is in the interest of the United States to preserve and interpret the historical and cultural resources of the Champlain Valley for the education and benefit of present and future generations. (b) PURPOSES.—The purposes of this subtitle are—

(1) to establish the Champlain Valley National Heritage Partnership in the States of Vermont and New York to recognize the importance of the historical, cultural, and recreational resources of the Champlain Valley region to the United States;

(2) to assist the States of Vermont and New York, including units of local government and nongovernmental organizations in the States, in preserving, protecting, and interpreting those resources for the benefit of the people of the United States; (3) to use those resources and the theme "the making

of nations and corridors of commerce" to-

(A) revitalize the economy of communities in the Champlain Valley; and

(B) generate and sustain increased levels of tourism in the Champlain Valley;

(4) to encourage

(A) partnerships among State and local governments and nongovernmental organizations in the United States; and

(B) collaboration with Canada and the Province of Quebec to-

(i) interpret and promote the history of the waterways of the Champlain Valley region;

(ii) form stronger bonds between the United States and Canada; and

(iii) promote the international aspects of the Champlain Valley region; and

(5) to provide financial and technical assistance for the purposes described in paragraphs (1) through (4).

SEC. 283. DEFINITIONS.

In this subtitle:

(1) HERITAGE PARTNERSHIP.—The term "Heritage Partnership" means the Champlain Valley National Heritage Partnership established by section 104(a).

(2) MANAGEMENT ENTITY.—The term "management entity" (2) Management Ertifit. The term "management plan" (3) MANAGEMENT PLAN.—The term "management plan"

means the management plan developed under section 284(b)(1)(B)(i).

(4) REGION.

(A) IN GENERAL.—The term "region" means any area or community in 1 of the States in which a physical, cultural, or historical resource that represents the theme is located.

(B) INCLUSIONS.—The term "region" includes (i) THE LINKED NAVIGABLE WATERWAYS OF.—

(I) Lake Champlain;

(II) Lake George;

(III) the Champlain Canal; and

(IV) the portion of the Upper Hudson River

extending south to Saratoga; (ii) portions of Grand Isle, Franklin, Chittenden, Addison, Rutland, and Bennington Counties in the State of Vermont; and

(iii) portions of Clinton, Essex, Warren, Saratoga and Washington Counties in the State of New York.
(5) SECRETARY.—The term "Secretary" means the Secretary

of the Interior.

(6) STATE.—the term "State" means (A) the State of Vermont; and

(B) the State of New York.

(7) THEME.—The term "theme" means the theme "The Making of Nations and Corridors of Commerce", as the term is used in the 1999 report of the National Park Service entitled "Champlain Valley Heritage Corridor Project", that describes the periods of international conflict and maritime commerce during which the region played a unique and significant role in the development of the United States and Canada.

SEC. 284. HERITAGE PARTNERSHIP.

(a) ESTABLISHMENT.—There is established in the region the Champlain Valley National Heritage Partnership.

(b) MANAGEMENT ENTITY.-

(1) DUTIES.-

(A) IN GENERAL.—The management entity shall implement this subtitle.

(B) MANAGEMENT PLAN.-

(i) IN GENERAL.—Not later than 3 years after the date of enactment of this Act, the management entity shall develop a management plan for the Heritage Partnership.

(ii) EXISTING PLAN.—Pending the completion and approval of the management plan, the management entity may implement the provisions of this subtitle

based on its federally authorized plan "Opportunities for Action, an Evolving Plan For Lake Champlain". (iii) CONTENTS.—The management plan shall include—

(I) recommendations for funding, managing, and developing the Heritage Partnership;

(II) a description of activities to be carried out by public and private organizations to protect the resources of the Heritage Partnership;

(III) a list of specific, potential sources of funding for the protection, management, and development of the Heritage Partnership;

(IV) an assessment of the organizational capacity of the management entity to achieve the goals for implementation; and

(V) recommendations of ways in which to encourage collaboration with Canada and the Province of Quebec in implementing this subtitle.

(iv) CONSIDERATIONS.—In developing the management plan under clause (i), the management entity shall take into consideration existing Federal, State, and local plans relating to the region.

(v) SUBMISSION TO SECRETARY FOR APPROVAL.-

(I) IN GENERAL.—Not later than 3 years after the date of enactment of this Act, the management entity shall submit the management plan to the Secretary for approval.

(II) EFFECT OF FAILURE TO SUBMIT.—If a management plan is not submitted to the Secretary by the date specified in subclause (I), the Secretary shall not provide any additional funding under this subtitle until a management plan for the Heritage Partnership is submitted to the Secretary.

(vi) APPROVAL.—Not later than 90 days after receiving the management plan submitted under clause (v)(I), the Secretary, in consultation with the States, shall approve or disapprove the management plan.

(vii) ACTION FOLLOWING DISAPPROVAL.-

(I) GENERAL.—If the Secretary disapproves a management plan under clause (vi), the Secretary shall—

(aa) advise the management entity in writing of the reasons for the disapproval;

(bb) make recommendations for revisions to the management plan; and

(cc) allow the management entity to submit to the Secretary revisions to the management plan.

(II) DEADLINE FOR APPROVAL OF REVISION.— Not later than 90 days after the date on which a revision is submitted under subclause (I)(cc), the Secretary shall approve or disapprove the revision.

(viii) Amendment.—

(I) IN GENERAL.—After approval by the Secretary of the management plan, the management entity shall periodically— (aa) review the management plan; and

(bb) submit to the Secretary, for review and approval by the Secretary, the rec-ommendations of the management entity for any amendments to the management plan that the management entity considers to be appropriate.

(II) EXPENDITURE OF FUNDS.—No funds made available under this subtitle shall be used to implement any amendment proposed by the management entity under subclause (I) until the Secretary approves the amendments.

(2) PARTNERSHIPS.-

(A) IN GENERAL.—In carrying out this subtitle, the management entity may enter into partnerships with— (i) the States, including units of local governments

in the States;

(ii) nongovernmental organizations;

(iii) Indian Tribes; and

(iv) other persons in the Heritage Partnership.

(B) GRANTS.—Subject to the availability of funds, the management entity may provide grants to partners under subparagraph (A) to assist in implementing this subtitle.

(3) PROHIBITION ON THE ACQUISITION OF REAL PROPERTY.— The management entity shall not use Federal funds made available under this subtitle to acquire real property or any interest in real property. (c) ASSISTANCE FROM SECRETARY.—To carry out the purposes

of this subtitle, the Secretary may provide technical and financial assistance to the management entity.

SEC. 285. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan until-

(1) the management entity notifies the owner of the private property in writing; and

(2) the owner of the private property provides to the management entity written consent for the preservation, conservation, or promotion.

(b) LANDOWNER WITHDRAWAL.—Private property included within the boundary of the Heritage Partnership shall immediately be withdrawn from the Heritage Partnership if the owner of the property submits a written request to the management entity.

SEC. 286. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.-Nothing in this subtitle-

(1) requires a private property owner to allow public access (including access by the Federal Government or State or local governments) to private property; or

(2) modifies any provision of Federal, State, or local law with respect to public access to, or use of, private property.
(b) LIABILITY.—Designation of the Heritage Partnership under this subtitle does not create any liability, or have any effect on

liability under any other law, of a private property owner with respect to any persons injured on the private property.

(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this subtitle modifies any authority of the Federal Government or State or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS.—Nothing in this subtitle requires the owner of any private property located within the boundaries of the Heritage Partnership to participate in, or be associated with the Heritage Partnership.

(e) EFFECT OF ESTABLISHMENT.

(1) IN GENERAL.—The boundaries designated for the Heritage Partnership represent the area within which Federal funds appropriated for the purpose of this subtitle shall be expended.

(2) REGULATORY AUTHORITY.—The establishment of the Heritage Partnership and the boundaries of the Heritage Partnership do not provide any regulatory authority that is not in existence on the date of enactment of this Act relating to land use within the Heritage Partnership or the viewshed of the Heritage Partnership by the Secretary, the National Park Service, or the management entity.

SEC. 287. EFFECT.

Nothing in this subtitle—

(1) grants powers of zoning or land use to the management entity; or

(2) obstructs or limits private business development activities or resource development activities.

SEC. 288. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this subtitle not more than a total of \$10,000,000, of which not more than \$1,000,000 may be made available for any fiscal year.

(b) NON-FEDERAL SHARE.—The non-Federal share of the cost of any activities carried out using Federal funds made available under subsection (a) shall be not less than 50 percent.

SEC. 289. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

Subtitle H—Great Basin National Heritage Route

SEC. 291. SHORT TITLE.

This subtitle may be cited as the "Great Basin National Heritage Route Act".

SEC. 291A. FINDINGS AND PURPOSES.

(a) FINDINGS.—Congress finds that—

(1) the natural, cultural, and historic heritage of the North American Great Basin is nationally significant;

(2) communities along the Great Basin Heritage Route (including the towns of Delta, Utah, Ely, Nevada, and the surrounding communities) are located in a classic western landscape that contains long natural vistas, isolated high desert

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valleys, mountain ranges, ranches, mines, historic railroads, archaeological sites, and tribal communities;

(3) the Native American, pioneer, ranching, mining, timber, and railroad heritages associated with the Great Basin Heritage Route include the social history and living cultural traditions of a rich diversity of nationalities;

(4) the pioneer, Mormon, and other religious settlements, and ranching, timber, and mining activities of the region played and continue to play a significant role in the development of the United States, shaped by—

(A) the unique geography of the Great Basin;

(B) an influx of people of Greek, Chinese, Basque, Serb, Croat, Italian, and Hispanic descent; and

(C) a Native American presence (Western Shoshone, Northern and Southern Paiute, and Goshute) that continues in the Great Basin today;

(5) the Great Basin housed internment camps for Japanese-American citizens during World War II, 1 of which, Topaz, was located along the Heritage Route;

(6) the pioneer heritage of the Heritage Route includes the Pony Express route and stations, the Overland Stage, and many examples of 19th century exploration of the western United States;

(7) the Native American heritage of the Heritage Route dates back thousands of years and includes—

(A) archaeological sites;

(B) petroglyphs and pictographs;

(C) the westernmost village of the Fremont culture; and

(D) communities of Western Shoshone, Paiute, and Goshute tribes;

(8) the Heritage Route contains multiple biologically diverse ecological communities that are home to exceptional species such as—

(A) bristlecone pines, the oldest living trees in the world;

(B) wildlife adapted to harsh desert conditions;

(C) unique plant communities, lakes, and streams; and (D) native Bonneville cutthroat trout;

(9) the air and water quality of the Heritage Route is among the best in the United States, and the clear air permits outstanding viewing of the night skies;

(10) the Heritage Route includes unique and outstanding geologic features such as numerous limestone caves, classic basin and range topography with playa lakes, alluvial fans, volcanics, cold and hot springs, and recognizable features of ancient Lake Bonneville;

(11) the Heritage Route includes an unusual variety of open space and recreational and educational opportunities because of the great quantity of ranching activity and public land (including city, county, and State parks, national forests, Bureau of Land Management land, and a national park);

(12) there are significant archaeological, historical, cultural, natural, scenic, and recreational resources in the Great Basin to merit the involvement of the Federal Government in the development, in cooperation with the Great Basin Heritage

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Route Partnership and other local and governmental entities, of programs and projects to—

(A) adequately conserve, protect, and interpret the heritage of the Great Basin for present and future generations; and

(B) provide opportunities in the Great Basin for education; and

(13) the Great Basin Heritage Route Partnership shall serve as the local coordinating entity for a Heritage Route established in the Great Basin.

(b) PURPOSES.—The purposes of this subtitle are—

(1) to foster a close working relationship with all levels of government, the private sector, and the local communities within White Pine County, Nevada, Millard County, Utah, and the Duckwater Shoshone Reservation;

(2) to enable communities referred to in paragraph (1) to conserve their heritage while continuing to develop economic opportunities; and

(3) to conserve, interpret, and develop the archaeological, historical, cultural, natural, scenic, and recreational resources related to the unique ranching, industrial, and cultural heritage of the Great Basin, in a manner that promotes multiple uses permitted as of the date of enactment of this Act, without managing or regulating land use.

SEC. 291B. DEFINITIONS.

In this subtitle:

(1) GREAT BASIN.—The term "Great Basin" means the North American Great Basin.

(2) HERITAGE ROUTE.—The term "Heritage Route" means the Great Basin National Heritage Route established by section 291C(a).

(3) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means the Great Basin Heritage Route Partnership established by section 291C(c).

(4) MANAGEMENT PLAN.—The term "management plan" means the plan developed by the local coordinating entity under section 291E(a).

(5) SECRETARY.—The term "Secretary" means the Secretary of the Interior, acting through the Director of the National Park Service.

SEC. 291C. GREAT BASIN NATIONAL HERITAGE ROUTE.

(a) ESTABLISHMENT.—There is established the Great Basin National Heritage Route to provide the public with access to certain historical, cultural, natural, scenic, and recreational resources in White Pine County, Nevada, Millard County, Utah, and the Duckwater Shoshone Reservation in the State of Nevada, as designated by the local coordinating entity.

ignated by the local coordinating entity.
(b) BOUNDARIES.—The local coordinating entity shall determine the specific boundaries of the Heritage Route.

(c) LOCAL COORDINATING ENTITY.-

(1) IN GENERAL.—The Great Basin Heritage Route Partnership shall serve as the local coordinating entity for the Heritage Route.

(2) BOARD OF DIRECTORS.—The Great Basin Heritage Route Partnership shall be governed by a board of directors that consists of—

(A) 4 members who are appointed by the Board of County Commissioners for Millard County, Utah;

(B) 4 members who are appointed by the Board of County Commissioners for White Pine County, Nevada; and

(C) a representative appointed by each Native Amer-ican Tribe participating in the Heritage Route.

SEC. 291D. MEMORANDUM OF UNDERSTANDING.

(a) IN GENERAL.-In carrying out this subtitle, the Secretary, in consultation with the Governors of the States of Nevada and Utah and the tribal government of each Indian tribe participating in the Heritage Route, shall enter into a memorandum of understanding with the local coordinating entity.

(b) INCLUSIONS.—The memorandum of understanding shall include information relating to the objectives and management of the Heritage Route, including-

 a description of the resources of the Heritage Route;
 a discussion of the goals and objectives of the Heritage Route, including-

(A) an explanation of the proposed approach to con-servation, development, and interpretation; and

(B) a general outline of the anticipated protection and development measures; (3) a description of the local coordinating entity;

(4) a list and statement of the financial commitment of the initial partners to be involved in developing and implementing the management plan; and

(5) a description of the role of the States of Nevada and

Utah in the management of the Heritage Route. (c) ADDITIONAL REQUIREMENTS.—In developing the terms of the memorandum of understanding, the Secretary and the local coordinating entity shall-

(1) provide opportunities for local participation; and

(2) include terms that ensure, to the maximum extent practicable, timely implementation of all aspects of the memorandum of understanding.

(d) AMENDMENTS.-

(1) IN GENERAL.—The Secretary shall review any amend-ments of the memorandum of understanding proposed by the local coordinating entity or the Governor of the State of Nevada or Utah.

(2) USE OF FUNDS.—Funds made available under this subtitle shall not be expended to implement a change made by a proposed amendment described in paragraph (1) until the Secretary approves the amendment.

SEC. 291E. MANAGEMENT PLAN.

(a) IN GENERAL.-Not later than 3 years after the date on which funds are made available to carry out this subtitle, the local coordinating entity shall develop and submit to the Secretary for approval a management plan for the Heritage Route that-(1) specifies-

(A) any resources designated by the local coordinating entity under section 291C(a); and

(B) the specific boundaries of the Heritage Route, as determined under section 291C(b); and

(2) presents clear and comprehensive recommendations for the conservation, funding, management, and development of the Heritage Route.

(b) CONSIDERATIONS.—In developing the management plan, the local coordinating entity shall—

(1) provide for the participation of local residents, public agencies, and private organizations located within the counties of Millard County, Utah, White Pine County, Nevada, and the Duckwater Shoshone Reservation in the protection and development of resources of the Heritage Route, taking into consideration State, tribal, county, and local land use plans in existence on the date of enactment of this Act;

(2) identify sources of funding;

(3) include—

(A) a program for implementation of the management plan by the local coordinating entity, including—

(i) plans for restoration, stabilization, rehabilitation, and construction of public or tribal property; and

(ii) specific commitments by the identified partners
 referred to in section 291D(b)(4) for the first 5 years
 of operation; and

(B) an interpretation plan for the Heritage Route; and(4) develop a management plan that will not infringe onprivate property rights without the consent of the owner of the private property.

(c) FAILURE TO SUBMIT.—If the local coordinating entity fails to submit a management plan to the Secretary in accordance with subsection (a), the Heritage Route shall no longer qualify for Federal funding.

(d) APPROVAL AND DISAPPROVAL OF MANAGEMENT PLAN.-

(1) IN GENERAL.—Not later than 90 days after receipt of a management plan under subsection (a), the Secretary, in consultation with the Governors of the States of Nevada and Utah, shall approve or disapprove the management plan.

(2) CRITERIA.—In determining whether to approve a management plan, the Secretary shall consider whether the management plan—

(A) has strong local support from a diversity of landowners, business interests, nonprofit organizations, and governments associated with the Heritage Route;

(B) is consistent with and complements continued economic activity along the Heritage Route;

(C) has a high potential for effective partnership mechanisms;

(D) avoids infringing on private property rights; and(E) provides methods to take appropriate action to

ensure that private property rights are observed.

(3) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves a management plan under paragraph (1), the Secretary shall—

(A) advise the local coordinating entity in writing of the reasons for the disapproval;

(B) make recommendations for revisions to the management plan; and

 (\tilde{C}) not later than 90 days after the receipt of any proposed revision of the management plan from the local

coordinating entity, approve or disapprove the proposed revision.

(e) IMPLEMENTATION.—On approval of the management plan as provided in subsection (d)(1), the local coordinating entity, in conjunction with the Secretary, shall take appropriate steps to implement the management plan.

(f) AMENDMENTS.-

(1) IN GENERAL.—The Secretary shall review each amendment to the management plan that the Secretary determines may make a substantial change to the management plan.

(2) USE OF FUNDS.—Funds made available under this subtitle shall not be expended to implement an amendment described in paragraph (1) until the Secretary approves the amendment.

SEC. 291F. AUTHORITY AND DUTIES OF LOCAL COORDINATING ENTITY.

(a) AUTHORITIES.—The local coordinating entity may, for purposes of preparing and implementing the management plan, use funds made available under this subtitle to—

(1) make grants to, and enter into cooperative agreements with, a State (including a political subdivision), an Indian tribe, a private organization, or any person; and

(2) hire and compensate staff.

(b) DUTIES.—In addition to developing the management plan, the local coordinating entity shall-

(1) give priority to implementing the memorandum of understanding and the management plan, including taking steps to-

(A) assist units of government, regional planning organizations, and nonprofit organizations in-

(i) establishing and maintaining interpretive exhibits along the Heritage Route;

(ii) developing recreational resources along the Heritage Route;

(iii) increasing public awareness of and appreciation for the archaeological, historical, cultural, natural, scenic, and recreational resources and sites along the Heritage Route; and

(iv) if requested by the owner, restoring, stabilizing, or rehabilitating any private, public, or tribal historical building relating to the themes of the Herit-

age Route; (B) encourage economic viability and diversity along the Heritage Route in accordance with the objectives of the management plan; and

(C) encourage the installation of clear, consistent, and environmentally appropriate signage identifying access points and sites of interest along the Heritage Route; (2) consider the interests of diverse governmental, business,

and nonprofit groups associated with the Heritage Route;

(3) conduct public meetings in the region of the Heritage Route at least semiannually regarding the implementation of the management plan;

(4) submit substantial amendments (including any increase of more than 20 percent in the cost estimates for implementation) to the management plan to the Secretary for approval by the Secretary; and

(5) for any year for which Federal funds are received under this subtitle-

(A) submit to the Secretary a report that describes, for the year

(i) the accomplishments of the local coordinating entity;

(ii) the expenses and income of the local coordinating entity; and

(iii) each entity to which any loan or grant was made;

(B) make available for audit all records pertaining to the expenditure of the funds and any matching funds; and

(C) require, for all agreements authorizing the expenditure of Federal funds by any entity, that the receiving entity make available for audit all records pertaining to the expenditure of the funds.

(c) PROHIBITION ON THE ACQUISITION OF REAL PROPERTY.— The local coordinating entity shall not use Federal funds made available under this subtitle to acquire real property or any interest in real property.

(d) PROHIBITION ON THE REGULATION OF LAND USE.—The local coordinating entity shall not regulate land use within the Heritage Route.

SEC. 291G. DUTIES AND AUTHORITIES OF FEDERAL AGENCIES.

(a) TECHNICAL AND FINANCIAL ASSISTANCE.— (1) IN GENERAL.—The Secretary may, on request of the local coordinating entity, provide technical and financial assistance to develop and implement the management plan and memorandum of understanding.

(2) PRIORITY FOR ASSISTANCE.—In providing assistance under paragraph (1), the Secretary shall, on request of the local coordinating entity, give priority to actions that assist in-

(A) conserving the significant archaeological, historical, cultural, natural, scenic, and recreational resources of the Heritage Route; and

(B) providing education, interpretive, and recreational opportunities, and other uses consistent with those resources.

(b) APPLICATION OF FEDERAL LAW.—The establishment of the Heritage Route shall have no effect on the application of any Federal law to any property within the Heritage Route.

SEC. 291H. LAND USE REGULATION; APPLICABILITY OF FEDERAL LAW.

(a) LAND USE REGULATION.—Nothing in this subtitle-

(1) modifies, enlarges, or diminishes any authority of the Federal, State, tribal, or local government to regulate by law (including by regulation) any use of land; or

(2) grants any power of zoning or land use to the local coordinating entity.

(b) APPLICABILITY OF FEDERAL LAW.—Nothing in this subtitle– (1) imposes on the Heritage Route, as a result of the designation of the Heritage Route, any regulation that is not

applicable to the area within the Heritage Route as of the date of enactment of this Act; or

(2) authorizes any agency to promulgate a regulation that applies to the Heritage Route solely as a result of the designation of the Heritage Route under this subtitle.

SEC. 291I. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this subtitle \$10,000,000, of which not more than \$1,000,000 may be made available for any fiscal year.

(b) COST SHARING.—

(1) FEDERAL SHARE.—The Federal share of the cost of any activity assisted under this subtitle shall not exceed 50 percent.

(2) FORM OF NON-FEDERAL SHARE.—The non-Federal share may be in the form of in-kind contributions, donations, grants, and loans from individuals and State or local governments or agencies.

SEC. 291J. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

SEC. 291K. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Route until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(b) LANDOWNER WITHDRAW.—Any owner of private property included within the boundary of the Heritage Route shall have their property immediately removed from the boundary by submitting a written request to the management entity.

SEC. 291L. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this title shall be construed to—

(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

(2) modify any provision of Federal, State, or local law with regard to public access to or use of private property.

(b) LIABILITY.—Designation of the Heritage Route shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.
(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.—

(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this title shall be construed to modify the authority of Federal, State, or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE ROUTE.—Nothing in this title shall be construed to require the owner of any private property located within the boundaries of the Heritage Route to participate in or be associated with the Heritage Route.

(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the Heritage Route represent the area within which Federal funds appropriated for the purpose of this title may be expended. The establishment of the Heritage Route and its boundaries shall not

be construed to provide any nonexisting regulatory authority on land use within the Heritage Route or its viewshed by the Secretary, the National Park Service, or the management entity.

Subtitle I—Gullah/Geechee Heritage Corridor

SEC. 295. SHORT TITLE.

This subtitle may be cited as the "Gullah/Geechee Cultural Heritage Act".

SEC. 295A. PURPOSES.

The purposes of this subtitle are to— (1) recognize the important contributions made to American culture and history by African Americans known as the Gullah/ Geechee who settled in the coastal counties of South Carolina, Georgia, North Carolina, and Florida;

(2) assist State and local governments and public and private entities in South Carolina, Georgia, North Carolina, and Florida in interpreting the story of the Gullah/Geechee and preserving Gullah/Geechee folklore, arts, crafts, and music; and

(3) assist in identifying and preserving sites, historical data, artifacts, and objects associated with the Gullah/Geechee for the benefit and education of the public.

SEC. 295B. DEFINITIONS.

In this subtitle:

(1) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means the Gullah/Geechee Cultural Heritage Corridor Commission established by section 295D(a).

(2) HERITAGE CORRIDOR.—The term "Heritage Corridor" means the Gullah/Geechee Cultural Heritage Corridor established by section 295C(a).

(3) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

SEC. 295C. GULLAH/GEECHEE CULTURAL HERITAGE CORRIDOR.

(a) ESTABLISHMENT.—There is established the Gullah/Geechee Cultural Heritage Corridor.

(b) BOUNDARIES.-

(1) IN GENERAL.—The Heritage Corridor shall be comprised of those lands and waters generally depicted on a map entitled "Gullah/Geechee Cultural Heritage Corridor" numbered GGCHC 80,000 and dated September 2004. The map shall be on file and available for public inspection in the appropriate offices of the National Park Service and in an appropriate State office in each of the States included in the Heritage Corridor. The Secretary shall publish in the Federal Register, as soon as practicable after the date of enactment of this Act, a detailed description and map of the boundaries established under this subsection.

(2) REVISIONS.—The boundaries of the Heritage Corridor may be revised if the revision is-

(A) proposed in the management plan developed for the Heritage Corridor;

(B) approved by the Secretary in accordance with this subtitle; and

(C) placed on file in accordance with paragraph (1).(c) ADMINISTRATION.—The Heritage Corridor shall be administered in accordance with the provisions of this subtitle.

SEC. 295D. GULLAH/GEECHEE CULTURAL HERITAGE CORRIDOR COMMISSION.

(a) ESTABLISHMENT.—There is hereby established a local coordinating entity to be known as the "Gullah/Geechee Cultural Heritage Corridor Commission" whose purpose shall be to assist Federal, State, and local authorities in the development and implementation of a management plan for those land and waters specified in section 295C(b).

(b) MEMBERSHIP.—The local coordinating entity shall be composed of 15 members appointed by the Secretary as follows:

(1) Four individuals nominated by the State Historic Preservation Officer of South Carolina and two individuals each nominated by the State Historic Preservation Officer of each of Georgia, North Carolina, and Florida and appointed by the Secretary.

(2) Two individuals from South Carolina and one individual from each of Georgia, North Carolina, and Florida who are recognized experts in historic preservation, anthropology, and folklore, appointed by the Secretary.

(c) TERMS.—Members of the local coordinating entity shall be appointed to terms not to exceed 3 years. The Secretary may stagger the terms of the initial appointments to the local coordinating entity in order to assure continuity of operation. Any member of the local coordinating entity may serve after the expiration of their term until a successor is appointed. A vacancy shall be filled in the same manner in which the original appointment was made.

(d) TERMINATION.—The local coordinating entity shall terminate 10 years after the date of enactment of this Act.

SEC. 295E. OPERATION OF THE LOCAL COORDINATING ENTITY.

(a) DUTIES OF THE LOCAL COORDINATING ENTITY.—To further the purposes of the Heritage Corridor, the local coordinating entity shall—

(1) prepare and submit a management plan to the Secretary in accordance with section 295F;

(2) assist units of local government and other persons in implementing the approved management plan by—

(A) carrying out programs and projects that recognize, protect, and enhance important resource values within the Heritage Corridor;

(B) establishing and maintaining interpretive exhibits and programs within the Heritage Corridor;

(C) developing recreational and educational opportunities in the Heritage Corridor;

(D) increasing public awareness of and appreciation for the historical, cultural, natural, and scenic resources of the Heritage Corridor;

(E) protecting and restoring historic sites and buildings in the Heritage Corridor that are consistent with Heritage Corridor themes;

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(F) ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the Heritage Corridor; and

(G) promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the Heritage Corridor;

(3) consider the interests of diverse units of government, business, organizations, and individuals in the Heritage Corridor in the preparation and implementation of the management plan;

(4) conduct meetings open to the public at least quarterly regarding the development and implementation of the management plan;

(5) submit an annual report to the Secretary for any fiscal year in which the local coordinating entity receives Federal funds under this subtitle, setting forth its accomplishments, expenses, and income, including grants made to any other entities during the year for which the report is made;
(6) make available for audit for any fiscal year in which

(6) make available for audit for any fiscal year in which it receives Federal funds under this subtitle, all information pertaining to the expenditure of such funds and any matching funds, and require all agreements authorizing expenditures of Federal funds by other organizations, that the receiving organization make available for audit all records and other information pertaining to the expenditure of such funds; and

(7) encourage by appropriate means economic viability that is consistent with the purposes of the Heritage Corridor.(b) AUTHORITIES.—The local coordinating entity may, for the

(b) AUTHORITIES.—The local coordinating entity may, for the purposes of preparing and implementing the management plan, use funds made available under this subtitle to— (1) make grants to, and enter into cooperative agreements

(1) make grants to, and enter into cooperative agreements with, the States of South Carolina, North Carolina, Florida, and Georgia, political subdivisions of those States, a nonprofit organization, or any person;

(2) hire and compensate staff;

(3) obtain funds from any source including any that are provided under any other Federal law or program; and

(4) contract for goods and services.

SEC. 295F. MANAGEMENT PLAN.

(a) IN GENERAL.—The management plan for the Heritage Corridor shall—

(1) include comprehensive policies, strategies, and recommendations for conservation, funding, management, and development of the Heritage Corridor;

(2) take into consideration existing State, county, and local plans in the development of the management plan and its implementation;

(3) include a description of actions that governments, private organizations, and individuals have agreed to take to protect the historical, cultural, and natural resources of the Heritage Corridor;

(4) specify the existing and potential sources of funding to protect, manage, and develop the Heritage Corridor in the first 5 years of implementation;

(5) include an inventory of the historical, cultural, natural, resources of the Heritage Corridor related to the themes of

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the Heritage Corridor that should be preserved, restored, managed, developed, or maintained;

(6) recommend policies and strategies for resource management that consider and detail the application of appropriate land and water management techniques, including the development of intergovernmental and interagency cooperative agreements to protect the Heritage Corridor's historical, cultural, and natural resources;

(7) describe a program for implementation of the management plan including plans for resources protection, restoration, construction, and specific commitments for implementation that have been made by the local coordinating entity or any government, organization, or individual for the first 5 years of implementation;

(8) include an analysis and recommendations for the ways in which Federal, State, or local programs may best be coordinated to further the purposes of this subtitle; and

(9) include an interpretive plan for the Heritage Corridor.
(b) SUBMITTAL OF MANAGEMENT PLAN.—The local coordinating entity shall submit the management plan to the Secretary for approval not later than 3 years after funds are made available for this subtitle.

(c) FAILURE TO SUBMIT.—If the local coordinating entity fails to submit the management plan to the Secretary in accordance with subsection (b), the Heritage Corridor shall not qualify for Federal funding until the management plan is submitted.

(d) Approval or Disapproval of Management Plan.-

(1) IN GENERAL.—The Secretary shall approve or disapprove the management plan not later than 90 days after receiving the management plan.

the management plan. (2) CRITERIA.—In determining whether to approve the management plan, the Secretary shall consider whether—

(A) the local coordinating entity has afforded adequate opportunity, including public hearings, for public and governmental involvement in the preparation of the management plan;

(B) the resource preservation and interpretation strategies contained in the management plan would adequately protect the cultural and historic resources of the Heritage Corridor; and

(C) the Secretary has received adequate assurances from appropriate State and local officials whose support is needed to ensure the effective implementation of the State and local aspects of the plan.

(3) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves the management plan, the Secretary shall advise the local coordinating entity in writing of the reasons therefore and shall make recommendations for revisions to the management plan. The Secretary shall approve or disapprove a proposed revision not later than 60 days after the date it is submitted.

(4) APPROVAL OF AMENDMENTS.—Substantial amendments to the management plan shall be reviewed and approved by the Secretary in the same manner as provided in the original management plan. The local coordinating entity shall not use Federal funds authorized by this subtitle to implement any amendments until the Secretary has approved the amendments.

SEC. 295G. TECHNICAL AND FINANCIAL ASSISTANCE.

(a) IN GENERAL.-Upon a request of the local coordinating entity, the Secretary may provide technical and financial assistance

for the development and implementation of the management plan. (b) PRIORITY FOR ASSISTANCE.—In providing assistance under subsection (a), the Secretary shall give priority to actions that assist in-

(1) conserving the significant cultural, historical, and natural resources of the Heritage Corridor; and

(2) providing educational and interpretive opportunities consistent with the purposes of the Heritage Corridor. (c) Spending for Non-Federal Property.

(1) IN GENERAL.—The local coordinating entity may expend Federal funds made available under this subtitle on nonfederally owned property that is-

(A) identified in the management plan; or(B) listed or eligible for listing on the National Register for Historic Places.

(2) AGREEMENTS.—Any payment of Federal funds made pursuant to this subtitle shall be subject to an agreement that conversion, use, or disposal of a project so assisted for purposes contrary to the purposes of this subtitle, as determined by the Secretary, shall result in a right of the United States to compensation of all funds made available to that project or the proportion of the increased value of the project attrib-utable to such funds as determined at the time of such conversion, use, or disposal, whichever is greater.

SEC. 295H. DUTIES OF OTHER FEDERAL AGENCIES.

Any Federal agency conducting or supporting activities directly affecting the Heritage Corridor shall-

(1) consult with the Secretary and the local coordinating entity with respect to such activities;

(2) cooperate with the Secretary and the local coordinating entity in carrying out their duties under this subtitle and, to the maximum extent practicable, coordinate such activities with the carrying out of such duties; and

(3) to the maximum extent practicable, conduct or support such activities in a manner in which the local coordinating entity determines will not have an adverse effect on the Heritage Corridor.

SEC. 295I. COASTAL HERITAGE CENTERS.

In furtherance of the purposes of this subtitle and using the authorities made available under this subtitle, the local coordinating entity shall establish one or more Coastal Heritage Centers at appropriate locations within the Heritage Corridor in accordance with the preferred alternative identified in the Record of Decision for the Low Country Gullah Culture Special Resource Study and Environmental Impact Study, December 2003, and additional appropriate sites.

SEC. 295J. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.-Nothing in this subtitle shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this subtitle shall be construed

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to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

(b) LIABILITY.—Designation of the Heritage Corridor shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.

with respect to any persons injured on such private property owner with respect to any persons injured on such private property.
(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.—
Nothing in this subtitle shall be construed to modify any authority of Federal, State, or local governments to regulate land use.
(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE CORRIDOR.—Nothing in this subtitle shall be construed to require the owner of any private property located within the boundaries of the Heritage Corridor to participate in or be associated with the Heritage Corridor.

(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the Heritage Corridor represent the area within which Federal funds appropriated for the purpose of this subtitle shall be expended. The establishment of the Heritage Corridor and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the Heritage Corridor or its viewshed by the Secretary or the local coordinating entity.

viewshed by the Secretary or the local coordinating entity. (f) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Corridor until the owner of that private property has been notified in writing by the local coordinating entity and has given written consent for such preservation, conservation, or promotion to the local coordinating entity.

(g) LANDOWNER WITHDRAWAL.—Any owner of private property included within the boundary of the Heritage Corridor shall have their property immediately removed from within the boundary by submitting a written request to the local coordinating entity.

SEC. 295K. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated for the purposes of this subtitle not more than \$1,000,000 for any fiscal year. Not more than a total of \$10,000,000 may be appropriated for the Heritage Corridor under this subtitle.

(b) COST SHARE.—Federal funding provided under this subtitle may not exceed 50 percent of the total cost of any activity for which assistance is provided under this subtitle.

(c) IN-KIND CONTRIBUTIONS.—The Secretary may accept in-kind contributions as part of the non-Federal cost share of any activity for which assistance is provided under this subtitle.

SEC. 295L. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

Subtitle J—Crossroads of the American Revolution National Heritage Area

SEC. 297. SHORT TITLE.

This subtitle may be cited as the "Crossroads of the American Revolution National Heritage Area Act of 2006".

SEC. 297A. FINDINGS AND PURPOSES.

(a) FINDINGS.—Congress finds that—

(1) the State of New Jersey was critically important during the American Revolution because of the strategic location of the State between the British armies headquartered in New York City, New York, and the Continental Congress in the

city of Philadelphia, Pennsylvania; (2) General George Washington spent almost half of the period of the American Revolution personally commanding troops of the Continental Army in the State of New Jersey, including 2 severe winters spent in encampments in the area that is now Morristown National Historical Park, a unit of the National Park System;

(3) it was during the 10 crucial days of the American Revolution between December 25, 1776, and January 3, 1777, that General Washington, after retreating across the State of New Jersey from the State of New York to the Common-wealth of Pennsylvania in the face of total defeat, recrossed the Delaware River on the night of December 25, 1776, and went on to win crucial battles at Trenton and Princeton in the State of New Jersey;

(4) Thomas Paine, who accompanied the troops during the retreat, described the events during those days as "the times that try men's souls"; (5) the sites of 296 military engagements are located in

the State of New Jersey, including-

(A) several important battles of the American Revolution that were significant to

(i) the outcome of the American Revolution; and (ii) the history of the United States; and

(B) several national historic landmarks, including Washington's Crossing, the Old Trenton Barracks, and

Princeton, Monmouth, and Red Bank Battlefields; (6) additional national historic landmarks in the State of New Jersey include the homes of-

Richard Stockton, Joseph John (A) Hewes, Witherspoon, and Francis Hopkinson, signers of the Declaration of Independence;

(B) Elias Boudinout, President of the Continental Congress; and

(C) William Livingston, patriot and Governor of the State of New Jersey from 1776 to 1790;

(7) portions of the landscapes important to the strategies of the British and Continental armies, including waterways, mountains, farms, wetlands, villages, and roadways— (A) retain the integrity of the period of the American

Revolution; and

(B) offer outstanding opportunities for conservation, education, and recreation;

(8) the National Register of Historic Places lists 251 buildings and sites in the National Park Service study area for the Crossroads of the American Revolution that are associated with the period of the American Revolution;

(9) civilian populations residing in the State of New Jersey during the American Revolution suffered extreme hardships because of-

(A) the continuous conflict in the State;

(B) foraging armies; and

(C) marauding contingents of loyalist Tories and rebel sympathizers;

(10) because of the important role that the State of New Jersey played in the successful outcome of the American Revolution, there is a Federal interest in developing a regional framework to assist the State of New Jersey, local governments and organizations, and private citizens in—

(A) preserving and protecting cultural, historic, and natural resources of the period; and

(B) bringing recognition to those resources for the educational and recreational benefit of the present and future generations of citizens of the United States; and

(11) the National Park Service has conducted a national heritage area feasibility study in the State of New Jersey that demonstrates that there is a sufficient assemblage of nationally distinctive cultural, historic, and natural resources necessary to establish the Crossroads of the American Revolution National Heritage Area.

(b) PURPOSES.—The purposes of this subtitle are—

(1) to assist communities, organizations, and citizens in the State of New Jersey in preserving—

(A) the special historic identity of the State; and

(B) the importance of the State to the United States;(2) to foster a close working relationship among all levels

of government, the private sector, and local communities in the State; (3) to provide for the management preservation protection

(3) to provide for the management, preservation, protection, and interpretation of the cultural, historic, and natural resources of the State for the educational and inspirational benefit of future generations;

(4) to strengthen the value of Morristown National Historical Park as an asset to the State by—

(A) establishing a network of related historic resources, protected landscapes, educational opportunities, and events depicting the landscape of the State of New Jersey during the American Revolution; and

(B) establishing partnerships between Morristown National Historical Park and other public and privately owned resources in the Heritage Area that represent the strategic fulcrum of the American Revolution; and

(5) to authorize Federal financial and technical assistance for the purposes described in paragraphs (1) through (4).

SEC. 297B. DEFINITIONS.

In this subtitle:

(1) HERITAGE AREA.—The term "Heritage Area" means the Crossroads of the American Revolution National Heritage Area established by section 297C(a).

(2) LOCAL COORDINATING ENTITY.—The term "local coordinating entity" means the local coordinating entity for the Heritage Area designated by section 297C(d).

(3) MANAGEMENT PLAN.—The term "management plan" means the management plan for the Heritage Area developed under section 297D.

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(4) MAP.—The term "map" means the map entitled "Crossroads of the American Revolution National Heritage Area", numbered CRRE/80,000, and dated April 2002.

(5) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(6) STATE.—The term "State" means the State of New Jersey.

SEC. 297C. CROSSROADS OF THE AMERICAN REVOLUTION NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established in the State the Crossroads of the American Revolution National Heritage Area.
(b) BOUNDARIES.—The Heritage Area shall consist of the land

and water within the boundaries of the Heritage Area, as depicted on the map.

(c) AVAILABILITY OF MAP.—The map shall be on file and available for public inspection in the appropriate offices of the National Park Service.

(d) LOCAL COORDINATING ENTITY.—The Crossroads of the American Revolution Association, Inc., a nonprofit corporation in the State, shall be the local coordinating entity for the Heritage Area. SEC. 297D. MANAGEMENT PLAN.

(a) IN GENERAL.—Not later than 3 years after the date on which funds are made available to carry out this subtitle, the local coordinating entity shall develop and forward to the Secretary a management plan for the Heritage Area.

(b) REQUIREMENTS.—The management plan shall—

(1) include comprehensive policies, strategies, and recommendations for conservation, funding, management, and development of the Heritage Area;

(2) take into consideration existing State, county, and local plans;

(3) describe actions that units of local government, private organizations, and individuals have agreed to take to protect the cultural, historic, and natural resources of the Heritage Area;

(4) identify existing and potential sources of funding for the protection, management, and development of the Heritage Area during the first 5 years of implementation of the management plan; and

(5) include—

(A) an inventory of the cultural, educational, historic, natural, recreational, and scenic resources of the Heritage Area relating to the themes of the Heritage Area that should be restored, managed, or developed;

(B) recommendations of policies and strategies for resource management that result in—

(i) application of appropriate land and water management techniques; and

(ii) development of intergovernmental and interagency cooperative agreements to protect the cultural, educational, historic, natural, recreational, and scenic resources of the Heritage Area;

(C) a program of implementation of the management

plan that includes for the first 5 years of implementation— (i) plans for resource protection, restoration, construction; and

(ii) specific commitments for implementation that have been made by the local coordinating entity or any government, organization, or individual;

(D) an analysis of and recommendations for ways in which Federal, State, and local programs, including programs of the National Park Service, may be best coordinated to promote the purposes of this subtitle; and

(E) an interpretive plan for the Heritage Area.

(c) APPROVAL OR DISAPPROVAL OF MANAGEMENT PLAN.— (1) IN GENERAL.—Not later than 90 days after the date

of receipt of the management plan under subsection (a), the Secretary shall approve or disapprove the management plan. (2) CRITERIA.—In determining whether to approve the management plan, the Secretary shall consider whether—

(A) the Board of Directors of the local coordinating

entity is representative of the diverse interests of the Heritage Årea, including-

(i) governments;

(ii) natural and historic resource protection organizations;

(iii) educational institutions;

(iv) businesses; and

(v) recreational organizations;

(B) the local coordinating entity provided adequate opportunity for public and governmental involvement in the preparation of the management plan, including public hearings

(C) the resource protection and interpretation strategies in the management plan would adequately protect the cultural, historic, and natural resources of the Heritage Area; and

(D) the Secretary has received adequate assurances from the appropriate State and local officials whose support is needed to ensure the effective implementation of the State and local aspects of the management plan.

(3) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves the management plan under paragraph (1), the Secretary shall-

(A) advise the local coordinating entity in writing of the reasons for the disapproval;

(B) make recommendations for revisions to the management plan; and

 (\breve{C}) not later than 60 days after the receipt of any proposed revision of the management plan from the local coordinating entity, approve or disapprove the proposed revision.

(d) AMENDMENTS.—

(1) IN GENERAL.—The Secretary shall approve or disapprove each amendment to the management plan that the Secretary determines may make a substantial change to the management plan.

 $\left(2\right)$ USE OF FUNDS.—Funds made available under this subtitle shall not be expended by the local coordinating entity to implement an amendment described in paragraph (1) until the Secretary approves the amendment.

(e) IMPLEMENTATION.—On completion of the 3-year period described in subsection (a), any funding made available under this

subtitle shall be made available to the local coordinating entity only for implementation of the approved management plan.

SEC. 297E. AUTHORITIES, DUTIES, AND PROHIBITIONS APPLICABLE TO THE LOCAL COORDINATING ENTITY.

(a) AUTHORITIES.—For purposes of preparing and implementing the management plan, the local coordinating entity may use funds made available under this subtitle to-

(1) make grants to, provide technical assistance to, and enter into cooperative agreements with, the State (including a political subdivision), a nonprofit organization, or any other person:

(2) hire and compensate staff, including individuals with expertise in-

(A) cultural, historic, or natural resource protection; or

(B) heritage programming;(3) obtain funds or services from any source (including a Federal law or program);

(4) contract for goods or services; and

(5) support any other activity-

(Â) that furthers the purposes of the Heritage Area; and

(B) that is consistent with the management plan.

(b) DUTIES.—In addition to developing the management plan, the local coordinating entity shall-

(1) assist units of local government, regional planning organizations, and nonprofit organizations in implementing the approved management plan by-

(A) carrying out programs and projects that recognize, protect, and enhance important resource values in the Heritage Area;

(B) establishing and maintaining interpretive exhibits and programs in the Heritage Area;

(C) developing recreational and educational opportunities in the Heritage Area;

(D) increasing public awareness of and appreciation for cultural, historic, and natural resources of the Heritage Area;

(E) protecting and restoring historic sites and buildings that are-

(i) located in the Heritage Area; and

(ii) related to the themes of the Heritage Area; (F) ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are installed throughout the Heritage Area; and

(G) promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the Heritage Area;

(2) in preparing and implementing the management plan, consider the interests of diverse units of government, businesses, organizations, and individuals in the Heritage Area;

(3) conduct public meetings at least semiannually regarding the development and implementation of the management plan;

(4) for any fiscal year for which Federal funds are received under this subtitle-

(A) submit to the Secretary a report that describes for the year—

(i) the accomplishments of the local coordinating entity;

(ii) the expenses and income of the local coordinating entity; and

(iii) each entity to which a grant was made;

(B) make available for audit all information relating to the expenditure of the funds and any matching funds; and

(C) require, for all agreements authorizing expenditures of Federal funds by any entity, that the receiving entity make available for audit all records and other information relating to the expenditure of the funds;

(5) encourage, by appropriate means, economic viability that is consistent with the purposes of the Heritage Area; and

(6) maintain headquarters for the local coordinating entity at Morristown National Historical Park and in Mercer County. (c) PROHIBITION ON THE ACQUISITION OF REAL PROPERTY.—

(1) FEDERAL FUNDS.—The local coordinating entity shall not use Federal funds made available under this subtitle to acquire real property or any interest in real property.

(2) OTHER FUNDS.—Notwithstanding paragraph (1), the local coordinating entity may acquire real property or an interest in real property using any other source of funding, including other Federal funding.

SEC. 297F. TECHNICAL AND FINANCIAL ASSISTANCE; OTHER FEDERAL AGENCIES.

(a) TECHNICAL AND FINANCIAL ASSISTANCE.—

(1) IN GENERAL.—On the request of the local coordinating entity, the Secretary may provide technical and financial assistance to the Heritage Area for the development and implementation of the management plan.

(2) PRIORITY FOR ASSISTANCE.—In providing assistance under paragraph (1), the Secretary shall give priority to actions that assist in—

(A) conserving the significant cultural, historic, natural, and scenic resources of the Heritage Area; and

(B) providing educational, interpretive, and recreational opportunities consistent with the purposes of the Heritage Area.

(3) OPERATIONAL ASSISTANCE.—Subject to the availability of appropriations, the Superintendent of Morristown National Historical Park may, on request, provide to public and private organizations in the Heritage Area, including the local coordinating entity, any operational assistance that is appropriate for the purpose of supporting the implementation of the management plan.

(4) PRESERVATION OF HISTORIC PROPERTIES.—To carry out the purposes of this subtitle, the Secretary may provide assistance to a State or local government or nonprofit organization to provide for the appropriate treatment of—

(A) historic objects; or

(B) structures that are listed or eligible for listing on the National Register of Historic Places.

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(5) COOPERATIVE AGREEMENTS.—The Secretary may enter into cooperative agreements with the local coordinating entity and other public or private entities to carry out this subsection.

(b) OTHER FEDERAL AGENCIES.—Any Federal agency conducting or supporting an activity that directly affects the Heritage Area shall—

(1) consult with the Secretary and the local coordinating entity regarding the activity;

(2)(A) cooperate with the Secretary and the local coordinating entity in carrying out the of the Federal agency under this subtitle; and

(B) to the maximum extent practicable, coordinate the activity with the carrying out of those duties; and

(3) to the maximum extent practicable, conduct the activity to avoid adverse effects on the Heritage Area.

SEC. 297G. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this subtitle \$10,000,000, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) COST-SHARING REQUIREMENT.—The Federal share of the cost of any activity assisted under this subtitle shall be not more than 50 percent.

SEC. 297H. TERMINATION OF AUTHORITY.

The authority of the Secretary to provide assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

SEC. 297I. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(b) LANDOWNER WITHDRAW.—Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity.

SEC. 297J. PRIVATE PROPERTY PROTECTION.

(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this title shall be construed to—

(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

(2) modify any provision of Federal, State, or local law with regard to public access to or use of private property. (b) LIABULTY.—Designation of the Heritage Area shall not be

(b) LIABILITY.—Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.
(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.—

(c) RECOGNITION OF AUTHORITY TO CONTROL LAND USE.— Nothing in this title shall be construed to modify the authority of Federal, State, or local governments to regulate land use.

(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN HERITAGE AREA.—Nothing in this title shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area.

(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the Heritage Area represent the area within which Federal funds appropriated for the purpose of this title may be expended. The establishment of the Heritage Area and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the Heritage Area or its viewshed by the Secretary, the National Park Service, or the management entity.

TITLE III—NATIONAL HERITAGE AREA STUDIES

Subtitle A—Western Reserve Heritage Area Study

SEC. 301. SHORT TITLE.

This subtitle may be cited as the "Western Reserve Heritage Areas Study Act".

SEC. 302. NATIONAL PARK SERVICE STUDY REGARDING THE WESTERN RESERVE, OHIO.

(a) FINDINGS.—The Congress finds the following:

(1) The area that encompasses the modern-day counties of Trumbull, Mahoning, Ashtabula, Portage, Geagua, Lake, Cuyahoga, Summit, Medina, Huron, Lorain, Erie, Ottawa, and Ashland in Ohio with the rich history in what was once the Western Reserve, has made a unique contribution to the cultural, political, and industrial development of the United States.

(2) The Western Reserve is distinctive as the land settled by the people of Connecticut after the Revolutionary War. The Western Reserve holds a unique mark as the original wilderness land of the West that many settlers migrated to in order to begin life outside of the original 13 colonies.

(3) The Western Reserve played a significant role in providing land to the people of Connecticut whose property and land was destroyed during the Revolution. These settlers were descendants of the brave immigrants who came to the Americas in the 17th century.

(4) The Western Reserve offered a new destination for those who moved west in search of land and prosperity. The agricultural and industrial base that began in the Western Reserve still lives strong in these prosperous and historical counties.

(5) The heritage of the Western Reserve remains transfixed in the counties of Trumbull, Mahoning, Ashtabula, Portage, Geagua, Lake, Cuyahoga, Summit, Medina, Huron, Lorain, Erie, Ottawa, and Ashland in Ohio. The people of these counties are proud of their heritage as shown through the unwavering attempts to preserve agricultural land and the industrial foundation that has been embedded in this region since the

establishment of the Western Reserve. Throughout these counties, historical sites, and markers preserve the unique traditions and customs of its original heritage.

(6) The counties that encompass the Western Reserve continue to maintain a strong connection to its historic past as seen through its preservation of its local heritage, including historic homes, buildings, and centers of public gatherings.
(7) There is a need for assistance for the preservation

(7) There is a need for assistance for the preservation and promotion of the significance of the Western Reserve as the natural, historic and cultural heritage of the counties of Trumbull, Mahoning, Ashtabula, Portage, Geagua, Lake, Cuyahoga, Summit, Medina, Huron, Lorain, Erie, Ottawa and Ashland in Ohio.

(8) The Department of the Interior is responsible for protecting the Nation's cultural and historical resources. There are significant examples of such resources within these counties and what was once the Western Reserve to merit the involvement of the Federal Government in the development of programs and projects, in cooperation with the State of Ohio and other local governmental entities, to adequately conserve, protect, and interpret this heritage for future generations, while providing opportunities for education and revitalization.

(b) STUDY.—

(1) IN GENERAL.—The Secretary, acting through the National Park Service Rivers, Trails, and Conservation Assistance Program, Midwest Region, and in consultation with the State of Ohio, the counties of Trumbull, Mahoning, Ashtabula, Portage, Geagua, Lake, Cuyahoga, Summit, Medina, Huron, Lorain, Erie, Ottawa, and Ashland, and other appropriate organizations, shall carry out a study regarding the suitability and feasibility of establishing the Western Reserve Heritage Area in these counties in Ohio.

(2) CONTENTS.—The study shall include analysis and documentation regarding whether the Study Area—

(A) has an assemblage of natural, historic, and cultural resources that together represent distinctive aspects of American heritage worthy of recognition, conservation, interpretation, and continuing use, and are best managed through partnerships among public and private entities and by combining diverse and sometimes noncontiguous resources and active communities;

(B) reflects traditions, customs, beliefs, and folklife that are a valuable part of the national story;

(C) provides outstanding opportunities to conserve natural, historic, cultural, or scenic features;

(D) provides outstanding recreational and educational opportunities;

(E) contains resources important to the identified theme or themes of the Study Area that retain a degree of integrity capable of supporting interpretation;

(F) includes residents, business interests, nonprofit organizations, and local and State governments that are involved in the planning, have developed a conceptual financial plan that outlines the roles for all participants, including the Federal Government, and have demonstrated support for the concept of a national heritage area;

(G) has a potential local coordinating entity to work in partnership with residents, business interests, nonprofit organizations, and local and State governments to develop a national heritage area consistent with continued local and State economic activity;

(H) has a conceptual boundary map that is supported by the public; and

(I) has potential or actual impact on private property

(c) has potential of actual impact on private property located within or abutting the Study Area.
(c) BOUNDARIES OF THE STUDY AREA.—The Study Area shall be comprised of the counties of Trumbull, Mahoning, Ashtabula, Portage, Geagua, Lake, Cuyahoga, Summit, Medina, Huron, Lorain, Erie, Ottawa, and Ashland in Ohio.

Subtitle B—St. Croix National Heritage Area Study

SEC. 311. SHORT TITLE.

This subtitle may be cited as the "St. Croix National Heritage Area Study Act".

SEC. 312. STUDY.

(a) IN GENERAL.—The Secretary of the Interior, in consultation with appropriate State historic preservation officers, States historical societies, and other appropriate organizations, shall conduct a study regarding the suitability and feasibility of designating the island of St. Croix as the St. Croix National Heritage Area. The study shall include analysis, documentation, and determination regarding whether the island of St. Croix— (1) has an assemblage of natural, historic, and cultural

resources that together represent distinctive aspects of American heritage worthy of recognition, conservation, interpretation, and continuing use, and are best managed through partnerships among public and private entities and by combining diverse and sometimes noncontiguous resources and active communities;

(2) reflects traditions, customs, beliefs, and folklife that are a valuable part of the national story;

(3) provides outstanding opportunities to conserve natural, historic, cultural, or scenic features;

(4) provides outstanding recreational and educational opportunities;

(5) contains resources important to the identified theme or themes of the island of St. Croix that retain a degree of integrity capable of supporting interpretation;

(6) includes residents, business interests, nonprofit organizations, and local and State governments that are involved in the planning, have developed a conceptual financial plan that outlines the roles of all participants (including the Federal Government), and have demonstrated support for the concept of a national heritage area;

 $(\bar{7})$ has a potential local coordinating entity to work in partnership with residents, business interests, nonprofit organizations, and local and State governments to develop a national heritage area consistent with continued local and State economic activity; and

(8) has a conceptual boundary map that is supported by the public.

(b) REPORT.-Not later than 3 fiscal years after the date on which funds are first made available for this section, the Secretary of the Interior shall submit to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate a report on the findings, conclusions, and recommendations of the study.

(c) PRIVATE PROPERTY.—In conducting the study required by this section, the Secretary of the Interior shall analyze the potential impact that designation of the area as a national heritage area is likely to have on land within the proposed area or bordering the proposed area that is privately owned at the time that the study is conducted.

Subtitle C—Southern Campaign of the Revolution

SEC. 321. SHORT TITLE.

This subtitle may be cited as the "Southern Campaign of the Revolution Heritage Area Study Act".

SEC. 322. SOUTHERN CAMPAIGN OF THE REVOLUTION HERITAGE AREA STUDY.

(a) STUDY.—The Secretary of the Interior, in consultation with appropriate State historic preservation officers, States historical societies, the South Carolina Department of Parks, Recreation, and Tourism, and other appropriate organizations, shall conduct a study regarding the suitability and feasibility of designating the study area described in subsection (b) as the Southern Campaign of the Revolution Heritage Area. The study shall include analysis, docu-(1) has an assemblage of natural, historic, and cultural

resources that together represent distinctive aspects of American heritage worthy of recognition, conservation, interpretation, and continuing use, and are best managed through part-nerships among public and private entities and by combining diverse and sometimes noncontiguous resources and active communities;

(2) reflects traditions, customs, beliefs, and folklife that are a valuable part of the national story; (3) provides outstanding opportunities to conserve natural,

historic, cultural, or scenic features;

(4) provides outstanding recreational and educational opportunities;

(5) contains resources important to the identified theme or themes of the study area that retain a degree of integrity capable of supporting interpretation;

(6) includes residents, business interests, nonprofit organizations, and local and State governments that are involved in the planning, have developed a conceptual financial plan that outlines the roles of all participants (including the Federal Government), and have demonstrated support for the concept of a national heritage area;

 $(\bar{7})$ has a potential local coordinating entity to work in partnership with residents, business interests, nonprofit

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organizations, and local and State governments to develop a national heritage area consistent with continued local and State economic activity; and

(8) has a conceptual boundary map that is supported by the public.

(b) STUDY AREA.—

(1) IN GENERAL.—

(A) SOUTH CAROLINA.—The study area shall include the following counties in South Carolina: Anderson, Pickens, Greenville County, Spartanburg, Cherokee County, Greenwood, Laurens, Union, York, Chester, Darlington, Florence, Chesterfield, Marlboro, Fairfield, Richland, Lancaster, Kershaw, Sumter, Orangeburg, Georgetown, Dorchester, Colleton, Charleston, Beaufort, Calhoun, Clarendon, and Williamsburg.

Clarendon, and Williamsburg. (B) NORTH CAROLINA.—The study area may include sites and locations in North Carolina as appropriate.

(2) SPECIFIC SITES.—The heritage area may include the following sites of interest:

(A) NATIONAL PARK SERVICE SITE.—Kings Mountain National Military Park, Cowpens National Battlefield, Fort Moultrie National Monument, Charles Pickney National Historic Site, and Ninety Six National Historic Site as well as the National Park Affiliate of Historic Camden Revolutionary War Site.

(B) STATE-MAINTAINED SITES.—Colonial Dorchester State Historic Site, Eutaw Springs Battle Site, Hampton Plantation State Historic Site, Landsford Canal State Historic Site, Andrew Jackson State Park, and Musgrove Mill State Park.

(C) COMMUNITIES.—Charleston, Beaufort, Georgetown, Kingstree, Cheraw, Camden, Winnsboro, Orangeburg, and Cayce.

(D) OTHER KEY SITES OPEN TO THE PUBLIC.—Middleton Place, Goose Creek Church, Hopsewee Plantation, Walnut

Grove Plantation, Fort Watson, and Historic Brattonsville. (c) REPORT.—Not later than 3 fiscal years after the date on which funds are first made available to carry out this subtitle, the Secretary of the Interior shall submit to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate a report on the findings, conclusions, and recommendations of the study.

SEC. 323. PRIVATE PROPERTY.

In conducting the study required by this subtitle, the Secretary of the Interior shall analyze the potential impact that designation of the area as a national heritage area is likely to have on land within the proposed area or bordering the proposed area that is privately owned at the time that the study is conducted.

TITLE IV—ILLINOIS AND MICHIGAN CANAL NATIONAL HERITAGE COR-**RIDOR ACT AMENDMENTS**

SEC. 401. SHORT TITLE.

This title may be cited as the "Illinois and Michigan Canal National Heritage Corridor Act Amendments of 2006".

SEC. 402. TRANSITION AND PROVISIONS FOR NEW LOCAL COORDI-NATING ENTITY.

The Illinois and Michigan Canal National Heritage Corridor Act of 1984 (Public Law 98-398; 16 U.S.C. 461 note) is amended as follows:

(1) In section 103—

(A) in paragraph (8), by striking "and";
(B) in paragraph (9), by striking the period and inserting "; and"; and
(C) by adding at the end the following:

"(10) the term 'Association' means the Canal Corridor Association (an organization described under section 501(c)(3)of the Internal Revenue Code of 1986 and exempt from taxation under section 501(a) of such Code)."

(2) By adding at the end of section 112 the following new paragraph:

(7) The Secretary shall enter into a memorandum of understanding with the Association to help ensure appropriate transition of the local coordinating entity to the Association and coordination with the Association regarding that role.".

(3) By adding at the end the following new sections:

"SEC. 119. ASSOCIATION AS LOCAL COORDINATING ENTITY.

"Upon the termination of the Commission, the local coordinating entity for the corridor shall be the Association.

"SEC. 120. DUTIES AND AUTHORITIES OF ASSOCIATION.

"For purposes of preparing and implementing the management plan developed under section 121, the Association may use Federal funds made available under this title-

"(1) to make loans and grants to, and enter into cooperative agreements with, States and their political subdivisions, private organizations, or any person;

(2) to hire, train, and compensate staff; and

"(3) to enter into contracts for goods and services.

"SEC. 121. DUTIES OF THE ASSOCIATION.

"The Association shall-

"(1) develop and submit to the Secretary for approval under section 123 a proposed management plan for the corridor not later than 2 years after Federal funds are made available for this purpose;

"(2) give priority to implementing actions set forth in the management plan, including taking steps to assist units of local government, regional planning organizations, and other organizations-

"(A) in preserving the corridor;

"(B) in establishing and maintaining interpretive exhibits in the corridor;

"(C) in developing recreational resources in the cor-

ridor; "(D) in increasing public awareness of and appreciation "(D) in increasing public awareness of and appreciation for the natural, historical, and architectural resources and sites in the corridor; and

"(E) in facilitating the restoration of any historic building relating to the themes of the corridor;

"(3) encourage by appropriate means economic viability in the corridor consistent with the goals of the management

plan; "(4) consider the interests of diverse governmental, business, and other groups within the corridor; "(5) conduct public meetings at least quarterly regarding

the implementation of the management plan;

"(6) submit substantial changes (including any increase of more than 20 percent in the cost estimates for implementation) to the management plan to the Secretary; and

"(7) for any year in which Federal funds have been received under this title-

"(A) submit an annual report to the Secretary setting forth the Association's accomplishments, expenses and income, and the identity of each entity to which any loans and grants were made during the year for which the report is made;

"(B) make available for audit all records pertaining to the expenditure of such funds and any matching funds; and

"(C) require, for all agreements authorizing expendi-ture of Federal funds by other organizations, that the receiving organizations make available for audit all records pertaining to the expenditure of such funds.

"SEC. 122. USE OF FEDERAL FUNDS.

"(a) IN GENERAL.-The Association shall not use Federal funds received under this title to acquire real property or an interest in real property.

"(b) OTHER SOURCES.—Nothing in this title precludes the Association from using Federal funds from other sources for authorized purposes.

"SEC. 123. MANAGEMENT PLAN.

"(a) PREPARATION OF MANAGEMENT PLAN.—Not later than 2 years after the date that Federal funds are made available for this purpose, the Association shall submit to the Secretary for approval a proposed management plan that shall-

"(1) take into consideration State and local plans and involve residents, local governments and public agencies, and private organizations in the corridor;

"(2) present comprehensive recommendations for the corridor's conservation, funding, management, and development;

(3) include actions proposed to be undertaken by units of government and nongovernmental and private organizations to protect the resources of the corridor;

"(4) specify the existing and potential sources of funding to protect, manage, and develop the corridor; and

"(5) include—

"(A) identification of the geographic boundaries of the corridor;

"(B) a brief description and map of the corridor's overall concept or vision that show key sites, visitor facilities and attractions, and physical linkages;

'(C) identification of overall goals and the strategies and tasks intended to reach them, and a realistic schedule for completing the tasks;

"(D) a listing of the key resources and themes of the corridor:

"(E) identification of parties proposed to be responsible for carrying out the tasks; "(F) a financial plan and other information on costs

and sources of funds;

'(G) a description of the public participation process used in developing the plan and a proposal for public participation in the implementation of the management

plan; "(H) a mechanism and schedule for updating the plan based on actual progress;

"(I) a bibliography of documents used to develop the management plan; and

"(J) a discussion of any other relevant issues relating to the management plan. "(b) DISQUALIFICATION FROM FUNDING.—If a proposed manage-

ment plan is not submitted to the Secretary within 2 years after the date that Federal funds are made available for this purpose, the Association shall be ineligible to receive additional funds under this title until the Secretary receives a proposed management plan from the Association.

(c) APPROVAL OF MANAGEMENT PLAN.—The Secretary shall approve or disapprove a proposed management plan submitted under this title not later than 180 days after receiving such proposed management plan. If action is not taken by the Secretary within the time period specified in the preceding sentence, the management plan shall be deemed approved. The Secretary shall consult with the local entities representing the diverse interests of the corridor including governments, natural and historic resource protection organizations, educational institutions, businesses, recreational organizations, community residents, and private property owners prior to approving the management plan. The Association shall conduct semi-annual public meetings, workshops, and hearings to provide adequate opportunity for the public and local and governmental entities to review and to aid in the preparation and implementation of the management plan.

(d) EFFECT OF APPROVAL.—Upon the approval of the management plan as provided in subsection (c), the management plan shall supersede the conceptual plan contained in the National Park Service report.

"(e) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves a proposed management plan within the time period specified in subsection (c), the Secretary shall advise the Association in writing of the reasons for the disapproval and shall make recommendations for revisions to the proposed management plan. "(f) APPROVAL OF AMENDMENTS.—The Secretary shall review

and approve all substantial amendments (including any increase of more than 20 percent in the cost estimates for implementation)

to the management plan. Funds made available under this title may not be expended to implement any changes made by a substantial amendment until the Secretary approves that substantial amendment.

"SEC. 124. TECHNICAL AND FINANCIAL ASSISTANCE; OTHER FEDERAL AGENCIES.

"(a) TECHNICAL AND FINANCIAL ASSISTANCE.—Upon the request of the Association, the Secretary may provide technical assistance, on a reimbursable or nonreimbursable basis, and financial assistance to the Association to develop and implement the management plan. The Secretary is authorized to enter into cooperative agreements with the Association and other public or private entities for this purpose. In assisting the Association, the Secretary shall give priority to actions that in general assist in—

"(1) conserving the significant natural, historic, cultural, and scenic resources of the corridor; and

"(2) providing educational, interpretive, and recreational opportunities consistent with the purposes of the corridor.

(b) DUTIES OF OTHER FEDERAL AGENCIES.—Any Federal agency conducting or supporting activities directly affecting the corridor shall—

"(1) consult with the Secretary and the Association with respect to such activities;

"(2) cooperate with the Secretary and the Association in carrying out their duties under this title;

"(3) to the maximum extent practicable, coordinate such activities with the carrying out of such duties; and

"(4) to the maximum extent practicable, conduct or support such activities in a manner which the Association determines is not likely to have an adverse effect on the corridor.

"SEC. 125. AUTHORIZATION OF APPROPRIATIONS.

"(a) IN GENERAL.—To carry out this title there is authorized to be appropriated \$10,000,000, except that not more than \$1,000,000 may be appropriated to carry out this title for any fiscal year.

"(b) 50 PERCENT MATCH.—The Federal share of the cost of activities carried out using any assistance or grant under this title shall not exceed 50 percent of that cost.

"SEC. 126. SUNSET.

"The authority of the Secretary to provide assistance under this title terminates on the date that is 15 years after the date of enactment of this section.".

SEC. 403. PRIVATE PROPERTY PROTECTION.

The Illinois and Michigan Canal National Heritage Corridor Act of 1984 is further amended by adding after section 126 (as added by section 402) the following new sections:

"SEC. 127. REQUIREMENTS FOR INCLUSION OF PRIVATE PROPERTY.

"(a) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED.—No privately owned property shall be preserved, conserved, or promoted by the management plan for the corridor until the owner of that private property has been notified in writing by the Association and has given written consent for such preservation, conservation, or promotion to the Association.

"(b) LANDOWNER WITHDRAWAL.—Any owner of private property included within the boundary of the corridor, and not notified under subsection (a), shall have their property immediately removed from the boundary of the corridor by submitting a written request to the Association.

"SEC. 128. PRIVATE PROPERTY PROTECTION.

"(a) ACCESS TO PRIVATE PROPERTY.—Nothing in this title shall be construed to-

"(1) require any private property owner to allow public access (including Federal, State, or local government access) to such private property; or

"(2) modify any provision of Federal, State, or local law with regard to public access to or use of private property.

"(b) LIABILITY.-Designation of the corridor shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.

(c) Recognition of Authority To Control Land Use.-Nothing in this title shall be construed to modify the authority of Federal, State, or local governments to regulate land use.

"(d) PARTICIPATION OF PRIVATE PROPERTY OWNERS IN COR-RIDOR.—Nothing in this title shall be construed to require the owner of any private property located within the boundaries of the corridor to participate in or be associated with the corridor.

"(e) EFFECT OF ESTABLISHMENT.—The boundaries designated for the corridor represent the area within which Federal funds appropriated for the purpose of this title may be expended. The establishment of the corridor and its boundaries shall not be construed to provide any nonexisting regulatory authority on land use within the corridor or its viewshed by the Secretary, the National Park Service, or the Association.".

SEC. 404. TECHNICAL AMENDMENTS.

Section 116 of Illinois and Michigan Canal National Heritage Corridor Act of 1984 is amended-

(1) by striking subsection (b); and

(2) in subsection (a)-

(A) by striking "(a)" and all that follows through "For each" and inserting "(a) For each";
(B) by striking "Commission" and inserting "Associa-

tion"

(C) by striking "Commission's" and inserting "Association's"

(D) by redesignating paragraph (2) as subsection (b); and

(E) by redesignating subparagraphs (A) and (B) as paragraphs (1) and (2), respectively.

TITLE V—MOKELUMNE RIVER FEASIBILITY STUDY

SEC. 501. AUTHORIZATION OF MOKELUMNE RIVER REGIONAL WATER STORAGE AND CONJUNCTIVE USE PROJECT STUDY.

Pursuant to the Reclamation Act of 1902 (32 Stat. 388) and Acts amendatory thereof and supplemental thereto, not later than

2 years after the date of the enactment of this Act, the Secretary of the Interior (hereafter in this title referred to as the "Secretary"), through the Bureau of Reclamation, and in consultation and cooperation with the Mokelumne River Water and Power Authority, shall complete and submit to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate copies of a study to determine the feasibility of constructing a project to provide additional water supply and improve water management reliability through the development of new water storage and conjunctive use programs.

SEC. 502. USE OF REPORTS AND OTHER INFORMATION.

In developing the study under section 501, the Secretary shall use, as appropriate, reports and any other relevant information supplied by the Mokelumne River Water and Power Authority, the East Bay Municipal Utility District, and other Mokelumne River Forum stakeholders.

SEC. 503. COST SHARES.

(a) FEDERAL SHARE.—The Federal share of the costs of the study conducted under this title shall not exceed 50 percent of the total cost of the study.

(b) IN-KIND CONTRIBUTIONS.—The Secretary shall accept, as appropriate, such in-kind contributions of goods or services from the Mokelumne River Water and Power Authority as the Secretary determines will contribute to the conduct and completion of the study conducted under this title. Goods and services accepted under this section shall be counted as part of the non-Federal cost share for that study.

SEC. 504. WATER RIGHTS.

Nothing in this title shall be construed to invalidate, preempt, or create any exception to State water law, State water rights, or Federal or State permitted activities or agreements.

SEC. 505. AUTHORIZATION OF APPROPRIATIONS.

There is authorized to be appropriated to the Secretary \$3,300,000 for the Federal cost share of the study conducted under this title.

TITLE VI—DELAWARE NATIONAL COASTAL SPECIAL RESOURCES STUDY

SEC. 601. SHORT TITLE.

This title may be cited as the "Delaware National Coastal Special Resources Study Act".

SEC. 602. STUDY.

(a) IN GENERAL.—The Secretary of the Interior (referred to in this title as the "Secretary") shall conduct a special resources study of the national significance, suitability, and feasibility of including sites in the coastal region of the State of Delaware in the National Park System.

(b) INCLUSION OF SITES IN THE NATIONAL PARK SYSTEM.— The study under subsection (a) shall include an analysis and any recommendations of the Secretary concerning the suitability and feasibility of designating 1 or more of the sites along the Delaware

coast, including Fort Christina, as a unit of the National Park System that relates to the themes described in section 603.

(c) STUDY GUIDELINES.—In conducting the study authorized under subsection (a), the Secretary shall use the criteria for the study of areas for potential inclusion in the National Park System contained in section 8 of Public Law 91–383 (16 U.S.C. 1a–5).

(d) CONSULTATION.—In preparing and conducting the study under subsection (a), the Secretary shall consult with—

(1) the State of Delaware;

(2) the coastal region communities;

(3) owners of private property that would likely be impacted by a National Park Service designation; and

(4) the general public.

SEC. 603. THEMES.

The study authorized under section 602 shall evaluate sites along the coastal region of the State of Delaware that relate to—

(1) the history of indigenous peoples, which would explore the history of Native American tribes of Delaware, such as the Nanticoke and Lenni Lenape;

(2) the colonization and establishment of the frontier, which would chronicle the first European settlers in the Delaware Valley who built fortifications for the protection of settlers, such as Fort Christina;

(3) the founding of a nation, which would document the contributions of Delaware to the development of our constitutional republic;

(4) industrial development, which would investigate the exploitation of water power in Delaware with the mill development on the Brandywine River;

(5) transportation, which would explore how water served as the main transportation link, connecting Colonial Delaware with England, Europe, and other colonies;

(6) coastal defense, which would document the collection of fortifications spaced along the river and bay from Fort Delaware on Pea Patch Island to Fort Miles near Lewes;

(7) the last stop to freedom, which would detail the role Delaware has played in the history of the Underground Railroad network; and

(8) the coastal environment, which would examine natural resources of Delaware that provide resource-based recreational opportunities such as crabbing, fishing, swimming, and boating.

SEC. 604. REPORT.

Not later than 2 years after funds are made available to carry out this title under section 605, the Secretary shall submit to the Committee on Energy and Natural Resources of the Senate and the Committee on Resources of the House of Representatives a report containing the findings, conclusions, and recommendations of the study conducted under section 602.

TITLE VII—JOHN H. CHAFEE BLACK-STONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR REAUTHORIZA-TION

SEC. 701. SHORT TITLE.

This title may be cited as the "John H. Chafee Blackstone River Valley National Heritage Corridor Reauthorization Act of 2006".

SEC. 702. JOHN H. CHAFEE BLACKSTONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR.

(a) COMMISSION MEMBERSHIP.—Section 3(b) of Public Law 99-647 (16 U.S.C. 461 note) is amended-

(1) by striking "nineteen members" and inserting "25 members'

(2) in paragraph (2)—

(A) by striking "six" and inserting "6"; and (B) by striking "Department of Environmental Management Directors from Rhode Island and Massachusetts" and inserting "the Director of the Rhode Island Department of Environmental Management and the Secretary of the Massachusetts Executive Office of Environmental Affairs"; (3) in paragraph (3)-

(A) by striking "four" each place it appears and inserting "5"; and

(B) by striking "and" after the semicolon;
(4) in paragraph (4)—

(Å) by striking "two" each place it appears and inserting "3"; and

(B) by striking the period and inserting "; and"; and (5) by inserting after paragraph (4) the following:

"(5) 1 representative of a nongovernmental organization from Massachusetts and 1 from Rhode Island, to be appointed by the Secretary, which have expertise in historic preservation, conservation, outdoor recreation, cultural conservation, traditional arts, community development, or tourism.'

(b) QUORUM.—Section 3(f)(1) of Public Law 99–647 (16 U.S.C.
461 note) is amended by striking "Ten" and inserting "13".
(c) UPDATE OF PLAN.—Section 6 of Public Law 99–647 (16

U.S.C. 461 note) is amended by adding at the end the following: "(e) UPDATE OF PLAN.—(1) Not later than 2 years after the

date of enactment of this subsection, the Commission shall update the plan under subsection (a).

(2) In updating the plan under paragraph (1), the Commission shall take into account the findings and recommendations included in the Blackstone Sustainability Study conducted by the National Park Service Conservation Study Institute.

"(3) The update shall include-

(A) performance goals; and

"(B) an analysis of-

"(i) options for preserving, enhancing, and interpreting the resources of the Corridor;

"(ii) the partnerships that sustain those resources; and "(iii) the funding program for the Corridor.

(4)(A) Except as provided in subparagraph (B), the Secretary shall approve or disapprove any changes to the plan proposed in the update in accordance with subsection (b).

"(B) Minor revisions to the plan shall not be subject to the approval of the Secretary.".

(d) EXTENSION OF COMMISSION.—Public Law 99–647 (16 U.S.C. 461 note) is amended by striking section 7 and inserting the following:

"SEC. 7. TERMINATION OF COMMISSION.

"The Commission shall terminate on the date that is 5 years after the date of enactment of the John H. Chafee Blackstone River Valley National Heritage Corridor Reauthorization Act of 2006.".

(e) SPECIAL RESOURCE STUDY.—Section 8 of Public Law 99–647 (16 U.S.C. 461 note) is amended by adding at the end the following:

"(d) SPECIAL RESOURCE STUDY.—

"(1) IN GENERAL.—The Secretary shall conduct a special resource study of sites and associated landscape features within the boundaries of the Corridor that contribute to the understanding of the Corridor as the birthplace of the industrial revolution in the United States.

"(2) EVALUATION.—Not later than 3 years after the date on which funds are made available to carry out this subsection, the Secretary shall complete the study under paragraph (1) to evaluate the possibility of—

"(A) designating 1 or more site or landscape feature as a unit of the National Park System; and

"(B) coordinating and complementing actions by the Commission, local governments, and State and Federal agencies, in the preservation and interpretation of significant resources within the Corridor.

"(3) COORDINATION.—The Secretary shall coordinate the Study with the Commission.

"(4) REPORT.—Not later than 30 days after the date on which the study under paragraph (1) is completed, the Secretary shall submit to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate a report that describes—

"(A) the findings of the study; and

"(B) the conclusions and recommendations of the Secretary.".

(f) AUTHORIZATION OF APPROPRIATIONS.—Section 10 of Public Law 99–647 (16 U.S.C. 461 note) is amended—

(1) in subsection (a), by striking "\$650,000" and inserting "\$1,000,000"; and

(2) by striking subsection (b) and inserting the following: "(b) DEVELOPMENT FUNDS.—There is authorized to be appropriated to carry out section 8(c) not more than \$10,000,000 for the period of fiscal years 2006 through 2016, to remain available until expended.

"(c) SPECIAL RESOURCE STUDY.—There are authorized to be appropriated such sums as are necessary to carry out section 8(d).".

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SEC. 703. NEW JERSEY COASTAL HERITAGE TRAIL ROUTE.

(a) AUTHORIZATION OF APPROPRIATIONS.—Public Law 100–515 (16 U.S.C. 1244 note) is amended by striking section 6 and inserting the following:

"SEC. 6. AUTHORIZATION OF APPROPRIATIONS.

 $\ensuremath{``(a)}\xspace$ In General.—There are authorized to be appropriated to the Secretary such sums as are necessary to carry out this Act.

"(b) Use of Funds.—

"(1) IN GENERAL.—Amounts made available under subsection (a) shall be used only for—

"(A) technical assistance; and

"(B) the design and fabrication of interpretative materials, devices, and signs.

"(2) LIMITATIONS.—No funds made available under subsection (a) shall be used for—

"(A) operation, repair, or construction costs, except for the costs of constructing interpretative exhibits; or

"(B) operation, maintenance, or repair costs for any road or related structure.

"(3) COST-SHARING REQUIREMENT.-

"(A) FEDERAL SHARE.—The Federal share of any project carried out with amounts made available under subsection (a)—

 $\ensuremath{^{\prime\prime}}(i)$ may not exceed 50 percent of the total project costs; and

"(ii) shall be provided on a matching basis.

"(B) FORM OF NON-FEDERAL SHARE.—The non-Federal share of carrying out a project with amounts made available under subsection (a) may be in the form of cash, materials, or in-kind services, the value of which shall be determined by the Secretary.

"(c) TERMINATION OF AUTHORITY.—The authorities provided to the Secretary under this Act shall terminate on September 30, 2007.".

(b) STRATEGIC PLAN.-

(1) IN GENERAL.—Not later than 3 years after the date on which funds are made available, the Secretary of the Interior shall prepare a strategic plan for the New Jersey Coastal Heritage Trail Route.

(2) CONTENTS.—The strategic plan shall describe—

(A) opportunities to increase participation by national and local private and public interests in the planning, development, and administration of the New Jersey Coastal Heritage Trail Route; and

(B) organizational options for sustaining the New Jersey Coastal Heritage Trail Route.

TITLE VIII—CALIFORNIA RECLAMATION GROUNDWATER REMEDIATION INI-TIATIVE

SEC. 801. SHORT TITLE.

This title may be cited as the "California Reclamation Groundwater Remediation Initiative".

SEC. 802. DEFINITIONS

For the purposes of this title:

(1) GROUNDWATER REMEDIATION.—The term "groundwater remediation" means actions that are necessary to prevent, minimize, or mitigate damage to groundwater.

(2) LOCAL WATER AUTHORITY.—The term "local water authority" means the Santa Clara Valley Water District or a public water district, public water utility, public water plan-ning agency, municipality, or Indian tribe located within the Santa Clara Valley; and a public water district, public water utility, public water planning agency, municipality, or Indian tribe located within the natural watershed of the Santa Ana river in the State of California.

(3) REMEDIATION FUND.—The term "Remediation Fund" means the California Basins Groundwater Remediation Fund established pursuant to section 803(a).

(4) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

SEC. 803. CALIFORNIA BASINS REMEDIATION.

(a) CALIFORNIA BASINS REMEDIATION.—

(1) ESTABLISHMENT OF REMEDIATION FUND.—There shall be established within the Treasury of the United States an interest bearing account to be known as the California Basins Groundwater Remediation Fund.

(2) Administration of remediation fund.—The Remediation Fund shall be administered by the Secretary of the Interior, acting through the Bureau of Reclamation. The Secretary shall administer the Remediation Fund in cooperation with the local water authority.

(3) PURPOSES OF REMEDIATION FUND.-

(A) IN GENERAL.—Subject to subparagraph (B), the amounts in the Remediation Fund, including interest accrued, shall be used by the Secretary to provide grants to the local water authority to reimburse the local water authority for the Federal share of the costs associated with designing and constructing groundwater remediation projects to be administered by the local water authority. (B) COST-SHARING LIMITATION.—

(i) IN GENERAL.—The Secretary may not obligate any funds appropriated to the Remediation Fund in a fiscal year until the Secretary has deposited into the Remediation Fund an amount provided by non-Federal interests sufficient to ensure that at least 35 percent of any funds obligated by the Secretary for a project are from funds provided to the Secretary for that project by the non-Federal interests.

(ii) NON-FEDERAL RESPONSIBILITY.—Each local water authority shall be responsible for providing the non-Federal amount required by clause (i) for projects under that local water authority. The State of California, local government agencies, and private entities may provide all or any portion of the non-Federal amount.

(iii) CREDITS TOWARD NON-FEDERAL SHARE.—For purposes of clause (ii), the Secretary shall credit the appropriate local water authority with the value of all prior expenditures by non-Federal interests made after January 1, 2000, that are compatible with the purposes of this section, including—

(I) all expenditures made by non-Federal interests to design and construct groundwater remediation projects, including expenditures associated with environmental analyses and public involvement activities that were required to implement the groundwater remediation projects in compliance with applicable Federal and State laws; and

(II) all expenditures made by non-Federal interests to acquire lands, easements, rights-ofway, relocations, disposal areas, and water rights that were required to implement a groundwater remediation project.

(b) COMPLIANCE WITH APPLICABLE LAW.—In carrying out the activities described in this section, the Secretary shall comply with any applicable Federal and State laws.

(c) RELATIONSHIP TO OTHER ACTIVITIES.—Nothing in this section shall be construed to affect other Federal or State authorities that are being used or may be used to facilitate remediation and protection of any groundwater subbasin eligible for funding pursuant to this title. In carrying out the activities described in this section, the Secretary shall integrate such activities with ongoing Federal and State projects and activities. None of the funds made available for such activities pursuant to this section shall be counted against any Federal authorization ceiling established for any previously authorized Federal projects or activities.

(d) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated to the Remediation Fund \$25,000,000. Subject to the limitations in section 804, such funds shall remain available until expended.

SEC. 804. SUNSET OF AUTHORITY.

This title—

(1) shall take effect on the date of the enactment of this Act; and

(2) is repealed effective as of the date that is 10 years after the date of the enactment of this Act.

TITLE IX—NATIONAL COAL HERITAGE AREA

SEC. 901. NATIONAL COAL HERITAGE AREA AMENDMENTS.

Title I of Division II of the Omnibus Parks and Public Lands Management Act of 1996 is amended as follows: (1) In section 103(b)—

(A) by striking "comprised of the counties" and inserting "shall be comprised of the following: "(1) The counties; and".

(B) by inserting after paragraph (1) (as so designated by paragraph (1) of this subsection) the following new

(1) of this basecetal, the following new paragraphs:
"(2) Lincoln County, West Virginia.
"(3) Paint Creek and Cabin Creek within Kanawha County, West Virginia.".

(2) In section 104, by striking "Governor" and all that follows through "organizations" and inserting "National Coal Heritage Area Authority, a public corporation and government instrumentality established by the State of West Virginia, pursuant to which the Secretary shall assist the National Coal Heritage Area Authority".

Speaker of the House of Representatives.

Vice President of the United States and President of the Senate.

Restated Articles of Incorporation

Of

Territorial Kansas Heritage Alliance, Inc./Freedom's Frontier National Heritage Area

Articles were originally filed on June 5, 2002.

This instrument merely restates and integrates and does not further amend the provisions of the articles originally filed. There is no discrepancy between those provisions and the provisions in the restated articles. Attached is form AN signed by the President and attested to by the Secretary in compliance with K.S.A. 17-6003.

The undersigned incorporation, for the purpose of forming a corporation NOT FOR PROFIT under the laws of the State of Kansas, hereby states as follows:

First: The name of the corporation is Territorial Kansas Heritage Alliance, Inc./Freedom's Frontier National Heritage Area

Second: The location of its registered office in this state is 734 Vermont Street, Box 586, Lawrence, Kansas 66044

Third:

(a) This corporation is organized NOT FOR PROFIT and the purposes for which it is formed are as follows: This corporation is organized exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1999, and as it may hereafter be amended. The purpose of the corporation is to serve as a forum for the exchange of ideas among its members and other citizens; to maintain a strong sense of place and community among the persons, families, neighborhoods, towns, and cities of the area. The further purpose of the organization is to preserve, promote and interpret significant related sites. In connection therewith, the corporation shall have the power either directly or indirectly, either alone or in conjunction or cooperation may be organized under the Kansas General Corporation Code and to engage in any and all lawful acts which may be necessary, desirable, or proper for the furtherance and accomplishment of the purposes for which the corporation is organized.

(b) No part of the net earnings of the corporation shall inure to the benefit of any member, trustee, officer of the corporation, or any private individual (except that reasonable compensation may be paid for services rendered to or for the corporation affecting one or more of its purposes), and no member, trustee, officer of the corporation, or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the corporation. No substantial part of the activities of the corporation shall be carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in or intervene in (including the publication or distribution of statements) of any political campaign on behalf of any candidate for public office. (c) Notwithstanding anything herein to the contrary, the corporation shall not conduct any activities not permitted to be conducted (1) by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1999 and its regulations as they now exist or as they now exist or as they may hereafter be amended, or (2) by an organization described in Section 170(c)(2) of such Code and its regulations as they now exist or as they may hereafter be amended.

(d) Upon the dissolution of the corporation, the assets of the corporation shall be distributed exclusively to one or more charitable, religious, literary, or educational organizations which would then qualify as exempt organizations under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1999 and its regulations as they now exist or as they may be thereafter amended.

Fourth: The corporation shall not have authority to issue capital stock and the private property of the corporation and members shall not be liable for the debts of the corporation.

Fifth: The members of the corporation shall have the power to make, amend, or repeal the Bylaws of the corporation and shall have powers granted by Kansas laws and statutes. The number of members of the Board of Trustees may be increased or decreased from time to time by amendment of the Bylaws.

Sixth: The conditions of membership shall be fixed by the bylaws of the corporation.

Seventh: The name and mailing address of the corporation is as follows:

Territorial Kansas Heritage Alliance, Inc./Freedom's Frontier National Heritage Area734 Vermont Street, Box 586Lawrence, KS 66044

Eighth: The personal liability of a trustee of the corporation for monetary damages for breach of fiduciary duty as a trustee is eliminated, provided that the liability of a trustee is not eliminated or limited (A) for and breach of the trustee's duty of loyalty to the corporation or its members (B) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (C) under the provisions of K.S.A. 17-6424 and amendments thereto, or (D) for any transaction from which the trustee derived an improper personal benefit. The provisions of this article shall not eliminate or limit the liability of a trustee for any act or omission occurring prior to the date when this article becomes effective. The provisions of this article "eight" are adopted pursuant to the terms of K.S.A. 17-6002(b)(8) and amendments thereto.

PROPOSED DRAFT BYLAWS TERRITORIAL KANSAS HERITAGE ALLIANCE, INC./FREEDOM'S FRONTIER NATIONAL HERITAGE AREA

A Kansas Corporation Organized Under Articles of Incorporation filed with the Kansas Secretary of State

ARTICLE I: OFFICES

1.1 <u>Registered Office and Resident Agent.</u>

The location of the registered office and the registered agent in the State of Kansas will be at 734 Vermont Street, Box 586, Lawrence, Kansas 66044. The name of the registered agent shall be as such as shall be determined from time to time by the Trustees and be on file in the appropriate office of the State of Kansas pursuant to applicable provisions of law. Other offices may be established from time to time by resolution of the Trustees, but such shall be located within the State of Kansas.

ARTICLE II: CORPORATE SEAL

2.1 <u>Corporate Seal</u>. If adopted by the Trustees, the seal of the corporation shall have inscribed thereon the name of the corporation and the words "Corporate Seal – Kansas" and shall be in such form as may be approved by the Trustees, who shall have power to alter the same at their pleasure.

ARTICLE III: BOARD OF TRUSTEES

3.1 Freedom's Frontier National Heritage Area (FFNHA) shall be governed by a Board of Trustees whose responsibilities shall include, but not be limited to, policy direction, financial oversight of all funds, conservation, interpretation, funding, management, development, and operation of the Heritage Area. The Board of Trustees shall constitute the corporate Board of Trustees for the Territorial Kansas Heritage Alliance, Inc. The Board of Trustees will directly supervise all actions of the local coordinating entity and report directly to the appropriate federal, state, and local governmental entities.

3.2 The Board of Trustees shall be composed of no more than fifteen Trustees, including the Chairperson. The Board of Trustees shall be appointed jointly by the Governors of the States of Kansas and Missouri. At least 25% of the members of the Board must be from each state with the remainder to be selected by mutual

consent of the Governors. The Directors of the Kansas State Historical Society or their designees shall be ex officio members of the Board of Trustees.

3.3 Members of the Board of Trustees shall serve staggered renewable six-year terms. In the initial year, five trustees shall be appointed to serve a renewable two-year term; five trustees shall be appointed to serve a renewable four-year term; and five trustees shall be appointed to serve a renewable six-year term. These initial terms will commence upon the effective date of the Articles of Incorporation of (FFNHA) and these Bylaws. Members of the Board of Trustees may serve no longer than three (?) six-year terms.

Questions: More specificity on categories of folks?

Term Limits?

Any more required involvement of local governments?

- 3.4 The members of the Board of Trustees serve as fiduciaries for the FFNHA.
 - Question: Include more detail regarding Trustees' relationship to the Alliance? For example: The Board of Trustees will review and approve the Alliance's management plan (see sec. 264(e) of the federal act).

ARTICLE IV: LOCAL COORDINATING ENTITY

4.1 The local coordinating committee for the FFNHA –

(1) IN GENERAL. – The local coordinating entity for the Heritage Area shall be Territorial Kansas Heritage Alliance, a nonprofit organization established in the State of Kansas, recognized by the Secretary, in consultation with the Governors of the States, so long as that Alliance is composed of not less than 25 percent residents of Missouri and agrees to perform the duties of the local coordinating entity under the National Heritage Areas Act of 2006.

(2) AUTHORITIES. – For purposes of developing and implementing the management plan, the local coordinating entity may –

(A) make grants to, and enter into cooperative agreements with, the States, political subdivisions of the States, and private organizations;

(B) hire and compensate staff; and

(C) enter into contracts for good and services.

4.2 The local coordinating entity shall report to and be responsible to the FFNHA Board of Trustees.

4.3 The local coordinating entity shall be governed by the bylaws of the Territorial Kansas Heritage Alliance, Inc. Those bylaws, to the extent relevant to the governance of the local coordinating entity, are incorporated herein and made a part of this Article. The bylaws of the Territorial Kansas Heritage Alliance, Inc. do not bind the Board of Trustees of the FFNHA.

Question: Should the Alliance's bylaws be amended to incorporate the FFNHA's bylaws?

ARTICLE V: MEETINGS

5.1 <u>Annual Meeting</u>. An annual meeting of the Board of Trustees shall be held each year in June for the purpose of transacting such business as may come before the meeting and for electing officers.

5.2 <u>Place of Meetings</u>. The meetings of the Board of Trustees shall be held at the principal offices of the corporation in Lawrence, Kansas, unless a different place is specified in the notice or waiver of notice of the meeting.

5.3 <u>Regular Meetings</u>. In the absence of a resolution of the Board of Trustees providing otherwise, the Board shall meet on a monthly or bi-monthly basis. Written notice, stating the place, day and hour of the meeting shall be delivered to the Board members by mail, fax or e-mail at each member's last known address. Notice of the meeting shall be at least seven (7) days prior to the day of the meeting. All meetings, including special meetings referred to below, shall be open and shall comply with the Open Public Meetings Act of the State of Kansas.

5.4 <u>Special Meetings</u>. Special meetings of the Board of Trustees for any purpose or any purposes shall be called at any time at the request of a majority of officers, and may be held within or without the State of Kansas at such time and place as the officers may determine, or as the waiver of notice thereof may specify. Notice of such meetings should be mailed, faxed or e-mailed to the last known address of each Board member at least three (3) days prior to the date fixed for the meeting. Such notice shall state the place, day and hour of the meeting. Unless specifically required by law, the Articles of Incorporation or these Bylaws, neither the business to be transacted at nor the purpose of any special meeting, need be specified in the notice or waiver of notice of such meeting.

5.5 <u>Quorum</u>. A majority of the Board shall constitute a quorum at a meeting of the Board. If a quorum is not present at any meeting, a majority of the Board members present may adjourn the meeting without further notice. A Board member present at a meeting by proxy shall be considered as present for purposes of determining a quorum.

5.6 <u>Proxy</u>. At any meeting of the Board, a Board member entitled to vote may vote by proxy with the proxy being executed in writing by said member. Any proxy shall be valid for no more than one year from the date it is executed.

5.7 <u>Adjournment</u>. A majority of the Board members present at any regular or special meeting may adjourn to meet again at a stated day and hour or until the time fixed for the next regular meeting. When any meeting is adjourned for thirty (30) days or more, notice of the adjourned meeting shall be given as in the case of the original meeting. Except as aforesaid, it shall not be necessary to give any notice of an adjournment, or the business to be transacted at an adjourned meeting, if the time and place thereof are announced at the meeting at which such adjournment is taken.

ARTICLE VI: OFFICERS

6.1 <u>Offices</u>. The officers of the corporation shall be the chair, vice-chair, secretary, and treasurer of the Board of Trustees of the FFNHA/Territorial Kansas Heritage Alliance, Inc. These officers shall serve as the Executive Committee of the corporation. They are authorized to act on behalf of the corporation on such matters as cannot practicably be presented to a regular meeting of the Board of Trustees.

6.2 <u>Election and Terms of Office</u>. The chair of the Board of Trustees shall be appointed jointly by the Governors of Kansas and Missouri. The remainder of the officers will be elected by the Board of Trustees. All officers will serve renewable two-year terms. Each officer shall hold office until his or her successor shall have been appointed or elected or until death or resignation of the officer.

6.3 <u>General Powers</u>. The officers shall have the general supervision, management and control of the business and affairs of the corporation, subsequent to the approval of the Board of Trustees.

6.4 <u>Removal</u>. Any officer or agent elected or appointed by the Board of Trustees may be removed by the Board of Trustees whenever, in its judgment, the best interest of the corporation would be served thereby. 6.5 <u>Chair</u>. The chair shall be the principal executive officer of the corporation and, subject to the control and direction of the Board of Trustees, shall supervise and control all of the business and affairs of the corporation. The chair shall preside at all meetings of the Board of Trustees. The chair shall perform all duties incident to the office of chair and such other duties as may be prescribed by the Board of Trustees.

Question: Should we specify the duties and powers of the vice-chair?

6.6 <u>Secretary</u>. The secretary of the Board of Trustees shall keep minutes of the meetings and shall be responsible for making the minutes and all Board actions publicly available in appropriate ways.

6.7 <u>Treasurer</u>. The treasurer shall be the fiscal and disbursing agent of the corporation and shall keep account of all monies, credits, and property received and disbursed for and on behalf of the corporation.

6.8 <u>Committees</u>. The officers may appoint such committees as they deem necessary.

6.9 <u>Compensation</u>. Officers shall serve without compensation for their services and status as officers, but in the event of an extraordinary expense incurred by any officer, the Board of Trustees, at its discretion, may direct the corporation to reimburse such expense.

6.10 <u>Board of Trustees</u>. The Board of Trustees constitutes the elected officers of the corporation.

Question: This directly conflicts with Territorial Kansas Bylaws. Should Art. 5 of the Alliance's bylaws be amended to make the FFNHA's officers and Board the Alliance's officers and Board?

ARTICLE VII: INDEMNIFICATION

7.1 <u>Indemnification</u>. The corporation shall indemnify any person who was or is a party, or is threatened to be made a party, to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, other than an action by or in the right of the corporation, by reason of the fact that such person is or was a Trustee, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a Trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses, judgment, fines, and amounts paid in settlement actually and reasonably incurred by such person in connection with

such action, suit or proceeding, including attorney fees, if such person acted in good faith and in a manner such person reasonably believed to be in or not opposed to the best interest of the corporation; and with respect to any criminal action or proceeding, had no reasonable cause to believe such person's conduct was unlawful.

7.2 <u>No Presumption</u>. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of *nolo contendere* or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which such person reasonably believed to be in or not opposed to the best interests of the corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that such person's conduct was unlawful.

- 7.3 Expenses.
 - a. To the extent that a Trustee, officer, employee or agent of a corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 7.1, or in defense of any claim, issue or matter therein, such Trustee, officer, employee or agent shall be indemnified against expenses actually and reasonably incurred by such person in connection therein, including attorney fees.
 - b. Expenses incurred by a Trustee, agent or officer in defending a civil or criminal action, suit, or proceeding may be paid by the corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of the Trustee, agent or officer to repay such amount if it is ultimately determined that such person is not entitled to be indemnified by the corporation as authorized in this section. Such expense incurred by employees may be so paid upon such terms and conditions, if any, as the Board of Trustees deems appropriate.

7.4 <u>Authorization</u>. Any indemnification under 7.1, unless ordered by a court, shall be made by the corporation only as authorized in the specific case upon a determination that indemnification of the Trustee, officer, employee or agent is proper in the circumstances because such Trustee, officer, employee or agent has met the applicable standard of conduct set forth in Section 7.1. Such determination shall be made (1) by the Board of Trustees by a majority vote of a quorum consisting of Trustees who were not parties to such action, suit or proceeding, or (2) if such a quorum is not obtainable, or even if obtainable, if a quorum of disinterested Trustees so directs, by independent counsel in a written opinion.

7.5 <u>Not Exclusive</u>. The indemnification and advancement of expenses by, or granted by, or granted pursuant to these Bylaws shall not be deemed exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any law, agreement, vote of disinterested Trustees or otherwise, both as to action in a person's official capacity and as to action in another capacity while holding such office.

7.6 <u>Insurance</u>. The corporation, upon majority vote of the members of the Board of Trustees at a regular scheduled meeting, may purchase and maintain general liability insurance and/or insurance on behalf of any person who is or was a Trustee, officer, or employee or agent of the corporation, or is or was serving at the request of the corporation as a Trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against such person and incurred by such person in such capacity, or arising out of such person's status as such, whether or not the corporation would have the power to indemnify such person against such liability under the provisions of these Bylaws.

7.7 <u>Continuing Effect</u>. The indemnification and advancement or expense provided by, or granted pursuant to, this selection shall, unless otherwise provided when authorized or ratified, continue as to a person who has ceased to be a Trustee, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

ARTICLE VIII: GENERAL

8.1 <u>Finance</u>. Prior to the annual meeting, the Trustees shall formulate a budget for the corporation and the same shall be submitted to the membership at the annual meeting for ratification.

8.2 <u>Banking, Notes, and Mortgages</u>. The monies of the corporation shall be deposited in the name of the corporation in such banks, savings and loan associations or trust companies as the Trustees shall designate, and may be drawn out only in the name of the corporation by such person or persons as the Trustees by appropriate resolution may direct. Notes, mortgages and commercial paper, when authorized by the Trustees, shall be signed in the name of the corporation by such officer or officers or agent or agents as shall thereunto be authorized from time to time by the Trustees.

8.3 <u>Fiscal Year</u>. The corporation's fiscal year shall be a calendar year, ending on December 31, unless otherwise determined by resolution of the Board of Trustees. If the corporation's fiscal year is changed, the officers shall promptly notify the Secretary of State and all other authorities necessary to effect the change. 8.4 <u>Interest of Members or Officers</u>. Any contract or other transaction between the corporation and one or more of its members or officers, or between the corporation and any firm of which one or more of the members or officers are Trustees or officers or in which they have a financial interest, shall be valid for all purposes, notwithstanding the presence of such person at the meeting of members which acts upon, or in reference to, such contract or transaction, and notwithstanding his/her or their participation in such action, if the fact of such interest shall be disclosed or known to the other members and they nevertheless authorize, approve, and ratify such contract or transaction. This provision shall not be construed to invalidate any contract or other transaction that would otherwise be valid under the common and statutory law applicable thereto.

8.5 <u>Waiver of Notice</u>. Whenever any notice is required to be given under the provision of these Bylaws, the Articles of Incorporation, or any law, a waiver thereof, if permitted by law, in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed the equivalent to the giving of such notice. Attendance of a person at a meeting shall constitute a waiver of notice of such meeting, except when such attendance is for the purpose of objecting to the transaction of any businesses because the meeting is not lawfully called or convened.

8.6 <u>Meetings by Conference Telephone</u>. Unless otherwise restricted by law, members may participate in corporation meetings by means of conference telephone or similar communications equipment whereby all persons participating in the manner can hear each other, and participation in such manner shall constitute attendance at such meeting.

8.7 <u>Action without a Meeting</u>. Nothing in these Bylaws shall be construed so as to prevent any action required or permitted to be taken at a regular or special meeting of the members of the Board of Trustees, or to be taken without a meeting if consent in writing setting forth the action so taken shall be signed by all of the Board members entitled to vote with respect to the subject matter thereon.

Question: Should we define "corporation" (used throughout the bylaws) to mean both the FFHNA and the Alliance or to otherwise clarify their relationship?

ARTICLE IX: AMENDMENT

9.1 <u>Amendments of Bylaws</u>. These Bylaws of the corporation may from time to time be repealed, altered, amended, or new Bylaws may be adopted by the Board of Trustees. Notice of any proposed change or repeal of the Bylaws shall

be given to the members of the Board of Trustees prior to the meeting as set forth in Section 5.3

ARTICLE X: RULE OF ORDER

10.1 *Robert's Rules of Order (revised)* will be followed for all meetings of this corporation.

ARTICLE XI: MANAGEMENT AND DISTRIBUTION OF CORPORATE FUNDS

Operation and Management of Funds. The corporation shall at all times be 11.1 operated exclusively for the purposes set forth in its Articles of Incorporation and in a manner which causes the corporation to qualify as an exempt organization under Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended. Notwithstanding any other provision of these Bylaws, no member shall take any action or carry on any activity by or on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended. All members of the corporation shall be deemed to have expressly consented and agreed that upon dissolution or winding up of the affairs of the corporation, whether voluntarily or involuntarily, the assets of the corporation then remaining in the hands of the general membership shall be distributed, amounts and proportions as the general membership may determine, exclusively to one or more charitable, religious, scientific, literary, or educational organizations which would then qualify as exempt organizations under the provisions of Section 501(c)(3) of the Internal Revenue Code as its regulations now exist or as they may hereafter be amended.

CERTIFICATE OF SECRETARY

I, the undersigned, do hereby certify:

- (1) That I am the duly elected and acting secretary of Territorial Kansas Heritage Alliance, Inc./Freedom's Frontier National Heritage Area, a Kansas Corporation; and
- (2) That the foregoing Bylaws, comprising of 9 pages, constitute the Bylaws of said Corporation, as duly adopted at the regular meeting of the Board of Trustees thereof duly held on the _____ day of _____, 200___.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name on this day of ______, 200___.

Secretary

DEPARTMENT OF THE TREASURY

INTERNAL REVENUE SERVICE P. O. BOX 2508 CINCINNATI, OH 45201

Date: SEP 27 2007

TERRITORIAL KANSAS HERITAGE ALLIANCE PO BOX 586 LAWRENCE, KS 66044-0586 Employer Identification Number: 48-1246975 DLN: 17053244723037 Contact Person: SHAWNDEA KREBS ID# Contact Telephone Number: (877) 829-5500 Public Charity Status: 170(b)(1)(A)(vi)

ID# 31072

Dear Applicant:

Our letter dated January 2003, stated you would be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, and you would be treated as a public charity, rather than as a private foundation, during an advance ruling period.

Based on the information you submitted, you are classified as a public charity under the Code section listed in the heading of this letter. Since your exempt status was not under consideration, you continue to be classified as an organization exempt from Federal income tax under section 501(c)(3) of the Code.

Publication 557, Tax-Exempt Status for Your Organization, provides detailed information about your rights and responsibilities as an exempt organization. You may request a copy by calling the toll-free number for forms, (800) 829-3676. Information is also available on our Internet Web Site at www.irs.gov.

If you have general questions about exempt organizations, please call our toll-free number shown in the heading.

Please keep this letter in your permanent records.

Sincerely yours,

Robert Choi Director, Exempt Organizations Rulings and Agreements

Letter 1050 (DO/CG)

Agreement Number CA

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Cooperative Agreement between The United States Department of the Interior National Park Service and Territorial Kansas Heritage Alliance, Inc. For the Freedom's Frontier National Heritage Area Facilitation and Management

This Agreement is entered into by and between the Territorial Kansas Heritage Alliance, Inc. (TKHA) and the United States of America, U.S. Department of the Interior, National Park Service (NPS).

ARTICLE I – BACKGROUND AND OBJECTIVES

The United States Congress, through P.L. 109-338, 120 STAT.1807, established the Territorial Kansas Heritage Alliance, Inc. as the management entity for the Freedom's Frontier National Heritage Area (FRFR) with a 15-year authority. P.L. 109-338 states: "The authority of the Secretary to provide assistance under this title terminates on the date that is 15 years after the date of enactment of this section."

TKHA is responsible for the legal documentation and disbursement of federal funds and their match. They are also charged with developing and implementing a National Heritage Area management plan that achieves the purpose defined in the same legislation for Freedom's Frontier National Heritage Area (FRFR).

The National Park Service is charged with oversight responsibilities, assuring that the federal accountability and transparency requirements are fulfilled. The agency is also charged with providing technical assistance as appropriate and available. The Secretary of the Interior is required to approve the plan, assuring it meets the legislative mandate of the enabling legislation.

TKHA and NPS work together to assure that public monies are properly expended. They also work together to assure that the requirements within the public law are met.

ARTICLE II - <u>AUTHORITY</u>

16 U.S.C. §1g provides that the NPS may enter cooperative agreements that involve the transfer of NPS-appropriated funds to non-profit organizations for the public purpose of carrying out NPS programs pursuant to 31 U.S.C. 6305;

16 U.S.C. §461, Title IV, October 12, 2006, establishes Territorial Kansas Heritage Alliance, Inc. as the coordinating agency for the Freedom's Frontier National Heritage Area with authority

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to manage the federal funds allotted to the National Heritage Area. It is authorized to make loans and grants and to enter into contracts for goods and services that achieve the legislated purpose of the National Heritage Area. The heritage area is authorized to receive up to \$10,000,000 through the Department of the Interior, with no more than \$1,000,000 appropriated in any one year. The Federal allotment shall not exceed 50 percent of actions taken to achieve the legislated mandate.

The TKHA has the authority pursuant to Public Law 109-338, 120 Stat. 1783, to enter into agreements providing for it to perform projects with federal agencies that are concerned with the objectives of the TKHA as defined in the management plan and follow the requirements found in the enabling legislation.

ARTICLE III - STATEMENT OF WORK

A. NPS agrees to:

- 1. Provide financial and technical assistance as provided for in Article VI.
- 2. Work with TKHA in developing and implementing a management plan involving local residents, municipalities, educational institutions, non-governmental organizations and government agencies in cooperative efforts in heritage development. Projects will include cultural and resource conservation, interpretation, education, economic development, promotion and folkways. Outcomes will include a variety of both tangible and intangible products. Projects that will be built around grassroots movements will include, but not be limited to, trail development and maintenance; historic, cultural, and archeological conservation of sites, neighborhoods, municipalities, folkways, parklands and landscapes; interpretation of the region and long term sustainable landscapes.
- 3. Assist TKHA in the legal use of federal funds, acceptable matches, proper recordkeeping and required compliance requirements.
- 4. Assist TKHA in locating and developing resources, tools and sharing examples of successful heritage development with the residents.
- 5. Assist TKHA with technical assistance to supplement and strengthen grassroots efforts to preserve, conserve, educate, interpret and promote their story

B. **TKHA agrees to:**

1. Work directly with the National Park Service to legally address fiscal requirements. Also, maintain records that meet requirements identified in Office of Management and Budget circulars A-133, A-122, and A-110 as well as any other guidelines and requirements that may be addressed throughout the life of this cooperative agreement.

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- 2. Develop, coordinate, facilitate and implement a management plan together with local residents. Assure that all federal funds and their match are expended toward National Heritage Area initiatives throughout development and implementation of the Management Plan.
- 3. Assure preservation and conservation of the region's nationally important story, [the local and national events that led to the Missouri-Kansas Border Wars and their legacies] and the places that contribute to this story as defined through development and implementation of the management plan.
- 4. Provide the National Park Service with an annual report that demonstrates how their federal funds were spent and matched as well as how effective they may have been for moving toward.
- 5. Assure that all residents who work with them are doing so by choice, applying the property right mandate for "opt in, opt out as required by the enabling legislation in regards to private property owners. All National Heritage Area associated activity with property owners as partners are to achieve the legislated mandate.
- 6. Acquires individual approval for use of the National Park Service name and logotype.

C. NPS and TKHA agree to:

- 1. Cooperate in proper and effective use and management of any federal funds.
- 2. Cooperate together to assure federal laws pertaining to preservation and conservation are properly applied, such as the National Environment Protection Act, Native American Graves Protection and Repatriation Act and the National Historic Preservation Act.
- 3. Cooperate in linking the nationally important story of the region to the National Park Service for education, enjoyment and recreational opportunities the general public expects from their national landscapes.
- 4. Work together to position the region to conserve, preserve and tell a nationally important story in perpetuity.

ARTICLE IV – <u>TERM OF AGREEMENT</u>

This Agreement will become effective upon signature of both parties and extend through 2024 on the same date as this document is signed, unless terminated earlier in accordance with Article XI.

ARTICLE V – <u>KEY OFFICIALS</u>

A. Key officials are essential to ensure maximum coordination and communications between the parties and the work being performed. They are:

1. For the NPS:

(a) Local/Coordinating/Agreements Technical Representative (ATR)

Sue Pridemore, Heritage Area Partnership Coordinator Midwest Region of the National Park Service 601 Riverfront Drive Omaha, Nebraska 68102 E-mail: sue_pridemore@nps.gov Telephone: (402) 661-1566 Facsimile: (402) 661-1567

(b) Signatory/Administrative/Contracting Officer

Theora McVay, Contract Specialist Midwest Region of the National Park Service 601 Riverfront Drive Omaha, Nebraska 68102 E-mail: theora_mcvay@nps.gov Telephone: (402) 661-xxxx Facsimile: (402) 661-xxxx

2. For the TKHA, Executive Director:

Judy Billings (Organization) 947 New Hampshire Street, Suite 200C, PO Box 526 Lawrence, Kansas 66044 Email: jbillings@freedomsfrontier.org Telephone: 785-856-5301 Facsimile: 785-856-5303

3. For the TKHA, Chair of the Board:

The Honorable Deanell Reece Tacha US Court of Appeals, Tenth Circuit 643 Massachusetts Lawrence, Kansas 66044 Email: Judge_Deanell_r_tacha@ca10.uscourts.gov Telephone: 785-842-8556 Facsimile: (785) 842-7717

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- B. **Communications** The TKHA will address any communication regarding this Agreement to the Agreements Technical Representative (ATR) with a copy to the Contracting Officer. Communications that relate solely to routine operational matters described in the current work plan or other annual reporting instrument is to be sent only to the Regional ATR, the Heritage Partnership Coordinator.
- C. **Changes in Key Officials** Neither the NPS nor the TKHA may make any permanent change in a key official without written notice to the other party reasonably in advance of the proposed change. The notice will include a justification with sufficient detail to permit evaluation of the impact of such a change on the scope of work specified within this Agreement. Any permanent change in key officials will be made only by modification to this Agreement.

ARTICLE VI – <u>AWARD AND PAYMENT</u>

A. The commitment of funds in furtherance of this Agreement will be authorized by acceptance of the annual work plan, task agreement or other approved process issued against this Cooperative Agreement identifying each project or group of projects, how each one addresses the purpose of the enabling legislation and management plan requirements, the amount of financial assistance, the financial and in-kind match, and any other special terms or conditions applicable to that project. Modifications to the Cooperative Agreement will specify required changes to the annual reporting requirements.

B. Requests for Reimbursement and Advance of Funds (SF-270) will be submitted to the NPS Contracting Officer. Payment will be made no more frequently than quarterly and will be paid by Electronic Funds Transfer directly into TKHA's account.

C. In order to ensure proper payment, TKHA will register annually with the Central Contractor Registration (CCR), accessed at http://www.ccr.gov. Failure to register can impact payments under this Agreement and/or any other financial assistance or procurements documents [cooperator] may have with the federal government.

D. Annual awards are subject to availability of funds and will require a modification to this cooperative agreement.

ARTICLE VII – PRIOR APPROVAL

The TKHA shall obtain prior approval for budget and program revisions that could be interpreted to be outside the development and implementation of the management plan in accordance with OMB circular A-110 as codified by *43 CFR §12.925*.

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ARTICLE VIII - LIABILITY

TKHA agrees:

A. To indemnify, save and hold harmless, and defend the United States against all fines, claims, damages, losses, judgments, and expenses arising out of, or from, any act or omission of the National Heritage Area, its officers, employees, or (members, participants, agents, representatives, agents as appropriate) arising out of or in any way connected to activities authorized pursuant to this Agreement. This obligation shall survive the termination of this Agreement.

B. To purchase public and employee's liability insurance at its own expense from a responsible company or companies with a minimum limitation of One Million Dollars (\$1,000,000) per person for any one claim, and an aggregate limitation of Three Million Dollars (\$3,000,000) for any number of claims arising from any one incident. The policies shall name the United States as an additional insured, shall specify that the insured shall have no right of subrogation against the United States for payments of any premiums or deductibles due there-under, and shall specify that the insurance shall be assumed by, be for the account of, and be at the insured's sole risk. Prior to beginning the work authorized herein, TKHA shall provide the NPS with confirmation of such insurance coverage.

C. To pay the United States the full value for all damage to the lands or other property of the United States caused by TKHA, its officers, employees, or representatives [as in Paragraph 1].

D. To provide workers' compensation protection to TKHA officers, employees, and representatives.

E. To cooperate with the NPS in the investigation and defense of any claims that may be filed with the NPS arising out of the activities of the TKHA, its agents, and employees.

ARTICLE IX – REPORTS AND/OR DELIVERABLES

Specific projects or activities for which funds are advanced will be tracked and reported by submittal of SF-272, Federal Transaction Report and quarterly submittal of SF-269, Financial Status Report, as outlined in 43 CFR §12.952.

B. TKHA will provide an annual written evaluation of the program activity prior to October 15 of the following year, to the key officials identified in Article V above. The evaluation will include descriptive information of program activity, a summary of park unit participation, and recommendations for future program activity.

C. The Secretary of the Interior and the Comptroller General of the United States, or their duly authorized representatives, will have access for the purpose of financial or programmatic

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review and examination to any books, documents, papers, and records that are pertinent to the Agreement at all reasonable times during the period of retention in accordance with 43 CFR \$12.953.

ARTICLE X – PROPERTY UTILIZATION

Any tools, equipment, and facilities furnished by a park for any National Heritage Area sanctioned action will be on a loan basis. Tools, equipment, and facilities will be returned in the same condition received except for normal wear and tear in project use. Property management standards set forth in 43 CFR §12.933 through 12.935 apply to this Agreement.

ARTICLE XI – MODIFICATION AND TERMINATION

This Agreement may be modified only by a written instrument executed by the parties.

B. Either party may terminate this Agreement by providing the other party with thirty (30) days advance written notice. In the event that one party provides the other party with notice of its intention to terminate, the parties will meet promptly to discuss the reasons for the notice and to try to resolve their differences.

ARTICLE XII – GENERAL AND SPECIAL PROVISIONS

A. General Provisions

- 1. **OMB Circulars and Other Regulations** The following OMB Circulars and other regulations are incorporated by reference into this Agreement:
 - (a) OMB Circular A-110, as codified by 43 CFR Part 12, Subpart F, "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-Profit Organizations."
 - (b) OMB Circular A-122, "Cost Principles for Non-Profit Organizations."
 - (c) *OMB Circular A-133*, "Audits of States, Local Governments, and Non-Profit Organizations."
 - (d) 43 CFR Part 12, Subpart D, (Reserved).
 - (e) 43 CFR Part 12, Subpart E, "Buy American Requirements for Assistance Programs." FAR Clause 52.203-12, Paragraphs (a) and (b), "Limitation on Payments to Influence Certain Federal Transactions."

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- 2. Non-Discrimination All activities pursuant to this Agreement shall be in compliance with the requirements of *Executive Order 11246*, as amended; *Title VI* of the *Civil Rights Act of 1964*, as amended, (78 Stat. 252; 42 U.S.C. §§2000d et seq.); *Title V, Section 504* of the *Rehabilitation Act of 1973*, as amended, (87 Stat. 394; 29 U.S.C. §794); the *Age Discrimination Act of 1975* (89 Stat. 728; 42 U.S.C. §§6101 et seq.); and with all other federal laws and regulations prohibiting discrimination on grounds of race, color, sexual orientation, national origin, disabilities, religion, age, or sex.
- 3. Lobbying Prohibition - 18 U.S.C. §1913, Lobbying with Appropriated Moneys, as amended by Public Law 107-273, Nov. 2, 2002 - No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law, ratification, policy, or appropriation, whether before or after the introduction of any bill, measure, or resolution proposing such legislation, law, ratification, policy, or appropriation; but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to any such Members or official, at his request, or to Congress or such official, through the proper official channels, requests for legislation, law, ratification, policy, or appropriations which they deem necessary for the efficient conduct of the public business, or from making any communication whose prohibition by this section might, in the opinion of the Attorney General, violate the Constitution or interfere with the conduct of foreign policy, counter-intelligence, intelligence, or national security activities. Violations of this section shall constitute violations of section 1352(a) of title 31.
- 4. **Anti-Deficiency** Act 31 U.S.C. §1341 Nothing contained in this Agreement shall be construed as binding the NPS to expend in any one fiscal year any sum in excess of appropriations made by Congress for the purposes of this Agreement for that fiscal year, or other obligation for the further expenditure of money in excess of such appropriations.
- 5. **Minority Business Enterprise Development** *Executive Order 12432* It is national policy to award a fair share of contracts to small and minority firms. The NPS is strongly committed to the objectives of this policy and encourages all recipients of its Cooperative Agreements to take affirmative steps to ensure such fairness by ensuring procurement procedures are carried out in accordance with 43 *CFR §12.944* for Institutions of Higher Education; Hospitals and other Non-Profit Organizations, and *43 CFR §12.76* for State and Local Governments.

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B. **Special Provisions**

1. **Public Information**

- (a) The TKHA will not publicize or otherwise circulate promotional material (such as advertisements, sales brochures, press releases, speeches, pictures, still and motion pictures, articles, manuscripts or other publications) which states or implies Governmental, Departmental, bureau, or Government employee endorsement of a product, service, or position which the TKHA represents. No release of information relating to this Agreement may state or imply that the Government approves of the work product of the TKHA or considers the TKHA's work product to be superior to other products or services.
- (b) The TKHA will ensure that all information submitted for publication or other public releases of information regarding this project will carry the following disclaimer:

"The views and conclusions contained in this document are those of the authors and should not be interpreted as representing the opinions or policies of the U.S. Government. Mention of trade names or commercial products does not constitute their endorsement by the U.S. Government."

- (c) The TKHA will obtain prior NPS approval from the regional public affairs office for any public information release which refers to the Department of the Interior, any bureau or employee (by name or title), or to this Agreement. The specific text, layout, photographs, etc., of the proposed release must be submitted to the agreements technical representative who will forward such materials to the public affairs office, along with the request for approval.
- (d) The TKHA agrees to include the above provisions of this Article in any sub-award to any sub-recipient, except for a sub-award to a state government, a local government, or to a federally recognized Indian tribal government.

2. **Publications of Results of Studies**

No party will unilaterally publish a joint publication without consulting the other party. This restriction does not apply to popular publication of previously published technical matter. Publications pursuant to this Agreement may be produced independently or in collaboration with others; however, in all cases proper credit will be given to the efforts of those parties contribution to the publication. In the event no agreement is reached concerning the manner of publication or interpretation of results, either party may publish data after due notice and submission of the proposed manuscripts to the other. In such instances, Draft #1, May 17, 2007

the party publishing the data will give due credit to the cooperation but assume full responsibility for any statements on which there is a difference of opinion.

C. **Certifications** – The following certification is required in accordance with the above provisions and made a part of this Agreement:

DI-2010, U.S. Department of the Interior Certification Regarding Debarment, Suspension and Other Responsibility Matters, Drug-Free Workplace Requirement and Lobbying.

ARTICLE XIII – <u>ATTACHMENTS</u>

The following documents are attached to and made a part of this Agreement:

- A. TKHA's Work Plan and Budget.
- B. Form SF-424, "Application for Federal Assistance" (incorporated by reference).
- C. Form SF-424A, "Budget Information" (incorporated by reference).
- D. DI-2010

ARTICLE XIV - SIGNATURES

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date(s) set forth below.

TERRITORIAL KANSAS HERITAGE ALLIANCE, INC.

The Honorable Deanell Reece Tacha Date Chair of the Board, Territorial Kansas Heritage Alliance

FOR THE NATIONAL PARK SERVICE

Theora McVay, Contracting Officer Midwest Region, National Park Service Date



Freedom's Frontier National Heritage Area Timeline

- **1999** Territorial Kansas Heritage Area (TKHA), a grassroots group of historians and tourism agencies, formed to plan for the Sesquicentennial of Kansas Territory (2004).
- **2001** TKHA brought in representatives of National Park Service (NPS) and another established heritage area to provide information about developing a heritage area in eastern Kansas.
- **2002** At the urging of the TKHA, Governor Graves appointed the Territorial Sesquicentennial Commission to organize and promote events in 2004. Chaired by Deanell Tacha, it was successful in raising funds to complete a series of activities and projects in celebration of the 150th anniversary.

The Lawrence City Commission & Douglas County Commission appointed a committee, chaired by Deanell Tacha to explore the feasibility of establishing a heritage area in Douglas County.

2003 In January, NPS officials, consultants with heritage areas and administrators of existing heritage areas facilitated a Heritage Summit in Lawrence. About 75 people attended, representing all counties that were potential participants in establishing a heritage area. The Summit launched the grassroots planning committee meetings that have occurred each month throughout the area to date.

The working name of our emerging heritage area was determined to be Bleeding Kansas and the Enduring Struggle for Freedom Heritage Area.

In August, the Joint Committee on Economic Development for the Kansas Legislature invited Judy Billings, director of the Lawrence Convention and Visitors Bureau, to give testimony about what heritage area development means to Kansas. Representative Kenny Wilk and Senator Nick Jordan wrote letters of support to the Secretary of Commerce and the Governor.

The Planning Group hired Dr. Dale Nimz to complete a required feasibility study. The Kansas Department of Commerce contributed \$15,000 toward this effort. The grassroots participants submitted information and raised matching funds for the study.

2004 The feasibility study was officially presented to the National Park Service as well as the Kansas Congressional delegation.

In March, identical bills were written and introduced in both the House and Senate to establish a Bleeding Kansas National Heritage Area (BKNHA). These bills eventually died in committee.

A professional was hired to work with a committee of the planning committee to facilitate the naming process and develop a graphic for BKNHA. Grassroots groups came to consensus on "Freedom's Frontier National Heritage Area" as the name for the area.

NPS requested BKNHA to study the natural environment and the effects of the people on the land and vice versa in the defined area of the study. The study was completed in mid-August and forwarded to NPS.

Monthly grassroots committee meetings continued under the guidance of a steering committee.

Grassroots group continued work on development of site data in the area.

Judge Deanell Reece Tacha, Lawrence, agreed to chair and assist in establishing the advisory board.

2005 Legislation to establish a Bleeding Kansas Heritage Area was re-introduced in Congress with the support of entire Kansas delegation.



In March, Judy Billings testified before the Senate Energy & Resources Subcommittee on National Park Service. MO Senator Talent, serving on the committee, added 12 Missouri Counties to the bill, which passed the Senate.

Tacha began to call regular meetings of the advisory board to learn how such a board might support the heritage area efforts.

Grassroots committee continued monthly meetings building the number of participants and inviting Missouri representatives to join in.

2006 In June, Billings testified before the House Committee. House Committee negotiations led to an agreement that the official name shall be Freedom's Frontier National Heritage Area and language in the legislation was changed to reflect this.

The Advisory Board, led by Tacha, continued to meet regularly and the grassroots group, now called the Partnership Team, continued to meet monthly.

In July, the legislation passed the House but had to go back to Senate for ratification with changes.

In September, the legislation got bundled with 9 other heritage area proposals and passed designating 10 heritage areas including Freedom's Frontier making a total of 39 in the country.

On October 12, 2006, President George W. Bush signed enabling legislation.

2007 The Board of Trustees developed an organizational structure with bylaws and confirmed IRS 501c3 status officially becoming a Board of Trustees—and invited Missouri delegates to join. Board began to organize fundraising plan and materials.

In June, after a Request for Proposals and an extensive interview process conducted by a Partnership Team Committee, the Board of Trustees hired a team of consultants headed by Cheryl Hargrove, Center for Sustainable Destinations, National Geographic.

The Board continued to raise funds for management planning process. Kansas Department of Commerce committed \$75,000, City of Lawrence \$25,000, Mid America Regional Council (MARC) \$25,000 and Capitol Federal Foundation \$10,000 in addition to numerous small contributions to the effort.

In November, Cheryl Hargrove facilitated an orientation meeting for the Partnership Team and Board of Trustees to begin management planning process. Over 100 people attended.

2008 In January, a contract was signed with professional consultants for facilitation of the NPS required Management Plan.

A Steering Committee for the management planning process developed with the task of providing input to consultants prior to presenting information to the general partnership and reviewing minutes and documents prior to being posted on the web.

In February, the first facilitated management planning meeting of the Partnership Team was held in Harrisonville, MO. Over 100 people attended and signed on for committee work including Heritage Development, Interpretation and Education, Resources Development, Marketing and Civic Engagement.

Monthly Partnership Team meetings continued with contractors facilitating each phase of responsibility called for in the Scope of Work. Attendance ranged between 50 and 100 people for each meeting. Meanwhile, conference calls with committees and public surveys solicited information to be used for management planning.

Board continued to raise funds and generate publicity by meeting with editorial boards and speaking to groups in the area.



Partnership Team Proposed Agenda February 8, 2007 Tonganoxie Historical Society Tonganoxie, KS 10am-12noon

Volunteer Note Taker

- I. Welcome and Introductions
- II. Approval February agenda and December minutes
- III. Financial Report Martha Parker
- IV. Partnership Criteria and Peer Review Team

V. Committee Reports

- a. Website
- b. Civic Engagement
- c. Building Bridges
- d. Resources & Landscapes
- e. Tours
- f. Board Update
- VI. Request for Proposal of the Management Plan
- VII. March agenda suggestions
- VIII. Announcements

Future Meetings	
March 8, 2007	Cass County Library, Harrisonville, MO
April 12, 2007	Wabaunsee County
May 10, 2007	Doniphan County
June 14, 2007	TBA
June 18-21, 2007	2007 International Heritage Development Conference
	Detroit, MI
July 12, 2007	
August 9, 2007	



Partnership Team Proposed Agenda March 8, 2007 Cass County Library 400 E Mechanic Street Harrisonville, MO 10am-12noon

Volunteer Note Taker

- I. Welcome and Introductions
- II. Approval March agenda and February minutes
- III. Financial Report Martha Parker

OLD BUSINESS

- IV. Organizational Report Judy Billings
 - a. Board Update
 - b. Organization Chart handout
- V. Committee Reports
 - a. Tours
 - b. Civic Engagement
 - c. Building Bridges
 - d. Resources & Landscapes
 - e. Website
 - f. Peer Review

NEW BUSINESS

- VI. Mike Bowman MO Humanities Council (Interpretation presentation)
- VII. Themes of Freedom Sue Pridemore
- VIII. April agenda suggestions

Announcements

Future Meetings	
April 12, 2007	Lawrence Visitor Center
May 10, 2007	Doniphan County
June 14, 2007	Fort Scott
June 18-21, 2007	2007 International Heritage Development Conference
	Detroit, MI
July 12, 2007	Wabaunsee County
August 9, 2007	



Partnership Team Proposed Agenda April 12, 2007 Lawrence Visitor Information Center 402 North 2nd Street Lawrence, KS 10am-12noon

Volunteer Note Taker

- I. Welcome and Introductions
- II. Approval April agenda and March minutes
- III. Financial Report Martha Parker
- IV. Cindy Barry Report on KTWU's efforts to secure CPB funds for Interactive field trips for kids to KS Museums
- **OLD BUSINESS**
- IV. Organizational Report Judy Billings a. Board Update
- V. Committee Reports
 - a. Tours Don Traub
 - b. Website Debbie White
 - c. Peer Review Visitor Readiness Forms (Short overview during meeting) (In-depth informational discussion after partner meeting)

NEW BUSINESS

September 13, 2007

- VI. Themes of Freedom (continued from March meeting) Sue Pridemore
- VII. May agenda suggestions

Announcements

Future Meetings...May 10, 2007Doniphan CountyJune 14, 2007Fort ScottJune 18-21, 20072007 International Heritage Development Conference
Detroit, MIJuly 12, 2007Wabaunsee CountyAugust 9, 2007



Partnership Team Proposed Agenda May 10, 2007 Native American Heritage Museum 1737 Elgin Road Highland, KS 10am-12noon

Volunteer Note Taker

- I. Welcome and Introductions
- II. Approval May agenda and April minutes
- III. Financial Report Martha Parker

OLD BUSINESS

b.

- IV. Organizational Report Judy Billings
 - a. Board Update
 - Management Plan submissions
- V. Committee Reports
 - a. Tours Don Traub
 - b. Website Debbie White

NEW BUSINESS

- VI. GIS Mapping for National Park Service Civil War Website
 - a. Our contribution to the Civil War Website
 - b. How "we" will benefit
- VII. June agenda suggestions
- VIII. Announcements

Future Meetings...June 14, 2007Fort ScottJune 18-21, 20072007 International Heritage Development Conference
Detroit, MIJuly 12, 2007Wabaunsee CountyAugust 9, 2007LexingtonSeptember 13, 2007



Partnership Team Proposed Agenda June 14, 2007 Grand Hall Fort Scott National Historic Site Fort Scott, KS 10am-12noon

Don Traub

Volunteer Note Taker

- I. Welcome and Introductions
- II. Approval June agenda and May minutes
- III. Financial Report Martha Parker

OLD BUSINESS

- IV. Organizational Report Judy Billings
 - a. Board Update
 - b. Management Plan Interview Report
- V. Committee Reports
 - a. Tours
 - b. Website Debbie White c. Building Bridges/Civic Engagement Alexis Radil
- VI. GIS Mapping Carol McCoy from the Olathe, KS GIS System
- VII. Continued discussion on Themes Sue Pridemore
- VIII. Announcements

Future Meetings...

June 14, 2007	Fort Scott
July 12, 2007	Wabaunsee County
August 9, 2007	Lexington
September 13, 2007	Mid-America Regional Council MARC
October 11, 2007	
November 8, 2007	

Conferences, Workshops, Seminars

2007 International Heritage Development Conference
Detroit, MI
Understanding the Value of Interpretation
(An Interpretation Workshop) \$55.00 per person
Salina, KS
National Association for Interpretation – National Workshop
Wichita, KS
http://www.interpnet.com/workshop/



Partnership Team Proposed Agenda July 12, 2007 Beecher Bible and Rifle Church Main Street Wabaunsee, KS 10am-12noon

Volunteer Note Taker

- I. Welcome and Introductions
- II. Approval July agenda and June minutes
- III. Financial Report Martha Parker

OLD BUSINESS

V.

- IV. Committee Reports a. Tours
 - Management Plan Report Judy Billings
 - a. Questions from National Geographic Center for the Sustainable Destinations

Don Traub

Sue Pridemore

- b. Focus Exercise
- VI. Continued discussion of Themes
- VII. Announcements

Future Meetings...

August 9, 2007 September 13, 2007 October 11, 2007 November 8, 2007 December 13, 2007 Lexington Mid-America Regional Council MARC

Conferences, Workshops, Seminars

November 6-10, 2007 National Association for Interpretation – National Workshop Wichita, KS <u>http://www.interpnet.com/workshop/</u>



Partnership Team Proposed Agenda August 9, 2007 Wentworth Military Academy Honors Hall, aka Groendyke Hall Lexington, MO 10am- 3pm

- I. Welcome by Deanell Tacha, Chair of FFNHA's Board of Trustees
- II. Introductions by John Dillingham, Vice-Chair FFNHA's Board of Trustees.
- III. Congressman Ike Skelton

Business Meeting

- IV. Approval August agenda and July minutes
- V. Financial Report Martha Parker
- VI. Committee Reports a. Tours Don Traub b. Peer Review Debbie White
- VII. Management Plan Report Judy Billings

Lunch

- VIII. Introduction by Julie Mulvihill, Executive Director Kansas Humanities Council
- IX. Fred Krebs
- X. Proposed Sub-Themes Discussion and Workshop

Future Meetings...

September 13, 2007 October 11, 2007 November 8, 2007 December 13, 2007 Mid-America Regional Council MARC

Conferences, Workshops, Seminars

November 6-10, 2007	National Association for Interpretation – National Workshop
	Wichita, KS
	http://www.interpnet.com/workshop/



Partnership Team Proposed Agenda September 13, 2007 Evergreen Events 15 West Wea Street Paola, KS 10am- 3pm

Business Meeting

- I. Approval August agenda and July minutes
- II. Financial Report Martha Parker
- III. Committee Reports
 - a. Tours Don Traub
 - b. Peer Review and Website Debbie White
 - c. National Tour Operators Association Conference Alexis Radil d.GPS/GIS John Nichols
- IV. Management Plan Report Judy Billings
- Lunch Reservation must be made no later than 5pm Friday September 7th RSVP <u>dwhite@freedomsfrontier.org</u>
- V. Introduction by Julie Mulvihill, Executive Director Kansas Humanities Council
- VI. Carmaletta Williams "Freedom Doesn't Necessarily Mean Welcome"
- VII. Proposed Sub-Themes Discussion and Workshop
- VIII. Announcements

Future Meetings...

October 11, 2007 November 15, 2007 December 13, 2007 January 10, 2008 February 14, 2008 March 13, 2008 Lecompton Ft. Leavenworth

Conferences, Workshops, Seminars

November 6-10, 2007	

National Association for Interpretation – National Workshop Wichita, KS http://www.interpnet.com/workshop/



Partnership Team Proposed Agenda October 11, 2007 Territorial Capital Lecompton, KS 10am- 3pm

Business Meeting

III.

- I. Approval October agenda and September minutes
- II. Financial Report Martha Parker

Committee Reports	
a. Tours	Don Traub
b. Peer Review and Website	Debbie White
c. GPS – GIS	John Nichols

IV. Management Plan Report Judy Billings

Lunch Catered by United Methodist Women Reservation must be made no later than 12noon, Monday October 8th Email Paul Bahnmaier <u>lanemuseum@aol.com</u>

Development Workshop Part 1

- V. "How to bring your stories to life." Ann Birney –Ride into History
- VI. Break-out discussion
- VII. Share "How you're making things happen" at your site or in your city, county and state.

Future Meetings...

November 15, 2007 December 13, 2007 January 31 or February 7, 2008 March 13, 2008 April 10, 2008 May 8, 2008 Ft. Leavenworth Topeka Lawrence Mahaffie Stagecoach Stop, Olathe

Conferences, Workshops, Seminars

November 6-10, 2007 National Association for Interpretation – National Workshop Wichita, KS http://www.interpnet.com/workshop/



Partnership Team Agenda November 15, 2007 Fort Leavenworth Eisenhower Hall, DePuy Auditorium 10am- 2pm

Introductions Judge Deanell Tacha, Chair Board of Trustees Lieutenant General Robert Arter, U.S. Army Retired and Civilian Aide to the Secretary of the Army for the State of Kansas

Management Team

Orientation including timeline and details of public input for the Management Plan process

Lunch

History of Fort Leavenworth Dr. Richard Barbuto and Colonel Thomas Weafer, Assistant Deputy Commandant, U.S. Army Command and General Staff College

Tours of Lewis and Clark Center

Future Meetings...

December 13, 2007 January 31 or February 7, 2008 March 13, 2008 April 10, 2008 May 8, 2008 June 12, 2008 July 10, 2008 August 14, 2008 Topeka Lawrence Mahaffie Stagecoach Stop, Olathe MARC



Partnership Team Proposed Agenda December 13, 2007 Great Overland Station Topeka, KS 10am- 2pm

- I. Welcome
- II. Introductions
- III. Approval December agenda and November minutes
- IV. Financial Report Martha Parker
- V. Tour Committee Report Don Traub
- VI. Review Index card questions from November meeting
- VII. Fundraising

Harvey Girls Holiday Luncheon

VIII. KTI – Kansas Partners

Future Meetings...

January 31 or February 7, 2008 March 13, 2008 April 10, 2008 May 8, 2008 Lawrence Mahaffie Stagecoach Stop, Olathe Mid American Regional Council, Kansas City, MO



January 2008 no meeting was held.



Management Plan Orientation Harrisonville Community Center 2400 Jefferson Parkway Harrisonville, MO 10am – 3pm

10:00 am

Proposed Agenda: (PPT)

- The Enabling Legislation (Freedom's Frontier)
- The Management Plan: Goal, NPS mandate
- Schedule of Tasks per Phase
- Defined Roles & Responsibilities:
 - Consulting Team
 - FFNHA Coordinator (Judy Billings)
 - FFNHA Steering Committee
 - Partnership Team
 - Board of Directors

Q&A

Handouts: • **Timeline of FFNHA Enabling Legislation** • Glossary of Terms • **Key Contact List** • PPT: Schedule of Activities • 11:30 am Break Lunch; Presentation continues - "Region in Images" 11:45 am Findings from November meeting: committee assignments • Tourism Marketing: facilitated by Cheryl • Resource Management: facilitated by Jeff • Interpretation/Education: facilitated by Amy • Civic Engagement: facilitated by Frank • Heritage Development: Facilitated by Christie 12:30 pm 5 Committee (Small Group) Exercises - review November questions; identify solutions - appoint co-chairs (KS, MO)

Specific Assignments:

- Tourism/Marketing: Initial Press Release
- Resource Management: list of assets (data sources)
- Interpretation/Education: Review themes
- Civic Engagement: Begin framing Vision
- Heritage Development: Identify types of Best Practices to collect
- 2:00 pmSmall Group reports2:30 pmNext Steps
- 3:00 Meeting Adjourns

Future Meetings...

March 13, 2008	Mahaffie Stagecoach Stop, Olathe
April 10, 2008	MARC – Mid America Regional Council, Kansas City, MO
May 8, 2008	Fredonia
June 12, 2008	
July, 10, 2008	Tentative – Baker University



Management Plan Orientation Mahaffie Stagecoach Stop Thursday March 13, 2008 10am – 3pm

10:00 am

Proposed Agenda: (PPT)

- The Enabling Legislation (Freedom's Frontier)
- The Management Plan: Goal, NPS mandate
- Schedule of Tasks per Phase
- Defined Roles & Responsibilities:
 - o Consulting Team
 - FFNHA Coordinator (Judy Billings)
 - FFNHA Steering Committee
 - o Partnership Team
 - o Board of Directors

Q&A

Handouts:

	 Timeline of FFNHA Enabling Legislation Glossary of Terms Key Contact List DDT: Schedule of Activities
11:30 am	PPT: Schedule of Activities Break
11:45 am	 Lunch; Presentation continues – "Region in Images" Findings from November meeting: committee assignments Tourism Marketing: facilitated by Cheryl Resource Management: facilitated by Jeff Interpretation/Education: facilitated by Amy Civic Engagement: facilitated by Frank Heritage Development: Facilitated by Christie
12:30 pm	<u>5 Committee (Small Group) Exercises</u> - review November questions; identify solutions - appoint co-chairs (KS, MO)

- discuss next steps & outline, schedule tasks

Specific Assignments:

	 Tourism/Marketing: Initial Press Release Resource Management: list of assets (data sources) Interpretation/Education: Review themes Civic Engagement: Begin framing Vision Heritage Development: Identify types of Best Practices to collect
2:00 pm	Small Group reports
2:30 pm	Next Steps
3:00	Meeting Adjourns

Future Meetings...

March 13, 2008	Mahaffie Stagecoach Stop, Olathe
April 10, 2008	MARC – Mid America Regional Council, Kansas City, MO
May 8, 2008	Fredonia
June 12, 2008	Topeka – Great Overland Station
July, 10, 2008	Tentative – Baker University
August 14, 2008	KU Commons – Spooner Hall

Meeting Notice +

FOR IMMEDIATE RELEASE: DATE: April 3, 2008

CONTACT: Debbie White, 785-865-4499 info@freedomsfrontier.org

HERITAGE AREA MEETING TO FOCUS ON TOURISM TRENDS

Kansas City, Missouri – As part of the discovery phase of the Freedom's Frontier National Heritage Area (FFNHA) management planning process, the organization's monthly meeting will focus on "*Tourism Trends Impacting FFNHA*." Tourism is recognized as one of the primary strategies for the region's sustainable growth.

National expert and planning team consultant, **Cheryl Hargrove**, will lead the meeting with an overview of global, national and regional trends impacting the potential growth and sustainability of tourism in the 41-county region covering Eastern Kansas and Western Missouri. Hargrove is best known as the National Trust for Historic Preservation's first heritage tourism director and recently served as the Associate Director for National Geographic's Center for Sustainable Destinations.

The meeting will also include presentations by **Becky Blake**, **Director of the Kansas Travel & Tourism Division**, Department of Commerce and **Lori Simms**, **Communications Director from the Missouri Division of Tourism.** A travel industry veteran with more than 25 years experience,

This monthly meeting is open to any person interested in helping set and implement a regional agenda for FFNHA. Reservations are required. The meeting is scheduled:

Date:	Thursday, April 10, 2008
Time:	10:00 am - 1:00 pm
Location:	Mid-America Regional Council (MARC) Offices
	600 Broadway, Suite 300, Kansas City, MO
Reservations:	Eliza Waterman <u>ewaterman@marc.org</u>
	(required by 4/7/08)

"The future of Eastern Kansas and Western Missouri depends on local citizens championing the values and celebrating the assets of our region," Billings said. "We must share all the significant stories that have helped shape our country and communities, foster understanding and insight among current and future generations, and build collaborations that will strengthen the economic vitality of the region."

The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. FFNHA – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms. National Heritage Areas are living landscapes recognized through a partnership with the National Park Service. FFNHA is currently engaged in its management planning process. The final plan is scheduled for submission to the National Park Service in February 2009.



MEETING AGENDA

Meeting Location:	1 st Christian Church 303 N 7th	Meeting Date:	Thursday, May 8, 2008
	Fredonia, KS	Task No.:	6-8
		Phase No.:	2
Facilitator:	Amy Webb	Time Allotment:	10-3 pm
Recorder:	Amy Webb	Time Keeper:	Amy Webb
Meeting Context:	Meeting with FFNHA Partnership) Team	
Meeting Purpose/ Intended Results:	Review and Approve Proposed Statement of National Significance & Themes Brainstorm Stories and Places to Support Proposed Themes Learn about other Site Criteria/Evaluation Programs Brainstorm Partnership Site Criteria for FFNHA		
Time:	Agenda Topic:		
10:00	Welcome, Introductions (Judy Billings)		
10:10	Tribal Prayer (Janith English)		
10:20	Interpretation and Education Update (Amy Webb) Addressing Issues of Expanded Geographic Size and Thematic Scope Draft Statement of National Significance and Themes Group Discussion		
11:30	Working Lunch (Voting on Themes & National Significance, Adding Stories/Places)		
	 NOTE: If lunchtime voting does NOT result in approval of the statement of national significance and themes, the afternoon schedule will change to large and small group discussion of concerns regarding these items. 		
12:45	Developing Draft Criteria for FFNHA Partner Sites (Amy Webb)		
1:30	Break into groups		
1:45	Brainstorming on Partnership Site Criteria (small groups) Interpretation and Education Committee (Amy Webb) Heritage Development/Resources Development(Christy Davis) Tourism/Marketing (TBD) Civic Engagement (TBD		
2:30	Groups Report Out Next Steps		
3:00	Adjourn		



Meeting Location:	National Frontier Trails Museum	Meeting Date: June 12, 2008
	318 W. Pacific	Task No.:
	Independence, Missouri	Phase No.:
Facilitator:	Christy Davis	Time Allotment: 10:00 a.m2:00 p.m.
Recorder:		Time Keeper:
Meeting Context:	General Management Plan – Heritage Development and R	
Meeting Purpose/ Intended Results:		Introduction to Heritage Development and tep in Determining Group Decision-Making age Development
Time:	Agenda Topic:	
10:00-10:15 a.m.	Welcome and Introductions Judy Billings	
	Tourism Orientation Destination Kelli Hilliard, Kansas Tourism	on Signage
10:15-11:00 a.m.	Heritage Development and Re Christy Davis Phase 2 Goals Survey Findings Statistics of Region Intro to Preservation Co	source Management Update
11:00-11:45 a.m.	Remarks from Missouri/Kansa Judy Bowman, Ombudsman, Ma Jennie Chinn, Kansas SHPO Michael Bouman (invited), Misso	
11:45 a.m 12:30 p.m.	Lunch	
12:30 – 1:15 p.m.	Group Discussion on Decision Christy Davis	n-Making Process
1:15 – 2:00 p.m.	Facilitated Discussion on Heri	
2:00 p.m.	Adjourn	
2:00 – 3:00 p.m.	Preservation Professionals Di	scussion (by invitation)



Meeting Location:	Mabee Hall, Baker Univ.	Meeting Date: July 10, 2008
	6 th & Fremont	Task No.:
	Baldwin City, Kansas	Phase No.: 2
Facilitator:	Amy Webb	Time Allotment: 10:00 a.m2:00 p.m.
Recorder:	Julie Lenger	Time Keeper:
Meeting Context:	General Management Plan - Interpretation & Education I	
Meeting Purpose/ Intended Results:		pretation and Education components including r Sites, Story Authentication, and Interpretive and
Time:	Agenda Topic:	
10:00-10:10 a.m.	Welcome and Introductions Judy Billings	
10:10-10:45a.m.	Interpretation & Education P Amy Webb General Management Designation of FFNHA	Plan Updates
10:45-11:30	Authenticating Stories Julie Mulvihill, Kansas Humani Dr. William Worley, Ph.D., Univ	ties Council versity of Missouri-Kansas City
11:30-12:30	LUNCH	
12:30-1:30	Brainstorming FFNHA Interp Amy Webb	retation & Education Projects
1:30-2:00 p.m.		rtnership Team Meeting Adjourns erpretation and Education Projects
	*	* *
2:15-3:30	-Overview of FFNHA -Identifying existing educa -Gaps or needs in educati	educators from Partnership Team are welcome) itional programs and opportunities onal programs and opportunities lucational programs and opportunities



Management Plan

Planning Process

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MEETING AGENDA

Meeting Location:	Ritz Charles	Meeting Date: August 14, 2008		
	9000 W 137 th St	Task No.: 9		
	Overland Park, Kansas	Phase No.: 2		
Facilitator:	Cheryl Hargrove	Time Allotment: 9:30 a.m 3:00 p.m.		
Recorder:	Julie Lenger	Time Keeper: Julie Lenger		
Meeting Context:	General Management Plan – Delivering the Brand Promis			
Meeting Purpose/	Define measurement strategies for success as a way to help FFNHA realize its			
Intended Results:	vision and prioritize activities,	benchmark performance.		
Time:	Agenda Topic:			
9:30-10:00 a.m.	Coffee and Conversation			
10:00-10:15 a.m.	Announcement of Orie	Welcome & Introductions Judy Billings, Acting Director FFNHA Announcement of Orientation packets and materials available Additions/changes to July Meeting minutes		
10:15-11:00 a.m.	Management Planning Process Update Cheryl Hargrove, Management Planning Team Consultant Share Decision-Making Process and Results from Public Input Introduction of Phase II: Goals and Related Activities Development and Prioritization of Story Eco-Systems Components			
11:00-11:15 a.m.	Defining Success: Criteria for FFNHA to Realize its Vision and Mission Cheryl Hargrove Power Point Presentation			
11:15 a.m12:00 p.m.	Panel Discussion: Defining Measurement Strategies for FFNHA Participants: Christine Bial, Kansas Arts Commission; Frank Lenk, Mid-America Regional Council (MARC); Jeanine Rann, Downtown Lee's Summit, Missouri Main Street Program. Followed by Q & A Session, Facilitated by Cheryl Hargrove			
12:00-1:00 p.m.	Lunch			
1:00-2:45 p.m.	Group Exercise: Prioritizing Measurement Strategies Facilitator: Cheryl Hargrove Setting benchmarks for measuring the Region's Environmental, Economic, Social, Educational, Natural, Historic, and Cultural Success			
2:45-3:00 p.m. 3:00 p.m.	September Partnership "Sustaining Landscape Bruce & Frank E. Mart	Exercise on FFNHA Website o Team Meeting: Nevada, Missouri e EcoSystems" by Planning Team Members Jeffrey L. in; presentation by Kansas Land Trust gement Plan activities and deadlines for the month s and deadlines		
5.00 p				



Meeting Location:	Nevada TeleCenter, Bowman Building	Meeting Date: September 11, 2008
	2015 N. West Street	Task No.:
	Nevada, Missouri	Phase No.:
Facilitator:	Christy Davis	Time Allotment: 10:00 a.m3:00 p.m.
Recorder:		Time Keeper:
Meeting Context:	General Management Plan Heritage Development and	- Phase 2 Resource Management Plans
Meeting Purpose/ Intended Results:	Enhance the understanding on the region's story, and tools f	f the region's natural resources, the way they connector their conservation.
Time:	Agenda Topic:	
10:00-10:15 a.m.	Welcome and Introductions Judy Billings	;
10:15-10:30 a.m.	Report on Management Pla Christy Davis	n Progress and Purpose of Today's Meeting
10:30-11:30 a.m.	Natural Resources Exercis Jeffrey L. Bruce and Christy	-
11:30-12:15 p.m.	Understanding the Natural Jeffrey L. Bruce	History of Freedom's Frontier
12:15-12:45 p.m.	Lunch	

Introduction to NEPA, Section 106, and NAGPRA Christy Davis

- 12:45-1:30 p.m. Cultural Watersheds: Connecting Human Stories to Place Christy Davis
- 1:30-2:45 p.m.Tools for Conserving Natural Resources and Cultural Landscapes
Jason Fizell and Jerry Jost, Kansas Land Trust
- 2:45-3:00 p.m. Landscape Exercise (for October meeting) Jeffrey L. Bruce
- 3:00-3:30 Ambassador Orientation (see attached) Julie Lenger



Meeting Location:	First Territorial Capitol	Meeting Date:	October 16, 2008
	629 Huebner Road	Task No.:	
	Fort Riley, Kansas	Phase No.:	2
Facilitator:	Frank Martin	Time Allotment:	10:00 a.m3:00 p.m.
Recorder:	Julie Lenger	Time Keeper:	Julie Lenger
Meeting Context:	General Management Plan – Heritage Development and R		t Plans
Meeting Purpose/ Intended Results:	The Region and the Place: Co	nnecting the Region's	Stories and the Land
Time:	Agenda Topic:		
10:00-10:15 a.m.	Welcome and Introductions Judy Billings		
10:15-10:30 a.m.	Report on Management Plan Progress and Purpose of Today's Meeting Frank Martin		
10:30-11:45 a.m.	The Power of Place: Framing the Region Frank Martin (with Partners' Participation) Exercise 1 Building a Network of Stories		
11:45-12:30 p.m.	Lunch and Partners' Announcements		
12:30-1:45 p.m.	The Power of Story: Linking Landscapes and Stories Frank Martin, Local Speakers and Partners		
1:45-2:00 p.m.	Break		
2:00-2:30 p.m.	The Power of Action: Tools for Success Frank Martin		
2:30-2:25 p.m.	The Power of Practice: Discovering the Landscape in Our Stories and Connecting Them Together All Partners Exercise 2 The Land and the Story Exercise 3 Connecting our Stories		
2:55 p.m.	Group Photo and closing announcements		
3:00 p.m.	Adjourn		



Meeting Location:	White Rose Pavilion		Meeting Date:	November 13, 2008
	107 Ming Street		Task No.:	
	Warrensburg, MO		Phase No.:	2
Facilitator:	Steering Committee		Time Allotment:	10:00 a.m3:00 p.m.
Recorder:	Julie Lenger] [Time Keeper:	Julie Lenger
Meeting Context:	General Management Plan Priorities and Partners	ı – Phas	se 2	
Meeting Purpose/ Intended Results:	Reviewing Vision/Mission/Va Mapping Story Connections;			
Time:	Agenda Topic:			
10:00-10:15	Welcome and Introduction Judy Billings	าร		
10:15-10:45	Report on Foundation Doc Lori Simms, Steering Comm		5	
10:45-12:00	Strategies, Tactics and Pri Alexis Radil, Steering Comm			
12:00-1:00	Lunch			
1:00-2:00	Creating Our Web: Mappir Partners	ng Our (Connections Exe	ercise
2:15-2:30	Break			
2:30-3:00	Putting Our Web on The W Connections Julie Lenger, Management		-	orking Media to Make



Meeting Location:	Ν	
107 Wea Street		Т
	Paola, KS	P
Facilitator:		Т
Recorder:	Julie Lenger	Т

Meeting Date:	December 11, 2008
Task No.:	
Phase No.:	
Time Allotment:	10:00 a.m3:00 p.m.
Time Keeper:	Julie Lenger

Meeting Context:

Meeting Purpose/ Intended Results:

Time:	Agenda Topic:
10:00-10:30	Welcome and Introductions Judy Billings
10:30-11:00	Housekeeping—Management Plan Updates Management Planning Team Members
11:00-12:00	Committee Reviews of Toolkits Management Planning Team Members
12:00-1:00	Lunch
1:00-1:30	Sharing Thoughts on Toolkits Partners
1:30-2:00	Review of Year's Events Judy Billings
2:00-2:15	Break
2:15-3:00	Making Connections across Our Unique Landscape Planning Team and Partners



Meeting Location:	Lawrence Visitors Center	Meeting Date:	January 8, 2008	
	402 North 2 nd Street	Task No.:		
	Lawrence, Kansas	Phase No.:	3	
Facilitator:		Time Allotment:	10:00 a.m3:00 p.m.	
Recorder:	Julie Lenger	Time Keeper:	Julie Lenger	
Meeting Context:	Defining the Experience—	Visitors and their Expe	ctations	
Meeting Purpose/ Intended Results:	Refining Criteria for Freedor	n's Frontier Sites, Events	and Stories	
Time:	Agenda Topic:			
10:00-10:30	Welcome and Introduction Judy Billings	าร		
10:30-11:00	Management Plan Updates Julie Lenger and Mike McGrew			
11:00-11:30	Breakout Session: What is a visitor? Partners			
11:30-12:00	Breakout Session: What are our visitors' expectations? Partners			
12:00-1:00	Lunch			
1:00-1:30	Breakout Session: Charac Partners	cteristics of a successfu	Il Freedoms' Frontier Site	
1:30-2:00	Breakout Session: Characteristics of a successful Freedoms' Frontier Event Partners			
2:00-2:30	Breakout Session: Characteristics of a successful Freedom's Frontier Story Partners			
2:30-3:00	Wrap-up Discussion: What lessons have we learned? Partners			
3:00-3:30	Meeting of Tourism and Marketing Committee to Discuss Toolkit			



Meeting Location:	University of St. Mary, Berchmans Assembly Room	Meeting Date:	February 12, 2009
	4100 South 4 th Street	Task No.:	
	Leavenworth, Kansas	Phase No.:	3
Facilitator:		Time Allotment:	10:00 a.m3:00 p.m.
Recorder:	Julie Lenger	Time Keeper:	Julie Lenger
Meeting Purpose/ Intended Results:	Your Heritage Area: Preparing for review of Mana Identifying Potential Partners Planning for future events		
Time:	Agenda Topic:		
10:00-10:30	Welcome and Introductions Judy Billings		
10:30-11:00	Discussion: Being a Stake Partners	holder in Freedom's Fr	ontier
11:00-12:00	Management Plan Updates Julie Lenger		
12:00-1:00	Lunch		
1:00-2:00	Exploring Partnership Opp Breakout Session	oortunities	
2:00-3:00	Discussion: Future of Freedom's Frontier Partners		
3:00	Adjourn		
Evening Event	The University of St. Mary w February 12, at 7:00 PM. Lie Commanding General of the Leavenworth, will give the ke more information, see the w	eutenant General William U.S. Army Combined A eynote address, "Leaders	B. Caldwell, IV, rms Center and Fort ship in a Time of Crisis." For



Meeting Location:	Cass County Public Library		Meeting Date:	March 12, 2009
	400 E Mechanic		Task No.:	
	Harrisonville, Missouri		Phase No.:	3
Facilitator:			Time Allotment:	10:00 a.m3:00 p.m.
Recorder:	Julie Lenger		Time Keeper:	Julie Lenger
Meeting Purpose/ Intended Results:	Creating a Brand; Criteria R	eview		
Time:	Agenda Topic:			
10:00-10:30	Welcome and Introduction Judy Billings	าร		
10:30-11:00	Discussion: Partner Directory Thoughts on the Managen Partners	nent Pl	an	
11:00-12:00	Branding and Freedom's F David Reynolds, Assistant F			rketing, University of St. Mary
12:00-1:00	Lunch			
1:00-2:00	Criteria Review Partners			
2:00-3:00	A Look Ahead Report on Kick-Off event Planning for June Conferenc	ce		
3:00	Adjourn			



Meeting Location:	St. Peter's Lutheran Church	Meeting Date:	April 16, 2009
	910 Amos St	Task No.:	
	Humboldt, Kansas	Phase No.:	3
Facilitator:		Time Allotment:	10:00 a.m3:00 p.m.
Recorder:	Julie Lenger	Time Keeper:	Julie Lenger
Meeting Purpose/ Intended Results:	Toolkits – Connecting between	the Principles and the	Practical
Time:	Agenda Topic:		
10:00-10:30	Welcome and Introductions Judy Billings		
10:30-11:30	Discussion: Thoughts on the Power of Story Putting the Power of Story into Practice		
11:30-12:00	Storytelling Toolkit Review Partners		
12:00-1:00	Lunch		
1:00-2:00	Storytelling Toolkit Critique Breakout Group Discussion		
2:00-2:30	Looking Ahead		
2:30-3:00	Announcements Partners		
3:00	Adjourn		



Meeting Location:	Fort Osage	Meeting Date:	May 14, 2009
	107 Osage St	Time Allotment:	10:00 AM - 3:00 PM
	Sibley, Missouri	Focus:	Marketing/Interpretation
Facilitator:	David Reynolds, Judy Billings, Gordon Julich	Recorder:	Julie Lenger
Meeting Purpose:	Introduction to Branding Site tour of Fort Osage/Explor Living History Interpretation	ing Connections	
Time:	Agenda Topic:		
10:00-10:30	Welcome and Introductions Judy Billings		
10:30-11:00	Old Business		
11:00-12:00	Introduction to Branding David Reynolds, Assistant Pro	ofessor of Business/Ma	rketing, University of St. Mary
12:00-1:00	Lunch		
1:00-1:30	Making Connections How Your Site Connects to Fe	ort Osage	
1:30-2:30	Site Tour of Fort Osage and	Using Living History	in Interpretation
2:30-3:00	Announcements Partners		
3:00	Adjourn		



Helzberg Auditorium, Kansas City Central Library 14 West 10th Street, Kansas City, Missouri

June 18, 2009 2:00 PM – 4:00 PM

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Meeting Purpose: Celebrate the unveiling of the FFNHA Management Plan

Time:	Agenda Topic:
2:15	Welcome and Introductions Judy Billings
2:30	Special Comments Deanell Tacha, FFNHA Board of Trustees President
2:35	Unveiling of Management Plan Jeffrey L. Bruce, Management Plan Consultant Team
2:45	Donor Recognition Judy Billings
3:15	Video Presentation Wide Awake Films



Meeting Notes 2/8/07 Tonganoxie Historical Museum Tonganoxie, KS

Debbie White called the monthly meeting to order at 10 am in the Reno Methodist Church on the Tonganoxie Museum site. Tonganoxie Mayor Dave Taylor, Tonganoxie Museum organizer Susy Ross, and local business owner Lana Howe welcomed the group.

Treasurer Martha Parker reported her figures as a current balance of \$871.21.The motion was carried with out dissent.

Debbie explained criteria for partner site applications, and that those will be sent out as soon as possible. She also explained there will be a committee of five or six people who will serve on the Peer Review Team. This Committee will review the applications sent in for area sites. She said it would be preferable if there were one from western part and two from Missouri.

Committee reports:

Debbie reported the website is still undergoing groundwork, but should be up soon. The committee met with the designers and put together a front page. She explained it is a preliminary work, and any suggestions would be greatly appreciated. Once the site is up and running there will be an area for the partners where you'll find agendas, minutes and many of the same items that are on the old site. Site will also have links to sites in phase two of project.

The Civic Engagement Committee reported the Power Point Presentation could be made available in the form of an Excel spread, as some may not have compatible computer programs for Power Point. Karen Crane reported the program could also be sent to anyone wishing to use it as a presentation in their area. The Power Point presentation could be shown to school boards, elected officials, civic groups, and target groups that have the ability to donate funds. Anyone wishing to receive a copy of the Power Point can contact Amy Garton <u>agarton@opcvb.org</u>. It was suggested the presentation be burned to a PDF file for easier use.

Alexis Radil reported for Building Bridges. The MO-KS Border meetings have been changed to the week after the FFNHA Partners meeting so information can be shared. There should be a good representation from the eastern portion of the heritage area.

Resources & Landscapes had nothing to report.

Don Traub reported for the Tour Committee. The committee continues to work on the Civil War brochure and are beginning to prototype maps, hope to get a map out by spring. Moving ahead with brochures.

Chris Meinhardt reported that the Underground Railroad Brochure closer to completion and will go to the printer fairly soon.

Board update. Debbie reported the advisory board is very engaged, working on updating the bylaws and looking toward raising money. Also reported that Judy Billings sent out the request for proposal (RFP) of the management plan to 20 different entities all over country. Newspaper ads will need to be place in Kansas City, Topeka and Wichita that FFNHA is seeking companies to create the Management Plan, this is required by NPS. The plan must be completed and approved by the Department of Interior before October 12th 2009.

Announcements: Film Bad Blood will be finished in March Fort Scott will be the June meeting

Attendees:		
Emma Crites	Fredonia Tourism	
Derald Linn	Leavenworth Co. Hist. Soc.	
Eileen Robertson	Humboldt Tourism	
Bill Freeman	LeRoy	
Dennis Toll	Manhattan CVB	
Erin Jeschke	Pott. Co. Eco. Dev.	
Ken & Mary Asher	Mound City – Linn Co.	
Sue Gervasini	Leavenworth	
Leslie Rocha	Leavenworth	
Keyta Kelly	Leavenworth	
Hazel May Fackler	Leavenworth	
Cheryl Tellefson	Leavenworth	
Sally Hatcher	Leavenworth	
Tamra Scheid	Visit Topeka Inc.	
Julia Maglitz	Treanor Architects	
Peggy Clark	Osage Co. Eco. Dev.	
Julie Fresbie	Jefferson Co. Hist. Soc.	
Gary Nevius	Overland Park	
Paul Bahnmaier	Lecompton Hist. Soc.	
Deborah Barker	Ottawa, KS	
Pat Dill	Doniphan Co. Hist. Soc.	
Peggy Stanton	Doniphan Co. Hist. Soc.	
Chris Meinhardt	Constitution Hall, Topeka	
Don Lambert	Topeka, KS	
Christian Lutz	Fort Scott Chamber	
Betty Boyko	Fort Scott NHS	
Cheryl Collins	Riley County Hist. Museum	
Don Traub	Traub Design Associates	
Kerry Altenbernd	Black Jack Battlefield Trust	
Rebecca Phipps	Watkins Museum, Lawrence, KS	
Alexis Radil	Mahaffie Stagecoach Stop	
Debbie White	Lawrence CVB	
Jody Craig	M.A.R.C.	



Meeting Notes 3/8/07 Cass County Library Harrisonville, Missouri

The morning began with a demonstration of video conferencing, distance learning, by Cary Wesemann, Network Administrator for the Cass County Public Library.

Judy Billings welcomed everyone shortly after 10:00 and introduced Michael Bouman, Executive Director of the Missouri Humanities Council. He spoke briefly about new initiatives in interpretation, the MHC Civil War Task Force, and about funding available for historic sites and organizations on the Eastern side of the Freedom's Frontier National Heritage Area.

I. Welcome and Introductions

The meeting was formally called to order by Judy Billings at 10:40 a.m. Alexis Radil welcomed everyone to Cass County and Harrisonville, Missouri. This is the first meeting of the Freedom's Frontier National Heritage Area Partnership Team on the Eastern side.

II. Approval of February minutes

The February minutes were approved with corrections. The Civic Engagement Committee has made the Power Point Presentation available in a PDF format rather than an Excel format. The Tour Committee noted that they had reported on the John Brown Tour that is being developed. Karen Crane and Amy Garton asked to be added to the list of attendees.

III. Financial Report

Martha Parker reported that the beginning balance for this month was \$871.21. There have been deposits of \$700.00 and interest paid of \$.37. The ending balance for this month's report is \$1, 571.58. The financial report was approved.

Judy Billings pointed out that over the course of the four years that the partnership team has been working they have had no dedicated funding source. All their funds have come through donations.

It was asked if a list of donors could be made available. Yes, the current list will be updated when the website is moved.

A question was asked regarding roughly how much money has been spent so far. Judy replied about \$250,00- so far.

Are contributions to Freedom's Frontier tax deductible? Yes via a 501-C-3 of the Kansas Tourism Alliance.

Old Business

IV. Organizational Report

Judy Billings proceeded to explain the organizational make-up of the partnership team and the Freedom's Frontier National Heritage Area. This was new information for some and a refresher for others.

Judy has just returned from a meeting of the Alliance of Heritage Areas. There are now 37 heritage areas nationwide. Studies have been done of 3 of the established heritage areas, which show that success comes from networking, partnering, and communication. The heritage areas are really a network of people in partnership with one another making projects happen.

Quote: "We are one generation away from losing out identity in this country."

This is an ongoing process. The next project will be the management plan. RFPs were sent out nationwide. The management plan is the roadmap of how we go forward. It must be approved by the Department of Interior before 10/12/2009.

Judy Billings met with members of Congress who represent the Freedom's Frontier area. She read a letter from Ike Skelton and Nancy Boyda to the House Budget and Appropriations Committee requesting funding for the National Heritage Areas. Thank you letters for their support are requested from those members of Freedom's Frontier represented by Skelton and Boyda. Members are also encouraged to contact their Congresspersons for similar letters of support to the Budget and Appropriations Committee.

Judy went on to clarify the structure of Freedom's Frontier. A chair for the partnership team will need to be elected, begin thinking about who you would like to nominate. The legislation designated 29 counties in Kansas and 12 counties in Missouri. The Board of Trustees has been created for Freedom's Frontier National Heritage Area and is made up of 25% from Missouri and 75% from Kansas, as written in the legislation, and 16 members will be the maximum number of members. The Board of Trustees will be responsible for staffing, budget, and most importantly raising money. The Central Office for Freedom's Frontier will be employed by Freedom's Frontier not the National Park Service. The by-laws are being worked on and are scheduled to be completed May 1.

The Board of Trustees will be self-appointing, as it is not a membership organization. Members of this board are comprised of people with national connections. The Board of Trustees will have fiduciary responsibility for the organization and will have regular input from the Partnership Team. The Management Plan will determine how Freedom's Frontier will function. This organization will remain a grassroots organization. The Partnership Team brings this process into being.

There was discussion about changing the by-laws so that the Partnership Team would appoint the Board of Trustees and the make up of the members. Judy reiterated that the Board will be self appointing and the legislation, passed in both the House of Representatives and the Senate then signed by Pres. Bush, states the make up of the Board of Trustees.

There are no Partnership dues at this time; the Management Plan will determine that. The Partnership Team will decide how Freedom's Frontier will function, not the Board. It was noted that for every Federal \$1.00, \$8.00 is leveraged locally.

Freedom's Frontier National Heritage Area is defined by public law. The next 2 years of dialog will define the stories and define who will participate. The Board of Trustees serves to manage the plan created by the Partnership Team.

V. Committee Reports

- a. Tour: The Tour Committee currently has 10 members. They are developing a series of tours. The first tour is about John Brown. The second is about Civil War sites of the area. Future tour themes will be the Underground Railroad, Native Americans, and the Trails. The committee is looking at various media to distribute the tours for audiences from families to motor coaches. They are looking for additional volunteers. The tours and other projects related to Freedom's Frontier do not have to wait for the approval of the Management Plan to be implemented.
- b. Civic Engagement: This group is charged with telling the story of Freedom's Frontier to those who are not part of the Partnership Team. They have put together a Power Point Presentation and a PDF. It is available on CD. They also have compiled a list of places where presentations might be made. Volunteers are welcome to look over the list and offer to make presentations.
- c. Building Bridges: This committee is to foster internal and external communications. They are looking for committee members.
- d. Resources and Landscapes: This committee has not met since November. Members are encouraged to get their forms in. Debbie White will let members know whose forms have been received.
- e. Website: Web designers have been hired and the new homepage is scheduled to be up with the next two weeks. Pictures of Freedom's Frontier sites are requested. A grant from the Kansas Department of Commerce for \$3500 is helping to pay a portion for the website costs. There will be a Partners section for the Partnership Team with an area for events. Member sites will have links. The State of Kansas will need to be credited on the website for providing funding. Members of the Partnership Team will receive an email with the specifications necessary for photos on the website.

f. Peer Review: This committee is not up and running yet. Members are needed. They will review Visitor Readiness forms.

The Steering Committee is working by conference call to review the minutes of the previous meeting and set the agenda for the upcoming meeting. The call takes place the Wednesday the week before each monthly meeting. If you are interested in serving on this committee, please contact Judy Billings.

New Business

VI: Themes of Freedom

Sue Pridemore led the group in an exercise to begin defining the Freedom's Frontier story. She provided handouts with draft themes and sub-themes. Using post-it notes in small group discussion, overarching themes were determined: Landscape, Territorial Kansas, Battles, Settlement, Struggle for Freedom, and Jargon.

This exercise captured some of the smaller stories and how they fit together. Sue will organize them. Debbie will coordinate. The next session will continue this exercise. The goal is to determine the 3 sub-stories under the big story.

Sue Pridemore recommends the following: <u>Personal Interpretation</u> by Lisa Brochu and Tim Merriman <u>Interpretation for the 21st Century 15 Guiding Principles</u> by Larry Beck and Ted Cable <u>Judging Exhibitions</u> by Beverly Serrell <u>From Knowledge to Narrative</u> by Lisa C. Roberts Deb White will email a list of these recommendations to the membership.

She also brought copies of an article related to the National Parks Service and their struggle to be relevant to the X-Box generation.

The next meeting will be April 12 in Lawrence, Kansas. The location is to be determined. Judy Billings recommends attending the Heritage Development Conference in Detroit, Michigan in June. Brochures are available.

Meeting adjourned at 12:40 p.m.

Attendees:	
Carol Grote	Oak Grove Historical Society
Jack Harris	St Clair County Historical Society
Clif Gordon	Wakefield Museum
Don Traub	Traub Design Associates
Rebecca Phipps	Watkins Museum
Erin Jeschke	Pottawatomie County Econ. Development
Jackie Roberts	Cass County Library
Richard Sundenwirth	St Clair County Historical Society
Rich Reed	St Clair County Historical Society

Jim Beckner Alisha Cole Vicky Gray Len Krauchuk Derald Linn Lori Simms Jim Scott Hazel May Fackler Carol Bohl Terry Ramsey John Mark Lambertson Kathy Smith Marilyn Siegel Debbie White Judy Billings Alexis Radil Sue Pridemore Michael Stubbs Betty Ergovich Keyta Kelly Peggy Clark Julie Frisbie Kerry Altenbernd Janae Fuller Bill Tempel Karen Crane Emma Crites Elly McCov Alinda Miller Peggy Carlson Chervl Collins **Bill Freeman Eileen Robertson** Ken & Mary Asher **Ola May Earnest** Michele Hansford McFadden Deborah Barker John Hinz Pat Dill Peggy Stanton Wendy Shay Brent MacDougale Connie Banwart Martha Parker Paul Bahnmaier

Cass County Historical Society Kansas State Historical Society Cass County Genealogy Lone Jack, MO Leavenworth County Historical Society MO Division of Tourism Scott Associates Leavenworth, KS **Cass County Historical Society** Bushwhacker Museum National Frontier Trails Museum Lee's Summit, MO Scott Associates Lawrence CVB Lawrence CVB Mahaffie Stagecoach Stop NPS Wabaunsee County Historical Society Civil War Round Table Leavenworth County KS Osage County Economic Development Jefferson County Historical Society **Black Jack Battlefield Trust** Battle of Lexington Battle of Lexington Merriam VB Fredonia Tourism Board of Trustees FFNHA Lone Jack Civil War Museum Lone Jack Civil War Museum **Riley County Historical Museum** LeRoy, KS Humboldt Tourism Mound City, KS Linn County Museum Carthage, MO Waverly Arts Council Old Depot Museum Jo Shelby Museum Doniphan County Historical Society Doniphan County Historical Society Independence, MO Fort Scott, KS Fort Scott, KS Wakarusa Valley Heritage Museum Lecompton Historical Society

Joan & Howard McPeak Amy Garton Mary Cummings Alice Widner St. Clair County Historical Society Overland Park CVB Shawnee CVB Trading Post



Meeting Notes April 12, 2007 Lawrence Visitor Information Center Lawrence, KS

Partnership Team welcomed by Judy Billings to the Lawrence Visitor Information Center and individual introductions were made.

There were no changes to the March minutes. Eileen Robertson moved approval, Kerry Altenbernd seconded and motion carried.

Financial Report was given by Martha Parker. Account balance is \$1571.58 + .69 interest.

Cindy Barry from KTWU-TV spoke about the Kansas History Electronic Field Trip Project. The goals are to 1) provide in-service and professional development for KS educations in preparation for teaching KS History; 2) provide "live" interactive video "field trips" for students; 3) provide educational resources for teaching of KS History offered in a variety of formats and technological availabilities. Cindy went on to explain the activity profile elements: 1) Professional development for educators in the area of KS History provided through live broadcast and videostreaming. This will include materials inservicing for classroom teachers planning to utilize the "field trips." 2) 2-3 annual electronic field trips broadcast live that are significantly related to one or more of the KS History standards. 3) Materials and video presentations will be available through videostreaming, DVD, etc for later use.

Judy Billings updated the group on the Board of Trustees. The Trustees are meeting on a monthly basis and continue to be chaired by Judge Tacha. They are quickly developing a strategic fundraising plan which will finance the Management Plan and future financial needs for the heritage area. The by-laws remain at the attorney's office and are being reviewed.

Don Traub gave the Tours Committee Report. The Tour Committee has compiled information and preliminary layouts for two tours, a Civil War Military tour and a John Brown tour; 2) this information would soon be shared with the Steering Committee; 3) we are investigating various media that will help distribute our tours; and 4) we are always looking for additional members to serve on the committee.

Debbie White reported on the Website. The Partnership Team may now enter their sites events on the website by going to <u>www.freedomsfrontier.org</u>, click on the Partners Area, at the bottom of the home page, then under Add an Event to Our Events Calendar click on online form this will take you to the page where you can enter events. The Administrator of the site receives an email stating there has been a new event added and then will review and send to the events calendar. Debbie asked that photos continue to be mailed on a CD or emailed. Each photo will need caption/or description, signed releases from all people pictured in photo and the owner of photo. For example if I am with Mahaffie Stagecoach and an employee took the picture then you would state "Courtesy of Mahaffie Stagecoach..." The DPI needed for photos is 300, this will allow FFNHA to use on the web and in print.

Alexis Radil reviewed the Visitor Readiness Forms, using Mahaffie Stagecoach Stop as an example. The form has been greatly simplified and we are working in putting them on the website for you to fill out. The forms will establish which of the five levels of visitor readiness the site or event fall under. The levels are Full time, part-time, seasonal, point of interest and emerging. The levels do not denote importance of the story they are only being established so visitors will know when they can visit. Interpretation of site and events will be included in the management plan. Alexis also discussed the role the Peer Review

Committee and how it will function. The committee will physically visit each site and make their recommendation for level of visitor readiness according to the guidelines established last year. There was an offer of anyone interested in joining the Peer Review Committee to let Alexis, Debbie or Judy know.

Sue Pridemore continued the "Themes of Freedom" discussions from the March meeting. Group received a handout "Organizing our Story," a print-out complied from the theme exercise. Organizing Our Story Freedom's Frontier National Heritage Area Our Story

- Our story is seamless AND interwoven BUT incomplete without every authentic contribution
- Our story is told here and no where else because it is unique to us and us alone.
- Our story is made up of a variety/series of perspectives and outcomes.
- Our conversations require diversity of opinions, beliefs and perspectives if we are to be true to our story.

Sue reviewed that after the March meeting she took the post-it notes from our exercise to determine the overarching themes and broke them into three themes: 1) Freedom: Struggle / Endurance; 2) Freedom: Way of Life; and 3) Freedom: Of Believing. Within each proposed theme she then developed the subthemes: 1) Freedom: Struggle / Endurance:

American Indians, Euro Americans, African Americans, Military, Survival, Manifest Destiny 2) Freedom: Way of Life: Choice, Patterns, Passing Through, Forced, Assigned, Choice/Forced Combination; 3) Freedom: Of Believing: "Official" Battles, "Unofficial" Battles, Military Orders, Taking Advantage of the Situation, Legislation, Martyrs.

Each sub-theme then shows specific events, situations, places and/or people.

We were then asked to review and add anything that might have been missed. Discussion followed on how the group will proceed to determine the themes to be used.

Sue's book recommendations:

Many Wests - Place, Culture & Regional Identity edited by David M. Wrobel, Michael C. Steiner The Great Plains by Walter Prescott Webb Nature's Metropolis (Chicago & the Great West) by William Cronon

The next meeting will be Thursday May 10, 2007 in Highland, Doniphan County, Kansas.

Attendees:	
Linn County	Ken & Mary Asher
Wakefield Musuem	Clif Gordon
Wakarusa River Valley	
Heritage Museum Mar	tha Parker
Miami Co. Hist. Soc.	John Nichols
Jefferson Co. Hist. Soc.	Julie Frisbie
Pottawatomie Co. Econ. Dev.	Brandi Brinegar
Topeka	Don Lambert
MO Div. Tourism	Bob Smith
Black Jack Battlefield Trust	Kerry Altenbernd
MO Div. Tourism	Lori Simms
Mahaffie Stagecoach Stop Alex	xis Radil
Bushwhacker Mueum	Terry Ramsey
Battle of Lexington	Janae Fuller
Leavenworth Hist. Soc.	Derald Linn

Charles Curtis House	Nova Cottrell
Shawnee Co. Hist. Soc.	Doug Wallace
National Frontier Museum John M	
Fredonia Tourism	Emma Crites
Chanute Elly M	•
KUHA	Bob Burkhart
KS Travel & Tourism	Regina Nicol
Old Depot Museum	Deborah Barker
Traub Design Associates Don Tr	aub
Humboldt	Eileen Robertson
Lexington	Bill Tempel
LeRoy	Bill Freeman
KTWU-TV	Cindy Barry
Doniphan Co. Hist. Soc. Pat Dil	1
Doniphan Co. Hist. Soc. Peggy	Stanton
Buchanan Co. Tourism	Marci Bennett
Johnson Co. Museum	Melissa Fisher Isaacs
NPS/Ft. Scott	Betty Boyko
Fort Scott	Connie Banwart
Fort Scott	Brent MacDougall
Franklin Co. CVB	Stacey Flanner
Franklin Co. CVB	Jason Camis
Free State Constitution Hall	Chris Meinhardt
NPS	Sue Pridemore
Lawrence CVB	Judy Billings
Lawrence	Dale Nimz
Watkins Museum	Rebecca Phipps
Lecompton Hist. Soc.	Paul Bahnmaier
Lawrence CVB	Debbie White



May 10, 2007 Meeting Notes Native American Heritage Museum Highland, KS

Suzette McCord Rogers, Site Administrator of the Native American Heritage Museum in Highland, Kansas, welcomed the Partnership Team. She presented a brief history of Native Americans in the region and of the Museum site in Doniphan County. Pete Duncan, Doniphan County Historical Society President, briefly outlined historically significant events of the county. Reuben Iron Horse Kent, an Iowa Tribe member and staff member of the Museum played several Native American flutes, one of which he had made.

Judy Billings reiterated that Kansas and Missouri are merging interests in this endeavor and that all the counties in this area are connected. All the volunteers present introduced themselves.

There were no changes to the April minutes. Eileen Robertson moved approval and Kerry Altenbernd seconded and motion carried.

Treasurer, Martha Parker, was not present. Judy Billings reported that the account balance was around \$1500.00. Judy had added \$100.00 that she had been given for speaking to the MO Department of Natural Resources Annual Meeting of Historic Site Curators.

Judy Billings updated the group on the by-laws. The attorney's office is reviewing the by-laws and they will soon be available for review. Judy, brought with her, and encouraged anyone interested to peruse the copy of the by-laws in their current state. Once approved by the Board of Trustees she will email a copy of the by-laws and the list of Trustees.

Judy Billings reported that the group has four good RFP management plan proposals. The committee members (Paul Bahnmaier, Eileen Robertson, Carol Bohl, Jody Craig, Judy Billings, Debbie White, Deb Barker and Lori Simms) have copies of the proposals. The team will meet and narrow the choices to two, at which time interviews will be held. The four groups that submitted proposals are:

- John Milner
- National Geographic Center for Sustainable Destination
- GouldEvans Architects
- Shapin Associates

Each has their own strengths, and all have experience with the National Park Service. Committee Reports

Tours – Don Traub

Team continues to work on the John Brown tour and the Pre-Civil War/Civil War tour. Future project may include Historic trails and Territorial Capitols. Anyone interested is invited to join the committee. It was announced that Kansas Humanities Council is developing iTours that will focus on the settlement of the Freedom's Frontier area through first person diaries.

Website - Debbie White

Debbie continues to work with Steve, web designer, on the site.

Visitor readiness form will soon be on-line, until it is please sent information to Debbie's home address: <u>deb.mcwhite@sbcglobal.net</u> - deadline for submission is May 31. To-date we have received 14 forms. It was asked whether emerging sites (some of which may be on private property) are eligible add to our list of sites. Debbie replied you should first have the owner's permission, but to go ahead and fill out the visitor readiness information and note site is on private property, that way we will already have the information. Once form is live on the website forms must be submitted electronically. Some members stated they were having trouble filling the forms out electronically. Debbie will look into this problem and assured the group that once the form was on the website it will be easier. The address is <u>www.freedomsforntier.org</u>. Continue to submit events electronically using the form on the website (go to the bottom of the homepage and click on "Partners") If you have questions feel free to call Debbie at 785.865.4499. Some voiced concern with getting the website to come up. Debbie would appreciate help from anyone with expertise in this area.

Each year students submit essays for Kansas Day. This year's theme was "Hopeful for Liberty." FFFNHA funded the \$50 prize for the winning essay dealing with a Freedom's Frontier focus. Missouri has a similar event at the Truman Library, Terry Ramsey will check into helping to sponsor it also.

Sue Pridemore will attend the June meeting and we will continue the discussion on themes.

Currently Jamestown's 400th anniversary is in the news. Check out <u>www.virtualjamestown.org</u>. Similar publicity is what we can expect for the Civil War Sesquicentennial in 2001. One project is already under way, a Civil War GIS Project. The National Park Service has chosen FFNHA as the proto-type for their Civil War GIS project. Judy and Debbie were part of a conference call with NPS to get the project started.

The NPS will need specific information and the Visitor Readiness Form has been adapted to capture this for the GIS Project.

- What specific event in history does this site relate to?
- Historic Event Beginning Date and Ending Date.
- What Important person or group was involved at this site or event in history?
- Historic pictures of site and current day picture of site.

Mid-America Regional Council has GIS savvy personnel on staff that can assist in understanding the language. We will be able to add to and modify the GIS information as time goes on. Currently we have a list of 48 Kansas sites and we are working to obtain Missouri sites within the heritage area.

To help tell the stories the National Park Service is particularly interested in:

- Any New England connections
- State regiments that went elsewhere
- What the individual soldiers did during and after the war

The Park Service will have the final say on sites that will be included.

Announcements

It was announced that funding for NPS program "Network to Freedom" has been funded. Network to Freedom deals with the Underground Railroad.

The lowa Historical Society is interested in connecting all states that have a part in the John Brown story. They are extending the opportunity to FFNHA to join in this project and we will let them know we are interested.

Rebecca Phipps stated there are two grants that she would like for us to keep in mind for the future Save Our History - schools and Save American Treasures – significant collections. They both require collaboration but are available each year.

Debbie stated that we are putting together a basket of items to be auctioned at IHDC Conference, contributions are welcomed and the basket must be mailed tomorrow (May 11),

Upcoming events:

- 151st anniversary of the Battle of Black Jack Saturday, June 2, 4pm 9pm short program and campfire supper
- Kansas City Union Cemetery Sesquicentennial Friday and Saturday, June 8 and 9
- Bushwhacker Days in Nevada June 15 and 16
- Interpretive Workshop June 27 & 28 Salina, KS \$55
- Next meeting will be in Fort Scott and the National Historic Site

Attendees:

Attendees:		
Miami Co. Hist. Soc.	John Nichols	
Mahaffie Stagecoach Stop	Alexis Radil	
Leavenworth Co.	Keyta Kelly	
Traub Design Assoc.	Don Traub	
Linn Co./Mound City	Ken & Mary Asher	
Heritage Comm./Doniphan Co	. Mary Lou Glynn	
Heritage Comm./Doniphan Co.	. Mariann Parker	
Watkins Museum	Rebecca Phipps	
Sac and Fox Tribal Museum	Deanne Bahr	
Pottawatomie Co. Econ. Dev.	Brandi Brinegar	
Iowa Tribe	Joann Comer	
Iowa Tribe	Louis Deroin	
Lecompton Hist. Soc.	Paul Bahnmaier	
Old Jefferson Town	Julie Frisbie	
Wakefield Museum	Clif Gordon	
Osage Co. Eco. Dev.	Peggy Clark	
Black Jack Battlefield Trust	Kerry Altenbernd	
Buchanan Co. CVB	Joe Houts	
St. Joseph CVB	Marci Bennett	
Mine Creek Battlefield	Arnold Schofield	
Mid-Am Regional Council	Jody Craig	
Doniphan Co.	Peggy Stanton	
Doniphan Co. Hist. Soc.	Pat Dill	
Doniphan Co. Heritage Comm. Julie Dorrell		
Wabaunsee Co. Hist. Soc.	Michael Stubbs	
Bushwhacker Museum	Terry Ramsey	
Overland Park CVB	Amy Garton	
Merriam CVB	Karen Crane	
Doniphan Co. Heritage Comm		
Chanute	Elly McCoy	
Humboldt C of C & Hist. Soc.	Eileen Robertson	
Fredonia CVB	Emma Crites	
LeRoy	Bill Freeman	
Riley Co. Museum/Goodnow H	ouse Cheryl Collins	
Doniphan Co. Hist. Soc.	Pete Duncan	
Native American Heritage Mus	_	
Lawrence CVB	Debbie White	
Lawrence CVB	Judy Billings	



June 14, 2007 Meeting Minutes:

- I. Judy Billings & Staff at Ft. Scott welcomed us.
- II. One correction to May Minutes, Discussion of including MO History Day. Minutes approved as corrected.
- III. Martha Parker absent from meeting. Judy gave Treasurer's report. Balance: \$1623.58. Donations can be sent to FFNHA at PO Box 586 Lawrence KS 66044.
- IV. Judy reported on the organization and enlisted Alexis and others to report on the Management Plan Interview.
 - a. Judy reported the Board of Trustees bylaws have been approved and adopted. In discussion with lawyer it was determined that the best course of action regarding the name was to retain TKHA name on the 501(c)3 because changing to FFNHA would require a new application and will cost more money/ time. The group will continue to do business under FFNHA. One MO board member has resigned for personal reasons and the group is looking for suggestions for a replacement. Governors of both MO and KS have been asked to be honorary co-chairs for the Board of Directors. Gov Sebelius has agreed. No word from Gov Blunt as of yet. Group requests that MO parties contact Gov Blunt and encourage him to accept. Copies of the informational package that the board will be using to raise money were distributed. This package included a brief budget for the next two years to describe operating expenses and costs associated with the management plan. Line item in budget was noted as incorrect.
 - b. Four good proposals were received. Two of the four teams submitting were selected for interviews: Gould Evans and National Geographic. The Gould Evans team will interview June 26th. The National Geographic team interviewed on ???. The Nat Geo team has never done a plan. The bid is time and materials with scope of work to be developed. The Nat Geo team demonstrated their video conferencing skills. The interviewers relayed a pretty positive feeling about the Nat Geo team. Judy reported that the process is about one month behind in meeting their goals, but hopes to be able to make a decision the after the next interview and make a recommendation to the board June 26th. The next step would be developing the scope of work in Aug/Sep and having a kickoff meeting. The management plan should be finalized in Dec 2008.

Committee Reports

- c. Don Traub reported that the pre-war/civil war tour is nearly complete and will be shared with the membership in the near future. The John Brown tour needs to be finalized with important mileage information before it will be presented to the membership. The next tour they will tackle will be Native American.
- d. Debbie White encouraged everyone to put their FFNHA related events on the website calendar, stressing that even if it is the day before it gets it on the Calendar for the next incarnation. The feasibility study for the HA is posted now. Agendas and meeting minutes will be coming soon. Submissions for partnership sites should be made through the website. The first phase of applications is closed and included 143 applicants. A PDF of all the applicants will be mailed out.
- e. Alexis announced that the Building Bridges committee is being disbanded. Members are encouraged to move into the Civic Engagement committee or Resources. Civic Engagement is seeking a new chair. Judy encouraged all members to continue to contact their state and federal legislators to thank them for their support and remind them that more work needs to be done. Eileen's e-mail to Rep Boyda was read as an example of an effective manner in which this could be done. Currently there is a HB that could provide \$20 million for heritage areas, encourage support.
- V. FFNHA has been chosen for a prototype NPS project to team with heritage areas to develop more GIS mapping. The current project is in support of the Civil War commemoration activities NPS is conducting. Carol McCoy from the City of Olathe then gave a 10 minute presentation on what GIS mapping is and what a powerful tool it can be in organizing, sorting and illustrating information. Maps can tell stories, and GIS can make that a more interactive experience and make it more updateable. The largest cost associated with GIS is in the information gathering and input.
- VI. As Sue Pridemore was unable to attend the meeting the continued discussion of themes was suspended and instead Judy discussed making connections to the FFNHA themes by using examples. Judy discussed how most communities have something that connects to others, but the connection is not flushed out and used the Quantrail's Raid tour in Lawrence as an example. It has many connections outside Lawrence, but they are not evident when a visitor looks at the brochure. Then Judy had Eileen explain how she went about building bridges from her home community of Humboldt through the themes and told of how the recent re-naming of South Park in Humboldt to Camp Hunter Park helps re-connect the site to the civil war theme in FFNHA. Eileen handed out a wonderful step by step paper on how she went about doing this, and the many avenues through which others might start to learn to build the same sorts of connections. During this discussion, a question arose about how a site or tour might go about associating with FFNHA even though there is no formal framework.
- VII. Terry Ramsey gave a list of books that are recently out or recently in re-print that relate to the history that FFNHA highlights.
- VIII. Workshops and conferences were highlighted.
 Bushwhacker Days in MO this weekend.
 12th Annual Civil War on the Frontier in Lawrence in August.
 Mahaffie will have an Independence Day celebration on June 30th.

Baldwin City will host a Chautauqua this summer. Black Jack Battle Field Nature Park is now open on the weekends from 10-4 until Oct.

A // 1	
Attendees:	NT
Organization	Name
Fort Scott	Brent MacDouglas
Traub Design Assoc.	Don Traub
Jefferson Co. Hist. Soc.	Richard Wellman
Fredonia CVB	Emma Crites
Attendees continued:	
Organization	Name
Miami Co. Hist. Soc.	John Nichols
Black Jack Battlefield Trust	Kerry Altenbernd
NHC Powers Museum	Michele Hansford
Mound City/Linn Co. Hist. Soc.	Ken & Mary Asher
Battle of Lexington	Janae Fuller
Lexington Area Chamber	Ann Crume
Independence, KS CVB	Shelley Shrader
NPS-Fort Scott NHS	Kelley Collins
NPS-Fort Scott NHS	Betty Boyko
Osceola	Rick Reed
Pott. Co. Econ. Dev.	Brandi Brinegar
LeRoy	Bill Freeman
Coffey Co. Econ. Dev.	Jon Hotaling
St. Clair Hist. Soc.	Howard & Joan McPeak
Bushwhacker Museum	Terry Ramsey
Treanor Architects	Julia Manglitz
Cass Co. Hist. Soc.	Carol Bohl
St. Clair Co. Hist. Soc.	Richard Sunderwirth
Osceola	Donna ?????
Humboldt Chamber	Eileen Robertson
Mahaffie Stagecoach Stop & Farm	Alexis Radil
Fort Scott Chamber	Connie Barnwart
Osage Co.	Peggy Clark
Douglas Co. Hist. Soc.	Pennie Von Archer
Watkins Museum	Rebecca Phipps
Mine Creek Battlefield	Arnold Schofield
Crawford Co. CVB	Craig Hull
Board of Trustees	Elly McCoy
	Maxine Thomas
Bronson, KS Overland Park CVB	
	Amy Garton
Merriam CVB	Karen Crane
Shawnee CVB	Mary Cummings
Lone Jack Battlefield	Alinda Miller
Lone Jack Battlefield	Peggy Buhr
Lawrence Visitor Info Center	Debbie White
Lawrence CVB	Judy Billings



Partnership Meeting Beecher Bible and Rifle Church Wabaunsee, KS July 12, 2007

Judy Billings opened the meeting.

Michael Stubbs welcomed the group to Wabaunsee and gave an overview of the area. He related many of the unique points of interest, including how special cases on the Underground Railroad (UGRR) often came through here. *The Last Train*, a diary of the UGRR experience is expected to be printed next year.

Judy Billings reported that the National Park Service (NPS) is using Freedom's Frontier National Heritage Area (FFNHA) as a prototype for GIS mapping on a new Web site.

Judy presented the financial report for Martha Parker. The ending bank balance was \$1,524.26. The group expended \$100.00 to the Kansas Secretary of State for annual registration.

Judy Billings introduced Clark Balderson of Wamego, who serves on the Board of Trustees. He wanted the group to understand what the board is trying to accomplish. They must raise a minimum of \$300,000 to facilitate a management plan and get it approved by National Park Service and the Secretary of Interior. He explained his interest by saying that both sides of his family can trace their history in the region back to the 1800s and that his family still lives in the area. He feels the heritage area can help keep people connected to the stories of the region. It can also help preserve rural areas by bringing in low impact tourism dollars.

The board is still looking to add members from Missouri.

Judy Billings reminded the group that the board meetings are open to the public. The board meets 3pm on the third Tuesday of each month at the Eldridge Hotel in Lawrence.

There were extra copies for the group of the information packets that board members have been using to explain the heritage area. Electronic copies will be sent out.

The board will meet next on Tuesday, July 17.

Judy Billings announced the selection of the National Geographic Center for Sustainable Destinations to facilitate the management plan. To learn more about this group, visit their Web site at <u>http://www.nationalgeographic.com/travel/sustainable/</u>

The Kansas Travel and Tourism Department has awarded the FFHNA \$75, 000 to begin the process of the management plan. The Mid-America Regional Council (MARC) has committed \$25,000.

The National Park Service (NPS) has awarded FFHNA \$18,000 to pay for travel to meetings to develop the plan.

The National Geographic group has some questions that they need the partnership group to address. Judy is working to facilitate the answers, including:

o Does FFHNA have a good list of contacts?

Judy reported that there are people following the progress of the partnership group through the minutes. FFHNA has a good database of contacts.

- They need information on where the funding will come from; there are parameters on what money they can accept.
- Can FFHNA help to develop a "collision calendar," which is a list of dates of events and other possible conflicts to holding public meetings?

FFHNA will use database to query the partnership about conflicting dates.

• What information will the partnership group collect as opposed to management plan team?

The partnership group is continuing to develop a scope of work. The Board of Trustees will sign the contract.

The minimum cost will be \$300,000, but the price will not be final until the scope of work is finalized.

Theme discussion

Sue Pridemore continued the discussion of themes.

Sue reminded the group that it is important to see her as a catalyst for discussion. She may say things just to get a reaction from the group. She wants to cause people to think about issues.

Before beginning the discussion, Sue had the following "public announcements:"

- Cornell University printed two documents from the 1800s, *Two Tracts for the Times*, <u>www.library.cornell.edu</u> that feature the pros and cons of slavery. The first by BF Stringfellow of Missouri is titled, *Negro Slavery, No Evil*. The second by D.R. Goodlow of North Carolina is titled, *Is it Expedient to Introduce Slavery into Kansas?*
- National Park Service has created a document for new citizens, *National Park Owners Manual for New Citizens of the USA*. There will be a new brochure on heritage areas coming out.
- The group should keep spreading the word and pass the emails along to others. There will be lots of dialog in the next two- to three years about what is important for this region.
- Competition still open to submit photos to National Landmark Calendar, <u>www.cr.nps.gov/nhl</u>
- Some books in Big Read have significance to the story. <u>www.nea.bigread.org/books.php</u>
- Clippings of Interests:
 - Symphony of the Flint Hills
 - o Handout of IMLS grant and award opportunities

How does each story fit into the overall picture?

Dialog begins with definition of freedom

Bleeding Kansas was one of the best media manipulations of the time. Many others were bleeding, but Bleeding Kansas painted a picture.

Sue quoted Carol Bohl, who asked the question, "why do we still have a border rather than a state boundary?

The group must try to get to three sub themes that fit within the definition of freedom.

Alexis Radil asked how to focus discussion (and put personal soapboxes aside) into concrete themes so that it can all be tied together.

The question won't be answered in one session; does each topic help tell the story?

Many expressed that this process is hard work. The management team will compile the work, but the group has to decide on the plan.

The story is an ecosystem. The themes will define every other decision.

NPS is developing a Web site for the Sesquicentennial of the Civil War. The deadline for placing content on the site will be the end of August.

Sue presented her "Book of the Month" selections:

- o Daughter of Earth, by Agnes Smedley, is one disenfranchised individual's story.
- *Does the Frontier Experience Make America Exceptional?* by Richard W. Etulian.
- o Cathy Williams, From Slave to Female Buffalo Solder, by Phillip Thomas Tucker

Sue passed out a press release about a tour of reconciliation taking place in Cass County. The tour will take in sites of past conflict from the time of the Border Wars and pray at each site.

The group needs to think about pre- and post Civil War connections. Dale Nimz suggested that the group use the word experience to describe the places within the story

If themes are abstract (philosophy), how do you make them real for visitors?

Julie Mulvihill suggested that the group needs more time to talk about these concepts. Judy Billings asked about having longer meetings.

Ann Crume from Lexington invited all to attend the August meeting in Lexington. Congressman Ike Skelton will attend. The meeting will be at the Wentworth Academy, and can hold 125-150.

The September meeting will be held at the Mid-America Regional Council in Kansas City.

Sue pointed out the literature and performing arts are also important to this story and need to be enhanced. She talked about many of the other ideas and philosophies that came from the region, such as the little Blue Books.

Two news releases were distributed. One announced that the Missouri and Kansas governors agreed to be honorary co-chairs of the Board of Trustees. The other announced the selection of the National Geographic team to conduct the management plan.

Report on International Heritage Development Conference, IHDC

Alexis Radil talked about IHDC held in Detroit. She feels that FFNHA is a trailblazer in comparison with other heritage areas. FFHNA is much more grass roots; it is not top down as other areas are. Alexis attended workshops on various topics. One, "Telling Stories of Conflict" suggests telling visitors HOW to think, not WHAT to think.

Board member David Dunfield, Judy Billings and Debbie White also attended the conference.

Committee Reports

Debbie White reported on the Peer Review Committee. Any site that is located within the boundaries of the heritage area that wants to be included must submit a written affidavit stating their interest and intent to be involved in the heritage area. A private property owner may submit a letter stating that they do not wish to be part of the heritage area, this is not necessary but may make them feel better about assuring their position.

Sue reiterated that property rights are vitally important. Property owners can not be pressured into participation. She stressed to all the partners they must understand, participation is voluntary.

Announcements

Judy has Civil War on the Western Frontier brochures. This is the 12^{th} year of the event held in Lawrence August 9 - 21.

Paul Bahnmaier reminded the group to participate in the online voting for Lecompton as one of the Wonders of Kansas.

Michael Stubbs detailed several landmarks in the area of note for the group to take in as they traveled to lunch or left the area.

After lunch Dale will talk about development of Alma.

Attendees:	
Humboldt Tourism	Eileen Robertson
Leavenworth	Keyta Kelly
KS Scenic Byways	Debbie Divine
Cass Co. His. Soc.	Carol Bohl
Wabaunsee Co. His.Soc.	Michael Stubbs
Wabaunsee Co. Museum	Alan Winker
Riley Co. His. Museum	
& Goodnow House	Cheryl Collins
Johnson Co. Museum	Stephanie Clayton
Lexington Area C of C	Ann Crume
Bushwhacker Museum	Terry Ramsey
Old Depot Museum	Deb Barker
Franklin Co. CVB	Kristi Len
1 st Terr. Cap.	
& Geary Co. Museum	Ron Harris
Wakefield Museum	Clif Gordon
Jefferson Co. Hist.Soc.	Julie Frisbie
Linn Co. & Mound City Hist.Soc.	Ken & Mary Asher
Lawrence	Dale Nimz
Mahaffie Stagecoach Stop	Alexis Radil
NPS	Sue Pridemore
KS Humanities Council	Tracy Quillin

KS Humanities Council Lawrence CVB Miami Co. Hist.Soc. Leavenworth Co. Hist.Soc. Leavenworth Co. Hist.Soc. Leavenworth Co. Hist.Soc. KS Travel & Tourism Doniphan Co. Hist.Soc. Doniphan Co. Hist.Soc. Paxico Merchants Osage Co. Eco. Dev. Fort Scott CVB Lecompton Hist.Soc. Manhattan CVB Coffey Co. Econ. Dev. Wabaunsee Co. Econ. Dev. Topeka Topeka Territorial Cap. Topeka Lawrence CVB

Julie Mulvihill Debbie White John Nichols Sue Gervasini Joanie Kepka Sally Hatcher Regina Nicol Pat Dill Peggy Stanton Bud Hund Steph Watson Katie Casper Paul Bahnmaier Dennis Toll Jon Hotaling Katie Carlgren Carol McDouell Don Lambert Chris Meinhardt Judy Billings



Partnership Meeting Notes August 9, 2007 Wentworth Military Academy Lexington, MO

Judy Billings welcomed everyone to the Partnership Meeting. Then she introduced the dignitaries attending the meeting: Captain Read, President and Superintendent of Wentworth Military Academy; Col. Lierman, Exec. Vice President; Tom Hayes, Lexington, Missouri Mayor; Don Borgman, Lexington City Administrator and Exec. Director Economic Development Lafayette County.

Partnership team then introduced themselves and it was noted that almost all 41 counties were represented. Judy Billings recounted the background of FFNHA then introduced Karen McCarthy, FFNHA Board of Trustees and former U.S. Rep. fifth district of Missouri from 1995 – 2004 and Judge Deanell Tacha, Chair of FFNHA Board of Trustees.

Deanell Tacha spoke to the group about how the FFNHA Board of Trustees will work closely with the Partners and one of the Boards roles is to be an advocate for the Partners. They are very grateful to the Partners for the work of beginning to connect the stories and telling them with integrity. Deanell assured the partners the Board will not tell you how to run your individual sites. One of the responsibilities of the Board is to raise money, first for the Management Plan, office and staff. The board is organizing and building a structure and base to make FFNHA work possible and to work in cooperation with the Partners and future staff. It was announced the Missouri Gov. Matt Blunt and Kansas Gov. Kathleen Sebelius have agreed to be Honorary Co-Chairs for Freedom's Frontier. Deanell praised Judy Billings for all her hard work and dedication to FFNHA. Deanell noted that because of her position as a Judge she cannot raise money but will continue to advocate for the area.

John Dillingham, Vice Chair of FFNHA Board of Trustees introduced Congressman Ike Skelton saying, Con. Skelton has had many titles historian, prosecutor, Phi Beta Kappa, Senator, Mr. Chairman and Congressman for Missouri's 4th District since 1977.

Con. Skelton thanked Dillingham for the introduction and welcomed everyone to Lexington. Con. Skelton grew up in Lexington and is a graduate from Wentworth Military Academy. He has a passion for history and considers it to be a hobby. Because of his knowledge of the area's history he joked that it is a miracle that both Missourians and Kansans are peacefully in the same room, at least so far. Con. Skelton asked "What makes America great?" If Russia had had a John Adams, George Washington, or a Thomas Jefferson then they would have been as great as America.

His son was an Eagle Scout and on a trip to Gettysburg stopped at site of Pickett's Charge and stated who cares. Expressed that we need to understand the feelings of those people and their dedication to a cause.

Con. Skelton talked about the 1782 attack on Bryan Station, KY by the Shawnee Indians and how it was fortunate that Daniel Boone's nephew, Squire Boone, survived the ambush. Squire eventually settled in Missouri. Con. Skelton stated he is grateful Squire survived as this is the lineage from which he is descended.

American is made up of many different kinds of people.....

Midwest roots.....

Con. Skelton went on to congratulate the FFNHA Partners for their efforts and thanked the group for inviting him to attend.

The floor was opened to questions to the attending Board members.

• Ellery Robertson stated his frustration with schools today only teaching for the test and not the history.

Deanell Tacha responded and assured everyone that one of the elements of FFNHA will be to engage school districts and assist them by providing materials, tours through cooperation with the Missouri and Kansas Departments of Education and both states Humanities Councils.

• The Richard Sunderwirth asked Deanell Tacha if he heard her say "We are only one generation away from losing the historical stories. She replied that was what she said and that we rectify that by drawing together to tell a unified story, draw together to preserve the stories and leave a legacy for generations to come.

Dillingham added that he grew up going to Gettysburg, Mount Vernon, and Monticello. It is up to us to promote the area, so we don't lose the stories, by educating our local/area children, Economic Development, bringing visitors to the area. He stated that this is a passion of Congressman Skelton. And thanked Marci Bennett for her work in Tourism for the State of Missouri.

• Deanell also added that we must work in the spirit of trust, by being advocates for each other and to improve and connect our sites.

Group took a 15 minute break.

Upon return Judy Billings began by acknowledging the role Con. Skelton played in FFNHA's designation and that we could not have done it without him. She went on to

say that the Management Plan will cost approximately \$300,000 and it is the responsibility of the Board of Trustees to raise the money.

Judy informed the group about a two-day conference she attended earlier in the week that involved all 10 new National Heritage Areas, learning about how to structure their Management Plans. Cheryl Hargrove and Jeffery Bruce also attended the conference; they represent National Geographic Center for Sustainable Destinations, who were hired to create FFNHA's Management Plan. The mgmt. plan is a public process and all will have a say. They are looking a January 2008 as the 1st public meeting date. Time and place will be announced at a later date.

Our November meeting will include all partners and the Board of Trustees.

Business meeting began by acceptance of the July minutes, moved by Eileen Robertson and seconded by Michael Stubbs.

Financial Report – Martha Parker was not in attendance and Judy reported it remained unchanged from June. Kansas Tourism awarded a grant of \$75,000 to FFNHA with a 60/40 match and MARC is working on making a donation.

Committee Report:

Tours – Don Traub reported that the committee meets the last Wednesday of the month, and everyone is invited to join them. Currently working on John Brown tour, which is in the can, Civil War tour is a large project and is on going. Next tours will include Native Americans, and Territorial Capitol in Kansas.

Website – Debbie White reported that we are continuing to update the site and reminded everyone to enter their events on the site.

Peer Review – Debbie White reported that the committee will visit and review all the sites in Lafayette County after the meeting today. Members include Keyta Kelly, Alinda Miller, Alexis Radil, Eileen Robertson, Brandi Brinegar and Debbie White. We will continue reviews sites of the 150 in phase one. But if you have not submitted your site please do so, on the web site, <u>www.freedomsfrontier.org/partners</u>.

Also noted was the need for all private property owners that want to have their site included in FFNHA must sign an Opt In/Out letter, copies available today and will soon be on the website. It is vitally important that any site on private property must have the signed document on file. There has been one complaint and it stirred up a hornets nest, the story is important but that does not take away the importance of personal property rights.

J.C. Tellefson, LV County Commissioner, stated they we need to consider contacting our local planning & zoning regarding the impact a rural site might have roads.

As stated in our legislation SEC. 6. PRIVATE PROPERTY PROTECTION.(a) Access to Private Property- Nothing in this Act shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this Act shall be construed to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

(b) Liability- Designation of the Heritage Area shall not be considered to create any liability, or to have any effect on any liability under any other law, of any private property owner with respect to any persons injured on such private property.

(c) Recognition of Authority to Control Land Use- Nothing in this Act shall be construed to modify any authority of Federal, State, or local governments to regulate land use.

(d) Participation of Private Property Owners in Heritage Areas- Nothing in this Act shall be construed to require the owner of any private property located within the boundaries of the Heritage Area to participate in or be associated with the Heritage Area. (e) Land Use Regulation-

(1) IN GENERAL- The local coordinating entity shall provide assistance and encouragement to State and local governments, private organizations, and persons to protect and promote the resources and values of the Heritage Area. (2) EFFECT- Nothing in this Act--

(A) affects the authority of the State or local governments to regulate under law any use of land; or

(B) grants any power of zoning or land use to the local coordinating entity. (f) Private Property-

(1) IN GENERAL- The local coordinating entity shall be an advocate for land management practices consistent with the purposes of the Heritage Area. (2) EFFECT- Nothing in this Act--

(A) abridges the rights of any person with regard to private property; (B) affects the authority of the State or local government regarding private property; or

(*C*) imposes any additional burden on any property owner.

(g) Requirements for Inclusion of Private Property-

(1) NOTIFICATION AND CONSENT OF PROPERTY OWNERS REQUIRED- No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity.

(2) LANDOWNER WITHDRAWAL- Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity

Julie Mulvihill, Executive Director of the Kansas Humanities Council, spoke about the need to keep both maps to raise and expand perspective. Last month's hand-out defining freedom and the story.

Defining freedom – equality, choices, standing up for beliefs

Concept of freedom's frontier – it's your story

Interpretive and marketing hook

No right or wrong

Did it fit? Does it work?

Carmaletta Williams will speak on "Free did not mean Welcome" at next month's meeting.

Sue Pridemore said this is an example of how you can do it...how to organize, don't get locked into 3 central words/phrase.

Julie said it's like writing a novel: know your setting, main characters, and minor characters, stir the pot and then there is something that moves through and engages the reader. Overarching theme of that human experience.

Future meeting:

September MARC (new location will need to be selected – MARC will host at a later date.

October Lecompton volunteered

November meeting will be a joint meeting with the Board of Trustees and the date will change to November 15th because of the National Interpretation Workshop in Wichita on November 6-10, 2007.

December meeting is open for hosting.

Announcements: Lone Jack Commemoration Aug 18th Beecher Bible Church Aug. 26th 150th Anniversary celebration Civil War on the Western Frontier, Lawrence, Aug 9-21 General Pleasanton Day October 6 Moonlight tour of Mine Creek Battlefield October 13 Fort Scott NHS will have its sesquicentennial next year, "Dreams & Dilemmas" Jesse James film coming out this year.

Suggested Books for the month:

Our Documents – 100 milestone documents from National Archives. Pres. Bush "Our story is a story of imperfect people working towards great ideas." Helps capture perspective. The Border Between Them by Jeremy Neeley Jim Lane Scoundrel & Statesman by Robert Collins Jesse James, by TJ Stiles

Break for lunch

Julie Mulvihill introduced Fred Krebs a humanities professor at Johnson County Community College in Overland Park, portrays Stephen A. Douglas, the U. S. senator who authored the Kansas-Nebraska Act of 1854. Krebs has presented characterizations of historical figures including explorer John C. Fremont and artist William Merritt Chase in 18 states.

Fred Krebs began the workshop by speaking about defining Freedom.

We are in the process of continually working out definitions. Historians fit data into definitions...this is never complete.

FFNHA partners need to continually ask themselves "How do my events add in to the definitions and/or interaction of freedom & frontier.

These are the driving forces behind American History...freedom.

Freedom was a process of will, conquest & force usually benefiting only a few. It was a process of self governing---liberty, assertion of will only within limits of the law.

Frontier was a threat fortified through expansion & conquest.

Freedom was established on settlement not through conquest.

Freedom & frontier were two driving forces in US history.

Freedom = sovereignty Frontier = process to reach it

Expansion, enterprise guided by education in the concept of government by consent. The responsibilities of liberty...governed by reason, by law codified land (property), law & liberty.

Definitional trips:

- 1) Lewis & Clark
- 2) Zebulon Pike

1821 – MO Compromise – a way of protecting compromise in the US Senate. Wm Bicknell, Boonville, sent mule trains through the territory to the emerging Republic of Mexico...Santa Fe Trail.

Free enterprise began the development of Missouri. Santa Fe Trail developed the enterprise of Missouri.

Expanding definition of freedom: Self sufficiency Education Laws

Native American attacks on Santa Fe Trail....no settlement allowed in Indian land. Treaties allowed for settlement.

1850 - 15 slave states, 15 free

*California wanted in the Union

*Henry Clay & Stephen Douglas (Chm, committee on territories) authored KS-Nebraska Act of 1854. Privately, Douglas never thought slavery would be voted out. He thought slavery was an economic issue.

Lincoln believed slavery was a moral issue.

We are a product of an ongoing dialogue over issues of freedom & how it played out on the frontier.

We operate under "forms of law."

We depend on public education to put it all in perspective.

QUESTION:

Frontier - # of people went through here....trails & railroads.

RESPONSE:

Homestead Act of 1862 Transportation Act of 1862 Memorial Act of 1862 (Set up land-grant educational institutions)

QUESTION:

What about the "philosophical" frontier?

RESPONSE:

5 "e's" set up a democratic republic Expansion (land redefined) Enterprise/economy Education Equality Ethics

Education – survey systems (36 sq miles/township) = land grant colleges

THESE WERE AMONG A NUMBER OF DEFINITIONS THAT CONVERGED ON THE FRONTIER.

QUESTION (in my group): Freedom's Frontier – What specifically can we claim? What's the promise of Freedom's Frontier? The name should define the promise.

Fred – Conflict is a key element that creates a strength & discipline in understanding freedom, equality, liberty in the way they address it.

There is a search for understanding and defining freedom.

Fred: "3 e's lead to a greater consequence of equality = Expansion, Enterprise/economy, Education.

Frontiers represented opportunity -2^{nd} & 3^{rd} chances

Freedom = Liberty, governed by reason

Perfect society vs. freedom = conflict

Liberty = civilized freedom for all...based on law, equality & common good of all community. (Rampant freedom brings about chaos!)

Landscape changes affected freedoms.

Questions – statements from the floor:

JRM seeing frontier as a place where new ideas are formulated & tested, old ideas meet new, hope vs. fear/threat. Chance to make things better and an opportunity for utopia.

Eileen Robertson - Philosophical frontier: child labor laws, miner's rights, women's rights, and desegregated education.

Fred 3 E's Expansion, Enterprise (economy) Education Freedom from want, freedom from fear, freedom of religion.

Partners broke into small groups to continue the discussion of Freedom and Frontier.

Groups report on discussion

- This is the frontier of freedom: what is unique and authentic. Fred responded – results here go into 2 generations, testing definition, Note the Latter Day Saints experience.
- 2) What do Kansas & Missouri have in common
- 3) Need to see the big picture, constantly developing
- 4) What happened...both sides felt justified in the 1850's. Tell your story but don't talk about who's right or wrong. Make the visitor think.
- 5) More than one perspective. Make to think today, help visitor think, let them decide.
- 6) Federal intervention & meddling needs to be remembered. Fred responded – how search for understanding defined freedom. How are people finding their way to understand freedom, emphasis on the contribution. Focus on community not just tourism, embrace what you already have.
- 7) Mission drift get our arms around the concept of the 3E's how our sites makes the rest possible. Revisit the core occurrences, don't judge, just give the facts. How do we get those within and without to get it...frustration. Need core concepts
- 8) Driving force quest for freedom and American history. Freedom moves from concept – forged – expanding opportunity. Ideal visitor comes to point A, goes to point B and explores the story. Need road map to help. Stay with our unique story and expand your thinking.
- 9) Lofty concepts & philosophy will govern most people site by site. KISS Keep it simple stupid. Backbone, interesting, educational, entertaining, relevant
- 10) 3E's look at sites
- 11) Suggests expanding types of sites beyond Border War to interpret. Themes: Freedom when freedom goes to crisis, civility break down, decline into barbarism before returning. Push toward perfection.
- 12) Landscapes and changes...needs of the many outweigh the needs of the few.

13) Focus on quality; conflict brings change, ethics, and focus on themes development.

Judy Billings wrapped up the discussion stating we need to focus on community, how we live in the landscape and effects. Living, breathing, changing landscape. Look to what we should promise the visitors – a quality experience.

Meeting adjourned.

Attendees	
Attendees: St. Clair Co. Hist. Soc.	Jack Harris
Lexington Tourism	Roger Slushes
Lexington	Bill and Devoren Tempel
Richard Allen Cultural Center	Phyllis Bass
Kansas Tourism	Regina Nicol
Johnson County Museum	Stephanie Clayton
volitioon county trasean	Tom Hayes
City of Lexington	Don Borgman
	Jim Beckner
Cass County Hist. Soc.	Carol Bohl
NPS	Sue Pridemore
Lone Jack	Alinda Miller
Lone Jack	Peggy Buhr
Constitution Hall Topeka	Chris Meinhardt
Topeka	Joanne Harrison
Overland Park CVB	Amy Garton
Merriam CVB	Karen Crane
Shawnee CVB	Mary Cummings
Wabaunsee Co. Hist. Soc.	Michael Stubbs
Missouri Tourism	Mike Murray
Confederate Museum	Kay Russell
St. Joe CVB	Marcie Bennett
St. Joe CVB	Beth Whitechurch
Missouri Tourism	Lori Simms
Missouri Tourism	Amanda Wokurka
Doniphan Co. Hist. Soc.	Pat Dill
Doniphan Co. Hist. Soc	Peggy Stanton
Visit Topeka, Inc.	Tamra Scheid
1 st Terr. Cap. & Geary Co.	Ron Harris
Wakefield Museum	Clif Gordon
Leavenworth Co. Hist. Soc.	Sally Hatcher
Waverly Arts Council	Charlene McFadden
	Elaine Marsh
Waverly Citizens for Progress	s John Hinz
Leavenworth Co. Hist. Soc.	
Leavenworth Co. Hist. Soc.	v 1
Leavenworth Co.	J.C. Tellefson

KS Humanities Council Ray County	Tracy Quillin Karen Bush
Humboldt Chamber & Touris	
Humboldt Civil War Days	Ellery Robertson
St. Clair Co. Hist. Soc.	Richard Sunderwirth
St. Clair Co. Hist. Soc.	Robert Reed
Riley Co. Historical Museum	
MO Humanities Council	Michele Hansford
Mahaffie Stagecoach Stop	Alexis Radil
Old Depot Museum	Deborah Barker
Traub Design	Don Traub
Excelsior Springs Chamber	Terry Soneleer
Bushwhacker Museum	Terry Ramsey and Gary Chilcoe
Mound City Hist. Soc.	Ken & Mary Asher
Linn Co. Hist. Soc.	Ola May Earnest
Fredonia Tourism	Emma Crites
Johnson Co. Hist. Soc.	Lisa Irle
Battle of Lexington	Janae Fuller
Lexington Chamber	Ann Crume
Leavenworth Co.	Keyta Kelly
Lecompton Hist. Soc.	Paul Bahnmaier
Pottawatomie Co. Eco. Dev.	Brandi Brinegar
Leavenworth Co. Hist. Soc.	Hazel Mae Fackler
Black Jack Battlefield Trust	Kerry Altenbernd
KS Humanities Council	Julie Mulvihill
Jefferson Co. Hist. Soc.	Julie Frisbie
Freeman Heritage	Charles & Peggy Sands II
Stoll's Art Gallery & Studio	Don & Jean Stoll
Mine Creek Battlefield	Arnold Schofield
Church of Jesus Christ	
of Latter Day Saints	Elder Penrod and Elder Haderlie
Lawrence CVB	Judy Billings
Miami Co. Hist. Soc.	John Nichols
Lawrence CVB	Debbie White
Chair FFNHA Board	Deanell Tacha
Vice Chair FFNHA Board	John Dillingham
FFNHA Board	Karen McCarthy



FFNHA Meeting Notes September 13, 2007 Paola, KS

Meeting called to order by Judy Billings. Attendees introduced themselves. Judy asked for a change in the agenda to allow the speaker Carmaletta Williams to speak first, this was accepted by attendees.

Julie Mulvihill introduced Carmaletta Williams. Carmaletta M. Williams is a professor of English at Johnson County Community College, and the college's 2006 Distinguished Service Award recipient. She received her Ph.D. in English from the University of Kansas and an M.A. in English from the University of Missouri. She specializes in African American literature and has served as a guest speaker on the African American experience at churches, colleges, and other groups in the Kansas City area, the State of Kansas, nationally, and internationally.

Williams spoke on "Free Did Not Mean Welcome." Millions of African Americans walked away from the South after Emancipation looking for freedom. For some it meant a journey to Kansas, a "free state." Discover how many realized that for Black people in Kansas "Free" did not necessarily mean "Welcome."

Carmaletta took questions from the partners and discussion.

Break for lunch.

Business meeting began after lunch.

July minutes were approved with corrections.

Martha Parker gave the financial report, stating the current balance of the checking account is \$1,525.60.

Committee Reports

Tours – Arnold Scholfield reported that the group is wrapping up the John Brown and Civil War tours. They have also begun work on Ready Made Tours throughout the area along major roads, these include: I-70, 71 Hwy, 69 Hwy.

Alexis Radil talked about the National Tour Association Conference which will be held in KC, MO November 1-7, 2007. She will be representing Mahaffie Stagecoach Stop and requested a calendar of events be created for FFNHA so it could be distributed to operators during the convention. It was discussed that sites should put there event information on the <u>www.freedomsfrontier.org</u> website and a calendar could be pulled from that information.

John Nichols reported on GPS/GIS. John talked about the potential uses of GIS (Geographical Information System) for historical and archaeological mapping and data analyzing. He also

described the uses of GPS (Global Positioning System) units for locating sites to make them more readily available for visitors.

Peer Review – Debbie White reported that the team, Alinda Miller, Keyta Kelly, Eileen Robertson, Brandi Brinegar, Alexis Radil and herself, have reviewed sites in eight counties thus far. Reviewed sites will be contacted before the October meeting with the results of the visits. White reminded the group about the opt-in/opt-out forms that FFNHA must have to include any private property within the area.

Website – Debbie White reported that in the future minutes and agendas will be available on the website and no longer attached in the monthly meeting notification. Also working on improving the current website to be 1) more user friendly, 2) improved events calendar, and 3) adding site information. Reminded partners to continue to add events, visitor readiness forms, and submit hi-res photos on CD that should include people, buildings and landscapes.

Management Plan - Billings reported that the Scope of Work and Contract for facilitation of the Management Plan is in process with a goal of having the Board of Trustees approve it at their October meeting. Public meetings are scheduled to begin after the first of the year. The Board is currently raising money to help pay for the planning process.

Announcements:

Deb Barker – Old Depot Museum, Ottawa. Two exhibits 1) George Washburn Architect, Ottawa and Paola buildings he designed. 2) John Brown and the Pottawatomie Massacre.

Wayne Johnson – Dedication of the Baptiste Bust in Paola's Square, October 6th at 1pm

Emma Crites – Fredonia Homecoming Festival - Old Iron Days October 6th

Eileen Robertson – Humboldt 50th Biblesta Parade, 1:30pm October 6th

Kerry Altenbernd – Breakfast at Black Jack October 21st

Attendees:	
Fort Scott Chamber	Connie Banwart
Miami Co Hist Soc	Wayne Johnson
KS Tourism	Regina Nicol
Linn Co Hist Soc	Ola May Earnest
Visit Topeka, Inc	Tamara Scheid
Fort Scott Chamber	Katie Caspar
Fort Scott NHS	Betty Boyko
Fort Scott NHS	Galen Ewing
City of Gladstone	Melinda Mehaffy
Fredonia Tourism	Emma Crites
Humboldt Tourism	Eileen Robertson
Humboldt Tourism	Ellery Robertson
Franklin Co. CVB	Kristi Lee
Old Depot Museum	Deborah Barker
KCKS Comm. College	Bryan LeBeau
Coffey Co.	Bill Freeman
Mine Creek Battlefield	Arnold Scholfield
Trading Post Museum	Alice Widner
Bushwhacker Museum	Terry Ramsey
Leavenworth Co.	Keyta Kelly
Adair Cabin	Ben Maimer
Pott. Co. Eco. Devo.	Brandi Brinegar

Clinton Lake Museum Miami Co. Republic Paper Lecompton Hist. Soc. Johnson Co. KS Hist. Soc. Johnson Co. KS Hist. Soc. Mayor Paola Miami Co. Hist. Soc. Lawrence CVB Lawrence CVB KS Humanities Council KS Humanities Council KS Humanities Council KS Humanities Council Black Jack Battlefield Trust Riley Co. Museum and Goodnow House Shawnee CVB Merriam CVB Battle of Lexington Lexington Chamber Lawrence Douglas Co. Hist. Soc. Cass Co. Hist. Soc. John Brown Museum Frontier Military Museum Mahaffie Stagecoach Stop Douglas Co. Govt. LN Co., Mound City Hist. Soc. Territorial Capital, Topeka

Martha Parker Brian McCauley Paul Bahnmaier Lisa Irle Jack Landers Artie Stuteville John Nichols Debbie White Judy Billings Carmaletta Williams Tracy Quillin Julie Mulvihill Dan Carey-Whalen Kerry Altenbernd Cheryl Collins Mary Cummings Karen Crane Janae Fuller Ann Crume Dale Nimz Pennie von Achen Carol Bohl Grady Atwater Virginia & Mark Alley Alexia Radil Linda Finger Mary & Ken Asher Chris Meinhardt Joanne Harrison J.C. Rivers



Partnership Meeting Notes November 15, 2007 Fort Leavenworth, Eisenhower Hall, DePuy Auditorium Fort Leavenworth, Kansas

Judy Billings welcomed everyone to the meeting and announced this as a special day. Today is the orientation for the time-line and details for public input concerning Freedom's Frontier National Heritage Area Management Plan. She expressed special thanks to the Fort Leavenworth Personnel for the arrangements and then introduced Judge Deanell Tacha, Chair Board of Trustees, who has been involved in this project since the beginning.

Judge Tacha began by stating; "Today, I see the start of an extraordinary opportunity." She introduced Lieutenant General Robert Arter, U.S. Army Retired and Civilian Aide to the Secretary of the Army for the State of Kansas. Lt. Gen. Arter welcomed everyone on behalf of the Commander. He then gave a brief history of Fort Leavenworth. The Fort is the oldest active military installation west of the Mississippi.

Judge Tacha thanked Lt. Gen. Arter for his information and for his service on the FFNHA Board of Trustees. She requested suggestions from everyone to fill the two vacant Missouri seats on the Board of Trustees. She stated how important it is for the Board of Trustees and the Partners to know each other to attain a common ground. Judge Tacha then requested the Board Members introduce themselves and include some personal information.

Lieutenant General Robert Arter was an Infantry Officer, Deputy Commander and attended General Staff College at Fort Leavenworth. After retirement he and his wife choose to return to the Fort Leavenworth area to live.

John Dillingham is a Missouri representative on the Board of Trustees. He referred to the "Border War" KU vs. MU upcoming football game and stated that it is important that we do our job here, since no other area has the history of controversy. He stated that we need to tell this story to preserve it for the next wave of evolution of America.

Karen McCarthy a Kansas representative, taught school in Shawnee Mission, moved to Westport, served in the Missouri Legislature for 18 years. She has returned to teaching and is interested in preserving the history of this area.

Emmanual Northern from Kansas City, KS and assoicated with the Vernon Center and the historic site of Quindaro, and worked for the Santa Fe Railroad for 36 years. His interest stems from the stories of his Grandfather, who went to Canada, came back into the U. S. in Maine,

made his way to Missouri. He came to a bend in the Missouri River and felt if he made it across (to Kansas) "He would be Okay!".

Ed Rolf from Junction City, Kansas was born and raised there. He knows a lot happened on the western edge of the territory and wants to make sure those stories are told.

Ellie McCoy is from Wichita, Kansas and she loves Kansas. She has served on several Kansas State Commissions.

Charles Jones is the Directory of Kansas University Public Management Center and thinks about the issues and values of this area that need to be discussed.

David Dunfield from Lawrence, Kansas has served with Judy Billings from the beginning of this effort. He is looking forward to this next step and hopes to erase the "Border".

Charles Clark from Prairie Village, Kansas is a retired business manager who has also lived in Missouri. He is very interested in the history of both states and is looking forward to raising money for this endeavor.

Judge Tacha described Judy Billings as the mainstay for Freedom's Frontier. In the past month she has moved her office and set up Destination Management Inc which will oversee the heritage area.

Each of the partners then introduced themselves and gave the organization they represented.

Judge Tacha continued by explaining that we need every county commissioner and city administer to know about FFNHA and become involved. These powerful stories about freedom, with all the conflict of many kinds of people who came together for many reasons, must be told and preserved for future generations. She explained, this is not about sides, mine or yours, we must join together to tell the story, leaving aside our turf and see ourselves as being a part of the whole. The National Park Service no longer creates new National Parks due to the expense. Our grass roots effort by joining together to tell the stories, we are this century's way to expand the National Park Service and tell our story to the nation. With this vision in mind, what will we look like in a decade?

All the places must be connected, not just chronologically, but through the relationship of the stories. People traveling will have maps, virtual tours, IMAX presentations and more. No matter where in the area they go through a gateway, they will hear the stories. The United States has decided to preserve their important stories and we are one! We are literally one generation away from losing these stories. We must tell the stories with integrity with each piece of the story contributing to the whole. We have for too long viewed this as two sides. We need every county commission, every state legislator and city official to know what we are doing. The Management Plan must be approved by 2009. We can make a real difference economically in our area. This area can be a magnet for our children and grandchildren who don't know the stories. Judge Tacha requested the partners to join with the Board of Trustees to bring this

together. She said, "We (the board) won't tell you how to tell your stories, but we will make sure they are told with integrity." She thanked everyone for all they are doing.

Billings introduced Cheryl Hargrove, who will be the Project Coordinator. Hargrove gave a brief overview of the next steps. This is the beginning the process of the Management Plan which will be the guide for FFNHA for the next 10 to 20 years. The plan must be created by the partners and be customized so that people know when they hear FFNHA what this area is about. She followed with the attached presentation.

All attending were requested to submit:

- 1. How would you like to participate in the planning process during the next year?
- 2. What would you like to see 10 years from now concerning FFNHA?
- 3. What do you want answered during this year's planning process or articulated in the management plan?

After lunch, General Arter introduced Colonel Thomas Weafer, Assistant Deputy Commandant, U.S. Army Command and General Staff College. Colonel Weafer gave presentation about Fort Leavenworth including the history and present status. He addressed the part the Fort has in FFNHA and invited all present to tour the facility.

Billings discussed the importance of the December meeting as the group will continue to develop the Management Plan and thanked everyone for participating. The meeting was adjourned.

Respectfully submitted Ann Crume

			Billings	Judy	DMI Cass Co. Hist.
Altenbernd	Kerry	Black Jack Battlefield	Bohl	Carol	Soc. KS Humanities
	Lt. Gen.		Carey-Whalen	Dan	Council
Arter	Robert	Board	Clark	Charles	Board
Atwater	Grady	John Brown Museum			Riley Co. Historical
Bahnmaier	Paul	Lane Museum	Collins	Cheryl	Museum
Balderson	Clark	Board	Cottrell	Donald	Curtis House
Banwart	Connie	Fort Scott	Cottrell	Nova	Curtis House
		Franklink Co.	Craig	Jody	MARC
Barker	Deborah	Hist. Soc.	Crane	Karen	Merriam CVB
Bass	Phyllis	Richard Allen Cultural Center	Crites Crume	Emma Ann	Fredonia Tourism
Baynham	Robert	African Am Studies	Cummings	Mary	Shawnee CVB
Beckett	Elizabeth	Clay Co. Hist. Sites Clay Co. Hist.	Dechant Dill	Abby Pat	Wabaunsee Co. Eco. Dev.
Beckett Beckner	Michael Jim	Sites	Dillingham	John	Board Vice- Chair

Dorrell	Julie		Manies	Terry	Baker Univ.
Dunfield	David	Board	Marshall	Ross	
		with John			Native Am.
English	Jan	Nichols	McCord-		Heritage
	Ruth		Rogers	Suzette	Museum
Ergovich	Elizabeth	Wornall House	McCoy	Elly	Board
Fackler	Hazel May				St. Clair Hist.
		Great Overland	McPeak	Howard	Soc.
Fager	Beth	Station			St. Clair Hist.
Finger	Linda	Douglas County	McPeak	Joan	Soc.
Forester	Richard	Visit Topeka	McRae	Janet	Miami Eco. Dev.
1 0100101	Rionard	Visit Topold	Mehaffy	Melinda	Gladstone
Freeman	Bill		Monany	Wollinda	Territorial Cap.
Freeman	DIII	0111	Meinhardt	Chris	Topeka
Frichio	lulia.	Old Jefferson	Mennarut	CIIIIS	Has military
Frisbie	Julie	Town	Menard	Mary Kay	pass
		Battle of	Miller	Diane	NPS
Fuller	Janae	Lexington	WING	Diane	MI Co. Hist.
		Leavenworth	Nichols	John	Soc.
Gervasini	Sue	Co. Hist. Soc.	Nimz	Dale	000.
		Wakefiels	Northern	Emanuel	Board
Gordon	Clifford	Museum	Northern	Emanuel	Wakrusa Valley
Groves	Rich	DT Liberty			Heritage
		Mgmt Plan	Parker	Martha	Museum
Hargrove	Cheryl	Team	Pridemore	Sue	NPS
		Geary Co. Hist.	Thaemore	Oue	KS Humanities
Harris	Ron	Soc.	Quillin	Tracy	Council
Harrison	Joanne		Radil	Alexis	Mahaffie
Hatcher	Sally		Rauli	Alexis	
Helmer	Chris	Gladstone	D	T	Bushwhacker
Hill	James	NPS	Ramsey	Terry	Museum
	•••••••	Coffey Co. Eco.			Dean of Student
Hotaling	Jon	Dev.			& Community
Irle	Lisa	200	Reagan-		Services,
Jackson	Dorthea	Santa Fe Trail	Kendrick	Amber	Donnelly Colleg
Jones	Charles	Board			St. Clair Hist.
	McCarthy	Board	Reed	Richard	Soc.
Karen	McCartiny		Robertson	Eileen	Humboldt
Kashalasa	Dah	KS State Hist.	Robertson	Ellory	Humboldt
Keckeisen	Bob	Soc.	Rolfs	Ed	Board
		Leavenworth			MO Division of
Kelly	Keyta	County	Simms	Lori	Tourism
Lambert	Don	with Jody Craig			KS Dept. of
Lambertson	John Mark		Smalley	Richard	Commerce
Landers	Jack	_	Smith	Sonia	with Jody Craig
		Dean	•••••	Margaret	man eedy erang
		Institutional	Stanton	(Peggy)	
LoBoot	Druce	Services, KCKS	Clanton	(, 299)	Burlingame
LeBeau	Bryan	CC			Schuyler
Maag	Jim	Board	Strohm	Carolyn	Museum
Maimer	Ben			3	St. Clair Hist.
		Treanor	Sunderwirth	Richard	Soc.
Manglitz	Julia	Architects	Tacha	Deanell	Board Chair

Taylor Tellefson	Dick JC	
Tempel	Bill	Lexington
		Dir. Wornall
Terrill	Leslie	House
Toll	Dennis	Manhattan CVB
Traub	Don	Traub Design
Traub	Susan	Traub Design
		Dir. Vernon Multipurpose
Walker Harris	Bernadette	Center
Wallace	Doug	
		Osage Co. Eco.
Watson	Stephanie	Dev. Dir.
White	Deborah	CVB
		Bozell
Williams	Angie	Advertising
		Dir. Tourism, Parsons &
Zaleski	Jim	Labette Co. WY Nation of
Zane	Kristin	KS



January 2008 no meeting was held.



MEETING REPORT

Meeting Location:	Community Center
	Harrisonville, Missouri
To:	
By:	Cheryl Hargrove, Christy Davis, Mike McGrew, David Stokes, Amy Webb, Richard Yates
Attendees:	See attached list

Meeting Date:	February 14, 2008
Task No.:	
Phase No.:	1
Start Time:	10:00 AM
End Time:	3:00 PM

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	Kick-off Meeting for FFNHA Management Plan with Consultant Team
Meeting Purpose/	Introduce consultant team to FFNHA Partnership Team, review management plan
Intended Results:	development process

Meeting Notes:

The Chair of the FFNHA Trustees, Judge Deanell Tacha and Judy Billings opened the meeting by talking about the importance of the management planning process over the next year. The consultant team was introduced to the Partnership Team, and team leader Cheryl Hargrove presented a PowerPoint with an overview of the required elements of the management plan. All attendees received a management planning notebook which included a preliminary glossary of terms, the legislation to create Freedom's Frontier National Heritage Area and the scope of services for the management plan. Each of the team members introduced themselves and talked about the specific element of the plan that they will be responsible for.

In the afternoon, the Partnership Team divided up into working committees including Interpretation and Education (with consultant Amy Webb), Heritage Development (with consultant Christy David), Civic Engagement (with consultant Frank Martin), Tourism & Marketing (with consultant Cheryl Hargrove), and Resource Management (with consultant Richard Yates and David Stokes). Each committee reviewed the scope of work for their portion of the management plan, identified terms to be added to the glossary of terms, and then had a discussion based on specific questions provided for each group.

Notes from each of the five breakout groups follow:

1) Interpretation/Education

Grady Atwater (KS) and Janae Fuller (MO) were chosen as co-chairs for the Interpretation and Education Committee.

A. Interpretation

1. Will standards be created, presented, accepted?

Yes. FFNHA has already done some preliminary work in this area through the visitor readiness survey which includes 5 tiers or categories of sites to address "visitor readiness." This will be used as a starting point for discussion. In discussing standards, potential questions to be considered include:



Management Plan

Planning Process

- How does the significance of the site connect to the FFNHA themes and sub-themes?
- How is the story of the site told to visitors (how is it interpreted)?
- Is the site accessible (e.g. open regular hours, well-marked, etc.)
- What process will be used to determine if sites meet the standards that the FFNHA agrees upon?

2. Will we share current brochures and written historical information?

Yes. Sharing information is a key component of this planning process. We have already begun to compile brochures from the counties in the region and we will be gathering other resources as well, including historical information, existing interpretive plans and curriculum materials.

3. What are the important stories that will be emphasized?

This will be one of the key charges for this committee as part of defining the core theme, sub-themes and storylines for the region. To do this, we will be building from the FFNHA themes in the 2004 feasibility study that was submitted to secure NHA designation and expanding those themes to reflect the additional Missouri counties which have been subsequently added to the heritage area.

4. How will FFNHA ensure a balanced story will be told?

The FFNHA will strive to share different perspectives on the stories of the region rather than presenting the stories from any one perspective. A system or process will be developed to help evaluate stories and help with this issue. Telling these stories from a variety of perspectives will also add to the richness of the stories for visitors as well.

5. What is the process for addressing the pain resulting from sharing painful and/or unpleasant facts?

I&E committee members generally agreed that these stories are important to tell, even though they may be painful or unpleasant—and noted that there is some reluctance out in the region to tell some of the stories. Clearly, this will be an ongoing challenge for FFNHA to ensure that these stories are told, and that they are told sensitively and in ways that encourage healing. The suggestion was made that in telling these stories, we need to refrain from portraying one side as either the hero or the villain. The General Management Plan (GMP) should include interpretive techniques to help tell these kinds of stories.

6. How will connect all the stories?

Connecting these stories is exactly what the FFNHA can help to accomplish. The themes, sub-themes and storylines will provide a framework to develop interpretive tools and programs that will help to provide a seamless and coherent visitor experience that connects stories in the regions.

7. Who is compiling and coordinating story development, authentication?

Recognizing that new research, new sites, or new information may come to light long after this GMP is created, the GMP will outline a process by which stories can be submitted and authenticated. There will be no one "Authenticity Czaz" but rather a process which allows for input from a variety of stakeholders. The Virginia Civil War Trails example was provided as one model of how another region handles this issue. There, stories are initially provided by local historians. These are vetted by a historical committee at the state level, then adapted by Virginia Civil War Trails, Inc. to emphasize aspects that will appeal to visitors



(such as the human interest anecdotes). Finally, these stories go back to the local level for final approval.

8. What eras will be covered?

Different members of the I&E committee have different opinions on how this should be handled. Some think that it should be very inclusive, from the Indians to present day. Others feel that it should focus primarily on the Border Wars era. This question will be answered as the themes, sub-themes and storylines are developed for the GMP.

B. Education

1. What is the role of libraries?

Libraries will be an important resource for FFNHA.

2. What is the role of schools?

As our committee does not include a large number of active teachers (it does include several former teachers as well as a college educator), this committee will need to reach out to social studies curriculum coordinators and teachers in the region to determine a) what kind of curriculum/training materials already exist; b) what kind of FFNHA related curriculum materials need to be developed, and c) how to best position these materials so that they will be used, knowing that teachers are already scrambling to include the required curriculum elements. The Kansas school system has social studies coordinators, it is unclear if Missouri schools have a comparable position. Many heritage sites across the country (including sites in Kansas and Missouri) have seen declining field trips following the "No Child Left Behind" act as teachers are pressed to meet these guidelines. Some efforts to reach out to schools by committee members have been rebuffed as schedules don't allow for new outside activities. All school educational programs MUST be developed in consultation with active educators to ensure that they are relevant and thus used. Programs must help to meet required curriculum standards.

Videoconferencing was suggested as one format to use to provide programs to multiple schools simultaneously. Colleges in the region also provide a rich resource for educational programs.

3. Will training be provided for interpretation?

There is a need to educate staff and volunteers about the FFNHA and what is in the region. The GMP will include recommendations to guide the FFNHA for the next 10 years, which will include recommendations for training for interpretation if this is needed. While the GMP process will not include actual interpretive training workshops, the GMP will include the development of interpretive toolkit materials to help FFNHA stakeholders determine how to best interpret FFNHA sites.

C. Additional Questions

1. What is the difference between the committee co-chairs and the steering committee liaison?

The steering committee liaison will be this committee's link to the steering committee. The Interpretation & Education co-chairs will work with the consultant team to ensure that we have a well-balanced representation of the FFNHA region on the committee and help to ensure that the committee fulfills its responsibilities.

2. What are the responsibilities of the Interpretation & Education Committee? This committee is charged with:



-Helping to identify and compile existing resources to inform the work of the interpretation and education committee.

-Helping to plan site visits for Amy Webb

-Developing a Statement of National Significance for FFNHA

-Developing a main theme and subthemes for the FFNHA (adapted from the themes developed in the FFNHA feasibility study)

-Developing a process to help evaluate sites and stories

-Serving as a sounding board for the interpretive/educational plan in the GMP

3. How frequently will this committee be meeting?

There is a master schedule for the development of the GMP which is currently being developed. Where feasible, meetings will be tied to the regularly scheduled monthly FFNHA meetings. Because of the distance and cost of traveling in the region, every effort will be made to use technology to minimize the number of face-to-face meetings required of committee members. This will include e-mail correspondence, web surveys, conference calls and Web meetings which will combine a conference call with a simultaneous web broadcast of a PowerPoint and/or other visuals.

4. How will our committee stay in touch?

E-mail and conference calls will be key ways to stay in touch, in addition to face-to-face meetings. The consultant team is also developing a website that can be used to make resources available to the consultant team and to the partnership team.

5. Will the full consultant team be at every meeting over the next year? No. Key members of the consultant team will be at different meetings as different elements of the GMP are developed.

6. If we have information to share, who do we send it to?

Send information to one of the interpretation and education committee co-charirs or to Judy Billings. Judy and/or the committee chair will ensure that the right member of the consultant team receives the information, or that the information is posted so that it is more broadly accessible to the consultant team as well as the partnership team.

7. Will there be an ability to access information about the region by both theme and era?

Possibly. Something like a relational database of sites in the region would be the best way to do this as it could allow for customized searches by either theme or by era (assuming that that capability and information was built into the database). The consultant team will help to set up a database format for FFNHA, and this database will be populated and maintained by FFHNA (Judy Billing's office).

8. Who gets to use the FFNHA logo? Will there be regulations about when and where it can be used? Will we be allowed to use the FFNHA logo on existing signs, or is it restricted to new signage? The GMP will address these issues.

- 9. Will there be criteria for different kinds of FFNHA signage? Yes, this will be addressed in the GMP.
- 10. For the visitor readiness survey, we have been trying to collect GPS coordinates yet many people don't know what GPS is, much less how to provide the coordinates. How do we complete this part of the survey work?



Google Earth was suggested as a possible less time-intensive way to collect coordinates for sites in the region. Concerns were expressed that coordinates gathered in this way might not be as exact as coordinates gathered on site. We need to determine how these GPS coordinates will be used to see if the margin of error with Google Earth would be acceptable for these desired uses. For geocaching, for example, exact coordinates would be critical.

D. Additions for the Glossary of Terms

The I&E Committee identified the following terms to be added to the glossary of terms

- Interpretation (break down by different types)
 - o Living History
 - First Person Interpretation
 - o Guided Tour
 - o Self-guided Tour
 - o Etc.
- Education (*break down by different types*)
 - Community Awareness (residents)
 - o School
- Themes
- Accessibility
- Agritourism
- Interpretive Standards
- Signage
 - Low profile interpretive signage
 - o Kiosk
 - Directional or Wayfinding Signage
 - o Etc.
- Lesson Plans
- Geocaching
- GPS
- GIS
- (a definition that needs a word---how do you describe the changes to a landscape over time that includes geology, weather, zoology, botany, medicine, rivers, impacts of human habitation...ecohistory?)

E. Interpretive and Educational Resources to Gather

- Annotated Bibliography of historical resources
- Existing List of FFNHA sites (200+)
- Draft Visitor Readiness survey
- Work completed by Sue Pridemore last fall to develop themes for the region (an in-depth workshop—what documentation of this exists?)
- Existing interpretive plans for sites in the FFNHA region
- Existing school curriculum materials related to FFNHA
- E-mail list of educators (include teachers as well as social studies coordinators and other appropriate administrators)

2) Heritage Development (Consultant Christy Davis)

Cheryl Collins (KS) and Lisa Irle (MO) were chosen as committee co-chairs.

Discussion Q&A:

- 1. What is the role of the Heritage Development Committee?
 - The role of the Heritage Development Committee is to establish criteria for prioritizing, developing



and managing assets that tie to the region's Main Story. The team will establish standards for accurately preserving the region's assets so they may best interpret the story. In addition, the team will map assets that meet criteria for visitor readiness and significance.

2. What criteria will be used to prioritize projects?

Projects will be prioritized by the following criteria (in no particular order):

a. Association with established themes Priority will be given to assets that are closely tied to the historical themes as established by the Education/Interpretation Committee.

b. Association with the significant time period

Assets that have a direct tie to the specific time period established in the planning process will be given priority. There are differences of opinion on the region's significant time period. Some believe that priority should be given to resources that tie to the Border Wars period; others believe the time period should be broader. The time period will be established through the planning process, particularly as the Interpretation/Education Committee identifies important historical themes. Once this is established, resources that interpret these themes will be given priority.

c. Level of Significance/Designation

Assets that are nationally significant will take priority over assets that are locally significant. One way of identifying a resource's level of significance is through its level of historical designation. For instance, properties of national significance may be listed as National Historic Landmarks. Others may be listed on the National Register of Historic Places, State Register, or be Local Landmarks. The Heritage Development Committee encourages partners to identify and designate their historic resources.

d. Risk Level/Need

Priority will be given to assets that meet the above criteria and are at risk of being lost. Risk may be established by demonstrating a threat of demolition, level of deterioration, and rarity.

e. Readiness/Ability to Contribute to the project

Projects whose sponsors show a high level of readiness and ability to contribute to projects will be given priority. Sponsors may demonstrate readiness through project planning and historical designation.

f. Public Impact

Priority will be given to assets that have the most public impact. Public impact may be measured by hours of operation, geographic location, and visitor services.

2. What is a "gateway center?"

A gateway center is a place that provides orientation, information and services to for those visiting a National Heritage Area.

3. Where will gateway centers be located?

There is some debate about the location of Gateway Centers. Some in the group believe that any site can serve as a gateway center – that rather than creating a specific place, that sites can use standard materials to orient visitors. If it is decided that gateway centers will be placed in specific physical places, they will be located using the following criteria (in no particular order):

a. Access to major thoroughfares



Sites that have access to major highways or other transportation hubs will have priority.

b. Geographic Distribution

In the case of multiple gateway centers, they should be geographically distributed. For instance, there should be at least one in Missouri and one in Kansas.

c. Thematic

If a location has a particularly close tie to one of the nationally significant themes, it may be chosen as a gateway center.

- d. What has worked in other National Heritage Areas Why reinvent the wheel? The Heritage Development Committee will study the use of gateway centers in other National Heritage Areas to inform it.
- e. Visitor-driven

Places that are already popular draws for visitors may be identified as gateway centers.

4. What is a Partner Site?

Partner Sites are sites that meet criteria established by the National Heritage Area. Once designated as a partner site, a site will be included in heritage area promotional materials – and can use heritage area logos, etc. in promotions.

5. How do we determine what sites will be Partner Sites?

Potential Partner Sites will be evaluated based upon the following criteria (in no particular order):

- a. Visitor Services Partner sites must have a certain level of visitor services. These may include public restrooms, public tours, and other offerings.
- b. Interpretive Presentation

Partner sites must provide an adequate level of interpretation. Sites should place their story within the major historic themes identified in the General Management Plan.

c. Accessibility

Partner sites must be accessible to the public. This means that they must have regular hours of operation and must be physically accessible to both the general public and the disabled. Sites may include non-ADA-compliant components, such as nature trails, etc., but visitor services and interpretation must be accessible.

d. Staff Expertise

Partner sites must meet certain standards. Whether professionals or volunteers, site staff must be trained in interpreting the site's ties to important historical themes.

e. Integrity

Partner sites must have integrity. Historic sites, landscapes, buildings and other assets must retain the physical characteristics that tie them to their historical significance. In cases where a site's has a high level of historic significance, this historic significance may help balance a lower level of integrity. Integrity may be compromised by the removal of historic fabric, as in the case of replacing architectural features – or the addition of inappropriate new fabric, as in the case of a historic landscape or site surrounded by sprawl development.

6. How will the Stories be told truthfully?



To ensure the long-term respect of the heritage area, it is important that all associated sites and partners portray the region's stories in a truthful manner. Oral tradition is an important aspect of story telling. However, when possible, oral tradition should be supported by primary and secondary documentation – or through archeological evidence. When telling the region's stories, it is important to acknowledge their sources. In cases where oral tradition cannot be vetted by written documentation, for instance, the phrases "according to local lore" or "according to legend" may be used. In all cases, partners should make an effort to acknowledge different points of view.

New Questions/Discussion (generated 2/14/08)

- 1. Will the boundaries of the heritage area be expanded in the future?
- 2. Why was Doniphan County excluded?
- 3. Why was Morris County excluded?
- 4. How do we interpret pre-historic peoples?

3) Civic Engagement (Consultant Frank Martin)

Co-Chairs were selected for this committee: Anne Crume, Lexington, Missouri; and Keyta Kelly Leavenworth, Kansas

- 1. Should economic development impacts be part of the Vision statement? They are not inherently part of a vision statement but must be addressed in the overall FFNHA plan in management, tourism, and long-term investment.
- 2. What is the difference between a mission statement and a vision statement? Mission is internally oriented; vision is externally oriented (both terms and good definitions should be refined for the Glossary in our future email exchanges as a group.) We agreed that the Vision that we are writing should be for twenty years in the future, 2028.
- 3. Do we want an all-encompassing statement of the vision or a more limited statement? We did not conclude and will ask this question to the broader group in our MARC session. We see the following elements as important parts of a vision statement:
 - Vision must be optimistic and compelling
 - It must include the struggle for freedom
 - Words it could include are architecture, values, teaching values, stories, traditions, sense of place, sense of region
 - Should refer to where we want the NHA to be at some future point, probably 20 years
 - Should tell what freedom means through time in this area
 - Should reference natural resources
 - Tells a story
 - Highlights the qualities of the physical environment
 - Should reference young people or future generations
 - Should identify what will be compelling about this place that will draw people here
 - Should identify what will attract young people to learn and experience this history
 - Should focus on the real and tangible (and has to be a quality experience)
 - Should speak to economic development

4. Should the vision be more focused on a specific period of time?

We discussed the importance of the Civil War era narratives but also the larger question of freedom through the eras of segregation and the struggles of desegregation. We did not reach a conclusion, but felt that the values and trials of enduring freedom should be part of the desired message that will be conveyed in the future.



5. Should the vision allow for the addition of new history as it develops? Most thought it should.

Work and Further Questions on the Vision Statement

- Is human contact important?
- Is it going to include entertainment or 'edutainment?'
- Who is your audience groups or individuals?
- What are people going to expect in 20 years in terms of technology, entertainment?
- Can we address citizen engagement and awareness
- What are the enduring themes?
 - o Citizenship
 - o Freedom
 - Sustainability and connection to the land
 - Connection to land, history, government, to each other
 - Connection to land and all the related questions such as who could own land
 - o Idealism
 - o Greater diversity of settlement
 - o Timeless

Other themes:

- Microcosm of the nation where the two opposing views fought out the ideological struggle on the border of Kansas and Missouri
- Indian displacement, e.g. Shawnee Indian Mission
- Immigration from eastern & southern states to get the land
- FFNHA should be nationally known for its historic significance and to have an educational and economic impact on the heritage area itself

Trial Vision Statement #1

In 2028, FFNHA will preserve, develop, and share a region where people come to learn what freedom means on a personal level and for broader society over time.

Trial Vision Statement #2

To share the stories of this heritage area (or region) where people come to learn what freedom means through time and to themselves as individuals (so that an understanding of the values occurs)

Trial Vision Statement #3

That the FFNHA will be recognized nationally as the place where people come to learn how American freedom has been defined in the past and its lessons for future generations

Trial Vision Statement #4

In 2028, FFNHA will be recognized as a historic region that expresses the moral, social, and political struggles over human freedom and national expansion in the mid-19th century. As a microcosm of the national conflicts that led to the Civil War, FFNHA will serve as a region of national significance for discussing the meaning of "freedom" in the past and future. As a universally recognized center of national debate, a diverse tourism industry addressing multiple themes will thrive.

Written/Internet Survey

The group discussed creating a survey (possibly using something like Survey Monkey) that all participants in the Partnership Group could take and which could also be shared very broadly with other potential shareholders/constituents in the 41 counties. This survey can both involve new people and help to ensure that both the vision statement and the Management Plan represent the thinking and values of the broadest possible group.



Possible questions for the survey:

- 1. Have you heard of the Freedom's Frontier National Heritage Area?
- 2. What are the most important things the FFNHA can do?
- 3. Is it important to you to participate in planning for the FFNHA?
- 4. Is it important to increase tourism in your county?

Public Visioning Sessions

We are required to hold four participation sessions on writing a visioning statement. This meeting represents our first. Committee members suggested holding a second session to seek input from a larger group, especially to try to engage additional Missouri representatives and organizations.

The group will work with Mid-America Regional Council (MARC), to set up a meeting, most likely the day prior the next Partnership Group meeting (to be held on March 13 in Olathe) or before whatever next Partnership meeting requires consultant travel.

We will invite many people including those who participated in the previous efforts in the Kansas City area to explore a "Rivers, Trails and Rails" NHA. We will hold two additional meetings, one as a subcommittee to review results from the first two meetings, and a larger session with the Partnership Committee and/or FFNHA Steering Comm.

Next Steps

THESE MEETING NOTES WILL BE SENT OUT TO ALL SUB-COMMITTEE MEMBERS. WE WILL CONTINUE TO DISCUSS BY GROUP EMAIL THE FOLLOWING:

- 1. Further questions for written survey
- 2. Further refinements to trial Vision statements
- 3. Participation process for others in defining vision
- 4. Elements that the Vision must contain
- 5. Key words to include in the vision statement

4) Tourism and Marketing Committee (Consultant Cheryl Hargrove)

Co-Chairs were selected: Jim Beckner (Missouri) and Katie Casper (Kansas).

Tourism Development

1. Will there be uniform signage?

Yes, We anticipate using a decal or symbol to recognize FFNHA signage along major highways. Uniform signage equates or is recognized as quality; provides the opportunity to recognize something as the same (for instance, I&M National Heritage Corridor does a great job with signage.) We recommend a uniform look as well as meaning. DOT (both states) need to be contacted, involved to determine requirements, regulations and qualifications for uniform signage. We also need to determine cost, who will pay for the signage, and who will maintain the signs.

2. Will training be provided?

Training is important, and currently provided informally through our grassroots planning process. We need to continue educating CVBS, and also schedule quarterly seminars for front-line employees to learn more about FFNHA, the region. We should also look at training via a newsletter, perhaps distributed electronically, to communicate updates and information about the region. Potentially, FFNHA could offer a "train the trainor" program for CVBS, Chambers and other regional tourism and economic development organizations.

Many heritage areas do not focus on tourism, so FFNHA will determine (through the planning process) if and how it will engage in tourism activities and training.



3. What about tour development?

Tour development can mean different things. Some heritage areas consider it the physical construction of attractions or exhibits to add to, enhance the existing inventory. Many DMOS (destination marketing organizations, and the FFNHA tour committee) see "tour development" as packaging existing assets into a tour product (trail, route, itinerary, etc.) The FFNHA is currently engaged in soliciting, reviewing and accepting "visitor readiness" profiles for attractions. A status report will be provided in the next month.

4. How do we measure economic impact?

Increased revenues, spending from visitors, event attendance, enhanced length of stay also leads to increase in transient guest tax, where applicable, and overall spending at restaurants, shops and local community; even increased traffic counts on roads. One potential strategy is to offer an exit survey on the FFNHA website for completion by visitors to the region. People that complete the survey receive some incentive for their time/input. Eventually, FFNHA may need to hire an economist to conduct an economic impact study to determine annual sales tax by county (or via SIC/NCIS codes.)

Tourism Marketing

1. How do we gain better/more national recognition?

- Have Kansas & Missouri play for national football championship in 2009!
- Really, partner with other regions that have larger budgets, more funding: Mid America Regional Council, KCACE, Kansas and Missouri State Tourism Offices
- Also send information directly to media, legislators and other policy makers, influencers to build passionate ambassadors through education.
- Take advantage of upcoming commemorations, anniversaries (Civil War, Border War) send to Lori and Richard for inclusion in state tourism PR
- Create and distribute list of political, legislative contacts. Include FFNHA news in political newsletters
- Incorporate FFNHA into grade schools, elementary schools, history programs

2. How will the whole area be marketed?

- Need to define regional role including marketing name, concept
- Add FFNHA link on state tourism websites
- Compile consistent information for distribution
- Create and post media kit on FFNHA website

3. What are the initial steps for marketing the region?

- Add an aerial map of the region on the FFNHA website; eventually, the map can use widgets to link to local sites, areas
- Update, if appropriate, the FFNHA brochure to use for motivating partners, funders, legislators
- Compile list of organizations that need to be aware of the story, informed about the region, and then send them a completely updated information packet
- Tap public television for announcements regarding FFNHA meetings, activities, updates

4. What will be the annual advertising budget?

• FFNHA will have to prioritize its activities and the allocate funding accordingly. A comprehensive marketing plan will be developed to guide the implementation.

5. Will a documentary of the region be made, and sold at sites?

• Three existing documentaries tell part of the story. An audio CD is also available. A new documentary, based on the region's stories, will be considered in the marketing planning process.



6. How about visitor surveys?

Visitor surveys are crucial to determine what FFNHA can do better, what visitors like. There
should be a reward system included in the implementation phase.

New Questions/Discussion (generated 2/14/08)

- Is the logo used on the PPT the actual (final) one for the region?
- Visitor Readiness: Committee is currently developing tours along major highways, including every site that has submitted forms and been verified for authenticity (through on-site visit.) What about potentially turning down a site? What is the criteria for acceptance? What are guidelines for becoming a site? Need to publicize the various levels outlined in the visitor readiness form. If there are five different categories of visitor readiness, how will the sites be grouped so visitors can make decisions (about what they want to visit)? Concern about making it too long a visit (such as Williamsburg, marketing four days worth of activity when you want to only spend a little while.) As the emphasis of the region is on story, what about organizing by theme as well as geographically? Need to promote each other, sites. Review current guidelines and discuss the process and timeline for reviewing, managing, revising them in the next decade. Explain history of visitor readiness forms (why created, when, how will be used, fit into the next phase)
- FFNHA should look at ways for sites to have on-site access to trip-planning data for instance, kiosks especially if relying on Internet for marketing, information
- Measuring Economic Impact: who is going to do measurement and how will FFNHA be determined as a contributor to increase (attribution)?
- There's a lot of overlap (with heritage development, interpretation/education) so the process needs to make sure that we stay in constant communication so no duplication, competition
- FFNHA needs to focus first on the big stuff (regional, strategy) before tackling the little stuff (tactics); individual sites will need to continue to market themselves. FFNHA needs to define how it will market the region collectively.
- Who will make the decisions (for priorities, funding, target audiences) for marketing plan?
- Remember, the region and FFNHA is a living, breathing thing; not starting at ground zero. Decisions will have to be made, adjusted; just need process to make changes with integrity, transparency, reason.

Immediate tasks (Phase I/ next 2 months):

- help create regional media list for meeting announcements, news about FFNHA
- expand glossary of terms to include tourism, marketing terms (see list below)
- revise general press release about FFNHA
- modify general blurb on FFNHA
- create/update historic timeline for creating FFNHA (chronology)
- post the "visitor readiness" form on the website
- have the (prior) tour committee provide status report on visitor readiness: who in, who out, why, when applying information, answer additional questions (see attached)

The following terms and acronyms were identified for definition and inclusion in the FFNHA glossary: **Tourism**

ABA, Attractions, Brochures, Car Rental, Day Trips, Destination, DMO, FAM tour, Fulfillmen, Gateways, Hotel, Hub & Spoke, Leisure Market, Motel, Motorcoach, Mystery Tour, NTA, Niche Market, OMCA, Receptive Tour Operator, Signage, Site, TIA, Tour Development, Tourist, Tour Operator. Wayfinding

Marketing

Blog, Buzz, Demographics, FYI, Media, PDF, Podcast, Production Cycle, Psychographics, PR, ROI, SIC/NCIS, Turn Around



5) Resource/Information Committee (Consultant Richard Yates)

Missouri and Kansas co-chairs for this committee are TBD.

Resources

Where do I go for more information, latest updates, or to initiate an action item?

With the help of the Resource & Information Committee, FFNHA plans to expand its website, <u>www.freedomsfrontier.org</u>, to include a special "management plan" section for posting and review of all planning documents, communications, and actionable items. The website will also be expanded to include additional documents from the tour committee, media materials, general background on heritage areas and links to information sources.

Will there be consistent definitions, descriptions to use for inventorying assets?

Yes, a glossary of terms is in development. It will be constantly updated to include terms and definitions generated by the five committees during the planning process to keep information consistent and clear. You can add or request revisions.

Is there a resource/partnership directory?

This can be created as part of the searchable database scheduled for development during Phase 1 of the management planning process. Of course, maintaining and updating it will require a commitment of financial and human resources. The committee will determine the importance and appropriate delivery of this information.

What resources will be provided to help partners?

Again, the planning process will help identify and outline potential resources available to help implement the goals and objectives of the heritage area to meet the 20-year vision, and correspond with the mission of the management entity.

Communications/Technology

How will the website be improved?

FFNHA and the consulting team, with JLBruce as the lead coordinator, will work with the Resources and Information Committee to develop and enhance the website to build on previous activities (from the feasibility study) and engage stakeholders in the management planning process. The website will also host other products and services as produced by the various committees.

How will the website be used (to help improve understanding of the area?

The Resource & Information Committee will work with the Tourism/Marketing Committee to establish an area for the media, libraries and other sources to review material about the region, FFNHA and the management planning process.

Will video conferencing be used?

It is hoped that videoconferencing will be available to expand engagement and participation. FFNHA is currently investigating potential sites around the region that can accommodate this technology and area interested in hosting a videoconference. If you know of a place, please contact info@freedomsfrontier.org. In addition, each partnership team meeting that focuses on a particular planning component could be videotaped so individuals and organizations can download the video from the website for review or reference.

Will there be a central repository of information from all sites to facilitate telling of stories?

If desired, the committee can work with FFNHA to set up the searchable database to include themes and significant stories.

Monitoring and Measurement



How will we assess benefits?

The business plan, developed in Phase III, will establish specific benchmarks for measuring impact and outcomes against the vision, mission, goals and objectives of the FFNHA.

How will we evaluate sites and assets?

The benchmarks for measurement and evaluation will be articulated by various committees; the heritage development committee will set criteria for evaluating sites and prioritizing development, protection, and management of assets; the interpretation/education committee will establish guidelines for contributing to and telling the region's stories; the tourism/marketing committees will build on its current "visitor readiness" criteria.

What have other NHAs done to be successful?

The consulting team will constantly draw on best practices and lessons learned from other heritage areas to help committees and stakeholders make informed decisions regarding the procedures and processes for FFNHA. Documents and links will be added periodically to the FFNHA website for reference.



MEETING REPORT

Mahaffie Stagecoach Stop & Farm
Olathe, KS
Cheryl Hargrove and Frank Martin

Meeting Date:	March 13, 2008
Task No.:	
Phase No.:	
Start Time:	10:00 a.m.
End Time	12:00 p.m.

Attendees:

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Attendees:

Meeting Context:	General Management Plan, Phase 1, Visioning Foundation Statement
Meeting Purpose/ Intended Results:	Vision and Mission Definition
Meeting Notes	

After an overall introduction defining the meaning of "Vision" and "Mission," the large group of 104 broke into four small groups, each with a facilitator. With its focus on developing descriptors from which to craft a Vision and Mission statement for FFNHA, small group facilitators in Meeting 1 read the following assignment statements.

For the morning session on Vision, the assignment given was: "How would you like the FFNHA region to function, live, embrace history and ecology, express its history and draw people in 2028?"

The Vision small group session encouraged participants to think beyond the framework of FFNHA to consider the entire region and the kind of quality of life that they would like to see there in 20 years. The mission session was more pragmatic, asking the group to comment on how the Vision can be achieved and the role the FFNHA might play in building that Vision.

In the Vision session, participants were shown a flip chart that included eight descriptor phrases that reflect findings from earlier public input. They served as models of what descriptors could be and the range of topics that they can explore ranging from tourism to regional economy and local pride.

Participants were then asked to write down on an index card their "three favorite places in their county" and three leading adjectives that they would like to include in the Vision. Participants then each shared what they wrote. We used this technique to encourage less outspoken people to share their thoughts at the outset. We then held an open discussion about phrases and descriptors to consider. Participation in all four small groups was broad and active and the comments made reflected the just completed index card exercise.

After 30 minutes of conversation, the facilitator then asked each member "vote" for the recorded descriptors written on the flipchart based on the group dialogue. Each participant had eight blue adhesive dots, and they voted for their favorites using one dot per phrase.

The results of this nominal group discussion and voting are collected in the Visioning Report. In order to interpret the raw results, the planning team created a content analysis of the descriptors, clustering them into categories. Similar descriptors from the different small groups were clustered and given a subtotal.



Results from all of these exercises are contained in the Visioning section of the Phase 1 Report posted on the FFNHA Management Plan website.



MEETING REPORT

Meeting Location:	MARC	Meeting Date:	April 10, 2008
	Kansas City, MO	Task No.:	
		Phase No.:	
To:	Partnership Team	Start Time:	10:00 a.m.
Ву:	Cheryl Hargrove, Planning Team Becky Blake, Kansas Tourism Bob Smith, Missouri Tourism	End Time	1:00 p.m.
Attendees:		Attendees:	

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan, Phase 1, FFNHA Assets & Role in Tourism
Meeting Purpose/ Intended Results:	Overview of Tourism Trends and Opportunities (nationally, state, regionally) Provide update on FFNHA Tourism Activities (Visitor Readiness, Tours) Define roles (current and potential) of FFNHA in tourism (development, management, marketing)

<u>Meeting Notes:</u> After a presentation by Judy Billings on the draft vision and mission (foundation statement posted on FFNHA website), the large group was invited to provide comment about the process and proposed statements.

The April partnership team meeting then began a discussion by key leaders in the tourism industry. Cheryl Hargrove, a member of the FFNHA Management Planning Team and former Associate Director of National Geographic's Center for Sustainable Destinations and first Director of Heritage Tourism for National Trust for Historic Preservation, provided an overview of global trends and opportunities in sustainable tourism and heritage development. The PPT presentation was followed by presentations by Becky Blake, Director of the Kansas Travel & Tourism Division, Department of Commerce, and Bob Smith, Acting Director of the Missouri Division of Tourism. Both PPT presentations are now available on www.ffnha-hosting.org; Bob Smith referenced findings and statistics available in their state agencies annual report. Visit http://industry.visitmo.com/ to download the PDF (click Research and Reports section, then Marketing Plans and Annual Reports for PDF of Annual Report FY07.)

Don Traub provided an update on the Tour Committee. The committee continues to work on several tours along major roadways within the heritage area. Janae Fuller followed with a progress report on the FFNHA Visitor Readiness database. 208 sites submitted their information, 171 from Kansas and 37 from Missouri. 68 full time, 22 part time, 12 seasonal, 94 points of interest and 13 emerging. The review team have visited 55 sites.

After the morning presentations, attendees were engaged in a facilitated discussion led by Cheryl Hargrove. The group was collectively invited to share comments and opinions centered around two key questions:

1) Based on the vision and mission statements, and the information shared today, what is FFNHA's role in tourism? Many of the participants see FFNHA as an advocate to help strengthen the awareness and value of historic sites, organizations in the region with key state and national organizations (including DOT, legislators, Comments also focused on the need for FFNHA to help ensure quality (of product development, interpretation, marketing) and also brand the region through a cohesive (signage) program, to eliminate borders and provide seamless activities, experiences.

2) How will FFNHA measure successes in tourism in the next decade? Increased economic impact to FFNHA communities, greater education of residents and visitors, and increased awareness of the value of the region's history, historic sites were the primary outcomes desired over the next 10 years. The meeting attendees recognized that to evaluate success, FFNHA needs a mechanism to collect and analyze data; several different tools and methods were discussed and debated (including blogs, tracking retail spending, visitation at sites, website usage, increase in budgets, media coverage, etc.)



A complete list of recorded comments is attached for reference, along with the committee reports and agenda.

Attendees:

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Prestwood	Rebecca	Jesse James Farm & Museum
Radil	Alexis	Mahaffie Stagecoach Stop and Farm
Ramsey	Terry	Bushwhacker Museum
Robertson	Eileen	Humboldt
Russell	Kay	
Simms	Lori	Missouri Tourism
Smith	Bob	Missouri Tourism
Stanton	Peggy	Doniphan Co. Hist. Soc.
Toll	Dennis	Manhattan Convention & Visitors Bureau
Traub	Don	Traub Design
Traub	Susan	Traub Design
Wagner	Jake	UMKC
White	Debbie	Lawrence Visitor Information Center
Yoho	Hollie	Woodson County Chamber of Commerce



First Christian Church
303 North 7 th
Fredonia, Kansas
Amy Webb
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Attendees: See attached list

Meeting Date:	May 8, 2008
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	Meeting with FFNHA Partnership Team
Meeting Purpose/ Intended Results:	Review and approve proposed FFNHA Statement of National Significance & Themes Brainstorm Stories and Places to Support Proposed Themes Learn about other Site Criteria/Evaluation Programs Brainstorm Partnership Site Criteria for FFNHA

Meeting Notes:

Judy Billings opened the meeting, welcomed everyone and invited first-time attendees to introduce themselves. Janith English, Principal Chief of the Wyandotte Nation, presented a tribal prayer.

Amy Webb, director of the Heritage Tourism Program and member of the management team, presented a PowerPoint that outlined the steps the management team has taken to develop the draft statement of national significance and themes for FFNHA. The presentation also outlined six key reasons why FFNHA should pursue a more inclusive approach that encompasses all struggles for freedom rather than focusing more narrowly on the Border War. A copy of the PowerPoint is available.

The discussion following the presentation focused on 3 key questions:

- 1) Are we on the right track with the draft statement of significance and themes?
- 2) Do the statement of significance and themes have the right tone?
- 3) Which proposed main theme do stakeholders prefer?

Discussion:

- Can we get a copy of the FFNHA Steering Committee list? How is this committee selected, and can we attend? (*Chris Meinhardt*)
- I like the work that has gone into it so far and appreciate the Missouri inclusion (Julie Frisbee)
- 5 generations in Wakarusa River Valley, a lot about Missouri in here (33 mentions vs. 26). At the bottom of the 2nd page of the statement of national significance Quantrill and Lane are compared, and the two should be differentiated. We should have a historian review this. (Judy Pearson, Clinton Lake)
- I like the idea of an orientation packet. There is a lot of work left to do. Not sure if we like it or not. This is a non linear process (*Chris Meinhardt*)
- The input has been great, and this incorporates multiple perspectives. We've bee working on building a foundation, but we need to move forward. There will still be opportunities for input to incorporate things we've missed. We need to focus on a broad statement versus specifics. (Alexis Radil, Mahaffie Stagecoach Stop, Olathe))
- This is a nationally important story, and we need to bring in nationally recognized historians to work on the statement of national significance. (Chris Meinhardt)
- The Kansas Humanities Council works with a number of historians from around the nation and would be happy to help provide access to historians. I'm impressed with the synthesis of



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information. I like the "Struggles for Freedom on the Missouri Kansas Frontier" as the main theme (Julie Mulvihill, Kansas Humanities Council)

- I am pleased with the inclusion of Quantrill and Lane. We need to explain and be fair to both sides. The dichotomy is good. (*Stephanie Clayton*)
- At first I preferred the "Missouri Kansas Border War and the Enduring Struggle for Freedom" as the main theme, but now I like the second theme "Struggles for Freedom on the Missouri Kansas Border." I like that it has no time limit, and it sounds like I'm going to learn something interesting. I like that it includes the geographic identification of where this region is. (Eileen Robertson, Humboldt)
- I loved reading it and I learned so much more than local stories. I think we need an editor to look this over once the final stories are all in as some of the sentences are very long. (*Joann Harrison, Topeka*)
- From a writing standpoint, this really isn't for visitors. It would be for the National Park Service and perhaps used as a boilerplate for grant applications (*Terry Maries*)
- I appreciate the non-biased start (Katie Casper)
- I like the overview piece to begin with. Will email additional information. I like "Struggles for Freedom on the Missouri Kansas Frontier" as the main theme. I like the sub-themes. I'm not sure how the sub-themes fit into the stories/places section. The purpose is to lay out a structure to allow us to research and develop more. (*Cheryl Collins*)
- The frontier is the story of America, Freedom's Frontier to present day. It is a unique frontier (Kerry Altenbernd, Blackjack Battlefield.)

During lunch, participants voted on the draft statement of national significance and the themes. A "yes" vote means that we're on the right track and additional editing can continue via email/phone. A "no" vote means that we're NOT on the right track and we should change the afternoon's agenda and spend more time discussing issues related to the statement of national significance. 37 participants voted with 33 "yes" votes and 3 "no" votes. Comments from ballots are included below.

Yes (34 votes)

- Prefer "Struggles for Freedom on the MO/KS Frontier" but I have a concern that the idea of "Frontier" becomes so broad & so general that a visitor might lose sight of the primary story. "Frontier" means so much more than what we are talking about
- Excellent presentation. Prefer "Struggles for Freedom on the Missouri/Kansas Border" as main theme
- I like "Struggles for Freedom on the Missouri Kansas Frontier w/o the Border War!
- Just add <u>all</u> stories
- We need to decide whether we are going from minutiae to magna or vice versa
- Like "Struggles for Freedom on the MO/KS Border" as main theme
- Prefer "Struggles for Freedom on the MO/KS Frontier" as main theme
- Prefer Struggles for Freedom n the MO/KS Frontier"
- "Struggles for Freedom on the MO/KS Frontier"
- I prefer "Struggles for Freedom on the MO/KS Frontier"
- "Struggles for Freedom on the MO/KS Frontier"
- "Struggles for Freedom on the MO/KS Frontier"
- I need time to read this again and send comments. I think you are on the right track but there is more to add and some rethinking of how things are presented, perhaps. I like "Struggles for Freedom on the MO/KS Frontier." I don't like the term "Border War" because I think it limits the scope too much. The Territorial struggles such as the constitutional conventions but not involved in the "Border Wars" specifically are not part of that. (I'm trying to think of a more encompassing term for "Border War"
- The draft themes and statements still need work but we need to move forward. We need to discuss causes not just symptoms. Make sure all voices are heard. I personally like the "Struggles for Freedom on the Missouri Kansas Frontier: I also would to see "Shaping the Frontier" become "Cultural Crossroads: Shaping the Frontier to recognize there were people here before opening to the whites.
- I think we have a very good beginning and should proceed.
- Struggles for Freedom on the Missouri Kansas Frontier
- Basic outline is on track, however much work is needed. It is very easy to put too broad and outlook other than too narrow.
- Onward! Struggles for Freedom on the MO KS Border



- I thin that as long as things are left open for discussion and revision that things should be fine.
- Struggles for Freedom on the Missouri-Kansas Frontier

No, we're not on the right track (3 votes)

• Theme-whichever focuses on the unique story

As not everyone voted for the preferred main theme between the two options, we asked for a show of hands for the two proposed main theme. "Struggles for Freedom on the Missouri Kansas Frontier" was the overwhelming choice with only 3 dissenting votes preferring "Missouri Kansas Border War and the Enduring Struggle for Freedom.

A second lunch activity included "Story/Place Worksheets" to identify significant stories connected to the three proposed themes to add to the starter list provided as advance reading for the meeting. 33 forms were returned during the meeting, and a number of participants took forms home to fill out and return later. Worksheets submitted will be transcribed and made available to FFNHA separately. Stories submitted included:

- 6 stories related to "Shaping the Frontier"
- 13 stories related to "Missouri Kansas Border War"
- 5 stories related to the "Enduring Struggle for Freedom"
- 1 story related to the "Border War" and "Enduring Struggles for Freedom"
- 4 stories related to "Shaping the Frontier" and "Enduring Struggle for Freedom"
- 2 stories related to all three sub-themes
- 2 stories that did not specify a sub theme

After lunch, Amy Webb gave a PowerPoint presentation that provided several examples of other evaluation programs as potential models for FFNHA Partner Sites. The presentation included information about criteria, the review process, and lessons learned from other programs. In addition, a copy of the 2006 draft FFNHA Partner Sites criteria was provided to all participants as advance reading.

Following this presentation, the five committees broke out into four groups (Presentation, Preservation, Participation, and Promotion) for facilitated discussion on possible evaluation criteria for FFNHA. In addition to the notes below, copies of completed breakout group worksheets are included with comments from the breakout groups in blue.

PRESENTATION (Interpretation & Education Committee, Amy Webb, facilitator)

- Stakeholders involved in the creation of the 2006 draft FFNHA Partner Site Criteria document explained that
 a conscious decision was made to stay away from a subjective evaluation of the interpretive experience.
 Because of the existing tension between stakeholders with differing perspectives, it was felt that "scoring" or
 "ranking" the quality of a visitor experience could be inflammatory.
- Based on this information, the Interpretation and Education committee decided that FFNHA Partner Sites would be required to:
 - 1) Demonstrate a clear connection to one of the FFNHA sub-themes
 - 2) Present accurate information based on scholarly research and documentation of sources. This could include prefacing undocumented stories with "local tradition has it that..." or "according to _____" or indicate that a story may be local legend or myth.
- For interpretive and education criteria, sites meeting the criteria listed above that were open to the public would not be ranked as level one, two, three or four. That distinction would be made by criteria in other areas such as promotion, participation or preservation.
- Sites with a direct connection to FFNHA themes that are not open to the public would be classified as level 5 (emerging sites).
- The visitor experience itself would not be ranked or scored, but should be described accurately with "destination honesty."
- Rather than have a review committee rank visitor experiences as good/better/best, the evaluation will include specific recommendations to improve the visitor experience at sites. Any site demonstrating a connection to a FFNHA sub-theme that offers a visitor experience with accurate information would meet the interpretation and education criteria for FFNHA Partner Sites.
- Promotional materials developed by FFNHA might include site descriptions that would differ from other descriptions of the site in that they would highlight the aspects of the experience that reflect the FFNHA themes. For example, rather than describing a county historical museum as a "regional museum with exhibits related to the history of _____ county" the description might read more like "a regional history



museum including exhibit(s) on (specify exhibits or other aspects related to FFNHA themes). In this way, visitors will be able to differentiate between sites offering extensive visitor experiences devoted exclusively to FFNHA themes and other sites that may have tangential exhibits or connections to FFNHA themes (without ranking/scoring these experiences as level 1, 2, 3, or 4).

- The subjective interpretive evaluation/assessment would be primarily for the site's use, specifically:
 - To provide recommendations that the site can implement on their own
 Ideally, to identify funding/grant sources that will give extra points in grant p
 - Ideally, to identify funding/grant sources that will give extra points in grant proposals when sites apply for enhancements to the visitor experience included in the evaluation/assessment.
 - And, to document what aspects of the experience reflect the FFNHA themes so that the site can be accurately described in FFNHA materials.

PRESERVATION (Heritage Resources Committee, Resource Management Committee, Christy Davis, facilitator)

- The committee built on the criteria begun by the Heritage Development Committee at the meeting in February.
- After learning that other committees were discussing curatorial criteria, the committee decided to focus its discussion on buildings and sites, rather than artifacts.
- The committee decided that five levels of sites were too many and decided to limit discussion to three levels.
- The committee identified the following as Preservation criteria:
 - Historical Significance of Resources
 - Level One: National
 - Level Two: State/Regional
 - Level Three: Local
 - Level of Integrity/Association with FFNHA Sub-themes
 - (see chart)

Levels One and Two: Sites must have integrity and an association with FFNHA Sub-Themes

• ADA and Code Compliant

0

- All sites must be ADA and Code Compliant to ensure visitor safety
- Staff/volunteer expertise in preservation
 - Formal education is not required but FFNHA should provide educational opportunities for training to certify staff at Level One sites. Site staff should be in contact with local preservation planners and/or SHPOs.
- Existence of Preservation Plans/Studies
 - Sites should strive toward a written preservation plan. At a minimum, Level One and Two sites should establish an appropriate preservation treatment approach in consultation with local preservation planner and/or SHPO.

PARTICIPATION (Civic Engagement Committee, Alexis Radil facilitator)

- Designated representative attends FFNHA meetings
 - o Level One: 4 meeting/year minimum
 - Level Two: 3 meetings/year minimum
 - Level Three: 2 meetings/year minimum
 - Level Four: 1 meeting/year minimum
- All levels need to sign an MOA with FFNHA
- All levels need documentation
- Committee Participation
 - Levels One and Two: Required
 - Levels Three and Four: Encouraged
 - o Level Five: When possible
- Active Promotion of FFNHA
 - o Level One: Administrative Interaction, Display other sites materials
 - Levels 1 & 2: FFNHA website information
- Willing to share expertise (public relations, administration, interpretation, technology)

PROMOTION (Tourism & Marketing, Judy Billings, facilitator)

- Gateways? What are they? On a major road or not?
- Economic Impact—Survey with ANHA—keep it short!



Management Plan

Planning Process

- - . Signage
 - Interpretive (is this part of interpretation?) 0
 - 0 Directional
 - How is ADA (Americans with Disabilities Act) applied? .
 - Interpretive signage outside for level two? •
 - Preferred: Map of entire area •
 - Signage. Expensive but absolutely necessary. •
 - Kansas TODS (Tourist Oriented Directional Signage) program. Does Missouri have a similar program? •
 - Need a grant program •
 - How do we include FFNHA logo on TODS signage? .
 - How do we include all sites including •
 - If sign is taken down because of construction, do you have to pay to put it back up? •
 - TravelKS.com will provide TODS info •

After all of the breakout groups had reported out, Christy Davis provided a brief overview of plans for the upcoming June FFNHA meeting. Judy Billings reported that FFNHA has an opportunity to participate in a national economic impact study sponsored by the Alliance of National Heritage Areas (ANHA). There is no cost, but we must be willing to distribute and collect surveys. More information will be forthcoming via email.

The meeting was adjourned at 3:04 pm.

The notes on the following pages are from the breakout groups in the afternoon. The information in black is part of the worksheet provided to breakout group participants, and the information in blue was generated by the breakout groups.

PRESENTATION (Interpretation & Education Committee)

Potential Criteria	Level One	Level Two	Level Three	Level Four (Point of Interest)	Level Five (Emerging)
Significance of site is connected to FFNHA themes 🛪	Required	Required	Required	Required	Required
Visitor experience at site is connected to FFNHA themes *	Required	Required	Required	(minimal visitor experience available, thus does not apply)	(no visitor experience yet, thus does not apply)
Visitor experience is engaging and visitor information is accurate	Accurate information required (based on research and documentation of sources)	(no visitor experience yet, thus does not apply)			
Visitor experience appeals to broad audiences	Recommended	Recommended	Recommended	(minimal visitor experience available, thus does not apply)	(no visitor experience yet, thus does not apply)
Staff or volunteers have expertise or training in interpretation	Recommended	Recommended	Recommended	(minimal visitor experience available, thus does not apply)	(no visitor experience yet, thus does not apply)
Site has an interpretive plan	Recommended	Encouraged		(minimal visitor experience available, thus does not apply)	(no visitor experience yet, thus does not apply)
Acknowledge and respect differing perspectives	Required	Required	Required	(minimal visitor experience available, thus does not apply)	(no visitor experience yet, thus does not apply)

PARTICIPATION (Civic Engagement Committee)

Potential Criteria	Level One	Level Two	Level Three	Level Four (Point of Interest)	Level Five (Emerging)
Designated representative attends FFNHA meetings X	4 meetings/year minimum	3 meetings/year minimum	2 meeting/year minimum	1 meeting/year minimum	
Actively participates on FFNHA committees	Required	Required	Encouraged	Encouraged	When Possible
Actively promotes FFNHA Partner Sites ★	-On website -Administrative interaction -Display other FFNHA sites materials	-On website -Administrative interaction -Display other FFNHA sites materials	-On website -Administrative interaction -Display other FFNHA sites materials		
Willing to share expertise with FFNHA sites ★ -interpretation -public relations -administration -fundraising -technology	Yes	Yes			
Provide required documentation (e.g. liability insurance) χ	Required	Required	Required	Required	Required
Willing to sign MOA with FFNHA (level of participation spelled out in letter) ★	Required	Required	Required	Required	Required

PRESERVATION (Heritage Development Committee, Resource Management Committee)

Potential Criteria	Level One	Level Two	Level Three	Level Four (Point of Interest)	Level Five (Emerging)
Historical Significance of Resource	National Significance	Regional/State Significance	Local Significance		
Level of Integrity of Site, including Association with Sub-themes	*Primary Documentation verifies property's authenticity *Majority of historic fabric of historic building is extant on original site *Site has strong tie to associated FFNHA sub- themes *Work meets Secretary of the Interior's Standards for preservation or restoration treatment approach	*Primary Documentation verifies authenticity of story and association with FFNHA sub-themes *Building is on original site or has been reconstructed per detailed documentation and Secretary of the Interior's Standards for reconstruction or moved to new site that conveys a similar context *Documentation in process or emerging site	*Primary Documentation verifies authenticity of place		
ADA and Code Compliant	Required	Required	Required		
Staff/volunteer expertise in preservation	Graduate degree in preservation-related field. Bachelor's degree plus two years full-time experience in preservation- related field OR Staff has completed preservation training as prescribed by FFNHA	Staff maintains contact with preservation organizations including local preservation planner and/or SHPO	Recommended		

Existence of	*Staff has worked with	Staff has worked with a	Recommended	
preservation	a preservation	preservation		
plans/studies	professional who meets	professional who meets		
	the Secretary of the	the Secretary of the		
	Interior's Professional	Interior's Professional		
	Qualifications in a	Qualifications in a		
	preservation-related	preservation-related		
	field (including private	field (including private		
	consultant, local	consultant, local		
	preservation planner	preservation planner		
	and/or SHPO) to	and/or SHPO) to		
	identify an appropriate	identify an appropriate		
	preservation treatment	preservation treatment		
	approach (Restoration,	approach (Restoration,		
	Preservation,	Preservation,		
	Rehabilitation,	Rehabilitation,		
	Reconstruction).	Reconstruction)		
	*Staff incorporates the			
	recommended approach			
	into long-term planning			

PROMOTION (Tourism Committee)

Potential Criteria	Level One	Level Two	Level Three	Level Four (Point of Interest)	Level Five (Emerging)
Open to the public regular hours \neq (2)	12 months a year 40 hours a week min Open weekends	9 months a year min 20 hrs/wk minimum 4 days/week min Open weekends	5 months/year min 20 hrs/week min 3 days a week min One weekend day	Public right-of-way access	Not open to the public
Actively promoted as a visitor attraction X	<u> </u>	66	66	No	No
On site and directional signage (incl. monitoring FFNHA signage) ★ (1)	On site interpretive Directional signs	66	66	66	66
ADA compliant (given)	Yes	66	66	66	66
Permission for public access (given)	Yes	Yes	Yes	Yes	Yes
Availability of amenities (parking, restrooms, visitor information, etc.) * (3)				No	No
Attracts strong Track annual visitation using uniform FFNHA reporting system	Yes	Yes	Yes	Yes	Yes
Strategic gateway location (near major roads/access points)	Yes				

Asher	Mary	Mound City
Atwater	Grady	John Brown Museum
Bahnmaier	Paul	Lecompton Territorial Cap.
Banwart	Connie	Ft Scott
Barker	Deb	Franklin Co. Hist. Soc.
Billings	Judy	Staff
Bohl	Carol	Cass Co. Hist. Soc.
Boyko	Betty	Ft Scott
Brinegar	Brandi	Pott. Co. Eco. Dev.
Burkhart	Bob	Trail
Casper	Katie	Ft Scott Chamber
Clayton	Stephanie	Jo. Co. Libraries
Collins	Cheryl	Riley Co. Hist. Soc.
Corsini	Vonnie	
Coykendall	Jan	Humboldt
Crites	Emma	Fredonia
Davis	Christy	Mgmt Team
Day	Brenda	-
Duffield	Monica	Jo. Co. Libraries
English	Janet	Wyandot Nation
Finney	Ann	Independence KS
Frisbie	Julie	Old Jefferson Town
Hotaling	Jon	
Hull	Yvonne	Fredonia Chamber
Irle	Lisa	Jo. Co. Hist. Soc. MO
Jackson	Dorthea	Santa Fe Trail
Kelly	Keyta	Leavenworth Co.
King	Janet	
Maimer	Ben	Miami Co. Hist. Soc.
Maines	Terry	Baker U
Manues	Kerrie	Independence KS
McCoy	Elly	Board
Mulvihill	Julie	KS Humanities
Nichols	John	Miami Co. Hist. Soc
Nichol	Regina	KS Tourism
Parker	Martha	Wakarusa Valley Heritage Museum
Pierson	Judy	Wakarusa Valley Heritage Museum
Radil	Alexis	Mahaffie
Ramsey	Terry	Bushwhacker Museum
Robertson	Eileen	Humboldt
Sibley	Carmela	Watkins Museum
Tiffany	Phyllis	Watkins Museum
Toll	Dennis	Manhattan CVB
Watson	Stephanie	Osage Co. Eco. Dev.
Webb	Amy	Mgmt Team
White	Debbie	Staff
Yoho	Hollie	Woodson Co. Chamber



Meeting Location:	National Frontier Trails Museum		
	Independence, Missouri		
To:			
Ву:	Julie Lenger and Christy Davis		

See attendance list

Meeting Date:	June 12, 2008
Task No.:	
Phase No.:	
Start Time:	10:00 a.m.
End Time	2:00 p.m.
Attendees:	

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Heritage Development and Resource Management Plans
Meeting Purpose/ Intended Results:	Introduction to Phase 2 Goals, Introduction to Heritage Development and Preservation Concepts, First Step in Determining Group Decision-Making Processes, Discussion of Heritage Development

Meeting Notes

Attendees:

Judy Billings welcomed all the attendees to the meeting and acknowledged first-time attendees by a show of hands. She introduced Julie Lenger-, the new intern for the Freedom's Frontier Heritage Area, and John Mark Lambertson, the executive director of the National Frontier Trails Museum. Lambertson welcomed the attendees and oriented them to the museum. He highlighted the teacher training institute this coming July. The session in July concerns the border wars and is fully booked. Billings noted that the locations for future meetings are posted on the Heritage Area's Website and notices are emailed to all those on the list.

Kevin McDermott with Kansas Logos discussed the Tourism Orientation Destination Signage program developed with the Kansas Department of Transportation and Kansas Tourism. He directed attendees through eligibility and the fee structure for the signage meant for 2-lane U.S. and state routes. He discussed the application kit, which includes information to help applicants decide which type of sign is applicable. The information is also on their website.

Judy Billings introduced Christy Davis, who addressed the topic of Heritage Development and Resource Management. She began by drawing attendees' attention to two articles she distributed as handouts and last month's National Trust Forum Journal, which also addresses the issue of heritage development. She hopes to get permission from the National Trust to put a pdf of the journal on the Website.

Davis updated the attendees on the status of the Management Plan by recapping Phase I. The planning team spent the first three months in a "discovery" phase to gain information and has put that information in its Data Analysis Report. The Vision, Mission, and Values statements, the Statement of National Significance and Best Practices in Historic Preservation are also major products of the first three months planning. These documents are on the heritage area's Website for review and comment.- Comments on the Statement of National Significance and the Data Analysis report are due July 30, 2008. Comments on the Best Practices in Historic Preservation are due August 9, 2008.

Davis shared the goals for Phase II, which runs from May-July. The planning team intends to use information from Phase I to develop plans for the heritage area. The Interpretive/Education Plan goal is to develop tools for telling stories. This is the topic for the July meeting that Amy Webb will facilitate. Those attending the July meeting should be prepared to discuss interpretation/education programs that are already working and those they would like to see implemented in the future. Cheryl Hargrove will facilitate the August meeting. The Resource Management and



Heritage Development Plan goals are to identify tools available to assist with resource management, to identify criteria for partnership sites and for prioritizing projects.

Davis shared statistics in the Data Analysis Report collected during Phase I. She discussed how preservation and heritage tourism are intertwined and highlighted tools available for preservation. Davis discussed historic resources already recognized in the heritage area and highlighted the lack of cultural landscape inventories in the area. Davis also discussed what makes a successful historic site and threats to historic resources and cultural landscape. Davis shared data from the Best Practices in Preservation report, which is focused in five categories: education, planning, public policy, advocacy, and tourism. As noted above, the Best Practices are available for review at freedomsfrontier.org.- Comments are due by August 9.

Davis introduced guests from the states of Missouri and Kansas. Judy Bowman, Missouri Department of Natural Resources Ombudsman in the Kansas City Regional Office, spoke about Missouri DNR which oversees Missouri State Historic Sites, State Parks, and the State Historic Preservation Office. At the request of Ms. Bowman, Richard Ferry, assistant district supervisor for the Northern Missouri Historic District of Missouri State Parks, spoke about the goals and mission of the state parks. Alisha Cole, Missouri Humanities Council, spoke of its goal to preserve memory and collect stories and the resources available to assist museums and historic sites to achieve this goal. Jennie Chinn, executive director of the Kansas State Historical Society, spoke about trends and challenges for historic sites and museums and the mission of the Kansas State Historical Society. She focused on the importance of preserving sites' authenticity.

The meeting broke for lunch.

Judy Billings reconvened the meeting by introducing Charles Clark and Emmanuel Northern, trustees of the Heritage Area. Paul Bahnmaier informed attendees that the Chair of the Board of Trustees, Judge Deanell Tacha, received the Edward J. Devitt Distinguished Service to Justice Award.

Davis then led a group discussion on the decision-making process. She addressed the issue of who gets to help make decisions for purposes of the management plan and presented the Partner Pledge, based on the vision, mission, and guiding principles of the Heritage Area. She then asked for comments.

The following issues were brought up with the Pledge: 1. Verbiage is too site specific; 2. The inclusion of organizational affiliation (i.e. Are we signing as individuals or as representatives of the organization? Can we as individuals speak for our organization?); 3. Switch word "partner" for "member." Davis stressed that this pledge is for decisions about the management plan only and then asked about other qualifications to be a partner.

Suggestions were as follows: 1. Fees; 2. Geographical presence in Heritage Area; 3. Tiered structure based on size of agency; 4. Form must be on file; 5. Only heritage sites, museums, etc. should vote; 6. Must be in attendance; 7. Must have established attendance/no newcomer votes; 8. Simply signing the pledge to act "on behalf of common good" is only qualification

Other concerns included: 1. Has there been any attempt to get the Heritage Area officially recognized by government agencies so that government employees can participate on their agency's behalf? (Davis indicated that this may be an issue the planning team could recommend in the future.) 2. Heritage Area needs partners (KDOT and MODOT) that maybe do not get a vote. 3. Is this a legal entity?/What is the organizational structure? (Sue Pridemore explained the two-tiered structure of heritage areas, one being the Board of Trustees and the other being the grassroots, resident-driven "heritage area.")

Partners are encouraged to sign the Partner Pledge, which will also be available to those attending future meetings.

By consensus, the meeting attendees decided that they were voting as individuals not as representatives of their organizations. They decided that signing the Partner Pledge should not be the only qualification for voting. Davis and Billings agreed to remove the "Organization" blank from the Partner Pledge. The main suggestions for other qualifications were geographical presence in the Heritage Area and presence at the meeting to vote. Due to time restraints, these qualifications were not decided on. Davis urged attendees to e-mail qualification suggestions not already discussed to Judy Billings. These will be further discussed at future meetings.



Davis led a discussion on Heritage Development and Resource Management. Attendees were asked "What needs to be preserved for the Heritage Area to thrive?" Below is a list of items from the brainstorming session on what should be preserved:

- Rivers and Streams
- Prairie
- History/Customs
- Festivals
- Historic Sties
- Place
- Ethnic Groups
- Images/Photographs
- Freedoms
- Regional Transportation
- Stories
- Tolerance with the memory of intolerance
- Family History/Archives
- Food: Potatoes, Spinach, Truck Farming, Farmer's Markets, Natural Production, Traditional Production,
- Apples, Catfish, Harvey Houses, Historic Shortages/Sharing, Cash Crops
- Historic Trails
- Language
- Immigration
- Dry Goods Businesses
- Restoration of Lost traditions/customs/etc
- Technology, especially Agricultural and other technologies developed here
- Music: Jazz, Ragtime, Square Dance, Outdoor Concerts, River Songs, Border War Songs, Ethnic Music
- Art: Bingham-Waggoner Estate, Thomas Hart Benton, Plains Indians, Frontier, Quilts, Folk Art, WPA Murals,

Literature, Architecture, Poetry, Diaries, Langston Hughes, Gwendolyn Brooks, Aaron Douglas, Mark Twain, Drama, Reenactment, Film

- Churches/Religion
- Industry
- Grange/Populism
- Memory of Vice
- Reform

The meeting was adjourned at 2:00 p.m.

Concluding Action Items

Item	Action	Responsible Party
Best Practices in Historic Preservation	Review and Comment by August 9, 2008	Partners and Public
Statement of National Significance	Review and Comment by July 30, 2008	Partners and Public
Qualifications for Decision Making	Send additional qualifications to Judy Billings	Partners



Management Plan

Planning Process

FFNHA June 12, 2008 Attendees

Last Name	First Name	Organization	
Altenbernd	Kerry	Black Jack	
Atkinson	Lisa	Blue Springs	
Bahnmaier	Paul	Territorial Museum Lecompton	
Banwart	Connie	Ft Scott	
Barker	Deb	Franklin County Hist. Soc.	
Beckett	Elizabeth	Clay Co. Hist. Soc. Director	
Billings	Judy	Lawrence CVB	
Bohl	Carol	Cass Co. His. Soc.	
Bowman	Judy	MO DSHPO	
Casper	Katie	Fort Scott Tourism	
Chinn	Jennie	KS State Hist. Soc.	
Clark	Peggy	Osage County	
Clayton	Stephanie	JO KS Library	
Cole	Alisha	MO Humanities Council	
Collins	Cheryl	Riley Co. Hist. Soc.	
Coykendall	Jan	Humboldt	
Craig	Jody	MARC	
Crane	Karen	Merriam CVB	
Crites	Emma	Fredonia	
Crume	Ann	Lexington, MO	
Davis	Christy	Mgmt Team	
Davis	Marilyn	Humboldt	
Des Planques	Scott	St. Joe Historic Preservation	
Duffield	Monica	JO KS Library	
English	Jan	Wyandot Nation	
Frisbie	Julie	Jefferson Co. Hist. Soc.	
Fuller	Janae	Battle of Lexington	
Garton	Amy	Overland Park CVB	
Groves	Rich	Liberty	
Hanson	Kim	Old Depot Museum	
Hilliard	Kelli	KS Tourism	
Holverson	Ashley	Olathe CVB	
Hotaling	Jon	Coffey Co. Eco Dev	
Jackson	Jay	Missouri City	
Jones	Doug	Topeka	
Joslin	Janine	KS Preservation Alliance, Director	

Freedom's Frontier

Management Plan

Planning Process

*

Julich	Gordon	Jackson Co. MO P&R		
Kelly	Keyta	Leavenworth		
		Civil War Roundtable of Western		
Kelly	Art	МО		
Lambert	Don	КСМО		
Landers	Jack	Jo Co MO Hist Soc		
LeBeau	Bryan	KCK Comm College		
Lee	Kristi	Franklin Co. CVB		
Lenger	Julie	Mgmt Team Intern		
Manglitz	Julia	Treanor Architects		
Manies	Terry	Baker University		
Nichols	John	Miami Co. Hist. Soc.		
Nicol	Regina	KS Tourism		
Nimz	Dale	Lawrence		
Northern	Emanuel	Board		
Paris	Tim	Topeka		
Pendleton	David	Brown Hotel, Neodesha		
Pridemore	Sue	NPS		
Radil	Alexis	Mahaffie		
Ramsey	Terry	Bushwhacker Museum		
Reynolds	David	St. Mary College		
Richardson	Joan	Fredonia		
Robertson	Eileen	Humboldt		
Seley	Shane	Wide Awake Films		
Shay	Wendy	Independence, MO CVB		
Simms	Lori	MO Tourism		
Smith	Tristan	KU Natural History Commons		
Toll	Dennis	Manhattan CVB		
Traub	Don	Traub Design		
Watson	Stephanie	Osage County		
White	Debbie	Lawrence CVB		
Yoho	Hollie	Woodson County		
Zollner	Lynne	Lawrence Landmarks		



Meeting Location:	Mabee Hall, Baker University
	6 th & Fremont
	Baldwin City, Kansas
To:	
By:	Julie Lenger & Amy Webb

See attached list

Meeting Date: July 10, 2008		
Task No.:		
Phase No.:	2	
Start Time:	10:00 AM	
End Time:	2:00 PM	

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Interpretation & Education Plan
Meeting Purpose/ Intended Results:	Update on Phase 2 and Interpretation and Education components including designation of FFNHA Partner Sites, Story Authentication, and Interpretive and Education projects.

Meeting Notes:

Attendees:

Judy Billings welcomed all the attendees to the meeting and acknowledged first-time attendees and those who have been absent for a number of months by a show of hands. She discussed the new Welcome Packet that explains the FFNHA organization. It is available on the main webpage at www.freedomsfrontier.org. She also gave an update on the management plan process and encouraged attendees to give feedback on the documents posted on the website at http://www.ffnha-hosting.com/. She discussed the new e-news newsletters, which will be sent bimonthly and asked for suggestions and submissions. Judy noted that she and several members of the management team attended a meeting on July 9 in Omaha, Nebraska, with the National Park Service to ensure that the management plan was on track in meeting the National Park Service's requirements.

Terry Manies of Baker University welcomed the attendees to Baker University. Kevin Garber of the Baldwin City Convention and Visitors Bureau welcomed the attendees to Baldwin City. Judy Billings recognized Dorothea Jackson for her hard work on the heritage tourism map of the Baldwin City area that the attendees received before the meeting. Billings notified members that Kerry Altenbernd volunteered to give attendees a tour of Black Jack Battlefield following the meeting. Brenda Day of Baker University welcomed the attendees on behalf of Randy Pembrook, the Provost of Baker University.

Amy Webb started her presentation by recapping the work already done by the planning consultants. She showed examples of other National Heritage Areas' statements of national significance and noted that FFNHA's Statement of National Significance and Themes was in the "Management Plan" section of the FFNHA website, available for comment. The comments will be considered by the Interpretation and Education committee as well as by the Steering Committee. The consultants are incorporating partner's stories into the Stories and Places document, and Amy Webb noted that the strong response is indicative of the strong passion that FFNHA stakeholders have for the stories this region has to tell. That document will be available when the process is complete.

Webb then discussed designation of "Partner Sites" by reviewing the partner site criteria development process. In 2006, criteria were adapted from the Silos and Smokestacks National Heritage Area by members of the FFNHA Partnership Team. These draft criteria were reflected in many of the questions found in the Visitor Readiness Survey.

Webb stressed the need of revisiting the 2006 criteria to make sure responsibilities and requirements are balanced by the proposed benefits. The 2006 criteria divided sites into five levels: full-time, part-time, seasonal, point of interest and emerging. Webb suggested the possibility of clustering the full-time, part-time and seasonal as designated "Partner Sites".. Partner discussion noted that the existing criteria were site-specific and did not include resources such as byways, corridors, events, i-tours, living resources, etc. A request was made that the criteria define what the



term "open" means in terms of hours. Does it mean that people can go to the site and explore on their own or does it mean that the site is staffed or is there some other definition that can be used? From a tourism perspective, it is important that hours be regularly scheduled hours to allow visitors to plan ahead.

Webb discussed the idea of partner benefits equaling partner requirements. She suggested several possible benefits that may be available for partners in the current draft criteria, including networking and marketing opportunities, financial and technical resources, opportunities for participation in region-wide interpretation and education, participation in marketing plans and the use of the logo.

Webb pointed out that the 2006 criteria required information from the owner/manager and the operators with a number of duplicative questions. She questioned whether this was necessary or if there were some way to streamline the process. Discussion centered on the need to be assured of agreement on all levels of the partner's owners, managers and from all stakeholders (which in some cases includes several different entities). Attendees came to a consensus that a simpler form of ensuring the owners' and managers consent, such as a signature on a form, is sufficient.

Webb discussed the interpretation criteria. These criteria were left largely undefined in 2006. Webb suggested three possible criteria that fall within the interpretation category. Those criteria were: 1. The story is authentic; 2. The story fits within the FFNHA themes; 3. "Why here and no where else?" or Is this a nationally significant story that is unique to this National Heritage Area and could not have occurred outside of its boundaries? Discussion centered on whether or not FFNHA partner sites could interpret stories that did not fit the FFNHA themes along with those that did. It was agreed that sites could certainly tell other stories, but that the inclusion of stories related to FFNHA themes should be a requirement for Partner Sites.

Webb then discussed the Point of Interest and Emerging categories. She suggested that maybe these category descriptions could be expanded to also include sites that have potential to reach a higher level but may need assistance in doing so. For example, a site that is staffed and open part time might be designated as a "Point of Interest" until they had met additional interpretive criteria.

Webb then raised the following issues for discussion:

- 1. Should the expectations of full-time, part-time and seasonal be exactly the same or is it reasonable for full-time sites to be expected to take more responsibility in leadership and mentoring?
- 2. Can we divide criteria into "required" and "recommended" categories? What is the criteria that are absolutely necessary for becoming a partner?
- 3. What other categories (events, etc.) need to be added? What should be the criteria? When should we consider adding new categories?
- 4. Can we simplify the two sets of documents required from the owners/managers?
- 5. Can Point of Interest and Emerging categories be expanded to incorporate sites that do not meet all the criteria?

Suggestions included the following:

- 1. Consider writing criteria in three categories: requirements (what you must do), procedures (how you should do it), and guidelines (best practices/recommendations).
- 2. Consider adding a living heritage traditions category for groups that are heritage resources but not sites or events.

Webb notified attendees that 2006 criteria and discussion questions will be on the website for comments and feedback.

Julie Mulvihill, Executive Director, Kansas Humanities Council, led a session about Authenticating Stories. She stressed that audiences engage in heritage tourism because of the story. Those who present the story have a responsibility to make sure the story is accurate and authentic from an historical standpoint. She introduced Dr. William Worley, Ph.D., University of Missouri-Kansas City to talk about how to authenticate stories.

Dr. Worley relayed the importance of thinking about where our stories came from. He discussed some important strategies and sources partners can use to verify stories. Worley defined primary sources as those sources that are "in the words of the people who experienced" an event. With primary sources, it is important to consider personal bias and when the source was written. Worley uses a one-year rule-of-thumb. If an eyewitness wrote their account more than a year after the event, he considers this account to be a secondary source. As such, memoirs are a secondary source. These are sources written the way the writer remembers the event (affected by the passage of time) and the



way the writer wants the reader to remember the event. Worley recommended *Inside War: The Guerrilla Conflict in Missouri during the Civil War* by Michael Fellman as a good, well-documented secondary source. Worley also urged attendees to consider their stories within the broader context and to demonstrate how they are unique. He stressed that attendees work to find primary sources as they will help distinguish one's interpretation and to evaluate your sources. Dale Nimz added that sites should consider multiple sources and should reference your sources so that visitors know where you got your story.

Peggy Clark, Osage County Historical Society, illustrated authentication and documentation by explaining her research on the Bailey House. Clark researched secondary sources such as Osage County history, Kansas history, and Indian history; primary sources, to include deed records, historic maps, treaties, historic photographs, obituaries and correspondence; material culture including archaeology and the historic structure; conducted oral history; and reached out to professionals to help answer questions surrounding the origin of the Bailey House and be able to interpret an authentic and compelling story.

Dan Carey-Whalen, Kansas Humanities Council, explained programs and grants available through the Kansas and Missouri Humanities Councils. _Discussion centered on questions whether or not funding was available for specific projects and the willingness of both councils to work with sites on projects.

Judge Deanell Tacha, FFNHA Board of Trustees, thanked the partners for attending and contributing to the process and urged attendees to raise funds in their communities to support FFNHA. She invited partners to attend Board of Trustee meetings and Judy Billings noted that meeting schedules, minutes, and financial documents are available by contacting the office. Eventually these documents will be accessible through the website.

The meeting broke for lunch.

Following lunch, Webb discussed the "tickler list" handout and shared ideas of interpretive and education programs that other National Heritage Areas support. She asked for suggestions of programs the attendees would like to see as a part of FFNHA. These ideas will be added to the list of ideas and an e-survey will be used to set priorities. Suggestions included:

- Workshops for museums and teachers to work
 together
- Teacher training workshops
- All-encompassing brochure
- Guide book
- Pod-casts
- Cell-phone tours
- Geo-caching
- Eco-caching
- Letterbox programs
- Scouting programs
- Sister school projects
- Sister events
- Corridor/heritage trails
- Website with tags for sites and least-cost routing
- Customized itineraries
- Working with state educational standards for teacher workshops
- Working with teacher training at universities
- Working with Center for Built Environment for educational training for teachers
- Tourism and economic development
- Promotion for increased visitation
- Research for quality interpretation
- Making connections between sites

- Programs to explore and develop connections
- Gateway center
- Orientation film that partners can use
- Signage
- Work with tourism departments in the states
- Web exhibit
- Tie in with sports tourism
- Electronic kiosk for every site (work with libraries for spur connection)
- Contact information on signs (phone number)
- Tourism phone number
- Interpretation workshops
- Online interpretation workshops
- Training for volunteers including hospitality training
- Billboards
- Online training
- Work with KU Continuing Education
- PSAs on television stations
- Conferences/speakers bureau
- Use of logo
- Promotional materials in restaurants
- Work with Boulevard for special brew
- Cookbook



Webb wrapped up the meeting by reminding attendees to look at and comment on the Statement of National Significance and the Partnership Criteria. The next meeting will be August 14 in Overland Park, Kansas.

The meeting was adjourned at 2:00 PM

Concluding Action Items

Item	Action	Responsible Party
Partner Site Criteria	Post 2006 Partner Site Criteria and	Amy Webb
	Discussion Questions on FFNHA website	-
Partner Site Criteria	Review and Comment on Partner Site	Partners and Public
	Criteria and Discussion Questions on	
	FFNHA website	
Interpretive and education projects	Post e-survey with possible interpretive and	Amy Webb
	education projects on FFNHA website	
Interpretive and education projects	Review and Comment on Interpretive and	Partners and Public
	Education Projects e-survey	
Seek input from teachers on curriculum needs	Develop e-survey for targeted list of	Amy Webb, Julie
	educators in FFNHA region	Lenger

Last Name	First Name	Organization	Last Name	First Name	Organization
Abbott	Phyllis	Baxter Springs	Hotaling	Jon	Coffey Co.
Abbott	Bob	Baxter Springs	Irle	Lisa	Johnson Co. MO Hist. Soc
Altenbernd	Kerry	Black Jack Battlefield	Jackson	Jay	Missouri City Schools
Asher	Mary	Mound City	Jackson	Dorthea	Santa Fe Trail Hist. Soc.
Atwater	Grady	John Brown Museum	Jackson	John	Santa Fe Trail Hist. Soc.
Bahnmaier	Paul	Lane Museum	Lambertson	Mark	National Trails Museum
Baker	Susan	Baldwin City Chamber	Landers	Jack	Johnson Co. MO Hist. Soc
Baker	Peggy		Lee	Kristi	Franklin Co. CVB
Banwart	Connie	Fort Scott	Lenger	Julie	Mgmt Team
Barker	Deb	Old Depot Museum	Maimer	Ben	Osawatomie Hist. Soc.
Billings	Judy	Lawrence CVB	Manies	Terry	Baker University
Bohl	Carol	Cass Co. Hist. Soc.	McCullough	Janice	Humboldt
Boyko	Betty	Ft. Scott NPS	McRae	Janet	Miami Co. Econ Dev.
Burkhart	Bob	Kaw Valley Heritage Alliance/MCHS	Mulvihill	Julie	KS Humanities
Carey-Whalen	Dan	KS Humanities	Nichols	John	Miami Hist Soc
Carmichael	Beth	St. Joe CVB	Niehoff	Diane	Baldwin City
Casper	Katie	Fort Scott Tourism	Nimz	Dale	Lawrence
Cheney	Ernestine	Humboldt	Pierson	Judy	Wakarusa Valley Heritage Museum
Clark	Peggy	Osage Co. Hist. Soc.	Pridemore	Sue	NPS
Clayton	Stephanie	Johnson Co. Museums	Quillin	Tracy	KS Humanities
Collins	Cheryl	Riley County Hist. Soc.	Radil	Alexis	Mahaffie
Coykendall	Jan	Humboldt	Ramsey	Terry	Bushwhacker Museum
Craig	Jody	MARC	Reynolds	David	University of Saint Mary
Crane	Karen	Merriam CVB	Robertson	Eileen	Humboldt
Crites	Emma	Fredonia	Schofield	Arnold	Mine Creek Battlefield
Crume	Ann	Lexington, MO	Smalley	Richard	KS Tourism
Davis	Marilyn	Humboldt	Smith	Tristen	KU Natural History Museum
Day	Brenda	Baker University	Soukup	Joanie	Leavenworth Hist. Soc.
Dill	Pat	Doniphan Co. Hist. Soc.	Stanton	Peggy	Doniphan Co. Hist. Soc.
Duffield	Monica	Johnson Co. Library	Stubbs	Michael	Wabaunsee Co. Hist. Soc.
English	Jan	Wyandot Nation of KS	Tacha	Deanell	FFNHA Board of Trustees
Finger	Linda	Douglas County	Tiffany	Phyllis	Watkins Museum
Forry	Richard	Lexington, MO	Toll	Dennis	Manhattan CVB
Fuller	Janae	Battle of Lexington	Traub	Don	Traub Design Assoc.
Garton	Amy	OP CVB	Webb	Amy	Mgmt Team
Gerges	Mark	Ft Leavenworth Hist. Soc.	Wellman	Richard	Jefferson Co. Hist. Soc.
Gordon	Clif	Wakefield Museum	White	Debbie	Lawrence CVB
Harris	Ron	Geary Co. Hist. Soc. & Territorial Capitol	Wildgen	Mike	Watkins Museum
Hatcher	Sally	Leavenworth Hist. Soc.	Worley	Bill	ИМКС
Holverson	Ashley	Olathe CVB	Yoho	Hollie	Woodson Co. Chamber



Meeting Location:	Ritz Charles
	9001 W 110 St, Suite 100
	Overland Park, Kansas
To:	
By:	Julie Lenger & Cheryl Hargrove

Attendees: See attached list

Meeting Date:	August 14, 2008
Task No.:	
Phase No.:	2
Start Time:	9:30 AM
End Time:	3:00 PM

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Delivering the Brand Promise: Criteria
Meeting Purpose/ Intended Results:	Define measurement strategies for success as a way to help FFNHA realize its vision and prioritize activities, benchmark performance.

Meeting Notes:

Judy Billings called the meeting to order at 10:03. Bill Fry, the general manager of the Ritz Charles welcomed the attendees to Overland Park and the Ritz Charles. Billings welcomed all the attendees to the meeting. First-time attendees introduced themselves to the group. Billings recognized the steering committee for their efforts and awarded them with a commemorative coin that bears the emblem of Freedom's Frontier National Heritage Area (FFNHA). Lori Simms, Communications Administrator for the Missouri Division of Tourism announced that the Missouri Division of Tourism was finishing the paperwork for a \$75,000 investment in FFNHA Management Planning. Billings reminded attendees that surveys are online for input until August 17. Billings then introduced Cheryl Hargrove.

Hargrove explained her goals for the meeting were to update the Partnership Team about what has been happening, explain the next steps that would be taken and get input from the Partnership Team to help make those next steps meaningful.

Hargrove discussed Phase I by explaining the work that was done and highlighting the documents on the website. She described these documents and explained the purpose and refining process of the Vision and Mission. Hargrove explained the decision-making process whereby input from the Partnership Team and public would be taken to a committee and reported to the Steering Committee who would vote. This was the process used to adopt the Best Practices document which will be integrated into the management plan. Hargrove also described the purpose of the Statement of National Significance as being the statement that helps define the unique "why here and no where else" of the region and its importance to the residence. It will help to set the tone for interpretation and decision-making and will help explain why this region was recognized by Congress. Hargrove announced the main theme and title of the Statement of National Significance would by "Struggles for Freedom on the Missouri-Kansas Border" and the sub-themes would include: Shaping the Frontier, Missouri-Kansas Border War, and Enduring Struggles for Freedom. Hargrove noted that the team and the Steering Committee are working to craft the Statement of National Significance into a short narrative that highlights the relationship of the region to the national scene. The working copy of the statement will be used as a justification paper to support the statement. Elizabeth Hatchett suggested the states in the title should be in alphabetical order. Hargrove noted that comment. Hargrove also stressed that this will become the platform for all to tell their individual stories.

Hargrove discussed Phase II and III and the four segment reports that are being prepared. She encouraged attendees to look for those documents on the website at the end of September and provide comment to the team.



Hargrove presented a short Power Point presentation entitled "Defining Success: Criteria for FFNHA to Realize its Vision and Mission." In this presentation, Hargrove discussed why it is important for FFNHA to define success as it helps to identify our essence and uniqueness, establish expectations, and decide how to meet those expectations. Hargrove discussed Lancaster County, Pennsylvania, and HandMade in America (western North Carolina) as examples of areas that defined success in order to know where to go, how to get there and how to know when they succeeded. Hargrove concluded by asking the attendees to email FFNHA the number of hours they spent to be here and the money they've spent to be here. This information will be presented at the next meeting.

Hargrove introduced Frank Lenk, Director of Research Services for the Mid-America Regional Council. Lenk discussed Metro Outlook and their research. Lenk showed attendees the graphic representation in charts and maps of social data Metro Outlook measured. Lenk stressed that when deciding to gather quantitative data to make sure that the data collected reflects the group's goals and measures the impact of what the group does. Data should be used to make decisions on how to move forward. Lenk noted that the data he provided is available online at http://www.metrodataline.org/metro_outlook.htm.

Hargrove introduced Christine Bial, Program Manager for the Kansas Arts Commission. Bial explained the mission and goals of the Kansas Arts Commission and their programs. She discussed how funding is awarded and how the Commission measures success. Bial noted that success for the agency is measured through the growth in the number of applications and requests for services, the number of projects and events funded and the amount of funds available. Bial stated that more information is on their website at http://arts.ks.gov.

Hargrove introduced Jeanine Rann, Executive Director of Downtown Lee's Summit. Rann presentation centered on the National Trust for Historic Preservation's Main Street Program standards as ways to measure success. These standards include having the following elements: a broad base of support; a clear mission and vision; a comprehensive work plan; a preservation ethic; an active board of directors and committees; an adequate operating budget; a professional program manager; ongoing training for staff and volunteers; reports of key statistics; and staying in touch with the larger organization. Rann stated that these standards can be modified and applied to most organizations. The NTHP's standards are explained in detail online at http://www.mainstreet.org/content.aspx?page=2121§ion=15.

Hargrove opened the floor for questions. She asked the panel what categories they believed FFNHA should measure that would be meaningful to them as residents or for their organization. Number of new visitors, accessibility to programming, number of people attending programming, who is attending programming, and number of local residents that know about FFNHA were mentioned as answers. Hargrove also asked how the panel's organizations could work with FFNHA. Rann stated that Main Streets and FFNHA were natural partners for cultural heritage tourism and could work to target a heritage tourism audience. Bial answered that the Kansas Arts Commission could partner with FFNHA on events and working to bring artists for programming. Lenk stated that MARC could help FFNHA design an RFP that would identify research indicators that were important to FFNHA.

Attendees also had questions for the panel. One asked about using other groups' guidelines, as how Main Street uses guidelines from NTHP, rather than developing our own. Hargrove agreed with this idea and stressed the need to bring lots of "best ideas" together to fit within the National Park Service's requirements. Another asked about studies to advance the message to non-tourists, such as those who do not live in the area and cannot travel to the area, and suggested presenting things in a more creative manner, such as videoconferencing, websites, podcasting. Bial agreed and suggested that technology must be available to use. She relayed that many Kansas libraries were working to link through ELMeR, a videoconferencing tool. Hargrove reported that FFNHA is researching videoconferencing and other technology to tell the story. Hargrove thanked the panel for their participation.

During the lunch break, attendees introduced themselves.

Hargrove facilitated group discussion about prioritizing measurement strategies. She presented the vision and mission and noted the need to set goals, define criteria, establish benchmarks, and determine roles and responsibilities based on the vision and mission. She introduced four areas for the attendees to focus on for the FFNHA: historic preservation/heritage development; landscape conservation; business/tourism; and interpretation/education. Hargrove also discussed sustainable economies.

Hargrove then asked the attendees how they defined success. She did this by reintroducing some of the definitions compiled from the November 2007 meeting. The attendees completed an exercise where they wrote their answers to (1) How do you define success? (2) What is Freedom's Frontier's role in accomplishing that? (3) What is your role in



accomplishing that? on index cards for the following four categories: Historic Preservation/Heritage Development; Natural, Cultural, Recreational Resources; Tourism, Business, Economic Sustainability; Interpretive and Education. After attendees had completed their cards for each of the areas, attendees were given time to share their ideas. Ideas included the following:

Historic Preservation/Heritage Development

- Other people have heard of us
- Area populated by historic places related to the story
- People educated about history

Natural, Cultural, Recreational Resources

- Neosho River as an attraction for fishing
- Ferry across Clinton Lake to museum
- Identify 10 sites with historic importance to preserve
- NPS highlights our work as a prime example
- FFNHA Role: coordinate efforts

Tourism, Business, Economic Sustainability

- New jobs, entrepreneurial opportunities
- Every municipality have FFNHA line item in their annual budget
- Revisits
- Partner sites on stable financial footing
- Rise in number of Partner sites with a business plan
- Visit 2nd site because of a positive experience at the 1st site, 10% increase each year
- Visitors can tell they have entered FFNHA by the "feel" of the place
- FFNHA Role: awards program/marketing/training

Interpretation & Education

- Speakers' bureau
- Materials for classroom teachers make it easy for them to include FFNHA.
- Work w/ National Education groups to advocate FFNHA
- "History left behind is not good."
- Ken Burns does a 5 part documentary on Border War
- Tell larger story at sites
- Coffee table book
- Signage that helps all understand
- Connected story
- Develop elder hostel program
- Evaluation of Partner sites to make sure everyone meets "excellent" standards
- Your Role: serve as a resource, make my site as good as I can

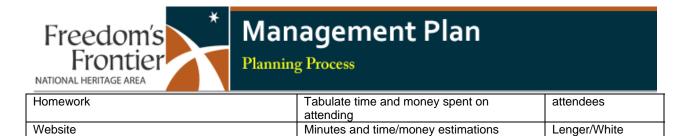
Hargrove asked attendees about other indicators of success they wanted to share. Quality of life was a major focus of this discussion. Indicators included:

- Natural areas improved/created so there are better and more. Impacts area health and economy.
- Area be at top of the "best places to ..." (live, etc.) lists
- Increase in tax base = increase in quality of life.
- Historic preservation help to decrease blight
- Preserve unique sense of "place"
- Recognize value of the area and its people
- Pride of place/community
- Area filled with things to do
- Provide opportunity to see <u>real</u> places, tell story well, and value those places and stories.

Hargrove concluded the meeting by covering the next steps that would take place before the September meeting and the topic of the September meeting. The meeting adjourned at 2:00 PM.

Concluding Action Items

Item	Action	Responsible Party
Partner Pledge	Sign Partner Pledge	Everyone



Join a committee

Next Meeting	September 11, Nevada MO	
Draft Segment Plans	Posted on web for comment Sept. 30	All

posted

Committees

Everyone

Last Name	First Name	Organization	Hatcher	Sally	Leavenworth Hist. Soc.
Abbott	Phyllis	Baxter Springs	Last Name	First Name	Organization
Abbott	Bob	Baxter Springs	Hatchett	Elizabeth	Wakarusa Valley Museum
Altenbernd	Kerry	Black Jack Battlefield	Helmer	Chris	Gladstone
Asher	Ken	Linn Co. Historical Soc.	Holverson	Ashley	Olathe CVB
Asher	Mary	Linn Co. Historical Soc.	Hotaling	Jon	Coffey Co.
Bahnmaier	Paul	Lane Museum	Hull	Yvonne	Fredonia Chamber
Banwart	Connie	Fort Scott	Kelly	Keyta	Leavenworth Co. Govt.
Barbuto	Richard	Ft. Leavenworth Mil. Hist.	Kepka Soukup	Joanie	Leavenworth Co. Hist. Soc.
Barker	Deb	Old Depot Museum	Lee	Kristi	Franklin Co. CVB
Bass	Phyllis	Richard Allen Cultural Ct.	Lenger	Julie	Mgmt Team
Bial	Christine	KS Arts Commission	Lenk	Frank	MARC
Billings	Judy	Lawrence CVB	Manies	Terry	Baker University
Bohl	Carol	Cass Co. Hist. Soc.	McCleary	George	Douglas Co. Hist. Soc.
Boyko	Betty	Ft. Scott NPS	McCullough	Janice	Humboldt
Carey-Whalen	Dan	KS Humanities	McRae	Janet	Miami Co. Econ Dev.
Carmichael	Beth	St. Joe CVB	Miller	Maria	Atchison Chamber
Cheney	Ernestine	Humboldt	Myrick	Tyrone	KC CVA
Clark	Charles	FFNHA Board of Trustees	Nevius	Gary	
Collins	Cheryl	Riley County Hist. Soc.	Nichols	John	Miami Hist Soc
Coykendall	Jan	Humboldt	Pendleton	David	
Craig	Jody	MARC	Pierson	Judy	Wakarusa Valley Heritage Museum
Crites	Emma	Fredonia	Radil	Alexis	Mahaffie
Crume	Ann	Lexington, MO	Ramsey	Terry	Bushwhacker Museum
Davis	Marilyn	Humboldt	Rann	Jeanine	Downtown Lee's Summit
Dechant	Abby	Wabunsee Co. Eco. Dev.	Regan-Kendrick	Amber	Donnelly College
Dill	Pat	Doniphan Co. Hist. Soc.	Reynolds	David	University of Saint Mary
Earnest	Ola Mae	Linn Co. Hist. Soc.	Robertson	Eileen	Humboldt
Eiken	Doug	MO Parks	Robl	JR	KC Commerce
Fisher-Isaacs	Melissa	Johnson Co. KS Museums	Roller	Julie	Pott. Co. Eco. Dev.
Forry	Richard	Lexington, MO	Scheid	Tamara	Visit Topeka
Frisbie	Julie	Jefferson Co. Hist. Soc.	Simms	Lori	MO Tourism
Fuller	Janae	Battle of Lexington	Stanton	Peggy	Doniphan Co. Hist. Soc.
Garton	Amy	OP CVB	Taylor	Susan	Olathe CVB
Gibson	Lyle	KIAANAFH	Traub	Don	Traub Design Assoc.
Gliniecki	Stefani	Shawnee Indian Mission	Vieira	Scott	Johnson Co. Library
Gordon	Clif	Wakefield Musuem	Weakley	Lisa	Mayor Leavenworth
Gordon	Lana	KS Legislator	White	Debbie	Lawrence CVB
Groves	Rich	Downtown Historic Liberty			
Hargrove	Cheryl	Management Team			
Harris	Ron	Geary Co. Hist. Soc. & Territorial Capitol			



Meeting Location:	Nevada TeleCenter, Bowman
	Building
	2015 N. West Street
	Nevada, Missouri
To:	
By:	Julie Lenger

Attendees: See attached list

Meeting Date:	September 11, 2008
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Heritage Development and Resource Management Plans
Meeting Purpose/ Intended Results:	Enhance the understanding of the region's natural resources, the way they connect the region's story, and tools for their conservation.

Meeting Notes:

The meeting began at 10:00 AM. Judy Billings called the meeting to order at 10:00 AM by welcoming attendees and introducing Terry Ramsey, Director of the Bushwhacker Museum of Nevada. Ramsey welcomed attendees to Nevada and introduced Janis Collins, Director of Nevada Telecenter/Nevada Regional Technical Center. Collins welcomed attendees to the Bowman Center and described their programs. All attendees introduced themselves. Billings reminded members to sign the Partner Pledge and recognized those who signed with commemorative coins. She announced partner's expenses in terms of time and money for the August meeting at approximately \$14,000. She also discussed the media coverage generated for FFNHA by the Travel Media Showcase. The Lawrence CVB hosted six travel writers on a weekend tour of FFNHA sites and an introduction to FFNHA. Christy Davis reported on the Management Plan progress. She presented the Statement of National Significance to the attendees and reported that it would be posted on the website. She also explained that the Management Planning Team was in the process of writing three segment plans that would deal with different aspects of the NHA's management. These draft plans will be posted on the website for comment. Notice will be sent out when the plans are posted.

Jeff Bruce led the attendees in a natural resources mapping exercise. The exercise helped attendees understand ideas about natural resources and think about early settlement patterns. The attendees split into four groups and were tasked with plotting their settlement on a map, based on a given set of criteria. The groups took the role of planters, subsistence farmers, merchants, and city-builders. Following the group-work, each group presented their land choices. Dale Nimz spoke on behalf of the planters; Allen Roth for the merchants; Alexis Radil for the subsistence farmers; and Kerry Altenbernd for the city-builders. The four maps were combined to show where each of the four groups chose to settle. Davis provided a cultural analysis of the map and discussed where situations of conflict could occur. Bruce added another layer to indicate the flood plain. A discussion followed concerning the pressure on land availability presented by the flood and the geopolitical conflicts that could arise. To conclude the exercise, Bruce revealed that the map used by the attendees was a representation based on the Marais des Cygne River Valley.

Bruce followed with a presentation about the power of place, which centered on the question of why people settled in this particular area. His presentation included first-hand accounts of why early settlers chose the eastern Kansaswestern Missouri area to settle. He explained the geological history of the area and how it affected natural resources, weather patterns, geography, topography and vegetation. He noted that the common history of eastern Kansaswestern Missouri is based on its prairie landscape and the abundance of an area where eastern forests ended and tallgrass prairies began. Bruce also provided descriptions of the ecosystems of river valleys that make up FFNHA.



He concluded by emphasizing that "place" ties us together and that this landscape is a story to tell and a lifestyle that is worth preserving.

The meeting broke briefly for lunch. During lunch, Davis reconvened the meeting and led a discussion of federal laws that have a potential impact for FFNHA-affiliated sites. Compliance with these laws must occur if federal land is involved, federal money is used or a federal permit is required. Davis also provided a handout for each of the three laws. NEPA, the National Environmental Protection Act, requires a consideration of the environmental impact of the project. Section 106 of the National Historic Preservation Act requires a consideration of the effects on historic properties. NAGPRA, the Native American Graves Protection and Repatriation Act, requires that items of Native American cultural patrimony or burial remains be identified and Native American tribes be notified for potential repatriation.

Davis followed with a presentation that dealt with connecting the human stories to the landscape. She noted that the area's rivers run through FFNHA's stories and that early settlers referred to what river valley they lived in, rather than using political geography. She proposed organizing stories based on the "cultural watersheds" of the area's four river valleys: the Neosho, the Marais des Cygne/Osage, the Kansas, and the Missouri. Davis noted that each of these river valleys played an important role in settlement and the Border Wars. They affected Native American as well as Euro-American history and culture. Davis presented an overview of each of the river valleys and the important stories that were tied to the valleys.

Davis then opened the floor for discussion on the use of the river valleys as cultural watersheds around which to organize FFNHA's multiple stories and perspectives. Alice Widner noted that her site's location in the Marais des Cygne river valley is an example of how the system works well. Eileen Robertson noted that the river valleys relate well to the idea of the power of place and are a good organizing tool. David Pendleton added that while there are exceptions to the rule, the river valleys collect ideas and present a simple way for visitors to understand the stories. David Roggensees stated that agriculture as a cultural landscape needs to be explored. Altebernd noted that it is an important layer and a good way to organize stories, but that it is not the only layer. Phyllis Abbott stated her concern that Baxter Springs in not in one of the river valleys but that there are important stories. Kathy Smith stated that these layers help explain a lot of the history. Dennis Toll noted that as an organizational tool it helps visitors understand the nineteenth century mindset. Alexis Radil added that the river valley organization helps connect FFNHA to the landscape. She noted that it is a very powerful way to preserve both stories and their connection to the landscape. Davis introduced Jason Fizell and Jerry Jost of the Kansas Land Trust. Fizell discussed the mission and history of the land trust as well as the role of the trust in establishing, managing and enforcing conservation easements. Jost discussed partnership between heritage areas and land trust and how to establish land trusts. He noted that conservation easements are a tool for preservation of place. Jost and Fizell then opened the floor for a discussion of preservation needs and answered any questions concerning land trusts that the attendees had. Altenbernd discussed Blackjack Battlefield and noted that urban and industrial development are threats to the viewshed at Blackjack Battlefield. He highlighted the need for a buffer between the battlefield and development. Nimz noted that Amish and Dunkard settlements are important parts of the cultural landscape and that easements could help protect those settlements. Davis suggested that a cultural landscape inventory be done to identify places that need to be preserved. Radil noted that the battlefield at Lone Jack is also threatened by development. Billings suggested that Century Farms need to be documented and protected as well. Robertson stressed the need to sensitize and educate residents about history and the importance of place. Nimz suggested that preservation of place relates to quality of life issues. Davis noted that the mobility of society lends to a sense of placelessness, where residents do not stay in one place long enough to learn about the place. Fizell relayed to attendees that the Kansas Land Trust is producing a book about the Flint Hills. Projects such as this could be used as tools for sensitizing people to the power of place. Billings noted that projects like the Flint Hills book that encourage thinking as an "area" rather than individual states, are ones that FFNHA may want to pursue in the future. Billings noted that tools such as the Kansas Land Trust, are helpful especially to rural partners, to help them be better stewards of their stories and of the cultural landscape. She noted that partners can help preserve the unique sense of place that is ingrained in all our stories. In doing so, partners will leave a legacy for future generations to enjoy.

Davis closed by reminding attendees that segment plans will be ready soon for their review. Billings reminded attendees to send in their expenses. Megan Cahill, Brian Miller, Billings, Ellery Robertson, Joan McPeak, Ola Mae Earnest and Ramsey reminded attendees of upcoming events in the area. Debbie White asked attendees to register their events on FFNHA calendar and to alert her of news for the e-newsletter.

The meeting adjourned at 2:30.



Concluding Action Items

Item	Action	Responsible Party
Partner Pledge	Sign Partner Pledge	Everyone
Homework	Tabulate time and money spent on attending	attendees
Website	Minutes and time/money estimations posted	Lenger/White
Draft Segment Plans	Posted on web for comment Sept 30	Everyone
Next Meeting	September 11, Nevada MO	
Calendar	Add events to FFNHA calendar online	Everyone

Last Name	First Name	Organization	Last Name	First Name	Organization
Abbott	Phyllis	Baxter Springs Hist. Soc.	Robertson	Ellery	Humboldt
Altenbernd	Kerry	Battle of Blackjack	Robertson	Eileen	Humboldt
Bahnmaier	Paul	Lecompton Hist. Soc.	Roggensees	David	Nathan Boone Homestead SHS
Banwart	Connie	Fort Scott	Roth	Allen	Shawnee Indian Mission
Barker	Deb	Franklin Co. Hist. Soc.	Smith	Kathy	Lee's Summit Hist. Soc.
Billings	Judy	Lawrence CVB	Toll	Dennis	Manhattan CVB
Bohl	Carol	Cass Co. Hist. Soc.	Traub	Don	Traub Design
Bolling	Kevin	MO Dept Natural Resources	White	Debbie	Lawrence CVB
Bruce	Jeffrey	Mgmt Team	Widner	Alice	Trading Post Museum
Cahill	Megan	MO Humanities	Yates	Richard	Mgmt Team
Cheney	Ernestine	Humboldt	Yoho	Hollie	Woodson County Chamber
Collins	Cheryl	Riley Co. Hist. Soc.	Zahn	Patricia	MO Humanities
Crites	Emma	Fredonia			
Crume	Ann	Lexington, MO			
Davis	Christy	Mgmt Team			
Davis	Marilyn	Humboldt			
Earnest	Ola May	Linn Co. Hist. Soc.			
Fisher	Barney	MO State Representative			
Forry	Richard	MO Dept Natural Resources			
Fuller	Janae	Battle of Lexington			
Gerges	Mark	Ft. Leavenworth Hist. Soc.			
Hall	Jim	Baxter Springs Hist. Soc.			
Hansford	Michele	Powers Museum			
Hatcher	Sally	Leavenworth Co. Hist. Soc.			
Hotaling	Jon	Coffey County			
Irle	Lisa	Johnson Co. MO Hist. Soc.			
Landers	Jack	Johnson Co. MO Hist. Soc.			
Lee	Kristi	Franklin Co. CVB			
Lenger	Julie	Mgmt Team			
McGrew	Michael	Mgmt Team			
McPeak	Howard	St. Clair Hist. Soc.			
McPeak	Joan	St. Clair Hist. Soc.			
Miller	Brian	Natural Resource Steward			
Myers	Pam	Truman Birthplace SHS, Lamar, M	ON		
Myers	Catie	Baxter Springs Hist. Soc.			
Nichols	John	Miami Co. Hist. Soc.			
Nimz	Dale	Lawrence			
Pendleton	David	Brown Hotel			
Radil	Alexis	Mahaffie Stagecoach Stop			
Ramsey	Terry	Bushwhacker Museum			



Meeting Location:	First Territorial Capitol
	629 Huebner Road
	Ft. Riley, Kansas
To:	
By:	Julie Lenger

Attendees: See attached list

Meeting Date:	October 16, 2008		
Task No.:			
Phase No.:	2		
Start Time:	10:00 AM		
End Time:	3:00 PM		

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Heritage Development and Resource Management Plans
Meeting Purpose/ Intended Results:	The Region and the Place: Connection the Region's Stories and the Land

Meeting Notes:

The meeting began at 10:12 AM. Judy Billings welcomed attendees and introduced Ron Harris, First Territorial Capitol & Geary County Museum. Harris welcomed attendees to Geary County. Attendees introduced themselves. Billings announced partners' contributions of time and resources for the September meeting to be approximately \$10,788.45. She reminded attendees to sign the Partner Pledge. Billings introduced Dennis Toll, Manhattan Convention and Visitors Bureau. Toll welcomed attendees to the Manhattan area and the Flint Hills and gave an overview of the importance of the landscape of the Flint Hills and the native tallgrass prairie.

Billings introduced Bill McKale, Fort Riley Museum Division, who welcomed attendees to Fort Riley and spoke about the landscape of Fort Riley. McKale noted that Fort Riley was established as a frontier fort at the place where the Republican and Smoky Hill rivers formed the Kansas river. Its purpose was to provide protection for the overland trails that ran very near to Fort Riley. According to McKale soldiers and settlers came to this region to "domesticate a wilderness."

Billings introduced Frank Martin, FFNHA Management Planning Consultant, reviewed the management plan progress. He reviewed the Power of Place discussion from the September meeting and talked about the importance of landscape history and preservation. He encouraged attendees to think about the different ways we talk and think about landscape by presenting "10 versions of the same scene."

Billings introduced Major Nathan Bond, Public Affairs Officer, Fort Riley. Major Bond welcomed attendees to Fort Riley and discussed how someone newly stationed at Fort Riley could learn about Freedom's Frontier National Heritage Area. Major Bond encouraged site managers to know a little bit about other sites that connect to their story to refer people to other places. He also included strategies such as websites, wives' organizations, social networking media, podcasting and public access television.

The meeting broke for lunch.

Martin facilitated a discussion to review the mapping exercise from September's meeting. Paul Bahnmaier, Lisa Irle, Terry Ramsey and Billings reviewed their impressions of the exercise and the insights it gave them into how the landscape affected Freedom's Frontier's shared stories.

Martin gave a presentation that discussed the difference between place and space, how one develops a sense of "rootedness" and how Freedom's Frontier lends to developing a sense of place. He explained that the landscape, while it affected the larger history of the region, also affected the story of individual sites.



Planning Process

NATIONAL HERITAGE AREA

Freedom's

Frontier

Martin introduced Carol Bohl and Terry Ramsey who gave a presentation on the Battle of Island Mound. Ramesy noted that geography and landscape are a living artifact through which we can tell our stories. She discussed the geography of the Island Mound region including its topography, roads and wetlands, and how this geography lent itself to Bushwhackers and Federal troops. Bohl relayed the story of Island Mound and how the topography and vegetation were used to fight the battle. Island Mound is significant because the first African American group to fight during the Civil War fought at Island Mound. This group was used as "evidence" to support the idea that African Americans could be used as soldiers to good effect. The presentation generated a discussion about how the Battle of Island Mound was connected to other sites through the historic timeline of the region and through the connections with the Butfalo Soldiers.

Following a short break, attendees brainstormed ways in which Island Mound connected with other sites. Some of the shared examples include:

- Leavenworth's interpretation of the Buffalo Soldiers. By sending visitors to Island Mound, they can see who the Black Soldiers fought and where. (JC Tellefson)
- This Black Unit is the same group that occupied a fort at Baxter Springs that was attacked by Quantrill. (Kerry Altenbernd)
- There is a geographical connection between the Pottawatomie Massacre and the Marais des Cygne massacre that is important to the story of Island Mound. (Deb Barker)
- There is a connection between types of sites with Mount Mitchell. Both are emerging sites that you have to know about to find them. (Jim Webb)
- Connection to Pacific House Hotel in Kansas City, Missouri where Order Number 11 was written. (Jody Craig)
- Points out a shift in Federal policy from before the war when federal troops were sent to aid the pro-slavery side at Fort Titus and Camp Sackett. (Paul Bahnmaier)

Martin encouraged attendees to continue thinking about the physical connections between sites; roads, trails, etc. and how these physical connections could become part of the visitor experience.

Martin introduced Eileen Robertson who gave a presentation about the Power of Place in Humboldt, Kansas. Robertson discussed the history of Humboldt and its legacy of overcoming adversities. She discussed how people in Humboldt are rediscovering the past and building a sense of place and rootedness through festivals and town improvements.

Toll introduced Jim Webb, a PhD candidate in geography at Kansas State University. Webb presented his work on a driving tour of western Freedom's Frontier counties. Webb expressed that the idea was to tie the western Freedom's Frontier story together and to show travelers that "Kansas is more than just a state to drive through." By looking at the region through geography and tourism, Webb connected sites, emerging sites, and points of interest in the tour he developed.

Martin introduced Ron Harris who discussed the history and geography of the First Territorial Capital. He pointed out why the landscape, the rivers, limestone hills and its centrality, made the place important to the many groups who gave this place special significance, including Native Americans, explorers, the United States Army, and white settlers.

Martin introduced Kerry Altenbernd who discussed the landscape of Black Jack Battlefield. Altenbernd discussed geological history of Black Jack and how the geology affected the Santa Fe Trail and the Battle of Black Jack. He explained how Henry Clay Pate and John Brown and their forces used the landscape of Black Jack as natural fortifications during the battle. Altenbernd also noted the possibility of encroaching negative development that threaten Black Jack's viewshed.

The meeting adjourned at 2:50

Last Name	First Name	Organization
Altenbernd	Kerry	Battle of Blackjack
Aspelin	David	
Bahnmaier	Paul	Lecompton Hist. Soc.
Barker	Deb	Franklin Co. Hist. Soc.
Beckenbaugh	Terry	Ft. Leavenworth Hist. Soc.
Billings	Judy	Lawrence CVB
Bohl	Carol	Cass Co. Hist. Soc.
Bond	Nathan	Ft. Riley
Burkhart	Bob	Kaw Valley
Collins	Cheryl	Riley Co. Hist. Soc.
Craig	Jody	MARC
Crites	Emma	Fredonia Hist. Soc.
Davis	Marilyn	Humboldt
Dechant	Abby	Wabunsee Co. Eco. Dev.
Finger	Linda	DG Co.
Griffith	Peg	Humboldt
Gordon	Clif	Wakefield Museum
Harris	Ron	First Terr. Capitol
Hospodor	Greg	Ft. Leavenworth Hist. Soc.
Howard	Thirkelle	KIAANAFH
Hund	Bob	Wabunsee Co. Eco. Dev
Irle	Lisa	Johnson Co. MO Hist. Soc.
Keckeisen	Bob	KS. Hist. Soc.
Kidwell	Deborah	Ft. Leavenworth Hist. Soc.
Lambert	Don	
Lenger	Julie	Mgmt Team
Manz	Cindy	Wabunsee Co. Eco. Dev.
Martin	Frank	Mgmt Team
McCullough	Jan	Humboldt
McGrew	Michael	Mgmt Team
McKale	Bill	Ft. Riley
Nicol	Regina	KS Tourism
Pridemore	Sue	NPS
Quillen	Tracy	KS Humanities
Ramsey	Terry	Bushwhacker Museum
Robertson	Ellery	Humboldt
Robertson	Eileen	Humboldt
Roller	Julie	Pott. Co. Eco. Dev.
Stubbs	Michael	Beecher Bible
Toll	Dennis	Manhattan CVB
Vieira	Scott	Johnson Co. Library
Wells	Jim	Kansas State U.
White	Debbie	Lawrence CVB



Meeting Location:	White Rose Pavilion
	107 Ming Street
	Warrensburg, Missouri
To:	
By:	Julie Lenger

Meeting Date:	November 13, 2008
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

Attendees: See attached list

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Heritage Development and Resource Management Plans
Meeting Purpose/ Intended Results:	Priorities and Connections

Meeting Notes:

Judy Billings welcomed the partners and introduced Lisa Irle and Jack Landers of the Johnson County (Missouri) Historical Society. Landers introduced the Board of Directors for the Historical Society and Irle introduced special guests in attendance, representing the city of Warrensburg and Johnson County, Missouri. Irle showed a video about the Johnson County, Missouri Old Courthouse.

Billings recognized Board of Trustee members in attendance, Charles Clark and Judge Deanell Tacha. Tacha welcomed the partners and thanked them on behalf of the Board of Trustees. She updated attendees on the work of the Board and shared with the partners her vision of the area as an interwoven fabric that told a unified story and preserved the heritage of this place that would resonate with future generations and their challenges.

Attendees introduced themselves. Billings reminded attendees about signing the Partner Pledge and recognized those who have signed with Freedom's Frontier commemorative coins. She reminded the attendees to put 2009 events on the website. Billings reported last month's meeting expenses at \$9,121.21 and reminded attendees to fill out the November expense sheets. She pointed out the small exhibits about Johnson County, Missouri's stories that Irle put together and encourages attendees to look at these stories and to include their connections to those stories on the sheets provided by Irle. Billings recognized the Steering Committee for their work and introduced Jody Craig and Lori Simms, members of the Steering Committee.

Craig and Simms presented the foundation documents to the attendees. Craig explained that the foundation documents were made up of: the Statement of National Significance and Themes, the Vision for 2028, the Mission, the Goals, and the Guiding Principles. Craig explained the background of and work done on the Statement of National Significance and presented it to the attendees. The Themes were originally presented in the August meeting. The Statement of National Significance was presented in the September meeting. The full Statement of National Significance can be found on the website at http://www.ffnha-hosting.com/communications-docs/Statement%200f%20Significance%20Revised.pdf.

Simms explained the background of and work done on the Vision for 2028, Mission, Goals in their long and short versions and Guiding Principles. The Vision for 2028 is:

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.

The Mission is:

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.

The Goals are:

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

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

3. Inspire tolerance and respect for multiple perspectives. (Inspire tolerance and respect for multiple perspectives.)

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

The Guiding Principles are:

- 1. Be tolerant and respectful of diverse stories from multiple perspectives.
- 2. Respect property rights.
- 3. Focus on authentic and engaging experiences.
- 4. Honor the region's peoples, past and present.
- 5. Appreciate unique cultural and historic assets within the nationally important landscape.
- 6. Invest in community engagement, education and empowerment.
- 7. Sustain and grow a sense of place.
- 8. Value the natural environment.
- 9. Consider future generations in all actions.

Billings spoke about the strategies and tactics for guiding Freedom's Frontier's future and introduced Alexis Radil, member of the Steering Committee, to present these strategies and tactics. Radil noted that the Steering Committee had been hard at work to develop this list of strategies and tactics based on the recommendations from the segment plans. She explained to those in attendance that this was their opportunity to give their input on how the tactics would be prioritized. The list of strategies and tactics is attached below.

Attendees were given five stickers. They were asked to place their stickers next to the tactics that they believed were most important. They were instructed they could allocate their stickers in any way they wished. The tactics were posted on the wall.

The results of this exercise were as follows:

Strategy: Define Freedom's Frontier by recognizing and developing its resources, sites, story and brand.			
Rank: 2 nd Tactic: Collect and present information about			
26 stickers	contributing heritage resources in a searchable		
	database.		
Rank: 1 st	Tactic: Designate Freedom's Frontier Partners and		
43 stickers	Accredited sites.		
Rank: 4 th (tie)	Tactic: Define and tell Freedom's Frontier's story.		
22 stickers			



Management Plan

Planning Process

Rank: 5 th	Tactic: Articulate consistent messages about the		
17 stickers	regional experience and individual contributors.		
Strategy: Build a foundation for communicating Freedom's Frontier's message and stories.			
Rank: 3 rd	Tactic: Maximize the Freedom's Frontier website as a		
24 stickers	virtual interpretive, educational and marketing tool for		
	residents and visitors.		
Rank: 6 th	Tactic: Develop a coordinated marketing program that		
16 stickers	complements the region's individual destinations and site		
	programs.		
Rank: 4 th (tie)	Tactic: Develop way-finding tools in the form of maps		
22 stickers	and directional signage.		
Rank: 9 th	Tactic: Increase awareness and support by local		
12 stickers	constituents, including elected officials.		
Strategy: Enhance and sustain Freedom's Frontier's sen	se of place.		
Rank: 7 th	Tactic: Enhance and develop Freedom's Frontier's sites		
15 stickers	and partners.		
Rank: 10 th	Tactic: Encourage preservation and conservation as		
10 stickers	ways to sustain Freedom's Frontier's sense of place.		
Rank: 8 th	Tactic: Develop Freedom's Frontier as a sustainable		
14 stickers	destination.		

These results were tabulated and reported to the attendees.

Irle introduced Jeff Hancock, Warrensburg City Manager. Hancock welcomed the attendees to Warrensburg.

Richard Sunderwirth made an announcement about "Border War: The Rivalry between Missouri and Kansas." This television program will air on the Metro Sports channel on November 26. It explores the sports rivalry between MU and KU by looking at the Border War of the 1850s that led to the Civil War and caused animosity between the two states. More information about this program can be found on <u>www.borderwarrivalry.com</u>.

The meeting broke for lunch.

Irle introduced Missouri State Representative for the 121st District and State Senator-Elect, David Pearce. Pearce welcomed attendees to Warrensburg and shared his interest in Missouri and Kansas's heritage and the history of the Civil War in the western theater.

Julie Lenger discussed making connections with the attendees. She explained that they would be building on the landscape presentation from September and the specific site presentation from October. She reviewed the exercise the October attendees completed, linking sites to the new Missouri State Historic Site at the Skirmish of Island Mound. Attendees then selected a site, wrote that site on an index card along with its connections to other sites within Freedom's Frontier. Attendees then drew those connections on a large map on the wall.

Tacha wrapped up this exercise by reflecting on the connections on the map. She expressed that this map confirmed that this area was a true heritage area with an interconnected story to tell. She reiterated how important this story was and will continue to be for future generations, if it is preserved and told from multiple perspectives.

Lenger gave a short presentation of Facebook pages. She discussed how Facebook pages could be used both to advertise individual sites and to link sites together with Freedom's Frontier's Facebook page. She explained how Facebook pages could benefit sites, how to set up a page, how to get fans, how to link it to Freedom's Frontier's page, and how to use the applications to share information with interested "fans."

Billings reminded attendees to post their events on Freedom's Frontier's website. Lenger reminded attendees to fill out the expense sheets. Cheryl Collins announced that Riley County was designated as a Preserve America community. Billings announced that the December meeting would be held in Paola, Kansas.

The meeting adjourned at 2:15.

Last Name	First Name	Organization			
Altenbernd	Kerry	Battle of Blackjack	Lambertson	John Mark	National Trails Museum
Banwart	Connie	Fort Scott	Landers	Jack	Johnson Co. MO Hist. Soc.
Barker	Deb	Franklin Co. Hist. Soc.	Latare	Suzy	Warrensburg Chamber/CVB
Bass	Phyllis	Richard Allen Cultural Ctr.	Lenger	Julie	Mgmt Team
Beckner	Jim	Missouri historian	Long	Tammy	Warrensburg Chamber/CVB
Best	Clarence	Jo. Co. Mo. Hist. Soc.	Mauro	Shannon	JCHS Volunteer
Billings	Judy	Destination Mgmt	McCullough	Jan	Humboldt
Bohl	Carol	Cass Co. Hist. Soc.	McPeak	Howard	St. Clair Co Hist Soc
Carmichael	Beth	St. Joseph CVB	Nichols	John	Miami Co Hist Soc
Cheney	Ernestine	Humoldt	Pearce	David	Mo State Rep
Clark	Charles	Board of Trustees	Pearson	Bobby	
Collins	Cheryl	Riley Co. Hist. Soc.	Radil	Alexis	Mahaffie Stagecoach
Corkran	Jan	JCHS (MO) Board	Ramsey	Terry	Bushwhacker Museum
Coykendall	Jan	Humboldt	Robertson	Eileen	Humboldt
Craig	Jody	MARC	Russell	Kay	Confederate Memorial
Crume	Ann	Lexington	Simms	Lori	MO Tourism
Davis	Marilyn	Humboldt	Sunderwirth	Richard	St. Clair Co Hist Soc
Durbin	Nancy	Osage Co. Eco Dev	Tacha	Deanell	Board of Trustees
Forry	Dick	MO DNR	Tellefson	J.C.	Leavenworth Co. Commission
Fuller	Janae	Battle of Lexington	Toll	Dennis	Manhattan CVB
Grainger	Dona	JCHS (MO) Board	Traub	Dennis	Traub Design
Hancock	Jeff	Warrensburg City Mgr	Vieira	Scott	Johnson Co. Library
Irle	Lisa	Johnson Co. MO Hist. Soc.	Watkins	Warren	
Irle	Melody	Johnson Co MO Hist. Soc.	White	Debbie	Lawrence CVB
Julich	Gordon	Jackson Co Parks & Rec	Zahn	Patricia	MO Humanities
Keckeisen	Bob	KS. Hist. Soc.			



Freedom's Frontier's Management Planning Team and Steering Committee have developed the following strategies and tactics in order to help Freedom's Frontier achieve its 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.

These strategies and tactics were taken from the five segment plans (tourism, marketing, economic development, interpretation & education and heritage resource management) which were reviewed by Freedom's Frontier's committees in September. The management planning team wrote these strategies and tactics in response to the needs and opportunities they uncovered during their Phase I period of discovery.

While all of these tactics are important to the success of Freedom's Frontier and while they overlap and work in concert with one another, they all take time and resources. Priorities are needed to help direct Freedom's Frontier about which tactics to pursue if time and resources are limited. In order to create a management plan that is responsive to your needs and to remain true to Freedom's Frontier's beginnings as a grassroots organization, you will be asked for your input about prioritization of tactics at the November 2008 Freedom's Frontier Partner Meeting in Warrensburg, Missouri. The following information attempts to explain those tactics and relates them to the strategies they support.

Strategy: Define Freedom's Frontier by recognizing and developing its resources, sites, story and brand.

- **Tactic**: Collect and present information about contributing heritage resources through a searchable database. This database will include information about contributing sites, artifacts, archival material, cultural landscapes, historical buildings and folklife.
 - This tactic involves enhancing and expanding the current database to create a searchable online database. Creating this database will involve collecting information about artifacts and archival material in the area. Collecting information about existing surveys of historical buildings and partnering with others to inventory historical buildings, cultural landscapes and folklife.
- Tactic: Designate Freedom's Frontier Partner and Accredited sites using established criteria.
 - This tactic involves approving and implementing the criteria and process for accreditation created by the management planning team.
- **Tactic**: Define Freedom's Frontier's story by developing orientation materials, clustering sites into manageable visitor experiences and enhancing available information about Freedom's Frontier sites through a system of interpretive panels.
 - This tactic involves developing an overview to introduce visitors and residents to Freedom's Frontier's story. This overview may take the form of an interpretive exhibit, a brochure, a guidebook, a video or some other medium. It also involves defining the story through the development of suggested itineraries and heritage trails and by partnering with others to create outdoor interpretive signage to explain parts of Freedom's Frontier's story that are not currently told.
- **Tactic**: Articulate consistent messages about the regional experience and individual contributors to that experience by developing a Freedom's Frontier brand that is recognized and constantly and consistently delivered.



 This tactic involves developing a Freedom's Frontier brand promise based on its foundation documents (Statement of National Significance, Vision, Mission, Goals and Guiding Principles). It also involves partnering with others to articulate that brand promise through training programs for front-line hospitality workers (hotel workers, restaurant servers, State tourism welcome center staff, etc.)

Strategy: Build a foundation for communicating Freedom's Frontier's message and stories.

- **Tactic**: Maximize the Freedom's Frontier website as a virtual interpretive, educational and marketing Tool for Residents and visitors.
 - This tactic involves redesigning the Freedom's Frontier website to enhance the site's usefulness for different audiences. The website will include a section dedicated to travelers, educators, researchers and stakeholders/Partners.
- **Tactic**: Develop a coordinated marketing program that complements the region's individual destinations and site programs.
 - This tactic involves defining Freedom's Frontier's regional role in tourism and marketing and working with local convention and visitors bureaus and destination management organizations to collectively promote Freedom's Frontier.
- Tactic: Develop consistent wayfinding tools in the form of maps and directional signage.
 This tactic involves developing two different types of wayfinding tools for visitors and residents to locate our contributing assets: maps and directional signage.
- Tactic: Increase awareness and support by local constituents, including elected officials.
 - This tactic involves a number of tools to help residents become better acquainted with Freedom's Frontier. Using newsletters, brochures, a speakers bureau, an annual report, local promotions, and other tools, Freedom's Frontier make itself known to elected officials and area residents.

Strategy: Enhance and sustain Freedom's Frontier's sense of place.

- Tactic: Enhance and develop Freedom's Frontier's sites and partners.
 - This tactic involves helping Freedom's Frontier's sites and partners to better tell their story better and to better preserve their resources through mentorship, workshops, grant programs and recognition programs.
- **Tactic**: Encourage preservation and conservation as ways to sustain Freedom's Frontier's sense of place.
 - This tactic seeks to increase coordination and cooperation between various entities involved in sustainable development, preservation of built resources, adaptive reuse and conservation of natural resources. It also seeks to raise awareness of area residents about the importance of preservation and conservation.
- **Tactic**: Develop Freedom's Frontier as a sustainable destination.
 - This tactic involves helping Freedom's Frontier become economically sustainable. It focuses on promoting and supporting our story-based tourism businesses and advocating support for the increased funding of local tourism and marketing organizations.



MEETING REPORT

Evergreen Events
107 Wea Street
Paola, Kansas
Julie Lenger

Attendees: See attached list

Meeting Date:	December 11, 2008
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Toolkits and Civic Engagement
Meeting Purpose/ Intended Results:	Toolkit Review and Civic Engagement Plan

Meeting Notes:

Judy Billings welcomed attendees and they introduced themselves. She announced that Freedom's Frontier will sponsor the upcoming Kansas State Historical Society History Day and asked attendees from Missouri to find out if the Missouri History Day needs sponsors. Billings also reminded the partners to complete and turn in a meeting expense sheet.

Julie Lenger reminded partners that the Foundations Documents and the Statement of National Significance were available online at http://www.freedomsfrontier.org/partners/. She also explained about the Cultural Watersheds narrative which is available online at

http://www.freedomsfrontier.org/meetings/2008/Handouts/Cultural Watersheds narrative.pdf. Jeffrey Bruce discussed the management plan progress using a pyramid graphic to help explain how pieces of the management plan fit together. Frank Martin discussed the Civic Engagement Plan and explained that the management plan is for and about people. The civic engagement plan focuses on drawing people in and keeping them involved with Freedom's Frontier.

Billings asked if the attendees had any questions concerning the plan. Bob Burkhart asked if the organization was solvent. Billings stated that it is not but that the Board of Trustees is working to raise money. Terry Manies stated that she was having trouble describing the organization in a few, simple sentences. Billings responded by describing the organizations two prongs, the Board of Trustees and the grassroots Partnership.

The partnership discussed the nature of the organization. The following ideas were expressed:

- Questions/Needs
 - It would be helpful to understand the expectations of the heritage area when the management plan is done. The challenge is that people on the outside want to know about the outcome. We need to articulate what the goal is. (Gary Nevius)
 - o How do we identify our hook to Freedom's Frontier if we don't already know? (Hoite Caston)
- The Management Plan and process
 - The management plan is the guidance that is needed before we can take action. It is a springboard to larger projects. (Alexis Radil)
 - The process of creating the management plan is important. It leads to growth and sharing. (Eileen Robertson)
- Freedom's Frontier explanations



- Freedom's Frontier is like academia but without the academy. It is a fluid way of teaching through place. It's like the Big Twelve conference and its sites are like the individual universities that participate in that conference. (Radil)
- Freedom's Frontier is not an average heritage area. It is unique in that Missouri and Kansas have a common heritage but we've never agreed that we have a common heritage. Freedom's Frontier builds bridges and that doubles the value of what we do. (Kerry Altenbernd)
- This national heritage area doesn't have a physical location; it has a metaphysical location. If an idea is as real as a canal, then we are doing the same thing as other national heritage areas. (Maines)
- Each county in the heritage area is a puzzle piece that snaps together. When all the pieces are together, we see the big picture. (John Mark Lambertson)
- Freedom's Frontier represents a coalition of individuals and groups working to preserve and present stories about freedom in America. Their activities are not supported by a centralized administration, but rather by their passion to reinvigorate economic and intellectual resources in their villages, towns, cities and counties. (Manies)
- The nature of heritage areas
 - Heritage areas are tools for economic development unlike any other economic development tool. They are a way of creating value through the process of preserving what we value. The management agency is the stage to have a discussion about freedom and a way of life. They add value to the community (Bruce)
- Freedoms' Frontier's stories
 - We are learning what our stories are and how they connect to one another. The management plan will give us some tools to help do this. (Billings)
 - We have to learn to tell our stories with ragged edges so that we can find out where we fit together. (Jim Zaleski)
 - What is unique and important is that the stories and themes of Freedom's Frontier have contemporary relevance. It is difficult to see where certain stories fit because this is an overwhelming story. Our frustration is the greatest indicator of how dynamic this effort is. (Janith English)

Attendees broke into three groups to discuss the toolkits and Civic Engagement Pplan. The Civic Engagement Committee, led by Jody Craig, discussed the Civic Engagement plan. The Interpretation and Education Committee, led by Radil, discussed the Storytelling Toolkit. The Heritage Development and Tourism and Marketing Committees, led by Terry Ramsey, discussed the Preservation Toolkit. Notes from each of the committees follow.

The meeting broke for lunch.

Following lunch, the committees shared their thoughts with the rest of the attendees. Radil reported for those who reviewed the Storytelling Toolkit. She explained the purpose of the toolkit and shared the comments of the committee. Ramsey and Deb Barker spoke on behalf of those who reviewed the Preservation Toolkit. Craig and Lisa Irle spoke on behalf of those who discussed the Civic Engagement Plan.

Bruce reviewed his Power of Place presentation, first presented in September in Nevada, Missouri. Following the presentation, Manies asked how to make the idea of "this place" relevant to younger generations. Bruce responded by encouraging the partners to be creative and listed "Symphony on the Plains" as an example.



Last Name	First Name	Organization
Altenbernd	Kerry	Battle of Blackjack
Asher	Ken	Mound City Hist. Soc.
Asher	Mary	Mound City Hist. Soc.
Bahnmaier	Paul	Territorial Capitol Lecompton
Banwart	Connie	Fort Scott Tourism
Barker	Deb	Franklin Co. Hist. Soc.
Billings	Judy	Destination Mgmt
Bohl	Carol	Cass Co. Hist. Soc.
Bruce	Jeff	Mgmt Team
Burkhart	Bob	Kaw River Valley
Caston	Hoite	Montgomery Co.
Cheney	Ernestine	Humoldt
Clark	Charles	Board of Trustees
Clark	Peggy	Osage Co. Hist. Soc.
Collins	Kelley	Ft. Scott NHS
Coykendall	Jan	Humboldt
Craig	Jody	MARC
Davis	Marilyn	Humboldt
Durbin	Nancy	Osage Co. Eco Dev
English	Jan	Wyandot Nation KS
Everhart	Carol	Paola Chamber
Gandert	Jo	Swan Museum
Griffith	Peg	Humboldt
Hotaling	Jon	
Irle	Lisa	Johnson Co. MO Hist. Soc.
Lambertson	John Mark	National Trails Museum
Lee	Kristi	Fort Collins CVB
Lenger	Julie	Mgmt Team
Manies	Terry	Baker University
Marshall	Ross	Santa Fe Trail Hist. Soc.
Martin	Frank	Mgmt Team
McCullough	Jan	Humboldt
McFarlin	Cynthia	Fort Scott Tourism
Nevius	Gary	
Nichols	John	Miami Co Hist Soc
Radil	Alexis	Mahaffie Stagecoach
Ramsey	Terry	Bushwhacker Museum
Robertson	Eileen	Humboldt



Scheid	Tamra	Topeka CVB
Sharp	Bob	Humboldt Mayor
Tellefson	J.C.	Leavenworth Co. Commission
Traub	Don	Traub Design
Tucker	Larry	Humboldt City Admin.
Vieira	Scott	Johnson Co. KS Library
Watson	Stephanie	Osage County Eco Dev
White	Debbie	Lawrence CVB
Zaleski	Jim	Labette Co. Tourism



Committee Members Present: Jody Craig, Facilitator Charles Clark, FFHNA Board of Trustees Eileen & Humbolt representatives Notes by Terry Manies Minutes by Lisa Irle Jeffrey Bruce Frank Martin

Jody began a discussion on the meaning of "Civic" Engagement (as defined by the National Park Service). A better term might be "Citizen" Engagement. It could be considered a process whereby we attempt to gain feedback and input from citizens of the region and also encourage all to become part of the outcome, part of a comprehensive project.

• Who are these citizens?

--residents who are involved --visitors

- Larry Tucker from Humbolt suggested a web presence to increase communication as has been implemented by Kansas Communities, Inc. The web presence is important, an effective tool, further discussion highlighted that the management of such a discussion forum is labor intensive and would probably require additional personnel.
- o Another concern is that there should be appeals for all age groups to participate.
- It is important to realize that there are different aspects of FFNHA which will appeal to different groups Historians Economic Development Travel and Tourism concerns.
- A very important, but somewhat unexpected aspect of this management process has been "healing the old wounds" Collaboration and partnership between diverse groups can be a result of FFNHA.

Jody then focused the discussion on how to get "citizen engagement" going. Marketing will be a necessary component, a certain amount is required. Statistically, historically and in local experience --response to "citizen engagement" attempts is directly impacted by money spent on marketing.

There is also possibility for "earned media" --Interviews, PSAs , local coverage, but to reach the entire area a publicity plan will be needed.

Also face to face, and networking in conversation tactics, like a restaurant mural Jan's conversation inspired in Humboldt.

Target Audiences for Citizen Engagement were identified:

Older Generation Adults Young Families RV People People Interested in History People interested in stories

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CVBs/ CVAs and Chambers of Commerce People in Local Government County and City Planners Travel Agencies / Planners People in the Inner City Minority Groups Native Americans Historical Societies Service Clubs School Groups Home Schooling Networks Educators Colleges and Universities Donors Professional and Trade Associations Advocate Groups Religious Groups Local Retailers The General Public

Tools for Citizen Engagement were identified:

Personal Contacts One on One Speaking to small groups Oral Histories Links on Partners' Websites Public Service Announcements Community Libraries -Links -displays -survey distribution Public Meetings House Parties Symposia/Conference (on a large scale) to discuss "FREEDOM TODAY: We're living tomorrow's History"

Ernestine, of Humboldt, expressed her concern that we not forget the emphasis on FREEDOM in all of this planning. That we remember the past and also the understanding of what freedom means to us today and in the future.

There is opportunity to engage the region in conversations about FREEDOM as inherent in this process of providing inroads to the FFNHA for all parts of society in our region.



Notes from Storytelling Toolkit

- Suggest a table of contents and index be added.
- Bibliography needed. Although the links are good many older folks would prefer to get a book through inter-library loan. Also some titles are online. Additionally, online interpretive training is available through Indiana University and others.
- More graphics needed. Include the "see saw" diagram from the Management Plan that puts a visual with the themes. Include a graphic that reinforces the assessment, plan, implement, and evaluate model.
- Include program examples from the Freedom's Frontier area.
- Themes on page 3 need to be defined because toolkit needs to be self-contained.
- In the "Where can I get more help section" reference professional interpreters organizations such as the National Association of Interpretation. Also reference state historic societies.
- Need to mention the need to evaluate your interpreters.
- Give more specific questions and provide suggested answers (use the Johnson County library model)
- Like the graphic on page 5.
- The toolkits should be designed to be used by new and old volunteers/staff to develop connections to Heritage areas as well as resource used to train the trainers.
- Need to include examples of tools used for evaluation. (i.e. self-evaluation for interpreters)
- Include local resources in toolkit as resources become known.
- Include a statement that this is a living document that can and will change over time.
- Emphasize that interpretation is a dynamic process.
- Elaborate on the need to encourage and promote multiple perspectives.
- Check #4 of 10 Tips for Successful Storytelling. Should the word "in" be between interested and to?



Notes from Preservation Toolkit

- Introduction needs to address the questions "What's in it for me?" and the value of preservation but respect for personal property. Use results and outcomes as examples to choose preservation.
- Cultural Landscapes section: definitions are clear but need specific examples of each type of cultural landscape within Freedom's Frontier.
- "Where can I find funding?" section: this should be a stronger component, define source requirements; how to find a grant consultant?
- Treatment approach section: "Break up the gray matter." Use more bullet points and lists to allow reader to skim and get highlights
- Case studies include good diversity and topic matters representing themes. Want case studies from FFNHA.
- Programs and tools section: Spell out GIS. Need to explain how to do a "survey" of resources.
- "Listings in Freedom's Frontier" section needs "as of" date. Main Streets include Coffeyville, Ottawa.
- Main Streets, CLGs talk about them in more local terms of FFNHA in partnership with state programs
- A key is knowing where to go to get more information. Need a resource page with national and regional resources, list of professional consultants,
- Format: Make it more friendly and easy to understand. "Less as a textbook and more as a ppt."
- FAQ sheets: NAGPRA is easiest to read, Section 106 diagram is good. Need examples of them. Want to know why to comply. Should use NAGPRA format for NEPA FAQ.
- Important to articulate that sites are autonomous and about personal property rights.
- What does success look like? Need to know when we are "done?" Use success stories to inspire---"If they did it, I can do it."
- Formatting: more visual arrangement, different colors of ink
- Other suggestions:
 - What about natural landscapes?
 - o Natural disaster guidelines for redevelopment/authenticity
 - o Sign ordinance?
 - Encourage authenticity
 - Address benefits—why preserve? Why place cultural landscapes on National Register? Why do surveys?



MEETING REPORT

Meeting Location:	Lawrence Visitors Center
	402 North 2 nd Street
	Lawrence, KS
To:	
By:	Julie Lenger
Attendees:	See attached list

Meeting Date:	January 8, 2009
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

Meeting Context:	General Management Plan – Phase 2 Defining the Experience
Meeting Purpose/ Intended Results:	Refining Criteria for Sites, Events and Stories

Meeting Notes:

Judy Billings welcomed attendees and they introduced themselves. She introduced Judge Deanell Tacha who welcomed attendees and thanked them for their participation. Tacha urged their continued participation as the management planning process concludes. She explained the organizational structure of the Board of Trustees and their job of fundraising. Tacha asked attendees to talk to their cities and counties and organizations and individuals about financially contributing to Freedom's Frontier. She talked about what was in store for the future of Freedom's Frontier and reminded attendees to stay tuned to the website for updates.

Billings reminded attendees about signing the Partner Pledge and recognized those who have signed with Freedom's Frontier commemorative coins. She also reminded attendees to fill out the January expense sheets.

Julie Lenger reminded attendees how to access the website and where to find the Welcome Packet, meeting information and management plan information. Jeffrey Bruce discussed the management plan structure and revealed that rough drafts were close to completion for the Executive Summary, the Power of Place and the Power of Story sections and that work was being done on the Power of Action and the Power of Partnership sections.

Lenger presented information on the graphic standards for Freedom's Frontier's logo, including why logos are important, what Freedom's Frontier's logo stands for and how not to reproduce the logo. She asked attendees to break into groups and consider the following questions:

- What is a visitor?
- What do we want our visitors' expectations to be?



Following group discussions, the meeting broke for lunch.

Billings asked the groups to share their discussions from the morning breakout session. Julie Mulvihill reported for the yellow group, Alexis Radil reported for the blue group, Hoite Caston reported for the red group and Kerry Altenbernd reported for the green group. Notes from the group discussions are attached below.

Lenger presented information on the need for criteria as a way to protect the visitors' experience and the logo that represents it. She explained three basic visitor questions that were used to develop categories for criteria.

Those questions and categories were:

•	Why should I visit?	Story and Theme
•	Will visiting give me a better understanding of the region?	Interpretation and Connections

How easy is it to visit?
 Accessibility and Location

Lenger asked attendees to break into groups and discuss characteristics of each category for an ideal Freedom's Frontier site, story and event.

Following group discussions, representatives from each group shared their discussions.

The meeting concluded with announcements.



Attendees:

Last Name	First Name	Organization		
Altenbernd	Kerry	Battle of Black Jack		
Bahnmaier	Paul	Lane Museum Lecompton		
Baker	Susan	Baldwin Chamber		
Barker	Deb	Franklin Co Hist Soc		
Bass	Phyllis	Richard Allen Cultural Center		
Billings	Judy	Destination Mgmt Inc		
Bruce	Jeff	Mgmt Team		
Carmichael	Beth	St. Joe CVB		
Cheney	Ernestine	Humboldt		
Coykendall	Jan	Humboldt		
Craig	Jody	MARC		
Crane	Karen	Merriam CVB		
Crites	Emma	Fredonia Tourism		
Davis	Marilyn	Humboldt		
Finger	Linda	Douglas CO		
Fisher Isaacs	Melissa	JO CO KS Museum		
Garton	Amy	Overland Park CVB		
Geertsen	Barak	Fort Scott NPS		
Gordon	Clif	Wakefield Museum		
Graham	Carol	Lawrence		
Groves	Rich	Historic Downtown Liberty		
Harris	Ron	Territorial Capitol Ft Riley		
Hatchett	Elizabeth	Kaw Valley Heritage Museum		
Hills	Clenece	Lawrence		
Hotaling	Jon	Coffey CO Eco Dev		
Irle	Lisa	JO Co MO Hist Soc		



Jackson	Dorthea	Santa Fe Trail Hist Soc		
Jackson	John	Santa Fe Trail Hist Soc		
Jefferson	Paul	New from Lawrence		
Julich	Gordon	Jackson CO MO P&R		
Lambert	Don	Kansas City MO		
Landers	Jack	JO Co MO Hist Soc		
Lee	Kristie	Franklin Co. Tourism		
Lenger	Julie	Mgmt Team		
McCleary	George	KU		
McFarlin	Cynthia	Fort Scott Chamber/Tourism		
Meinhardt	Chris	Constitution Hall Lecompton		
Morris	Terri	Baker University		
Mulvihill	Julie	KS Humanities		
Nichols	John	Miami Hist Soc		
Nicol	Regina	KS Tourism		
Parker	Martha	Kaw Valley Heritage Museum		
Pierson	Judy	Kaw Valley Heritage Museum		
Quillin	Tracy	KS Humanities		
Radil	Alexis	Mahaffie Stagecoach		
Robertson	Eileen	Humboldt		
Scheid	Tamra	Visit Topeka		
Shirrell	Alan	Tecumseh		
Sibley	Carmela	Douglas CO Hist Soc		
Sundell	Craig	New from Lawrence		
Tellefson	Cheryl	Leavenworth CO		
Tellefson	JC	Leavenworth CO		
Tiffany	Phyllis	Douglas CO Hist Soc		
Vieira	Scott	JO CO KS Library		
Wagnon	Bill	Washburn		
White	Debbie	Lawrence CVB		
Winkler	William	Douglas CO Hist Soc		
		-		



Notes from Blue Group

What is a visitor?

- Actual or virtual visitor
- Resident or non-resident

• Per travel industry—anyone outside a 50 mile radius—brings most economic impact Demographics/Target Markets

- Residents of FFNHA
- Students (both traditional and non-traditional, in school and life-long learners)
- Niche Markets
 - o Genealogists
 - History Buffs and Civil War Buffs
 - o International Visitors
- Family trips

Why do people come?

- To experience history
 - Specific history stories—Frontier/Old West; Civil War; Underground Railroad/Slavery
 - o To revisit and experience what they studied in school
- To learn history
- To entertain out-of-town guests
- Regional proximity and affordability

Expectations

Need to overcome stereotypes of the area and of MO/KS residents Visitors expect to:

- Be able to learn and experience history
- Encounter visitor services and handicapped accessible facilities
- Be greeted and receive good customer service
- Encounter knowledgeable staff

Want to present:

- Authentic and credible experience
- Engaging place showcasing unique landscape
- Correcting misconceptions
- Better understanding of role region played in nation's history

Vision of Visitor's Experience

- Reputation for quality and authenticity
- Integration of real and virtual experiences
- Engaging the visitor in the stories
- Replace misaligned perceptions with interactive interpretations based on histories, contemporaneous accounts, and first-person stories



Notes from Blue Group cont.

Criteria

Theme

- Should interpret at least one of the three sub-themes from the Statement of National Significance
- Should discuss which sub-theme is being interpreted
- The sub-theme does not need to be the primary focus of the site

Story

- Must be authentic
- Should be based on primary documents
- Should be verified in as many sources as possible
- Should identify oral traditions
- Is significant if it meets one or more of the themes (see above)
- Must protect physical evidence

Interpretation

- Must use at least one method of presentation
- Encourage staff to participate in training

Connections

• Work with other FFNHA sites to tell the rest of the story



Notes from Green Group

What is a visitor?

- Anyone who visits the site
- Heritage travelers are most common for FFNHA.

Why do people come?

- Curiosity
- Seeking enjoyment

Expectations

What do visitors expect?

- Quality
- Education (all are on different levels in terms of knowledge of story)
- Authenticity

What do we want expectations to be?

- Connected experience
- Something that inspires return visits
- Something that inspires a sense of ownership—"our heritage area"
- Honest, accurate, historically-correct story

Visitors' expectations 10 years in future?

- Comfort
- Ability to learn something
- Authentic and important story
- Realization that there is a frontier here—both historically and for the future of freedom.

Criteria—What does the ideal site look like?

Theme

- Obvious connection to FFNHA themes
 - No consensus on whether best story would fit all three sub-themes or clearly illustrate one theme very well.

Story

- Accurate, authentic and complete
- Relates to everybody
- Physical evidence is protected

Interpretation

- Entertaining
- Reliable
- Educational
- Should acknowledge biases
- Should be accessible to all through both human interaction and technology
- Address changes in vocabulary (between contemporaneous accounts and histories from different periods and present).
- Address changes in education between centuries.



Notes from Green Group cont.

Connections

- Obvious connectivity to other sites
- Technology that allows for specific connections (to sites, amenities)
- Cross-promote other FFNHA sites and events
- Events should help to create new connections

Accessibility

- Full ADA compliance, including interpretation, technology, facilities and exhibits
- Full media spectrum for promotion
- Full services available, when appropriate

Location

- Ideal place is within boundaries, but with unlimited connections to pertinent stories
- Easily visible but unobtrusive signage
- Easily accessible and on public transportation route
- Site should contain easily recognizable parts of the story
- Public outreach for programs and special events (offsite events)



Notes from Red Group

How do you define a visitor?

- Anyone who comes:
 - o Intentionally someone who comes to a site seeking something of value
 - o Accidentally
 - Dragged along
- Out of towners
 - Home town folks
 - o tend to not give credence to local attractions
 - o can be repeat visitors when they have out of town guests
 - o can become source of volunteers
- Virtual visitors visit website and may or may not ever visit the site
- Non-traditional visitors international visitors and ethnic, economically challenged
- K-12 students
 - o Core group
 - o Children's interests often drive vacation plans
- Tourists
- Travel writers
- Motor coach tours
- Elder hostels often interest in "blue highway" attractions
- Work campers mobile homes, location-to-location, transient, 2-3 months at a time
- Scholars
- Business travelers

Who do we want our visitors to be?

- Ideally, bring some economic value
- Someone who will share with others
- Someone who will bring other perspectives, experiences, suggestions and questions
- Someone with good intent

Values

- Preservation of sites
- Stories

What we should be prepared to offer to visitors?

- Friendly and helpful greeting
- Summary of why this attraction is worth spending time
- Leave room for visitors to have a unique experience
- Every visitor has a unique learning style offer variety of ways to tell the story
- Various levels and directions of interest
- Recognize that a lot of people "shut down" when they hear the word "history"
 - Define it as exploration, engagement, experience.



Notes from Red Group cont.

Why do visitors currently come to our area?

- Visit family
- With family
- On business use spare time to explore
- Field trips
- Educational
- Entertainment
- Interpret-tainment
- Special social events
- Advertising and promotion make sure its in printed and online events calendars
- Good word-of-mouth
- News release
 - o Idea: prepare news release about attendance and purpose of meeting for papers
- Logos and signage

What should we offer?

- Hands-on experience
- Enthusiasm
- Knowledge

Expectations about FFNHA logo

- Currently, no expectations isn't seen or known by general public
 Idea: check out On-Cell vs. Guide By Cell
- Video can get attention
- Offer iPod interaction
- One sentence explanation of logo on the website

Future expectation

- Expect fun, interesting experience
- Expect amenities and accessibility including handicapped
- Quality experience
- Worthwhile

Long-term

- Understanding of struggle for freedom
- Connect local struggles with struggles of the world
- Quality presentation

10 years

- importance of economic development
- historic preservation and conservation
- help tell our story
- extremely positive experience
- desire to visit out FFNHA sites
- maintain brand quality at all sites
- reach out to non-traditional visitors



Notes from Red Group cont.

Criteria-Ideal portrayal of:

Story

- Must have authenticity
- Can have primary theme and story for the site but needs to provide connect-the-dot to other sites
- The star is the site; the co-star is the FF enduring struggle for freedom theme

Theme

- All sites should embody the enduring struggle for freedom as a minimum
- Some sites can convey border war battles or frontier settlement or both or neither

• Offer virtual and CD alternatives as well as printed materials and schematics at the site *Interpretation*

- Offer common theme with multiple possible perspectives
- Offer questions throughout the site perhaps offer answers at the end
- Story of the site is the main focus
- Volunteers need to be trained to have a consistent presentation, although varying by styles
- Only tell your own story
- May be conflicting historic interpretations

Connections

- Make sure understanding of this site is seen in relationship to other area sites
- Each site should have map/exhibit that shows locations of other FF sites
- Encourage visitors to visit other sites give a clue what they might expect
- Every should supply of brochures from every other site
- Volunteers need the resource of an online tutorial about other sites
- Passport or visitor's card to indicate what sites have been visited
- Offer "VIP" recognition for people willing to help make improvements (Volunteer In Parks, NPS)
- Consider amazon.com approach "individuals who enjoyed this site also enjoyed ???"
- Use Park Service model

Accessibility

- For physically impaired
- For visually impaired

Location

- Signage is critical, especially if in a less accessible location
- Should be at the original location of a specific building or event or within a few miles



Notes from Yellow Group

What is a visitor?

A visitor is...

- Anyone who comes:
 - o By choice
 - By accident
 - o By force
 - o On site
 - Virtually through website
- Money. Visitors have an economic impact.
- Publicity. Visitors have a ripple effect by talking about their own experience, good or bad.
- Someone who wants to learn. Either formally (school groups, educational events) or informally.
- From inside or outside local community.

Demographics / Special Interest Groups

- Heritage tourists
- History buffs
- Civil War buffs
- School students
- Genealogists
- Specific interest in event or program
- Tours and Motor Coaches
- Casual leisure visitor
- Shopper
- Recreation seeker (bicycle, etc.)
- Collateral—come because of other primary attraction
 - o Business travel
 - o Conventioneer
- Family reunions
- International visitors
- Visitors representing underserved communities
- Cyber visitor and physical visitor
- Invited guests

Who do we want to include?

- Decision makers
- Elected and civic officials
- Philanthropists and donors



Notes from Yellow Group cont.

Why do they come?

- To hear the story
- To experience the story through preservation and interpretation
- To learn
- For enjoyment
- Because it's an economic value
- Because they are invited, feel welcome, feel they belong
- Because they've heard good things
- To be stewards of the story/heritage
- To create an identity through exploring their past

Definition:

A visitor is a person who engages in a site or story to gain a better understanding of a story and in doing so gains a sense of belonging, enrichment and enjoyment.

Expectations

Currently...

- Logo not used by any sites
- Public not yet exposed to it
- Partners need to understand the logo and explain it to visitors.
- Visitors would expect consistency, quality of interpretation and visitor amenities.
- Logo use would make site recognizable as part of the story.
- Has national significance
- Relates to concept of freedom

Every site that uses logo is...

- Dependable
- High quality
- Authentic
- Consistent
- Educational

People will expect...

- Accurate, authentic information
- Enjoyable experience
- Welcoming atmosphere
- Ability to learn
- Ability to have fun

In 10 years...

• Freedom's Frontier will be known for keeping the story alive.

Vision for the visitor's experience

Each visitor identifies with and embraces the concept of freedom as the local site interprets it and grasps the connection of the various sites.



Notes from Yellow Group cont.

Characteristics of the best possible site, story and event *Theme*

- Identify at least one theme and encourage visitation of additional sites.
- Discussion: Border War is primary theme to address or address any of the three themes, no consensus.
- The more themes associated with individual site yields a stronger site.
- A site should clearly identify what theme is presented/interpreted.
- FF theme does not have to be primary theme/story/interpretation.

• An event has to have clear association with three themes to allow logo use.

Story

- Highest level of authenticity, accuracy and substantiation of detail
- Significance—even a minor detail, if accurately portrayed, interpreted is important, as long as it is connected to theme
- Ability to preserve/conserve and curate physical evidence
- All stories and interpretations need to be fact checked; accurately researched
- Oral histories and local legends need to be identified as such.

Interpretation

- Common training for interpreter throughout heritage area
- Must be at least one method of interpretation (live, written, audio) available, the more methods of delivering the story, the better the site
- Interpretation should be best possible

Connections

- Must connect to other sites
- Encourage multiple site tours
- Individual sites need to identify how their site/story connect with other sites/stories
- Connects should be made through brochures and organized tours

Accessibility

- Encourage "good faith" ADA compliance
- Use alternative and multiple means to interpret site
- Work with sites outside of geographic designation

Signage

Location

- Geographic remoteness should not disqualify inclusion or significance
- Work with private landowners to prevent new wars
- Ideally, an interpretive center should be close to actual site, but not reason for exclusion



MEETING REPORT

Meeting Location:	University of St. Mary,		
	Berchmans Assembly Room		
	4100 South 4 th Street		
	Leavenworth, Kansas		
To:			
By:	Julie Lenger		
Attendees:	See attached list		

Meeting Date:	February 12, 2009
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	General Management Plan – Phase 2 Identifying Potential Partners
Meeting Purpose/ Intended Results:	Your Heritage Area: Preparing for review of Management Plan Identifying Potential Partners Planning for future events

Meeting Notes:

Judy Billings welcomed attendees and they introduced themselves. She introduced Bryan Le Beau, Vice President of Academic Affairs for the University of St. Mary. He welcomed attendees to campus and reminded them of the Lincoln Lecture Series event that would occur on campus in the evening. J. C. Tellefson, Leavenworth County Commissioner welcomed attendees to Leavenworth and reminded them about the significant Lincoln collection housed at St. Mary. Other attendees from Leavenworth welcomed the group and made announcements. They included Connie Hachenberg, Director of the Leavenworth Convention and Visitors Bureau; Phyllis Bass, Director of the Richard Allen Cultural Center; Terry Beckenbaugh, assistant professor, Command and General Staff College and Fort Leavenworth Historical Society; Jeanne DeRuyscher, Leavenworth Historical Museums Association; Sally Hatcher, Leavenworth County Historical Society.

Billings reminded attendees about signing the Partner Pledge and recognized those who have signed with Freedom's Frontier commemorative coins. She also announced January expenses and reminded attendees to fill out the expense forms. Billings encouraged attendees to get put their events on the FFNHA website calendar and drew attendees' attention to a brochure about National Heritage Areas published by the National Park Service. She invited attendees to take a brochure and stated that more publicity about Freedom's Frontier was likely on the way.

Billings led the group in a discussion about being a stakeholder in Freedom's Frontier. Discussion included the following:

- Whose Heritage Area is this?
 - o This is my heritage area. It belongs to everyone who commits time and effort.
 - It comes back to how we relate to Freedom's Frontier? How do we relate to the themes and contribute to the heritage area?
 - A stakeholder is anyone with a tie to the heritage area. Anyone that has a piece of the regional and national story.
- Why should we expand the base of stakeholders?
 - We want everyone to feel responsibility for the success of this organization.
 - Each different organization is represented by different stakeholders and each has a piece of this
 - puzzle. We need all the pieces of the puzzle to make the overall big picture come into view.
- What is the role of stakeholders?
 - o Role becomes evident once you realize you are a stakeholder.
 - Citizen engagement is very important to the process. Stakeholders need to think about who they can start nurturing to get involved in the organization.
 - We need to do our part to steward this story and area now and serve as a good model for others to join in. We are doing this for future generations. We need to articulate what our heritage is so the



next generation can pick up the torch and carry it forward. We need to imprint on young people a sense of who we are, based on our shared heritage about the struggle for freedom.

- Other comments
 - The evolution of this organization is amazing. It is a heritage area with no geographical feature. We lack specific examples to take broad concepts and make them specific.
 - Most of the stakeholders are from smaller towns and rural areas. This is important but 2/3 of the
 population is from metro Kansas City. Somehow we've got to figure out how to make connections
 to those people. Their historical organizations are not looking beyond themselves. It is a huge
 opportunity that is being missed.
 - There was a discussion about why some southern and southwestern Missouri counties were not included in the boundaries of the heritage area. This was a political decision made by members of the Missouri Congressional delegation at the time of passage of the bill.
 - Press releases need to stress that these are public meetings and a public process.

Julie Lenger explained the management plan posting and commenting process and shared ways that the group could help stimulate public interest. Attendees asked that a brief timeline of the process be included in the general information release. They suggested supporting a blog and discussion page for the heritage area and an email directory for all participating partners.

The meeting broke for lunch.

Lenger discussed the recommendations that would be in the segment plan. She noted that in order for Freedom's Frontier to achieve its mission it needed to partner with regional groups to work toward their shared goals. The attendees broke into groups to brainstorm groups with which Freedom's Frontier could partner. Information gathered in during this breakout session is listed below. Following the breakout session, each group reported their information to all the attendees.

Billings explained that in order for the plan to be approved, partners needed to gather letters of commitment from groups such as those mentioned during the breakout session. She explained what a letter of commitment entailed and asked for partners to help obtain letters of commitment from their local organizations.

Billings led the group in a discussion about future plans. She explained that the management plan will be submitted this spring and planning is in the works for a kick-off event in the fall. She asked partners what they would like to see in between those two events. Suggestions included:

- Holding a conference in the summer (June) as the "first annual" conference of FFNHA as use as a way to recruit more stakeholders to the organization
- Workshops on topics to include: development, oral history, criteria usage, interpretation
- A speaker from an established NHA
- Efforts to diversify the stakeholder group
- If meetings are still held monthly, focus more on learning stories and sites and making connections.

After announcements, the meeting adjourned.



Leaf Name	First Name	Ormanization	LeBeau	Davaa	Ot Manuel Initian
Last Name		Organization		Bryan	St. Mary University
Altenbernd	Kerry	Battle of Blackjack	Lee	Kristi	Franklin Co. Tourism
Asher	Mary	Mound City	Lenger	Julie	Mgmt Team
Asher	Ken	Mound City	Marshall	Ross	Santa Fe Trail
Bahnmaier	Paul	Territorial Capitol Lecompton	McFarlin	Cynthia	Fort Scott Chamber
Banwart	Connie	Fort Scott	Nevius	Gary	Prairie Village
Barker	Deb	Franklin Co. Hist. Soc.	Nichol	Regina	KS Tourism
Bass	Phyllis	Richard Allen Cultural Ctr	Radil	Alexis	Mahaffie Stagecoach
Beckenbaugh	Terry	Ft. Leavenworth, Military History	Ramsey	Terry	Bushwhacher Museum
Billings	Judy	Destination Mgmt	Reynolds	David	St. Mary University
Burkhart	Bob	Kaw Valley Heritage Alliance	Robertson	Ellery	Humboldt's Civil War Days
Carmichael	Beth	St. Joe CVB	Robertson	Eileen	Humboldt's Civil War Days
Caston	Hoite	Montgomery Co.	Scheid	Tamra	Visit Topeka
Collins	Kelley	Ft. Scott NPS	Shirrell	Alan	Techsuch
Davis	Marilyn	Humboldt Hist Pres Alliance	Taylor	Chris	Atchison Co. Hist. Soc
DeRuyscher	Jeanne	Leavenworth Hist. Museum	Tellefson	J.C.	Leavenworth Co. Commission
Forry	Richard	MO DNR	Vieira	Scott	Johnson Co. KS Library
Fuller	Janae	Battle of Lexington	Wagnon	Bill	Washburn
Groves	Rich	Historic Downtown Liberty	White	Debbie	Lawrence CVB
Hachenberg	Connie	Leavenworth CVB			
Hatcher	Sally	Leavenworth Hist. Society			
Hull	Yvonne	Fredonia Chamber			
Isaacs	Melissa	Johnson County Museums			

Gordon

John Mark

Jackson Co MO Parks

Nat'l Trails Museum

Julich

Lambertson



Through which organizations should Freedom's Frontier reach out to educators to discuss educational needs?

- Kansas and Missouri School Districts
 - Kansas State Department of Education
 - Missouri Department of Elementary and Secondary Education
 - Missouri and Kansas Council for History Education
 - Missouri and Kansas Council for Social Studies
 - Missouri State Historical Society
 - Kansas State Historical Society
 - National Park Service
 - Teacher prep programs at universities, colleges and community colleges
 - Regional Service Centers
 - Kansas Library Association
 - Missouri Library Association
 - Summer reading programs
 - Non-traditional school venues: home school consortiums, private schools, alternative schools, online schools
 - Kansas National Guard Family Programs
 - Missouri National Guard Family Programs

What organizations offer quality educational opportunities for the general public in the area? / What organizations should Freedom's Frontier partner with to develop educational opportunities?

- Summer reading programs and other library programs
- Elderhostels
- Prision outreach programs
- Special population programs (people with disabilities)
- Museums and historic sites
- Continuing Education programs through community colleges, colleges, and universities
- Local school districts
- Local historical societies
- Missouri Department of Natural Resources
- Kansas State Historical Society
- Missouri State Historical Society
- Kansas Humanities Council
- Missouri Humanities Council
- Civic organizations
- Public television
- Youth organizations
- Extension offices
- Retirement and senior centers
- Faith-based organizations
- Missouri Council for History Education
- Kansas Council for History Education
- Kansas Council for Social Studies
- Missouri Council for Social Studies
- National Park Service
- County and municipal parks and recreation programs
- Websites



What organizations should Freedom's Frontier partner with to educate the public about important issues, such as preservation and conservation?

- National Park Service
 - Kansas Preservation Alliance
 - Other Preservation Alliances
 - Kansas Historical Society
 - Missouri Historical Society
 - Local historical society
 - Civil War preservation groups and round tables
 - Sons of Union and Confederate Veterans
 - Libraries
 - Kansas Council of Environmental Education
 - Colleges and universities
 - Local, county, and state government
 - National Trust for Historic Preservation
 - American Association of State and Local History
 - Missouri Department of Natural Resources
 - Kansas Land Trust
 - Other land trusts
 - Trails organizations

What organizations are currently offering workshops and professional development opportunities for people working at historic sites or museums?

- National Association for Interpretation
- Ride into History
- American Association for Museums
- American Association of State and Local History
- Mountain/Plains Museum Association
- Midwest Museum Association
- National Trust for Historic Preservation
- Kansas Museum Association
- Missouri Museum Association
- Heritage League of Greater Kansas City
- State Historical Societies?
- MO DNR?

What organizations can partner with Freedom's Frontier to offer workshops and professional development opportunities for people working at historic sites or museums?

- All associations mentioned in guestion above
- Kansas Humanities Council
- Missouri Humanities Council
- Kansas State Historical Society
- Missouri State Historical Society
- Missouri Department of Natural Resources
- Local historical societies

What organizations are currently providing grants to historic sites or museums?

- Kansas Humanities Council
- Missouri Humanities Council
- Institute of Museum and Library Services



- National Trust for Historic Preservation
- Tourism attraction grants from Kansas Travel and Tourism
- Kansas State Historical Society Heritage Trust
- Tourism Cares for Tomorrow
- Kansas Rural Development
- National Endowment for the Humanities
- Department of Transportation for Scenic Byways

What organizations currently publish best practices and standards for historic sites and museums?

- American Association of State and Local History
- National Park Service
- National Trust for Historic Preservation
- Secretary of the Interior
- Americans with Disabilities Act

What commercial and economic development organizations should Freedom's Frontier establish a working relationship with?

- Main Street organizations
- Certified Local Governments
- Chambers of Commerce
- Kansas Communities
- Kansas Department of Commerce
- Missouri Department of Economic Development
- Newspapers (Editorial Boards)
- Radio-Talk Radio (local hosts)
- Local TV and Public Access stations
- Banks
- Regional and county economic associations
- Mid America Regional Council
- State Chamber Offices
- Organized Professional and Business Associations

What tourism organizations should Freedom's Frontier establish a working relationship with?

- Kansas Travel and Tourism Division, Department of Commerce
- Missouri Division of Tourism, Department of Economic Development
- Convention and Visitors Bureaus
- Regional Tourism Groups
- Destination Management Organizations
- AAA
- Motorcoach Associations
- KS Sampler Foundation
- Online Travel Agencies

What historic preservation organizations should Freedom's Frontier establish a working relationship with?

- Kansas Preservation Alliance
- Local historical societies
- Kansas State Historic Preservation Office
- Missouri State Historic Preservation Office



What heritage organizations should Freedom's Frontier establish a working relationship with?

- Genealogical societies
- Local historical societies
- Missouri State Historical Society
- Kansas State Historical Society
- Daughters of the American Revolution, Sons of Confederate Veterans, Sons of Union Veterans, etc.
- Faith-based organizations
- Community organizations

What recreation and conservations organizations should Freedom's Frontier establish a working relationship with?

- Missouri Department of Natural Resources
- Kansas Wildlife and Parks Department
- Ducks Unlimited

Are there any organizations that provide hospitality training for hotel, restaurant, visitor center, etc. staff? Are there any organizations that Freedom's Frontier can partner with to provide training?

- Scenic Byways training
- Kansas Restaurant and Hospitality Association
- Kansas State program
- Chambers of Commerce

What organizations can Freedom's Frontier partner with to help identify and expand opportunities for history-based tourism products and services?

- Kansas Travel and Tourism Division
- Missouri Division of Tourism
- Kansas Sampler Foundation
- Kansas State Historical Society, Inc.
- Public television local affiliates

What organizations can help to identify the following?

- Stories
 - o Humanities councils
 - Church groups and church records
 - o Story-telling groups
 - o Heritage groups
 - o DAR and SAR
 - o Haskell University and other colleges and universities
 - o State Tourism organizations
 - o Governments, city and county records/archives/title records
 - o Local archives
 - Corporations and Corporate archives—especially railroads
 - o Title companies
 - o Library and librarians
- Events
 - Chambers of Commerce
 - o CVBs
 - Scout groups
 - o Tourism groups
 - o Elderhostel



- Re-enactment groups
- Partnerships for National Trail Systems
- o Commemorations of significant events such as Civil War Sesquicentennial
- o Santa Fe Trail Association
- o Civil War round tables
- o Scenic byways
- o KS and MO State Historical Society
- o State Tourism Sites
- Scenic and natural landscapes
 - o State conservation and wildlife organizations
 - o MO DNR, KS Fish and Wildlife
 - o Audubon Society
 - o KS Alliance of Wetlands and Streams
 - o Fish and Game
 - Nature conservancies
 - o State and Federal park systems
 - o Matt Nowak, Natural Resource Specialist at US Army
 - o "Dragonfly County"
- Recreational opportunities
 - Bike and hiking trails and groups
 - o Parks and Rec (County, state, municipal)
 - o NPS
 - o Bike Across Kansas
 - o Spirit of Kaw outfitters
 - Corporate sponsors
 - KOA campgrounds
 - o Garmin Industries
 - o Bass Pro Shops and other corporate sponsors

What organizations are involved in development strategies in the area?

- Planning commissions
- Historic development/strategy
- National Trust for HP
- Main Street organizations
- Economic development commissions
- Local landmark commissions
- State and federal highway commissions

What organizations are involved in protecting natural resources in the area?

- Sierra Club
- Nature Conservancies
- Kaw Valley Heritage Alliance
- MDC, MODNR
- KS Wildlife and Parks
- Riverfront Authorities
- Corps of Engineers
- US Fish and Wildlife
- NPS
- Bureau of Indian Affairs
- US Geological Survey

What organizations are involved in preserving historic buildings in the area?



- National Historic Register
- National Trust/Main St.
- NPS
- SHPO State Alliance for Historic Preservation
- State Gov't preservation tax credits
- Local historic agencies
- Railroad buffs
- Worker/trade affiliations
- Grange
- AIA
- ASLA

What organizations are involved in protecting open space, viewsheds, or cultural landscapes?

- Haskell and other universities
- Conservation agencies
- Scenic byways
- Zoning laws
- County commissions

Other Groups mentioned during discussion

- Genealogy societies
- Library Systems
- State, county, and local museums
- State archives
- Cyber research
- MO Historic Society
- MO archives
- NARA
- Mormon Archives
- Mid-continent geneaology library
- Museums
- Boy scouts/Girl scouts/youth organizations
- Service organizations
- OCTA paper trail Oregon/California Trails Association
- County aerial photography digitized
- GIS survey and management
- Watershed protection
- Oral histories
- 4-H groups
- Local record depositories

Online Resources/Cyber Research

- Missouri State Archives
- State Historical Societies
- National Archives
- Mormon archives
- Mid-Continent Genealogical Library Independence, MO

What organizations can assist Freedom's Frontier in researching, writing, and producing materials that introduce visitors to Freedom's Frontier through a variety of media? (virtual and physical exhibits, guidebooks, brochures, etc.)



- Newspapers
- State tourism departments
- Chambers
- CVBs
- Historical societies
- Sites
- Conservation
- Parks and rec
- Graphic art businesses
- Video production businesses
- Web sites within FFNHA
- DOT
- Dept of Commerce economic development
- State historical societies
- Mo state archives
- NPS (along trails)
- Colleges and universities
- KS and MO Humanities
- Arts councils
 - Idea-grants to do research
 - Idea-graduate student as intern
 - Idea-video contests

What organizations should Freedom's Frontier partner with to create outdoor interpretive signage? What organizations can assist Freedom's Frontier in researching, writing, producing, and erecting interpretive signage?

- all of the above
- city and county government
- State highway departments
- Mormon church
- DOT
- NPS
 - CVBs and economic dev groups
 - idea-gateway signs into each county
 - idea-marking on state maps and other commercially produced maps and virtual maps

What organizations should Freedom's Frontier partner with to create maps and gateway and directional signage for travelers?

- City and county gov'ts
- State highway depts.
- Interstate travel centers
- Rest stops
- Internet
- Chambers
- CVBs
- Historic sites
- Museums
- State tourism depts.
- CW publications and organizations
- Historical societies



- Trails publications and organizations
- NPS
- Websites associated with above

What organizations publish media in which Freedom's Frontier can market its experience? (Example: Kansas Travel Guide)

- Kansas Travel guide
- MO travel guide
- Various community paper publications and/or websites
- "trails" publications
- CW publications
- Provessional museum, historic site publications
- Many KC publications that are located in motels, etc. (KCCVB, Heritage League)
- AAA
- Publications noted in above categories
- Expedia.com
- Wikipedia
- Restaurants
- Border war programs for sports events
- Entry tickets to ball games
- Placemats in restaurants
- Telephone book covers
- Maps
- Tourism section if there is one
- Brochures to welcome to community
- Give away bags

Other ideas

- Cell phone tours
- Advertising
- Hosting wireless sites
- Radio spots
- Downloadable podcasts at gateways or various partner facilities



MEETING REPORT

Meeting Location:	Cass County Public Library
	400 E Mechanic
	Harrisonville, Missouri
To:	
By:	Julie Lenger
Attendees:	See attached list

Meeting Date:	March 12, 2009	
Task No.:		
Phase No.:	2	
Start Time:	10:00 AM	
End Time:	3:00 PM	

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	Criteria Review
Meeting Purpose/	
Intended Results:	

Meeting Notes:

Judy Billings welcomed attendees and they introduced themselves. Carol Bohl introduced Gary Mallory, presiding commissioner for Cass County and Kevin Wood, Mayor of Harrisonville. They welcomed the group, thanked them for their work, and pledged their continued support.

Billings recognized the Burnt District Monument and the financial contribution to FFNHA from the Border War Network and Jan English in memory of her mother. She reminded attendees about signing the Partner Pledge and recognized those who have signed with Freedom's Frontier commemorative coins. She also announced February expenses and reminded attendees to fill out the expense forms.

Billings led the group in general discussion. Discussion included the following:

- Continued need to recruit stakeholders and especially Missouri partners
- Publicity
 - AAA Journeys Magazine, Overland Park Visitors Guide, KS State Tourism advertisement, Johnson County Sun Newspaper. Caney Newspaper
 - Include events on FFNHA calendar and send photos
- FFNHA Directory
 - To be included send information to Scott Vieira
 - o Discussed information to send
- Management Plan
 - o Progress and how to send comments
 - How to get others involved
 - Letters of Commitment
- Announcements

The meeting broke for lunch.

Following lunch, attendees broke into groups to discuss proposed criteria. Results follow.

The meeting adjourned.



Last Name	First Name
Altenbernd	Kerry
Banwart	Connie
Billings	Judy
Bohl	Carol
Carmichael	Beth
Collins	Cheryl
Craig	Jody
Crites	Emma
Crume	Ann
Davis	Marilyn
English	Jan
Fischer Isaacs	Melissa
Fuller	Janae
Gerges	Mark
Hansford	Michele
Hull	Yvonne
Irle	Lisa
Jackson	Dorthea
Julich	Gordon
Lambertson	John Mark
Landers	Jack
Lenger	Julie

Marshall	Ross
McFarlin	Cynthia
Nichols	John
Ramsey	Terry
Robertson	Ellery
Robertson	Eileen
Traub	Don
Vieira	Scott
Wagnon	Bill
White	Debbie

Santa Fe Trail Fort Scott Chamber Paola Hist Soc Bushwhacher Museum Humboldt's Civil War Days Humboldt's Civil War Days Traub Design Johnson Co. KS Library Washburn Lawrence CVB



Location Criteria

Criteria Statement	Mean	Median	Mode
This xxx is threatened by growth or development.	2.30 C	В	B (3)
This xxx is located near other visitor opportunities.	0.00 F	F	F (5)
This location of this xxx is highly visible.	0.80 D	D	D (3)
The beauty and character of this xxx is part of the experience of	1.40 D	D	D (3)
traveling from one FFNHA site to another.			
This xxx is located within the boundaries of FFNHA.	4.00 A	А	A (5)
If this xxx is located on private property, consent of the owner has	3.40 B	А	A (4)
been obtained and there are checks in place to protect the property			
rights of the owner.			
This xxx is located near other FFNHA sites.	1.40 D	D	D (2)
The beauty and character of this xxx is a reason to travel from	2.40 C	В	B (2)
another FFNHA site.			D (2)
The location of this xxx is as near to the events/story that it	2.60 B	В	B (4)
interprets as possible.			
There are easily visible signs that direct a visitor to this xxx.	1.80 C	В	B (3)

Accessibility Criteria

Criteria Statement	Mean	Median	Mode
This xxx is well-cared for and inviting.	2.60 B	С	C (3)
This xxx is easily reached from other FFNHA sites and regional	1.20 D	D	F (2)
attractions.			
This xxx complies with ADA requirements.	1.80 C	С	F (2)
This xxx offers full visitor services.	1.00 D	F	F (3)
This xxx is accessible during regular, predictable hours.	0.80 D	D	F (3)
This xxx offers alternate and multiple means of experiencing it.	1.80 C	D	D (2)
This xxx is actively promoted as an attraction for visitors and	2.00 C	В	B (2)
residents.			F (2)
This xxx is accurately and honestly described in promotional	3.60 A	A	A (3)
materials.			
This xxx does not present any physical danger to visitors and the	2.80 B	В	A (2)
presence of visitors does not endanger the site or artifacts.			B (2)



Interpretation Criteria

Criteria Statement	Mean	Median	Mode
This xxx conveys the feelings and associations that it did during the	1.60 C	D	B (2)
period of significance.			D (2)
This xxx is historically and/or ecologically interpreted.	3.20 B	В	B (4)
Visiting this xxx will give one a better understanding of the region.	3.20 B	В	A (2) B (2)
The stories associated with this xxx can only be interpreted at that site.	1.00 D	D	C (2) F (2)
This xxx easily lends itself to historical and/or ecological interpretation.	2.60 B	В	A (2) D (2)
The visitor experience at this xxx is authentic as possible.	3.00 B	В	B (3)
Multiple and alternate means of interpretation are offered at this xxx.	1.60 C	С	C (2)
Interpretation offered at this xxx is engaging and thought-provoking.	2.00 C	С	C (3)
There is potential at this xxx to interpret an untold story.	1.60 C	С	C (2)
Interpreters and staff at this xxx take advantage of training opportunities.	1.00 D	F	F (3)

Connections Criteria

Criteria Statement	Mean	Median	Mode
This xxx is visually connected with other sites.	2.00 C	С	B (2)
			C (2)
Visiting this xxx will give one a better understanding of the region.	2.60 B	В	B (4)
This xxx offers story connections to other FFNHA places.	2.40 C	В	B (3)
This xxx contributes to the experience of travel throughout the	2.60 B	С	C (3)
region.			
This xxx connects to several FFNHA stories.	2.20 C	В	B (3)
Visitors to this xxx are encouraged to visit other FFNHA places.	2.20 C	В	B (3)
Interpreters and site managers at this xxx work with FFNHA and	2.20 C	В	A (2)
with other sites to tell the story.			F (2)
This xxx actively promotes Freedom's Frontier and other FFNHA	2.00 C	С	A (2)
sites.			F (2)
This xxx works to build understanding, generate excitement and	2.40 C	С	A (2)
expand local participation in FFNHA.			C (2)



Story Criteria

Criteria Statement	Mean	Median	Mode
Historical events occurred here because of the natural landscape	1.20 D	D	C (2)
elements or built structures that existed here.			D (2)
This xxx tells stories that an indoor exhibit could not.	2.40 C	В	B (2)
This xxx is deeply tied to one story.	0.80 D	F	F (3)
This xxx is nationally significant because of its story or ecology.	2.60 B	В	B (3)
This xxx will give me a better understanding of the region.	3.20 B	В	B (4)
The stories connected to this xxx are accurate.	3.00 B	А	A (3)
The stories connected to this xxx are authentic.	3.00 B	А	A (3)
The physical evidence of the story is protected, preserved,	3.20 B	А	A (3)
conserved and/or curated in accordance with best practices.			
The significance of this xxx is related to the FFNHA Statement of	3.80 A	А	A (4)
National Significance			

Theme Criteria

Criteria Statement	Mean	Median	Mode
This xxx has a direct connection to one of the FFNHA three sub-themes.	3.60 C	А	A (4)
This xxx is related to the main theme of FFNHA: Struggles for Freedom on the MO-KS Border	3.20 B	В	A (2) B (2)
The stories connected to this xxx have an organic and authentic connection to the FFNHA themes.	3.20 B	В	A (2) B (2)
Visiting will give one a better understanding of the theme interpreted.	3.20 B	В	A (2) B (2)
This xxx has a direct connection to multiple FFNHA sub-themes.	2.40 C	В	B (3)
This xxx shares stories that supports FFNHA sub-themes as the primary focus of the visitor experience at this xxx.	3.00 B	В	B (3)



Location Criteria

Criteria Statement	Mean	Median	Mode
This xxx is threatened by growth or development.	2.33 C	В	B (4)
This xxx is located near other visitor opportunities.	0.17 F	F	F (5)
This location of this xxx is highly visible.	0.50 D	F	F (4)
The beauty and character of this xxx is part of the experience of	1.00 D	C/F	C (3)
traveling from one FFNHA site to another.			F (3)
This xxx is located within the boundaries of FFNHA.	4.00 A	А	A (6)
If this xxx is located on private property, consent of the owner has	3.50 B	A/B	A (3)
been obtained and there are checks in place to protect the property			B (3)
rights of the owner.			
This xxx is located near other FFNHA sites.	0.50 F	F	F (4)
The beauty and character of this xxx is a reason to travel from	1.83 C	С	C (4)
another FFNHA site.			
The location of this xxx is as near to the events/story that it	3.17 B	В	B (5)
interprets as possible.			
There are easily visible signs that direct a visitor to this xxx.	2.17 C	В	B (2)

Accessibility Criteria

Criteria Statement	Mean	Median	Mode
This xxx is well-cared for and inviting.	2.50 C	С	C (5)
This xxx is easily reached from other FFNHA sites and regional	1.50 D	C/D	C (2)
attractions.			F (2)
This xxx complies with ADA requirements.	0.83 D	F	F (4)
This xxx offers full visitor services.	0.50 F	F	F (5)
This xxx is accessible during regular, predictable hours.	1.17 D	F	F (4)
This xxx offers alternate and multiple means of experiencing it.	1.17 D	D/F	F (3)
This xxx is actively promoted as an attraction for visitors and	1.17 D	C/F	F (3)
residents.			
This xxx is accurately and honestly described in promotional	2.50 C	В	B (3)
materials.			
This xxx does not present any physical danger to visitors and the	3.50 B	A/B	A (3)
presence of visitors does not endanger the site or artifacts.			B (3)

Interpretation Criteria

Criteria Statement	Mean	Median	Mode
This xxx conveys the feelings and associations that it did during the	2.50 C	С	C (4)
period of significance.			
This xxx is historically and/or ecologically interpreted.	3.00 B	В	B (4)
Visiting this xxx will give one a better understanding of the region.	2.00 C	С	C (6)
The stories associated with this xxx can only be interpreted at that	1.20 D	D	F (2)
site.			
This xxx easily lends itself to historical and/or ecological	2.00 C	С	C (2)
interpretation.			D (2)
The visitor experience at this xxx is authentic as possible.	2.60 B	В	B (3)
Multiple and alternate means of interpretation are offered at this	2.40 C	С	C (3)
XXX.			



Interpretation offered at this xxx is engaging and thought-provoking.	2.20 C	С	C (4)
There is potential at this xxx to interpret an untold story.	2.40 C	С	C (3)
Interpreters and staff at this xxx take advantage of training	1.40 D	С	C (2)
opportunities.			F (2)

Connections Criteria

Criteria Statement	Mean	Median	Mode
This xxx is visually connected with other sites.	0.40 F	F	F (4)
Visiting this xxx will give one a better understanding of the region.	2.40 C	В	B (3)
This xxx offers story connections to other FFNHA places.	2.80 B	В	B (4)
This xxx contributes to the experience of travel throughout the	2.60 B	В	B (3)
region.			
This xxx connects to several FFNHA stories.	1.60 D	С	C (2)
Visitors to this xxx are encouraged to visit other FFNHA places.	3.00 B	В	A (2)
			C (2)
Interpreters and site managers at this xxx work with FFNHA and	3.00 B	В	B (3)
with other sites to tell the story.			
This xxx actively promotes Freedom's Frontier and other FFNHA	2.80 B	В	B (2)
sites.			C (2)
This xxx works to build understanding, generate excitement and	2.60 B	В	B (2)
expand local participation in FFNHA.			

Story Criteria

Criteria Statement	Mean	Median	Mode
Historical events occurred here because of the natural landscape	1.20 D	F	F (3)
elements or built structures that existed here.			
This xxx tells stories that an indoor exhibit could not.	0.80 D	D	D (2)
			F (2)
This xxx is deeply tied to one story.	0.25 F	F	F (3)
This xxx is nationally significant because of its story or ecology.	2.75 B	В	B (3)
This xxx will give me a better understanding of the region.	2.00 C	С	C (2)
The stories connected to this xxx are accurate.	2.75 B	B/C	C (2)
The stories connected to this xxx are authentic.	3.25 B	В	B (3)
The physical evidence of the story is protected, preserved,	2.50 C	B/C	B (2)
conserved and/or curated in accordance with best practices.			C (2)
The significance of this xxx is related to the FFNHA Statement of	3.25 B	В	B (3)
National Significance			

Theme Criteria

Criteria Statement	Mean	Median	Mode
This xxx has a direct connection to one of the FFNHA three sub-themes.	2.80 B	В	B (2)
			C (2)
This xxx is related to the main theme of FFNHA: Struggles for Freedom	3.00 B	В	B (5)
on the MO-KS Border			
The stories connected to this xxx have an organic and authentic connection	2.60 B	В	B (3)
to the FFNHA themes.			



Visiting will give one a better understanding of the theme interpreted.	2.00 C	С	B (2)
			C (2)
This xxx has a direct connection to multiple FFNHA sub-themes.	1.60 C	С	C (4)
This xxx shares stories that supports FFNHA sub-themes as the primary	2.20 C	С	C (2)
focus of the visitor experience at this xxx.			



Location Criteria

Criteria Statement	Mean	Median	Mode
This xxx is threatened by growth or development.	0.00 F	F	F (6)
This xxx is located near other visitor opportunities.	0.00 F	F	F (6)
This location of this xxx is highly visible.	0.00 F	F	F (6)
The beauty and character of this xxx is part of the experience of	1.00 D	D	D (6)
traveling from one FFNHA site to another.			
This xxx is located within the boundaries of FFNHA.	4.00 A	А	A (6)
If this xxx is located on private property, consent of the owner has	4.00 A	А	A (6)
been obtained and there are checks in place to protect the property			
rights of the owner.			
This xxx is located near other FFNHA sites.	0.00 F	F	F (6)
The beauty and character of this xxx is a reason to travel from	2.00 C	С	C (6)
another FFNHA site.			
The location of this xxx is as near to the events/story that it	3.00 B	В	B (6)
interprets as possible.			
There are easily visible signs that direct a visitor to this xxx.	1.00 D	D	D (6)

Accessibility Criteria

Criteria Statement	Mean	Median	Mode
This xxx is well-cared for and inviting.	1.33 D	D	D (4)
This xxx is easily reached from other FFNHA sites and regional	0.00 F	F	F (6)
attractions.			
This xxx complies with ADA requirements.	1.00 D	D	D (6)
This xxx offers full visitor services.	0.50 F	D/F	D (3)
			F (3)
This xxx is accessible during regular, predictable hours.	0.17 F	F	F (5)
This xxx offers alternate and multiple means of experiencing it.	0.33 F	F	F (4)
This xxx is actively promoted as an attraction for visitors and	0.00 F	F	F (6)
residents.			
This xxx is accurately and honestly described in promotional	0.17 F	F	F (5)
materials.			
This xxx does not present any physical danger to visitors and the	1.33 D	C/D	F (2)
presence of visitors does not endanger the site or artifacts.			

Interpretation Criteria

Criteria Statement	Mean	Median	Mode
This xxx conveys the feelings and associations that it did during the	2.83 B	В	B (5)
period of significance.			
This xxx is historically and/or ecologically interpreted.	3.00 B	В	B (6)
Visiting this xxx will give one a better understanding of the region.	2.83 B	В	B (5)
The stories associated with this xxx can only be interpreted at that	0.50 F	F	F (5)
site.			
This xxx easily lends itself to historical and/or ecological	2.67 B	В	B (5)
interpretation.			
The visitor experience at this xxx is authentic as possible.	2.50 C	С	C (4)
Multiple and alternate means of interpretation are offered at this	2.67 B	В	B (4)



XXX.			
Interpretation offered at this xxx is engaging and thought-provoking.	2.83 B	В	B (5)
There is potential at this xxx to interpret an untold story.	2.83 B	В	B (5)
Interpreters and staff at this xxx take advantage of training opportunities.	2.33 C	В	B (4)

Connections Criteria

Criteria Statement	Mean	Median	Mode
This xxx is visually connected with other sites.	0.50 F	F	F (5)
Visiting this xxx will give one a better understanding of the region.	2.67 B	В	B (5)
This xxx offers story connections to other FFNHA places.	3.00 B	В	B (4)
This xxx contributes to the experience of travel throughout the	2.00 C	C/D	D (3)
region.			
This xxx connects to several FFNHA stories.	3.33 B	В	B (4)
Visitors to this xxx are encouraged to visit other FFNHA places.	2.17 C	С	C (3)
Interpreters and site managers at this xxx work with FFNHA and	3.83 A	А	A (5)
with other sites to tell the story.			
This xxx actively promotes Freedom's Frontier and other FFNHA	3.33 B	В	B (4)
sites.			
This xxx works to build understanding, generate excitement and	3.33 B	В	B (4)
expand local participation in FFNHA.			

Story Criteria

Criteria Statement	Mean	Median	Mode
Historical events occurred here because of the natural landscape	2.83 B	В	B (4)
elements or built structures that existed here.			
This xxx tells stories that an indoor exhibit could not.	0.50 F	F	F (5)
This xxx is deeply tied to one story.	1.17 D	D	D (2)
			F (2)
This xxx is nationally significant because of its story or ecology.	3.17 B	В	B (5)
This xxx will give me a better understanding of the region.	3.00 B	В	B (6)
The stories connected to this xxx are accurate.	2.92 B	В	B (5)
The stories connected to this xxx are authentic.	2.83 B	В	B (5)
The physical evidence of the story is protected, preserved,	3.00 B	В	B (6)
conserved and/or curated in accordance with best practices.			
The significance of this xxx is related to the FFNHA Statement of	4.00 A	А	A (6)
National Significance			

Theme Criteria

Criteria Statement	Mean	Median	Mode
This xxx has a direct connection to one of the FFNHA three sub-themes.	4.00 A	А	A (6)
This xxx is related to the main theme of FFNHA: Struggles for Freedom	1.00 D	D	D (6)
on the MO-KS Border			
The stories connected to this xxx have an organic and authentic connection	1.50 D	C/D	C (3)
to the FFNHA themes.			D (3)
Visiting will give one a better understanding of the theme interpreted.	3.17 B	В	B (5)



This xxx has a direct connection to multiple FFNHA sub-themes.	2.00 C	С	C (4)
This xxx shares stories that supports FFNHA sub-themes as the primary	2.33 C	С	C (5)
focus of the visitor experience at this xxx.			



Location Criteria

Criteria Statement	Mean	Median	Mode
This xxx is threatened by growth or development.	0.38 F	F	F (7)
This xxx is located near other visitor opportunities.	0.38 F	F	F (7)
This location of this xxx is highly visible.	0.25 F	F	F (7)
The beauty and character of this xxx is part of the experience of	1.31 D	D	D (7)
traveling from one FFNHA site to another.			
This xxx is located within the boundaries of FFNHA.	4.00 A	А	A (8)
If this xxx is located on private property, consent of the owner has	2.63 B	В	B (5)
been obtained and there are checks in place to protect the property			
rights of the owner.			
This xxx is located near other FFNHA sites.	0.00 F	F	F (8)
The beauty and character of this xxx is a reason to travel from	0.50 F	F	F (6)
another FFNHA site.			
The location of this xxx is as near to the events/story that it	3.00 B	В	B (8)
interprets as possible.			
There are easily visible signs that direct a visitor to this xxx.	1.81 C	С	C (5)

Accessibility Criteria

Criteria Statement	Mean	Median	Mode
This xxx is well-cared for and inviting.	1.25 D	D	D (7)
This xxx is easily reached from other FFNHA sites and regional	0.38 F	F	F (7)
attractions.			
This xxx complies with ADA requirements.	2.88 B	В	B (7)
This xxx offers full visitor services.	2.00 C	С	C (8)
This xxx is accessible during regular, predictable hours.	2.88 B	В	B (7)
This xxx offers alternate and multiple means of experiencing it.	2.13 C	С	C (7)
This xxx is actively promoted as an attraction for visitors and	2.00 C	С	C (8)
residents.			
This xxx is accurately and honestly described in promotional	3.00 B	В	B (8)
materials.			
This xxx does not present any physical danger to visitors and the	2.00 C	С	C (8)
presence of visitors does not endanger the site or artifacts.			

Interpretation Criteria

Criteria Statement	Mean	Median	Mode
This xxx conveys the feelings and associations that it did during the	2.25 C	С	C (7)
period of significance.			
This xxx is historically and/or ecologically interpreted.	3.00 B	В	B (8)
Visiting this xxx will give one a better understanding of the region.	3.00 B	В	B (7)
The stories associated with this xxx can only be interpreted at that	1.88 C	С	C (7)
site.			
This xxx easily lends itself to historical and/or ecological	4.00 A	А	A (8)
interpretation.			
The visitor experience at this xxx is authentic as possible.	2.00 C	С	C (8)
Multiple and alternate means of interpretation are offered at this	3.00 B	В	B (8)
XXX.			



Interpretation offered at this xxx is engaging and thought-provoking.	3.00 B	В	B (8)
There is potential at this xxx to interpret an untold story.	2.00 C	С	C (8)
Interpreters and staff at this xxx take advantage of training	1.25 D	D	D (5)
opportunities.			

Connections Criteria

Criteria Statement	Mean	Median	Mode
This xxx is visually connected with other sites.	0.38 F	F	F (7)
Visiting this xxx will give one a better understanding of the region.	3.25 B	В	B (6)
This xxx offers story connections to other FFNHA places.	3.00 B	В	B (8)
This xxx contributes to the experience of travel throughout the	2.25 C	С	C (6)
region.			
This xxx connects to several FFNHA stories.	2.88 B	В	B (7)
Visitors to this xxx are encouraged to visit other FFNHA places.	3.00 B	В	B (8)
Interpreters and site managers at this xxx work with FFNHA and	3.00 B	В	B (8)
with other sites to tell the story.			
This xxx actively promotes Freedom's Frontier and other FFNHA	3.00 B	В	B (8)
sites.			
This xxx works to build understanding, generate excitement and	3.00 B	В	B (8)
expand local participation in FFNHA.			

Story Criteria

Criteria Statement	Mean	Median	Mode
Historical events occurred here because of the natural landscape	1.13 D	D	D (6)
elements or built structures that existed here.			
This xxx tells stories that an indoor exhibit could not.	0.00 F	F	F (8)
This xxx is deeply tied to one story.	0.25 F	F	F (7)
This xxx is nationally significant because of its story or ecology.	0.63 D	F	F (6)
This xxx will give me a better understanding of the region.	3.00 B	В	B (8)
The stories connected to this xxx are accurate.	4.00 A	А	A (8)
The stories connected to this xxx are authentic.	4.00 A	А	A (8)
The physical evidence of the story is protected, preserved,	3.13 B	В	B (7)
conserved and/or curated in accordance with best practices.			
The significance of this xxx is related to the FFNHA Statement of	4.00 A	A	A (8)
National Significance			

Theme Criteria

Criteria Statement	Mean	Median	Mode
This xxx has a direct connection to one of the FFNHA three sub-themes.	4.00 A	А	A (8)
This xxx is related to the main theme of FFNHA: Struggles for Freedom on the MO-KS Border	3.63 C	A	A (5)
The stories connected to this xxx have an organic and authentic connection to the FFNHA themes.	4.00 A	A	A (8)
Visiting will give one a better understanding of the theme interpreted.	3.63 C	А	A (5)
This xxx has a direct connection to multiple FFNHA sub-themes.	3.38 C	В	B (5)
This xxx shares stories that supports FFNHA sub-themes as the primary	3.25 C	В	B (5)



focus of the visitor experience at this xxx.



Location Criteria

Criteria Statement	Mean	Median	Mode
This xxx is threatened by growth or development.	0.79 D	D/F	D/F (5)
This xxx is located near other visitor opportunities.	1.67 C	С	C (3)
This location of this xxx is highly visible.	1.33 D	C-D/F	D/F (2)
The beauty and character of this xxx is part of the experience of traveling from one FFNHA site to another.	3.00 B	В	B (5)
This xxx is located within the boundaries of FFNHA.	2.57 B	А	A (4)
If this xxx is located on private property, consent of the owner has been obtained and there are checks in place to protect the property rights of the owner.	3.21 B	A	A (4)
This xxx is located near other FFNHA sites.	1.90 C	С	C (2)
The beauty and character of this xxx is a reason to travel from another FFNHA site.	2.50 C	B-C	B (2) C (2)
The location of this xxx is as near to the events/story that it interprets as possible.	2.20 C	В	B (3)
There are easily visible signs that direct a visitor to this xxx.	2.10C	С	B (2) C (2)

Accessibility Criteria

Criteria Statement	Mean	Median	Mode
This xxx is well-cared for and inviting.	3.14 B	В	A (3)
This xxx is easily reached from other FFNHA sites and regional	2.07 C	В	B (4)
attractions.			
This xxx complies with ADA requirements.	2.29 C	В	A (2)
			C (2)
This xxx offers full visitor services.	2.07 C	С	B (3)
This xxx is accessible during regular, predictable hours.	2.57 B	В	B (5)
This xxx offers alternate and multiple means of experiencing it.	1.93 C	С	B (3)
This xxx is actively promoted as an attraction for visitors and	2.36 C	В	B (4)
residents.			
This xxx is accurately and honestly described in promotional	3.21 B	A/B	A (4)
materials.			
This xxx does not present any physical danger to visitors and the	2.79 B	В	A (2)
presence of visitors does not endanger the site or artifacts.			C (2)
			D (2)

Interpretation Criteria

Criteria Statement	Mean	Median	Mode
This xxx conveys the feelings and associations that it did during the	2.33 C	С	C (4)
period of significance.			
This xxx is historically and/or ecologically interpreted.	2.00 C	B-C	B (3)
Visiting this xxx will give one a better understanding of the region.	3.21 B	В	B (5)
The stories associated with this xxx can only be interpreted at that	1.79 C	С	B (3)
site.			D (3)
This xxx easily lends itself to historical and/or ecological	2.57 B	В	B (4)
interpretation.			



The visitor experience at this xxx is authentic as possible.	2.79 B	В	B (6)
Multiple and alternate means of interpretation are offered at this	2.36 C	В	B (5)
XXX.			
Interpretation offered at this xxx is engaging and thought-provoking.	2.07 C	С	B (3)
There is potential at this xxx to interpret an untold story.	1.50 D	C/D	C (3)
			D (3)
Interpreters and staff at this xxx take advantage of training	2.29 C	В	B (4)
opportunities.			

Connections Criteria

Criteria Statement	Mean	Median	Mode
This xxx is visually connected with other sites.	1.33 D	C-D	C (2)
			F (2)
Visiting this xxx will give one a better understanding of the region.	3.49 B	A/B	A (2)
			A/B (2)
			B (2)
This xxx offers story connections to other FFNHA places.	3.21 B	A/B	A (3)
This xxx contributes to the experience of travel throughout the	3.29 B	В	A (3)
region.			B (3)
This xxx connects to several FFNHA stories.	3.08 B	В	B (4)
Visitors to this xxx are encouraged to visit other FFNHA places.	3.14 B	A/B	A (4)
Interpreters and site managers at this xxx work with FFNHA and	2.93 B	A/B	A (3)
with other sites to tell the story.			B (3)
This xxx actively promotes Freedom's Frontier and other FFNHA	2.86 B	В	B (4)
sites.			
This xxx works to build understanding, generate excitement and	3.07 B	В	B (6)
expand local participation in FFNHA.			

Story Criteria

Criteria Statement	Mean	Median	Mode
Historical events occurred here because of the natural landscape	2.50 C	В	B (3)
elements or built structures that existed here.			
This xxx tells stories that an indoor exhibit could not.	1.64 C	С	B (2)
			C (2)
This xxx is deeply tied to one story.	1.86 C	C/D	D (4)
This xxx is nationally significant because of its story or ecology.	2.07 C	С	C (3)
This xxx will give me a better understanding of the region.	3.21 B	В	B (6)
The stories connected to this xxx are accurate.	2.36 C	B/C-C	C (4)
The stories connected to this xxx are authentic.	3.43 B	В	B (4)
The physical evidence of the story is protected, preserved,	2.43 C	С	C (3)
conserved and/or curated in accordance with best practices.			
The significance of this xxx is related to the FFNHA Statement of	2.50 C	В	B (5)
National Significance			

Theme Criteria

	Criteria Statement	Mean	Median	Mode
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This xxx has a direct connection to one of the FFNHA three sub-themes.	3.07 B	В	A (3) B (3)
This xxx is related to the main theme of FFNHA: Struggles for Freedom on the MO-KS Border	3.07 B	В	A (3) B (3)
The stories connected to this xxx have an organic and authentic connection to the FFNHA themes.	2.64 B	В	B (6)
Visiting will give one a better understanding of the theme interpreted.	2.36 C	В	B (4)
This xxx has a direct connection to multiple FFNHA sub-themes.	2.36 C	В	B (4)
This xxx shares stories that supports FFNHA sub-themes as the primary focus of the visitor experience at this xxx.	1.79 C	В	B (3)



MEETING REPORT

Meeting Location:	St. Peter's Lutheran Church
	910 Amos St
	Humboldt, Kansas
To:	
By:	Julie Lenger

Meeting Date:	April 16, 2009
Task No.:	
Phase No.:	2
Start Time:	10:00 AM
End Time:	3:00 PM

Attendees: See attached list

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

oolkit Review	

Meeting Notes:

Judy Billings welcomed attendees and they introduced themselves. Special guests from Humboldt were introduced and welcomed guests to Humboldt. These guests included Terry Butts, Humboldt Chamber President; David Meier, Pastor of St. Peter's Lutheran Church, Humboldt; Larry Tucker, Humboldt City Administrator; and Dick Works, Allen County Commissioner.

Billings reminded attendees about signing the Partner Pledge and recognized those who have signed with Freedom's Frontier commemorative coins. She also announced February expenses and reminded attendees to fill out the expense forms.

Billings led the group in a discussion about the Power of Story. Discussion included the following:

- What is the significance of the last theme-"Enduring Struggles for Freedom?" What sites relate to it?
 - Sites mentioned included Brown v. Board of Education, Webb, Quindaro
 - It is about the effects of our stories and thinking about what happened beyond the story. It is the thread that runs through stories that we can use to interface and tell a richer and connected story.
 This theme needs to be explained better.
- When and where do we "cut off" a story?
 - Some of our stories are so far-reaching; they are relevant today and connect internationally.
 - This is something we can celebrate and make the connections. Don't ever impose arbitrary limits on a story.
 - Examples mentioned the influence of German immigrants and the relevance of the Border War to the current day war in Iraq.
- Specific comments
 - o Text about Brown v. Board in Milestone Documents section needs to be altered.
 - How We Tell Our Stories section is good. Values of passion, compassion, and knowledge are alluded to but could be stated.
 - Need to discuss how to collect, preserve, and use oral histories.
 - Need a sidebar to explain what the Milestone Documents are and to point out other freedom shaping documents that may not directly connect to FFNHA.

Julie Lenger explained the Power of Action section and the toolkits. She distributed the Storytelling Toolkit and provided time for the partners to review the toolkit and discuss it with their neighbors.

Comments concerning the Storytelling Toolkit included the following comments:

- Toolkit is daunting, overwhelming, scary
 - Need more text to indicate that it is not required. You don't need to submit this to Freedom's Frontier.
 - Need to indicate that help is available.
 - Perhaps a completed example would help stimulate thinking.



- Consider adding a FAQ and Overview section to address this concern.
- Catalyst for thinking about what is important
 - Could be used for facilitated discussions
 - Think about context and meaning about story and the time in which it was created.
 - Consider what you learned and center your story on that topic.
- Possibilities for help with topics discussed in Storytelling Toolkit
 - Museums associations will offer workshops
 - Designate interpretive specialists within FFNHA
 - NPS offers online training course "Foundations of Interpretation"
- Helpful tips on moving beyond getting story straight to engaging visitors in story
 - This is critical to building significance and having a long-term inpact
 - The typical "heritage tourist" is not our only audience. Need to think about other audiences and cater to them. For example typing story to curriculum standards appeals to teachers/field trips
 - Think about what people need instead of what you can offer. Always consider the visitors'
 - perspectives.
 - How we tell our story affects how we market our story
 - Personal contacts, especially with teachers, are effective marketing tools
 - Consider how we market online
- Consider reordering the worksheets.
 - Page 3-7 could be intimidating because it asks about "history."
 - o 6, 10, 1 (first page), 2, 4, 5, 3, 7, 9, 8, 1 (second page)
 - Shared human experience is important as it helps to build connections and consensus even though there are opposing perspectives.
 - Original organization also works well.
- Other comments
 - Embracing bias/perspective is beauty of the organization. How do we keep one perspective from monopolizing conversation? All must agree to respect other perspectives.
 - More examples of links to manuscript collections online could be included.
 - o It is good that oral sources are discussed.
 - Add "Order Number 11" to Missouri Kansas Border War Subtheme on p. 3-9.
 - o Personal/Religious Freedoms works for all subthemes on p. 3-9.
 - Add question "What are your 3 worst features?" on p 3-6.
 - Make sure language is inclusive. Implies that you must have a building or collection.
 - Need a section that addresses evaluation.
 - Have more information in the "Where to get more help" section
 - Be careful about colors. Uniformity is better.

The meeting broke for lunch and a celebration of Eileen Robertson's 80th birthday. Following lunch, participant shared more comments about the Storytelling Toolkit. These have been incorporated in the section above.

Attendees also discussed the logo. Standards and criteria for usage will be part of the management plan. The logo is not trademarked but it is easy to copyright.

The May meeting will be held at Fort Osage on the 14th. It will include a workshop on branding and a tour of Fort Osage. The June meeting will be scheduled for June 18th.

After announcements, the meeting adjourned.



Last Name	First Name	Organization	Kidwell	Deborah	Fort Leavenworth
Addis	Lonnie	Labette Co. Commissioner	Klimes	Milada	Humboldt
Altenbernd	Kerry	Battle of Blackjack	Lampe	Shelia	Rep. Jenkins Office
Asher	Mary	Mound City	Landers	Jack	Johnson Co. MO Hist. Soc.
Bahnmaier	Paul	Territorial Capitol Lecompton	Lanita	Jay	
Banwart	Connie	Fort Scott	Lenger	Julie	Mgmt Team
Barker	Deb	Franklin Co. Hist. Soc.	Mays	Lawrence	Doniphan Co. Eco. Dev.
Billings	Judy	Destination Mgmt	McCullough	Janice	Humboldt Hist. Soc. & Museum
Bohl	Carol	Cass Co. Hist. Soc.	McFarlin	Cynthia	Fort Scott Chamber
Boyko	Betty	Fort Scott NPS	Meier	David	St. Peter's Lutheran Church
Butts	Terry	Humboldt Chamber	Mulvihill	Julie	KS Humanities Council
Caston	Hoite	Montgomery Co.	Nichol	Regina	KS Tourism
Cheney	Ernestine	Humboldt Hist. Soc.	Nichols	John	Miami Co. Hist. Soc.
Clark	Peggy	Osage Co. Hist. Soc.	Pridemore	Sue	NPS
Collins	Cheryl	Riley Co. Hist. Soc.	Radil	Alexis	Mahaffie Stagecoach
Coykendall	Jan	Humboldt Hist. Pres. Alliance	Robertson	Ellery	Humboldt's Civil War Days
Craig	Jody	MARC	Robertson	Eileen	Humboldt's Civil War Days
Davis	Marilyn	Humboldt Hist Pres Alliance	Roth	Allen	Shawnee Indian Mission
English	Jan	Wyandot Nation of KS	Spoon	Carey	Woodson Co. Chamber
Fisher Isaacs	Melissa	Johnson Co. KS Museums	Stubbs	Michael	Beecher Rifle & Bible Church
Geertson	Barry	Fort Scott NPS	Tellefson	J.C.	Leavenworth Co. Commission
Griffith	Peg	Humboldt	Traub	Don	Traub Design
Hotaling	Jon		Tucker	Larry	Humboldt City Administrator
Irle	Lisa	Johnson Co. MO Hist. Soc.	Wagnon	Bill	Shawnee Co. Hist. Soc.
Julich	Gordon	Jackson Co. MO Parks	White	Debbie	Lawrence CVB
Works	Dick	Allen County Commission			
		2			

MIAMI COUNTY HISTORICAL MUSEUM Swan River Museum Miami County Historical & Genealogy Society 12 East Peoria

e-mail: <u>mcsrm@micoks.net</u> web:www.miamicountykansashistory.org P.O. Box 123 Paola, Ks 66071 913-294-4940

June 11, 2009

Ms. Judy Billings, Executive Director Freedom's Frontier National Heritage Area PO Box 526 Lawrence, Ks

Dear Ms Billings:

The Miami County Historical Museum (Swan River) supports Freedom's Frontier National Heritage area. Miami County is an intricate part of this unique history. We have been involved in and supported the area since its' formation. Issues pertaining to Native American and Bleeding Kansas is our part of what we want to preserve and share with visitors.

Sincerely,

Wayne Johnson

PAOLA CHAMBER OF COMMERCE

3 West Wea Street Paola, Kansas 66071



June 5, 2009

Ms. Judy Billings, Executive Director Freedom's Frontier National Heritage Area PO Box 526 Lawrence, KS 66044

Dear Ms. Billings,

The Paola Chamber of Commerce wishes to express our support and enthusiasm for Freedom's Frontier National Heritage Area. Our community is part of this area and our stories include Native American and Bleeding Kansas which directly tie us to the Heritage Area.

We look forward to opportunities to partner with Freedom's Frontier in historic preservation, interpretation and tourism promotion of our fascinating and significant National Heritage Area.

Sincerely arof Exerbait Exec Director

Paola Chamber of Commerce 3 West Wea Street, Paola, Kansas 66071 Phone: (913) 294-4335 * Fax: (913) 294-4336 * E-mail: <u>mgr@paolachamber.org</u> <u>http://www.paolachamber.org</u>

"Promoting your business is our business."



National World War I Museum

June 9, 2009

Freedom's Frontier National Heritage Area P.O. Box 526 947 New Hampshire, Suite 200-C Lawrence, Kansas 66044

To Whom It May Concern:

The National World War I Museum at the Liberty memorial brings the global history surrounding World War I to life using its collection and interactive technology. The museum is committed to foster timely discussions of ethics, values, decision making and conflict resolution.

The goals and focus of the National World War I Museum and Freedom's Frontier intersect in their shared focus on freedom. In our work, both this museum and the heritage area encourage dialogue about the fundamental American value of freedom and how to apply historical lesions to current events.

The National World War I Museum is pleased to recognize Freedom's Frontier as a partner in preserving the heritage of this region of the country. The museum looks forward to collaborating with Freedom's Frontier in instances where our goals intersect.

We support and share Freedom's Frontier's intention to further the discussion of how we, as a nation, have defined freedom, how that definition of freedom has changed, and how we can apply those lessons of the past to create a better present and future for our region and the world.

Respectfully,

Brian Alexander President & CEO

NEWS RELEASE FOR IMMEDIATE RELEASE

For more information, contact: Judy Billings 785-856-5399, jbillings@freedomsfrontier.org

Freedom's Frontier National Heritage Area

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

After seven years of work by local citizens, Freedom's Frontier became an official National Heritage Area with President George W. Bush's signature on The National Heritage Act of 2006, on October 12, 2006.

Through this heritage area citizens will pool resources, set common goals, and encourage dialog to transform that story into a plan of action. Freedom's Frontier involves residents, public agencies, and private organizations working together to make the goals of preservation, conservation, education and interpretation a reality. Our area and its people played important roles in the history of our nation. While our history often divided us into groups that were at odds and carried out atrocities, today our citizens are learning to integrate their differing points of view into a shared story.

Since February 2008, citizens have been working together to create a management plan for the area. The purpose of this plan is to present a comprehensive program for the conservation, interpretation, funding, management, and development of the heritage area in order to tell the story about the struggle over freedom on the frontier.

Drafts of sections of the management plan will be posted online over the next two months for public comment at <u>www.ffnha-hosting.com</u>. A Welcome Packet and additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org*.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding.

Fast Facts about Freedom's Frontier

Location: 41 counties in Eastern Kansas and Western Missouri, USA

Area: 31,021 square miles, approximately the size of South Carolina

Population: 2,811,295 (2007 estimate)

Established: October 12, 2006

Counties involved:

Kansas: Allen, Anderson, Bourbon, Chautauqua, Cherokee, Clay, Coffey,
Crawford, Douglas, Franklin, Geary, Jackson, Jefferson, Johnson, Labette,
Leavenworth, Linn, Miami, Montgomery, Neosho, Osage, Pottawatomie,
Riley, Shawnee, Wabaunsee, Wilson, Woodson, Wyandotte
Missouri: Barton, Bates, Buchanan, Cass, Clay, Jackson, Johnson, Lafayette,

Platte, Ray, St. Clair, Vernon

What is a National Heritage Area?

A National Heritage Area is a nationally distinctive landscape shaped by natural, cultural, historic and recreational resources, recognized by the U.S. Congress. A heritage area tells a nationally important story through its geography, its man-made structures, and the traditions that have evolved within the landscape.

National Heritage Areas are managed by a local entity in partnership with various stakeholders. These stakeholders include individual citizens, local, state, and Federal governments, and nonprofit and private sector groups. Together these stakeholders work to preserve the integrity of their distinct landscape and local stories so that future generations will understand their relationship to the land. This collaborative approach does not compromise traditional local control over and use of the land.

Using this approach, National Heritage Areas are based on their constituents' pride in their history and traditions and interest and involvement in retaining and interpreting their special landscapes. Heritage areas work across traditional boundaries in order to collaboratively shape a plan and implementation strategy that preserves the area's unique and distinct qualities.

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MEDIA ALERT

FOR IMMEDIATE RELEASE: DATE February 20, 2008 CONTACT: Judy Billings: 785.865.4499

FIVE COMMITTEES ORGANIZED TO ASSIST WITH HERITAGE AREA PLANNING PROCESS

HARRISONVILLE, Missouri – Recognizing the importance of regional ownership and participation, five committees have been formed to help organizers and consultants set priorities and define the procedures for long-term decision-making in Freedom's Frontier National Heritage Area. The five committees – Tourism Marketing, Interpretation & Education, Resource/ Communication, Heritage Development, and Civic Engagement – provide a focused process for community contribution and individual input into creation of the region's general management plan. The plan serves as a 10-year guide to help citizens and organizations in the 41-county region protect, enhance, interpret, fund, manage and develop the National Heritage Area.

The U.S. Congress designated Freedom's Frontier National Heritage Area on September 29, 2006 as one of 10 new National Heritage Areas; there are currently 38 designated regions across the nation. Freedom's Frontier National Heritage Area – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms.

"We've held a series of informational meetings about our unique assets and nationally-significant stories for almost a decade. Now that our Heritage Area designation is official, we want to encourage as many citizens as possible to help us set a defined course for the region's growth and sustainability," Judy Billings, executive director of the heritage area's management entity, said. "These committees provide forums for respectful discussion and collaboration. The outcomes and recommendations of these committees will help Freedom's Frontier National Heritage Area create a pro-active plan for the future based on our collective heritage."

Membership on the committees is open to any person currently residing or working in National Heritage area region. The committees will meet periodically over the next 11 months to define and shape the priorities and decision-making processes for implementation over the next decade. Each committee will oversee the creation of a particular component of the management plan. The consulting team hired to oversee production of the management plan will facilitate the committee process. At least one member of Freedom's Frontier Heritage Area Steering Committee will serve as advisor to each of the five planning committees.

"The future of Eastern Kansas and Western Missouri depends on local citizens championing the values and celebrating the assets of our region," Billings said. "We must share all the significant stories that have helped shape our country and communities, foster understanding and insight among current and future generations, and build collaborations that will strengthen the economic vitality of the region."

Enacted by a bill signed by the President, National Heritage Areas are living landscapes recognized through a partnership with the National Park Service. One of the first requirements of designation is the creation of a general management plan. Generated through an open process for civic engagement, the management plan outlines the vision for the Heritage Area region and the mission, along with key goals and objectives, of its management entity. Freedom's Frontier National Heritage Area is currently engaged in its management planning process, led by a consulting team comprised of national and local experts. The final plan is scheduled for submission to the National Park Service in February 2009.

For more information about Freedom's Frontier National Heritage Area, the five committees and the management planning process, e-mail info@freedomsfrontier.org or call 888.529.5267

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♦ MEDIA ALERT ◆

FOR IMMEDIATE RELEASE:

DATE February 28, 2008

CONTACT: Judy Billings, 785-856-5301

VISIONING FORUM SCHEDULED FOR HERITAGE AREA

LAWRENCE, Kansas – To gain community input, a public forum is scheduled to set a long-term vision for the 41-county region designated as Freedom's Frontier National Heritage Area (FFNHA). The regional vision is a requirement of the heritage area's general management plan and will serve as a roadmap for the year-long planning process. The visioning forum is scheduled:

Date:	Thursday, March 13, 2008
Time:	10:00 – 12:00 noon
Location:	Mahaffie Stagecoach Stop & Farm
	1100 Kansas City Road
	Olathe, KS 66061
RSVP:	Judy Billings, jbillings@freedomsfrontier.org
	785/856-5301

A follow-up visioning session is scheduled on **Monday, March 31** in Lawrence, Kansas from 2:00 – 5:00 pm (location to be determined) to outline key goals, objectives and define principles to guide the region's growth and sustainability. This visioning session will be open to any person that participated in the earlier forum; reservations are required. The findings from the sessions will be presented at a final session for the FFNHA Steering Committee and Board of Directors on **Tuesday, April 1**.

The planned sessions will build on the original vision outlined in the heritage area's feasibility study submitted to the National Park Service and U.S. Congress as part of the eligibility requirement. Consultants Cheryl Hargrove and Frank Martin, two members of the team contracted to guide the creation of the management plan, will facilitate the visioning forums.

Following acceptance of the 20-year vision, the statement – along with a set of defining principles, outline of major goals, and list of management challenges – will be posted on Freedom's Frontier Heritage Area website, <u>www.freedomsfrontier.org</u>, for reference. The vision statement will be revisited during the final phase of the planning process (October 2008 – February 2009) to help set performance benchmarks for the Heritage Area. The final plan is scheduled for submission to the National Park Service in February 2009.

The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. FFNHA – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms. Enacted by a bill signed by the President, National Heritage Areas are living landscapes recognized through a partnership with the National Park Service.

For more information about Freedom's Frontier National Heritage Area and its management planning process, e-mail jbillings@freedomsfrontier.org or call 785-856-5301



♦ MEDIA ALERT ♦

FOR IMMEDIATE RELEASE: DATE: March 17, 2008 CONTACT: Judy Billings, 785-856-4499 jbillings@freedomsfrontier.org

MEETING TO ESTABLISH 20-YEAR VISION, GOALS FOR REGION

LAWRENCE, Kansas – To set a vision for 2028, representatives from around the region will participate in an afternoon workshop to outline a foundation of goals, objectives and principles that will help guide the growth and sustainability of the 41-county region designated as Freedom's Frontier National Heritage Area (FFNHA). The regional vision is a requirement of the heritage area's general management plan and will serve as a roadmap for the region's year-long planning process. The visioning forum is scheduled:

Date:	Monday, March 31, 2008
Time:	2:00 pm - 5:00 pm
Location:	The Eldridge Hotel Lawrence, Kansas
Reservations:	Debbie White, 785/865-4499 (Required by 3/25/08)

This visioning forum will be open to any person that participated in the FFNHA Visioning Forum held in Olathe on March 13 or completed an online survey by March 28 at:

www.surveymonkey.com/s.aspx?sm=JoH4WEWjhvwkPzk%2fCxwfPw%3d%3d

Reservations are required. The findings from the session will be presented at a follow-up meeting with the FFNHA Steering Committee and Board of Directors on Tuesday, April 1.

Following acceptance of the 20-year vision, the statement – along with a set of defining principles, outline of major goals, and list of management challenges – will be posted on Freedom's Frontier Heritage Area website, <u>www.freedomsfrontier.org</u>, for reference. The vision statement will be revisited during the final phase of the planning process (October 2008 – February 2009) to help set performance benchmarks for the Heritage Area. The final plan is scheduled for submission to the National Park Service in February 2009.

The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. FFNHA – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms. Enacted by a bill signed by the President, National Heritage Areas are living landscapes recognized through a partnership with the National Park Service.

For more information about Freedom's Frontier National Heritage Area and its management planning process, e-mail info@freedomsfrontier.org or call 785-865-4499



♦ MEDIA ALERT ♦

FOR IMMEDIATE RELEASE: DATE: March 17, 2008

CONTACT: Judy Billings, 785-856-4499 jbillings@freedomsfrontier.org

HERITAGE AREA MEETING TO FOCUS ON TOURISM TRENDS

Kansas City, Missouri – As part of the discovery phase of the Freedom's Frontier National Heritage Area (FFNHA) management planning process, the organization's monthly meeting will focus on Tourism Trends. National expert and planning team consultant, Cheryl Hargrove, will lead the meeting about global, national and regional trends impacting the potential growth and sustainability of tourism in the 41-county region covering Eastern Kansas and Western Missouri. A travel industry veteran with more than 25 years experience, Hargrove is best known as the National Trust for Historic Preservation's first heritage tourism director and recently served as the Associate Director for National Geographic's Center for Sustainable Destinations. The meeting is scheduled:

Date:	Thursday, April 10, 2008	
Time:	10:00 am - 3:00 pm	
Location:	Mid-America Regional Council (MARC) Offices 600 Broadway, Suite 300, Kansas City, MO	
Reservations:	Debbie White, 785/856-5301	(required by 4/7/08)

This monthly meeting is open to any person interested in helping set and implement a regional agenda for FFNHA. Reservations are required. The meeting will also include presentations by representatives from the Kansas Travel & Tourism Division, Department of Commerce and the Missouri Division of Tourism. Tourism is recognized as one of the primary strategies for the region's sustainable growth.

"The future of Eastern Kansas and Western Missouri depends on local citizens championing the values and celebrating the assets of our region," Billings said. "We must share all the significant stories that have helped shape our country and communities, foster understanding and insight among current and future generations, and build collaborations that will strengthen the economic vitality of the region."

The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. FFNHA – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms. Enacted by a bill signed by the President, National Heritage Areas are living landscapes recognized through a partnership with the National Park Service. FFNHA is currently engaged in its management planning process, led by a consulting team comprised of national and local experts. The final plan is scheduled for submission to the National Park Service in February 2009.



♦ MEDIA ALERT ♦

FOR IMMEDIATE RELEASE: March 18, 2008 CONTACT: Judy Billings, 785-856-5301 jbillings@freedomsfrontier.org

RESIDENTS INVITED TO COMPLETE VISIONING SURVEY

LAWRENCE, Kansas – To set a regional vision for 2028, an electronic survey is now available for residents in the 41-county region designated as Freedom's Frontier National Heritage Area (FFNHA) to complete on-line at:

www.surveymonkey.com/s.aspx?sm=JoH4WEWjhvwkPzk%2fCxwfPw%3d%3d

FFNHA includes the Eastern Kansas counties of Allen, Anderson, Atchison, Bourbon, Chautauqua, Cherokee, Clay, Coffey, Crawford, Douglas, Franklin, Geary, Jackson, Johnson, Labette, Leavenworth, Linn, Miami, Neosho, Pottawattomie, Riley, Shawnee, Wabaunsee, Wilson, Woodson, Jefferson, Montgomery, Osage, Wyandotte Counties; and Western Missouri counties of Buchanan, Platte, Clay, Ray, Lafayette, Jackson, Cass, Johnson, Bates, Vernon, Barton, and St. Clair.

As part of the public visioning process designed to create a foundation of regional goals and objectives, and a roadmap for the FFNHA general management plan, surveys must be completed by **Friday, March 28**. The survey questions build on the original vision outlined in the FFNHA feasibility study submitted to the National Park Service and U.S. Congress as part of the heritage area eligibility requirement.

The survey results will be used at a visioning session held on Monday, March 31 at The Eldridge Hotel in Lawrence, Kansas from 2:00 – 5:00 pm to outline key goals, objectives and define principles to guide the region's growth and sustainability. This visioning session will be open to any person that participated in the monthly Partnership Team meeting on Thursday, March 13 in Olathe or completed the on-line survey. Reservations are required; contact the FFNHA office at 785-865-4499 to confirm attendance. The findings will be presented to the FFNHA Steering Committee and Board of Directors on Tuesday, April 1.

Following acceptance of the 20-year vision, the statement – along with a set of defining principles, outline of major goals, and list of management challenges – will be posted on Freedom's Frontier Heritage Area website, <u>www.freedomsfrontier.org</u>, for reference. The vision statement will be revisited during the final phase of the planning process (October 2008 – February 2009) to help set performance benchmarks for the Heritage Area. The final plan is scheduled for submission to the National Park Service in February 2009.

The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. FFNHA is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms. National Heritage Areas are living landscapes recognized through a partnership with the National Park Service.



FOR IMMEDIATE RELEASE: April 10, 2008 CONTACT: Judy Billings, 785-856-5301 jbillings@freedomsfrontier.org

ENHANCED WEBSITE INCLUDES NEW 20-YEAR VISION &

MISSION STATEMENT FOR HERITAGE AREA

LAWRENCE, Kansas – The Freedom's Frontier National Heritage Area (FFNHA) website – <u>www.freedomsfrontier.org</u> - now includes a dedicated section with planning tools, reference materials, and information related to the general management planning development process.

Two of the premier documents featured on the site are the newly adopted **regional vision for 2028** and the **mission statement** for the heritage area management entity. More than 150 residents and regional stakeholders participated in the creation of these documents. These components represent the foundation for the heritage area planning process and help guide development of its decision-making processes, procedures, policies and programs for the next decade. Goals, objectives and value statements will be developed in the next month to support the vision and mission, along with a statement about the national significance of the area.

"We recognize these foundation statements are a crucial step in creating our regional management plan," said Judy Billings, FFNHA Executive Director. "The public input and endorsement of these documents are vital to a strong region. The success and sustainability of the heritage area is dependent on support from all residents and stakeholders," she said. The vision statement will be revisited during the final phase of the planning process (October 2008 – February 2009) to help set performance benchmarks for the Heritage Area. The final plan is scheduled for submission to the National Park Service in February 2009.

The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. National Heritage Areas are living landscapes recognized through a partnership with the National Park Service. FFNHA is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms.



Editor's Note: The following statements are now available on-line for public review, comment:

VISION FOR 2028

The Freedom's Frontier National Heritage Area (FFNHA) is a region recognized globally for its unique, authentic and honest stories that offer many reasons for visiting and living here. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that connects dynamic learning experiences, heritage interpretation and preservation of place.

MISSION

Freedom's Frontier National Heritage Area (FFNHA) identifies and articulates regional stories that illuminate the multiple definitions of freedom debated in the past and still relevant today. The organization and regional partners (including individuals, companies, governments and other entities) seek to preserve the authentic places that fostered these stories and debates as high-quality interpretive experiences that are transformative and found nowhere else. FFNHA empowers local groups and individuals within its region to respect and be stewards of these diverse stories that connect regional history to the nation.

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FOR IMMEDIATE RELEASE: July 24, 2008 CONTACT: Judy Billings, 785-856-5301 jbillings@freedomsfrontier.org

PUBLIC INVITED TO COMPLETE SURVEY ON EDUCATION

PRIORITIES AND WAYS TO TELL THE REGION'S STORY

LAWRENCE, Kansas – Freedom's Frontier National Heritage Area (FFNHA) encourages all residents of the area to complete an electronic survey on the role of education and the priorities for interpreting the region's stories. The survey, available now, can be accessed online via <u>www.ffnha-hosting.com</u> and is designed to prioritize specific programs and services that help develop, steward and promote the region's significant stories, their story bearers, and the places relevant to the stories. Residents have until August 17 to complete the survey.

The survey asks residents from the FFNHA region to rank sets of ideas generated at the organization's July Partnership Team meeting. Categories for the interpretation and education ideas are:

- Interpretive Building Blocks;
- Interpretive Projects;
- Orienting Visitors;
- Elementary/Secondary School Education;
- Life-long learning, Education

Survey findings will be reported at the August 14 Partnership Team meeting in Overland Park, Kansas. The public is welcome to attend these monthly meetings. Information about FFNHA, including meeting dates and locations, can be found at <u>www.freedomsfrontier.org</u>.

FFNHA, a region which spans 41 counties and two states, began as a grassroots effort to steward the cultural landscape and nationally significant story about the struggle over freedom on the frontier. The President signed the enabling legislation designating FFNHA on October 12, 2006 as one of 10 new National Heritage Areas; there are currently 37 designated regions across the nation. FFNHA is recognized for its distinctive history, culture, and landscape that tell the stories about the quest for national and individual freedoms. National Heritage Areas are living landscapes recognized through a partnership with the National Park Service.

As part of the management planning process for the National Heritage Area, residents are encouraged to provide input and respond to all documents created by the organizers. These documents – including the FFNHA's draft vision, mission, and statement of national significance – are available for viewing on the "Management Plan" section of the FFNHA website (<u>www.ffnha-hosting.com</u>). The survey responses will help FFNHA establish priorities, address specific issues, and develop a pro-active plan to accurately and appropriately tell the region's important stories.

FFNHA includes the Eastern Kansas counties of Allen, Anderson, Atchison, Bourbon, Chautauqua, Cherokee, Clay, Coffey, Crawford, Douglas, Franklin, Geary, Jackson, Johnson, Labette, Leavenworth, Linn, Miami, Neosho, Pottawatomie, Riley, Shawnee, Wabaunsee, Wilson, Woodson, Jefferson, Montgomery, Osage, Wyandotte Counties; and Western Missouri counties of Buchanan, Platte, Clay, Ray, Lafayette, Jackson, Cass, Johnson, Bates, Vernon, Barton, and St. Clair.



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January 5, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public invited to attend monthly Partnership Meeting of the Freedom's Frontier National Heritage Area

Lawrence, Kan. – The public is invited to attend the Freedom's Frontier National Heritage Area (FFNHA) Partnership Meeting in Lawrence, Kansas, on January 8, 2009. The meeting will be held at the Lawrence Visitor Information Center, 402 North 2nd Street, from 10 a.m. to 3 p.m.

The meeting in Lawrence will focus on gaining input from residents about FFNHA visitors and their expectations. Attendees will be asked for their input about what makes a site, event and story a successful addition to the experience of Freedom's Frontier. This information will be incorporated into the Freedom's Frontier's management plan.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Recent work on the management plan includes sections that explain how Freedom's Frontier's landscape is unique and its story significant. These pieces are posted online for public review at *www.ffnha-hosting.com*. A Welcome Packet and additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org*.

For additional information about the January meeting, or to make a lunch reservation, please contact Debbie White at the Lawrence Visitors Center, 785-865-4499 or <u>dwhite@freedomsfrontier.org</u>.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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February 5, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public invited to attend monthly Partnership Meeting of the Freedom's Frontier National Heritage Area

Leavenworth, Kan. – The public is invited to attend the Freedom's Frontier National Heritage Area (FFNHA) Partnership Meeting in Leavenworth, Kansas, on February 12, 2009. The meeting will be held at the University of St. Mary, Berchmans Assembly Room, from 10 a.m. to 3 p.m.

The meeting in Leavenworth will focus on stakeholders' roles in Freedom's Frontier. Discussion will center on identifying partners for future projects, and planning for future 2009 events, and posting of the management plan.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Recent work on the management plan includes drafts of each section of the plan. Each section of the plan will be posted online for public review at *www.ffnha-hosting.com*. Posting of sections begins February 6. The public will have thirty days to review a section after it is posted. A Welcome Packet and additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org*.

For additional information about the February meeting, or to make a lunch reservation, contact Debbie White at the Lawrence Visitors Center, 785-865-4499 or <u>dwhite@freedomsfrontier.org</u>.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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February 20, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public Encouraged to Comments on Freedom's Frontier Draft Management Plan

Lawrence, Kan. – The public is encouraged to comment on the draft Power of Place section of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Power of Place, the second of several sections in the plan, will be posted online at the <u>www.ffnha-hosting.com</u>. The public will have 30 days to comment.

The Power of Place will explore the natural history and geography of Freedom's Frontier. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the Management Plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next few weeks, the remaining five sections of the plan will be posted online for public comment. These sections include:

- Power of Story, relaying why this story is significant and how Freedom's Frontier is committed to telling this story.
- Power of Action, offering tools for citizens and groups to manage the heritage area.
- Power of Partnership, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.
- Appendices, including acknowledgements and appendices about the planning process and background data.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org*.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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February 6, 2009

For more information, contact: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public Encouraged to Comment on Freedom's Frontier Draft Management Plan

Lawrence, Kan. – The public is encouraged to comment on the draft Executive Summary of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Executive Summary, the first of several sections in the plan, will be posted online at the <u>www.ffnha-hosting.com</u>. The public will have 30 days to comment.

The Executive Summary will acquaint readers to Freedom's Frontier and give a brief overview of the management plan. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting or the public. As a whole, the Management Plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next two months, the remaining six sections of the plan will be posted online for public comment. These sections include:

- *Power of Place*, exploring the natural history of the heritage area.
- *Power of Story*, relaying why this story is significant and how Freedom's Frontier is committed to telling this story.
- *Power of Action*, offering tools for citizens and groups to manage the heritage area.
- *Power of Partnership*, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.
- *Appendices*, including acknowledgements and appendices about the planning process and background data.

The Executive Summary section of the Management Plan is currently posted online for public review. The deadline for review of the Executive Summary is March 8. The deadline for review of the Power of Place is March 22. The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org*.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

-###-

March 9, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org Carol Bohl 816-380-4396, cchsmo@gmail.com

Public invited to attend monthly Partnership Meeting of the Freedom's Frontier National Heritage Area

Harrisonville, Mo. – The public is invited to attend the Freedom's Frontier National Heritage Area (FFNHA) Partnership Meeting in Harrisonville, Missouri, on March 12, 2009. The meeting will be held at the Cass County Library, from 10 a.m. to 3 p.m.

The meeting in Harrisonville will focus on branding and criteria for Freedom's Frontier projects. David Reynolds, assistant professor of business/marketing at the University of St. Mary will give a presentation about branding and how it relates to heritage tourism. Attendees will also review draft criteria and give feedback and input. This information will be used to draft the management plan.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Drafts of each section of the plan will be posted online for public review at *www.ffnha-hosting.com.* A Welcome Packet and additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org.*

For additional information about the March meeting, or to make a lunch reservation, contact Debbie White at the Lawrence Visitors Center, 785-865-4499 or <u>dwhite@freedomsfrontier.org</u>.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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March 24, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public Encouraged to Comment on Freedom's Frontier Draft Management Plan

Lawrence, Kan. – The public is invited to comment on the draft Power of Story of Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Power of Story will be posted online at the <u>www.ffnha-hosting.com</u>. The public will have 30 days to comment.

The Power of Story will acquaint readers with the nationally significant story of Freedom's Frontier and how partners in Freedom's Frontier are committed to telling their stories. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting or the public. As a whole, the Management Plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next month, the remaining sections of the plan will be posted online for public comment. These sections include:

- Power of Action, offering tools for citizens and groups to manage the heritage area.
- Power of Partnership, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.
- Appendices, including acknowledgements and appendices about the planning process and background data.

The Executive Summary and the Power of Place are online, available for download and public review.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at *www.freedomsfrontier.org*.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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May 27, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public Invited to Comment on Final Draft of Management Plan

Lawrence, Kan. – The public is invited to comment on the final draft of Freedom's Frontier National Heritage Area (FFNHA) Management Plan. Sections entitled Power of Action and Power of Partnership are the latest additions to what has previously been reviewed. The entire plan, including these sections, are posted online at the <u>www.ffnha-hosting.com</u>. The public will have until June 6 to comment.

The Power of Action offers "toolkits" for citizens and groups to assess and improve experiences offered in Freedom's Frontier. These toolkits cover heritage preservation, tourism and marketing, and storytelling. The Power of Partnership offers in-depth information and recommendations for the Freedom's Frontier coordinating entity and its partners to manage the heritage area. This section addresses heritage preservation, recreation, natural resource conservation, interpretation, education, tourism, marketing and economic development.

Over the course of 2008 and early 2009, area volunteers have worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the Management Plan reveals insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade. Additional information about Freedom's Frontier can be found online at <u>www.freedomsfrontier.org</u>.

The next step is to gain approval of the Management Plan by the National Park Service after

which it will be sent to the Secretary of Interior for final signature. Freedom's Frontier will then begin to implement recommendations in the plan.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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June 10, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Freedom's Frontier Board Approves Management Plan

Lawrence, Kan. – Freedom's Frontier Board of Trustees approved the final draft of Freedom's Frontier National Heritage Area (FFNHA) Management Plan. This plan was crafted with citizen input over the past year and a half. The plan was posted online in sections for public comment at www.ffnha-hosting.com.

This plan discusses the unique natural and human history that makes this region special. It offers "toolkits" for citizens and groups to assess and improve experiences offered in Freedom's Frontier. In-depth information and recommendations are included for the Freedom's Frontier coordinating entity and its partners to manage the heritage area.

Over the course of 2008 and early 2009, area volunteers have worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the Management Plan reveals insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade. Additional information about Freedom's Frontier can be found online at <u>www.freedomsfrontier.org</u>.

The Freedom's Frontier Board and stakeholders will celebrate the conclusion of the management planning process on June 18 at 2 p.m. at the Kansas City Central Library. The Board will formally present the plan to the National Park Service during this meeting. The public is

welcome to attend.

The next step is to gain approval of the Management Plan by the National Park Service after which it will be sent to the Secretary of Interior for final signature. Freedom's Frontier will then begin to implement recommendations in the plan.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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Freedom's Frontier National Heritage Area Management Plan Newspaper Clippings

An assortment of news clippings, print and web, alerting residents to meetings and comment opportunities follow.

THURSDAY + JULY 12 + 2007

National Geographic team to direct heritage area

By Mike Belt

mbelt@ljworld.com

www.ljworld.com

ONLINE: See the 6News video report and more about the heritage area at www.ljworld.com

A National Geographic team will lead development of a management plan for a national heritage area that includes Lawrence and more than 40 eastern Kansas and western Missouri counties.

The plan will serve as a "road map" to connect Civil War histories in the Freedom's Frontier National Heritage Area created by Congress.

Deanell Reece Tacha, chairwoman of the heritage board, said the National Geographic Center for Sustainable Destinations will help develop the area's economic, cultural and educational potential.

"This heritage area is a unique and extraordinary opportunity to focus the attention of the nation and people of the region on the history-shaping events and stories that occurred here and ignited the flames of the Civil War," said Tacha, a federal appellate judge from Lawrence.

The National Geographic group was chosen from four applicants, including Gould Evans Associates in Lawrence, said Judy Billings, trustee treasurer who directs the Lawrence Convention and Visitors Bureau. The center is a branch of National Geographic that helps develop tourism that sustains and enhances an area's geographical character, according to its Web site. Billings said National Geographic likely will be paid \$300,000. The plan is to be completed by fall 2008, Billings said. Before federal funds can be allocated, plans must be approved by the National Park Service and the Secretary of the Interior.

- Staff writer Mike Beit can be reached at 832-7165.

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Bistate group aims to promote history

Sharing storles of Kansas and Missourl counties, it seeks national designation.

By MELODEE HALL BLOBAUM The Kansas City Star

A motivated history lover can find the sentences and paragraphs of Civil War history scattered about eastern Kansas and western Missouri in historical markers and museums, battlefields and cemeteries.

But partners in the Freedom's Frontier National Heritage Area that covers 29 counties in Kansas and 12 in Missouri want to weave those bits together into a compelling story of the area's pivotal role in the years before the Civil War.

"It's a great story," said John A. Dillingham, of Kansas City, vice chairman of the group's board of trustees.

"We have 41 counties that have their own little mini stories, and no one outside of the county hears about them, or cares to. But they'll all be woven into the fabric called Freedom's Frontier."

Last week the group announced that Kansas Gov. Kathleen Sebelius and Missouri Gov. Matt Blunt would be honorary co-chairmen of the board of trustees.

Planning for the national designation extends back at least to 2003, when a group of Kansans envisioned a Bleeding Kansas National Heritage Area. As enabling legislation for the designation made its way through Congress, western Missouri became part of the area, and the name was

ON THE WEB

Learn more about the Freedom's Frontier National Heritage Area online at www. freedomsfrontier.org.

1CStar-7/16/07

state) 435 worrying about getting to Arrowhead in time for the kickoff or KCI in time for the takeoff, not knowing or caring what cities, counties or states they have passed through to get to those points," he said.

The National Heritage Area designation opens the door to resources from the National Park Service and funding from Congress, said Judy Billings of Lawrence, treasurer of the board of trustees.

As much as \$10 million could be appropriated over 15 years, though Billings said that Freedom's Frontier leaders must take steps to qualify for the funding.

The first is developing a management plan that passes muster with the National Park Service, a task that Billings said must be completed by October 2009.

The Freedom's Frontier board of directors on June 26 chose the National Geographic Center for Sustainable Destinations to develop the plan.

With National Ĝeographic and the two governors on board, the next step is fundraising. Billings estimated that \$300,000 would be needed for developing the management plan.

She hopes that the sesquicentennial observance of the

Don't let past slip away, history buffs implore

By Mike Hall

The Capital-Journal

Published Friday, July 20, 2007



Areas on both sides of the Kansas-Missouri border are rich in history — Civil War-related history and the settlement of the western half of the United States — and a new group is organizing enthusiastic history buffs to help promote the region's past.

"We are just one generation away from not knowing our own story," said Deanell Tacha, chairwoman of the Freedom's Frontier National Heritage Area board of trustees.

HOW TO HELP

Checks should be made out to "Freedom's Frontier National Heritage Area" and mailed to P.O. Box 586, Lawrence, Kan., 66044.

Questions about the project may be directed to that address or by calling (785) 865-4494.

Kansas

- 1. Allen
- 2. Anderson
- 3. Atchison
- 4. Bourbon
- 5. Chautauqua
- 6. Cherokee
- 7. Clay
- 8. Coffey
- 9. Crawford
- 10. Doniphan
- 11. Douglas
- 12. Franklin
- 13. Geary
- 14. Jackson
- 15. Jefferson
- 16. Johnson
- 17. Labette
- 18. Leavenworth
- 19. Linn

Tacha, whose "day job" is as chief judge of the Denver-based 10th U.S. Circuit Court Appeals, said everyone involved is a volunteer. They even pay their own expenses for travel and meals in promoting the project.

"We're operating on a shoestring, with volunteers," she said Thursday.

She and three trustees — Joan Wagnon and Jim Maag, both of Topeka, and Judy Billings, of Lawrence — met Thursday with The Topeka Capital-Journal's editorial board to explain the project.

A resident of Lawrence, Tacha speaks enthusiastically of her roots that go back to the early days of Kansas settlement by non-native Americans.

The heritage area is the newest of the nation's 37 national historic areas and was moved through Congress in record time, thanks to the efforts of Kansas and Missouri senators and representatives.

Tacha explained a heritage area is different from a national park in that no private land is taken over by the government. The heritage area is simply an organizational structure to publicize the history of the region in a coordinated way.

It likely will involve informational pamphlets, highway signs and advertising to make people from outside the area aware of the points of interest, and even to educate Kansans on the importance of the state in the national history.

20. Miami 21. Montgomery 22. Neosho	Tacha said even a lot of Kansans aren't aware of the pro-slavery versus anti-slavery skirmishes in Kansas that were the beginnings of the Civil War. But the promotion of the area will go beyond the Civil War.
23. Osage	"It's about the struggles to move west," she said.
24. Pottawatomie	It is about the Indians who were already here and
25. Riley	about the influence of various groups of people
26. Shawnee	settling in Kansas, including blacks and Latinos.
27. Wabaunsee	"It's about how you deal with different populations in a frontier situation," Tacha said.
28. Wilson	
29. Woodson	To begin the process of qualifying for \$10 million in federal funding, the first step was to hire an
30. Wyandotte	
Missouri	organization to develop a plan for developing and promoting the area. When proposals were
31. Barton	 solicited from organizations to create that plan, the trustees were excited to get a proposal from the National Geographic Center for Sustainable Destinations. To pay for that contract, the group needs to raise \$300,000. The group has received a \$75,000 commitment from Gov. Kathleen Sebelius and is hoping for a similar contribution from the state of Missouri. But individual contributions in any amount are encouraged, and that is a big part of the road show that brought the four trustees to the editorial board.
32. Bates	
33. Buchanan	
34. Cass	
35. Clay	
36. Jackson	
37. Johnson	
38. Lafayette	
39. Platte	
40. Ray	
41. St. Clair	"People say, 'Kansas doesn't have mountains, so why would we come?' " Wagnon said. "This is our mountain."
42. Vernon	

Mike Hall can be reached at (785) 295-1209 or mike.hall@cjonline.com.

Reader comments are the sole responsibility of the person posting them. You agree not to post comments that are off topic, defamatory, obscene, abusive, threatening or an invasion of privacy. Click here for our full user agreement.

You can rate each comment by clicking the O or O buttons. To report an inappropriate comment, click the O.

Please note that comment post times are in Eastern time.

Reader Comments

There are no comments. Be the first to post one.

DESPITE ALL THE PROGRESS IN IRAQ, DEMOCRATS SUCH AS BARACK OBAMA REMAIN UNWAVERING IN THEIR COMMITMENT TO WITHDRAWAL. Charles Krauthammer | B9

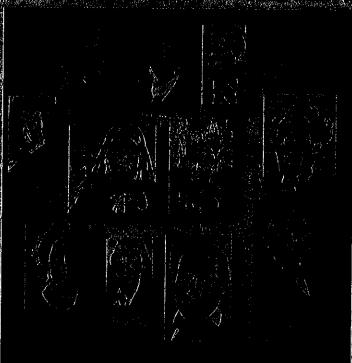
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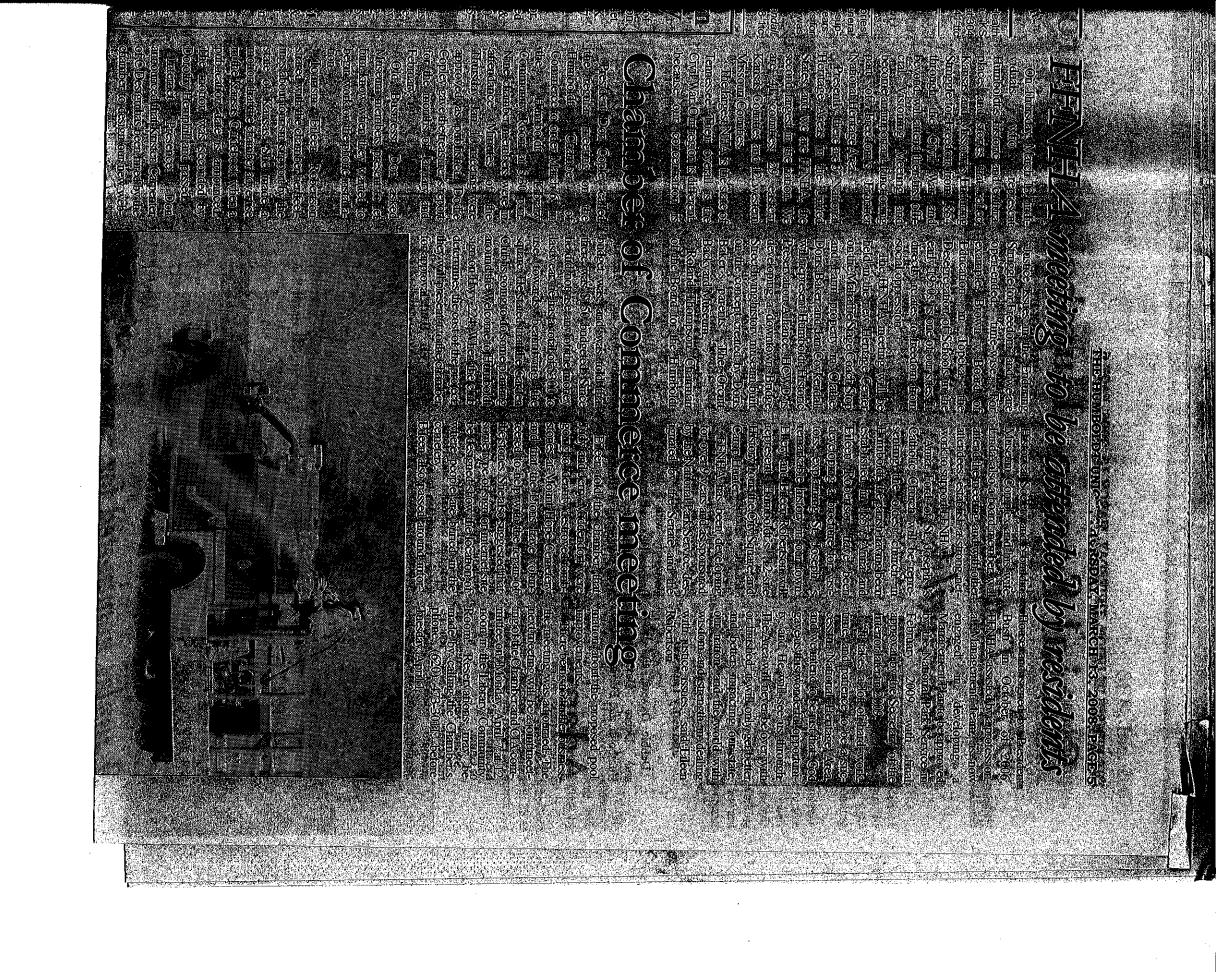
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HUMBOLDT'S FFNHA participants, new Olathe Heritage Center. From left to surrounded by 100 other attendees, right Eileen Robertson, Jan Coykendall, enjoyed a working lunch at the brand Anna Ford, Doris Baker.

Humboldt representatives attend FFNHA meeting

Eileen Robertson, Jan Coykendall, Anna Ford, and Doris Baker, learned more about their roles in Freedom's Frontier National Heritage Area. They were impressed by the intelligent and sincere leadership of Judy Billings of Lawrence, a veteran FFNHA developer since 1998. She gave them a "confident feeling" about the importance of Humboldt's being in one of the 41 counties that make up FFNHA. They also liked the down-to-earth quality of Management Plan Team Facilitator Cheryl Hargrove

On Thursday, March 13, brated portrait of abolitionist Humboldt's representatives, John Brown has been recently acquired by the Nelson-Atkins Museum of Art in Kansas City, MO, it will go on display Tuesday, March 25, 2008. This work has "tremendous meaning" to all FFNHA communities. We were also reminded of the reenactment of the Burning of Dayton, MO, during the weekend of March 29-30. A vil-

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e to remind family supper March 25 at 6 asked to bring We hope to

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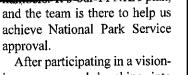
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THE HUMBOLDT UNION, THURSDAY, MARCH 20, 2008, PAGE 3

Courtesy Photo

lage replica has been built especially for the burning. Debbie Lake, Humboldt's Civil War Days 2009 Chairman and Eileen Robertson are planning to attend the Dayton event on Sunday, March 30. For program schedule, contact Eileen Robertson at ksadvocate@cox.net for Internet link.

Welcome to Humboldt! We look forward to working



ing survey and breaking into groups to share their visions of what they expect the FFNHA to look like in 20 years, all present in Olathe were invited to a special Monday, March 31 meeting in Lawrence where they will learn survey results and work further on their community's mission as part of FFNHA.

A participant from Topeka announced that a rare and cele-



New Owners of boldt Union, Kim Ralstin!

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lge, Humboldt 473-3507





Eye on Bleeding Kansas

Johnson County has carved out a distinct image for itself. We are all about new – new restaurants, new hotels, new shopping malls, new houses, new, new, new. It is easy, in this environment, to overlook our rich and, at times, troubled history. It was here, more than 150 years ago, that the battle over slavery made our county a dangerous place in which to live. It was here that early settlers left civilization as they knew it for the long trek on trails to the West. It was here that hundreds of American Indian children were educated at the Shawnee Indian Mission, which stands today in Fairway.

All of these, and more, are important slices of our heritage, not only in Johnson County, but in the region and nation. How do we preserve our traditions, our links to the past?

We have saved some of the historic sites, but there is an effort under way to enhance them, to make them better known and to link them to other places of note, if appropriate. A relatively new organization, called the Freedom's Frontier National Heritage Area, has been created to help preserve and improve our region's historical treasures.

FFNHA was established by Congress in 2006. It covers 29 counties, including Johnson, in eastern Kansas and 12 in western Missouri.

The group is developing a plan that involves public comment. A meeting for area residents will be held from 9:30 a.m. to 3 p.m. Thursday, Aug. 14, at the Ritz Charles in Overland Park.

FFNHA is also conducting an electronic survey for the public. It is available at www.ffnha-hosting.com. The deadline for participating is Sunday. Though the FFNHA is not a national park, the National Park Service provides technical, planning and limited financial assistance to national heritage areas, which include the FFNHA. The FFNHA site is www.freedomsfrontier.org.

The struggle over slavery, and whether Kansas would enter the Union a free or slave state, broke out here at least five years before the Civil War hostilities began at Fort Sumter in South Carolina. That alone makes the mission of the FFNHA significant to our history and heritage.

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Daily Mail & Herald-Tribune

Nevada, Missouri ~ Monday, June 15, 2009

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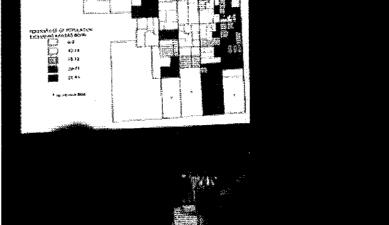
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Heritage area focuses on 'Freedom's Frontier'

Saturday, September 20, 2008 By Ralph Pokorny - Nevada Daily Mail

The Missouri-Kansas border area has been at the center of the struggle for freedom since the first skirmish of the Civil War pitted anti-slavery leader John Brown and future Confederate Colonel Henry Clay Pate at the Battle of Black Jack, on June 2, 1856. nearly five years before Confederate troops lay siege to Fort Sumpter in Charleston, S.C., harbor to formally start the Civil War.

That struggle for freedom reaches into the 1950s via the infamous Brown vs. Board of Education case, and even influenced President Harry S. Truman's involvement in the founding of Israel.



Missouri Natives in Kansas, 1865

Christy Davis speaks to members of the Freedom's Frontier National Heritage Area Partnership Team Thursday about the geography of the proposed National Heritage Area, which will be made up of 41 counties in eastern Kansas and western Missouri, including Vernon County, Mo., and Bourbon County, Kan. --Ralph Pokorny/Herald-Tribune

These are some of the story threads that the Freedom's Frontier National Heritage Area want to weave into a complex tapestry that tells the story of the search for freedom and its part in the history of the Missouri-Kansas border area.

According to Judy Billings, Freedom's Frontier National Heritage Area acting director, this began as a grassroots effort of a group of people who were concerned about the landscape and realized that the people of this area have an "important, nationally significant story to share about the struggles over freedom on the frontier, a struggle that shaped our nation's history, a struggle that remains relevant even today."

"Today we adopted a Statement of National Significance, which is a concise way of communicating why we are of national significance," Billings said Sept. 11, after an allday meeting in Nevada of many of the partner organizations working to make this Heritage Area a reality.

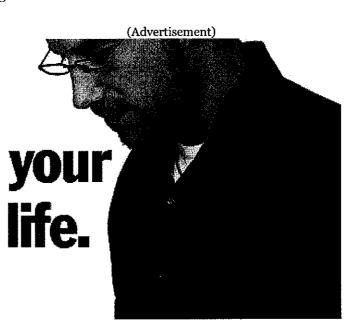
The Statement of National Significance is one of the Department of the Interior requirements before a National Heritage Area can be finalized.

The group has already developed a mission statement and a vision statement.

"A 'national heritage area' is a place designated by the United States Congress where natural, cultural, historic and recreational resources combine to form a cohesive, nationally-distinctive landscape arising from patterns of human activity shaped by geography. These areas tell nationally important stories about our nation and are representative of the national experience through both the physical features that remain and the traditions that have evolved within them," according to http://www.nps.gov/history/heritageareas...

In 1984 the Illinois & Michigan Canal National Heritage Corridor was the first area to be established, with a total of 40 designated Heritage Areas today.

Each National Heritage Area is managed by a local entity in partnership with various stakeholders, which include individual citizens, local, state and Federal governments, as well as profit and nonprofit groups. These groups work together to preserve the distinct landscape and the local stories, so future generations will understand their relationship to the land.



"We are eight months into a 12 month process of developing a management plan for the entire 41 county area," Billings said.

The management plan is a requirement from the National Parks Service that must be completed before we can ask for any Federal money, she said.

Each National Heritage Area has three years to develop its management plan, which must then be accepted by the Secretary of the Interior.

Billings said that the management plan's primary purpose is to demonstrate to he National Park Service why this is a nationally significant area. It also will provide guidelines to help all of the partners move collectively forward in the process of telling their stories by showing how all of the various stories fit together into an overall coherent story.

"It's hard work. People have to think differently about how they tell their stories," Billings said.

Billings pointed out that the geology and geography of this area is a unique product of the soil, left behind by the retreating glaciers from the last ice age and the people who settled in this area.

During one of the presentations at the meeting, Christy Davis said that the groups need to find a way to tie all of the various areas of the Heritage Area together, and since there are no physical boundaries that encompass the entire area, she suggested that they consider looking at cultural watersheds, which correspond to river basins.

The Missouri-Kansas border is an arbitrary line that affected the Border War in the 1800s.

In the Nevada, Mo.-Fort Scott, Kan. region. Davis said that the Osage-Maries des Cygnes river basin is a defining area.

The early Euro-American settlers in this area, to distinguish them from the Native Americans, were subsistance farmers, who were looking for cheap land, with good soil and a mix of prairie and woods. When they arrived in this area the land along the Missouri and Kansas Rivers was already settled and they had to look elsewhere.

Davis said that by 1855 most of the settlers in eastern Kansas were from the South or the upper South, with the exception of the people who settled Osawatomie, Kan., who were from New England.

Davis also suggested that the Missouri, Kansas, and Neosho River basins provided distinct settlement areas that would help to tie the physical areas together.

Respond to this story

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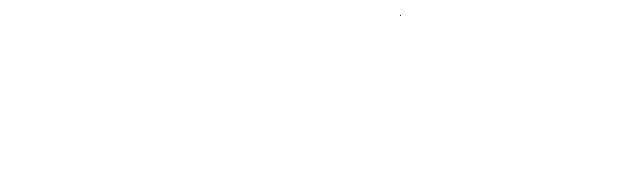
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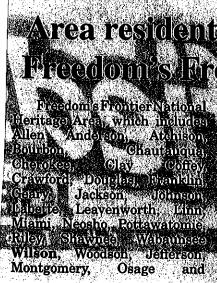
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Your comments:

Please be respectful of others and try to stay on topic.





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Public invited to heritage meeting

The Capital-Journal

Published Wednesday, January 07, 2009



LAWRENCE — The public is invited to the Freedom's Frontier National Heritage Area Partnership meeting Thursday in Lawrence. The meeting will be from 10 a.m. to 3 p.m. in the Lawrence Visitor Information Center, 402 N. 2nd.

The meeting will focus on gaining input from residents about FFNHAP visitors and their expectations. Attendees will be asked for their input about what makes a site, event and story a successful addition to the experience of Freedom's Frontier. This information will be incorporated into the Freedom's Frontier's management plan.

For additional information or to make a lunch reservation, contact Debbie White at the Lawrence Visitors Center at (785) 865-4499 or dwhite@freedomsfrontier.org.

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You can rate each comment by clicking the 29 or 29 buttons. To report an inappropriate comment, click the 28.

Please note that comment post times are in Eastern time.

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Kansas

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Kansas kids

LJWorld.com

Regional leaders meet in Lawrence to iron out details of area Civil War heritage plan

January 8, 2009

The process of developing a management plan to promote Civil War era histories in eastern Kansas and Western Missouri is in its final months.

About 60 representatives from Kansas and Missouri counties in the Freedom's Frontier National Heritage Area met in Lawrence on Thursday to work on the plan. It must be finalized by spring and given to the National Park Service for approval.

"Our goal is to bring awareness to the stories and activities that were taking place leading up to the Civil War and what happened in the Kansas territory and in Missouri," said Judy Billings, president and chief executive of Destination Management inc., the heritage area's Lawrence-based management entity.

Three themes have been identified as focal points in the plan. The main theme is the pre-Civil War border war between proslavery forces supported by Missouri and abolitionists in Kansas.

The second focuses on why settlers came to Kansas and how they became involved in the border war. The third theme is about what's happened in the heritage area since then and how it affects the area today.

"We want to take the stories of the landscape and put them together and connect them so that a visitor will have a complete experience about the story," Billings said.

Those attending the day-long meeting at the Lawrence Visitor Information Center, 402 N. Second St., broke down into small groups to discuss criteria for participation in the heritage area. Discussions included use of the Freedom's Frontier logo and how to raise the quality of a tourist site to do a better job of telling its history, Billings said.

The plan is necessary to meet requirements established to become a full-fledged National Heritage Area as approved by Congress and President Bush in 2006.

Publicity about Freedom's Frontier is already paying off in attracting attention and tourists, Billings said.

The Kansas side of Freedom's Frontier is the topic of an article in the new Kansas Official Visitors Guide for 2009-2010. The Public Broadcasting Service also is working on a documentary about the border war.

Originally published at: http://www2.ljworld.com/news/2009/jan/08/regional-leaders-meet-lawrence-iron-out-details-ar/

LJWorld.com

New Douglas County commissioners take office

January 12, 2009

The face of Douglas County government changed Monday as two long-time commissioners gave way to their newly elected replacements.

"I think this commission accomplished quite a bit. We did what we had to do," said Jere McElhaney, who along with Bob Johnson served eight years before both decided in 2008 not to run for re-election.

"It's been a great experience," Johnson said.

McElhaney's 3rd District seat was taken over by Jim Flory and Nancy Thellman took Johnson's 2nd District spot. Both thanked their families and people who supported their campaigns after taking the oath of office from Douglas County Chief Judge Robert Fairchild.

"I'll spend every day in the office trying to earn their confidence," Flory said.

Thellman said she sought a "good and welcoming" government.

"I'm committing myself to doing a lot of listening in this room and learning," she said.

Flory and Thellman took their seats next to the lone incumbent, 1st District Commissioner Charles Jones, who is midway through his third term. The new commission's first order of business was to elect Jones board chairman and Thellman vice chairwoman.

Jones then said he wanted to divide some of the chairman's responsibilities among his counterparts so there would be more focus on certain issues.

Jones asked Flory to be the county's liaison to the Kansas Bioscience Authority and to work on the issue of cleaning up and redeveloping the former Farmland plant property. He asked Thellman to represent the county in economic development partnership meetings with the city of Lawrence and the Lawrence Chamber of Commerce. Jones said he would continue his efforts on transportation, Freedom's Frontier National Heritage Area and other matters.

"I think this distribution is very promising," Jones said.

Before stepping aside, Johnson and McElhaney said they thought the former commission worked well together, noting that they and Jones tried to reach compromises on a broad spectrum of issues and usually voted unanimously on those issues.

Other officeholders who were elected last fall and their deputies also were given the oath of office by Fairchild, including District Attorney Charles Branson, Sheriff Ken McGovern, Clerk Jamie Shew and Register of Deeds Kay Pesnell.

Originally published at: http://www2.ljworld.com/news/2009/jan/12/new-douglas-county-commissioners-take-office/

LJWorld.com

Historical focus

Dreams for telling this area's fascinating pre-Civil War story are coming into focus.

J-W Editorials

January 13, 2009

Freedom's Frontier National Heritage Area is starting to take shape.

It may have been difficult for some observers to grasp the concept of the area, which encompasses 41 counties in eastern Kansas and western Missouri. However, as a spring deadline with the National Park Service approaches, planners are settling on three themes for the area.

The main focus will be the pre-Civil War history, including the border clashes between pro-slavery forces in Missouri and abolitionists in Kansas. The area also will focus on settlers in the area, why they came here and how they were involved in the border wars. The area also will look at how our history affected this region after the Civil War and into the present.

Years of work and planning have gone into the National Heritage Area project. One of its most dedicated advocates has been Judy Billings, president of Destination Management, which oversees the Lawrence Convention and Visitors Bureau and manages local efforts for the heritage area. Billings and other local organizers correctly believe that Lawrence's history should be at the center of the heritage area's story and activities.

It's an exciting prospect for anyone interested in Lawrence history and tourism. Much work lies ahead, but it's great to see the possibilities of this regional project come into focus.

Originally published at: http://www2.ljworld.com/news/2009/jan/13/historical-focus/

Page 1 of 1





Posted on Thu, Jan. 29, 2009

Thursday, Jan 29, 2

Kansas has stories to tell as it celebrates 148th birthday

A group will seek funding for a virtual museum to share the state's contributions to U.S. history.

BY BECCY TANNER The Wichita Eagle

Struggles for freedom -- by American Indians, black Americans and women -- have dominated Kansas' history. As the state celebrates its 148th birthday today, a group is preparing to seek federal funding to document and share those struggles in a virtual museum.

"The stories of the Trail of Freedom, the Underground Railroad, the slave versus anti-slavery folks, set the course of action over who could own land, the status of native people, who could vote. Every group that came, came looking for freedom," said Judge Deanell Reece Tacha, chairman of the board of trustees for Freedom's Frontier National Heritage Area.

When Kansas was opened for settlement in 1854, a border war broke out, leaving the territory's future slave status in the hands of settlers. The seven years of violence and debates helped spark the Civil War three months after Kansas was admitted to the Union as a free state.

The heritage area, which encompasses 29 counties in eastern Kansas and 12 in western Missouri, plans to seek up to \$10 million over 15 years from the Department of the Interior.

"The designation will help us share our place in the history of our state and the subsequent contribution Kansas made to the nation," said Judy Billings, director of the Lawrence Convention and Visitors Bureau.

Rather than construct a building, organizers plan to increase signs at historic sites featured in the area and allow visitors to download stories onto their iPods and computers for self-guided tours of Kansas.

Visitors could learn about James Lane, a Kansas senator who helped set up the Underground Railroad leading slaves to freedom. And about the 1856 Battle of Black Jack, near Lawrence, which many historians believe was the first battle of the Civil War.

Beyond Bleeding Kansas and the Civil War, the heritage area could also tell stories of the Mexican War and the Mormon War -- and even Brown v. Board of Education, the landmark Supreme Court case that helped end segregation in schools.

The area highlights the wagon wheel ruts from the Santa Fe and Oregon trails; the story of the 1st Kansas Colored Infantry, the first group of black soldiers to go into the U.S. Army and the first to fight; and the story of Clarina Nichols, one of the nation's first suffragettes.

Although the heritage area does not include Wichita, it could affect all Kansans and perhaps serve as a model for other heritage areas, such as one in the Flint Hills, said Tacha, a judge for the 10th Circuit U.S. Court of Appeals.

"Wichita is one of the gateways," Tacha said. "This region has a rich history that the rest of the world doesn't know. Our whole goal is to tell powerful stories."

Reach Beccy Tanner at 316-268-6336 or btanner@wichitaeagle.com.

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make it to the Feb. 19 event is set from 5 to 7 p.m. Monday at the Boys & Girls Club, 2400 N. Opportunity Drive. The deadline for applications to elementary and middle school magnets is March 10. The deadline for Northeast High School is Feb. 25. Applications for the International Baccalaureate program at East High School are due today. For more information, visit

www.usd259.com.

- Lori Yount

Tiahrt names steering panel for Senate bid

U.S. Rep. Todd Tiahrt, R-Goddard, has formed a Senate campaign steering committee that includes notable Wichitans such as Jack Pelton, president of Cessna Aircraft Co., and Jay Allbaugh, vice president of Cox Communications.

Tiahrt joins U.S. Rep. Jerry Moran, who has also announced that he expects to run to replace Sen. Sam Brownback, who is retiring from the Senate. Democratic Gov. Kathleen Sebelius also has been mentioned as a possible candidate.

The steering committee members are: Allbaugh, Bill Hanna, Steve Martens and Pelton of Wichita; state Rep. Kasha Kelly, Arkansas City; state Rep. Lance Kinzer, Olathe; Ron Baldwin, Overland Park: Gary Benton, Hays; Scott Crain, Meade; L.D. Davis, Great Bend; Lee Harris, Leawood; Mark Heitz, Al Maxwell, Doug Mays and Sharon Meissner, Topeka; Richard Henkle, Garden City; Liz (Zirger) Hochscheid, Overland Park; state Rep. Peggy Mast, Emporia; and Randy O'Boyle, Manhattan.

- Brent Wistrom

Girl with broken wrists in protective custody

A 2-vear-old is in protective custody after her mother brought her to the hospital Tuesday with two broken wrists, police said.

The girl was brought to Via Christi Regional Medical Center-St. Joseph Campus shortly after 8 p.m. then transferred to the St. Francis Campus, Lt. Darrell Atteberry said.

The mother told doctors that the girl was on a bunk bed ladder when she fell and used her hands to try to break her fall, said Lt. T.K. Bridges of the Wichita-Sedgwick County Exploited and Missing Child Unit. The girl's injuries "are consistent with that," Bridges said, but the investigation remains open.

- Stan Finger

Woman arrested in

148TH BIRTHDAY STATE'S

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A sign marks the site of the Black Jack battlefield east of Baldwin City. The battle is considered by many historians to be the first of the U.S. Civil War. The area is now a park.

Kansas has stories to tell

• A group will seek funding for a virtual museum to share the state's contributions to U.S. history.

BY BECCY TANNER The Wichita Eagle

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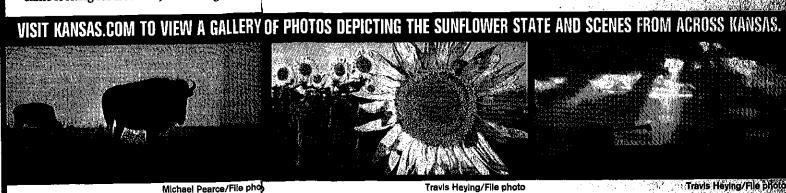
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Mike Hutmacher/The Wichita



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The area highlights the wagon wheel ruts

Please see KANSAS DAY, Page 88



KS

« <u>Newsday to charge for website, online cable service</u> 'Scareware' scammers abuse Google Trends to poison search results »

City of Olathe news

5

Olathe:

- This Edition of E-News
- Downtown Redevelopment
- Developing Employees
- Job Seeking and Unemployment Benefit Help at the Library
- Renovations Underway at Historic Mahaffie Barn
- Olathe Residents Encouraged to Participate in National Historic Planning
- Olathe Reads Receives Grant

City Council Agenda

The Olathe City Council will meet Tuesday, February 17 at 7:00 p.m. in the Council Chamber at City Hall for a regular session meeting. Regular session meetings are broadcast live on Comcast channel 7, AT&T channel 99 and on the City's website. To see the complete agenda for this meeting, click here or visit the City's website at www.olatheks.org.

City Working on Prospects for Downtown Redevelopment Released 2/17/09

Creating new development and employment in downtown Olathe remains an important goal for the City Council. Recently, the City initiated a process gauging private sector interest in downtown development by issuing a request for proposals (RFP) to area developers.

The RFP identified several downtown locations for potential private redevelopment with potential private/public partnerships. Each site is owned by the City and does not generate tax revenue.

Three proposals were received expressing interest in several downtown sites. The potential redevelopment sites include: the southwest corner of Santa Fe and Chestnut (parking lot),

Library staff will be available to assist customers who have recently become unemployed by assisting with filing unemployment claims online. Customers are asked to bring dates of last employment and the former employer's address. Those interested are asked to reserve a time (one hour) with staff by calling (913) 971-6888.

The main library will offer an open computer lab for customers interested in finding a job or updating resumes on February 17 from 10:00 a.m. to noon, March 6 from 1:00 p.m. to 3:00 p.m. and April 14 from 11:00 a.m. to 1:00 p.m. Staff will be available to provide assistance and answer questions. Customers need to bring employment and other pertinent information as well as a CD or flash drive to save resumes. Customers can register for the lab by calling (913) 971-6888.

Partnership Leads to Preservation of Historic Barn at Mahaffie Released 2/17/09

Work is underway on one of, if not the, oldest structure at the historic Mahaffie Stagecoach Stop and Farm site. Though it cannot be determined with certainty, the site's original barn is believed to be the farm's first structure built in 1858. It is one of three structures at the site listed on the National Register of Historic Places.

The barn was originally used to store hay and wheat. Currently, it not only stores crops but historic farm implements for the public to view. In addition, it houses woodworking demonstration and program space for school children and visitors.

Sometime during the early 20th Century, the barn's original support beams were removed to make room for at tractor and other equipment. As a result, several beams have deteriorated to the point of weakening, and preservation work is required. Based in the barn's historical significance, the restoration will carefully address structural issues while preserving the historical elements.

The project is being made possible through the continued partnership with the Johnson County Heritage Trust Fund and the Johnson County Board of County Commissioners, the fund's administrator.

The structural framework repair is anticipated to be completed in the next three weeks, and the complete restoration is expected to be finished in the next two months.

To learn more about the Mahaffie Stagecoach Stop and Farm, visit the City's website at www.olatheks.org or simply click here.

Olathe Residents Encouraged to Participate in National Planning Released 2/17/09

Lawrence, Kan. - The public is encouraged to comment on the draft Executive Summary of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-

Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

The Executive Summary, the first of several sections in the plan, will be posted online at the www.ffnha-hosting.com. The public will have 30 days to comment.

The Executive Summary will acquaint readers to Freedom's Frontier and give a brief overview of the management plan. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting or the public. As a whole, the Management Plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next two months, the remaining six sections of the plan will be posted online for public comment. These sections include:

* Power of Place, exploring the natural history of the heritage area.

* Power of Story, relaying why this story is significant and how Freedom's Frontier is committed to telling this story.

* Power of Action, offering tools for citizens and groups to manage the heritage area.

* Power of Partnership, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.

* Appendices, including acknowledgements and appendices about the planning process and background data.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at www.freedomsfrontier.org.

OLATHE PUBLIC LIBRARY AND MAYOR'S READING INITIATIVE RECEIVE ADDITIONAL SUPPORT FROM COMCAST FOUNDATION Released 2/17/09

OLATHE READS, a partnership formed by the City of Olathe, Olathe District Schools, and the Olathe Public Library to promote the value and importance of reading, has been awarded a \$10,000 literacy grant by the Comcast Foundation. The grant will be used to fund the continued expansion and promotion of the Olathe Public Library's Summer Reading Program for children; enhancement of the Library's Teen Summer Reading Program; and books for "I Read With Mayor Mike," Mayor Michael Copeland's reading initiative in Olathe's ten Title 1 elementary schools.

With Comcast Foundation grant funds allowing increased publicity, the Olathe Public Library continues to see growing numbers of children enrolled in its Summer Reading Program for elementary school students, designed to encourage reading during the summer. This is an important part of promoting reading in the Olathe community, as research shows there can be a significant drop in students' reading ability over the summer months. To encourage teens to read during the summer, the Library has also established the Teen

Public comment sought on Freedom's Frontier National Heritage Area

Saturday, February 14, 2009 Herald-Tribune

The Executive Summary of the Freedom's Frontier National Heritage Area Management Plan has been completed and is online and available for public viewing and comment for a period of 30 days beginning Feb. 9, 2009, according to a press release from the Freedom's Frontier Web site. The Freedom's Frontier Natonal Heritage Area, which encompasses 41 counties in western Missouri and eastern Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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Kansas City

Print this page Close Window Friday, February 20, 2009

Olathe Residents Encouraged to Participate in National Planning

Posted Thursday, February 19, 2009 :: Staff infoZine

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Related link

www.ffnha-hosting.com

Article link: http://www.infozine.com/news/stories/op/storiesView/sid/34137/

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Heritage area touts Kansas

By Estuardo Garcia

February 25, 2009

Every state, every county and every city in this country has a story to tell that makes up a part of the history of the United States.

And for the members of the Freedom's Frontier National Heritage Area, nothing is more important than making the world aware of the importance Kansas and Missouri played in our nation's history.

"We've all been interpreting these stories and telling them in various ways, but we've been telling them individually," said Judy Billings, president of Destination Management, which is overseeing the management plan for the heritage area. "What we are hoping to do is to connect these stories. Eventually we will make the world aware of the importance of this area."

On Thursday, stake-holding members of the heritage area met at University of Saint Mary in Leavenworth to continue working on the project that has taken Billings and others more than 10 years to complete.

Billings, who is also the executive director of the Lawrence Convention and Visitors Bureau, said the 41-county area accomplished its first goal Oct. 12, 2006, when the group was given the federal designation of a heritage area. With the designation these parts of Kansas and Missouri became a part of the National Heritage Areas.

"We have literally put ourselves on a national map," Billings said. "That can only become more beneficial to us."

Since then, people from the heritage area have met on the second Thursday of the month somewhere inside the heritage area to finish the management plan required by the National Park Service.

The meeting in Leavenworth focused on stakeholders' roles in Freedom's Frontier. Discussion centered on identifying partners for future projects, and planning for future 2009 events, and posting of the management plan.

J.C. Tellefson, Leavenworth County commissioner, said he has been involved with the heritage area for several years.

He said he saw the heritage area as an economic opportunity for Leavenworth County and as an opportunity to retain the rich history of the area.

"We have to preserve history for two reasons: So we don't repeat the bad stuff and so we learn from it," he said.

The goal is to have the management plan submitted to the National Park Service for approval in May. From there the group hopes to have Secretary of the Interior Ken Salazar approve the plan, which will give the area access to \$10 million over 15 years of federal funding.

"That doesn't mean we'll get all of that money, but we will be authorized to ask for it," Billing said.

She also said that any federal dollars would have to be matched with privately raised money.

http://www.tonganoxiemirror.com/news/2009/feb/25/heritage-area-touts-kansas/?print

TonganoxieMirror.com | Heritage area touts Kansas

Billing said the project started to just recognize the history of Douglas County, but as she and other members did more work they realized they couldn't tell the complete history without including a wider area.

Members of the public interested in joining the organization or interested in commenting on the management plan can see the plan as it is being worked at www.freedomsfrontier.org.

Originally published at: http://www2.tonganoxiemirror.com/news/2009/feb/25/heritage-area-touts-kansas/

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The FLAME is published by the City Manager's Office,

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cable Channel

City info available online at lawrenceks org and on

March 2009

"We Have Tomorrow — Bright Before Us, Like A Flame."

Langston Hughes

History, culture, and landscape within the *Freedom's Frontier National Heritage Area* combine to tell the stories that contribute to our national and individual freedoms.

A wide swath of eastern Kansas and western Missouri are a national heritage area highlighting the region's role leading up to the Civil War as well as its role in the ongoing national debate over the definition of freedom.

The Freedom's Frontier National Heritage Area includes Lawrence, 29 Kansas counties and 12 in Missouri, where the dispute over slavery played out in the months leading up to the Civil War.

The area was a hotbed of violence and political strife known as Bleeding Kansas following the Kansas-Nebraska Act of 1854, which allowed a popular vote to determine if Kansas would be added to the country as a free or slave state. Three months after Kansas was admitted as a free state in 1861, the Civil War began.

On June 2, 1856, in a prairie slough, militias from Kansas and Missouri fought the first skirmish in what Abraham Lincoln would call our "great war to determine whether any nation conceived in liberty and dedicated to the proposition that all men are created equal can long endure."

Led by anti-slavery zealot John Brown and future Confederate Colonel Henry Clay Pate, the Battle of Black Jack in southern Douglas County preceded the siege of Fort Sumter and the formal start of the Civil War by five years. During those years, the events in our region focused the nation's attention on the great struggle between state and federal authority over slavery and the humanity of a nation. *Continued*



This is a margin of Quantrill's Raid on August 21, 1863. Image provided by Library of Congress.

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Designated by the National Park Service, a National Heritage Area has distinctive landscape shaped by natural, cultural, historic and recreational resources, and is recognized by the U.S. Congress. A heritage area tells a nationally important story through its geography, its man-made structures, and the traditions that have evolved within the landscape. Citizens, local, state, and Federal governments, and nonprofit and private sector groups work to preserve the integrity of their distinct landscape and local stories so that future generations will understand their relationship to the land.

The Freedom's Frontier designation will help share our place In the history of our state, and high-light the contribution Kansas made. to the netion, it will serve as a tool to promotereconomicalevelopmentrand tounsm. Judy Billings, Director, Lawrence Convention & Visitor's Bureau



Woodchip/Mulch Sale Held rain or shine

Sale hours:

- Thursday, April 2 8 am to 3 pm
- Friday, April 3 8 am to 3 pm
- Saturday, April 4 8 am to 4 pm

Location:

LPRD Forestry Division facility, 1420 E. 11th St.

Cost:

\$10 per pick up load.

How to use:

Woodchips, like mulch, are helpful when it comes to the growth of newly planted trees, when used in gardens or used in flower beds. Spreading woodchips reduces the amount of water lost through evaporation, prevents excess run-off, restricts weed growth, and replaces valuable nutrients into the soil.

Rather than purchase mulch, Parks and Recreation recycles trees that are cut down throughout the city. The trees are processed through a chipper and used as mulch. The woodchip sale eliminates woodchips generated throughout the vear.

For more info: 785-832-7979

Still time to enroll Spring classes for youth and adults

Lawrence Parks and Recreation's spring classes begin in late March. Classes available on a first-come/ first-serve basis and include: art, dance, fitness, computers and more.

For Kids

Beginning Ballet (ages 5 to 7): An introduction to ballet emphasizing stretches, large muscle movement and basic barre technique.

When: 4:30-5:15 pm Wednesdays, March 25 to May 13

Location: Community Building.

Cost: \$34

7

Dancing With the Stars (ages 7 to 11): Introduces the basics of partner dancing (partners not required).

When: 6 to 6:50 pm Wednesdays, March 25-May 13

Location: South Park Rec Center Cost: \$32.

For Adults

Zumbal: The new wave of fitness (16 years and older). Aerobic exercise incorporating salsa, belly and West-African dance. Classes begin week of March 23 and run for 8 weeks. Cost is \$23.

Tennis: Saturday and weekday classes available for both youth and adults. Classes being March 28 and run through May 2. Cost is \$34.

For other classes, consult the 2009 Winter/Spring Activities Guide. available at all LPRD facilities or online at www.lprd.org.



П Committed to providing excellent city services that enhance the quality of life for the Lawrence community

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6A The Sun Newspapers March 11, 2009

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COMMENT PERIOD FOR HERITAGE PLAN

G o to www.finha-hosting.com ortage enlightening exploration of the neutral history of the place we callhome Mortstill see how our area - eastern Kortstein western Missouri - was influenced by a time millions of years ago. These act-of Goddew forments are elements in why and where and how well vertices of Some 100 million years ago, this real on Johnson County included, was covered by an influences influence sea. The water deposited of panic matter that Johnson Some tay layers of rock and soil. Our coal deposits and shale; Ilmestone and Matter MOL sandstone are among the rocks shaped by the sea.

sandstone are among the rocks shaped by the sea About 65 million years ago, the sea evaporated 12 5 11

leaving a broad expanse of flat sea floor. The Rocks at the Mountains were formed about the same time. As we weather forecasters know too well, the mountains have a marked effect on Midwestern weather

Glaciers, too, were significant. They pushed new materials to the area and carved out waterways and 'v valleys. At their edges the glaciers left deep and Heht soil suitable for farming.

People are drawn to water, as Katisas City slocation shows. Settlers set up stakes in the 1800s at the confluence of the Missouri and Kansas rivers here Railroads, too, tend to locate along rivers due out the glaciers. the glaciers.

The posting of this information has a purpose part of a plan to develop Freedom's Frontie, Na Heritage Area, or FFNHA: Legislation that cost organization was signed into law by President George. W. Bush in 2006. It covers 41 counties in the states of W. Bush in 2006. It covers 41 country among them Missouri and Kansas, our county among them At the Web site mentioned above, residents are asked to comment on a draft of part of the IRVHA plan. The section is called the Power of Place IRV response deadline is March 22. A word about the sense of place in our lives U.

awareness of and a strong feeling for our surroundings. This is acquired through knowing history and heritage, along with memories of a place and the notion that it is different from any other. different from any other.

There are other categories in the plan that will the be available for comment later. The FFNHA has established its core mission: To foster awareness of set the struggles for freedom that occurred here during the civil War period Civil War period.

Civil War period. Johnson County, with its many historical success an important player in the FFNHA. We should be known thoughts known on this important venture. The history of this region is remarkable and, because of the geography and other lactors (could have

l'avenue occurre d'anywhere e

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Edion of Calleon Horowell of the endbacer March Science of the Domine server of place of our in Oranda should count for our in the edichrone in encoving history of stablishedhis/core mission Ac surgedission freedomilie Givilwanderioden Givilwanderioden Johnson Goundwawilibilsen en Mitslebilden sizepitaar Juhoosani johworin ditene sizepita, Weishonid meteoone Junghisslanovnoninisimpotianivenuus, Junghisslanovnoninisimpotianivenuus, hammesoftinogeoglandig/antioninortiadioes, italibi A second Commentary University on a Commentary and Source of Sour MULLINGO NOSNICOR UOISUPOIXO 60000 Se siededemon uns old doze (1) doze

STATE: Charities see more need as recession deepens. 5b

AWRENCE

LAWRENCE JOURNAL-WORLD • LJWorld.com/local • Sunday, April 5, 2009

Comments taken on heritage area plan BRIEFLY

about it are sought. drafted and public comments ment plan for Freedom's Frontier National Heritage Area has beer Another aspect of the manage-

20 to make comments. ing.com. The public has until April be viewed online at ffnha-host-The draft, "Power of Story," can

acquaint readers with the Freeted to telling their stories. Other dom's Frontier and how partners also are online. sections of the management plan in the heritage area are commit The Power of Story will

will be posted online for public the remaining sections of the plan heritage area's activities for the comment. next decade. Over the next month The overall plan will guide the

will partner with the park service Once approved, the heritage area Service for approval this spring. submitted to the National Park qualify for federal funding for technical assistance and will The management plan will be

KANSAS UNIVERSITY

topic of lecture European events

scheduled to give this year's history at Indiana University, is Padraic Kenney, protessor of

New county commissioner select

By George Diepenbrock gdiepenbrock@ljworld.com

••• ONLINE: See interviews with Mike Gaughan at LJWorld.com

Democrats have selected Mike Sebelius, to fill an open seat on the Gaughan, an aide to Gov. Kathleen Douglas County Commission. group of Douglas County

expanding job responsibilities at Kansas University. Saturday morning. Gaughan will secret-ballot vote among 20 Demoction last month to focus more on his missioner Boog Highberger during a replace Commissioner Charles ratic precinct committee members Jones, who announced his resigna-He defeated Lawrence City Com-

> faces challenges of crafting a budget Gaughan said the commission

I'm excited about getting to work," he said after the vote at the Lawrence economy with this desperate need what really motives me to serve, and munity and finding that balance is short-term pressure to kick-start the during tough economic times. for a long-term vision for our com-"Finding the balance between the

until late last year when he moved into his position as a special assisparty's executive director from 2005 Public Library. Lawrence resident, was the state Gaughan, 31, a KU graduate and a

tant to the governor, where he is a



MIKE G 20 pre Boog F narrow Charle votes S Sebeliu aide to toregro replace backgr Count from th mittee Comm district Comin Lawrei COLUN



Please see NEW, page 4B

Hitching a ride to help others Bond in may fu restora of scho

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Daily Mail & Herald-Tribune

Nevada, Missouri ~ Tuesday, June 16, 2009

HOME NEWS SPORTS OPINION BLOGS RECORDS ARTS & LEISURE

Print Email link Prespond to editor Post comment

Freedom's Frontier: Public comment sought on management plan draft

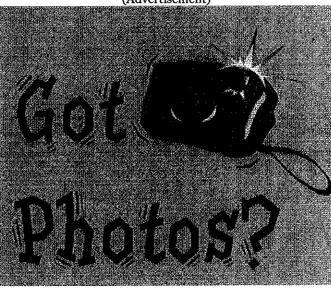
Tuesday, June 2, 2009 Nevada Daily Mail

The public is urged to comment on the final draft of Freedom's Frontier National Heritage Area Management Plan, available online, now through June 6.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

Vernon County is one the the 12 counties in Missouri, and "we are coming to the very end of putting together the management plan," essentially a set of written materials aimed at giving guidance on how communities and entities partnering with the National Heritage Area on how to become a partner, how to make their part of the story of our past more interesting and vital, and much more, said Terry Ramsey, a member of the group's steering committee and coordinator of the Bushwhacker Museum, Nevada.

Sections titled "Power of Action" and "Power of Partnership" are (Advertisement)



the latest additions to what has previously been reviewed. The entire plan, including these sections, are posted online at the www.ffnha-hosting.com.

The Power of Action offers "toolkits" for citizens and groups to assess and improve experiences offered in Freedom's Frontier. These toolkits cover heritage preservation,

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tourism and marketing, and storytelling. The Power of Partnership offers in-depth information and recommendations for the Freedom's Frontier coordinating entity and its partners to manage the heritage area. This section addresses heritage preservation, recreation, natural resource conservation, interpretation, education, tourism, marketing and economic development.

Over the course of 2008 and early 2009, area volunteers have worked with a consultant group to produce the management plan. Each section of the plan has been reviewed by committees and the organization's steering committee before posting for the public. As a whole, the Management Plan reveals insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade. Additional information about Freedom's Frontier can be found online at www.freedomsfrontier.org.

"It's quite an extensive plan, and we are seeking public comment...we really want to know what they think, and if they have any suggestions," Ramsey said.

The next step is to gain approval of the Management Plan by the National Park Service after which it will be sent to the Secretary of Interior for final signature. Freedom's Frontier will then begin to implement recommendations in the plan.

	s story
	uires free registration. If you already have an account on this site, ad password below. Otherwise, click here to register.
Username:	
Password:	(Forgot your password?)
Your comments: Please be respectful of c	others and try to stay on topic.
	iment > >

From: Lawrence Visitor Information Center Sent: Thursday, February 07, 2008 11:00 AM To: Lawrence Visitor Information Center Subject: FW: FFNHA Feb Meeting

Good morning,

The next meeting of the FFNHA Partners will be Thursday February 14, 2008, Harrisonville Community Center, 2400 Jefferson Parkway, 10am – 3pm.

The focus of this meeting will be the Management Plan Orientation. Please invite and/or bring new people from your region and be sure to invite elected officials from your area or region! This is an open/public meeting so we want to include any and all interested parties.

Attached is the agenda for this meeting, please print a copy and bring to the meeting.

Debbie White

dwhite@freedomsfrontier.org

785.865.4499

From: Lawrence Visitor Information Center Sent: Thursday, April 03, 2008 1:31 PM To: Lawrence Visitor Information Center Subject: FFNHA April Meeting

Good afternoon,

The April FFNHA Partners meeting will be held at Mid America Regional Council (MARC) on April 10, 2008 10am-1pm. MARC is located in downtown Kansas City, Missouri, 600 Broadway, free parking is available up the ramp on the top level, directions below. Attached is the meeting agenda.

Please **RSVP** Eliza Waterman <u>ewaterman@marc.org</u> by 5pm Monday April 7th. We will have a box lunch for \$10.00.

Directions:

MARC is easy to reach from I-35 from the southwest, I-70 from the West, I-29 and I-35 from the north. All would take you to the exits at Broadway and 5^{th} or 6^{th} Sts. where entry to our parking lot is on the north side of the building, then up the ramp to the top level. All parking is free.

If you need more specific directions go to <u>http://www.mapquest.com/</u> and enter the address for MARC, 600 Broadway, Kansas City, MO

Look forward to seeing everyone next Thursday and don't forget to **RSVP**.

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Lawrence Visitor Information Center
Sent: Wednesday, April 30, 2008 5:46 PM
To: Lawrence Visitor Information Center
Subject: FFNHA May 2008 Partnership Meeting

Good day,

The next FFNHA Partners meeting will be Thursday May 8, 2008, 10am-3pm, First Christian Church, 303 North 7th, Fredonia, KS

Parking on 7th street and Jefferson street as well as small lot on west side of church. Enter church thru doors on south. Do not park where school busses are next to the church.

(see directions below)

You will be receiving an additional email Friday morning, May 2nd, that will contain the FFNHA National Significance and Theme Statement. So watch your emails!!!

Please **<u>RSVP</u>** if you are attending the meeting and also let us know if you would like lunch.

We will have a working lunch so please RSVP <u>dwhite@freedomsfrontier.org</u> Cost of lunch is \$10.00 which will include buffet style sandwiches, potato salad, fruit salad, brownies and beverages. Reservations for the meeting and lunch must be in by <u>5pm Monday May 5th.</u>

Directions:

From the North or South – US169, US 75, US 59 to K-47 West, K-47 ends at US400 and becomes Washington street once you cross 400. Take Washington west past the Alco/G&W Foods mall about 10 blocks to 7th street. Turn right on 7th and go two blocks north to Jefferson. The Christian church is on the left with parking on both sides of the streets. Enter the church on the south side of building.

OR click on <u>http://maps.live.com/default.aspx?wip=2&v=2&rtp=~&FORM=MSNH</u> and enter your departure address and the address of the church in Fredonia.

See everyone in Fredonia on Thursday May 8th.

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Lawrence Visitor Information Center Sent: Thursday, June 05, 2008 2:46 PM To: Lawrence Visitor Information Center Subject: FFNHA June Meeting

Good afternoon,

The next meeting of Freedom's Frontier National Heritage Area is Thursday June 12, 2008 from <u>10am</u> - <u>2pm</u> at National Frontier Trails Museum, Independence, MO, 318 W. Pacific. Attached is the June agenda and the Partners Pledge, please print both and bring with you to the meeting.

Please make your reservation for the meeting and/or lunch by replying to this email or send to <u>dwhite@freedomsfrontier.org</u> by 5pm Monday June 9th. Lunch is \$10.00 for a choice of ham and Swiss, turkey and Provolone, or roast beef and Cheddar, all on croissants. There will also be a choice of either pasta salad or potato salad, and a choice of either a lemon bar or brownie. Drinks will be coffee, iced tea and lemonade.

Directions:

Make your way to I-70 from your starting point. From I-70, (east of Kansas City) north onto Noland Rd, 2.8 miles then left onto E. Ruby Ave, right onto S. Main St., left onto W Pacific Ave. to museum on your right.

Look forward to seeing you next Thursday.

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Lawrence Visitor Information Center Sent: Thursday, June 26, 2008 12:16 PM To: Lawrence Visitor Information Center Subject: FFNHA July Meeting

Good afternoon,

The next meeting of the Freedom's Frontier NHA Partners will be Thursday July 10th, Baldwin City, Baker University, Mabee Hall, Room 100, 6th & Fremont.

Meeting and lunch reservations must be received by 5pm Monday July 7th, dwhite@freedomsfrontier.org

Lunch is \$10.00 box lunch.

Directions:

Travel from your location to Hwy 56 (in Baldwin City)Turn south at the stoplight (6th Street)Five blocks to Mabee Hall (west side of the street)Parking lot on east side of 6th StreetRoom 100 on the west, lower side of the building

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Lawrence Visitor Information Center Sent: Thursday, July 31, 2008 2:34 PM To: Debbie White Subject: FFNHA August Meeting

Good afternoon,

The August Freedom's Frontier National Heritage Area Partners meeting Thursday August 14, 2008, 9:30am-10am Coffee and Conversation, the meeting begins 10am ending by 3pm. Attached is the August agenda, please print and bring with you to the meeting. You can also find the agenda on the website http://www.freedomsfrontier.org/meetings/2008_minutes.php

Location: Ritz Charles Hotel, 9000 W 137th, Overland Park, KS - directions below.

Please reply and let us know if you will attend the meeting and if you'd like lunch. Lunch will be \$10.00. Send meeting and lunch reservation to <u>dwhite@freedomsfrontier.org</u>. Deadline for lunch reservations is 12noon, Friday August 8th.

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

Directions:

From the West:

Take I-435 South (this will turn into I-435 East)

Take US-69 South

Take the 135th Street Exit

Turn Right onto 135th Street

Turn Left onto Antioch

Turn Right onto 137th Street

Turn Right into the Ritz Charles

From the East:

Take I-435 South (this will turn into I-435 West) Take US-69 South Take the 135th Street Exit Turn Right onto 135th Street Turn Left onto Antioch Turn Right onto 137th Street

Turn Right into the Ritz Charles

From Southern KS:

Take US-69 North Take the 135th Street Exit

Turn Left onto 135th Street

Turn Left onto Antioch

Turn Right onto 137th Street

Turn Right into the Ritz Charles

From Southern MO:

Take US-71 North

Take MO HWY 150 West

Turn Left onto Antioch

Turn Right onto 137th Street

Turn Right into the Ritz Charles

From the North:

Take I-35 South Merge onto US 69 South Take the 135th Street Exit Turn Right onto 135th Street Turn Left onto Antioch Turn Right onto 137th Street

Turn Right into the Ritz Charles

From: Lawrence Visitor Information Center Sent: Thursday, September 04, 2008 9:15 AM To: Lawrence Visitor Information Center Subject: FFNHA September Meeting

Good morning,

The next meeting of the Freedom's Frontier National Heritage Area Partners will be Thursday September 11, 2008 in Nevada, MO at the Nevada TeleCenter, Bowman Building, 2015 N. West Street, from 10am – 3pm.

Please let us know if you plan to attend and if you would like lunch email <u>dwhite@freedomsfrontier.org</u> by 12noon Monday September 8th. The cost of lunch will be \$10.00. This is a hard deadline for lunch reservations so please get them in early! Let us know if you are attending so we can have your name tag ready.

Attached are the August minutes and September Agenda, please print and bring with you to the meeting. Or you can find them on the website <u>http://www.freedomsfrontier.org/meetings/2008_minutes.php</u>

Directions:

- West: Hwy 54 East, turn left onto Ash St, turn left onto Highland (west), turn right onto West St, the TeleCenter is the last building on the left, west side of the street.
- North or South: 71 Hwy, exit 71 (Highland exit), follow signs to Highland Rd, right onto Highland, right onto West St, the TeleCenter is the last building on the left, west side of the street.
- Park behind the building and enter the lower level on the west side of the building. We will be meeting on the lower level.
- For internet directions click <u>http://maps.live.com/default.aspx?wip=2&v=2&rtp=~&FORM=MSNH</u> then type in your starting point address and the location address, see above.

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Lawrence Visitor Information Center Sent: Monday, October 06, 2008 1:46 PM To: Lawrence Visitor Information Center Subject: FFNHA October Partners Meeting

Good afternoon,

The next partners meeting for Freedom's Frontier NHA will be Thursday Oct. 16th 10am – 3pm at the First Territorial Capitol on post at Fort Riley. Because this is an active military post you will need the following (unless you already have a military pass on your vehicle)

- Photo ID for <u>everyone</u> in the car (Drivers License)
- Vehicle registration
- Auto Insurance
- You will want to give yourself at least 30 minutes extra to go through the process for entering Fort Riley.

Please reply if you will attend and join us for lunch, you are welcome to bring your own lunch but there will not be time to leave to eat lunch and return.

Lunch will be \$10.00, subs, chips, cookie and a drink. Reply to <u>dwhite@freedomsfrontier.org</u> by <u>5pm Friday October 10th.</u>

Directions:

I-70 - take exit 301 to the check point where you will present your ID information. Passing through the gate you are on Henry Drive and will cross the Kansas River and railroad tracks. Keep in the right lane and it will turn into Dickman Ave.. Follow Dickman Ave. until you come to a stop (with a filling station and store on your right and a locomotive on the left and across the road will be Irwin Army Hospital.) Take a right at this corner onto Huebner

Road and the First Territorial Capitol will be about a half mile north on the right side, across the rail road tracks. There is a parking lot there and if it is full you can park in the grass beside it. .

Through Manhattan on Highway 18 - follow it through Ogden to the check point. After clearing the check point continue about 3 miles and you will come to a construction area of large barracks on the right side. Near the end of this construction you will find the First Territorial Capitol on the left side of the road.

The October agenda and September minutes will

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Debbie White [mailto:dwhite@freedomsfrontier.org]
Sent: Monday, November 10, 2008 3:28 PM
To: 'dwhite@freedomsfrontier.org'
Subject: Freedom's Frontier Nov meeting

Good afternoon,

Please find attached the Freedom's Frontier NHA November agenda and the October minutes for the November 13, 2008 meeting, 10 am – 3pm. You will also find these documents on the website http://www.freedomsfrontier.org/meetings/2008_minutes.php

Directions to the White Rose Pavilion, 107 Ming Street Warrensburg, MO: From West Hwy 50 - Exit on Business 50, turn right onto Holden, right on Ming Street to the White Rose Pavilion, one block on your right. From South Hwy 13 – Left onto South Street, right onto Holden Street, left onto Ming Street to the White Rose Pavilion, one block on your right.

From North Hwy 13 – Right onto Grover Street, left onto Holden Street, right onto Ming Street (this is a quick right) to the White Rose Pavilion, one block on your right.

Look forward to seeing you Thursday.

Debbie White

Freedom's Frontier National Heritage Area

785.865.4499

dwhite@freedomsfrontier.org

From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org> **Subject:** Freedom's Frontier NHA Meeting Notice

Reply: info@freedomsfrontier.org



January 8, 2009 Partnership Meeting

10am - 3pm Lawrence Visitor Information Center 402 North 2nd (North 2nd & Locust) Lawrence, KS

Please click on the link to print your copy of the agenda for the January meeting. January 2009 Agenda

The December minutes will be available for review after Monday 1/5/09. December 2008 Minutes

Lunch reservations deadline is 5pm Tuesday January 6th.

Please click <u>HERE</u> to let us know if you're attending and if you'd like to purchase lunch.

Lunch cost - \$10.00 includes Baked Potato Bar, garden salad, cheese cake and drink.

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Directions:

From the East or West on I-70 - Exit 204 East Lawrence, left at light onto North 3rd, this will turn into North 2nd, one mile south, left onto Locust, left into parking lot of Visitor Center

From the East on K-10 - Right onto Massachusetts, through Downtown Lawrence, across the Kansas River bridge, right onto Locust (1st stoplight,) left into parking lot of Visitor Center

From the South on 59 Hwy - Follow 59 Hwy North to 6th Street, right onto 6th Street, as you approach Massachusetts make sure you are in the middle lane which will take you left across the Kansas River, right onto Locust (1st stoplight,) left into parking lot of Visitor Center

If you'd like exact directions from your location click <u>HERE</u> then enter your starting address and 402 North 2nd, Lawrence, KS 66044 as your destination.

Contact Information

info@freedomsfrontier.org

Phone: 785.865.4499 or 785.856.5300

PO Box 526

Lawrence, KS 66044

www.freedomsfrontier.org

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: Freedom's Frontier NHA Meeting Notice

Reply: info@freedomsfrontier.org



February 12, 2009 Partners Meeting Notice

10am - 3pm

University of St. Mary

Berchmans Hall

4100 South 4th

Leavenworth, KS

February Agenda

January 12, 2009 Minutes will be posted on the website after Monday Feb 9th. Click HERE

Freedom's Frontier National Heritage Area Partner Meetings are open to the public if you are interested please join us!

Please respond to <u>info@freedomsfrontier.org</u> by 5p.m. Monday February 9th if you will attend the meeting.

Lunch will be \$10.00. We will go through the cafeteria line. Choices include the hot meal of the day, the soup & salad bar, the pizza bar, the pasta bar or the "subway" sandwich bar or you can sample from all! We will be eating back in our own area.

Directions:

From the North - South on 92/73/7 (4th St.) 4.0 miles (past campus on your right) Right on Muncie Rd, west .5 miles

Right on South Hughes Rd, north approximately .5 miles second right Second right into the largest parking area by the field house

Berchmans Hall is at the southeast corner of the parking area, up a small hill. Fastest entry is the north door (which is not marked) and up a flight of stairs (elevator is available). Our conference area is at the top of the stairs

From the South - North on 73/7 (12.5 miles to Muncie Road) Left on Muncie Road, west .5 miles Right on South Hughes Rd, north approximately .5 miles

Second right into the largest parking area by the field house

Berchmans Hall is at the southeast corner of the parking area, up a small hill. Fastest entry is the north door (which is not marked) and up a flight of stairs (elevator is available). Our conference area is at the top of the stairs

There is only one address for St. Mary University, GPS will only direct to the campus. You may want to print this <u>Campus Map</u> to make it easier to navigate the area.

🖂 Forward to a Friend

Join Our Mailing List!

Contact Information

info@visitlawrence.com

phone: 785.865.4499 or 785.856.5300

PO Box 526

Lawrence, KS 66044

www.freedomsfrontier.org

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: Meeting Notice 03.2009

Reply: info@freedomsfrontier.org



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Partners Meeting • Thursday • March 12, 2009

10 am - 3 pm Cass County Library 400 East Mechanic Harrisonville, MO

March Agenda - please print and bring with you to the meeting.

February Minutes will be available Tuesday March 10th on the <u>Meetings</u> page of FFNHA website.

Please respond to <u>info@freedomsfrontier.org</u> by 5pm Monday March 9th if you plan to attend the meeting.

Lunch is \$10.00, build your own sandwich, side, dessert and drink.

Directions:

Hwy 71 North or South Exit Harrisonville, Wall St., MO 7 North, MO 2 Right onto W. Wall St. Right onto South Commercial St. Quick left onto West Mechanic St. Left onto Wirt Lane (about 1/2 mile) Right into Parking lot

For direction from your location click <u>HERE</u> use 400 E Mechanic, Harrisonville, MO as your destination.

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 785.865.4499 or 785.856.5300

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: Meeting Notice 04.2009

Reply: info@freedomsfrontier.org



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Partners Meeting • Thursday • April 16, 2009

10 am - 3 pm St. Peter's Lutheran Church 910 Amos Street Humboldt, KS

April Agenda will be available Tuesday April 14 on the <u>Meetings</u> page of FFNHA website. Please print and bring with you to the meeting.

March Minutes will be available Tuesday April 14 on the <u>Meetings</u> page of FFNHA website.

Please respond to <u>info@freedomsfrontier.org</u> by 5pm Monday April 13th if you plan to attend the meeting.

Lunch is \$10.00 - Choice of pulled pork or beef brisket with bun, potato salad, baked beans, cole slaw, tea, coffee, water, cold soft drinks in cans, variety of bakery cookies for dessert.

Directions:

Hwy 54 East or West Turn south onto 169 Hwy Then follow directions below

Hwy 169 North or South Humboldt exit onto 224 1 1/2 miles (road T's) Left onto 9th (Sign - Humboldt Business District) Left onto Amos Left into St. Peter's Lutheran Church parking lot Fellowship Hall - entrance north side of church

For direction from your location click <u>HERE</u> use 910 Amos Street, Humboldt, KS as your destination.

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 785.865.4499 or 785.856.5300

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: Meeting Notice 05.14.2009

Reply: info@freedomsfrontier.org



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Partners Meeting • Thursday • May 14, 2009

10 am - 3 pm Fort Osage 107 Osage St Sibley, MO

May Agenda will be available Tuesday May 12 on the <u>Meetings</u> page of FFNHA website. Please print and bring with you to the meeting.

April Minutes will be available Tuesday May 12 on the Meetings page of FFNHA website.

Additional meeting information will be sent with May Agenda and April Minutes on Tuesday May 12. Questions before then please email <u>info@freedomsfrontier.org</u>.

Please respond to <u>info@freedomsfrontier.org</u> by 5pm Monday May 11th if you plan to attend the meeting.

Lunch is \$10.00

Directions:

I-70 (east of Kansas City towards Independence)
North Hwy 291 (I-470 turns into 291)
East onto Hwy 24
Left onto North Sibley in Buckner (Approx 3 1/2 miles to Sibley)
(Road name changes several times once in Sibley it is Santa Fe St.)
Right on Falconer St. (name changes to Osage St)

For direction from your location click <u>HERE</u> use 107 Osage St, Sibley, MO as your destination.

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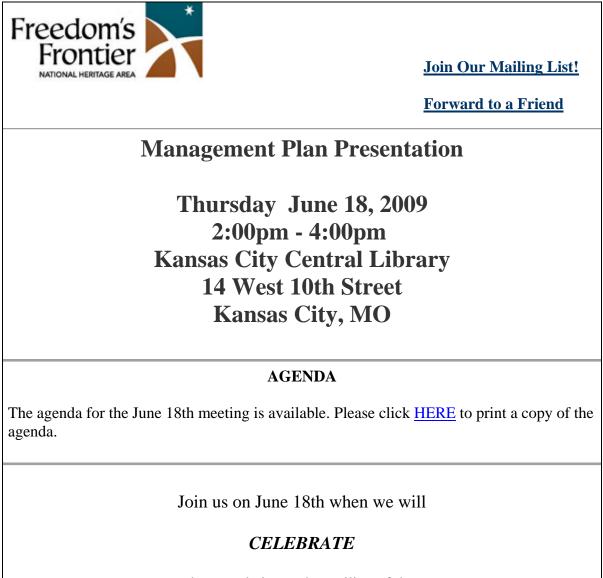
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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>Subject: Agenda for June 18, 2009 Mgmt Plan PresentationReply: info@freedomsfrontier.org



the completion and unveiling of the Freedom's Frontier National Heritage Area's Management Plan. Over the past year and a half FFNHA's Partners have dedicated themselves through hard work and determination to insure their Management Plan would be a useable and working document. Join us as we honor this hard work and officially accept our plan for the coming decade. The Consulting Team of Jeffery L. Bruce & Company will debut the Freedom's Frontier National Heritage Area's Management Plan and present the plan to the FFNHA Board of Trustees, Steering Committee and Partners.

Date: Thursday June 18, 2009

Place: Kansas City Central Library Helzberg Auditorium, 5th Floor 14 West 10th Street Kansas City, Missouri

Time: 2:00pm - 4:00pm (Note time change)

No reservations necessary, everyone is welcome!

BUILDING INFORMATION

Library entrance is across from the parking garage on Baltimore. Elevators are just pass the Circulation Desk. Helzberg Auditorium is on the 5th Floor.

PARKING GARAGE INFORMATION

Parking will be **free** if you follow these steps. You will recieve a parking ticket upon entering the garage. Please bring the ticket with you into the meeting and we will stamp your ticket. Hand your ticket to parking attendant upon exiting the garage.

DRIVING DIRECTIONS

<u>From the West</u> I-70 East Exit onto I-670 East Exit Central - (Exit # 2R) (exit on your left) Left onto Central (Central is a one-way street north) Right onto 10th Street Baltimore is 2 blocks east of Central Left onto Baltimore (Baltimore is a one-way street north) Left into the Parking Garage (see parking garage instructions below) <u>From the East</u> I-70 West Exit onto I-670 West Exit Truman Road (Exit is # 2S) Right onto Broadway Right onto 10th Street Baltimore is 3 blocks east of Broadway Left onto Baltimore (Baltimore is a one-way street north) Left into the Parking Garage (see parking garage instructions below)

From the South

I-35 North Exit # 2V (Ramp right for 14th Street toward Downtown) Right onto 14th Street Left onto Broadway Right onto 10th Street Baltimore is 3 blocks east of Broadway Left onto Baltimore (Baltimore is a one-way street north) Left into the Parking Garage (see parking garage instructions below)

From the North on I-29

I-29 South Exit onto I-169 South (I-169 becomes Broadway) Left onto 10th Street Baltimore is 3 blocks east of Broadway Left onto Baltimore (Baltimore is a one-way street north) Left into the Parking Garage (see parking garage instructions below)

<u>From the North on I-35</u> I-35 South (Keep right on I-35 as you near Downtown KCMO) Exit Main-Delaware Street (Exit is # 2D) Left onto Delaware Street Keep straight onto Main Street Right onto 10th Street Baltimore is 3 blocks east of Broadway Left onto Baltimore (Baltimore is a one-way street north) Left into the Parking Garage (see parking garage instructions below)

To find exact directions from your location click <u>Directional Map</u>, use your own departing address and 14 West 10th Street, Kansas City, MO 64105 as your destination address.

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

Debbie White <info@freedomsfrontier.org>

Subject: Draft Executive Summary FFNHA Mgmt Plan Reply: info@freedomsfrontier.org



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Management Plan Draft Executive Summary

You are encouraged to comment on the draft Executive Summary of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Executive Summary, the first of several sections in the plan, will be posted online at the <u>http://www.ffnha-hosting.com</u>. The public will have 30 days to comment.

The Executive Summary will acquaint readers to Freedom's Frontier and give a brief overview of the management plan. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next two months, the remaining six sections of the plan will be posted online for public comment. These sections include:

- Power of Place, exploring the natural history of the heritage area.
- Power of Story, relaying why this story is significant and how Freedom's Frontier is committed to telling this story.
- Power of Action, offering tools for citizens and groups to manage the heritage area.
- Power of Partnership, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.

• Appendices, including acknowledgements and appendices about the planning process and background data.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at <u>www.freedomsfrontier.org</u>.

Please copy this News Release and send to your local media for publication.

NEWS RELEASE FOR IMMEDIATE RELEASE

February 6, 2009

For more information, contact: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public Encouraged to Comment on Freedom's Frontier Draft Management Plan

Lawrence, Kan. - The public is encouraged to comment on the draft Executive Summary of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Executive Summary, the first of several sections in the plan, will be posted online at the <u>www.ffnha-hosting.com</u> The public will have 30 days to comment.

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* Power of Story, relaying why this story is significant and how Freedom's Frontier is committed to telling this story.

* Power of Action, offering tools for citizens and groups to manage the heritage area.

* Power of Partnership, offering recommendations for Freedom's Frontier's

coordinating entity and its partners to shape the heritage area.

* Appendices, including acknowledgements and appendices about the planning process and background data.

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Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

From: Debbie White <info@freedomsfrontier.org>
Subject: Draft Executive Summary FFNHA Mgmt Plan
Reply: info@freedomsfrontier.org



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Management Plan Draft Power of Place

You are encouraged to comment on the draft Power of Place of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Power of Place, the second of several sections in the plan, is posted online at the <u>http://www.ffnha-hosting.com</u>. You will have 30 days to comment, until March 22nd.

The Power of Place will explore the natural history of the heritage area and get readers to think about why this place is special. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

The Power of Place joins the Executive Summary online March 8th. The Power of Story, Power of Action and Power of Partnership sections will be posted in the coming weeks.

The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at <u>www.freedomsfrontier.org</u>.

Please copy this News Release and send to your local media for publication

NEWS RELEASE FOR IMMEDIATE RELEASE

February 20, 2009

For more information: Judy Billings 785-856-5300, jbillings@freedomsfrontier.org

Public Encouraged to Comments on Freedom's Frontier Draft Management Plan

Lawrence, Kan. - The public is encouraged to comment on the draft Power of Place section of the Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The Power of Place, the second of several sections in the plan, is posted online at the <u>www.ffnha-hosting.com</u>. The public will have 30 days to comment, until March 22, 2009.

The Power of Place will explore the natural history and geography of Freedom's Frontier.

Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the Management Plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next few weeks, the remaining five sections of the plan will be posted online for public comment. These sections include:

* Power of Story, relaying why this story is significant and how Freedom's Frontier is committed to telling this story.

* Power of Action, offering tools for citizens and groups to manage the heritage area.

* Power of Partnership, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.

* Appendices, including acknowledgements and appendices about the planning process and background data.

The Executive Summary section of the Management Plan is currently posted online for public review. The deadline for review of the Executive Summary is March 8. The management plan will be submitted to the National Park Service for approval in the spring of 2009. Once the plan is approved, the heritage area will partner with the Park Service for technical assistance and will qualify for federal funding. Additional information about Freedom's Frontier can be found online at www.freedomsfrontier.org.

Freedom's Frontier National Heritage Area, consisting of 41 counties in western-Missouri and eastern-Kansas, is a grassroots effort to steward the cultural landscape and nationally significant stories about the struggle over freedom on the frontier.

-###-

Free Critique of Your Brochure

David Reynolds, FFNHA partner and Assistant Professor of Business/Marketing at the University of St. Mary, is offering a free critique of your brochures to any FFNHA partner. You will get a unique perspective on your promotional material, while David's students at St. Mary learn about marketing through brochures. Brochure should be standard-sized - fits into a brochure rack, vertical format. David's students will critique the brochures from many different perspectives including overall layout and design, message, copy, type font, color, pictures, etc. Turn around time is approximately two weeks. Please include the following with your brochure:

- Primary target audience for the brochure
- Statement as to how and where you use the brochure
- Self-address and stamped return envelope

• Contact information -Name, address, phone, email

Send to: David K. Reynolds University of Saint Mary 4100 South Fourth Street Leavenworth, Kansas, 66048.

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 785.865.4499 or 785.856.5300

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From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: Agenda 4.16.09 & Mgmt Plan Segment

Reply: info@freedomsfrontier.org



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Dear Freedom's Frontier Partners:

The documents for the April meeting are now available. Please print and bring it with you to the meeting.

You will notice on the agenda that we will have time to discuss the Power of Story section of the Management Plan. You will notice on the agenda that we will have time to discuss the Power of Story section of the Management Plan. You may want to review the Power of Story document to participate in this discussion. The Power of Story section also directly relates to the Storytelling Toolkit.

We will be reviewing the Storytelling Toolkit at the April meeting. There are also questions for you to consider as you review the toolkit. Please print these and bring them, along with

your comments, to the April meeting.

Please review, print and bring with you to the meeting the following documents:

April Agenda Power of Story Storytelling Toolkit Storytelling Toolkit Questions

If you have any questions, please contact <u>Debbie White</u> or <u>Julie Lenger</u>. Julie will be out of the office on Wednesday, April 15 and may not be able to respond to urgent questions.

FFNHA Partner Meeting April 16, 2009 10 am - 3 pm St Peter's Lutheran Church 910 Amos Street Humboldt, KS

Directions:

Hwy 54 East or West Turn south onto 169 Hwy Then follow directions below

Hwy 169 North or South Humboldt exit onto 224 1 1/2 miles (road T's) Left onto 9th (Sign - Humboldt Business District) Left onto Amos Left into St. Peter's Lutheran Church parking lot Fellowship Hall - entrance north side of church

For direction from your location click <u>HERE</u> use 910 Amos Street, Humboldt, KS as your destination.

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From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: FFNHA Commitment Letters

Reply: info@freedomsfrontier.org



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Letters of Commitment

We are seeking letters of commitment to be included in the Management Plan.

A Letter of Commitment is basically a written recognition of "how your organization's mission overlaps with Freedom's Frontier's mission and what you are doing or will do to further both of those missions in the future." <u>FFNHA Mission Statement</u>

Letters can be from all our Partners; Historical Societies, Museums, Individuals, Cities, Counties, State Governments, Chambers of Commerce, Convention & Visitor Bureaus, Humanities Councils, Places of Business, State Tourism Departments, Libraries, Reenactors and any organization whose mission is similar to Freedom's Frontier NHA.

You can find several examples on the FFNHA website by clicking <u>Commitment Letters - Management Plan</u> (scroll to bottom of the page.)

You may fax to 785.856.5303 or 785.865.4488 or email to jlenger@freedomsfronter.org or info@freedomsfrontier.org

Heritage Area Exhibition Opportunity: Voices from the Quilts

Voices from the Quilts exhibitions will take place in March 2010 and will showcase exhibits of historic, Civil War, Amish, Mennonite and contemporary quilts. Events will include demonstrations and vendors, guest speakers and symposia, children's exhibits, hands-on quilting centers, and quilt exhibits.

If you are interested in being a part of this exhibition, attend the first planning meeting on April 27, 2009 in Overland Park, Kansas. RSVP to Beth Carmichael at <u>bcarmichael@stjomo.com</u> or Cynthia McFarlin at <u>fstourism@fortscott.com</u>

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From: Freedom's Frontier National Heritage Area <info@freedomsfrontier.org>

Subject: Final Draft Management Plan

Reply: info@freedomsfrontier.org



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Comment on Final Draft of Management Plan

The public is invited to comment on the final draft of Freedom's Frontier National Heritage Area (FFNHA) Management Plan. Sections entitled Power of Action and Power of Partnership are the latest additions to what has previously been reviewed. The entire plan, including these sections, are posted online at the <u>www.ffnha-hosting.com</u>. The public will have until June 6 to comment.

The Power of Action offers "toolkits" for citizens and groups to assess and improve experiences offered in Freedom's Frontier. These toolkits cover heritage preservation, tourism and marketing, and storytelling. The Power of Partnership offers in-depth information and recommendations for the Freedom's Frontier coordinating entity and its partners to manage the heritage area. This section addresses heritage preservation, recreation, natural resource conservation, interpretation, education, tourism, marketing and economic development.

Over the course of 2008 and early 2009, area volunteers have worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the Management Plan reveals insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade. Additional information about Freedom's Frontier can be found online at <u>www.freedomsfrontier.org</u>.

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July - August, 2008

FOUNDING DONORS

Volume 1, Issue 1

Greetings!

Welcome to the first E-Newsletter for Freedom's Frontier National Heritage Area (FFNHA). The E-News will be published bi-monthly beginning with the July-August issue.



City of Lawrence

Mid-America Regional Council

Travel &

With this E-News communication, we hope to keep partners up-to-date on the progress of the Management Plan process, Partnership meeting notices, Founding Donors, fund raising, and share interesting information about our area.

Features you will find include "Quick Links" which provides you access to additional information quickly; "Forward to a Friend" to encourage you to widen our circle; and a place to feature a partner site, special event, or new exhibit.

We hope you find FFNHA E-News informative! Please let us know other features that would be helpful for you so that we can include them in future issues.

Look for FFNHA E-news in your in-box bi-monthly. Remember that you can always access information by going to www.freedomsfrontier.org.

Best regards, Judy Billings

In This Issue

Partnership Meetings

National Association of Interpretation Workshop

Donor Recognition

Founding Donors

Charter Members

Management Plan Update

Featured Site, New Exhibit or Special Events

Steering Committee Members

QUICK LINKS



<u>Partnership Meeting</u> <u>Board of Trustees</u> <u>Management Plan</u>



<u>Events</u>

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PARTNERSHIP MEETINGS

July 10, 2008 Baldwin City, KS Baker University Mabee Hall, Room 100 6th & Fremont 10am -2pm

July Agenda and June Minutes, please print and bring to the meeting.

Please RSVP if you plan to attend the meeting and if you would like a box lunch, \$10.00, by 5pm Monday July 7th to <u>dwhite@freedomsfrontier.org</u>

Directions: Travel from your location to Hwy 56 (in Baldwin City) Turn south at the stoplight (6th Street) Five blocks to Mabee Hall (west side of the street) Parking lot on east side of 6th Street Room 100 on the west, lower side of the building

NATIONAL ASSOCIATION OF INTERPRETATION WORKSHOP

2008 NAI National Workshop November 11-15, 2008, Portland, Oregon

The NAI 2008 National Workshop will reveal a bounty of natural and cultural riches. NAI 2008 will offer the chance to explore the Oregon Cascade Mountains, Willamette Valley, Columbia River Gorge, and Pacific Coast, as well as all the professional development and networking opportunities you find at every NAI Workshop. The workshop slogan, "Sustaining the Circle," refers not only to the role of interpretation in promoting a positive conservation ethic, but alludes to Enos Mills' charge to "increase the tribe" by widening the circle of interpreters. For registration and additional information go to <u>NAI Workshop</u>.

Kansas Travel and Tourism has a Tourism Scholarship Program that could help defer expenses

to this conference. For more information, guidelines and application forms go to <u>KS Tourism</u> <u>Scholarship</u>.

DONOR RECOGNITION



The creation of FFNHA presents an unprecedented opportunity for the 41-county area to share with the nation and the world the role played by this region in defining what "freedom" means to America. Developing and creating the organizational infrastructure to support the

mission is the first objective of the Freedom's Frontier Board of Trustees. This organization will support and nurture the hundreds of individual museums, attractions, historic sites and activities that together define Freedom's Frontier National Heritage Area.

The organizations and individuals who support our endeavors during the initial creation will be among the most important contributors to our success. We will recognize and thank them in numerous ways.

To become a Founding Donor or Charter Member contact Judy Billings <u>jbillings@freedomsfrontier.org</u>

FOUNDING DONORS

All donors of \$10,000. or more will be considered Founding Donors of Freedom's Frontier National Heritage Area. Gifts that are received during the startup period (July 2007 through December 2008) will be recognized in publications, on the website, in correspondence and news releases and other appropriate places through 2010. As the heritage area grows and expands, there will be additional opportunities for recognition.

Recognition LevelDonations During the Initial PeriodFreedom's Frontier Circle
Douglas County Commission
Kansas Department of Commerce, Travel & TourismOregon Trail Circle
City of Lawrence, Kansas
Mid America Regional Council (MARC)
Lawrence Convention & Visitors Bureau\$20,000 to \$49,999Santa Fe Trail Circle
Capitol Federal Foundation, Topeka
Charles & Virginia Clark Fund of GKCCF\$10,000 to \$19,999

Pony Express Circle Central National Bank, Junction City \$ 5,000 to \$ 9,999

For more information about donating contact jbillings@freedomsfrontier.org

CHARTER MEMBERS

Donors of less than \$ 5,000 will also be recognized. These gifts will have been received during our startup period and will be recognized as Charter Members in publications, on the website and other appropriate places through at least 2010.

Recognition Level

Donations During the Initial Period

California Road Circle

\$1,000 to \$4,999

Bank of America, Topeka Andrea Glenn Fund, Topeka Maag Family Fund, Topeka Judy Billings, Lawrence Core First Bank & Trust, Topeka John A. Dillingham, Kansas City, MO Ed Rolfs, Junction City Charles Evan Huges Fund of the National Trust for Historic Preservation The Eldridge, Lawrence (in-kind)

Missouri River Steamboat Circle

Joan S. and Stephen J. Tempero, Topeka William & Rosemary Williamson, Topeka Allen County Commission

Friends of Freedom

under \$ 500

\$ 500 to \$ 999

Southeast Kansas Tourism region John & Alicia Salisbury, Topeka Tim & Judy Keller, Lawrence Honorarium to Judge Deanell Reece Tacha Eileen Robertson, Humboldt St. Joseph's Church, Humboldt Humboldt Historical Society Humboldt Historic Preservation Alliance Humboldt's Civil War Days Humboldt Chamber of Commerce 1910 Club of Fredonia

For more information about donating contact jbillings@freedomsfrontier.org

MANAGEMENT PLAN UPDATE

The Management Plan section of the FFNHA website includes the key components and information developed by FFNHA Partners as building blocks for decision-making and strategies that facilitate the region's administration, development, management and preservation of historic, cultural and natural assets over the next decade. The site provides all stakeholders an opportunity to participate and define the concepts and procedures for developing and adopting the general management plan.

We need your input. Click on <u>Management Plan</u> to go directly to the site. You will find "Hot Items" that include the Draft Vision and Mission Statements, Draft Statement of National

Significance, Data Analysis Report and Historic Preservation Best Practices. Some of the "Hot Items" are seeking comments from all stakeholders by the response date listed next to each. You can comment several different ways including on-line, U.S. mail, fax or email. Instructions are included on the site.

FEATURED SITE, NEW EXHIBIT OR SPECIAL EVENTS



Your will need to supply a caption for your photo.

This section of the new FFNHA E-Newsletter is an opportunity for partners to hi-light their site, exhibit or special event. Submissions should be no longer than 100 word description and must be accompanied by a photo. Photos must be in a JPG format.

The Steering Committee will review all submissions and select those to be published. Submit to <u>info@freedomsfrontier.org</u>

STEERING COMMITTEE MEMBERS FOR THE MANAGEMENT PLAN PROCESS

Paul Bahnmaier
Deb Barker
Carol Bohl
Jody Craig
Alexis Radil
Terry Ramsey
Eileen Robertson
Lori Simms

Lecompton, KS Ottawa, KS Harrisonville, MO Kansas City, MO Olathe, KS Nevada, MO Humboldt, KS Jefferson City, MO

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October, 2008

Volume 1, Issue 2

FOUNDING DONORS



Travel & Tourism









City of Lawrence





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Donor Recognition

Management Plan

Partnership Meetings

Kansas Tourism Scholarships Available

Strategies for Museums

Kansas Humanities Grants

How to Become a Preserve America Community

Featured Site

Steering Committee Members

QUICK LINKS

Partnership Meeting Board of Trustees Management Plan Events Donations



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DONOR RECOGNITION



"The State of Missouri is pleased to match the State of Kansas' \$75,000 contribution in support of Freedom's Frontier NHA to ensure that this region is marketed to the world," stated Lori Simms, Missouri Division of Tourism.

The history and heritage found in the Freedom's Frontier National Heritage Area of western Missouri and eastern Kansas helped to shape a nation. The Missouri Tourism Commission and the Division of Tourism recognize that the stories coming from this region deserve to be preserved and shared.

The organizations and individuals who support our endeavors during the initial creation will be among the most important contributors to our success. We will recognize and thank them in numerous ways.

To become a Founding Donor or Charter Member, contact Judy Billings at <u>jbillings@freedomsfrontier.org</u>. You can find our current list of Founding Donors and Charter Members <u>here</u>.

MANAGEMENT PLAN UPDATE

The Management Team, Freedom's Frontier Partners and Steering Committee have completed an important component for the Management Plan. To read click on the hi-lighted link below.

• Statement of National Significance and Freedom's Frontier Themes

Your feedback is critical in shaping this plan. To learn more about where we are in the planning process, click <u>here</u>.

Participating in the monthly Partnership Team meetings is a great way to learn more and to share your ideas! Be sure to check back to learn more about where we are in the planning process

PARTNERSHIP MEETINGS

October 16, 2008 • Territorial Capitol, Fort Riley, Junction City, KS • 10 a.m. - 2 p.m.

Notice for the October 16th meeting will be sent via email 1st part of October. Click <u>here</u> for the list of upcoming meetings.

And don't forget to fill out:

- <u>Partners Travel Contribution Worksheet</u>
- Partners Pledge

KANSAS TOURISM SCHOLARSHIPS AVAILABLE

2008 NAI National Workshop • November 11-15, 2008 Portland, Oregon

The NAI 2008 National Workshop will reveal a bounty of natural and cultural riches. The workshop will offer a chance to explore the Oregon Cascade Mountains, Willamette Valley, Columbia River Gorge, and Pacific Coast. The workshop slogan, "Sustaining the Circle," refers not only to the role of interpretation in promoting a positive conservation ethic, but alludes to Enos Mills' charge to "increase the tribe" by widening the circle of interpreters. For registration and additional information, please visit the website, <u>NAI Workshop</u>.

Kansas Travel and Tourism offers a Tourism Scholarship Program that could help defer expenses to this conference. For more information, guidelines and application forms, please visit <u>KS Tourism Scholarship</u>.

CUTTING EDGE STRATEGIES FOR MUSEUMS



October 3 - 4, 2008 • Independence, Missouri

Do you want to create powerful memories for your visitors? Do you want to engage children and adults in ways that will bring them back time after time? Do you want to be vital partners with teachers building experiences in and out of the classroom that teach curriculum standards?

Then spend two exciting days with staff from the Conner Prairie Living History Museum and the Virginia Association of Museums. They will reveal their IMLS granted programs on "creating great visitor experiences" and "how museums can meet teachers' needs." You will learn practical, hands-on strategies that you can easily, effectively and immediately implement at your museum.

For more information and registration forms click <u>here</u>.

KANSAS HUMANITIES GRANTS



KANSANS TELL THEIR STORIES GRANTS

This initiative offers Kansas communities the chance to preserve and promote their one-of-a-kind histories. These stories inspire curiosity about the past, and get us thinking about today's communities. Oral history projects, podcast recordings, public forums, museum exhibitions, and digital documentaries are all eligible for funding.

KHC is offering four categories of Kansans Tell Their Stories grants:

- **21st Century** Up to \$15,000 to help communities examine what it means to be Kansan in the new millennium. Click here for guidelines and additional information.
- **Community Heritage** Up to \$3,500 to encourage the study of local cultural resources reflecting the traditions of the community. Oral history and fact-finding research projects are eligible.
- **Digital Documentary Shorts** Up to \$15,000 in support of 5-minute short films that tell a unique, local story about a Kansas community.
- **Podcasts** Up to \$3,500 in support of up to 12, 10-minute podcasts highlighting community stories, history, and culture.

For additional information and guidelines click here

HOW TO BECOME A PRESERVE AMERICA COMMUNITY

Next Quarterly Deadlines: December 1, 2008 - Apply Now !

Community leaders are encouraged to apply for the Preserve America community designation, which recognizes a community's efforts to care for and share its cultural and natural heritage. The designation also makes the community eligible for special federal funding. Preserve America is a White House initiative conducted in cooperation with the Institute of Museum and Library Services (IMLS) and other federal agencies. The last 2008 application period is December 1.

Additional information and application forms are available at <u>www.preserveamerica.gov</u>. Through participation in Preserve America, communities share knowledge about the nation's past, strengthen local identities and local pride, increase neighborhood participation in preserving the country's cultural and natural heritage assets and support economic vitality.

Once a community receives the Preserve America designation, it is eligible to apply for Preserve America grants, which may be used for research and documentation, education and interpretation, planning, marketing or training. These grants, which must be matched by the community, cannot be used for construction or repair projects. Last year, the government awarded nearly \$5 million in federal funding for Preserve America grants. In 2008, \$7.5 million was made available for the grants, which range from \$20,000 to \$150,000.

Other benefits of the designation include:

White House recognition, a certificate of recognition, and inclusion in national and regional press releases

- Official notification of designation to state tourism offices and visitors bureau's.
- A Preserve America Community road sign and authorization to use the Preserve America logo on signs, flags, banners and promotional materials.
- Listing in a Web-based Preserve America Community directories.
- Enhanced community visibility and pride.

The Preserve America program was established by the Bush Administration in 2003 and, so far, Honorary Chair and First Lady Laura Bush have awarded the designation to more than 600 communities nationwide. This month, the U.S. House of Representatives overwhelmingly voted to authorize the program permanently.

FEATURED SITE

Historic Lecompton: Birthplace of the American Civil War, Where Slavery Began to Die



Lecompton was the only official Territorial Capitol of the Kansas Territory from 1855 to 1861. The famous Lecompton Constitution was written inside Constitution Hall, a National Historic Landmark, in the fall of 1857. This document sparked a chain of events that divided the nation and climaxed into the American Civil War. It was debated in Congress and in the office of President Buchanan. The Lecompton Constitution played a significant role in the Lincoln-Douglas Debates.

The Territorial Capital Museum was planned to be the Kansas Capitol and was completed in 1882 as Lane University. President Eisenhower's parents met and married at Lane University in 1885. For more information on Historic Lecompton, click <u>here</u>.

To have your site or event considered, please send your information to the <u>Steering Committee</u>.

STEERING COMMITTEE MEMBERS FOR THE MANAGEMENT PLAN PROCESS

Paul Bahnmaier, Lecompton, KS Deb Barker, Ottawa, KS Judy Billings, Lawrence, KS Carol Bohl, Harrisonville, MO Jody Craig, Kansas City, MO Alexis Radil, Olathe, KS Terry Ramsey, Nevada, MO Eileen Robertson, Humboldt, KS Lori Simms, Jefferson City, MO Debbie White, Lawrence, KS



February, 2009

Volume 2, Issue 4

FOUNDING DONORS



Travel & Tourism







City of Lawrence







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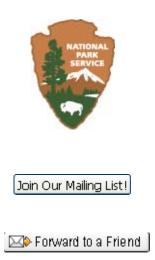
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DONOR RECOGNITION

Thank you to those who made donations in December,

- Mount Mitchell Heritage Prairie, Wabaunsee County, KS
- Ken and Mary Asher, Mound City, KS
- Jody Craig, Leawood, KS
- Connie & James Banwart, Fort Scott, KS
- Ross Marshall, Merriam, KS

Donation Levels:	
Friends of Freedom	under \$500
Missouri River Steamboat Circle	\$500 - \$999
California Road Circle	\$1,000 - \$4,999
Pony Express Circle	\$5, 000 - \$9,999
Santa Fe Trail Circle	\$10, 000 - \$19,999
Oregon Trail Circle	\$20,000 - \$49,999
Freedom's Frontier Circle	\$50,000 or more

Donations of any amount are welcome. To donate please contact Judy Billings at <u>jbillings@freedomsfrontier.org</u> or mail your donation to Freedom's Frontier NHA, P.O. Box 526, Lawrence, KS 66044. You can find our current list of Founding Donors and Charter Members <u>here</u>.

MANAGEMENT PLAN - UPDATE

MARK YOUR CALENDARS!

Freedom's Frontier's Management Plan is nearing completion. Before we submit the plan to the National Park Service, we want to hear from you. In the coming months, you and your neighbors will have an opportunity to review the plan and make comments.

We want to hear your opinions and the opinions of others in your communities. Help us spread the



word by telling people about the management plan and sharing press releases announcing the release of the plan.

The plan, press releases, along with the coordinating section will be posted in a downloadable pdf format online at <u>Management Plan</u>.

The scheduled dates for posting (subject to change) are as follows:

February 6 Executive Summary

The Executive Summary will acquaint readers to Freedom's Frontier, Foundation Documents, Statement of National Significance, and will give a brief overview of the management plan.

February 20 Power of Story

The Power of Story will help to make sense of how the natural geography of the region shaped settlement, agriculture, movement, and conflict sites. This section will incorporate the "Cultural Watersheds" piece that is currently posted online.

February 20 Power of Place

The Power of Place will explore the natural history of Freedom's Frontier. This section will incorporate the "Power of Place" presentation that is currently posted online.

March 6 Power of Action and Power of Partnership

The Power of Action offers "toolkits" for citizens and groups to manage and improve Freedom's Frontier. The toolkits will cover citizen engagement, heritage preservation, tourism & marketing, and Storytelling.

The Power of Partnership offers in-depth information for Freedom's Frontier's coordinating entity and its partners to manage and improve Freedom's Frontier. This section will address heritage preservation, recreation and natural resource conservation, interpretation and education, tourism and marketing, and Economic Development.

March 13 Appendices

Appendices will include a glossary, acknowledgements and appendices about the planning process and the background data and information that form the recommendations in the plan.

IN THE NEWS

- The new 2009-2010 Official Kansas Visitors Guide, features a 10 page article on Freedom's Frontier National Heritage Area. It also lists events within the area along with a trip planning section. To obtain a copy go to <u>Kansas Guide</u> and complete the form. We will also have copies available at the Partnership meetings.
- Kansas has stories to tell as it celebrates 148th birthday A group will seek funding for a virtual museum to share the state's contributions to U.S. history. To read the entire story click <u>HERE</u>

Send items for "IN THE NEWS" to info@freedomsfrontier.org

WHAT DOES THE LOGO MEAN?



The Freedom's Frontier National Heritage Area logo was designed to represent the trails that have been blazed, both literally and figuratively, throughout the region and how the past intersects with the present. The star in the logo is a sixpoint star, representing the North Star, which has served as a guiding light from the time of the Underground Railroad's existence in the region. The blue in the graphic represents the boundless sky and the brown represents the abundant earth and prairie.

LINK TO FFNHA'S WEBSITE

We would like everyone with a website to link to Freedom's Frontier NHA site. You will need to check with your IT person for the best way to accomplish. Basically you'll want to imbed the address into a logo or picture and it will link. Or the no frills method would just have the web address.

Until the logo criteria has been finalized you could link the way the Lawrence CVB does to FFNHA on their home page. Click <u>HERE</u> to see the example.

Example

Freedom's Frontier National Heritage Area Lawrence is pleased to be a partner of the Freedom's Frontier National Heritage Area. For more information visit <u>www.freedomsfrontier.org</u>

MISSOURI DIGITIZATION CONFERENCE 2009

Registration now for "**Catching Up and Catching On!**" the Missouri Digitization Conference 2009.

Scheduled for March 10th and 11th at the Hilton Garden Inn in Independence, this conference will provide attendees with an opportunity to learn about developments in digitization, find out about connecting with millennia's, and understand how to incorporate user-centered design into projects. A preliminary agenda is available <u>HERE</u>.

A pre-conference event, "Building Regional Partnerships for Missouri Civil War Digitization Projects", will be held on the morning of March 10th. The Springfield-Greene County Library District and its consortia partners will discuss how they organized and planned for their successful digitization project, "Communities in Conflict: the Civil War in the Ozarks." Their presentation will be followed by an open forum.

There is no registration fee to attend. The conference is fully funded by an LSTA grant from the Institute of Museum and Library Services through the Missouri State Library. Missouri Library Network Corporation (MLNC) is the conference-coordinating agency.

Details and a link to the registration form are available at <u>REGISTRATION</u>. Registration deadline is February 10, 2009. We hope to see you there!

PROFESSIONAL DEVELOPMENT OPPORTUNITIES

The following are several educational opportunities you may want to take advantage of.

- Online Museum Classes Providing collection care, preservation and conservation treatment services to collectors and collecting institutions. New classes begin each month, for more information click <u>Online</u> <u>Museum Classes</u>
- American Association for State and Local History (AASLH) -Oct 31-Nov 21, 2009 Indianapolis, Indiana MARK Seminar for Historical Administration, the longest-running and best professional development seminar in the country for history professionals. To register and more information click <u>AASLH</u>
- Oklahoma Museum Association Has several good seminars that are open to the people outside OK. For a listing of events click <u>OMA Seminars</u> <u>and Events</u>

GEO-CACHING

Geocaching (pronounced geo-cashing) is a worldwide game of hiding and seeking treasure. A geocacher can place a geocache in the world, pinpoint its location using GPS technology and then share the geocache's existence and location online. Anyone with a GPS unit can then try to locate the geocache.



There are various types of caches. The traditional cache is simply a cache hidden in a particular location. The person who hides the cache, the keeper, posts the GPS coordinates online. The cacher, the one looking for the cache, could then punch in the coordinates on his GPS unit and find the cache.

After finding the cache, the cacher would sign the log book and could either leave an item or swap an item from the box with another of equal or greater value.

A multicache is a cache that covers multiple locations. For instance, when following the coordinates given on the geocaching website, the cacher might find himself at a specific tombstone in the cemetery that contains information needed to find the next location. Something like the birth and death dates or the name could be encoded GPS coordinates to the next cache, which could lead you to another cache, until you finally get to the end of the multicache.

You can find more information at the following sites:

- Garmin geocaching
- <u>Geocaching The Official Global GPS Cache Hunt Site</u>

If you do not yet have a GPS check out an alternative called

• <u>Letterboxing</u>

HUMANITIES COUNCIL PROGRAMS & GRANTS

Museum Services - Better Museum Visits

Our focus is on people rather than things. This section is about better "visits" rather than better "exhibits" or better "collections management," because if cultivating the visitor's intelligence is not the center of the museum's mission, then exhibits or collections won't avert the failure of the institution.

You can find additional information at Museum Services.

The Kansas Humanities Council announces a new Abraham Lincoln Speakers Bureau series to commemorate the Lincoln Bicentennial. Nine program topics offer fresh perspectives on Lincoln's life, presidency, and legacy.

The Abraham Lincoln Speakers Bureau includes the following programs:



MISSOURI HUMANITIES

COUNCI

- John Brown's Raid and the Election of Abraham Lincoln
- Strong-minded Women, Lincoln and the Civil War
- The Great Emancipator?
- Lincoln's Likeness in History and Memory
- Lincoln, American Indians, and the Civil War
- Lincoln the Lawyer
- Lincoln and His Place in History
- Lincoln in Kansas
- Lincoln the Storyteller

The programs are presented by the Kansas Humanities Council. A non-profit organization, the Kansas Humanities Council conducts and supports community-based programs, serves as a financial resource through an active grant-making program, and encourages Kansans to participate in their communities. For a complete list of programs, booking information, and fees, contact <u>Kansas Humanities</u>.

Grant opportunities:

- Missouri Partners can be found at MO Humanities
- Kansas Partners <u>Kansas Humanities</u>

PARTNERS MONTHLY INVESTMENT UPDATE

Partners and attendees of Freedom's Frontier NHA were recently asked to compute their travel expenses to the monthly Partners meeting and turn them into <u>Julie Lenger</u>. The <u>form</u> is available on the website or at Partners meeting. Results:

	Attendees	Total Investment
Nov-08	46	\$ 6,144.21
Dec-08	49	\$ 5,849.81
Aug/Oct-08		\$ 34,185.00
Total 2008		\$ 46,179.02
Jan-09	53	\$ 4,878.75

VISITOR READINESS

The Visitor Readiness form is now back on the website. If you have not had the opportunity to complete the form please go to <u>Visitor Readiness</u> and if you have questions contact <u>info@freedomsfrontier.org</u>.

FEATURED SITE

Burnt District Monument

Following the Civil War and the removal of civilians from Jackson, Cass, Bates and part of Vernon Counties in Missouri as a result of Order No. 11 in 1863, those who returned to the "Burnt District" found a desolate landscape; only chimneys marked once flourishing farms and homesteads. This monument of hand-cut native limestone commemorates the suffering which almost every family in western Missouri endured in the war years of 1861 to 1865 and the courage they displayed.



Four interpretive panels and a memorial brick plaza, stand on the lawn of the Cass County Justice Center in Harrisonville, Missouri. US Highway 71 & MO Hwy 2.

The monument was recently featured in an article in <u>American Roads</u>, a national travel magazine. Travel journalist Kathleen Walls of Florida visited Harrisonville in September with a tour of travel writers who were exploring the Civil War history of the area. Following is an excerpt of her article: "The Burnt District Monument is a brand new memorial to those trying times. I felt privileged to be among the first group of journalists to visit it."

For more information contact Cass County Historical Society.

To have your site or event considered, please send your information to <u>Steering</u> <u>Committee</u>.

STEERING COMMITTEE MEMBERS FOR THE MANAGEMENT PLAN PROCESS

Paul Bahnmaier, Lecompton, KS Deb Barker, Ottawa, KS Judy Billings, Lawrence, KS Carol Bohl, Harrisonville, MO Jody Craig, Kansas City, MO Janae Fuller, Lexington, MO Alexis Radil, Olathe, KS Terry Ramsey, Nevada, MO Eileen Robertson, Humboldt, KS Debbie White, Lawrence, KS

We would like to thank Lori Simms, Missouri Tourism, for her dedication and service to Freedom's Frontier as a member of the Steering Committee. Lori has recently accepted a new position with State of Missouri in Jefferson City.

We welcome Janae Fuller, Battle of Lexington and Anderson House in Lexington, Missouri, as the newest member of the FFNHA Steering Committee.





April, 2009

FOUNDING DONORS



Travel & Tourism



Volume 2, Issue 5

IN THIS ISSUE

DONOR RECOGNITION PUBLIC COMMENT NEEDED - MANAGEMENT PLAN FREE BROCHURE CRITIQUE IN THE NEWS CIVIL WAR PRESERVATION TRUST - PARK DAY 2009 PLEDGES AND COINS PARTNER'S DIRECTORY HISTORY UNDER SIEGE



APRIL MEETING

April 16, 2009 (note change of date - NOT the 2nd Thursday of the month)
St. Peter's Lutheran Church
910 Amos St.
Humboldt, KS

We are nearing completion of the Management Plan (MP). Meeting participants continue to work on the MP, please plan to attend the Humboldt meeting so that

your voice will be heard too. This will be Freedom's Frontier's road map for the next 20 years.

All meetings are open to the public and anyone with an interest is welcome to attend. Please forward this eNewsletter to everyone you know with an interest. Click on the "Forward to a Friend."

Let us know if you are able to attend by emailing info@freedomsfrontier.org by 5pm Monday April 13th. Additional meeting notice will be sent a week prior to the meeting date, with directions, agenda, and minutes.

For more information about Freedom's Frontier NHA Partner upcoming meetings click HERE.

And don't forget the May 14, 2009 meeting at Fort Osage in Sibley, MO.

DONOR RECOGNITION

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Thank you to those who made donations in March 2009,

- Breidenthal Foundation, KC, KS
- Missouri Kansas Border War Network, yearly donation
- Janith English, in memory of Evelyn Zane Chapin, Wyandot Nation of KS
- Wakefield Museum, speaker honorarium, Clay Co. KS

Donation Levels:	
Friends of Freedom	under \$500
Missouri River Steamboat Circle	\$500 - \$999
California Road Circle	\$1,000 - \$4,999
Pony Express Circle	\$5, 000 - \$9,999
Santa Fe Trail Circle	\$10, 000 - \$19,999
Oregon Trail Circle	\$20,000 - \$49,999
Freedom's Frontier Circle	\$50,000 or more

Donations of any amount are welcome. To donate please contact Judy Billings at jbillings@freedomsfrontier.org or mail your donation to Freedom's Frontier NHA, P.O. Box 526, Lawrence, KS 66044. You can find our current list of Founding Donors and Charter Members here.

MANAGEMENT PLAN - UPDATE

Public Encouraged to Comment on Freedom's Frontier Draft Management Plan

The public is invited to comment on the draft **Power of Story** of Freedom's Frontier National Heritage Area (FFNHA) Management Plan. The <u>Power of</u> <u>Story</u> is posted online for review and comments. The public will have 30 days to comment, deadline is April 22, 2009.

The <u>Power of Story</u> will acquaint readers with the nationally significant story of Freedom's Frontier and how partners in Freedom's Frontier are committed to telling their stories. Over the course of 2008 and early 2009, area volunteers worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting or the public. As a whole, the Management Plan will reveal insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade.

Over the next month, the remaining sections of the plan will be posted online for public comment. These sections include:

• **Power of Action**, offering tools for citizens and groups to manage the heritage area.

• **Power of Partnership**, offering recommendations for Freedom's Frontier's coordinating entity and its partners to shape the heritage area.

• **Appendices**, including acknowledgements and appendices about the planning process and background data.

The <u>Executive Summary</u> and the <u>Power of Place</u> are online, available for download and public review. Deadline for review and comments is April 22, 2009.

Instructions on how to comment can be found by clicking <u>HERE</u>.

FREE BROCHURE CRITIQUE

St. Mary University, Asst. Professor of Marketing, David Reynolds offers Freedom's Frontier Partners a chance to have your brochures critiqued. David has 28 years professional marketing experience as well as a Masters Degree in Marketing, an MBA and has been a partner in FFNHA for a number of years.

The Strategic Marketing class is the highest level marketing class and is only open to senior marketing students. The current class of ten students will review brochures to determine whether the material/information is strategically correct; is the message strategically executed; does the material strategically reflect what the organization is trying to promote/sell; is the layout and design graphically/creatively effective?

As a FFNHA Partner you will receive a written critique of your brochure. This is

a great opportunity to partner with St. Mary University. If you would like to have your brochure critiqued or would like to help the students further their education please send your information to:

David Reynolds Assistant Professor of Marketing St. Mary University Leavenworth, KS 66048

Please include:

- Brochure
- Describe the primary target for your brochure
- Statement as to how and where you use the brochure to promote your site
- Self-addressed and stamped envelope

Deadline to mail your brochure is

April 17, 2009

IN THE NEWS

Check out the latest articles and news coverage within Freedom's Frontier National Heritage Area.

- AAA Journeys <u>" A Long Road to Freedom"</u>
- NBC's report "Making a Difference" <u>Joe Works of Humboldt, KS</u> is hilighted in this report.
- What is Imagine KC? Imagine KC is a public input project that asks citizens to evaluate and provide feedback on a vision for a sustainable future for the Kansas City region. There are many ways to participate ... check out the <u>Imagine KC</u> website.

Send news articles or video clips for "IN THE NEWS" to <u>info@freedomsfrontier.org</u>, must be sent electronically with a link to the article or video.

CIVIL WAR PRESERVATION TRUST PARK DAY 2009

Park Day is an annual event sponsored by the Civil War Preservation Trust (CWPT) and the History Channel. It is an excellent opportunity to bring Civil War enthusiasts together in an effort to help keep our nation's Civil War sites and parks in top shape.

<u>Saturday April 4, 2009</u>

Volunteer via email, at one of the five sites within FFNHA, just click on the sites name.

Battle of Lexington State Historic Site - Lexington, MO Black Jack Battlefield and Nature Park - Baldwin City, KS Fort Blair - Baxter Springs, KS Lone Jack Civil War Battlefield, Cemetery & Museum - Lone Jack, MO Territorial Capital Museum - Lecompton, KS

PARTNER PLEDGES AND COMMEMORATIVE COINS

Have you signed a Freedom's Frontier Partner Pledge and received your commemorative FFNHA coin? If not go to <u>Partner Pledge</u> on the website, print, sign and mail to: Freedom's Frontier NHA, Atten. Partner Pledge, P.O.Box 526, Lawrence, KS 66044



Make sure to attend the meeting after you send in your signed pledge, and you will be presented with the commemorative coin.

To date 117 people have signed their pledge, click <u>Signed Pledges</u> to see who has as of the March 12, 2009 Partners meeting.

PARTNER'S DIRECTORY

A partner's directory will be created, for those that want to participate. When completed it will be available as a PDF on the website, that you will be able to print.

To be included please send the following information to Scott Vieira at <u>VieiraS@jocolibrary.org</u>

Name Site Name Organization Position Address City, State Zip Phone Email Website Committee Description of organization (20 words or less)

If you have questions please contact Scott or info@freedomsfrontier.org

HISTORY UNDER SIEGE

The Civil War Preservation Trust (CWPT) recently issued its annual History Under Siege report of the 10 most endangered battlefields and 15 most at risk sites. These represent 25 battlefields CWPT and historians believe have significant military importance and need the most immediate preservation attention. The Lone Jack Battlefield, within the boundary of Freedom's Frontier National Heritage Area, is included in the 15 most at risk sites - the only site in Missouri. The 3-1/2 acre battlefield site of the museum and cemetery is publicly owned by Jackson County and operated by the Lone Jack Historical Society. It is surrounded on three sides by residential and commercial property and on the fourth side by commercially zoned property for sale. While Section 6 in the enabling legislation addresses private property protection, Freedom's Frontier will explore ways to raise the level of importance of this site and assist the public ownership in bringing a successful conclusion to the issue.

The complete press release can be found at <u>Lone Jack Battlefield</u>. Read <u>Section 6</u> of the enabling legislation, which covers property rights within Freedom's Frontier.

PARTNERS MONTHLY INVESTMENT UPDATE

Partners and attendees of Freedom's Frontier NHA were recently asked to compute their travel expenses to the monthly Partners meeting and turn them into <u>Julie Lenger</u>. The <u>form</u> is available on the website or at Partners meeting. Results:

	Attendees	Total Investment
Aug/Oct-08		\$ 34,185.00
Nov-08	46	\$ 6,144.21
Dec-08	49	\$ 5,849.81
Total 2008		\$ 46,179.02
Jan-09	53	\$ 4,878.75
Feb-09	41	\$ 6,561.47
Mar-09	36	\$ 4,701.37
Total 2009		\$ 16,141.59

ARCHAEOLOGICAL FIELD SCHOOL

Burnt District Archaeological Field School June 8-28, 2009

General Order #11 and the Archaeology of the Burned District



The University of Missouri-Kansas City Geosciences Department and the Bates County History Museum are co-sponsoring an archaeological field school. The field school will be offered through the University of Missouri-Kansas City, but is open to all current university students in good academic standing.

This field school will focus on one of the most traumatic events in American history. In the run up to the Civil War, the Missouri-Kansas border was the scene of merciless partisan fighting between pro-Union and secessionist groups, culminating in William Quantrill's infamous raid on Lawrence, Kansas in which nearly 200 men and boys were singled out for death. Following Quantrill's raid, the Union Army issued General Order 11. Order 11 of 1863 resulted in the complete depopulation of Bates County and the total destruction of all towns, farms, live stock, and crops. Order 11 created an extraordinary archaeological time capsule in Bates County.

The field school will research the effects of this order, particularly the ability of the county's people to recover economically and socially after the war. Although this program focuses on Civil War-era archaeological sites, students will receive training in research techniques employed by archaeologists around the world.

This field school is valuable to students planning advanced work in archaeology, students seeking employment in contract (CRM) archaeology or who merely want to experience field research in archaeology.

For more information or to request an application packet, please contact <u>Ann</u> <u>Raab</u> or visit the Bates County <u>Archaeology website</u>.

FEATURED SITE

Mahaffie Stagecoach Stop and Farm

Mahaffie Stagecoach Stop and Farm Historic Site is located at 1200 Kansas City Road, Olathe, KS. James 'Beatty' Mahaffie and Lucinda Mahaffie moved to Olathe with their five children in 1858 from Indiana. After starting their farm next to the Santa Fe Trail, Mahaffie raised a successful crop of wheat in 1859. He sold the extra crop, becoming the first successful farmer in Johnson County, KS. Their



location on the trail provided a great stopping point on a stagecoach route originating from Westport, MO. In the early 1860s, Barlow and Sanderson Stagecoach lines began contracting with the Mahaffie family to provide meals and livery service to the passengers. As stagecoach traffic increased the Mahaffie's built a fine two story limestone farmhouse with their kitchen and dining room in the cellar, which still stands today.

Beatty and Lucinda Mahaffie lived through the Border War and Civil War era in Kansas. Their farm was never visited by Quantrill and their fine house that stands today was finished right after the Civil War came to an end. However, the Mahaffie family was affected by the activities. When William Quantrill raided Olathe on September 6, 1862, his band destroyed printing presses and killed six men. Although no buildings were burned, the raid had a chilling effect on the town. The morning after the raid, Beatty Mahaffie and his neighbor Jonathan Millikan were riding on horseback assessing the damage. Mr. Millikan picked up a small flag left behind by Quantrill's raiders and the flag is now part of the collection at the Kansas State Historical Society.



Mahaffie Stagecoach Stop and Farm Historic Site have activities and programs year round. The Heritage Center at Mahaffie has exhibits about the Mahaffie family, the Oregon, California and Santa Fe Trails, and Johnson County in the 1860s. Visitors can view a video about the Mahaffie family, and learn about how Olathe experienced the Border War and Civil War eras. To learn more about the Border War, a new video. Border War Voices.

speaks about the various viewpoints of the Border War is also on display. When a visitor views this video, they can touch a screen and a character from various viewpoints presents their feelings about slavery. The viewpoints of pro-slavery, abolitionist, and farmer are all presented. The interview segments are based on the documentary 'Bad Blood' which was produced by KCPT and Wide Awake Films. The visitor makes their choice based on the viewpoints. This video is possible through a grant from the Kansas Humanities Council.

Mahaffie Stagecoach Stop and Farm Historic Site is located at 1200 Kansas City Road, Olathe, KS. For more information click <u>HERE</u> or call 913.971.5111.

To have your site or event considered, please send your information to <u>Steering</u> <u>Committee</u>.

STEERING COMMITTEE MEMBERS FOR THE MANAGEMENT PLAN PROCESS

Paul Bahnmaier, Lecompton, KS Deb Barker, Ottawa, KS Judy Billings, Lawrence, KS Carol Bohl, Harrisonville, MO Jody Craig, Kansas City, MO Janae Fuller, Lexington, MO Alexis Radil, Olathe, KS Terry Ramsey, Nevada, MO Eileen Robertson, Humboldt, KS Debbie White, Lawrence, KS

We would like to thank Lori Simms, Missouri Tourism, for her dedication and service to Freedom's Frontier as a member of the Steering Committee. Lori has recently accepted a new position with State of Missouri in Jefferson City. We welcome Janae Fuller, Battle of Lexington and Anderson House in Lexington, Missouri, as the newest member of the FFNHA Steering Committee.





Volume 2, Issue 6

June, 2009

FOUNDING DONORS

IN THIS ISSUE









City of Lawrence









JUNE CELEBRATION FINAL DRAFT MANAGEMENT PLAN COMMENTS LETTERS OF COMMITMENT PARTNER'S DIRECTORY NATIONAL ARCHIVES KANSAS HISTORY DAY PROGRAM DONOR RECOGNITION 2010 - 2011 SAMPLER FESTIVAL MUSEUM SURVIVAL GUIDE EARN PUBLIC HISTORY CERTIFICATE PARTNER OPPORTUNITIES PARTNERS INVESTMENT STEERING COMMITTEE MEMBERS

Partner Meetings

Board of Trustees

Management Plan

Events

Donations



Join Our Mailing List!



JUNE CELEBRATION

Join us on June 18th when we will

CELEBRATE

the completion and unveiling of the Freedom's Frontier National Heritage Area's Management Plan.

Over the past year and a half FFNHA's Partners have dedicated themselves through hard work and determination to insure their Management Plan would be a useable and working document. Join us as we honor this hard work and officially accept our plan for the coming decade. The Consulting Team of Jeffery L. Bruce & Company will debut the Freedom's Frontier National Heritage Area's Management Plan and present the plan to the FFNHA Board of Trustees, Steering Committee and Partners.

Date: Thursday June 18, 2009

Place: Kansas City Central Library Helzberg Auditorium 14 West 10th Street Kansas City, Missouri

Time: 2:00pm - 4:00pm (Note time change)

If you would like to purchase a copy of the Management Plan, please email Julie Lenger at <u>jlenger@freedomsfrontier.org</u>. Deadline to place an order is Monday, June 8th.

Details, including directions and parking, will be sent prior to the June 18th Celebration.

NOTE: The change of date and time.

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COMMENT ON FINAL DRAFT OF MANAGEMENT PLAN

The public is invited to comment on the final draft of Freedom's Frontier National Heritage Area (FFNHA) Management Plan. Sections entitled Power of Action and Power of Partnership are the latest additions to what has previously been reviewed. The entire plan, including these sections, are posted online at the <u>www.ffnha-hosting.com</u>. The public will have until June 6 to comment.

The Power of Action offers "toolkits" for citizens and groups to assess and improve experiences offered in Freedom's Frontier. These toolkits cover heritage preservation, tourism and marketing, and storytelling. The Power of Partnership offers in-depth information and recommendations for the Freedom's Frontier coordinating entity and its partners to manage the heritage area. This section addresses heritage preservation, recreation, natural resource conservation, interpretation, education, tourism, marketing and economic development.

Over the course of 2008 and early 2009, area volunteers have worked with a consultant group to produce the Management Plan. Each section of the plan has been reviewed by committees and the organization's Steering Committee before posting for the public. As a whole, the Management Plan reveals insights and information gleaned during the planning process and will guide the heritage area's activities for the next decade. Additional information about Freedom's Frontier can be found online at <u>www.freedomsfrontier.org</u>.

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LETTERS OF COMMITMENT

Freedom's Frontier NHA is seeking letters of commitment to be included in the Management Plan.

A Letter of Commitment is basically a written recognition of "how your organization's mission overlaps with Freedom's Frontier's mission and what you are doing or will do to further both of those missions in the future." FFNHA Mission Statement

Letters can be from all our Partners; Historical Societies, Museums, Individuals, Cities, Counties, State Governments, Chambers of Commerce, Convention & Visitor Bureaus, Humanities Councils, Places of Business, State Tourism Departments, Libraries, Re-enactors and any organization whose mission is similar to Freedom's Frontier NHA.

You can find several examples on the FFNHA website by clicking <u>Commitment Letters - Management Plan</u> You may fax to 785.856.5303 or 785.865.4488 or email to jlenger@freedomsfronter.org or info@freedomsfrontier.org

<u>Letters MUST be received before</u> <u>Monday June 8, 2009.</u>

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PARTNER'S DIRECTORY

The new Freedom's Frontier NHA Partners directory is now available. Each listing has a short description, of the site or organization, that will be useful when trying to make connections, either with people or stories. There are currently 13 partners listed. We will update the directory and make it available to partners as additions are received.

When the directory is posted on the website it will be password protected so only partners will have access to the information. Until then you can receive a copy via email by contacting Scott Vieira, email below.

If you would like to be included please send the following information to Scott Vieira at <u>VieiraS@jocolibrary.org</u>

Name Site Name Organization Position Address City, State Zip Phone Email Website Committee Description of organization (20 words or less)

If you have questions or would like to receive a copy please contact <u>Scott</u> or <u>info@freedomsfrontier.org</u>

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NATIONAL ARCHIVES - KANSAS CITY, MO

The National Archives in Kansas City has recently relocated to the Union Station complex at 400 West Pershing Road. The archives serve Missouri, Kansas, Iowa and Nebraska. Below are two exhibits that are of interest to Freedom's Frontier Partners.

The Kansas-Nebraska Act

22 May - December 31

Exhibit focuses on the Kansas-Nebraska Act of 1854. The original Act will be on loan from Washington, D.C. This exhibit emphasizes the Act's impact on the region, its role in the "Bleeding Kansas" conflict, and how it affected national sentiment over the question of slavery.

It's Big (75th Anniversary of the National Archives)

22 May - January 23, 2010

Exhibit features big documents, big ideas, big personalities and big events from the Central Plains Region. Documents, maps, artifacts and photographs from the archive holdings tell stories of human and historical interest.



<u>The National Archives at Kansas City</u> 400 West Pershing Road, Kansas City, MO 816-268-8000

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KANSAS HISTORY DAY PROGRAM

There were two entries competing for the Bleeding Kansas award at this year's State History Day program. A Junior Group Exhibit was entered by Roy Guerreo, Nick Link, Jaron Rusch, and John Glave from Rolla Junior High in southwest Kansas. Their teacher is Mary Courtney.

The winning project for the Bleeding Kansas Award for the State History Day this year went to a Senior Group Performance: "Cyclone in Calico: The Nation in

Her Wake." The participants were Theresa Schafer, Elizabeth Wallace, David Cox, and Marcus Page from Ft Scott Christian Heights, Fort Scott. Their teacher is Maria Bahr.

There were 131 students competing in the junior division and 97 seniors representing the seven districts across the state. The categories they competed in were historical papers, exhibits, performances, documentaries, and websites.

Thank you to Bill Wagnon for judging the KS History Day competition on behalf of Freedom's Frontier NHA.

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DONOR RECOGNITION

Donation Levels:	
Friends of Freedom	under \$500
Missouri River Steamboat Circle	\$500 - \$999
California Road Circle	\$1,000 - \$4,999
Pony Express Circle	\$5, 000 - \$9,999
Santa Fe Trail Circle	\$10, 000 - \$19,999
Oregon Trail Circle	\$20,000 - \$49,999
Freedom's Frontier Circle	\$50,000 or more

Donations of any amount are welcome. To donate please contact Judy Billings at <u>jbillings@freedomsfrontier.org</u> or mail your donation to Freedom's Frontier NHA, P.O. Box 526, Lawrence, KS 66044. You can find our current list of Founding Donors and Charter Members <u>here</u>.

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SAMPLER FESTIVAL 2010/2011

Leavenworth, KS will host the 2010-2011 Kansas Sampler Festival. The festival will be held on May 1 & 2, 2010.



In 2010 and 2011 Freedom's Frontier NHA will host a performance tent at the Kansas Sampler Festival. Inside, the large tent, we will offer festival goers portrayals of the struggles and triumphs that both the Kansans and Missourians endured. During non-performance times there will be an area with

children's period games and activities. This is a great opportunity to share <u>all</u> <u>sides</u> of the pre-Civil War and Civil War, Shaping the Frontier and the Enduring

Struggle for Freedom stories, the three themes of FFNHA. We are looking for individuals or groups that would be interested in participating/performing, educating, or demonstrating a craft or skill. A sample of some of the types of performance and activities might include:

- Historic story telling
- Era music
- 1st person portrayal
- Children's games
- Children's clothing, for dress-up
- Period demonstrations

Lecompton Players, Carol Bohl's group of re-enactors and Aunt Polly are a few of the people that have already shown an interest in performing. If you are interested or know someone that would like to participate or want more information please contact Debbie at <u>dwhite@freedomsfrontier.org</u>.

If you would like to help with the planning of this event contact Debbie at the above email.

"The Kansas Sampler Festival is like a living brochure of Kansas! In 2009, 140 communities provided a sample of what there is to see, do, hear, taste, buy, and learn in Kansas! The festival was designed to bring communities and attractions from all over the state together to make it easy for the public to discover trip possibilities. In other words, the primary purpose of the festival is to provide the public a sample of what there is to see and do in Kansas." Marci Penner

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MUSEUM SURVIVAL GUIDE

The American Association of Museums has created a survival guide to help weather the 2009 economic forecasts. In it you will find:

- Seeing the Big Picture
- Fundraising
- Practical Tips & Ideas
- Management Advice & Strategy
- Downsizing & Retrenchment

To view their website and the survival guide click <u>American Association of</u> <u>Museums 2009 Survival Guide</u>

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EARN A CERTIFICATE IN PUBLIC HISTORY

Interested in writing historical fiction, working in a museum, making historical films, or in other ways presenting history to a public audience? You can now earn a certificate in public history at Cottey College.



To complete the certificate, you earn 21 credits of both history classes and hands-on application courses. Want to be a Chautauqua performer? Combine your study of history with acting and costume design. Want to publish articles? Combine your study of history with photography and writing classes.

The possibilities are endless! You craft the certificate to meet your goals.

Angela Philips, Michelle Green, and Emily Sullivan on an archeological dig while interning at the Vernon County Historical Society.

For more information contact: Dr. Angela Firkus Cottey College 1000 West Austin Boulevard Nevada, MO 64772 afirkus@cottey.edu

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PARTNER OPPORTUNITIES

- **FFNHA Events calendar** Post your events on the FFNHA website calendar, click <u>Submit</u> to enter your events on Freedom's Frontier website.
- <u>AASLH (American Association for State & Local History)</u> -<u>Collections Camp: Military History</u> Three-day workshop will focus on the care, conservation, and exhibition of military artifacts in museum collections, specifically from the 20th-century. National World War I Museum, Kansas City, MO

• <u>National Park Service - Rivers, Trails, and Conservation</u> <u>Assistance Program (RTCA)</u> - RTCA staff provide technical assistance to communities so they can conserve rivers, preserve open space, and develop trails and greenways. For more information click <u>RTCA</u>.

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PARTNERS MONTHLY INVESTMENT UPDATE

Partners and attendees of Freedom's Frontier NHA were recently asked to compute their travel expenses to the monthly Partners meeting and turn them into <u>Julie Lenger</u>. The <u>form</u> is available on the website or at Partners meeting.

	Attendees	Total Investment	
Aug/Oct-08		\$ 34,185.00	
Nov-08	46	\$ 6,144.21	
Dec-08	49	\$ 5,849.81	
Total 2008	3	\$ 46,179.02	
Jan-09	53	\$ 4,878.75	
Feb-09	41	\$ 6,561.47	
Mar-09	36	\$ 4,701.37	
Apr-09	49	\$ 6,557.18	
May-09	47	\$ 6,378.93	
Total 2009)	\$ 29,077.70	
Grand Tota	al	\$ 75,256.72	

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STEERING COMMITTEE MEMBERS FOR THE MANAGEMENT PLAN PROCESS

Paul Bahnmaier, Lecompton, KS Deb Barker, Ottawa, KS Judy Billings, Lawrence, KS Carol Bohl, Harrisonville, MO Jody Craig, Kansas City, MO Janae Fuller, Lexington, MO Alexis Radil, Olathe, KS Terry Ramsey, Nevada, MO Eileen Robertson, Humboldt, KS Debbie White, Lawrence, KS

We would like to thank Lori Simms, Missouri Tourism, for her dedication and service to Freedom's Frontier as a member of the Steering Committee. Lori has recently accepted a new position with State of Missouri in Jefferson City.

We welcome Janae Fuller, Battle of Lexington and Anderson House in Lexington, Missouri, as the newest member of the FFNHA Steering Committee.

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Forward email

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Freedom's Frontier NHA | P.O. Box 526 | Lawrence | KS | 66044

Freedom's Frontier National Heritage Area shares information with its Facebook fans via <u>http://www.facebook.com/home.php#/pages/Freedoms-Frontier-National-Heritage-Area/30813874506</u>.



The Freedom's Frontier Speakers Bureau has given approximately 30 presentations to area residents, reaching approximately 900 residents. The following PowerPoint presentation was posted online in November 2008 to assist partners in giving these presentations.



Freedom's Frontier National Heritage Area



 What is a National Heritage Area? What is Freedom's Frontier National Heritage Area? What does it mean to be a National Heritage Area? •Where are we today? •What is in our future? •How can you become involved?



What is a National Heritage Area?



Nationally distinctive landscape
Recognized by Congress



•Tells a nationally important story







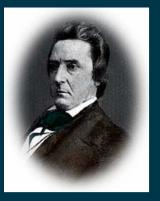


Essex National Heritage Area



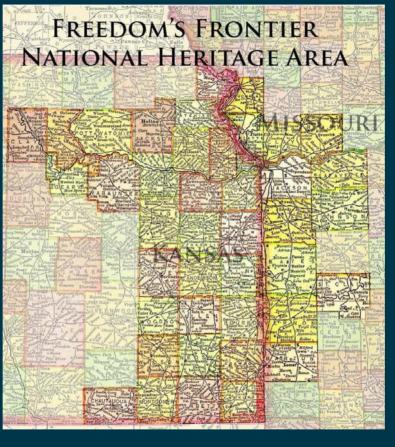


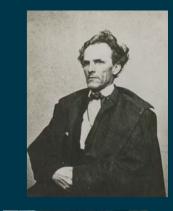
The National Park Service provides technical assistance as well as financial assistance for a limited number of years following designation.





















Our Story

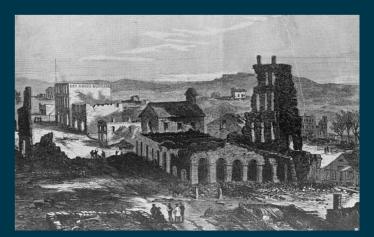
Shaping the Frontier

Setting the stage for the Missouri-Kansas Border War and testing the freedom of choice: slavery, settlement and displacement.

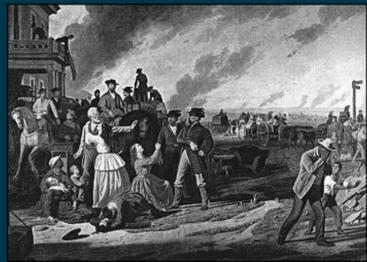
Missouri-Kansas Border War Redefining freedom of choice Enduring Struggles for Freedom The ongoing quest for equality, freedom of belief and freedom of choice

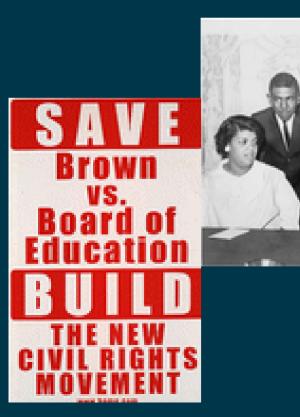






Our stories continue to evolve...not only about the past,





but also about who we have become as a result of historic events in our area.





FFNHA is made up of 41 counties is Western Missouri and Eastern Kansas.





1. Build awareness of our story. 2. Enhance, sustain and preserve our sense of place. 3. Inspire tolerance and respect for multiple perspectives. 4. Empower residents to share our story.



Recognition **Bridging Boundaries** Sharing Resources Involving Stakeholders Creating a Better Place to Live Fostering a Stronger "Sense of Place" Encouraging a Stronger "Pride of Place"



Where Are We Today?



- Grassroots organization
- Monthly Meetings
- Fundraising
- Planning Process









What's In Our Future?



FFNHA is meant to be an umbrella organization, under which all can feel comfortable, tell their stories and work together.

How do we reach this goal?

Freedom's Frontier NATIONAL HERITAGE AREA

- Attend monthly meetings
- Share your opinion
- Join the mailing list
- Spread the word
- Contribute financially
- Research your stories to connect to FFNHA
- Schedule a Freedom's Frontier volunteer representative to provide a guest presentation within your community.



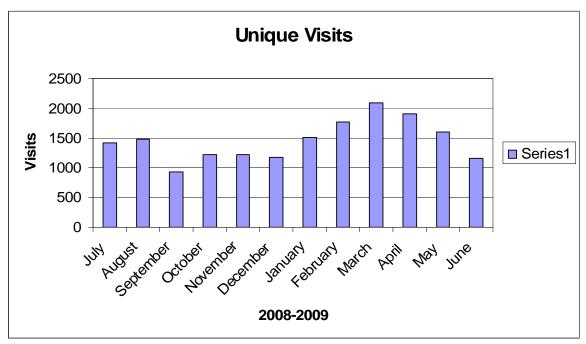
www.freedomsfrontier.org

P.O.Box 526 Lawrence, KS 66044

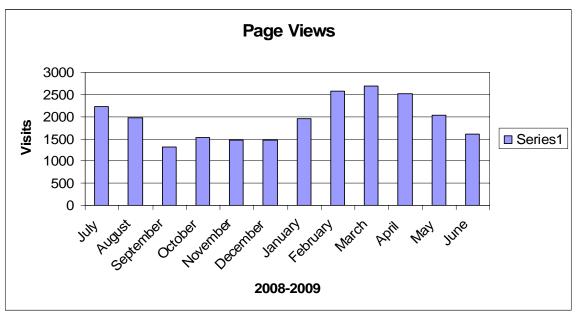
(785) 856-5300

info@freedomsfrontier.org

Web statistics for ffnha-hosting.com



A visitor is counted as a unique visit when requesting at least one page. June reporting is from June 1 - June 16.



Only fully loaded pages count as a page view. June reporting is from June 1 - June 16.

Summary Report: Visioning Process

Results and Initial Analysis to Date

DRAFT APRIL 2008

Questions or opinions about this document? Please send your comments to FFNHA so they may be recorded as part of the review process. These responses will be used this fall as reference for when the planning team works with FFNHA to compile all of the components into a general management plan. At that time, the statements will be reviewed to determine their appropriateness and modified to reflect any new discovery or consensus of opinions.

Send comments via e-mail - info@freedomsfrontier.org

Overview

The FFNHA Visioning process consisted of four meetings to garner public input on Vision, Mission, Values, Goals, and Objectives. For reference, each of these terms is defined in the Management Planning Process Glossary. The terms served as the basis for creating the Freedom's Frontier National Heritage Area (FFNHA) Foundation Statement.

Three of the meetings took place in public locations during the winter and early spring of 2008. One forum was conducted via an Internet-based survey. Meetings One and Two involved the use of nominal group technique in which small groups of 10-25 participants worked with a facilitator to generate ideas based on pre-determined assignments.

TABLE 1: Visioning Meeting Formats and Locations

Meeting 1	Olathe KS	3/13/08	Vision and Mission Definition
Meeting 2	Lawrence KS	3/31/08	Values, Goals, and Objectives
Meeting 3	Lawrence KS	4/1/08	Voting on Proposed Mission and Vision
Meeting 4	Web Survey	3/18-3/28	Questions to validate findings from first Three Meetings

Meeting 1: Vision and Mission Definition, Olathe KS 3/13/08

After an overall introduction defining the meaning of "Vision" and "Mission," the large group of 104 stakeholders from around the FFNHA region broke into four small groups, each with a facilitator. With its focus on developing descriptors from which to craft a Vision and Mission statement for FFNHA, small group facilitators in Meeting One read the following assignment statements.

For the morning session on Vision, the assignment given was as follows:

"How would you like the FFNHA region to function, live, embrace history and ecology, express its history and draw people in 2028?"

The Vision small group session encouraged participants to consider the entire 41county region and the image they would to see in 20 years. The mission session was more pragmatic, asking the group to comment on how the Vision can be achieved and the role the FFNHA management entity might play in building that Vision.

In the Vision session, participants were shown a flip chart that included eight descriptor phrases that reflect findings from earlier public input and content from the FFNHA feasibility study. These phrases served as models of what descriptors could be and the range of topics to explore – from tourism to regional economy and local pride.

Participants were then asked to write down on an index card the "three favorite places in their county" and three leading adjectives that they would like to include in the Vision. Participants than each shared what they wrote. Facilitators used this technique to encourage less vocal people to share their thoughts at the outset. An open discussion followed to record phrases and descriptors to consider. Participation in all four small groups was broad and active and the comments reflected the index card exercise.

After 30 minutes of conversation, the facilitator then asked each member to "vote" for the recorded descriptors written on the flipchart based on the group dialogue. Each participant had eight adhesive dots, and voted for their favorites using one dot per phrase.

The results of this nominal group discussion and voting are shown in Table 2. In order to interpret the raw results, the planning team created a content analysis of the descriptors, clustering them into categories as shown in the table. Similar descriptors from the different small groups were clustered and given a subtotal.



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TABLE 2: Descriptor Ranking by Category for FFNHA VISION Statement

Nominal Group Survey Results from Visioning Session 1, Olathe, Kansas Four sub-groups. Total participants: N=104

March 2008	* indicates descriptor	pre-printed to sti	mulate discussion
		# Votes	subtotal of similar descriptors
TOURISM *A Region where Heritage Touris	sm is just one		
Option for Visitors		8	
*Many Reasons to Visit		17	
Will be a destination with multipl	e experiences and	10	
reasons to come			<u>(25)</u>
Strong advocacy for tourism in g	overnment	16	
Accommodating		6	
RECOGNITION			
*An Area that is Nationally-Know	'n	25	
Known for the impact of this stor	y on the nation's history	13	
Known for having healed age-old 150-year-old conflict	d wounds from a	5	
REGIONAL AWARENESS AND SENSE OF PLACE/EDUCATION *Strong Local Awareness of Regional History 40			
-		-	
An educated public		7	<u>(47)</u>
*A Shared Pride in Regional ider	ntity	11	
Public pride		9	(00)
			<u>(20)</u>
Unique		8	
SCENIC AND ECOLOGICAL RE		4	
*Abundant Ecological and Open		4	
A place to explore the environme change, geology and strategies		5	

Environmentally-sensitive	7	(16)
HISTORIC RESOURCES AND THEIR EXPERIENCE Authentic	12	
Honest in the stories we tell	8	
Integrity (authenticity) in the experience and the integration of each experience with others	10	
Educational	11	<u>(30)</u>
Both educational and experiential offering hands-on Transformative learning experiences	10	<u>(21)</u>
Makes stories experiential for visitors	6	
Open to new formats, progressive and innovative in interpretive techniques and in the tourism experience	4	
Interactive among all ages and areas	6	
Preserved and protected	9	
Preserved/restored sites of value	8	
Many Interp. Centers for Visitors	6	
Interactive among all ages and areas	6	
High level of cooperation between historic sites	5	
Unified	5	
ECONOMY, FINANCE AND QUALITY OF LIFE *A Diverse and Vibrant Economy	26	
Alive and Growing	7	
Economically viable/financially stable in order To get it done	5	
Self-sustaining (FFNHA)	5	(43)
*Continues to Offer High Quality of Life	12	

Ranking Leading Vision Descriptors

With the data shown in Table 2, the planning team ranked the descriptors from the Vision small groups receiving the most votes. Similar descriptors created by different groups were clustered and given subtotals. Table 3 shows the ranking of descriptors, or phrases and concepts that can be woven into an FFNHA Vision statement.

TABLE 3: Most Popular Descriptors for FFNHA Vision Statement

Nominal Group Survey Results from Visioning Session 1, Olathe, Kansas March 2008 N=104

• indicates descriptor pre-printed to stimulate discussion

"How would you like the FFNHA region to function, live, embrace history and ecology, express its history and draw people in 2028?"

DESCRIPTOR/PHRASE		# votes
*Strong Local Awareness of Regional History	40 7	
		<u>47 total</u>
*A Diverse and Vibrant Economy	6	
Alive and Growing	7	
 Economically viable/financially stable in order to get it done 	5	
Self-sustaining (FFNHA)	5	
		<u>43 total</u>
Authentic	12	
Honest in the stories we tell	8	
Integrity (authenticity) in the experience and the integration of each experience with others	10	
		<u>30 total</u>
*A Region where Heritage Tourism is just one		
option for Visitors *Many Reasons to Visit	8 17	
Will be a destination with multiple experiences and	10	
reasons to come		25 total
		20 10141

*An Area that is Nationally-Known	25	
*A Shared Pride in Regional identity Public pride	11 9	<u>20 total</u>
*Abundant Ecological and Open Space Conservation A place to explore the environment, weather, climate change, geology and strategies for becoming "green" Environmentally-sensitive	4 5 7	<u>16 total</u>
Strong advocacy for tourism in government	16	
Both educational and experiential offering hands-on transformative learning experiences Makes stories experiential for visitors	10 6	<u>16 total</u>
Known for the impact of this story on the nation's history	13	
*Continues to Offer High Quality of Life	12	
Interactive among all ages and areas High level of cooperation between historic sites5 Unified	6 5	<u>11 total</u>

Leading Mission Statement Descriptors

In the afternoon of the Olathe, Kansas meeting, the topic turned to Mission descriptors. For the Mission session, the assignment given was as follows:

"How can the FFNHA help to make some of the visions we discussed a reality? What are the roles of history, tourism, and recreation? How can local and national awareness be shaped?" All four groups shared ideas that are recorded as written on the flipcharts in Table 4.

Categorizing Mission Descriptors

Mission descriptors are grouped into a parallel category structure used for the Vision descriptors in Table 2. These parallel categories can aid in future analysis of public input. They are also used for analysis of Values, Goals, and Objectives.

TABLE 4: Descriptor Results by Category for FFNHA MISSION Statement Nominal Group Survey Results from Visioning Session 1, Olathe, Kansas Four sub-groups. Total participants: N=104 March 2008

"How can the FFNHA help to make some of the visions we discussed a reality? What are the roles of history, tourism, and recreation? How can local and national awareness be shaped?"

General Category

TOURISM

Decent level of visitor infrastructure, lodging, visitors center, welcome center, restrooms

Increasing investment in tourism and funding for the region

RECOGNITION/OUTREACH

Call attention to the area

Reach out to minority communities

Will use its resources to enhance, highlight and extend its stories to an even wider audience nationally and internationally

REGIONAL AWARENESS AND SENSE OF PLACE/EDUCATION

Empowers local history groups to build awareness

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Focus on Freedom stories

Engage younger generation: production of educational video program contest, Kansas Educational Network

Encourage/support emphasis on history in our schools

Educate neighboring communities, counties, and states

Exchange of traveling exhibits

Make contact with faces of the region, community local storytellers

Serve as the designated collection point and connection for all the stories

Keeps the FFNHA's residents in touch with the regional history through curriculum and forward-looking activities

Identify, share and promote educationally-authentic stories

Appeals to diverse audience

Appeals across age groups

SCENIC AND ECOLOGICAL RESOURCES

Is ecologically and economically sustainable, produces the outcomes and provides long-term protection to the region's resources

HISTORIC RESOURCES AND THEIR EXPERIENCE

Having a better understanding of what Freedom is and was: Underground Railroad, slavery, and abolitionists

Values present and modern resources

Promote and preserve historic, cultural, and natural resources as integral to residents' lives and visitors' experiences

Diverse stories of national importance from the past to present with no specific timeframes

MANAGEMENT

Coordinate with Kansas and Missouri Historical Societies

Both states and all counties work together

FFNHA provides an organizational framework for the partners and stores of the entire area by connecting parts of all stories to the whole

Offers support to the funding efforts of all the partners

Created by FFNHA Management Planning Team – April 1, 2008 – Page 9 of 30

Creating and expanding partnerships in our region Come together, practice reconciliation Former foes, now collaboration of different partners Grass roots, collaborative

ECONOMY, FINANCE AND QUALITY OF LIFE

Grass-roots, locally-based growth Produces a higher quality of life for those who live in the FFNHA Offers support to the funding efforts of all the partners Sustainable economically and environmentally

Building Blocks for Vision and Mission Statement, by Category

The following are the most frequently mentioned general categories for Mission and Vision Statements from Meeting One in Olathe, KS. The Management Team has rewritten and edited the categories from the responses above to be placed directly into a potential Vision statement.

TOURISM

RECOGNITION/OUTREACH

REGIONAL AWARENESS AND SENSE OF PLACE/EDUCATION

SCENIC AND ECOLOGICAL RESOURCES

HISTORIC RESOURCES AND THEIR EXPERIENCE

MANAGEMENT

ECONOMY, FINANCE AND QUALITY OF LIFE

Proposed Vision and Mission Statements for Review by The FFNHA Steering Committee

Vision

The Freedom's Frontier National Heritage Area (FFNHA) will be a region recognized globally for its authentic and honest stories connected through hands-on learning experiences that offer many reasons to visit and live. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that supports heritage interpretation and preservation of place.

Mission

FFNHA identifies and articulates regional stories that illuminate the multiple definitions of freedom debated in the past and still relevant today. The organization seeks to preserve the places that fostered these stories and debates as high-quality interpretive experiences that are transformative, authentic, and found nowhere else. FFNHA empowers local groups and individuals in Eastern Kansas and Western Missouri to respect and be stewards of these diverse stories that connect regional history to the nation.

Meeting 2: Discussion of Values, Goals and Objectives

As the Visioning process moved forward, we conducted two nominal group sessions on March 31st in Lawrence, KS with 41 participants. The first session examined, Values – or guiding principles – that will endure over the long-term in the FFNHA decision-making process for prioritizing programs, activities, and outcomes.

Later in the afternoon, the second session examined Goals and Objectives, which are the tangible methods by which FFNHA can achieve its Vision and Mission while acting according to enduring values.

For the first session, participants broke into four groups to discuss Principles. They were read the following definition of Values :

"Today, as we discuss 'Values,' we mean developing guiding principles for not only the Freedom's Frontier National Heritage Area planning process but the entire decade of decisionmaking for the heritage area region. They are the values that guide all of us in prioritizing every aspect of the region. They should stand for what all believe in and embrace as the unifying core for FFNHA in perpetuity."

The following assignment was then posed by the Facilitators: "Think about the values/principles that will lead to the most effective FFNHA plan and a process that is appropriate and true to the values of the citizens of this region."

Discussion and Voting

After twenty minutes of facilitated discussion and recording phrases on a flip chart, each participant in the four small groups "voted" for the Values they felt were most important. Each participant was given eight adhesive dots and instructed to use one to vote for each preferred phrase or word. Table 4 below lists the complete range of responses in order of the number of "votes" received by each group.

TABLE 4: Descriptor Ranking for FFNHA PRINCIPLES

Nominal Group Survey Results from Visioning Session 2, Lawrence, Kansas Four sub-groups. Total participants: N=41 March 31, 2008

7	# votes
Multiple Perspectives	11
Educational	9
Authentic	9
Encouraging Scholarship	9
Relevant	8
Inclusiveness of Perspectives Equality, Cultures	8
Managing Cultural resources	7
Has to be a passion/contagious	7
Quality	7
Empower communities to preserve region's historic identity	7
Educational Enlightenment/Local Ownership	7
Human element in Authentic Setting	7
Preserve, protect, interpret (natural, historic, cultural) resources for	
education & inspiration of current/future generations	7
Private/public	6
Partnerships	6
Sustainable (well-being)	6
Inclusive Story	6
Authentic w/o bias/tell apolitical	6
Tolerance of diverse perspectives on history	6
Educate/cultivate citizens, youth about diverse stories & cultural resources	6
Communication	5
Feel the experience	5
Learn how to tell my story better	5 4
Cooperative Support of Entropropourial Spirit	4
Support of Entrepreneurial Spirit Known for quality interpretative exp	4
Accessible to everyone (socio, economic)	4
Reconciliation	4
Make past relevant to present understanding	4
Make past relevant to present	4
Historically correct	4
Community involvement & investment	4
Heritage and education	4
Site Interpretation	3
Converging definitions of Freedom	3
Cultural Connectivity	3
Assess/Reassessment and Evaluation	3
Educating ourselves	3

With the data shown in Table 4, the planning team later ranked the descriptors for Values receiving the most votes. Similar descriptors created by different groups were clustered and given subtotals. This process is critical to understanding patterns of agreement because the four small groups generated their own terminology. But when grouped into categories, one can gain a sense of categories and important principles within them. Table 3 shows the ranking of descriptors, or phrases and concepts that can be woven into a statement of Principles.

TABLE 5: Descriptor Ranking by Category for FFNHA PRINCIPLES

Nominal Group Survey Results from Visioning Session 2, Lawrence, Kansas Four sub-groups. Total participants: N=41 March 31, 2008

votes listed by number of votes overall per category QUALITY OF EDUCATIONAL EXPERIENCES Educational 9 Authentic 9 **Encouraging Scholarship** 9 Relevant 8 Has to be a passion/contagious 7 7 Quality Empower communities to preserve region's historic identity 7 Educational Enlightenment/Local Ownership 7 7 Human element in Authentic Setting Authentic w/o bias/tell apolitical 6 Educate/cultivate citizens, youth about diverse stories & cultural resources 6 5 Communication Feel the experience 5 Learn how to tell my story better 5 Community involvement & investment 4 TOTAL 101 SUSTAINABLE, SENSITIVE MANAGEMENT Managing Cultural resources 7

Preserve, protect, interpret resources # natural, hi	storic, cultural, for
education & inspiration of current/future generations	7
Private/public	6
Partnerships	6
Sustainable (well-being)	6
Cooperative	4

Support of Entrepreneurial Spirit TOTAL	4 40
TOLERANCE AND DIVERSITY OF STORIES Multiple Perspectives Inclusiveness of Perspectives Equality, Cultures Inclusive Story Tolerance of diverse perspectives on history TOTAL	11 8 6 6 31
REPUTATION/ACCESS Known for quality interpretative exp Accessible to everyone (socio, econ) Reconciliation Make past relevant to present understanding Make past relevant to present Historically correct TOTAL	4 4 4 4 4 24
OTHER STATEMENTS Heritage and education Site Interpretation Converging definitions of Freedom Cultural Connectivity Assess/Reassessment and Evaluation Educating ourselves Integrity in stories Accept different perspectives Culturally inclusive Interconnectivity of events Empowering Social Responsibility Collaboration Honesty & authenticity Highlight interconnectedness- events and people (cultural, social) Preservation of resources Focus on integrity – communications Good communication by partners in region Cooperation Unique people who dug up tells story Reconciliation Respect for both/all sides, perspectives Credibility United efforts across region	4 3 3 3 3 3 3 3 3 2 1 1 1 1 1 1 1 1 1

Integrity Consistent management of team Maintenance of integrity practices Location Encouragement "Burning up Dayton" Event Life-changing experience builds Long-term Steamboat Arabia (place) Wear the blue or the grey Cooperation Respect & find meaning in region heritage, achievements, people Respect

Analysis of Public Input for Statement of Values

As shown on Table 5, a content analysis sorted the descriptors from the small groups into four general categories for Values. In order of votes, they are:

Quality of Educational Experience	101 votes
Sustainable, Sensitive Management	40 votes
Tolerance and Diversity of Stories	31 votes
Reputation/Access	24 votes

Phrases that could not be easily classified are listed as "other." It is important to note that the overall votes for each category do not indicate group consensus about specific values, rather they indicate *overall interest in the general topic* among the 41 participants. The discussion to follow looks into each category to derive building blocks for Principles.

Quality of Educational Experience

With 328 possible votes from the 41 participants, phrases relating to the nature and quality of educational experiences related to FFNHA received nearly a third of the votes as most important. While terms such as "educational" are of little help in developing specific values, more specific adjectives including: "authentic," "encouraging scholarship," "relevant," "passionate," and "empowerment of local communities to preserve identity."

These words and phrases help us to understand the desired visitor and local resident experience of the region, how one can learn from its stories, and that they should be conveyed in relation to the concerns of public and private life today.

Above all, participants expressed a desire for *authentic, high quality* experiences. They spoke of emotional and affective connections to places, stories and people. They saw

that this bond with a hands-on quality and personal contact could be part of how FFNHA is known, as will be discussed in the Reputation/Access category below.

Empowerment of communities and individuals was also often discussed in relation to learning local stories and being able to share them with others.

Sustainable, Sensitive Management

With a strong concern for education, participants considered the values that should ground the management of FFNHA and the sharing of its stories. Most important was the preservation and stewardship of surviving physical heritage sites, landscapes, and natural resources. Partnerships between public and private groups as well as among communities were also recognized as the best way to build a financially and organizationally sustainable FFNHA.

Tolerance and Diversity of Stories

In addition to frequent mention of the principle of authenticity, participants often mentioned, and voted for, statements about a diversity of stories and viewpoints. Stories were not necessarily to be limited to one particular era, such as the Civil War. And, with regard to such sharp conflicts at the Civil War, a diversity of viewpoints was to be acknowledged. Indeed, in many cases, multiple sources and original narratives are seen as valuable in interpretation of sites and the connections between sites. Contradiction, variance, and the lack of an "official" story are to be celebrated and encouraged in sharing the complexity of viewpoints.

Reputation/Access

The participants felt that FFNHA should be accessible to everyone regardless of location or socio-economic status. FFNHA should be known for the quality of its interpretive experiences with a commitment to relevance and accuracy (even if multiple viewpoints are to be included and ambiguity acknowledged.) The intensity of past conflicts and lingering differences today are to be recognized and discussed openly as a long-term path to reconciliation.

Goals/Objectives

After the nominal group session on Values, the 41 participants re-gathered in their small groups and were read the following assignment:

"Given what we've heard about findings so far on the FFNHA Vision and Mission, what goals are most important for the FFNHA to support the Vision and Mission?

After 15 minutes of recording Goals on a flip chart, each group was read a second assignment:

"Now that we have discussed goals, please share some specific objectives to achieve them." (Write down the objectives underneath the relevant goal.)

After ten minutes, each participant then voted (with eight dots each) for specific goals and objectives that they felt most important. The facilitators then sorted their respective group's results into Goals with relevant Objectives listed beneath. These results, ranked by the number of "votes" received, are shown in Table 6 below.

TABLE 6: Descriptor Ranking for FFNHA GOALS/OBJECTIVES

Nominal Group Survey Results from Visioning Session 2, Lawrence, Kansas Four sub-groups. Total participants: N=41 March 31, 2008 * indicates descriptor pre-printed to stimulate discussion

	# votes
Goals: Objectives (A.B.C etc. listed beneath)	
 Honor our ancestors/we all have stories (parents) 	10
 Use generally accepted criteria for site assessment A. Establish visitor centric criteria for best practices B. Communicate with public 	8
 Become nationally/internationally known A. Marketing – tours B. Find our identity 	8
C. Provide quality experience	2
• Get state level support for curriculum A. Educator lesson plans	7

• Story is told with consistent voice A. Brand identity	7 1
 B. Common marketing/language C. Graphics and maps standards 	1
D. Establish consistent training opportunities	1
 Consistency in Presentation to the public A. Training 	6
 B. Quality control through standards C. Visitor understanding of site relevance/significance 	4 1
 Break down cultural barriers A. Make sure story has authentic voice 	6
 B. Develop interpretation for a wide variety of audiences C. Bring many perspectives to planning table 	1
Utilize changing technology A. Hire professional technology staff	6
B. Diversify technology resources C. Training opportunities for using technology, re-evaluate	4
the technology resources	5
 Promote preservation of resources A. Information clearinghouse for public and professional resources 	6
Preserve & protect resources	6
 A. Dedicated funding B. Apply preservation standards to all resources over time C. Establish community codes 	3 3 2
 Self sustainability A. Assessment, evaluating, and reviewing the 	6
management plan	5
 B. Development of public/private partnerships for funding C. Integrated marketing plan 	6 2
 Market area nationally/internationally 	6
 To understand our present lives through the past 	6
 Facilitate economic development & sustainability A. Integrate with agritourism & other niche markets (geo, eco) B. Cross-market, collaborate C. Training and markets (geo, eco) 	6
 C. Training and marketing for various local host sites/groups 	1

7

D. Fundraise: grants, earned income strategies		
 Provide comprehensive educational resources A. Create a directory of educational resources: trunks, speakers, events, curriculum, etc. B. Maintain updated information 		5 6
 Promote civil discourse A. Utilize local and regional media to promote region B. Incorporate multiple perspectives 	5	4 4
 Ensure historical integrity A. Promote measurable oversight (require minimum sources of documentation – local, grassroots input) 		5 2
 Develop story & structure for big & small stories A. Clarity of focus on human interest side B. Physical intepretation of artifacts C. Names – add human element, scale to interpretation 		5
 Creation of school-based materials A. Relevance to today B. Incorporate "story tech" 		5
Connect stories		5
• External interpreter training program A. Art contest based on events, cross discipline		5
 Create healing, closure & mutual understanding to foster reconciliation A. Hosting event of reconciliation/rendezvous B. Exhibit dealing with disenfranchisement C. Church-led reconciliation tours 		5 1
Gain strength from pioneer stories		4
Education Curriculum for Region		4
 Expand, open-up opportunities for interpretation 		4
 Connecting the dots A. Site Assessment to know the whole story		4

C. Identifying geographical significance

D. Pathfinder or passport	
 Preserve natural areas under threat 	4
 Here for people who don't know they like history 	3
 Appeal to the educational community, work with educators to create standards A. Connect causes with consequences, ask "What if?" 	2
 Lower animosity between east/west region 	2
 Learn from neighbors and partners in process 	2
 Stories are motivating (teacher): see change in sides 	2
 Connect events in humanities, culture, history, arts 	2
 Educate public about FFNHA A. Increase citizen awareness through stories, profiles B. Programs in schools 	2 2
 Focus on what's distinctive 	
 Develop unity in interpretation A. Art director/editorial standards B. Outline of standards C. Indefinable brand 	1 2 1
A. Both states B. Define historical/conflict between Jayhawks & Tigers C. Identify existing resources	2 1 1
 Economic sustainability via public/private partnership 	1
 Collect, analyze, present info in easily accessible way A. Create schedule of events B. Simple list of what's available now C. Map 	1 1
 Increase community pride A. Bring history into annual celebrations B. Use historic names for new assets C. Chautauqua 	2 2
 Market FFNHA internally & externally 	1

A. PR/News media campaign B. Enhanced website C. Quarterly newsletter	4
 Ensure interpretative accessibility A. ADA B. Levels of Interpretation for all ages, education levels 	2
 Foster regional and organizational leadership A. Business plan B. By-laws C. Mentoring program 	1 1 1
 Further collaboration (# from FFNHA sheet) A. Partnerships B. Liaison to HP groups C. Liaison to tourism industry D. Liaison to DOT 	1 1 1
 Evaluate visitor experiences impact A. Survey tools, dots B. Exit interviews/conversation with visitors – comments 	2 1
 Strengthen, complement, support unity of region (inter-connectiveness – collective whole of story) A. Link stories via web & cross market interpretation B. Create united map to understand region C. Use GIS to survey sites 	1 2 1 1
 Interpretation should appeal to a wide variety of audiences Seminars to discuss freedom A. Show how each site is connected to concept of freedom B. Respectful to Kansas and Missouri C. Include multiple perspectives D. Panel presentations 	1 1

Potential Goals and Objectives

The findings from this discussion were more broadly dispersed. But, leading, tangible candidates for Goals are as follows with relevant Objectives listed beneath each.

Become nationally/internationally known

- A. Marketing tours
- B. Market nationally and internationally
- C. Provide quality experience

Attain ongoing state level support for curriculum

A. Educator lesson plans

Tell Stories with consistent voice

- A. Brand identity
- B. Common marketing/language
- C. Graphics and maps standards
- D. Establish consistent training opportunities 1

6

1

6

Create consistency in presentation to the public

A. Training B. Quality control through standards 4 C. Visitor understanding of site relevance/significance 1 6

Break down cultural barriers

- A. Make sure story has authentic voice
- B. Develop interpretation for a wide variety of audiences
- C. Bring many perspectives to planning table

Utilize changing technology

- A. Hire professional technology staff
- B. Diversify technology resources
- C. Training opportunities for using technology, re-evaluate the technology resources

Promote preservation of resources

A. Information clearinghouse for public and professional resources

Preserve & protect resources

- A. Dedicated funding
- B. Apply preservation standards to all resources over time
- C. Establish community codes

Ensure self-sustaining management

A. Assessment, evaluating, and reviewing the management plan

- B. Development of public/private partnerships for funding
- C. Integrated marketing plan

To understand our present lives through the past

Facilitate economic development & sustainability

- A. Integrate with agritourism & other niche markets (geo, eco)
- B. Cross-market, collaborate
- C. Training and marketing for various local host sites/groups

Opinion Poll: Web-Based Survey

Developed by the planning team, the Web survey was launched on-line and promoted through the media. The survey was posted online from March 18-28, 2008. There was a strong response with 50 participants. The questions covered the full scope of FFNHA ranging from historical narratives to mission, principles and valued resources to preserve. The findings as reported below serve to validate much of the findings from the nominal group sessions held in Olathe and Lawrence on Vision, Mission, Principles, Goals and Objectives. See Appendix A for full survey report.

Although there were no extremely strong patterns, a few clear preferences with regard to mission and goals among the nearly 50 survey respondents confirmed many of the findings from the nominal group sessions reviewed above. Over half of them had been involved with FFNHA for over a year; 19 respondents (38%) said they had not been involved with FFNHA.

Mission for the FFNHA

Question 8 used the same rating system to ask the respondents to rate potential missions. The findings offer confirmation of high rankings from the nominal group exercises.

"A region that is nationally recognized for its role in the beginning of the Civil War" was rated as Very Important by 83.7% of the participants, a notably strong consensus.

Beyond national recognition for its role in the Civil War, participants were also interested in the telling of many stories as an important mission. The phrase: "FFNHA tells stories of many periods including the Jim Crow era and the desegregation movements of the 20th century" received the second highest average rating of 4.33. The implication here is possibly that while FFNHA should achieve a national reputation connected with the Border Wars, visitors who arrive will find a surprising wealth of stories from many eras that cross cultures and social contexts.

Fostering a sense of regional identity and uniqueness both for residents and visitors is also strongly valued by the survey participants. The specific mission statement: "A multi-county area over two states with a clear 'sense of place,' branding identity, and sense of entry" received an average rating of 4.3.

Lowest ranked among potential missions was: "FFNHA grows into a region where visitors are also drawn for recreation such as hiking, camping and hunting." This potential mission achieved an average rating of 3.88 with just 41.9% of respondents rating it as "very important and almost 30% rating it with a 3, or "Neutral". These relatively low rankings for ecological conservation and outdoor nature activities reflect the findings of the nominal group sessions.

Goals for FFNHA

In Question 3, respondents were asked to rate on a scale of 1-5 the importance of five goals for FFNHA. A response of "1" indicated goals of least importance and a "5" indicated the goals of greatest importance. Reflecting the findings of the Visioning nominal group sessions, the goal of "Education in regional and national history for local children received the highest ranking with an average rating of 4.77. More than 4/5 of the respondents (84.7%) gave this goal a rating of 5 or "Very Important."

"Bringing national attention to the area" received the second highest ranking with a rating average of 4.62.

"Regional Economic Development" and "Increasing tourism throughout the year" both received average ratings of 4.57.

Lowest rated of the five goals was "Fostering conversations about the values and meaning of 'Freedom'" with an average rating of 4.11.

Potential/Priority Projects to Implement

Question 9 explored various options for early projects to lend visibility and momentum to FFNHA. "United signage and logos", "Gateway markers", "Community history days", "Audio tours", "Guided tours", and "Visitor centers" all received fairly high average ratings. " United signage and logos" received the highest rating (4.65), while "Guided tours" received 4.16. These findings show that numerous options are viable as early projects, with graphic identity and signage an early target.

Further information from the survey on interest in personal participation in FFNHA and volunteering can be found in the full numerical report in *Appendix B*.

Meeting 3: Refinement of Vision and Mission Statements; Propose Value Statements

On April 1, a day following meeting two on Principles/Goals/and Objectives, and armed with analysis from the e-survey, the planning team met with the FFNHA Steering Committee to review proposed Vision and Mission statements generated from the above data. There was nearly an hour of discussion and voting whether to approve or reject the proposed statements. The quorum of committee members present voted to approve both with amendments that are reflected below:

VISION FOR 2028

The Freedom's Frontier National Heritage Area (FFNHA) is a region recognized globally for its unique, authentic and honest stories that offer many reasons for visiting and living here. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that connects dynamic learning experiences, heritage interpretation and preservation of place.

MISSION

Freedom's Frontier National Heritage Area (FFNHA) identifies and articulates regional stories that illuminate the multiple definitions of freedom debated in the past and still relevant today. The organization and regional partners (including individuals, companies, governments and other entities) seek to preserve the authentic places that fostered these stories and debates as high-quality interpretive experiences that are transformative and found nowhere else. FFNHA empowers local groups and individuals within its region to respect and be stewards of these diverse stories that connect regional history to the nation.

Proposed Value Statements

- 1. Be tolerant and respectful of diverse stories from multiple perspectives.
- 2. Focus on authentic and engaging experiences.
- 3. Honor the region's peoples, past and present.
- 4. Preserve unique cultural & historic assets.
- 5. Invest in community engagement, education and empowerment.
- 6. Sustain and grow sense of place.
- 7. Value and protect the natural environment.
- 8. Consider future generations in everything we do.

Major Goals to Realize Vision:

- A. Preserve & protect resources
- B. Provide consistent quality in marketing, messages
- C. Develop and deliver stories, past & present, respectfully and with integrity
- D. Advocate support for FFNHA with state agencies
- E. Develop and manage quality educational experiences

F. Facilitate economic development opportunities that foster sensitive and sustainable growth

Management Challenges for FFNHA:

- Representing and managing a large two-state area with diverse resources, populations, needs
- Ensuring that all stakeholders have voice in and can participate in development, implementation and evaluation of management plan
- Delivering consistency and quality without censorship
- Attracting funding from diverse sources
- Branding region and delivering on the promised experience(s)
- Balancing preservation and protection of resources with economic growth
- Implementing a regional program that respects individual property rights (physical and intellectual [story])
- Conflict resolution



Prioritizing the Tactics—November 13, 2006 Partnership Meeting Exercise

Strategy: Define Freedom's Frontier by recognizing and developing its resources, sites,		
story and brand.		
Rank: 2 nd	Tactic: Collect and present information	
26 votes	about contributing heritage resources in a	
	searchable database.	
Rank: 1 st	Tactic: Designate Freedom's Frontier	
43 votes	Partners and Accredited sites.	
Rank: 4 th	Tactic: Define and tell Freedom's Frontier's	
22 votes	story.	
Rank: 5 th	Tactic: Articulate consistent messages about	
17 votes	the regional experience and individual	
	contributors.	
Strategy : Build a foundation for communicating Freedom's Frontier's message and stories.		
Rank: 3 rd	Tactic: Maximize the Freedom's Frontier	
24 votes	website as a virtual interpretive, educational	
	and marketing tool for residents and	
	visitors.	
Rank: 6 th	Tactic: Develop a coordinated marketing	
16 votes	program that complements the region's	
	individual destinations and site programs.	
Rank: 4 th	Tactic: Develop way-finding tools in the	
22 votes	form of maps and directional signage.	
Rank: 9 th	Tactic: Increase awareness and support by	
12 votes	local constituents, including elected officials.	
Strategy: Enhance and sustain Freedom's Frontier's sense of place.		
Rank: 7 th	Tactic: Enhance and develop Freedom's	
15 votes	Frontier's sites and partners.	
Rank: 10 th	Tactic: Encourage preservation and	
10 votes	conservation as ways to sustain Freedom's	
	Frontier's sense of place.	
Rank: 8 th	Tactic: Develop Freedom's Frontier as a	
14 votes	sustainable destination.	



Heritage Development/Historic Preservation

On August 14, 2008 at the Partnership Team meeting in Overland Park, Kansas, meeting attendees filled out index cards to answer three questions in four categories. The questions were: 1. In ten years, what will have happened in FFNHA to know that we are successful? 2. What is FFNHA's role in achieving this measure of success? 3. What is your role in achieving this measure of success? Below are transcriptions of answers from the index cards for the Heritage Development/Historic Preservation category.

Archiving stories and artifacts

Preserving sites that may close to create a stronger story for people to experience

FFNHA: finding funding sources and applying for grants Me: developing the relationships and identifying the needs

Historic Preservation: Old structures (and sites) are saved (not replaced) Historic Preservation: DoComeatation of the heritage reality Heritage Development: Museums, etc. show growth and economic stability Heritage Development: "Visible" increase in tourism for this purpose Heritage Development: National and international recognition

FFNHA: promoting visibility

Me: working to relate understanding/representation of present reality and heritage-era reality

Nat'l known – I think the public needs to be more aware of the Nat'l Heritage areas in general – across the country

Be well funded and work as a group

Be locally known for an attraction that needs to be seen.

FFNHA: work with the Nat'l org. for better awareness

ME: work within our means to make this happen

Made others aware of our unique History of this area.

Increased visitation to the area to learn more about our history.

FF's role is to promote this entire area and support the efforts of everyone involved.

Help tell the stories that many may not hear unless we tell them of our history Preserve the areas of history for future generations.

*Freedom Frontier can provide guidance and posably funds for historic preservation and education.

Increased heritage festivals/nationally recognized and attended More native grassland sites – open to public. Restored downtowns FFNHA: funding. Resourses and contacts

Me: planning. Executing

The people of the community have not only heard of FFNHA but can describe what it means Community is of like mind concerning historic preservation

HERITAGE DEVELOPMENT/HISTORIC PRESERVATION SUCCESS



FFNHA: education Me: getting the educational material distributed

Established tourism routes and places identified by FFNHA logo National recognition for FFNHA Increased tourism in FFNHA

FFNHA: bring groups together to create brand identity to be used across FFNHA Me: work w/ local, state & federal levels to ensure my area is inlrai W/ FFNHA

Centers: signage, displays, education

Degs: authenticating stories that we have only been able to hope Sites: more assessable and authentic sites FF: 1. signage/facility 2. Teending 3. Resources/fed funding 4. Work at historic preservation Me: identifying sites

Have influenced policymakers to save the viewshead of threatened sites. Facilitated Heritage Area sites having received funds for historic preservation. Have centers? for heritage areas.

FFNHAs role is to raise the awareness of historic preservation and heritage development. Me: make certain that my site is as good as it can be to serve as an example.

To instill interest and respect for the lifestyles and "equipment" of those that came before now. FFNHA: Consolidating educational opportunities.

Me: making sure the information presented is accurate.

More history More instore accomplish abetter

FFNHA: to learn more about our neighbors. More informed

"Authentic" stories being told to a vast number of tourists

Kansas residents being involved in great number and excited to be from our state's history This organization being able to say "We did it"

FFNHA: To promote, develop our heritage

Me: to be a partner in this development.

People educated as to history in their area and able to pass info on Schools having history of their area as part of their curriculum

FFNHA: To educate people to be able to develop curriculum for schools and create ambassadors Me: To help get it done

That an emerging greatt backyard museum had opened and that people in Humboldt were using and enjoying that museum.

FFNHA has advertised this museum as an experience unique to southeast Kansas in one of the First Free State Towns in southern Kansas. I will give tours.

HERITAGE DEVELOPMENT/HISTORIC PRESERVATION SUCCESS



Increase in nos. visiting in new sites

Restoration of and improvement of sites.

FFNHA: Encoragement to sites and setting standards for improvement. My roll is to work toward improvement of my sites and spread information of area

National recognition of programs

Reliable funding sources on local level

Network highlighting local sites

FFNHA: Works as regional support organization for local communities/locations My role is to support FF as a strong network organization and develop local network of partnership to support efforts.

Lincoln's visit to Ks will be marked with signage and each location of his 1859 speeches will have a kiosk and descriptions of the event and words he spoke.

FFNHA role – help fund kiosks, printed material & podcast My role – continue to develop & preview the map of Lincoln's visit

Greater national visibility of the NHA

Preservation of historic sites and buildings

FFNHA: Providing a platform for individual sites to build off of Me: to determine & provide unique stories

We'd have been successful if we had an educational/training system established that site managers and boards could attend workshops at a nominal cost to learn: 1 – preservation techniques; 2 – historic building preservation; 3 – general knowledge of historic architectural styles.

FFNHA's role is providing the workships

My role would be to shepherd people to the trainings, including myself

Historic sites relating to Freedom's Frontier identified in all 41 counties and a network for promotion of the sties that tell the important stories is established.

Preservation plan in place for FF historic sites in all 41 counties.

Freedom's Frontier: -provide a plan for action. –Assist w/ education & training and assist with framework & encouragement

Our role - to do the actual work in our county/community

Increased no. of Natl Historic Sites & or Districts

Developed tours of Historic sites

Developed guidelines to control sprawl & encourage historic preservation

Funding to support these efforts – FFNHA

Provide surveys of activities to measure those activities – FFNHA

Individual - attend, support & work on committees and at site

Individual – to implement guideline & develop partnerships at local level

The area will be "populated" by historic places and buildings that are tied to our stories. The citizens of the region will possess a real "pride of place"

HERITAGE DEVELOPMENT/HISTORIC PRESERVATION SUCCESS



FFNHA role is to provide information about and introduction to resources to accomplish these goals

Me: To mentor and support those trying to achieve these goals.

FFNHA offering training in using tax credits for Historic Building preservation Being an advocate for sites in developing regions for example Lone Jack Battlefield/Black jack Battlefield

Offering grants to organizations to help preserve endangered buildings

FFNHA: Facilitating recieving possible Federal funds for preservation. Employing a preservation expert where people can ask for assistance

My role: education myself more to communicate where preservation resources. Help train people to help advocate for the preservation concepts.

A large number of sites/regions preserved and tied together through interp. signage/collateral materials. Regional knowledge/understanding of the heritage area & the resources avail. to those within it. Tied-in w/ the East Coast Civil War trails for Nat'l understanding/acknowledgement.

FFNHA Role – Education & facilitation

Our role – sharing information, partnering, developing <u>our</u> area in relation to the cause, telling our story.

The stories still live through active educational & recreational programs

FFNHA: continue to recycle/reinvest those stories to reach/connect with the public. My role: actively promote these programs

If you really tell the true story of the Heritage Area.

Include all ethnic groups in your story

Americas history does not include all groups who made this country great

FFNHA: recomend all sites be visited by tourist

Preserved and restored sites

Well marked sites and trails

Interpretive centers

FFNHA: Facilitating connectivity between needs and resources AND developing a unified message.

Me: Supporting the organization's role AND supporting a specific site/organization.

Increased sensitivity of local population to historic preservation/heritage development issues & challenges.

Integration of FFNHA Educational activities into school curriculum of region.

FFNHA role: dissemination of periodic information to the region thru various media. Development of curriculum materials & inservice teachers workshop Me: become a personal & informed ambassador.

Visitors into the regions at historic or heritage sites <u>doubles</u>. Upgrade in appearance/hospitality/experience in current sites

HERITAGE DEVELOPMENT/HISTORIC PRESERVATION SUCCESS



FF role: Get my site out to a regional/national audience. PR/advertising campaign My role: make my site more attractive to visitors and advertising it more.

People are <u>truely</u> honest about their history – and <u>honestly</u> admit their historical mistakes – We can only grow from acknowledging historical mistakes.

FFNHA: <u>Documented</u> history – also – historical research that is not biased. My role – Artistic expression of mission.

Increased # of visitors Preserved and <u>expanded</u> sites Publicize our stories Educate local residents & kids so they can tell the stories Signage Increased funding FFNHA: Provide continuity and leadership. Funding Our role – work for this success & train "younger" persons to do the same

our fole work for this success te train younger persons to

Grant funds for preservation activities increased

FFNHA: leveraging federal status/visibility to recruit donors, persuade state/communities to designate tax funds to preservation activities

Acquire cultural and scenic resources of significance

Interp. that covers the diversity of cultural groups

FFNHA must forfice mission of complete survey of valuable resources.

The story being recognized nationally as an important part of American History.

Increased tourism

Retail development because of increased tourism

Preseration of historic sites

FFNHA: Providing resources to help tell the story and providing grant for preservation. Me: Being a cheerleader for all sites in the heritage area.

Increased funding for restoring historic sites both public and private Completed 1st edition of publication – print and electronic – about the area's history and heritage. Increased awareness & waterways in area

FFNHA role to accomplishing through funding and central guidance My Role: continue to participate as a partner in the FFNHA program

Number increases: preservation of areas/landscapes, rivers, building, sites (archaeological) Development of heritage tours to those sites

Research leading to addition of new sites

FFNHA: coordinating data gathering of new sites; communication of accomplishments

Increase in visitors because of materials and programs developed by FFNHA Increased nat'l/international knowledge of area and site

HERITAGE DEVELOPMENT/HISTORIC PRESERVATION SUCCESS



Premier educational programs produced for site and area

Strong connections within the sites of FFNHA and to the national site's systems.

FFNHA: production of materials/programs that tie the site into the whole and resources to do the same in \$ and people

Me: produce a "product" ie the site of excellent quality and "value"

of sites designated to tell the story

Appropriate funding for designated sites

Linking to other sites

FF's Role: resources, guidance, cooperation

Personal Role: contribute, pro-active

Be able to identify at least 10 major sites preserved that otherwise would have been lost Have a certification process for historic preservation projects well done Be recognized nation-wide for historic preservation

FFNHA gather funding and provide genuine expertise My role is primarily fund raising and fund management as a board member

Signage is in place and provides visitors w/ an opportunity to visit areas that tell a complete story Interpreters can tell and direct visitors to all areas related to FFNHA

Mgmt team reviews and updates mgmt plan to reflect changes as needed.

FFNHA: provide oversight and assistance to areas/sites of FFNHA

Me: Incorporate the stories from FFNHA into my site.

People we visit w/ (visitors & staff) at historic sites across the country had <u>heard of and either visited</u> or planned to visit.

People in the area (students, residents) knew what it meant and understood the mission.

FFNHA: visibility, creative leadership, set standards

My role: carry the message w/ enthusiasm; seek funding sources; encourage high standards.

Gateway Centers that are specifically telling the story of freedom.

Preservation collection of personal stories audio or video recordings – accessible to visitors & students FFNHA: coordination & setting goals; continued networking

My community's role: implementing & sustaining the goals; building on them.

Preserved the story through buildings, places and people FFNHA: encourage, promote, protect

50% of specific sites preserved, restored (that were previously <u>not</u> preserved & restored)
25 more sites identified
5 Gateway centers open & running
Positive impact on local/region economy
FFNHA: management plan, funding sources
Our Role: local support, local coordination, local marketing execution

HERITAGE DEVELOPMENT/HISTORIC PRESERVATION SUCCESS



When the term is used the public knows where it is and what it is and point to it with pride FF Role: Identify what it intails, promote the attractions and discover expanding possibilities My Role: Dig for contributing relevant sites, stories. Promote the development

Assisted communities in opening sites at a high quality level Well-educated public

> FFNHA's Role: Provide leadership, instruction, grant funds, other services Local leadership's role: take advantage of services available. Provide/encourage local support.

Sites within FFNHA are in good physical & financial conditions, stories well interpreted, and visitors #s both local & national are on the rise.

Spread the story, regionally & nationally where possible.

Increase in awareness from both local residents & people throughout country.

Increase in available tourism sites

Increase in tourism.

FFNHA: Compiling listings of sites to promote FF area as a whole.

Me: locally enhancing sites for FF to use in promoting entire area as a "destination".

Recognition, preservation, conservation & interpretation of Quindaro Ruins (Historical & archaeological site)

Archeological surveys of battle sites, mission sites, etc.

Preservation & interpretation of significant sites not just Civil War oriented.

FFNHA: provide conduit to connect historic preservation & needs. Provide comentiors?. Self: continue to volunteer

of museums preserving their artifacts, documents, etc. using "best practices" for preservation.# of historic sites preserving their buildings (designations of National & State Registers)

FFNHA: teaching partner sites how to do it right. Giving people resources to make it happen. Help people/groups get through National Register process.

Baker: serving as a resource for museums and sites, etc.

Preserved sites would be marketed nationally. New sites developed, and additional sites target for development.

Heritage Development – Native American and European Immigrant Heritages researched & developed into attractions and sites



Natural, Cultural & Recreational Resources

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Maintain natural beauty of historic area Monitor all sites to make sure they are properly maintained My site will be maintained and beautiful, its appearance will invite people in. I will excite others to learn of their heritage.
A hiking/biking trail throughout our county. N-S E-W.
2 more native grassland preservation lands
More activities – such as wagon train trail reenactments, etc. that draw visitors nationally FFNHA role: funding, resources My role: planning, execution
Establish & develop sites that promote FFNHA & tourism to the region. FENHA role: guarantee national/federal funding for projects

FFNHA role: guarantee national/federal funding for projects Personal role: guarantee funding & support from state & local resources

Ten years from now the resources will still be there for all to experience in excellent condition. FFNHA should encourage all people to protect and embrace. My role: to promote preservation

Preserved sites where freedom activities have happened by activity being involved in zoning & comprehensive planning of area.

Developing arts & drama for historic stories

Travels, beauty

FFNHA provides funding & resource guides for developing areas

Mine Creek Battlefield in Linn County KS. To purchase the ground around the area to keep the area historic.

Freedom Frontier * historic value of the area (provide funds for purchase of land or grant expertise as help.

Continued visitation by locals & tourists.

Sites are maintained and have informed personel.

History of the area is promoted as well as the recreational areas by funding etc. help save sites in danger of being lost.

of visitors

pride & knowledge of the sites by KS/MO residents



an example sited by NPS as the way to be successful in a heritage site development

Set a benchmark of #s then track them regionally Assist in making our plan a more creative plan Tell our tale

That you local residences are aware of the sites and spread the word Sites become developed and staffed

> Bring in educational opportunities to learn from Make sure everyone is aware of these programs and that they attend them

Natural: Careful development to preserve unique characteristics of the environment's prairie preservation, park criterion (see KC metro parks)

Cultural: Clear programs (especially education) to assist schools (and others) in handling all of original (and evolving) changes

Recreational: Make this material fun...somehow.

Get all of these resources inventoried – noting what continues to exist (and what is gone) – a heavy ecosystem activity.

Work to develop static and dynamic virtual tours

Furtherment of OP Arboretum's master plan

Development of new amenities for visitors

FFNHA: promotion of today's amenities to visitors "Experience yesterday—play today" My role: funding sources/need areas

of acres restored to prairie landscape has increased (where prairies are appropriate)# of waterways & lakes restored to healthy environments

of wetland landscapes restored has increased (where wetlands were a "natural" state)

FFNHA: provide training opportunities to help people and groups preserve and restore ancient landscapes

Organize volunteer "clean-up" efforts

Baker: provide examples of HOW to preserve & restore landscapes

Encourage student volunteerism & community involvement

Increased number of Trails

Cleanup, develop navigation & navigable waterways

Increased amount of lands available for public recreation or set aside in conservation easements Develop trails connecting sites, thematically if possible

Provide resource people to help allow for the preservation of natural resources

Provide forum for preservation & coordination of effort

Flint Hills and their heritage is recognized as a factor in FFNHA Access is easily attained to trails throughout the area not just along highways, but throughout the landscape

FFNHA's Role: identify areas of importance & pursue inclusion of those local groups/organizations



Local leader's role: embrace a partnership w/ FFNHA.

Additional trails

Ability of all of these things: parks, farms, trails, visitors sites to all exist & work together to create a "total package" to see the image of FFNHA to visitors.

Communication hub in relaying all of this info to visitors, etc.

Locally enhancing parks, trails & sites so FF can market the entire area. Trail from Wamego to Manhattan

All high-value natural resources have been identified

Authorities/owners of said resources are aware of their value & working to conserve and protect Cultural & recreational resources w/ connection to FF's story are identified & their offerings coordinated w/ FFNHA

FFNHA role: help identify & share value of resources My role: share information available from MARC's work w/ FFNHA on natural resources inventory

- Preserve the park that was once home to troops. Hunter Park in Humboldt. People visiting area. Put up signage telling the history of the park Seeing the area is not forgotten
- All the "natural" resources in the two states are enjoyed & beautified by all who live & visit. To continue the course being taken today To explore the resources and promote them
- Reclamation of "gravel pits" as goals of citizen groups for recreatable uses, etc. Education geared to what uses are possible Help inspire recreational group to lead
- Better Schools and farm places for kids to learn more & hear Better understand of others wants & needs Caring more of others
- The awareness of the value of these resources is widespread and accepted by policymakers and the public. FFNHA should be an advocate for these resources on a area wide basis. Support local efforts to preserve and enhance these resources

Our Neosho River would be fished by visitors.

Our Humboldt culture of caring would inspire others.

FFNHA would advertise us as a caring community supportive of freedom. I would give tours.

By greater usage of resources – visitor knowledge of area and resources.

- FF make information available to public
- My to encourage local participation



Well preserved/care for sites People use them continuously Recognize on national level Funding/grants available to maintain FF role to develop wide range of partnerships to maintain sites Local resources used to maintain these sites

There will be MO River tours every Sat, Sun & by reservation 9 mos a year between NE city & Kansas City

There will be tax exempt status for all pre-1950 barns which are rehabilitated FFNHA: Fund revival of MO R wetlands to slow current

> Develop tax program to sell to legislators similar to that in Iowa My role: Develop Kansas Barn Alliance as educating barn owners

Development of more hiking & biking trails in LV County Be a place families consider when thinking of family outings fun & recreational Make sure the air, land & water is unpolluted

> Help provide funding Apply for funding

Preservation plans in place and active for each entity 25 new sites identified Overall increased visitation Coordinated plans & efforts Effective regional & site management Targeted & effective FFNHA marketing

Natural resources conserved, protected, and promoted, visited and enjoyed. Cultural resources interpreted, protected, preserved and promoted, visited, known and enjoyed Recreational resources known, visited, enjoyed Visitors share experience & return (?) to (?)

FFNHA role: cheerleader, heavy lifter, facilitator for accomplishing My role: promotion

The resources are in use in a environmentally safe way.

The residents and visitors understand and appreciate all of uses of the various places (their histories) FFNHA – Serve in advisory capacity funding opportunities

Working to help obtain funds and information to achieve goals

Increase use of these resources using sustainable practices

Presence of planning and land use plans as in which counties have a land use plan in place.

Provide resources to help clean and protect watersheds & rivers - KS river - MO river

FFNHA can help in creating programs for people to understand the importance of these resources Personal – help learn more about current resources on the trails and watersheds.



Strong festivals/events that celebrate & promote area cultures, foods, music & craft. Natural trails tied with themes & interp. Signage Self-guided trails of local cultures & customs (ie music by-ways, craft highways, ag tours, etc.)

FNHA role – aid in statewide coordination of sites, themes for trails. Our role: inventory & share our cultural offerings for coordination.

Good stewardship/conservation of regional sites.

FFNHA – continue to provide resources to support these efforts.

My Role – Assist in consulting (?) these resources w/ sites

Helped preserve farmland & parkland for private & public – avoid sprawl Interconnected bike/hike trails/historic theme trails More music/heritage craft performance activities tied to local heritage

FF role: provide grants, provide surveys, develop partnerships Indiv: support FF activities at local level – local govt Promote these goals locally Encourage political support

Development of an inventory of natural, cultural, and recreational resources that relate to Freedom's Frontier.

Development of a plan for enhancing the role of natural, cultural & recreational resources in the Heritage area.

FF – provide organization for development of inventory and plan Our role – actually doing the work to come up with the inventory for our community and suggesting how to enhance for planning

I would integrate historical information into trail experiences, biking routes, and even lakes, through kiosks and signage, brochures, etc.

FFNHA – Unified presentation of historical info (logos etc)

Funds for same

My Role - Provide text for such signage and brochures.

Freedom Frontiers role – to promote region nationally

My role and my community's role is to promote the unique history & cultural diversity & freedom struggles in Baxter Springs

Respecting the natural environment as we develop the man-made environment throughout the region Provide design guidelines that respect the natural environment and resources Develop the guidelines

of visitors to recreational areas

Natural environment is preserved

Small museums are valued and visited by more people & educational groups

FF provide guidelines and leadership



Funding Role: educate as many as possible

Miles of trails developed/acres of land conserved increase Marketing dollars promoting use of these resources increase

State education standards developed to promote use of these resources by school children Leveraging federal status/visibility to recruit donors, increase funding from local & state governments.

People are coming to the museum Wakarusa River Valley Heritage Museum on a <u>ferry</u> across the lake Helping to fund the ferry across the lake (Lake Clinton) My role – requesting funding.

Increase visitation by 50% to museums and cultural centers Establish 3-10 new trails/parks/vistas Open 2-4 new museums/cultural centers around the FF themes FN role: assist in providing financial resources and technical resources.

Again, PR

My role: assist in upgrading the 3 local museums & 1 cultural center in my community

Establish baseline data & assess the change over a ten-year period.

Increased interest by the public to preserve & protect those resources

FFNHA: increased public awareness thru media & training

Balance development of resources (Nat., Cult, Rec.) with minimum disturbance of the environment. FFNHA apply NPS criteria and standards in development (evidence of this in documents/surveys/research Advocate as indiv for balanced & wise development of preservation, conservation, interp., educaton, recreation programs(?)

Success would be measured by knowledge of all the above through marketing, web sites, etc by many citizens in the USA. These citizens must have their interest peaked so they will make the trip to see natural, cultural & rec resources within the FFNHA.

Coordinate information and education and be recognized nationally

A happy medium has been created between residential development and natural environment of the area. Being involved in the 20 year planning process of the county.

Increased preservation of the natural resources in the area

Additional support and identification of the area's cultural resources

Use of the Missouri River as an increased recreational resource.

FFNHA Role: as the central paint to increase the education for each resource to both residents and visitors.

Continued participation in FFNHA.



Growth of more recreational assets

Preservation of historic landscapes

Development of recreation & preservation, interpretation of Missouri River

Gather statistics on increase of recreational assets & preservation activities on landscapes FFHA be a coordinator/communicator of resources for conservation efforts, grants, organizations, etc.

Individuals should communicate successes and steer FFHA to various workshops, grants, resources for all

Success is defined by ongoing efforts to beautify, conserve, restore & protect natural resources while promoting community & area pride in those areas.

Cleanliness: "green" redevelopment and development and preservation A culture of "joyful" protection of all 3 kinds of resources Sites busy w/ people learning, participating, enjoying

FF role: vital, creative leadership, workshops for preservation; useful measurement stats. Staying "in touch" – being actively assisting w/ communicating across the HA – liasoning, networking.

Visitors utilize web sites and/or other methods to plan their vacations and participate in the activities associated with the FFNHA

Promote both local & regional opportunities available to the public in the NHA Develop more opportunities for visitors to FFNHA not currently available.

Utilization of grounds for site, visitor & public unique from Kid, play, festivals, dog rally etc. Guides and resources to help provide what is needed Provide the physical infrastructure necessary for them.

of visitors to designated sites for general purposes

of visitors to designated sites for educational/scholarly research – outcome results in publications

FF's Role: marketing support

Coordinated efforts between parks service & Dept of Education

Personal role: coordinate with local schools colleges & universities

Be able to identify 10 natural sites with historic importance preserved that otherwise would have been lost (one a year)

Freedoms Frontier should provide area-wide attention to places of historic importance and help for local communities to achieve preservation My role is fundraising.



Education/Interpretation

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"Living history" characters become a staple of people's ways of having fun-including children A good resolution is reached on the different interpretation of the Border War between MO/KS FF role: enthusiastic encouragement of living history workshops Continuing positive leadership to keep lines of communication open My role: watching for citizens who might be encouraged to do living history Willingness to "sit down" for difficult conversation

Ken Burns does a five part documentary on the border wars A textbook of Kansas Missouri heritage is published

Encourage a local author and publisher to develop and print the text. Solicit private support to assist Ken getting it off the ground

Incorporate newest technology(ies) in telling the story

Cross marketing of stories from one site to another (this encourages visitor movement) Oral histories captured

Creation, coordination, possible funding of interpretation

Develop materials for education that provides everything a teacher needs to create and teach and take a field trip to the region.

Increased visitation to region & sites by 9th grade classes as well as elem. Grades Signage plan developed and implemented Maps available at all sites – of trails & routes, etc.

Link symposium to well-known historical authors – linked to textbook publishers Do away with the Kansas/Missouri border.

To tell ALL the stories of the FFNHA – including minorities & women Nationwide recognition of the area as a significant & unique aspect of American history Develop speaker's bureau

FFNHA – providing tools (ie money, support, web development) to promote the area. Us – research, develop & promote!

Monthly scheduled reenactments at least 1 site per county depicting whatever aspect of FFNHA that site represents

Awards to 9th grade history projects related to curriculum

FFNHA role – fund training for reenactors

Fund prizes (could be trip to FFNHA sites)



My role – Become a reenactor Attend programs

It is as well known as events like Black History Month, TV specials on history channel Area is visited as a vacation destination for families like Williamsburg VA

To develop in to a network to educate nationally material videos textbooks w/ education institutions

Keeping site quality high and authentic levels high, signage

Well known by local community

Annual FFNHA history day will all communities & sites holding activities that day to celebrate their part of the story to educate, promote the FFNHA

Help spread & promote the FFNHA Day nationally & statewide Provide & organize the local event

Signage all over FFNHA

Improved test scores by students (of history of area)

Greater visitation by younger generation

FF: advertisement nation wide - web site connections - pod casts - etc.

My: work on educational opportunities for students/visitors to help them learn & enjoy the site.

There are audio segments at the historic sites that tell the history

Schools take students on field trips to the historic areas

People go to classrooms telling the students the history in their area and other areas.

Educate people on the history of their area and other areas.

Provide brochures of other areas to be given to students.

To help with field trips and other educational avenues.

Ensure that graduating H.S. seniors are conversant with their area history and geography!

Work with legislators to encourage state BOE to include more state history in curriculum at all ages.

When I talk about a place make sure children can place it on a map.

The FFNHA is known for its consistently high quality of interpretation at its sites

That the story of the FFNHA is known by every child graduating high school in the USA Provide education and training of interpreters, and work to get the FFNHA story in textbook & curriculum.

Enhance the interpretation at my site and help educators learn and tell the story

Common color palett and theme throughout interpretive materials and cross marketing Included in curriculum across the country and internationally Speakers Bureau!

FFNHA defines perameters for interpretive materials & guards integrity Locally – support the story being added in the curriculum Become involved in the process



Many self-guided, fulfilling tours w/ consistent directional signage throughout area Increase in awareness from local residents about the area.

Traveling presentation materials to be requested by local groups.

FF can have materials easily available to anyone wanting to learn more about area & serve as a resource to all

We can provide materials about our local areas to FF.

75% of FFNHA residents can articulate a brief statement of the FF story.

Signs throughout the 41 counties (or whatever # is participating) help visitors understand and experience the FF story

Individual partner sites make reference to other sites w/ addtl parts of the FF story

FFNHA role: manage & administer signage & branding systems

Evaluate partner sites annually & provide assistance to meet standards

My role: provide information on sites, help w/ fund-raising for signage systems

Increased # of productions, books, etc. telling our stories in FFNHA

Multiple annual symposia on our themes

Integration of <u>all</u> our themes into textbooks, regional & national

Increased opportunities for teachers world wide to experience & share our stories

Provide coordination with curriculum & instruction boards in both states

Provide clearinghouse of resources

Develop "trunk" and packet programs for teachers

Coordinated signage including thematic (like Essex NHA) for thematic tours.

Keep working as volunteers.

Region hosts a national symposium examining Freedom in US society (NOT Civil War history) – the value of freedom in general

Increase in site visitations by school/camp groups

Increase in the # of community programs offered at sites (free of charge for participation)

FFNHA: *provide training and resources to help sites create new & unique public programs for learners of all ages

*Design and provide "trunk programs" for educators to encourage visitation at sites Baker: *Host annual "freedom conference"

Universities have curriculum for FFNHA managers & historians Youth are involved in local story telling, drama, beautification & preservation Signage directs visitors to sites & personnel at sites knowledgeable

FFNHA: helping develop curriculum Creative interpretations of curriculum

Continued publicity of area & national significance Signage Development of addn trails & nature sites



Tour groups to sites in <u>both</u> states

Promote entire region to take <u>pride</u> in our area Publication of our unique history and importance nationally Signage for sties & centers Participation by schools

Expand the facility to make it possible for researchers to access more information at our site

<u>National FFNHA Day</u> recognizing the region & stories Promote & lobby at National level Promote & lobby at state & local level

Signage has been established to link sites and school children write essays of local history to underline their knowledge of FFNHA

FFNHA provided the background information and promote prizes to the essay writers. My role: to see that children in my area are given the opportunity to participate.

All accredidated sites have consistent & accurate information. Consistent curriculum in both states – whatever grade. Accessible museums throughout the region – building on story – not repeating FFNHA role: funding resources My role: execution of project

If those who visit our county sites today will come back sometime within the next 10 years & visit again and probably bring others with them in the process – to learn of the history of our area. That's <u>success</u>.

Freedom Frontier: help monitor the response to area visitor interest.

Numbers & percentage increase.

American history texts will devote some attention to this at all levels elementary/primary to college State guidebooks (tourist stuff) will devote a section

Like trails (e.g. Santa Fe) have a distinctive marker that is used on the highway network

 $Branding - no \ nonsense \ logo-one \ that \ captures \ the \ idea \ and \ will \ display \ well \ on \ the \ highway \ network - solve \ the \ semiotic \ problem.$

? - no way to tell...

Border war story in textbooks

Really all 4 that were on the power point were great examples

Annual conference held to keep everyone informed with an awards program that has to be renewed

FFNHA roles: cont. to be a well funded organization – needs to have a great leadership Cont. to support their efforts in every way we can

Connecting stories

Advocating field trips to sites with conflicting or similar stories – one on each side of the state line (ie Independence & Olathe for trails)



FFNHA – get into school programs My role – advocate participation

State standards in education encourage utilization of local historic sites/areas
of Boy scout badges/girl scout badges awarded for regional/local history increase

Leveraging federal status/visibility to encourage inclusion in revised standards/No Child Left
Behind standards

Interp. signage throughout the area that leads ppe through the entire area
Full-Middle School Cirriculum
Signage also for participating business/attractions
FFNHA Role – provide signage design, aid in distribution & dev. Of curriculum, provide member-site signage/flags at a cost.

Our Role – participation/education

Technologically savvy w/ interpretive & educational programs.
Appeals/message for every major demographic group in special-related interest

FFNHA: takes advantage of new technological avenues to convey message

Develops programs that convey stories the diff. demographic groups & special interest groups

My Role: utilize and promote the above FFNHA tasks.

More educators each year attend teacher workshops

Elder hostel programs developed

Both states support teaching of our stories – include in testing – help develop curricula Enhanced interpretation on both sides to interconnect the stories Speakers bureau of living historians

FF – work with Dept Ed in both states to develop curricula FF – provide grant support for teacher workshops

Indiv – develop local history curriculum & provide living historians for speakers bureau

Increase school visitation & provide bus grants to/or transportation conbaik(?) Help sites to develop methods of connecting their story to others

Being the go to resource for teachers at all levels for field trips and info.

FFNHA can do – provide bus grants

Facilitate video conferencing opportunities

Personal – help reassure current programs at site align w/ state standards

The FFNHA will be populated by citizens who understand the various stories of the region and are proud to be a part of those stories – create <u>"Pride of Place"</u>

FFNHA will offer funds to help dev the curriculum & life long learning experiences pertaining to our shared stories.

Serve as a resource

Recognition program for scholarly & popular publications on Freedom's Frontier topics.



FF interpretive programs receive awards from American Assoc for State & Local History; American Assoc of Museums and other national award programs.

FF – identify interpretive priorities and develop program to encourage them & recognize them develop system for quality control

Us: develop the programs

Help provide assistance to other partners

A success in this category would be a published, glossy booklet – maybe 30-40 pages, for sale at all the museum sites, that travelers could purchase to read later. Echoing our signage, it would prompt visitors to explore another FFNHA site.

FFNHA – could produce the booklet, with appropriate logos, signage, <u>maps</u>, etc. To be sold wholesale or sponsored by business donations.

My Role – contribute story of local area, photos, GPS-ed sites, etc.

High quality coffee table book highlighting sites/centers/trails/natural attractions Educational support packages for teachers

FF line of products marketed in the various gift shops: throws, t-shirts, books, mugs, prints, graphic novels

FF role: The annual history symposium is a super idea. I would add enlisting program givers/first person interpreters – a <u>speakers bureau</u>

Line up the centers of higher education to host the history conferences.

I really like the textbook nationwide idea

Provide teaching materials & speakers to classrooms – teachers don't have time to do this Field trips for classrooms

FF: finance the development of teaching materials - also teacher training

What have we learned?

A recorded document for textbooks? Has our society changed from FFNHA influence FFNHA role – recording a non bias review of programs My role – art support

Students who experienced interpretive activities w/ FFNHA sites return w/ their families to revisit site KS/MO host Freedom's Frontier themed history contests, like national history contest.

FFNHA: develop & distribute programming & resource materials for History Day competition Personal: FF History Day judge

An interactive educational website tied to k-12 education in Kansas & Missouri

Native American role in Civil War included in interpretation, programs, publications, etc. Educational texts include the story of reform efforts for social and economic equality. Develop educational workshops for teachers in cooperation with colleges & universities.

Border war story in all textbooks



Lesson plans for middle school age children on the WEB site <u>nationwide</u> Regionwide special events linking historical events which occurred between sites For ex. Sacking of Lawrence leading to retribution in MO

FFNHA exert political influence w/ educators FFNHA collect lesson plans to place of WEB (must be quality) Include special events on calendar as they are now may be special page about events which link historically Our role to produce lesson plans (quality to standards) & special events.

Annual symposium on Border War battles presented, including historically correct battle models. Presented by battle historians from West Point.

9th grade curriculum, <u>including field trips</u> to designated interstate sites FFNHA will work with the <u>Nat'l Bd. Of Ed.</u> In facilitating this dream

We will not only be known as Toto state...but also as "the states" to visit & be educated of our history as relates to the building of who we are today and will be tomorrow.

Support to all sites in any way needed Tell-Tell. Proud to be a part of this and eager to educate

Hope for peace & that the plan for readiness in peaceful for whomever is in charge Encouragement Justice for all

All residents having an understanding of the heritage area.

Education in public & private schools

News media outlets being encourage to cover events at sites and telling connecting stories to other site Working with public and private schools to visit sites and if this is not possible presenting program at the schools. Other view points could be presented at the same time with students encouraged to interact pro & con with the presenters

That over 50% of the residents of the area can tell others what the FFNHA National Statement of Significance is.

Since FFNHA and its historic significance is taught to 9th graders they enthuse their parents into vacationing in the area to learn more about this subject.

That the stories from this area are depicted in a technology that makes them real to others FFNHA: Continued education of residence about what is available in the FFNHA area in an exciting manner so that at the next workshop/seminar 5 additional people attend.

Increase discussing FFNHA to others in my area & travels.

That all sites by marked with interpretive signage (visual o/ auditory) that leaves the visitor's knowing & understanding something new or enlightening

Schools in area view sites as a valuable learning site & use every opportunity to utilize the site with students

That schools & teachers work annually with site directors to improve or expand the educational aspects.



FFNHA role - link interpretive sites for coordination of stories & interpretation

Visitors survey's indicate attendance to sites are related to knowledge of FFNHA obtained through education system &/or programs

History Channel features FFNHA

Works w/ appropriate media & film makers to identify & promote stories along FFNHA Develop comprehensive professional programs & events that are featured nationally

Number of student visits - 10% increase each year

Curriculum units developed by sites and by FFNHA used in classrooms – at least one new each year Signage erected in both states – at least 10 new signs/year

FFNHA make grants for educational material preparation. Provide seminars and training on inviting and handling student groups.

Kansas State Historical Society and others have already prepared classroom material – FFNHA could help distribute.

"Almost" "Mandatory" school tours of site(s) Individual site – tour of related sites, places etc. for, say, 2nd, 4th, 6th & H/S w/ individual age level programming to be developed by FFNHA

Focus "books" to give guidance to site(s) requirements, minl knowledge to gain, suggested testing, fun activities etc.

Provide the individual site "products" for different groups, such as grade school, second ed, visually impaired etc.

Increase the awareness of the multi-cultural experience in the region as part of the "Border War" but separate from...ethnic heritage; migration patterns; economic development

FF's Role: help maintain the regional link of the interpretation & educational component Link this information to state departments of education Missouri & Kansas

Personal: personal resource



Tourism/Business/Economic Sustainability

On August 14, 2008 at the Partnership Team meeting in Overland Park, Kansas, meeting attendees filled out index cards to answer three questions in four categories. The questions were: 1. In ten years, what will have happened in FFNHA to know that we are successful? 2. What is FFNHA's role in achieving this measure of success? 3. What is your role in achieving this measure of success? Below are transcriptions of answers from the index cards for the Tourism/Economic Development category.

Instill & incourage the upgrade of small community museum to give insight into the diverse interest of community even though they are close together.

FFNHA: suggesting tour <u>routes</u> to give like interest groups inclusion(?) Me: work with other museums in our area to compliment rather than duplicate

So many tourists to the area that motels, restaurants and campgrounds were built Many people came to spend time at our well kept campground at the river.

FFNHA: Provide brochures and means of distributing them that people head about our history and came.

Me: Park the cars and continue to improve the sites.

That because of increased visitors to Humboldt, a B&B or motel would be built and used.

We would be advertising on colorful brochures & website advertising.

FFNHA would advertise lodging in Humboldt

I would continue to be a cheer leader for Humboldt and the whole area.

The visitor can tell that they are in the FFNHA by the "feel" of the businesses, recreational opportunities, etc, even if there were no signage telling them they were here.

The FFNHA should influence new developments and updating older ones.

Support local efforts to influence development.

of sites (partner organizations) have well-developed business plans that promote their long-term financial stability.

Rise in # of visitors from outside 50+ miles radius to sites

FFNHA: help mount successful regional advert. Campaigns

Baker: Encourage students to do internships at FFNHA locations and as part of their internship, create viable business plans.

of new businesses focused on serving historic/nature oriented visitors

of products developed for sale to the quality oriented visitor

of new businesses attracted to region by quality of life

FF Role: Encourage new businesses that provide quality material/experiences; Assist with marketing "forum" for authentic materials and experiences; Increase awareness nationally/internationally through website, publication, etc.; Each site serves as ambassador for others, is aware of major subthemes.

Increase in tourism, which results in add'l restaurants, hotels & shopping opportunities.



Increase in local jobs in order to operate those new businesses.

FF can assist w/ managing & compiling eco. data provided by partners to sell the total package to potential new businesses & government for add'l funding & used in grants. Me: provide data to FF.

Measure/indicator:

Continual annual increase of median household income

Increasing # of tourism oriented/supported businesses and quality competition

Local support for FFNHA sites

FFNHA's Role: marketing of the area!

Local Role: providing the experience that desires to be repeated

Partner sites are all on a stable financial footing

Supporting businesses (restaurants, hotels, etc) in communities participating in FFNHA are experiencing increased profits annually

New businesses are locating in FFNHA partner communities

FFNHA Role: Through trng., consultation, joint marketing and other programs, FFNHA helps partner communities take advantage of the positive impact of FFNHA My role: Promote the assets of the FFNHA where feasible.

No empty building on Main Street – Filed with retail & service mixture & retail enhancing FFNHA themes

Active work on legislators to increase budgets for Tourism and local education on importance FFNHA: workshops on small business; tourism; marketing Me: educating local people; develop tourism office; county tourism

Successful if marketing will make people flock to our site.

FFNHA: Prepare an advertising plan that will encompass the whole country.

Continue to partner for a better visitation of entire area.

Return visitation to area.

FFNHA: Continued help in marketing all sites in the area. Funding for growth of businesses and recreational areas

Economic indicators – businesses in small towns devoid of <u>any</u> prior to FFNHA. Sprucing up of towns because of visitation by tourists

FFNHA made the citizens aware that they actually had something to offer.

Vacation packages for families and individuals promoting visitation & spending in the FFNHA Additional hotels/motels for tourists

FFNHA Roles: work w/ travel agencies to establish travel packages

Personal Roles: Work to ensure my part of the package is ready for tourists.

Every municipality in the FFNHA will have a FFNHA line item in their annual budget. The downtown of every municipality in FFNHA will be void of empty storefronts



New jobs will be created annual that are attributed to FFNHA FFNHA role: provide resources i.e. ideas & contacts

My role: lobby municipalities

Tru our chamber of commerce – provide signs on near by highways to direct people to our historical town and county.

Tourists can spend much money as they search out our history.

Freedom Frontier – can give us access to grants for signs

Visibility across the country...People in Maine/Florida/California/Alaska will be aware of this. Will require some heavy input into history textbooks at all levels

People will want to travel to the area to see what it is like – similar to the vacation visit to Yosemite or Mt. St. Helens – creation of a societal need to come and see what it is like!

FFNHA: Major international marketing campaign – creating an image that promotes a personal "need" to come and see – to learn more by direct experience

Me: ? maybe develop field trips and guides for people to use.

Measurable increase in TGT from specific events & dates assoc. with our sites and across the board This increase would then be able to match or help funds the centers and programs for educational purpose Creating of new jobs

FFNHA Roles: funding of brochures, websites nat'l promotion, training etc.

Me: Keep the HA updated on what we have going on locally

A website for <u>visitors</u> that is user-friendly and well developed Connection of stories

Amenities for visitors in areas light on amenities and heavy on history

FFNHA: promotion; website development with assistance; identify day-trip vs. stay-trip cities/areas.

My Role: promotion; identify needed/lacking/inadequate amenities look for ways to improve

10% more rooms/lodging created during 10 yr

20 new attractions (relevant) created or opened

Growth in # of requests for info through 800# or hits on website

Recruit B&B owners and new motel owners

Identify new site opportunities & recruit owners

Create the highest quality marketing materials & website maintain & update

Main Street Humboldt KS is alive with people wanting to hear, see & learn & tell others what they learn, (spending \$) of our "authentic" heritage. Think big.

Together with plans

Reaching out to others

My Roll to work with others and not wanting to be one to hold back

Increase of business in community which would encourage visitation.



See an increase in tourist dollars, by business leaders who will want to help support & advertise site FF encourage development by advertising – ie website connections etc. My – Bring awareness to area

For FFNHA would be a nationally recognized name &/or brand.

An increase of visitors to our area each year

FFNHA: To promote the NHA nationally by every practical means possible Me: peomote the area and its possibilities(?) locally.

Increase in tax base collected on hotel bed tax, sales tax

Need for more hotel/convention space

Sustains and growth of Business community - jobs, new businesses

FF role – develop and sustain legislative support to increase tourism industry in Kansas regionally support market material, training

CVB and local communities have recognized budget impact to increase tax base that tourism is a local industry

Every table in every restaurant will have a trifold standing on it to promote the FFNHA sites in that town and/or county

No empty stores

Issue passports so that both visitors and site monitors could track

FFNHA to design a t<u>raining</u> program for restaurant waitpersons. Train 25% each year. 50 notches on passport receive free hotel in site not yet visited

My role – Ask for information every time I go out to eat.

Revitalize downtown areas, quality stores & products for visitors Develop a "brand" for our individual city that appeals to a large audience Attract young families to settle in the area

FFNHA: to provide leadership

Us: to encourage quality in our business & communities. Promote this quality to attract new residents.

Increased economic impact (each year)

Increased visitation (need benchmark)

New sustainable businesses created, developed

Success for existing businesses

Increased economic opportunity for residents, new jobs, entrepreneurship opportunities

FFNHA: promotion of area draws visitors; coordination of area which creates larger experience for visitors.

Areas along the FFNHA collaborate & coordinate to utilize programs in an exchange format thereby strengthening each other's stories and events

FFNHA sites have an established workshop that further refines & develops opportunities individually and collectively.

FFNHA reviews and updates strategies and mgmt plans to further promote events & activities



Help organize & present workshops to refine techniques & address solutions to problems or provide new strategies or technologies.

Effectiveness of Marketing Campaign

Media Saturation: Internet; Public Television; Radio/TV – in part paid by the US government FF's Role – Coordinate with legislators to provide funding – US \$

Increase usage of site to promote other sites and organizations w/ FFNHA areas. Promotion of sites/region to draw in people/\$ for surrounding areas.

FFNHA: provide personal/programs that can develop the site's larger involvement in other orginizations, institutions, etc. to widen the impact for municipalities, etc. Me: follow what is suggested, mobilize other human resources.

Number of visitor days vs. visitor days today – increase of 10% per year. Number of visitors going to second site because of visit to first site. Number of volunteers and supporters added to various sites over 10 years. All should be doubled in 10 years.

FFNHA should provide methods of counting, and advertise successes and best practices My role is fund-raising for FFNHA

Quality of life has significantly improved in FFNHA for most residents in direct relationship to FF development.

People are knowledgeable & proud of FF & their community, esp. children.

"Main Street" businesses & NFP as well as sites are blooming

"Preservation" is seen as a really good thing by general population.

FF's role: sponsorship of education-based workshops for children & adults REFF – the whole story

My role: continuing to foster networking in my own community & the whole FFHNA.

Success will be indicated by continued growth in visitors (tourists as well as student groups) to historic sites as well as an indication that the purpose of Freedom Frontiers has fostered an awareness of the struggle for freedoms.

FFNHA can help by coordinating groups, communities and sites that have historic events & happenings in common - & by providing some financial support to each participating entity

Quality experience through visitor oriented programs of education to provide education/research employee opportunity.

Advocate the importance of Native American perspective and other minorities for employment.

Increase in numbers –Growth of bus/convention tourism throughout the region. –Package thematic tours & monitor use of them through the WE Bor as sent out upon request. –Increase by 50% outside our region tourists.

FFNHA: provide or facilitate development of thematic tours & gather statistics.

Me: work w/ FFNHA to gather statistics on info sent out to bus tours or thematic tours & number of out of region tourists.



Logo for FFNHA Partner sites and info signs

Develop & support additional business related to FFNHA

Educate residence about the area so that they become ambassadors

FFNHA Role: continue as development of mgmt plan to encourage & invite involvement of all residence in the program.

My Role: Increase spreading the word about FFNHA's effort.

Retail development to accomidate increased motor coach tours Revisits

Private foundation support

Becoming a cheerleader for all sites in the heritage area

Success measured by the number of new tourism related businesses; motels, restaurants, recreational guides, fishing & hunting guides, reenacter groups, etc. Also new festivals, historical reenactments, etc.

Local, regional, and national organizations & political subdivisions would provide annual funding to FFNHA.

FFNHA would honor & recognize exceptional new tourism related businesses, events, festivals, etc.

Develop a set of matrixes that would compare public involvement & ripple effect of economic stimuli to the region that is directly tied to FNHA activity.

FFNHA: develop & manage data collection Personal: assist in the collection activities

Increase in median income

Increase in affordable housing

Increase in public transit availability

Low crime rates

Increase in funding for public schools, technical training programs

FFNAH: Leverage federal/state visibility to recruit donors, persuade state & local govts to provide funds

Me: Write letters to Congress/legislators/city councils, etc.

Growth of sites or # of sites

Increase in \$ to museums or sites

New jobs

FF: signage, brochures etc. to advertise area to tourist My role: publicize

The community and area residents are providing substancial financial funding for the museum – the larger facility has been built.

FFNHA involvement: True support of the museum – understanding the historical importance of the area.

My role – helping w. the documentation



Upgrade programs, attractions to both: -attract visitors –attract homesteaders because of the quality of life.

At my site: increase visitors by 10% annually; increase program attendance by 20% annually; increase gift shop sales 25% for next 2 years.

FF: Help me access grant \$ to upgrade focused improvements in the physical attractiveness of our site. Have some kind of <u>awards program</u> for the various sites which we then use for PR. My role: I can upgrade the attractiveness of the programs at my site and do a little better at advertising.

Authentic sites, developed to engage tourists with experiences which connect emotionally Inhanced museum sites – better interpretation, expansion

Signage to direct visitors & connect sites & brochures with similar themes

FF: More sites offering authentic experiences

FF: offered training in how to develop and interpret

Indiv: Take advantage of training, grants to develop & enhance visitors' experiences

Investment from business for sties/programs that is returned tenfold in economic benefit Connect funders and not-for-profits with compatible interests

Success would be easily demonstrable increases in museum visitorship sufficient to make an economic impact on the museum's bottom line.

FFNHA's role would be providing general awareness/promotion/visibility My Role would be expanding hours, improving exhibitry, expanding direct link to FFNHA stories.

Every partner site sees new visitors coming specifically for Freedom's Frontier; and sees visitors visiting multiple partners.

New products related to Freedom's Frontier are being produced

All counties in the region have donors to Freedom's Frontier mission.

FF: promote the area as a whole. Provide info to partners to help promote Freedom's Frontier in the community

Us: promote the Area as a whole. Provide a quality visitor experience

We "deliver" on the promise of an authentic, enjoyable and educational experience for our visitors resulting in a larger percentage of <u>repeat</u> visitors. Visitors who have told their friends and family about their wonderful vacation in Freedoms FNHA 80%.

FFNHA will provide workshops and regranting opportunities for destinations and their employees.

I will attend the workshops and serve as a cheerleader for the entire area when marketing to the visitors

Increase in the # of locally-owned shops & restaurants that focus on local authenticity, that open & stay open.

Raise listing as best place to live in America.

Raise awareness of the pure economic development that is tourism-based on the \$3 bil due to FFNHA



FFNHA Role: measure total area impact & engage in a thorough study that can be shared w/ all stakeholders

Our role: participate, provide information, tell the story, attract & incent the business

Cooperate partnerships – involvement

Integrated marketing initiates web of diverse cross-promotions of FFNHA sites, communities, businesses, schools, residents and visitors.

FFNHA: continue to foster partnerships and create opportunities to connect and cross-promote. My role: the same.

Researching increase of visitors; compare from outside of region and within region # of new businesses created using assistance from FFNHA Increase awareness of what FFNHA is

FFNHA: provide workshops to help foster the coordination of gathering the date (providing consistent information to all participating sites

Personal: learn how to gather data and present the information

Freedom's Frontier National Heritage Area Management Plan Survey #2

1. Please rank the following seven star representing the SMALLEST opportun		• • • •	rtunities with 1	as the statemer	nt representing	the GREATEST	opportunity and	d 7 as the st	atement
	1	2	3	4	5	6	7	Rating Average	Response Count
Growth in Tourism	23.3% (7)	13.3% (4)	20.0% (6)	16.7% (5)	3.3% (1)	20.0% (6)	3.3% (1)	4.63	30
Local Awareness of History	35.5% (11)	16.1% (5)	29.0% (9)	9.7% (3)	0.0% (0)	6.5% (2)	3.2% (1)	5.45	31
Economic Development	13.3% (4)	23.3% (7)	3.3% (1)	13.3% (4)	16.7% (5)	20.0% (6)	10.0% (3)	4.03	30
Open-Space Conservation/Historic Preservation	6.7% (2)	10.0% (3)	16.7% (5)	10.0% (3)	23.3% (7)	16.7% (5)	16.7% (5)	3.50	30
Enhanced Public Pride	3.3% (1)	20.0% (6)	6.7% (2)	20.0% (6)	33.3% (10)	13.3% (4)	3.3% (1)	3.87	30
Positive National Reputation	17.2% (5)	13.8% (4)	20.7% (6)	13.8% (4)	20.7% (6)	3.4% (1)	10.3% (3)	4.41	29
Increased Tolerance and Reconciliation	3.2% (1)	6.5% (2)	6.5% (2)	12.9% (4)	3.2% (1)	19.4% (6)	48.4% (15)	2.42	31
							answered	l question	32
							skipped	l question	2

2. Please rank the following ten statements about challenges with 1 as the statement representing the GREATEST challenge and 10 as the statement representing the SMALLEST challenge:

	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
Funding	44.8% (13)	10.3% (3)	6.9% (2)	3.4% (1)	13.8% (4)	6.9% (2)	3.4% (1)	6.9% (2)	0.0% (0)	3.4% (1)	7.76	29
Continuing Public Involvement	7.1% (2)	7.1% (2)	21.4% (6)	3.6% (1)	17.9% (5)	3.6% (1)	28.6% (8)	3.6% (1)	7.1% (2)	0.0% (0)	5.96	28
Promoting to Regional and National Audiences	3.2% (1)	12.9% (4)	22.6% (7)	0.0% (0)	9.7% (3)	6.5% (2)	12.9% (4)	19.4% (6)	9.7% (3)	3.2% (1)	5.52	31
Ongoing Governmental Support	6.7% (2)	10.0% (3)	3.3% (1)	3.3% (1)	16.7% (5)	13.3% (4)	13.3% (4)	10.0% (3)	13.3% (4)	10.0% (3)	4.93	30
Building Public/Private Partnerships	0.0% (0)	9.7% (3)	3.2% (1)	29.0% (9)	16.1% (5)	12.9% (4)	9.7% (3)	3.2% (1)	9.7% (3)	6.5% (2)	5.52	31
Creating a Cohesive Visitor Experience with Attractions in Many Counties	16.1% (5)	22.6% (7)	6.5% (2)	12.9% (4)	3.2% (1)	6.5% (2)	12.9% (4)	12.9% (4)	3.2% (1)	3.2% (1)	6.58	31
Finding Sensitive Ways to Tell Difficult Stories	3.3% (1)	3.3% (1)	6.7% (2)	10.0% (3)	3.3% (1)	3.3% (1)	6.7% (2)	10.0% (3)	23.3% (7)	30.0% (9)	3.57	30
Offering Multiple Reasons to Visit and Return	3.2% (1)	9.7% (3)	12.9% (4)	12.9% (4)	6.5% (2)	16.1% (5)	3.2% (1)	9.7% (3)	19.4% (6)	6.5% (2)	5.19	31
Ensuring that FFNHA Benefits Both Small and Large Sites and Stakeholders	15.6% (5)	18.8% (6)	12.5% (4)	12.5% (4)	3.1% (1)	15.6% (5)	3.1% (1)	9.4% (3)	3.1% (1)	6.3% (2)	6.63	32
Offering Quality Tourist Accommodations	3.3% (1)	0.0% (0)	3.3% (1)	13.3% (4)	13.3% (4)	13.3% (4)	6.7% (2)	13.3% (4)	6.7% (2)	26.7% (8)	4.07	30
										answered	l question	32
										skipped	l question	2

3. Please check up to three (3) boxes	to indicate FFNHA's greatest strengths.		
		Response Percent	Response Count
Public Support		6.7%	2
Rich Web of Stories		86.7%	26
Historic Landscapes		30.0%	9
Historic Buildings		30.0%	9
Dedicated Volunteers and Leaders		63.3%	19
Diverse Recreation		3.3%	1
Great Hospitality		30.0%	9
Unique Attractions/Sites		50.0%	15
	answ	ered question	30
	skij	pped question	4

4. Please check up to three (3) boxes	to indicate the Greatest Threats to the Success of FFNHA.		
		Response Percent	Response Count
Long-Term Local Apathy		51.6%	16
Confusing Image as a Destination		35.5%	11
Lack of Funding for Promotion and Management		67.7%	21
Static Existing Attractions and Interpretation		35.5%	11
Conflict Among the Residents in the Region		16.1%	5
Lack of Coordination among Sites and Groups		54.8%	17
Lack of Quality Attractions		19.4%	6
Too Many Stories and Perspectives		12.9%	4
	answere	ed question	31
	skippe	ed question	3

5. On a scale of 1 to 10, with 10 as VERY INFORMED, how do you rank local residents' understanding of EXISTING PRESERVATION POLICIES AND PROGRAMS?						?					
	1	2	3	4	5	6	7	8	9	10	Response Count
Answer	21.9% (7)	34.4% (11)	12.5% (4)	9.4% (3)	12.5% (4)	3.1% (1)	0.0% (0)	3.1% (1)	3.1% (1)	0.0% (0)	32
									answered	l question	32
									skipped	d question	2

6. On a scale of 1 to 10, with 10 as VERY INFORMED, how do you rank local residents' understanding of EXISTING CONSERVATION POLICIES AND PROGRAMS?					?						
	1	2	3	4	5	6	7	8	9	10	Response Count
Answer	21.9% (7)	31.3% (10)	12.5% (4)	9.4% (3)	12.5% (4)	6.3% (2)	0.0% (0)	3.1% (1)	3.1% (1)	0.0% (0)	32
									answered	l question	32
									skipped	d question	2

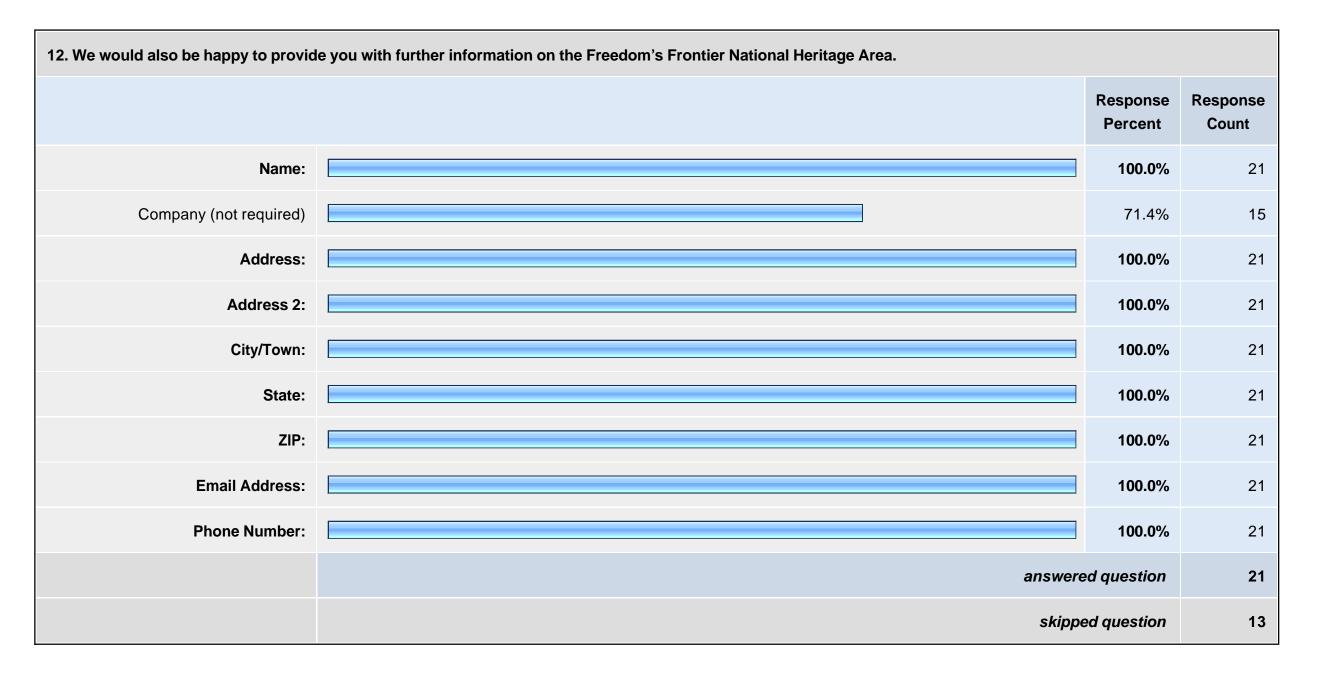
7. On a scale of 1 to 10, with 10 as VE		ED, how do	you rank loc	al residents	' understand	ding of TOUR	ISM?				
	1	2	3	4	5	6	7	8	9	10	Response Count
Answer	6.3% (2)	21.9% (7)	21.9% (7)	18.8% (6)	12.5% (4)	3.1% (1)	9.4% (3)	6.3% (2)	0.0% (0)	0.0% (0)	32
									answered	l question	32
									skipped	d question	2

8. On a scale of 1 to 10, with 10 as VE	RY INFORM	ED, how do	you rank loo	al residents	' understand	ling of THE R	EGION'S HIS	STORY?			
	1	2	3	4	5	6	7	8	9	10	Response Count
Answer	9.4% (3)	3.1% (1)	31.3% (10)	21.9% (7)	12.5% (4)	6.3% (2)	6.3% (2)	9.4% (3)	0.0% (0)	0.0% (0)	32
									answered	l question	32
									skippe	d question	2

	ch heritage area to focus on a "National Statement of Significance" with key themes and stories. Ind focus its themes and stories of National Significance:	Please select the ON	E statement
		Response Percent	Response Count
The themes and stories for FFNHA should focus exclusively on the Missouri-Kansas Border War and events that led up to the Border War or resulted from the war.		25.8%	8
The themes and stories for FFNHA should include the Missouri- Kansas Border War as well as all other enduring struggles for freedom in this region.		74.2%	23
		answered question	31
		skipped question	3

10. Please select the ONE statement t	hat best reflects your opinion about the time period for FFNHA's themes and stories of National Significan	ice:	
		Response Percent	Response Count
The themes and stories for FFNHA should focus on the Missouri- Kansas Border War through the Civil War (1854-1865)		25.8%	8
The themes and stories for FFNHA should focus on a broader time spectrum from 1800 up until present day		29.0%	9
The themes and stories for FFNHA should not be limited to any specific time periods		32.3%	10
The themes and stories for FFNHA should focus on a different time frame (specify below)		12.9%	4
	answere	ed question	31
	skippe	ed question	3

11. Thank you so much for sharing yo	ur thoughts! To help us analyze the results, we'd like to know where the survey participants live.		
		Response Percent	Response Count
City/Town:		100.0%	22
State:		100.0%	22
	answere	ed question	22
	skipp	ed question	12



QUESTION 10

"Please select the ONE statement that best reflects your opinion about the time period for FFNHA's themes and stories of National Significance:"

"Respondents","Response Date","The themes and stories for FFNHA should focus on a different time frame (specify below)"

	PM,"If not 1800 to present as suggested above, then: Approximately 1700 - 1900(Many stories to tell; French, Spanish, Indian, Early American exploration, Early settlement, territorial strife, civil war strife, demise of Indians, Evolution into
1,4/7/2008 7:19:00	""modern"" times"
	PM,"I think that the period 1854-1865 should be the primary focus, but that all themes of freedom to the present should
2,4/7/2008 7:51:00	be a secondary focus."
	PM,"The themes and stories should focus on how the time period of 1854-1866 influenced freedom from that time to
3,4/7/2008 9:41:00	this."
4,4/8/2008 3:14:00	AM, "The immigration period 1847 up to statehood."

QUESTION 11

Thank you so much for sharing your thoughts! To help us analyze the results, we'd like to know where the survey participants live.

Respondents,"Response Date","City/Town:","State:"

1	4/7/2008 19:09 Butler	MO
2	4/7/2008 19:14 Nevada	MO
3	4/7/2008 19:19 Wamego	KS
4	4/7/2008 20:53 lawrence	KS
5	4/7/2008 20:53 Yates Center	KS
6	4/7/2008 19:43 Yates Center	KS
7	4/7/2008 19:48 Junction City / Wakefield	KS
8	4/7/2008 20:57 topeka	KS
9	4/7/2008 21:07 Leavenworth	KS
10	4/7/2008 21:42 Jefferson City	MO
11	4/8/2008 1:29 St. Marys	KS
12	4/8/2008 13:34 Onaga	KS
13	4/8/2008 14:27 Junction City	KS
14	4/8/2008 15:14 Troy	KS
15	4/8/2008 15:14 Troy	KS
16	4/8/2008 21:56 Waverly	MO
17	4/9/2008 14:42 Chanute	KS
18	4/9/2008 18:55 Lawrence	KS
19	4/9/2008 21:03 Lawrence	KS
20	4/12/2008 11:21 Humboldt	KS
21	4/12/2008 23:30 lawrence	KS
22	4/16/2008 20:47 Kansas City	MO

QUESTION 12

We would also be happy to provide you with further information on the Freedom's Frontier National Heritage Area.

Respondents	Response Date		Name:	Company (not required)	Address:	Address 2:	City/Town:	State: 2	ZIP: Email Address:	Phone Number:
	1	4/7/2008 19:0	9 Peggy Buhr	Bates County Museum	802 Elks Drive	PO Box 164	Butler	MO	64720 peggy-buhr@sbcglobal.net	660-679-0134
	2	4/7/2008 19:1	4 Terry Rasmey	Bushwhacker Museum	212 West Walnut	231 North Main	Nevada	MO	64772 bushwhackerjail@sbcglobal.net	417-667-9602
	3	4/7/2008 19:1	9 Robert L. Cole	Pottawatomie County Economic Development Corp	PO Box 288	1004 Lincoln	Wamego	KS	66547 bobcole@ecodevo.com	(785) 456-9776
	4	4/7/2008 20:5	3 debbie white	test	402 n 2nd	na	lawrence	KS	66044 dwhite@freedomsfrontier.org	785.865.4499
	5	4/7/2008 20:5	3 Gwen Martin	Woodson County Commissioner	1107 North Main	N/A	Yates Center	KS	66783 whistlestop75@sbcglobal.net	(620) 625-2007
	6	4/7/2008 19:4	3 Hollie Yoho	Woodson County Chamber of Commerce	P.O. Box 233	108 S. Main	Yates Center	KS	66783 chamber@wccc.kscoxmail.com	620-625-3235
	7	4/7/2008 19:4	8 Clif Gordonn		410 W Ash	Wakefield Museum 6th & Hickory	Wakefield	KS (66441 / 67487 cliffieg@oz-online.net	785-238-8629
	8	4/7/2008 20:5	7 Chris Meinhardt	none	1019 Fillmore	none	Topeka	KS	66604 camhardt@yahoo.com	785-234-4464
	9	4/7/2008 21:0	7 Carol Dark Ayres	Leavenworth Public School District	200 N. 4th Street		0 Leavenworth	KS	66048 carol.ayres@usd453.org	913-684-1400
	10	4/7/2008 21:4	2 Lori Simms	MDT	PO Box 1055	301 W. High	Jefferson City	MO	65102 lori.simms@ded.mo.gov	573-751-3208
	11	4/8/2008 1:2	9 Helen Pauly, Director	St. Marys Chamber of Commerce	P. O. Box 3	702 West Bertramd	St. Marys	KS	66536 chamber@saintmarys.com	785-437-2077
	12	4/8/2008 13:3	4 D Peters		301 Leonard ST		0 Onaga	KS	66521 d@bbc.net	785-555-8889
	13	4/8/2008 14:2	7 Ron Harris		530 N. Adams	229 W. 3 rd	Junction City	KS	66441 rharris@gchs.kscoxmail.com	785-239-1666
	14	4/8/2008 15:1	4 Pat Dill		P. O. Box 357	501 S. Main	Troy	KS	66087 pdill7@embarqmail.com	785-985-3721
	15	4/8/2008 15:1	4 Peggy Stanton		335 E. Walnut	335 E. Walnut	Troy	KS	66087 pstanton@carsoncomm.com	(573) 552-6157
	16	4/8/2008 21:5	6 Charlene McFadden	Waverly Arts Council	1308 Washington	Box 177	Waverly	MO	64096 ecmcfadden1@galaxycable.net	660-493-2314
	17	4/9/2008 14:4	2 Elly McXoy	Believing. loving Kansan	1009 Windsor Road	Chanute Art Gallery	Canute	KS	66720 deemccoy6396@sbcglobal.net	620-431-1103
	18	4/9/2008 18:5	5 Susan Henderson		PO Box 526	947 New Hampshire	Lawrence	KS	66044 marketing@visitlawrence.com	785-856-5284
	19	4/9/2008 21:0	3 Kerry Altenbernd	Black Jack Batlefield Trust	431 Forrest Avenue	N/A	Lawrence	KS	66044 kaltenbernd@blackjackbattlefield.org	785-842-6478
	20	4/12/2008 11:2	1 Eileen Robertson	Humboldt Chamber Tourism	P O Box 163	P O Box 163	Humboldt	KS	66748 ksadvocate@cox.net	620-473-2325
	21	4/12/2008 23:3	0 debbie white	-	-	-	-	KS ·		-



Potential Interpretive and Education Projects Survey Results

Between July 28 and August 17, 2008, residents were asked to answer questions concerning Interpretive and Education Projects. Questions from the survey and results follow.

Rank each of the following options on a scale of 0-5 in terms of how important or appropriate you feel these projects are with "0" for projects that you think are not appropriate or important for FFNHA and "5" for projects that you think are the most appropriate or important.

INTERPRETIVE "BUILDING BLOCKS"	0	1	2	3	4	5	no opinion	Response Count	Average Score
Add new contributing sites and collect additional									
information about existing sites in the FFNHA									
"Visitor Readiness" Database.	2	1	2	10	28	39	3	75	4.75
Designate official FFNHA Partner Sites based on a									
review using agreed upon criteria.	1	4	6	9	16	32	7	75	3.93
Create an interactive bibliography of FFNHA resources with reviews by expert historians and others in the region. Users can search by area or topic of interest, provide their own review or rankings, or submit new resources to add to the list.	1	3	3	16	22	24	3	75	3.68
Create an Interpretive Toolkit with information about the pros and cons of different kinds of interpretive tools such as guided tours, interpretive signage, audio tours, etc. to help people determine which one is most appropriate for their situation.	1	4	4	12	22	25	3	75	3.63

Comments:

Regarding designation of "official FFNHA Partner Sites," will there be a limited # of sites designated?

I think we should work with and build on the Territorial Kansas On Line project and the on line research that KSHS is doing. Could be there are Missouri projects like that I do not know about too. I do not think we should re invent the wheel here. I think one of our top priorities should be to survey what is out there and then decide how to best coordinate with it without going over the same ground twice.

First: inclusion. Ramp up the regions' assets for visitor readiness



what are building blocks?

Rank each of the following options on a scale of 0-5 in terms of how important or appropriate you feel these projects are with "0" for projects that you think are not appropriate or important for FFNHA and "5" for projects that you think are the most appropriate or important.

			<u> </u>					Response	Average
POTENTIAL INTERPRETIVE PROJECTS - Tours	0	1	2	3	4	5	no opinion	•	Score
Develop audio tour podcasts	2	. 3	5	15	-	27	3		3.78
Create cell-phone tours	5	9	5			14	6	72	3.05
Create tours or itineraries (such as seasonal or									
"one-tank trips")	1	0	0	7	21	43	0	72	4.44
Passport Program with the ability to collect									
"stamps" at participating sites	2	4	11	18	20	14	3	72	3.33
POTENTIAL INTERPRETIVE PROJECTS -								Response	Average
Signage	0	1	2	3	4	5	no opinion	Count	Score
Interpretive signage (kiosks or wayside exhibits)	1	0	2	4	19	45	1	72	4.46
Directional or wayfinding signage	1	1	0	2	15	53	0	72	4.61
Gateway signage at key entrance points to the									
region	2	2	3	5		48	0	72	4.32
Signage to identify official FFNHA Partner Sites	2	0	3	6	12	48	1	72	4.39
POTENTIAL INTERPRETIVE PROJECTS -								Response	-
Printed Materials	0	1	2	3	4	5	no opinion	Count	Score
Brochure for the region as a free give-away	1	0	1	3	16	50	1	72	4.58
Guidebook for the region to sell	1	3	1	13	21	29	4	72	4.01
Tear-off maps (an inexpensive 11" x 17" map pad									
available at many locations in the region)	1	0	4	6	20	40	1	72	4.31
Visitor Map (a fold-out map for the FFNHA region									
to give away or sell)	1	1	0	10	15	44	1	72	4.38

Freedom's	
Frontier NATIONAL HERITAGE AREA	

Planning Process

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POTENTIAL INTERPRETIVE PROJECTS - Web	0	1	2	3	4	5	no opinion	Response Count	Average Score
Online itinerary builder featuring FFNHA Partner Sites	1	0	0	6	26	36	1	70	4.38

POTENTIAL INTERPRETIVE PROJECTS - Other	0	1	2	3	4	5	no opinion	Response Count	Average Score
Haritaga Traila ar Carridara	1	1	<u> </u>	3	4 22	33		71	4.16
Heritage Trails or Corridors	I	۷	۷	0			3	/ 1	4.10
Geo-caching (an electronic "scavenger hunt" using		_	_	. –					
GPS coordinates to find a geo-cache site)	4	7	7	17	20	11	4	70	3.14
Eco-caching to use GPS coordinates to find nature-									
based sites (could include a clean-up component									
as well)	4	4	10	20	21	9	4	72	3.13
Create a "letterbox" program as a low-tech									
alternative to a geo-caching program	7	1	12	23	11	8	10	72	2.87
Develop context-setting exhibits	2	1	2	18	21	23	5	72	3.85
Create FFNHA orientation films	2	4	7	16	18	23	2	72	3.61
Virtual exhibits or tours on the FFNHA website	2	1	3	17	16	30	3	72	3.94
Hospitality training workshops for staff and									
volunteers	2	1	4	11	22	31	1	72	4.01
Conferences or symposiums on the evolving									
meaning of freedom	3	9	7	15	24	14	0	72	3.25
A speakers bureau available to speak on FFNHA									
and related topics	1	3	5	11	21	28	2	71	3.91
PSAs about FFNHA stories on television/radio	2	4	5	9	24	25	1	70	3.80
Work with a local brewery on a "Freedoms's									
Frontier" brew with FFNHA information on the label	10	8	5	25	13	7	4	72	2.65



Create FFNHA placemats or coasters for use in									
restaurants in the FFNHA region that include									
FFNHA information. For example, coasters might									
have fun facts with questions on one site and the									
answers on the other with the FFNHA website for									
more information.	5	5	14	13	16	18	1	72	3.18
FFNHA cookbook with local recipes mixed in with									
stories about the region	6	10	9	18	12	10	6	71	2.77

Comments:

I see FFNHA as a facilitator. Don't reinvent the wheel (eg. speaker bureaus), help people find the resources they are looking for. If the region gets any money it needs to be spent on projects /signage that will benefit the largest number (workshops,scholarships for individuals to learn specific tasks they can then teach the rest of us, signage, etc.

How would folks with no iPod access the podcasts? What's a "sister event"? What is a geo-cache?

Need to make sure those people who do not access to electronic media/options are not excluded.

We need a Museum of the Border War in Kansas City, the end-all/be-all location where interested visitors should start.

I'm having a problem with... "evolving MEANING." How about evolving meaningS of freedom?

Most of these are great ideas. The trick will be to prioritize them and begin working on them.

When it comes to signage, printed material, etc. FFNHA should not be the focal point, rather the history should be. Instead of trying to market the FFNHA, the FFNHA should be trying to create ways to market the history that already exists.

1. Asset Development!! should be one of the areas' top priorities. 2. There's more than one brewery in the region - need to be careful about giving "exclusive" rights etc. 3. You tube, face book, etc., are powerful marketing tools especially for young people

the more perspectives and sites listed, the higher on the priority list they go

Rank each of the following options on a scale of 0-5 in terms of how important or appropriate you feel these projects are with "0" for projects that you think are not appropriate or important for FFNHA and "5" for projects that you think are the most appropriate or important.

INTERPRETIVE ASSISTANCE	0	1	2	3	4	5	no opinion	Response	Average
Interpretive grants for FFNHA Partner Sites with									
professional assistance, curatorial and exhibit									
services, developing interpretive programs,									
publications and guides.	1	0	1	7	27	34	1	71	4.3
Grants for archeological digs	2	2	4	17	24	19	3	71	3.71



Planning Process

Interpretive grants to help aspiring FFNHA Partner									
Sites	1	3	1	11	24	30	1	71	4.06
FFNHA Interpretive staff available to provide									
technical assistance to FFNHA Partner Sites and									
aspiring Partner Sites	1	1	3	12	27	26	1	71	4.01
Interpretive training workshops	1	1	4	7	22	33	2	70	4.16
Virtual interpretive training workshops available at									
multiple sites via distance learning (e.g. video-									
conferencing or web-conferencing)	1	1	4	12	25	24	4	71	3.96
Online interpretive training workshops available on									
the FFNHA website	2	1	3	13	22	27	1	69	3.96
Develop new FFNHA heritage attractions to fill									
interpretive gaps	2	3	5	16	23	21	1	71	3.69

Comments:

Unless the "archaeological digs" are going to be conducted by ARCHAEOLOGICAL EXPERTS, I don't think it's something sites should get involved with. Archeology is a science and just because a person can put a shovel in the ground doesn't mean s/he is an archaeologist.

Archeological digs are fine... as long as real archeologists are doing them. If done, this should be in conjunction w/ university faculty.

At the beginning I think it would be best to concentrate on projects that benefit the whole Heritage Area and its promotion and then perhaps consider moving into projects that provide direct assistance to individual sites later.

The federal gov't has given you lots of money. The people that know how to use it best are the local areas the know and understand their history. They are your best tool to develop the area

1. Asset Development (aspiring partners) should be one the Areas' top priorities. There are many many sites and stories to tell that need the application of knowhow and financing.

technical assistance on doing better exhibits, outdoor and indoors technical assistance on telling better stories technical assistance on telling unpopular or politically incorrect stories grants for improving exhibits tied to training interpretive training certification

Rank each of the following options on a scale of 0-5 in terms of how important or appropriate you feel these projects are with "0" for projects that you think are not appropriate or important for FFNHA and "5" for projects that you think are the most appropriate or important.



Planning Process

ORIENTING VISITORS - Every site in the region should be a "gateway" or orientation center because we don't know where visitors will come from or where they will start their visit	0	1	2	3	4	5	no opinion	Response Count	Average Score
Every site should have staff that is knowledgeable					10				4.00
about FFNHA and the region	1	0	3	11	13	38	1	67	4.26
Every site should have a brochure that serves as an orientation to the region	1	0	0	2	14	50	0	67	4.66
Every site should have an electronic kiosk that							-		
serves as an orientation to the region	6	4	5	13	23	13	2	66	3.28
Every site should have an orientation film to									
provide an overview of the region	5	4	10	14	24	10	0	67	3.16
Every site should have an orientation exhibit to provide an overall context for FFNHA	5	3	5	5	29	20	0	67	3.64
ORIENTING VISITORS - A few strategically located sites should serve as key "gateways" for the region because we can provide a better orientation experience at a few sites than we can at every site—and it will cost less to do this in a few locations rather than in every location.	0	1	2	3	4	5	no opinion	Response Count	Average Score
A few strategically located sites or visitor centers should staff that is knowledgeable about FFNHA and the region	Λ	5	3	1	13	40	0	66	4.03
A few strategically located sites or visitor centers should have a brochure that serves as an orientation to the region			S	3	- 13	39		66	3.77
A few strategically located sites or visitor centers should have an electronic kiosk that serves as an	/	5	4	3		39		00	3.11

3

4

6

11

16

orientation to the region

3.66

66

25

1



A few strategically located sites or visitor centers should have an orientation film to provide an overview of the region	4	5	2	11	12	32	0	66	3.79
A few strategically located sites or visitor centers									
should have an orientation exhibit to provide an									
overall context for FFNHA	4	2	6	8	14	31	1	66	3.83

Comments:

I feel that the Baxter Springs Heritage Center and Museum should be considered as a strategically located site for southeastern part of the heritage area The problem with using specific gateway sites is that it may be too easy to miss opportunities to orient visitors "off the beaten path". I would rather focus on

each site serving as an ambassador rather than relying on a limited number of ambassadors.

I think the personal touch is always better than an electronic one ...

Who are the "few" sites. I don't want to limit participation of what could become more important sites . At least these "few" sites would have to be reviewed annually.

FFNHA brochures and other info (orientation exhibit, for example) should be available at every site, but not a different brochure/exhibit for each site.

Put any videos you make on YouTube.com and make them available via iTunes as well.

Again, we're missing out if we don't have a federally funded Museum of the Border War.

My opinion every site should have these features. We've no idea which site a visitor will visit first.

This objective could be met by posting a web address everywhere possible. Soon almost everyone will have web access via cell phone.

The use of "region" is confusing. Are you using 'region' as synonymous with Area, as in NHA? Or, are you using 'region' as a smaller part of the Area? I prefer strategically located visitor centers as Gateways that provide choices for visitors rather than using strategically located sites as Gateways.

I think perhaps one site (or town?) in Kansas (Lawrence) and one in Missouri should be orientation centers and should be expected to provide full service info on Freedom's Frontier, but all partners should serve as entry points for Freedom's Frontier and be prepared to give info about the whole region. I think all sites should have materials such as a brochure, map etc. A few might have electronic kiosks.

A few strategically located sites or visitors centers could become very political and cause divisions.

My opinion is that the Area must guard against the temptation toward exclusivity. You'll do a great service by being the flywheel for continued development of assets and expertise throughout the area. You'll have more buyin from more interests, greater longterm loyalty, and richer stories to tell. Exclusivity will greatly diminish participation, loyalty, and comittment of resources.



Rank each of the following options on a scale of 0-5 in terms of how important or appropriate you feel these projects are with "0" for projects that you think are not appropriate or important for FFNHA and "5" for projects that you think are the most appropriate or important.

								Response	Average
ELEMENTARY/SECONDARY EDUCATION	0	1	2	3	4	5	no opinion	•	Score
Devoting a section of the FFNHA website as a									
directory of existing elementary and secondary									
school education programs with links to websites									
for more information	2	2	3	5	21	31	1	65	4.09
Developing new FFNHA elementary or secondary									
school curriculum to be used in the region and									
beyond	2	1	7	8	18	29	0	66	3.88
Providing outreach programs to elementary and									
secondary schools	2	0	3	10	16	34	1	66	4.15
Providing "bus grants" to cover the costs of bus									
rentals for school groups	6	1	6	7	24	20	2	66	3.59
Providing teacher training programs through									
education programs at local universities and									
colleges for teachers-in-training	2	3	6	9	18	24	3	65	3.77
Descride to a beat training workshops for eviating									
Provide teacher training workshops for existing									
teachers (for example, the National Park Service's	2	0	0	0	10	24	0		4.40
"Teaching with Historic Places" program)	Ζ	0	3	8	19	34	0	66	4.18
Work with the Center for Understanding the Built									
Environment (CUBE) on workshops and training	3	3	9	15	16	9	10	65	3.18
Grants to teachers to develop FFNHA curriculum									
materials	2	2	7	13	15	26	1	66	3.77
Education E-Newsletter	1	1	3	13	25	22	1	66	3.94
Provide workshops for museums and teachers to									
work together	2	1	3	9		27	0	66	4.02
Design programs for boy and girl scouts	1	3	5	15		19		65	3.70
Create "sister school" projects	3	1	6	13	20	16	6	65	3.59



Develop opportunities for teachers and classrooms									
to use technology to connect with resources and									
each other through Web 2.0, podcasts, etc.	2	1	6	10	19	28	0	66	3.92

Comments:

Considering the demands upon teachers now, it is probably not practical to expect them to spend a great deal of time in training or classroom curriculum development beyond what they must already cover. We have good response each year from area teachers for our Living History Week. Some manage to give some information previous to the class visit, but most leave that up to our staff. We do ask teachers for imput on the types of activities and subjects they would like for students to have at the classroom level.

The educational component should also include colleges and universities

I feel that it is very important to involve the schools in every way that we can. Also would like to see involvement with libraries, especially in small communities.

Most districts require a certain number of hours of in-service "classroom training." As a teacher for 26 years, most of that "classroom training" was boring or irrelevantly presented by "experts" who had never been in a classroom. Fresh, informative, FFNHA info from FFNHA experts with follow-up presentations in the classroom might work. I would not have considered such FFNHA info and presentations a waste of time.

I do not think we should reinvent the wheel, but should work with KSHS (and I am sure there may be Missouri programs and (perhaps other Kansas programs) too) and build on the work that has already been done. One of our first priorities should be to survey what is out there and then figure out how to build on it.

Work with the education division of the Kansas State Historical Society, which has an emphasis on educating elementary and junior high students and teachers.

Rank each of the following options on a scale of 0-5 in terms of how important or appropriate you feel these projects are with "0" for projects that you think are not appropriate or important for FFNHA and "5" for projects that you think are the most appropriate or important.

LIFE-LONG EDUCATION	0		0	0		-		Response	-
	0	1	2	3	4	5	no opinion	Count	Score
Create a print and/or online FFNHA newsletter that									
includes stories about the region and discussions									
on the evolving meaning of freedom. An online									
newsletter might use articles as the kick-off for a									
blog to further debate the issues and stimulate									
conversation.	1	2	2	8	32	21	0	66	3.98



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Use the FFNHA website to let people share their									
stories and photos from the region.	1	2	3	9	25	25	1	66	4.00
Work with colleges or universities on FFNHA									
internship or FFNHA class projects	2	3	6	5	25	23	0	64	3.83
Lecture series on FFNHA topics sponsored by									
universities and college in the region (live or via									
distance learning technology)	1	4	1	9	27	23	1	66	3.94
Create a Speaker's Bureau	1	1	2	10	28	23	0	65	4.03
Heritage Roundtable with monthly meeting of									
heritage site managers to share stories and best									
practices	2	2	9	13	22	17	0	65	3.57
Sponsor region-wide contests (e.g. an essay									
contest on the meaning of freedom OR a									
photography contest seeking images from the									
region that embody the vision of FFNHA)	3	2	7	14	22	18	0	66	3.58
Sponsor contests to design websites on FFNHA									
topics	5	1	10	18	23	6	3	66	3.13
Exchange Tours (e.g. where members of a									
historical society from one part of the region visit	3	1	4	11	26	20	1	66	3.78

Comments:

Education, education, education!

Perhaps the Heritage Roundtable would be best on a quarterly basis.

You could create a wiki

Again, I'm having a problem with use of "region." Is it the same as "Area" as in NHA, or is it smaller than the Area?

All good ideas, the trick is to prioritize

Develop elder hostel opportunities



Planning Process

Partner Site Criteria Questions Results

Between July 28 and August 17, 2008, partners were asked to answer questions concerning Partner Site Criteria. Questions from the survey and results follow.

1. If you represent a site that contributes to telling this region's nationally important story, what incentives do you think should be identified to help you provide the best possible experience at your site for visitors? Is the current benefits package at the bottom of page 1 of the 2006 Partner Site criteria compelling enough to balance the requirements and responsibilities outlined for FFNHA Partner Sites? If not, what benefits would you like to see added OR what requirements/responsibilities would you like to remove? (Note: the benefits currently listed include: "networking and marketing visitation within a regional and national program/audience; access to

financial and technical resources; opportunities for interpretive and educational projects; participation in marketing plans and programs; and use of Freedom's Frontier Logo.")

- These are adequate in terms of providing benefits to participation by sites
- I think the current package is acceptable.
- Signage, technical resources to improve displays and archival treatment of items.
- We think the benefits package is sufficient at this time.
- All Key Benefits listed, to me, also serve as good indicators of requirements/responsibilities at, and in preparation of, FFNHA Partner Sites. We must keep in mind that not all partners have yet come on board. It is crucial to the sustainability of FFNHA that all participants become fully aware of the seriousness of committed participation. By attending meetings and participating in surveys, participants will learn how important being part of a National Heritage Area is.
- these work for us

Freedom's

NATIONAL HERITAGE AREA

Frontier

- The benefits seem to be sufficient.
- People are always going to want more. The main incentive should be the desire to share the history/story of the site. I believe the benefits are adequate.
- I think "Opportunities for collaboration with other sites" and something like "Development of a body of knowledge on the freedom issues that played a significant role in this region" should be listed as benefit
- Benefits as listed in 06 are fine, but we should add an explicit possibility of at least guidance toward fund raising, if not grants from FFNHA itself, for signage, and we should PROVIDE the brochures and maps for the larger FFNHA area. As for requirements, I suggest we add <u>individuals</u> who <u>own</u> a site(s) of designated or evident broader historic interest (on the registry or OUGHT to be, in judgment of the management and governance of FFNHA)

2. Evaluating your site for visitor readiness addresses visitor comfort while establishing levels for the ways your site tells FFNHA stories. In looking at all criteria listed in the draft Partner Site Criteria, which ones do you feel are necessary (e.g. should be "required")? Are there any that you think are nice additions but not necessary (e.g. "recommended" rather than "required?")

- Authentic and engaging interpretation of the site. Accurate representation of visitor services. For example, correct open hours and facilities.
- Current standards are acceptable.
- Build understanding, generate excitement, expand local participation in the national heritage area, is sometimes difficult, so this might be a better recommended criteria rather than required.
- All site criteria are necessary.
- For all Levels all stated criteria should be required but define "open" as some sites are accessible 24 hours a day with interpretive signage signage What does "other authorized linkages" mean? Define "interpretation"
- The hours of operation criteria needs to be reevaluated. A place can be open 8-5 M-F, which is 40 hours per week but yet not qualify for anything above point of interest because it does not have weekend hours.
- Is this where we leave "space" for sites outside the boundaries but with valid "stories?"
- I don't object to having required criteria. I do think there will be very few "full" partner sites due to the 40 hour requirement. Most Museums I know that are open a lot fall a little short



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of 40 hours and I doubt that they would be able to expand hours any, but maybe I am wrong. I also think it is much better for a site to be open weekends year round rather than seasonally for 20 hours a week, as will be required to be even a part time or seasonal site. Even if a site were open 8 hours a day over the weekend, it would not be open 20 hours a week.

• We should drop the implication that all sites are expected eventually to move up the ladder toward level 1. Some are likely appropriately permanently only points of interest. Sites that can only operate effectively on a part time basis should not be scared off by an expectation they should be like levels "above" them.

3. Some FFNHA representatives would like to have the Partner Site criteria stick to easily measured "objective" criteria to make the review process simpler and more clear cut. For example, objective criteria would answer questions such as: What hours are you open? Do you offer restrooms? Do you offer drinking water? Others feel that "subjective" criteria, while more difficult to evaluate equally across all sites, include some of the most important interpretive criteria and thus should be included in addition to the objective criteria. Examples of subjective criteria include: Do to stories at the site connect to the FFNHA themes? Have the stories being told at the site been authenticated? Do you think the criteria should stick to objective criteria, or should subjective criteria be included as well?

- Objective criteria provides equal opportunities for all sites to become part of Freedom's Frontier. Some subject criteria should be included to help facilitate good interpretation of the sites.
- If we don't have a benchmark dealing with whether a site is telling the story or connecting with our themes we will lose any ability at "quality control" and make our branding meaningless. Without quality control we will have a much harder time providing a quality experience designed to encourage and insure repeat visits.
- Both criteria should be included. Our stories in Linn County, Ks. are very important to the FFNHA themes (all of them). We have very limited funding and staffing for the most part but try to be available as must as possible to visitors, by appointment, if sites are closed.
- Objective criteria are much easier to use in evaluating, however, some of the smaller sites might have difficulty meeting some of these criteria. Perhaps a combination of objective and subjective criteria might be more fairly used in certain circumstances
- If we rely upon "easily measured 'objective' criteria," we cannot demonstrate our uniqueness through our stories. Subjective criteria as well as objective criteria must be included.
- A blend would be best if a workable format can be established based on mutual trust that the authentication process will be fair.
- Objective
- Everything we do is subjective to some extent. Subjective criteria SHOULD be included.
- There must be both. We cannot assume to know what the visitor is looking for.
- I think some sort of evaluation concerning how well a site connects to the Freedom's Frontier themes is important and it is important have some sort of evaluation of the interpretation. I would like to see us work together in helping sites improve their interpretation of the Freedom's Frontier themes. I certainly know our sites do not have a level of interpretation that would be needed yet.
- We should include SUBJECTIVE criteria. We should try for including sites of SIGNIFICANCE both locally, and more generally through connecting with the broader themes and with stories that reflect the broader themes. However, a site might be an example of the larger story or broader regional or national significance, but not in itself such a larger story. An example might be a church founded by the escaped or liberated slaves.

4. One goal of the Partner Site program was to create a tiered structure where sites could move up as improvements and enhancements were made. The 2006 draft criteria call for five levels. One way to look at this could be as three levels with the top level including three levels—full-time, part-time and seasonal (SEE CHART BELOW). How many tiers or levels would be most helpful to you? Should the "emerging" and "point of interest" levels be used for sites that don't yet meet all of the criteria for one of the top three levels?

- This chart is very helpful. Having only three levels helps tremendously
- I can accept the diagram illustrated. The original concept, as I recall, was to use the "emerging" designation for a site which was not currently involved. Point of interest implied signage only with

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NATIONAL HERITAGE AREA

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the remaining designations for those sites which were staffed. Using i-pod tours and other technological innovations may help soften the distinctions.

- Yes, point of interest sites should be included. Again, in small communities where all staffing is volunteer it is hard to be open even to the seasonal level although the site is accessible with signage and as stated above, by appointment.
- We feel there should be some designation whereby the State Historical Sites would be identified no matter which level they fall under. The state Historical Society dictates the hours and the months of operation.
- To answer this, I will give one of Humboldt's "sites" as an example: We offer a self-guided Civil War Tour which includes a Civil War Monument (a marble mural of summary etched pictures of Humboldt's Sept 8 Raid and October 14, 1861, Burning) on the city square and 12 separate monuments around town. Each bears a brief interpretive description and a pictorial identification. A brochure containing Humboldt's Territorial and Civil War history and a map locating the Civil War Monument and the 12 separate monuments (plus written interpretations for each monument) is available at two locations in town. One is a store on the square that is open M-Sat from 10 am - 5 pm. The other location is Johnson's General Store open 24 hours, every day. I keep both places supplied with brochures. The brochure indicates that free conducted group tours are available by advance appointment and gives my phone number. When they call, I let them know that my tour lasts 1 1/2 hours. I have had groups of 2 and groups of 32. Weather permitting, I am in 1861 complete and authentic day dress costume. We are advertised on the Travel Kansas website and will be listed in the 2009-10 Official Kansas Guide. We are also listed in Marci Penner's Kansas Guidebook for Explorers. I am attempting to get a state brown sign on 169 Hwy. This particular site is not, to my knowledge, listed on FFNHA Potential Tours. I only mention that because I'm not sure at what level it should be designated. I believe that when I applied for Visitor Readiness I gave it a "Point of Interest Level." Even though it is available at all times and has bathroom facilities and water available en route, I did not know if printed interpretation can be sufficient, even though personal interpretation is available by appointment on a conducted tour. Because of its self-guided nature, I see it at "Point of Interest Level" never rising to a higher level, even though it is available vear-round and offers various levels of interpretation. Even though Camp Hunter Park is on the 12site tour, it is listed as a separate site. We are working on a number of interpretive possibilities for Camp Hunter. To sum this up: I am conflicted by the fact that an assigned "Point of Interest" level suggests that a number of important criteria are not being met. Visitors seeing Humboldt's Self-Guided 12-site Civil War Tour might pass over it as unimportant and miss colorful stories with important connections to other sites. Do you have any suggestions?
- Would those at the "emerging" and "Point of interest" level still have access to all the benefit incentives defined above? Would they be included in tours, brochures, etc? Would they be able to use the FF logo? In other words, what would be their status?
- I believe the three tiers is sufficient, but maybe add a category on the third tier to account for the full time operations without weekend hours.
- The levels are fine but there needs to be a category for permanent points of interest. Some important sites are never going to have enough money or personnel to become even seasonal.
- Care must be taken not to inform the visitor that any level is less important than the top.
- I think of "point of interest" as a site without visitor services (such as a scenic look out or a privately
 owned site that has agreed to participate but is not open to the public.) I do not see it as a stop
 along the road of development necessarily. It seems to me we have two uses for the partnership
 designations one is to inform visitors about what type of site they will be visiting (will it have
 bathrooms and be open more?) and a criteria that could be used for evaluating priorities for
 development, funding etc. I am not sure that these two criteria fit together very well.
- Yes, we should INCLUDE points of interests, especially, and have a process of considering emerging sites for possible inclusion later.

5. The current criteria for levels 1-3 (full-time, part-time and seasonal) are identical other than the requirements for hours of operation. In designating Partner Sites, does this make sense? Would you have higher expectations in terms of participation for full-time sites with paid staff than you would of smaller sites with more limited hours and staff?

- Yes, having a paid staff raises expectations
- The original idea was to insure that visitors would have an idea of availability of what was available when. Visitors expecting the full range of sites to be open year round, arriving and finding out the



site they wanted to visit was unavailable due to the time of year, would cause real PR nightmares and damage our credibility.

- Of course, sites with paid, full-time staff should be able to provide more services and possibly assist the smaller sites.
- These criteria for levels 1-3 are not identical in hours of operation, or months to be open. Level one sites are supposed to be open 12 months a year-40 hours a week. Part-time sites are to be open 9 months-20 hours or 4 days a week. Seasonal sites are to be open 5 months-20 hours or 3 days a week. This does make good sense. We would expect higher participation for full-time sites with paid staff. Smaller sites do not have the resources.
- Yes, I think I would. So would the majority of our visitors. This brings up an important truth: According to the NPS, FFNHA is supposed to be built on grass roots participation, which implies volunteerism. Are we now shifting to give greater honor or status to sites with paid staff and longer hours? Ideally, the number of volunteers will grow as FFNHA grows and sites can be staffed with an abundance of informed and passionate volunteers. Realistically, can we count on that?
- Of course, if they have more resources, one expects more.
- Yes. I would have higher expectations of a "full-time" operation.
- Yes. Perhaps annual budget could be part of the criteria.
- Yes, probably would.
- I am not sure what you mean by "participation."
- Yes -- my expectations would be higher for full-time sites with paid staff and I think the general public would also have higher expectations.
- Yes, I would have higher expectations of the higher levels. However, the sites open only part time, or with limited or no staff may not be able to provide on-sites guidance personnel. We should supply such sites with literature, allow self-guide aides, and make good use of advanced technology, such as the i-pod casts, to inform visitors to sites that lack staff on their own.

6. The current draft includes general criteria as well as criteria directed to "Owners/Managers." According to members of the FFNHA Partnership Team who drafted the criteria in 2006, the primary reason for including criteria directed to owners and managers was to ensure that all entities responsible for a site had signed off on the responsibilities outlined for Partner Sites. A simplified alternative was suggested that would eliminate duplicate criteria and add in a signature page for the person completing the application, the site owner, and the site manager. Would a signature page for site owners and managers provide a simpler alternative that would still accomplish what FFNHA needs?

- Yes
- Yes, a sign off page can work.
- No opinion
- We feel a signature page would be sufficient for owner/manages.
- That will work as long as the site owners and managers agree to be responsible for the performance of workers and the knowledge and reliability of the interpreters. Most importantly, each site needs dedicated and knowledgeable people communicating with visitors.
- Simple should be better.
- The signature page would be preferred.
- I think so.
- I think the signature page would work.
- This alternative would work if there was the same type of "checks and balances" on this page as with other websites where opening (and presumably reading) the policies of FFNHA was a required link before a signature could be added to the "owners/managers" list. With this requirement there would be some guarantee that new owners/managers had at least read the policies rather than just 'opening and clicking' to fulfill a project on a list of projects that needed to be completed.
- I am not sure a signature page would be simpler. Owners should certainly be asked to sign on to the inclusion of the site in FFNHA. It may be confusing to require managers to sign (many sites will not have any) and obviously someone has to file the application, so should sign the form.

7. The current structure only addresses Partner Sites. Some stakeholders feel that other categories, such as "Partner Events" or "Partner Trails" should be included as well. If additional



categories are included, it is likely that they would be phased in over time. Would you like to see other categories besides "sites" should be included as official FFNHA partners?

- Yes, Partner Trails helps incorporate the designated scenic byways, natural trails and other trail
 opportunities.
- Partner Trails would be an excellent addition. These are less likely to rely on annual line item funding than are "partner events". The problem with "partner events" in these unsettled budgetary times is that things previously considered "standard and reliable" have suddenly come on the chopping block. It might be appropriate to include events sponsored by partners, but I am very cautious about including a category designated as "Partner
- Who would decide which events would qualify? WE all think our events are worthy. This would have to be looked at carefully. Could some other designation be given other than partners? Events"
- YES
- Absolutely "Yes." As I have stated on another survey, EVENTS and our natural resource, the Neosho River, are an integral part of our stories.
- I assume "trails" are different from "Tours" of common themes. Does this mean marked trails or what? I would like to see events, tours, trails or tours included.
- Yes partner events.
- Yes.
- Yes
- I think that the more the merrier in this. There are lots of possibilities- what about performance groups or research libraries with significant holdings in the area that covers Freedom's Frontier?
- Links to other categories would be my preference over the broadening of the categories at this point in time. Eventually, once FFNHA has a track record established it may make sense to broaden the current structure to include other than partner sites.
- Yes, include other categories, especially "partner trails" that have already worked out sites and signage, and we should help them with appropriate self-guide aides. Events could be listed in the FFNHA website, as is already the practice. The staff should have some leeway of decision making here, and some simple and clear criteria met, especially to connect them to the themes of the FFNHA, and perhaps to particular official sites of the FFNHA.

8. Do you have any other comments or concerns regarding the FFNHA Partner Site criteria?

- None
- I am thankful for the opportunity to participate in this survey.
- no
- I still don't like the term "seasonal" because part time sites might be seasonal too. And again, it seems to me that open year round is much better than 5 months a year because different areas experience tourism at different times of the year.
- I encountered some problems using the website for the survey -- for example, not being able to get back to the questions on-line.



Between October 30 and November 7, 2008, area educators were asked to answer questions concerning Education Projects. Questions survey and results follow.

At what level do you teach?

			college/
K - 5th	6th - 8th	9th - 12th	university
14	8	10	1

Specify Grade Level

К	1	2	3	4	5	6	7	8	9	10	11	12	college- undergrad
0	0	0	0	14	0	2	3	6	7	3	4	5	1

Area of Specialty

History/ Social	Other (Please	
Studies	Specify)	
20		6
Other (Please Specif	ý)	
All Subjects		
Geography		
All Subjects		
All Subjects		
All Subjects		
All Subjects but arts a	nd p.e.	
Do vou currently tea	ch about any of th	e followina?

be you burrently teach about any of the following.										
The shaping of the		Other enduring								
frontier in Kansas	The Missouri-Kansas	struggles for freedom	No, I do not teach							
and Missouri	Border War	in this region	about these subjects							
19	16	19	8							



Which of the following do you use to teach about these subjects?

	My own lesson plans	Other curriculum material (please
Textbook	or lectures	specify)

21

22 Other curriculum material (please specify)

We use our Missouri book and curriculum from classes that are taught at the Frontier Trails Museum and a Pioneer simulation

14

WebQuests, Internet sites

Other history books, web sites, United Streaming, music and art

I have not found a text book that is good for uor grade level.

trade books, biographies, picture books, projects

HISTORICAL FICTION, ART CONNECTIONS, MATH CONNECTIONS, PLAY (SCRIPT) WRITING- BOTH BY STUDENTS AND TEACHER FAMILY REALIA F DOLLS AND RELEVANT STUDENT WRITTEN NARRATIVE

Internet, videos

Books from the library

College Notes, Field Trip, Videos, Projects, Internet

videos, web clips, the Internet in general, etc

movies, games

Novels (Dear Levi, Jimmy Spoon and the Pony Express, this year only Pocahontas)

Supplemental Advance Placement documents

We do several simulation activities related to westaward expansion/the Oregon trail and we have an inquiry unit developed for Missouri History

Do you take field trips to teach about these subjects?

No Yes (please specify) 18 11 Yes (please specify) George Washington Carver Monument Frontier Trails Museum National Frontier Museum, Discovery Center Missouri Town 1855 MAHAFFIE HOUSE IN OLATHE (SUPER) KAUFFMAN WORKSHOP (4 YRS. AGO) Truman Library Jefferson City History Field Trip We went to a student enrichement day over the "Burning of Dayton" **KS** Historical Museum Locations vary SURVEY RESULTS



Pony Express Museum In the past, we have visited the Trails Museum

Do the teaching materials you currently use to teach about these subject meet your needs?

Yes, completely (please mark	Yes, somewhat, but I would also	No. The problem with the materials				
yes in the comment box)	like: (specify)	currently available is: (specify)				
7	11	7				
		No. The problem with the materials currer	ntly available is:			
Yes, somewhat, but I would als	o like: (specify)	(specify)				
need more on a lower level		reading level is too high				
field trip possibility in the area, ha	ands on, local info relating to	no - I have to do a lot of research on my own	/the text does not			
certain time periods		give a full picture				
materials tailored to various age	groups and subject areas. (i.e.					
Sociology/Psychology)		no. they are genaric and could be more specific to the standards				
You are always looking for the last	stest information and an					
interesting way to reach the stude	ents.	they do not often match the sites we can visit				
Like more materials about this ar	ea of the Border War/Civil War	Not really, I would like to have more resources.				
since we are implementing inquir	y-based learning, it is difficult to					
create true inquiry activities relate	ed to history and Social Studies in					
general.		READING LEVEL A LITTLE TOUGH USUALLY				
more		Not enough info and books old				
SOME OF THE TRADE BOOKS	AND OTHER BOOKS					
Guest speakers						



Which of the following would be of interest to you?

	No	Some	Great			
	interest	interest	interest	Response	Average	
	(=1)	(=3)	(=5)	Count	Score	Rank
A searchable database with listings of existing online curriculum materials						
abou these subjects with reviews and rankings by other educators	0	5	15	20	4.5	2
A special section on the Freedom's Frontier website with interactive activities						
to encourage learning about these subjects	0	4	16	20	4.6	1
New Freedom's Frontier curriculum materials developed specifically around						
these subjects and geared for the specific grade level I teach	0	6	14	20	4.4	4
Freedom's Frontier outreach programs to bring Freedom's Frontier educators						
into my classroom	1	6	13	20	4.2	5
Teacher training workshops to learn about new ways to teach these subjects	3	11	5	19	3.2	9
Teacher training workshops for teachers-in-training at colleges and						
universities focused on these subjects	6	9	5	20	2.9	10
Grants available for educators to help develop new curriculum materials on						
these subjects	4	10	6	20	3.2	8
Grants to cover the cost of buses to enable my class to attend field trips to						
historic sites within Freedom's Frontier National Heritage Area	2	2	16	20	4.4	3
An e-newsletter for educators with information about educational opportunities						
based on these subjects	1	11	8	20	3.7	7
Opportunities to use technology to connect with resources and other						
educators through Web 2.0, podcasts, virtual field trips, etc.	1	6	13	20	0	5



What do you see as the greatest obstacles to spending more time teaching these subjects?

	Not an	Somewhat of an	A major			
	obstacle	obstacle	obstacle	Response	Average	
	(=1)	(=3)	(=5)	Count	Score	Rank
Need to cover so many other						
required curriculum components	0	9	15	24	4.25	1
No/limited interest in these						
subjects	14	9	0	23	1.78	12
No time to learn how to use and						
present new curriculum						
materials	3	17	3	23	3.00	7
Lack of knowledge about						
available curriculum materials	4	15	3	22	2.91	8
Lack of quality curriculum						
materials on these subjects	3	16	4	23	3.09	6
Lack of curriculum materials tied						
directly to core curriculum						
requirements	2	17	4	23	3.17	5
Lack of training about these						
subjects	8	11	4	23	2.65	9
No money for field trips	3	11	9	23	3.52	2
No money for buses for field	3	11	9	23	3.52	2
No time for field trips	7	14	2	23	2.57	11
No time to apply for grants	3	12	7	22	3.36	4
No/limited access to technology						
for distance learning or virtual						
field trips	7	13	3	23	2.65	10

Other (please specify)

also the need to tie kansas to world events. broaden the focus.

<u>Are there any other comments or suggestions about educational opportunities that you would like to share with Freedom's Frontier?</u> Sorry I didn't answer very many questions, but I don't teach this particular content

no



; from the



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PAPER

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Freedom's Frontier National Heritage Area Statement of National Significance and Themes

The draft statement of national significance and themes was posted at http://ffnha-hosting.com for public review and comment. All comments were compiled and appear in red underline text in the document below.

Background

The statement of national significance and the interpretive themes for Freedom's Frontier National Heritage Area (FFNHA) are part of the basic foundation for the heritage area along with the vision, mission and goals. These statements will provide a basis for much of the work that the heritage area will undertake in the next ten to twenty years by defining resources within the 41-county region that contribute to the national significance of the region and provide a framework for interpretive efforts.

As this heritage area originated in Kansas as the "Bleeding Kansas Heritage Area," one fundamental aspect of drafting the statement of national significance and the themes is ensuring that the perspective of the Missouri counties that have been added to the region is incorporated. In addition, while local stakeholders agree that the Missouri-Kansas Border War is one of the most significant stories they have to tell, stakeholders have different opinions about whether or not other nationally significant stories should also be included as part of the heritage area's interpretive focus. Some stakeholders feel that in addition to the stories and time period (1854-1865) of the Border War, related stories about frontier settlement that effectively set the stage for the Border War should be included. Other stakeholders feel that other stories of struggles for freedom that directly resulted from the Border War should also be included. Still others feel that *all* nationally significant struggles for freedom, regardless of whether they have a connection to the Border War, should be included as part of as part of struggles for freedom the heritage area.

FFNHA stakeholders have very strong feelings about the relative merits of a more narrowly focused approach versus a broader and more inclusive approach. Until this issue is decided and fully accepted by stakeholders, it will continue to divert discussions away from other heritage area issues. It will be important to resolve, once and for all, the issue of the interpretive scope and period of significance for the FFNHA.

In order to reach agreement on these important issues, it is important to understand the reasoning and the concerns behind different perspectives. This heritage area began with a smaller geographic area in Kansas and a narrower focus on Bleeding Kansas, thus many of the original stakeholders who have invested years into this effort came to the table with this specific interest. When national heritage area status was secured, the negotiations resulted in a broader geographic region that included more counties in



Missouri as well as a new moniker with the potential to include a broader focus on other struggles for freedom (Freedom's Frontier National Heritage Area instead of the Bleeding Kansas National Heritage Area). To effectively address the ramifications of these expanded geography and thematic scope of the heritage area the consultant team needed to reach out to Missouri stakeholders to ensure that their perspective was included and also help stakeholders determine what interpretive scope and time frame would be most appropriate.

Outreach to Missouri Stakeholders

While ensuring that the Missouri perspective was addressed in both the statement of national significance and the themes was identified as an early priority, Missouri stakeholders are currently underrepresented on the FFNHA Partnership Team. There are, for example, only three Missouri stakeholders on the current Interpretation and Education committee. It quickly became clear that additional outreach to other Missouri stakeholders outside of the FFNHA meetings would be essential in order to develop themes and a statement of national significance that truly reflected the perspectives of both Kansas and Missouri stakeholders. Starting with the Missouri stakeholders on the Interpretation & Education Committee, planning team member Amy Webb conducted phone interviews to discuss key questions relating not only to themes, but also to the statement of national significance (see full list of questions and responses in Appendix A). In addition, interviewees were asked for the names of other Missouri stakeholders for additional phone interviews. A total of 17 Missouri stakeholders were identified and contacted and 12 phone interviews were conducted in March and April 2008.

Missouri stakeholders interviewed generally agreed on the following:

- The proposed criteria for theme development generally made sense, with the additional clarification that the themes should reflect the nationally significant elements of the heritage area.
- None of the existing sets of themes are exactly what FFNHA needs.
 - Themes from the FFNHA feasibility study are too narrowly focused on the Kansas perspective do not encompass the Missouri perspective.
 - Themes from the Rivers, Trails and Rails feasibility study are too focused on Missouri and do not fit with "Freedom's Frontier." While these themes highlight nationally significant stories in the Missouri counties that have been added to the heritage area, not all these stories are directly connected to stories of "freedom."
 - Themes brainstormed during Spring 2007 FFNHA meetings are abstract and confusing to many stakeholders.
- The Border War is a key story. Substituting "Missouri-Kansas Border War" for "Bleeding Kansas" would allow FFNHA to provide a broader perspective that includes both Missouri and Kansas while retaining a primary focus on the same stories and time period.



- The addition of the Missouri counties strengthens several aspects of the heritage area including adding in the starting point for several significant national trails and the Pony Express.
- The addition of the Missouri counties provides a good opportunity to provide different perspectives on the Border War.

Missouri stakeholders had different opinions about the following:

- The time period that FFNHA should be interpreting. Some stakeholders felt that the primary focus should be on the Border War/Civil War period, others felt that the events leading up to or directly resulting from the Border War should be included. Other stakeholders felt no time frame or period of significance should be imposed.
- The inclusiveness of the proposed themes. Some felt that the focus should be on stories directly related to the Border War; others felt that stories related to other unrelated struggles for freedom should be included as well.

Missouri stakeholders also expressed several concerns, including:

- Concern that Missouri would be cast as the "villain" with Kansas as the "hero" in telling the stories of the heritage area, with a related concern that the heritage area would dictate exactly how these stories should be told.
- Concern about the commitment of time and travel that is required to be part of the monthly FFNHA meetings, with related concerns about what is accomplished at the meetings due in part to the large number of attendees and the requirements placed on a national heritage area.
- Concern that the heritage area might benefit only large, established sites and that there may not be a benefit for smaller sites to participate. Related to this concern is the observation that currently, a number of smaller, volunteer-run sites are making a substantial personal commitment to attend FFNHA meetings while other larger, professionally staffed organizations that potentially stand to benefit from the heritage area are not making the same investment of time and travel funds.

Missouri and Kansas FFNHA stakeholders share a common passion for history, especially related to the Border War—even though their specific interpretation or perspectives of the events of that time are not always the same. It is this shared passion, however, that should drive the statement of national significance and themes to allow for multiple perspectives to be shared. The goal of the heritage area would be to share multiple perspectives without judgment in order to allow visitors or residents to consider all sides and come to their own conclusions. By participating in the <u>General Management Plan (GMP)</u> process, smaller sites have an opportunity to ensure that the kind of assistance they need most will be included as a priority for the heritage area.

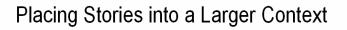
The Merits of a More Inclusive Approach

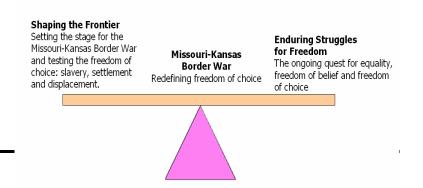


As noted above, there is also disagreement between FFNHA stakeholders about whether the heritage area should focus more narrowly on the Border War or more broadly on the Border War and all other nationally significant struggles for freedom within the region. While acknowledging the concerns of some FFNHA stakeholders about the ramifications of a broader approach, the management team strongly recommends a more inclusive approach of addressing all nationally significant struggles for freedom (including, but not limited to the Border War) as the appropriate choice for FFNHA. The reasons for this recommendation are outlined below.

- 1) A more inclusive approach that includes all nationally significant struggles for freedom is more in keeping with the intent implied by the name change to "Freedom's Frontier National Heritage Area" and the broader focus implied by the feasibility study that was submitted to secure preliminary National Heritage Area status. Every heritage area is created as an individual Act of Congress, and the process of designation is very political. While FFNHA has already secured preliminary national heritage area designation, the general management plan (GMP) is the final step to help secure permanent designation. If the focus of the heritage area is substantially changed from the description in the original feasibility study, this change back to a more narrow focus on the Border War has the potential to create challenges in seeking permanent designation and/or efforts to secure federal funding once permanent designation is secured.
- 2) The significance of the Border War cannot be fully explained without an understanding of the events leading up to this time. Likewise, while the resolution of the Border War resolved some issues related to freedom, it did not resolve all issues. This is most effectively illustrated by sharing other enduring struggles for freedom. By including a broader focus the events of the Border War can be placed into a larger context which will ensure that they are better understood. The image below illustrates how the core stories of the Border War can be balanced by stories of other struggles for freedom that came before and after these events.

A key to successful interpretation is connecting the past with the present, and by creating a larger context that includes other struggles for freedom it will be easier to make these connections. A broader approach will make the stories of the







Border War and the struggles for freedom this war represents more relevant for today's audiences.

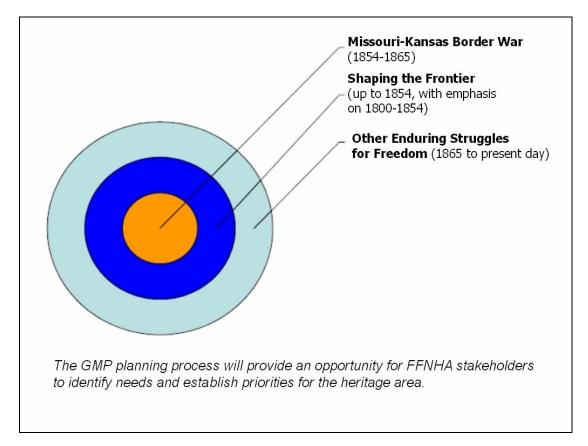
- **3)** A more inclusive approach will expand possible funding opportunities for the heritage area. Federal funding for the heritage area is not guaranteed and is likely to be highly competitive. The intent would be to leverage federal funding with other funding sources from philanthropic entities within the region. A broader focus will help with efforts to secure both federal funds and other funds as well. Funders are more likely to give to a regional effort, and the inclusion of other struggles for freedom, particularly those that address the struggles of groups such as African Americans, Native Americans and women, will open up potential funding opportunities for FFNHA that would not be available if the focus was just on the Border War.
- 4) There are only a limited number of sites in the FFNHA that have fully developed visitor experiences focused on the Border War. This is a large heritage area, and currently there are limited opportunities for visitors to learn about the Border War at sites within the region. More developed sites (such as Brown v. Board of Education or sites associated with the national trails) in the region that tell the story of other struggles for freedom will be important for early tourism promotional efforts for FFNHA in order to create a critical mass of related things for visitors to see and do in the area now. By strengthening connections between these established sites and other contributing sites in the FFNHA region, FFNHA will help to ensure that the destination is well worth the drive for potential visitors.

By including well developed visitor sites associated with other enduring struggles for freedom in early promotional efforts for FFNHA, less developed sites within the region have an opportunity for greater visibility by creating a connection with established attractions. Many of these sites already attract a substantial number of visitors, and if these established sites begin to cross-promote other FFNHA sites within the region, smaller sites stand to benefit from increased visitation.

5) While a more inclusive approach leaves the door open for broader involvement by other partners down the road, it does not mean that all partners have the same priority for development efforts in the region. A number of current FFNHA stakeholders are primarily interested in the Border War, which is currently not interpreted to the extent that other stories (such as the national trails or Brown v. Board of Education) have been. As a number of these other sites have already made a substantial investment into developing the visitor experience, it would be logical to make the Border War the first priority for interpretive development efforts through FFNHA.



This "bullseye" graphic below illustrates how priorities might be established by local FFNHA stakeholders through the GMP process. Given the interests of current stakeholders and the need to more fully develop visitor experiences around the Border War in order to effectively tell the story, creating an initial focus on developing this aspect of FFNHA would be very appropriate.



To me, the 3 themes on the target on p. 6 are clear. The dates assigned to the 3 themes enable inclusivity, accommodate related sub themes without even listing them, stimulate and accommodate story ideas from everyone in the area, and address #5 of "Key criteria for theme development" avoid overlap between themes at the bottom of p. 13.

I also think it is important to differentiate "overlap" and "connections." Connections are not only good, they strengthen stories and help visitors understand the BIG STORY of Freedom's Frontier.

6) While there are differences of opinion, the majority of FFNHA stakeholders prefer the more inclusive approach. A Spring 2008 online survey of FFNHA stakeholders indicated that the majority of stakeholders would like to see a broader focus. 74.2% of the FFNHA stakeholders responding to the survey indicated that they would like to see FFNHA focus on the Missouri-Kansas Border War as well as other enduring struggles for freedom in this region, as



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opposed to 25.8% who favored focusing exclusively on the Border War and the events leading up to or resulting from the war. While there are differences of opinion on this subject even amongst members of the FFNA Steering Committee, the majority of Steering Committee members also favor a more inclusive approach.

Additionally, the discussion around the development of a vision, mission and goals for FFNHA support a more inclusive approach. The mission states that FFNHA *"identifies and articulates the multiple definitions of freedom debated in the past and still relevant today."* The small group discussions in the visioning process indicated a preference for a broad range of stories. Yet, the participants also desired that FFNHA achieve a national reputation as an authentically interpreted region where the Border Wars took place. Visitors could be drawn by the Border War story and then find a wealth of other stories that are interpreted.

Statement of National Significance

For the reasons cited above, the draft statement of national significance is based on a broader focus that includes the Border War as well as all other nationally significant struggles for freedom within the region. In drafting the statement of national significance, several National Park Service definitions of "national significance" were taken into consideration including the National Heritage Area feasibility study guidelines for nationally distinctive landscapes as well as the definition of "national significance" included in the guidelines for *Save America's Treasures* projects. These definitions are as follows:

NATIONAL HERITAGE AREA FEASIBILITY STUDY GUIDELINES EXAMPLES OF NATIONALLY DISTINCTIVE LANDSCAPES

Nationally distinctive landscapes are places that contain important regional and national stories that, together with their associated natural and/or cultural resources, enable the American people to understand, preserve and celebrate key components of the multi-faceted character of the Nation's heritage. The landscapes are often places that represent and contain identifiable assemblages of resources with integrity associated with one or more of the following:

- 1. important historical periods of the Nation and its people;
- 2. major events, persons and groups that contributed substantively to the Nation's history, customs, beliefs, and folklore;
- 3. distinctive cultures and cultural mores;
- major industries and technological, business and manufacturing innovations/practices, labor movements and labor advancements that contributed substantively to the economic growth of the Nation and the well-being of its people;
- 5. transportation innovations and routes that played central roles in important military actions, settlement, migration, and commerce;
- 6. social movements that substantively influenced past and present day society;



- 7. American art, crafts, literature and music;
- 8. distinctive architecture and architectural periods and movements;
- 9. major scientific discoveries and advancements; and
- 10. other comparable representations that together with their associated resources substantively contributed to the Nation's heritage.

(Source: http://www.nps.gov/history/heritageareas/FSGUIDE/appendix1.html)

SAVE AMERICA'S TREASURES NATIONAL PARK SERVICE

The quality of **national significance** is ascribed to collections and historic properties that possess exceptional value or quality in illustrating or interpreting the intellectual and cultural heritage and the built environment of the United States, that possess a high degree of integrity and that:

- Are associated with events that have made a significant contribution to, and are identified with, or that outstandingly represent the broad patterns of United States history and culture and from which an understanding and appreciation of those patterns may be gained; or,
- Are associated importantly with the lives of persons nationally significant in the United States history or culture; or,
- Represent great historic, cultural, artistic or scholarly ideas or ideals of the American people; or,
- Embody the distinguishing characteristics of a resource type that:
 - Is exceptionally valuable for the study of a period or theme of United States history or culture; or
 - Represents a significant, distinctive and exceptional entity whose components may lack individual distinction but that collectively form an entity of exceptional historical, artistic or cultural significance (e.g., an historic district with national significance), or
 - Outstandingly commemorates or illustrates a way of life or culture; or,
- Have yielded or may yield information of major importance by revealing or by shedding light upon periods or themes of United States history or culture.

(Source: <u>http://www.nps.gov/history/hps/treasures/national.htm</u>)

Existing statements regarding national significance from past feasibility studies as well as a compilation of the existing themes were shared with key FFNHA stakeholders in both Missouri and Kansas to identify elements that stakeholders liked and wanted to keep as well as elements that stakeholders did not feel were a good fit. Stakeholders also recommended historical accounts of the region that could provide a balanced overview of the region to inform both the statement of national significance as well as the themes. Based on these definitions, a review of historical documents about this region, and discussions on national significance with FFNHA stakeholders, a statement of national significance was drafted. Once the initial statement of national significance and themes were completed, two conference calls were held with the FFNHA Steering



Committee and the FFNHA Interpretation and Education Committee to secure additional feedback in advance of the May FFNHA Partnership Team meeting where the statement of national significance and themes were presented. E-mail correspondence with committee members both before and after each call yielded additional input for both the themes and the statement of national significance.

Draft Statement of National Significance

Freedom's Frontier National Heritage Area is nationally significant for its association with important historical periods of the Nation and its people; major events, persons and groups that contributed substantively to the Nation's history; and transportation innovations and routes that played central roles in military actions, settlement, migration and commerce. This is clearly stated and for us in St. Joseph we will be able to use this "Thesis Statement" in many ways for our own themes related to the Freedom's Frontier. During the first two-thirds of the nineteenth century, this region was a crossroads where peoples with varying definitions of "life, liberty, and the pursuit of happiness" collided, inciting and fueling the bloodiest conflict ever fought on American soil — the Civil War. The events have shaped the way the people in the region address the ongoing struggles that continue to re-define the nation's meaning of "freedom."

From the time of Missouri statehood in 1821 With the broader approach, I believe we should add the Lewis and Clark story in here as their trip began westward expansion in some ways AND it is a story that has already been developed and shouldn't be difficult to add. and the setting up of the "Indian Line" by Secretary of War John C. Calhoun in 1825 until the Kansas-Nebraska Act of 1854, the border between the present-day states of Kansas and Missouri marked the boundary between Euro-American and Native American settlement in the United States. In the early nineteenth century, while mostly Northern and European pioneers poured into the vast new lands of the Northwest Territory and northern reaches of the Louisiana Territory, their Southern counterparts moved into the region later named "Missouri." For forty years after Missouri became a territory in 1812, Southern expansion northwest was stalled by what is now the Missouri-Kansas border. Because of the policy of Indian Removal and the establishment of the new territory for white settlement, this border marked the boundary between the "permanent Indian Frontier" in present day Kansas and white settlement in Missouri.

In 1821, Missouri was granted statehood and, as part of the hotly debated Missouri Compromise, entered the union as a slave state while Maine was admitted as a free state to maintain political balance. The compromise further stated that all of the Louisiana Purchase territory north of the southern boundary of Missouri (with the exception of Missouri itself) would be free, while slavery would be permitted to exist south of or below Missouri's southern border. This placed Missouri, the northernmost slave state, in an exposed and vulnerable geographic position surrounded on several sides by free states, especially as the debate over the extent and the boundaries of the slavery system intensified in the years leading up to the Civil War.



Replace the preceding three paragraphs with: FFNHA is nationally significant as an important repository of unique stories about how life on the Missouri/Kansas frontier including its people, places and events, has shaped our nation's evolving definition of "freedom". Early native-American residents responded to the encroachment of white exploration and settlement along with the introduction of tribes from the East during the Indian Removal period. Military, commercial and migration routes criss-crossed the territory significantly impacting the expansion of the nation and impacting the landscape. The struggle to determine the free or slave status of the Kansas/Nebraska Territory set the stage for the bloodiest conflict ever fought on American soil – The Civil War. The guerrilla nature of the war on the border impacted property and civilians in a devastating manner. The region and nation continue to address the ongoing struggles of race, tolerance, and liberty in the attempt to redefine the nation's meaning of "freedom."

Prior to the Kansas-Nebraska Act, the western Missouri border essentially functioned as the western frontier of the United States. Under the terms of the Missouri Compromise, it was also the slave-holding frontier. Commerce along the Santa Fe Trail, movement along the Military Roads, and military posts brought Indo-Europeans to the area. The 1830 Indian Removal Act brought eastern tribes into the territory. With the Gold Rush in 1849, a flood of people jumped across the Great Plains to California. Mostly northern and European pioneers moved across the Great Plains to the Oregon Territory from the 1840s on. For forty years after Missouri became a territory in 1812, Southern expansion was stalled at the Missouri/Kansas border. By 1854 the Missouri/Kansas state line functioned as a dam holding back the tide of western expansion.

Federal law prohibited permanent white settlement in Indian Territory, with the exception of religious missions, white pioneers, (what is meant by white pioneers?) explorers, and traders. Confusing to a KS-MO neophyte like myself, isn't all of these groups considered permanent white settlements? Or is this the irony of the federal law? The Euro-Americans that did travel through or settle in Indian Territory during this time-many from Missouri-became increasingly familiar with the land to the west. Three nationally significant trails associated with westward expansion were developed during the first half of the 19th century, the Santa Fe Trail, the Oregon Trail, and the California Trail stretched from Missouri through Kansas. The Oregon and California trails Noting the Oregon-California Trails Assn. the California Trail began in St. Joseph, not Independence. in 1849 began in Independence, and St. Joseph in Missouri and this region was also a primary jumping off point for the Santa Fe Trail. These trails served as vital transportation routes for settlers, traders and prospectors in the pre-railroad west. Yet, Kansas was among the places to which a number of Native American peoples had been forcibly resettled, then later pressured to "remove" to other parts of Indian Territory. The Native American "Trail of Tears" and the later "Trail of Blood on Ice" ultimately connected to Kansas and impacted Missouri.



Prohibited White settlement in Indian Territory---Missionaries, traders and employees of the Indian agencies could legally settle in the territory. Explorers, teamsters on the Santa Fe Trail, gold seekers on the California Road and pioneers on the Oregon Trail could only pass through. I think this paragraph, as written, conflates these two categories. It is absolutely important that a majority of the missionaries, traders, agency employees, explorers, Santa Fe teamsters and guides on the Oregon trail were Missourians. Their experiences gave them familiarity with and a sense of "ownership" of Kansas. One could add, as well, the 4,000 Missourians who marched down the Santa Fe Trail from Fort Leavenworth to the Mexican War, seeing Kansas scenery very slowly.

<u>Trails began in Independence---There was significant competition with Westport,</u> <u>particularly in the 1850's, and the Westport branch of the trail might deserve a mention.</u>

You may want to mention that some of the reasons for the wagon traffic west included people wanting to get away from the Boarder War and Civil War, and the Gold Rush The thousands of wagons and animals also stressed the regional ecology and its support of those Indian cultures that remained. The significant increase of wagon and animal traffic across the region led to the rapid deforestation of river and stream valleys as the pioneers sought forage and firewood—a rare commodity on the plains. The depleted valleys <u>provided proved</u> to be a great loss to the indigenous Indian tribes who relied on them for shelter during the fierce winter months.

The westward expansion and mingling of cultures soon turned to intrigue. Perhaps this land was more than the "Great American Desert." The less vegetated landscape of the Great Plains might indicate less precipitation - but would also require less effort to place into cultivation than the forested lands to the east. By the mid 19th century, the lure of a new life and opportunities in the western frontier proved too enticing to ignore. Additionally, the lure of wealth in California increased the desire to build railroads The first Railroad in the area was completed in St. Joseph Mo called the Hannibel St. Joseph Railroad, across Indian Territory and become wealthy to acquire wealth through land speculation. White pioneers of all persuasions pressured Congress to open the Indian frontier for white settlement. In 1854, Congress finally succumbed to the pressure, passing the Kansas-Nebraska Act. The Act was controversial for many reasons. First, it opened Kansas to white settlement before the new territory was surveyed and Indian treaties were negotiated, resulting in a culture of squatting and land disputes. Second, it nullified the Missouri Compromise by calling for popular sovereignty on the issue of slavery, placing the slavery status of the new territories in the hands of the people who were willing to give their lives or pay others to do so to extend the reach of their influence.

<u>Westward expansion and mingling of cultures soon turned to intrigue---the thread of</u> <u>"intrigue" gets a little lost in the Great American Desert. Really two different thoughts,</u> <u>one ignoring the climate and the other pressuring Congress for the K-N Act. Certainly</u> <u>there were a number of forces pushing for the Act, but I don't think "white pioneers of all</u> <u>persuasions" quite captures it. The group included squatters from near-by Western</u>



Missouri, some of the Indian agents, missionaries and traders who knew they would be in on the ground floor, some Indian leaders who wanted to sell land, St. Louis railroad interests, Chicago railroad interests, Western Iowans, etc.

Act was controversial for many reasons---Far and away the biggest controversy was repeal of the Missouri Compromise. Northerners thought the question of westward expansion of slavery had been settled for good, and here it was back again. Some others, like Thomas Hart Benton, thought the idea of self-government for fledgling territories with miniscule populations was absurd. I am not sure that the unavailability of clear land title was a hot issue in the debate, but I could be convinced with citations. However, land title was a major disruptive factor for the first few years in Kansas territory, where more battles were fought over land than over politics. Actually, the Indian treaties were "negotiated" prior to the K-N Act, but gave a period of years, three in the case of the Shawnees, to choose individual holdings in a "diminished" reserve, and hence, an ability to supercede any squatter's claim in Johnson County. There was also a large controversy about the ability of Indians to sell their right or "float." The surveys could have been done much faster, if Congress had provided funds, and probably it was assumed they would be, if that issue was considered at all.

Uncertainty over land ownership in advance of the election in the Kansas territory led to unconventional and, in some cases, illegal actions. Representatives of both sides <u>of the slavery issue</u>, from as far as Massachusetts and Alabama, provided aid to settlers in an effort to swing the vote. <u>Many Missourians favoring slavery</u> crossed the border in large numbers to vote illegally in the Kansas elections. When the first vote resulted in a pro-slavery government, free-staters denounced it as fraudulent and established a competing free-state government. At the time, the establishment of a free-state government was both illegal and treason as this government was not considered by pro-slavery national leaders to have officially won general support in the territory.

Replace the above paragraph with: The proslavery Southern states and the antislavery Northern states knew how important the battle for Kansas would be. The saying "As goes Kansas, so goes the nation" became popular. Ways of life and lives were at stake. Uncertainty over land ownership had created tensions. Missourians crossed into the Kansas Territory to vote illegally in the 1856 election. When the vote brought about a pro-slavery government in Lecompton, Kansas, comprised of Missourians, Free-Staters denounced it as fraudulent and "bogus." The Free-Staters formed their own government based in Topeka, Kansas, which pro-slavery factions condemned as treasonous and "extralegal." These governments, 17 miles apart, submitted constitutions to Congress. Both documents were voted upon and both votes failed.

I think this paragraph needs more work to find the right tone. Perhaps I am not reading this piece correctly but the phrase "free-staters denounced it as fraudulent..." seems to imply that it was not fraudulent and I do not think there was much question about that.



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Uncertainty over land ownership...led to illegal actions---Again, land titles were an important problem, but probably not an influence in the March 1855 "Bogus" election. The overwhelming "outside" aid to influence the election came from slave-owners in Western Missouri, organized into "Blue Lodges" and led by Senator David Atchison. They paid a daily stipend to the 5,000 Missouri men who crossed the border to vote. The New England Emigrant Aid Company and other emigrant aid companies raised money to send settlers, with the eventual aim of constituting a Northern majority (and making a profit.) But they did not do so with the specific thought of the Bogus election. Part of the Missouri strategy was to hold the election in March, before too many northerners could get up the river. In answer to appeals from Missouri slave-owners, Alabama and other Southern states sent fighters, but that came later.

<u>Established a competing free-state government.</u> Probably more accurate to say that Congress and the President did not recognize the Topeka Legislature because the proslavery Territorial Legislature was considered to be the lawful government of Kansas, (arguably) elected under the rules of the Kansas-Nebraska Act. The question of general support in the territory became an issue later, in the vote on the Lecompton Constitution, for example. Not too strong, though, to say the Topeka Movement was illegal and treasonable.

Both sides resorted to violence. A pro-slavery raid on Lawrence, Kansas on May 21, 1856, resulted in a tremendous loss of property including the destruction of the presses for two free-soil newspapers and a hotel serving the New England Emigrant Aid Company. Just three days later, John Brown's execution of five unarmed proslavery settlers along Pottawatomie Creek further escalated the violence from looting and destruction to murder. These events marked the onset of years of violent guerilla warfare along the Kansas-Missouri border that garnered national headlines about "Bleeding Kansas," focusing national attention on this heated border dispute and ultimately helping to precipitate and fuel the Civil War.

Replace the above paragraph with: Both sides of the slavery issue resorted to guerilla warfare. A Pro-Slavery raid on Lawrence, Kansas on May 21, 1856 resulted in loss of property including the destruction of two free soil newspapers and the hotel serving the New England Emigrant Aid Company. Three days later, in reaction to the murder of five Free-Staters, John Brown executed five pro-slavery settlers along Pottawatomie Creek. Further looting and violence escalated along the Kansas-Missouri border. International headlines focused on "Bleeding Kansas." The Civil War followed.

Americans <u>could</u> closely monitor<u>ed</u> the events through national news coverage and public speeches. The slavery issue, brought to light by the Border War between Kansas and Missouri, became a central national concern with the role of the new Republican Party in the 1860 presidential election. Abraham Lincoln's victory intensified the rift, hastening Southern Secession.



Slavery issue, brought to light by the Border War---It is hard to get around the shorthand of the issue of "slavery." The issue in 1854 and even in 1861, was not slavery, i.e. the abolition of slavery, but rather the expansion of slavery to the west. Free soil Kansans saw slavery not so much as an evil but as a competing economic system with which yeoman White farmers could not compete. Lincoln and the Republican majority did not endorse abolition until late in the war. The inability to expand the slave system was a great concern for Southerners who were concerned about the long-term viability of the system. I am not sure how to say all this in a few words, but it is a significant point, nearly always fuzzed over.

Although Missouri did not formally secede from the Union, the state was split between the Union and Confederate causes. Kansas remained decidedly on the side of the Union, becoming the first state to recruit African-Americans to serve in the Union Army. A unit that would become known as the "Tricolor Brigade" included blacks, whites and Indians, some of whom had followed Opothleyahola, a Loyal Muskogee, from the South to Kansas at the start of the war. The First Kansas Colored Volunteer Infantry was the first "colored" infantry to see combat at Island Mound in Bates County in Missouri.

As the Civil War escalated, border tensions only further intensified. Whereas many Missourians enlisted in both the Union and Confederate Armies, some Missourians, like William Quantrill, formed their own militias. (This is backwards, the Kansas units were formed first. Units under Lane, Jennison and Montgomery had been active in the Bleeding KS time. Many saw this as a way to settle old scores. Jennison's Independent KS Jayhawkers began raiding into MO in July of 1861 before they were formally mustered into the Union Army. They looted, robbed and murdered indiscriminantly from then until the spring of 1862 when the Union sent thrm out of the region because they were driving so many men to fight as guerrillas or with the Southern cause who otherwise would have been neutral. Quantrill was not a Missourian. He came to this area in 1861 from his home in Ohio byway of Kansas. He and local men formed guerrilla units to protect their farms, families and property from the raids by Kansas troops under Jennison, Anthony and Lane. This is not the wording I would suggest, but background information.)

What about the battles in Missouri? Lexington, Lone Jack, Westport and the burnings of these towns: Osceola, Dayton, Columbus, Rosehill, Westpoint, Butler, Nevada? Should some of this be referenced?

Jayhawker James H. Lane formed the Kansas Brigade, a Union infantry regiment that <u>employed guerilla tactics to counter the militias</u>. (That was not the reason he formed this group. Please check with some other historians for his purpose) In response to three years of Jayhawker raids on homes, businesses, and families in western Missouri, William Quantrill and his <u>militia guerrillas</u> responded with a second sacking of Lawrence, <u>Kansas</u> in 1863. The Union Army's attempts to <u>round up</u> suppress the bushwhackers in Missouri was stymied in part by the support Missouri residents provided to the bushwhackers, who were viewed as local protectors (see note below) in extremely



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unsettled times. In addition, the hilly and heavily vegetated landscape in western Missouri afforded ample opportunities for the bushwhackers to hide. The Union Army ultimately responded by issuing Order No. 11, which called for the unprecedented evacuation <u>of more than 20,000 white civilian refugees</u> and burning of entire counties along Missouri's western border. This part of western Missouri became known as the "Burnt District" because of the extent of the devastation in the region. Despite the escalating violence in the region, the settlement of the west continued to advance with this region as a critical jumping off point. The legendary but short-lived Pony Express established a transcontinental communications system between 1861 and 1862 <u>Correct</u> <u>dates for the Pony Express are 1860-1861</u> by establishing a link between St. Joseph, Missouri and Sacramento, California that reduced the transit time to ten days. <u>The</u> <u>preceding sentences seems out of place</u>.

I think this paragraph also needs some more work in finding the right tone. I think there are a number of motives that have been ascribed to both the Jayhawkers and the Bushwackers and the motives of both will be debated by historians and others for years to come. I also think if a view point is given, it should be identified (line 7, "who were viewed as local protectors...) I think it is a very difficult to neutrally convey the state of things in that period through implied view points.

<u>Pony Express---I feel for Amy, trying to work in as many groups as possible. The</u> <u>express riders arrive here, as they often did, suddenly and unexpectedly—in the middle</u> <u>of the Burnt District. It is a problem trying to include all the groups who are, or might</u> <u>become, partners. One has to almost go one way or the other, all of them or none of</u> <u>them.</u>

Although the Civil War brought freedom-related issues to the fore, it did not resolve them. In his November 1863 Gettysburg Address, Abraham Lincoln referred to this "unfinished work" towards redefining freedom. He stated "...It is rather for us to be here dedicated to the great task remaining before us...that we here highly resolve that these dead shall not have died in vain -- that this nation, under God, shall have a new birth of freedom -- and that government of the people, by the people, for the people, shall not perish from the earth." Just as this region was the front line of the Civil War, (it was actually often almost ignored during the war which is one reason so much lawlessness occurred. In what ways do you mean it was the front line?) it continued to contribute to the nation's progress and setbacks in the ongoing struggle for freedom in the years to follow.

Some of the escaped slaves remained in Kansas settlements, such as Quindaro. Many others lived throughout eastern Kansas. While slaves were freed following the Civil War, racism persisted on both sides of the Kansas-Missouri border. Following Reconstruction, Kansas Governor John P. St. John's policy of welcoming black emigrants who came to the state as part of the Exoduster Movement was extremely controversial. Although the State of Kansas was the first state to legally oust the Ku



Klux Klan in 1925, the Kansas Supreme Court repeatedly upheld the constitutionality of school segregation. It was not until the landmark 1954 case of *Brown v. Topeka Board of Education* that the United States Supreme Court overturned this decision and paved the way for school integration nationwide. President Harry Truman, who was raised in western Missouri and whose grandparents had suffered tremendous losses during the Border War, advanced Civil Rights with his 1948 Executive Order 9981 which declared that everyone in the armed services, regardless of race, color, religion or national origin, should be provided with equal treatment and opportunity.

African Americans are only one of the groups that have endured national struggles for freedom in this region. Growing freedom and rights for other groups such as Native Americans and women provided new opportunities for leadership and achievement by individuals in this region in the twentieth century. Native Americans like Charles Curtis, who grew up on the Kaw Indian Reservation in Kansas, went on to become Vice President of the United States in 1929 under Herbert Hoover. Women - including Amelia Earhart who was born in Atchison Kansas - grew up to defy gender stereotypes and blaze new trails in the traditionally male-dominated field of aviation.

The ongoing quest for freedom is <u>an elusive a continuing</u> struggle <u>that continues to be</u> <u>developed and refined</u>. The lessons that can be learned from the Missouri-Kansas Border War as well as other struggles for freedom by Native Americans, women seeking equal rights, <u>African-Americans</u> and other groups all contribute to an evolving definition of freedom <u>which</u> continues to shape who we are as Americans. The sobering as well as the inspiring nationally significant stories in this region can help us learn from the past to inform the way we view freedom today. The Freedom's Frontier National Heritage Area provides opportunities to learn about and experience the evolving ideal and fundamental American value known as "Freedom."



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Theme Development

The draft statement of national significance provides an important starting point for the FFNHA themes. In addition to considering the statement of national significance, three existing sets of themes were identified to build from in developing themes and sub-themes for the FFNHA General Management Plan (see Appendix B for more information about existing themes). These included:

A) themes set forth in the 2004 Feasibility Study prepared for Freedom's Frontier National Heritage Area reflecting the Kansas counties in the heritage area;

B) themes outlined in the draft 2005 Missouri-Kansas Rivers, Trails and Rails National Heritage Area Feasibility Study for a proposed heritage area in the greater Kansas City area that did not come to fruition ; and

C) two iterations of themes brainstormed by the full Freedom's Frontier Partnership Team in its March 2007 meeting.

Given that substantial effort and energy had already been spent by other consultants and the FFNHA Partnership Team in exploring potential themes, the planning team spent a considerable amount of time analyzing the existing themes and developing a revised set of themes based upon feedback from current stakeholders (with special outreach to Missouri stakeholders as described above). The themes in the FFNHA Feasibility Study were given careful consideration as these were the themes that were submitted to the National Park Service for the preliminary National Heritage Area designation. The acknowledged deficiency in the FFNHA feasibility study themes was the lack of representation on the part of the Missouri counties that are now part of the Freedom's Frontier National Heritage Area.

Based on theme development work for other planning projects, management team consultant Amy Webb developed an initial list of seven (7) key criteria for theme development to assist in evaluating the existing proposed themes and identifying the strongest aspects as well as gaps or missing elements. These seven criteria include:

Key criteria for theme development

- 1) Must tie in to "Freedom's Frontier" title/name in some way
- 2) Must incorporate stories that are unique to this region
- 3) Fewer themes are better than more themes
- 4) Need to be simple and easy to understand
- 5) Must be distinct from each other (avoid overlap between themes)
- 6) Allow for growth/expansion over time without alteration

7) Represent the national significance of the full region, not just one part, place or perspective



Observations on the FFNHA Feasibility Study Themes

As the FFNHA Feasibility Study was conducted prior to the addition of Missouri counties, it is not surprising that the themes proposed in the document reflect a Kansas perspective. "Kansas" is mentioned four times—in the main theme as well as in two of the five sub-themes. "Missouri" does not appear in any of the themes or sub-themes. While the Kansas focus is not surprising given the genesis of FFNHA as the "Bleeding Kansas Heritage Area" and the focus in the feasibility study on the Kansas counties, the expansion of the region to encompass a number of Missouri counties, themes might more appropriately refer to the "Missouri-Kansas Border War" rather than "Bleeding Kansas."

The Border War and the implications for both Kansas and Missouri is the biggest story that FFNHA stakeholders are most anxious to share. Using this broader moniker as part of the main theme and sub-themes will offer FFNHA the flexibility to provide multiple perspectives on these significant events in American history. The Bleeding Kansas story will continue to be one of the region's important stories. However, a broader lens will encompass other related stories, including those of Order No. 11, the Burnt District and Civil War battles. While "Bleeding Kansas" received a tremendous amount of national press at the time, history shows that there was a great deal of bleeding on both sides of the border.

In the proposed themes in the FFNHA Feasibility Study, the third and fourth sub-themes overlap as they both address the African-American experience within the region (one focuses on the Underground Railroad, the other on the enduring struggles of African Americans). Also, even though the Underground Railroad is identified as one of the four most important sub-themes in the FFNHA Feasibility Study, only one site in the FFNHA-developed *Contributing Sites* database mentions the Underground Railroad in the site description. The full story of the African-American struggle for freedom cannot be told without also discussing the Underground Railroad; thus combining these two sub-themes would create a more concise list of sub-themes in keeping with the third criteria of brevity above. It would also provide greater clarity about the most appropriate sub-themes for stories by avoiding situations where the same story fits under multiple sub-themes.

Sub-themes 4 and 5 focus on the "enduring struggle for freedom" and specify two specific groups (African Americans and Native Americans). Again, with the goal of having as concise a list as possible and with the additional goal of allowing for growth and expansion over time without needing to add new themes, it might be preferable to collapse these two themes into "Enduring Struggles for Freedom" which then allows the flexibility to explore the struggles of African Americans, Native Americans, Women, Religious groups or any other group in the future without altering the basic framework of the main theme and sub-themes.



Observations on the Draft Missouri-Kansas Rivers, Trails and Rails National Heritage Area Feasibility Study

The second set of draft themes was developed in 2005 for the feasibility study for the Rivers, Trails and Rails National Heritage Area, a separately proposed heritage area that did not come to fruition. This proposed National Heritage Area would have included the greater Kansas City area. A number of the Missouri counties included in this proposed heritage area are now part of the expanded Freedom's Frontier National Heritage Area. Thus these themes (while coming from a different perspective and approach of "Rivers, Trails and Rails") shed light on several significant stories that the additional Missouri counties bring to the expanded FFNHA region.

These stories include the national trails that were part of westward expansion that originated in western Missouri and ran through Kansas as well as an important presidential figure, Harry Truman, who grew up in western Missouri. The sub-themes of "Borders and Bridges" as well as the "Cultural Crossroads" overlap to some extent with the Kansas oriented border stories under "The Kansas Conflict: Bleeding Kansas" and the "Kansas Territory: Geography of Rivers, Trails and Road Development" in the first set of themes, reiterating the importance of these topics.

Observations on Themes Brainstormed during Spring '07 FFNHA Meetings

The third proposed sub-theme from this feasibility study, "Shaping of a President," is important, and yet specific to certain locations in western Missouri rather than to the full 41-county region. For that reason, just as "Bleeding Kansas" should not appear in the main theme and sub-themes for the 41-county region, "Shaping of a President" or "Harry Truman" would also not appear in the main theme or sub-themes for FFNHA. However, both are significant stories that can be told under appropriate sub-themes.

The third set of existing themes from the FFNHA meetings in March and April 2007 initially resulted in five proposed themes. Interestingly, while "Bleeding Kansas" no longer appears in the initial version, one of these five proposed themes is "Territorial Kansas" with no corresponding mention about Missouri, even though both Kansas and Missouri stakeholders were in attendance at this brainstorming meeting. The five proposed themes are very different, ranging from "Landscapes" to "Jargon." While several of the themes could be tied into "frontier" including "Territorial Kansas" and "Settlement," none of these proposed themes directly allude to "freedom."

At the FFNHA meeting the following month, a revised set of themes was presented which *do* have strong link to the "freedom" aspect of "Freedom's Frontier." These proposed themes include "Freedom: Struggle/Endurance," "Freedom: Way of Life," and "Freedom: of Believing." The goal of these more conceptual themes was to elevate the conversation away from the very basic level of *what* happened to a discussion of *why* it happened and *why* it was significant.



Some of the sub-themes included in this list incorporate the major themes at significant sites within the region. For example, the three primary themes at Fort Scott National Historic Site are Manifest Destiny, Bleeding Kansas and the Civil War. The broadest of these three themes for Fort Scott (Manifest Destiny) also appears in this revised list under "Freedom: Struggle/Endurance." While the longer list of sub-themes under each of these topics provides a good sense of the range of stories to be told within the region and reflects the interests of stakeholders participating in the brainstorming session, this list is long and challenging to decipher.

This third set of revised themes, which represents the most recent thinking regarding themes for the heritage area, includes three main themes and eighteen sub-themes, which is quite a few more than any other proposed set of themes. The meanings of some of the proposed sub-themes are not self-evident. Additional explanation would be required to understand what is meant by proposed sub-themes such as "Choice/Forced Combination," "Patterns," or "Assigned." With the large number of proposed sub-themes, the themes are not all fully distinct from one another. There could easily be overlap between proposed themes such as "Military," "Military Orders," "Official Battles," and "Unofficial Battles," for example. It would be a challenge to determine which theme would be the best fit for many of the stories in this region.

For an outsider without background knowledge of this region, these proposed themes would not provide a logical hierarchy to help better understand the stories this region has to tell. In addition, by blending sub-themes under broader topics related to freedom (survival/way of life, way of life, believing) there is little emphasis in this (or in the other proposed sets of themes) on chronology. Given, however, the nature of the significance of this region, which is built in large part around an escalating conflict that resulted in the Civil War, chronology will be a critical element to help visitors fully understand the stories this region has to tell. It is impossible to comprehend how civilized Americans could be driven to carry out the violent acts that took place during the Border War without knowledge of the context and the timeline. The bloody attacks were not unprovoked acts of random violence, but rather an escalating conflict that spiraled out of control and drew in otherwise upstanding, law-abiding citizens.

Proposed Themes for FFNHA

With this analysis of existing themes <u>The Theme development is a little off. It doesn't</u> <u>link back to your "Thesis Statement" in the National Significance. Understanding the</u> <u>issues with inclusion and where this idea started the theme still needs to be broad</u> <u>enough to engage the larger theme.</u> in mind, a revised set of FFNHA themes and subthemes could be structured as follows:

Main Theme:

Missouri-Kansas Border War and the Enduring Struggle for Freedom OR The Evolution of Freedom in the West or Midwest or just the Evolution of

Freedom



Struggles for Freedom on the Missouri/Kansas Frontier This is my personal preference for theme.

Sub- Themes can then be

Scouting the Future: Exploration

Freedom's Influence: Settlement & Westward Expansion or Migration

Struggles for Freedom Boarder Wars, Civil War,

Freedom and Equality - Mormons, African American Plight, Native American plight **Financing Freedom** Commerce and Agriculture

Freedom's Momentum: Transportation and Communication

Freedom's Future - Space, wireless communication, bio technology (this can be open ended)

I've been obsessing over the "big story" of FRFR as well as the "three"

subthemes (I believe in the rule of three ... ask me about it sometime!) ... how's this for a place to start the latest dialog:

1. Missouri is No Compromise:

The residents who settled Missouri and the United States Congress, catalysts for the "Missouri Compromise," set the stage for what is now known as the "Border Wars." 2. Kansas for Cause:

Defining who are considered "residents and voters" in the United States never rested easy in Congress nor in the growing nation. Opportunities for redefining "citizen" opened up western territories to settlement for a "cause" and Kansas Territory populated quickly and with strong convictions, earning the name "Bleeding Kansas" in the biased eastern papers.

3. Still in the Middle:

Not only geographically in the middle of the country, this region continues as the continental divide of conviction.



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Sub-Theme #1: Shaping of a Frontier

During the first two-thirds of the nineteenth century, this frontier region was a crossroads where peoples with varying definitions of "life, liberty, and the pursuit of happiness collided. Emigrants flocked, fled or were forced into this region based on what they believed and how that manifested itself in how they lived. This region was both a literal frontier on the edge of civilization as well as a figurative frontier where the clashing of morals, ideals, ways-of-life and freedom of choice came together.

Because of this region's strategic geographical location, this territorial region was the focus of national efforts towards westward expansion by Euro-American settlers as well as wrestling with the national question of slavery through legislation such as the Missouri Compromise, which helped to maintain the balance of slave states and free states by simultaneously admitting Missouri as a slave state and Maine as a free state, and the Kansas-Nebraska Act. National politics and the physical geography of the present day states of Kansas and Missouri played an important role in defining the time and place of the Missouri-Kansas Border Wars and the ultimate resolution of the national slavery question. Stories under this sub-theme will focus primarily on the frontier period of 1800-1854, though appropriate stories prior to 1800 or stories of settlement between 1854 and 1869 when the transcontinental railroad was completed may also be included.

Question: By listing "Shaping the Frontier" with flashback dates, will we confuse visitors? OR, is it GOOD to mention the more familiar Missouri-Kansas Border War first and then flashback to how it developed?

Sub-Theme #2: Missouri-Kansas Border War

The question of individual or state rights over the common good for an entire country fueled growing debates as our nation faced fundamental issues of states rights and slavery in the mid nineteenth century. The debate over slavery epitomized battles before and after about freedom and equality. Freedom from and for what? Equality to whom, and what does equality means for each?

The Kansas-Nebraska Act effectively revoked the Missouri Compromise by giving new states the freedom to choose whether they were to be a slave state or a free state by popular sovereignty. Kansas was one of the first states to test this new approach, leading to a struggle over whether Kansas was to be admitted to the union as a slave state or as a free state that escalated into a bloody border war between Kansas and Missouri. The Missouri-Kansas Border War focused national attention on this region where the national question of slavery was being put to the test, ultimately sparking the Civil War. The stakes were high on both sides as Missouri, the northernmost slave state, was already exposed to the north and the east to free states. If Kansas was admitted to the Union as a free state, Missouri would be a slave state surrounded on three sides by free states.



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If admitted as a slave state, there was no telling where the limits to the slavery system would be in the United States. The Missouri-Kansas Border War continued throughout the Civil War and resulted in heavy losses on both sides of the border. Ultimately, Kansas was admitted to the Union as a free state and a few years later, slavery in America was abolished and the country was reunited as one nation "with freedom and justice for all" at the close of the Civil War. The stories under this sub-theme will focus primarily on the period beginning with the onset of the Missouri-Kansas Border War in 1854 through the end of the Civil War in 1865.

Sub-Theme #3: The Enduring Struggle for Freedom

The ongoing quest to define freedom—equality for all people, freedom of choice, and freedom of beliefs—continues in this region just as it does in the nation and in the world.

Although the Missouri-Kansas Border War helped to resolve issues of states rights and slavery, the way in which we define "freedom" continues to evolve. Racism on both sides of the border created challenges for free blacks following the Civil War, and the struggle to secure rights for African Americans as well as other groups such as women and Native Americans are ongoing. The stories under this sub-theme will focus primarily on the major ongoing national struggles for freedom and justice that came after the frontier was established and the Missouri-Kansas Border War ended, from 1865 through the present day.

One of the proposed main themes ("Missouri-Kansas Border War and the Enduring Struggle for Freedom") ties into the heritage area name for the region of "Freedom's Frontier" by keeping a primary focus on the Missouri-Kansas Border War as the primary focus (which encompasses, but is not limited to, the geographic area and shorter timeframe of Bleeding Kansas) which generally refers to the pre Civil War Years, while retaining the "Enduring Struggle for Freedom" wording to allow the flexibility to include other struggles for freedom as the region as desired. An alternative way to describe the main theme that would not repeat two of the three sub-themes would be "Struggles for Freedom on the Missouri/Kansas Frontier." While it would be preferable to avoid repetition, the downside of this option is that the Border War, which is seen as an important priority by local stakeholders, it not mentioned until the sub-themes.

In addition to providing a framework for discussions about freedom, the sub-themes provide a simplified timeline of events which will make it easier for stakeholders with little interpretive training to determine where their stories might fit. The first sub-theme of "Shaping of a Frontier" provides an opportunity to discuss the events that set the stage for the Border War as the western Frontier was developed in the early 19th Century. This sub-theme can be illustrated with stories about the Louisiana Purchase, the Missouri Compromise, the Indian Removal Act and the Kansas-Nebraska Act.



Stories of landscape, settlement, Territorial Kansas, Missouri's statehood, American Indians, survival and the national trails that played a key role in westward expansion can all be told under this sub-theme to help better understand the social and political factors that set the stage for the bloody conflict between Kansas and Missouri in the middle of the 19th Century.

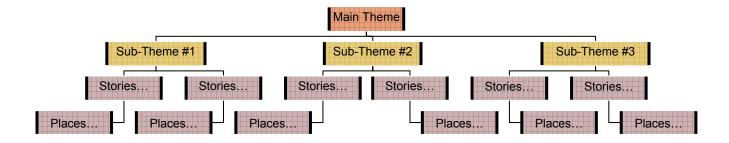
The second sub-theme, the "Missouri-Kansas Border War," lends additional importance to this primary focus which also appears in one of the two proposed versions of the main theme. Because there are other border wars it is important to specify *which* border war this sub-theme refers to. The appellation "Missouri-Kansas Border War" is used here as that is how this conflict is referred to by the Missouri-Kansas Border War Network, a bi-state coalition of sites with a specific interest in the Border War between Kansas and Missouri. This sub-theme provides a home for the many Border War stories starting after the fateful Kansas Nebraska Act of 1854 and continuing through the end of the Civil War. Many of the important topics or stories brainstormed in the March 2007 FFNHA meeting can fit here, such as Military, Survival, Manifest Destiny, Choice, Forced, Assigned, "Official" Battles, "Unofficial" Battles, Military Orders, Taking Advantage of the Situation, Legislation, and Martyrs.

The third sub-theme of "The Enduring Struggle for Freedom" provides FFNHA with the flexibility to expand the focus to include any other struggles for freedom to help connect the past with the present to enrich the visitor experience. This sub-theme could include subsets of stories related to the African American struggle for freedom, the Native American struggle for freedom as well as struggles for freedom by any other group such as women or religious groups. It would be under this sub-theme, for example, that the story of President Harry Truman's 1948 Executive Order 9981 could be told. It was in this Executive Order that Truman declared all persons in the armed services without regard to race, color, religion or national origin should be treated equally. As Truman's grandparents lived in western Missouri and were dramatically impacted by the Border War, connections could also be made between the second sub-theme about the Border War and the environment in which Truman was raised, and how those family influences shaped him both as a man and as a President.

This structure of themes and sub-themes is intended to provide a simple and easy to remember framework under which any number of stories can be told to fully develop each sub-theme. Though this proposed set of themes and sub-themes will encompass a broad range of stories and sites, there will be other attractions in the region that do not fit these themes. While these other attractions would not be included in FFNHA interpretive or educational infrastructure or programs, they could be listed in FFNHA promotional materials as "other things to see and do in the area while you are here." In this way, FFNHA interpretive materials can provide a cohesive and seamless visitor experience that allows for the logical development of a specific storyline related to the nationally significant aspects of this region while allowing visitors to customize their visit to include a range of other attractions based on their specific interests and schedule.



While the main theme and three sub-themes would remain constant, an unlimited number of stories could be told under each of the three sub-themes. Likewise, for each of the stories under each sub-theme, there may be multiple sites or places in the region where that story (or parts of that story) can be told. The flow chart below provides a sense of how the themes, sub-themes, stories and places in the region will be connected. As noted elsewhere, places that do not connect to the stories and themes for FFNHA would not be included in FFNHA interpretive efforts but could be included in FFNHA promotional materials as "other things to see and do in the area."



The separate FFNHA Data Analysis Report includes a preliminary exploration of potential stories and places within the FFNHA region that could fit under the proposed main theme and sub-themes to connect stories and places within the region.

Conclusion

The draft statement and national significance and themes that are proposed in this document will provide room for the FFNHA to grow and expand over time. At the same time allowing for an initial development focus on the Border War, which is both an area of great importance to FFNHA stakeholders as well as an area that has not yet been fully developed as a visitor experience. By continuing to be actively involved in the GMP process, FFNHA stakeholders will have an opportunity to help define the needs for specific kinds of assistance to help develop the region's nationally significant stories and to set priorities for the heritage area. The statement of national significance and the themes proposed here are in draft form and will be subject to a public review process before they are finalized as part of the GMP.



Appendix A: Phone Interviews with Missouri Stakeholders The following questions were posed to Missouri stakeholders:

- 1) Do the seven key criteria for theme selection make sense to you? Anything you would add or delete?
- 2) There are three sets of themes that have already been developed within this region in recent years. In looking at these themes and thinking about the key criteria, are there any that you like? Any that you don't like (and why)?
- 3) I have pulled statements from two National Heritage Area feasibility studies for this region that relate to national significance. If you had to summarize why this region is nationally significant in just a few sentences, what would you say?
- 4) Any other observations or concerns that you have about Freedom's Frontier National Heritage Area that I should be aware of?

The following is a compilation of the responses from phone interviews from FFNHA stakeholders in Missouri.

- 1) Do the seven key criteria for theme selection make sense to you? Anything you would add or delete?
 - Yes, these make sense to me. It needs to be simple and understandable.
 - What did you mean by "fewer is better?"
 - All 7 make sense. None to add or take off.
 - Yes, these all make sense and I can't think of any others to add
 - I see where you are going with this.
 - The new draft criteria that you mention make a lot of sense to me.
 - Yes, these are simple and easy to understand
 - I agree with every all these criteria, especially: "fewer themes are better than more themes" and that this needs to be "simple and understandable"
- 2) There are three sets of themes that have already been developed within this region in recent years. In looking at these themes and thinking about the key criteria, are there any that you like? Any that you don't like (and why)?
 - In terms of the FFNHA themes, talking about Bleeding Kansas just won't fly for a KS/MO region. Bleeding Kansas is a big red flag. You could, however, talk about the Border War which picks up both sides of this same issue—though Bleeding Kansas is seen as the events leading up to the Civil War, whereas the Border War continued *through* the Civil War.
 - The Border War needs to be the central theme. The Border War is the heart of all of this, and it's what people want to talk about, it's what gets them fired



up. If this isn't about the Border War, we won't go out of our way to be involved. This is the story that you can't talk about anywhere else—it's a story that is truly unique to this region.

- Other stories, like the Underground Railroad, for example, could also be told in other places. Also, for our part of Missouri, there is no Underground Railroad story. We need to look for stories/themes that are common throughout the region.
- A big challenge for Missouri will be how to tell the story without Missouri being cast as the "bad guy." We need to tell this story in a positive way, and we're going to need a lot of interpretive help to do that.
- (regarding themes that were brainstormed at the Spring 2007 FFNHA meeting) We don't understand them, and we're not sure how they were put together out of the brainstorming we had. If we don't understand them, how will we explain them to others? This was one of the very first meetings that Missourians were involved with and it set us back. Some people had the impression that like it or not, these were going to be the themes. It was too rushed—we needed to establish some trust first before we committed to this. It turned into a very heated discussion, which led to the decision that we were no longer allowed to refer to the "Missouri side" or the "Kansas side." If we can't refer to the "Missouri Side" or the "border," how can we tell our story? We felt like we were being censored and that if we continued to be involved with FFNHA, we'd have to tell our story in a certain way. Saying "east side" instead of "Missouri side" just doesn't cut it.
- Many of the very specific proposed themes only apply to parts of the region, not to us.
- The trails would be the other big unique story in Missouri beside the Border War, as we had some major trailheads that started here. But the trail travelers didn't spend much time in Missouri, and then they simply passed through Kansas.
- The main theme needs to be the Border War.
- There is a link to Truman and the Border War. Truman's grandparents lived in Cass County during Order No. 11, and Truman's grandfather was very wealthy and was essentially wiped out during this time. The home of Truman's grandparents still survives, and Quantrill stopped here on his way to the raid in Lawrence.
- What about all the things that led up to (and set the stage for) the Border War? We shouldn't forget the "*Frontier*" part of "*Freedom's Frontier*."
- We don't like Bleeding Kansas, that's a problem in Missouri. There might even have been more bloodshed in Missouri.
- Yes, it would be OK to swap out "Bleeding Kansas" with "Border War." That would work to give a broader perspective that includes both sides.
- This was initially about the Border War story and now it's gone into other irrelevant themes.



- Border War is important to keep in.
- I like the African American part and we need to keep that in the themes. There were other enduring struggles for freedom too...Native Americans, even the Caucasians had struggles for freedom that we can talk about.
- African American and Underground Railroad should be under same theme not different themes.
- The themes that were brainstormed last spring are much too broad, too confusing—even for us, and we know what this is all about.
- It's a little problematic to not be allowed to say "Missouri side" when we're talking about the Border War. There *were* sides and we need to talk about that.
- Culture is not represented in these themes. We need to build in where the frontiersmen came from, where their families lived, need to include the culture as part of this. Sets of settlers that came from different parts of the country
- With the large attendance at FFNHA it's hard to get everyone's opinions.
- There is a cause and effect with the Border War. We can also talk about how we were so closely related with each other.
- Proximity of Kansas and Missouri evolution and culture from Missouri River Valley. That jumps across the imaginary border line.
- Ike Skelton's letter was very powerful. It was the best of times it was the worst of times...
- No one wants to celebrate a Civil War. It was a very bad time.
- Order No. 11 is a really big story for Missouri.
- 1854 up to the year of Drake Act would be good timeframe for the themes. (would that be 1868?)
- The existing themes ramble somewhat. The themes brainstormed last spring are really more of a laundry list of stories and relationships—not really themes
- Westward expansion (an opportunity to tell the Native American experience and other immigrant groups, trails,). This is a glaring omission in the FFNHA set of themes. Border War wouldn't have occurred if stage hadn't been set (white settlers, etc.)
- Missouri story is more about the Border War during Civil War, so we need to be sure to include that timeframe not just the Border War before the Civil War
- Reconstruction affected Missouri more than Kansas and that's an important story to tell, what came afterwards.
- The Border War really broke the back of the Union and forced the Civil War
- The Underground Railroad and African American fighting for freedom are different stories and should be separate themes.
- Border War and Civil War should be separate themes.
- If you say Bleeding Kansas it sounds like only Kansas was bleeding.
- Missouri had more trouble with Reconstruction.
- Trails were busy through the Civil War because people wanted to get away.
- The emotional catalyst for this effort comes from Border War and Civil War



- Missouri was on the edge of civilization back then.
- The borders of our country kept getting pushed out to the west
- Leave time frame open to pick up other important stories (like Brown v. Topeka)
- "Border War" is more neutral term than "Bleeding Kansas"
- "Missouri-Kansas Border War" is probably the way to say it. That's the name used for the current Border War Network.
- Missouri was in the Union and Abraham Lincoln was committed to protecting these properties. Kansans were coming across the border and making no discriminations in who they stole from. This drove Missourians to have southern sympathies.
- For second set of themes for the MARC heritage area feasibility study, it bothers me that it's described as a Kansas City area project. There was no Kansas City back then.
- Santa Fe Trail started near Arrow Rock.
- Some things are being left out. Border War, guerilla war. James Buchanan, huge state of limbo.
- More needs to be done to show what was going on in Missouri.
- Missouri had just as much at stake as Kansas, Missouri was the back door to the south, Kansas was the front door to the west.
- Mormon migration is a Missouri story, the Railroad ended at St. Joe so that's a Missouri story. Lewis & Clark came through MO and only docked at Atchison one time, so mostly a Missouri story.
- Border War sesquicentennial will end in a few years so that's almost over. We need to be thinking about the Civil War, as there is more time to be active with the Civil War sesquicentennial.
- The focus should be on Border War through Civil War. The Civil War story is that down the state line Kansas experienced worst drought they'd ever had at the beginning of the Civil War. Jayhawkers from Kansas came over to raid grain because much of Kansas was destroyed, and because they were getting their revenge.
- There are diverse personalities in the Civil War like John Brown. Arming slaves to march on the whites. The South was scared to death of this.
- This story is right at our door. There is now a Civil War commission for Missouri, which is better late than never.
- At the FFNHA meetings it is hard to get planning done. The people who attend are eclectic, lots of historians. It gets frustrating because we hear about what's happening at this site or that site. Most of the attendees don't have drive and push to get things done the way Judy Billings does.
- The Pony Express celebration has a Civil War connection because this held east and west together.



- The themes brainstormed last spring were too esoteric, too hard to understand (freedom of believing...what does that mean?). People became disenfranchised.
- The main theme needs to be built around freedom
- Border War is our big story that is strongly unique. Other stories (Native Americans) are not as unique
- Sub-themes could be: Border War/Civil War, Westward Expansion and settlement, Important Trails (Shaping of the Frontier), then Minorities (Native Americans, religious groups, women, African American)
- Missouri-Kansas Border War vs. just Border War. Does that affect the national status if we call it the Missouri Kansas Border War? There were other border wars, so perhaps that distinction is important. Generally, I'd say the simpler the better.
- 3) I have pulled some statements from two National Heritage Area feasibility studies for this region that relate to national significance. If you had to summarize why this region is nationally significant in just a few sentences, what would you say?
- The Border War and the struggle for freedom shaped the way Kansas and Missouri evolved. The Civil War would have been shorter if they hadn't had to put as many resources into stopping the Border War. This hit the papers all over the country so it got national attention.
- The Border War. Why is this significant? It was a time when respect for the law disappeared, and the resulting "lawlessness" resulted in an unprecedented loss of life and property. It's because of the war that so many outlaws came from this region after the Civil War...once the law goes away, it's hard to get it back. We learned that there are other less violent ways to resolve conflicts, but it was a tough lesson to learn. It's not just a prelude to the Civil War, the Border War continued through the Civil War as well.
- There were so many opportunities and challenges where decisions could have been different, and because they were *not* different we went on this grand adventure. It was the youth who fought the battles, and sometimes father and son were on different sides. When it was over, we didn't learn. We all contributed to the events that happened that created Order No. 11. What made Missouri secede from the Union? Racism is still an issue. It is a painful era and we try to forget, but maybe we shouldn't forget.
- The Border War effectively resulted in the Civil War, and it continues to affect many things in this area. The Border War forced the nation to make a decision about freedom and slavery. Missouri Compromise had held us together barely, and this just tore us apart. The Civil War one of most important things that ever happened here in the United States. The trails are an important story too, though other states can talk about trails as well.



- This was the place and time where the entire nation decided that we couldn't continue to offer states the choice of being a free state or a pro-slavery state.
- The test was in Kansas where Missouri didn't want to be surrounded on three sides by slave states.
- I need to think about this.
- Our children are going to ask about Civil War... how did this all happen? There was a diversity of politics, race, and westward expansion. The seeds of the second great rebellion of our country started right here
- This region includes the western terminus for the US. Transcontinental mail service. This region was the beachhead for steamboat traffic. The railroad didn't come till 1859, so riverboats were very important.
- The national story here is about the territorial time for this region and how we crafted this nation to respect everyone's views and it didn't work very well (it resulted in a bloody war). We had a nation that was very divided (moral, economic) and part of it became a separate nation--- and they were defeated. The most important part was that we became a united nation again. This is a lesson that should never be lost. The way the war was fought here was guerilla warfare, lessons that our military should be listening to today—regardless of how you feel about the war today.
- Why did this evolve in 1854? Why was there so much concern about Kansas becoming a free state?
- Statehood for Kansas and the struggles that came with that leading up to the Civil War.
- The development of agriculture and industry in this area
- 4) Any other observations or concerns that you have about Freedom's Frontier National Heritage Area that I should be aware of?
 - Potential of Missouri not being included is what has been a big concern in Missouri.
 - There are some big concerns that need to be addressed before we can really move forward. Specifically:
 - There is a big concern that we're going to be told how to tell the story with "approved" language
 - There is a big concern that the "little guy" (the museum with an all volunteer staff) won't have the capacity to be a player, and that the National Heritage Area (NHA) will only benefit the big site that already have capacity.
 - There is a big concern about private property rights. Someone heard about an NHA in Maryland where land was taken in eminent domain. People here remember when the Corps of Engineers came in to take land for lakes or for conservation, to questions of access to private property are big. Will that happen to us?



- The story is that we had a border, so we do need to be able to talk about sides (Missouri and Kansas) in the interpretation.
- I think we need to differentiate for FFNHA stakeholders that while we all need to be working together as one region and on the same side as part of a unified FFNHA, it's still OK for us to be talking about the "Missouri side" or the "Kansas side" when we tell our stories.
- The change in purpose/direction at each FFNHA meeting makes it hard. For example, first we were going to do a big brochure that folds out with John Brown, etc. Then we added Border War so we changed the story a little bit. Then we decided to go electronic instead because of changes with people/sites being added. We were looking at tourism routes to find these places. First we were only going to include sites that had completed the visitor readiness forms. Then that changed and we were trying to do all sites. It's a moving target.
- I'm worried about making the 3 year deadline because we keep rehashing the same things. We need to move on. We may just need to decide that if someone isn't willing to fill out the visitor readiness forms you may just need to cut them. Take those that are most interested and run with them.
- We need to get into modern era of iPods and the Internet.
- We need to look at travel as a way to learn. With gas approaching \$4/gallon, more people might stop here instead of just traveling through...and we do have many people passing through now. There are things that you can learn and things to do that won't cost you as much in gas as going to other destinations further away.
- Some people in the interpretation and education committee said the meeting wasn't what they expected. For the little sites, they expected to hear more about how to present themselves. The new trend, for example, is to let people touch things have their own experience instead of telling them everything you know.
- This can't be about heroes and villains—we can't portray Missouri as the bad guys. From the FFNHA study we're afraid that's what is going to happen.
- Nicole Etcheson *Bleeding Kansas: Contested Liberty in the Civil War Era* is one of the best books I've read on the subject Bleeding Kansas. Both sides were working from their own definition of liberty.
- Our current definition of liberty really came about in Lincoln's Gettysburg Address.
- David McCullough's biography of Truman tells the Jayhawker story.
- Jeremy Neely, *The Border Between Them: Violence and Reconciliation on the Kansas-Missouri Line* is another good resource. It deals with six or eight counties on either side of the river and initial settlement, border. It is one of the more objective resources out there and it does include a discussion of the post war as well as events leading up to the war which



other accounts have not. Neely lives in Nevada. <u>It deals with six counties</u> on either side of the MO/KS border where there is no physical border [river] between the states.

- The National Park Service is now talking about the new birth of freedom which says that the north was right and south was wrong. This is hard to do.
- Didn't know if there would be money for the heritage area. Where's the money for this?
- At the FFNHA meetings last spring, people had their own axes to grind and things to get on the list in terms of themes. I came away confused
- I describe FFNHA as one big museum, and the individual sites are like different exhibits in the museum. You need to go to all the sites to get the whole story.
- The Civil War is still being fought here. How do you find a middle path?



Appendix B: Existing Themes Used in FFNHA Theme Development

These existing sets of themes that have been developed for the entire region or subsets of the full region are as follows:

A) 2004 Freedom's Frontier National Heritage Area Feasibility Study Themes

Main Theme:

Bleeding Kansas and the Enduring Struggle for Freedom

Sub Themes:

- 1) Kansas Territory: Geography of Rivers, Trails and Road Development
- 2) The Kansas Conflict: Bleeding Kansas
- 3) The Underground Railroad
- 4) African Americans and the Enduring Struggle for Freedom
- 5) Native Americans and the Enduring Struggle for Freedom

B) Themes from draft 2005 *Missouri-Kansas Rivers, Trails and Rails National Heritage Area Feasibility Study.*

Main Theme:

Rivers, Trails and Rails

Sub Themes:

- 1) Cultural Crossroads
- 2) Borders and Bridges
- 3) Shaping of a President
- C) Initial themes brainstormed by Kansas and Missouri FFNHA stakeholders at the March 2007 FFNHA meeting <u>I am confused by the 2007 themes and</u> sub-themes listed on p. 30.
 - 1) Landscapes
 - 2) Territorial Kansas
 - 3) Battles
 - 4) Settlement
 - 5) Jargon



Revised Set of Themes based on the March 2007 FFNHA Meeting Presented at the April 2007 FFNHA Meeting

- 1) Freedom: Struggle / Endurance
 - a. American Indians
 - b. Euro Americans
 - c. African Americans
 - d. Military
 - e. Survival
 - f. Manifest Destiny

2) Freedom: Way of Life

- a. Choice
- b. Patterns
- c. Passing Through
- d. Forced
- e. Assigned
- f. Choice/Forced Combination
- 3) Freedom: Of Believing.
 - a. "Official" Battles
 - b. "Unofficial" Battles
 - c. Military Orders
 - d. Taking Advantage of the Situation
 - e. Legislation
 - f. Martyrs

Each sub-theme then shows specific events, situations, places and/or people.



General Comments on the Statement of National Significance

It is important to acknowledge, in the Statement of Significance, the "peculiar institution" of slavery was the "law of the land" in the United States, as recognized by the president, the U.S. Senate, the Supreme Court and lower courts, all branches of the military, all law enforcement, and the mainstream religious clergy.

Also of national significance is the Kansas-Missouri history of the Underground Railroad. This operation helped people escaping slavery---mostly from Missouri---where an estimated 84,000 slaves were owned. Approximately one half of these slaves were in the Missouri counties adjoining the Kansas Territory.

Also notable is the Lane Trail, surely one of the nation's historic treasures for its strong associations with Underground Railroad, John Brown and James Lane. The Lane Trail, a trail and trade route going to Topeka, was started by James Lane bringing settlers and supplies from the north into Kansas because the normal route to Kansas City had become too dangerous. It later functioned as a northbound Underground Railroad route.

I do agree with what Amy has put together. I appreciate the merits of a more inclusive approach and would hope that the majority of partners are in agreement.

<u>I think that it must have been very difficult to pull together so many ideas in one draft but I think</u> the statement gives a good overview.

Other topics that I think might be mentioned in the statement: the role of the frontier forts (Ft. Leavenworth, Ft. Scott, Ft. Riley), the Homestead Act, the role of education (which would includes the establishment of the first land grant College in the Nation in 1863, today KSU. I think this broadening of education connects directly to the freedom theme.) I also think the prohibition movement, that was present from the first in Territorial Kansas, and caused friction with Missourians from the very beginning, is a freedom issue, but I can't quite figure out how it might be presented. (I will keep thinking about that.)

<u>I am not sure I understand the value of listing "stories" in the management plan. I think we would</u> want as many stories that connect to the theme and subthemes as possible, and would want to encourage stories to evolve and to encourage connections between places through themes. I am not sure listing some of the possible stories moves that forward. But I may not understand this part.

The issues and themes that encompass the Freedom's Frontier National Heritage Area are very complex. I think that is why it is difficult to outline in the management plan, but also what makes the Heritage Area so compelling.

Let me begin by congratulating the team who worked to pull together the comments of so many entities. The Statement is a cohesive overview of the NHA concept and I believe it is very well done. I, too, was one of those frustrated attendees who felt as though this opportunity was being watered-down into some politically correct mumbo-jumbo and I had decided to simply forget the whole thing. Friends in the Missouri-Kansas Border War Network continued to encourage me not to give up. Thankfully, I remained open and hoped to see progress. What has been accomplished is substantial and I believe we can all participate and benefit from FFNHA.

My personal preference for a Theme is: Struggles for Freedom on the Missouri-Kansas Frontier. I am especially pleased to read about the sub-theme of MO-KS Border War being the "bulls-eye" of the <u>GMP</u>.

Concern: I,,, am one of the many who prefers an "inclusive approach." I see miners' rights, which also include child labor laws, labor reform, and women's rights, in Cherokee and Crawford Kansas Counties as important "enduring struggles for freedom." [Those Missouri counties in SW Missouri that deal with miners' rights] are not among the 12 FFNHA Missouri Counties. Can Crawford and Cherokee reference the Missouri connections in terms of miners' rights and related enduring struggle themes even though the Missouri counties are not included among Missouri's 12?



<u>Missouri perspective---The statement does cover the second half of the Border War, the Civil War</u> on the Border, as well as the first half, Bleeding Kansas, but the word count for Kansas remains higher. <u>Possible additions:</u>

The Boonslick area of Western Missouri was settled by people from the Upper South, Virginia, Kentucky and Tennessee who had in one generation on the frontier developed a distinct culture, not much like the Deep South. They considered themselves Westerners, not Southerners. They were Jacksonian Democrats, highly self-reliant, rural and small town folks; opposed to corporations of all kinds, especially banks; and just a little fearful of the new urban and industrial society rising the Northeast with its large cities and immigrant population. From the Upper South they brought real commercial agriculture to the area, tobacco and hemp, grown on large farms and shipped down the river to St. Louis, New Orleans and on to world markets. And slave labor made tobacco and hemp, both highly labor-intensive crops, profitable. The greatest fear of slave-owners in the Boonslick was a free-state immediately to their west, a place to which their slaves might run away. In large measure, they saw the conflict in Kansas as a danger to their way of life in Missouri—not only in protecting their slave property, but also in not being overwhelmed by Northeastern culture. Organizations like the New England Emigrant Aid Company frightened them; a corporation with capitalization of \$5 Million! Despite the puny reality of the company, they believed its propaganda and feared it. Things might change in the rural Missouri Utopia.

In most of western settlement, territories were settled primarily by people immediately to the east. Missourians expected the same to happen in Kansas. They had a sense of ownership about the place (see above.) The full implications of the contest for Kansas, that Northerners might come in great numbers, was something of a surprise. Borders and residence requirements on the frontier were pretty fluid. It was not unusual to go out to a western claim and come home for the winter. Any place I hang my hat is home.

A majority of the Union troops occupying Western Missouri during the Civil War on the Border were Kansans. General Thomas Ewing, who issued Order Number 11, was in civilian life, chief justice of the Kansas Supreme Court. Many Kansans saw a chance for revenge for Bleeding Kansas in their occupation of Western Missouri. Military discipline was difficult to maintain and there was misconduct, not only by Lane, but also by Jennison's Jayhawkers, e.g.

Did I miss the discussion of the landscape and geography? Since that is part of what caused us difficulty with the original feasibility study I think we need to make sure it is covered.

I realize there is a reference to the "Indian line", but I didn't see much attention to the "Permanent Indian Frontier" and its chain of forts (including Scott and Leavenworth). Scott was founded as part of the chain from Ft. Snelling to Ft. Jessup, not as a direct part of the Santa Fe Trail.

Did I miss a discussion of the Mexican War and its connection to southern expansion? If my memory serves me correctly connections with Mexico (Old and New) include early refugees from the War for Independence (against Spain) in the 1820's through to the emigration of Shelby and other Confederates to join with Maximilian's forces after the American Civil War.

<u>I see in 2007 they added American Indians as a sub theme- if the theme is Freedom's Frontier –</u> that is quite a story in and of itself – the loss of American Indians freedom and forced movement to KS and OK and NB and then subsequent treatment – further moves, consolidation, forced schools, extraction of their culture through training, broken treaties, etc. that alone could make a major theme for this and may cause a whole other twist to the scope of intentions of this group – is Freedom's Frontier just related to Civil War and African Americans or is it how this area reflect search and denial of freedoms in this part of US? Could open a whole other project.

I like the work that has gone into it so far and appreciate the Missouri inclusion.

<u>A lot about Missouri in here (33 mentions vs. 26). At the bottom of the 2nd page of the statement of national significance Quantrill and Lane are compared, and the two should be differentiated. We should have a historian review this.</u>



There is a lot of work left to do. Not sure if we like it or not. This is a non linear process.

<u>The input has been great, and this incorporates multiple perspectives. We've been working on building a foundation, but we need to move forward. There will still be opportunities for input to incorporate things we've missed. We need to focus on a broad statement versus specifics.</u>

This is a nationally important story, and we need to bring in nationally recognized historians to work on the statement of national significance.

<u>The Kansas Humanities Council works with a number of historians from around the nation and</u> would be happy to help provide access to historians. I'm impressed with the synthesis of information. I like the "Struggles for Freedom on the Missouri Kansas Frontier" as the main theme

Lam pleased with the inclusion of Quantrill and Lane. We need to explain and be fair to both sides. The dichotomy is good.

At first I preferred the "Missouri Kansas Border War and the Enduring Struggle for Freedom" as the main theme, but now I like the second theme "Struggles for Freedom on the Missouri Kansas Border." I like that it has no time limit, and it sounds like I'm going to learn something interesting. I like that it includes the geographic identification of where this region is.

<u>I loved reading it and learned so much more than local stories. I think we need an editor to look</u> this over once the final stories are all in as some of the sentences are very long.

<u>From a writing standpoint, this really isn't for visitors. It would be for the National Park Service</u> and perhaps used as a boilerplate for grant applications.

I appreciate the non-biased start

<u>I like the overview piece to begin with. Will email additional information. I like "Struggles for</u> <u>Freedom on the Missouri Kansas Frontier" as the main theme. I like the sub-themes. I'm not sure how the</u> <u>sub-themes fit into the stories/places section. The purpose is to lay out a structure to allow us to research</u> <u>and develop more.</u>

The frontier is the story of America, Freedom's Frontier to present day. It is a unique frontier

Prefer "Struggles for Freedom on the MO/KS Frontier" but I have a concern that the idea of "Frontier" becomes so broad & so general that a visitor might lose sight of the primary story. "Frontier" means so much more than what we are talking about

Excellent presentation. Prefer "Struggles for Freedom on the Missouri/Kansas Border" as main theme

I like "Struggles for Freedom on the Missouri Kansas Frontier w/o the Border War!

Just add all stories

We need to decide whether we are going from minutiae to magna or vice versa

Like "Struggles for Freedom on MO/KS Border" as main theme

Prefer "Struggles for Freedom on MO/KS Frontier" as main theme



Prefer "Struggles for Freedom on the MO/KS Frontier"

"Struggles for Freedom on the MO/KS Frontier"

I prefer "Struggles for Freedom on the MO/KS Frontier"

"Struggles for Freedom on the MO/KS Frontier"

"Struggles for Freedom on the MO/KS Frontier"

I need time to read this and send comments. I think you are on the right track but there is more to add and some rethinking of how things are presented, perhaps. I like "Struggles for Freedom on the MO/KS Frontier." I don't like the term "Border War" because I think it limits the scope too much. The Territorial struggles such as the constitutional conventions but not involved in the "Border Wars" specifically are not part of that. (I'm trying to think of more encompassing term for "Border War"

<u>The draft themes and statements still need work but we need to move forward. We need to discuss causes not just symptoms. Make sure all voices are heard. I personally like the "Struggles for Freedom on the Missouri Kansas Frontier: I also would to see "Shaping the Frontier" become "Cultural Crossroads: Shaping the Frontier to recognize there were people here before opening to the whites.</u>

I think we have a very good beginning and should proceed.

Struggles for Freedom on the Missouri Kansas Frontier

Basic outline is on track, however much work is needed. It is very easy to put too broad and outlook other than too narrow.

Onward! Struggles for Freedom on the MO KS Border

think that as long as things are left open for discussion and revision that things should be fine

Struggles for Freedom on the Missouri-Kansas Frontier.

Theme should be whichever focuses on the unique story.

The statement of national significance is very well written. The process that was gone through to get to this point is clear and easy to understand. The observation I have is with the terms Jayhawker and Bushwhacker being used a lot during the middle process, is there a way to maybe clarify what those terms mean? I realize the statement is pretty detailed and it would add more length. With the terms not being familiar to people in the Park Service, it may help.

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Julie,

Here are my notes for the Executive Summary. I didn't notice anything significant in the rest of the document, but I did have some problems with the first page. I felt the first four paragraphs of the executive summary were confusing should someone without any knowledge of a National Heritage Area pick up the document and start reading. My suggestions include moving the opening paragraphs around and providing a clear definition of what a National Heritage Area is right up front in the first paragraph. I think the opening paragraphs are great as an introduction to the plan for the Freedom Frontiers National Heritage Area once the reader knows what a National Heritage Area is.

State Indian

EXECUTIVE SUMMARY



Freedom's Frontier National Heritage Area is a testing ground for debates over the concept of freedom. In the past, the resulting struggles touched off the firestorm of the Civil War. These struggles continue to the present day as our aation's concept of "freedom for all" evolves.

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is defined.

Freedom's Frontier is one of the largest heritage areas in the country defined both by the geography of its 41 counties-a fabric of rivers' topography, soils, and vegetation across the states of Missouri and Kansasand by the events that have occurred here over the past two hundred years. While many other areas are based around physical sites, corridors, or canals, residents decided that Freedom's Frontier should be story-based. The diverse geography and settings within Freedom's Frontier provides rich opportunities for residents to tell the area's unique contributions to the country's story of freedom, social values, and human rights. Visitors can see sites that interpret a very complex story.

Freedom's Frontier National Heritage Area (FFNHA) is part of a new generation of national heritage areas that is managed as a grassroots organization. Although there is a coordinating entity, the organization consists 'w^K of willing partners from the heritage area to participate in the planning and execution of heritage area projects. These partners meet regularly at locations throughout p.f. the area. To uphold the integrity and purpose of the heritage area, all partners have signed a pledge stating that they will support the Freedom's Frontier vision, mission, and guiding principles.

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Residents have the opportunity to be part of an ongoing conversation about why this area is unique within the United States. At its core, Freedom's Frontier is a voluntary effort. The choice to participate is always available for any individual, organization, government body, or institution. By developing partnerships, we can achieve our vision for this nationally significant place and the empowering opportunities it can bring to our communities. Our hope is that you will be a part of Freedom's Frontier National Heritage Area.

There is nothing new in the world except the history you do not know." - Harry Truman

Julie Lenger

From:Judy BillingsSent:Monday, March 09, 2009 9:08 AMTo:Julie LengerSubject:FW: Comment on FFNHA Management Plan

Fyi..judy

From: Richard Forry [mailto:richard.forry@dnr.mo.gov]
Sent: Sunday, March 08, 2009 2:00 PM
To: Judy Billings
Subject: Comment on FFNHA Management Plan

The executive summary of the plan organizes and integrates approaches for presenting the diverse cultures which populated and evolved in these areas of the 41 counties of Missouri and Kansas. Different perspectives about the meaning of freedom have led to compromise and conflict.

The contributors to the plan have succeeded in stating the importance of the geography and landscapes to the peoples inhabiting the area since 1800, but do not adequately cover the American Indian (Native American) contribution, experience, history, meanings and stories about their search for independence, freedom, community, and the loss of their cultures and lands.

The Missouri Department of Natural Resources, Division of State Parks administers Battle of Lexington State Historic Site, Battle of Carthage State Historic Site, Confederate Memorial State Historic Site, Island Mound State Historic Site, and Osage Village State Historic Site in Missouri counties of the FFNHA.

These historic sites possess authentic connections to the human endeavor to define freedom and independence and to achieve it in the context of the economic, geographic, political, and social conditions of various eras.

Please inform me of future FFNHA meetings.

Richard R. Forry Field Operations Coordinator, Northern MO Historic District Division of State Parks Missouri Department of Natural Resources Arrow Rock SHS, PO Box 1, Arrow Rock, MO 65320 660-837-3330; fax: 660-837-3300 richard.forry@dnr.mo.gov

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Julie Lenger

-5rom:)nt: To: Subject: Tuesday, February 10, 2009 4:16 PM Julie Lenger Freedom's Frontier Executive Summary

Julie,

(___)

I am sorry that I can't be at the Freedom's Frontier meeting Thursday February 12. I hope that I will be able to come in March.

I think the Executive Summary draft does a very good job of covering what we wish to do with our complicated Heritage Area.

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Julie Lenger

From:	Cathairde foombordt Quelon
Sent:	Monday, February 09, 2009 2:31 PM
То:	Julie Lenger
Cc:	sue pridemore
Subject:	

I left out "alone" in the second paragraph---not historic sites alone would comprise an NHA, but, they do seem to be a foundation stone in proposing historical interpretation, and to any extent they might have been left out early-on, seems wonderful they said in the Exec summary.

----- Forwarded Message ----From Sector Message ----To: jlenger@freedomsfrontier.org Cc: sue pridemore <sue_pridemore@nps.gov> Sent: Monday, February 9, 2009 2:24:35 PM Subject: form 1000 (2000)

Julie---the Exec summary sounds GREAT to me---and seems a very happy indication about final editing of the components. Also great to see the words "historic site."

No one I know has ever--ever--believed that historic sites could comprise this or any heritage area. From the very first meeting to consider a heritage area effort by the Territorial Kansas Heritage Alliance, no one ever said anything close.

I know time and energy is moving fast to continue to comment on some things, but I will write that some things are out of geographical place in the PLaces component----for instance, the Lane Trail is, by access and use, associated with the Kaw, not the Missouri River valley. The Lane Trail came to exist because the Missouri River trade embargo forced taking another route, both into and out of Kaw Valley free state towns. The Lane Trail is not geographically connected to the Missouri River valley---it is with the Kaw. No question this is a narrow segement (four-five years) of heritage area time, but arguably essential to what is distinctive on the land in who was a citizen on the frontier.

Thanks for all you are doing----it's surely very, very tough in unexpected ways, plus all the usual joys and hard things in any such effort. You have done a great job, and coming onto the scene just months ago---amazing.

Julie Lenger

From: Sent: To: Subject:

Wednesday, March 25, 2009 1	2:16 PM
Julie Lenger	
KIAANAFH comments re FFN	HA Executive Summary

Follow Up Flag: Flag Status: Follow up Purple

Attachments:

FFFNHA_Exec-Summary text with revisions.doc



FFFNHA_Exec-Sum mary text with ...

I attach my comments in a word file that tracks the suggested changes for the Executive Summary. Because I had trouble getting an up to date version of Adobe Reader, that file was downloaded into Adobe 7, and saved as plain text, and then edited in MSword. The original formatting is therefore quite disturbed (with some words even split apart), but the suggeted changes should stand out in red font, and you can still tell where they would go, should you accept any of them.

I am working on the power of place and the power of story documents and will send along my comments as soon as I can, today or tomorrow.

You can gather that in general, my concern is to do some justice to the importance of the slavery issue, and of the enslaved people, in this general story. If we really are going to be open to diverse points of view, let us not suppress altogether what was at the heart of this original effort to commemorate the "Bleeding Kansas" Border War.

I represent the Kansas Institute for African American and Native American History (KIAANAFH), but other of our members who have attended the planning meetings from time to time (**Charles Andrease**) and **Charles Control** (**Charles Andrease**) may also be sending in their own individual comments.

and A. Johnson

In general: the document marginalizes African Americans (whether referred to, at the time, as Africans, Blacks, Negroes or enslaved people) yet, they were central to much of the national significance of this area and its core stories. I suggest some additional language in various places) WRJ

Executive Summary 1 (No change)

2 (No change)

Executive Summary 3 (No change)

4 (No change)

Executive Summary 5

The Freedom's Frontier National Heritage Area is not framed with simple, easily digestible stories and themes. It is common when explaining confl ict to defi ne a "good side" and a "bad side." By visiting only one location, someone might find a story about the expulsion of innocent residents by enraged Union soldiers who destroyed the countyside. But, visiting another location, one might find a diff erent story about southern sympathizers who held people in bondage, or who perpetuated terrible crimes on the sett lers who supported Free Statehood. Some sites might commemorate the bravery, endurance and ingenuity of those who escaped slavery, or who recovered from its ravishes to establish homesteads and settlements. Th e confl icts that occurred here in the past still stir deep emotions and ignite intense debates. Th ese debates are relevant to the area and its residents' ongoing reconciliation, to the nation as it continues to redefine freedom, and to the world, which is embroiled in similar struggles today.

What emerges in our immense heritage area is not just a story of <u>"masters versus</u> <u>the enslaved</u>," "Free States versus Slave States", "Indians versus Sett lers", or "Segregation versus Integration," but a saga of human passions, opportunism, collaboration, ingenuity, zealotry, and hope. Th is is a story of the imperfect and complex human character. Freedom's Frontier tells the uniquely American story that transpired in the center of the continent. As a National Heritage Area, this is a location where East met West, where North confronted South-and where freedom continues to be defi ned.

6 (No change)

Executive Summary 7 (No change)

8 (no change)

Executive Summary 9 (no change)

10

Enduring Struggles for Freedom:

Th e nation's struggle for freedom did not end with the Civil War. Th ough the war eliminated clashes over <u>enslaving people</u>, or <u>overgeography</u>, eff orts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing eff orts to secure equal freedoms for all Americans.

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Executive Summary 11

Missouri Kansas Border War:

When Kansas was opened for sett lement in 1854, a border war ensued, capturing the nation's att ention. The Kansas-Nebraska Act nullifi ed the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of sett lers. The stakes were high for both sides, and for the thousands of enslaved people. The violence of the Missouri/Kansas Border War ushered in the Civil War, consumed the region in bloody confl ict through war's end, and devastated communities on both sides of the border.

12 (No change)

Executive Summary 13 (No change)

14 (no change)

Executive Summary 15 (no change)

Willard Johnson

Julie Lenger

From:	Sevie De State Hand To Councie Anobite oto.com	
Sent:	Monday, February 23, 2009 9:16 PM	
То:	Julie Lenger	
Cc:	Judy Billings	
Subject:	comments	
Attachments: ffnha execsum&powerofplace.doc		

Julie,

1

Thank you and the team for your work thus far. I've learned a lot already and am looking forward to much more.

Please accept the comments I've attached in the spirit they are given: with my appreciation and high expectations for the outcome.

Chillen Abhreit Martin Antonio Incla Antonio Antonio Incla Antonio Antonio Incla Antonio Antonio Incla Antonio Antonio

)

Executive Summary

Pages 10, 11:

4 . . .

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Is the italicized statement ("Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of Freedom.") part of the statement of significance? If so, it's getting lost. If not, what is it? Eliminate?

The 3 subthemes should all be stated in the left side of their respective rows. It doesn't scan well the way the graphics are set up now.

Pages 14, 15:

Formatting of the last two pages is rough. I think we should leave out the last box – "Glossary...."

Power of Place

"Quick reference definitions" are redundant. Eliminate?

Numerous grammatical and proofreading errors.

1850s map arrow pointing to "trails" doesn't.

"1890 census famously declared ... frontier was closed." Needs more explanation (for me anyway).

I don't understand the phrases "appreciative questions" and "appreciative inquiry."

April 9, 2009

Julie Lenger Freedom's Frontier National Heritage Area Box 526 Lawrence, KS 66044

Dear Julie,

()

Thank you for your efforts in coordinating the Management Plan for FFNHA. I'm sure it is a big undertaking. Per your request, you will find my suggested changes to the following documents contained within the plan.

- Executive Summary
- Power of Place
- Power of Story

Please consider this official documentation of my participation in this process, as you indicated was needed for the document. If you need me to sign-off on something else for official documentation, please let me know.

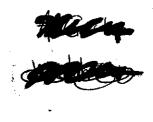
Also, you will find my Partner Pledge enclosed.

Thanks again

Overland Park Convention & Visitors Bureau

Enclosures

EXECUTIVE SUMMARY



Freedom's Frontier National Heritage Area is a testing ground for debates over the concept of freedom. In the past, the resulting struggles touched off the firestorm of the Civil War. These struggles continue to the present day as our nation's concept of "freedom for all" evolves.

> Freedom's Frontier is one of the largest heritage areas in the country, defined both by the geography of its 41 counties—a fabric of rivers' topography, soils and vegetation across the states of Missouri and Kansas and by the events that have occurred here over the past two hundred years. While many other areas are based around physical sites, corridors, or canals, residents decided that Freedom's Frontier should be story-based. The diverse geography and settings within Freedom's Frontier provides rich opportunities for residents to tell the area's unique contributions to the country's story of freedom, social values and human rights. Visitors can see sites that interpret a very complex story.

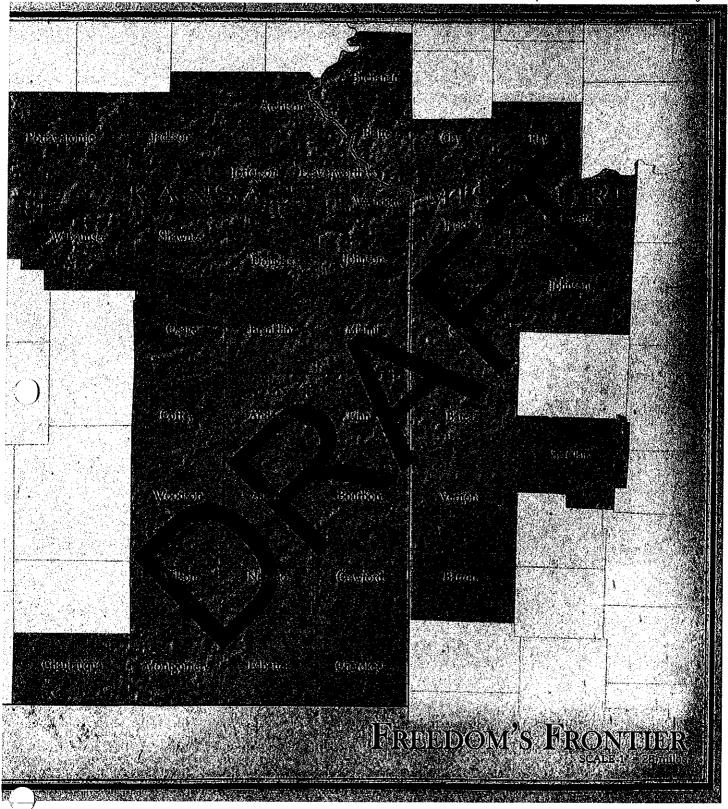
Freedom's Frontier National Heritage Area (FFNHA) is part of a new generation of national heritage areas that is managed as a grassroots organization. Although there is a coordinating entity, the organization consists of willing partners from the heritage area to participate in the planning and execution of heritage area projects. These partners meet regularly at locations throughout the area. To uphold the integrity and purpose of the heritage area, all partners have signed a pledge stating that they will support the Freedom's Frontier vision, mission, and guiding principles.

Residents have the opportunity to be part of an ongoing conversation about why this area is unique within the United States. At its core, Freedom's Frontier is a voluntary effort. The choice to participate is always available for any individual, organization, government body, or institution. By developing partnerships, we can achieve our vision for this nationally significant place and the empowering opportunities it can bring to our communities. Our hope is that *you* will be a part of Freedom's Frontier National Heritage Area.

There is nothing new in the world except the history you do not know." - Harry Truman

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BELOW: The 41 counties that comprise Freedom's Frontier National Heritage Area.

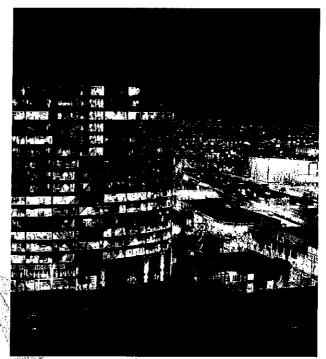


is no mountain, lake, or river for any other natural feature to separate

THE PUBLIC BENEFITS

What is the difference between Freedom's Frontier National Heritage Area and places such as Disney World[™] or Colonial Williamsburg? To begin with, the residents are not employees in a "cast" of characters. They are citizens, voters) and volunteers in a living landscape. Freedom's Frontier towns and landscapes are not "re-created" or "preserved and interpreted" for a specific period, rather they are places where people live and work. These living towns and landscapes tell stories of many periods.

Using this plan, area residents will be able to share stories from various perspectives with visitors. That residents of all ages are aware of their shared history is, in part, an outcome of this grassroots planning process and something very unusual in much of the United States. This awareness of how Freedom's Frontier is unique, historically significant, and rich in connected stories helps to build a feeling of pride and "sense of place." While the benefits of this pride can be difficult to quantify in economic terms, they matter for citizen engagement, volunteerism, and drawing new residents.



ABOVE: Downtown Kansas City. Jackson County, Missouri. BELOW: Flint Hills. Geary County, Kansas.

Courtesy Kansas State Historical Society.

(Kansas) from Missouri, on the north, east, or south. This is a circum

FREEDOM TO DEBATE

The Freedom's Frontier National Heritage Area is not framed with simple, easily digestible stories and themes. It is common when explaining conflict to define a "good side" and a "bad side." By visiting only one location, someone might find a story about the expulsion of innocent residents by enraged Union soldiers who destroyed the countyside. But, visiting another location, one might find a different story about southern sympathizers perpetuating terrible crimes on the settlers who supported Free Statehood. The conflicts that occurred here in the past still stir deep emotions and ignite intense debates. These debates are relevant to the area and its residents' ongoing reconciliation, to the nation as it continues to redefine freedom, and to the world, which is embroiled in similar struggles today.

In crafting this plan, residents agreed that there are no simple answers nor "official" stories. Like our heritage area history, this plan allows for ambiguity, complexity, disagreement, and reconciliation. Indeed, rather than "singing from the same song book," it is this diversity of viewpoints that helps make living and visiting here such a unique experience.

Indeed, some of our most exciting stories are still unfolding today. They are not "historical" but concern how we make sense of our history, how we reconcile our versions of the past, and how we respect the multiple, often conflicting perspectives of the past. It continues today with the growing international diversity of the heritage area, that not all residents were directly linked with the stories of the past, but is a part of their common heritage even as newer residents.

What emerges in our immense heritage area is not just a story of "Free States versus Slave States," "Indians versus Settlers" or "Segregation versus Integration," but a saga of human passions, opportunism, collaboration, ingenuity, zealotry and hope. This is a story of the imperfect and complex human character. Freedom's Frontier tells the uniquely American story that transpired in the center of the continent. As a National Heritage Area, this is a location where East met West, where North confronted South—and where freedom continues to be defined.



Courtesy of Lecompton Historical Society. Temperance reenactment in Lecompton, Douglas County, Kansas.

stance of great importance, in estimating future influences to be given

FOUNDATION DOCUMENTS

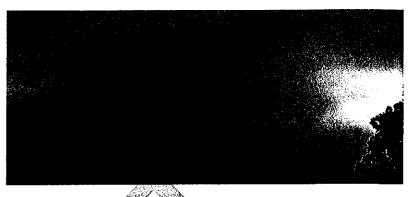
In 2008, the Freedom's Frontier Partners and the planning team created "Foundation Documents" that express residents' vision for the future of their area and the means to achieve it. The Foundation Documents articulate who we are as a National Heritage Area and how we will work together in the years to come. They include the Statement of National Significance, Vision Statement, Mission Statement, Guiding Principles and our Goals.

What is a Vision?

According to the National Park Service, a vision "articulates a region's concept of what they want the heritage area to be in the future. It describes the kind of place the heritage area should be." In the case of Preedom's Frontier, the vision date is the year 2028—twenty years after the visioning exercises performed by FFNHA residents throughout 2008.

What is a Mission?

According to the National Park Service, "the Mission articulates how the local coordinating entity and other partners in the heritage area intend to make the vision a reality. It describes the heritage area's purpose." As the FFNHA local coordinating entity is not intended as a centralized, top-down organization, this Mission was created in a series of public meetings. The coordinating entity will be a reflection of the residents and partners who wish to share these nationally important stories.



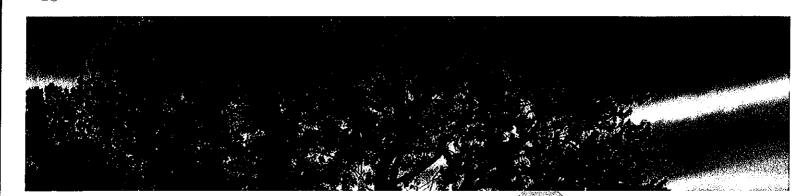
Freedom's Frontier Vision

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."

Freedom's Frontier Mission Adopted 2008

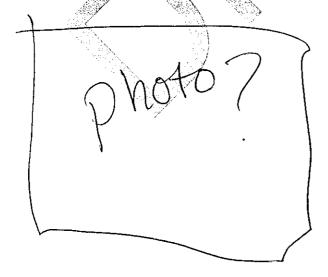
Freedom's Frontier National Heritage Area (FFNHA) is dedicated to building awareness of the struggles for freedom in western Missouri and eastern Kansas. These diverse, interwoven, and nationally important stories grew from a unique physical and cultural landscape. FFNHA inspires respect for multiple 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.

and received. The Ohio River, flowing between free and slave States,



Freedom's Frontier Guiding Principles Adopted 2008

- 1. We shall be tolerant and respectful of diverse stories from multiple perspectives.
- 2. We will respect property rights.
- 3. We shall focus on authentic and engaging experiences.
- 4. We honor the region's peoples, past and present
- 5. We appreciate unique cultural and historic assets within the nationally important landscape.
- 6. We shall invest in community engagement education and empowerment.
- 7. We will sustain and grow a sense of place,
- 8. We value the natural environment:
- 9. We will consider future generations in all actions.



Guiding Principles

Guiding Principles are traits or qualities that are considered worthwhile; they represent an organization's highest priorities and driving forces.

Principle statements are statements about how the organization will value visitors, suppliers, and the internal community. These statements describe actions that are the living enactment of the fundamental values held by individuals within the organization.



Nothing in this Management Plan shall the way structl to regaine any private property organic (o) pomin public access (tinchaing Veilsral) State for heally normal access) to such private property. Nothing in this Management Plan shall the constourd to modify any provision of Plateral, State or head the with regard to public accessite or ast of head they with regard to public accessite or ast of public lands

is sufficient to hold them apart. Were it not for the river, these States

OUR GOALS

What are Goals?

How do we measure if we are successful? According to the National Park Service, "goals identify desired conditions for a component (such as resource conservation, education and interpretation, tourism and other categories) and/or address how to reach a desired level of interaction between resources."

Through a public process, Freedom's Frontier partners created the following four goals to guide our work, meet our mission and steward the heritage area. The goals and tactics to achieve them are listed below. Detailed tools to pursue these tactics appear in The Power of Action and The Power of Partnership sections of the plan.

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

o We will share storigg and messings about freedom through a dialogue with a widerange of audiences. Communication tools will be tailored to the needs of each audience.

We will maintain on-line tools to engage residents in learning about Freedom's Frontier stories and values in herent in them.

We will work with individual destinations, sites, and tourism marketing entities to promote Freedom's Frontier in a coordinated way.

We will encourage and promote annual events tied to significant anniversaries of Freedom's Frontier stories. 2. Enhance, sustain, and preserve the unique cultural and historic assets within our nationally important physical and cultural landscapes that fostered these stories.

> We will work with site owners and managers, event managers, collections managers, craftspeople and artists local historians, state county and local agencies and other interestadpartners to identify the unique historic, utitural and natural resources and stories within the heurage area that contribute to the Heedoms Frontier story.

We willinform individuals, organizations and government entities about the heritage area in order to encourage them to sustain a sense outplace through preservation and conservation.

We will work with regional groups such as land trusts, environmental advocacy groups) and government agencies to protect key historic and ecological sites that support the heritage area's stories.

Back Home, April 1865. Cass County, Missouri.

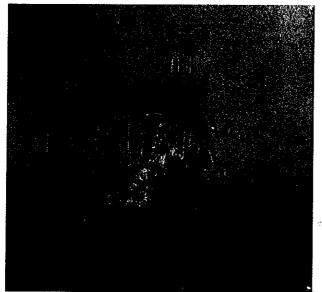


could not be held asunder. They would soon be knit together by a thc

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Courtesy Kansas State Historical Society. Schoolhouse. Jefferson County, Kansas. Early 1900s.

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3. Inspire tolerance and respect for multiple perspectives.

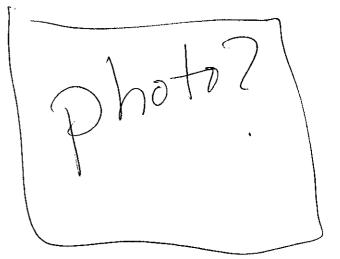
- We will work with local educators and educational institutions to develop, promote, and offer educational opportunities to increase awareness of the Freedom's Frontier story in the heritage areas schools and provide programming for the general public.
 - We will reach out of underserved communities both as a key audience and for input in the planning and execution of projects.
- We will work with partners such as colleges, universities, and institutes, to support conferences and public forums to discuss and debate the regional and global meaning of freedom from various perspectives.

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

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- We will work with site owners and managers and eventoorganizers to recognize Partner Sites and livents and to improve the visitor experience and interpretation as well as to help them to meet criteria that will allow them to become Accredited Sites and Events.
- Wowll work with our Partner and Accredited sites to enhance services, interpretation, and connection to the Freedom's Frontier story and to other sites in the heritage area.
- Wavefull continue to engage residents in planning and executing projects to increase awareness and support of Freedom's Frontier by local constituents.
- We will work with individuals, economic development organizations, tourism bureaus, and government entities to develop Freedom's Frontier as a sustainable destination.



nusand interlacing ties...Nothing will separate Kansas from Missouri

9

THE STRUGGLES FOR FREEDOM ON THE MISSOURI/KANSAS BORDER

align

What is a Statement of National Significance?

Significance statements build on the national heritage area's purpose and clearly state why, within a national context, the national heritage area's resources and values are important enough to warrant the area's designation as a <u>national heritage</u> area. These statements identify the resources and values that are central to managing the area and express the importance of the area to our natural and cultural heritage.

In drafting the statement of national significance, several National Park Service definitions of "national significance" were taken into consideration including the National Heritage Area feasibility study guidelines for nationally distinctive landscapes as well as the definition of "national significance" included in the guidelines for Save America's Treasures projects.

We consider places, stories, for landscapes to be nationally significant when they "contain important regional and national stories that, together with their associated natural and/or cultural resources, enable the American people to understand, preserve and celebrate key components of the multi-faceted character of the Nation's heritage."

Shaping the Frontier:

For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny.







Courtesy Kansas State Historical Society.

FROM LEFT: General James Blunt's Headquarters Band, Cherokee County, Kansas. Lexington Courthouse, Lafayette County, Missouri. John Brown Mural, Shawnee County, Kansas.

Enduring Struggles for Freedom:

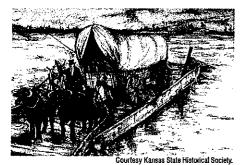
The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.



and other neighbors, but a mere boundary line, invisible to the eye,

THE STATEMENT OF NATIONAL SIGNIFICANCE

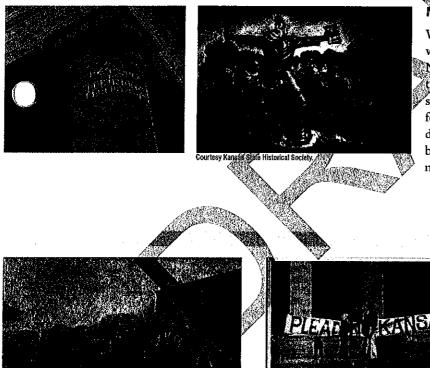
Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.







FROM LEFT: Grinter Ferry, Wyandotte County, Kansas. Weston Bend State Park, Platte County, Missouri. Dietrich Gabin, Franklin County, Kansas.



Missouri Kansas Border War:

When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Actinullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri/Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end and devastated communities on both sides of the border.

FROM LEFT: "Appeal to Reason" Newspaper, Crawford County, Kansas. c. 1900. Anti-War Demonstration, Shawnee County, Kansas. 1970.

Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of Freedom.

Courtesy Kansas State Historical Society.

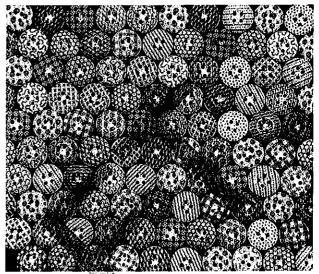
and offering no obstruction to passage." - Charles Boynton, 1855

Courtesy Kansas State Historical Society

OUR INTERWOVEN STORIES

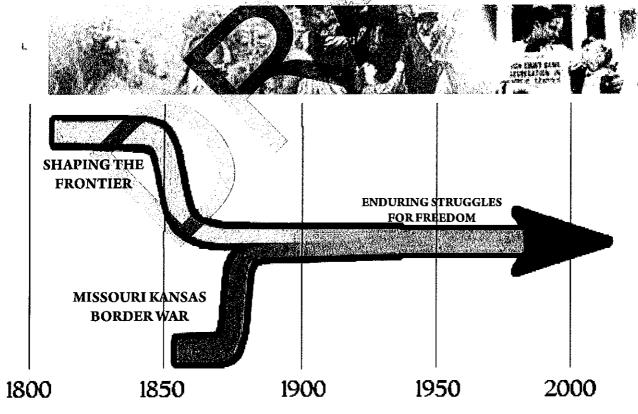
The three sub-themes offer a window through which to consider how Americans have debated American ideals of "freedom," "justice," "local control," and "property rights" from the beginning of settlement to the present day.

The power behind our stories and themes is that they illustrate the debates over these ideals. However, no historic site or story in Freedom's Frontier exists in isolation or gives a view of the big picture. Stories, landscapes, historic sites, and events are interconnected, and links can be made over this landscape through the stories that are shared. Freedom's Frontier National Heritage Area will celebrate this web of stories in many and varied ways.



Courtesy of The Arabia Steamboat Museum. Buttons uncovered from Arabia Steamboat which sunk in Platte County, Missouri in 1856.

TIMELINE FOR THE STATEMENT OF NATIONAL SIGNIFICANCE



12

HOW TO GET INVOLVED

Freedom's Frontier National Heritage Area is centered around people, based on grassroots discoveries and collaboration. This plan gives residents the tools to make their own decisions, to change course over time and to define the kind of recreational and interpretive experiences that they would like to share with others. This plan encompasses the vision for an economically sustainable region with a shared awareness of its past, complex stories and enduring struggles for freedom.

The Role of Willing Partners

Why Is It Important to Participate?

Freedom's Frontiers is part of a new generation of of National Heritage Areas that are managed through a coordinated grassroots effort. Input from the residents of Freedom's Frontier is important in creating a heritage area that is responsive to the needs of its residents and preserves its shared heritage. Each individual contributes different skills, knowledge and experiences. There are many kinds of opportunities to become involved ranging from researching stories to saving landscapes to promoting events. Each of the Toolkits included in the Power of Action is filled with ideas for how residents can take action in historic preservation, tourism & marketing, and interpretation & education. Individuals and organizations can benefit from being involved, making the area stronger as a whole. Participants will have the chance to meet people from all walks of life from throughout the region and to learn more about its history and ecology. Working together, partners in Freedom's Frontier can achieve the Vision for this heritage area.



ABOVE: Partnership leam meeting. Warrensburg, Missouri. 2008

How to Get Involved?

There are a number of opportunities to participate in Freedom's Frontier and to play a vital role in the heritage area.

- Stay informed on heritage area happenings by subscribing to our extensibilities, becoming a fan of our Facebook page or watching the website for updates.
- Get involved by attending meetings, joining a committee, providing feedback and volunteering for special task forces or other opportunities.
- Spread the word by talking about Freedom's Frontier to your neighbors, friends, and business associates or becoming a liaison for your local heritage, professional, or civic organization.

For more information, please visit Freedom's Frontier's website at www.freedomsfrontier.org or contact:

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 Phone: 785.865.4499 Email: info@freedomsfrontier.org

OVERVIEW OF THE PLAN

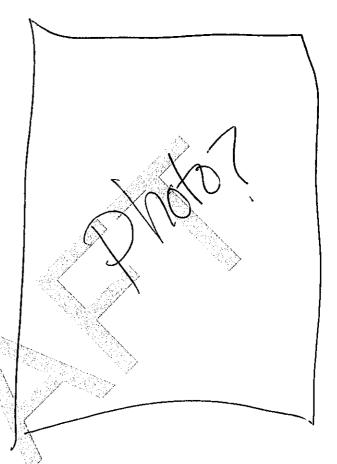
Created by volunteer citizens of western Missouri and eastern Kansas in 2008 and 2009, This plan builds from many discussions about how we understand the places where we live and our ability to share them with others.

The first two sections, "The Power of Place" and "The Power of Story," describe the uniqueness of this area why it is an extraordinary place, why its history occurred here and nowhere else, and why it is something needing national recognition. The plan's "Power of Action" and "Power of Partnership" sections offer a better understanding of the benefits of the heritage area and methods of improving the quality of the heritage area and how residents and visitors experience its stories.

Partners in Freedom's Frontier aim to achieve their goals in order to positively affect businesses, communities, and other institutions. They want to reinvest a sense of pride in the area. That pride is derived from the area's fiery history and significant contributions to how we think about what it means to be a free people in a free country.

"The Power of Place"

"The Power of Place's explores the qualities that make this 31,000 square mile heritage are a quique place in the world. Starting with a discussion of natural history dating back 100 million years, this section describes how mountain formations glaciations, topologic phy, shifts of weather, and vegetation shaped human settlement. This section explores how the harval glography of the area shaped settlement, agriculture movement, and sites where conflict occurred. By looking at natural systems and the relatively recent human geography of the last several centuries, we can begin to ask how the land contributed to Freedom's Frontier's diverse stories.



"The Power of Story"

After considering the immense scale of the heritage area and the broad span of time that shaped its landscape, we turn to the "Power of Story." We learn about the connection between land and stories and the connections between different stories throughout the heritage area. This chapter explores the idea of four "cultural watersheds" located along the major river systems in the area.

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ABOVE: Native Landscape in Johnson County, Missouri.

"The Power of Action"

"The Powener Action offers clear coolkits to help citizens and groups manage and improve Freedom's Frontier as a National Heritage Area. The toolkits offer tips, models, links to more information and questions for groups to explore. The toolkits speak (of Heritage Preservation, Tourism & Marketing, and story telling.

Glossary, Acknowledgments, and Appendices

The Glossary, Acknowledgements, and Appendices define the terms that we use, thank the many hundreds of people and organizations involved in the Management Planning process, and provide background data and information that inform the recommendations of this plan.

"The Power of Partnership"

The Power of Partnership builds on the Toolkits to provide in-depth information for site managers, partners and other FFNHA members. This chapter offers five "segment plans" that focus on Heritage Preservation, Recreation and Natural Resource Conservation, Interpretation & Education, Tourism & Marketing, and Economic Development.

Julie Lenger

From:	
Sent:	Wednesday, March 25, 2009 3:01 PM
То:	Julie Lenger
Subject:	document comments
Follow Up Flag	: Foliow up
Flag Status:	Red

Hi,

I saw in our local newspaper (Independence [MO] Examiner) that you were seeking comments on draft documents for Freedom Frontier Heritage Area. Very interesting information! I just had two brief comments:

1. Page 1-15: Bullet list of "Influences on Settlement...", I would recommend also listing the 1808 Osage Treaty, this was the first and one of the most important Indian Treaties between the U.S. and a tribe in the Louisiana Purchase. This treaty, signed at Fort Osage, opened up most of the later states of Missouri and northern Arkansas for settlement by displaced tribes and Euro-American settlers. The treatly line designated in the 1808 treaty is also the western boundary line for Missouri on the early map you show on page 1-16. In the 1808 Treaty William Clark drew a line from Fort Osage (on the Missouri River) south to the Arkansas River and the Osage had to relinguish all lands east of this line.

2. Page 2-19: The map of Indian tribal locations on this map is confusing. It shows 1840s reservations and 1700s tribal locations for the Kansa, Osage, and Missouria. It's a little confusing given the different time periods on the map. Also the location of the Missouria is wrong. They were a small group located east of the limits of the map. The Missouria were close cousins of the Oto and Omaha (Chiwere-Siouan speakers), and the 18th Century French only noted one Missouria village in Central Missouri on the MO River. By 1800, this group had left to live with the Oto near the confluence of the Platte and MO Rivers in Nebraska. The area where the Missouria are listed on this map was actually kind of a "no-man's" land of competing hunting grounds between the Osage, Kansa, and Ioway.

You guys are doing good work!

Min Com

The Power of Place 1-1

1-2 Freedom's Frontier National Heritage Area Management Plan When farmers arrived in Freedom's Frontier, they sett led on a landscape that had been formed by unique prehistoric geological events. As the country embraced the industrial revolution, for the first time in human history, people would use industrial machines to conquer the natural order. The developing technology and infrastructure meant that sett lers relied on a combination of machines and natural corridors for development. Frontier trails and rowboats gave way to overland trails and steamboats.

However, despite technological advances, the sett lers remained subservient to the natural landscape. Principally, in this period of transition, proximity to navigable rivers and fertile soils was essential. The heritage area's four major watersheds—the Missouri, Kansas, Osage/Marais des Cygnes and Neosho River Valleys—played a critical role in the political upheaval that came to be called the Missouri- Kansas Border War.

The Power of Place 1-3

1-4 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-5

1-6 Freedom's Frontier National Heritage Area Management Plan Th e inland sea evaporated sixty-fi ve million years ago, and left behind an exposed, fl at sea fl oor. At the same time, a major event occurred to the west which aff ected the region-the formation of the Rocky Mountains. The Rocky Mountains had an enormous infl uence in the Midwestern climate, particularly on the precipitation of this heritage area. Th e air that passes over the Rocky Mountains condenses and most of the moisture is removed. On the front, or eastern, slope of the Rocky Mountains, an almost desert-like condition with very minimal rainfall exists. Th e Indians used to call it the "Chinock"-the snow eater-when these winds would come down and remove the moisture from the ground because of the low humidity in the air. Moving east from the Rockies to the Mississippi River, precipitation increases as it begins to pick up more moisture from the land and vegetation.

The Power of Place 1-7

1-8 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-9

1-10 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-11

1-12 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-13

1-14 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-15

	/
	Deleted: Euro-American
	Deleted: Euro-American sett lers began ¶ to pour into western Missouri and eastern Kansas,
-	Deleted: .
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1-16 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-17

1-18 Freedom's Frontier National Heritage Area Management Plan CIVIL WAR SETT LEMENT (did the total population in the heritage area increase, decrease, or remain the same in the region? the nature of population redistribution in the region)What routes did enslaved African Americans use to escape from Missouri and other southern states to Kansas and further north? (e.g., overland to Ft. Scott, Mound City, Ossowatemie, and Humboldt, ect. in Kansas, and the Missouri, Marais des Cygnes, Neosho river basins, the "Lame Trail" to Iowa)

The Power of Place 1-19 1870s

Growth and sett lement of the heritage area became more balanced across the border in the 1870s. Railroads fi rst connected existing towns along rivers, then connected existing towns located away from tributaries both to att ract business to their lines and to reduce the number of expensive bridge crossings on their routes. New towns were "popping" up in southeast Kansas away from major tributaries, where Civil War veterans sett led aft er Indians were removed to Oklahoma. Hundreds of African Americans came to settle in various parts of Kansas, as part of the "Exoduster Movement." River and trail towns began to decline relative to railroad towns. Th is transportation shift would be seen again in the twentieth century as railroad towns declined relative to towns along interstate highways.

1-20 Freedom's Frontier National Heritage Area Management Plan Th e stories of social reform and change that typifi ed this era oft en occurred \checkmark in lands that had already been sett led by <u>Native</u>, <u>African- and</u> Euro-Americans.

The Power of Place 1-21

1-22 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-23

1-24 Freedom's Frontier National Heritage Area Management Plan 8) Landscape as History: an outlook that focuses on stories or specifi c events that may have happened at a site. How did the waterways and riverbeds, wood#d hammocks and even prairie-lands encourage or hinder those seeking to escape the ravages of the slavery system or the Confederacy? Such stories can represent broad social themes such as "the sett lement of Free-State towns" or specific events such as a batt le or raid.

The Power of Place 1-25

1-26 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-27

Panoramic maps such as this one were commonly used to showcase towns throughout the heritage area. These maps tended to blend cartographic accuracy with idealistic propaganda. This map highlights the rail connectivity, access to water, and forested hills around the city. for "Capitalists and Immigrants," Nathan H Parker's Missouri Hand-Book spoke with a sense of boosterish optimism for postconfl ict prosperity. Despite its clear Unionist orientation, there are

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useful glimpses into the mineral, timber and water resources on the land that likely lured sett lers throughout the 1850s and earlier. For example, Parker notes that the southeastern outcrop of coal extended "from the mouth of the Des Moines River" through several Counties in Freedom's Frontier today including St. Clair, Bates and Vernon "into the Indian Territory..."

1-28 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-29

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1-30 Freedom's Frontier National Heritage Area Management Plan

Julie Lenger

From:	den on universion of the source of the sourc
Sent:	Sunday, March 15, 2009 7:15 PM
То:	Julie Lenger
Subject:	Power of Place
Follow Up Flag	; Follow up
Flag Status:	Orange

Julie,

I finally have time to do my homework and am responding to the Power of Place document online. I still haven't figured out how to do markup, so this is the best I can come up with

Page 1 - Some constituents will question the timeline covering millions of years. Creation science, which has a following in the area, will argue otherwise. Thus, this may bother some home school parents and Fundamental schools.

Page 2 - When settlers first came to the MO part of FF, it was pre-Industrial Age.

Guiding Principles - should there be parallel construction for #4, 5, 8 with a shall or will?

Page 4 - again, do ALL natural historians agree with this timeline?

) Page 8 - Please consider including the unique landforms of the mounds found along the MO/KS Border in Cass, Bates, Vernon, Miami, Linn counties where important FF events took place such as Sugar Mound, Spy Mound, Walley Mound, Island Mound

Page 15 - The Santa Fe Trail began in 1821 from New Franklin, MO, then Arrow Rock

Page 16 - The California Oregon Trail began in the Early 1840s, not 1847

Page 17 1864 - 1865 should include the term Civil War

Page 20 - Did rural population steeply decline in all FF areas? It did not in Cass County.

Page 21 - I don't see how the narrative addresses any unique Freedom's Frontier stories

Page 22 Is this the place to address how ubran sprawl threatens battle sites, historic homes, bridges and landscapes?

Page 28 - The quute in the box is offensive to me as a Missourian. Obviously written from a "winner's" perspective

Page 30 - My vote is to eliminate the entire page. I find it too academic and dense

816.380.4396 www.casscountyhistoricalsociety.org

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President, MO/KS Border War Network www.moksbwn.net

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Julie Lenger

From: Int: To: Subject: Tuesday, March 24, 2009 1:46 PM Julie Lenger Power of Place comments

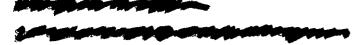
Follow Up Flag: Flag Status: Follow up Red

Anyway here are some comments from our people here in St. Joseph, there are probably more comments but they became frustrated with the lack of information or the inaccuracy of the information. They believe that with all of the meetings that have been held that the final draft should have more correct information.

Sorry for the negative feelings but I felt it is important to keep you in the loop on local feelings.

Talk to ya soon and let me know if you have any questions. Thanks!

Mangar Monga



1 Contraction Contraction Contraction

St. Joseph, MO 64501



XXX

Julie Lenger

From:	El Martin Charles (Constanting Constanting
Sent:	Monday, February 23, 2009 9:16 PM
То:	Julie Lenger
Cc:	Judy Billings
Subject:	comments
Attachments:	ffnha execsum&powerofplace.doc
	Sent: To: Cc: Subject:

Julie,

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1

Thank you and the team for your work thus far. I've learned a lot already and am looking forward to much more.

Please accept the comments I've attached in the spirit they are given: with my appreciation and high expectations for the outcome.

Willing and the state of the st

Executive Summary

Pages 10, 11:

4

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(– –)

Is the italicized statement ("Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of Freedom.") part of the statement of significance? If so, it's getting lost. If not, what is it? Eliminate?

The 3 subthemes should all be stated in the left side of their respective rows. It doesn't scan well the way the graphics are set up now.

Pages 14, 15:

Formatting of the last two pages is rough. I think we should leave out the last box – "Glossary...."

Power of Place

"Quick reference definitions" are redundant. Eliminate?

Numerous grammatical and proofreading errors.

1850s map arrow pointing to "trails" doesn't.

"1890 census famously declared ... frontier was closed." Needs more explanation (for me anyway).

I don't understand the phrases "appreciative questions" and "appreciative inquiry."



The Picture Gets Painted: Glaciers

Glaciation was the biggest agent of change in the heritage area. Glacier, like a big snowplow, pushed material south with a grinding action. The four most recent glacial periods significantly affected the creation of our region. The glaciers brought new material and the strength of water to carve the ravines, valleys, and river ways. They created much of our landscape: a legacy of rivers and tributaries that continue to drain the area, they left deposits at the edges which created very deep and agriculturally productive soil, and some one of the most unique topographic features in the world.

Forming Our Rivers

The Mississippi River valley, one of the largest of the world, was greatly impacted by the combination of the glaciers and the flat sea floor. Of the major rivers in the region, almost all of them developed at the edge of a prehistoric glacier (see right). The first glacier redirected most of the heritage area's rivers and soils. The melt water from that glacier redirected prehistoric rivers and created the essence of the Missiouri River. The third glacial advance created much of the Mississippi River along its eastern edge. Rivers are dynamic features which shift and flood across our landscape in broad valleys. It is these valleys where the many of the first Indians and Euro-Americans in the region settled.

Forming Our Soils

Water also has another influence on Freedom's Frontier. Not only does it fall from weather patterns and flow through rivers, it also erodes the rocks into soils and transports soil from one place to another. This movement creates our landforms.

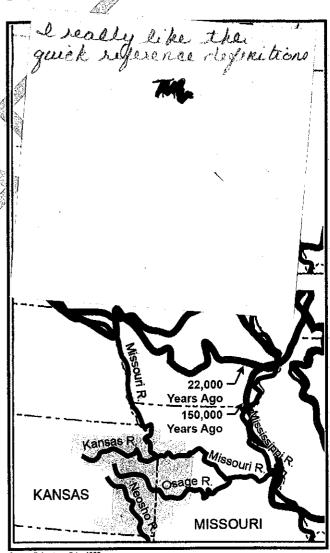
In the heritage area, the "good soils"—the most productive agricultural soils—are the newest, because these rocks contain minerals that are the basis for fertility and supporting plant life. As the soil ages, it erodes and is depleted of mineral content. As a result the soil mantle (layer of soil) becomes increasingly sterile and devoid of organic matter.

This aging can be turned back with glacial activity. Soil fertility gets renewed when it is overturned and when new materials are deposited on top. Glaciers act as massive tilling machines.

Quick Reference Definitions

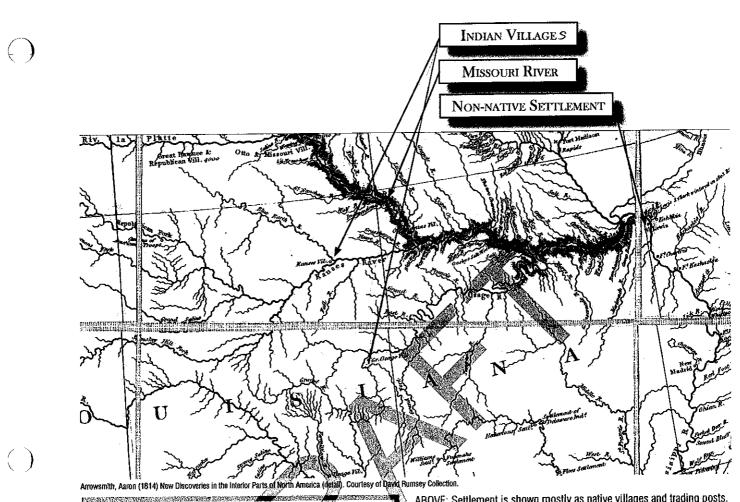
topography: the shape and configuration of the surface of the Earth. In Freedom's Frontier, the topography is a network of rivers, valleys, plains, hills, and bluffs.

A full glossary of terms can be found in the appendix.



Source: Reinertsen, D.L., 1992

ABOVE: Forming our rivers. At top, the glaciers from 650,000 and 400,000 years ago stopped at the edge of the Missouri, Kansas, and Osage Rivers. Below, the glacier from 150,000 years ago stopped at the edge of the Mississippi River. The most recent glacier (22,000 years) stopped at the edge of the upper Missouri River.



What are "Influences on Settlement and Freedom"?

These are economic, political, and social events that affected settlement and the story of freedom in the heritage area during that period in history. It is NOT a compehensive list of stories or story themes. These influences are only intended as a point of reference to the reader. Further exploration and review of many of these influences can be found in the Power of Story section

ABOVE: Settlement is shown mostly as native villages and trading posts. Euro-American settlement clustered to the east of the heritage area around St. Louis. The settlement patterns moved upstream from St. Louis as the decade progressed. As a consequence, Native American displacement moved further westward and into the heritage area.

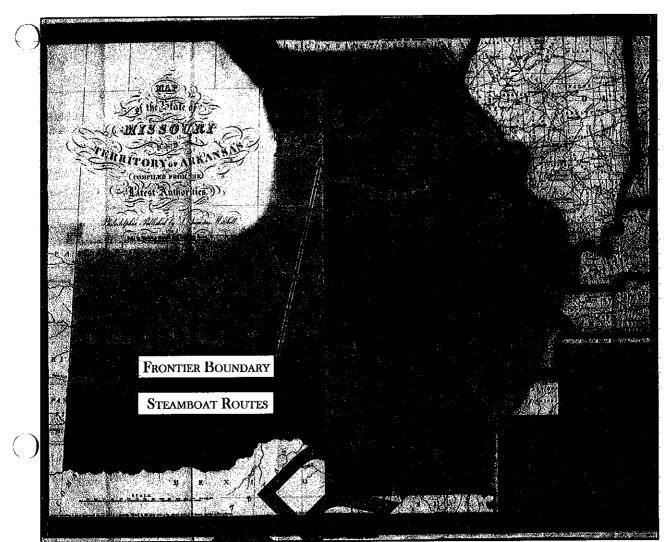
Influences on Settlement and Freedom: 1803-1829

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		1998/11212/09/08/
	Influences on Settle Freedom: 1803	
	Louisiana Purchase	1803
	Opening of Missouri	1818
	Missouri Compromise	1820
	Opening of Santa Fe Trail	1825
N. S.		

1803-1829

This detail of a Euro-American settlement map of the heritage area shows the early mapping and settlement patterns in the region. The area was still one of exploration and early economic development. The major geographic feature in the map is the Missouri River and tributaries feeding into the river. This indicates both the extents of surveying and exploration in the region at the time.



Mitchell, Samuel Augustus, Philadelphia (1836), Map of the State of Missouri After Ternfory of Artansas, Courtesy of David Rumsey Collection. ABOVE: Smaller, shallower, non-navigable rivers had not been settled. Steamboat routes are listed to the bottom right of the map an indication of the steamboats preeminence in economic vitality and transportation.

Influences on Settlement and Freedom: 1830–1849

Indian Removal Act	1830
Platte Purchase	1836
Mormon War	1838
Opening of Calif./Oregon Trail	1847

1830-1849

By the 1830s, settlement reached to the river valley at the western boundary of the new state of Missouri. Maps began to show county delineations in the heritage area. Native settlement was pushed to the west side of the border, delineated as the edge of the frontier. In the frontier, lands were assigned to various native tribes. This appropriation would continue into the 1840s. The western reaches of today's heritage area (now central Kansas) were sparsely populated and not mapped.

Development was still primarily in the Missouri River valley east of the point of confluence with the Kansas River. The Kansas, Osage, and Neosho river valleys are shown as broad regions without detailed political delineations. OREGON TRAIL - Source: Encyclopedia Americana

1839 - A few men made the journey with packhorses.

1841 - Some 30 men, women, and children reached Oregon The first party reached California

1842 - 112 persons went to Oregon, took wagons as far as Ft. Hall

"Oregon fever raged through the Mississippi valley by the end of 1842"

1843 - 1000 people took wagons all the way (the "Great Migration")

1844 - 1000 more went

1845 - 3000 went in small parties

1846 - 1350 went, including Francis Parkman, who wrote The Oregon Trail (1849)

5000 Americans by then lived in Oregon





Influences on Settlement and Freedom in the 1850s

Treaty of Guadelupe Hidalgo Kansas-Nebraska Act Border War 1

ABOVE: Map of Missouri that also shows early settlement in Kansas. Settlement in Missouri had largely filled along the major rivers and prime agricultural lands by the 1850s. Vernon and Bates counties were erroneously switched on this map when it was drawn.

FRONTIER TRAILS

EARLY SETTLEMENT

DEVELOPED LAND & TRADE ROUTES

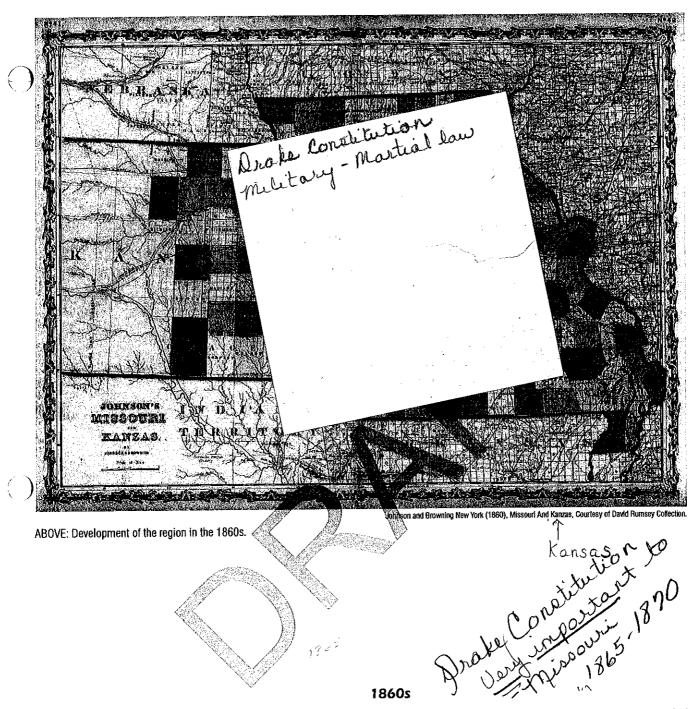
1850s

Squatter settlements began to appear in Kansas in the years prior to the 1850s. As the decade progressed, Native Americans offered concessions to the government, outright sale, or their lands were reapportioned into lots. Non-natives were still sparse in Kansas, but the economically viable land spurred settlement and the prospect of statehood began at this time. This limited settlement along with the charged atmosphere of national politics would foster the conflicts that occurred at this time.

The end of the Mexican War led to settlement of the region by veterans who received grants from the federal government. Settlement of California, Oregon, and Salt Lake Valley began in earnest as well. Trails to these and other locations began to emanate from the Kansas-Missouri border and through Kansas.

Sottlement in Kansas. Sottlement in Kansas ille gal worked The Power of Place 1-17

New York (1856), Missouri. (With) Vicinity Of St. Louis. (Detall), Courtesy of Davi



Influences on Settlement and Freedom in the 1860s

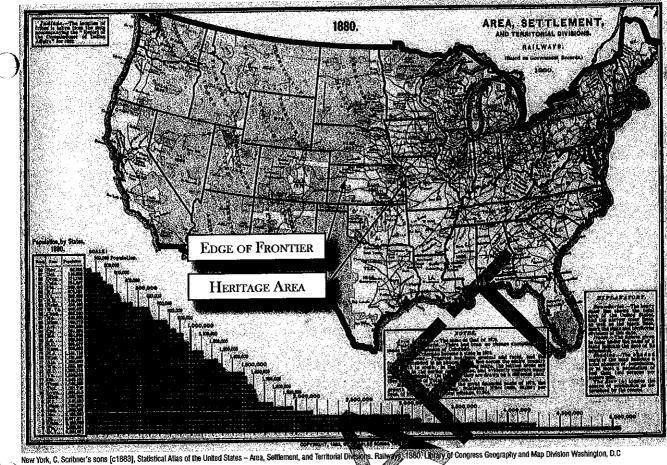
American Civil War	1861-1865
Kansas Statehood	1861
General Order #11	1863
Civil War Amendments	1865-1870

OUTLINE OF ITEMS TO BE FILLED - assistance needed

CIVIL WAR SETTLEMENT (did the total population in the heritage area increase, decrease, or remain the same in the region? the nature of population redistribution in the region)

LANDSCAPE & CONFLICT (the Burnt District and Kansas towns)

1865–1869 (Railroads connected cities and resources in the East, the construction to the west also included land speculation and concessions.)



ABOVE: By 1880, the frontier regions of the United States had moved to the west of the heritage area. The 1890 census famously declared that the frontier regions of the United States no longer existed and the frontier was closed. Highlighted on the map are the populations of Kansas and Missouri. The 1880 census found Missouri to be the 5th-most populous state in the country, and Kansas to be slightly larger in population than California.

Influences on Settlement and Freedom: 1880–1945

Kansas Prohibition	1881
Progressive Era	1890-1920
World War One	1914-1918
Great Depression	1929-1941
World War Two	1941-1945
World War Two	1941-194

1880-1945

The stories of social reform and change that typified this era often occurred in lands that had already been settled by Euro-Americans. Industrial growth, real estate speculation, and immigration spurred growth in the heritage area from 1880. Development on both sides of the border was more balanced than in previous decades.

Growth and settlement continued into the 20th century, but γ 's the changes to the built environment on a regional scale were γ not as dramatic as earlier periods. The boom and bust cycle of railroad speculation and towns began to recede, while immigrants and industry settled in emerging urban areas. The number of railroad lines in the region began to decline after the 1920s.

Although the Dust Bowl—the major environmental disaster of this period—had more significant impact to the west of the heritage area, the rural population in the region steeply declined in the 1930s and 1940s.

there concerts Shedon

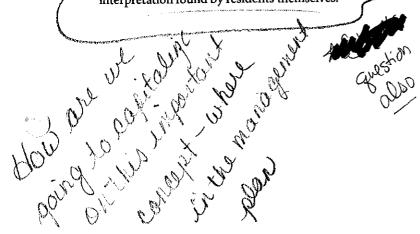
Many Versions of the Same Landscape

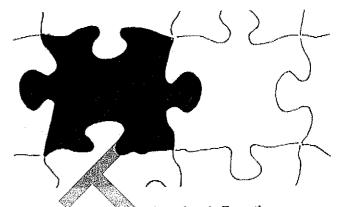
These ten approaches all apply to Freedom's Frontier; and we will find these perspectives in various sections of the Management Plan. They all have a role in planning for recreation, conservation, education, interpretation, historic preservation and economic growth.

In this section of the plan, we explore many of these ten viewpoints with examples from FFNHA. Indeed, many of these versions of beholding the same scene can apply to a single FFNHA site. For example, the Black Jack Battlefield located in Douglas County, Kansas, is rich in possible perspectives. Black Jack can be interpreted as a Problem to be studied, a Landscape as Wealth surrounded by encroaching urban development and rising land values, a Landscape of Ideology and History where a skirmish between northern and southern sympathizers took place, and Place of unusual beauty and calm.

Sometimes, differing versions of the same scene conflict with one another such as the fact that Black Jack is a very historic piece of land that is also economically, very valuable. It has both historic and monetary wealth. As such, many of its outward views are threatened with development that could change the experience of being there and its historic character.

As happened in the Border War period, when the same region or piece of land is contested and interpreted differently, it can become a site of conflict. Yet, conflict can sometimes lead to new insights, innovations, compromise, and reconciliation. Just as looking at the ecosystems of the heritage area as a whole can yield new insights about the location of historic events, looking at historic sites and landscapes through many metaphors or perspectives can reveal the many layers of their value. Though it would be simpler to directly map known historic sites/this Management Plan seeks to create a new model of multi-disciplinary questions and, one hopes, new pathways to interpretation found by residents themselves.





New Metaphors for Freedom's Frontier

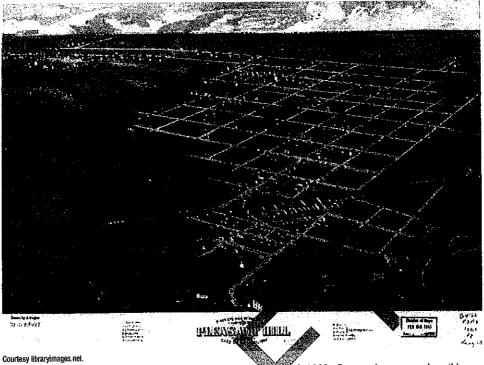
In the spirit of posing new questions, consider some additional metaphors for the entire Freedom's Frontier Heritage Area including: Eco-system, Fabric, Quilt, and Jigsaw. Each of these ideas implies a whole that is greater than its sum of parts such as individual historic sites, recreational opportunities, and attractions.

An "ecosystem" viewpoint implies strength of diversity yet also a fragility in which all pieces are interrelated and that changes to one can affect all.

Thinking of the region's locales as a "Fabric" opens questions about the threads that bind them and the strength of many small strands when woven together.

If we consider Freedom's Frontier as a "Jigsaw," we can think about how it would look from an airplane. But, if we introduce the metaphor of a Quilt (which is also visible from the air), we can discuss the 41 counties as a region made by many people with scraps and pieces from many sources and eras brought together over time in the image of a whole.

In the end, having many metaphors for discussing landscape and the heritage area can make residents better citizens with richer "mental maps" that they can share with visitors. Having a "sense of place" and a "sense of region" means being consciously aware of it—and how it is different from other regions. Such as regional self-understanding can vary person by person, but it has to come from within; and throughout the planning process, many residents have shared stories that show how powerfully this discovery can happen.



ABOVE: Ruger & Stoner map of Pleasant Hill, Cass County, Missouri, 1869. Panoramic maps such as this one were commonly used to showcase towns throughout the heritage area. These maps tended to blend cartographic accuracy with idealistic propaganda. This map highlights the fail connectivity, access to water, and forested hills around the city.

timber

for "Capitalists and Immigrants," Nathan H Parker's Missouri Hand-Book spoke with a sense of boosterish optimism for postconflict prosperity. Despite its clear Unionist bias, there are useful glimpses into the mineral, timber and water resources on the land that likely lured settlers throughout the 1850s and earlier. For example, Parker notes that the southeastern outcrop of coal extended "from the mouth of the Des Moines River" through several Counties in Freedom's Frontier today including St. Clair, Bates and Vernon "into the Indian Territory...." Sulfur and zinc were noted in all of the mining areas of the southeastern portion of the state.

Beyond broad descriptions of opportunities in agriculture and mining, the *Hand-Book* offers regional and county-specific descriptions of the landscape during and near the end of the Civil War. For example, Parker describes Johnson County (denoting its population in 1860 at 13,080) as rich in "fertile prairie land, level or slightly undulated, interspersed here and there with forest trees and small groves of thrifty young timer. He also notes the numerous springs and the presence of "black oxide of manganese" found in Township 44—"a material leaving a clear black mark used for pencils."

? Guotes

Lafayette County is described as fertile for tobacco, corn, and fruit. "As high as 2200 pounds of hemp have been produced per acre. On the 18th of February, 45 bales of choice hemp were sold in St. Louis, for the handsome price of \$190 per ton."

While such development prospectuses were not unusual during the 19th century, Pinckard's *Handbook* is written with the end of the Civil War in sight and an Emancipation Ordinance already passed in Missouri. For the western Missouri counties that were home to raids and forced evacuation, he documents a rich array of resources that had already drawn many settlers. He also sketches the post-slavery economy that will arise after the Civil War. In the case of Lafayette County, Pinckard writes:

"Farmers will see at a glance that this county is very well adapted to all the purposes of agriculture. The class of people most needed are qualified school teachers, practical farmers and mechanics, who have capital to improve the land or establish manufactories: also carpenters, plasterers and masons."

REVEALING CULTURAL WATERSHEDS

"... to-day, this State stands redeemed, disenthralled from slavery and oppression, and we trust the day is not distant when Missouri will hear the last rebel's cry of defeat and submission—the loyal, universal shout of victory: then her streams, her hills and waving woodlands will join in one vast choral hymn, when banners shall be furled and arms lain to rust, and Peace snatch the scepter from the wearied God of War. God hasten the day!

— The Missouri Hand-book, embracing a full description of the state of Missouri; her agricultural, mineralogical and geological character; her water courses[timberlands, soil and climate; the various railroad lines ... description of each county in the state; the emancipation ordinance.

By, Nathan H. Parker. St. Louis: P.M. Pinckard, 1865 AULUAL OL

From Strategic Settlement to a "Sense of Place"

The landscape of Freedom's Frontier is valued for many reasons: for its natural history, social activism and debate, open sky, and a long-term tradition of community involvement. Just how do people remember and value this heritage area's *places*. The most powerful places in Freedom's Frontier are valued for many reasons: for their natural history, how they shaped human history, their scenic beauty today, and the vitality of their social life.

The Freedom's Frontier National Heritage Area "Power of Place" cannot be easily measured. Unlike "property," it is not an asset with value that can be easily determined based on market comparables. Rather, "places" exist in our thoughts and memories. As the geographer Yi-fu Tuan has argued, place is not designed but *achieved* through cultural acts such as naming, the creation of boundaries, and important events. "Sense of place" implies a self-conscious awareness that makes a place different from others.

Mid-nineteenth century promoters of Kansas and Missouri tried to invent a sense of the land in their advertising for potential settlers from the east. Over a century later, cultural geographers and landscape architects continue to speak of having a "sense of place" in beautiful, historic, or culturally rich settings. There is little agreement over the meaning of "sense of place," what causes it, or the role of historic places and events in shaping it. Yet, when we have a "sense of place"—a gut understanding that our home region is different from others—we know it.

The Power of "the Frontier"

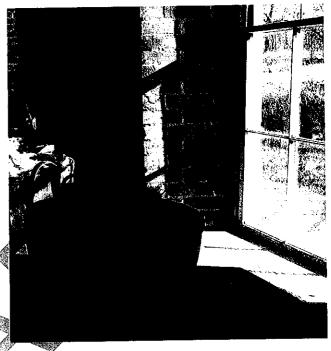
Freedom's Frontier National Heritage Area lies at the heart of the country, in the "Midwest"—and somewhere near the imaginary point "where the West begins." The frontier is a mythical force in American culture; and the word is used both in a physical sense of *the edge of a nation* and in the intellectual sense of *the boundary for new ideas, debates and questions*. Both of these senses are implied in the name of this National Heritage Area: Freedom's Frontier. The heritage area is set at the edge of one part of the country and remains a testing ground for new ideas.

Because of its power as a myth, the idea of the "frontier" can become distorted when applied to the histories of a heritage area such as our own. James R. Grossman writes in *The Frontier in American Culture*, that "Cowboys, Indians, log cabins, wagon trains. These and other images associated with stories about the frontier maintain a constant presence in ourlives. Innumerable products are marketed according to assumptions that symbols of the frontier are deeply embedded Americans' notions of who we are and what we want to be"

One of the reasons that the Freedom's Frontier partners and other citizens are asking new questions about the Power of Place and the Power of Story in the heritage area is to find their own place in natural and human history—and to correct stereotypes about the past. Like the exact location of "the frontier," it's also difficult to define the part of the country where Freedom's Frontier exists. We would think it is in the Midwest, yet as James Shortridge maintains in *The Middle West: Its Meaning in American Culture*, the exact location of the "Midwest" has continued to shift since the mid-ninetenth century. Interestingly for Freedom's Frontier, the first popular application of "Midwest" in the national media applied to Kansas and Missouri in the 1850s when they lay at the center of national debate over slavery and states' rights.



Should we be uncomfortable with such geographic uncertainty? Like cultural geography, history is not about finding concrete answers and universal consensus. Rather, as many historians agree, it takes a certain humility. "The best you can do," argues John Lewis Gaddis in *The Landscape of History: How Historians Map the Past,* "is to represent reality: to smooth over the details, to look for larger patterns, to consider how



Woolbaskets and view of the surrounding landscape at Watkins Mill, Clay County, Missouri. The industrial economy of the heritage area has often been glossed over by the myth of the frontier.

you can use what you see for your own purposes." Like working as a map-maker, Gaddis argues that the historian can feel very large and powerful.

Looking at the 100 million years of known natural history in the Freedom's Frontier region and the relatively miniscule sliver of the last three centuries of Euro-American settlement, human beings can also feel very small. "Historical consciousness therefore leaves you, as does maturity itself, with a simultaneous sense of your own significance and insignificance," Gaddis says. This heritage area and its stories are so vast and varied that we may never fully know them all, but the very conversation itself will make us wiser. They will also help to strengthen our "sense of place"—our sense of this region—as something to be passionate about.

POWER OF PLACE CORRECTIONS

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~	Julie Lenger	
\bigcirc	From:	
	Sent:	Friday, March 06, 2009 10:46 PM
	То:	Julie Lenger
	Subject:	POWER OF PLACE CORRECTIONS PLUS A GREAT ANNOUNCEMENT ABOUT NBC & HUMBOLDT!
	Follow Up Fia	g: Follow up
	Flag Status:	Orange
	POWER OF PL	ACE CORRECTIONS
Ķ	P. 2, right colur "For the first tw <i>landscape was</i> of	nn, paragraph 1: lines 5-7 to centuries of the Native American/Euro-American co-existence on the continent, the an equal opportunity constraint." What does this mean?
\checkmark	Paragraph 2: lin	ne 5, Industrial Revolution should be capitalized.
1	Now reads: "The heritage a	n, paragraph 2: lines 7-9 area's counties, on both sides of the state border, have more in common with each other counties in their respective states."
)	Suggest this cha	ange:
		ea's counties, on both sides of the border that separates Kansas and more in common with each other than with other counties in their respective states.
1	Under the map	of wetter and dryer: line 4
J	I question use o	f the abstract "furthest."
	Example of abs	tract use: Of the three brothers, James expects to go furthest in his career.
		king about a concrete, measurable distance, I would use "farthest," changing the I "This region was one of the <i>farthest</i> west where there was enough water to support ching."
	P. 6, Paragraph	2, line 1 ve" should be sixty-five.
Ç	J _{Typo:} "sixth-fi	ve" should be sixty-five.
\checkmark		nn: Paragraph 1 still needs rewrite: tence be changed to "Glaciers, like big snowplows, pushed material south with a "

If there was only one glacier, then the word "A" needs to be inserted before "glacier": "A glacier, like a big snowplow, pushed material south with a grinding action."

. POWER OF PLACE CORRECTIONS

I've been struggling with the last sentence in that paragraph: Will this work?

They created much of our landscape, leaving a legacy of rivers and tributaries that continue to drain the area. They also left deposits at the edges which created very deep and agriculturally productive soil, one of the most unique topographic features in the world.

JULIE, my dad would have read "deposits at the edges which created very deep and agriculturally productive soil," and he would have said, "They're talking about "bottom land." p. 7 – continued.

 2^{nd} para. Line 1, "of the world" should be *in* the world

Proofing is tedious but necessary work. My daughter came to make Ellery and me a steak dinner. She's calling, and I'm going to the kitchen.

I know I have many more pages to read, and Power of Place is only the second section. I'll send the 7 pages I've done to you. I will continue tomorrow and go as far as I can.

My sister **Matrix** just called to tell me to make sure we watch NBC National Evening News THIS COMING Monday night at 5:30 pm. NBC came to Humboldt today Friday, March 6, to film a story on Joe Works and Humboldt. NBC is starting a series about people helping people in America, and Humboldt is the first in the series. After they interviewed Joe Works, they came to town and filmed **Datives** 3-building shop from across the street. They then came inside the shop and interviewed Terry Butts, who works for **Dativ**, and who is Chamber President. We gave up our chamber office for the reopening of The Humboldt Union two years ago. Chamber is now an answering machine and a big brochure rack in the front of **Gatter** store. We do work together for the good of Humboldt. I'm very excited to share all this with FFNHA people. Can you forward this announcement, about Humboldt's being ON NBC'S NATIONAL EVENING NEWS THIS MONDAY AT 5:30 PM., to the Management Team? I'll ask Debbie to forward to FFNHA participants.

The Joe Works story is part of the Strong Sense of Place I wrote about Humboldt, which I forwarded to you today. I was very pleased when Judy chose to put it in the FFNHA E-News several months ago.

Steak dinner was great. Sending the NBC announcement about Humboldt via e-mail to Debbie, Judy, and Sue Pridemore tonight. Then off to bed.



From:	the first complete the contact
Sent:	Saturday, March 07, 2009 10:01 PM
То:	Stay to raight
Cc:	Julie Lenger
Subject:	POWER OF PLACE 3
Follow Up Flag: Follow up	
Flag Status:	Orange

POWER OF PLACE - 3

P. 14: right column, 3rd line from the top. Now reads, "to find connections between a historic site's stories with other sites..."

Suggest the following changes: "to find connections between an historic site's stories and other sites..."

P. 15: left column, paragraph inside pink edged box under map, 3rd line from the bottom.

Suggest that "point of reference for the reader" replaces "...to the reader."

Right column: last line. Now reads, "moved further westward and into the heritage area."

Suggest the following: "moved farther west into the heritage area."

NOTE: Period is missing at the end of the paragraph.

P. 16: left column, explanation under map, line 2: Now reads, "Steamboat routes are listed to the bottom right..."

Suggest the following: "... are listed at the bottom right..."

"steamboats preeminence" - apostrophe needs to be added: "steamboats' preeminence"

P. 17: right column, paragraph under **1850** – Delete "at this time" at the end of the paragraph.

P. 18 WORK IN PROGRESS

NOTE: Found no errors on pp. 19 & 20

P. 21: right column, last paragraph, last sentence: "effected" should be replaced by "*affected*"

each Sr. High Scho

From:		
Sent:	Saturday, March 07, 2009 4:45 PM	
To:		

Cc: Julie Lenger

Subject: RE: Some questions on various pages of Sense of Place - [-] Bayesian Filter detected spam

And I'm even slower in responding, but overall I agree with all of your comments. On the subject of the use of the word 'region,' it doesn't particularly bother me to use region and area interchangeably, but that may be because we do that in our usage here all the time. However, if there is real confusion as a result of this, then perhaps'we do need to select one of the terms and define what we mean by it.

My two cents, and worth what you're paying for it! ©



Tel

Sent: Thursday, February 19, 2009 12:19 AM

Cc: Julie Lenger Subject: Some questions on various pages of Sense of Place - [-] Bayesian Filter detected spam

Continuing with questions:

p. 16 **destructed bein**, right before your correction of "preeminence," the word steamboats needs an apostrophe to indicate possession, i.e. "of the steamboats' preeminence...'

p. 24 **definitions**, I thought we were dispensing with the word "Region" because it causes confusion when it only sometimes means "Area" as in National Heritage Area and is used interchangeably with 'Area'. What does 'Region' mean in the title of this section?

p. 25 **definition**, again, the word region is used. The second sentence of the last paragraph is confusing. It talks about "sense of place" and a "sense of region." How is 'region' being used here? It reads "Having a "sense of place" and a "sense of region" means being consciously aware of *it* --- and how *it* is different from other regions."

Does that mean that we are consciously aware that our NHA is different from other National Heritage Areas, or is it saying that our NHA has 'regions' that are different from other 'regions' in our National Heritage Area?

MY REACTION TO the last sentence in the final para. on p. 25: "Such a regional self-understanding can vary person by person, but it has to come from within; and throughout the planning process, many residents have shared stories that show how powerfully this discovery can happen."

This sounds like **Grants**, difference, and I get what he is saying; however, to me, "self-understanding" connotes that the experience comes "from within" and that it is a personal discovery that varies person by person. I am glad he mentions sharing stories and the power of discovery. The has heart, and I'm equally glad he's part of the team.

p. 26 deduced lists, during the phone call, it was mentioned that p. 26 is going to be reworked. But, in case the second sentence in paragraph one is left in tact, it needs to be noted that the original sentence was correct:
 "Kansas and Missouri lay [where did they lay?] at the center of national awareness in the 1850s." [lay = intransitive verb - lie, lay, lain, no object required.] To change to the transitive verb "laid" would require an object.

and there is none.

p. 3 **Number of the second differences of the second differences of the Arabia**. In the title, a space needs to be inserted between ...*NIGHT* and *ON...*

Love to both of you. Sorry about getting these to you "last minute." I'm rowing as fast as I can. I want you to know that in prioritizing, this took precedence over readying Income Tax essentials for our CPA appointment.

4

From:	Eiter Hoberterninen menter Goommelje
Sent:	Sunday, March 08, 2009 1:31 PM
То:	Contrary Contant
Cc:	Julie Lenger
Subject:	Power of Place - 4
Follow Up Flag	: Follow up
Flag Status:	Orange

Power of Place - 4 It is about 11:30 am on Sunday, March 08, 2009

P. 22 **WEAT THE TRUE PLEASE** NOTE the paragraph to the right of the Yates Center picture touches on an active phenomenon in Humboldt. I am referring to the Joe Works story that NBC Nightly News covered in our town on Friday. It's based on the fact that one individual has lived in Humboldt for 60 years and has proven that he cares about Humboldt. His story, first in a series of stories about people helping people in America, is supposed to air tomorrow evening on NBC at 6:30. In my article "A Strong Sense of Place," I talked about Joe Works; I also talked about other people and organizations that reach out to help each other in Humboldt.

This idea of working together is also the main purpose of Terry Woodbury's company, Kansas Communities. The idea of "Rebuilding the City Square" requires that people of all ages work together to change a community for the better. Emphasis is placed on people, especially young people, getting involved in town decision making and planning.

Humboldt is engaged in this program, and good changes are taking place. Of course, it seems to be Humboldt's innate nature to help one another. It is my opinion that this positive attitude has at its base the fact that we are, and have always been, a faith-based community.

Marci Penner's We Kanners and Kansas Explorers learn how to care about Rural Kansas, finding out what rural Kansas has and where it is.

Perhaps the power of working together can be dealt with in the Power of Partnership. I see it as an offshoot of Power of Place because I think community attitudes affect how a community is viewed by itself and others. Attitudes deliver a sense of place in a community. Jody, I have expressed to Julie that Power of Place is not limited to landscapes. I appreciate the study of the development of our heritage area landscapes, but the attitudes of the people who inhabited and continue to inhabit the landscapes strongly affected and continue to affect our Power of Place. The toughness and flexibility of Missouri and Kansas settlers, survivors, and thrivers have influenced and continue to influence our Power of Place.

I'm leaving for Erie, Kansas, in about 15 minutes. Have to put on some lipstick.

Low Pil

9

From:	File and the second	
Sent:	Wednesday, March 18, 2009 10:31 PM	
То:	Julie Lenger	
Subject:	Power of Place	
Follow Up Flag: Follow up		
Flag Status:	Purple	

Timewise, I forgot about choir practice and mid-week Lenten service tonight. Oh, well.

Power of Place - I really liked the revised writing in this version pp 24-30.

p. 26 I've not read a translation of the German newspapers that enthusiastically lured German farmers to Kansas, but I know that farming and free state emphasis by the New England Emigrant Aid Company influence must have won over the colony who came to Hartford, Connecticut, then Lawrence, and, established Humboldt (w/ J.A. Coffey & N.B. Blanton's help, both of whom were NEEAC people).

I'm sure Jody caught the error, but just in case, look at the final sentence directly in the paragraph above the Park quote in the right column: It reads, "He saw <u>as it</u> a kind of Promised Land, etc...." Obviously, should be "He saw it as..."

p. 28 Really liked comments on "self-conscious awareness."

p. 29 Enjoyed the writing.

p. 30 Content of this page was greatly improved.

5. A.

Have one error question. Look at rt. column, 5th line down in quote from Jackson: Sentence now reads,"But this is true only <u>of formal of planned political...</u>" Should this be "of formal or"?

Look forward to the conf. call tomorrow. Will try to get some of Power of Story read early tomorrow morning.

Love Files

P S Received quite a few wonderfully appreciative e-mails regarding Joe Works, so I made hard copies and mailed them to Joe and Janie. The contrast between Joe and AIG is stunning!

From:Judy BillingsSent:Monday, June 08, 2009 10:25 AMTo:Julie LengerSubject:FW: FFNHA Conference Call

Fyi...judy

have specifics and I don't know exactly where it is. I'll try to find it so I know.

From: Sent: Monday, June 08, 2009 10:01 AM To: Judy Billings Subject: Re: FFNHA Conference Call

Judy, I am available for the conference call and will plan on participating.

However, depending on the number of people, those can become unwieldy, so I thought I'd send my 2 comments ahead of time.

On page 1-18, the "copy" of the section on the 1860s seems to be incomplete. Unlike the other sections which are in paragraph form, this seems to be some kind of outline.

On page 4-43 there is a much smaller item. The green box shows some quantitative elements of the region, like population, etc. One of the items is "Number of businesses in region." The number is TBD. My suggestion is that if we don't know the number we should probably omit the statistic.

My final comment is "Wow." I'd gone over these before as they were sent out, but never in one sitting. Yesterday morning this was my Kansas City Star Sunday paper. The Star has gotten so small and irrelevant that I have stopped subscribing. But my Sunday morning habit of having coffee with something of substance to read was totally fulfilled with our management plan and business plan.

My enthusiasm of what FFNHA can mean for the entire region, and more specifically for my own neck of the woods, is renewed once again. I began making lists of the area sites and attractions and stories that simply must be told and exposed. Let's hope this damned recession ends one of these days so there is some time and money available to assist in the process.

One last thing... The business plan didn't have any numbers attached. Is this something we are going to see soon?

On Fri, Jun 5, 2009 at 1:19 PM, Judy Billings < <u>director@visitlawrence.com</u>> wrote:

Hello All,

6/8/2009

From:	
Sent:	Tuesday, June 16, 2009 10:01 AM
То:	Julie Lenger
Subject:	Review of Executive Summary & Power of Place
Follow Up Flag	: Follow up
Flag Status:	Red

Julie,

I wanted to let you know that I did read through the Executive Summary and the Power of Place. I didn't see anything that struck me as needing revised. They both looked pretty good. Also, I have an updated Partnership Directory should anyone be interested.

Johnson County Library

Turi (715) 495 9104

www.jocolibrary.org

April 9, 2009

Julie Lenger Freedom's Frontier National Heritage Area Box 526 Lawrence, KS 66044

Dear Julie,

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Thank you for your efforts in coordinating the Management Plan for FFNHA. I'm sure it is a big undertaking. Per your request, you will find my suggested changes to the following documents contained within the plan.

- Executive Summary
- Power of Place
- Power of Story

Please consider this official documentation of my participation in this process, as you indicated was needed for the document. If you need me to sign-off on something else for official documentation, please let me know.

Also, you will find my Partner Pledge enclosed.

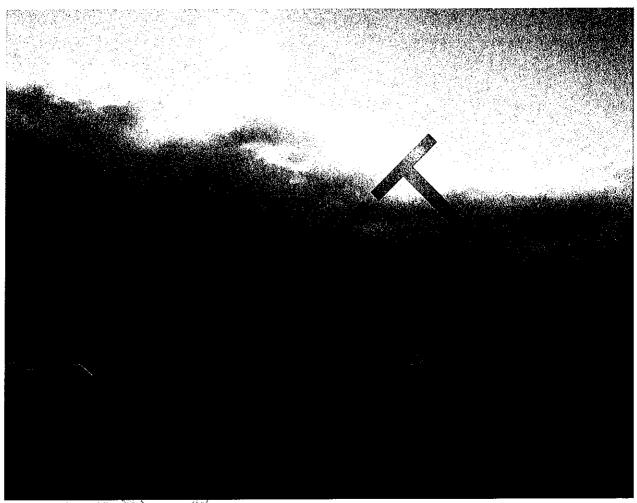
Thanks again

Overland Park Convention & Visitors Bureau

Enclosures

THE POWER OF PLACE

A LEGACY OF YESTERDAY, A HOME FOR TODAY, A VISION FOR TOMORROW



Rural Jackson County, Missourt

"Beautiful groves dot the prairie, and the dark line of timber that stretches along valley...fixed there as the land-mark of perpetual beauty—the meandering river, with its dark skirting forests of timber on the north—are all scenes in nature's magnificent panorama..."

Organization, objects, and plan of operations, of the Emigrant aid company: also, a description of Kansas. For the information of emigrants. Boston: Massachusetts Emigrant Aid Company. 1854. Why are forty-one counties in the middle of the United States so closely bound that they should be celebrated as one National Heritage Area? What is it about the region that fostered these stories we celebrate today? A complete understanding of the nationally significant events in Freedom's Frontier is impossible without knowing the story of its landscape. Millions of years of natural events directly influenced the stories found here. When this landscape was blended with politics, it fostered a political firestorm that tested the limits of freedom across an entire nation. It is this "power of place"—a gut understanding that this place is different from others—that inspires us today.

Included

Weaving Place into our Stories

The Power of Place is framed and driven by the Mission and Guiding Principles of Freedom's Frontier. For reference, these are included below with the pieces that tie directly to the Power of Place highlighted.

Mission

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 and education for all residents and visitors.

Guiding Principles



1. We shall be tolerant and respectful of dive from multiple perspectives.

2. We will respect property rights.

3. We shall focus on authenticand engaging experiences.

4. We honor the region's peoples past and present.

5. We appreciate unique cultural and historic assets within the nationally important landscape.

6. We shall invest in community engagement, education and empowerment.

7. We will sustain and grow a sense of place.

8. We value the natural environment.

9. We will consider future generations in all actions.

Why did the people in our stories settle here? The natural landscape has dictated settlement patterns for most of human history. For thousands of years, the heritage area's Indian peoples relied upon water and footpower for trade, migration, and subsistence. For the first two centuries of the Native American/Euro-American co-existence on the continent, the landscape was an equal-opportunity constraint. Reliance on the land continued into the nineteenth century. Of the nation's families, 90 percent relied upon farming as their principal means of support, and depended on rivers for transportation and for quality cropland

arienn farmers arrived in Freedom's Frontier, When Eurothey settled on a landscape that had been formed by unique prehistoric geological events. As Euro American settlers began & to pour into western Missouri and eastern Kansas, the country goals through interpretation, preservation, conservation 3 Stimbraced the industrial revolution. For the first time in human history, people would use industrial machines to conquer the natural order. The developing technology and infrastructure meant that settlers relied on a combination of machines and natural corridors for development. Frontier trails and rowboats gave way to overland trails and steamboats.

> Howeyer, despite technological advances, Euro-American settlers remained subservient to the natural landscape. Principally, in this period of transition, proximity to navigable rivers and fertile soils was essential. The heritage area's four major watersheds-the Missouri, Kansas, Osage/Marais des Cygnes and Neosho River Valleys-played a critical role in the political upheaval that came to be called the Missouri-Kansas Border War.

-the

This chapter summarizes the heritage area's natural history and its role in shaping its stories.

NATURAL HISTORY THE BACKGROUND OF OUR STORIES

According to natural historians, forces of nature—water, mountains, glaciers, fire and wind—have shaped the natural landscape of Freedom's Frontier for millions of years.

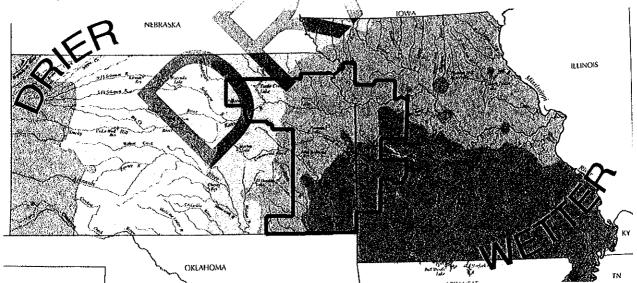
Exploring the geological events that created the heritage area's natural landscape leads us to examine the region as a whole. The majority of the heritage area's political boundaries states and counties—are arbitrary, they have no bearing on its natural development or climate. For instance, the counties in northeast Kansas experience no less rainfall than the counties in northwest Missouri. The heritage area's counties, on both sides of the state border, have more in common with each other than with other counties in their respective states. This is because the region as a whole lies in an area of transition between the drier climates to the west and wetter climates to the east (see image below).

The heritage area's fertile soil and pastoral landscape of water, trees and grasses were the result of a process that continued over a period of time far longer than the core timeline of national significance. This section will show what processes occurred across the heritage area to form the landscape we know today.

The Scale of Time

The unique natural features to our immense region occurred over an extremely long period of time. A series of events stretching over millions of years formed the physical geography of the region.

How can we understand the scale of natural processes in our story? One way to visualize this immense span of time is to apply it to a commonly understood reference of a 100-yard football field. If the past 100 million years were stretched out over a 100-yard-long football field, the distance between each yard line would equal 1 million years. The four most important recent events on our natural history, the glaciers, occurred in the final one yard of the football field (see right). Zooming in, the period of significance for Freedom's Frontier would be less than the width of a single blade of grass. When the natural landscape is altered, the features that required 100 million years to create—and that greatly influenced the heritage area's human history—are lost.



Source: NationalAtlas.gov.

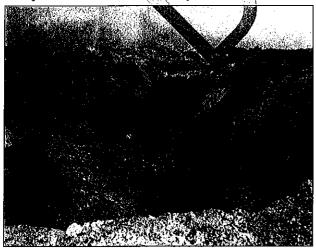
ABOVE: Precipitation map of Kansas and Missouri. The areas that receive less rainfall and snow appear more orange (drier) than areas that receive higher amounts of precipitation. This is a result of natural history, and it is a major factor in the settlement of the region. People in the nineteenth century tended to settle in areas where precipitation was sufficient to support agriculture without deep drilling for water. This region was one of the furthest west where there was enough water to support farming and ranching. Going west, it is not until settlers reach California and Oregon that they find plentiful water for settlement. As a result, one of the shortest, least dry ways of going to the Pacific coast was through Missouri and Kansas via trails. It is this connection between natural history and our stories that this chapter seeks to explore.





ABOVE: The North American Inland Sea covered the western portion of the heritage area 65 million to 100 million years ago. The sea gradually deposited organic matter and rock, which built up sedimentary layers of rock and soil.

BELOW: Murphy Open Pit mine in Cherokee County, Kansas, c. 1940-1970. The heritage area's coal deposits, oil deposits, shales, limestones, and sandstones are all sedimentary rocks shaped by this sea and its drainage over the course of several million years.



Courtesy Kansas State Historical Society

The Blank Canvas: Seas and Mountains

One hundred million years ago, eastern Kansas and western Missouri lay at the center of an immense inland sea named the Western Interior Seaway. For millions of years, the Western Interior Seaway deposited the region's minerals, many of which later shaped mining, settlement, and economic development that are part of the Freedom's Frontier story.

The inland sea evaporated sixth-five million years ago, and left behind an exposed, flat sea floor. At the same time, a major event occurred to the west which affected the region-the formation of the Rocky Mountains. The Rocky Mountains had an enormous influence in the Midwestern climate, particularly on the precipitation of this heritage area.

The air that passes over the Rocky Mountains condenses and most of the moisture is removed. On the front, or eastern, slope of the Rocky Mountains, an almost desert-like condition with very minimal rainfall exists. The Indians used to call it the "Chinook"-the snow eater-when these winds would come down and remove the moisture from the ground because of the low humidity in the air. Moving east from the Rockies to the Mississippi River, precipitation increases as it begins to pick up more moisture from the land and vegetation.

The availability of water, due to the effect of the Rockies on weather patterns, is the primary force in shaping the environment in this particular part of the world. Everything is dependent on water. Water rules; it is the essence of life. The distribution and the power of water create our landscape.

The Picture Gets Painted: Glaciers

Glaciation was the biggest agent of change in the heritage area. Glacier, like a big snowplow, pushed material south with a grinding action. The four most recent glacial periods significantly affected the creation of our region. The glaciers brought new material and the strength of water to carve the ravines, valleys, and river ways. They created much of our landscape: a legacy of rivers and tributaries that continue to drain the area, they left deposits at the edges which created very deep and agriculturally productive soil, and some one of the most unique topographic features in the world. Whilt

Forming Our Rivers

The Mississippi River valley, one of the largest of the world, was greatly impacted by the combination of the glaciers and the flat sea floor. Of the major rivers in the region, almost all of them developed at the edge of a prehistoric glacier (see right). The first glacier redirected most of the heritage area's rivers and soils. The melt water from that glacier redirected prehistoric rivers and created the essence of the Missouri River. The third glacial advance created much of the Mississippi River along its eastern edge. Rivers are dynamic features which shift and flood across our landscape in broad valleys. It is these valleys where the many of the first Indians and Euro-Americans in the region settled.

Forming Our Soils

Water also has another influence on Freedom's Frontier. Not only does it fall from weather patterns and flow through rivers, it also erodes the rocks into soils and transports soil from one place to another. This movement creates our landforms.

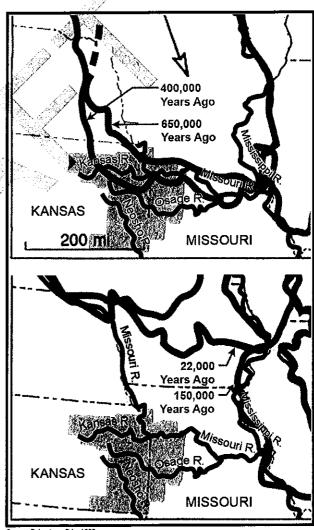
In the heritage area, the "good soils"—the most productive agricultural soils—are the newest, because these rocks contain minerals that are the basis for fertility and supporting plant life. As the soil ages, it erodes and is depleted of mineral content. As a result the soil mantle (layer of soil) becomes increasingly sterile and devoid of organic matter.

This aging can be turned back with glacial activity. Soil fertility gets renewed when it is overturned and when new materials are deposited on top. Glaciers act as massive tilling machines.

Quick Reference Definitions

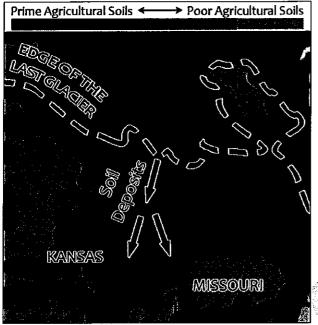
topography: the shape and configuration of the surface of the Earth. In Freedom's Frontier, the topography is a network of rivers, valleys, plains, hills, and bluffs.

A full glossary of terms can be found in the appendix.



Source: Reinertsen, D.L., 1992

ABOVE: Forming our rivers. At top, the glaciers from 650,000 and 400,000 years ago stopped at the edge of the Missouri, Kansas, and Osage Rivers. Below, the glacier from 150,000 years ago stopped at the edge of the Mississippi River. The most recent glacier (22,000 years) stopped at the edge of the upper Missouri River.



Source: Natural Resources Conservation Service.

ABOVE: Forming our soils. The most recent glacier plowed an immense amount of material to the south which was transformed into soils ideal for natural plant life and agriculture. Although the edge of the last glacier did not reach the region, a significant portion of this prime agricultural material was deposited hundreds of miles southward and directly into the heritage area. The agricultural bounty of the region over the past two hundred years has been significantly affected by these soil deposits.

Quick Reference Definition

1-8

loess soils (alternatively pronounced 'ləs or 'lō-əs): Toose deposits of silt that have been deposited by wind. In Freedom's Frontier, loess soils cover thousands of square miles in the region due to ancient winds that came off ice age glaciers which blew dirt in the air that settled on the ground.

A full glossary of terms can be found in the appendix.

This can clearly be seen at the end of the last glacier. As the glacier retreated, the leftover materials created some of the best agricultural soils in the world. That fertility was carried down through the rivers and drainage channels into our heritage areas.

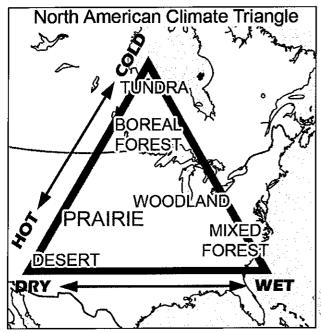
These soil deposits are the reason we have such abundance of fertile soil in this heritage area (see left). The expression of the soil is the vegetation that sits on top.

Forming Our Topography

If we look at the way water can move land and soil, we can see its influence on the land itself. Topography is, essentially, the erosion of the soil; and the underlying framework is the rock structure below (see top right). The plains to the north of the heritage area were glaciated most recently, with only 10,000 years of soil development, erosion, and land development. Thus, the land is very flat. Freedom's Frontier, with 150,000 years of soil development, contains river patterns and low hills that are the result of erosion. Lacking the impact of the last two glaciations, the southern portions of the heritage area contains some of the more pronounced landforms of the heritage area, crafted in large part by erosion.

Ariother influence was the immense ice sheet that lay to the north of the heritage area. This massive sheet created cold, heavy air and cyclonic winds (see bottom right). It created weather patterns around the Midwest that influenced the development of soils. As these glaciers began to retreat, they created vast floodplains of sediment-laden water, miles and miles wide. In the winter these floodplains dried up, and cyclonic winds whipped across the floodplains, picking up small pieces of silt, and depositing it on the other side of the river. Over the course of thousands and thousands of years this cycle of river-deposited and wind-blown silt created what we call "loess soils."

On the east side of the Missouri River, bluffs, created by wind-blown silt, rise up to 300 feet high. This wind-deposited landform occurs in only two places in the world, here in the Midwest and in China's Loess Plateau. It is a unique characteristic of our physiological development and our soil development.



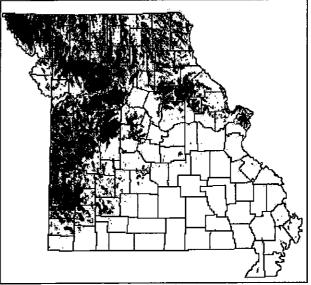
ABOVE: This climate triangle shows how the heritage area prairie/ woodland ecosystem is a reflection of continental temperature and precipitation. The temperature gets cooler as you go north towards the poles. The precipitation increases as you go move east, away from of the Rocky Mountains. The vegetation changes as the balance of temperature and precipitation shifts across North America. Freedom's Frontier is at the eastern boundary of the prairie, almost at the center of the climate triangle.

Our Landscape: the Prairie

When European settlers first gazed on the tall grasslands of the Midwest, they had no word for "prairie." There was nothing in Western or Central Europe that was comparable in terms of its scale. They originally used the Latin term *Terra Patria*, which meant "pasture land" because it reminded them of little pasture lands.

Vegetation is the function of temperature, altitude, and precipitation (see left). As we change those variables, we get different types of vegetation. The reason the plains are prairie is that the soils are shallow enough that they do not contain a lot of moisture and/or support big forest trees. Moving east, increased precipitation allowed the great Eastern Forest to develop. The shallow soil mantle farther west and the lack of precipitation kept this particular area grassland or prairie.

The prairie is a unique feature, particularly in this part of the world where the Eastern forest meets the tall grass prairies. It is a common misconception that the prairie is a feature exclusive to Kansas. In fact, the pre-settlement prairie in Missouri covered most of the heritage area (see below). Once settlers altered the vegetative patterns and the threat of fire was removed, forests grew.

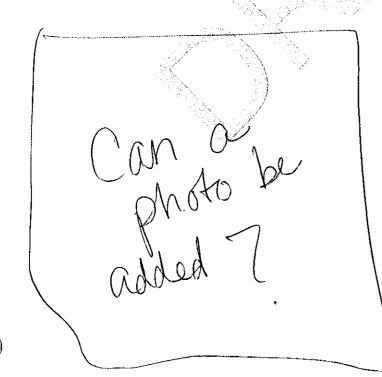


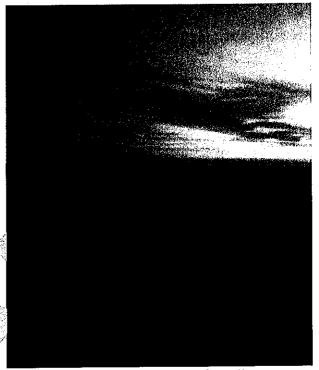
Courtesy Missouri Prairie Foundation. Map created by Walter Schroeder. ABOVE: Areas of prairie in Missouri prior to Euro-American settlement.

The prairie is purely a vegetative expression shaped by water and fire. Rain sustained the prairie and fire, originally lit by lightening, burned across the prairie and renewed it. The prairie is unique because it's a fire-sustained ecosystem. It has been developed over thousands and thousands of years by natural burn-management.

The prairie is the third most biologically diverse ecosystem in the world, topped only by the rainforest and the Great Barrier Reef. A simple virgin prairie contains thousands of individual plants, all competing in a very complete and tight network, each finding a unique niche in which to compete in this grassland. Some prairie plants come up and flower early. Others will grow to greater height, but each of them has a unique strategy that relies on the symbiotic relationship of that setting in order to succeed in this diverse, biologically rich/and complex environment.

It is this biologically rich and abundant environment that gave us the ability to support habitat and animal life. It is the expression of that which allowed the large roaming animals to inhabit this area. It was the primary migratory stop for birds where part of the floodplain and swampland provided areas to rest and protect those species.





ABOVE: Prairie landscape at dusk. Waubunsee County, Kansas.

"It was a rich and gorgeous sunset—an American sunset; and the ruddy glow of the sky was reflected from some extensive pools of water among the shadowy copses in the meadow below."

Francis Parkman (September 16, 1823 – November 8, 1893) American historian and author of *The Oregon Trail: Sketches* of Prairie and Rocky-Mountain Life.

Our Landscape: The River Valleys

Freedom's Frontier is a collection of river valleys (see right). Each one is somewhat unique in its geography and its location, but it is this pattern of development that formed the basis of our heritage area. When we look at river valleys, they embody all those things that we have seen in the development of those natural resources: topography, moisture, and soils—the higher in elevation typically the less moisture in the soil and less organic matter. The greater the erosion, the narrower the soil mantle in the high ground. As we move down through the river valleys, the deposition of that erosion, the deepness of the soils, the higher amount of moisture availability changes the evolution of these ecosystems. In addition, the resources this vegetation provides attracted early settlers. It is largely the reason why people settled in or near river valleys first.

In the upland prairies sufficient moisture is not present to sustain trees. The soil mantle is shallow, the moisture is limited, and the hot summers bake moisture out of the ground. Moving farther down, with a little bit greater moisture content is the Oak Savannah. The Oak Savannah is where some of the sturdier Burr Oaks and White Oaks venture into niches where they can obtain water. They have developed so that they can sustain through some of the burns. Very little underbrush is found in the Oak Savannah because the burns of the prairie keep coming through and keep it clean.

Oak Savannah is the epitome of the landscape that American culture has tried to model: trees and grass. This landscape is simple, has great visual accessibility through it, is easy to read and is monumental on the horizon. It is the formation of most of our early town developments. This is essentially the courthouse square, one or two great oaks sitting in a plain of grass.

Moving farther down, moisture and the amount of vegetation increases. In Pine-Fir-Birch forests, fire still cleans out some underbrush, but not at quite an integrated level so that the density of the plant material increases, along with shade and cover. It still is not very difficult to traverse these types of forests.

Moving farther down to the Maple-Linden forests in the bottom areas of river valleys, one finds a more layered canopy of maples, lindens, underbrush, and growth. Ultimately in the bottom of the rivers, is the river margin edge, which contains plant material that has adapted to inundation and flooding over long periods of time. These areas are more fertile as flood waters bring sediments that renew and help break down the organic matter and make them very fertile and rich.

An Elemental Picture: Water, Fire, Wind, and Life

Millions of years of sedimentation, glaciation and vegetative growth created a place like no where else—a place that not only provided a unique backdrop for the historical events that followed, but also helped shape the heritage area's nationally significant events.



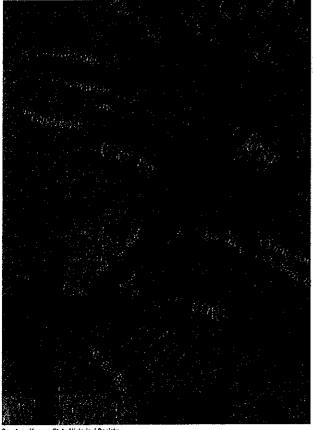


OAK GRASSLAND: Because they are sturdy, certain types of oaks, like Burr Oaks and White Oaks, can survive some of the prairie burns. At the top of the Oak Savannah, fires eliminate the underbrush. Farther down the valley, plant material is denser.

HOW WE SETTLED LANDSCAPE, POLITICS, AND HUMAN PATTERNS

One can find connections between topography and the location of a trail, between the four major river valleys of the heritage area and the siting of towns. We can begin to understand why some Border War conflicts may have happened in areas where opposing sides were brought together and how different types of agriculture in both Missouri and Kansas were dispersed (see below).

The federal enabling legislation for Freedom's Frontier speaks of recreation and the conservation of natural resources. By understanding the connections between towns and rivers, American settler trails and Indian routes, we can also begin to understand better ways to bring visitors to these areas today. We can envision



Courtesy Kansas State Historical Society. ABOVE: Detail of the "Agricultural Economy" map provided in the Power of Story document. The connections between landscape, politics, and human patterns affected how people settled in the region, what they grew, where they grew, and who their neighbors were. This will be explored in this portion of the Power of Place. The stories and story connections are further explored in the Power of Story.

scenic and historic roads, trails and bike paths between them that can become priorities for conservation. We can also begin to find connections between a historic site's stories with other sites that at first glance may seem to have little in common.

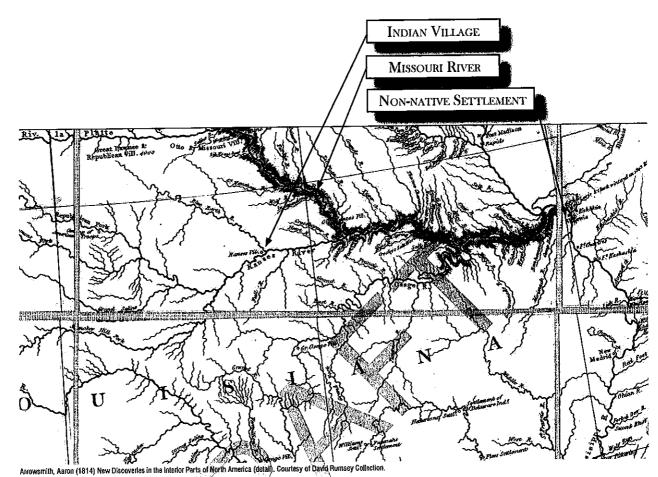
Mapping is a fundamental component of human thought. By taking maps into account we can fully appreciate our stories, how they are connected, and why they occurred where they occurred.

Human Patterns

Over the next series of pages, we explore the historic human settlement patterns in Freedom's Frontier that occurred from 1803 to the present day.

Partners in Freedom's Frontier took part in a participatory mapping workshop during the partnership meeting in September 2008. The purpose of this exercise was to re-create the challenges and decisions that newcomers faced in establishing a settlement on unclaimed lands within the region during the early nineteenth century.

The settler groups reflected the range of people who came to Kansas and Missouri including planters, subsistence farmers, outfitters and merchants, and city builders. The exercise found that the decisions made by those in the workshop reflected the decisions made by settlers in the past (refer to the "Utopia" exercise in Appendix z).



What are "Influences on Settlement and Freedom"?

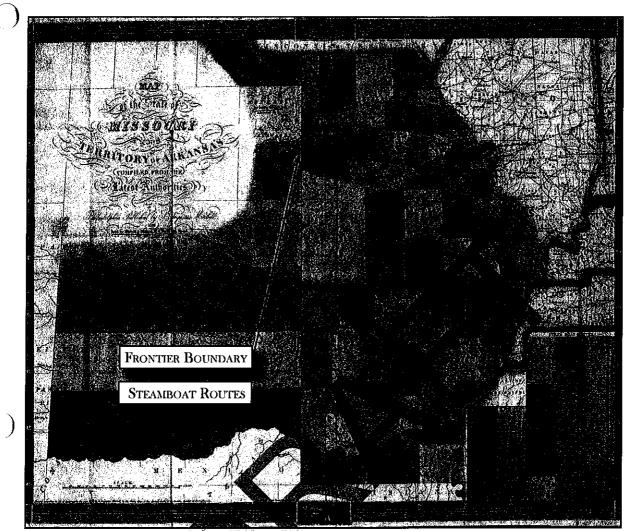
These are economic, political and social events that affected settlement and the story of freedom in the heritage area during that period in history. It is NOT a competensive list of stories or story themes. These influences are only intended as a point of reference to the reader. Further exploration and review of many of these influences can be found in the Power of Story section ABOVE: Settlement is shown mostly as native villages and trading posts. Euro-American settlement clustered to the east of the heritage area around St. Louis. The settlement patterns moved upstream from St. Louis as the decade progressed. As a consequence, Native American displacement moved further westward and into the heritage area.

Influences on Settlement and Freedom: 1803–1829

Louisiana Purchase	1803
Opening of Missouri	1818
Missouri Compromise	1820
Opening of Santa Fe Trail	1825

1803-1829

This detail of a Euro-American settlement map of the heritage area shows the early mapping and settlement patterns in the region. The area was still one of exploration and early economic development. The major geographic feature in the map is the Missouri River and tributaries feeding into the river. This indicates both the extents of surveying and exploration in the region at the time.



Mitchell, Samuel Augustus, Philadelphia (1836), Map of the State of Missouri And Territory of Arkinsas, Courtesy of David Rumsey Collection ABOVE: Smaller, shallower, non-navigable rivers had not been settled. Steamboat routes are listed to the bottom right of the map an indication of the steamboats preeminence in economic vitality and transportation.

Influences on Settlement and Freedom: 1830–1849

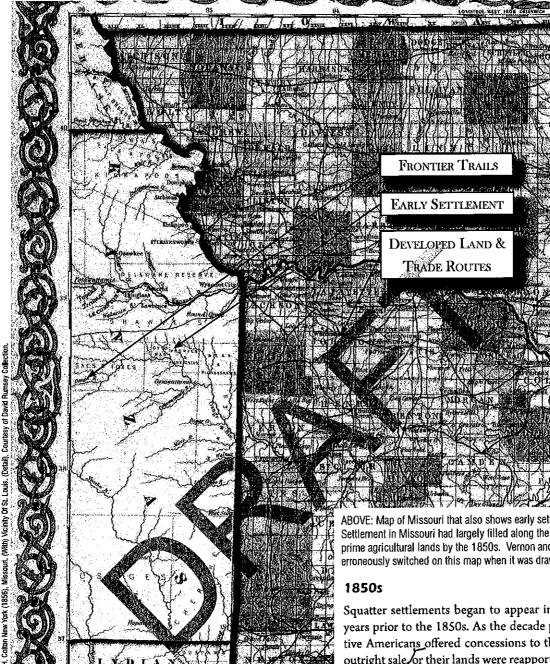
Indian Removal Act	1830
Platte Purchase	1836
Mormon War	1838
Opening of Calif./Oregon Trail	1847
spell out	bbrive

1830--1849

By the 1830s, settlement reached to the river valley at the western boundary of the new state of Missouri. Maps began to show county delineations in the heritage area. Native settlement was pushed to the west side of the border, delineated as the edge of the frontier. In the frontier, lands were assigned to various native tribes. This appropriation would continue into the 1840s. The western reaches of today's heritage area (now central Kansas) were sparsely populated and not mapped.

Development was still primarily in the Missouri River valley east of the point of confluence with the Kansas River. The Kansas, Osage, and Neosho river valleys are shown as broad regions without detailed political delineations.

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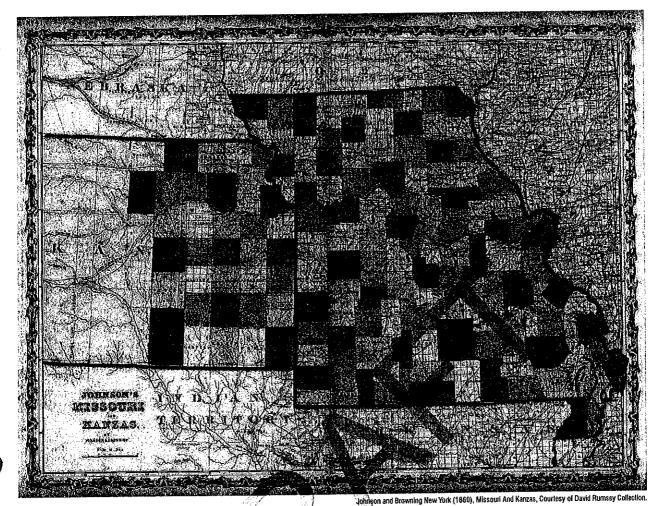
influences on Settlement and Freedom in the 1850s

Treaty of Guadelupe Hidalgo	1848
Kansas-Nebraska Act	1854
Border War 1854	-1865

ABOVE: Map of Missouri that also shows early settlement in Kansas. Settlement in Missouri had largely filled along the major rivers and prime agricultural lands by the 1850s. Vernon and Bates counties were erroneously switched on this map when it was drawn.

Squatter settlements began to appear in Kansas in the years prior to the 1850s. As the decade progressed, Native Americans_offered concessions to the government, outright sale or their lands were reapportioned into lots. Non-natives were still sparse in Kansas, but the economically viable land spurred settlement and the prospect of statehood began at this time. This limited settlement along with the charged atmosphere of national politics would foster the conflicts that occurred at this time.

The end of the Mexican War led to settlement of the region by veterans who received grants from the federal government. Settlement of California, Oregon, and Salt Lake Valley began in earnest as well. Trails to these and other locations began to emanate from the Kansas-Missouri border and through Kansas.



ABOVE: Development of the region in the 1860s.

Influences on Settlement and Freedom in the 1860s

American Civil War	1861-1865
Kansas Statehood	1861
General Order #11	1863
Civil War Amendments	1865-1870

What routes did enslaved African Americans Use to escape from Missouri and other southern States 40 Kansas and Further north? (e.g., Overland to Fart Sott, Mound City, Ossawactomie, and thomboildt, etc. in Kansas, and the Missouri, Marais des Gygnes, Neeshoriver basing the "Lane Trail" to lowa)

1860s

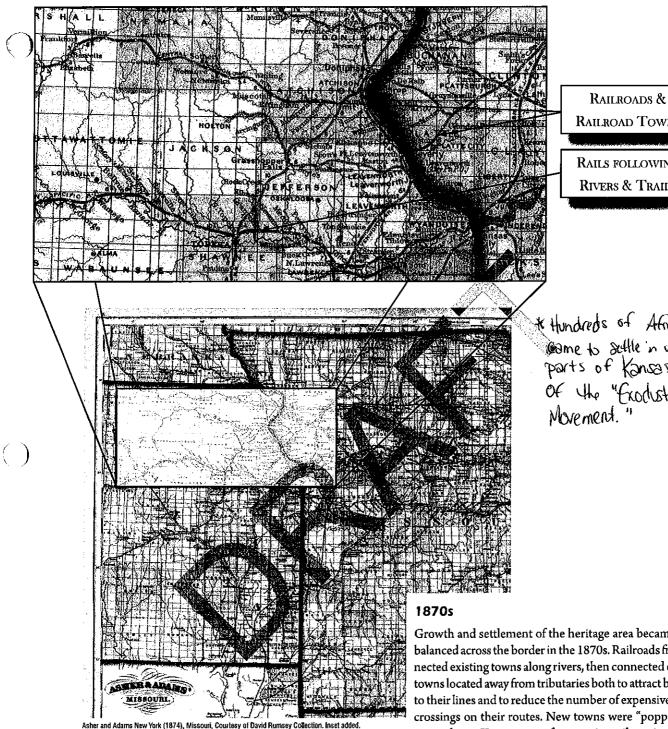
OUTLINE OF ITEMS TO BE FILLED - assistance needed

CIVIL WAR SETTLEMENT (did the total population in the heritage area increase, decrease, or remain the same in the region? the nature of population redistribution in the region)

LANDSCAPE & CONFLICT (the Burnt District and Kansas towns)

1865–1869 (Railroads connected cities and resources in the East, the construction to the west also included land speculation and concessions.)

to you't Bage



RAILROAD TOWNS

RAILS FOLLOWING RIVERS & TRAILS

t Hundreds of African Americans Brame to suffle in various parts of Konsas, as part OF the "Exoclustic Movement."

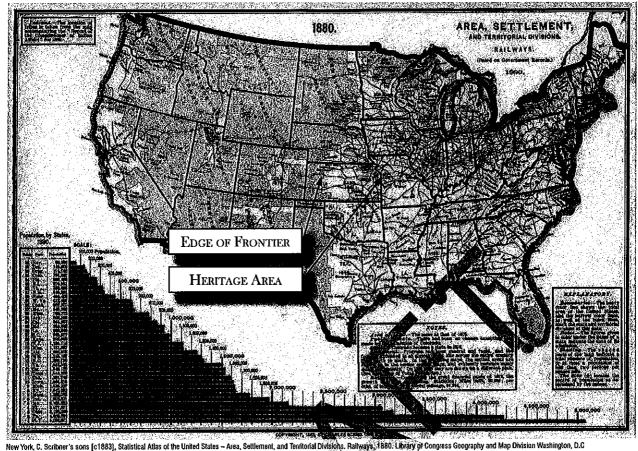
Growth and settlement of the heritage area became more balanced across the border in the 1870s. Railroads first connected existing towns along rivers, then connected existing towns located away from tributaries both to attract business to their lines and to reduce the number of expensive bridge crossings on their routes. New towns were "popping" up in southeast Kansas away from major tributaries, where Civil War geterans settled after Indians were removed to Oklahoma. River and trail towns began to decline relative to railroad towns. This transportation shift would be seen again in the twentieth century as railroad towns declined relative to towns along interstate highways.

Another significant shift to the landscape occurred as minerals began to be extracted on an industrial scale.

Asher and Adams New York (1874), Missouri, Courtesy of David Rumsey Collection. Inset added. ABOVE: Development of the region in the 1870s.

Influences on Settlement and Freedom in the 1870s

Long Depression 1873-1879 **Jim Crow Laws** 1876



ABOVE: By 1880, the frontier regions of the United States had moved to the west of the heritage area. The 1890 census famously declared that the frontier regions of the United States no longer existed and the frontier was closed. Highlighted on the map are the populations of Kansas and Missouri. The 1880 census found Missouri to be the stimmost populous state in the country, and Kansas to be slightly larger in population than California.

Influences on Settlement and Freedom: 1880–1945

Kansas Prohibition	1881
Progressive Era	1890-1920
World War One	1914-1918
Great Depression	1929-1941
World War Two	1941-1945

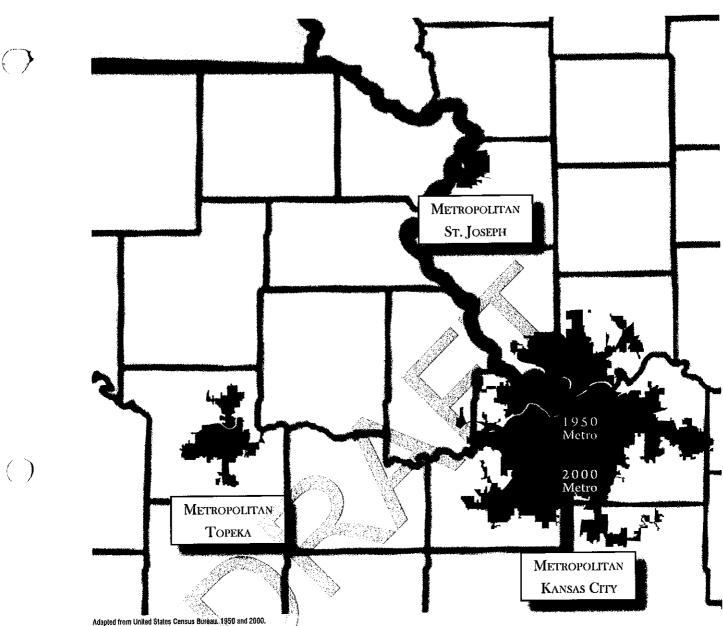
1880-1945

The stories of social reform and change that typified this era often occurred in lands that had already been settled by Buro-Americans. Industrial growth, real estate speculation, and immigration spurred growth in the heritage area from 1880. Development on both sides of the border was more balanced than in previous decades.

Growth and settlement continued into the 20th century, but the changes to the built environment on a regional scale were not as dramatic as earlier periods. The boom and bust cycle of railroad speculation and towns began to recede, while immigrants and industry settled in emerging urban areas. The number of railroad lines in the region began to decline after the 1920s.

Although the Dust Bowl—the major environmental disaster of this period—had more significant impact to the west of the heritage area, the rural population in the region steeply declined in the 1930s and 1940s.

Freedom's Frontier National Heritage Area Management Plan



ABOVE: In 1950, the census bureau defined three cities in the heritage area that qualified as metropolitan areas. The US Census and Office of Management and Budget (OMB) defines a metropolitan area as an area with a population density of at least 1,000 inhabitants per square mile and a total population greater than 50,000. A comparison is shown between their land size in 1950 (dark green) and 2000 (blue).

Influences on Settlement and Freedom after 1945

G.I. Bill	1944
Civil Rights Reform	1948-1968
Federal Highway Act	1956
Immigration & Nationality A	ct 1965

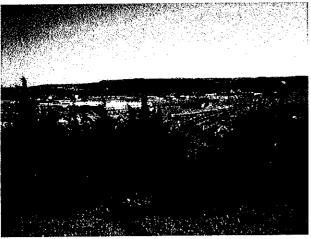
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Post-1945

The enduring struggles for freedom were intertwined with social reform after the Second World War. These stories occurred in settled spaces, but the nature of settlement changed drastically during this period. The creation of interstate highways and suburban development began to alter the landscape with explosive growth in metropolitan areas.

Much of this growth was at the expense of smaller towns and farming communities. The steep declines in rural population in the heritage area continued into the 1970s. Many rural counties in the heritage area saw a decline of population over the course of the 20th century. This growth effected the landscapes and sites in these areas.

Vision for Tomorrow



Courtesy Jim Wells. Photograph taken in 2008.

ABOVE: Manhattan, Kansas was designated a metropolitan area in 2008 by the OMB and is expected to experience rapid growth over the next twenty years. Economic development and advocacy are critical to the success of the region, but careful planning can provide a wealth of needed benefits while retaining the unique character of the region.



Courtesy Kansas State Historical Society.

ABOVE: Yates Center c. 1910–1919. Like many counties in the heritage area, Woodson County in Kansas has experienced a dramatic decrease in population in the twentieth and twenty-first centuries. It is now the most sparsely populated county in the heritage area. The vitality of rural communities is threatened due to economic strain and aging demographics.

Freedom's Frontier encourages its partners to preserve its cultural watersheds and natural resources. This Management Plan seeks to steward and understand the "power of place" not only through historic structures, but also through the streams, landforms, and animals that cross this region.

spell out

According to the American Farmland Trust, Americans paved 6 million acres of farmland between 1992 and 1997. Only half of the nation's urban expansion is related to population growth, the other half is tied to land-use choices. Economic development is needed in the region, but without careful planning, unsustainable development can destroy the natural and cultural resources that make our place unique.

While careful planning can improve the economic climate of the region's metropolitan areas, the region's rural communities are facing their own brand of unique challenges. According to studies by the U.S. Department of Agriculture, a vast majority of the non-metropolitan counties in the Great Plains witnessed a population decline in the years between 2000 and 2005. In these years, rural Kansas lost over 28,000 people—more than any other state. These challenges also threaten the economic well-being of farmers in Missouri, which has the second-largest number of farms in the nation. The people that live in the rural areas of Freedom's Frontier, many of whom live in farm-based economies, are facing financial challenges related to rising health care and transportation costs.

The political competition for land and economic resources is not a relic of the nineteenth century. Rural and urban interests today often compete with each other as they seek the same limited funds for the development of their communities. This competition has fostered distrust between rural and urban areas. The voluntary collaboration of all citizens to build diverse economies is an important component of the heritage area's vision. By working together, the stories of Freedom's Frontier can be told much more effectively.

Many potential solutions exist for partners and organizations. They are further explored in the Power of Partnership and Power of Action documents in this plan.

AT RIGHT: Tomorrows place will be influenced by the existing growth and development. Growth and @evelopment in the region can be seen in the population density of the region. The metropolitan areas have seen extensive growth, while many rural areas have seen population loss.

FROM REGION TO PLACE

MANY VERSIONS OF THE SAME LANDSCAPE

This management plan encourages residents to ask new questions about their heritage area and homes. One way to begin is by looking at the landscape. In the late 1970s, the cultural geographer D.W. Meinig wrote an essay entitled: "The Beholding Eye: Ten Versions of the Same Scene." His article lays out ten lenses by which we can understand, remember, and interact with a landscape whether it is a farm or an urban neighborhood. Each poses different questions. The ten versions of the same scene an

following are

1) Landscape as Nature: an area that is removed from human influences and offers a sensory experience that changes with the seasons and climate.

leads to

2) Landscape as Habitat: a site or group of sites that are a permanent or migratory home for humans and other species. Habitat can imply more than one species and their mutual reliance.

directil directil Posed 3) Landscape as Artifact: a place to be preserved, a place that is static or known for a great monument such as a fort or a natural feature such as a butte.

> 4) Landscape as System: an approach to beholding the land as a collection of inter-related parts such as the rainfall cycle. Precipitation adds water that percolates through soil and limestone into deep aquifers. These underground bodies in turn feed streams and wetlands that evaporate into the air.

> 5) Landscape as Problem: an area to be studied and a question to be answered. Whether a polluted pond or changing rural character, the "landscape as problem" invites rigorous data collection, analysis and new insights.

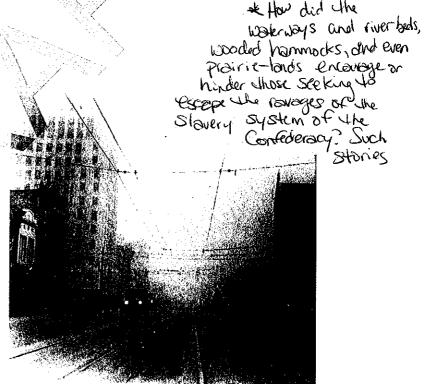
> 6) Landscape as Wealth: can imply monetary, social, or historical resources. Usually, "wealth" implies monetary measures of resource value and real estate value, both current and future.

> 7) Landscape as Ideology: a political statement of assertion of a belief system. The expressions can be overt such as a Soviet-era memorial to Stalin or more subtle such as the line of American frontier forts and posts that asserted federal power and intentions to settle the west.

8) Landscape as History: an outlook that focuses on stories or specific events that may have happened at a site. They can represent broad social themes such as "the settlement of Free-State towns" or specific events such as a battle or raid.

9) Landscape as Place: an approach to landscape that focuses not on wealth or visual qualities, but on human attachments including memories, prior associations, on-going festivals and events and a sense of how "this place" is different from any other place.

10) Landscape as Aesthetic: emphasizes the sensory perception of beauty through any of the five senses and the effect that it has on emotion. Rather than being based in past stories, aesthetic experiences in landscape happen in a moment and can create a sense of calm and refreshment.



Courtesy Kansas State Historical Society

ABOVE: Urban scene in Topeka, Kansas during a 1935 dust bowl storm. This landscape can be viewed many different ways using the Ten Versions exercise. From this, new questions and connections to stories can be developed.

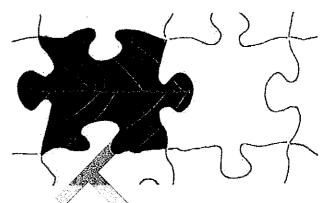
Many Versions of the Same Landscape

These ten approaches all apply to Freedom's Frontier; and we will find these perspectives in various sections of the Management Plan. They all have a role in planning for recreation, conservation, education, interpretation, historic preservation and economic growth.

In this section of the plan, we explore many of these ten viewpoints with examples from FFNHA. Indeed, many of these versions of beholding the same scene can apply to a single FFNHA site. For example, the Black Jack Battlefield located in Douglas County, Kansas, is rich in possible perspectives. Black Jack can be interpreted as a Droblem to be studied, a Landscape as Wealth surrounded by encroaching urban development and rising land values, a Landscape of Ideology and History where a skirmish between northern and southern sympathizers took place, and Place of unusual beauty and calm.

Sometimes, differing versions of the same scene conflict with one another such as the fact that Black Jack is a very historic piece of land that is also economically very valuable. It has both historic and monetary wealth. As such, many of its outward views are threatened with development that could change the experience of being there and its historic character.

As happened in the Border War period, when the same region or piece of land is contested and interpreted differently, it can become a site of conflict. Yet, conflict can sometimes lead to new insights, innovations, compromise, and reconciliation. Just as looking at the ecosystems of the heritage area as a whole can yield new insights about the location of historic events, looking at historic sites and landscapes through many metaphors or perspectives can reveal the many layers of their value. Though it would be simpler to directly map known historic sites, this Management Plan seeks to create a new model of multi-disciplinary questions and, one hopes, new pathways to interpretation found by residents themselves.



New Metaphors for Freedom's Frontier

In the spirit of posing new questions, consider some additional metaphors for the entire Freedom's Frontier Heritage Area including: Eco-system, Fabric, Quilt, and Jigsaw. Each of these ideas implies a whole that is greater than its sum of parts such as individual historic sites, recreational opportunities, and attractions.

An "ecosystem" viewpoint implies strength of diversity yet also a fragility in which all pieces are interrelated and that changes to one can affect all.

Thinking of the region's locales as a "Pabric" opens questions about the threads that bind them and the strength of many small strands when woven together.

If we consider Freedom's Frontier as a "figsaw," we can think about how it would look from an airplane. But, if we introduce the metaphor of a Quilt (which is also visible from the air), we can discuss the 41 counties as a region made by many people with scraps and pieces from many sources and eras brought together over time in the image of a whole.

In the end, having many metaphors for discussing landscape and the heritage area can make residents better citizens with richer "mental maps" that they can share with visitors. Having a "sense of place" and a "sense of region" means being consciously aware of it—and how it is different from other regions. Such as regional self-understanding can vary person by person, but it has to come from within; and throughout the planning process, many residents have shared stories that show how powerfully this discovery can happen.

Kansas and Missouri in the American Mind

Landscape as Political Tool

In this chapter, we have seen the landscape as an ecosystem, an achievement of natural history and a resource for growth. Kansas and Missouri laid at the center of national awareness in the 1850s. We can also study the popular descriptions of their landscapes from the time as a political tool. We can ask: how was the beauty of the land packaged and marketed to draw settlers? How can we interpret this beauty in the region's scenic byways, rivers and nature preserves today?

Part of understanding the Power of Place today is to understand its influence on the national imagination in the 1850s. We can learn much from these emigrant prospectuses. Their writers, closely woven into the literary world of the eastern seaboard, can serve as an inspiration for new writers from the region today. Original descriptions, exaggerated though they may be, should be included in the interpretation of sites throughout Freedom's Frontier.

Many speculative guidebooks before the Civil War were written to support strategic settlement. These accounts provide a fascinating window into the optimism, hype and boosterism of the era. Written in 1857 with an introduction by the abolitionist and landscape architect, Frederick Law Olmsted, *The Englishman in Kansas: or, Squatter life and border warfare,* celebrates the Kansas landscape through English eyes. This promotional guide for free-state settlers touts the vastness of the plains, a sense only expanded by the arching and open sky. Olmsted verbally paints an immense visual canvas for readers thousands of miles away. His lofty sentences encourage readers to imagine possibilities for agriculture, community building and their own futures.

Near these rivers, and especially on the borders of the Kansas and Missouri, are fine bottom-lands covered with a rich and most fertile soil, needing nothing but the plough to convert them into fruitful fields. Then follows prairie—beautiful, undulating prairie—here and there a grove of walnut, hickory, oak, or sugar-maple....

To this day, the ideals of the pastoral landscape that Olmsted found in Kansas underlie Americans' sense of style in landscape design and the promotion of new neighborhoods for prospective buyers. In the summer of 1854, George S. Park



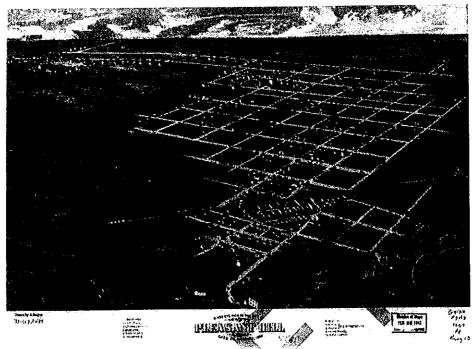
Courtesy Kansas State Historical Society. ABOVE: Detail of the "Drouthy [sic] Kansas" sketch by Henry Worrall, c. 1869. Worrall sought to combat the negative portrayal of his adopted state as being "drought)" by producing an idealized, exaggerated portrait of Kansas as a land of immense agricultural bounty.

recounted in the *New York Times*, his journey on the steamer, Excel. This travel account also appeared in the prospectus of the New England Emigrant Aid Society of that year. These passages from a writer who claimed to have visited Kansas over fifteen years, were likely among the most broadly circulated (and influential) accounts of Kansas for an eastern seaboard audience of that time. He saw as it a kind of Promised Land, a pastoral ideal at the center of the continent.

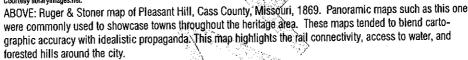
"The country abounds with the most luscious grapes. Stock of all kinds are remarkably healthy; and these rolling prairies will make the finest sheepwalks in the world. In fact, this may be designated the pastoral region of America." Notes of a Trip up Kansas River, by Geo. S. Park, NYT August 16, 1854

Promotion of the Landscape at War's End

As the Civil War neared its end, the landscape continued to play an important role in the promotion of the heritage area for a national audience. On January 11, 1865, Missouri voted to abolish slavery. Written at the close of the Civil War as a call



Courtesy libraryimages.net.



for "Capitalists and Immigrants," Nathan H.Parker's Missouri-Hand-Book spoke with a sense of boosterish optimism for postconflict prosperity. Despite its clear Unionist bias, there are useful glimpses into the mineral, timber and water resources on the land that likely lured settlers throughout the 1850s and earlier. For example, Parker notes that the southeastern outcrop of coal extended "from the mouth of the Des Moines River" through several Counties in Freedom's Frontier today including St. Clair, Bates and Vernon "into the Indian Territory...." Sulfur and zinc were noted in all of the mining areas of the southeastern portion of the state.

Beyond broad descriptions of opportunities in agriculture and mining, the *Hand-Book* offers regional and county-specific descriptions of the landscape during and near the end of the Civil War. For example, Parker describes Johnson County (denoting its population in 1860 at 13,080) as rich in "fertile prairie land, level or slightly undulated, interspersed here and there with forest trees and small groves of thrifty young timer. He also notes the numerous springs and the presence of "black oxide of manganese" found in Township 44—"a material leaving a clear black mark used for pencils."

Lafayette County is described as fertile for tobacco, corn, and fruit. "As high as 2200 pounds of hemp have been produced per acre. On the 18th of February, 4S bales of choice hemp were sold in St. Louis, for the handsome price of \$190 per ton."

While such development prospectuses were not unusual during the 19th century, Pinckard's *Handbook* is written with the end of the Civil War in sight and an Emancipation Ordinance already passed in Missouri. For the western Missouri counties that were home to raids and forced evacuation, he documents a rich array of resources that had already drawn many settlers. He also sketches the post-slavery economy that will arise after the Civil War. In the case of Lafayette County, Pinckard writes:

"Farmers will see at a glance that this county is very well adapted to all the purposes of agriculture. The class of people most needed are qualified school teachers, practical farmers and mechanics, who have capital to improve the land or establish manufactories: also carpenters, plasterers and masons."

REVEALING CULTURAL WATERSHEDS

"... to-day, this State stands redeemed, disenthralled from slavery and oppression, and we trust the day is not distant when Missouri will hear the last rebel's cry of defeat and submission—the loyal, universal shout of victory: then her streams, her hills and waving woodlands will join in one vast choral hymn, when banners shall be furled and arms lain to rust, and Peace snatch the scepter from the wearied God of War. God hasten the day!

— The Missouri Hand-book, embracing a full description of the state of Missouri; her agricultural, mineralogical and geological character; her water courses fimberlands, soil and climate; the various railroad lines ... description of each county in the state; the emancipation ordinance By, Nathan H. Parker. St. Louis: P.M. Pinckard, 1865

From Strategic Settlement to a "Sense of Place"

The landscape of Freedom's Frontier is valued for many reasons: for its natural history, social activism and debate, open sky and a long-term tradition of community involvement. Just how do people remember and value this heritage area's *places*. The most powerful places in Freedom's Frontier are valued for many reasons: for their natural history, how they shaped human history, their scenic beauty today, and the vitality of their social life.

The Freedom's Frontier National Heritage Area "Power of Place" cannot be easily measured. Unlike "property," it is not an asset with value that can be easily determined based on market comparables. Rather, "places" exist in our thoughts and memories. As the geographer Yi-fu Tuan has argued, place is not designed but *achieved* through cultural acts such as naming, the creation of boundaries, and important events. "Sense of place" implies a self-conscious awareness that makes a place different from others.

Mid-nineteenth century promoters of Kansas and Missouri tried to invent a sense of the land in their advertising for potential settlers from the east. Over a century later, cultural geographers and landscape architects continue to speak of having a "sense of place" in beautiful, historic, for culturally rich settings. There is little agreement over the meaning of "sense of place," what causes it, for the role of historic places and events in shaping it. Yet, when we have a "sense of place"—a gut understanding that our home region is different from others—we know it.

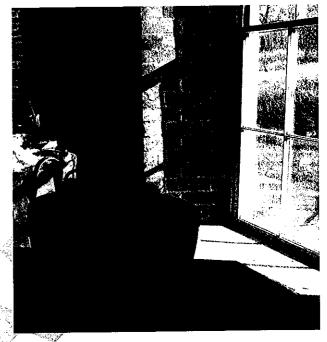
The Power of "the Frontier"

Freedom's Frontier National Heritage Area lies at the heart of the country, in the "Midwest"—and somewhere near the imaginary point "where the West begins." The frontier is a mythical force in American culture; and the word is used both in a physical sense of *the edge of a nation* and in the intellectual sense of *the boundary for new ideas, debates and questions*. Both of these senses are implied in the name of this National Heritage Area: Freedom's Frontier. The heritage area is set at the edge of one part of the country and remains a testing ground for new ideas.

Because of its power as a myth, the idea of the "frontier" can become distorted when applied to the histories of a heritage area such as our own. James R. Grossman writes in *The Frontier in American Culture*, that "Cowboys, Indians, log cabins, wagon trains. These and other images associated with stories about the frontier maintain a constant presence in our lives. Innumerable products are marketed according to assumptions that symbols of the frontier are deeply embedded Americans' notions of who we are and what we want to be."

One of the reasons that the Freedom's Frontier partners and other citizens are asking new questions about the Power of Place and the Power of Story in the heritage area is to find their own place in natural and human history—and to correct stereotypes about the past. Like the exact location of "the frontier," it's also difficult to define the part of the country where Freedom's Frontier exists. We would think it is in the Midwest, yet as James Shortridge maintains in *The Middle West: Its Meaning in American Culture*, the exact location of the "Midwest" has continued to shift since the mid-ninetenth century. Interestingly for Freedom's Frontier, the first popular application of "Midwest" in the national media applied to Kansas and Missouri in the 1850s when they lay at the center of national debate over slavery and states' rights.

Should we be uncomfortable with such geographic uncertainty? Like cultural geography, history is not about finding concrete answers and universal consensus. Rather, as many historians agree, it takes a certain humility. "The best you can do," argues John Lewis Gaddis in *The Landscape of History: How Historians Map the Past,* "is to represent reality: to smooth over the details, to look for larger patterns, to consider how



Woolbaskets and view of the surrounding landscape at Watkins Mill, Clay County, Missouri. The industrial economy of the heritage area has often been glossed over by the myth of the frontier.

you can use what you see for your own purposes." Like working as a map-maker, Gaddis argues that the historian can feel very large and powerful.

Looking at the 100 million years of known natural history in the Freedom's Frontier region and the relatively miniscule sliver of the last three centuries of Euro-American settlement, human beings can also feel very small. "Historical consciousness therefore leaves you, as does maturity itself, with a simultaneous sense of your own significance and insignificance," Gaddis says. This heritage area and its stories are so vast and varied that we may never fully know them all, but the very conversation itself will make us wiser. They will also help to strengthen our "sense of place"—our sense of this region—as something to be passionate about.

Appreciative Questions

Many of the most appreciative and heritage area-specific questions for this management plan start from our sense of place. They begin with what we know matters and endures here. As we will explore in the Power of Action and the Power of Partnership sections of this plan, strategies for conservation, education, interpretation, preservation, recreation and economic development are all informed with a discussion of the Power of Place.

Throughout this plan, we explore the people, stories, places/ and events that are valued here. Appreciative Inquiry is one method for fostering new questions by seeking out the very best of "what is now" and moving forward. For Freedom's Frontier, this discovery of the possible has already begun with the years of Partnership volunteer activities, meetings/and the management planning process that created a new understanding of the power of this heritage area and its stories. There are many ways to explore the Power of Place in the heritage area. The natural history and physical geography described in this section are only the beginning.

Reconnecting with the Land

The more we talk with friends and neighbors about the "sense of place" in Freedom's Frontier, we can also ask many questions. Are we losing our "direct contact with the earth"? Are we losing connection with our stories? Can we learn from the experience of those from the past? As we will discuss in the Recreation and Natural Resources Conservation section, children are increasingly cut off from the sights, smells, sounds and chance encounters of playing in the woods or running in a field. Their time is structured in classes and organized events. Freedom's Frontier can help to rebuild this connection for future generations. Can programs and activities help future generations of kids learn more about agriculture and how they can grow their own food as did earlier settlers here? Can reconnection with land and place help to teach a conservation ethic? These are all questions that we will explore.

One thing we know is that reconnecting with nature and the stories of the land mean understanding them on their own terms...not as the English pastorale promoted in the past or

through myths of the "Wild West." The power of this landscape is that it was built up over millennia by the forces of nature, and more recently, by the individual and collective acts of people. Most of these residents were not architects, professional engineers or historians. And, as such, the Main Streets, farms, trails, churches, schools, fences, and irrigation systems that they built are vernacular—they are built by lay people using what they had. The cultural geographer J.B. Jackson spent much of his life studying the beauties of the ordinary American landscape and the fascinating stories of aspiration and struggle that lie beneath the surface. His introduction to Discovering the Vernacular Landscape encourages us to think of Freedom's Frontier's Power of Place without preconceptions about what is "historic" or "significant." He encourages us to start with its testimony to our common hope for a better future, to human striving to find answers to important questions.

For too long we have told ourselves that the beauty of a landscape was the expression of some transcendent law: the conformity to certain universal esthetic principles or the conformity to certain biological or ecological laws. But this is true only of formal of planned political landscapes. The beauty that we see in the vernacular landscape is the image of our common humanity: hard work, stubborn hope, and mutual forbearance striving to be love. I believe that a landscape which makes these qualities manifest is one that can be called beautiful.

J. B. Jackson, Discovering the Vernacular Landscape

of stor-

Page 1 of 2

Julie Lenge	r	с Т
From:		
Sent:	Thursday, March 26, 2009 3:01 PM	
То:	Julie Lenger	
Cc:	Judy Billings	
Subject:	Power of Story	
Follow Up Flag	g: Follow up	
Flag Status:	Red	

Hi Julie

Judy encouraged me to read through The Power of Story and offer some comments.

The idea that the stories of FFNHA are inclusive, and varied, comes out strong and clear. This is a real plus. I felt the section titled "Why Freedom's Frontier is Nationally Significant" was one of the strongest; followed by the Milestones in Freedom. In addition, the 7 points listed under "How We Tell Our Stories" summarized the ideas in a way that is easy to understand.

I think the document could be stronger if it included quotes or documentation from contemporary professional literature that confirms the idea that people learn through storytelling (the literature I've read is mostly museum-based but it has relevance in this type of work). Telling the Story isn't just a good idea; there's evidence that this is overwhelmingly one of the most effective tools in communicating with the public. Storytelling allows for interpretation, rather than a recitation of facts.

For example, at the 2007 (I think) Annual meeting of AASLH, then chair David Crosson spoke and his keynote addressed was shared in the AASLH History News publication.

In his address he says that every community ..." assumes the right and responsibility to tell its own story...American history is built, preserved, shared, and owned by one community at a time..." He also goes on to say this: "No matter how sound our scholarship, how meaningful our exhibits, how powerful our story, it doesn't matter if no one comes." With few exceptions, Crosson states, museums usually ignore the people we claim to serve.

I can't find this article online, but I think I have it at home. I can copy it for you, if you think it might be useful. I might have others too. Otherwise, I did fine this:

http://www.makinghistoryconnections.com/docs/Personal%20Connections%20and%20the% 20Great%20Cosmic%20Soup.pdf Let me know if I can offer any more clarification or comments. Successful interpretation methods have been identified; FFNHA has chosen to focus on Stories and there's evidence to prove its worth.



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www.kansashumanities.org julie@kansashumanities.org 785-357-0359

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From:	
Sent:	Thursday, March 19, 2009 2:31 PM
То:	Julie Lenger
Subject:	MECHANICS CORRECTIONS ON POWER OF STORY & some content questions
Follow Up Flag:	Follow up
Flag Status:	Red

p. 4 Suggest the following punctuation in paragraphs supporting #1:

In order to connect, our stories must be relevant; they have to mean something to people, and they have to resonate personally with audiences. Our themes proclaim a clear relevance to today's world and to the issues and concerns of modern audiences. They create a connection between the past and the present, and they help us think about the future in new ways.

Terrorism, etc. 2nd sentence okay. They have the ability to create a strong connection between the past and the present and even help us think about the future in new ways.

Julie and Mike: Having dealt with the punctuation, I now have the feeling that there is brain storming going on in these 2 paragraphs. The trigger is in the first paragraph - "they have to mean something to people." You seem to be searching for a definition of that phrase at the end of the first paragraph and in the second paragraph.

p. 9 Go to top of the page, "ABOVE":

1ST sentence is okay.

To clear up a pronoun-antecedent problem in the 2nd sentence I suggest this:

There are four principal river valleys in the Area: the Missouri River Valley, Kaw River Valley, Osage/Marais des Cygnes River Valley, and Neosho River Valley; <u>each has its own unique history and culture</u>. These river valleys can be organized into cultural watersheds that reflect the power of story.

Julie and Mike: Will readers understand "cultural watersheds"?

God bless and make easy all your thoughts and words.

·····

Julie Lenger

Wednesday, March 25, 2009 3:01 PM
Julie Lenger
document comments
: Follow up
Purple

Hi,

I saw in our local newspaper (Independence [MO] Examiner) that you were seeking comments on draft documents for Freedom Frontier Heritage Area. Very interesting information! I just had two brief comments:

1. Page 1-15: Bullet list of "Influences on Settlement...", I would recommend also listing the 1808 Osage Treaty, this was the first and one of the most important Indian Treaties between the U.S. and a tribe in the Louisiana Purchase. This treaty, signed at Fort Osage, opened up most of the later states of Missouri and northern Arkansas for settlement by displaced tribes and Euro-American settlers. The treatly line designated in the 1808 treaty is also the western boundary line for Missouri on the early map you show on page 1-16. In the 1808 Treaty William Clark drew a line from Fort Osage (on the Missouri River) south to the Arkansas River and the Osage had to relinguish all lands east of this line.

2. Page 2-19: The map of Indian tribal locations on this map is confusing. It shows 1840s reservations and 1700s tribal locations for the Kansa, Osage, and Missouria. It's a little confusing given the different time periods on the map. Also the location of the Missouria is wrong. They were a small group located east of the limits of the map. The Missouria were close cousins of the Oto and Omaha (Chiwere-Siouan speakers), and the 18th Century French only noted one Missouria village in Central Missouri on the MO River. By 1800, this group had left to live with the Oto near the confluence of the Platte and MO Rivers in Nebraska. The area where the Missouria are listed on this map was actually kind of a "no-man's" land of competing hunting grounds between the Osage, Kansa, and Ioway.

You guys are doing good work!

Julie Lenger

From: Judy Billings

Sent: Wednesday, April 08, 2009 11:48 AM

To: Michael McGrew (mmcgrew@jlbruce.com)

Cc: Julie Lenger

Subject: FW: FW: "Power of Story"

Fyi...I've taken when it's received. Fyi...I've taken when it's received. Fyi...I've taken when it's received.

PS. There's a nice complement at the end©

From: Sent: Wednesday, April 08, 2009 11:30 AM To: Judy Billings Subject: Re: FW: "Power of Story"

You're very welcome, Judy. Anytime.

If I were you, I'd drop the old emphasis on Linda Brown's experience, and stress the fact that the local NAACP orchestrated the effort by a number of Topeka parents (I believe there were 20 plaintiffs; Oliver Brown was just one of many, anyway) to register their children in their neighborhood schools--all white schools. This kind of segregation was, of course, legal at the time in the larger cities in Kansas, and the Federal District Court (there's only one local ruling at this time) held that Topeka schools were in compliance with state law and the USSC's doctrine at the time--i.e., they were indeed "separate but equal." But the court's written opinion also held that it was time for the Supreme Court to reverse itself. So, in my opinion, the first four sentence below still need some work. I could provide a few more details or explanation, if you like.

By the way, you folks have developed a very nice presentation for your online proposal, plans, etc. The graphics are great.



Kansas State Historical Society 6425 S.W. 6th Avenue Topeka, KS 66615-1099 785/272-8681 X274 http://www.kshs.org/publicat/history/

Judy Billings wrote:

Your suggestions were well received by our consultants and changes have been made. Below is the the Brown v. Board column as revised. Please let me know if this is correct. I do understand about

6/8/2009

about Cheryl...but I also just want to get it right. Thanks for your help. judy

Brown v. Board of Education of Topeka (1954)

Denied enrollment in the nearby white school, Linda Brown was forced to walk a mile across a railroad switchyard or travel one hour and twenty minutes by bus to attend the all-black Monroe School. With the help of the Topeka NAACP, Linda Brown's father Oliver filed suit, appealing his school segregation case to the U. S. Supreme Court. By the time the Brown case reached the Supreme Court, it was one of five cases from four states and the District of Columbia. In Topeka, District Courts had found that black and white schools were equal with respect to buildings, salaries, teachers and other tangible factors "as could be expected." But the plaintiffs argued that segregation violated the Equal Protection Clause of the Fourteenth Amendment. In 1954, under the leadership of Chief Justice Earl Warren, the court concluded that "Separate educational facilities are inherently unequal." The historic desegregation case struck down the "separate but equal" doctrine established by the Supreme Court's ruling in Plessy v. Ferguson in 1896 – and ushered in the broader Civil Rights Movement.

"To separate them from others of similar age and qualifications solely because of their race generates a feeling of inferiority as to their status in the community that may affect their hearts and minds in a way unlikely ever to be undone." Chief Justice Earl Warren.

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Julie Lenger

From: Sent: To: Subject:

Thursday, March 26, 2009 11:00 AM Julie Lenger KIAANAFH comments on "The Power of Story" document

Follow Up Flag: Flag Status:

Power-of-story090323text.doc

Follow up

Purple



Attachments:

Power-of-story090 323text.doc (...

This is really a very well crafted and interesting document, as far as it goes. I do have some suggestions that reflect my (and, I think, what would be my African American community's) concern about properly anchoring our historic experience in this document, if not this project.

Again, given the non-availability to me, at the moment, of Adobe software that would permit direct editing, I have transferred the text into a MSWord document that tracks my suggested additions and changes in red font. I hope you can easily identify my comments and can use all of them.

Thank you for your comments regarding my previous submission.

I will go through the power of place, but on first glance it seems to pose fewer issues regarding the African American (and related Native American) experience. Still, I will give it a try.



The Power of Story 2-1 Th e story of Freedom's Frontier is about a fundamental American ideal-freedom. Th e concept of freedom is challenging to express. Unlike other heritage areas, freedom is not <u>about</u> a technological advance, a series of batt les, or a single cultural group. Consequently, the signifi cance of Freedom's Frontier has to be told in a manner that is diff erent from other parts of the country.

2-2 (No change)

The Power of Story 2-3 (No change)

2-4 (No change)

The Power of Story 2-5

Missouri-Kansas Border War: When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri-Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border, but also enabled a great many enslaved persons to gain freedom.

2-6 Freedom's Frontier National Heritage Area Management Plan How can we tie a specifi c site or event into the larger nationally signifi cant story of Freedom's Frontier? Answers to both questions are found through understanding geography-the historic consequences of our location and natural history-along with understanding the importance of key events and political actions throughout the fi rst half of the nineteenth century that set the stage for confl ict to break out in explosive national eff ects in this region. Natural history, as we have seen, strongly shaped the location of towns, trails, and forms of agriculture. But it was national political events and decisions that ultimately led to the Border War.

The Power of Story 2-7 (No change)

2-8 (no change)

The Power of Story 2-9 (no change)

2-10 (no change)

The Power of Story 2-11 (no change)

2-12

2. Our stories gain power because they embrace shared human experience Many of the most powerful interpretive themes and stories touch on the life experiences that all humans share whether they live in Missouri or Kansas, Europe, <u>Africa</u>, or Asia. Th ese are the experiences that resonate with us in a deeply personal way. Th ey include joy, death, renewal, family, service to country, work, the creativity of the human mind, and many others. Th e most successful interpretative themes embody some of these universal concepts. In Freedom's Frontier, our stories touch on some of the universal aspirations, emotions, and experiences: freedom, hope, struggle, fear, and disagreement. Our stories represent the best of human aspirations and the worst of human pettiness in fear, violence, greed, and intolerance. **Deleted:** made in Washington, D.C.,

The Power of Story 2-13 (no change)

2-14 (no change)

The Power of Story 2-15 (no change)

2-16

6. We connect our stories with the land Stretching over four river valleys and parts of two states, the region was the epicenter of confl icts, partly stemming from the Missouri Compromise and westward expansion that defi ne American values and the struggles to achieve them. The repeated forced emmigration of Native American nations and the inspiring resilience of those nations in the face of oppression, the voluntary immigration of sett lers along the Santa Fe and Oregon Trails, the abolition of slavery, the arduous treks and tenuous settlements of African American "Exodusters," the oppressive "Jim Crow" laws and practices, and the fi nal resolution of racial segregation in our public schools a century later-all of stories belong in the larger-context of Freedom's Frontier National Heritage Area.

The Power of Story 2-17

7. We help our audience experience an authentic story

We define "authenticity" as more than simple validation of facts. Rather, it has to do with an original experience of being there <u>psychologically as well as</u> <u>physically</u> of <u>emotion</u>, touch, sight, and smell. Telling an authentic story means more than telling a correct story. An authentic story must be truthful, not just to the facts, but also to the place in which it is told, the people whose lives it recounts, and the people who are telling it. Likewise, its link to Freedom's Frontier must be authentic and organic, rather than stretched or constructed in order to participate in the heritage area.

Authenticity is not a simple word to defi ne and its application to story is not simple to explain. For a story to be authentic, it must be connected to more than just the physical evidence or landscape that remains. In doing so, we don't just show a video or recite a narrative; we engage all of the senses and <u>sensibilities</u>. We invite our visitors and residents to walk in the footsteps of those who came before them, to experience the emotions, and to consider the struggles, dilemmas, and trials of those who helped to defi ne freedom as we understand it today.

2-18 Freedom's Frontier National Heritage Area Management Plan Interpreting through the lens of Native American History For thousands of years, Native Americans have moved through the region, sett led

in the area, and shaped its ecology through controlled burning of the prairie and cutt ing trees for fi rewood along the river valleys. The removal of native tribes and their contact with sett lers throughout the mid-nineteenth century says much about enduring struggles for freedom. Yet, these are stories not often told when focusing on the Border War. With regard to stewardship and the connection of stories with the land, exploring Freedom's Frontier through the lens of Native American history can foster new discussion about how we treat the land and value it in our daily lives.

[NATIVE PEOFLES graphic -- can this map be marked-up to add or overlay routes and/or encampments of the thousands of refugees (Native and Black) in Opothleyahola's 1861/2 "Great Escape"???

The Power of Story 2-19 (no change)

Deleted: i

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Deleted: Th ese are stories not oft en told when ¶ focusing on the Border War. Yet, t 2-20 Freedom's Frontier National Heritage Area Management Plan conflict and as routes of escape for enslaved people and their defenders; the Osage/Marais des Cygnes River Valley can be studied as a breeding ground for violence; and the Neosho River Valley can touch on Native American history as the one-time home of the Osage Indians and as the 1861-62 route from the Confederate Indian Territory of thousands of Native and Black people in "Opothleyahola's Great Escape". There is no single story from each watershed, but rather opportunities for questions, new connections, and new ways to tell our stories by seeing them through the lens of rivers.

Interpreting through the lens of strategic sett lement and att racting sett lers Kansas and Missouri lay at the forefront of national debate in the 1850s. As discussed in the Power of Place, writt en descriptions, published travelers' accounts, and sett ler prospectuses all touted, and perhaps exaggerated, the resources and mild climate of the region to draw newcomers. The landscape existed not just as a <u>physical resource</u>, <u>but as an ideal that could be packaged</u> and sold to sett lers who would, in turn, determine the fate of Kansas and Missouri in their voting. The attractions of the fleeting legacy of Kansas freedom and of its land and resources combined to spur hundreds of African Américan freedmen settlers in the Exoduster Movement. The lens of strategic sett lement helps us to understand how even period-based descriptions can be biased. Students of all ages can be asked how the language and images we use today convey Freedom's Frontier to people who have never visited.

The Power of Story 2-21

2-22 Freedom's Frontier National Heritage Area Management Plan

The Power of Story 2-23

2-24 Freedom's Frontier National Heritage Area Management Plan

The Power of Story 2-25

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+ Exodusters

Julie Lenger

From:		nlaram <u>in in in</u>
Sent:	Wednesday, April 08, 200	9 3:01 PM
To:	Julie Lenger	
Subject:	Power of Story	
Attachments	nutter2.jpg	

Julie—

₽,

Having just finished "Power of Story", I have a comment/suggestion to make regarding the Brown v Board of Education, 1954 piece. I'm not sure if you are aware, but Merriam's Webb v School District #90 paved the way for this historic battle when a group of parents, teachers and concerned citizens filed a lawsuit against the school district appealing the segregation of the new South Park Elementary School which served only white children at the time. I recognize most people will be familiar with Brown v BOE (especially b/c of the historic landmark located in Topeka), but, since we are trying to tell stories that connect our communities and historic threads, I feel I should share this piece of Merriam's history with you as well to see if perhaps there is a way to bring it all together.

My site, Merriam Historic Plaza (which was a site submitted for inclusion in the inventory) features a signage station regarding the South Park Desegregation.

I've attached a historic photo for you of Corinthian Nutter her 1948 class should you wish to incorporate any of this information into the management plan.

The photo caption (not on photo): Walker School students with Corinthian Nutter, ca. 1948. In 1948, Corinthian Nutter and her students boycotted the Walker School in South Park. The students and their parents protested the use of tax money to build a \$90,000 school that excluded black students.

Photo is courtesy of Ms. Nutter's records (she is now deceased) and Historic Merriam Society.

Thanks for your time and consideration.

MERRIAM VISITORS BUREAU 6304 East Frontage Road Merriam, KS 66202 913-403-8999 / 913-789-0961 fax toll-free 866-707-6534 www.exploremerriam.com

Merriam...Just Right!

Information from ESET NOD32 Antivirus, version of virus signature database 3994 (20090407)

The message was checked by ESET NOD32 Antivirus.

Julie Lenger

From:	
Sent:	Thursday, March 26, 2009 8:45 AM
То:	Julie Lenger
Subject:	Locations on Map
Follow Up Fla	g: Follow up
Flag Status:	Red
riag status:	Reu

Julie,

We had discussed that there needed to be some other locations marked on the conflicts map in the Power of Story segment. I just don't have the time to look into St. Claire and Barton Counties but since we are adding "Burnings" we certainly need to note Osceola and Lamar. There were also several people killed at Osceola at the time the town was burned. I would suggest that you contact **Graguetter** at the Bates Co. Historical Society because we need to also mark and Papinsville as well as the skirmish at Island Mound. I hate to admit it but I don't remember if Butler was burned or not. **Graguetter** is still very concerned that the term "authenticity" means that Freedom's Frontier (read that NPS) will be telling us **how** to tell **our** stories. **Graguetter**

For Vernon County:

Political Killing during Border War Period: Murder of David Cruise during the John Brown raid in 1858 – 20 miles northwest of Nevada

Political Killings during Civil War period: Augustus Baker – 14 miles west of Nevada Lt. Wesley Ball – 14 miles east of Nevada

Burings Nevada Montevallo – 18 miles southeast of Nevada

Battles and Skirmishes:

Balltown (Little Osage) – 10 miles north of Nevada Taylor's Raid – 20 miles southwest of Nevada Drywood – 12 miles west southwest of Nevada * Charlot – 15 miles west of Nevada* Riggs House – 11 miles south of Nevada Gabbert House – 18 miles southeast of Nevada Gordon's farm – 22 miles northeast of Nevada Killing of Confederate recruits – 20 miles southeast of Nevada Church in the Woods – 20 miles southeast of Nevada

Those directions just give you a general idea of where these took place, but should be good enough for our purposes. As you can tell times were not pleasant. These were the events that are "recorded" you just have to shudder when you think of all the happenings along the border that were never recorded in written records.

The * are battles that I believe are already on the map.

Thanks,

The Power of Story

OUR COMPELLING MESSAGE OF FREEDOM

The story of Freedom's Frontier is about a fundamental American ideal—freedom. The concept of freedom is challenging to express Unlike the themes of other heritage areas freedom is not a technological advance, a series of battles, or a single cultural group. Consequently, the significance of Freedom's Frontier must be shared differently than that of other parts of the country.

Some of the most important events within Freedom's Frontier took place because individuals took action to create a society that expressed their definition of freedom. Freedom's Frontier honors those individuals by involving residents and stakeholders in a grassroots effort to craft a plan that stewards their stories and the landscape on which those events occurred.

Throughout the preparation of this plan, stakeholders have explored the qualities and stories that make Freedom's Frontier significant. In the process, they have come to agree that it is not one specific story, place, or even point in time. Rather, what makes Freedom's Frontier unique is a story ecosystem, a web of stories that lead up to, include, and follow the Missouri-Kansas Border War of 1854 to 1865.

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This basic story—about the search for freedom and the conflict over the definition of freedom—is ongoing. It is the basis for the Mission and Guiding Principles of Freedom's Frontier.



The Freedom Stories that can be told in this place translate to other

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Kenneth Spencer Research Library, University of Kansas

INTRODUCING STORIES INTO OUR PLACE

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The Power of Story is framed by the Mission and Guiding Principles of Freedom's Frontier. For reference, these are included below, with the pieces that tie directly to the Power of Story **highlighted** in **bold text**. The principles shape how we tell our stories and respect the environment and property owners now, and in the generations to come.

Witterstein

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.

Cuicting Handiettes

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences.

4. We honor the region's peoples, past and present.

5. We appreciate the unique cultural & historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

7. We will sustain and grow sense of place.

8. We value and protect the natural environment.

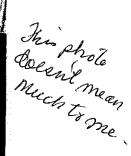
9. We will consider future generations in everything we do.

Connecting Power of Place and Power of Story

From the broad geographic scale of the region, we move in this chapter to more local and personal stories, places, and cultural settings. The Power of Story finds meaning from below, from local sites and stories. Stories and memories transform spaces into places. They give meaning to the landscapes forged by the natural history discussed in the previous section.

Freedom's Frontier is a "story ecosystem," a web of stories that lead up to, include, and follow the Missouri-Kansas Border War. The power of our stories arises from no one specific story, place, or even point in time.





Weaving Exhibit, Chanute

Courtesy Kansas State Historical Society.

ABOVE: A woman seated at a loom demonstrating weaving in Chanute, Kansas, as part of the Works Progress Administration's domestic science and foods project.

tie it to the "endurud struggle"?

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In an address to a joint session of Congress on March 12, 1947, President Harry S. Truman requested \$400 million in funding to prevent Greece and Turkey from falling into Soviet control. Truman's declaration, that "It must be the policy of the United States to support free peoples who are resisting attempted subjugation by armed minorities or by outside pressures," initiated a new foreign policy that would prevail for the following four decades. The United States would provide the necessary financial, political, and military support to promote Americanstyle democracy and freedom.

Juman Doctrine

"At the present moment in world history nearly every nation must choose between alternative ways of life. The choice is too often not a free one. One way of life is based upon the will of the majority, and is distinguished by free institutions, representative government, free elections, guarantees of individual liberty, freedom of speech and religion, and freedom from political oppression. The second way of life is based upon the will of a minority forcibly imposed upon the majority. It relies upon terror and oppression, a controlled press and radio; fixed elections, and the suppression of personal freedoms. I believe that it must be the policy of the United States to support free peoples who are resisting attempted subjugation by armed minorities or by outside pressures." Harry S. Truman before a joint session of Congress, 1947.

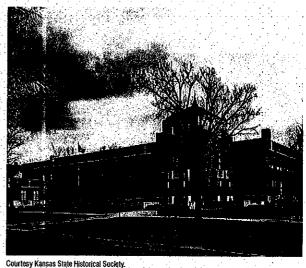
Denied enrollment in the nearby white school, Linda Brown was forced to walk a mile across a railroad switchyard or travel one hour and twenty minutes by bus to attend the all-black Monroe School. With the help of the Topeka NAACP, Linda Brown's father Oliver filed suit, appealing his school segregation case to the U.S. Supreme Court. By the time the Brown case reached the Supreme Court, it was one of five cases coming from four states and the District of Columbia. In Topeka, District Courts had found that black and white schools were equal with respect to buildings, salaries, teachers and other tangible factors "as could be expected." But the plaintiffs argued that segregation violated the Equal Protection Clause of the Fourteenth Amendment. In 1954, under the leadership of Chief Justice Earl Warren, the court concluded that "Separate educational facilities are inherently unequal." The historic desegregation case struck down the "separate but equal" doctrine established by the Supreme Court's ruling in Plessy v. Ferguson in 1896 - and ushered in the broader Civil **Rights Movement.**

Brown , Board

"To separate them from others of similar age and qualifications solely because of their race generates a feeling of inferiority as to their status in the community that may affect their hearts and minds in a way unlikely ever to be undone." Chief Justice Earl Warren.

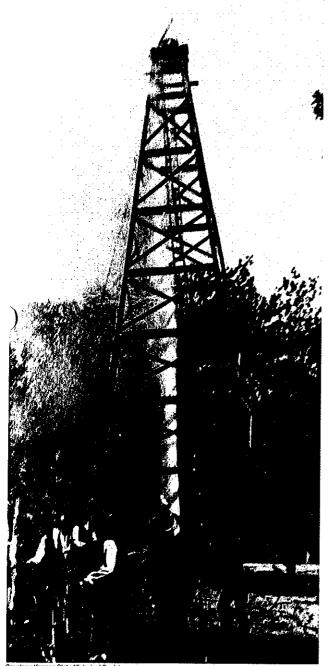


Coursesy The Harry S. Truman Library and Museum. ABOVE: Truman delivering Truman Doctrine address before Congress, 1947.



ABOVE: Sumner Grade School. Topeka, Shawnee County, Kansas. c. 1954.

Why Freedom's Frontier is Nationally Significant



Courtesy Kansas State Historical Society.

Norman #1 Oil Well, Wilson County, Kansas. 1893. This well began the continuous development of the largest oil field in the United States. The oil and mineral wealth of the Neosho River Valley fostered any different stories concerning economic freedom, entrepreneurship, and worker rights. Statement of National Significance: The Grounding for Our Stories

When visitors and residents understand our sites and stories—how they were shaped by natural history and how they effected our nation today—they are more likely to care about and understand our region. As we tell stories about individual events that occurred in Freedom's Frontier, we need to be sure to explain the context or the "story behind the story." We need to explain not just how things occurred but also why they occurred.

The sub-themes identified in the Statement of National Significance (shown at right) allow Freedom's Frontier to place stories and sites into their historical contexts, or the major trends that surrounded specific events. It is the first step in answering why events occurred here and nowhere else.

Our Statement of National Significance clearly states why, within a national context, the resources and values of Freedom's Frontier merit its designation as a National Heritage Area.

Defining the Border War

The Border War includes the period of politically motivated killings and retributions from 1854 to 1861, as well as the battles and associated activities during American Civil War from 1861 to 1865 in the region encompassing Freedom's Frontier National Heritage Area.

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Siciement of Refioned Significence

Struggles for Freedom on the Missouri-Kansas Border

Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.

Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM,

Shaping the Frontier:

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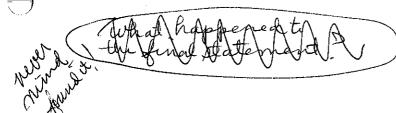
For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny.

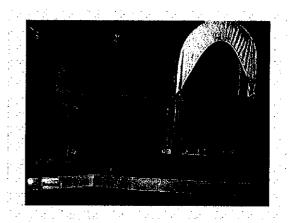
Missouri-Kansas Border War:

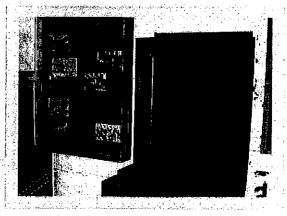
When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri-Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border.

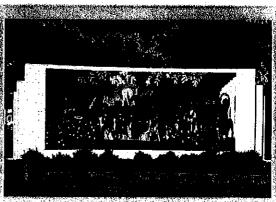
Enduring Struggles for Freedom:

The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.









PHOTOS FROM TOP: Frontier Trails Museum, Independence, Jackson County, Missouri. John Brown/Adair Cabin, Osawatomie, Miami County, Kansas. Aaron Douglas Mural, Topeka, Shawnee County, Kansas,

Western Missouri and Eastern Kansas were the focus of decades of discussion and conflict stemming from the Missouri Compromise. Although intended as a solution, this act drew a line westward from the Mississippi Riverto divide free and slave-holding states. It set a limit to southern expansion that would almost inevitably lead to increased political power for northern states. Robert` Pierce Forbes writes in *The Missouri Compromise and Its Aftermath*:

...the passage of the first Missouri Compromise inexorably tilted the balance of the Constitution in favor of freedom. It did this both substantively and more importantly symbolically. Substantively, of course, the Compromise placed a check on the growth of new slave states, thus limiting the growth of slaveholders' political power. While this limitation could be skirted, as the annexation of Texas would demonstrate, as long as the 36 degree 30' boundary remained in place, it would be only a matter of time before free states outnumbered slave states and began to reshape the political calculus.

As mentioned in the Statement of National Significance, the Kansas-Nebraska Act later "nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides." Set at the center of the nation and flanking the boundary line once set by the Missouri Compromise, it was only a question of time before the fight for political dominance in the federal government would come to focus on the Missouri-Kansas Border. Many individual sites, landscapes, and stories within the region tie into this larger story.

The operational plans that follow lay of criteria for determining if, where, and how individual stories and sites support the national significance and interpretive themes of Freedom's Frontier.

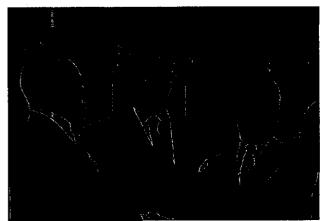
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The Border War was not only about slavery, but also about national politics, retribution, personal wealth and well-being. There are many ways to weave stories and sites into the larger Statement of National Significance and the enduring struggles for freedom that remain with us today.



Library of Congress Prints and Photographs Division

ABOVE: Dramatization of Missouri Senator Thomas Hart Benton, champion of westward migration and Manifest Destiny, facing the drawn pistol of a Senator who opposed the admission of California as a free-state. The opening of the west had great consequence for the stories of native and non-native residents of the heritage area.



Copyprint, 1954. New York World-Telegram and Sun Photograph Collection, Courlesy of AP/Wide World Photos The African American Odyssey, Library of Congress.

ABOVE: The landmark supreme court case Brown v. Board of Education of Topeka marked a milestone in desegregation. April 9, 2009

Julie Lenger Freedom's Frontier National Heritage Area Box 526 Lawrence, KS 66044

Dear Julie,

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Thank you for your efforts in coordinating the Management Plan for FFNHA. I'm sure it is a big undertaking. Per your request, you will find my suggested changes to the following documents contained within the plan.

- Executive Summary.
- Power of Place
- Power of Story

Please consider this official documentation of my participation in this process, as you indicated was needed for the document. If you need me to sign-off on something else for official documentation, please let me know.

Also, you will find my Partner Pledge enclosed.

Thanks again,

Overland Park Convention & Visitors Bureau

Enclosures

THE POWER OF STORY

OUR COMPELLING MESSAGE OF FREEDOM

and the second s Some of the most important events within Freedom's to, include, and follow the Missouri-Kansas Border War Frontier, occurred because individuals took action to create a society that better fit their definition of freedom. Freedom's Frontier honors those individuals by involving residents and stakeholders in a grassroots effort to craft a plan that stewards those stories and the landscape on which those events occurred.

> Throughout the preparation of this plan, stakeholders have explored the qualities and stories that make Freedom's Frontier significant. In the process, they have come to agree that it is not one specific story, place, or even point in time. Rather, what makes Freedom's Fontier unique is a story ecosystem, a web of stories that lead up

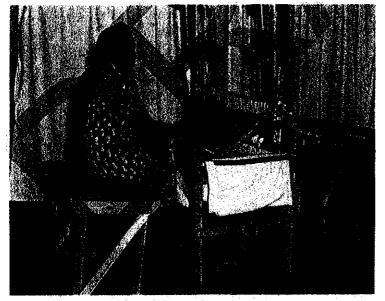
bf 1854 to 1865. 000 000 000 000 000

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This basic story—about the search for freedom and the conflict over the definition of freedom-is ongoing. It is the basis for the Mission and Guiding Principles of Freedom's Frontier.

The story of Freedom's Frontier is about a fundamental American ideal—freedom. The concept of freedom is challenging to express. Unlike other heritage areas, freedom is not a technological advance, a series of battles, or a single cultural group. Consequently, the significance of Freedom's Frontier has to be told in a manner that is different from other parts of the country. unique to the area



Weaving Exhibit, Chanute

An African American woman seated at a loom demonstrating weaving in Chanute, Kansas, as part of the Works Progress Administration's domestic science and foods project.

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The Statement of National Significance allows Freedom's Frontier to place stories and sites into their historical contexts of the major trends that surrounded specific events.

Likewise, specific events or accounts can help illustrate broader themes. For instance, an exhibit on the Oregon Trail should include first-hand accounts of people who followed the trail west. Used in tandem, first-hand accounts from multiple perspectives and historical narratives create the most compelling stories and establish authenticity, without which a site or museum lacks credibility.

Courtesy Kansas State Historical Society.

INTRODUCING STORIES INTO OUR PLACE

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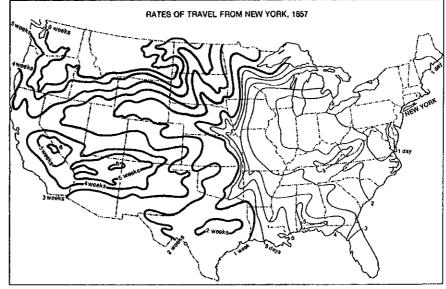
This chapter explores the unique, significant and connected story that makes up this heritage area, the ways we tell that story, and the power it has to unite our place and resonate with all people. It is organized into two groups.

THE POWER OF OUR STORY

- Our Mission and Principles
- Why Freedom's Frontier Is Nationally Significant
- Why Here and Nowhere Else: Individual Contributions to the Nation's Story
- Milestones in the Enduring Struggles for Freedom

THE POWER OF TELLING OUR STORIES

- How We Tell Our
 Stories
- Different Lenses for Sharing Our Stories: Merging Viewpoints and Disciplines
- Bveryone's Story: Enchancing Our Story Ecosystem



ABOVE: Map showing the shortest amount of time it took an individual to travel from New York in 1857 via any combination of rail, steamboat, or road. People travelling to the region from the east coast could take as little as three days. Travel across the width of Freedom's Frontier Heritage Area could take as little as four days. Simultaneously, telegraph lines were beginning to provide near instantaneous news coverage across many parts of the East. Nowhere else in the Midwest was communication as convenient as this region. This lead to an incredible growth of interwoven stories.

Connecting Power of Place and Power of Story

From the broad geographic scale of the region, we move in this chapter to more local and personal stories, places, and cultural settings. The Power of Story finds meaning from below, from \checkmark What? local sites and stories. Stories and memories transform spaces into places. They give meaning to the landscapes forged by the natural history discussed in the previous section.

Freedom's Frontier is a "story ecosystem," a web of stories that lead up to, include, and follow the Missouri-Kansas Border War. The power of our stories arises from no one specific story, place or even point in time. The Power of Story is framed by the mission of Freedom's Frontier and its Guiding Principles. For reference, these are included below, with the pieces that tie directly to the Power of Story **highlighted** in **bold text**. The principles shape how we tell our stories and respect the environment and property owners now, and in the generations to come.

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Courlesy Library of Congress Geography and Map Division.

Detail from "Route of the Mormon Pioneers." As the physical environment affected the movement of pioneer groups, the cultural, political, and social interactions between individuals and groups provide a wealth of stories from different groups and cultures. These interactions combine into a story ecosystem that we will explore in this section.

Guidhaghalains

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences,

4. We honor the region's peoples past and present.

5. We appreciate the unique cultural Shistoric assets within the nationally important landscape.

6. We will invest in community engagement, education and . empowerment.

7. We will sustain and grow sense of place.

8. We value and protect the natural environment.

9. We will consider future generations in everything we do.

Why Freedom's Frontier is Nationally Significant



Courtesy Kansas State Historical Society.

Norman #1 Oil Well, Wilson County, Kansas. 1893. This well began the continuous development of the largest oil field in the United States. The oil and mineral wealth of the Neosho River Valley fostered many different stories concerning economic freedom, entrepreneurship, and worker rights.

Statement of National Significance: The Grounding for Our Stories

In order for visitors and residents to understand why the sites and stories of Freedom's Frontier are important, they need to be woven into a national context. When visitors and residents understand how something relates to the big picture—the history they learned in school of on the television or events that are going on today—they are more likely to care about this heritage area. As we tell stories about individual events that occurred in Freedom's Frontier, we need to be sure to explain the context or the "story behind the story." We need to explain not just how things occurred but also why they occurred.

The sub-themes identified in the Statement of National Significance (shown at right) allow Freedom's Frontier to place stories and sites into their historical contexts, or the major trends that surrounded specific events. It is the first step in answering why events occurred here and nowhere else.

Our Statement of National Significance clearly states why, within a national context, the resources and values of Freedom's Frontier merit its designation as a national heritage area.

What do we mean by "Border War(?)

The Border War includes the period of politically motivated killings and retributions from 1854 to 1861, as well as the battles and associated activities during American Civil War from 1861 to 1865 in the region encompassing Freedom's Frontier National Heritage Area.

Statement of National Significance

Struggles for Freedom on the Missouri-Kansas Border

Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.

Shaping the Frontier:

For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny.

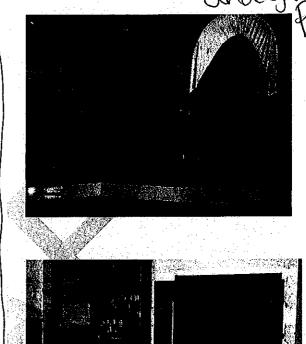
Missouri-Kansas Border War:

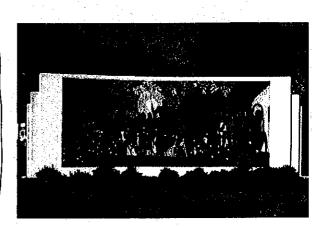
When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri-Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border.

Enduring Struggles for Freedom:

The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.

Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM.





PHOTOS FROM TOP: Frontier Trails Museum, Independence, Jackson County, Missouri. John Brown/Adair Cabin, Osawatomie, Miami County, Kansas. Aaron Douglas Mural, Topeka, Shawnee County, Kansas.

WHY HERE & NOWHERE ELSE?

"The Civil War was, for the American imagination, the great single event of our history because it defined Americans as a nation while revealing so many of the issues and tragic ironies which we yet live... We can yet see in the Civil War the powerful, painful, grinding process by which an ideal emerges out of history."

Robert Penn Warren, "The Legacy of the Civil War"

Individual Contributions to the Nation's Story

Building on the Statement of National Significance, we ask:

Why is Freedom's Frontier uniquely positioned within the United States to foster discussion about freedom with contemporary relevance?

How can we tie a specific site or event into the larger nationally significant story of Freedom's Frontier?

Answers to both questions are found through understanding geography—the historic consequences of our location and natural history—along with understanding the importance of key events and political actions throughout the first half of the nineteenth century that set the stage for conflict to break out in explosive national effects in this region. Natural history, as we have seen, strongly shaped the location of towns, trails, and forms of agriculture. But it was national political events and decisions made in Washington, D.C., that ultimately led to the Border War.



ABOVE: The unique political circumstances of the heritage area affected the national discussion of freedom sometimes with extreme consequences. Here, Massachusetts Senator Charles Sumner is attacked by South Carolina Congressman Preston Brooks on the floor of the Senate after Sumner's "Crime Against Kansas" speech. Western Missouri and Eastern Kansas were the focus of decades of discussion and conflict stemming from the Missouri Compromise. Although intended as a solution, this act drew a line westward from the Mississippi River to divide free and slave-holding states. It set a limit to southern expansion that would almost inevitably lead to increased political power for northern states. As Robert Pierce Forbes writes in *The Missouri Compromise and Its Aftermath*:

...the passage of the first Missouri Compromise inexorably tilted the balance of the Constitution in favor of freedom. It did this both substantively and more importantly symbolically. Substantively, of course, the Compromise placed a check on the growth of new slave states, thus limiting the growth of slaveholders' political power. While this limitation could be skirted, as the annexation of Texas would demonstrate, as long as the 36 degree 30' boundary remained in place, it would be only a matter of time before free states outnumbered slave states and began to reshape the political calculus.

As mentioned in the Statement of National Significance, later the Kansas-Nebraska Act "nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides." Set at the center of the nation and flanking the boundary line once set by the Missouri Compromise, it was only a question of time before the fight for political dominance in the federal government would come to focus on the Missouri-Kansas Border. Many individual sites, landscapes, and stories within the region tie into this larger story.

In the toolkits and the segment plans to follow, this management plan lays out criteria for determining if, where and how individual stories and sites support the national significance and interpretive themes of Freedom's Frontier.

The Border War was not only about slavery, but also about national politics, retribution, personal wealth and well-being. There are many ways to weave stories and sites into the larger Statement of National Significance and the enduring struggles for freedom that remain with us today.



Library of Congress Prints and Photographs Division ABOVE: Dramatization of Missouri Senator Thomas Hart Benton, champion of westward migration and Manifest Destiny, facing the drawn pistol of a Senator who opposed the admission of California as a free-state. The opening of the west had great consequence for the stories of native and nonnative residents of the heritage area.



Copyprint, 1954. New York World-Telegram and Sun Pholograph Collection, Courtesy of AP/Wide World Pholos The African American Odyssey, Library of Congress.

ABOVE: Desegregation is popularly portrayed as beginning with the Brown v. Board of Education of Topeka decision by the United States Supreme Court.

MILESTONES IN FREEDOM

Significant laws, Supreme Court-decisions, treaties and other documents shaped the region that became Preedom's Frontier Instrum this area also inspired and influenced other documents that stemmed from debates over the definition of freedom, both at home and abroad Seven of the one hundred, documents chosen by the Nanonal Archives and Records Administration as the 100 Milestone, Documents have direct associations to the Preedom's Frontier story. The following pages include a brief summary of each of these milestones in freedom.

Quick Reference Definitions

milestone documents: documents that have influenced the course of U.S. history. They have helped shape the national character, and they reflect our diversity, our unity and our commitment as a nation to continue our work toward forming 'a more perfect union.'" – National Archives and Records Administration

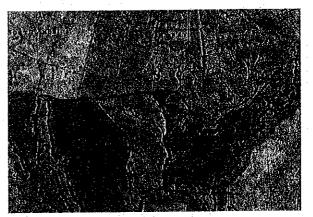
A full glossary of terms can be found in the appendix.

)anniskne Burelinse (1880-)-

In 1803, the United States purchased a vast region west of the Mississippi River from France. In what came to be known as the Louisiana Purchase, the U. S. acquired 828,000 square miles of land for a mere \$15 million, foubling the young nation's size. The boundaries of the Louisiana Purchase included the lands that fell in the watersheds of the west-reaching tributaries of the Mississippi River. Kansas and Missouri were among the thirteen states later carved out of the vast territory. The purchase ushered in nearly two centuries of westward expansion and, by extension, portended future tensions over slavery.

Inser

"I know that the acquisition of Louisiana has been disapproved by some, from a candid apprehension that the enlargement of our territory would endanger its Union. But who The larger our association the less will it be shaken by local passions; and in any view is it not better that the opposite bank of the Mississippi should be settled by our own brethren and children than by strangers of another family? With which should we be most likely to live in harmony and friendly intercourse?" Thomas Jefferson, Second Inaugural Address, March 4, 1805.



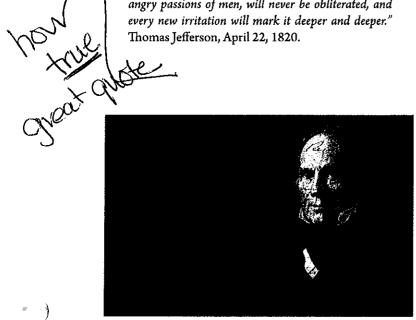
Library of Congress, Geography and Map Division. ABOVE: Map of the Louisiana Purchase. c. 1804.

Missouri Compromise (1820)

The Missouri Compromise provided for the admission of Missouri to the Union as a slave state and the establishment of the state's southern boundary, 36 degrees 30 minutes (an extension of the Mason-Dixon Line), as the dividing line between future slave and free territories within the boundaries of the Louisiana Territory. The Missouri Compromise was one of a number of political contrivances aimed at preserving a Union torn over the issue of slavery. To equalize the number of free and slave states in the Union, Missouri's admission to the Union was balanced by the simultaneous dmi ______f Maine as a free state. Although the compromise protected the culturally southern Missourians' right to own slaves, it created a slave state on the defensive—one that was surrounded by free states on its north and east. This set the stage for the Missouri-Kansas Border War.

"A geographical line, coinciding with a marked principle, moral and political, once conceived and held up to the angry passions of men, will never be obliterated, and every new irritation will mark it deeper and deeper." Thomas Jefferson, April 22, 1820.

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Portrait courtesy Senate Commission on Art. Document courtesy National Archives ABOVE: The Missouri Compromise and Speaker of the House Henry Clay. Indian Romona Actions at

The Indian Removal Act of 1830, promoted by President Andrew Jackson, endorsed and accelerated a decades-old practice of Indian removal from lands eyed for white settlement. Following the Revolutionary War, the United States government set out to relocate Indian peoples from east of the Mississippi River to areas not already divided into territories or states. Soon after the Louisiana Purchase, Euro-American settlement began to encroach on tribal lands in frontier regions like Alabama, Mississippi, and Missouri. In 1825, the Osages ceded the remainder of their Missouri lands and relocated to Kansas. These early "emigrant" Indians in Kansas were later joined by tribes removed from the southeast, including the Cherokees and Creeks. Indians were further displaced by the Platte Purchase in 1836, which resulted in the removal of the Sac and Fox Tribe from northwest Missouri to northeast Kansas. By 1846, the native Kansas tribes were joined by nearly 30 emigrant tribes, who were placed on reservations established by various treaties. When the Kansas-Nebraska Act opened the territory to white settlement before the federal government negotiated treaties with the tribes, Euro-American settlers squatted on tribal lands with impunity, resulting in further removal to what is now Oklahoma.

"It is pleasing to reflect that results so beneficial, not only to the States immediately concerned, but to the harmony of the Union, will have been accomplished by measures equally advantageous to the Indians. What the native savages become when surrounded by a dense population and by mixing with the whites may be seen in the miserable remnants of a few Eastern tribes, deprived of political and civil rights, forbidden to make contracts, and subjected to guardians, dragging out a wretched existence, without excitement, without hope, and almost without thought." Andrew Jackson.

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Truman Doctrine (1947)

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In an address to a joint session of Congress on March 12, 1947, President Harry S. Truman requested \$400 million in funding to prevent Greece and Turkey from falling into Soviet control. Truman's declaration, that "It must be the policy of the United States to support free peoples who are resisting attempted subjugation by armed minorities or by outside pressures," initiated a new foreign policy that would prevail for the following four decades. The United States would provide the necessary financial, political, and military support to promote Americanstyle democracy and freedom. As seen from the quote below, Truman's personal principles informed his controversial role in the founding of Israel.

"I was trying to find out why a Midwest Baptist like me should get so emotionally upset about Palestine and the Jews – their terrible position in the world. I knew how they felt. My mother and grandmother have told me many stories about what happened to the people who lived between Kansas and Missouri – how they were moved off their homes ... ordered into a wagon and taken into town where they had to stay all the time while the war was going on. I had some notion of what these people were going through who had to be moved from one place to another in order to have a home and I was very anxious that they would not and should not have to go through the same sort of difficulties that the families in the war between the states had to go through." Harry S. Truman, "At War with the Experts," 1964.

Denied enrollment in the nearby white school, Linda Brown was forced to walk a mile across a railroad switchyard or travel one hour and twenty minutes by bus to attend the all-black Monroe School. With the help of the Topeka NAACP, Linda Brown's father Oliver filed suit, appealing his school segregation case to the U.S. Supreme Court. By the time the Brown case reached the Supreme Court, it was one of many similar cases from four states. In all the cases, District Courts had found that black and white schools were equal with respect to buildings, salaries, teachers and other tangible factors "as could be expected." But the plaintiffs argued that segregation violated the Equal Protection Clause of the Fourteenth Amendment. In 1954, under the leadership of Chief Justice Earl Warren, the court concluded that "Separate educational facilities are inherently unequal." The historic desegregation case struck down the "separate but equal" doctrine established by the Supreme Court's ruling in Plessy v. Ferguson in 1896 - and ushered in the broader Civil Rights Movement.

"To separate them from others of similar age and qualifications solely because of their race generates a feeling of inferiority as to their status in the community that may affect their hearts and minds in a way unlikely ever to be undone." Chief Justice Earl Warren.







Courtesy Kansas State Historical Society. ABOVE: Sumner Grade School. Topeka, Shawnee County, Kansas. c. 1954.

HOW WE TELL OUR STORIES

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"[The designation of Cane River National Heritage Area inspired] a cultural renaissance, to document our history, to tell our own stories, to give credit to the descendents and the ancestors for the accomplishments of generations of the past. We believe that it's our responsibility to take care of our people. This culture is too rich for other folk not to know about it."

Terrel Delphin, Cane River Creole.

The guiding principles of Freedom's Frontier help us understand how we tell our stories.

The following are qualities that we seek in our storytelling. They grow out of our mission and are based on our guiding principles. Putting these qualities into practice can help Freedom's Frontier offer a visitor experience found nowhere else. We will work to become known nationwide for these qualities.

1. Our stories have meaning and relevance for today

In order to connect, our stories must be relevant; they have to inean something to people, and they have to resonate personally with audiences. Our themes proclaim a clear relevance to today's world and to the issues and concerns of modern audiences. They create a connection between the past and the present, and they help us think about the future in new ways.

Terrorism, human rights, property rights. Many of our stories seem to be taken directly from today's newspaper headlines, although from another time. They have the ability to create a strong connection between the past and the present and even to help us think about the future in new ways.



Courtesy Kanses State Historical Society. Exodusters in Floral Hall, Shawnee County, Kansas. How many different ways can we tell the unique stories that make up our shared human experience?

2. Our stories gain power because they embrace shared human experience

Many of the most powerful interpretive themes and stories touch on the life experiences that all humans share whether they live in Missouri or Kansas, Europe or Asia. These are the experiences that resonate with us in a deeply personal way. They include joy, death, renewal, family, service to country, work, the creativity of the human mind and many others. The most successful interpretative themes embody some of these universal concepts. In Freedom's Frontier, our stories touch on some of the universal aspirations, emotions, and experiences: freedom, hope, struggle, fear, and disagreement. Our stories represent the best of human aspirations and the worst of human pettiness in fear, violence, greed and intolerance.

We emphasize the universal concepts that are so strongly expressed in the Freedom's Frontier story: the complexity of national events, the danger at failing to look beneath the surface and at other points of view, the complex and imperfect nature of the human character, and the ways we seek conciliation from conflict. The three sub-themes offer a window through which to consider how Americans have debated American ideals of "freedom," "justice," "local control, and "property rights" from the beginning of settlement to the present day. The power behind our stories and themes of that they illustrate the debates over these ideals.

FACING PAGE: Stories and places within Freedom's Frontier can be organized by geography. There are four principal river valleys in the heritage area: the Missouri River Valley, Kaw River Valley, Osage/Marais des Cygnes River Valley, and Neosho River Valley. Each has its own unique history and culture. These areas can be organized into cultural watersheds that reflect the power of story. The story of Freedom's Frontier is not a two-sided, good versus bad story... Partners in Freedom's Frontier attempt to broaden residents' and visitors' established points of view and invite them to explore new perspectives.

3. We seek out new stories and perspectives

Our stories encourage dialogue and start conversations. The story of Freedom's Frontier is not a two-sided, good versus bad story. It cannot be told in terms of Northerner versus Southerner, abolitionist versus slave-owner, Freestate versus slave state, Missouri versus Kansas, integration versus segregation.

It is wrong to assume that historical actors in our stories can be lumped into an easily-definable group to which we can ascribe a set of beliefs. Partners in Freedom's Frontier attempt to broaden residents' and visitors' established points of view and invite them to explore new perspectives. One of the ways that we seek out new stories is by developing many different disciplinary approaches and "lenses" through which to explore and interpret the region. We describe some possible lenses for new perspectives in the section to follow.

Furthermore, many of our stories are just now coming to light, thanks to the research and dedication of our partners. They are stories about farmers and shop owners, women, children, Native Americans, and African Americans, whose stories and perspectives were previously ignored but are being rediscovered through oral traditions, written records, buildings, and artifacts. Freedom's Frontier encourages continued exploration into our past in order to better inform our present and future.

alignment

4. We embrace varying perspectives on our themes

We accept diverse interpretations of the meaning of freedom and the struggles to achieve it.

For example, the theme of "Shaping the Frontier" can refer to the freedom to travel west to seek one's fortune or to the struggle over land rights between whites and Indians.

In the context of the Missouri-Kansas Border War, liberty can mean freedom from slavery of from another viewpoint it can mean the freedom to have slaves and retain control of property rights. Today, freedom can mean the right to develop one's property as one chooses while, for someone else, this freedom to build on a rare ecological site or within a beautiful view, may seem like a confiscation of everyone's right to a healthy environment.

The themes of Freedom's Frontier are not just about freedom, but also the struggle for freedom. They can be seen embracing clashing points of view and the ways people seek reconciliation—through violence, war, legislation, compromise and the healing solace of time, among others.

Indeed, the historical truth is very complex. On the facing page, the Population and Origins Map was compiled using information from the 1860 Census. A census, historical or current-day, can only give us a snapshot in time. They cannot always reflect what happened in the ten years in between. Furthermore, the origins of populations taken from the census do not necessarily reflect a specific point of view. For instance, people from southern Ohio, Indiana, or Illinois can be considered "Northern," but they may have been closer to the "Upper South" in spirit and family connections.

FACING PAGE: In 1860 a federal census was performed in the region. The nativity (place of origin) of the settlers in the region reflected the conflicts that abounded in this era. Settlers were primarily from the Upper South states of Kentucky and Tennessee. Anti-slavery groups included Northerners from Massachusetts and Ohio and Germans. These generalizations, however, can lead

to oversimplifications, such as is the case for Upper South Missourians who supported a free-state Kansas. The frontier—described as any place with less than 2 people per square mile—still included portions of the upper Kansas River and the lower Neosho River. James Lane, who famously had not made up his mind about slavery before arriving in Kansas, is an example of a southern Indianan. Similarly a number of "Upper South" Missourians were active in the Kansas free-state movement (for example, Caleb May, George Cutler, John Javens, John Landis, William Moore, John Wright) Origin may not have mattered so much as attitude. The viewpoints of Missourians who did not move to Kansas were not by any means uniform. For example, the 137 Weston, Missouri signers of the September, 1854 resolution in opposition to the pro-slavery "Platte County Self-Defensive Association," declared their opposition to the "violence and menace" of the Self-Defensive group.

While many points of view existed in the past, just as many exist today about the past. Our stories mean many things to many people. While partners in Freedom's Frontier may tell the same story from different perspectives, they have found common ground. They believe in the power of these stories and they respect differing points of view.

5. We connect our stories and weave them together

No matter what metaphor one uses to describe our land and stories—an ecosystem, fabric, or quilt—we connect individual places and stories to our themes by tying them together. In all of our interpretation, visitors can discover how each site, event, and story is part of a story that changed the nation and has enduring relevance today.

We also connect specific places with other sites inside and outside of the borders of Freedom's Frontier. No event in this region happened in isolation, so no story can properly be told in isolation. Visiting just one site or hearing just one story allows for an incomplete view of the past. In order to understand the bigger picture of the struggles over freedom, sites and stories must be connected to one another.

In so doing, we help people to discover how history is shaped by ecology and why nationally transformative events happened in Freedom's Frontier National Heritage Area and nowhere else.

6. We connect our stories with the land

Stretching over four river valleys and parts of two states, the region was the epicenter of conflicts, partly stemming from the Missouri Compromise and westward expansion that define American values and the struggles to achieve them. The forced immigration of Native American nations and the inspiring resilience of those nations in the face of oppression, the voluntary immigration of settlers along the Santa Fe and Oregon Trails, the abolition of slavery and the final resolution of racial segregation in our public schools a century later—all of stories belong in the larger context of Freedom's Frontier.

Over two centuries and thousands of square miles, the landscape of rivers, topography, and weather had a critical effect on the location of trails, settlements, towns, and points where points where people with differing definitions of freedom would come into contact. By connecting our stories with the land, we help visitors to understand the importance of natural history and ecology in shaping human events. In making this discovery, we can also begin to think about how to steward the land for future generations.



Courtesy Kansas State Historical Society.

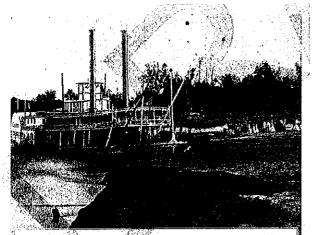
ABOVE: Ferry crossing the Kansas River. c. 1854-1861. The stories of ferrymen are often interwoven with the stories of those they services and with the river on which they plied their trade.

7. We help our audience experience an authentic story

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We define "authenticity" as more than simple validation of facts. Rather, it has to do with an original experience of being there, of touch, sight, and smell. Telling an authentic story means more than telling a correct story. An authentic story must be truthful, not just to the facts, but also to the place in which it is told, the people whose lives it recounts, and the people who are telling it. Likewise, its link to Freedom's Frontier must be authentic and organic, rather than stretched or constructed in order to participate in the heritage area.

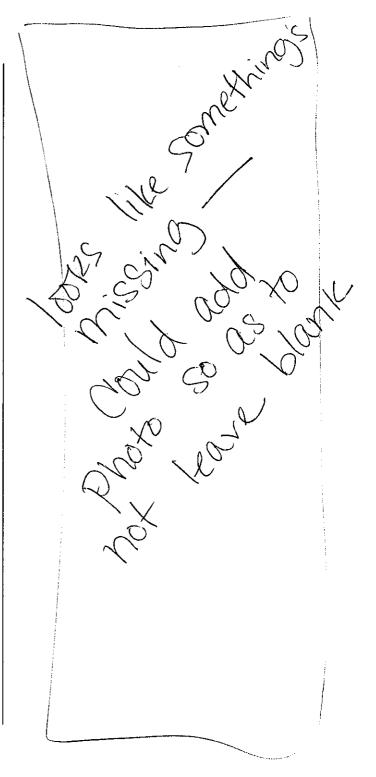
Authenticity is not a simple word to define and its application to story is not simple to explain. For a story to be authentic, it must be connected to the physical evidence or landscape that remains. In doing so, we don't just show a video or recite a narrative; we engage all of the senses. We invite our visitors and residents to walk in the footsteps of those who came before them, to experience the emotions, and to consider the struggles, dilemmas, and trials of those who helped to define freedom as we understand it today.



"The soil of the Missouri is the most fertile in the Universe."

-M. Truteau, Illinois Trading Company.

ABOVE: Truteau's propaganda to attract settlers to Missouri is one known reason people may have settled there. However, many stories of settlement have been forgotten or are not being told. What could these stories add to our understanding of our heritage?



DIFFERENT LENSES FOR SHARING STORIES

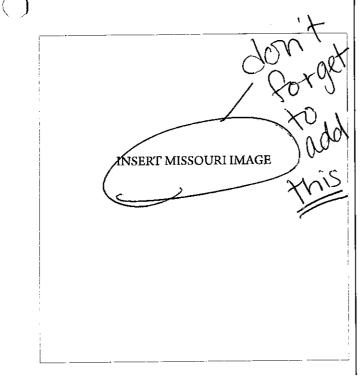
MERGING VIEWPOINTS AND DISCIPLINES

"I propose to march east ... clearing out the valley of the Osage. I will from there turn north, clearing out the valley of the Marais-des-Cygnes."

James H. Lane, September 10, 1861

"Give the Kansas people a taste of what the Missourian has suffered at the hands of the Kansas Jayhawkers."

William C. Quantrill, August 21, 1863



Imagine looking down into a valley from surrounding hills and mountains. Depending upon where you stand, different farms, villages, riversy and woods come into view. As you move across the ridgeline, the vistas unfold to show new and different connections.

Because we value and support varying perspectives on the past, we encourage interpretation through multiple disciplinary and political viewpoints. The stories that a site has to tell may seem constant, no matter who the audience is. But, we can ask new questions and find new and untold stories.

There are no limits to the number of viewpoints or "lenses" on our past and present that can be employed to enrich the interpretation, tours and conversations in Freedom's Frontier.

The following are some examples:

Interpreting through the lens of Native American History

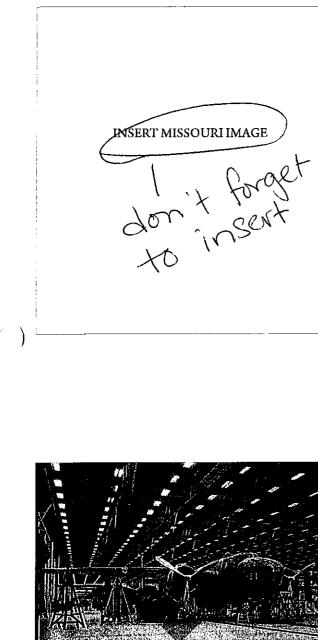
For thousands of years, Native Americans have moved through the region, settled in the area, and shaped its ecology through controlled burning of the prairie and cutting trees for firewood along the river valleys. These are stories not often told when focusing on the Border War. Yet, the removal of native tribes and their contact with settlers throughout the mid-nineteenth century says much about enduring struggles for freedom. With regard to stewardship and the connection of stories with the land, exploring Freedom's Frontier through the lens of Native American history can foster new discussion about how we treat the land and value it in our daily lives.

Interpreting through the lens of natural history and watersheds

Each of these watersheds tells a story when seen through this lens. The Missouri River Valley, for example, can be interpreted to tell a story of westward expansion; the Kaw River Valley can be seen as an area caught in the midst of brutal border

FACING PAGE: This map shows the location of the native ancestral lands in the region. Spurred by the Indian Removal Act 1830 and Pre-Emption Act of 1841, reservations were developed in all of the regions cultural watersheds.

Although the lands were soon occupied by non-natives, the imprint by native peoples on the story ecosystem are vital to Freedom's Frontier.



conflict; the Osage/Marais des Cygnes River Valley can be studied as a breeding ground for violence; and the Neosho River Valley can touch on Native American history as the one-time home of the Osage Indians. There is no single story from each watershed, but rather opportunities for questions, new connections/ and new ways to tell our stories by seeing them through the lens of rivers.

Interpreting through the lens of strategic settlement and attracting settlers

Kansas and Missouri lay at the forefront of national debate in the 1850s. As discussed in the Power of Place, written descriptions, published travelers' accounts, and settler prospectuses all touted, and perhaps exaggerated, the resources and mild climate of the region to draw newcomers. The landscape existed not just as a physical resource, but as an ideal that could be packaged and sold to settlers who would, in turn, determine the fate of Kansas and Missouri in their voting. The lens of strategic settlement helps us to understand how even period-based descriptions can be biased. Students of all ages can be asked how the language and images we use today convey Freedom's Frontier to people who have never visited.

Interpreting through the lens of established interpretive themes

Developed with much citizen input, Statement of National Significance for Freedom's Frontier includes three themes that can each act as lenses for interpretation:

• The theme political conflict along the Border opens questions about the period 1845-1870

• The theme of building the frontier can extend throughout much of the 19th century with connections to the national trails, town building, and the advance of the railroads.

• The theme of enduring struggles for freedom continues into the 20th century and today with discussions of Native American rights, women's suffrage, the Civil

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ABOVE: Fairfax bomber plant, Kansas City, Wyandotte County, Kansas. 1942. The contribution of the region to the "Arsenal of Democracy" and post-war anti-communist foreign policy can be viewed and interpreted though the established interpretive theme of the enduring struggle for freedom.

Rights Movement and debates over contemporary property rights and environmental justice.

Educational Ideas and Tours

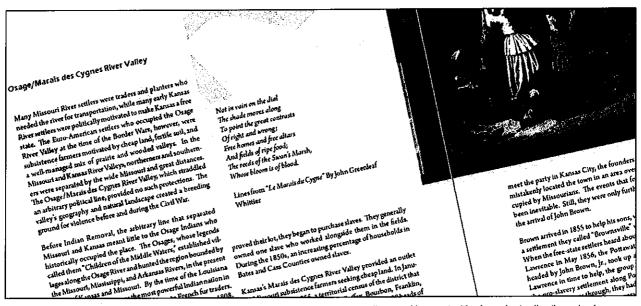
Each of these lenses and others yet to be developed can become units for teaching and travel. In the appendix, examples are provided where Freedom's Frontier is explored through various lenses. These lenses include:

- The Natural History of the Region. This method reviews the area through interpretation of the area's environment, conservation, and natural process in relation to the stories of the National Heritage Area.
- The Cultural Watersheds of Four Rivers. This method reviews the stories of the region by organizing the area into four subregions defined by both the natural watersheds and common cultural experiences within the watersheds.
- Strategic Settlement: Promoting Kansas and Missouri to a National Audience. This method applies a national, generalist approach to reviewing the stories in the region.



Courtesy Kansas State Historical Society.

ABOVE: Anti-war demonstration in Topeka, Shawnee County, Kansas. 1970. How should someone express perspectives that aren't shared by the mainstream? Why do groups clash over First Amendment freedoms such as the freedom of speech and assembly?



ABOVE: Page from the "Cultural Watersheds of the Four Rivers" appendix item. These appendices provide opportunities for understanding the region from a differing interpretation perspective and can potentially be developed into educational programs or study aids.

EVERYONE'S STORY ENHANCING OUR STORY ECOSYSTEM

The Value of Stories for a Sense of Place

One direct effect of knowing part of the ecosystem of stories, and perhaps one piece of them in depth, is that this awareness can help residents find a stronger sense of place and sense of region.

What is a sense of place and a sense of region and why are they so important?

Following the writings of many geographers and historians, we define sense of place as something more than scenic beauty, A historic events or landmark architecture.

Sense of place is achieved in Freedom's Frontier through the region's natural history, social activism and debate, open sky/and a long-term tradition of community involvement. As stated in the Power of Place, historic sites and landscapes are valued for their natural history, how they shaped human history, their scenic beauty today and vitality of their social life.

Having a sense of place in this region and a sense of its values can give us insights and higher standards for the future. We can appreciate what is best in the places we call home. Knowing the history and local stories of our own community can help the next generations know what makes life in each of our communities worth improving.

Why Does a Sense of Place Matter for Freedom's Frontier?

Sense of place in our region happens when we care about past and future. Knowing some of our stories and how they fit into a nationally significant whole, can help to instill a sense of pride. Our stories can also help current and future generations who live here have a stronger sense of commitment to our region. We share stories not just because they are interesting or historic—but also because they can help us be more effective and committed citizens today.

Our local ecologies and political traditions represent ideals that, like freedom or equal rights are something worth fighting for.

to protect

FACING PAGE: From 1854 to 1865, the region was severely affected by the actions of groups on both sides of the Kansas/Missouri border. In all watersheds, conflicts grew from political and legal disagreements to murder,

"[Freedom's` Frontier] is less about stories forgotten and more about stories remembered. It is less about putting people into a place and more about putting people into the historical framework."

Rick Hughes, President and CEO of the Kansas City Convention and Visitors Association

A commitment to one's home inspires actions such as running for local political office, volunteering on local boards and taking a stand on a controversial local issue. For example, if residents value a piece of land and stream, they will fight to celebrate it historical and cultural value along with its economic value.

Considering Future Generations: Our Mission of Stewardship

Fostering a stronger sense of place and regional pride is one of the most grassroots means of taking care of the environment

Quick Reference Definitions

ecosystem: the complex of a community of organisms and its environment functioning as an ecological unit.

sense of place: the conscious awareness of how a region is unique.

story ecosystem: a web of individual stories that function as a whole network of interrelated themes and events.

A full glossary of terms can be found in the appendix.

battles, and forced removal. These conflicts left a culturally unique mark in the Heritage Area, providing a sense of region that has endured since the 1860s.

today. In so doing, we leave a richer legacy for future generations. As stated at the outset of this plan, our vision implies a future with more choices and, potentially, a stronger and more diverse economy and cultural institutions. This challenge will not be easy, but in all that we do, Freedom's Frontier will consider impacts on future generations. We will do nothing that might limit the choices available to our successors. And we will consider new ways to leave a stronger region with vibrant and creative social networks that support economic innovation, volunteerism, and investment in public and private enterprise.

The Story Ecosystem

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Freedom's Frontier National Heritage Area is a story ecosystem. Likewise, Freedom's Frontier is a complex community of sites and stories that work in concert to tell a larger story about the struggles over freedom that occurred in this place. Each story and site adds another layer to the story, providing a richer understanding of how we understand freedom in the present day.

This story ecosystem can not exist without telling the stories from a wide range of perspectives. While it is important to understand "both sides" of the stories, it is even more important to understand that there are more than just two perspectives. Every historical actor in the events that occurred in Freedom's Frontier encountered and remembered things in a unique way. Likewise, we all tell our stories in different ways. Freedom's Frontier is committed to seeking out and sharing a multidimensional story of how people experienced struggles over freedom in the past.

The goal of Freedom's Frontier is to create a connected experience. Visitors and residents alike will not only learn what happened in one story at one site but they will learn about how other stories at other sites impacted that story and how that story affected other stories. They won't just learn about the facts of an event, but will understand how that event impacted this region and how the region affected the nation and the world.

Telling Stories for the Future

In order for Freedom's Frontier to achieve its goal of uncovering the story ecosystem, good interpretation is the key. Interpretation isn't just about getting your facts correct, but making emotional connections with the audience. Good interpretation is timeless. The delivery methods available to us are constantly evolving.

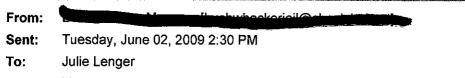
New methods for providing quality interpretation for residents and visitors open up a world of possibilities for Freedom's Frontier and make the goal of sharing a connected story attainable. New technologies allow for visitors and residents to get the information they desire anywhere in the world. Partners in Freedom's Frontier will provide interpretation through these new technologies. It is possible that a visitor can learn background about a story on the internet, have a virtual tour, visit the site to have a rich experience of the story and travel to another site while listening to how these places connect thanks to a downloaded podcast. The possibilities for Freedom's Frontier are limited only by its partners' ability to adapt.

Using new technologies, the stories of Freedom's Frontier can evolve. Freedom's Frontier is not just a story about the past, but an examination of how the past informs the present and what freedom means for the future. The process of redefining freedom means that we will always be at a frontier. Individuals will continue to add to the enduring struggle for freedom and redefine its tenets over time.

"History cannot give us a program for the future, but it can give us a fuller understanding of ourselves, and of our common humanity, so that we can better face the future."

Robert Penn Warren, "The Legacy of the Civil War"

Julie Lenger



Subject: Management Plan

Julie,

How much will a copy of the plan cost? I have been reading the Power of Action and have found a couple of small mistakes and one rather large one.....on page 15, "How to Share Stories with Others", the first paragraph is repeated.

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Putting Ideas into Practice

The toolkits include worksheets that individuals and groups can complete and discuss. These worksheets are not required but completing them will help you to improve your visitors' experience. These worksheets ask questions about the qualities that make a specific site, historic landscape, or visitor experience worthwhile. You can use them to evaluate your local site. And, by discussing them together, residents can plan for ways to improve them.

Whether you are a location or event manager, support staff member, volunteer, member of a heritage organization, or interested individual, these toolkits and worksheets provide you with ways to make sure your piece of Freedom's Frontier's story is told, preserved and shared with residents and visitors in a successful way.

How to Get Involved?

There are a number of opportunities to participate in Freedom's Frontier and to play a vital role in the heritage area. For more information, please visit Freedom's Frontier's website at

www.freedomsfrontier.org

or contact:

Freedom's Frontier National Heritage Area P.O.Box 526 Lawrence, KS 66044 Phone: 785.865.4499 Email: info@freedomsfrontier.org

We have a Partners Welcome Packet that provides additional information about Freedom's Frontier and ways to get involved with other interested partners and volunteers.

These toolkits encourage you to think "globally" or about the whole Freedom's Frontier experience and act "locally" by working on your piece of the story whether it is a location, a collection, a tour, or event. These worksheets are not required but completing them will help you to improve your visitors' experience... The worksheets are meant to be a handson way to generate creative ideas and solutions.

How to use the Worksheets

The purpose of the worksheets is to help local residents to determine needs, to share stories, and to encourage conversation, community input, and new ideas. While completing the worksheets isn't required for participation in Freedom's Frontier, they are designed to stimulate discussion and generate ideas to consider.

The worksheets are designed to:

- help individuals to study and improve what they have close to home.
- serve as a kind of inventory of "where we are right now."
- serve as a basis for discussion about future directions regardless of whether their location or event is already in the FFNHA network.
- help you evaluate your own site as you prepare to become part of the FFNHA network.

The worksheets are meant to be a hands-on way to generate creative ideas and solutions. Innovation is not static: residents should identify new ideas for toolkit worksheets and to improve those already written over time.

Quick Reference Definitions

FFNHA Location: Any existing building, event, site, landscape, trail, or other property type in Freedom's Frontier National Heritage Area that has voluntarily met the eligibility criteria for inclusion. Locations may be public facilities or privately-owned.

A full glossary of terms can be found in the appendix.

STORYTELLING TOOLKIT

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-Introduction

Storytelling is an art that can have an enormous impact. Heritage stories make people care about the world around them. They instill in people a sense of "why this place matters." For museums and historic sites, the stories they tell provide a connection between your visitors and your historical "stuff"—buildings, landscapes, collections. Without the story, an old building is just pile of bricks, a rural town is just a gas station and a stoplight, a historic document is just a sheet of paper. The story that can be told about these things is what gives them meaning and makes them special for residents and visitors alike.

Keep in mind that museums and historic sites are not the only places where the Freedom's Frontier story can be told. A restaurant might include stories on the back of its menu. A retail store might display artwork that tells a story. A hotel might share stories about the region in guest books kept in each room. Events offer opportunities for special programs or exhibits to tell your stories. The places and ways in which your stories can be told are limited only by your imagination.

Deciding What Stories to Share

Visitors come to your site to connect with something real. They are constantly surrounded by a wide variety of ways they can learn about history—schools, colleges, and universities, television, books, websites, and podcasts, among others. The one thing missing from all of these methods of learning is the actual experience of "being there" or "seeing it."

To fill your visitors' desires for a personal encounter with the past, you need to decide what makes your collection, location, or historic site unique and significant. Then you can focus the visitors' experience on something truly special, making it one they won't soon forget.

Consider the questions below to help you discover the unique and significant stories you can share. If you already are sharing unique and significant stories, these questions can help you hone your visitor experience or discover new and exciting stories to breathe new life into your visitor experience. These questions will also help you to fulfill criteria to become a FF-NHA recognized site. It may be a good idea to ask several staff members, volunteers, or independent observers to consider the same questions in order to gather multiple perspectives on your site.

This toolkit will help you to develop the stories you share and the experiences visitors will have at your location. These stories and experiences will showcase the resources of your location and Freedom's Frontier and will contribute to a positive social and economic impact on the heritage area. The sections that follow will help you to:

- Decide what stories to share
- Connect your story to Freedom's Frontier National Heritage Area
- Ensure accuracy and conduct research
- Interpret your story
- Evaluate your visitor experience.

Some general tips have been provided to help you understand storytelling and choose the most effective ways to share your story. Specific strategies for Freedom's Frontier's Coordinating Entity are outlined and prioritized with more detail in the interpretation and education plan in the "Power of Partnership" section.

Storytelling connects to both tourism and marketing and heritage preservation. Our stories are examples of our heritage resources but they also give our land and material culture meaning for tourists and residents alike.

CONSIDER THE HISTORY OF YOUR LOCATION AND COLLECTION

When was your location built? When was the community in which your site is located founded? What historical period does your collection represent?

Is your location,or collection associated with the lives of individuals that influenced or affected the course of history? Did these individuals have an impact on local history, state history, regional history, or national history? Explain.

Is your location or collection associated with events that have influenced or affected the course of history? Did these events have an impact on local history, state history, regional history, or national history? Explain.

Does your location, or collection help explain how ordinary people lived in this place? Does it illuminate historical trends like settlement patterns or land use or other trends that occurred over a long period of time?



Does your site, location, or collection present an archetypical representation of the time period, type of building/ landscape/artifact, or construction method that makes it notable?

Based on your answers to the questions above, you can start to begin to identify story topics that have a direct connection to your site. In order to ensure that the experience at your site is unique, consider the following questions:

Are any of the stories identified already told at another location?

How is your connection to the story different than at other locations where it is told? Is another perspective involved?

Can the stories identified be told better at another location?

Reaching out to the Freedom's Frontier Audience

Before you evaluate program options, it is very important to have a clear understanding of your target audience. Consider the following worksheet questions when determining who may be your visitors, volunteers, and local supporters.

WORKSHEET #2: UNDERSTANDING YOUR AUDIENCE

Message and audience go hand-in-hand. Your message will help you decide who your audience is and you need to consider your audience when you craft your message. Just like with your messages, you may have a lot of different audiences, or sub-sets of audiences. The following are some examples—check off those who relate to your message:

Residents of your area

	Older adults, younger adults, teens, children
Ē	Merchants and hotel and restaurant managers
	Other sites or events
	Civic groups
	Students
-	People with a special interest in your story
	People looking for something to do on their free time
	Other (explain)
	sitors from outside the area Vacationers (staying at hotels, campgrounds, etc.) Passers-Through Weekenders People visiting friends and family Convention attendees Other (explain)
	Vacationers (staying at hotels, campgrounds, etc.) Passers-Through Weekenders People visiting friends and family Convention attendees

Note: This worksheet is also included in the Tourism & Marketing Toolkit.

Struggles for Freedom on the Missouri-Kansas Border

Extraordinary events in the Freedom's Frontier National Heritage Area (FFNHA) forever changed America. In the nineteenth century, the nation turned its eyes to the Missouri/Kansas border, where peoples with diverse definitions of freedom collided, inciting and fueling the Civil War. The impact of these events is forever woven into the nation's fabric.

Shaping the Frontier:

For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, many began to see the "permanent" Indian frontier beyond Missouri's western border as an obstacle to Manifest Destiny. and viewed the area as a place to return when cash for settlement

Missouri-Kansas Border War:

When Kansas was opened for settlement in 1854, a border war ensued, capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. The violence of the Missouri-Kansas Border War ushered in the Civil War, consumed the region in bloody conflict through war's end, and devastated communities on both sides of the border.

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The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over geography, efforts to break down society's barriers continue. Since the Civil War, this place has inspired national policies and ongoing efforts to secure equal freedoms for all Americans.

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Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM.

WORKSHEET #3: CONNECTING YOUR STORY TO FREEDOM'S FRONTIER NATIONAL HERITAGE AREA

You've identified story topics that are connected to your site, location, or collection, you've explored their significance, and you've considered which stories and perspectives are unique to your site. If you wish to become a FFNHA recognized site, you need to explore your connections to the FFNHA theme, subthemes, and Statement of National Significance. step in connecting this region into the story ecosystem. Once you've connected your stories to the Statement of National Significance, it can help you explain why your site matters to the history of this country and the world.

As you learned from the Power of Story section, the Statement of National Significance is the grounding for our stories. It helps to set the context for stories told at sites and is the first The Statement of National Significance is entitled "Struggles for Freedom on the Missouri-Kansas Border." This conveys the main, <u>overarching</u> theme of Freedom's Frontier—stories about freedom that are connected to these 41 counties.

What stories about freedom, the loss of freedom, the search for freedom, or the debate, conflict, or struggle for freedom have you identified as unique and connected to your site?

Ó,

For each of your freedom stories, select the subtheme that best fits. You can learn about the historical context for each subtheme in the Statement of National Significance.

Shaping the Frontier	Category	
Missouri-Kansas Border War	Category	
Enduring Struggles for Freedom	Category	

You can test the subthemes you chose by creating categories that relate your specific story to the subtheme. Some examples of categories are below. Remember these aren't the only possible categories that could apply. Your categories should be the <u>overarching</u> ideas of your story. You shouldn't alter your story to fit an already defined category

defined category. Will the use of the word "overanding" tend to cause confusion <u>Potential Categories</u> among some of the 5 ms Her, all volunteer groups. Vocabulary Shaping the Frontier choice can affect in plementation and planning by our own Early Settlement personnel. Early Settlement Native American Resettlement Frontier Exploration Personal Freedoms Frontier Trails **Religious Freedoms** Manifest Destiny Other (explain) Missouri-Kansas Border War Abolitionist Movement **Opening of Kansas** Border War Popular Sovereignty in Kansas Civil War Slavery Free State Movement Other (explain) Connected, but different Underground Railroad? **Enduring Struggles for Freedom** Accessibility Barriers Reconstruction **Civil Rights Movement** Segregation Desegregation Women's Suffrage Jim Crow Other (explain)

WORKSHEET #4: ENSURING ACCURACY AND CONDUCTING RESEARCH

According to a 2006 survey commissioned by the American Association of Museums, 87% of Americans believe museums are a trustworthy source of information. In order to maintain the trust the public has in museums (and, by extension, Freedom's Frontier) it is important to ensure that the stories you tell are accurate. The following questions will help you get a start on ensuring the accuracy of your stories. For more personalized assistance, you may wish to contact partners within the Freedom's Frontier network, including the Missouri or Kansas Humanities Councils or enlist the help of a professional historian. If you're just identifying new stories to research, use these tips to help ensure that your story is accurate.

What are the sources of your story?

What facts do you relay in your story? _____

Are there any pieces of the story you tell that cannot be backed up by some kind of written source?

How many versions of your story exist?

Tips for Ensuring Accuracy

Test the validity of your sources.

Now that you know where your stories came from, you need to make sure your sources are accurate. Not all sources are created equal. You'll need to test each source you use to verify and construct your story. Ask the following questions of your source:

> Who published this source? Manuscripts published by universities and other reputable publishing houses have to meet certain standards prior to being published. Self-publishing and small publishing companies may not have as stringent standards.

"I consider any document written more that a year after the event-even if it is written by someone who was actually there—to be a secondary source and not a primary source. The passage of time can change an individual's memory of the events and what happened."

Dr. William Worley, Ph.D., Metropolitan Community College of Kansas City-Blue River

When was this source written? What was the thinking of the time period like? The perception of authors and historians are colored by the times in which they live. A source about the Civil War written in the 1920s will have a different perspective than one from the 1990s. Be sure to this into account when reading and I missingword? testing your sources.

What do others say about this source? When possible, find out what others have to say about your sources. If your source is a secondary source, search for reviews in scholarly history journals. If your source is a primary account, look for works of history that reference that account.

Quick Reference Definitions

Primary Source: a document or physical object which was written or created during the time under study. These sources were present during an experience or time period and offer an inside view of a particular event.

Secondary Source: a source that interprets and analyzes primary sources. These sources are one or more steps removed from the event they interpret.

A full glossary of terms can be found in the appendix.

Amazon.com is a great resource for finding out more about secondary sources. Two tools on Amazon can help you find relevant sources for the story you are researching.

How-to use:

 Look up a relatively broad or well-known source that relates to your story.

2. Scroll down to the "Books on Related Topics" to link to books that may apply to your research.

3. In the "Citations" section, take some time to look at the "This book cites..." and "...books cite this book" headings to find related sources that are older and newer than the source you've chosen to search.

Primary and Secondary Sources—An Overview **Books:**

Secondary sources, like books, offer one way to explore your story within a broader context. Because books can tell stories from different perspectives, read, compare, and contrast multiple books. Be sure to use books whose sources are clearly cited using footnotes or endnotes. A bibliography in the appendix of this report provides a list of books on topics related to Freedom's Frontier. Keep in mind that the best interpretation draws from both secondary and primary sources.

Photographs:

Be and

Many local and state historical societies have photo collections. The Kansas Historical Society has over 500,000 photographs KHS research center and many are online. The digital collec- wisi and the Missouri History Museum are within Links related to the photo collection of the State Historical Society of Missouri and the Missouri Digital Heritage Initiative have photographic information available on-line as well.

Birth, Death, and Marriage Records (Vital Records):

Birth, death, and marriage records can provide useful insight Remember into the lives of those rule death and the lives of this is into the lives of those who built their lives in Freedom's Frontier. Death records can guide obituary research. Marriage societies or libraries often have obituary indexes. These records would be are searchable online via subscription are searchable online via subscription services like ancestry. Check dates com. Original copies of vital records com. Original copies of vital records are available through state local records Kansas Department of Health and Environment. In Missouri, key just stat this office is a part of the Missouri Department of Health and Senior Services. County + City Clerks offices may be help helpful for periods predating state records. Military Records. **Military Records:**

Military records can provide insight into the lives of those who served. Draft registration cards often include personal details, from place of employment to eye color. Pension records may include affidavits that detail the lives of disabled veterans or their widows. One new resource is the National Park Service's Civil War Soldiers and Sailors System. Other records are available through subscription services like ancestry.com. A

for WWI peried - Enemy Alien Registrations are a related source for civilian population.

guide to the National Archives' pension records can be found online as well.

City Directories:

City directories are helpful when researching individual properties. They are searchable using surnames. Some are reverse indexed by address. City directories are often available at local museums and libraries. State museums often have hard copies and microfilm copies. City directories are also available online through subscription services like U.S. City Directories.

Newspapers:

Newspaper accounts offer first-hand, although not necessarily unbiased, descriptions of historical events. An index to Missouri newspapers can be found at the State Historical Society of Missouri. An index to Kansas newspapers can be found at the Kansas State Historical Society. Some newspapers have been digitized online through subscription services like newspaperarchive.com. It is important to remember that historical newspapers did not follow present-day journalistic standards. Newspapers were often partisan and one-sided (such as pro-Southern and pro-Northern). Compare and contrast accounts from different newspapers. Don't forget advertising Archives:

Libraries, historical societies, and research centers generally have historical collections or archives. These collections include a wide variety of materials—pamphlets, clippings, and scholarly articles—relevant to the repository's mission. The papers may be accessed on site where they may be organized in folders in file cabinets, or indexed in card catalogs. Some of these institutions have collections indexed online. Kansas City Public Library has its local history collection indexed online and the Missouri Digital Heritage Initiative has a collection of digital archives.

Manuscripts:

Manuscripts include letters, diaries, and other handwritten records, all primary documents. Manuscript collections can include a collection of papers related to a specific person or business. One digital source of manuscripts associated with Freedom's Frontier themes is Territorial Kansas Online.

Check accuracy of digital sources, as transcriptions and "facts" may not be accurate.

Maps:

Maps can provide a tangible representation of land patterns, property ownership and buildings. County atlases provide information about land parcels and their ownership. General Land Office (GLO) Maps show the placement of trails and early land improvements. Sanborn maps show physical changes to historic neighborhoods over time. Sanborn maps for communities in Kansas and Missouri are available online for Kansas City Public Library cardholders.

State and Federal Census:

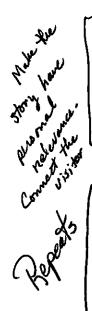
Every ten years, since 1790, the United States conducts a federal census. These census records can be found on microfilm at the National Archives, state and local historical societies. Census records include information about households, including the ages, occupations, and nativity of family members. In 1850 and 1860, the U. S. Census included slave schedules. Other censuses include information about veterans, Native Americans, and the value of personal and real property. Census records are searchable online through subscription services like ancestry.com. A guide to the Missouri State Census can and Kansas State Census can be found online.

Kansashas consus every 10 years 5 - 1865, 1875, etc.

Tip for Successful Storytelling

Think about how the stories of your site connect to the bigger story of Freedom's Frontier and make those connections for your visitors.

Adapted from Share Your Heritage, © Heritage Tourism Program, National Trust for Historic Preservation



How to Share Stories with Others

Effective interpretation occurs when visitors are able to connect concepts and broad themes with sites and stories and derive something meaningful from the experience. It touches not just the mind, but also the emotions of your visitors. Interpretation can be conveyed through many different methods. If interpretation is effective, your visitors will learn what they've experienced at a historic site or museum. True learning occurs when your visitors incorporate the new information they've encountered into their ideas and actions.

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Consider this quote from NPS archeologist Dale King (emphasis added):

Let us try to analyze our monuments in terms of their *real* meaning and importance. Let us attempt to stress those parts of their story which have some lasting value and significance. We can't expect John Q. Public to go away and remember forever that the compound wall is 219 feet, six inches long, or that the thumb print is to the right of the little door in Room No. 24. We can try to make the people of that vanished historic or prehistoric period live again in his mind. Give him some insight into their troubles and joys, show him that they were human, and underline their differences from us as well as their likeness to us. In other words, build understanding, and eventually, tolerance.

Two key ideas of interpretation are relaying "real meaning and importance" and "making the people live again." Below are some questions to consider and steps to take to build your interpretative experience around these key concepts.

Quick Reference Definitions

Interpretation: A mission-based communication process that forges emotional and intellectual connections between the interest of the audience and meanings inherent in the resource. (*National Association for Interpretation*)

A full glossary of terms can be found in the appendix.

To understand the difference between *telling* a story, *interpreting* a story, *learning* a story and *connecting* a story, consider the following example:

Island Mound State Historic Site Black Troops at Island Mound Bates County, Missouri

Telling the Story: Telling the story of Island Mound could take a long time. The storyteller could talk in great detail about every aspect of the battle, recounting the names of the people who fought there, the dates the battle occurred, location and movement of the African American troops and Bushwhackers who fought there, what the landscape looked like during the battle. All of these details make for a good story.

Interpreting the Story: The story of Island Mound becomes important and exciting when you connect the details of the story to the broader historical context in which the story occurred. Black troops fought together as a unit for the first time in American history at Island Mound. Their leaders were black—something that did not happen after the

Company commanders were often white.

skirmish at Island Mound. The ability and bravery they showed at Island Mound was used as proof that black troops could be effective soldiers-spurring the Federal Army to allow black soldiers to fight in the Eastern Theater of the Civil War. Many of the troops who fought at Island Mound went on to become the famed Buffalo Soldiers, however those who were officers lost their rank when they were mustered into the Federal Army.

Learning the Story: Visitors learn this information when they construct a new way of thinking or reorganize their old ideas. Visitors to Island Mound may have seen the movie Glory and believed that the division portrayed in that movie was the first black unit. When they learn what happened at Island Mound, they would reorganize their thinking to include the information that the black soldiers' involvement at Island Mound predated the eastern actions.

Connecting the Story: In order to get a richer and fuller view of African American soldiers, visitors need to know that other sites in the heritage area interpret parts of their story. Visitors should be informed that the same black troops who fought at Island Mound also fought at Baxter Springs, Kansas. They should also know that they can learn about Buffalo Soldiers at Fort Riley and Fort Leavenworth and at the Richard Allen Cultural Center in Leavenworth, Kansas, A site interpreter could even mention that they could learn about black soldier's experiences in World War I at the National World War I Museum in Kansas City and about President Harry Truman's Executive Order Number 9981 that ended segregation in the military, which began at Island Mound,

Defining Your Key Message

The first step in putting together an interpretive experience is to define your key message. It is important to boil your story down into a short paragraph that defines your key message. This should be what you want visitors to remember about your story when they leave your site.

Your key message can serve several different purposes. It can be the organizing framework for the story you tell. It can help all your staff and visitors describe what your experience is about. It can also become a marketing tool, used in brochures and on press releases.



Tip for Successful Storytelling

If you have personal interaction with your visitors, find * Personal out where they are from and what they are interested to see if you can make any personal connections between the stories you tell and your visitors.



Adapted from Share Your Heritage, © Heritage Tourism Program, National Trust for Historic Preservation

exposing them to any interpretive elements that could cause emotional or physical distress.

Defining your key message, providing context, and embracing shared human experiences can lead to quality interpretation.

Involve Your Audience - the Experience factor "

Tourism researchers have found that heritage tourists are motivated more by a search for heritage "experiences" than by an interest in facts. While the experience of travel to your site and of seeing where things happened are a big part of that experience, the experience becomes more powerful when visitors get to do something.

Visitors remember 90% of what they do at your site. Involving them in an activity is a great way to make your experience stand out. Interactive exhibits help visitors retain information. But pushing buttons is nothing compared to churning butter and raising flaps to reveal answers pales in comparison to climbing onto a covered wagon.

Think about what the characters in your story did in their every day lives. Try to set up areas in which your visitors can recreate these activities—whether it's trying to saddle a fake horse, cast a ballot in a pre-statehood Kansas election, or sign a petition, or compare the textbooks available at the white school with those available at the black school.

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Hearthside Suppers and Taste of the Past, Conner Prairie Living History Farm. Historians researched foods that would have been eaten during different seasons of the year on a 19th century Indiana farm. These two programs allow visitors to enjoy seasonal menus where they sample authentic foods. There is also a meal host who discusses what would have been the culinary tastes and customs of the residents during that time period. Visitors become preparers in Hearthside Suppers, assisting living history interpreters in the preparation of the foods they will eat.

www.connerprairie.org/planyourvisit/food



• If you are telling your story in writing: keep the text short, use simple words, include lots of visuals, encourage interaction and use language to makes visitors think. For example use active language like "Can you find..." or "What do you think...."

• As you share your stories, find ways to engage as many of the visitor's five sense as you can. Keep in mind that visitors will remember 10% of what they hear, 30% of what they read, 50% of what they see and 90% of what they do.

Adapted from Share Your Heritage, © Heritage Tourism Program, National Trust for Historic Preservation

Explaining the Relevance Making the Connection

Kitchen Conversations at the Tenement Museum. In the fall of 2004, the Tenement Museum in New York City began to offer "Kitchen Conversations" immediately following some of their tours. This program engages visitors in a facilitated discussion about their visit and contemporary immigration issues. The Power of Story relates that stories told in Freedom's Frontier have relevance for today's world. This is an important concept for interpretation because visitors can relate to the issues behind the stories. In the mid-1990s, tourism researchers Richard Prentice and Greg Richards posited that heritage tourists are motivated by the search for something that links the past and the present.

http://www.tenement.org/index.php

WORKSHEET #8: EXPLAINING THE RELEVANCE

What themes in your story resonate with today's headlines? What parallels could you draw between present-day challenges and challenges of the past?

Could the interpretive experience you offer inform how people talk about today's problems?

How can you help visitors connect your experience with the present?

Keep in mind that your visitors may have strong views about current issues. If you choose to engage them in a conversation, be sure to lay down some ground rules about having an open discussion and listening to other points-of-view.

Acknowledge the Unpleasant

Many of the stories that make up Freedom's Frontier are unpleasant, even horrifying—stories of battles, guerrilla warfare, terrorism, enslavement, forced migration. However, the ugly nature of these stories or the difficulty of telling them is not a reason to shy away from these stories.

Visitors are becoming increasingly sophisticated. While they may still enjoy the traditional stories—white settlement, the big plantation house, the fancy neighborhoods of town leaders—they also realize there is a flip-side to those stories displaced Native Americans, enslaved African Americans, downtrodden immigrant workers. Visitors appreciate these stories and probably can connect to the "regular people" easier than to the "conquering hero."

As you research and develop your interpretive experience, search out these "flip-side" stories that connect to your sites and incorporate them into your historical narrative.

Respecting Multiple Perspectives

Just as it is important to acknowledge the unpleasant parts of your story, you should also acknowledge that multiple perspectives existed in the past and about the past. As you researched your story, you probably found many different interpretations of past events. Rather than telling your visitors what to think, present multiple perspectives about the past so they can decide for themselves. This will make your visitors think—and perhaps start a conversation about what your story really means. When your visitors start to get involved with your story, you've created a successful interpretive experience.

Embracing multiple perspectives makes Freedom's Frontier unique. Just as there are many ways to look at your story, people in the past saw things differently. Celebrating this diversity allows Freedom's Frontier to become a connected whole rather than stories that exist in isolation. If you know that another site tells the story of another perspective, be sure to let your guests know this. This helps guests move throughout the region and makes your job easier as you can focus on the story at your site. The following section provides more ways to connect with other sites in the region.

Acknowledge differences over time. Highlight the differences."Mormal"ideas Change over time and region. "Exclusion of marginalized groups or the failure to recognize contributions of under-represented populations can make an entire display suspect."

Frachele Scott, Historic Stagville

Something So Horrible: The Springfield Race Riots of 1908. The Abraham Lincoln Presidential Library and Museum chose to address a very sensitive issue head-on with a temporary exhibit called "Something So Horrible: The Springfield Race Riots of 1908." A key goal of this exhibit is to help set the record straight by using photographs, news accounts, oral histories, artifacts, and other material to help tell the story. In addition to describing the chaos surrounding these events, the exhibit will connect the racial divisions of the past to divisions that still exist today.

http://www.alplm.org/events/springfield_race_riot.html

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Exhibits at the *Lowell National Historical Park* present differing perspectives on the industrial revolution—those of mill owners as well as mill workers. By including contrasting perspectives in one place, interpretive programs provide visitors with a better understanding of how specific events were viewed very differently by different people. http://www.nps.gov/lowe/index.htm

Denver Story Trek. The Denver Story Trek allows visitors to call a number on their cell phone to access information about specific sites along one of several treks in downtown Denver. These tours are planned thematically and help visitors understand the interconnectedness of Denver's historic sites. A website at www.denverstorytrek.org/and a printed brochure both provide instructions about how to submit a story of your own or listen to stories others have submitted.

Exploring Connections

Embracing multiple perspectives is only one way to help visitors recognize the connections between places in Freedom's Frontier. People that lived in this region were highly mobile and connected. Just because they were on the frontier of the nation until after the Civil War didn't mean they were isolated. In fact, many of the stories in Freedom's Frontier couldn't have wor dury happened without there being connections between people and places. "In fact, many of the stories in FF couldn't have happened without the connections between local people and events connecting with people far away."

WORKSHEET #9: EXPLORING CONNECTIONS

Think about your story and answer the following questions:

Did your story happen as a direct result of another story told at another site?
Did something happen at another site that was a direct result of your story?
Was a participant in your story also involved in another story in the region?
Is another perspective about your story told at a different site?
How can you tell visitors about other sites they can visitor to learn more about the stories you tell?

WORKSHEET #10: CONNECTING STORIES TO THE LAND

Think about your story and how you tell it while you answer the following questions. What parts of your story discuss natural features?

How do you incorporate those natural features into the way you tell the story?

What other parts of your story were likely affected by natural features that aren't discussed?

What do primary or secondary sources say about the role of natural features in the story?

If your landscape is still intact, how can you use it as a primary source in your interpretation?

Connecting Stories to the Land

In a world where mountains can be moved and valleys built up in a few short weeks, the idea that the topography, soils, availability of water, and climate played such a big role in where and how events took place in the past seems like a foreign concept. But as you think about your story and the land as it existed (and may still exist), you will discover just how important the land was. Remember the role of location and its effect on success or failure of community. This role can easily change over time.

Tip for Successful Storytelling

Keep in mind that every visitor may have different interests, individual needs and schedule. Think about how you can customize the experience you offer to match up with what each visitor wants.

Adapted from Share Your Heritage, Heritage Tourism Program, National Trust for Historic Preservation

"The geography and landscape of Freedom's Frontier are a living artifact through which we can tell our stories."

Terry Ramsey, Freedom's Frontier Steering Committee Member.

The Underground Tour of Seattle, Washington begins by describing to visitors why Seattle came to be situated where it is as well as the topographical forces that prompted city leaders to artificially raise the city streets to the second story of buildings constructed on the tideflats near the Puget Sound.

http://www.undergroundtour.com/

Changing Behaviors

Great interpretive experiences can be so powerful that they change visitors' behaviors. If you reach a visitor intellectually and emotionally, that individual may incorporate what (s)he learns at your site into his/her daily life. This kind of learning may rarely happen, especially in the space of the few hours that most visits last. However, if you think about creating a life-changing experience, the chances that it occurs may increase.

The mission of *Colonial Williamsburg* is "to help the future learn from the past." To facilitate this, they developed an online forum for discussion about issues related to citizenship at www.icitizenforum. org. This website includes interactive discussions on different citizenship issues, a video library with short clips to view online, questions and answers about what citizenship means, and a section with additional resources.

WORKSHEET #11: CHANGING BEHAVIORS

There are probably hundreds of ways you would like to affect the behavior of your visitors. Perhaps you want them to research and share stories that they are interested in or advocate for the historic structures in their hometowns or vote or volunteer. The list could stretch on, but affecting change in others is difficult. Focus on one goal that fits with the mission of your site and the stories you tell.

Name three changes you would like to affect in your visitors.

For each change, note how it ties to your site/location/collection

For each change, not how it ties to your story

Spelling

7 For each change, for how it fits with your mission.

Choose the change that seems to best fit your site and think about stories you can emphasize within your interpretive experience.

Interpretive Toolbox - Page 4 of 4

Tool	Living History	Scheduled Group Tours	Special Events
Pros	*Make site come alive through first person interpretation *Can demonstrate how people lived in the past *Can involve visitors in role play or demonstrations *Human interaction	*Make site come alive *Engage visitor in conversation *Tailor tour to fit time frame & interest of visitors *Easy to update *Human interaction *Can "keep an eye" on visitors & gain feedback about experience *Reach visitors who may not have come to site on their own	*Make a site come alive *Draw locals to your site *Opportunity to provide special interest tours or presentations
Cons	*Requires specialized training for interpreters *Incorrect information can be shared *Costumes, equipment, supplies may be necessary Texpensive *Time consuming for staff and visitors *Quality of experience varies with individual interpreters	*Must schedule tours and guides *Lots of competition for tours exist *Incorrect information can be shared *Visitors can distract one another *Quality of experience varies with individual interpreters *Large groups can disrupt other visitors *Bus parking and turn-around requirements	*Organization and operation very time-intensive *Times special events are offered are limited *Must publicize events
Best For	*Sites with ample staff and volunteers *Scheduled group tours *Special events	*Sites on major roadways, near other tourist attractions, or visited by school or youth groups *Sites with staff & volunteers and training & evaluation programs for their interpreters *Sites with sensitive or unsecured artifacts or that are difficult to navigate on one's own *Sites that offer special experiences to scheduled groups	*Well-established sites with ample volunteers or staff
Alternatives to Consider	*Host independent first-person interpreters, living history demonstrators, or Chautauqua performers for special events. *Films	*Traveling trunks to send to schools or other groups that encapsulate the experience *Interpreters to send to schools or other groups who tell a story about your site *Web-based virtual tours or exhibits	*Explore ways to represent your site at other organization's events *Host re-enactor groups with an authentic connection to your site *Partner with the local community, organizations, or nearby sites to co-host events.

Adapted from Share Your Heritage, © Heritage Tourism Program, National Trust for Historic Preservation

.

It is important to know who your visitors are to help you determine what storytelling tools make the most sense for you. Don't just track the number of visitors through your door each year, consider who those visitors are. How many are adults versus children? How many come as a scheduled group as opposed to drop-in visitors? What is the average age of most of your adult visitors? Where are they from?

All this is important formative evaluation information. For example, if you know most of your visitors are children, then in Scenario 2 you would want to test your exhibit text with younger readers.

There are a number of ways to obtain this information. It could be as simple as asking folks where they are from when they come through the door and recording that information. You can also gather this information through a survey or a guestbook register.

Evaluating Your Interpretive Experience: How to Know What works

When the Cook Tastes the Soup—Asking Yourself

Formative evaluation includes any steps you take to test your experience before you recreate it for your visitors. You should conduct various types of formative evaluation—both in-house and with visitors.

When the Guests Taste the Soup-Asking Your Visitiors

You have done your research, chosen the tools you believe will best help you share your story, and tested those tools with key audiences—but there is more to do. You may think that you've put together a knock-your-socks-off experience, but the true test is finding out what your visitors think. Think about ways that you can formally or informally survey your visitors to find out what they think of your new interpretive offerings. How did they like the experience? What could have made their experience even better? What key messages did they take away—and was it the message you wanted to send?

The diagram at right shows how different the questions that visitors and site managers tend to consider. It's important to get into the "visitor mind" to ask what their greatest obstacles are to visiting, what will draw them back, and how they can become truly engaged in a site rather than just listening to your point of view.



Be sure to ask your visitors how they liked their visit to your site. If you listen to your visitors, they can help you find ways to make the experience even better.

Adapted from Share Your Heritage, O Heritage Tourism Program, National Trust for Historic Preservation

- Focus on the experience. As you can learn in the Storytelling Toolkit, visitors will remember 10% of what they hear, 30% of what they read, 50% of what they see and 90% of what they do. By focusing on improving your experience and offering more high-quality, in-depth experiences, you will make your site a unique and outstanding experience for visitors.
- **Connect your story.** As you learned by reading the Power of Story section, Freedom's Frontier is a story ecosystem. The only way to make the power of the story come alive for your visitors is to make connections. It is important for you to relay to visitors how your story connects to other sites and events.
- Carry the story through the entire experience. Your story is your unique niche. It should serve as the focus for the entire experience at your site. Consider the following questions to evaluate how you reflect your story at your site:
- Know your capacity. The number of people that can and should experience your location or event at one time is an important factor to consider when creating a quality experience. One way to determine capacity is to follow fire department guidelines, but there are other factors to consider mentioned in worksheet #3 on the following page.

- Encourage upselling and repeat visits. You should always have something more to offer your visitors. Everyone learns differently and has different interests. Offering different ways to experience your location or event, such as special tours or audio headphones for self-guided tours, are a great way to bring extra revenue. Special events, temporary exhibits and speakers if you or demonstrations may help ensure repeat visits.
- Provide changing experience. Connet remain.
 Invite visitors to provide feedback. There are many reasons to ask for visitor feedback. Your visitors' experience.

to return

- identify the audience you are reaching
- learn what advertising works
- discover if your audience understands your interpretation
- find out what people like and don't like about your location or event.

Using this information, you can tailor future messages to your audience, discover new audiences and improve your site experience. Asking for feedback can also help you to gather names for a mailing list and solicit contributions. You can even increase sales in your gift shop or promote restaurants or shops in your town by offering discounts to visitors who complete a survey.

WORKSHEET #2: EVALUATING YOUR STORY AND VISITOR EXPERIENCE

Consider the following questions about your story in regards to visitors. Be sure to look in the Storytelling Toolkit for more information about how to connect your story.

Do exhibits and events help tell the story?

Do events focus on particular aspects or people associated with your story?

Do items for sale in the gift stop relate to your story? .

Does signage or on-site literature relate to or represent your story?

Do you reference or provide a list of other places in the region where people can experience similar stories (related attractions that offer different perspectives, different eras or events related to the same theme)?

WORKSHEET #3: UNDERSTANDING YOUR CAPACITY

Consider the following questions to evaluate and improve the quality of the experience you offer: Should you minimize visitor traffic to reduce wear and tear on an important historic site?

How many people can a docent/tour guide handle on a tour?

What is the best size group to encourage participation and to help make the story personal and relevant?

Do large tour groups take away from other visitors' experiences?

Consistently Managing a High Quality and Story-Based Location or Event

Management of sites or events should always be directed at helping the location or event achieve its mission. It involves multiple factors, such as:

- Human Resources—the board, employees and volunteers
- Budgeting—fundraising, grant writing, payroll and expenses
- Planning—setting goals, establishing policies and procedures
- Preservation, conservation and maintenance of site, collections and exhibits
- Evaluating and improving your location or event and its programs
- Membership and Outreach—recruiting and communicating with members and volunteers
- **Marketing**—identifying and providing information to target audiences.

Think about each of the above factors. Are you currently or should you be managing them? Is your management effective? Books, technical leaflets, blogs and workshops are all available to help you improve your management, both overall and in specific areas. A few recommendations are listed at right. Freedom's Frontier's staff can also help you connect with port ?. specific resources.

While it is important to have good behind-the-scenes management, be aware of the areas of management that directly affect the visitors' experience. The tips suggested in the previous section will help you focus on and assess your visitor's experience. Other management tips that help you improve your visitors' experience include:

- **Training staff and volunteers** to offer good customer service, get to know your visitors, provide a factual and compelling story, understand your connections to other places, to the present and future, and understand your location or event's mission
- Keeping abreast of the latest trends and **continue researching** to add new information to your interpretation and exhibits
- Remembering that your work is never done. Planning leads to implementation. Implementation leads to evaluation. Evaluation leads to assessment. Assessment leads to more planning. The experience you offer should evolve to respond to visitor feedback, new information and new ways of interpretation.

Freedom's Frontier offers opportunities to target members of the Travel and Tourism Industry, such as travel writers tours and trade show representation.

Make sure your location or event is represented in visitors guides and travel websites published about your region. Make sure your brochures or fliers are available at Visitors Centers near your location or event. Check to make sure info provided iscurrent.

If possible, make your city or town visitor friendly. Make sure information on local sites and events, accommodations, shops and restaurants are available anywhere a visitor may stop. Learn about what each other offers and refer visitors to a great place down the road to visit another site, attend an event, get a souvenir, spend the night or have a bite to eat.

Finally, get involved! Seek out ways to get involved with tourism. Two ways to begin your involvement include contacting your local Convention and Visitors Bureau and attending your state's Governor's Conference on Tourism.

Introducing Marketing

The term marketing may conjure up a slick and expensive advertising campaign created on Madison Avenue, but that is not the whole story. Marketing is a process. It includes:

- Figuring out what your message is
- Figuring out who your audience is
- Reaching out to your audience
- Following through with your audience

Marketing doesn't have to involve a lot of money, but it will involve some time and thought. Consider the information below as you develop your message, select your audience, and deliver your message.

Information gathered from visitors who provide feedback will help you figure out who your audience already is and how they get their information about your location or event. This information can also help you identify what your visitors like about your location or event, which is information you can use to craft your message. It can also help you identify audiences you would like to get your message to that aren't already receiving it. For instance, if your feedback cards ask visitors their age and most of the responses are in the 75+ category, you may want to consider ways to reach a younger audience.

"We must lead...so [visitors] do not know they are following. We must not herd our charges like a group of cattle. We must present our wares so enticingly that the visitor himself desires to partake of them, and so subtly is he influenced that he does not realize that his action is drawn out by a carefully laid plan."

NPS archeologist Dale King, 1940

Branding

An important concept in marketing your location is your "brand." Brand is more than just the logo or name of your location, it is the emotional or sensorial connection your visitors experience. One piece of marketing is telling visitors what kind of connection they should have with your location and the experience you offer. If you fail to do this, the visitor will define your brand in their own way, positively or negatively. Below are some questions to consider as you market your brand.

WORKSHEET #5: UNDERSTANDING YOUR BRAND

What is the history of your brand? Is there "provenance" associated with your brand?
What colors, fonts, visuals represent your brand?
What do you offer of value to the visitor that they cannot get somewhere else?
What is your "unique" and "distinct" advantage that you have over the competition?
What can you promise the consumer? What is your "brand promise?"
What emotions are uniquely associated with your brand?
Which of the senses can you use to create a sensorial experience for visitors?
What does the visitor expect to experience when they see your brand?
How can you deliver on the promise of your brand?
How can you package the emotional experience of your brand?

Reaching out to the Freedom's Frontier Audience

One of your target audiences will always be Freedom's Frontier. By partnering with Freedom's Frontier, you can ensure that your message reaches Freedom's Frontier's audiences and that Freedom's Frontier's message reaches your audience. Below are ways to represent Freedom's Frontier as you market and ways to use Freedom's Frontier in your marketing efforts.

- Become a Freedom's Frontier Partner Location or event. For information about becoming a partner, see the criteria for inclusion.
- Sign up for Freedom's Frontier E-news to stay up-todate on information and opportunities.
- Include a link on your website to the Freedom's Frontier site. Contact Freedom's Frontier staff for more information.
- Distribute Freedom's Frontier materials at your location or event. For information about becoming a Freedom's Frontier Information Center, see page 53.
- Participate in Freedom's Frontier's survey opportunities as they arise.
- Include information about Freedom's Frontier as you speak at local organizations.
- Mention Freedom's Frontier in media interviews and press releases, when appropriate.
- Include the Freedom's Frontier logo (if given permission) in brochures, guidebooks, rack cards, signs, fliers, programs, etc. See page xx for information about requesting permission to use the logo.
- Provide written endorsement for Freedom's Frontier to use in advocacy or promotions.
- Freedom's Frontier is a connected story. One of the best ways to represent Freedom's Frontier is to tell your visitors about your connections to other sites and events within the region. See the Storytelling Toolkit for more information.

WORKSHEET #6: UNDERSTANDING YOUR AUDIENCE

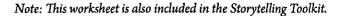
Message and audience go hand-in-hand. Your message will help you decide who your audience is and you need to consider your audience when you craft your message. Just like with your messages, you may have a lot of different audiences, or sub-sets of audiences. The following are some examples—check off those who relate to your message:

Residents of your area

	Older adults, younger adults, teens, children
•	Merchants and hotel and restaurant managers
	Other sites or events
-	Civic groups
;	Students
	People with a special interest in your story
•	People looking for something to do on their free time
ւ እ	Other (explain)
·	

Visitors from outside the area

Vacationers (staying at hotels, campgrounds, etc.)
Passers-Through
Weekenders
People visiting friends and family
Convention attendees
Other (explain)



How to participate in Freedom's Frontier marketing plans?

The first step in participating in Freedom's Frontier's marketing plans is to become a Partner or Accredited Location or event. For information about the benefits and requirements of becoming a Partner or Accredited Location or event, see the criteria. You will also need to make sure you receive and read Freedom's Frontier's E-news to find out about your opportunities for participation. Below are other ways to market through Freedom's Frontier:

- Include your events on Freedom's Frontier's website.
 Visit www.freedomsfrontier.org to list your events.
- If your location or event has a Facebook page, link to Freedom's Frontier's Facebook page. Visit xx for more information.
- Send press releases and media information to Freedom's Frontier so that they can include your news in their communication with journalists.
- Agree to participate in media tours organized by Freedom's Frontier.
- Assist in creating Freedom's Frontier itineraries that could include your location or event.

A press release template is available in the appendix, offering great tips for successful news releases.

Working with the media and local promoters

Some of the most effective ways of delivering your message involve making personal connections. To make all of the following methods of delivering your message work, you'll need to spend time cultivating relationships and crafting a good message.

Local Media. The first step in using local media to deliver your message is figuring out who to talk to. If you only want to deliver your message through a small-town weekly paper, this step may be relatively easy. However, you'll probably want to create a media list that includes local papers, papers with a more regional readership, radio and television. As you create your media list, be sure to:

- Find out what editor or reporter is responsible for the type of news you'll want to get in the paper or on the air and develop a good relationship with that person. Bring them up-to-date on your location or event with a quick facts sheet and offer them a tour.
- Find out how to deliver your message to that media. Some outlets want everything emailed in an electronic format. Some have requirements for the size of photos. Make sure you know this information.
- Find out about deadlines.
- Always take or return phone calls to the press.
- Always be positive and enthusiastic when responding to their questions.

There are a few different types of ways to deliver information to the media.

- Press releases are an efficient way to announce timely news, new services, events or programming. Remember to include the five "Ws" of a press release: "Who, What, Where, When, Why" and How. Be sure to deliver the press release to the correct person, in the correct format, at the correct time. See page xx for more tips on how to write a press release.
- Media Advisories contain very concise information about a special event and serve as an invitation for

Preserving Historic and Cultural Landscapes

In recent decades, historic property owners and preservationists have come to recognize the importance of a site or place's setting in telling its unique story. The setting and character of a historic farmstead is lost without fields or pastureland surrounding it. Likewise, the feel of an industrial district is lost if the lots nearby are planted with highly decorative gardens. As you work to preserve your historic site or property, think about its historic setting and plan to protect it. A Cultural Landscape Report will help document historic landscapes. Some sites, such as battlefields, ruins, or gardens, may require archeological studies.

The National Park Service defines a Cultural Landscape as "a geographic area (including both cultural and natural resources and the wildlife or domestic animals therein), associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values.

Historic landscape preservation is a relatively new focus in the American preservation movement. Yet, since the 1980s, many National Register of Historic Places nominations have included landscapes as a contributing resource.

Defining Cultural Landscape Types

Preservation Brief 36 defines basic types of historic landscapes, all of which are found in Freedom's Frontier. They are:

Historic Designed Landscape--a landscape that was consciously designed or laid out by a landscape architect, master gardener, architect, or horticulturist according to design principles,or an amateur gardener working in a recognized style or tradition. The landscape may be associated with a significant person(s), trend, or event in landscape architecture; or illustrate an important development in the theory and practice of landscape architecture. Aesthetic values play a significant role in designed landscapes. Examples include parks, campuses, and estates.

Historic Vernacular Landscape--a landscape that evolved through use by the people whose activities or occupancy shaped that landscape. Through social or cultural attitudes of an individual, family or a community, the landscape reflects the physical, biological, and cultural character of those everyday lives. Function plays a significant role in vernacular landscapes. They can be a single property such as a farm or a collection of properties such as a district of historic farms along a river valley. Examples include rural villages, industrial complexes, and agricultural landscapes.

Historic Site--a landscape significant for its association with a historic event, activity, or person. Examples include battlefields and president's house properties.

Ethnographic Landscape--a landscape containing a variety of natural and cultural resources that associated people define as heritage resources. Examples are contemporary settlements, religious sacred sites and massive geological structures. Small plant communities, animals, subsistence and ceremonial grounds are often components.

WORKSHEET #2 CONSIDERING CULTURAL AND HISTORIC LANDSCAPES

This is a worksheet that you can fill out yourself or give to neighbors as a public input project. Its purpose is to help people to think broadly about what landscapes, both urban and rural, might contribute to the overall Freedom's Frontier story.

There are many ways to define "Cultural Landscapes" and many methods for studying them. In developing a Management Plan for the Freedom's Frontiers National Heritage area, we are interested in the role of the natural landscape in shaping human history and movement.

Over the 41 county region, we are asking residents share ideas about the most significant cultural landscapes, their current conditions, the stories they tell, and how to best steward them.

Please answer the following questions with as much specificity as you can and with reference to particular sites, ecologies and geographic features if possible.

What area, county or town are you most familiar with?

How do you personally define or think of a historic landscape? Please give us some examples.

What do you consider to be the most memorable cultural and historic landscapes and what stories do they tell or recall? Include photos or Internet links if you would like.

How would you define the unique "culture" of these areas in terms of people, food, and social life?

With regard to places with which you are familiar, please help us by answering the following questions. And, do write as much as you want. We are very interested in details.

How did ethnicity shape settlement patterns, crops, and towns?

How did varying topography and soil types affect farming?

What was the role of streams and valleys in migration and settlement?

continued on page 3-56

PRESERVATION PARENERS

National Register of Historic Places/ National Historic Landmarks Program

Summary

One goal of Historic Property Inventory is to identify properties that are eligible for listing on the National Register of Historic Places, the official list of the Nation's historic places worthy of preservation. Properties may be listed in the National Register of Historic Places either individually or as part of historic districts, geographic areas that incorporate numerous properties and resources.

To be eligible for listing on the National Register of Historic Places, a resource must generally be at least 50 old, have integrity, and meet one of four additional criteria, including historic significance, architectural significance, association with a significant person, or potential to yield information about the past (archeology). The National Park Service defines integrity as "authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic or prehistoric period." A property must have integrity of location, design, setting, materials, workmanship, feeling and association.

The process of nominating historic resources can be streamlined through multiple property listings. Multiple property listings allow for the nomination of properties that fall under similar themes and tends. Once a multiple property listing is completed for a particular theme, the nomination of properties that fall under that theme requires less documentation.

National register-listed properties have varying degrees of significance. Some are significant for association with local events and locally significant people. Others have state or national significance. Properties that hold meaning to all Americans are given a higher designation as National Historic Landmarks.

Reasons to List

There are a number of advantages to national register listing. Because nominations include both physical descriptions and detailed property histories, they are important archival records of properties' appearance and contribution to the history of the community, state or nation. Listing may also qualify properties for funding. Income-producing properties may qualify for funding through federal and state rehabilitation tax credit and grant programs. Although national register listing does not provide protection for historic properties, many listed properties are protected under state and local preservation laws (see at right).

Gaps

In part because there have been no inventories of cultural landscapes within the region, there are no cultural landscapes listed in the National Register of Historic Places. Although there has been a comprehensive survey of Antebellum resources in parts of Missouri, no such survey exists for Kansas and most Missouri counties.

Certified Local Governments

Summary

The Certified Local Government (CLG) Program is jointly administered by the National Park Service and State Historic Preservation Offices (SHPOs) nationwide. SHPOs are required to pass through 10% of their annual federal funding to CLGs, which use these grants to fund cultural resource inventories or surveys, national register nominations, and preservation plans. The funding, called the Historic Preservation Fund, is generally distributed through a competitive annual grant process.

CLGs in Freedom's Frontier

There are eighteen CLGs in Freedom's Frontier, twelve in Missouri and six in Kansas. The CLGs have used Historic Preservation Fund grants to identify and designate historic properties and districts. The majority of CLGs in the region are in metropolitan areas. For instance, all of the Missouri CLGs (Blue Springs, Excelsior Springs, Grandview, Harrisonville, Independence, Lee's Summit, Lexington, Liberty, Lone Jack, Pleasant Hill, and St. Joseph) are located in the Kansas City Metropolitan area. With the exception of Independence, Kansas, the Kansas CLGs (Leavenworth, Lawrence, Manhattan) are in large cities in the northern half of the region. In the Freedom's Frontier region, there are 847 national register listings, including 118 historic districts. Although all of the region's counties have at least one listing, nearly half of the counties have fewer than ten listings. Thirty-one counties have fewer than twenty listings. Six counties had between twenty and forty listings. Only four counties – Douglas (KS), Shawnee (KS), Buchanan (MO) and Jackson (MO) – have more than forty listings.

Many of the region's listed properties were nominated under multiple property listings. The following multiple property nominations apply to historic resources in the Freedom's Frontier region:

St. Joseph/Buchanan County, Missouri MPS

Liberty/Clay County, Missouri MPS

Lee's Summit, Missouri MPS

Antebellum Resources of Johnson, Lafayette, Pettis, and Saline Counties MPS

Lexington, MO MPS

Lawrence, KS MPS

Civil War Era National Cemeteries MPS

Sixteen of the properties in the region hold National Historic Landmark status, the highest designation for the nation's historic properties:

Carrington Osage Village Sites, Nevada, Missouri

Fort Osage, Sibley, Missouri

Liberty Memorial, Kansas City, Missouri

Mutual Musicians Association Building, Kansas City, Missouri

Patee House, St. Joseph, Missouri

Harry S. Truman Farm, Independence, Missouri

Harry S. Truman Historic District, Independence, Missouri

Watkins Mill, Excelsior Springs, Missouri

Fort Leavenworth, Fort Leavenworth, Kansas

Fort Scott, Fort Scott, Kansas

Haskell Institute, Lawrence, Kansas

Lecompton Constitution Hall, Lecompton, Kansas

Marais Des Cygnes Massacre Site, Pleasanton, Kansas

Norman #1 Well, Neodesha, Kansas

Shawnee Mission, Fairway, Kansas

Sumner/Monroe Elementary Schools, Topeka, Kansas

Collections Management

One of the most important functions of museums and archives is to preserve their historic collections—the physical basis for stories. Collections management policies will help guide how current and future staff interact with irreplaceable objects in your care. Your collections management policies should answer the following questions.

- Who is allowed to handle objects? What are the rules for handling objects?
- When are objects inventoried? When and how are conditions reports done?
- How are objects stored and cared for?

Handling Objects

Each object should be handled in a manner that respects the material, condition, and construction of the object. Never handle an object more than is necessary. The following general rules should apply when handling objects.

- Consider ways to limit handling of objects. Scan and print a copy of documents for researchers. Keep current photographs to refer to when planning exhibits.
- Make sure nothing on your person could scratch or damage the object. This includes jewelry, buttons, zippers, and buckles.
- Unless gloves could damage artifacts and documents, wear cotton gloves. If gloves could damage artifacts (slippery glass artifact or crumbly paper document) be sure hands are dirt and oil free.
- Know where you are going to put objects and how you are going to get there before picking something up. If necessary, clear a path before picking up an object.
- Always use two hands. Always carry one object at a time. Do not pass an object from person to person. Use a cart or two people if necessary. Always support the art fact.
- Move an object in its most stable position. Never lift something by the handle or a protrusion.

Inventory and Conditions Reports

Periodically an inventory should be taken of all artifacts and conditions reports done. This will help to ensure that none of your artifacts are missing or misplaced. Conditions reports should be done to make sure that objects aren't discoloring, deteriorating, or damaged. In addition to regularly scheduled reporting, conditions reports should be done when objects are accessioned, loaned and returned, exhibited and taken of exhibit.

Storage and Care

Collections should be stored in ideal conditions to preserve them for future generations. For many institutions storage is not a high priority, in terms of budgeting money or time. But, it is something that should be thought about carefully. Below are some tips for storage.

- Minimize humans. Storage should be separate from other areas of a museum or archive. Staff should only be in storage areas for specific purposes.
- Use the best-quality storage equipment and materials you can. Consider acid-free paper and boxes, cotton or linen fabric, polyester batting, and polyethylene microfoam for padding materials. Be sure your storage shelves are well built and can minimize dust and light.
- Do not put added stress on objects. For example, hanging clothes from hangers may cause them to tear. Propping picture frames against the wall could cause them to buckle.

- Cimate outrof

Additionally, there are several ways to minimize threats to your objects.

Heat, cold, and humidity. Different materials survive best in different temperatures and humidity levels. If you have multiple <u>climate-controll</u>ed storage areas, you may want to consider grouping like items in different areas and controlling the temperature and humidity accordingly. If not, try to keep the temperature and humidity at a constant level between 68°-72°F at humidity at 50% plus or minus 5%. Light. Light permanently damages materials. Both the type and intensity of light affects objects. Textiles, pigmented objects, paper documents, and organic materials are the most sensitive to light. While daylight is most hazardous to objects, care should be taken that installed lighting does not heat objects as well. In storage and exhibit areas, care should be taken to limit the amount of light objects are subjected to.

Air quality. Care should be taken to reduce the amount of pollutants (particles like dust and pollen as well as harmful gasses) in the air around objects. Be aware of all sources of pollution, from drafty windows to cleaning solutions. Consider air filtration systems. If this option is too expensive, storing objects in acid-free boxes or cotton or linen can limit their exposure to harmful pollutants.

 Pests. Insets and rodents are drawn to organic material in objects. Prevent pest exposure by inspecting objects brought in, making sure the building is secure, and removing pest attractors from the building. Monitor pest activity visually and quickly respond to any infestations. Remember that common pesticides contain harmful pollutants that can damage your collection. While inexpensive solutions, they should be avoided.

While there are things that you can do to minimize deterioration and damage to your collection, when problems arise, specialists should be called in. Unless you have proper training, you could end up doing more harm than good. As a general vule always remember to do nothing that cannot be reversed to

Risk Management

In order to protect artifacts and documents for future generations, museums and archives must consider what threatens their collections and develop a risk management strategy that addresses these threats. The point of risk management is not to constantly worry about things that can go wrong, but to have a plan about how to respond in case they do.

Some of these threats have already been identified and discussed in the collections management section. As you properly handle, store, and exhibit your collections, you mitigate risks from physical forces, pests, pollutants, light and radiation, incorrect temperature and humidity, and custodial neglect.

Yet there are other risks to your collections as well. These include fire, water, criminals, and catastrophic events such as tornadoes.

The following worksheet will help you to identify potential damage from threats, ways to decrease the threat levels, mitigate the damage, and to recover. As you choose between options, remember that some solutions can cause new threats. For example, sprinkler systems installed to limit damage from fire could leak and cause water damage. Wiring from security cameras installed to deter and detect criminal activity could be faulty and start a fire.

Develop emorgency Flan for collections and people Remember too, to prepare emergency plans for the people in your museum or archive as well. How will you evacuate people in case of a fire? How will you respond if someone at your site has a heart attack?

The chart on the facing page will help you to identify potential damage, ways to decrease the threat levels, mitigate the damage, and to recover. Brainstorm as many answers to the questions as you can in order to develop options to pursue.

Quick Reference Definitions

Risk Management: the application of available resources in a way that minimized overall risk.

A full glossary of terms can be found in the appendix.

Collecting Current Stories

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Memories of people who lived in Freedom's Frontier are one of our greatest historical resources. Collecting oral histories, oral traditions and personal reflections help you to enrich your story, allow you to tell stories that reflect multiple perspectives and let you know how your stories inspire other people to think and act differently in their everyday lives.

If you want to collect oral histories or traditions, the best method to do so is through oral history interviews. Oral history interviews aren't difficult, but they involved some preparation on the interviewer's part. Some tips for successful oral history interviews include:

- Just as with artifacts or documents, an interview is also a donation. Be sure the interviewee understands that the institution will own the interview and knows how the institution intends to use it. The interviewee and interviewer should sign a release to that affect.
- Record the interview and transcribe it for future use.
- Use oral histories to enrich your interpretation.
- Understand the history surrounding the interviewee's story and take some time build a rapport with him or her.

Personal reflections are also a part of your story, today and in the future. If the experience at your location has an affect on someone, you should know and so should others. Here are some ways in which you can collect personal reflections:

- Using simple technology, create a self-recording facility at your site.
- Dedicate wall space or a book for visitors to leave a note about their experience.
- Create a place on your website or social networking media where residents and visitors can record their personal reflections or become involved in online discussions.

Mike McGrew

From: Judy Billings [director@visitlawrence.com]

Sent: Tuesday, June 09, 2009 2:15 PM

To: Mike McGrew; Julie Lenger

Subject: FW: management plan

I think these are good comments however minor. judy

From:

Sent: Tuesday, June 09, 2009 1:16 PM To: Judy Billings Subject: management plan

Judy,

I've finished reading the document. It's quite impressive. It has my endorsement.

Just a few quibbles:

- 1. The language is not always consistent, which is only an issue in a few instances. Words like "amongst," and "whence," which sound anachronistic to me, pop up hither and yon. Some of the prose is a bit awkward. For example, read the first sentence of the third paragraph under the Interpretation and Education heading in the Partnership chapter. Maybe I'm being overly critical, thinking of this as a book to be published, rather than as a working document. And I'm sure there's no funding for a copy editor. So maybe I should just shut up. But I hope it can get a proofreading, at least, to clean up typos and minor grammatical glitches.
- 2. On page 4-19, the statements in the green box do not correspond to the ones on 4-20.
- 3. On page 4-7, the excellent matrix would work just well in a vertical format, so that we don't have to turn the book. It would just require turning the slanted green text 180 degrees, rotating the Xs and stars 90 degrees, and moving the column headings (General Public, Adults, etc) from the bottom of the page to the top.

As for the business plan:

- 1. I would eliminate the first paragraph under the heading Preservation of Sense of Place.
- In the Financial Stability section, the word "municipalities" should probably be replaced with "local governments" or some such, so that it is clear we are inviting counties to participate.

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Lots of good work. Most is logical and makes sense most of the time. Seems like an overwhelming amount of goals and work. Perhaps a more narrowing of focus will come about as we see what really are people's passions and where they place their time and energy to work toward goals.

p. 11 Peer Review

so 50% could be from outside of MO and KS or must all reside in the defined FFNHA? Or it could be 25% MO and 75% KS and vice versa? Seems unclear

Will the steering committee continue to function or be phased out? If it continues, how will members be determined?

p. 14 "Multiple and alternate" is this not redundant?
 "Stories are accurate" – very subjective
 Physical evidence" – very hard to find when everything was burned, could be a real burden on some stories

Interp & Ed Plan Intro p. 27

Interpretation, and twin sister education, bridge the gap between where a person's concept of something is currently at rest and where they may go once their mind and emotions are engaged. When done well, these bridge building skills appear easy, as if anyone can do it. When done poorly, people mentally and/or physically drop out. (Sorry, but I have no idea what this paragraph means. This does not reflect any

discussions this committee ever had to my knowledge)

Freedom's Frontier National Heritage Area's story is of a young country's transition from ideas and ideals of freedom into actions meant to end the discourse, disconnect and divisiveness. (What?This is very obtuse and I don't think the general reader will have any idea what you are talking about.)

Creating the network of stories that leads all us through this painful series of people, events, places and perspectives to resolution, reconciliation, forgiveness and a deeper understand of all of our voices, requires much dialog and planning so that the results meet or even exceed our expectations for us and our guests. (Sorry, but this is very obtuse. What the heck are you trying to say?)

While you will find some of the following guidance located within the final plan, this baseline document from whence those thoughtful words were drawn provides you with the depth and specifics you will need to achieve your best. The ideas, suggestions, measurements, benchmarks and tools within these pages are off ered to assist you in augmenting, creating, evaluating and revamping your eff orts. (Say what?) Take your time, ponder each thought and identify what you decide may be of interest to you and others you hope to work with in the future. Our hope is that, aft er digging through this document, you may find you are able to look at your favorite places in a diff erent, more interesting or more challenging way. (I really don't' care for these first four paragraphs at all) (why not just start with the next paragraph and leave the first four out.) Th is section outlines ways in which the Freedom's Frontier

p.32 Where are authenticity Benchmark criteria?

p. 43 #8 Are focus groups likely to happen? Is this realistic?

p. 36 Designate FF Sites – Identify Partner Sites – will they still be called that or will they be Registered, Recognized, Star etc?

THE POWER OF Partnership



Operational Plan for Implementation

This section contains the implementation plans for all users to advance the FFNHA mission. The document offers a comprehensive yet flexible strategy for facilitating goals, significant for facilitating goals. This includes:

- A review of FFNHA Foundation Documents
- Engagement Strategy, which offers broad opportunities on how to facilitate citizen engagement, partnership engagement, and location and events program to recognize sites, landscapes, events, etc. that advance the FFNHA mission. Finally, this strategy describes a decision guide for implementation assigning tasks to various groups associated with Freedom's Frontier to facilitate goals.
 - **Operation Plan** Components provide a focused discussion on how to facilitate Freedom's Frontier goals and mission in various interest areas. It includes a step-by-step best practices method to achieving goals, with suggested implementors. Strategies and recommendations outlined in one operational plan often complement recommendations from other plans. As you read them, consider how their respective disciplinary viewpoints work together.

These plans include:

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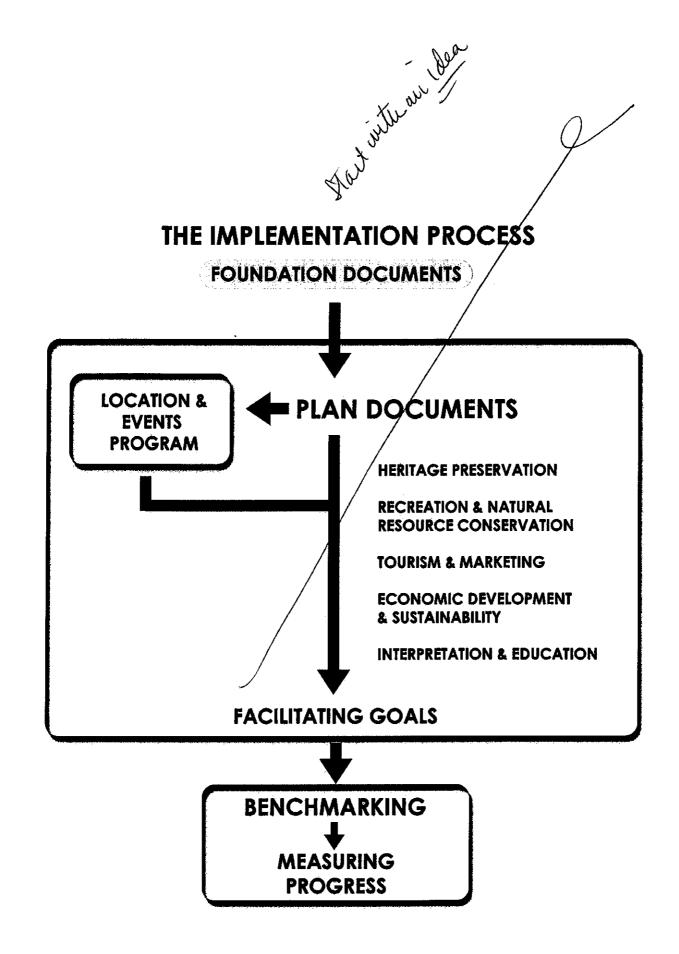
- Interpretation and Education
- Heritage Preservation
- Recreation and Natural Resource Conservation
- Tourism & Marketing
- Economic Development
- Business Plan
- Benchmarking forms are worksheets written for partners, locations, and staff to determine whether a site, program, or event is broadly meeting goals defined

in the foundation documents and operational plans. The Benchmark rating sheets are designed to help you to determine if the site or activity meets goals—and where there is room for improvement or gaps. It is not a system for recognition or site inclusion.

Measuring progress forms are datasets that can be developed by Freedom's Frontier staff or interested partners to review progress in certain operational areas of focus. These forms can be reviewed as numerical data that can be charted over time.

Additionally, this section includes alternate pathways to implementation and how to shift priorities over the 20 year vision of Freedom's Frontier as goals change. The message is that there is no single committee structure for FFNHA that is permanent, nor is there any single path to meeting the recommendations of the operational plans.

The following page includes a chart that describes the overall implementation process.



Who is this for? What's it about ?

The First Step: Reviewing the Foundation Documents

The FFNHA Visioning process consisted of four meetings to garner public input on Vision, Mission, Values, Goals, and Objectives in the winter and srping of 2008. For reference, each of these terms is defined in the Glossary in Appendix X. The terms served as the basis for creating the Freedom's Frontier National Heritage Area (FFNHA) Foundation Statement. The development of goals was performed in a similar manner over two meetings in the fall of 2008. The full description of the visioning process is described in Appendix X: Summary Report: Visioning Process. These documents are vital to crafting the overall operation of Freedom's Frontier over the next 20 years. They are the basis for all of the recommendations made in the Power of Partnership document. Unlike previous sections which highlighted certain sections of the foundation documents, this section provides direction to fulfill all foundation document components.

Galisling Principles

1. We will be tolerant and respectful of diverse stories from multiple perspectives.

2. We will respect property rights.

3. We will focus on authentic and engaging experiences.

4. We honor the region's peoples, past and present.

5. We appreciate the unique cultural & historic assets within the nationally important landscape.

6. We will invest in community engagement, education and empowerment.

7. We will sustain and grow sense of place.

8. We value and protect the natural environment.

9. We will consider future generations in everything we do.

A medorals transfer Vision

"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."

Mission

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.

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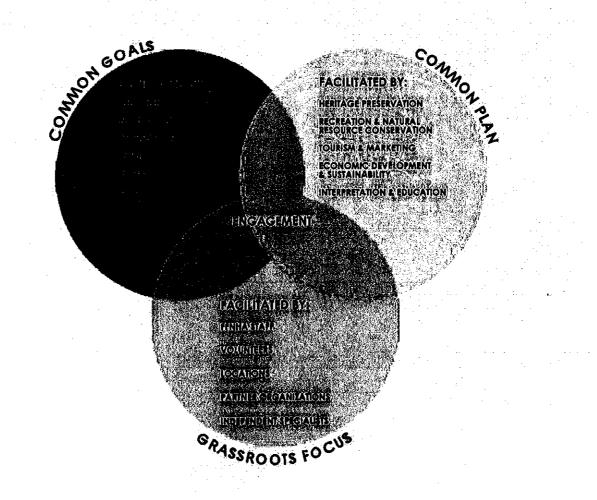
ENGAGEMENT STRATEGY

Choosing the Engagement Approach

In its most abstracted form the overall goal, mission, and vision of Freedom's Frontier is to engage citizens. The reasons, methods and organizational structures to achieve engagement are described through the whole of the management plan. As stated previously, Freedom's Frontier is not a top-down organization. It has been tasked to decentralize the engagement process and create a grassroots network. The first step is to understand how existing resources, goals, and plans will work together. With effective organization, the partner networks, volunteer talent and resources can work together to create a strong voice that engages both citizens and partner organizations.

For example, the operations plans suggest several ways that FFNHA can make progress on recommendations relating to its core mission by engaging with various citizen groups, partners, and staff. Each plan serves as a guide for implementation. The recommended strategies are directly tied to Freedom's Frontier's Goals described in the Executive Summary. Each plan also includes recommendation which outline potential methods for FFNHA to facilitate its vision. The strategies are also prioritized in terms of initial, follow-up, and long-range application. These recommendations try to balance economic sustainability, efficiency, and the grassroots focus of the National Heritage Area.

Please note that these are recommendations and not requirements. The methods to achieve recommendations are flexible—new developments can often modify organizational roles and responsibilities, and ALL recommendations will require the input of FFNHA staff, locations, volunteers, and other interested organizations and citizens.



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Citizen Engagement Strategy

Freedom's Frontier National Heritage Area is centered on people and focuses on freedom as its main story. Citizen participation is a key element of this story, just as Kansans had the opportunity to determine the future of their state. Other stories of citizen participation contribute to the main theme of this National Heritage Area, with populists, suffragettes, civil rights advocates, and many others standing up and making their voices heard to affect change in their society. Citizen participation is a key to the history of this region and a key to its future.

Freedom's Frontier seeks to honor the history it interprets by continuing to be a grassroots organization, constantly seeking to inform, consult, engage, collaborate with, and empower its residents to become involved in the decision-making process. Freedom's Frontier is committed to practicing citizen engagement as "the essential foundation and framework for creating plans and developing programs."

Defining Citizen Engagement

Citizen engagement is defined by Freedom's Frontier as an ongoing conversation that welcomes and encourages diversity of opinions and backgrounds. This conversation focuses on achieving Freedom's Frontier's vision and instilling residents with a sense of place. Through citizen engagement, Freedom's Frontier seeks to inform, consult, engage, collaborate with, and empower its citizens, when appropriate, in its work to further the goals of Freedom's Frontier.

Articulate our commitment to Citizen Engagement

Citizen engagement is not only part of the Freedom's Frontier story, it is part of the organization's foundation. Freedom's Frontier began out of a coalition of citizens interested in preserving their history for future generations. Citizen engagement is mandated in Freedom's Frontier's enabling legislation and is woven in its citizen-created Vision, Mission, and Guiding Principles. Freedom's Frontier's goals cannot be achieved without active participation by an ever-growing group of interested residents.

Citizen Engagement Activities

Inform: Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

Consult: Obtain public feedback on analysis, alternatives, and/or decisions.

Engage: Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate: Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution

Empower: Place final decision-making authority in the hands of citizens.

Source: Public Deliberation: A Manager's Guide to Citizen Engagement by Carolyn J. Lukensmeyer and Lars Hasselblad Torres)

Inviting, Orienting and Retaining Interested Citizens.

Continued citizen engagement does not happen in a completely organic manner. While some interested individuals may seek out Freedom's Frontier, most need to be informed about the organization and invited and encouraged to participate. Some citizens may participate only when Freedom's Frontier's actions affect something they care deeply about, others will want to get involved in one aspect of Freedom's Frontier, and others may become deeply involved in the organization. No matter how citizens choose to be involved, they must be made aware that the choice is theirs to make.

Personal contact is one of the best ways for Freedom's Frontier to engage citizens. Making personal contacts is one of the primary responsibilities of Freedom's Frontier's partners. The Tourism and Marketing Toolkit offers tips to help partners tell others about Freedom's Frontier.

Freedom's Frontier has developed other methods of encouraging citizen engagement during the management planning process. They should continue to pursue these methods of welcoming citizen engagement. These are outlined in the chart on the opposite page.

following ?

Partnership Engagement Strategy

Multiple Pathways to Forging Partnerships

There is no one way to meet goals. Success through volunteers and citizen engagement in one area may not translate to success in other areas. Often, an alternative yet equally effective approach is by partnering with organizations with common goals and interest areas. These plans outline different ways in which FFNHA can foster partnerships to fulfill goals of the organization. These can be specified interests, whereby groups work together to improve a site or specified interest area. These methods are best forged by identifying partnership needs by interest area. These partnership groups are usually smaller in size and more focused on a local level. For example, if FFNHA were to focus on forging links with local industry, it would be best to bring in local partners with an interest in economic development.

Alternatively, partners can work together to improve regional efforts or general interest areas. For example: if visitors, residents, or volunteers have expressed a strong desire to improve heritage preservation above other goals, it may be best to direct staff and volunteers towards partner groups that may best assist in promoting or funding heritage preservation. These methods are best forged by identifying the strategy and then getting larger, more regional partnership groups to solve regional issues.

The matrix on page 4-9 can be used to understand the common alliances between partners, interest groups, and strategies. These strategies also make up the essential components of both the toolkits and the segment plans.

Identifying Partner Organizations

In many cases, such as regional tourism promotion, Freedom's Frontier should not necessarily take the lead role. Travel marketing and promotion are not directly tied to the FFNHA Mission. Yet, they are important to ensure its success. Thus, the operational plans suggest potential partner organizations-whether in natural resource protection or regional economic development-who can take the lead in these areas. Yet it is essential that FFNHA work with them $+\circ^2$. make sure that heritage preservation the FFNHA Mission is supported by their efforts. 1

From the immediate to long-term time horizons, there are many sources of available talent to implement the recommendation. They include:

- Heritage Preservation Advisory Board
- A specific Task Force
- University and College geography and history faculty and students
- Volunteers
- State Historic Preservation Offices (SHPOs) of Kansas and Missouri staff

Possible Implementation Scenarios

The operational plans to follow set out a series of recommendations developed by the Partners. For each, Immediate, Short-Term and Long-Term actions to achieve they are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

To create a Cultural Landscape Inventory, FFNHA might appoint a Heritage Preservation Advisory Group to develop Cultural Landscape Inventory. This Advisory Group may form a specific Task Force to achieve the CLI.

With the guidance of consultants and/or the two SHPOs, Task Force members could take training in cultural landscape preservation so that they may in, turn, train volunteers and students to make the field inventory.

A second option could be to hire consultants or faculty/ student teams to do the work as funds permit. A third option would be for the Task Force to conduct the inventory themselves, invite academics to write background historic narratives, and then send the combined report to the state SHPOs for comment.

Sharing the story of Freedom's Frontier requires the preservation of not only the region's buildings and historic sites, but also the natural environment that was the very foundation for the region's communities and culture. This section identifies the challenges of preserving the region's unique character and recommends ways to identify, protect and preserve its intertwined natural, cultural, and historical assets.

Together, the region's natural, cultural, and historic assets frame the story of Freedom's Frontier and contribute to the region's "sense of place," or awareness of its distinctive character. As it aims to identify and steward the region's sense of place, Freedom's Frontier faces a number of challenges that threaten its important assets. When these natural, cultural, and historic assets are lost, a part of the past disappears forever and, as a consequence, our ability to connect to our heritage is diminished. These challenges pose numerous opportunities for Freedom's Frontier and inform the recommendations identified in the Heritage Preservation plan.

Opportunities

As Freedom's Frontier seeks to protect the region's sense of place, the preservation of the natural and historic resources. The planning process has identified three principal threats to the region's historic and natural resources: unsustainable development, including sprawl; lack of education and appreciation of the historic stories and the places that help to tell them; and lack of funding. In addition, the region faces changes in visitor expectations, decline in rural population, and a fading understanding of regional folklife and culture. Below is a summary of these threats-and some recommendations for addressing them.

The conservation of natural resources and their recreational opportunities are discussed in the Recreation & Natural Resource Conservation section of regional goals and objectives.

Finding Funding Resources for Preservation

Historic preservation provides huge returns for the communities that undertake it. Preservation provides an economic boost, reduces waste from tear-downs, and preserves the character of the community. However, preservation requires significant financial investment and securing public funding for projects has become increasingly competitive. Because public funding is essential in leveraging private dollars, its decline has an exponential effect on preservation projects.

Funding is necessary to survey and inventory historic resources, identify candidates for preservation, and undertake the work of restoration, rehabilitation, or preservation. The principal funding program available for preservation planning projects is the Historic Preservation Fund (HPF) Grant, 6 administered by State Historic Preservation Offices (SHPOs) in coordination with the National Park Service. Competition for HPF money is very competitive in both Kansas and Missouri. Due to budget constraints, Missouri is only able to award HPF grants to Certified Local Governments (CLGs). These grants are often in the \$2000 range, less that the cost of 1 surveying one block of buildings. In Fiscal Year 2008, Kansas was only able to award 10 HPF grants at an average of less the \$11,000 per project. This money can only be awarded when communities can provide a 40% match, which is difficult for Avail most cities and towns to fund.

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Rehabilitation tax credit programs and grant programs like the Heritage Trust Fund Grant Program in Kansas and the men Heritage Properties Program in Missouri also provide funding assistance for preservation projects. Like, HPF grants, other grant programs are very competitive and the tax credit programs are challenging for small or non-income-producing preservation projects.

In the future, Freedom's Frontier can assist communities and individuals in preservation by helping to inventory and identify historic resources, providing information about preservation funding, and helping to fund preservation of resources that interpret its major themes.

In addition to the interpretive and educational recommendations for the Local Coordinating Entity found in this section, interpretive tips and advice for individual sites or organizations can be found in the "Storytelling Toolkit" in the "Power of Action" section of this plan. The Storytelling Toolkit empowers local groups and individuals within the region to tell their stories effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help choose interpretive tools that make the most sense for each individual site. The Toolkit also provides advice about how to offer authentic and engaging experiences that are tolerant and respectful of diverse stories from multiple perspectives.

The goal of this interpretive and education plan is to build on the work that Freedom's Frontier has already done and to provide a framework to guide efforts over the next decade. Freedom's Frontier has already undertaken or supported several interpretive projects such as the development of resource inventories, work on theme development, draft criteria for sites, bus tour presentations, draft automobile driving tours and the development of audio podcasts by the Kansas Humanities Council that will be included as links from the Freedom's Frontier website.

This region is a place of transition and tension where issues related to equal freedoms for all have been tested and debated. It is here that the forested landscape in the eastern United States transitions to the open plains of the Midwest, it is here where early settlers headed Westward, paused by rivers and springs, before continuing their arduous journeys to the Rock Mountains and beyond. In many ways the center of the continent, Kansas and Missouri are places of mixing--- meeting points where the contemporary boundaries of "white settlement" and the "permanent Indian Territory" were debated.

Finally, and quite relevant for Freedom's Frontier, it was here in the mid 19th century where the northernmost slave state bordered the Kansas Territory to form an uneasy border. Here the Kansas-Nebraska Act granted some citizens the freedom to determine whether Kansas Territory would enter the Union as a slave or a free state.

The resulting struggles touched off the firestorm of the Civil War to determine "a new birth of freedom." This struggle continues to the present day as our nation's concept of "freedom for all" evolves. These stories described in the Power of Place, Power of Story, and Storytelling Toolkit can be told as part of interpretive and education programs for this region. In addition, the thematic booklets in the appendix can become units for teaching and travel. The recommendations in this section will empower local groups in the region to work together to respect and be stewards of these diverse stories that connect regional history to the nation.

Themes

Freedom's Frontier is unique among National Heritage Areas because it is based on American ideals of "Freedom"-an idea so powerful that it evokes emotional conflict and many definitions. Whereas many other National Heritage Areas are based on thematically linked sites, corridors or canals, Freedom's Frontier is story-based and united by the geography of its 41 counties-a fabric of rivers, topography, soils, and vegetation that often influenced social and cultural interactions over time and thus influence where stories occurred. The diverse geography and settings of Freedom's Frontier provide rich opportunities to tell the region's stories through interpretation and education programs, both at physical sites in the region as well as in the virtual world.

Based on local input, the themes outlined in the "Power of Story" section of this plan were agreed upon by Freedom's Frontier stakeholders in the summer of 2008 and were adopted by the Freedom's Frontier Steering Committee.

Local stakeholders chose these themes because they were simple and easy to convey to regional interpreters, residents

The main theme for Freedom's Frontier is:

Struggles for Freedom along the Missouri-Kansas Border

The sub-themes are:

- 1. Shaping the Frontier; 2.
 - Missouri-Kansas Border War
- 3. Enduring Struggles for Freedom.

and visitors. They provided a clear and concise framework tied to the national significance of the region to allow Freedom's Frontier stakeholders to address the broad spectrum of stories related to struggles for freedom.

Stories

The desire to share unique, authentic and honest stories plays an integral role in the shared vision for Freedom's Frontier. The first of the guiding principles states "be tolerant and respectful of diverse stories from multiple perspectives." While much has been written about the different struggles for freedom within this region, for many people who live in this region these stories are still very personal. In some cases the stories are also still very emotional and painful. While personal connections have tremendous potential to help make these stories come alive, they also have the potential to create friction. This is particularly true when stories are presented from a perspective that conflicts with the perspective of someone from another location, race or ethnicity.

Some indication of the diversity of stories and perspectives in the region can be seen in the Stories and Places document that was compiled as part of a participatory activity during the May 2008 Freedom's Frontier Partnership meeting. A copy of this document is included in the Appendix. Freedom's Frontier needs to continue to inventory and work to help authenticate stories as well as continuing to expand the inventory of sites using the story authentication process and registering locations and events outlined in this operational plan. This on-going approach of inventorying both stories and place will help to provide a richer context for this heritage area, helping to define the intersections between story and place as well as identifying important stories that are not site-specific.

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One challenge in authenticating stories in the region, some events such as the Missouri-Kansas Border War, with the utter chaos that gripped the region, meant that people often did not feel safe publicly stating their true opinions. In this situation, written records may not always accurately reflect people's thoughts. Because stories are the heart of this heritage area, it will be important to move forward in a thoughtful and supportive way to bring out, authenticate and share all of the stories that the region has to tell, including those that are told at smaller or lesser known sites in the region. This section includes recommendations about how increase tolerance and understanding of diverse perspectives as well as recommendations to build stronger partnerships between sites to benefit all contributing sites in the region.

One opportunity for Freedom's Frontier is to help children and adults to learn more about the sources of our food. As discussed in the Power of Story chapter of this report, the ecology of the land shaped agriculture, which in turn, shaped human settlement. By taking a broader view of "interpretation," we can consider farm stays and visits as a recreational opportunity. In accord with philosopher John Dewey's belief that children learn through hands-on participation, recreational programming and sites can support active learning about Midwestern farming. Lolly Tai praises the Brooklyn Botanic Garden's programs to teach kids about agriculture and the sources of food. Children arrive in the Spring to plant to plant vegetables that they then tend through the summer and cook in an on-site facility. Throughout this experiential learning, children have a hands-on experience and a sense of accomplishment.

Finding Funding Resources for Conservation

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For natural resources, the state parks programs in Kansas and Missouri offer pass-through funds through the Land and Water Conservation Fund (LWCF) and National Recreational Trail Grants Program (NRTP), both coordinated by the National Park Service. The LWCF provides funds to parks for outdoor recreation projects, including the acquisition of property. The funding can be used to protect threatened landscapes in "urban areas experiencing rapid population growth." Unfortunately, like HPF funds, the value of these programs is only as great as the ability to match federal funds. The Kansas Department of Wildlife and Parks announced that it would not be accepting applications in 2008 for the LWCF as it lacked its local match.

Just as development threatens the region's natural and historic assets, the funds meant to help preserve them are being scaled back. With some creativity and persistence, however, these funding sources can be combined to assist in preservationrelated projects. The scale of Freedom's Frontier offers the opportunity to coordinate with agencies and organizations to secure funding for wide-scale planning and regional projects.

A Broader Approach to Recreation Planning

Planning for recreation in Freedom's Frontiers ties into diverse topics such as health and exercise, learning opportunities, and the chance for children to play spontaneously in nature. We should not think of recreation as something that just happens in a special play area or park. Rather, the region has an opportunity to think of recreation as something that happens at all ages. Play is a renewing experience that can happen in all kinds of settings and with all types of groups. And it can be educational too.

How many Freedom's Frontier residents remember biking to an old farm, stream or woodlot at to make forts or climb trees? How many children today have this opportunity given the worries of their parents over issues of safety? How many children even have the time to wander outside given the demands of soccer practice, karate class, extra-curricular courses, and the hours every week spent being driven to such activities? These questions are important for considering how a reconnection with the Kansas-Missouri landscape can be incorporated with the mission of Freedom's Frontier.

This plan offers implementation solutions that address these concerns. Proposed solutions focus on three areas where Freedom's Frontier can develop its own programs and team with others to tie nature into the historic stories that were first shaped by the land.

Children's lives today are highly structured; and there is little chance for them to run and explore the woods, prairies, and valleys that 19th century children in the region knew. As Richard Louv, author of the highly-influential The Last Child in the Woods: Saving our Children from Nature Deficit Disorder, argues, for generations the free-range of children wording roam has been shrinking-and with it, their experience of nature. The implication for Freedom's Frontier is that there's a growing need for children and their families to reconnect with the sights, sounds, smells and shirting seasons of nature. shi fting? Recreational and natural areas can offer an experiential quality and memories that can't be found by staying at home or going to the local playground.

Playgrounds, like the concept of "childhood" itself, were a 19th century invention that paralleled the rise of schools and the removal of children from work. With waves of immigrants both foreign and domestic, America's industrial cities were chaotically diverse with mosaics of language, culture, religion and political beliefs varying block by block. The Settlement House movement and the related Playground movements sought to build American citizenship through character-building play. Desirable values of teamwork, morality, health and following rules were all promoted benefits from early playgrounds. As historian Linnea M. Anderson argues, "The connection between sportsmanlike play and good citizenship, so often touted by recreation reformers, was also an attractive consideration for settlement workers, whose programs and priorities were colored with concerns about transforming the poor or foreignborn from a civic liability into a civic asset."

What are the different needs of children and adults today?

How can Freedom's Frontier tie outdoor recreation, learning, and exercise into its Mission?

Asking New Questions

The point of asking such questions is that we should not think of recreation as purely distinct from the learning and program opportunities of Freedom's Frontier. In the pages to follow, there appear a series of questions to ask when considering the value of a recreation site or program as a complement to the Freedom's Frontiers mission. Consider how a broader view of recreation can enrich the experiences of people who come to visit and learn about the region's stories.

But first, here are some basic questions to consider when thinking about recreation planning for Freedom's Frontiers:

Why do playgrounds need to be just for children?

Can the region build schools and playgrounds next door to senior citizen care facilities and transit hubs for a broader age mix?

Sometimes, it might make sense to consider not building a playground at all. Could an urban orchard or a preserved working farm might_do just as well?

How can recreation and play happen with found and "reinvented" objects?

How can play be tied into storytelling?

What if educators joined with environmental designers to preserve farms and truck farms in suburbs through conservation easements and other means to connect children with the source of food? And they could even work on these farms in after-school and summer programs. Such a reconnection of children with production and economic purpose might be the biggest change of all.

When a school district builds a new elementary school, why can't 2% of its construction budget be set aside for adjacent habitat preservation or links to Freedom's Frontier sites and trails?

This plan offers implementation solutions that address these concerns. Proposed solutions focus on three areas where Freedom's Frontier can develop its own programs and team with others to tie nature into the historic stories that were first shaped by the land.

Web and Audio:

Children & Nature Network

www.cnaturenet.org

This organization performs research and encourages changes in public policy and planning to reconnect children and nature.

American Association for the Child's Right to Play www.ipausa.org

This international organization seeks to protect recess and freedom of play for children in schools and community life.

National Institute for Play http://nifplay.org

Founded by Dr. Stuart Brown, M.D., n 2000, this institute promotes scientific research concerning the individual and community benefits of play throughout life. In 2000, Dr. Brown produced "The Promise of Play" a 3-hour PBS series. The website offers many references for case study research and play patterns.

Natural Learning Initiative www.naturalearning.org

The Natural Learning Initiative is a Research and Design Assistance Program of the College of Design at North Carolina State University, Raleigh, NC.

Books and Articles:

Anderson, Linnea M. (2006) "*The playground of today is the republic of tomorrow*": Social reform and organized recreation in the USA, 1890-1930's' the encyclopedia of informal education, www.infed.org/playwork/organized_ recreation_and_playwork_1890-1930s.htm

Lolly Tai, Mary Taylor Haque, Gina K. McLellan, Erin Jordan Knight, *Designing Outdoor Environments for Children*, McGraw-Hill, 2006

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Benchmarks for FFNHA to review Natural Resource Conservation Progress

Through the planning process, FFNHA has identified ways to track the success of initiatives to preserve historic and natural assets. FFNHA should measure its success annually and share its findings in its Annual Report.

Natural Assets Preserved

1)

Number of acres protected by covenants with land trusts or conservation easem
 Number of acres protected through purchase by advocacy groups
 Number of volunteer hours dedicated to cleaning waterways and other natural areas
 Number of acres of wetlands, prairies, woodlands and other assets restored
 Amount of funding secured for natural assets preservation

2) Natural Assets Interpreted

o Number of materials produced

o Number of pathways marked with interpretive panels

o Number of new interpretive trails

Number of recretational facilities with interpretive information

o Number of educational series held on environmental history

o Amount of funding secured for environmental interpretation

CULTURAL LANDSCAPE BENCHMARKS

CULTURAL LANDSCAPE UNDER REVIEW: _	
LOCATION:	
REVIEWER:	
ORGANIZATION:	
DATE:	······

The following document should be used to benchmark cultural landscapes in the region. The benchmarks can be used to rank which landscapes have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes 1 = Strongly Disagree/No NA = Not applicable

Location

The landscape threatened by growth or development	n/a 1 2 3 4 5
The landscape located near other recreational, cultural and visitor opportunities	n/a 1 2 3 4 5
The location is highly visible	n/a 1 2 3 4 5
The beauty and character of the landscape part of the experience of traveling from one FFNHA site to another	n/a 1 2 3 4 5

Interpretation

The landscape currently historically and ecologically interpreted	n/a 1 2 3 4 5
This landscape's stories only be interpreted on-site	n/a 1 2 3 4 5
Visiting the landscape will provide visitors a better understanding of the region	n/a 1 2 3 4 5
This landscape connect to several Freedom's Frontier stories	n/a 1 2 3 4 5
This landscape provides invaluable insight into one or more of the FFNHA subthemes	n/a 1 2 3 4 5
This landscape offers unique opportunities to consider the definition of "Freedom"	n/a 1 2 3 4 5
Is the landscape tied to both a significant person and event?	n/a 1 2 3 4 5
The landscape has both ecological and historic significance	n/a12345
The landscape lends itself easily to ecological and historical interpretation	n/a 1 2 3 4 5

continued on page 4-67

 The landscape conveys the feelings and associations that it once did during the period of significance
 n/a 1 2 3 4 5

 The visitor experience currently as authentic as possible
 n/a 1 2 3 4 5

 Is it cost-effective to "restore" the landscape to its historically-significant character?
 n/a 1 2 3 4 5

 The landscape is ecologically rare or unusually diverse in species
 n/a 1 2 3 4 5

 Does the landscape tell specific stories better than other historically-related sites?
 n/a 1 2 3 4 5

Connections

This historic landscape visually connected with other sites?	n/a 1 2 3 4 5
I learn something about regional ecology from visiting this site	n/a 1 2 3 4 5
The landscape offers story connections to other Freedom's Frontier places?	n/a 1 2 3 4 5
The landscape contributes to the experience of travel throughout the region?	n/a 1 2 3 4 5

Stories and Themes

Stories or events happened here because of landscape elements such as water, topography, soils, plants and habitat	n/a 1 2 3 4 5
This historic landscape tell stories that an indoor exhibit could not	n/a 1 2 3 4 5
The cultural and natural resources of the landscape have a direct connection to the Freedom's Frontier statement of national significance and its three sub-themes	n/a 1 2 3 4 5

Accessibility

The landscape is currently well-cared for and inviting	n/a 1 2 3 4 5
The landscape is easily reached from other FFNHA sites and regional attractions	n/a12345

Comments

HISTORIC BUILDINGS & STRUCTURES BENCHMARKS

BUILDING/STRUCTURE UNDER REVIEW:	
LOCATION:	
REVIEWER:	
ORGANIZATION:	
DATE:	······································

The following document should be used to benchmark historic buildings and structures in the region. The benchmarks can be used to rank which facilities have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes 1 = Strongly Disagree/No NA = Not applicable

Location

•

The building or structure is located closely to other FFNHA sites	n/a 1 2 3 4 5
The building or structure threatened by growth or development	n/a 1 2 3 4 5
The building or structure is located near other recreational, cultural and visitor opportunities?	n/a 1 2 3 4 5
The location is highly visible	n/a 1 2 3 4 5
The beauty and character of the building or structure offers a reason to travel from another FFNHA site	n/a 1 2 3 4 5

Interpretation

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1	Jung 1	
	The building or structure is currently historically and interpreted	n/a 1 2 3 4 5
	Visiting give me a better understanding of the region	n/a 1 2 3 4 5
	This building or structure deeply tied to one story	n/a 1 2 3 4 5
?	The building or structure expresses both a significant people and events	n/a 1 2 3 4 5
Jine	The building or structure tells stories only be interpreted on-site	n/a 1 2 3 4 5
^	The building or structure lends itself easily to historical interpretation	n/a 1 2 3 4 5
un)	The building or structure convey the feelings and associations that it once did during the period of significance	n/a 1 2 3 4 5

The visitor experience is currently as authentic as possible	n/a 1 2 3 4 5
It is cost-effective to "restore" the building or structure to its historically-significant character	n/a 1 2 3 4 5
The building or structure is architecturally rare or unusually significant in construction techniques, technologies and materials	n/a 1 2 3 4 5
The building or structure tells specific stories better than any other location	n/a 1 2 3 4 5

Connections

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·	Connections	
wording	? The building or structure visually connected with other sites	n/a 1 2 3 4 5
WETPT	The building or structure connects to several Freedom's Frontier stories	n/a 1 2 3 4 5
	learn something about regional building materials and traditions from visiting this site	n/a 1 2 3 4 5
	The building or structure offers story connections to other Freedom's Frontier places	n/a 1 2 3 4 5
	The building or structure contributes to the experience of travel throughout the region	n/a 1 2 3 4 5

Stories

There are stories or events that happened here because of the presence of the building or structure	n/a 1 2 3 4 5
The building or structure tells stories that an indoor museum or website could not	n/a 1 2 3 4 5

Themes

The building or structure has a direct connection to the Freedom's Frontier statement of national significance	n/a 1 2 3 4 5
The building or structure tells a part of the Statement of Significance that no other site can	n/a 1 2 3 4 5
The building of structure has a direct connection to one or more subthemes	n/a 1 2 3 4 5
The site expresses more than one subtheme	n/a 1 2 3 4 5
Accessibility	

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The building or structure currently well-cared for and inviting	n/a12345
The building or structure currently meets ADA guidelines	n/a 1 2 3 4 5
It is cost-effective to meet ADA guidelines	n/a 1 2 3 4 5

Comments

BUSINESS AND SERVICE BENCHMARKS

PRODUCT or SERVICE UNDER REVIEW:	
LOCATION:	
REVIEWER:	
ORGANIZATION:	· · · · · · · · · · · · · · · · · · ·
DATE:	

The following document helps you to benchmark businesses, business products, and business services in the region. The benchmarks can be used to rank which facilities have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes 1 = Strongly Disagree/No NA = Not applicable

Location

The business is located in Freedom's Frontier National Heritage Area	n/a 1 2 3 4 5
The business is located closely to other FFNHA sites	n/a 1 2 3 4 5
The business is coated or resides in a historic or appropriately designed (and scaled) new structure that has low impact on FFNHA stories.	n/a 1 2 3 4 5

Interpretation

This business is deeply tied to one story	n/a 1 2 3 4 5
The business conveys the feelings and associations that it once did during the period of significance	n/a 1 2 3 4 5
The business sells products that are made locally	n/a 1 2 3 4 5
The business provides services that give me a better understanding of the region	n/a 1 2 3 4 5
The business engages in or demonstrates social responsibility and ethical practices that complement the guiding principles of FFNHA	n/a 1 2 3 4 5
The business belongs to an organization engaging in sustainable development practices	n/a 1 2 3 4 5
The business is located in a district that employs smart-growth principles in their development and management	n/a 1 2 3 4 5

Brochure	Organization	Address	City	State	Zip
Allen County Historical Society		20 S Washington Ave	lola	KS	66749
Historic Humboldt		105 S 9th St	Humboldt	KS	66748
Counties - Nothing received					
Atchison Kansas		Chamber 200 S 10th St	Atchison	KS	
Prairie State Park		128 NW 150 Ln	Liberal	MO	64762
Bates County Museum		802 Elks Dr	Butler	MO	64730
Frontier Military Museum		Rte 18	Drexel	MO	64742
Fort Scott Candlelight Tour			Fort Scott	KS	66701- 0918
Fort Scott NPS			Fort Scott	KS	66701- 0918
Fort Scott - War! War! War!			Fort Scott	KS	66701- 0918
Fort Scott - Bleeding Kansas			Fort Scott	KS	66701- 0918
St Joseph Civil War Driving Tour	CVB	109 South 4th St	St Joseph	MO	64501
Jesse James Home	Pony Express Historical Assoc	12th & Penn	St Joseph	MO	64501
NW MO Jesse James Driving Tour	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
Patee House Museum	Pony Express Historical Assoc	12 & Penn	St Joseph	MO	64501
Patee Town Walking Tour	Neighborhood Partnership	1100 Frederick, Rm 201	St Joseph	MO	64501
Pony Express National Museum	Pony Express Historical Assoc	914 Penn	St Joseph	MO	64501
Pony Express Region - Historic Sites Driving tour & Outdoor Activities	Pony Express Regional Tourism Commission				
Lewis & Clark Historic Sites	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
Saint Joseph Missouri - Lure	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
brochure					
Missouri Valley Trust Building		402 Felix St	St Joseph	MO	64501
Saint Joseph Fire Museum		11th & Penn	St Joseph	MO	64501
Robidoux Row Museum		3rd & Poulin Sts	St Joseph	MO	64501
The St. Joseph Museums Incorp.	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
St Joseph MO Visitor Guide	St Joseph CVB	109 South 4th St	St Joseph	MO	64501

St Joseph Public Sculpture - Self-	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
Guided Tour of Selected Works			et eeepn		
1835 Sharp-Hopper Log Cabin	Cass Co. Hist. Soc.	400 E Mechanic	Harrisonville	MO	
Burning of Dayton, MO - CW	Cass Co. CW Roundtable		Harrisonville	MO	
Reenactment					
Burnt District Monument	Cass Co. Hist. Soc.		Harrisonville	MO	
Cass Co. Hist. Soc.		400 E Mechanic	Harrisonville	MO	
Harrisonville Courthouse Square	Cass Co. Hist. Soc.	400 E Mechanic	Harrisonville	MO	
Historic District					
Historic Harrisonville Driving Tour	Cass Co. Hist. Soc.	400 E Mechanic	Harrisonville	MO	
Walking Tour of Historic Structures	Cass Co. Hist. Soc.	400 E Mechanic	Harrisonville	MO	
Counties - Nothing received					
Counties - Nothing received					
Wakefield Museum		6th & Hickory	Wakefield	KS	
Watkins Woolen Mill State Park &	MO Dept of Natural	26600 Park Rd North	Lawson	MO	64062
State Historic Site	Resources				
Jesse James Farm & Museum	Clay Co. Dept Parks, rec &	21216 Jesse James	Kearney	MO	64060
	Historic Sites	Farm Rd			
Historic Mount Gilead Church &	Clay Co. Historic Sites	15918 Plattsburg Rd	Kearney	MO	64060
School					
Coffey County Historical Museum	Coffey County Hist. Soc	1101 Neosho St	Burlington	KS	66839
Coffey County Visitor Guide & Road	Coffey County Chamber	110 North 4th St	Burlington	KS	66839
Мар					
Four postcards about Crawford Co	Crawford Co. CVB			KS	
Doniphan County Brochure & Map	Doniphan Co. Chamber		Elwood	KS	
Nelson rogers Residence (Tennent-	Doniphan Co. Hist. Soc			KS	
Baker)					
Walking Tour of Troy	Doniphan Co. Heritage		Troy	KS	
	Commission				
Walking Tour of White Cloud	Doniphan Co. Heritage		White Cloud	KS	
	Commission				
Tall Oak - Indian Monument			Troy	KS	
Caring for the Kaw	Kaw Valley Heritage			KS	
	Alliance				00050
Constitution Hall	KS Historical Society	319 Elmore	Lecompton	KS	66050
Discover Baldwin City	Baldwin City Chamber	8th & High	Baldwin City	KS	66006
Clinto Town Hall			Clinton	KS	00045
Dole Institute of Politics		2350 Petefish Dr	Lawrence	KS	66045

Lawrence Visitor Guide	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
Lawrence Union Pacific Depot	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
Explore Lawrence	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
Historic Trails of Douglas County KS	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
In Plain View	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
The Kansas Network to Freedom	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
House Styles of Old West Lawrence	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
John Brown of Kansas	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
Quantrill's Raid The Lawrence Massacre	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
Historic Cemeteries Tour of Lawrence	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
History of the Union Pacific Depot	Lawrence CVB	947 New Hampshire, Suite 200C	Lawrence	KS	66044
Territorial Capital	Lecompton Historical Soc.		Lecompton	KS	
Dietrich Cabin	Franklin County Hist. Sco.		Ottawa	KS	
Old Depot Museum	Franklin County Hist. Sco.		Ottawa	KS	
Southwest Tour	Franklin County Hist. Sco.		Ottawa	KS	
Northeast Tour	Franklin County Hist. Sco.		Ottawa	KS	
Southeast Tour	Franklin County Hist. Sco.		Ottawa	KS	
1st Territorial Capital	KS Historical Society	Fort Riley	Fort Riley	KS	66442
Geary Co. Historical Soc. & Museum	Geary Co. Hist. Soc.	530 North Adams	Junction City	KS	66441
Frontier Trails Museum		318 W Pacific Ave	Independence	МО	
Wornall House Museum		6115 Wornall Rd	Kansas City	МО	64113
Historic Downtown Liberty MO			Liberty	МО	
The Civil War Round Table	CW Roundtable of KC	1130 Westport Rd	Kansas City	МО	
Lone Jack CW Museum	Lone Jack Hist. Soc.	301 S Bynum Rd	Lone Jack	МО	
Trailside Center	Historic Society of New Santa Fe	9901 Holmes Rd	Kansas City	MO	

National WWI Museum		Pershing & Main	Kansas City	MO	
Stamboat Arabia		400 Grand Blvd	Kansas City	MO	
Lee's Summit Historical Cemetery	Lee's Summit Hist. Soc.		Lee's Summit	MO	
Elmwood Cemetery		4900 Truman Rd	Kansas City	MO	
Harris-Kearney House 1855	Westport Hist. Soc.	4000 Baltimore	Kansas City	MO	
Old Jefferson Town			Oskaloosa	KS	
Johnson County Museum of History		6305 Lackman Rd	Shawnee	KS	66217
Lanesfield School	JO Co Hist. Soc.	187th & Dillie rd	Edgerton	KS	66021
Merriam Visitor Guide	Merriam CVB	6304 East Frontage Rd	Merriam	KS	66202
Merriam Historic Plaza Walking Path	Merriam CVB	6304 East Frontage Rd	Merriam	KS	66202
Maffaffie Stagecoach Stop & Farm		1100 Kansas City Rd	Olathe	KS	66061
Nerman Museum of Contemporary Art		12345 College Blvd	Overland Park	KS	66210
Trail Guide	Jo. Co. Park & Rec		Overland Park	KS	
OP Arboretum Botanical Gardens		179th & Antioch	Overland Park	KS	
Deanna Rose Childrens Farmstead		13800 Switzer	Overland Park	KS	
Historic Downtown Overland Park	Downtown OP Partnership	7323 W 79th	Overland Park	KS	
Overland Park - miscellaneous	Overland Park CVB		Overland Park	KS	
brochures`					
Old Courthouse	Johnson Co. Hist. Soc.	302 North Main	Warrensburg	MO	
Johnson County Historical Society	Johnson Co. Hist. Soc.	302 North Main	Warrensburg	MO	
Quantrill's Attack on Fort Blair	Baxter Springs Chamber	740 East Ave	Baxter Springs	KS	
Baxter Springs Heritage Center & Museum		740 East Ave	Baxter Springs	KS	
Baxter Springs Historic Route 66			Baxter Springs	KS	
Oswego Hist. Soc. & Genealogy Center		410 Commercial	Oswego	KS	
Confederate Memorial State Historic Site	MO Dept of Natural Resources	211 West 1st	Higginsville	МО	
Battle of Lexington	MO Dept of Natural Resources	1300 John Shea Dr	Lexington	MO	
Olvier Anderson House	MO Dept of Natural Resources		Lexington	MO	
Lexington Lure Brochure	Lexington Tourism		Lexington	MO	
C.W. Parker Carousel Museum		320 S Esplanade	Leavenworth	KS	

Carroll Mansion		1128 5th Ave	Leavenworth	KS	
Leavenworth Visitor Guide	Leavenworth CVB	518 Shawnee	Leavenworth	KS	
Leavenworth Co. Courthouse		300 Walnut	Leavenworth	KS	
Historic Collection					
Frontier Army Museum		100 Reynolds Ave	Fort Leavenworth	KS	
Fort Leavenworth Wayside Tour			Fort Leavenworth	KS	
Combat Studies Institute & the Road			Fort Leavenworth	KS	
to Deployment					
African-American Soldiers			Fort Leavenworth	KS	
Combat Studies Institute			Fort Leavenworth	KS	
Lansing Historical Museum		115 East Kansas Ave	Lansing	KS	
Lewis & Clark in Kansas			Leavenworth	KS	
Leavenworth Historic Tour			Leavenworth	KS	
Leavenworth Historic Tour Booklet			Leavenworth	KS	
Richard Allen Cultural Center		412 Kiowa St	Leavenworth	KS	66048
Maris des Cugnes Massacre	KS Historical Society	20485 Kansas Hwy 52	Pleasanton	KS	66075
Mine Creek Battlefield	KS Historical Society	20485 Kansas Hwy 52	Pleasanton	KS	66075
Mine Creek Battlefield Interpretive	Mine Creek Battlefield	20485 Kansas Hwy 52	Pleasanton	KS	66075
Walking Trail	Foundation				
The Battle of Mine Creek	Mine Creek Battlefield	20485 Kansas Hwy 52	Pleasanton	KS	66075
	Foundation				
Trading Post		US 69 Hwy (6 miles	Pleasanton	KS	
		north of Pleasanton)			
Linn County Hist. Soc.			Pleasanton	KS	
A City of History & Promis			Osawatomie	KS	
Controversy & Change -			Osawatomie	KS	
Osawatomie Historical Driving Tour					
John Brown Museum State Historic	KS Historical Society	10th & Main	Osawatomie	KS	66064
Site					
Miami County Courthouse 1898-	Miami Co. Hist. Soc.		Paola	KS	
1998					
Safe Passages in Perilous Times	Miami Co. Hist. Soc.		Osawatomie	KS	
rivers, Trails, Routes & Rails through					
Miami Co					
Signs of the Past Osawatomie	Osawatomie Tourism		Osawatomie	KS	
Driving Tour	Comm.				
Hillsdale State Park	KS Wildlife & Parks		Paola	KS	

Osawatomie History Museum		628 Main St	Osawatomie	KS	66064
Springhill Relocation Brochure			Springhill	KS	
Seven Wonders of Paola			Paola	KS	
Counties - Nothing received					
Counties - Nothing received					
Counties - Nothing received					
Counties - Nothing received					
Columbian Theatre		521 Lincoln Ave	Wamego	KS	66547
Explore Pott County	PT Eco Dev	1004 Lincoln	Wamego	KS	66547
Onaga Historical Society		310 E 2nd St	Onaga	KS	66521
Wamego Visitor Guide	Wamego CVB	529 Lincoln	Wamego	KS	66547
Counties - Nothing received					
Fostering a Heritage Identity	Ritchie House		Topeka	KS	
Freedom's Pathway	Ritchie House		Topeka	KS	
Brown vs Board of Education	NPS	1515 SE Monroe	Topeka	KS	
Charles Curtis House Museum		1101 SW Topeka Blvd	Topeka	KS	
Great Overland Station		701 N Kansas Ave	Topeka	KS	
Kansas Musuem of History	KS Historical Society	6425 SW 6th Ave	Topeka	KS	66615
Kansas State Capitol	KS Historical Society		Topeka	KS	
Old Prairie Town	Ward-Meade Hist. Site	1st & Clay	Topeka	KS	66606
The Prairie Capital	Topeka Area Heritage		Topeka	KS	
	alliance				
Topeka Visitor Guide	VisitTopeka Inc	1275 SW Topeka Blve	Topeka	KS	66612
Counties - Nothing received					
Bushwhacker Museum & Jail	Vernon Co Hist Soc	212 North Main	Nevada	MO	64772
Hornback House	Vernon Co Hist Soc	212 North Main	Nevada	MO	64772
Wabaunsee Co Historical Museum		227 Missouri Ave	Alma	KS	66401
Mt. Mitchell Heritage Prairie Park		Hwy 99, North of I-70	Wabaunsee Co.	KS	
Beecher Bible and Rifle Church			Wabaunsee Co.	KS	
Kansas Native Stone Scenic Byway	Scenic Byway		Wabaunsee Co.	KS	
Welcome to Fredonia	Chamber	402 N 7th St	Fredonia	KS	
Fredonia's 84th Annual	Chamber	402 N 7th St	Fredonia	KS	
Homecoming Festival					
Fun Map Fredonia Kansas	Chamber	402 N 7th St	Fredonia	KS	
Norman No. 1 Oil Well Museum &		1st & Main	Neodesha	KS	
RV Park					
Trails of Blood on Ice			Wilson Co.	KS	

Wilson Co. Museum	Chamber	420 N 7th St	Fredonia	KS
9th Annual Wilson County Old Iron			Fredonia	KS
Days				
Fredonia Kansas	Chamber	402 N 7th St	Fredonia	KS
Tracing Trails of Blood on Ice:				
Opothleyahols's Great Escape!				
Wyandotte Co Historical Museum		631 N 126th	Bonner Springs	KS
Vernon MultiPurpose Center		3436 North 27th	Kansas City	KS
Overland Park Visitor Guide				
Jayhawks/Redlegs/Lane's Brigade	MO/KS Border War Network			MO/K
				S

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FFNHA Cultural, Heritage, and Natural Resource Research Data Collection & Analysis Report

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I. Introduction

This data report provides a research base for developing and managing the assets of the Freedom's Frontier National Heritage Area (FFNHA). Created during Phase 1 of the FFNHA Management Plan Process, this report collects diverse kinds of data that address historic, cultural, natural, tourism, human and fiscal resources. As such, the information contained in the pages to follow does not follow one simple format but rather reflects diverse knowledge types ranging from economic statistics to historic stories. What unifies this entire report is its purpose as a working tool that can guide and be built on throughout the Management Plan Process and in the years to come.

The Data Collection & Analysis effort offers the following benefits for future planning:

- It helps organizers to understand what information is currently available, what information is missing, and what information is incomplete (for regional or bi-state comparison and analysis).
- The current data provides a credible benchmark or foundation for future measurement of change.
- The data is structured to allow a clear path for updating by specific committees and staff involved with FFNHA now and in the future.
- It brings together regional data into a single volume allows FFNHA and its management planning team to identify inconsistencies in data collection processes (either cycle or scope), incompatibility of research statistics (measuring different datapoints), and gaps in data that FFNHA will need in order to create specific management component plans for heritage, resource, tourism, interpretation and education.
- The gap analysis at the end of this report provides a list of the type of research and asset inventory necessary to pursue in Phase II or during the early implementation stage.

<u>Please Note:</u> This document was prepared at the conclusion of the Phase I (February – April 2008) as part of the management planning team's discovery process. It does not include more recent management plan team or FFNHA findings or deliberations, conclusions, and additions. Activities and outcomes generated after April 30 will be incorporated into Phase II planning documents.



II. Data Collection Process

From January through April 2008, the management planning team engaged in a four-part collection process to build an inventory of existing resources and information. The team took the following actions:

- 1) Requested hard copies of <u>existing FFNHA</u> information from partnership team members and organizations. Specific information asked for included:
 - a. Brochures
 - b. Maps
 - c. Research reports
 - d. Planning documents
 - e. Other data reports from sites, cities, counties, regions, and states
 - f. Existing inventories
- Enlisted support of a graduate MBA intern and management team support staff to search the Internet for existing data from <u>other sources</u> for the 41-county bi-state region, including:
 - a. Chambers of Commerce
 - b. County governments
 - c. State governments
 - d. State associations (economic development, historic preservation, tourism)
 - e. Non-governmental associations
 - f. National government agencies

The data collected was recorded electronically on a master grid to indicate the types and source of information, the corresponding county for the information collected, and provide an annotated bibliography to catalogue the documents.

- 3) Enhanced existing spreadsheets and created new spreadsheets to record information to systematize data and determine gaps. Three types of topical/ sortable spreadsheets were enhanced or created:
 - a. <u>People</u>: contact information for FFNHA partners, board, steering committee, other committees and organizations
 - b. <u>Places</u>: enhanced Visitor Readiness Survey database to include events, other attractions and story-related places
 - c. <u>Other</u>: documents, forms, data reports, and other items that support or provide a foundation for determining the baseline to benchmark FFNHA in future.
- 4) Conducted primary research to capture additional information to supplement the data collection and analysis process, including:
 - a. Telephone conversations with Kansas and Missouri stakeholders (both one on one and via conference calls) to discuss the proposed statement of national significance and interpretive themes;



- b. Electronic survey distributed to FFNHA partnership team members to identify specific opinions and priorities for development, management and implementation;
- c. Facilitated discussions at partnership team meetings and through e-mails with committee members to request additional guidance for sources, information, and materials.



III. Data Collection & Analysis: Regional Asset Overview

<u>Summary</u>

The first step in protecting significant places, from buildings to natural features to landscapes, is to identify them. Antebellum buildings that connect to the period of significance for one of the FFNHA's major sub-themes are often simple in design and materials and, therefore, are apt to be overlooked. Likewise, in a region with seemingly endless open space, cultural landscapes may be taken for granted.

The best way to begin to identify such resources is through a comprehensive survey process, also known as a Cultural Resources Inventory. In a Cultural Resources Inventory project, communities or preservation agencies generally hire a qualified preservation consultant to create a record for each property within a defined geographic area. Many of these projects are funded in part with National Park Service Historic Preservation Funds, which are passed through from State Historic Preservation Offices (SHPOs). Ideally, particularly when mapped as part of a community's GIS system, these surveys are used to assist communities in identifying potential historic districts, preservation planning and disaster response.

FFNHA Inventory

The Cultural Resource Inventory of FFNHA resources is spotty. Although survey projects have documented historic properties in most counties, most extensively in urban areas, few counties can boast comprehensive coverage. Survey coverage can be gauged by reviewing records kept by the Missouri and Kansas SHPOs. Missouri maintains a list of survey projects. In contrast, Kansas keeps a tally of the number of surveyed properties per county.

Six of the Kansas Freedom's Frontier counties have been extensively surveyed: Atchison (3028 properties), Douglas (3778 properties), Riley (2066 properties), Shawnee (2173 properties), and Wyandotte (2053 properties). Johnson County, which has surveyed 7848 properties, undertook a comprehensive survey project in the 1990s. The Kansas counties of Allen, Anderson, Chautauqua, Clay, Coffey, Jackson, Labette, and Linn Counties have fewer than 100 surveyed properties each. The City of Ottawa was also surveyed. The majority of these were surveyed in a state-initiated survey project in the early 1970s.

Like those in Kansas, the most heavily populated counties in Missouri are those that have been most extensively surveyed. There have been 22 survey projects in Buchanan County and 41 survey projects in Jackson County. There have been no survey projects in Barton and St. Clair Counties. While most surveys focus on a geographic area, some are topic-driven. Missouri has completed a number of thematic surveys on topics related to FFNHA themes. Included are "Antebellum Resources: Phase 1," "Antebellum Resources: Phase 2," "American Battlefield Protection Program," and "Black Historic Sites." Some of these survey projects have inspired national register nominations (see below).

Gap Analysis

Although both Kansas and Missouri have well-established survey programs, there are gaps both in the types of properties surveyed and geographic areas covered. For instance, survey projects and thematic studies in both Kansas and Missouri have identified national register-eligible



buildings and districts, although neither state has established a system for identifying and protecting cultural landscapes. In addition, as noted above, 10 Freedom's Frontier counties have very few surveyed properties.

Because there have been no inventories of cultural landscapes within the region, there are no cultural landscapes listed in the National Register of Historic Places. Although there has been a comprehensive survey of Antebellum resources in parts of Missouri, no such survey exists for Kansas and most Missouri counties.

Ideally, complete survey data for all 41 counties in the FFNHA would be accessible in a standardized format. Both Kansas and Missouri are currently undertaking scanning and database projects which will make survey data more readily available online.



IV. Historic Assets

4.1 National Register of Historic Places/National Historic Landmarks

An Historic Property Inventory helps identify properties that are eligible for listing on the National Register of Historic Places, the official list managed by the U.S. Department of Interior of the Nation's historic places worthy of preservation. Properties may be listed in the National Register of Historic Places either individually or as part of historic districts, geographic areas that incorporate numerous properties and resources.

As defined by the Secretary of the Interior's Standards, to be eligible for listing on the National Register of Historic Places, a resource must generally be at least 50 years old, have integrity, and meet one of four additional criteria, including historic significance, architectural significance, association with a significant person, or potential to yield information about the past (archeology). The National Park Service defines integrity as "authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic or prehistoric period." A property must have integrity of location, design, setting, materials, workmanship, feeling and association.

The process of nominating historic resources can be streamlined through multiple property listings. Multiple property listings allow for the nomination of properties that fall under similar themes and often clustered geographically (town square, neighborhood, commercial area, etc.) Once a multiple property listing is completed for a particular theme, the nomination of properties that fall under that theme requires less documentation. Properties that hold meaning to all Americans are given a higher designation as National Historic Landmarks.

There are a number of advantages to national register listing. Because nominations include both physical descriptions and detailed property histories, they are important archival records of properties' appearance and contribution to the history of the community, state or nation. Listing may also qualify properties for funding. Income-producing properties may qualify for funding through federal and state rehabilitation tax credit and grant programs. Although national register listing does not provide protection for historic properties, many listed properties are protected under state and local preservation laws (see below).

FFNHA Listings

In the FFNHA region, there are 847 national register listings, including 119 historic districts. Although all of the region's counties have at least one listing, nearly half of the counties have fewer than 10 listings. Thirty-one counties have fewer than 20 listings. Six counties had between twenty and forty listings. Only four counties – Douglas (KS), Shawnee (KS), Buchanan (MO) and Jackson (MO) – have more than 40 listings.

Many of the region's listed properties were nominated under multiple property listings. The following multiple property nominations apply to historic resources in the Freedom's Frontier region:

St. Joseph/Buchanan County, Missouri MPS Liberty/Clay County, Missouri MPS Lee's Summit, Missouri MPS



Antebellum Resources of Johnson, Lafayette, Pettis, and Saline Counties MPS Lexington, MO MPS Lawrence, KS MPS Civil War Era National Cemeteries MPS

Sixteen of the properties in the region hold National Historic Landmark status, the highest designation for the nation's historic properties:

Carrington Osage Village Sites, Nevada, Missouri Fort Osage, Sibley, Missouri Liberty Memorial, Kansas City, Missouri Mutual Musicians Association Building, Kansas City, Missouri Patee House, St. Joseph, Missouri Harry S. Truman Farm, Independence, Missouri Harry S. Truman Historic District, Independence, Missouri Watkins Mill, Excelsior Springs, Missouri Fort Leavenworth, Fort Leavenworth, Kansas Fort Scott, Fort Scott, Kansas Haskell Institute, Lawrence, Kansas Lecompton Constitution Hall, Lecompton, Kansas Marais Des Cynes Massacre Site, Pleasanton, Kansas Norman #1 Well, Neodesha, Kansas Shawnee Mission, Fairway, Kansas Sumner/Monroe Elementary Schools, Topeka, Kansas

4.2 State Historic Sites

State historic sites are historic properties owned by state government. The Kansas state historic sites program is administered by the Kansas State Historical Society, a state agency. There are 11 Kansas state historic sites in the region:

- First Territorial Capitol (Riley County),
- Goodnow House (Manhattan),
- Kansas Museum of History (Topeka),
- Potawatomie Mission (Topeka),
- State Capitol (Topeka),
- Constitution Hall (Lecompton),
- Grinter Place (Kansas City),
- Shawnee Indian Mission (Fairway),
- John Brown Museum (Osawatomie),
- Mine Creek Battlefield (Pleasanton), and
- Marais des Cygnes Massacre (Trading Post).

Ten of these sites (all but the State Capitol) are directly associated with or interpret major FFNHA themes.

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The Missouri historic sites program is administered by the Missouri Department of Natural Resources. There are five Missouri state historic sites in the region:

- Battle of Lexington (Lexington),
- Thomas Hart Benton Home (Kansas City),
- Confederate Memorial (Higginsville),
- Osage Village (Vernon County), and
- Watkins Woolen Mill (Lawson).

Each of these properties is also listed on the National Register of Historic Places. Three of these sites – Battle of Lexington, Confederate Memorial, and Osage Village – are directly associated with or interpret major FFNHA themes.

4.3 Main Street Communities

The Main Street Program, established by the National Trust for Historic Preservation, combines historic preservation and economic development to revitalize historic downtowns. The Main Street Program is coordinated in Missouri by the Missouri Main Street Connection, a statewide non-for-profit organization. The Kansas Main Street is housed in the Kansas Department of Commerce. These statewide coordinating entities guide Main Street cities in achieving downtown revitalization through the program's four-point approach:

- **Design:** Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.
- **Organization:** Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.
- **Promotion:** Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.
- Economic Restructuring: Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities and address challenges from outlying development.

Main Street Cities in FFNHA

In order to take full advantage of the Main Street Program, communities must be designated as Main Street Cities. In the FFNHA, there are five Main Street Cities, including Lee's Summit (MO), Chanute (KS), Independence (KS), Ottawa (KS) and Leavenworth (KS). In addition, Warrensburg (MO) is an associate Main Street community.

4.4 Certified Local Governments

The Certified Local Government (CLG) Program is jointly administered by the National Park Service and State Historic Preservation Offices (SHPOs) nationwide. SHPOs are required to pass through 10% of their annual federal funding to CLGs, which use these grants to fund cultural resource inventories or surveys, national register nominations, and preservation plans. The funding, called the Historic Preservation Fund, is generally distributed through a competitive annual grant process.



CLGs in Freedom's Frontier

There are 18 CLGs in Freedom's Frontier, twelve in Missouri and six in Kansas. The CLGs have used Historic Preservation Fund grants to identify and designate historic properties and districts. The majority of CLGs in the region are in metropolitan areas. For instance, all of the Missouri CLGs (Blue Springs, Excelsior Springs, Grandview, Harrisonville, Independence, Lee's Summit, Lexington, Liberty, Lone Jack, Pleasant Hill, and St. Joseph) are located in the Kansas City Metropolitan area. With the exception of Independence, Kansas, the Kansas CLGs (Leavenworth, Lawrence, Manhattan) are in large cities in the northern half of the region.

4.5 Protective Preservation Laws

In most states, historic assets may be protected under local preservation ordinances. This method of protection often motivates communities to adopt local ordinances and become Certified Local Governments. In addition to CLGs, there are at least two communities in the region, Leawood (KS) and Lenexa (KS), that have adopted preservation ordinances. In Kansas, all national register-listed properties are also listed on the Register of Historic Places, which provides protection under the state historic preservation statute (KSA 75-2724). The state preservation statute requires that projects affecting state register-listed properties be reviewed by the State Historic Preservation Officer (SHPO) or by a landmarks commission acting on behalf of the SHPO. Although properties listed on local registers only are protected under local preservation ordinances, properties listed on the state register are protected under the state preservation statute, which trumps local law.

4.6 Covenants/Easements

Covenants and easements can provide additional protection for historic properties. An easement is a voluntary legal agreement between an organization and a property owner that restricts the types of projects that may occur on the property. For instance, a property owner may donate the rights to develop open space to an organization whose mission is to protect open space. In return, the property owner receives a tax benefit associated with the value of his or her donation. Easements require a strong commitment on the part of both the property owner and the holder. Organizations that hold easements on properties must monitor them regularly to ensure the conditions of the contract are being met. This requires more expertise and staff time than many preservation organizations are willing or able to commit.

Covenants in FFNHA

There are very few organizations within FFNHA that have easement programs. The Kansas SHPO holds easements on seven properties that received federal grants through the Historic Preservation Fund and Save America's Treasures programs. The Kansas Preservation Alliance is the only other organization in the state with an easement program. They hold one easement in the region, on the Thacher Building in Topeka. Likewise, the Missouri Preservation Alliance holds an easement on one property in the region, the Vaille Mansion in Independence. The most extensive easement program in the region is that of the Kansas City Landmarks Commission, which holds 25 easements in the region.



V. Natural Assets

5.1 Federal Land

Federal Land is land that is held in trust by the federal government and managed by various federal entities. The access to these lands is varied, and governed by various sets of regulations for land use. Twenty-five counties have lands owned by the federal government. These lands range from the Potawatomi Indian Reservation in Jackson County, Kansas (administered by the Indian Reservations Bureau), Whiteman Air Force Base in Johnson County, Missouri (administered by the Air Force Department of Defense), to Copan Lake in Chautauqua and Montgomery Counties in Kansas (administered by the Army Corps of Engineers).

5.2 State Parks

State parks are lands administered by a State, usually for the purposes of recreation. There are 317 state parks in the region. The larger state parks include: Clinton State Park (Douglas & Shawnee County, KS), Fleming Park (Jackson County, MO), Knob Noster State Park (Johnson County, MO), and Hillsdale State Park (Miami & Johnson County, KS). There are thirty-three counties with a state park in the region, but a high proportion of the parks are located in the Kansas City metropolitan area. These may be further evaluated for their regional contribution as a part of the Resource Management Plan.

5.3 Historic Cultural Landscapes

A relatively new area for study, historic cultural landscapes include areas where humans of all era have shaped the land and been affected by it. Historic landscapes can include designed sites such as college campus or functional sites such as Santa Fe Trail campsites. Often, historic landscapes such as fields and cemeteries lie close to buildings, and indeed were built with them. As the Management Plan progresses, the team should establish future policies for surveying and identifying cultural landscapes with in the FFNHA area. The plan should set criteria for determining their historic significance and relevance for determined interpretive themes.

5.4 Rivers and Streams

Rivers and streams are a critical element in the historical development of the region. In addition, rivers and streams are classified by States to meet various protection standards for water quality. The region includes 259 rivers and streams as classified by the Missouri Department of Natural Resources and the Kansas Department of Wildlife and Parks. In Missouri, there are 95 of these rivers and streams; 164 are located in Kansas. These natural assets are located evenly throughout the region. Principal rivers include the Kansas River, Missouri River, and Neosho River.



5.5 Natural Drainage Areas

Drainage areas delineate where water drains into a larger body of water. Drainage areas are commonly used in environmental analysis and impact reports to determine resource management over multiple political boundaries. The region is separated into two drainage areas, the Mississippi Watershed: Arkansas Sub-basin to the south, and Mississippi Watershed: Missouri Sub-basin to the north.

5.6 Lakes and Reservoirs

Reservoirs are man-made lakes that have been developed by the use of dams. These dams are principally used to provide potable water to the regions residents and livestock, as well as to provide recreation areas to residents. Principal reservoirs include Tuttle Creek Lake, Milford Lake, Perry Lake, and John Redmond Reservoir in Kansas, and the Smithville and Harry S. Truman reservoirs in Missouri. The recreation opportunities around these reservoirs can be further studied in the Phase II Resource Management Plan.

5.7 High Points/Summits

High points in the region are characterized by hills, knobs, and mounds that offer a significant opportunity for a broad field of vision over a surrounding area. These high points have the potential to be utilized as points of interest or as interpretation areas for historic events that occurred in the region. There are approximately 150 categorized high points in 33 counties in the region. There are significant concentrations of categorized high points southern Cass County, and St. Clair County in Missouri, as well as concentrations in Leavenworth County, Kansas near the Missouri River to the west at the county line between Riley and Geary counties.

5.8 Natural Resources with Filed and Non-Withdrawn Environmental Impact Statements

The following projects have processed Environmental Impact Statements (EIS) within FFNHA region. The International Association for Impact Assessment defines these studies as "the process of identifying, predicting, evaluating and mitigating the biophysical, social, and other relevant effects of development proposals prior to major decisions being taken and commitments made." These assessments are a guideline for future proposals and data analysis in the relevant dataset, be they negative or positive. Evaluations can be made utilizing these statements as a baseline for future decision-making. When additional project areas are decided and processed, additional environmental assessments may be necessary.



ADOPTION - Kansas Highway10 (commonly known as South Lawrence Trafficway) Relocation, Issuance or Denial of Section 404 Permit Request, Lawrence City, Douglas County, KS

			_			
EIS Number	2007047	5	State	KS		
Document Type	Final EIS		Lead Agency	FHW		
Federal Register Date	11/09/200	-	Contact Name	John Knowles		
EIS Comment Due/ Wait Peroid Date	12/10/200	-	Contact Phone	785-228-2544 Ext 211		
Supplemental Information	the Corp Cooperat	epartment of Transportation's, Federal Highway Administration, has adopted e Corp of Engineers, FEIS #20030010, filed 01/07/2003. FHW was not a poperating Agency on the above FEIS. Under Section 1506.3(b) of the CEQ equilations, the FEIS must be re-circulated for a 30-day Wait Period.				
EPA COMMENT INFORMATION						
Comment Letter Date 12/10		12/10/2	/2007		Rating, if Draft EIS	
Summary N Paragraph		No forn	lo formal comment letter was sent to the preparing agency.			

Keystone Oil Pipeline Project, Proposed Construction, Connection, Operation and Maintenance, Applicant for Presidential Permit, ND, SD, NE, KS, MO, II and OK

			1
EIS Number	20070343	State	00
Document Type	Draft EIS	Lead Agency	STA
Federal Register Date	08/10/2007	Contact Name	Elizabeth Orlando
EIS Comment Due/ Wait Period Date	09/24/2007	Contact Phone	202-647-4284



Interstate 29/35 Paseo Bridge Corridor, Reconstruct and Widen I-29/35, Missouri River, North Kansas City and Kansas City, Clay and Jackson Counties, MO								
EIS Number	20060	0473	State	MO				
Document Type	Final	EIS	Lead Agency	FHW				
Federal Register Date	11/17	/2006	Contact Name	Peggy Casey				
EIS Comment Due/ Wait Period Date	12/18	/2006	Contact Phone	573-636-7104				
EPA COMMEN	T INFO	ORMATION	١					
Comment Lette Date	r	12/18/200	2/18/2006 Rating, if Draft EIS					
Summary Paragraph		EPA does not object to the proposed project. EPA recommends that additional information be obtained about populations within the project area potentially sensitive to mobile source air toxics.						

Kansas City's Levees, Missouri and Kansas Flood Damage Reduction Study, Improvements to the Existing Line of Protection, Birmingham, Jackson, Clay Counties, MO and Wyandotte County, KS							
EIS Number	20060393	State	00				
Document Type	Final EIS	Lead Agency	COE				
Federal Register Date	09/29/2006	Contact Name	Christopher M. White				
EIS Comment Due/ Wait Period Date	10/30/2006	Contact Phone	816-389-3158				
EPA COMMENT INFORMATION							
Comment Lette Date	er 10/30/20	006	Rating, if Draft EIS				



Kansas City, Missouri and Kansas Flood Damage Reduction Study, Improvements to the Existing Line of Protection, Birmingham, Jackson, Clay Counties, MO and Wyandotte County, KS

EIS Number	20060222	State		00	
Document Type	Draft EIS	Lead A	Agency	COE	
Federal Register Date	06/02/2006	Contact Name		Christopher M. White	
EIS Comment Due/ Wait Period Date	07/17/2006	Contact Phone		816-389-3158	
EPA COMMENT INF	ORMATION				
Comment Letter Date	07/17/2006		Rating, if D	Praft EIS	LO
Summary Paragraph	EPA does not object to the proposed action.				

US 59 - Amelia Earhart Memorial Bridge over the Missouri River, Construction from Atchison, Kansas to US 59/State Route 45 Intersection, US Coast Guard Section 9 Permit and US Army COE Section 10 and 404 Permits, Atchison, KS and Buchanan County, MO

EIS Number	20060072	State		00	
Document Type	Draft EIS	Lead Agency		FHW	
Federal Register Date	03/10/2006	Contact Name		Kurt Dunn	
EIS Comment Due/ Wait Period Date	05/01/2006	Contact Phone		785-271-2448, Ext. 207	
EPA COMMENT INF	ORMATION				
Comment Letter Date	05/01/2006	Rating, if Draft EIS		LO	
Summary Paragraph	EPA does not object to the proposed project.				



VI. Data Collection & Analysis: Interpretation and Education

The primary emphasis of interpretive and education efforts during the first phase of the FFNHA management planning process focused on the development of a draft statement of national significance and interpretive themes for FFNHA. The draft statement of national significance and themes, together with a detailed description of the steps that were taken to create them, are included in a separate report.

The FFNHA *Contributing Sites* database currently includes 208 sites in the region (171 in Kansas and 37 in Missouri). This database was completed based on Visitor Readiness Forms, which were completed by stakeholders in the region. This inventory clearly provides a strong base for an expanded inventory of heritage places in the region.

The current Visitor Readiness criteria described on the FFNHA websites include five levels for sites including:

- 1) Full-time
- 2) Part-time
- 3) Seasonal
- 4) Point of Interest
- 5) Emerging

This current visitor readiness evaluation of sites is based almost entirely on visitor readiness (the extent to which a site is open to the public and visitor services). A number of sites have been visited, but as yet no formal review process has been established for FFNHA Partner sites. Visitor readiness is one consideration and is easier to evaluate as the criteria are more objective, but it is not the only criteria that FFNHA should ultimately use to determine what places are included in interpretive and education efforts and how they should be used. For example, a site may be visitor ready but may have no connection to the FFNHA themes.

The Management Team recently learned that FFNHA stakeholders drafted a "Partner Site Application" in 2006 that includes more detailed criteria for Partner Sites, although interpretive criteria were not developed. This draft document describes the kind of applicants that are eligible, outlines benefits for participation, and includes criteria that include five levels of criteria for sites in the following areas:

- Hours and operation
- Interpretation (to be developed)
- Facilities
- Management

Additional levels of criteria for owners/managers include:

- Administration
- Interpretation
- Resource Protection



While FFNHA may elect to continue with the five levels of ranking for sites, it may be desirable to combine some of these levels to simplify the review process (for example, combining "part-time" and "seasonal" into one category). As the visitor readiness evaluation is expanded to include not only multiple levels, but multiple criteria, having five levels and perhaps as many review criteria will create a fairly complex matrix for site evaluation.

In reviewing the current FFNHA *Contributing Sites* database, sites described in brochures provided by FFNHA and other sites discovered through research and outreach, the following observations were made:

- The *Contributing Sites* database provides a valuable base document for a comprehensive inventory of assets in the region that contribute to the proposed interpretive themes.
- The Contributing Sites database currently depends on site managers to submit visitor readiness forms in order to be included in the database. This has resulted in the inclusion of sites that *do not support* the proposed themes as well as the omission of other sites that *do support* the proposed themes. A preliminary listing of sites in both categories is included in the appendix to this report.
- Sites in Missouri are currently generally underrepresented in the *Contributing Sites* database.
- The John Brown State Historic Site is listed twice in the Contributing Sites database.
- The current database only addresses visitor readiness. As noted above, other review criteria may be equally important to consider when designating FFNHA Partner Sites.
- The current site descriptions do not always provide sufficient detail to determine if a site would fit under one of the proposed sub-themes. Ideally, there would be other categories where sites could note which sub-theme they supported along with their storyline under that theme.
- While the planning team is currently drafting multiple lists of sites that support the proposed sub-themes as well as other lists of sites of historical importance or visitor readiness, what FFNHA really needs is a searchable database of heritage places so that all this information is centralized in one location in a format that can be easily cross-referenced. Ideally, this would be an expansion of the current *FFNHA Contributing Sites* database.
- The completion of an expanded database such as is proposed above will require a concentrated effort and substantial time. This could be an ideal project for a summer FFNHA intern.

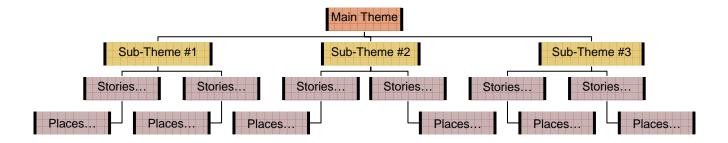
The creation of a comprehensive database of resources that currently contribute to the FFNHA themes (or that could be developed to contribute to the themes) will provide a valuable foundation for interpretive efforts in the region. This inventory, coupled with the framework of themes, can be used to help connect contributing stories and places throughout the region. It will also provide an important basis for a formal system to review contributing FFNHA sites as potential FFNHA Partner Sites based on review criteria that will be established as part of Phase 2. Broad interpretive strategies will be developed to help FFNHA link contributing sites together into cohesive visitor experiences, and additional interpretive recommendations will be developed to help individual sites enhance the existing visitor experience. Potential visitors will include both out of town as well as local audiences, thus educational strategies will be included along with other interpretive strategies.



Proposed Themes and Sub-themes

The proposed framework of FFNHA themes and sub-themes is intended to provide a simple and easy to remember framework under which any number of stories can be told to fully develop each sub-theme. Though this proposed set of themes and sub-themes will encompass a broad range of stories and sites, there will be other attractions in the region that do not fit these themes. While these other attractions would not be included in FFNHA interpretive or educational infrastructure or programs, they could be listed in FFNHA promotional materials as "other things to see and do in the area while you are here." In this way, FFNHA interpretive materials can provide a cohesive and seamless visitor experience that allows for the logical development of a specific storyline related to the nationally significant aspects of this region while allowing visitors to customize their visit to include a range of other attractions based on their specific interests and schedule.

While the main theme and three sub-themes would remain constant, an unlimited number of stories could be told under each of the three sub-themes. Likewise, for each of the stories under each sub-theme, there may be multiple sites or places in the region where that story (or parts of that story) can be told. The flow chart below provides a sense of how the themes, sub-themes, stories and places in the region will be connected. As noted elsewhere, places that do not connect to the stories and themes for FFNHA would not be included in FFNHA interpretive efforts but could be included in FFNHA promotional materials as "other things to see and do in the area."



With the draft themes and statement of national significance in mind, existing inventories of current and potential interpretive resources within the FFNHA region were analyzed to determine how stories and places within the region could support the proposed themes. Once the main theme and sub-themes for FFNHA have been finalized, additional stories can be identified to fully develop each of the proposed sub-themes. Places can then be identified where these stories already are (or potentially could be) told, and interpretive experiences can be developed, enhanced and linked together to form a cohesive and seamless experience within the region that allows these stories to unfold as visitors travel through the region.

To test the proposed sub-themes, a starter list of supporting stories under each of the three subthemes was developed along with an initial list of places where that storyline is currently being told. The goal of creating this list was to identify:



- a) the diversity of stories within the region that could help to support the proposed subthemes.
- b) stories that are currently NOT being told at any one place in the FFNHA region
- c) stories that are being told in multiple locations within the FFNHA region

Developing and sharing this "Stories and Places" list with FFNHA stakeholders has been instructive for several reasons. First, stakeholders are clearly extremely anxious to tell their stories and to ensure that their site is included as part of FFNHA. Second, due to the diverse perspectives on the stories within the region, it will be critical to develop a vetting process to ensure that stories are accurate, and that they legitimately support one or more of the proposed sub-themes. As the statement of national significance and the supporting language describing the sub-themes is developed, a credible process to resolve conflicting views and approve which suggested edits are actually incorporated into the final version must be developed, both for the GMP as well as for the ongoing efforts of FFNHA.

The May FFNHA Partnership Team meeting will focus on the interpretive and education aspects of the GMP. While many stakeholders will have already had an opportunity to review the draft main theme, sub-themes and statement of national significance, this meeting will provide the first formal opportunity present the themes and statement of national significance to the full FFNHA Partnership Team for discussion and feedback. A primary goal for the May meeting will be to reach consensus on the themes and statement of national significance so that the interpretation and education work can continue on to the next phase. If consensus can be reached regarding the themes and the statement of national significance, the Partnership Team's input will be sought to flesh out important stories under each theme as well as places where those stories currently are (or could be) told. By completing this identification of stories and places, both strengths and gaps will be identified as interpretive opportunities and challenges.

6.3 Educational Analysis

Education, both for school groups as well as for residents, is also an important priority for FFNHA stakeholders within the region. Phase 2 of the planning process will include more indepth research into what is currently available and what educational resources are still needed within the region. Preliminary research into online educational resources has identified 15 websites offering online curriculum or describing school field trip opportunities at sites within the region (see appendix). By identifying and surveying additional educational contacts, more information about available educational resources as well as gaps in education resources related to the proposed themes will be explored as part of Phase 2 of the planning process.

In summary, to avoid the creation of multiple lists of FFNHA resources which will need to be constantly cross-checked, a critical and high priority step for FFNHA will be to expand the current *Contributing Sites* database into a larger searchable database of all FFNHA heritage resources. This database needs to have the capability to sort resources based on multiple criteria, including but not limited to the proposed interpretive themes. While the FFNHA Management Team can provide assistance in expanding the database categories, the responsibility of populating the database with complete and accurate information will be up to the FFNHA.



This could be an ideal summer internship project for a college or graduate student from a local university, or perhaps a preservation internship promoted through a network such as *Preserve Net* (see <u>http://www.preservenet.cornell.edu/employ/intern.cfm</u>). The lists of heritage resources included in the appendix to this report can help to provide initial direction and guidance for a summer intern, though it will be important that these appendices be first carefully reviewed by knowledgeable local stakeholders to ensure that the lists are as accurate as possible.



VII. Existing Data and Analysis: Travel & Tourism

Many heritage areas engage in travel & tourism as a means to stimulate local economies and demonstrate the value and relevance of historic assets. However, how they engage in tourism depends on the area and the vision of the management entity. Some of the first heritage areas restricted their involvement in tourism to interpretation and preservation of assets. Only recently, in the past decade, have federally-designed heritage areas branched out into developing tours, marketing programs and managing quality of visitor experiences as part of their responsibilities. In part, this shift in emphasis and priorities is due to the growth in heritage tourism nationally and internationally. Recent studies indicate that "visiting historic sites" is one of the top activities for both domestic and international visitors. "Authenticity" is increasingly important to travelers, as they seek out distinctive experiences and life-long learning opportunities.

FFNHA has always considered travel & tourism as a priority. In the original feasibility study, the Map of Kansas Recreational Areas demonstrates the "outstanding recreational and educational opportunities for residents of the area and visitors." The study continues, "the heritage area will promote access to outdoor recreation through private sector enterprises, public/private partnerships, technical assistance, funding and tourism enterprises."

The recently adopted vision statement for the FFNHA also signifies the importance of tourism to the region's future. The vision drafted for 2013 is "FFNHA is a region recognized globally for its unique, authentic and honest stories that offer many reasons for visiting and living here. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that connects dynamic learning experiences, heritage interpretation and preservation of place." Therefore, it is no surprise that determining and understanding the baseline for travel & tourism is critical to help FFNHA determine what needs to be done to advance the mission, and how to prioritize and implement efforts.

7.1 Profile of U.S. Tourism

Since tourism has been defined as an important industry for the region, it is critical to understand the potential and also how competing destinations are leveraging their historic and cultural assets to attract visitors and their spending.

In the United States, tourism is currently the third-largest retail industry, behind automotive and food stores. Travel and tourism is the nation's largest services export industry, and one of America's largest employers. In fact, it is the first, second, or third largest employer in 30 of the 50 states. The tourism industry includes more than 15 interrelated businesses, from lodging establishments, airlines, and restaurants, to cruise lines, car rental firms, travel agents, and tour operators. Domestic and international travelers in the United States spend an average of \$1.9 billion a day, \$79 million an hour, \$1.3 million a minute, and \$21,000 a second. Tourism generates \$700 billion in sales (excluding spending by international travelers on U.S. airlines). The tourism industry pays \$109.4 billion in federal, state, and local taxes. Tourism directly supports more than 7.5 million travel and tourism jobs.¹

¹ American Hotel & Motel Association, 2007



For heritage areas, it is important to recognize the sectors that provide the greatest potential to advance their respective tourism agendas. Two sectors in particular have specific definitions and principles to guide the successful implementation, delivery and measurement of the most popular – and appropriate – type of visitor experiences:

Cultural Heritage Tourism

The National Trust for Historic Preservation's definition of cultural heritage tourism is "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." Five principles guide all programs and outcomes:

- 1) Collaborate
- 2) Find the Fit between Community and Tourism
- 3) Make Sites and Programs Come Alive
- 4) Focus on Quality and Authenticity
- 5) Preserve and Protect Resources

Nearly 118.1 million American adults say they included at least one of fifteen arts, humanities, historic or heritage activities or events while traveling in 2002. This equates to more than half of the U.S. adult population (56%). One quarter of these cultural travelers take three or more of these trips per year. In fact, historic/cultural travel volume is up 13 percent from 1996, increasing from 192.4 million person-trips to 216.8 million person-trips in 2002.² Thirty percent or 35.3 million adults say that a specific arts, cultural or heritage event or activity influenced their choice of destination. In fact, many travelers will extend their stay because of an arts, cultural or heritage event or activity.

Most cultural heritage travelers want to enrich their lives with new travel experiences. This is particularly true among those aged 18-34, 75 percent of whom agreed that trips where they can learn something new are more memorable to them.

- The demographic profile of the cultural heritage travel segment today is younger, wealthier, more educated and more technologically savvy when compared to those surveyed in 1996.
- Generation X (1965-1982) and Gen Y'ers (1978-1994), are more apt than Matures aged 55+ to agree that trips where they can learn something new are more memorable to them (75% vs. 63%).
- Households headed by Baby Boomers (1946-1964) are most likely (41%) to participate in these activities.

² The Historic/Cultural Traveler, 2003 Edition, TIA and Smithsonian Magazine



Top Ten States Visited by Cultural/Historic Travelers in 2002:
1) California
2) Texas
3) New York
4) Florida
5) Pennsylvania
6) Virginia
7) Illinois
8) Tennessee
9) North Carolina
10) Georgia

How do these travelers compare to all U.S. travelers? Cultural heritage travelers spend more (623 vs 457), stay longer (5.2 nights vs 3.4 nights) and stay in hotels, motels or B&Bs (62% vs 55%.)³

<u>Geotourism</u>

A more expansive definition to consider is "geotourism." Defined by the National Geographic's Center for Sustainable Destinations as "tourism that sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage, and the well-being of its residents," geotourism is founded on a premise of balance between resident, resource and visitor. The Geotourism Charter outlines a set of 13 principles that destinations can pledge to support and uphold as part of its commitment to geotourism. (See *Appendix D*)

As FFNHA focuses on how it engages in tourism as a management entity and as a region, it will be important to understand how other destinations are showcasing historic, cultural and natural assets to visitors and residents.

7.2 Profile of Kansas-Missouri Tourism

Both these Midwest states have state offices of tourism that conduct extensive market research to determine their visitation and tourism industry impact. Historically, Missouri invests more statewide in developing and promoting the state than its neighbor, Kansas.

³ Source: Travel Industry Association of America TravelScope survey 2003



In the 2006-2007 fiscal year, states spent an estimated \$765.1 million for development and promotion in the travel and tourism industry. Colorado increased its budget the most: 140% from \$9.2 million to \$22.1 million. Hawaii again ranked #1 in tourism office spending, with a budget of \$70.7 million. Second was Pennsylvania, with a budget of \$64.7 million. Rounding out the top five were Illinois (\$48.9 million), Florida (\$33 million), and Texas (\$29.2 million). California spent the most on domestic advertising and sales promotion, budgeting \$15 million for 2006-2007, followed by Colorado (\$12.7 million), Texas (\$12.5 million), Missouri (\$12.4 million), and Florida (\$11.1 million). The total collective domestic advertising and sales promotion budget was \$248.3 million.⁴

Missouri's Office of Tourism is funded through a model Tourism Supplemental Revenue Fund. In 2007, Missouri's Division of Tourism's overall budget grew to \$17.8 million (14th in the nation), while the Travel & Tourism Division of the Kansas Department of Commerce was funded at \$4.4million (44th in the nation).

Both states conduct similar outreach and marketing programs, including promotions, advertising, public relations, web- and print-based communications, welcome centers, information fulfillment, and research. Each state also engages in cooperative marketing and product development, offering grants and technical assistance to help destinations and organizations enhance their tourism experiences.

Target Markets

Visitors to Kansas spent \$7.3 billion in 2004⁵ with the largest portion of tourism spending generated by out-of-state travelers (50%.) International visitors are responsible for 2% of the 2004 tourism expenditures in Kansas, while residents' travel in state represented 25% of the total.

In Missouri, taxable sales from 17 tourism-related industries reached a record \$9.07 billion during FY06, up from \$8.58 billion during FY05, an increase of 5.7%. 60% of domestic travelers in FY06 originated from outside of Missouri. Kansas (19.6%) and Arkansas (13.2%) had the largest shares of travelers visiting Missouri during FY06.

Both state tourism offices conducted "Cultural Heritage Tourism" studies in 2005. Although the research approach was different – Kansas consultants conducted on-site reconnaissance and facilitated visitor surveys at a variety of attractions; Missouri conducted an on-line survey – this target market is clearly a prime audience for the region. Almost one third (31%) of Missouri residents claim they are extremely/very likely to travel for cultural/heritage events. Out-of-state residents, especially from the Midwest, are even more interested in cultural heritage sites and events (34%.)⁶

Visitor Profiles

Most of the 38.5 million visitors to Missouri were traveling for leisure (86.3%). Average age of

⁴ Source: Travel Industry Association of America, Bureau of Labor Statistics

⁵ Global Insight, Inc. 2006

⁶ Missouri Cultural & Heritage Tourism Study, TNS Travel & Transport, June 2005



traveler is 46.6, and more than a third (40%) had a college degree or higher. Half of the income of households visiting Missouri had an income of \$47,500 or more in FY06.⁷ Visiting friends/relatives accounted for 41% of the travelers to Missouri, while entertainment/sightseeing was the motivator for 14%. Traveling by auto is the primary mode of transportation.

Neighboring states of Missouri, Nebraska, Colorado and Oklahoma are key origin markets for Kansas, especially for the traveler arriving by car. According to the 2005 Kansas Interstate Tourist Travel Flow Survey, 38% of the visitors were on vacation or traveling for leisure, 27% were visiting friends/relatives, 25% on business, and 20% were just passing through. 54% planned to stay less than a day, 22% planned to stay two days, and 24% planned to stay in Kansas more than three days.

Top Activities for Travelers to Kansas ⁸			Top Activities for Travelers to	Missouri ⁹
Shopping	63.9%		Family/Friend Event/Reunion	27%
Driving tours or scenic drives	41.0%		Shopping	26%
Visiting a city, city attractions	27.3%		Fine Dining	15%
Museums/cultural events	23.1%		Rural Sightseeing	11%
Touring historic sites	22.5%			
Visiting quaint attractions, small towns	21.8%			
Family attractions (zoos, water parks)	20.6%			
Attending a festival or fair	15.8%			
State parks	12.6%			
Attending entertainment or shows	11.9%			
Fishing, boating, other water activities	10.9%			
Biking & hiking trails	9.2%			
Participating in sports (golf, tennis)	7.6%			

In Kansas, shopping accounts for 31% of the tourism expenditure in the state. Combined with food (23%) and transportation (18%), these three components represent nearly 75% of visitor expenditures. Travelers spend 17% of their expenditures on entertainment, and only 11% on accommodation.

7.3 Profile of	of FFNHA:	Tourism by	County

County	State	Total Tourism Expenditures ^{10,11}	Share of County	County Share of State	Local Taxes	Employment
Allen	KS	15,000,000	1.4%	0.2%		
Anderson	KS	31,900,000	8.5%	0.5%		
Atchison	KS	25,200,000	1.9%	0.4%		
Bourbon	KS	52,800,000	4.4%	0.8%		

⁷ Economic Impact, July 2005-2006: MU-Tourism Economics Research Initiative

⁸ Global Insight, Inc. 2006

⁹ Economic Impact, July 2005-2006: MU-Tourism Economics Research Initiative

¹⁰ KS: Global Insight Tourism Satellite Account Perspective, 10/06: Kansas Tourism in 2004

¹¹ Annual Report, Missouri Division of Tourism FY 07

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Chautauqua	KS	6,300,000	3.9%	0.1%		
Cherokee	KS	5,700,000	0.5%	0.1%		
Clay	KS	12,800,000	2.5%	0.2%		
Coffey	KS	21,300,000	4.7%	0.3%		
Crawford	KS	44,400,000	1.6%	0.6%		
Douglas	KS	355,300,000	6.2%	5.2%		
Franklin	KS	30,400,000	2.5%	0.4%		
Geary	KS	75,900,000	6.4%	1.1%		
Jackson	KS	252,700,000	40.4%	3.7%		
Jefferson	KS	30,800,000	5.4%	0.4%		
Johnson	KS	1,512,200,000	2.9%	22.1%		
Labette	KS	20,400,000	1.3%	0.3%		
Leavenworth	KS	26,600,000	1.2%	0.4%		
Linn	KS	40,500,000	8.9%	0.6%		
Miami	KS	11,000,000	1.1%	0.2%		
Montgomery	KS	56,300,000	1.4%	0.8%		
Neosho	KS	59,900,000	4.2%	0.9%		
Osage	KS	12,900,000	2.6%	0.2%		
Pottawatomie	KS	15,900,000	1.2%	0.2%		
Riley	KS	186,100,000	6.3%	2.78%		
Shawnee	KS	486,300,000	3.4%	7.1%		
Wabaunsee	KS	15,100,000	8.4%	0.2%		
Wilson	KS	5,800,000	0.7%	0.1%		
Woodson	KS	8,500,000	3.6%	0.1%		
Wyandotte	KS	197,300,000	1.7%	2.9%		
Barton	MO	9,115,842			54,735	1,038
Bates	MO	18,354,041			30,388	304
Buchanan	MO	145,849,833			859,068	4,738
Cass	MO	86,506,235			409,025	2,524
Clay	MO	328,068,760			15,543,790	12,131
Jackson	MO	1,401,729,009			32,327,915	37,253
Johnson	MO	48,501,740			279,237	2,054
Lafayette	MO	26,462,901			71,623	777
Platte	MO	243,022,391			5,768,816	7,006
Ray	MO	9,585,640			28,437	409
St. Clair	MO	3,874,772			2,024	95
Vernon	MO	12,950,255			165,241	555

7.4. Profile of FFNHA: Existing Tourism Product and Visitor Services

FFNHA boasts a collection of distinctive historic, cultural, and natural assets. As outlined in the feasibility study, the 41-region encompassing eastern Kansas and western Missouri includes state and nationally designated sites and trails that already attract visitors from around the world. FFNHA has initiated a visitor readiness survey that serves as the initial basis for inventorying the assets of the region. Unfortunately the survey data is not complete, either in its totality or its information. The visitor readiness survey currently includes more than 200



attractions; unfortunately, sites are not catalogued as to the quality of tour experience or contribution to the main stories. This information will need to be included before a tourism attraction baseline can be established for FFNHA. The current database is also limited to entries submitted by FFNHA partnership team. Additional assets will need to be included to provide a comprehensive database for FFNHA. Major attractions have already been identified and listed in Section IV of this report.

The FFNHA feasibility study also focused on several demonstration projects in progress including the following: Black Jack Battlefield site (Douglas County–site of the first regular battle fought between Free-State and Pro-Slavery men in Kansas); Hobbs Park Memorial (Douglas County); Quindaro Ruins (Wyandotte County–abolitionist and Underground Railroad center dating from 1857 to be interpreted as an Archaeological Park.) Tracking these projects is critical to understanding the breath and depth of assets available.

Recreation and Leisure

While the emphasis for the region is based on story, FFNHA has distinct recreational and natural assets to enhance the visitor experience. Both states offer a collection of trails and recently designated scenic byways, now some federally-recognized, to encourage conservation and usage of these routes.

These assets must be identified and included in the asset inventory as contributions to the region's overall visitor experience. As the inventory is developed, the quality and quantity of visitor services for each asset will need to be evaluated.

Services & Infrastructure

Interstate access via I-70 and I-35 provide great opportunities for FFNHA to attract visitors into the region; I-70 has more than 32 million users annually.¹² Welcome Centers are a key point of entry for information. Currently, state and affiliated welcome centers are sparsely scattered around the region. Some Convention & Visitors Bureaus manage welcome and information centers, either as part of their office operation or as satellite facilities. As FFNHA develops the interpretive routes and key visitor transportation links, the management entity will also need to consider the viability of creating new information centers to guide visitors around the region.

Hotels, restaurants, and retail stores/ galleries that contribute to the visitor experience are not currently inventoried. As the key entry points are defined, and the tier of experiences prioritized, FFNHA will need to supplement its asset inventory to include existing visitor services and infrastructure. Signage, roadways and other types of infrastructure are reviewed in other sections.

Ground Transportation Networks

Ground transportation networks include major roads and passenger rail service. Major roads are further divided into limited access roads and arterial roads. Limited access roads are roads designed for high-speed operation through the elimination of at-grade intersections. Examples include all interstate highways, many US highways, and certain urban state highways. Arterial roads are moderate to high-capacity roads that are eligible for state and federal funds for

¹² Kansas Turnpike Authority, 2007 Annual Report



improvements such as curbs, gutters and sidewalks. After limited-access roads, arterials are first to be plowed during snowstorms, first to be kept open in emergencies, are maintained to a higher standard. Unlike limited-access roads, arterials are eligible for amenities such as walkways, pathways and equestrian trails. The region includes 2,800 miles of limited access road, 2,700 miles of urban arterial roads, and 17,700 miles of rural arterial roads. Road service is comprehensive throughout the region, although there is a higher density of limited access roads in the metropolitan regions of St. Joseph, Kansas City, and Topeka.

The region has several thousand miles of railroad lines, but a vast majority of these lines are used exclusively for freight traffic. Amtrak operates intercity passenger rail. Currently, Amtrak service is available in six cities in the region: Topeka and Lawrence in Kansas; Independence, Kansas City, Lee's Summit, Warrensburg in Missouri.

Major Cities & Towns

The region is heavily populated around the urban centers of Topeka, Kansas City and Independence (Missouri). Small towns dot the rural landscape throughout the area and along the I-35 N/S corridor. The region includes the following cities and towns with population over 6,000:¹³

000.		
•	Kansas City, Missouri	441,545
•	Overland Park, Kansas	149,080
•	Kansas City, Kansas (Wyandotte)	146,866
•	Topeka, Kansas (Shawnee)	122,377
٠	Independence (Montgomery), Missouri	113,207
٠	Olathe, Kansas (Johnson)	92,962
٠	Lawrence, Kansas (Douglas)	80,098
٠	St. Joseph, Missouri	73,990
٠	Shawnee, Kansas	47,996
٠	Manhattan, Kansas (Riley)	44,831
٠	Leavenworth, Kansas (Leavenworth)	35,420
٠	Raytown, Missouri	30,388
٠	Gladstone, Missouri	26,365
٠	Liberty, Missouri	23,232
٠	Belton, Missouri	21,730
٠	Pittsburg, Kansas	19,243
٠	Junction City (Geary)	18,886
٠	Warrensburg, Missouri	17,965
٠	Carthage, Missouri	13,096
٠	Ottawa, Kansas	11,921
٠	Raytown, Missouri	11,146
٠	Coffeyville (Montgomery)	11,021
٠	Atchison, Kansas	10,232
٠	Chanute (Neosho)	9,411
•	Clinton, Missouri	9,311
•	Harrisonville, Missouri	8,946

¹³ 2000 Census

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8,297
6,768
6,302

7.5 Gap Analysis for Tourism

A) Need for comprehensive, consistent baseline data

As a two-state region, a key challenge for FFNHA is to capture consistent and relevant data for benchmarking. While each state collects data by county, the respective state tourism offices do not use the same research methodology or SIC codes to track and measure tourism and its impact. This creates a challenge for FFNHA to determine its full tourism impact and compare with other regions. Contracting a tailored analysis from existing raw data or conducting its own primary research will be important to obtain credible tourism statistics.

B) Need for state tourism offices to designate FFNHA as a distinct "region"

Currently, the counties represented in the FFNHA legislation span five separate travel regions in two states. The Kansas Division of Travel & Tourism markets and reports statistics on FFNHA through its South East, North East and North Central regions; the Missouri Office of Tourism represents FFNHA through its Northwest, Central, and Southwest regions.

C) Need for additional information to determine visitor readiness

The visitor readiness database includes a preliminary list of sites open to the public, yet the assessment information is limited. In order to prioritize and select contributing sites additional information needs to be secured.

D) Need to determine local residents' travel patterns

To attract visitors and their spending to a region, destinations must provide travelers first a *reason* to visit... motivating the traveler to first decide to travel away from home and then select their place among the competition. Missouri's recent Cultural & Heritage Tourism Study (2005) touts how many residents actually stay in Missouri for leisure activities rather than traveling to other states. FFNHA is fortunate that many visitors already travel to Kansas and Missouri to visit friends and relatives.

Additional Recommendations:

- 1) Understand the current "market mix" of segments being served in Kansas and Missouri;
- 2) Make sure existing customers find information and experiences that leads them to local cash registers in order to generate greater economic impact immediately;
- 3) Establish a strategic vision for continued tourism development to deliver on current visitor expectations and needs;
- 4) Implement strategies that will grow targeted customer segments;
- 5) Monitor and maintain visitor satisfaction, and
- 6) Educate cultural, retail, heritage, and arts/craft community on the benefits of tourism.



VIII. Conclusion

This Phase One report is not a completed work. Rather, it begins a work in progress that should continue throughout the life of FFNHA, in other words, for many decades to come.

Examining many kinds or resources, opportunities, and information sources, this data report demonstrates the kinds of questions and the types of data that should continue to be collected and analyzed. All four major areas of data collected herein—Historic Assets, Cultural and Natural Assets, Interpretation & Education, and Tourism— are not set in stone. They will rapidly grow out of date and require updating or expansion as historic sites, tourism resources, and interpretive tools are identified or become available as contributors to the FFNHA mission, organization.

There are also existing gaps in the data presented. In compiling this report, the Management Plan team is aware that the data may well exist or, if it has not been compiled, FFNHA should attempt to obtain during the Management Plan process or soon after. All of the data reported here, including that called out in the Gap Analyses, is needed to make the best-informed management decisions now, and serve as a foundation for decades to come.

It is important to understand that this recommended data structure is a planning tool and not a management plan. Besides creating a resource inventory from which to begin the management plan, the purpose of this report is also to understand what vital information is missing. A key goal initiated with this preliminary data collection is to create a structure and a table of contents to update and enrich in the years to come so that it will remain relevant for prioritizing FFNHA decisions and long-term strategic planning.

Like the Visioning Report, completed separately during Phase One of the Management Plan, this report serves as model for a process and a recording format that FFNHA can continue with in the future. The overall Management Plan cannot answer every question, but if can give FFNHA the instruction and the formats to make its own decisions, renew its information base, and manage the growth of the National Heritage Area well into the next decade.



<u>Appendix A: Assets not currently included in the Contributing Sites database.</u> Sites open to the public that may Fit FFNHA themes, but <u>not</u> currently listed in *Contributing Sites* database

1827 Log House (Independence, MO, Jackson County) 1859 Jail, Marshal's Home & Museum (Independence, MO, Jackson County) Amelia Earheart Birthplace (Atchison, KS, Atchison County) Anderson County Historical Society & Museum (Garnett, KS, Anderson County) Atchison County Historical Museum (Atchison, KS, Atchison County)* Atchison Rail Museum (Atchison, KS, Atchison County)* Baker University/Old Castle Museum (Baldwin, KS Douglas County) Beecher Bible and Rifle Church (Wamego, KS, Waubaunsee County)* Belton Museum (Belton, MO, Cass County) Benedictine College (Atchison, KS, Atchison County)* Black Archives Museum (St. Joseph, MO, Buchanan County) Buffalo Soldier Monument (Fort Leavenworth, KS, Leavenworth County) Burnt District Monument (Harrisonville, MO Cass County)* Cass County Historical Society (Harrisonville, MO, Cass County) Civil War Monument (Pleasant Hill, MO, Cass County)* Clinton Lake Museum (Clinton Lake, KS, Douglas County)* Elmwood Cemetery (Kansas City, MO)* Fort Leavenworth (Fort Leavenworth, KS, Leavenworth County) Fort Leavenworth National Cemetery (Fort Leavenworth, KS, Leavenworth County) Fort Riley (Fort Riley, KS, Geary County) Fort Scott (Fort Scott, KS, Bourbon County) Frontier Military Museum (Drexel, MO, Bates County)* Glore Psychiatric Museum (St. Joseph, MO, Buchanan County) Grinter Place (Muncie, KS, Wyandotte County) Harry S. Truman National Historical Site (Independence, MO, Jackson County) Harris-Kearney House/Westport Historical Society (Kansas City, MO)* Haskell Indian Nations University (Lawrence, KS, Douglas County) Heritage Plaza (Independence, MO, Jackson County) Historical Society of New Santa Fe (New Santa Fe, MO, Jackson County) Humboldt Historical Museum (Humboldt, KS, Allen County)* Jackson County Historical Museum (Holton, KS, Jackson County) Johnson County Historical Society and Museum (Shawnee, KS, Johnson County)* Jesse James Bank Museum (Liberty, MO, Jackson County) Jesse James House (St, Joseph, MO, Buchanan County) Kansas City's City Hall Stained Glass Windows (Kansas City, KS) Lane Museum (Lecompton, KS, Douglas County)* Lanesfield School Historic Site (Edgarton, KS, Johnson County) Lansing Historical Museum (Lansing, KS, Leavenworth County)* Leavenworth Landing Park (Leavenworth, KS, Leavenworth County) Lee's Summit Historical Cemetery (Lee's Summit, MO, Jackson County)* Lewis & Clark Historic Park at Kaw Point (Kansas City, MO)* Lewis & Clark Pavilion (Atchison, KS, Atchison County)* Lexington Historical Museum (Lexington, MO, Lafayette County)



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Liberty Arsenal (Liberty, MO, Jackson County) Liberty Jail (Liberty, MO, Clay County) Miami County Historical Society (Paola, KS, Miami County) Missouri Valley Trust Building (St. Joseph, MO, Buchanan County)* Mt. Gilead Church and School (Kearney, MO, Clay County)* Mount St. Scholastica Chapels (Atchison, KS, Atchison County)* Mount Vernon Cemetery (Atchison, KS, Atchison County)* Mormon Grove (Atchison, KS, Atchison County)* Mormon Visitors Center (Independence, MO, Jackson County) National Frontier Trails Museum (Independence, MO, Jackson County) Osaga Historical Society (Fulton, KS, Bourbon County) Osawatomie Historical Museum (Osawatomie, KS, Miami County)* Patee House Museum (St. Joseph, MO, Buchanan County) Pioneer Cemetery (Lawrence, KS Douglas County)* Pleasant Hill Historical Society Museum (Pleasant Hill, MO, Cass County)* Pony Express Marker (Atchison, KS, Atchison County)* Pony Express National Museum (St. Joseph, MO, Buchanan County) Republican Valley Farm Museum (Wakefield, KS, Clay County) Robidoux Row Museum (St. Joseph, MO, Buchanan County)* Schlagle Library, Wyandotte County Lake Park (KS, Wyandotte County) St. Benedict's Abbey Church (Atchison, KS, Atchison County)* St. Joseph Museum (St. Joseph, MO, Buchanan County) St. Pat's Church (Atchison, KS, Atchison County)* Swope Park Interpretive Center & Byram's Ford/ Battle of Westport (Kansas City, MO) U.S. Cavalry Museum (Junction City, KS, Geary County) Watkins Museum-Douglas County Historical Society (Lawrence, KS, Douglas County) Waverly City Hall (Waverly, MO, Lafayette County) Weston Historical Museum (Weston, MO, Platte County) Wyandotte County Historical Society & Museum (Bonner Springs, KS Wyandotte County) Wyeth-Tootle Mansion (St. Joseph, MO, Buchanan County) (70 sites)

Self-Guided Tours

Freedom's Pathway (Topeka, KS) Historic Harrisonville Driving Tour (Harrisonville, MO Cass County)* Historic Trails of Douglas County, KS (KS, Douglas County)* Lewis & Clark Historic Areas-14 sites (St. Joseph, MO, Buchanan County)* Missouri Mormon Walking Trail (Independence, MO, Jackson County)* Northwest Missouri Jesse James Driving Tour (St. Joseph, MO, Buchanan County)* Franklin County, KS*: Northwest Tour (Fort Scott Crossing/Peoria/Wellsville/Tauy Jones Home/Ottawa Baptist Mission); Northeast Tour (includes major Bleeding Kansas sites); Southwest Tour: Homewood/Rancomville/Silkville/Emerald/Dietric Cabin Site/Princeton Southeast Tour: Berea/Lane/Pottawatomie Massacre/Rantoul/John Brown Country Osawatomie "Cradle of the Civil War" Signs of the Past Driving Tour (Osawatomie, KS)* Pony Express Region Historic Sites Driving Tour

(MO, Buchanan, Clay, Jackson, Platte, Ray, Lafayette Counties)* Quantrill's Attack on Fort Blair and the Battle of Baxter Springs-12 sites (Baxter Springs, KS, Labette or Cherokee County?)



Quantrill's Raid: The Lawrence Massacre-Self Guided Tour (Lawrence, KS, Douglas County)*
Safe Passage in Perilous Times: Rivers, Trails, Routes & Rails through Miami County, KS (KS, Miami County)*
St. Joseph, Missouri Civil War Driving Tour (St. Joseph, MO, Buchanan County)*
St. Joseph Public Sculpture: A Self-Guided Tour of Selected Works (St. Joseph, MO, Buchanan County)*
Tracing Trails of Blood on Ice: Opothleyaholo's Great Escape (4-county self-guided tour)*

*Sites or tours described in brochures provided to the FFNHA Management Team N.B. Site John Brown Museum State Historic Site/John Brown Museum State Historic Site appears twice in the database



Appendix B: Potential Contributing Sites Not Open to the Public

NOTE: The information about the sites listed below was secured from National Register nominations. As many of these nominations were prepared a long time ago, some properties may no longer be standing or may be in different ownership than specified below. While these historic properties are not currently open to the public, they may be appropriate for inclusion in walking or driving tours, or for future development as FFNHA visitor sites.

Alexander Majors House (private residence at 8145 State Line Road, Kansas City, MO)

This was the home of Alexander Majors, one of the three partners of Russell, Majors and Waddell, which operated the Pony Express. The property was also a base of operations for the company. Majors lived in the house from the time of its construction in 1856, until he moved to Nebraska in 1858. (see http://www.dnr.mo.gov/shpo/nps-nr/70000335.pdf)

Hicklin Hearthstone (private residence E of Lexington on US 24, Lexington, MO)

This home, 1 1/2 miles east of the trade center of Lexington, is the oldest of the mansions along "Dover Road," a road between Lexington and Dover. It is believed to date to the 1830s. Hicklin was a Tennessee native who made his fortune as a plantation owner and, some sources say, a slave trader. In 1860, his estate was valued at \$70,000 and he owned 19 slaves.

(see http://www.dnr.mo.gov/shpo/nps-nr/82000585.pdf)

James M. Dinwiddie House/Maple Grove Stock Farm (private residence 0.25 mi. E of jct. of US 24 and MO 184, Dover, MO)

This home was built in 1840 by plantation owner James Dinwiddie. He operated his plantation, which produced a variety of agricultural products, with the help of a dozen slaves. (see http://www.dnr.mo.gov/shpo/nps-nr/97001430.pdf)

<u>Owens Mc-Coy House</u> (private residence at 410 W. Farmer Ave., Independence, MO)

The Owens-McCoy house is associated with Santa Fe traders Samuel Owens and William McCoy. Owens moved to Missouri from Kentucky in 1818 and became one of the founders of Independence, the head of the Santa Fe Trail. He was a wholesaler who operated large caravans along the trail. On one such voyage, Owens was involved in the Battle of Sacramento. William McCoy, also a trader and the town's first mayor, bought the property after Owens' death. Both were associated with the firm Waldo Hall and Co, which held the government contract to deliver mail to Santa Fe. (see http://www.dnr.mo.gov/shpo/nps-nr/94000321.pdf)

Osage Mission Infirmary (325 Main St., St. Paul, KS)

This is the only remaining building historically associated with the Osage Mission founded in Neosho County in 1847.

Pacific House Hotel (loft apartments in Old Town Historic District in Kansas City, MO)

The Pacific House Hotel, constructed 1861 from plans of architect Asa Beebe Cross, was the war-time headquarters of General Thomas Ewing, who issued Order #11. It has been converted to loft apartments.

(see http://www.dnr.mo.gov/shpo/nps-nr/78001656.pdf)



Robert A. Brown House (private home north of Harrisonville, MO off of Alt. U.S. 71)

The Brown House, also known as "Wayside Rest" was built by Robert A. Brown in 1850. Brown owned the surrounding 1000 acres. Brown was a delegate from Bates, Jackson and Cass Counties to the Missouri Secession Convention. Although he was a Southern Sympathizer, he voted against secession. According to some accounts, his vote spared his home and property the wrath of Order #11. Brown owned 40 slaves at the start of the Civil War. During the war, he attempted to protect his investment by sending his slaves to Dallas.

(see http://www.dnr.mo.gov/shpo/nps-nr/70000327.pdf)

Smallwood V. Noland House (private home at 1024 S. Forest Street, Independence, MO)

This home was built ca. 1845 by Smallwood V. Noland, a Santa Fe Trader and merchant who moved to Missouri from Kentucky. By 1850, Noland had amassed an estate valued at \$30,000 and owned 26 slaves.

(see http://www.dnr.mo.gov/shpo/nps-nr/94000319.pdf)

Thomas Shelby House (private home 0.25 miles E of US 24 & MO 111, Lexington, MO)

Shelby operated a hemp plantation with 41 slaves, who helped him build a hemp empire. The plantation is among the many along Dover Road, the road between Dover and Lexington. (see http://www.dnr.mo.gov/shpo/nps-nr/97001429.pdf)

<u>Quindaro</u> (archeological site at Quindaro, KS, Wyandotte County)

The Quindaro Townsite is listed on the National Register of Historic Places as an archeological site. The town was developed by freestaters, including Clarina Nichols. Because the town was involved in the Underground Railroad, the site has been designated by the National Park Service as a Network to Freedom Site.

Waddell House (private residence at 1704 South St., Lexington, MO)

This was the home of William Bradford Waddell, who was one of the partners in Russell, Majors and Waddell, who operated the Pony Express. He acquired the house in 1869. (see http://www.dnr.mo.gov/shpo/nps-nr/79001378.pdf)

Westport Inn

(Bar/restaurant at Westport & Pennsylvania Avenue, Kansas City, MO)

Now known as Kelly's Westport Inn, this building was built by Albert Gallatin Boone, an Indian agent, trader, mountain man and grandson of Daniel Boone. Boone bought the property in 1854. It is the oldest brick building in Kansas City, built in 1848-1854 with alterations 1880-1892 and 1892-1904. The building has been a saloon since at least 1933.

(see <u>www.kellyswestportinn.com</u> or <u>http://www.dnr.mo.gov/shpo/nps-nr/72000718.pdf</u>)

<u>William P. Robinson House</u> (private residence 0.2 mi. E and 0.15 mi. S of jct. of MO 107 and MO 112, Lexington, MO)

William Robinson was born in Virginia and moved to Missouri in 1818. He bought his plantation near Lexington in 1830. By 1850, he owned 7 slaves. Robinson was unique for his sustainable approach to agriculture. His practice of diversifying crops allowed him to continue to farm after the Civil War. (see http://www.dnr.mo.gov/shpo/nps-nr/97001428.pdf)



Woodneath/Arnold Elbridge Homestead

(private residence at 8900 NE Flintlock Road, Kansas City, MO)

This Greek Revival home was commissioned in 1855 by Elbridge Arnold, who made his fortune raising cash crops of hemp with slave labor. The home was constructed with slave labor. It was finished in 1856. Arnold died during the construction in 1855. According to census records, Elbridge Arnold had 7 slaves in 1850. In 1860, his widow Finetta owned two slaves.

(see http://www.dnr.mo.gov/shpo/nps-nr/78001640.pdf)



Appendix C: Potential List of Other Things to See and Do in the Area

(from FFNHA Contributing Sites database)

The following sites currently included in the FFNHA *Contributing Sites* database do not have an obvious connection to a storyline under one of the three proposed sub-themes based on the current site description in the database. Unless a connection can be made, as sites are assigned to a sub-theme(s), these sites should be put in a separate category of "other things to se and do in the area while you are there." Note that the list of contributing sites includes a large number of county historical museums. The site descriptions for many of the historical museums only specifies that they "tell the history of their county." Additional information about the collections and exhibits will be required to determine where (or if) the experiences at these historical museums fit with regard to the proposed theme and sub-themes.

- 40th Degree of Latitude Iron Monument (White Cloud, KS)
- Bogg's Landing (St. George, KS)
- CW Parker Carousel Museum (Leavenworth, KS)
- Caney Valley High School Football Stadium (Caney, KS)
- Caney Valley Historical Museum Complex (Caney, KS)
- Columbian Theater (Wamego, KS)
- Deaf Cultural Center and William J. Marra Museum (Olathe, KS)
- Doughboy Memorial (Onaga, KS)
- Downtown Overland Park (Overland Park, KS)
- Fort Lincoln One Room School (Fort Scott, KS)
- Frederick Funston Boyhood Home Museum and Visitor Center (Iola, KS)
- General George Wark Memorial Park (Caney, KS)
- Irene B. French Community Center (Merriam, KS)
- Landon Center (Independence, KS)
- Louisburg Cider Mill (Louisburg, KS)
- National Fred Harvey Museum (Leavenworth, KS)
- Neewollah (Independence, KS)
- Nerman Museum of Contemporary Art (Overland Park, KS)
- Old Dutch Mill (Wamego, KS)
- Onaga Railroad Park (Onaga, KS)
- Oz Museum (Wamego, KS)
- Pottawatomie County Chrysler Visitors Center (Wamego, KS)
- Rio Overland Theater (Overland Park, KS)
- Riverside Park and Ralph Mitchell Zoo (Independence, KS)
- St. Francis Hieronymo Church (St. Paul, KS)
- St. Joseph's Catholic Church (Humboldt, KS)
- Strang Carriage House (Overland Park, KS)
- Tyro United Methodist Church (*Tyro, KS*) (29 sites)



Appendix D: National Geographic's Center for Sustainable Destinations – Geotourism Charter

National Geographic encourages destinations to embrace 13 principles as part of a long-term geotourism strategy. Destinations may sign a Geotourism Charter to pledge their support to the ideals and implementation of programs that foster these principles.

Integrity of place: Enhance geographical character by developing and improving it in ways distinctive to the locale, reflective of its natural and cultural heritage, so as to encourage market differentiation and cultural pride.

International codes: Adhere to the principles embodied in the World Tourism Organization's Global Code of Ethics for Tourism and the Principles of the Cultural Tourism Charter established by the International Council on Monuments and Sites (ICOMOS).

<u>Market selectivity</u>: Encourage growth in tourism market segments most likely to appreciate, respect, and disseminate information about the distinctive assets of the locale.

<u>Market diversity</u>: Encourage a full range of appropriate food and lodging facilities, so as to appeal to the entire demographic spectrum of the geotourism market and so maximize economic resiliency over both the short and long term.

<u>Tourist satisfaction</u>: Ensure that satisfied, excited geotourists bring new vacation stories home and send friends off to experience the same thing, thus providing continuing demand for the destination.

Community involvement: Base tourism on community resources to the extent possible, encouraging local small businesses and civic groups to build partnerships to promote and provide a distinctive, honest visitor experience and market their locales effectively. Help businesses develop approaches to tourism that build on the area's nature, history and culture, including food and drink, artisanry, performance arts, etc.

<u>Community benefit:</u> Encourage micro- to medium-size enterprises and tourism business strategies that emphasize economic and social benefits to involved communities, especially poverty alleviation, with clear communication of the destination stewardship policies required to maintain those benefits.

Protection and enhancement of destination appeal: Encourage businesses to sustain natural habitats, heritage sites, aesthetic appeal, and local culture. Prevent degradation by keeping volumes of tourists within maximum acceptable limits. Seek business models that can operate profitably within those limits. Use persuasion, incentives, and legal enforcement as needed.

Land use: Anticipate development pressures and apply techniques to prevent undesired overdevelopment and degradation. Contain resort and vacation-home sprawl, especially on coasts and islands, so as to retain a diversity of natural and scenic environments and ensure continued resident access to waterfronts. Encourage major self-contained tourism attractions,



such as large-scale theme parks and convention centers unrelated to character of place, to be sited in needier locations with no significant ecological, scenic, or cultural assets.

Conservation of resources: Encourage businesses to minimize water pollution, solid waste, energy consumption, water usage, landscaping chemicals, and overly bright nighttime lighting. Advertise these measures in a way that attracts the large, environmentally sympathetic tourist market.

Planning: Recognize and respect immediate economic needs without sacrificing long-term character and the geotourism potential of the destination. Where tourism attracts in-migration of workers, develop new communities that themselves constitute a destination enhancement. Strive to diversify the economy and limit population influx to sustainable levels. Adopt public strategies for mitigating practices that are incompatible with geotourism and damaging to the image of the destination.

Interactive interpretation: Engage both visitors and hosts in learning about the place. Encourage residents to show off the natural and cultural heritage of their communities, so that tourists gain a richer experience and residents develop pride in their locales.

Evaluation: Establish an evaluation process to be conducted on a regular basis by an independent panel representing all stakeholder interests, and publicize evaluation results.



Freedom's Frontier National Heritage Area Statement of National Significance and Themes

Background

The statement of national significance and the interpretive themes for Freedom's Frontier National Heritage Area (FFNHA) are part of the basic foundation for the heritage area along with the vision, mission and goals. These statements will provide a basis for much of the work that the heritage area will undertake in the next ten to twenty years by defining resources within the 41-county region that contribute to the national significance of the region and provide a framework for interpretive efforts.

As this heritage area originated in Kansas as the "Bleeding Kansas Heritage Area," one fundamental aspect of drafting the statement of national significance and the themes is ensuring that the perspective of the Missouri counties that have been added to the region is incorporated. In addition, while local stakeholders agree that the Missouri-Kansas Border War is one of the most significant stories they have to tell, stakeholders have different opinions about whether or not other nationally significant stories should also be included as part of the heritage area's interpretive focus. Some stakeholders feel that in addition to the stories and time period (1854-1865) of the Border War, related stories about frontier settlement that effectively set the stage for the Border War should be included. Other stakeholders feel that other stories of struggles for freedom that directly resulted from the Border War should also be included. Still others feel that *all* nationally significant struggles for freedom, regardless of whether they have a connection to the Border War, should be included as part of as part of struggles for freedom the heritage area.

FFNHA stakeholders have very strong feelings about the relative merits of a more narrowly focused approach versus a broader and more inclusive approach. Until this issue is decided and fully accepted by stakeholders, it will continue to divert discussions away from other heritage area issues. It will be important to resolve, once and for all, the issue of the interpretive scope and period of significance for the FFNHA.

In order to reach agreement on these important issues, it is important to understand the reasoning and the concerns behind different perspectives. This heritage area began with a smaller geographic area in Kansas and a narrower focus on Bleeding Kansas, thus many of the original stakeholders who have invested years into this effort came to the table with this specific interest. When national heritage area status was secured, the negotiations resulted in a broader geographic region that included more counties in Missouri as well as a new moniker with the potential to include a broader focus on other struggles for freedom (Freedom's Frontier National Heritage Area instead of the



Bleeding Kansas National Heritage Area). To effectively address the ramifications of these expanded geography and thematic scope of the heritage area the consultant team needed to reach out to Missouri stakeholders to ensure that their perspective was included and also help stakeholders determine what interpretive scope and time frame would be most appropriate.

Outreach to Missouri Stakeholders

While ensuring that the Missouri perspective was addressed in both the statement of national significance and the themes was identified as an early priority, Missouri stakeholders are currently underrepresented on the FFNHA Partnership Team. There are, for example, only three Missouri stakeholders on the current Interpretation and Education committee. It quickly became clear that additional outreach to other Missouri stakeholders outside of the FFNHA meetings would be essential in order to develop themes and a statement of national significance that truly reflected the perspectives of both Kansas and Missouri stakeholders. Starting with the Missouri stakeholders on the Interpretation & Education Committee, planning team member Amy Webb conducted phone interviews to discuss key questions relating not only to themes, but also to the statement of national significance (see full list of questions and responses in Appendix A). In addition, interviewees were asked for the names of other Missouri stakeholders for additional phone interviews. A total of 17 Missouri stakeholders were identified and contacted and 12 phone interviews were conducted in March and April 2008.

Missouri stakeholders interviewed generally agreed on the following:

- The proposed criteria for theme development generally made sense, with the additional clarification that the themes should reflect the nationally significant elements of the heritage area.
- None of the existing sets of themes are exactly what FFNHA needs.
 - Themes from the FFNHA feasibility study are too narrowly focused on the Kansas perspective do not encompass the Missouri perspective.
 - Themes from the Rivers, Trails and Rails feasibility study are too focused on Missouri and do not fit with "Freedom's Frontier." While these themes highlight nationally significant stories in the Missouri counties that have been added to the heritage area, not all these stories are directly connected to stories of "freedom."
 - Themes brainstormed during Spring 2007 FFNHA meetings are abstract and confusing to many stakeholders.
- The Border War is a key story. Substituting "Missouri-Kansas Border War" for "Bleeding Kansas" would allow FFNHA to provide a broader perspective that includes both Missouri and Kansas while retaining a primary focus on the same stories and time period.
- The addition of the Missouri counties strengthens several aspects of the heritage area including adding in the starting point for several significant national trails and the Pony Express.



• The addition of the Missouri counties provides a good opportunity to provide different perspectives on the Border War.

Missouri stakeholders had different opinions about the following:

- The time period that FFNHA should be interpreting. Some stakeholders felt that the primary focus should be on the Border War/Civil War period, others felt that the events leading up to or directly resulting from the Border War should be included. Other stakeholders felt no time frame or period of significance should be imposed.
- The inclusiveness of the proposed themes. Some felt that the focus should be on stories directly related to the Border War; others felt that stories related to other unrelated struggles for freedom should be included as well.

Missouri stakeholders also expressed several concerns, including:

- Concern that Missouri would be cast as the "villain" with Kansas as the "hero" in telling the stories of the heritage area, with a related concern that the heritage area would dictate exactly how these stories should be told.
- Concern about the commitment of time and travel that is required to be part of the monthly FFNHA meetings, with related concerns about what is accomplished at the meetings due in part to the large number of attendees and the requirements placed on a national heritage area.
- Concern that the heritage area might benefit only large, established sites and that there may not be a benefit for smaller sites to participate. Related to this concern is the observation that currently, a number of smaller, volunteer-run sites are making a substantial personal commitment to attend FFNHA meetings while other larger, professionally staffed organizations that potentially stand to benefit from the heritage area are not making the same investment of time and travel funds.

Missouri and Kansas FFNHA stakeholders share a common passion for history, especially related to the Border War—even though their specific interpretation or perspectives of the events of that time are not always the same. It is this shared passion, however, that should drive the statement of national significance and themes to allow for multiple perspectives to be shared. The goal of the heritage area would be to share multiple perspectives without judgment in order to allow visitors or residents to consider all sides and come to their own conclusions. By participating in the GMP process, smaller sites have an opportunity to ensure that the kind of assistance they need most will be included as a priority for the heritage area.

The Merits of a More Inclusive Approach

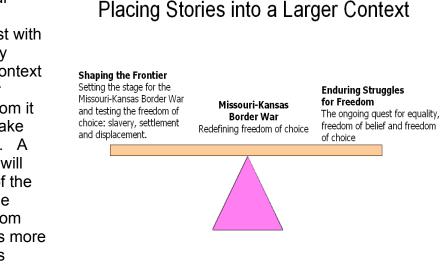
As noted above, there is also disagreement between FFNHA stakeholders about whether the heritage area should focus more narrowly on the Border War or more broadly on the Border War and all other nationally significant struggles for freedom within the region. While acknowledging the concerns of some FFNHA stakeholders



about the ramifications of a broader approach, the management team strongly recommends a more inclusive approach of addressing all nationally significant struggles for freedom (including, but not limited to the Border War) as the appropriate choice for FFNHA. The reasons for this recommendation are outlined below.

- 1) A more inclusive approach that includes all nationally significant struggles for freedom is more in keeping with the intent implied by the name change to "Freedom's Frontier National Heritage Area" and the broader focus implied by the feasibility study that was submitted to secure preliminary National Heritage Area status. Every heritage area is created as an individual Act of Congress, and the process of designation is very political. While FFNHA has already secured preliminary national heritage area designation, the general management plan (GMP) is the final step to help secure permanent designation. If the focus of the heritage area is substantially changed from the description in the original feasibility study, this change back to a more narrow focus on the Border War has the potential to create challenges in seeking permanent designation and/or efforts to secure federal funding once permanent designation is secured.
- 2) The significance of the Border War cannot be fully explained without an understanding of the events leading up to this time. Likewise, while the resolution of the Border War resolved some issues related to freedom, it did not resolve all issues. This is most effectively illustrated by sharing other enduring struggles for freedom. By including a broader focus the events of the Border War can be placed into a larger context which will ensure that they are better understood. The image below illustrates how the core stories of the Border War can be balanced by stories of other struggles for freedom that came before and after these events.

A key to successful interpretation is connecting the past with the present, and by creating a larger context that includes other struggles for freedom it will be easier to make these connections. A broader approach will make the stories of the Border War and the struggles for freedom this war represents more relevant for today's





audiences.

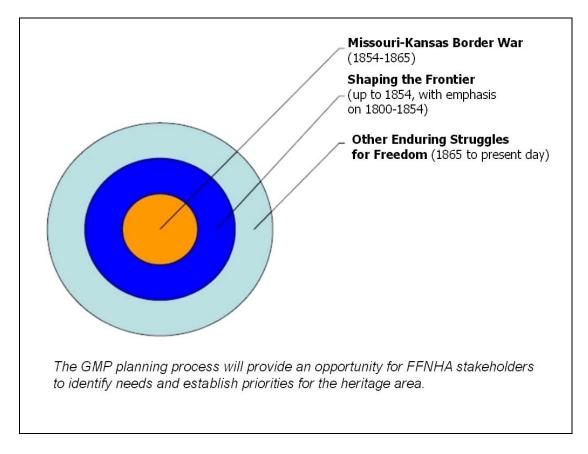
- 3) A more inclusive approach will expand possible funding opportunities for the heritage area. Federal funding for the heritage area is not guaranteed and is likely to be highly competitive. The intent would be to leverage federal funding with other funding sources from philanthropic entities within the region. A broader focus will help with efforts to secure both federal funds and other funds as well. Funders are more likely to give to a regional effort, and the inclusion of other struggles for freedom, particularly those that address the struggles of groups such as African Americans, Native Americans and women, will open up potential funding opportunities for FFNHA that would not be available if the focus was just on the Border War.
- 4) There are only a limited number of sites in the FFNHA that have fully developed visitor experiences focused on the Border War. This is a large heritage area, and currently there are limited opportunities for visitors to learn about the Border War at sites within the region. More developed sites (such as Brown v. Board of Education or sites associated with the national trails) in the region that tell the story of other struggles for freedom will be important for early tourism promotional efforts for FFNHA in order to create a critical mass of related things for visitors to see and do in the area now. By strengthening connections between these established sites and other contributing sites in the FFNHA region, FFNHA will help to ensure that the destination is well worth the drive for potential visitors.

By including well developed visitor sites associated with other enduring struggles for freedom in early promotional efforts for FFNHA, less developed sites within the region have an opportunity for greater visibility by creating a connection with established attractions. Many of these sites already attract a substantial number of visitors, and if these established sites begin to cross-promote other FFNHA sites within the region, smaller sites stand to benefit from increased visitation.

5) While a more inclusive approach leaves the door open for broader involvement by other partners down the road, it does not mean that all partners have the same priority for development efforts in the region. A number of current FFNHA stakeholders are primarily interested in the Border War, which is currently not interpreted to the extent that other stories (such as the national trails or Brown v. Board of Education) have been. As a number of these other sites have already made a substantial investment into developing the visitor experience, it would be logical to make the Border War the first priority for interpretive development efforts through FFNHA.



This "bullseye" graphic below illustrates how priorities might be established by local FFNHA stakeholders through the GMP process. Given the interests of current stakeholders and the need to more fully develop visitor experiences around the Border War in order to effectively tell the story, creating an initial focus on developing this aspect of FFNHA would be very appropriate.



6) While there are differences of opinion, the majority of FFNHA stakeholders prefer the more inclusive approach. A Spring 2008 online survey of FFNHA stakeholders indicated that the majority of stakeholders would like to see a broader focus. 74.2% of the FFNHA stakeholders responding to the survey indicated that they would like to see FFNHA focus on the Missouri-Kansas Border War as well as other enduring struggles for freedom in this region, as opposed to 25.8% who favored focusing exclusively on the Border War and the events leading up to or resulting from the war. While there are differences of opinion on this subject even amongst members of the FFNA Steering Committee, the majority of Steering Committee members also favor a more inclusive approach.



Additionally, the discussion around the development of a vision, mission and goals for FFNHA support a more inclusive approach. The mission states that FFNHA *"identifies and articulates the multiple definitions of freedom debated in the past and still relevant today."* The small group discussions in the visioning process indicated a preference for a broad range of stories. Yet, the participants also desired that FFNHA achieve a national reputation as an authentically interpreted region where the Border Wars took place. Visitors could be drawn by the Border War story and then find a wealth of other stories that are interpreted.

Statement of National Significance

For the reasons cited above, the draft statement of national significance is based on a broader focus that includes the Border War as well as all other nationally significant struggles for freedom within the region. In drafting the statement of national significance, several National Park Service definitions of "national significance" were taken into consideration including the National Heritage Area feasibility study guidelines for nationally distinctive landscapes as well as the definition of "national significance" included in the guidelines for *Save America's Treasures* projects. These definitions are as follows:

NATIONAL HERITAGE AREA FEASIBILITY STUDY GUIDELINES EXAMPLES OF NATIONALLY DISTINCTIVE LANDSCAPES

Nationally distinctive landscapes are places that contain important regional and national stories that, together with their associated natural and/or cultural resources, enable the American people to understand, preserve and celebrate key components of the multi-faceted character of the Nation's heritage. The landscapes are often places that represent and contain identifiable assemblages of resources with integrity associated with one or more of the following:

- 1. important historical periods of the Nation and its people;
- 2. major events, persons and groups that contributed substantively to the Nation's history, customs, beliefs, and folklore;
- 3. distinctive cultures and cultural mores;
- major industries and technological, business and manufacturing innovations/practices, labor movements and labor advancements that contributed substantively to the economic growth of the Nation and the well-being of its people;
- 5. transportation innovations and routes that played central roles in important military actions, settlement, migration, and commerce;
- 6. social movements that substantively influenced past and present day society;
- 7. American art, crafts, literature and music;
- 8. distinctive architecture and architectural periods and movements;
- 9. major scientific discoveries and advancements; and
- 10. other comparable representations that together with their associated resources substantively contributed to the Nation's heritage.

(Source: http://www.nps.gov/history/heritageareas/FSGUIDE/appendix1.html)



SAVE AMERICA'S TREASURES NATIONAL PARK SERVICE

The quality of **national significance** is ascribed to collections and historic properties that possess exceptional value or quality in illustrating or interpreting the intellectual and cultural heritage and the built environment of the United States, that possess a high degree of integrity and that:

- Are associated with events that have made a significant contribution to, and are identified with, or that outstandingly represent the broad patterns of United States history and culture and from which an understanding and appreciation of those patterns may be gained; or,
- Are associated importantly with the lives of persons nationally significant in the United States history or culture; or,
- Represent great historic, cultural, artistic or scholarly ideas or ideals of the American people; or,
- Embody the distinguishing characteristics of a resource type that:
 - Is exceptionally valuable for the study of a period or theme of United States history or culture; or
 - Represents a significant, distinctive and exceptional entity whose components may lack individual distinction but that collectively form an entity of exceptional historical, artistic or cultural significance (e.g., an historic district with national significance), or
 - Outstandingly commemorates or illustrates a way of life or culture; or,
- Have yielded or may yield information of major importance by revealing or by shedding light upon periods or themes of United States history or culture.

(Source: <u>http://www.nps.gov/history/hps/treasures/national.htm</u>)

Existing statements regarding national significance from past feasibility studies as well as a compilation of the existing themes were shared with key FFNHA stakeholders in both Missouri and Kansas to identify elements that stakeholders liked and wanted to keep as well as elements that stakeholders did not feel were a good fit. Stakeholders also recommended historical accounts of the region that could provide a balanced overview of the region to inform both the statement of national significance as well as the themes. Based on these definitions, a review of historical documents about this region, and discussions on national significance with FFNHA stakeholders, a statement of national significance was drafted. Once the initial statement of national significance and themes were completed, two conference calls were held with the FFNHA Steering Committee and the FFNHA Interpretation and Education Committee to secure additional feedback in advance of the May FFNHA Partnership Team meeting where the statement of national significance and themes were presented. E-mail correspondence with committee members both before and after each call yielded additional input for both the themes and the statement of national significance.



Draft Statement of National Significance

Freedom's Frontier National Heritage Area is nationally significant for its association with important historical periods of the Nation and its people; major events, persons and groups that contributed substantively to the Nation's history; and transportation innovations and routes that played central roles in military actions, settlement, migration and commerce. During the first two-thirds of the nineteenth century, this region was a crossroads where peoples with varying definitions of "life, liberty, and the pursuit of happiness" collided, inciting and fueling the bloodiest conflict ever fought on American soil — the Civil War. The events have shaped the way the people in the region address the ongoing struggles that continue to re-define the nation's meaning of "freedom."

From the time of Missouri statehood in 1821 and the setting up of the "Indian Line" by Secretary of War John C. Calhoun in 1825 until the Kansas-Nebraska Act of 1854, the border between the present-day states of Kansas and Missouri marked the boundary between Euro-American and Native American settlement in the United States. In the early nineteenth century, while mostly Northern and European pioneers poured into the vast new lands of the Northwest Territory and northern reaches of the Louisiana Territory, their Southern counterparts moved into the region later named "Missouri." For forty years after Missouri became a territory in 1812, Southern expansion northwest was stalled by what is now the Missouri-Kansas border. Because of the policy of Indian Removal and the establishment of the new territory for white settlement, this border marked the boundary between the "permanent Indian Frontier" in present day Kansas and white settlement in Missouri.

In 1821, Missouri was granted statehood and, as part of the hotly debated Missouri Compromise, entered the union as a slave state while Maine was admitted as a free state to maintain political balance. The compromise further stated that all of the Louisiana Purchase territory north of the southern boundary of Missouri (with the exception of Missouri itself) would be free, while slavery would be permitted to exist south of or below Missouri's southern border. This placed Missouri, the northernmost slave state, in an exposed and vulnerable geographic position surrounded on several sides by free states, especially as the debate over the extent and the boundaries of the slavery system intensified in the years leading up to the Civil War.

Federal law prohibited permanent white settlement in Indian Territory, with the exception of religious missions, white pioneers, explorers, and traders. The Euro-Americans that did travel through or settle in Indian Territory during this time—many from Missouri—became increasingly familiar with the land to the west. Three nationally significant trails associated with westward expansion were developed during the first half of the 19th century, the Santa Fe Trail, the Oregon Trail, and the California Trail stretched from Missouri through Kansas. The Oregon and California trails began in Independence, Missouri and this region was also a primary jumping off point for the Santa Fe Trail. These trails served as vital transportation routes for settlers, traders and prospectors in the pre-railroad west. Yet, Kansas was among the places to which a



number of Native American peoples had been forcibly resettled, then later pressured to "remove" to other parts of Indian Territory. The Native American "Trail of Tears" and the later "Trail of Blood on Ice" ultimately connected to Kansas and impacted Missouri.

The thousands of wagons and animals also stressed the regional ecology and its support of those Indian cultures that remained. The significant increase of wagon and animal traffic across the region led to the rapid deforestation of river and stream valleys as the pioneers sought forage and firewood—a rare commodity on the plains. The depleted valleys provided to be a great loss to the indigenous Indian tribes who relied on them for shelter during the fierce winter months.

The westward expansion and mingling of cultures soon turned to intrigue. Perhaps this land was more than the "Great American Desert." The less-vegetated landscape of the Great Plains might indicate less precipitation – but would also require less effort to place into cultivation than the forested lands to the east. By the mid 19th century, the lure of a new life and opportunities in the western frontier proved too enticing to ignore. Additionally, the lure of wealth in California increased the desire to build railroads across Indian Territory and become wealthy through land speculation. White pioneers of all persuasions pressured Congress to open the Indian frontier for white settlement. In 1854, Congress finally succumbed to the pressure, passing the Kansas-Nebraska Act. The Act was controversial for many reasons. First, it opened Kansas to white settlement before the new territory was surveyed and Indian treaties were negotiated, resulting in a culture of squatting and land disputes. Second, it nullified the Missouri Compromise by calling for popular sovereignty on the issue of slavery, placing the slavery status of the new territories in the hands of the people who were willing to give their lives or pay others to do so to extend the reach of their influence.

Uncertainty over land ownership in advance of the election in the Kansas territory led to unconventional and, in some cases, illegal actions. Representatives of both sides, from as far as Massachusetts and Alabama, provided aid to settlers in an effort to swing the vote. Missourians crossed the border in large numbers to vote illegally in the Kansas elections. When the first vote resulted in a pro-slavery government, free-staters denounced it as fraudulent and established a competing free-state government. At the time, the establishment of a free-state government was both illegal and treason as this government was not considered by pro-slavery national leaders to have officially won general support in the territory.

Both sides resorted to violence. A pro-slavery raid on Lawrence, Kansas on May 21, 1856, resulted in a tremendous loss of property including the destruction of the presses for two free-soil newspapers and a hotel serving the New England Emigrant Aid Company. Just three days later, John Brown's execution of five unarmed proslavery settlers along Pottawatomie Creek further escalated the violence from looting and destruction to murder. These events marked the onset of years of violent guerilla warfare along the Kansas-Missouri border that garnered national headlines about



"Bleeding Kansas," focusing national attention on this heated border dispute and ultimately helping to precipitate and fuel the Civil War.

Americans closely monitored the events through national news coverage and public speeches. The slavery issue, brought to light by the Border War between Kansas and Missouri, became a central national concern with the role of the new Republican Party in the 1860 presidential election. Abraham Lincoln's victory intensified the rift, hastening Southern Secession.

Although Missouri did not formally secede from the Union, the state was split between the Union and Confederate causes. Kansas remained decidedly on the side of the Union, becoming the first state to recruit African-Americans to serve in the Union Army. A unit that would become known as the "Tricolor Brigade" included blacks, whites and Indians, some of whom had followed Opothleyahola, a Loyal Muskogee, from the South to Kansas at the start of the war. The First Kansas Colored Volunteer Infantry was the first "colored" infantry to see combat at Island Mound in Bates County in Missouri.

As the Civil War escalated, border tensions only further intensified. Whereas many Missourians enlisted in both the Union and Confederate Armies, some Missourians, like William Quantrill, formed their own militias. Jayhawker James H. Lane formed the Kansas Brigade, a Union infantry regiment that employed guerilla tactics to counter the militias. In response to three years of Jayhawker raids on homes, businesses, and families in western Missouri, William Quantrill and his militia responded with a second sacking of Lawrence in 1863. The Union Army's attempts to round up bushwhackers in Missouri was stymied in part by the support Missouri residents provided to the bushwhackers, who were viewed as local protectors in extremely unsettled times. In addition, the hilly and heavily vegetated landscape in western Missouri afforded ample opportunities for the bushwhackers to hide. The Union Army ultimately responded by issuing Order No. 11, which called for the unprecedented evacuation and burning of entire counties along Missouri's western border. This part of western Missouri became known as the "Burnt District" because of the extent of the devastation in the region. Despite the escalating violence in the region, the settlement of the west continued to advance with this region as a critical jumping off point. The legendary but short-lived Pony Express established a transcontinental communications system between 1861 and 1862 by establishing a link between St. Joseph, Missouri and Sacramento, California that reduced the transit time to ten days.

Although the Civil War brought freedom-related issues to the fore, it did not resolve them. In his November 1863 Gettysburg Address, Abraham Lincoln referred to this "unfinished work" towards redefining freedom. He stated "...It is rather for us to be here dedicated to the great task remaining before us...that we here highly resolve that these dead shall not have died in vain -- that this nation, under God, shall have a new birth of freedom -- and that government of the people, by the people, for the people, shall not perish from the earth." Just as this region was the front line of the Civil War, it continued



to contribute to the nation's progress and setbacks in the ongoing struggle for freedom in the years to follow.

Some of the escaped slaves remained in Kansas settlements, such as Quindaro. Many others lived throughout eastern Kansas. While slaves were freed following the Civil War, racism persisted on both sides of the Kansas-Missouri border. Following Reconstruction, Kansas Governor John P. St. John's policy of welcoming black emigrants who came to the state as part of the Exoduster Movement was extremely controversial. Although the State of Kansas was the first state to legally oust the Ku Klux Klan in 1925, the Kansas Supreme Court repeatedly upheld the constitutionality of school segregation. It was not until the landmark 1954 case of *Brown v. Topeka Board of Education* that the United States Supreme Court overturned this decision and paved the way for school integration nationwide. President Harry Truman, who was raised in western Missouri and whose grandparents had suffered tremendous losses during the Border War, advanced Civil Rights with his 1948 Executive Order 9981 which declared that everyone in the armed services, regardless of race, color, religion or national origin, should be provided with equal treatment and opportunity.

African Americans are only one of the groups that have endured national struggles for freedom in this region. Growing freedom and rights for other groups such as Native Americans and women provided new opportunities for leadership and achievement by individuals in this region in the twentieth century. Native Americans like Charles Curtis, who grew up on the Kaw Indian Reservation in Kansas, went on to become Vice President of the United States in 1929 under Herbert Hoover. Women - including Amelia Earhart who was born in Atchison Kansas - grew up to defy gender stereotypes and blaze new trails in the traditionally male-dominated field of aviation.

The ongoing quest for freedom is an elusive struggle that continues to be developed and refined. The lessons that can be learned from the Missouri-Kansas Border War as well as other struggles for freedom by Native Americans, women seeking equal rights, and other groups all contribute to an evolving definition of freedom continues to shape who we are as Americans. The sobering as well as the inspiring nationally significant stories in this region can help us learn from the past to inform the way we view freedom today. The Freedom's Frontier National Heritage Area provides opportunities to learn about and experience the evolving ideal and fundamental American value known as "Freedom."



Planning Process

Theme Development

The draft statement of national significance provides an important starting point for the FFNHA themes. In addition to considering the statement of national significance, three existing sets of themes were identified to build from in developing themes and sub-themes for the FFNHA General Management Plan (see Appendix B for more information about existing themes). These included:

A) themes set forth in the 2004 Feasibility Study prepared for Freedom's Frontier National Heritage Area reflecting the Kansas counties in the heritage area;

B) themes outlined in the draft 2005 Missouri-Kansas Rivers, Trails and Rails National Heritage Area Feasibility Study for a proposed heritage area in the greater Kansas City area that did not come to fruition ; and

C) two iterations of themes brainstormed by the full Freedom's Frontier Partnership Team in its March 2007 meeting.

Given that substantial effort and energy had already been spent by other consultants and the FFNHA Partnership Team in exploring potential themes, the planning team spent a considerable amount of time analyzing the existing themes and developing a revised set of themes based upon feedback from current stakeholders (with special outreach to Missouri stakeholders as described above). The themes in the FFNHA Feasibility Study were given careful consideration as these were the themes that were submitted to the National Park Service for the preliminary National Heritage Area designation. The acknowledged deficiency in the FFNHA feasibility study themes was the lack of representation on the part of the Missouri counties that are now part of the Freedom's Frontier National Heritage Area.

Based on theme development work for other planning projects, management team consultant Amy Webb developed an initial list of seven (7) key criteria for theme development to assist in evaluating the existing proposed themes and identifying the strongest aspects as well as gaps or missing elements. These seven criteria include:

Key criteria for theme development

- 1) Must tie in to "Freedom's Frontier" title/name in some way
- 2) Must incorporate stories that are unique to this region
- 3) Fewer themes are better than more themes
- 4) Need to be simple and easy to understand
- 5) Must be distinct from each other (avoid overlap between themes)
- 6) Allow for growth/expansion over time without alteration

7) Represent the national significance of the full region, not just one part, place or perspective



Observations on the FFNHA Feasibility Study Themes

As the FFNHA Feasibility Study was conducted prior to the addition of Missouri counties, it is not surprising that the themes proposed in the document reflect a Kansas perspective. "Kansas" is mentioned four times—in the main theme as well as in two of the five sub-themes. "Missouri" does not appear in any of the themes or sub-themes. While the Kansas focus is not surprising given the genesis of FFNHA as the "Bleeding Kansas Heritage Area" and the focus in the feasibility study on the Kansas counties, the expansion of the region to encompass a number of Missouri counties, themes might more appropriately refer to the "Missouri-Kansas Border War" rather than "Bleeding Kansas."

The Border War and the implications for both Kansas and Missouri is the biggest story that FFNHA stakeholders are most anxious to share. Using this broader moniker as part of the main theme and sub-themes will offer FFNHA the flexibility to provide multiple perspectives on these significant events in American history. The Bleeding Kansas story will continue to be one of the region's important stories. However, a broader lens will encompass other related stories, including those of Order No. 11, the Burnt District and Civil War battles. While "Bleeding Kansas" received a tremendous amount of national press at the time, history shows that there was a great deal of bleeding on both sides of the border.

In the proposed themes in the FFNHA Feasibility Study, the third and fourth sub-themes overlap as they both address the African-American experience within the region (one focuses on the Underground Railroad, the other on the enduring struggles of African Americans). Also, even though the Underground Railroad is identified as one of the four most important sub-themes in the FFNHA Feasibility Study, only one site in the FFNHA-developed *Contributing Sites* database mentions the Underground Railroad in the site description. The full story of the African-American struggle for freedom cannot be told without also discussing the Underground Railroad; thus combining these two sub-themes would create a more concise list of sub-themes in keeping with the third criteria of brevity above. It would also provide greater clarity about the most appropriate sub-themes for stories by avoiding situations where the same story fits under multiple sub-themes.

Sub-themes 4 and 5 focus on the "enduring struggle for freedom" and specify two specific groups (African Americans and Native Americans). Again, with the goal of having as concise a list as possible and with the additional goal of allowing for growth and expansion over time without needing to add new themes, it might be preferable to collapse these two themes into "Enduring Struggles for Freedom" which then allows the flexibility to explore the struggles of African Americans, Native Americans, Women, Religious groups or any other group in the future without altering the basic framework of the main theme and sub-themes.



Observations on the Draft Missouri-Kansas Rivers, Trails and Rails National Heritage Area Feasibility Study

The second set of draft themes was developed in 2005 for the feasibility study for the Rivers, Trails and Rails National Heritage Area, a separately proposed heritage area that did not come to fruition. This proposed National Heritage Area would have included the greater Kansas City area. A number of the Missouri counties included in this proposed heritage area are now part of the expanded Freedom's Frontier National Heritage Area. Thus these themes (while coming from a different perspective and approach of "Rivers, Trails and Rails") shed light on several significant stories that the additional Missouri counties bring to the expanded FFNHA region.

These stories include the national trails that were part of westward expansion that originated in western Missouri and ran through Kansas as well as an important presidential figure, Harry Truman, who grew up in western Missouri. The sub-themes of "Borders and Bridges" as well as the "Cultural Crossroads" overlap to some extent with the Kansas oriented border stories under "The Kansas Conflict: Bleeding Kansas" and the "Kansas Territory: Geography of Rivers, Trails and Road Development" in the first set of themes, reiterating the importance of these topics.

Observations on Themes Brainstormed during Spring '07 FFNHA Meetings

The third proposed sub-theme from this feasibility study, "Shaping of a President," is important, and yet specific to certain locations in western Missouri rather than to the full 41-county region. For that reason, just as "Bleeding Kansas" should not appear in the main theme and sub-themes for the 41-county region, "Shaping of a President" or "Harry Truman" would also not appear in the main theme or sub-themes for FFNHA. However, both are significant stories that can be told under appropriate sub-themes.

The third set of existing themes from the FFNHA meetings in March and April 2007 initially resulted in five proposed themes. Interestingly, while "Bleeding Kansas" no longer appears in the initial version, one of these five proposed themes is "Territorial Kansas" with no corresponding mention about Missouri, even though both Kansas and Missouri stakeholders were in attendance at this brainstorming meeting. The five proposed themes are very different, ranging from "Landscapes" to "Jargon." While several of the themes could be tied into "frontier" including "Territorial Kansas" and "Settlement," none of these proposed themes directly allude to "freedom."

At the FFNHA meeting the following month, a revised set of themes was presented which *do* have strong link to the "freedom" aspect of "Freedom's Frontier." These proposed themes include "Freedom: Struggle/Endurance," "Freedom: Way of Life," and "Freedom: of Believing." The goal of these more conceptual themes was to elevate the conversation away from the very basic level of *what* happened to a discussion of *why* it happened and *why* it was significant.



Some of the sub-themes included in this list incorporate the major themes at significant sites within the region. For example, the three primary themes at Fort Scott National Historic Site are Manifest Destiny, Bleeding Kansas and the Civil War. The broadest of these three themes for Fort Scott (Manifest Destiny) also appears in this revised list under "Freedom: Struggle/Endurance." While the longer list of sub-themes under each of these topics provides a good sense of the range of stories to be told within the region and reflects the interests of stakeholders participating in the brainstorming session, this list is long and challenging to decipher.

This third set of revised themes, which represents the most recent thinking regarding themes for the heritage area, includes three main themes and eighteen sub-themes, which is quite a few more than any other proposed set of themes. The meanings of some of the proposed sub-themes are not self-evident. Additional explanation would be required to understand what is meant by proposed sub-themes such as "Choice/Forced Combination," "Patterns," or "Assigned." With the large number of proposed sub-themes, the themes are not all fully distinct from one another. There could easily be overlap between proposed themes such as "Military," "Military Orders," "Official Battles," and "Unofficial Battles," for example. It would be a challenge to determine which theme would be the best fit for many of the stories in this region.

For an outsider without background knowledge of this region, these proposed themes would not provide a logical hierarchy to help better understand the stories this region has to tell. In addition, by blending sub-themes under broader topics related to freedom (survival/way of life, way of life, believing) there is little emphasis in this (or in the other proposed sets of themes) on chronology. Given, however, the nature of the significance of this region, which is built in large part around an escalating conflict that resulted in the Civil War, chronology will be a critical element to help visitors fully understand the stories this region has to tell. It is impossible to comprehend how civilized Americans could be driven to carry out the violent acts that took place during the Border War without knowledge of the context and the timeline. The bloody attacks were not unprovoked acts of random violence, but rather an escalating conflict that spiraled out of control and drew in otherwise upstanding, law-abiding citizens.

Proposed Themes for FFNHA

With this analysis of existing themes in mind, a revised set of FFNHA themes and subthemes could be structured as follows:

Main Theme:

Missouri-Kansas Border War and the Enduring Struggle for Freedom OR

Struggles for Freedom on the Missouri/Kansas Frontier



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Sub-Theme #1: Shaping of a Frontier

During the first two-thirds of the nineteenth century, this frontier region was a crossroads where peoples with varying definitions of "life, liberty, and the pursuit of happiness collided. Emigrants flocked, fled or were forced into this region based on what they believed and how that manifested itself in how they lived. This region was both a literal frontier on the edge of civilization as well as a figurative frontier where the clashing of morals, ideals, ways-of-life and freedom of choice came together.

Because of this region's strategic geographical location, this territorial region was the focus of national efforts towards westward expansion by Euro-American settlers as well as wrestling with the national question of slavery through legislation such as the Missouri Compromise, which helped to maintain the balance of slave states and free states by simultaneously admitting Missouri as a slave state and Maine as a free state, and the Kansas-Nebraska Act. National politics and the physical geography of the present day states of Kansas and Missouri played an important role in defining the time and place of the Missouri-Kansas Border Wars and the ultimate resolution of the national slavery question. Stories under this sub-theme will focus primarily on the frontier period of 1800-1854, though appropriate stories prior to 1800 or stories of settlement between 1854 and 1869 when the transcontinental railroad was completed may also be included.

Sub-Theme #2: Missouri-Kansas Border War

The question of individual or state rights over the common good for an entire country fueled growing debates as our nation faced fundamental issues of states rights and slavery in the mid nineteenth century. The debate over slavery epitomized battles before and after about freedom and equality. Freedom from and for what? Equality to whom, and what does equality means for each?

The Kansas-Nebraska Act effectively revoked the Missouri Compromise by giving new states the freedom to choose whether they were to be a slave state or a free state by popular sovereignty. Kansas was one of the first states to test this new approach, leading to a struggle over whether Kansas was to be admitted to the union as a slave state or as a free state that escalated into a bloody border war between Kansas and Missouri. The Missouri-Kansas Border War focused national attention on this region where the national question of slavery was being put to the test, ultimately sparking the Civil War. The stakes were high on both sides as Missouri, the northernmost slave state, was already exposed to the north and the east to free states. If Kansas was admitted to the Union as a free state, Missouri would be a slave state surrounded on three sides by free states. If admitted as a slave state, there was no telling where the limits to the slavery system would be in the United States. The Missouri-Kansas Border War



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continued throughout the Civil War and resulted in heavy losses on both sides of the border. Ultimately, Kansas was admitted to the Union as a free state and a few years later, slavery in America was abolished and the country was reunited as one nation "with freedom and justice for all" at the close of the Civil War. The stories under this sub-theme will focus primarily on the period beginning with the onset of the Missouri-Kansas Border War in 1854 through the end of the Civil War in 1865.

Sub-Theme #3: The Enduring Struggle for Freedom

The ongoing quest to define freedom—equality for all people, freedom of choice, and freedom of beliefs—continues in this region just as it does in the nation and in the world.

Although the Missouri-Kansas Border War helped to resolve issues of states rights and slavery, the way in which we define "freedom" continues to evolve. Racism on both sides of the border created challenges for free blacks following the Civil War, and the struggle to secure rights for African Americans as well as other groups such as women and Native Americans are ongoing. The stories under this sub-theme will focus primarily on the major ongoing national struggles for freedom and justice that came after the frontier was established and the Missouri-Kansas Border War ended, from 1865 through the present day.

One of the proposed main themes ("Missouri-Kansas Border War and the Enduring Struggle for Freedom") ties into the heritage area name for the region of "Freedom's Frontier" by keeping a primary focus on the Missouri-Kansas Border War as the primary focus (which encompasses, but is not limited to, the geographic area and shorter timeframe of Bleeding Kansas) which generally refers to the pre Civil War Years, while retaining the "Enduring Struggle for Freedom" wording to allow the flexibility to include other struggles for freedom as the region as desired. An alternative way to describe the main theme that would not repeat two of the three sub-themes would be "Struggles for Freedom on the Missouri/Kansas Frontier." While it would be preferable to avoid repetition, the downside of this option is that the Border War, which is seen as an important priority by local stakeholders, it not mentioned until the sub-themes.

In addition to providing a framework for discussions about freedom, the sub-themes provide a simplified timeline of events which will make it easier for stakeholders with little interpretive training to determine where their stories might fit. The first sub-theme of "Shaping of a Frontier" provides an opportunity to discuss the events that set the stage for the Border War as the western Frontier was developed in the early 19th Century. This sub-theme can be illustrated with stories about the Louisiana Purchase, the Missouri Compromise, the Indian Removal Act and the Kansas-Nebraska Act.

Stories of landscape, settlement, Territorial Kansas, Missouri's statehood, American Indians, survival and the national trails that played a key role in westward expansion can all be told under this sub-theme to help better understand the social and political



factors that set the stage for the bloody conflict between Kansas and Missouri in the middle of the 19th Century.

The second sub-theme, the "Missouri-Kansas Border War," lends additional importance to this primary focus which also appears in one of the two proposed versions of the main theme. Because there are other border wars it is important to specify *which* border war this sub-theme refers to. The appellation "Missouri-Kansas Border War" is used here as that is how this conflict is referred to by the Missouri-Kansas Border War Network, a bi-state coalition of sites with a specific interest in the Border War between Kansas and Missouri. This sub-theme provides a home for the many Border War stories starting after the fateful Kansas Nebraska Act of 1854 and continuing through the end of the Civil War. Many of the important topics or stories brainstormed in the March 2007 FFNHA meeting can fit here, such as Military, Survival, Manifest Destiny, Choice, Forced, Assigned, "Official" Battles, "Unofficial" Battles, Military Orders, Taking Advantage of the Situation, Legislation, and Martyrs.

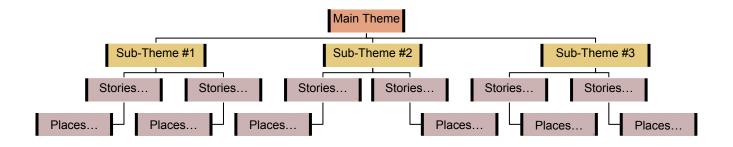
The third sub-theme of "The Enduring Struggle for Freedom" provides FFNHA with the flexibility to expand the focus to include any other struggles for freedom to help connect the past with the present to enrich the visitor experience. This sub-theme could include subsets of stories related to the African American struggle for freedom, the Native American struggle for freedom as well as struggles for freedom by any other group such as women or religious groups. It would be under this sub-theme, for example, that the story of President Harry Truman's 1948 Executive Order 9981 could be told. It was in this Executive Order that Truman declared all persons in the armed services without regard to race, color, religion or national origin should be treated equally. As Truman's grandparents lived in western Missouri and were dramatically impacted by the Border War, connections could also be made between the second sub-theme about the Border War and the environment in which Truman was raised, and how those family influences shaped him both as a man and as a President.

This structure of themes and sub-themes is intended to provide a simple and easy to remember framework under which any number of stories can be told to fully develop each sub-theme. Though this proposed set of themes and sub-themes will encompass a broad range of stories and sites, there will be other attractions in the region that do not fit these themes. While these other attractions would not be included in FFNHA interpretive or educational infrastructure or programs, they could be listed in FFNHA promotional materials as "other things to see and do in the area while you are here." In this way, FFNHA interpretive materials can provide a cohesive and seamless visitor experience that allows for the logical development of a specific storyline related to the nationally significant aspects of this region while allowing visitors to customize their visit to include a range of other attractions based on their specific interests and schedule.

While the main theme and three sub-themes would remain constant, an unlimited number of stories could be told under each of the three sub-themes. Likewise, for each



of the stories under each sub-theme, there may be multiple sites or places in the region where that story (or parts of that story) can be told. The flow chart below provides a sense of how the themes, sub-themes, stories and places in the region will be connected. As noted elsewhere, places that do not connect to the stories and themes for FFNHA would not be included in FFNHA interpretive efforts but could be included in FFNHA promotional materials as "other things to see and do in the area."



The separate FFNHA Data Analysis Report includes a preliminary exploration of potential stories and places within the FFNHA region that could fit under the proposed main theme and sub-themes to connect stories and places within the region.

Conclusion

The draft statement and national significance and themes that are proposed in this document will provide room for the FFNHA to grow and expand over time. At the same time allowing for an initial development focus on the Border War, which is both an area of great importance to FFNHA stakeholders as well as an area that has not yet been fully developed as a visitor experience. By continuing to be actively involved in the GMP process, FFNHA stakeholders will have an opportunity to help define the needs for specific kinds of assistance to help develop the region's nationally significant stories and to set priorities for the heritage area. The statement of national significance and the themes proposed here are in draft form and will be subject to a public review process before they are finalized as part of the GMP.



Appendix A: Phone Interviews with Missouri Stakeholders The following questions were posed to Missouri stakeholders:

- 1) Do the seven key criteria for theme selection make sense to you? Anything you would add or delete?
- 2) There are three sets of themes that have already been developed within this region in recent years. In looking at these themes and thinking about the key criteria, are there any that you like? Any that you don't like (and why)?
- 3) I have pulled statements from two National Heritage Area feasibility studies for this region that relate to national significance. If you had to summarize why this region is nationally significant in just a few sentences, what would you say?
- 4) Any other observations or concerns that you have about Freedom's Frontier National Heritage Area that I should be aware of?

The following is a compilation of the responses from phone interviews from FFNHA stakeholders in Missouri.

- 1) Do the seven key criteria for theme selection make sense to you? Anything you would add or delete?
 - Yes, these make sense to me. It needs to be simple and understandable.
 - What did you mean by "fewer is better?"
 - All 7 make sense. None to add or take off.
 - Yes, these all make sense and I can't think of any others to add
 - I see where you are going with this.
 - The new draft criteria that you mention make a lot of sense to me.
 - Yes, these are simple and easy to understand
 - I agree with every all these criteria, especially: "fewer themes are better than more themes" and that this needs to be "simple and understandable"
- 2) There are three sets of themes that have already been developed within this region in recent years. In looking at these themes and thinking about the key criteria, are there any that you like? Any that you don't like (and why)?
 - In terms of the FFNHA themes, talking about Bleeding Kansas just won't fly for a KS/MO region. Bleeding Kansas is a big red flag. You could, however, talk about the Border War which picks up both sides of this same issue—though Bleeding Kansas is seen as the events leading up to the Civil War, whereas the Border War continued *through* the Civil War.
 - The Border War needs to be the central theme. The Border War is the heart of all of this, and it's what people want to talk about, it's what gets them fired



up. If this isn't about the Border War, we won't go out of our way to be involved. This is the story that you can't talk about anywhere else—it's a story that is truly unique to this region.

- Other stories, like the Underground Railroad, for example, could also be told in other places. Also, for our part of Missouri, there is no Underground Railroad story. We need to look for stories/themes that are common throughout the region.
- A big challenge for Missouri will be how to tell the story without Missouri being cast as the "bad guy." We need to tell this story in a positive way, and we're going to need a lot of interpretive help to do that.
- (regarding themes that were brainstormed at the Spring 2007 FFNHA meeting) We don't understand them, and we're not sure how they were put together out of the brainstorming we had. If we don't understand them, how will we explain them to others? This was one of the very first meetings that Missourians were involved with and it set us back. Some people had the impression that like it or not, these were going to be the themes. It was too rushed—we needed to establish some trust first before we committed to this. It turned into a very heated discussion, which led to the decision that we were no longer allowed to refer to the "Missouri side" or the "Kansas side." If we can't refer to the "Missouri Side" or the "border," how can we tell our story? We felt like we were being censored and that if we continued to be involved with FFNHA, we'd have to tell our story in a certain way. Saying "east side" instead of "Missouri side" just doesn't cut it.
- Many of the very specific proposed themes only apply to parts of the region, not to us.
- The trails would be the other big unique story in Missouri beside the Border War, as we had some major trailheads that started here. But the trail travelers didn't spend much time in Missouri, and then they simply passed through Kansas.
- The main theme needs to be the Border War.
- There is a link to Truman and the Border War. Truman's grandparents lived in Cass County during Order No. 11, and Truman's grandfather was very wealthy and was essentially wiped out during this time. The home of Truman's grandparents still survives, and Quantrill stopped here on his way to the raid in Lawrence.
- What about all the things that led up to (and set the stage for) the Border War? We shouldn't forget the "*Frontier*" part of "*Freedom's Frontier*."
- We don't like Bleeding Kansas, that's a problem in Missouri. There might even have been more bloodshed in Missouri.
- Yes, it would be OK to swap out "Bleeding Kansas" with "Border War." That would work to give a broader perspective that includes both sides.
- This was initially about the Border War story and now it's gone into other irrelevant themes.



- Border War is important to keep in.
- I like the African American part and we need to keep that in the themes. There were other enduring struggles for freedom too...Native Americans, even the Caucasians had struggles for freedom that we can talk about.
- African American and Underground Railroad should be under same theme not different themes.
- The themes that were brainstormed last spring are much too broad, too confusing—even for us, and we know what this is all about.
- It's a little problematic to not be allowed to say "Missouri side" when we're talking about the Border War. There *were* sides and we need to talk about that.
- Culture is not represented in these themes. We need to build in where the frontiersmen came from, where their families lived, need to include the culture as part of this. Sets of settlers that came from different parts of the country
- With the large attendance at FFNHA it's hard to get everyone's opinions.
- There is a cause and effect with the Border War. We can also talk about how we were so closely related with each other.
- Proximity of Kansas and Missouri evolution and culture from Missouri River Valley. That jumps across the imaginary border line.
- Ike Skelton's letter was very powerful. It was the best of times it was the worst of times...
- No one wants to celebrate a Civil War. It was a very bad time.
- Order No. 11 is a really big story for Missouri.
- 1854 up to the year of Drake Act would be good timeframe for the themes. (would that be 1868?)
- The existing themes ramble somewhat. The themes brainstormed last spring are really more of a laundry list of stories and relationships—not really themes
- Westward expansion (an opportunity to tell the Native American experience and other immigrant groups, trails,). This is a glaring omission in the FFNHA set of themes. Border War wouldn't have occurred if stage hadn't been set (white settlers, etc.)
- Missouri story is more about the Border War during Civil War, so we need to be sure to include that timeframe not just the Border War before the Civil War
- Reconstruction affected Missouri more than Kansas and that's an important story to tell, what came afterwards.
- The Border War really broke the back of the Union and forced the Civil War
- The Underground Railroad and African American fighting for freedom are different stories and should be separate themes.
- Border War and Civil War should be separate themes.
- If you say Bleeding Kansas it sounds like only Kansas was bleeding.
- Missouri had more trouble with Reconstruction.
- Trails were busy through the Civil War because people wanted to get away.
- The emotional catalyst for this effort comes from Border War and Civil War



- Missouri was on the edge of civilization back then.
- The borders of our country kept getting pushed out to the west
- Leave time frame open to pick up other important stories (like Brown v. Topeka)
- "Border War" is more neutral term than "Bleeding Kansas"
- "Missouri-Kansas Border War" is probably the way to say it. That's the name used for the current Border War Network.
- Missouri was in the Union and Abraham Lincoln was committed to protecting these properties. Kansans were coming across the border and making no discriminations in who they stole from. This drove Missourians to have southern sympathies.
- For second set of themes for the MARC heritage area feasibility study, it bothers me that it's described as a Kansas City area project. There was no Kansas City back then.
- Santa Fe Trail started near Arrow Rock.
- Some things are being left out. Border War, guerilla war. James Buchanan, huge state of limbo.
- More needs to be done to show what was going on in Missouri.
- Missouri had just as much at stake as Kansas, Missouri was the back door to the south, Kansas was the front door to the west.
- Mormon migration is a Missouri story, the Railroad ended at St. Joe so that's a Missouri story. Lewis & Clark came through MO and only docked at Atchison one time, so mostly a Missouri story.
- Border War sesquicentennial will end in a few years so that's almost over. We need to be thinking about the Civil War, as there is more time to be active with the Civil War sesquicentennial.
- The focus should be on Border War through Civil War. The Civil War story is that down the state line Kansas experienced worst drought they'd ever had at the beginning of the Civil War. Jayhawkers from Kansas came over to raid grain because much of Kansas was destroyed, and because they were getting their revenge.
- There are diverse personalities in the Civil War like John Brown. Arming slaves to march on the whites. The South was scared to death of this.
- This story is right at our door. There is now a Civil War commission for Missouri, which is better late than never.
- At the FFNHA meetings it is hard to get planning done. The people who attend are eclectic, lots of historians. It gets frustrating because we hear about what's happening at this site or that site. Most of the attendees don't have drive and push to get things done the way Judy Billings does.
- The Pony Express celebration has a Civil War connection because this held east and west together.



- The themes brainstormed last spring were too esoteric, too hard to understand (freedom of believing...what does that mean?). People became disenfranchised.
- The main theme needs to be built around freedom
- Border War is our big story that is strongly unique. Other stories (Native Americans) are not as unique
- Sub-themes could be: Border War/Civil War, Westward Expansion and settlement, Important Trails (Shaping of the Frontier), then Minorities (Native Americans, religious groups, women, African American)
- Missouri-Kansas Border War vs. just Border War. Does that affect the national status if we call it the Missouri Kansas Border War? There were other border wars, so perhaps that distinction is important. Generally, I'd say the simpler the better.
- 3) I have pulled some statements from two National Heritage Area feasibility studies for this region that relate to national significance. If you had to summarize why this region is nationally significant in just a few sentences, what would you say?
- The Border War and the struggle for freedom shaped the way Kansas and Missouri evolved. The Civil War would have been shorter if they hadn't had to put as many resources into stopping the Border War. This hit the papers all over the country so it got national attention.
- The Border War. Why is this significant? It was a time when respect for the law disappeared, and the resulting "lawlessness" resulted in an unprecedented loss of life and property. It's because of the war that so many outlaws came from this region after the Civil War...once the law goes away, it's hard to get it back. We learned that there are other less violent ways to resolve conflicts, but it was a tough lesson to learn. It's not just a prelude to the Civil War, the Border War continued through the Civil War as well.
- There were so many opportunities and challenges where decisions could have been different, and because they were *not* different we went on this grand adventure. It was the youth who fought the battles, and sometimes father and son were on different sides. When it was over, we didn't learn. We all contributed to the events that happened that created Order No. 11. What made Missouri secede from the Union? Racism is still an issue. It is a painful era and we try to forget, but maybe we shouldn't forget.
- The Border War effectively resulted in the Civil War, and it continues to affect many things in this area. The Border War forced the nation to make a decision about freedom and slavery. Missouri Compromise had held us together barely, and this just tore us apart. The Civil War one of most important things that ever happened here in the United States. The trails are an important story too, though other states can talk about trails as well.



- This was the place and time where the entire nation decided that we couldn't continue to offer states the choice of being a free state or a pro-slavery state.
- The test was in Kansas where Missouri didn't want to be surrounded on three sides by slave states.
- I need to think about this.
- Our children are going to ask about Civil War... how did this all happen? There was a diversity of politics, race, and westward expansion. The seeds of the second great rebellion of our country started right here
- This region includes the western terminus for the US. Transcontinental mail service. This region was the beachhead for steamboat traffic. The railroad didn't come till 1859, so riverboats were very important.
- The national story here is about the territorial time for this region and how we crafted this nation to respect everyone's views and it didn't work very well (it resulted in a bloody war). We had a nation that was very divided (moral, economic) and part of it became a separate nation--- and they were defeated. The most important part was that we became a united nation again. This is a lesson that should never be lost. The way the war was fought here was guerilla warfare, lessons that our military should be listening to today—regardless of how you feel about the war today.
- Why did this evolve in 1854? Why was there so much concern about Kansas becoming a free state?
- Statehood for Kansas and the struggles that came with that leading up to the Civil War.
- The development of agriculture and industry in this area
- 4) Any other observations or concerns that you have about Freedom's Frontier National Heritage Area that I should be aware of?
 - Potential of Missouri not being included is what has been a big concern in Missouri.
 - There are some big concerns that need to be addressed before we can really move forward. Specifically:
 - There is a big concern that we're going to be told how to tell the story with "approved" language
 - There is a big concern that the "little guy" (the museum with an all volunteer staff) won't have the capacity to be a player, and that the National Heritage Area (NHA) will only benefit the big site that already have capacity.
 - There is a big concern about private property rights. Someone heard about an NHA in Maryland where land was taken in eminent domain. People here remember when the Corps of Engineers came in to take land for lakes or for conservation, to questions of access to private property are big. Will that happen to us?



- The story is that we had a border, so we do need to be able to talk about sides (Missouri and Kansas) in the interpretation.
- I think we need to differentiate for FFNHA stakeholders that while we all need to be working together as one region and on the same side as part of a unified FFNHA, it's still OK for us to be talking about the "Missouri side" or the "Kansas side" when we tell our stories.
- The change in purpose/direction at each FFNHA meeting makes it hard. For example, first we were going to do a big brochure that folds out with John Brown, etc. Then we added Border War so we changed the story a little bit. Then we decided to go electronic instead because of changes with people/sites being added. We were looking at tourism routes to find these places. First we were only going to include sites that had completed the visitor readiness forms. Then that changed and we were trying to do all sites. It's a moving target.
- I'm worried about making the 3 year deadline because we keep rehashing the same things. We need to move on. We may just need to decide that if someone isn't willing to fill out the visitor readiness forms you may just need to cut them. Take those that are most interested and run with them.
- We need to get into modern era of iPods and the Internet.
- We need to look at travel as a way to learn. With gas approaching \$4/gallon, more people might stop here instead of just traveling through...and we do have many people passing through now. There are things that you can learn and things to do that won't cost you as much in gas as going to other destinations further away.
- Some people in the interpretation and education committee said the meeting wasn't what they expected. For the little sites, they expected to hear more about how to present themselves. The new trend, for example, is to let people touch things have their own experience instead of telling them everything you know.
- This can't be about heroes and villains—we can't portray Missouri as the bad guys. From the FFNHA study we're afraid that's what is going to happen.
- Nicole Etcheson *Bleeding Kansas: Contested Liberty in the Civil War Era* is one of the best books I've read on the subject Bleeding Kansas. Both sides were working from their own definition of liberty.
- Our current definition of liberty really came about in Lincoln's Gettysburg Address.
- David McCullough's biography of Truman tells the Jayhawker story.
- Jeremy Neely, *The Border Between Them: Violence and Reconciliation on the Kansas-Missouri Line* is another good resource. It deals with six or eight counties on either side of the river and initial settlement, border. It is one of the more objective resources out there and it does include a



discussion of the post war as well as events leading up to the war which other accounts have not. Neely lives in Nevada.

- The National Park Service is now talking about the new birth of freedom which says that the north was right and south was wrong. This is hard to do.
- Didn't know if there would be money for the heritage area. Where's the money for this?
- At the FFNHA meetings last spring, people had their own axes to grind and things to get on the list in terms of themes. I came away confused
- I describe FFNHA as one big museum, and the individual sites are like different exhibits in the museum. You need to go to all the sites to get the whole story.
- The Civil War is still being fought here. How do you find a middle path?



Appendix B: Existing Themes Used in FFNHA Theme Development

These existing sets of themes that have been developed for the entire region or subsets of the full region are as follows:

A) 2004 Freedom's Frontier National Heritage Area Feasibility Study Themes

Main Theme:

Bleeding Kansas and the Enduring Struggle for Freedom

Sub Themes:

- 1) Kansas Territory: Geography of Rivers, Trails and Road Development
- 2) The Kansas Conflict: Bleeding Kansas
- 3) The Underground Railroad
- 4) African Americans and the Enduring Struggle for Freedom
- 5) Native Americans and the Enduring Struggle for Freedom

B) Themes from draft 2005 *Missouri-Kansas Rivers, Trails and Rails National Heritage Area Feasibility Study.*

Main Theme:

Rivers, Trails and Rails

Sub Themes:

- 1) Cultural Crossroads
- 2) Borders and Bridges
- 3) Shaping of a President

C) Initial themes brainstormed by Kansas and Missouri FFNHA stakeholders at the March 2007 FFNHA meeting

- 1) Landscapes
- 2) Territorial Kansas
- 3) Battles
- 4) Settlement
- 5) Jargon



Revised Set of Themes based on the March 2007 FFNHA Meeting Presented at the April 2007 FFNHA Meeting

- 1) Freedom: Struggle / Endurance
 - a. American Indians
 - b. Euro Americans
 - c. African Americans
 - d. Military
 - e. Survival
 - f. Manifest Destiny

2) Freedom: Way of Life

- a. Choice
- b. Patterns
- c. Passing Through
- d. Forced
- e. Assigned
- f. Choice/Forced Combination
- 3) Freedom: Of Believing.
 - a. "Official" Battles
 - b. "Unofficial" Battles
 - c. Military Orders
 - d. Taking Advantage of the Situation
 - e. Legislation
 - f. Martyrs

Each sub-theme then shows specific events, situations, places and/or people.

Freedom's Management Plan Planning Process Imits to white settlement until Congress enacted the Kansas-Nebraska Act in 1854. National politics and

Imits to white settlement until Congress enacted the Kansas-Nebraska Act in 1854. National politics and the physical geography of the present day states of Kansas and Missouri played an important role in defining the time and place of the Missouri-Kansas Border Wars and the ultimate resolution of the national slavery question. Stories under this sub-theme will focus primarily on the frontier period of 1800-1854, though appropriate stories prior to 1800 or stories of settlement between 1854 and 1869 when the transcontinental railroad was completed may also be included.

- <u>Story:</u> For decades, many European Americans viewed the Great Plains as the "Great American Desert" and had little interest in inhabiting this region. Many Indian tribes, including the Kansa, Missouria and Osage lived, cultivated and hunted in the area before Indian Removal.
- <u>Story:</u> In 1803, the United States purchased a vast tract of land from the French in the central United States which included present day Kansas and Missouri as part of the Louisiana Purchase.
- <u>Story</u>: Lewis & Clark's explorations of the west took them through this region in 1804 and 1806.
 - <u>Place:</u> Fort Osage (MO, Jackson County)
 - Place: Lexington Riverfront Park (Lexington, MO, Lafayette County)
 - <u>Place:</u> St. Joseph Museum Inc/Wyeth Tootle Mansion (St. Joseph, MO, Buchanan County)
 - Place: Glore Psychiatric Museum (St. Joseph, MO, Buchanan County)
 - Place: Lewis & Clark Historic Park at Kaw Point (Kansas City, KS, Wyandotte County)
 - <u>Place</u>: Wyandotte County Historical Museum (Bonner Springs, KS, Wyandotte County)
 - Place: Leavenworth Landing Park (Leavenworth, KS, Leavenworth County)
- <u>Story A:</u> The settlement of the frontier along the Santa Fe Trail. Black Jack Cabin Museum and community frontier/historical signs related to the area, Ivan Boyd Prairie Preserve with ruts made by travelers on the trail and prairie vegetation. (SUBMITTED BY DORTHEA JACKSON)
 - Place: Black Jack Cabin and Santa Fe Trail
- <u>Story B</u>: As early as 1821, the Santa Fe Trail linked Missouri with Santa Fe, New Mexico. The Santa Fe Trail was one of the earliest trails to provide an overland route for westward trade and expansion.
 - Place: National Frontier Trails Museum (Independence, MO, Jackson County)
 - Place: Fort Leavenworth, KS, Leavenworth County
 - Place: Fort Scott, KS, Bourbon County
 - Place: Fort Riley, KS, Geary County
 - Place: Fort Osage (Sibley, MO, Jackson County)
 - Place: Liberty Arsenal (Liberty, MO, Jackson County)
 - <u>Place</u>: Black Jack Cabin (Baldwin City, KS, Douglas County)
 - <u>Place:</u> Shawnee Indian Mission State Historic Site (Fairway, KS)
 - <u>Place:</u> The Trailside Center-New Santa Fe/Historical Society of New Santa Fe (Kansas City, MO)
 - Place: Mahaffie Stagecoach Stop & Farm (Olathe, KS, Johnson County)
 - Place: Lexington Historical Museum (Lexington, MO, Lafayette County)
- <u>Story:</u> The Missouri Compromise of 1821 brought Missouri into the United States as a slave state and Maine in as a free state to maintain a balance between free and slave states. Also, the Missouri Compromised specified that all of the Louisiana Purchase territory north of the southern boundary of Missouri would be free, while slavery could exist below the Mason-Dixon line.
- <u>Story:</u> The Indian Removal Act was passed by Congress in 1830. Most Native American national were uprooted from their original homes in the Eastern states. Many were

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forced to trek several "Trails of Tears" to Indian territories including Kansas. Later, after the Civil War, many of these Native peoples were pressured once again to "remove" to liberated Indian Territory.

- <u>Place</u>: Shawnee Indian Mission State Historic Site (Fairway, KS)
- Place: St. Philippine Duchesne Memorial Park (KS, Linn County)
- <u>Place:</u> New Harmony Mission (Papinville, MO Bates County)
- Place: Osage State Historic Site (MO, Vernon County)

Story: Mormon settlers moved to Independence, Missouri where they lived between 1831 and 1839. The Mormons established a newspaper, The Evening and Morning Star and also printed the first copy of the Book of Commandments in Independence. Missourians felt threatened by the Mormons, in part because many of them came from the north and were against slavery. In July of 1833, a mob met at the Independence courthouse and subsequently demanded that the Mormons cease printing their newspaper. When the Mormons refused, attackers stole the printing press and demolished the newspaper office building which was also the home of the editor. William Phelps. Church leaders Bishop Partridge and Charles Allen were seized and taken the public square in Independence and asked to renounce the Book of Mormon and leave the county. When they refused they were tarred and feathered. Mormons were prohibited from voting in Missouri in 1837. The Missouri Mormons relocated first to Clay County, and subsequently to Daviess County in Missouri outside the FFNHA region. In October of 1838, Missouri Governor Lilburn Boggs issued a decree that "The Mormons must be treated as enemies and must be exterminated or driven from the State." The resulting "Mormon War" resulted in the slaughtering of 17 Mormons including children at Haun's Mill in Caldwell County outside the FFNHA region. Joseph Smith and several other Church leaders were jailed at Liberty Jail in Clay County. In April of 1839, while being transported to Gallatin, Missouri for a Grand Jury hearing, Smith and his followers escaped.

- Place: Mormon Visitors Center (Independence, MO, Jackson County)
- Place: 1827 Log House (Independence, MO, Jackson County)
- Place: Heritage Plaza (Independence, MO, Jackson County)
- Place: National Frontier Trails Museum (Independence, MO, Jackson County)
- Place: Missouri Mormon Walking Trail (Independence, MO, Jackson County)
- <u>Place</u>: Liberty Jail (Liberty, MO, Clay County)
- Place: Machpelah Cemetery (Lexington, MO, Lafayette County)
- Place: Ray County Museum (MO, Ray County)
- <u>Story:</u> The Oregon and California Trails originated in Missouri as early as the 1840s and linked Missouri to Oregon and California. These trails were heavily used up until the 1860s when the transcontinental railroad was completed. The trails were used by settlers, traders and by prospectors—especially after gold was discovered in California in 1848.
 - <u>Place</u>: National Frontier Trails Museum (Independence, MO, Jackson County)
- <u>Story</u>: Rivers such as the Missouri River also provided an important early mode of transportation in the first part of the nineteenth century.
 - <u>Place:</u> Steamboat Arabia Museum (Kansas City, MO)
 - Place: Lexington's Heritage Park (Lexington, MO Lafayette County)
 - **Story:** Frontier life for settlers in Missouri and Kansas was challenging.
 - <u>Place:</u> Woodson County Historical Society (Yates Center, KS, Woodson County)
 <u>Place:</u> 1835 Sharp-Hopper Log Cabin (Harrisonville, MO, Cass County)
- <u>Story:</u> The Kansas Nebraska Act, passed by Congress in1854, nullified the Missouri Compromise and stated that all new states would have the opportunity for popular sovereignty to determine if they were to be a slave state or a free state. Kansas was to become the first state to test this new policy of self-determination.

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- **Story:** The legendary though short-lived Pony Express operated from 1861-1862 between St. Joe, Missouri and Sacramento, California. By reducing the travel time between Missouri and California down to ten days, the Pony Express demonstrated that a reliable transcontinental communications system was viable.
 - Place: Lexington Historical Museum (Lexington, MO, Lafayette County)
 - Place: Patee House Museum (St. Joseph, MO, Buchanan County)
 - Place: Black Archives Museum (St. Joseph, MO, Buchanan County)
 - <u>Place:</u> Glore Psychiatric Museum (St. Joseph, MO, Buchanan County)
 - <u>Place</u>: St. Joseph Museum (St. Joseph, MO, Buchanan County)
 - <u>Place:</u> Wyeth-Tootle Mansion (St, Joseph, MO, Buchanan County)
 - Place: Pony Express National Museum (St. Joseph, MO, Buchanan County)
- <u>Story</u>: Jo and Lucinda Mahaffie settled in Olathe in 1857-1858. They established a farm, stagecoach stop, and their children helped grow the town of Olathe. The Mahaffie's helped establish and were involved in various organizations in Olathe. They retired from farming in the 1880s and remained in Olathe until their deaths in the early 1900s. The Mahaffies were living in Olathe during the Border War and Civil War. They experienced Quantrills's raid of Olathe in September 1862, but were not directly affected by the raiders. The Mahaffies are a great example of a family settling and being successful during this time (SUBMITTED BY ALEXIS RADIL—ALSO LISTED BORDER WAR THEME)
 - Place: Mahaffie Stagecoach Stop and Farm Historic Site (Olathe, KS, Johnson County)

Heritage Center has exhibits about the Mahaffies and an orientation film. The 1865 stone farm house is open to the public. Cooking demonstrations in the stagecoach dining room and kitchen where Lucinda Mahaffie cooked for the passengers. Stagecoach rides are available, living history activities and special events throughout the year.

- <u>Story</u>: Even after the Border War and Civil War both came to a close, the region's outlaw tradition lived on through the activities of Western legend Jesse James and other members of the James-Younger Gang.
 - <u>Place:</u> The James Farm (Kearney, MO, Clay County)
 - Place: Jesse James Bank Museum (Liberty, MO, Jackson County)
 - <u>Place:</u> 1859 Jail, Marshal's Home & Museum (Independence, MO, Jackson County)
 - Place: Jesse James House (St, Joseph, MO, Buchanan County)
 - Place: Patee House Museum (St, Joseph, MO, Buchanan County)
 - <u>Place</u>: Confederate Memorial State Historic Site/Jim Cummins gravesite (Higginsville, MO, Lafayette County)
- Story: The transcontinental railroad was completed in 1869
- Story: The routing of the Missouri Pacific through Johnson County by Benjamin Grover.
 - Died at Battle of Lexington. (SUBMITTED BY LISA IRLE)

 Place: Johnson County Historical Society (Warrensburg, MO)
 - Museum has a display and research materials
- <u>Story:</u> The Old Military Road was the first major road in Kansas. You can learn the history of this road and its importance to the area's settlement, Border War and Civil War. A mile of original road can be found 1.5 miles east of Pleasanton. (SUBMITTED BY OLA MAY EARNEST)
 - <u>Place</u>: Linn County Historical Society/Museum (Pleasanton, KS, Linn County)
- <u>Story:</u> Several segments of the old military trails for Fort Leavenworth and Fort Riley still exist and have historic markers. (SUBMITTED BY JULIE FRISBEE)
 - Place: Old Jefferson Town (Oskaloosa, KS, Jefferson County)

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- <u>Story</u>: Plum Grove was an early settlement (1854-1855), and there is still a cemetery and a school house remaining. (SUBMITTED BY JULIE FRISBEE)
 - <u>Place</u>: Plum Grove Settlement (Rural Winchester, KS, Jefferson County)
- Story: The Bow String Bridge was moved from Rock Creek to Old Jefferson Town.
 - There is signage at the bridge. (SUBMITTED BY JULIE FRISBEE)
 - <u>Place:</u> Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- Story: In 1834 and 1835, four families traveled overland from the foothills of the Blue Ridge Mountains in Virginia to settle on the farthest edge of the United States in an area just NW of present-day Harrisonville. The families worked together to fell the trees for cabins and began subsistence farming with the closest towns of Independence and Lexington days away by wagon. Their lives trace the typical experience of life on the frontier. The Civil War intruded on the second generation of Sharps to live in the cabin. Father fought for the southern cause, the family had to leave the cabin during Order #11, but the cabin was not burned as most other structures in the District of the Border were. As a survivor, it serves as a symbol of those one-third of the residents who returned after the war to start over and rebuild their lives. The story is significant because it provides background for an understanding of the struggles pioneer families faced to settle the frontier and what social mores they brought which set up the culture war of the Bleeding Kansas and Civil War on the Missouri/Kansas border. (SUBMITTED BY CAROL BOHL—BORDER WAR ALSO LISTED FOR THIS STORY)
 - <u>Place</u>: 1835 Sharp-Hopper Log Cabin, 400 E. Mechanic (Harrisonville, MO, Cass County)

Tour cabin, open 10 - 3 M-F, with docent who tells how cabin was built in 1835 which was the year the county was formed, stories of families who lived there for three generations. Includes farming techniques, crops, social mores of typical pioneers from Virginia, Tennessee and Kentucky who settled the county pre-war.

We periodically offer summer camp experiences for students with hands-on lifestyle experiences of pioneers on the frontier. For the past two years we have offered the public a chance to learn the Civil War era dances with a live band and caller who teaches the reels, jigs, waltzes, etc. the pioneers dances.

We also tie stories of the Sharp family into the Civil War strife and Order #11. The cabin is one of very few structures that survived the war which turned the county into part of "The Burnt District".

Sub-Theme #2 Missouri-Kansas Border War

In the mid-nineteenth century, the question of individual or state rights over the common good for an entire country fueled growing debates as our nation faced fundamental issues of states rights and slavery in the mid nineteenth century. The debate over slavery epitomized battles before and after about freedom and equality. Freedom from and for what? Equality to whom, and what does equality means for each?

The Kansas-Nebraska Act effectively revoked the Missouri Compromise by giving citizens in new states the freedom to determine their state's slave status through popular vote. Kansas was one of the first states to test this new approach leading to a struggle over whether Kansas was to be admitted to the union as a slave state or as a free state. This disagreement escalated into the Missouri Kansas Border War which sparked the Civil War by focusing national attention on this region where the national question of slavery was being put to the test. The stakes were high on both sides, but they were particularly high in Missouri, the northernmost slave state, was already exposed to the north and the east to free state. If Kansas was admitted to the Union as a free state, Missouri would be a slave state surrounded on three

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sides by free states. On the other hand, if Kansas was admitted as a slave state, there was no telling where the limits to the slavery system would be in the United States. The Missouri-Kansas Border War continued throughout the Civil War and resulted in heavy losses on both sides of the border. Ultimately, Kansas was admitted to the Union as a free state. At the close of the Civil War a few years later, the country was reunited as one nation "with freedom and justice for all" and slavery in America was abolished. The stories under this sub-theme will focus primarily on the period beginning with the onset of the Missouri-Kansas Border War in 1854 through the end of the Civil War in 1865.

- <u>Story:</u> Because both pro-slavery and free state factions believed that the outcome of the election in Kansas to determine the future of slavery in Kansas would determine the future of the institution of slavery nationwide, both sides took extreme measures to sway the vote. Groups such as the New England Emigrant Aid Company worked to bring emigrants from New England to increase the number of free-state supporters in Kansas.
 - Place: Watkins Museum, (Lawrence, KS)
 - Place: Topeka, KS
 - Place: Isaac Goodnow House (Manhattan, KS, Riley County)
- <u>Story:</u> In Missouri, Lexington founded the Lafayette Emigration Society which attempted to finance movement of pro-southerners into the Kansas territory. They also blockaded the Missouri River in an attempt to stop abolitionists from traveling to Kansas.
 - Place: Battle of Lexington State Historic Site (Lexington, MO, Lafayette County)
- <u>Story:</u> The result of the 1855 election in Kansas was influenced by large numbers of Missourians who came across the border to vote illegally to make Kansas a slave state. The resulting administration was referred to by some as the "Bogus Legislature" due to charges of electoral fraud.
 - Place: First Territorial Capitol (Fort Riley, KS, Geary County)
 - Place: Shawnee Indian Mission (Fairway, KS Johnson County)
- <u>Story</u>: Free-staters in Kansas established a second free-state government in Topeka in 1855 because they did not recognize the legality of the "Bogus Legislature." They drafted the "Topeka Constitution" which outlawed slavery.
 - <u>Place</u>: Topeka (where ?)
- <u>Story:</u> The conflict escalated from voting to violence on May 21, 1856 when Lawrence, Kansas was attacked by Sheriff Jones and a proslavery posse of 500. Presses for two free-soil presses were destroyed and the Free State Hotel serving the New England Emigrant Aid Company was burned.
 - <u>Place</u>: Lawrence, KS (where?)
- <u>Story</u>: Three days after the attack on Lawrence on May 24, 1856, John Brown and his men retaliated by dragging five proslavery settlers from their homes and murdering them along Pottawatomie Creek.
 - Place: John Brown State Historic Site/Adair Cabin (Osawatomie, KS, Miami County)
 - Place: Old Depot Museum (Ottawa, KS, Franklin County)
- <u>Story:</u> The first shot fired in the war between the states was over a county election between James McCown (a southern sympathizer) and his opponent (Marsh Foster). The winner was shot at a meeting in the Johnson County Courtroom. (SUBMITTED BY LISA IRLE)
 - <u>Place:</u> Johnson County Historical Society (Warrensburg, MO, Johnson County) There are guided tours of the 1838 Courthouse.
- <u>Story</u>: Both northern and southern armies raised regiments in Warrensburg. The reportedly first drilled together and then alternated on the same parade ground near the courthouse. (SUBMITTED BY LISA IRLE)

• <u>Place:</u> Johnson County Historical Society (Warrensburg, MO, Johnson County) There is a display at the museum and this is mentioned in the guided tour

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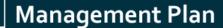
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- <u>Story A</u>: At the Battle of Black Jack in June 1856 John Brown fought and won what some historians consider to be the first battle in the American Civil War.
- <u>Place</u>: Black Jack Battlefield (*Baldwin City, KS, Douglas County*)
 <u>Story B</u>: The first battle of the Civil War was in Kansas. John Brown fought and won the first regular battle between pro and anti-slavery armed forces (SUBMITTED BY KERPY)
 - first regular battle between pro and anti-slavery armed forces (SUBMITTED BY KERRY ALTENBERND)

 • <u>Place:</u> Black Jack Battlefield and Nature Park (Douglas County, KS)
 - There is interpretive signage describing the events and a battlefield tour on weekends from May through October. Special events include the battle anniversary and a breakfast on the site in October.
- <u>Story:</u> In March 1857, the Supreme Court ruled in the Dred Scott case that Congress did not have a right to prohibit slavery.
- <u>Story:</u> Little did the small German colony, crossing "Blanton's Crossing" in the spring of 1857 to establish Free State Town Humboldt, southeast Kansas know that in 1861 they would be raided in September, be awarded the Land Office in September, and be burned in October to avenge the death of Raider John Matthews and the burning of Osceola, MO. Nor did they know that 1000 surviving Indians of Yahola's Great 1862 Escape from Indian Territory and Black Freedman forming the first Union Indian Volunteer Regiment that marched four abreast from LeRoy to Humboldt's Camp Hunter (established after the 1861 burning). For 3 months in early 1862, the infamous, notorious 7th Volunteer Cavalry were placed at Camp Hunter to cool their heels for all the burning and devastation they created in Missouri (Rose Hill, Columbus, Dayton, Osceola and others). Several incidents (stories) happened at Camp Hunter during the 7th Cavalry visit. Little did the German Colony know they would survive as a town for 150 years and beyond. (SUBMITTED BY EILEEN ROBERTSON)
 - Place: Humboldt, KS, Allen County (12-site self-guided or conducted tour)
- <u>Story:</u> The Lecompton Constitutional Convention was held in the Fall of 1857. The Lecompton Constitution would have admitted Kansas as a slave state. The controversy that ensued became a topic for the Lincoln-Douglas debates.
 - Place: Constitutional Hall State Historic Site (Lecompton, KS, Douglas County)
 - Story: The Leavenworth Constitution was ratified on May 18, 1858
 - <u>Place</u>: Leavenworth, KS
 - Place: Constitution Hall State Historic Site (Lecompton, KS, Douglas County)
- <u>Story:</u> On May 19, 1858, Charles Hamilton led a group of proslavery men into Kansas where they seized eleven free-soil settlers. They took the men to a wooded ravine just north of the Marais des Cygnes River and fired on them, killing five and wounding others. This event became known as the "Marais des Cygnes Massacre."
 - Place: Marais des Cygnes Massacre State Historic Site (Mound City, KS, Linn County)
- <u>Story:</u> In 1859, the Free-State Wyandotte Constitution was drawn up and ratified by Kansas voters. Kansas was admitted to the Union on January 29, 1861 as a free state.
- Story A: (SEE STORY SUBMITTED BY EMMA CRITES IN ENDURING STRUGGLE FOR FREEDON) Some of the Native Nations of the southeastern states had come to enslave Africans who were then forced to share the ordeals of the Trail of Tears and resettlement. Some of the Native Americans in Indian territory tried to escape the violence of the Civil War. Many thousands of those Indians who opposed the Confederacy fled to what had become the "free state" of Kansas. Under the leadership of the Creek Indian leader Opothleyahola, they were joined by hundreds of Blacks in a "Great Escape' across the "Trail of Blood on Ice." The surviving warrior age men among the Indians and the Blacks formed military units that, together with the Kansas Colored regiments, became the first organized "colored troops" to engage in armed battle for the Union Army during the Civil War.

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Planning Process

- Place: Forts Row and Belmont (KS, Wilson County)
- Place: Humboldt Civil War Tour (KS, Allen County)
- <u>Place:</u> "Trail of Blood on Ice Tour" (KS, Allen, Coffey, Wilson and Woodson Counties)
- <u>Story B</u>: Opothelayahola led Indians from the South to the free state of Kansas. Warrior aged members and black slaves formed colored regiments that fought for the Union. (SUBMITTED BY JON HOTALING)
 - <u>Place</u>: Leroy Opothleyahalo Memorial (Leroy, KS, Coffey County)
- <u>Story:</u> Kansas was part of the Underground Railroad.
 - Place: Richard Allen Cultural Center (KS, Leavenworth County)
 - Place: Old Quindaro Ruins (KS, Wyandotte County)
 - Place: Humboldt Tour
 - Place: "Aunt Polly" Crosslin Log Cabin marker (Humboldt, KS, Allen County)
- <u>Story</u>: During the Jayhawks Raid and Rampage through western Missouri, the towns of Dayton, Rose Hill, Columbus, Butler, West Point, and Nevada were burned causing millions of dollars in property loss and indiscriminate murders.
- <u>Story</u>: The raiding on September 8, 1861 and later the burning on October 14, 1861 of the town of Humboldt.
 - <u>Place</u>: Humboldt Civil War Tour (KS, Allen County)
 - <u>Story:</u> James Land and 1200 of his men raided and sacked Osceola, Missouri on September 23, 1861
 - Place: St. Clair Historical Society (Osceola, MO, St. Clair County)
- <u>Story:</u> Forces under Confederate Major General Sterling Price collided with Major General James Blunt's Union Forces in the Civil War Battle of Lexington, Missouri in September 1861.
 - <u>Place</u>: Battle of Lexington State Historic Site, (Lexington, MO, Lafayette County)
 - <u>Place</u>: Lexington Historical Museum (Lexington, MO, Lafayette County)
- <u>Story:</u> The Civil War Battle of Lone Jack on August 16, 1862 was one of the bloodiest Civil War battles fought on Missouri soil. Soldiers are still buried in the original trench graves at the site. 800 Union troops were defeated by 3000 Confederate soldiers.
 - <u>Place</u>: Lone Jack Civil War Battlefield, Cemetery & Museum (Lone Jack, MO, Jackson County)
- <u>Story:</u> In August of 1863, William Quantrill and his men raided Lawrence, Kansas killing 180 men and boys and causing an estimated \$2 million in damage to the town.
 - <u>Place:</u> Lawrence Visitor Information Center (Lawrence, KS, Douglas County)
 <u>Place:</u> Woodlawn Cemetery (Independence, MO, Jackson County)
- <u>Story</u>: The more heavily wooded landscape in Missouri provided refuge for Missouri bushwhackers and frustrated the Union troops attempting to stop them.
- <u>Story:</u> Jayhawkers plan raids. The Immortal 50 meet in Mound City to plan raids. (SUBMITTED BY MARY ASHER)
 - <u>Place:</u> Reproduction of Montgomery Fort/Cabin in Historic Park (Mound City, KS, Linn County)
 - Park is staffed Sat-Sun 2nd weekend May-2nd weekend in October 1-5 pm, by appt anytime, self guided anytime.
- <u>Story</u>: National Cemetery is the burial site of Jayhawker Chieftain James Montgomery; Abolitionists Augustus John Wattles. Connects to other national cemeteries in Leavenworth, Fort Scott and Baxter. (SUBMITTED BY MARY ASHER)
 - <u>Place</u>: National Cemetery-Soldiers Ld/Woodland Cemetery (Mound City, KS, Linn County)
 - Tours by appointment, stories of 15 significant pioneers
- <u>Story:</u> A week after Quantrill's 1863 Lawrence Raid, Order No. 11 ordered the removal of all Missourians who could not provide proof of their loyalty to the Union living in the four

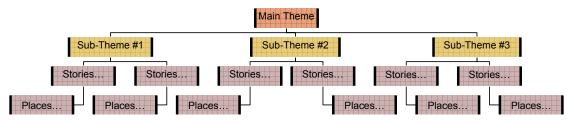
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STORIES AND PLACES-A "STARTER" LIST

June 23, 2008 DRAFT

The following section is intended to provide an indication of the kind of stories that could be told under the proposed FFNHA sub-themes as well as places in the region where these stories could be told. This list is not intended to be an exhaustive list of stories and places, nor does inclusion on this list indicate that the stories have been authenticated and determined to support the FFNHA themes and sub-themes. Rather, it is intended to serve as a starting point and an indicator of the kind of stories and places that FFNHA stakeholders have identified as potentially fitting under the FFNHA themes. These stories and places could be considered by FFNHA for potential inclusion under the three sub-themes as the stories and heritage resources of the region are inventoried and assessed. In many cases, stories can and will be told in several different places. In other cases, there may be one primary location where a specific story is, or should be, told. In other cases, stories may be told from different perspectives in different locations, adding to the richness of the experience and providing a more complete visitor experience. In places where a story was submitted by a specific FFNHA stakeholder at the May 2008 FFNHA meeting, those individuals are identified.



As this list is more fully developed, it may be possible to identify interpretive opportunities both for individual sites as well as for FFNHA. This could include identifying a significant place where an important story is not currently being told, or perhaps a story that is not currently being told anywhere in the region. As these gaps and opportunities are identified, they can provide key interpretive development opportunities for FFNHA. As stories are identified, it will be important to gather information both about what happened as well as why it was significant.

Sub-Theme #1 Shaping of a Frontier

During the first two-thirds of the nineteenth century, this frontier region was a crossroads where people from all walks of life with varying definitions of "life, liberty, and the pursuit of happiness collided. Emigrants flocked, fled or were forced into this region based on what they believed and how that manifested itself in how they lived. This region was both a literal frontier on the edge of civilization as well as a figurative frontier where the clashing of morals, ideals, ways-of-life and freedom of choice came together.

The region's strategic geographical location made it the focus of national efforts towards westward expansion by Euro-American settlers. In the years following the Louisiana Purchase, the settlement of Missouri, mostly be settlers from the Upper South, was made possible through the Missouri Compromise which balanced the nation's number of slave and free states. Under the Missouri Compromise, proslavery Missouri was simultaneously admitted to the Union along with Maine as a free state. While white settlers populated Missouri and pushed farther westward on the many trails that crossed the region, Native Americans were moved from their homes in Georgia and Alabama to join tribes native to Kansas and Missouri at reservations in present-day Arkansas, Oklahoma and Kansas. Kansas remained off-

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border counties. Much of what was left behind was burned, and this area was subsequently referred to as the "Burnt District."

- <u>Place</u>: Cass County Historical Society (Harrisonville, MO, Cass County)
- Place: Bates County Museum of Pioneer History (Butler, MO, Bates County)
- Place: Bushwhacker Museum (Nevada, MO, Vernon County)
- <u>Place</u>: Geneology Branch, Cass County Public Library (Harrisonville, MO, Cass County)
- <u>Story</u>: At the Civil War Battle of Westport on October 23, 1864, Union forces under Major General Samual R. Curtis defeated Confederate Army troops led by Major General Sterling Price. This battle proved to be a turning point for Price's Missouri Expedition, ultimately forcing his army to retreat.
 - Place: Swope Park Interpretive Center & Byram's Ford/ Battle of Westport (Kansas City, MO)
 - Place: John Wornall House Museum (Kansas City, MO)
 - <u>Place:</u> Harris-Kearney House/Westport Historical Society (Kansas City, MO)
- <u>Story:</u> On October 25, 1864, Federal forces attacked the retreating Confederate Army on the banks of Mine Creek. The Battle of Mine Creek was the only major Civil War battle in Kansas and one of the largest cavalry engagements of the Civil War.
 <u>Place:</u> Mine Creek Battlefield (*Pleasanton, KS, Linn County*)
- <u>Story</u>: There is signage at the rest area on Highway 59 that describes the Battle of Hickory Point and the Battle of Slough Creek on September 11 and September 13-14, 1856. (SUBMITTED BY JULIE FRISBEE)
 - Place: Near Oskaloosa/Dunavant, KS, Jefferson County
- <u>Story</u>: James Lane was returning to Lawrence after a raid to Lecompton. An elderly slave joined his party, and when Lane found out he returned the slave to his master. (SUBMITTED BY PAUL BAHNMAIER)
 - <u>Place</u>: Constitution Hall Territorial Capitol Museum (Lecompton, KS, Douglas County)
- <u>Story A</u> Jim Lane led raid on proslavery forts of Fort Franklin, Fort Saunders and Fort Titus. Ended raids on settlers in Douglas County by proslavery forces. The Wakarusa Valley Heritage Museum is designated as a facility on the Underground Railroad. (SUBMITTED BY MARTHA PARKER)
 - Fort Franklin, Fort Saunders, Fort Titus (KS, Douglas County)
- <u>Story B</u>: Slavery led to freedom along Jim Lane Trail (Trail to Freedom). Many related personal stories. Facility registered by National Underground Railroad Network to Freedom. (SUBMITTED BY JUDY PIERSON, NO THEME SPECIFIED)
 - <u>Place</u>: Wakarusa River Valley Heritage Museum (Clinton, KS, Douglas County)
- Story: Topeka Constitution. Free State Government Capital. Lane Trail to Freedom.
 (SUBMITTED BY CHRIS MEINHARDT-NO THEME SPECIFIED)
 - Place: (Topeka, KS, Shawnee County)
- tory: Created by treaty 1825. 1827 Daniel Morgan Boone established settlement south of Williamstown (Kanza) Indian Agency. (SUBMITTED BY JULIE FRISBEE)
 - <u>Place:</u> Kaw Agency 1827 (Williamstown, KS, Jefferson County) There is signage at the rest area on Highway 24.
- <u>Story</u>: David Rice Atchison Militia formed at Governor Jackson's(?) request was camped out at Bull Creek on the Santa Fe Trail. A detachment from this militia raided Osawatomie. John Brown's son Frederick was killed during this raid. Jim Lane, upon hearing the news, found a group of around 200-300 men and went to confront Atchison's men on Bull Creek. Lane devised a plan to trick Atchison's men (who numbered 1200-1400) into retreating. On a ridge to the west of the creek, Lane had his men parade in a way that made them look as if they had a larger group. According to local legend, Lane also mounted a stovepipe on the back of a wagon to imitate a cannon. A few shots were

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fired in this skirmish, but Atchison's men retreated. According to the 1874 Atlas map of Johnson County, the men retreated to Westport at "a speed very trying to horseflesh." Shortly after this, William Gans friend of Jim Lane, started the town of Lanesfield on the former battlesite to rival a pro-slavery Village (McCamish) on the East Bank of Bull Creek. Lane himself guarded a polling place from fraudulent voters during the election of 1858. The Lanesfield School is the only remaining building of the town of Lanesfield and is a National Santa Fe Trail Historic Site. (SUBMITTED BY STEPHANIE CLAYTON)

- **<u>Place:</u>** Lanesfield School Historic Site (*Edgarton, KS, Johnson County*) Visitors can see the school and an exhibit at the visitor center and can walk on an adjacent nature trail that crosses Bull Creek and offers views at Santa Fe Trail swales.
- Story: Significant events in Harrisonville relevant to the Border War are told through the experiences of the H W Younger family as it struggled to survive. A well-respected family with multiple businesses and real estate holdings before the war, the businesses were looted by Jayhawkers in July 1861, their son Cole had to hide in the bush after confronting a federal officer at a local dance to protect the honor of his sister in the winter of 1862, the father H W Younger was murdered by the same federal officer in July 1862, the family was burned out of their house by federals in Feb. 1863, three of the daughters were imprisoned in Kansas City in August of 1863 as spies, their second house was burned, and they left the county during Sept. 1863 as a result of Order #11. The family never returned to live here after the war as most was lost and destroyed in The Burnt District. Their story is significant because it is used as a template to share the experiences of the vast majority of citizens living in the District of the Border in MO during the war. (SUBMITTED BY CAROL BOHL)
 - Place: Civil War Driving Tour of Harrisonville, MO
 - Place: Guided walking tour of Historic Harrisonville Square District which is a National Register of Historic Places District

Cass County Historical Society has step-on guides for groups of two to a busload to narrate the story of the Civil War in Harrisonville and Cass County. Stops include the 1835 Sharp-Hopper Cabin as a survivor of Order #11 and adjacent Burnt District Museum & Archives, the Civil War Murals on the Harrisonville Square depicting the Jayhawks raids and homes burned in Order #11, and driveby narration of the Mockbee House site of the confrontation between Cole Younger and Irwin Walley located at 105 N. Price, areas on and around the square where the Younger family had businesses, sites of the Younger homes, and the Battle of the Barley Farm. Fall of 2008 will see the completion of the Burnt District Monument with interpretive signage.

A guided walking tour of the National Register Historic Square District is also available. Included are stops at the two Civil War murals, the sites of the Younger livery and dry goods stores, and stops in front of other merchants who experienced the Civil War.

Sub-Theme #3: The Enduring Struggle for Freedom

The ongoing quest to define freedom—equality for all people, freedom of choice, and freedom of beliefs—continues in this region just as it does in the nation and in the world.

Although the Missouri-Kansas Border War helped to resolve issues of states rights and slavery, it did not result in freedom for all people and the way in which we define "freedom" continues to evolve. Racism on both sides of the border created challenges for free blacks following the Civil War, and the struggle to secure rights for African Americans, Native Americans, women and other groups are ongoing. The

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stories under this sub-theme will focus primarily on the major ongoing national struggles for freedom and justice that came after the frontier was established and the Missouri-Kansas Border War ended, from 1865 to the present day.

• Stories of the African American Enduring Struggle for Freedom:

- <u>Story A:</u> Some of the pioneer black families of southeastern Kansas were established by the escaped slaves who came with the Great Escape, or after during the Civil War. They were scattered across many towns, sometimes together with the refugee Native American families to form the "colored community" in those towns. (SUBMITTED BY WILLARD JOHNSON)
 Place: Humboldt Poplar Grove Baptist Church (KS, Allen County)
- <u>Story B:</u> Following the end of Reconstruction in the late 1870s when the federal government ceased its military occupation of the South, there was a mass migration as southern Blacks left the South in great numbers. These free blacks were known as "Exodusters." Aided by charitable Kansans and Missourians, they made new homes in communities stretching west from Kansas City.
- <u>Story C:</u> Former slaves who escaped from slavery settled in parts of Kansas including Linn County. (SUBMITTED BY OLA MAY EARNEST)
 - <u>Place:</u>Linn County Museum & Genealogy Library (Pleasanton, KS, Linn County)
 - Information about ex slaves/black families who relocated to Linn County is available in the genealogy library.
- <u>Story:</u> J.W. "Blind" Boone, the son of a former slave of white Union soldiers born in 1864 began a career as a barrier breaking performer of color and was encouraged by local residents. (SUBMITTED BY LISA IRLE)
 - Place: Johnson County Historical Society (Warrensburg, MO, Johnson County)
 - There is a display at the museum and "Blind Boone Park" is nearby Story: Langston Hughes, resident of Lawrence from 1902-1915 and a well
- <u>Story:</u> Langston Hughes, resident of Lawrence from 1902-1915 and a well known black American poet, novelist, playwright, short story writer and columnist, was taught by his grandmother Mary Leary Langston that all people should have access to full human rights. His grandmother was the widow of one of John Brown's black followers who fell at Harper's Ferry, and she would put the boy to sleep with his grandfather's blood-stained coat as a blanket.
- <u>Story</u>: Kansas was the first state to oust the Ku Klux Klan in 1925.
- <u>Story</u>: President Harry Truman's Executive Order 9981 in 1948 declared that there was to be equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion or national origin.
 - <u>Place:</u> Harry S. Truman National Historical Site (Independence, MO Jackson County)
 - Place: Truman Presidential Library & Museum (Independence, MO Jackson County)
- <u>Story</u>: When the University of Missouri's School of Journalism denied her admission eleven times because she was black, Kansas City native Lucile Bluford took her case to the state Supreme Court. After she was finally admitted in 1941, the School of Journalism closed. Fifty years later, the University of Missouri granted her an honorary degree.
 - <u>Story</u>: The acknowledged first school desegregation case was Tinnon v. School Board of Ottawa, Kansas in 1880. Desegregation was ordered on the basis of the 14th Amendment and the decision was upheld in the Kansas Supreme County. (SUBMITTED BY DEBORAH BARKER)

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- <u>Place:</u> Kiosk at 5th and Main Street in Ottawa across from school site (Ottawa, KS, Franklin County)
- <u>Story</u>: Following the Civil War, an African-American school was funded and established with tax money in 1870 and located on the west side of the square. The school site moved to the present site at 902 E. Elm several years later. That structure burned in 1917 and the present red brick structure was built. It served the African-American community until desegregation in 1954 as a result of the Supreme Court ruling. Prior to that time, Prince Whipple students who wanted a high school education had to catch a bus to downtown Kansas City each day. Students never had new books or supplies, just hand-me-downs from the white school. This is the only extant African-American school in Cass County. At one time there were schools in Belton and Pleasant Hill. The

story is significant as an example of how the war did not bring equality persons of color. That was not achieved until the Civil Rights movement in the 1950s and 1960s. (SUBMITTED BY CAROL BOHL)

 <u>Place</u>: Prince Whipple African-American School (Harrisonville, MO, Cass County)

An interpretive sign is in place in front of the schools which in 2008 is a private residence. We do have written permission from the owner to bring tours to the site. It is on the Historic Harrisonville driving tour, and the Cass County Historical Archives contain research information and photos of the school.

 <u>Story</u>: In the landmark 1954 case of *Brown v. Topeka Board of Education*, the United States Supreme Court overturned the Kansas Supreme Court's decision to uphold the constitutionality of school segregation. This paved the way for school integration nationwide.

- <u>Place</u>: Brown v. Board of Education National Historic Site (Topeka, KS, Shawnee County)
- <u>Story:</u> Gordon Parks (1912-2006) was the youngest of 15 children born into a poor black family in segregated Fort Scott, Kansas. He grew up to become a famous photographer, writer and film director. He is perhaps best known for his photo essays in *Life* magazine and as the director of the 1971 film *Shaft*.
 - <u>Place:</u> Gordon Parks Center for Culture and Diversity (Fort Scott, KS, Bourbon County)
 - <u>Place</u>: Gordon Parks Collection (Fort Scott, KS, Bourbon County)
- Stories of the Native American Enduring Struggle for Freedom
 - <u>Story</u>: Indian education has evolved from efforts to re-educate Indian peoples in the areas of industrial training and housekeeping to the study and revival of Indian cultures.
 - <u>Place:</u> (Haskell Indian Nations University, (*Lawrence, KS, Douglas County*)<u>Story:</u> Charles Curtis, who grew up on a Kaw Indian Reservation, became Vice President of the United States under President Herbert Hoover in 1929.
 - <u>Place:</u> Charles Curtis House Museum (*Topeka, KS, Shawnee* County)
 - <u>Story</u>: Kansas Senator Sam Brownback introduced legislation in 2008 that would offer an apology to Native Peoples on behalf of the United States.
 - Story: Less than 30 years after the horror of the "Trail of Tears" Opothleyahola and his 10 or so followers were forced to leave their land and homes behind again in order to not have to fight in a war that was the "white mans." Their

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arrival in Kansas was unexpected. They had no protection from the elements, no food and none of the things promised by the U.S. Government. 10% of their number died in the winter of 1861-2 (SUBMITTED BY EMMA CRITES—SEE RELATED STORY UNDER MISSOURI-KANSAS BORDER WAR)

- <u>Place:</u> Fort Row (Fredonia, KS, Wilson County)
- <u>Story:</u> The Oskaloosa Petticoat Council of April 1888 was the first all female mayor and city council in the United States. There are historic pictures and documentation and a re-enactment is available. Thoughts of doing a film in the future. (SUBMITTED BY JULIE FRISBEE for Shaping Frontier and Enduring Struggles)
 - <u>Place</u>: Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- <u>Story:</u> The "Trail of Death" was the route of the forced removal of the Pottawatomi Indiana from Indiana to Kansas in 1838. (SUBMITTED BY OLA MAY EARNEST)
 - <u>Place</u>: Marker at St. Phillippine Duchesne Park (Linn, KS)
 - Place: Linn County Museum (Pleasanton, KS)
 - The museum has files on many of the Pottawatomi families who made this trip.

• Stories of Enduring Struggles for Freedom for Women

- <u>Story:</u> 1858 Moneka Womens Rights Association and other stories of pioneer women. 1861 bar smashing, underground railroad, 1812 Library Society. Can hear reenactors tell of women's rights and visit cemetery where participants are buried. (SUBMITTED BY MARY ASHER, LISTED BORDER WAR AS THEME)
 - <u>Place:</u> Mound City Historic Park, Cemetery (Mound City, KS, Linn County)
- <u>Story:</u> In 1867, defeated by a failed effort to gain suffrage for Kansas women and blacks, Susan B. Anthony, sister of Leavenworth publisher and future Kansas Governor George T. Anthony, formed the Equal Rights Association to advocate for universal suffrage. Her efforts on behalf of women's suffrage finally bore fruit in 1912, when Kansas women were granted suffrage eight years before the 19th Amendment.
- <u>Story</u>: Clarina Nichols (1810-1885) secured liberal women's property rights for women and the right to vote in school district elections. She lived in both Lawrence and Quindaro, Kansas.
- <u>Story:</u> In 1884, Virginia Alice Cottey founded Nevada, Missouri's Cottey College, an institution devoted to higher education for women.
 <u>Place:</u> Cottey College (Nevada, MO, Vernon County)
- <u>Story:</u> Atchison, Kansas native Amelia Earhart (1897-1937) defied gender stereotypes and blazed new trails in the male-dominated field of aviation.
 - Place: Amelia Earhart Birthplace Museum (Atchison, KS, Atchison County)

• Other Enduring Struggles for Freedom

- <u>Story</u>: Justice issues of Miners' Rights in Kansas have never been resolved. Profit over safety is still the accepted mode of business at some mines. European emigrants and blacks from the south were promised good wages and working conditions which they did not receive. (SUBMITTED BY EILEEN ROBERTSON)
 - <u>Place:</u> Pittsburgh Coal Mine (KS, Crawford County)
 - Place: Baxter Springs Coal and Lead Mines (KS, Cherokee County)
 - Place: Heritage Center (Baxter Springs, KS, Cherokee County)

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- <u>Story:</u> Related to the justice issues for miners' rights is the issue of reform to child labor laws regulating hours and wages for children working in mines. (SUBMITTED BY EILEEN ROBERTSON)
- <u>Story:</u> Baker University was founded by Methodist Ministers looking at bringing the Methodists love for education to people living on the U.S. frontier. This was important because it shows how much people wanted to live peacefully and fruitfully in this "New World" (the lengths to which people would go). (SUBMITTED BY TERRY MANIES, suggested for Shaping Frontier and Enduring Struggles)
- <u>Place</u>: Baker University (Baldwin City, KS, Douglas County)
 <u>Story</u>: Baker University was the first institution of higher education in Kansas. The first graduating class had 3 people in it, and one of them was a WOMAN! We were also involved in educating people of color from the earliest possible time—we've always been progressive.
 - Place: Baker University (Baldwin City, KS, Douglas County)
- <u>Story:</u> In the late 1800s, Sam Peppard of Oskaloosa constructed a Wind Wagon that he drove and wrecked near the Colorado border due to a tornado. There is commemorative statuary and signage on the grounds. (SUBMITTED BY JULIE FRISBEE, for Shaping Frontier and Enduring Struggles)
 - <u>Place:</u> Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- <u>Story</u>: Oskaloosa Independent Newspaper 1860-Present. All records, presses and equipment were donated by Pat Roberts family. (SUBMITTED BY JULIE FRISBEE, SUGGESTED FOR ALL THREE THEMES)
 - Place: Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- <u>Story:</u> Abner Deane was a county Baptist minister who organized a Union cavalry regiment in the southeast part of Cass County early in the war. While he was stationed in Kansas City, his wife attempted to drive up to visit him but was waylaid by freebooters and was so frightened she died soon after, leaving him a widower with one young son. Deane mustered out, moved to Paola where he worked as a merchant and preacher and remarried.

After the war, he moved back to Harrisonville and took up preaching. The 1865 Drake Constitution fashioned by the Radical Republicans disenfranchised any male who wanted to teach, preach, vote or hold elected office if they would not sign an Ironclad Oath to the Union stating that they had supported the southern cause in any way. Deane, as a man of conscience, refused even though he had fought for the Union. He stated that he had never rebelled and "My commission to preach comes from the Lord and not the government."

He continued to preach, was arrested, and thrown into the jail on the square in Independence. Celebrated artist George Caleb Bingham painted two pictures of him in prison to "hold this contemptible oath up to ridicule." Deane was released and the oath was found unconstitutional in 1867. Deane lived in Harrisonville until his death in 1912. The home he built in 1867 still stands.

The story is significant because a large majority of persons lost their freedoms and civil rights in Missouri as well as in many areas of the south as Reconstruction sought to punish those who had rebelled. (SUBMITTED BY CAROL BOHL)

<u>Place</u>: Abner Deane Home, 608 West Wall (Harrisonville, MO, Cass County)

A sign is in place in front of the home. It is on the Historic Harrisonville driving tour. Cass County Historical Society has a DVD with the story and research files on the family and story.

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Other Information Submitted:

The Railroad That Was Never Built or St. Clair County, Missouri Railroad Bond Swindle (2.5 page narrative) *Richard Sunderwirth*

"Bush Whacked" and "St. Clair County Victims (2 page narrative) Richard Sunderwirth

"Did You Know: Important Information Concerning Our Preparation for the Upcoming Civil War Sesquicentennial 1861-2011 Commemoration in St. Clair County Part One" (3 page narrative) *Richard Sunderwirth*

Soldiers Attend Prayer Meting in Argentine Kansas (1 page narrative) Eileen Robertson

* Christy Davis suggested adding in industrial heritage under Enduring Struggle for Freedom

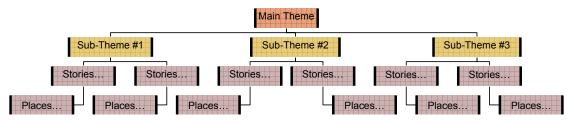
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STORIES AND PLACES-A "STARTER" LIST

June 23, 2008 DRAFT

The following section is intended to provide an indication of the kind of stories that could be told under the proposed FFNHA sub-themes as well as places in the region where these stories could be told. This list is not intended to be an exhaustive list of stories and places, nor does inclusion on this list indicate that the stories have been authenticated and determined to support the FFNHA themes and sub-themes. Rather, it is intended to serve as a starting point and an indicator of the kind of stories and places that FFNHA stakeholders have identified as potentially fitting under the FFNHA themes. These stories and places could be considered by FFNHA for potential inclusion under the three sub-themes as the stories and heritage resources of the region are inventoried and assessed. In many cases, stories can and will be told in several different places. In other cases, there may be one primary location where a specific story is, or should be, told. In other cases, stories may be told from different perspectives in different locations, adding to the richness of the experience and providing a more complete visitor experience. In places where a story was submitted by a specific FFNHA stakeholder at the May 2008 FFNHA meeting, those individuals are identified.



As this list is more fully developed, it may be possible to identify interpretive opportunities both for individual sites as well as for FFNHA. This could include identifying a significant place where an important story is not currently being told, or perhaps a story that is not currently being told anywhere in the region. As these gaps and opportunities are identified, they can provide key interpretive development opportunities for FFNHA. As stories are identified, it will be important to gather information both about what happened as well as why it was significant.

Sub-Theme #1 Shaping of a Frontier

During the first two-thirds of the nineteenth century, this frontier region was a crossroads where people from all walks of life with varying definitions of "life, liberty, and the pursuit of happiness collided. Emigrants flocked, fled or were forced into this region based on what they believed and how that manifested itself in how they lived. This region was both a literal frontier on the edge of civilization as well as a figurative frontier where the clashing of morals, ideals, ways-of-life and freedom of choice came together.

The region's strategic geographical location made it the focus of national efforts towards westward expansion by Euro-American settlers. In the years following the Louisiana Purchase, the settlement of Missouri, mostly be settlers from the Upper South, was made possible through the Missouri Compromise which balanced the nation's number of slave and free states. Under the Missouri Compromise, proslavery Missouri was simultaneously admitted to the Union along with Maine as a free state. While white settlers populated Missouri and pushed farther westward on the many trails that crossed the region, Native Americans were moved from their homes in Georgia and Alabama to join tribes native to Kansas and Missouri at reservations in present-day Arkansas, Oklahoma and Kansas. Kansas remained off-

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Freedom's Management Plan Frontier Planning Process Imits to white settlement until Congress enacted the Kansas-Nebraska Act in 1854. National politics and

Imits to white settlement until Congress enacted the Kansas-Nebraska Act in 1854. National politics and the physical geography of the present day states of Kansas and Missouri played an important role in defining the time and place of the Missouri-Kansas Border Wars and the ultimate resolution of the national slavery question. Stories under this sub-theme will focus primarily on the frontier period of 1800-1854, though appropriate stories prior to 1800 or stories of settlement between 1854 and 1869 when the transcontinental railroad was completed may also be included.

- <u>Story:</u> For decades, many European Americans viewed the Great Plains as the "Great American Desert" and had little interest in inhabiting this region. Many Indian tribes, including the Kansa, Missouria and Osage lived, cultivated and hunted in the area before Indian Removal.
- <u>Story:</u> In 1803, the United States purchased a vast tract of land from the French in the central United States which included present day Kansas and Missouri as part of the Louisiana Purchase.
- <u>Story</u>: Lewis & Clark's explorations of the west took them through this region in 1804 and 1806.
 - <u>Place:</u> Fort Osage (MO, Jackson County)
 - Place: Lexington Riverfront Park (Lexington, MO, Lafayette County)
 - <u>Place:</u> St. Joseph Museum Inc/Wyeth Tootle Mansion (St. Joseph, MO, Buchanan County)
 - Place: Glore Psychiatric Museum (St. Joseph, MO, Buchanan County)
 - Place: Lewis & Clark Historic Park at Kaw Point (Kansas City, KS, Wyandotte County)
 - <u>Place</u>: Wyandotte County Historical Museum (Bonner Springs, KS, Wyandotte County)
 - Place: Leavenworth Landing Park (Leavenworth, KS, Leavenworth County)
- <u>Story A:</u> The settlement of the frontier along the Santa Fe Trail. Black Jack Cabin Museum and community frontier/historical signs related to the area, Ivan Boyd Prairie Preserve with ruts made by travelers on the trail and prairie vegetation. (SUBMITTED BY DORTHEA JACKSON)
 - Place: Black Jack Cabin and Santa Fe Trail
- <u>Story B</u>: As early as 1821, the Santa Fe Trail linked Missouri with Santa Fe, New Mexico. The Santa Fe Trail was one of the earliest trails to provide an overland route for westward trade and expansion.
 - Place: National Frontier Trails Museum (Independence, MO, Jackson County)
 - Place: Fort Leavenworth, KS, Leavenworth County
 - Place: Fort Scott, KS, Bourbon County
 - Place: Fort Riley, KS, Geary County
 - Place: Fort Osage (Sibley, MO, Jackson County)
 - Place: Liberty Arsenal (Liberty, MO, Jackson County)
 - <u>Place</u>: Black Jack Cabin (Baldwin City, KS, Douglas County)
 - <u>Place:</u> Shawnee Indian Mission State Historic Site (Fairway, KS)
 - <u>Place:</u> The Trailside Center-New Santa Fe/Historical Society of New Santa Fe (Kansas City, MO)
 - Place: Mahaffie Stagecoach Stop & Farm (Olathe, KS, Johnson County)
 - Place: Lexington Historical Museum (Lexington, MO, Lafayette County)
- <u>Story:</u> The Missouri Compromise of 1821 brought Missouri into the United States as a slave state and Maine in as a free state to maintain a balance between free and slave states. Also, the Missouri Compromised specified that all of the Louisiana Purchase territory north of the southern boundary of Missouri would be free, while slavery could exist below the Mason-Dixon line.
- <u>Story:</u> The Indian Removal Act was passed by Congress in 1830. Most Native American national were uprooted from their original homes in the Eastern states. Many were

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forced to trek several "Trails of Tears" to Indian territories including Kansas. Later, after the Civil War, many of these Native peoples were pressured once again to "remove" to liberated Indian Territory.

- <u>Place</u>: Shawnee Indian Mission State Historic Site (Fairway, KS)
- Place: St. Philippine Duchesne Memorial Park (KS, Linn County)
- <u>Place:</u> New Harmony Mission (Papinville, MO Bates County)
- Place: Osage State Historic Site (MO, Vernon County)

Story: Mormon settlers moved to Independence, Missouri where they lived between 1831 and 1839. The Mormons established a newspaper, The Evening and Morning Star and also printed the first copy of the Book of Commandments in Independence. Missourians felt threatened by the Mormons, in part because many of them came from the north and were against slavery. In July of 1833, a mob met at the Independence courthouse and subsequently demanded that the Mormons cease printing their newspaper. When the Mormons refused, attackers stole the printing press and demolished the newspaper office building which was also the home of the editor. William Phelps. Church leaders Bishop Partridge and Charles Allen were seized and taken the public square in Independence and asked to renounce the Book of Mormon and leave the county. When they refused they were tarred and feathered. Mormons were prohibited from voting in Missouri in 1837. The Missouri Mormons relocated first to Clay County, and subsequently to Daviess County in Missouri outside the FFNHA region. In October of 1838, Missouri Governor Lilburn Boggs issued a decree that "The Mormons must be treated as enemies and must be exterminated or driven from the State." The resulting "Mormon War" resulted in the slaughtering of 17 Mormons including children at Haun's Mill in Caldwell County outside the FFNHA region. Joseph Smith and several other Church leaders were jailed at Liberty Jail in Clay County. In April of 1839, while being transported to Gallatin, Missouri for a Grand Jury hearing, Smith and his followers escaped.

- Place: Mormon Visitors Center (Independence, MO, Jackson County)
- Place: 1827 Log House (Independence, MO, Jackson County)
- Place: Heritage Plaza (Independence, MO, Jackson County)
- Place: National Frontier Trails Museum (Independence, MO, Jackson County)
- Place: Missouri Mormon Walking Trail (Independence, MO, Jackson County)
- <u>Place</u>: Liberty Jail (Liberty, MO, Clay County)
- Place: Machpelah Cemetery (Lexington, MO, Lafayette County)
- Place: Ray County Museum (MO, Ray County)
- <u>Story:</u> The Oregon and California Trails originated in Missouri as early as the 1840s and linked Missouri to Oregon and California. These trails were heavily used up until the 1860s when the transcontinental railroad was completed. The trails were used by settlers, traders and by prospectors—especially after gold was discovered in California in 1848.
 - <u>Place</u>: National Frontier Trails Museum (Independence, MO, Jackson County)
- <u>Story</u>: Rivers such as the Missouri River also provided an important early mode of transportation in the first part of the nineteenth century.
 - <u>Place:</u> Steamboat Arabia Museum (Kansas City, MO)
 - Place: Lexington's Heritage Park (Lexington, MO Lafayette County)
 - **Story:** Frontier life for settlers in Missouri and Kansas was challenging.
 - <u>Place:</u> Woodson County Historical Society (Yates Center, KS, Woodson County)
 <u>Place:</u> 1835 Sharp-Hopper Log Cabin (Harrisonville, MO, Cass County)
- <u>Story:</u> The Kansas Nebraska Act, passed by Congress in1854, nullified the Missouri Compromise and stated that all new states would have the opportunity for popular sovereignty to determine if they were to be a slave state or a free state. Kansas was to become the first state to test this new policy of self-determination.

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- **Story:** The legendary though short-lived Pony Express operated from 1861-1862 between St. Joe, Missouri and Sacramento, California. By reducing the travel time between Missouri and California down to ten days, the Pony Express demonstrated that a reliable transcontinental communications system was viable.
 - Place: Lexington Historical Museum (Lexington, MO, Lafayette County)
 - Place: Patee House Museum (St. Joseph, MO, Buchanan County)
 - Place: Black Archives Museum (St. Joseph, MO, Buchanan County)
 - <u>Place:</u> Glore Psychiatric Museum (St. Joseph, MO, Buchanan County)
 - <u>Place</u>: St. Joseph Museum (St. Joseph, MO, Buchanan County)
 - <u>Place:</u> Wyeth-Tootle Mansion (St, Joseph, MO, Buchanan County)
 - Place: Pony Express National Museum (St. Joseph, MO, Buchanan County)
- <u>Story</u>: Jo and Lucinda Mahaffie settled in Olathe in 1857-1858. They established a farm, stagecoach stop, and their children helped grow the town of Olathe. The Mahaffie's helped establish and were involved in various organizations in Olathe. They retired from farming in the 1880s and remained in Olathe until their deaths in the early 1900s. The Mahaffies were living in Olathe during the Border War and Civil War. They experienced Quantrills's raid of Olathe in September 1862, but were not directly affected by the raiders. The Mahaffies are a great example of a family settling and being successful during this time (SUBMITTED BY ALEXIS RADIL—ALSO LISTED BORDER WAR THEME)
 - Place: Mahaffie Stagecoach Stop and Farm Historic Site (Olathe, KS, Johnson County)

Heritage Center has exhibits about the Mahaffies and an orientation film. The 1865 stone farm house is open to the public. Cooking demonstrations in the stagecoach dining room and kitchen where Lucinda Mahaffie cooked for the passengers. Stagecoach rides are available, living history activities and special events throughout the year.

- <u>Story</u>: Even after the Border War and Civil War both came to a close, the region's outlaw tradition lived on through the activities of Western legend Jesse James and other members of the James-Younger Gang.
 - <u>Place:</u> The James Farm (Kearney, MO, Clay County)
 - Place: Jesse James Bank Museum (Liberty, MO, Jackson County)
 - <u>Place:</u> 1859 Jail, Marshal's Home & Museum (Independence, MO, Jackson County)
 - Place: Jesse James House (St, Joseph, MO, Buchanan County)
 - Place: Patee House Museum (St, Joseph, MO, Buchanan County)
 - <u>Place</u>: Confederate Memorial State Historic Site/Jim Cummins gravesite (Higginsville, MO, Lafayette County)
- Story: The transcontinental railroad was completed in 1869
- Story: The routing of the Missouri Pacific through Johnson County by Benjamin Grover.
 - Died at Battle of Lexington. (SUBMITTED BY LISA IRLE)

 Place: Johnson County Historical Society (Warrensburg, MO)
 - Museum has a display and research materials
- <u>Story:</u> The Old Military Road was the first major road in Kansas. You can learn the history of this road and its importance to the area's settlement, Border War and Civil War. A mile of original road can be found 1.5 miles east of Pleasanton. (SUBMITTED BY OLA MAY EARNEST)
 - <u>Place</u>: Linn County Historical Society/Museum (Pleasanton, KS, Linn County)
- <u>Story:</u> Several segments of the old military trails for Fort Leavenworth and Fort Riley still exist and have historic markers. (SUBMITTED BY JULIE FRISBEE)
 - Place: Old Jefferson Town (Oskaloosa, KS, Jefferson County)

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- <u>Story</u>: Plum Grove was an early settlement (1854-1855), and there is still a cemetery and a school house remaining. (SUBMITTED BY JULIE FRISBEE)
 - <u>Place</u>: Plum Grove Settlement (Rural Winchester, KS, Jefferson County)
- Story: The Bow String Bridge was moved from Rock Creek to Old Jefferson Town.
 - There is signage at the bridge. (SUBMITTED BY JULIE FRISBEE)
 - <u>Place:</u> Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- Story: In 1834 and 1835, four families traveled overland from the foothills of the Blue Ridge Mountains in Virginia to settle on the farthest edge of the United States in an area just NW of present-day Harrisonville. The families worked together to fell the trees for cabins and began subsistence farming with the closest towns of Independence and Lexington days away by wagon. Their lives trace the typical experience of life on the frontier. The Civil War intruded on the second generation of Sharps to live in the cabin. Father fought for the southern cause, the family had to leave the cabin during Order #11, but the cabin was not burned as most other structures in the District of the Border were. As a survivor, it serves as a symbol of those one-third of the residents who returned after the war to start over and rebuild their lives. The story is significant because it provides background for an understanding of the struggles pioneer families faced to settle the frontier and what social mores they brought which set up the culture war of the Bleeding Kansas and Civil War on the Missouri/Kansas border. (SUBMITTED BY CAROL BOHL—BORDER WAR ALSO LISTED FOR THIS STORY)
 - <u>Place</u>: 1835 Sharp-Hopper Log Cabin, 400 E. Mechanic (Harrisonville, MO, Cass County)

Tour cabin, open 10 - 3 M-F, with docent who tells how cabin was built in 1835 which was the year the county was formed, stories of families who lived there for three generations. Includes farming techniques, crops, social mores of typical pioneers from Virginia, Tennessee and Kentucky who settled the county pre-war.

We periodically offer summer camp experiences for students with hands-on lifestyle experiences of pioneers on the frontier. For the past two years we have offered the public a chance to learn the Civil War era dances with a live band and caller who teaches the reels, jigs, waltzes, etc. the pioneers dances.

We also tie stories of the Sharp family into the Civil War strife and Order #11. The cabin is one of very few structures that survived the war which turned the county into part of "The Burnt District".

Sub-Theme #2 Missouri-Kansas Border War

In the mid-nineteenth century, the question of individual or state rights over the common good for an entire country fueled growing debates as our nation faced fundamental issues of states rights and slavery in the mid nineteenth century. The debate over slavery epitomized battles before and after about freedom and equality. Freedom from and for what? Equality to whom, and what does equality means for each?

The Kansas-Nebraska Act effectively revoked the Missouri Compromise by giving citizens in new states the freedom to determine their state's slave status through popular vote. Kansas was one of the first states to test this new approach leading to a struggle over whether Kansas was to be admitted to the union as a slave state or as a free state. This disagreement escalated into the Missouri Kansas Border War which sparked the Civil War by focusing national attention on this region where the national question of slavery was being put to the test. The stakes were high on both sides, but they were particularly high in Missouri, the northernmost slave state, was already exposed to the north and the east to free state. If Kansas was admitted to the Union as a free state, Missouri would be a slave state surrounded on three

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sides by free states. On the other hand, if Kansas was admitted as a slave state, there was no telling where the limits to the slavery system would be in the United States. The Missouri-Kansas Border War continued throughout the Civil War and resulted in heavy losses on both sides of the border. Ultimately, Kansas was admitted to the Union as a free state. At the close of the Civil War a few years later, the country was reunited as one nation "with freedom and justice for all" and slavery in America was abolished. The stories under this sub-theme will focus primarily on the period beginning with the onset of the Missouri-Kansas Border War in 1854 through the end of the Civil War in 1865.

- <u>Story:</u> Because both pro-slavery and free state factions believed that the outcome of the election in Kansas to determine the future of slavery in Kansas would determine the future of the institution of slavery nationwide, both sides took extreme measures to sway the vote. Groups such as the New England Emigrant Aid Company worked to bring emigrants from New England to increase the number of free-state supporters in Kansas.
 - Place: Watkins Museum, (Lawrence, KS)
 - Place: Topeka, KS
 - Place: Isaac Goodnow House (Manhattan, KS, Riley County)
- <u>Story:</u> In Missouri, Lexington founded the Lafayette Emigration Society which attempted to finance movement of pro-southerners into the Kansas territory. They also blockaded the Missouri River in an attempt to stop abolitionists from traveling to Kansas.
 - Place: Battle of Lexington State Historic Site (Lexington, MO, Lafayette County)
- <u>Story:</u> The result of the 1855 election in Kansas was influenced by large numbers of Missourians who came across the border to vote illegally to make Kansas a slave state. The resulting administration was referred to by some as the "Bogus Legislature" due to charges of electoral fraud.
 - Place: First Territorial Capitol (Fort Riley, KS, Geary County)
 - Place: Shawnee Indian Mission (Fairway, KS Johnson County)
- <u>Story</u>: Free-staters in Kansas established a second free-state government in Topeka in 1855 because they did not recognize the legality of the "Bogus Legislature." They drafted the "Topeka Constitution" which outlawed slavery.
 - <u>Place</u>: Topeka (where ?)
- <u>Story:</u> The conflict escalated from voting to violence on May 21, 1856 when Lawrence, Kansas was attacked by Sheriff Jones and a proslavery posse of 500. Presses for two free-soil presses were destroyed and the Free State Hotel serving the New England Emigrant Aid Company was burned.
 - <u>Place</u>: Lawrence, KS (where?)
- <u>Story</u>: Three days after the attack on Lawrence on May 24, 1856, John Brown and his men retaliated by dragging five proslavery settlers from their homes and murdering them along Pottawatomie Creek.
 - Place: John Brown State Historic Site/Adair Cabin (Osawatomie, KS, Miami County)
 - <u>Place:</u> Old Depot Museum (Ottawa, KS, Franklin County)
- <u>Story</u>: The first shot fired in the war between the states was over a county election between James McCown (a southern sympathizer) and his opponent (Marsh Foster). The winner was shot at a meeting in the Johnson County Courtroom. (SUBMITTED BY LISA IRLE)
 - <u>Place:</u> Johnson County Historical Society (Warrensburg, MO, Johnson County) There are guided tours of the 1838 Courthouse.
- <u>Story</u>: Both northern and southern armies raised regiments in Warrensburg. The reportedly first drilled together and then alternated on the same parade ground near the courthouse. (SUBMITTED BY LISA IRLE)

• <u>Place:</u> Johnson County Historical Society (Warrensburg, MO, Johnson County) There is a display at the museum and this is mentioned in the guided tour

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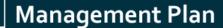
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- <u>Story A</u>: At the Battle of Black Jack in June 1856 John Brown fought and won what some historians consider to be the first battle in the American Civil War.
- <u>Place</u>: Black Jack Battlefield (*Baldwin City, KS, Douglas County*)
 <u>Story B</u>: The first battle of the Civil War was in Kansas. John Brown fought and won the first regular battle between pro and anti-slavery armed forces (SUBMITTED BY KERPY)
 - first regular battle between pro and anti-slavery armed forces (SUBMITTED BY KERRY ALTENBERND)

 • <u>Place:</u> Black Jack Battlefield and Nature Park (Douglas County, KS)
 - There is interpretive signage describing the events and a battlefield tour on weekends from May through October. Special events include the battle anniversary and a breakfast on the site in October.
- <u>Story:</u> In March 1857, the Supreme Court ruled in the Dred Scott case that Congress did not have a right to prohibit slavery.
- <u>Story:</u> Little did the small German colony, crossing "Blanton's Crossing" in the spring of 1857 to establish Free State Town Humboldt, southeast Kansas know that in 1861 they would be raided in September, be awarded the Land Office in September, and be burned in October to avenge the death of Raider John Matthews and the burning of Osceola, MO. Nor did they know that 1000 surviving Indians of Yahola's Great 1862 Escape from Indian Territory and Black Freedman forming the first Union Indian Volunteer Regiment that marched four abreast from LeRoy to Humboldt's Camp Hunter (established after the 1861 burning). For 3 months in early 1862, the infamous, notorious 7th Volunteer Cavalry were placed at Camp Hunter to cool their heels for all the burning and devastation they created in Missouri (Rose Hill, Columbus, Dayton, Osceola and others). Several incidents (stories) happened at Camp Hunter during the 7th Cavalry visit. Little did the German Colony know they would survive as a town for 150 years and beyond. (SUBMITTED BY EILEEN ROBERTSON)
 - Place: Humboldt, KS, Allen County (12-site self-guided or conducted tour)
- <u>Story:</u> The Lecompton Constitutional Convention was held in the Fall of 1857. The Lecompton Constitution would have admitted Kansas as a slave state. The controversy that ensued became a topic for the Lincoln-Douglas debates.
 - Place: Constitutional Hall State Historic Site (Lecompton, KS, Douglas County)
 - Story: The Leavenworth Constitution was ratified on May 18, 1858
 - <u>Place</u>: Leavenworth, KS
 - Place: Constitution Hall State Historic Site (Lecompton, KS, Douglas County)
- <u>Story:</u> On May 19, 1858, Charles Hamilton led a group of proslavery men into Kansas where they seized eleven free-soil settlers. They took the men to a wooded ravine just north of the Marais des Cygnes River and fired on them, killing five and wounding others. This event became known as the "Marais des Cygnes Massacre."
 - Place: Marais des Cygnes Massacre State Historic Site (Mound City, KS, Linn County)
- <u>Story:</u> In 1859, the Free-State Wyandotte Constitution was drawn up and ratified by Kansas voters. Kansas was admitted to the Union on January 29, 1861 as a free state.
- Story A: (SEE STORY SUBMITTED BY EMMA CRITES IN ENDURING STRUGGLE FOR FREEDON) Some of the Native Nations of the southeastern states had come to enslave Africans who were then forced to share the ordeals of the Trail of Tears and resettlement. Some of the Native Americans in Indian territory tried to escape the violence of the Civil War. Many thousands of those Indians who opposed the Confederacy fled to what had become the "free state" of Kansas. Under the leadership of the Creek Indian leader Opothleyahola, they were joined by hundreds of Blacks in a "Great Escape' across the "Trail of Blood on Ice." The surviving warrior age men among the Indians and the Blacks formed military units that, together with the Kansas Colored regiments, became the first organized "colored troops" to engage in armed battle for the Union Army during the Civil War.

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- Place: Forts Row and Belmont (KS, Wilson County)
- Place: Humboldt Civil War Tour (KS, Allen County)
- <u>Place:</u> "Trail of Blood on Ice Tour" (KS, Allen, Coffey, Wilson and Woodson Counties)
- <u>Story B</u>: Opothelayahola led Indians from the South to the free state of Kansas. Warrior aged members and black slaves formed colored regiments that fought for the Union. (SUBMITTED BY JON HOTALING)
 - <u>Place</u>: Leroy Opothleyahalo Memorial (Leroy, KS, Coffey County)
- <u>Story:</u> Kansas was part of the Underground Railroad.
 - Place: Richard Allen Cultural Center (KS, Leavenworth County)
 - Place: Old Quindaro Ruins (KS, Wyandotte County)
 - Place: Humboldt Tour
 - Place: "Aunt Polly" Crosslin Log Cabin marker (Humboldt, KS, Allen County)
- <u>Story</u>: During the Jayhawks Raid and Rampage through western Missouri, the towns of Dayton, Rose Hill, Columbus, Butler, West Point, and Nevada were burned causing millions of dollars in property loss and indiscriminate murders.
- <u>Story</u>: The raiding on September 8, 1861 and later the burning on October 14, 1861 of the town of Humboldt.
 - <u>Place</u>: Humboldt Civil War Tour (KS, Allen County)
 - <u>Story:</u> James Land and 1200 of his men raided and sacked Osceola, Missouri on September 23, 1861
 - Place: St. Clair Historical Society (Osceola, MO, St. Clair County)
- <u>Story:</u> Forces under Confederate Major General Sterling Price collided with Major General James Blunt's Union Forces in the Civil War Battle of Lexington, Missouri in September 1861.
 - <u>Place</u>: Battle of Lexington State Historic Site, (Lexington, MO, Lafayette County)
 - <u>Place</u>: Lexington Historical Museum (Lexington, MO, Lafayette County)
- <u>Story:</u> The Civil War Battle of Lone Jack on August 16, 1862 was one of the bloodiest Civil War battles fought on Missouri soil. Soldiers are still buried in the original trench graves at the site. 800 Union troops were defeated by 3000 Confederate soldiers.
 - <u>Place</u>: Lone Jack Civil War Battlefield, Cemetery & Museum (Lone Jack, MO, Jackson County)
- <u>Story:</u> In August of 1863, William Quantrill and his men raided Lawrence, Kansas killing 180 men and boys and causing an estimated \$2 million in damage to the town.
 - <u>Place:</u> Lawrence Visitor Information Center (Lawrence, KS, Douglas County)
 <u>Place:</u> Woodlawn Cemetery (Independence, MO, Jackson County)
- <u>Story</u>: The more heavily wooded landscape in Missouri provided refuge for Missouri bushwhackers and frustrated the Union troops attempting to stop them.
- <u>Story:</u> Jayhawkers plan raids. The Immortal 50 meet in Mound City to plan raids. (SUBMITTED BY MARY ASHER)
 - <u>Place:</u> Reproduction of Montgomery Fort/Cabin in Historic Park (Mound City, KS, Linn County)
 - Park is staffed Sat-Sun 2nd weekend May-2nd weekend in October 1-5 pm, by appt anytime, self guided anytime.
- <u>Story</u>: National Cemetery is the burial site of Jayhawker Chieftain James Montgomery; Abolitionists Augustus John Wattles. Connects to other national cemeteries in Leavenworth, Fort Scott and Baxter. (SUBMITTED BY MARY ASHER)
 - <u>Place</u>: National Cemetery-Soldiers Ld/Woodland Cemetery (Mound City, KS, Linn County)
 - Tours by appointment, stories of 15 significant pioneers
- <u>Story:</u> A week after Quantrill's 1863 Lawrence Raid, Order No. 11 ordered the removal of all Missourians who could not provide proof of their loyalty to the Union living in the four

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border counties. Much of what was left behind was burned, and this area was subsequently referred to as the "Burnt District."

- <u>Place</u>: Cass County Historical Society (Harrisonville, MO, Cass County)
- Place: Bates County Museum of Pioneer History (Butler, MO, Bates County)
- Place: Bushwhacker Museum (Nevada, MO, Vernon County)
- <u>Place</u>: Geneology Branch, Cass County Public Library (Harrisonville, MO, Cass County)
- <u>Story</u>: At the Civil War Battle of Westport on October 23, 1864, Union forces under Major General Samual R. Curtis defeated Confederate Army troops led by Major General Sterling Price. This battle proved to be a turning point for Price's Missouri Expedition, ultimately forcing his army to retreat.
 - Place: Swope Park Interpretive Center & Byram's Ford/ Battle of Westport (Kansas City, MO)
 - Place: John Wornall House Museum (Kansas City, MO)
 - <u>Place:</u> Harris-Kearney House/Westport Historical Society (Kansas City, MO)
- <u>Story:</u> On October 25, 1864, Federal forces attacked the retreating Confederate Army on the banks of Mine Creek. The Battle of Mine Creek was the only major Civil War battle in Kansas and one of the largest cavalry engagements of the Civil War.
 <u>Place:</u> Mine Creek Battlefield (*Pleasanton, KS, Linn County*)
- <u>Story</u>: There is signage at the rest area on Highway 59 that describes the Battle of Hickory Point and the Battle of Slough Creek on September 11 and September 13-14, 1856. (SUBMITTED BY JULIE FRISBEE)
 - Place: Near Oskaloosa/Dunavant, KS, Jefferson County
- <u>Story</u>: James Lane was returning to Lawrence after a raid to Lecompton. An elderly slave joined his party, and when Lane found out he returned the slave to his master. (SUBMITTED BY PAUL BAHNMAIER)
 - <u>Place</u>: Constitution Hall Territorial Capitol Museum (Lecompton, KS, Douglas County)
- <u>Story A</u> Jim Lane led raid on proslavery forts of Fort Franklin, Fort Saunders and Fort Titus. Ended raids on settlers in Douglas County by proslavery forces. The Wakarusa Valley Heritage Museum is designated as a facility on the Underground Railroad. (SUBMITTED BY MARTHA PARKER)
 - Fort Franklin, Fort Saunders, Fort Titus (KS, Douglas County)
- <u>Story B</u>: Slavery led to freedom along Jim Lane Trail (Trail to Freedom). Many related personal stories. Facility registered by National Underground Railroad Network to Freedom. (SUBMITTED BY JUDY PIERSON, NO THEME SPECIFIED)
 - <u>Place</u>: Wakarusa River Valley Heritage Museum (Clinton, KS, Douglas County)
- Story: Topeka Constitution. Free State Government Capital. Lane Trail to Freedom.
 (SUBMITTED BY CHRIS MEINHARDT-NO THEME SPECIFIED)
 - Place: (Topeka, KS, Shawnee County)
- tory: Created by treaty 1825. 1827 Daniel Morgan Boone established settlement south of Williamstown (Kanza) Indian Agency. (SUBMITTED BY JULIE FRISBEE)
 - <u>Place:</u> Kaw Agency 1827 (Williamstown, KS, Jefferson County) There is signage at the rest area on Highway 24.
- <u>Story</u>: David Rice Atchison Militia formed at Governor Jackson's(?) request was camped out at Bull Creek on the Santa Fe Trail. A detachment from this militia raided Osawatomie. John Brown's son Frederick was killed during this raid. Jim Lane, upon hearing the news, found a group of around 200-300 men and went to confront Atchison's men on Bull Creek. Lane devised a plan to trick Atchison's men (who numbered 1200-1400) into retreating. On a ridge to the west of the creek, Lane had his men parade in a way that made them look as if they had a larger group. According to local legend, Lane also mounted a stovepipe on the back of a wagon to imitate a cannon. A few shots were

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fired in this skirmish, but Atchison's men retreated. According to the 1874 Atlas map of Johnson County, the men retreated to Westport at "a speed very trying to horseflesh." Shortly after this, William Gans friend of Jim Lane, started the town of Lanesfield on the former battlesite to rival a pro-slavery Village (McCamish) on the East Bank of Bull Creek. Lane himself guarded a polling place from fraudulent voters during the election of 1858. The Lanesfield School is the only remaining building of the town of Lanesfield and is a National Santa Fe Trail Historic Site. (SUBMITTED BY STEPHANIE CLAYTON)

- **<u>Place:</u>** Lanesfield School Historic Site (*Edgarton, KS, Johnson County*) Visitors can see the school and an exhibit at the visitor center and can walk on an adjacent nature trail that crosses Bull Creek and offers views at Santa Fe Trail swales.
- Story: Significant events in Harrisonville relevant to the Border War are told through the experiences of the H W Younger family as it struggled to survive. A well-respected family with multiple businesses and real estate holdings before the war, the businesses were looted by Jayhawkers in July 1861, their son Cole had to hide in the bush after confronting a federal officer at a local dance to protect the honor of his sister in the winter of 1862, the father H W Younger was murdered by the same federal officer in July 1862, the family was burned out of their house by federals in Feb. 1863, three of the daughters were imprisoned in Kansas City in August of 1863 as spies, their second house was burned, and they left the county during Sept. 1863 as a result of Order #11. The family never returned to live here after the war as most was lost and destroyed in The Burnt District. Their story is significant because it is used as a template to share the experiences of the vast majority of citizens living in the District of the Border in MO during the war. (SUBMITTED BY CAROL BOHL)
 - Place: Civil War Driving Tour of Harrisonville, MO
 - Place: Guided walking tour of Historic Harrisonville Square District which is a National Register of Historic Places District

Cass County Historical Society has step-on guides for groups of two to a busload to narrate the story of the Civil War in Harrisonville and Cass County. Stops include the 1835 Sharp-Hopper Cabin as a survivor of Order #11 and adjacent Burnt District Museum & Archives, the Civil War Murals on the Harrisonville Square depicting the Jayhawks raids and homes burned in Order #11, and driveby narration of the Mockbee House site of the confrontation between Cole Younger and Irwin Walley located at 105 N. Price, areas on and around the square where the Younger family had businesses, sites of the Younger homes, and the Battle of the Barley Farm. Fall of 2008 will see the completion of the Burnt District Monument with interpretive signage.

A guided walking tour of the National Register Historic Square District is also available. Included are stops at the two Civil War murals, the sites of the Younger livery and dry goods stores, and stops in front of other merchants who experienced the Civil War.

Sub-Theme #3: The Enduring Struggle for Freedom

The ongoing quest to define freedom—equality for all people, freedom of choice, and freedom of beliefs—continues in this region just as it does in the nation and in the world.

Although the Missouri-Kansas Border War helped to resolve issues of states rights and slavery, it did not result in freedom for all people and the way in which we define "freedom" continues to evolve. Racism on both sides of the border created challenges for free blacks following the Civil War, and the struggle to secure rights for African Americans, Native Americans, women and other groups are ongoing. The

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stories under this sub-theme will focus primarily on the major ongoing national struggles for freedom and justice that came after the frontier was established and the Missouri-Kansas Border War ended, from 1865 to the present day.

• Stories of the African American Enduring Struggle for Freedom:

- <u>Story A:</u> Some of the pioneer black families of southeastern Kansas were established by the escaped slaves who came with the Great Escape, or after during the Civil War. They were scattered across many towns, sometimes together with the refugee Native American families to form the "colored community" in those towns. (SUBMITTED BY WILLARD JOHNSON)
 Place: Humboldt Poplar Grove Baptist Church (KS, Allen County)
- <u>Story B:</u> Following the end of Reconstruction in the late 1870s when the federal government ceased its military occupation of the South, there was a mass migration as southern Blacks left the South in great numbers. These free blacks were known as "Exodusters." Aided by charitable Kansans and Missourians, they made new homes in communities stretching west from Kansas City.
- <u>Story C:</u> Former slaves who escaped from slavery settled in parts of Kansas including Linn County. (SUBMITTED BY OLA MAY EARNEST)
 - <u>Place:</u>Linn County Museum & Genealogy Library (Pleasanton, KS, Linn County)
 - Information about ex slaves/black families who relocated to Linn County is available in the genealogy library.
- <u>Story:</u> J.W. "Blind" Boone, the son of a former slave of white Union soldiers born in 1864 began a career as a barrier breaking performer of color and was encouraged by local residents. (SUBMITTED BY LISA IRLE)
 - Place: Johnson County Historical Society (Warrensburg, MO, Johnson County)
 - There is a display at the museum and "Blind Boone Park" is nearby Story: Langston Hughes, resident of Lawrence from 1902-1915 and a well
- <u>Story:</u> Langston Hughes, resident of Lawrence from 1902-1915 and a well known black American poet, novelist, playwright, short story writer and columnist, was taught by his grandmother Mary Leary Langston that all people should have access to full human rights. His grandmother was the widow of one of John Brown's black followers who fell at Harper's Ferry, and she would put the boy to sleep with his grandfather's blood-stained coat as a blanket.
- <u>Story</u>: Kansas was the first state to oust the Ku Klux Klan in 1925.
- <u>Story:</u> President Harry Truman's Executive Order 9981 in 1948 declared that there was to be equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion or national origin.
 - <u>Place:</u> Harry S. Truman National Historical Site (Independence, MO Jackson County)
 - Place: Truman Presidential Library & Museum (Independence, MO Jackson County)
- <u>Story</u>: When the University of Missouri's School of Journalism denied her admission eleven times because she was black, Kansas City native Lucile Bluford took her case to the state Supreme Court. After she was finally admitted in 1941, the School of Journalism closed. Fifty years later, the University of Missouri granted her an honorary degree.
 - <u>Story</u>: The acknowledged first school desegregation case was Tinnon v. School Board of Ottawa, Kansas in 1880. Desegregation was ordered on the basis of the 14th Amendment and the decision was upheld in the Kansas Supreme County. (SUBMITTED BY DEBORAH BARKER)

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- <u>Place:</u> Kiosk at 5th and Main Street in Ottawa across from school site (Ottawa, KS, Franklin County)
- <u>Story</u>: Following the Civil War, an African-American school was funded and established with tax money in 1870 and located on the west side of the square. The school site moved to the present site at 902 E. Elm several years later. That structure burned in 1917 and the present red brick structure was built. It served the African-American community until desegregation in 1954 as a result of the Supreme Court ruling. Prior to that time, Prince Whipple students who wanted a high school education had to catch a bus to downtown Kansas City each day. Students never had new books or supplies, just hand-me-downs from the white school. This is the only extant African-American school in Cass County. At one time there were schools in Belton and Pleasant Hill. The

story is significant as an example of how the war did not bring equality persons of color. That was not achieved until the Civil Rights movement in the 1950s and 1960s. (SUBMITTED BY CAROL BOHL)

 <u>Place</u>: Prince Whipple African-American School (Harrisonville, MO, Cass County)

An interpretive sign is in place in front of the schools which in 2008 is a private residence. We do have written permission from the owner to bring tours to the site. It is on the Historic Harrisonville driving tour, and the Cass County Historical Archives contain research information and photos of the school.

 <u>Story</u>: In the landmark 1954 case of *Brown v. Topeka Board of Education*, the United States Supreme Court overturned the Kansas Supreme Court's decision to uphold the constitutionality of school segregation. This paved the way for school integration nationwide.

- <u>Place</u>: Brown v. Board of Education National Historic Site (Topeka, KS, Shawnee County)
- <u>Story:</u> Gordon Parks (1912-2006) was the youngest of 15 children born into a poor black family in segregated Fort Scott, Kansas. He grew up to become a famous photographer, writer and film director. He is perhaps best known for his photo essays in *Life* magazine and as the director of the 1971 film *Shaft*.
 - <u>Place:</u> Gordon Parks Center for Culture and Diversity (Fort Scott, KS, Bourbon County)
 - <u>Place</u>: Gordon Parks Collection (Fort Scott, KS, Bourbon County)
- Stories of the Native American Enduring Struggle for Freedom
 - <u>Story</u>: Indian education has evolved from efforts to re-educate Indian peoples in the areas of industrial training and housekeeping to the study and revival of Indian cultures.
 - <u>Place:</u> (Haskell Indian Nations University, (*Lawrence, KS, Douglas County*)<u>Story:</u> Charles Curtis, who grew up on a Kaw Indian Reservation, became Vice President of the United States under President Herbert Hoover in 1929.
 - <u>Place:</u> Charles Curtis House Museum (*Topeka, KS, Shawnee* County)
 - <u>Story</u>: Kansas Senator Sam Brownback introduced legislation in 2008 that would offer an apology to Native Peoples on behalf of the United States.
 - Story: Less than 30 years after the horror of the "Trail of Tears" Opothleyahola and his 10 or so followers were forced to leave their land and homes behind again in order to not have to fight in a war that was the "white mans." Their

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arrival in Kansas was unexpected. They had no protection from the elements, no food and none of the things promised by the U.S. Government. 10% of their number died in the winter of 1861-2 (SUBMITTED BY EMMA CRITES—SEE RELATED STORY UNDER MISSOURI-KANSAS BORDER WAR)

- <u>Place:</u> Fort Row (Fredonia, KS, Wilson County)
- <u>Story:</u> The Oskaloosa Petticoat Council of April 1888 was the first all female mayor and city council in the United States. There are historic pictures and documentation and a re-enactment is available. Thoughts of doing a film in the future. (SUBMITTED BY JULIE FRISBEE for Shaping Frontier and Enduring Struggles)
 - <u>Place</u>: Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- <u>Story:</u> The "Trail of Death" was the route of the forced removal of the Pottawatomi Indiana from Indiana to Kansas in 1838. (SUBMITTED BY OLA MAY EARNEST)
 - <u>Place</u>: Marker at St. Phillippine Duchesne Park (Linn, KS)
 - Place: Linn County Museum (Pleasanton, KS)
 - The museum has files on many of the Pottawatomi families who made this trip.

• Stories of Enduring Struggles for Freedom for Women

- <u>Story:</u> 1858 Moneka Womens Rights Association and other stories of pioneer women. 1861 bar smashing, underground railroad, 1812 Library Society. Can hear reenactors tell of women's rights and visit cemetery where participants are buried. (SUBMITTED BY MARY ASHER, LISTED BORDER WAR AS THEME)
 - <u>Place:</u> Mound City Historic Park, Cemetery (Mound City, KS, Linn County)
- <u>Story:</u> In 1867, defeated by a failed effort to gain suffrage for Kansas women and blacks, Susan B. Anthony, sister of Leavenworth publisher and future Kansas Governor George T. Anthony, formed the Equal Rights Association to advocate for universal suffrage. Her efforts on behalf of women's suffrage finally bore fruit in 1912, when Kansas women were granted suffrage eight years before the 19th Amendment.
- <u>Story</u>: Clarina Nichols (1810-1885) secured liberal women's property rights for women and the right to vote in school district elections. She lived in both Lawrence and Quindaro, Kansas.
- <u>Story:</u> In 1884, Virginia Alice Cottey founded Nevada, Missouri's Cottey College, an institution devoted to higher education for women.
 <u>Place:</u> Cottey College (Nevada, MO, Vernon County)
- <u>Story:</u> Atchison, Kansas native Amelia Earhart (1897-1937) defied gender stereotypes and blazed new trails in the male-dominated field of aviation.
 - Place: Amelia Earhart Birthplace Museum (Atchison, KS, Atchison County)

• Other Enduring Struggles for Freedom

- <u>Story</u>: Justice issues of Miners' Rights in Kansas have never been resolved. Profit over safety is still the accepted mode of business at some mines. European emigrants and blacks from the south were promised good wages and working conditions which they did not receive. (SUBMITTED BY EILEEN ROBERTSON)
 - <u>Place:</u> Pittsburgh Coal Mine (KS, Crawford County)
 - Place: Baxter Springs Coal and Lead Mines (KS, Cherokee County)
 - Place: Heritage Center (Baxter Springs, KS, Cherokee County)

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- <u>Story:</u> Related to the justice issues for miners' rights is the issue of reform to child labor laws regulating hours and wages for children working in mines. (SUBMITTED BY EILEEN ROBERTSON)
- <u>Story:</u> Baker University was founded by Methodist Ministers looking at bringing the Methodists love for education to people living on the U.S. frontier. This was important because it shows how much people wanted to live peacefully and fruitfully in this "New World" (the lengths to which people would go). (SUBMITTED BY TERRY MANIES, suggested for Shaping Frontier and Enduring Struggles)
- <u>Place</u>: Baker University (Baldwin City, KS, Douglas County)
 <u>Story</u>: Baker University was the first institution of higher education in Kansas. The first graduating class had 3 people in it, and one of them was a WOMAN! We were also involved in educating people of color from the earliest possible time—we've always been progressive.
 - Place: Baker University (Baldwin City, KS, Douglas County)
- <u>Story:</u> In the late 1800s, Sam Peppard of Oskaloosa constructed a Wind Wagon that he drove and wrecked near the Colorado border due to a tornado. There is commemorative statuary and signage on the grounds. (SUBMITTED BY JULIE FRISBEE, for Shaping Frontier and Enduring Struggles)
 - <u>Place:</u> Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- <u>Story</u>: Oskaloosa Independent Newspaper 1860-Present. All records, presses and equipment were donated by Pat Roberts family. (SUBMITTED BY JULIE FRISBEE, SUGGESTED FOR ALL THREE THEMES)
 - Place: Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- <u>Story:</u> Abner Deane was a county Baptist minister who organized a Union cavalry regiment in the southeast part of Cass County early in the war. While he was stationed in Kansas City, his wife attempted to drive up to visit him but was waylaid by freebooters and was so frightened she died soon after, leaving him a widower with one young son. Deane mustered out, moved to Paola where he worked as a merchant and preacher and remarried.

After the war, he moved back to Harrisonville and took up preaching. The 1865 Drake Constitution fashioned by the Radical Republicans disenfranchised any male who wanted to teach, preach, vote or hold elected office if they would not sign an Ironclad Oath to the Union stating that they had supported the southern cause in any way. Deane, as a man of conscience, refused even though he had fought for the Union. He stated that he had never rebelled and "My commission to preach comes from the Lord and not the government."

He continued to preach, was arrested, and thrown into the jail on the square in Independence. Celebrated artist George Caleb Bingham painted two pictures of him in prison to "hold this contemptible oath up to ridicule." Deane was released and the oath was found unconstitutional in 1867. Deane lived in Harrisonville until his death in 1912. The home he built in 1867 still stands.

The story is significant because a large majority of persons lost their freedoms and civil rights in Missouri as well as in many areas of the south as Reconstruction sought to punish those who had rebelled. (SUBMITTED BY CAROL BOHL)

<u>Place</u>: Abner Deane Home, 608 West Wall (Harrisonville, MO, Cass County)

A sign is in place in front of the home. It is on the Historic Harrisonville driving tour. Cass County Historical Society has a DVD with the story and research files on the family and story.

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Other Information Submitted:

The Railroad That Was Never Built or St. Clair County, Missouri Railroad Bond Swindle (2.5 page narrative) *Richard Sunderwirth*

"Bush Whacked" and "St. Clair County Victims (2 page narrative) Richard Sunderwirth

"Did You Know: Important Information Concerning Our Preparation for the Upcoming Civil War Sesquicentennial 1861-2011 Commemoration in St. Clair County Part One" (3 page narrative) *Richard Sunderwirth*

Soldiers Attend Prayer Meting in Argentine Kansas (1 page narrative) Eileen Robertson

* Christy Davis suggested adding in industrial heritage under Enduring Struggle for Freedom

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The Kansas Institute for African Americans and Native American Family History

Freedoms Frontier Story / Site Proposals: KIAANAFH:

1. STORY -- New England Emigrant Aid Company (NE-EAC): In 1854, ninety-six of the "free-soil," anti-slavery expansion colonists sent to Kansas Territory by this organization founded the City of Lawrence. Eight NE-EAS colonist later went on to help found the town of Humboldt. Prominent displays in these and similar towns founded by the society should commemorate this fact and list all the surnames of these first settlers. This would help generate interest in the FFNHA among their descendants across the country, and among persons who share or recognize these names.

Sites: a commemorative wall plaque or stand should be placed in some prominent public place in **Lawrence** and in **Humboldt** (along with other towns founded by this organization)

2. STORY -- Holata Micco (Billy Bowlegs) - was one of the most noted Seminole Indian town-chiefs and warriors. His life story uniquely bridges at least six of the greatest episodes in the history of that Native American/African American nation – the three "Seminole Wars" against the U.S., the Trail of Tears, the Trail of Blood on Ice on Opothleyahola's Great Escape, and the First Indian Home Guard Regiment(that was organized in LeRoy and camped in Humboldt, that liberated slaves in Missouri, and helped to liberate Indian Territory itself). He became one of the few colored officers in the Indian/Colored regiments, and was officially commended for his brave leadership. He died and is buried at Fort Gibson in Indian Territory (OK).

Site: a commemorative statue (multi-chrome to reveal his mixed ancestry) should be erected in Camp Hunter in **Humboldt**. Sites of the Great Escape encampments, such as **LeRoy**, and battles **in Missouri** should also be included.

3. STORY--James Redpath: reported on various episodes of the "Bleeding Kansas" epic for the New York Herald newspaper. He joined at least one foray into Missouri, where they liberated several slaves. Redpath published a "Hand-Book to Kansas Territory" for settlers sent by the New England Emigrant Aid Company. He went on to travel clandestinely throughout the south to interview slaves about the realities of their lives, and published a unique book of such narratives. He was part of the aborted "German Project" to rescue John Brown following the Harper's Ferry raid. Soon thereafter, Redpath published a biography of John Brown. Later, he served as U.S. Consul in Haiti and encouraged Black emigration to Haiti as well as Liberia.

Sites: Ossawatomie (John Brown's residence area) and Lawrence. His guide to Kansas and his slave narrative (The Roving Reporter: Talks with Slaves in the Southern States") should be made available at various FFNHA sites.

4. STORY—Exoduster's; African American migration to Kansas (Louis Harvel and

family): Approximately three thousand African Americans from Texas migrated to Kansas from 1878 to 1880 settling in communities throughout the state, however many Texans, settled in parts of southeast Kansas to include Cherokee County—the location of the Cherokee County Colony—also referred to as the Singleton Colony (established by Benjamin "Pap" Singleton and Columbus Johnson which later fell on difficult times). Exodusters were categorized into two groups, those that were conducted by Singleton and others that followed the wave of migrants from the south into Kansas. One such family was the **Louis T. Harvel** family from San Augustine County, Texas. **Harvel** purchased 40 acres of land from Gordon Glore on March 11, 1880 in Cherokee County, Kansas. Due to economic hardships, many exodusters left Cherokee County and relocated to neighboring Chetopa, Labette County, Kansas.

Site: Baxter Springs Heritage Center and Museum (740 East Avenue; Baxter Springs, KS), which is currently participating in the Freedom's Frontier National Heritage initiative or as an alternative site, Chetopa Historical Museum (419 Maple St Chetopa, KS 67336)

5. STORY—African and Native American settlement in Fort Scott, Kansas: between 1861 and 1866, (there was also a modest post Civil War migration in the early 1870s into Fort Scott of Free Blacks from Illinois) many displaced individuals fled war torn areas from Missouri, Indian Territory, and Arkansas and found refuge at Fort Scott, Kansas. Many Free Blacks, escaped slaves, and Native Americans—Cherokee were among the numbers. Free blacks such as the Joshua Hill family, the John Morgan family of Overton County, Tennessee and Cherokee slaves, Celia Chambers-slave of Jeff Parks and Abbie Ball-Mayhew-slave of Moses Ward—enumerated on the Final Dawes Roll established, although briefly, a life for themselves in Fort Scott. Abbie and Celia served as cooks during their stay at Fort Scott for the union soldiers. Although many Native Americans returned to Indian Territory in 1866, many of the free blacks remained and established themselves taking part in land ownership and the agrarian lifestyle-they were later joined by free blacks such as the Reverend Henry Mayhew, James Mayhew of the 55th Massachusetts Volunteer Infantry, and Joel Curtis from Clinton County, Illinois. Henry Mayhew, born free in Bond County, Illinois in 1822 to Daniel Mayhew, Sr. and Elizabeth Curtis (Curtis was the daughter of Henry Curtis, Jr., and Mary Goins of Orange County, North Carolina, both of African, European, and Native American heritage) owed and operated a castor oil factory, which he supplies to most of the western states. He also organized a church of approximately 65 members and later provided land for the "Mayhew Cemetery". His brother James Mayhew was born in 1834 in Clinton County, Illinois. Joel Curtis, uncle of Henry and James Mayhew relocated to Baxter Springs, Kansas where he worked as a barber.

Site(s):

Joshua Hill; An historical marker placed at the West Plains Cemetery Bourbon County, Kansas, site of the Joshua Hill homestead.

Reverend Mayhew; An historical marker placed at 511 Shute street, or the corner of Mullen and Shute streets, Fort Scott, Kansas.

Native Americans and their slaves; An historical marker--incorporate into the existing designated area of the Fort Scott National Historic site.

6. STORY—Simpson "Sims" Younger Simpson Younger was born the son of Charles Lee Younger and slave Elizabeth. At the age of 5, Simpson was set free according to his father's will and educated, eventually attending Oberlin College. While at Oberlin, he enlisted in the Union Army on January 1, 1864. Simpson's father was also the grandfather to Cole, Jim, John, and Bob Younger, commonly know as the Younger Gang that ran with outlaw Jesse James.

Site: an historical marker should be placed in Kansas City Missouri in or around the river front area as an approximate location of the place where Charles Younger operated his canoe ferry, (or possible on the north end of Troost Avenue) or an area near the Little Blue river where Charles Younger gave his slave family 300 acres of land.

7. STORY – Old Quindaro – Western University- W.T. Vernon - W.T. Vernon a son of a slave was born in Laclede County, Missouri. Vernon graduated from Lincoln Institute in Jefferson City, Mo in 1890. As a minister in the African Methodist Episcopal Church he served ten years as head of Western University. President Theodore Roosevelt appointed him Registrar of the U.S. Treasury. Vernon was elected Bishop of the A.M.E. Church in 1920 and served as supervising missionary to the Union of South Africa and Basuto –Land.

Site: An historical marker recognizing Bishop Vernon and Western University placed at the site of Vernon School located in Quindaro community of Kansas City, KS.

8. STORY- Old Quindaro – Douglass Hospital – I. F. Bradley – I.F. Bradley was the first African American graduate of the University of Kansas School of Law in 1887. In 1889 he was elected Justice of the Peace of Kansas City, Kansas and was the first Assistant Prosecuting Attorney of Wyandotte County, Kansas. Along with S.H. Thompson, Sr. he organized Douglass Hospital in 1898. In 1903 Bradley and B.S. Smith represented Kansas City, Kansas at the founding meeting of the Niagara Movement which later became the National Association for the Advancement of Colored People. Bradley was also the owner and editor of the Wyandotte Echo newspaper which is still in existence today.

Site: An historical marker placed at the site of Douglass Hospital recognizing Douglass Hospital as the first African American hospital organized west of the Mississippi river and I.F. Bradley's contributions to Kansas City, Kansas.

9. STORY: "Nancy Jane Hardrick Foreman Ross Grubbs." Nancy Jane was once enslaved by Cherokee Chief John Ross. Nancy Jane arrived in Iola, Kansas on August 3, 1862 just after thousands of the "Great Escape" refugees had already arrived in this region over the "Trail of Blood on Ice." Her arrival in the Iola area closely coincides with the mid-July capture / evacuation to Fort Scott by the Union Army of the Cherokee Government. Nancy may have first trekked with the Ross family to Ft. Scott, or escaped and made her way directly to the Iola. Nancy Jane married Moses Grubbs, and they settled in Charlestown (named after a Charles Ross). Iola was to the East, across the Neosho River. Creeks, Choctaws, black Freedmen, and Seminoles all lived there. Charlestown later became part of Iola. Their son Nelson Grubbs played an important role in bringing education to, and defending rights of, the Cherokee

Freedmen. Present day descendants include Gladys Grubbs Stovall of Washington state and Judy Stovall Johns of California.

Sites: Iola, KS should have a marker to indicate the former location of the Charlestown refugee encampment. The Humboldt KS Mt. Hope Cemetery contains several burials of the Grubbs and Stovall families. The Ft. Scott, KS museum should mention such families and the freedmen, in their displays about the Indians brought there.

10. STORY – Old Quindaro-Western University- John Andrew Gregg: Born 1877 in Eureka, Greenwood County, KS to Aleck and Eliza Gregg. Served in the 23rd KS Colored Volunteer Infantry during the Spanish American War; Graduate of University of Kansas 1902; Served as principal of Chatsworth Institute in Capetown, South Africa 1902-06. Ordained an Elder in the AME Church 1906; Served as President of Edwards Waters College Jacksonville, FL 1911-1920 and Wilberforce University in Ohio 1920-1924; Elected Bishop in the AME Church 1924; Elected as the first African America President of Howard University in 1925 but declined the appointment; Was the keynote speaker at the 8th World Christian Conference in Berlin, Germany 1930; Honored in a special service at Westminster Abbey in 1944; Was asked by President Franklin D. Roosevelt to be a special emissary to Black troops during WWII, he visited troops in the European and Pacific Theater; Served as president of Western University 1928-36

SITES: Recognition of Bishop Gregg's contribution to Western University and his many other achievements by erecting a marker at his permanent residence, 1150 Washington Blvd. Kansas City, KS which was built in 1933.

11. STORY- Old Quindaro-Douglass Hospital and Training School for Nurses-Dr. S.H. Thompson, Sr.: Prominent physician in Kansas City, KS before 1900. He was the leading physician in the establishment of Douglass Hospital and Training School for Nurses, the first Institution of its kind west of the Mississippi. The Nursing School became affiliated with Western University. He along with Attorney I.F. Bradley established many businesses that had a positive effect on the Black community before 1900. Dr. Thompson's family, were descendents of Charles Washington, brother of President George Washington. At least one of his family members was present at the hanging of John Brown.

SITE: Marker at the site of Douglass Hospital and Training School for Nurses which would include the name of Dr. S.H Thompson, Sr.

12. STORY—Langston Hughes

SITE: Marker placed at the St. Luke African Methodist Episcopal Church, 900 New York St., Lawrence, KS. Built in 1910, the Gothic revival style building still stands.

13. STORY—**Black Archives of Mid-America Kansas City:** The Black Archives of Mid-America, located in Kansas City, Missouri, is a center for learning and research into the African American experience in Missouri, Kansas, Iowa, Oklahoma and the Midwest at large.

We house a large collection of manuscripts and artifacts including photographs, personal correspondence, oral histories, and rare books that are available for research and study. The Black Archives of Mid-America serves to collect and preserve the history of African Americans in the Midwest. Our collections, educational programs, research services and special projects facilitate both scholarly inquiry and public understanding of African American history. (information taken from http://www.blackarchives.org/)

Site: To be determined, once a new building has been secured.

Civic Engagement Plan DRAFT

"Civic engagement is a continuous, dynamic conversation with the public on many levels that reinforces public commitment to the preservation of heritage resources, both cultural and natural, and strengthens public understanding of the full meaning and contemporary relevance of these resources."

- Director's Order 75A: Civic Engagement and Public Involvement, 2003¹

¹ source: National Park Service, Conservation Study Institute http://www.nps.gov/archive/mabi/csi/engagement/communityEngagement.htm

SECTION ONE:

Scope of Civic Engagement in the Management Plan

This civic engagement plan extends through all three phases of the Freedom's Frontier National Heritage Area (FFNHA) General Management Plan project and offers tools for continuing efforts in the years to come. The goal of civic engagement is to foster public participation and awareness through the involvement of broad audiences from all interested counties and audiences.

During the Management Plan process through early 2009, civic engagement will include public input on key documents such as the Foundation Statement – including vision, mission, values, goals and objectives; the Statement of National Significance, and the themes; and Best Practices. In addition, public input for the work of the larger planning project on topics such as Resource Management, Heritage Development, and Interpretation/Education will be sought.

Outreach tools may include the following: electronic updates on the planning process in a "Management Plan" section of the FFNHA website, web-based surveys using Survey Monkey, a regional media relations plan (including targeted outlets and press release subjects and dates), direct mail, participatory tours, and resident participation in work sessions and meetings through all three phases.

We will emphasize the monthly FFNHA public meetings and follow-up conversations on the website, with phone interviews, conference calls, video conferencing, and "WebEx" teleconference meetings as additional ways to secure input from stakeholders across the region. This layered input will allow for public reflection, rather than forcing rushed decisions at meetings, which may be difficult for some to attend. Written and verbal comments can be added at the end of documents to show process, express minority views, and document participation in a transparent way.

Introduction to Newcomers

FFNHA encourages the participation of new people in Phases 2 and 3. However, the team understands that incoming participants may not necessarily have prior knowledge of FFNHA or the extensive work that has been done by FFNHA stakeholders to date. Strategies to bring incoming participants up to date will include the following:

- An "Introduction to the Freedom's Frontier National Heritage Area" kit will be mailed or emailed to newcomers when they register for a Partnership Meeting, handed out to new participants at each public meeting, and mailed or emailed to others upon request. Each document in this introductory kit will direct readers to the FFNHA website for more in-depth information. This kit will be updated monthly or as needed. The kit could include the following kinds of information:
 - Welcome letter from Judge Tacha, Chair of the FFNHA Board of Trustees encouraging new participants to review the full kit
 - o General description and definition of the National Heritage Area program
 - Highlights of/Key Points from FFNHA Enabling Legislation
 - Press release announcing designation of FFNHA as a National Heritage Area
 - FFNHA vision, mission, goals and values statement
 - General description of FFNHA (organization, funding, administration, programs)
 - Chronology or timeline of FFNHA's development (key activities from past decade)
 - Current FFNHA Activities (tour program, visitor readiness database, other?)
 - Timetable of the Management Plan process and summary of its goals
 - Map of FFNHA region identifying all participating counties
 - o Instructions on how to get involved (i. e., committees and meetings)
- Dedicated area or section on the FFNHA website for newcomers (though we cannot assume all people have internet access)
- Newcomers' orientation: 15 minutes prior to start of Partnership Team meeting, conducted by Judy Billings (or Steering Committee member) as needed
- Follow-up by Steering Committee member (by phone, e-mail) to answer any questions, provide additional information, and encourage future participation by first-time FFNHA meeting participants

Roles and Responsibilities:

Management Team:

• Assist with editing the Introductory Kit materials

FFNHA:

• Draft materials for inclusion in the Introductory Kit

- Create "Newcomers" section on FFNHA website
- Post Introductory Kit in "Newcomers" section of FFNHA website
- Bring hard copies of the Introductory Kit to FFNHA meetings to distribute to newcomers as needed.
- Mail copies of the Introductory Kit to newcomers who do not have internet access
- Provide "Introduction to FFNHA" presentation at monthly meetings as needed
- Coordinate follow-up by Steering Committee members after FFNHA newcomers' orientation

Building the Foundation with Consistent News & Information

A committed group of citizens attend the monthly FFNHA Partnership Team meetings. As the meetings are held a specific time and day each month, some stakeholders may be unable to attend. To keep people informed and engaged in the planning process, FFNHA should initiate a monthly recap report or newsletter to discuss the prior month's activities and events and to post upcoming news, especially those that require action.

This monthly report will be two pages (or a single sheet back and front) and distributed electronically to the entire stakeholder list (partnership team, steering committee, board of directors.) In addition, it will be sent to regional media, state agencies and organizations (historic preservation, humanities, parks/recreation, arts, tourism, economic development), area chambers of commerce and libraries so they may share with their constituents electronically or in hard-copy form.

In addition, e-blast messages will be sent to the FFNHA Partnership Team when specific or immediate stakeholder action is required. For example, announcing that a new electronic survey has been posted, or announcing that a new draft document is ready for review on the website.

The home page of the "Management Plan" section of the FFNHA website will include links to documents that are currently in the public review process. The page will include detailed instructions to allow stakeholders to comment online, via fax, via mail, or via a listserv set up as part of the management planning process.

Roles and Responsibilities

FFNHA Management Team:

- Provide articles/information for FFNHA monthly report or newsletter related to progress on the management plan
- Provide meeting agendas, handouts and presentations to FFNHA staff for distribution in advance of the monthly meetings
- Provide meeting minutes to FFNHA staff after each monthly meeting. These minutes, along with the meeting agendas, handouts and presentations will be posted in the "Minutes" section of the FFNHA website by FFNHA staff following each meeting.

- Alert FFNHA staff when an e-blast message should be sent to the Partnership Team and provide any necessary information for inclusion in the message
- Create and maintain "Management Plan" section of the FFNHA website for the duration of the planning process. In addition to the information about documents available for public review, this section will also include a section on communications documents generated during the management planning process, a searchable database section, and a listserv.

FFNHA Staff:

- Draft and disseminate the monthly report
- Post meeting minutes and agendas (along with other pertinent handouts and/or presentations) for the monthly FFNHA meetings in the "Meetings" section of the FFNHA website.
- Send e-blast messages to the FFNHA Partnership Team as needed.

Outreach to New Constituents

While creating broad awareness of FFNHA amongst the general public in the 41-county region is a long-term goal for FFNHA, outreach to the general public is also an important part of the management planning process. Reaching out to constituent groups will ensure that the feedback for the management plan reflects input from the broadest possible constituency. Strategies to reach out to new constituents within the region include:

- Continue to build the e-mail contact list for the FFNHA Partnership Team by including the following opportunities for potential stakeholders to be added:
 - Including an invitation to be added to this list at the end of all appropriate correspondence
 - Including an invitation to be added to this list at the end of all FFNHA press releases
 - Including an invitation to be added to this list at the end of all esurveys
- Send press releases to the media on a regular basis to announce meetings, key benchmarks in the planning process and other newsworthy FFNHA events.
- Reach out to members of the FFNHA Partnership Team who represent a larger constituency such as members, visitors, or other personal or business networks. Encourage and empower these FFNHA Partnership Team members to act as ambassadors for FFNHA by reaching out to their own networks or constituents and forwarding FFNHA information to these networks as appropriate.
 - Identify FFNHA Partnership Team members that represent organizations or entities with a newsletter, website or other communications tool that could be used to help create broader

awareness of FFNHA. Where appropriate, add organizational newsletter contact information to the FFNHA media contact list and sample newsletter articles on the fundamentals.

- Provide "talking points" such as the *Introductory Toolkit* to potential FFNHA ambassadors to encourage outreach efforts
- Encourage members of the FFNHA Partnership Team to invite colleagues or friends to attend FFNHA Partnership Team meetings.

Roles and Responsibilities

FFNHA Management Team:

• Provide management planning information to FFNHA staff in a timely way for outreach efforts, including drafting press releases for the media, drafting questions for electronic surveys and other correspondence related to the management planning process.

FFNHA Staff:

- Approve and/or finalize press releases and disseminate to media in the region.
- Serve as the primary point of contact with the FFNHA Partnership Team and manage the Partnership Team contact list.
- Serve as the primary point of contact with the media.
- Include an invitation to newcomers to be added to the FFNHA mailing list on all appropriate correspondence
- Identify members of the FFNHA Partnership Team that represent organizations or constituencies and encourage these individuals to serve as ambassadors to help spread the word about FFNHA

SECTION TWO:

Beyond the Management Plan: Tools for Long-Term Participation and Enrichment of the FFNHA

The Management Planning Consulting Team is charged with creating and helping the local organizing entity establish these mechanisms for ongoing community engagement both now and in the future. Freedom's Frontier is a living idea, not a product fixed in time. Therefore, continuing public involvement, place-based education, and the development of new stories and journeys is essential to sustain heritage area growth over the next decade. The Management Plan process allows three phases for testing, refinement, and documentation of the most effective methods for consistent engagement. The suggested tools to follow provide a starter list that can be considered by FFNHA stakeholders as the civic engagement portion of the management plan is finalized. These ideas are intended to nurture long-term conversation and renewal through ongoing civic engagement.

The British geographer, David Lowenthal, speaks to the long-term, all-inclusive, creative aspect of historic preservation and geography in saying:

"To become a viable goal, conservation ... needs to become more inclusive in three senses: it must care for all locales, not just a select few; it must involve all the people, not just a select few; it must laud all creative acts, not just those that preserve some past. Above all, effective conservation requires not just immediate but sustained action, collaborative effort over many generations."

 David Lowenthal, professor emeritus at University College, London, "Epilogue," Speaking of the Future²

SUGGESTED TOOLS FOR CIVIC ENGAGEMENT

A. INTERNET AND VIDEO OUTREACH

1. FFNHA Information Site (existing)

For public record, media, and promotion

Templates for monthly board reports to be posted to FFNHA website.

2. Participatory Input website

For public opinion, critique and comment, and the posting of recent work for reaction

² source: National Park Service, Conservation Study Institute <u>http://www.nps.gov/archive/mabi/csi/analyze/analyze.htm</u>

This site can include areas for the following:

- Web-based surveys
- Place-Based story sharing
- Photo posting
- Public blog forum
- An interactive "Bibliography" that allows stakeholders to comment on available historical resources and submit new resources.

3. Video Conferencing

The use of video conferencing capabilities through the region can help to foster conversation and reduce travel times. The Lawrence Public Library has access to system called ELMeR. Compatible videoconferencing equipment is also available in the following Kansas locations: Johnson County, Topeka, Manhattan, Junction City, Burlington, and Norton (and others farther west) have it as well. Further research is needed and should be pursued immediately to determine Missouri facilities.

Lawrence Public Library 707 Vermont Street Lawrence, KS 66044 www.lawrencepubliclibrary.org

B. FFNHA History Dialogues

For collaborative history and narrative development

Working to build richer historic narratives, we can draw in various audiences to discuss and debate, in a sensitive and respectful way, the various themes that are relevant to FFNHA both past and present.

1. A **Historian Roundtable** (comprised of historians) can be convened periodically to encourage dialogue about various themes. These facilitated conversations can be marketed and enjoyed as a series of public seminars. Discussion highlights can then be shared on various websites including FFNHA, and reported by regional media.

2. An Annual FFNHA "Share Your Heritage" Day can engage all ages in the celebration and conversation about importance of place-based heritage.
- An annual contest for local fourth graders to write essays about FFNHA can culminate in broader understanding of the important and personal stories valued by youth

C. TRADITIONAL MEDIA OUTREACH

With help and guidance from the Tourism & Marketing Committee, FFNHA can develop a regional media relations plan to communicate with and update journalists about FFNHA and its activities.

Specific components include, but are not limited to the following:

- Press release for each public meeting
- Regular updates of master list of regional, state, and targeted national media contacts for all releases
- A modular press kit that can be tailored to specific requests
- Media section and photo gallery on the FFNHA website, to include FAQ, Glossary of Terms, history of FFNHA, fact sheet on region, and other background and reference documents
- Development of a media day or event aimed at introducing members of the media to FFNHA.

Develop internal "stable" of expert sources for quoting on specific subjects

D. COLLABORATIVE WORK PROJECTS

Through the entire management planning process and into the implementation phase, there are opportunities for civic engagement in the actual development of the product. Several types of collaborative work methods (as listed below) can support the fulfillment of these efforts:

1. Participatory Tours

As part of the FFNHA orientation process, representatives from host communities can develop and host "car caravan" or familiarization tours of sites that interpret important FFNHA stories. They could arrange to take consultants, steering committee members and others on an afternoon or full-day tour to share these places. Part of the civic engagement process can include assessment of these sites and work with participants to define criteria about why they are valued.

2. Collaborative Community Mapping

Freedom's Frontier National Heritage Area

Without visiting sites, consultants or volunteers can facilitate community-mapping exercises as part of the Heritage Development and Resource Management committee efforts. These are lively sessions wherein groups of 4-8 people draw on maps of the entire FFNHA or a part of it. They can respond to various assignments/questions such as the following:

- Where are the places of great scenic beauty?
- Where are the "historic" sites and how are they historic?
- Where are places that you value for whatever reason? ("sacred places")
- Where are places that you consider threatened by development?
- Where do you take visiting friends or relatives?
- If you think of this region, where are the logical points of entry?

Responses could be both with graphic symbols and text writing on the map, perhaps with Post-It notes. All responses could be collected and compiled as part of GIS map.

Consensus about valued or historic places may become apparent if the sample size of participants is large enough. If digitized, the results from this process can continue to grow over many years of input. This is also a great exercise for school groups or student field trips.

3. Participatory Photography and Narratives

Billed as either a survey or a photo contest, this exercise could be created as a "Day in the Life of Freedom's Frontier." Key to success is hosting the event during the summer on a weekend, and promoting heavily. Participants submit 1-5 photos and their reasons that they chose those people, places or events. These photos, no matter whether submitted by web or as print copies, could be juried by the Civic Engagement Committee. Entries could be submitted to the FFNHA office. This is clearly a volunteer-driven activity, and will require commitment from the Civic Engagement committee.

4. Storytelling

Using a section of the website residents can record their true stories about the land, people and history. The information could also be gathered through an oral history project such as "StoryCorps" (<u>http://www.storycorps.net/</u>). This program should be further studied as a possible tool. . Oral histories could be shared via the web and, possibly, through distribution to local radio stations. This is a long-term effort that may have less relevance for the Management Plan phase.

5. Participatory Curriculum Development for Place-Based Education

This exercise can be conducted by focus groups, or, with a committed group, over the Internet. This will be one of the more challenging tools to apply, but it could be a powerful ongoing tool for FFNHA. Certainly, local teachers and amateur historians must be involved.

Each of these methods can be planned for specific time periods, with defined outcomes to benchmark success. Feedback forms or mechanisms should be prepared to record participants' opinions on how to improve efforts.

E. Applying Tools to the Work Schedule

Working with a master timeline, we can insert these various tools into the meetings of subcommittees, the Partners, steering committee, or to other events. Some of these tools may be used once or twice or, such as the proposed Internet activities, or may be ongoing for many years.

CD comments September 17, 2008 in red AW comments September 17, 2008 FM comments September 18, 2008 JBC comments September 19, 2008

1.1 Introduction

The U.S. Congress designated Freedom's Frontier National Heritage Area on September 29, 2006 as one of 10 new National Heritage Areas. As of 2008 there are 38 designated regions across the nation. Freedom's Frontier National Heritage Area (FFNHA) – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories of the quest for national and individual freedoms.

America was not built on fear. America was built on courage, on imagination and an unbeatable determination to do the job at hand. - Harry S. Truman

While much of the FFNHA region is rural, <u>the region's cities are magnets</u> for business and industry. For instance, nine of the top 28 employers (those with over 1,500 employees) in the state of Kansas are located in the metro Kansas City area; seven are in Topeka. Overall, these Kansas companies provide more than 55,030 jobs in the region. The state's largest employer – telecommunications giant Sprint – is headquartered in Overland Park and employs more than 21,000 residents. As the state capital, Topeka has a large base of government-related jobs and services. <u>Twenty-</u> <u>seven companies in Kansas City</u>, <u>Missouri employ 250 or more employees</u>. Throughout the small towns and rural areas, FFNHA also boasts a number of small businesses that support local consumer and visitor needs by providing products and services such as lodging, restaurants, retail, recreation and attractions. A more detailed description of the region's business and industry is provided in the Data Analysis Report.

By The Numbers

Region's Population: 2,641,188 Number of Businesses in Region: TBD Number of Jobs: Per capita income: Number of Housing Units in Region: 1,112,836 Largest share of employment: Government Tax revenue generated in region: TBD

The FFNHA Business Development Plan provides a roadmap to ensure that <u>FFNHA</u> <u>pursues heritage-based economic development strategies that enhance rather than</u> <u>detract from</u> the historic, cultural and natural assets of the FFNHA. <u>By identifying</u>

Comment [AJW1]: This is the same intro as in the tourism business plan. Does that matter? Should it be the intro to ALL the segment plans so we're consistent? As this plan is meant to last, I took out any references that could get dated like "currently"

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Comment [CD2]: I think we should add this stat to include MO too. See http://www.ded.mo.gov/researchand planning/newsletter/largestemployers .htm

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viable economic uses for these irreplaceable assets, the tangible and intangible cultural heritage assets in the region will remain intact for the benefit of current and future residents. The plan also articulates how businesses contribute to the economic and social well-being of residents and resources throughout the region.

Economic Development Work to Date

An assessment of existing businesses in the region revealed that while many companies engage in activities or services that contribute to the economic sustainability of FFNHA, there is still much work to be done. More detailed information on the types and categories of products and services contributing to the FFNHA business profile is needed. In addition, this inventory must expand to include information on how each business, measures performance, the type of technical and financial assistance that will make it more viable and sustainable, and how or if each business, can expand its current deliverables to contribute to the enhancement of the FFNHA vision and mission.

1.2. The Importance of Business to FFNHA's Story

A strong economy provides a healthy foundation for residents. Early settlers traveled to the region in search of economic prosperity. Fertile ground and river systems fostered an agricultural economy that is still evident today. As cities emerged and infrastructure improved, business opportunities expanded to include technology and commerce. During the century that followed, as residents had more discretionary spending and travel was a preferred activity, FFNHA's natural assets afforded local governments and businesses the opportunity to focus on and enhance recreation and tourism as new economic generators for the region. A diverse economy can be one of the best tools for historic preservation.

Good jobs, great recreation, vital commercial districts, attractive architecture, pristine landscapes, quality infrastructure and transportation, varied cultural activities, supportive government and healthy businesses all make the region an appealing place to live, work and play. While tourism is one key component for economic development efforts, it is not feasible (nor desirable) to convert every historic building into a museum, and to have an economy based entirely on tourism. As the region's historic building and undeveloped cultural landscapes provide the setting and context for the stories that the region has to tell, exploring sensitive heritage-based economic development strategies is a key component of ensuring that the important cultural, heritage and natural assets of this region are preserved for future generations to enjoy. Yet these elements do not happen without planning and foresight. The region's land-based economy is now threatened by urban sprawl and over-development. The Heritage Development Segment Plan addresses in detail the concerns these threats pose to the region's sustainability.

Business & Economic Growth

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Comment [AJW3]: Not this historic or cultural ones?

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September 2008 Draft

A skilled workforce, hospitable and knowledgeable personnel, and a business-friendly investment climate are critical for success. Both the Kansas Department of Commerce (www.kansascommerce.com) and the Missouri Department of Economic Development (www.ded.mo.gov) offer programs and services that foster business growth and sustainability. Of particular note, both entities have financial incentives that entrepreneurs or communities can tap to help stimulate business growth. FFNHA can ensure that these existing resources and incentives are used by potential business owners with an interest in locating in a historic building. At the same time, FFNHA can advocate for the placement of new businesses in locations that will not detract from significant cultural landscapes. Thriving Main Street programs in Kansas and Missouri (both have designated communities in the FFNHA) foster commercial revitalization of historic downtowns. FFNHA should work with the Main Street programs to ensure that rural areas receive special attention by these two agencies as well. lowa has developed a modified Main Street Program to target very small communities, and Kentucky is currently exploring a new program to provide the Main Street approach in very small crossroads communities. Preserving the landscape and traditional farm heritage is important, and providing stimulus to adapt the rural economy without compromising the integrity of the natural environment is a high priority for the region. Agribusiness is one of Missouri's eight targeted industry clusters, and Kansas also invests in sustaining agricultural programs, including "agritourism," in the FFNHA region.

Businesses that grow by development and improvement do not die. But when a business ceases to be creative, when it has reached perfection and needs to do nothing but produce no improvement, no development, it is done. - Henry Ford

Workforce development is particularly important to the region, ensuring that future generations have the skills necessary to advance attractive and desirable careers. Strong educational programs at area colleges plus institutions of higher learning in the region – such as University of Kansas in Lawrence and Kansas State University in Manhattan, Kansas, and the University of Missouri at Kansas City – contribute to the training and development of residents.

SECTION 2:

The Importance of Business to FFNHA

FFNHA is nationally significant for its association with important historical periods of the <u>United States</u> and its people; major events, persons and groups that contributed substantively to the Nation's history; and transportation innovations and routes that played central roles in military actions, settlement, migration and commerce.

The management planning process revealed several findings related to the region's business climate. Some are observations based on regional need; others are

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Comment [AJW4]: OK, but FFNHA's interest in this is to ensure that this newly trained workforce has an understanding of a heritage-based approach for this region. Does FFNHA really need to do this, or is it more that they want to attract a certain kind of workforce to the region?

Comment [AJW5]: Took out the whole last paragraph as it reads more tourism, not economic development. Tourism aside, there is an opportunity here to encourage businesses to locate in existing historic buildings, thus making it economicially viable to keep these buildings standing....assuming that the business owners have an understanding of their role as a steward of a significant historic place. FFNHA's role could be to match historic buildings on the market/in need with an owner/tenant who will respect the integrity of the building. Could be a law office, a funeral home, a small telemarketing business...yes, having an experience at the site would be ideal, but isn't it better to be sure that the site is viable and protected?

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challenges FFNHA must overcome to stimulate and sustain business; and finally, some policies and procedures are required to maintain consistent levels of business growth, employment, and residents' quality of life.

OBSERVATIONS BASED ON NEED

- There is a need for a consistent, business-friendly environment and sustainable development policies that transcend borders.
- There is a need for technical and financial assistance to grow and sustain small and non-profit businesses, especially in rural areas.
- There is a need to grow leadership that can foster the vision, provide the expertise and empower others to champion the FFNHA mission.

CHALLENGES

- Limited financial and human resources are available for such a geographically large heritage area.
- Inconsistent policies and procedures make business development and sustainability more cumbersome (in regulations, paperwork, financing.)
- Conservation concerns over property rights and relationship of private enterprise to the regional development agenda requires more thoughtful deliberations on how all stakeholders can collaborate and contribute to the FFNHA vision.
- Throughout the region, there is inconsistent quality and overall lack of a critical mass of authentic products that connect to FFNHA's significant stories (via business and service companies providing lodging, restaurants, retail, recreation, expert guides, cultural events, tour operators, etc.)
- Lack of infrastructure (including signage, gateway centers, roads) hinders the ability to direct and inform customers about FFNHA-related sites and places.

REQUIREMENTS

- Systems are required to identify and recognize contributing assets, businesses. This is the first step in branding the region (see Marketing Plan.)
- Policies and procedures that contribute to economic growth without compromising impact on cultural and natural resources need to be consistently embraced throughout the region. A Smart Growth approach to development and land management respects the environment <u>and</u> personal property rights.
- Incentives to <u>locate businesses in contributing historic buildings will</u> expand the quality and quantity of contributing products and services. <u>These incentives will</u> <u>provide</u> opportunities to grow businesses, increase jobs, and enhance destination experiences for residents and visitors.

Many organizations and government entities throughout the region provide stimulus packages to grow business and increase jobs. A more appropriate focus for FFNHA with regards to business growth and sustainability is how the development impacts – positively or negatively – the story eco-system. FFNHA can define and support

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Comment [AJW7]: A question---we do have Main Street programs in this region. Do we feel that there is a strong base/lack of understanding about a heritage-based approach to economic development? Maybe spotty (not in urban areas, not outside Main Street communities)??

Comment [AJW8]: This one is more tourism specific

Comment [AJW9]: Also more tourism specific

Comment [AJW10]: In "Main Street" speak, don't you really want to have an inventory of contributing historic properties that are available for sale/rent so that as part of an economic restructuring strategy, you can match these sites with the right kind of owner/tenant? This inventory would be entirely different from the inventory of visitor sites in my mind. Ideally, you would have all contributing assets in one inventory but have a way to call out those that were available. Could be part of the master inventory we were calling for.

Second, you would also want to monitor new

development/construction to be sure that it was sited in a sensitive manner so as to not take away from significant cultural landscapes, but perhaps that's really more of a preservation watchdog function that belongs in the preservation plan and not here.

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recommended business practices that minimize impact on fragile resources, outline strategies to support smart growth, and foster conservation stewardship in local business practices.

Providing incentives for craftspeople, entrepreneurs and companies to produce desirable, high-quality work is as important as developing the retail and business outlets to market and sell the items. Connecting the arts, nature, and preservation-based organizations with the business community, and demonstrating their value to residents and customers alike, is vital for smart and balanced growth in the region.

Learning from mistakes and constantly improving products is a key in all successful companies. Listening to customers is a big part of that effort. You have to study what customers say about their problems with your products and stay tuned into what they want, extrapolating from leading-edge buyers to predict future requirements. - Bill Gates

Fostering Sustainability

Once <u>heritage</u> businesses are operational, keeping them fiscally sound and prosperous is a healthy objective for FFNHA. Providing grants or leveraging capital investments, offering training and technical assistance are key services that many heritage areas engage in to foster smart growth with resource stewardship.

Advocating for or engaging in actual infrastructure improvements (including beautification, appropriate signage and transportation alternatives) are also frequent roles engaged in by heritage areas. FFNHA must consider how it can best serve its residents through business and commerce to help realize regional economic and social goals.

The goal of community sustainability is to establish local economies that are economically viable, environmentally sound and socially responsible. Achieving this goal requires participation from all sectors of the community, both to determine community needs and to identify and implement innovative and appropriate solutions. - Sustainable Communities Network (<u>www.sustainable.org</u>)

Enterprise partnerships provide a great avenue for private-sector employment and growth. Economic sustainability can also be achieved through partnerships with revenue-generating businesses. For Freedom's Frontier, the opportunities to team with local entrepreneurs are significant. An initial need is to define the relationship between FFNHA and existing economic development, tourism, preservation, conservation and related organizations. This effort will underscore the specific ways that FFNHA can support, enhance or engage in current individual and regional business development programs and centers, or offer alternative approaches for consideration and implementation.

Policies, Ordinances & Taxes

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Comment [AJW11]: Would this be ANY crafts or work that in some way reflects the FFNHA story?? And for businesses...is it FFNHA's role to be sure all companies do high quality work? Seems like their niche here is more narrow than what this implies.

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Public policies developed with active citizen participation can promote sustainability. Local ordinances and tax structures provide the carrot and stick to guide appropriate development and other business activities that may impact the region. With FFNHA crossing two states, it is important to define and articulate a cohesive regional strategy for appropriate development and business growth. Dedicated taxes for these types of <u>heritage</u> business development (including tourism, recreation, and related commerce) should benefit the heritage area's long-term goals and objectives.

Ensuring Authenticity & Quality

Consistent delivery of authentic, quality products and services is perhaps one of the greatest challenges for this large region. Defining "authenticity" and "quality" for the region is vital to apply it throughout all related programs and services. Through the definition process, FFNHA can establish a base level of expected quality and authenticity that all contributors and partners must meet or exceed. When branding the region, these criteria for authenticity and quality become part of the promise and expectation of product/experience delivery.

SECTION 3:

FFNHA Policies and Procedures for Business Growth & Sustainability

3.1 Criteria for Evaluating and Authenticating Business Products & Services

The Guiding Principles adopted by FFNHA as part of the visioning session provide a foundation for establishing and evaluating criteria to authenticate business products and services. These principles also articulate potential guidelines for value-based development practices:

- 1. Be tolerant and respectful of diverse stories from multiple perspectives.
- 2. Focus on authentic and engaging experiences.
- 3. Honor the region's peoples, past and present.
- 4. Preserve unique cultural & historic assets.
- 5. Invest in community engagement, education and empowerment.
- 6. Sustain and grow sense of place.
- 7. Value and protect the natural environment.
- 8. Consider future generations in everything we do.

During the management planning process, individuals were invited to sign a pledge to support FFNHA's regional values. A similar pledge can be adapted for businesses and government entities to sign to demonstrate support for the region's mission, vision and principles. As FFNHA develops its branding campaign, the criteria can be used as an evaluation tool to recognize contributing sites, events, companies, and products.

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Comment [AJW12]: I don't think this belongs here. It's appropriate for the tourism section, but in my mind, what we need in the heritage business development section is viable and low-impact uses that will make it viable to preserve existing historic buildings and perhaps provide alternatives to building a WalMart next to a significant cultural landscape. I don't think that it matters that the business is offering a quality or authentic product for this section.

Comment [AJW13]: This belongs in the tourism section, not here (see comments above)

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Business

- Is the business open to the public? If so, it needs to post a FFNHA pledge.
- Does a business (its history, products and/or services) tell a story associated with one of FFNHA significant themes? If so, how? It should also inform customers they are in a National Heritage Area and direct them to other places in the region where they may experience related stories.
- Does a business sell products that are made locally? (Example: food, craft, books, other media.) If so, do they relate to one of the FFNHA significant themes? How do they tell the related story? Depending on the product, the business and locally-made goods may qualify for use of the FFNHA logo.
- Is the business owned by someone that supports or contributes to FFNHA (through expertise, volunteerism, donations, in-kind services)? If so, that individual can be inducted into a "FFNHA Hall of Leaders" or recognized through an annual awards program, and/or receive special benefits for their contributions.
- Do businesses engage in or demonstrate corporate social responsibility and ethical practices that complement the vision and mission of FFNHA?
- Do businesses support FFNHA financially or through in-kind products and services? If so, FFNHA can recognize this business or institution in marketing materials and communication.
- Do businesses encourage employees to donate time and services (either through company-sponsored programs, liberal leave policies or annual fundraising drives) to FFNHA and its mission-based programs, activities? If so, FFNHA can provide a certificate of recognition.
- Do businesses locate or reside in <u>either historic or</u> appropriately designed (and scaled) <u>new</u> structures that have low-impact on the environment or story ecosystem? If so, they should be recognized for their respectful land use and design. If appropriate (the business itself embraces the vision/mission of FFNHA and does not produce or engage in environmentally destructive practices or products), it could qualify for marketing and business development incentives. Truly model examples could be recognized as best practices for other business owners to emulate.

Supporting Non-Governmental Organizations & Services

- Do organizations and service-based companies follow a citizen-based ethic that is respectful and in line with FFNHA's vision for the region? If so, they should post a signed pledge. In addition, FFNHA could recognize them for their contribution to the regional vision.
- Do organizations monitor their efforts to demonstrate how they contribute to smart growth and regional sustainability? If so, they could be recognized at an annual FFNHA awards or achievements program.
- Do organizations benchmark businesses engaging in sustainable development practices and measure their performance? If so, FFNHA could profile these

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Comment [AJW14]: Do you mean this literally? Like have the signed pledge taped to the front window?

Comment [AJW15]: I think that some businesses will cross over and be contributing tourism businesses, but again, I'd put this in the tourism section. This is for the retail stores with merchandise appealing to the out of town customer, restaurants, lodging---not just general businesses.

Comment [AJW16]: OK, a business owner (the telemarketer or lawyer, for example) in the historic building could be a potential FFNHA contributor, especially if they see the value in heritage.

Comment [AJW17]: The very act of putting a business into a historic structure with minimal impact to the historic structure demonstrates corporate social responsibility to me---as would the landowner who might negotiate a TDR to site a new development to minimize impact on a cultural landscape. Rather than "certifying" all of these, is this more appropriate for an annual FFNHA award program to recognize this rather than comprehensive designations and certificates? That might be a lot cleaner and more simple for them to administer and still gets at the same issue.

Or how about this...the short term solution is an awards program with the idea that as capacity increases, it could be an overall certification program.

Comment [AJW18]: Yes, an awards program! If I was Judy I'd be overhwhelmed by this section, but if we had recommended annual awards in a variety of categories that might make it more manageable.

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companies <u>on the FFNHA website or in an e-newsletter</u> as best practices and seek ways to have entrepreneurs replicate the development strategies.

Government Agencies

- Do government agencies mandate LEED-certified construction or encourage environmentally friendly building incentives? If so, they should be partners for FFNHA programs.
- Do government agencies provide incentives for heritage and place-based development? If so, FFNHA should recognize their pro-active preservation and conservation policies.
- Do government agencies reward business practices that use smart-growth principles in their development and management? If so, FFNHA should find ways to also reward these businesses – through marketing, certification, or other recognition programs.

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3.2 Recommended Strategies for Sustainable Growth

Strategy A: Advocate Smart Growth throughout the Region

FFNHA has a number of state and local agencies that can implement smart growth procedures as part of the region's sustainable development agenda. To demonstrate support for these practices, FFNHA can inform and advocate policies and procedures that help foster the growth of appropriate and sustainable business and development. Participating as a member of the Smart Growth Network is a key way FFNHA can use a national movement to influence development practices in the 41-county area and in Kansas and Missouri state agencies.

The Smart Growth Movement (<u>www.smartgrowth.org</u>)

According to the Smart Growth Network, "smart growth invests time, attention, and resources in restoring in restoring community and vitality to center cities and older suburbs. New small growth is more town-centered, transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserved open space and many other environmental amenities." ¹ Smart Growth focuses on Five Key Principles:

- 1. Create Range of Housing Opportunities and Choices
- 2. Create Walkable Neighborhoods
- 3. Encourage Community and Stakeholder Collaboration
- 4. Foster Distinctive, Attractive Communities with a Strong Sense of Place
- 5. Make Development Decisions Predictable, Fair and Cost Affective

Smart Growth also uses a comprehensive strategy involving various aspects of planning and development to address five issues: a) community quality of life; b) design; c) economics; d) environment; e) health; f) housing; and g) transportation.

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Smart growth practices have been explored by several communities in the region, including the assistance provided to Lawrence by the Smart Growth Leadership Institute and elements of the FOCUS Kansas City, Missouri strategic plan. These community concerns of preserving identity while fostering growth can tie with FFNHA's sustainability efforts. The location and scale of new developments are two of the key challenges for FFNHA in its effort to preserve and protect the story eco-system for future generations. Through recognition and implementation of smart growth strategies in each county of the region, FFNHA can encourage land stewardship and still sustain local economies. Advocating smart growth also allows FFNHA the opportunity to educate local residents on the key ways to balance protection and prosperity, maximize revenue generation while minimizing impact on resources. FFNHA can also apply incentives to encourage additional involvement – by companies, non-profit organizations, developers, and government agencies – in smart growth policies and practices.

In a "defining success" exercise conducted in August 2008, FFNHA stakeholders ranked "improving resident quality of life" as one of the top three desired outcomes for the region over the next decade (Other desired outcomes include "increased resident knowledge of FFNHA stories", "preservation seen as a positive by the general population", and "booming Main Street businesses.")

One key way that residents and businesses can benefit from FFNHA activities is increased tax revenues generated from a vibrant business community. The resident personally benefits if these tax receipts offset personal property taxes, pays for necessary public services (such as fire and safety), and help create a more vibrant community. Additional tax-based improvements can include conservation projects, recreational trails, expansion of public green space and improved infrastructure. When cash registers ring, businesses are selling more goods and services and thereby collecting tax with every purchase.

<u>Strategy B: Stimulate commercial revitalization through support of heritage</u> <u>development practices</u>.

Main Street and other heritage development strategies utilize existing assets for commercial revitalization. By focusing on rehabilitating existing structures first, inappropriate new development can be minimized. FFNHA can support these types of heritage development efforts through financial and marketing incentives – grant programs, branding, signage, technical assistance, or other types of aid – and therefore heighten the potential for revitalization and sustainability of heritage structures.

Step 1: Meet with local and state <u>Main Street</u> organizations and participating communities to identify ways to expand program to other towns and <u>rural</u> communities in the FFNHA area.

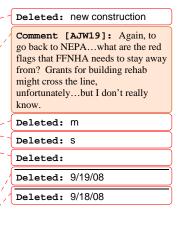
Step 2: Encourage existing Main Street communities to interpret their own FFNHA story

Step 3: Encourage existing Main Street communities to recruit businesses that pledge to support the FFNHA mission and vision.

Step 4: Use FFNHA resources to help stimulate and stabilize companies and businesses that revitalize historic structures and interpret their story for customers.

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Potential Partners:

- Kansas Main Street Program
- Missouri Main Street Coalition
- City & County Managers

Strategy C: Apply the NEPA process to any FFNHA construction project

Should the regional management entity elect to directly engage in any development project – restoration, rehabilitation, or stabilization of existing structures or construction of new facilities – it will abide by the regulations and procedures outlined in the National Environmental Policy Act (NEPA) and follow the NEPA process to assess the environmental impact of the proposed development (www.nepa.gov). As NEPA requires agency decision makers to make informed decisions, this process is undertaken in advance of any new construction or other development project that may potentially impact the region's natural resources.

In addition, FFNHA will educate residents, businesses, agencies, organizations and developers on environmental laws and the NEPA process so they can pro-actively plan to participate in the environmental review process and make more informed decisions. Civic involvement is a mandatory part of the NEPA process, and helping local residents understand more about the process and their role is important to pro-active planning.

Educating local stakeholders as part of the regional sustainable development strategy also helps minimize potential misconceptions or inaccuracies about NEPA and the environmental impact assessment process. It also can provide more detailed instruction for when NEPA should be employed, how the process needs to be conducted, who needs to be involved in the process, and the schedule for desired outcomes. The fact sheet created as part of the management planning process (drafted at the September 2008 Partnership Team Meeting) serves as an initial reference tool for information on NEPA. Additional criteria and procedures are outlined in the Heritage Development Toolkit section of the management plan (NOTE: THIS WILL BE DRAFTED FOR INCLUSION AFTER COMMENTS FROM NPS.)

Comment [AJW20]: For my benefit and those in FFNHA, can we clarify exactly what we mean by "directly engage." I get it that if FFNHA rehabs a building. What if they give a grant help someone else rehab a building? What if there is an "official" FFNHA site that someone else is paying to rehab with no FFNHA funds?

Step 1: Update the NEPA FAQ sheet for posting on the FFNHA website. Step 2: Expand glossary to include development, smart growth, NEPA and related terms. Step 3: Schedule one or more annual informational sessions on NEPA in the region (as a Partnership Team meeting program) to discuss how and when the process is used, its relationship to other types of regulations (Section 106 Review, NA Step 4: Identify companies and individuals that can offer technical assistance for implementing the NEPA process.

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	determine requirements, regulations and qualifications for uniform signage.	,
	Step 2: Use a decal or symbol to recognize FFNHA signage along major	
highways.		
Step 3: Design a corresponding decal that can be placed in windows of official		
sites or businesses that support and contribute to FFNHA.	sites or pusinesses that support and contribute to FFNHA.	

Potential Partners:

- Missouri and Kansas Departments of Transportation
- Scenic Byways programs

<u>Strategy F:</u> Enlist the support of Kansas and Missouri legislatures (state, city and county) for line-item budgets and other legislated necessities (i.e., permitting laws, services requirements) to ensure long-term growth and success of the area.

City Councils, County Commissions and State Legislatures need to support the work and budgetary requirements of FFNHA. FFNHA can use models from other areas to develop fundamental return-on-investment arguments and establish performance indicators that meet national and state criteria for desired outcomes. These performance measures provide sound reasons for legislatures to support FFNHA.

Potential Partners:

- Local chambers of commerce
- Kansas Department of Commerce
- Missouri Department of Economic Development

<u>Strategy G: Serve as a conduit/broker between funding entities and local</u> <u>businesses, sites and other non-profit organizations.</u>

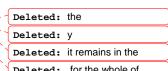
If FFNHA serves as the bridging entity between those with available funding and those in need, it not only grows communities within the area, but also ensures a position of leader<u>ship in the region</u>. FFNHA becomes the "go to" group for this and other critical development components of building and maintaining the authenticity of the region. FFHNA will also serve as the knowledge "funnel" on what is being proposed, its potential among other needs, and its potential impact on the region. Funders then recognize FFNHA as the honest broker and turn to it for confirmation that an entity is worthy of funding and has the true potential to succeed as an integral part of the fabric of the area.

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<u>Step 1:</u> Identify and compile a list of key funders in the region; survey as to their interests and desires for business development and community sustainability <u>Step 2</u>: Host a forum to discuss key regional needs and how to collaborate <u>Step 3</u>: Survey FFNHA business and non-government constituents to determine technical and financial needs <u>Step 4</u>: Compile a resource directory that can be posted as a reference tool on the FFNHA website.

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Potential Partners:

- Community foundations
- Other regionally-based funding institutions

3.3 Key Ways for FFNHA to Measure Success in Sustainable Development

- A. <u>Economic impact</u>. In order to prove success and long-term viability, FFNHA must develop an effective, sustainable and consistent measurement tool for smart growth that can potentially include revenue generation, job creation, increase in annual per capita income, increase in tax receipts, new home ownership, growth in discretionary spending, and other economic metrics. A working group should be established to determine what metrics are important to the region residents, funders, legislators, and businesses, and to then begin the process of determining how to collect those measures. Some of the data collected during Phase I of the management planning process may serve as baseline research. Other baselines may be available from state agencies, chambers of commerce, or even from individual sites and businesses. Consistency over time is critical to the credibility of these measurements, so the importance of the front-end work of determining what needs to be reported cannot be understated.
 - Contact local universities about a long-term relationship with FFNHA to apply the economic impact model developed by the University of Michigan for National Heritage Areas.
 - Partner with state and regional agencies in scheduled research studies to leverage the opportunity to collect and analyze relevant data on performance.

B. Increased sales tax revenues from purchases of FFNHA-branded products, services

Increased tax collections, both municipal and state, should help to frame a compelling story for increased budget support by both the municipalities and the states.

C. <u>Increased spending at FFNHA sites, attractions and services providers</u> Increased visitation also put additional revenue in the coffers of the attractions, sites and services entities, which thereby increases their ability to adjust their budgets to

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allow for participation of regional pay-to-play marketing activities coordinated by FFNHA.

D. Increased funding and budgets at local and state levels.

A demonstrated return on investment is vital to leverage future funding from state and local agencies, and potentially secure a dedicated earmark for annual financial assistance. If FFNHA is successful, there should be corresponding increases both for its programs and efforts, but also for the surrounding municipalities and the state welcome centers in the region. Increased spending at individual sites and attractions, restaurants and lodging facilities, should translate to increased tax revenues. **Comment [AJW21]:** This is really tourism

Comment [AJW22]: Funding for what? I'd love to see a regional staff person to provide Main Street style assistance, perhaps with a focus on economic restructuring with an inventory of available contributing sites, research into business opportunities, and then matching up available locations with low-impact owners/tenants that are preservation friendly.

Comment [AJW23]: Last sentence is really tourism

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3.4 RECOMMENDED ROLES & RESPONSIBILITIES

DURING PHASE III, THESE RECOMMENDATIONS WILL BE INTEGRATED AND REVISED INTO THE BUSINESS PLAN AND LARGER GENERAL MANAGEMENT PLAN, BASED ON THE UPDATED VISION, MISSION, ORGANIZATIONAL STRUCTURE AND PROJECTED BUDGET FOR THE NEXT DECADE PLUS SPECIFIC STRATEGIES THAT ARTICULATE THE:

- FFNHA MANAGEMENT ENTITY ROLE (S)
- FEDERAL AGENCY(s) ROLE
- STATE AGENCY(s) ROLE
- PARTNER ROLE(S)
- FUNDER ROLE(S)
- BOARD ROLE (S)
- STEERING COMMITTEE ROLE(S)
- PRIVATE BUSINESS ROLE
- PRIVATE CITIZEN ROLE

3.5 References & Resources

List additional information sources here (include max two-sentence description with contact information)

ADD GLOSSARY OF SPECIFIC/RELATED TERMS PROVIDE STATEMENT THAT REFERS TO ENTIRE GLOSSARY (SEPARATE DOCUMENT)

3.6 SPECIAL THANKS:

Terry Ramsey Ola May Earnest	Comment [AJW24]: How is Julie supposed to use these names?
Janet McRae	In my plan, I only included the names of people that I thought might
Richard Sunderwirth	not be on the Partnership Team list.
Hollie Yoho	I'd see them listed in one big alphabetical list, not under my
Katie Casper	segment.
Peggy Buhr	
Wayne Johnson	
Richard Smalley	
Anny Dechant	
Stepahie Watson	
Lori Simms	
Kristie Lee	
Susan Baker	
Hazelmay Fackler	
Paul Bahnmaier	Deleted: 9/19/08
Jim Beckner	Deleted: 9/18/08

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Page 3: [1] Deleted	AWEBB	9/17/2008 11:59:00 AM	
FFNHA has always considered	ed travel & tourism a prid	prity. In the original study	
for the Bleeding Kansas National Heritage Area, the Map of Kansas Recreational			
Areas demonstrates the "outs	tanding recreational and	d educational opportunities	
for residents of the area and visitors." These industries depend on natural,			
historic, and cultural assets to provide activities and supporting services to			
deliver the valued experiences that contribute the desired economic impact. A			
Tourism Development and Management plan outlines recommended strategies			
for branding and delivering quality visitor experiences to capture the spending			
that provides an economic impact for the region.			

Page 3: [2] Comment [AJW6] AWEBB

I know we had these connecting para intros as part of the template, but I feel like we end up just repeating ourselves.

Freedom's Frontier National Heritage Area Interpretation and Education Plan

November 14, 2008

(Draft including input from Interpretation and Education Committee and comments from Steering Committee & Educator Survey Results, input from Nov FFNHA meeting with revised Strategies/Tactics)

INTRODUCTION

This section outlines ways in which the Freedom's Frontier National Heritage Area (FFNHA) local coordinating entity (the regional organization that has been created to serve the heritage area as a whole) can provide an interpretive and education framework to help partners in the region identify, authenticate, connect and share stories about the struggles for freedom throughout the region for

visitors and residents. The interpretation recommendations in this section will help to unify the region by providing a seamless visitor experience for travelers and residents alike by providing connections and linkages between the sites and stories within the region. Likewise, the educational recommendations included here will make residents and others outside the region

"Freedom's Frontier is like one big museum. The individual sites are the different exhibits in the museum and you need to go to all the sites to get the whole story." (Terry Ramsey, FFNHA Steering Committee member, Nevada Missouri)

aware of and excited about the stories that are part of this region's heritage.

In addition to the interpretive and educational recommendations for the Local Coordinating Entity found in this section, interpretive tips and advice for individual sites or organizations can be found in the "Storytelling Toolkit" in the "Power of Action" section of this plan. The Storytelling Toolkit empowers local groups and individuals within the region to tell their stories effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help choose interpretive tools that make the most sense for each individual site. The Toolkit also provides advice about how to offer authentic and engaging experiences that are tolerant and respectful of diverse stories from multiple perspectives.

The nature of this National Heritage Area (NHA) differs from many other National Heritage Areas. Where many other National Heritage Areas are based on thematically linked sites, corridors or canals, Freedom's Frontier is story-based and united by the geography of its 41 counties—a fabric of rivers, topography, soils, and vegetation that often influenced social and cultural interactions over time and thus influence where stories occurred. The diverse geography and settings of Freedom's Frontier provide rich opportunities to tell the region's stories through interpretation and education programs, both at physical sites in the region as well as in the virtual world.

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This region is a place of transition and tension where issues related to equal freedoms for all have been tested and debated. Here the forested landscape in the eastern United States transitions to the open plains of the Midwest, and here early settlers headed west ended their journey by river and began their arduous trek on one of several overland trails. Here the contemporary boundaries of "white settlement" and the "permanent Indian Territory" were debated and settled. Here in the mid 19th century, the northernmost slave state bordered the Kansas territory to form an uneasy border in the early 19th century until the Kansas Nebraska Act opened the land for white settlement. Here citizens were granted the freedom to determine whether their new state would enter the Union as a slave or a free state.

The resulting struggles touched off the firestorm of the Civil War to determine "a new birth of freedom." This struggle continues to the present day as our nation's concept of "freedom for all" evolves. These stories and others as described in section XXX of this plan can be told as part of interpretive and education programs for this region. The recommendations in this section will empower local groups in the region to work together to respect and be stewards of these diverse stories that connect regional history to the nation.

The goal of this interpretive and education plan is to build on the work that Freedom's Frontier has already done and to provide a framework to guide efforts over the next decade. Freedom's Frontier has already undertaken or supported several interpretive projects such as the development of resource inventories, work on theme development, draft criteria for sites, bus tour presentations, draft automobile driving tours and the development of audio podcasts by the Kansas Humanities Council that will be included as links from the Freedom's Frontier website.

Themes

Building consensus around themes for Freedom's Frontier through this management planning process began with an analysis of the past work to date. A description and analysis of past work on theme development is described in greater detail in the *Statement of National Significance and Themes* report in the appendix of this plan. The management plan team built on past work to develop themes by working closely with local stakeholders including one-on-one phone interviews, conference calls, meetings, and surveys. Based on this local input, the themes outlined in the "Power of Story" section of this plan were agreed upon by Freedom's Frontier stakeholders in the summer of 2008 and were adopted by the Freedom's Frontier Steering Committee.

The main theme for Freedom's Frontier is:

Struggles for Freedom along the Missouri-Kansas Border

and the sub-themes are:

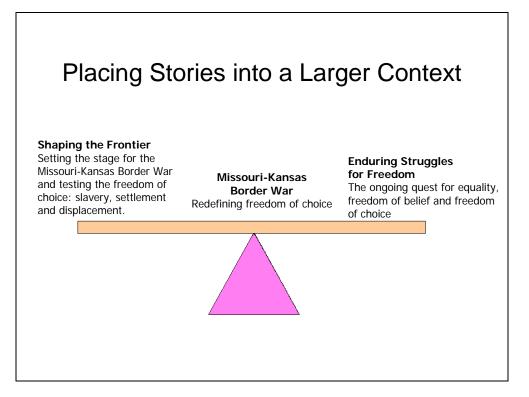
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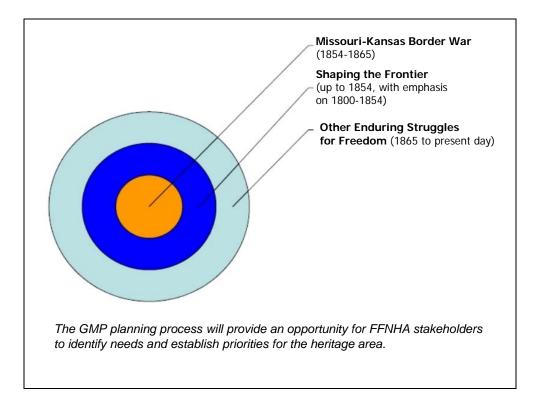
- 1. Shaping the Frontier;
- 2. Missouri-Kansas Border War; and
- 3. Enduring Struggles for Freedom.

Local stakeholders chose these themes because they were simple and easy to convey to regional interpreters, residents and visitors. They provided a clear and concise framework tied to the national significance of the region to allow Freedom's Frontier stakeholders to address the broad spectrum of stories related to struggles for freedom.

The sub-themes are clearly distinct from each other yet also allow for expansion over time under "Enduring Struggles for Freedom." Additionally, these themes support the national significance of the entire region rather than just one part, place or perspective. Finally, this sub-theme structure recognizes that a number of local stakeholders have the Missouri-Kansas Border War as their sole reason for being involved with the heritage area, yet also provides a more inclusive structure that allows for other stories to be shared as well.

A primary motivation for early participants with the Bleeding Kansas Heritage Area effort was to draw attention to the sites and stories associated with the Kansas territorial period. Likewise, more recent Missouri participants were anxious to include the Missouri perspective to ensure a comprehensive understanding of the interrelated stories. Thus by positioning the Missouri-Kansas Border War as a central sub-theme, and one that will be an immediate priority for interpretive and educational efforts, the heritage area will be able to address immediate concerns about this aspect of the region's history. At the same time, the themes provide a broader overall framework that allows for growth and expansion over time as additional human and financial resources become available.





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Stories

The desire to share unique, authentic and honest stories plays an integral role in the shared vision for Freedom's Frontier. The first of the guiding principles states "be tolerant and respectful of diverse stories from multiple perspectives." While much has been written about the different struggles for freedom

"We have to allow our stories to present our truths. We cannot announce, command, direct or choreograph for others what we see and feel as the right and only perspective. We must work diligently to present authentic stories. Our goal should not be that the visitors see our perspective as the right perspective; rather, that they see and experience all perspectives." (*Eileen Robertson, FFNHA Steering Committee member, Humboldt, Kansas*)

within this region, for many people who live in this region these stories are still very personal. In some cases the stories are also still very emotional and painful. While personal connections have tremendous potential to help make these stories come alive, they also have the potential to create friction. This is particularly true when stories are presented from a perspective that conflicts with the perspective of someone from another location, race or ethnicity.

Some indication of the diversity of stories and perspectives in the region can be seen in the *Stories and Places* document that was compiled as part of a participatory activity during the May 2008 Freedom's Frontier Partnership meeting. A copy of this document is included in the Appendix. Freedom's Frontier needs to continue to inventory and work to help authenticate stories as well as continuing to expand the inventory of sites using the story authentication process and criteria outlined in section XXX. This dual approach of inventorying both stories and place will help to provide a richer context for this heritage area, helping to define the intersections between story and place as well as identifying important stories that are not site-specific.

As an additional challenge to authenticating stories in the region, some events such as the Missouri-Kansas Border War, with the utter chaos that gripped the region, meant that people often did not feel safe publicly stating their true opinions. In this situation, written records may not always accurately reflect people's thoughts. Because stories are the heart of this heritage area, it will be

As we develop new programs for Freedom's Frontier we need to be sure that they benefit small sites as well as larger sites that already have a lot of capacity. (Carol Bohl, FFNHA Steering Committee, Harrisonville, Missouri)

important to move forward in a thoughtful and supportive way to bring out, authenticate and share all of the stories that the region has to tell, including those that are told at smaller or lesser known sites in the region. This section includes recommendations about how increase tolerance and understanding of diverse perspectives as well as recommendations to build stronger partnerships between sites to benefit all contributing sites in the region.

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Section XXX of this plan describes the criteria and process that Freedom's Frontier will use to evaluate and designate accredited Freedom's Frontier sites, landscapes, communities and events. These criteria include authenticating the stories told at those sites.

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INTERPRETATION RECOMMENDATIONS

Residents of the FFNHA region were invited through partnership team meetings, emails and press releases to the local media to respond to an online survey during summer 2008. The purpose of this survey was to identify priorities for 31 potential interpretive programs or projects in the region. Each potential project was ranked on a scale of 1 to 5 with a ranking of 5 for projects that were seen as the most appropriate for Freedom's Frontier. The top ten priorities identified by the 75 survey respondents were:

1) Add new contributing sites and collect additional information about existing sites in the FFNHA "Visitor Readiness" Database. (4.75)

- 2) Directional or wayfinding signage (4.6)
- 3) Brochure for the region as a free give-away (4.58)
- 4) Interpretive signage (kiosks or wayside exhibits) (4.46)
- 5) Create tours or itineraries such as seasonal or "one-tank trips" (4.44)

6) Signage to identify Accredited FFNHA sites (4.39)

7) Online itinerary builder featuring partner sites (4.38)

8) Gateway signage at key entrance points (4.32)

9) Interpretive training workshops (4.16)

10) Heritage Trails or corridors (4.16)

For a complete list of all rankings of potential interpretive programs and projects see the full survey results in the Appendix of this report.

The recommendations outlined in this plan are both ambitious and central to the mission and vision for Freedom's Frontier National Heritage Area. It is strongly recommended that Freedom's Frontier seek funding for a dedicated full-time interpretive staff person with an annual interpretation and education budget to oversee and implement the recommendations included in this section of the plan. If that is not financially feasible, or until that staff person is hired, some of the recommendations below may be partially implemented over a longer period of time by volunteer committee members and willing partner organizations. While stories and places connected to all three themes will be considered for the interpretive programs outlined below, Freedom's Frontier will set annual priorities for interpretive programming with the initial primary emphasis to be on stories and places connected to the Missouri-Kansas Border War.

The recommendations included in this plan provide a phased approach for development including "Immediate" recommendations for the first year, "Short Term" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the budget and staffing for these recommendations are included in the business plan in section XXX.

STRATEGY A: Define Freedom's Frontier by recognizing and developing its resources, sites, story and brand.

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Tactic: Collect and present information about contributing heritage resources in a searchable database.

Create a searchable database for the inventory of contributing heritage resources (including both sites and stories) in the region. Include database fields that allow this inventory to be used to assist in evaluating sites as potential Accredited Freedom's Frontier Sites and Events as well as fields to track the authentication of stories. Expand database fields to allow for contributing events to be added.

IMMEDIATE: Enhance and expand the current online "visitor readiness" database of contributing sites and events

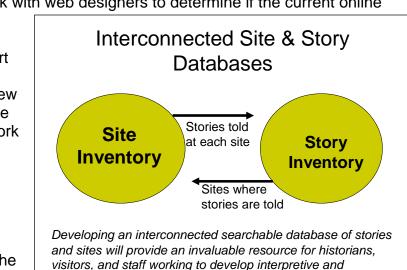
Until sufficient funds and staff are available, work with the existing online database to make minor additions such as new fields related to the criteria for Accredited Freedom's Frontier Sites and Events outlined in section XXX. Staff will proactively work with site and event managers to supplement information about existing contributing sites and encourage other potential contributing sites and events to participate. With a smaller budget, staff will allow additional time and will rely more heavily on self-evaluation information being submitted by sites and events. Freedom's Frontier committees will review and approve individual entries as they are completed and submitted.

SHORT TERM: Invest in an expanded online searchable database with enhanced capabilities

This database will be built from the existing "visitor readiness" database or contributing sites that Freedom's Frontier has been compiling over the past several years. This database of contributing sites and events is a fundamental basis for all interpretive efforts including the designation of "Accredited Freedom's Frontier Sites and Events," thus it needs to be an high priority. Work with web designers to determine if the current online

database can be enhanced, or alternatively import the data from this database into a new user-friendly online database framework with expanded capabilities.

Create a complementary story database to collect and track the authentication of



educational programs for Freedom's Frontier.

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stories clustered under the three sub-themes. The story database and the sites database will all be linked into one integrated content management system to allow users searching the story database to drill down to corresponding information from the sites inventory about sites where that story is (or could be) told. Likewise, users exploring the sites database could connect to stories that are (or could be) told at that site. Both databases will include comprehensive information about the sites and stories with the ability to upload selected information to the visitor section of the Freedom's Frontier website for the general public.

Enhanced web capabilities include a user-friendly interface that would allow Freedom's Frontier staff to serve as the "global administrator" with the ability to modify or add fields to the database template as well as edit all entries. Fields to be added to the database include the criteria for Accredited Freedom's Frontier Sites and Events including the site or event's connection to the Freedom's Frontier themes as well as key stories that connect to these themes. Password protected access with different levels of authority will allow other administrators at individual sites or events to access and update their information on a regular basis while Freedom's Frontier staff will have full access to all entries.

As the global administrator with access to the entire database, staff will also be automatically notified whenever a change is made to an entry in the database. Ideally, database enhancements will also include mapping capabilities and the ability to store digital images. While individual sites and events will be encouraged to submit and maintain information about their site or event, it is anticipated that staff will actively encourage individual managers to participate, work with Freedom's Frontier committees to approve information for publication and provide supplemental data entry. The database will include the ability to upload approved searchable content to the Freedom's Frontier website.

IMMEDIATE:

Step 1: Work with web designer to adapt and expand the current online database tool (*FFNHA staff*)

Step 2: Expand and enhance the current online database through expanded fields for data collection *(FFNHA staff, volunteer partners)*

SHORT TERM:

Step 1: Develop plan and scope of work for an expanded and enhanced online database and secure cost estimates (*FFNHA staff, FFNHA committee*)

Step 2: Secure funding (*FFNHA staff*)

Step 3: Expand/enhance existing online database system (*Consultant, webmaster*)

Step 4: Pro-actively work with site and event managers to expand information about contributing sites in the database (*FFNHA staff, contributing sites and events*)

Potential Partners: Universities and colleges in the region, Missouri Humanities Council, Kansas Humanities Council, National Park Service

Link to existing online bibliographies and encourage dialogue about the region's history

IMMEDIATE: Build on the existing Territorial Kansas online digital archive project (a project of the Kansas State Historical Society and the University of Kansas) and other existing online bibliographies by providing links to these resources on the Freedom's Frontier website (see additional website recommendations in section XXX). Develop additional online bibliographies to fill any gaps in the existing resources that are available.

SHORT TERM: Enhance the FFNHA website with Web 2.0 technology that provides interactive features for students, historians and other scholars to encourage dialogue about the history of the region. Enhanced features could include reviews and ratings of existing historical resources, blogs and online discussion groups. (See related website recommendations in section XXX)

IMMEDIATE:

Step 1: Approach the Kansas State Historical Society, University of Kansas and State Historical Society of Missouri about partnership opportunities *(FFNHA staff)*

Step 2: Secure funds for expanded partnership effort from the Institute of Museum and Library Services or other funding sources (FFNHA staff)
Step 3: Develop expanded online bibliography (FFNHA staff, partners)
Step 4: Promote expanded online bibliography through website and other channels (FFNHA staff, partners)

SHORT TERM:

Step 5: Enhance FFNHA website to provide enhanced interactive features (see related website recommendations in section XXX) (*FFNHA staff, webmaster*)

Potential Partners: Kansas State Historical Society, State Historical Society of Missouri, University of Kansas, Institute of Museum and Library Services, National Park Service

Tactic: Designate Freedom's Frontier "Partner" and "Accredited" Sites and Events.

IMMEDIATE: Designate participating Freedom's Frontier Partner Sites and Events

Identify Freedom's Frontier Partner Sites and Events to be listed in Freedom's Frontier brochures and the Freedom's Frontier website. Criteria for this basic and inclusive approach:

- a) Site/event must be interested in being a Freedom's Frontier Partner Site/event
- b) Site must be open to the public a minimum of 8 regularly scheduled hours per month in season, events must be an annual event offered at the same time each year;
- c) Site/event must be willing to have staff or volunteers attend a halfday training course to learn more about Freedom's Frontier and must be willing to display information about other Freedom's Frontier sites and events.
- d) Site/event must submit a written statement that explains how the experience offered at their site or event is connected to one of the Freedom's Frontier sub-themes. Documentation and authentication of story connections by a credible source must be included.
- e) Site managers and owners (if different) or event managers must sign a *Freedom's Frontier Partner Pledge* form.

Once the site or event's application is complete and staff and volunteers have completed one of the training sessions, a Freedom's Frontier committee will meet quarterly to review and approve/deny applications.

SHORT TERM: Designate Accredited Freedom's Frontier Sites and Events

Once dedicated interpretive staff and funding is secured to provide benefits for sites or events that go through a rigorous review process to become "Freedom's Frontier Accredited Sites or Events," add this level of designation. The "Accredited" designation would be available in addition to the more basic "Partner Site/Event" level described above. The process to determine if sites or events meet the specified criteria as "Accredited Freedom's Frontier Sites and Events." The benefits package that comes with Accredited Freedom's Frontier Site/Event designation is described in more detail in section XXX. This would provide Freedom's Frontier with two tiers of sites and events: those that meet basic criteria for inclusion, and those that have met this more rigorous standard to be considered "Accredited Freedom's Frontier Sites/Events" eligible for additional benefits.

IMMEDIATE:

Step 1: Post guidelines for Freedom's Frontier Partner Sites and Events on the FFNHA website (FFNHA staff)
Step 2: Invite potential Freedom's Frontier Partner Sites and Events to apply, with special encouragement to sites already in the database that

meet the criteria (FFNHA staff)

Draft 2 with comments from Interpretation and Education Committee Revised 11/12/08 Page 11 of 27 **Step 3:** Completed applications for new Partner Sites and Events are reviewed quarterly (*FFNHA staff, FFNHA committee*) **Step 4:** Acceptance/rejection letters sent (*FFNHA staff*)

SHORT TERM:

Step 5: Secure funding for a grant program to fund interpretive enhancements for aspiring and designated "Accredited Freedom's Frontier Sites and Events" and ensure that FFNHA has adequate staff and volunteer support to launch Accredited site/event program (*FFNHA staff*) **Step 6:** Promote the availability of this higher level of Accredited Site/Event designation, explaining the requirements and stressing the benefits of participation (*FFNHA staff*)

Step 7: Sites or events interested in pursuing Accredited status check in with FFNHA staff to determine initial eligibility to apply (*Potential FFNHA Accredited sites and events*)

Step 8: FFNHA interpretive staff and/or FFNHA review committee provides response to sites or events interested in applying to determine initial eligibility (*FFNHA staff, review committee*)

Step 9: Sites or events complete the Accredited Freedom's Frontier Site/Event application form *(FFNHA Partner sites/events)*

Step 10: Two FFNHA review committee members or staff are assigned to visit site or event (including one historian to evaluate authenticity of stories and one interpretive specialist to evaluate the visitor experience),

reviewers generate a brief assessment report for each site or event visited *(FFNHA staff, review committee)*

Step 11: Applications for potential Accredited Freedom's Frontier Sites and Events reviewed FFNHA review committee at the quarterly review meeting (*FFNHA staff, FFNHA review committee*)

Step 12: Acceptance/rejection letters sent. FFNHA staff follows up with a phone call to rejected sites/events with the potential to be designated with encouragement to work with FFNHA on enhancements outlined in assessment report required to meet criteria (*FFNHA staff*)

Step 13: Sites and events selected as Accredited Freedom's Frontier Sites or Events are re-checked every 5 years to ensure that they still meet the designated criteria. Sites or events that are found to no longer meet the standard can be removed from the "Accredited" list for Freedom's Frontier (*FFNHA staff, FFNHA review committee*)

Potential Partners: Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, Kansas and Missouri State Historic Preservation Offices, National Park Service, Missouri Division of State Parks, Missouri Department of Conservation, local historians, local museum specialists

Tactic: Define and tell Freedom's Frontier's story.

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Develop orientation materials to introduce visitors to Freedom's Frontier

IMMEDIATE: Develop a "virtual tour" of the region on the Freedom's Frontier website.

Include basic information about stories and places to visit in the region on the Freedom's Frontier website. As the capabilities of the website are expanded over time, work to provide enhanced features such as an interactive searchable map, customized itinerary builders or downloadable podcasts for audio tours (see related recommendations for the website in section XXX).

SHORT TERM: Develop a Freedom's Frontier brochure as an initial orientation to the region

Develop a brochure with an introductory narrative about the national significance of this region to set the stage for a visit using the Freedom's Frontier brand established for the region as described in section XXX. Print a one-year supply of the brochure. As participating Partner sites and events are confirmed, future versions of this brochure will also include individual listings in addition to the overview. Make the brochure available as a downloadable document from the FFNHA website. The Freedom's Frontier brochure will complement the wayfinding maps described in section XXX.

LONG TERM: Develop a comprehensive guidebook for the region to sell at designated distribution points.

After the ecological history, cultural geography and contributing sites and stories in the region have been thoroughly researched, and if research indicates that there is a market for a more comprehensive guidebook of Freedom's Frontier sites and events, explore the feasibility of expanding the initial free brochure into a more extensive guidebook for the region to sell. This guidebook would include both a more extensive overview of the region that focuses on the evolving definitions of freedom in the area along with descriptions of participating Freedom's Frontier sites and events. The guidebook would be available in addition to the free brochure. Freedom's Frontier will evaluate the merits of a printed guidebook versus an electronic guidebook as a downloadable document which could be updated more frequently.

IMMEDIATE:

Step 1: Ensure that information about sites and stories in the region is included on the Freedom's Frontier website as a "virtual tour" (*FFNHA staff*)

SHORT TERM:

Step 2: Develop a plan and a budget for the Freedom's Frontier brochure *(FFNHA staff, committee)*

Step 3: Secure funding based on the budget (*FFNHA staff, FFNHA committee*)

Step 4: Develop and approve overview narrative (*Historian, Kansas & Missouri Humanities Councils, FFNHA staff, FFNHA committee*)

Step 5: Identify visuals to support narrative (Historian)

Step 6: Secure permission to include desired visuals (*FFNHA staff, FFNHA committee*)

Step 7: Work with graphic designer on brochure layout (*FFNHA staff*) **Step 8:** Approve layout (*FFNHA committee*)

Step 9: Secure printing bids (*FFNHA staff*)

Step 10: Print and distribute brochure to participating sites, events and gateway centers (*FFNHA staff & committee*)

Step 11: Evaluate, revise, expand and reprint brochure annually (*FFNHA staff*)

Step 12: Distribute reprinted brochures, monitor supply at distribution points *(FFNHA staff & committee)*

Step 13: Repeat steps 7 and 8 annually (FFNHA staff & committee)

LONG TERM:

Step 14: Ensure that sites and stories are thoroughly researched *(FFNHA staff, local and state historians, committee)*

Step 15: Complete research to determine the market for different kinds of guidebooks (e.g. a pocket guide versus a glossy coffee table publication) *(FFNHA staff, FFNHA committee)*

Step 16: Based on research, develop a project budget (*FFNHA staff*) **Step 17:** Secure financial sponsors (*FFNHA staff*)

Step 18: Contract with a historian/writer(s) to draft the guidebook (*FFNHA* staff & committee)

Step 19: Write the guidebook (Consultant)

Step 20: Approve the final guidebook copy (*FFNHA staff & committee*) **Step 21:** Hire a graphic designer to lay out the publication (*FFNHA staff, FFNHA committee*)

Step 22: Approve the draft layout (FFNHA staff, FFNHA committee)

Step 23: Print and sell the guidebook (*FFNHA staff & identified sales centers*) **Step 24:** Monitor inventory and sales (consignment and wholesale) (*FFNHA staff*)

Step 25: Plan for reprints as necessary (FFNHA staff)

Potential Partners: Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, National Park Service, Missouri Division of State Parks, Missouri Department of Conservation, local historians

 Cluster sites into manageable visitor experiences. Sites will first be clustered as suggested itineraries and ultimately as designated Freedom's Frontier Heritage Trails. *IMMEDIATE: Expand on the existing driving tours and trails in the region to create suggested self-guided tours or itineraries that can be downloaded from the visitor section of the FFNHA website.*

Build on the driving tours developed by Freedom's Frontier as well as other existing trail and scenic byway programs in the region by including them in the visitor section of the Freedom's Frontier website. The itineraries will include directions between sites as well as a brief description of each site that is part of the tour and information about the site's hours of operation. Seasonal tours can be posted as well to include sites that are not open year round. Include a link for visitors to submit comments about these itineraries to be able to make corrections or improvements to the itineraries and to identify potential candidates for Freedom's Frontier Heritage Trails (see related website recommendations in section XXX).

LONG TERM: Formalize selected successful suggested driving tours or itineraries available online into Accredited Freedom's Frontier Heritage Trails. By testing routes initially as informal online downloadable itineraries and by soliciting feedback from visitors, Freedom's Frontier will be able to determine the routes that have the greatest appeal to visitors and the most potential for development as Freedom's Frontier Heritage Trails. Designated Freedom's Frontier Heritage Trails would have wayfinding signage along the trail route, a brochure or guidebook devoted to the sites and stories along the trail, and increased trail-wide networking opportunities for sites and services located along the trail to develop joint programs and promotions.

IMMEDIATE:

Step 1: Identify existing trails and scenic byways in the FFNHA Resource Inventory to be included (*FFNHA staff, FFNHA committee*)
Step 2: Promote existing trails or tours in visitor section of FFNHA website (*FFNHA staff*)

SHORT TERM:

Step 3: Evaluate driving tours and itineraries to identify other potential trails that would appeal to travelers and where there is local interest in developing a heritage trail (*FFNHA staff, FFNHA committee*)

Step 4: Convene a series of meetings with local stakeholders along the trail *(FFNHA staff)*

Step 5: Develop a schedule and a plan for launching the trail with a budget *(FFNHA staff)*

Step 6: Implement plan for trail development (*FFNHA staff, local partners*) **Step 7:** Officially launch the opening of the trail with a celebratory event (*local partners*)

Step 8: Monitor the success of the trail, continue to look for new heritage trail opportunities (*Local partners, FFNHA staff*)

Potential Partners: Missouri State Parks, Kansas Department of Wildlife and Parks, towns, Convention and Visitor Bureaus, city & county governments, National Park Service, National Scenic Byways program, National Recreational Trail Grants Program, Rails to Trails Conservancy

Enhance and connect available interpretive information about Freedom's Frontier sites with outdoor signage.

LONG TERM: Develop interpretive signage at key sites throughout the region.

After the brand identity for Freedom's Frontier has been finalized and a critical mass of participating Freedom's Frontier Partner and Accredited Sites have been designated, develop a series of coordinated low-profile interpretive signs for key sites throughout the region. In addition, identify gateway sites for the installation of free-standing outdoor signage kiosks to provide an overview introduction to the region as a whole. Secure funding to cover the initial cost of developing and installing signage, but require a local organization to commit to serving as a "sponsor" for each sign.

The responsibilities of a local sign sponsor will include hosting an unveiling ceremony, monitoring the sign, and covering the cost of repairs and replacements as weathering or vandalism occurs over time. The local organization can either pay Freedom's Frontier an annual fee to cover costs associated with sign maintenance or repair or can commit to covering replacement costs when they occur. Additional recommendations for wayfinding, directional and gateway signage can be found in section XXX.

LONG TERM:

Step 1: Develop a plan and cost estimate for interpretive signage (*FFNHA staff, FFNHA committee*)

Step 2: Secure funding for signage (FFNHA staff)

Step 3: Develop an RFP for an interpretive design firm *(FFNHA staff)* **Step 4:** Identify key sites, stories and potential locations for interpretive signage. For sites, consider both significance and geographic diversity in selecting signage locations. For kiosks, consider locations along major roadways that serve as gateways to the region. Be sure to choose several alternate locations in the event that permission to install signage is not secured. *(Consultant, FFNHA committee)*

Step 5: Secure permission to install interpretive signage from land owners along with a signed commitment from a local entity to monitor and cover the cost of future repairs and replacements for the sign. *(FFNHA staff)* **Step 6:** Work with historians to develop narratives and identify potential images for signs. *(FFNHA staff, Consultant)*

Step 7: Review and approve narratives and images (*FFNHA staff, FFNHA committee*)

Step 8: Work with a sign designer to complete the graphic layout for interpretive signs (*FFNHA staff*)

Step 9: Test and approve mock-up of the signs (*FFNHA staff, FFNHA committee*)

Step 10: Produced signs, being sure to fabricate additional replacement panels for use as needed (*FFNHA staff, sign fabricator*)

Step 11: Install signs (sign fabricator)

Step 12: Host unveiling ceremony for each of the signs organized *(local sponsors)*

Step 13: Incorporate location of signs into FFNHA visitor information materials (both printed materials and website) (*FFNHA staff*)

Potential Partners: Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, Missouri Division of State Parks, Missouri Department of Conservation, National Park Service, local historians

Strategy B: Build a foundation for communicating Freedom's Frontier's message and stories

Tactic: Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors

The Freedom's Frontier website will be an important tool for virtual tours and educational efforts. Refer to website recommendations in section XXX for more details about the interpretive and education elements of the website. The use of the website as an interactive virtual tool to engage residents and others outside the region will help to build community engagement, education and empowerment.

Strategy C: Enhance and sustain Freedom's Frontier's sense of place.

Tactic: Enhance and develop Freedom's Frontier's sense of place

Develop targeted training materials and promote and/or offer workshops and other professional development opportunities on key interpretation and education topics

IMMEDIATE: Educate Freedom's Frontier Partners about existing training materials, workshops and other professional development opportunities available in the region and encourage participants to share what they learn with other Freedom's Frontier Partners.

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SHORT TERM: Identify training workshop needs and opportunities annually and offer needed programs in partnership with other organizations.

Conduct an annual e-survey of Freedom's Frontier Partners to determine what kind of training workshops are needed most. The e-survey can also be used to help determine where there is strong interest in the workshop topic to help determine where the training workshops should be held. Potential interpretive and educational workshop topics could include topics such as how to make sites come alive, what makes a successful museum or historic site, creative ways to foster a dialogue on the meaning of freedom, curatorial collections care or how to run successful events. For example, the National Park Service can offer training in interpretive competencies as well as in ways to interpret difficult subject areas. A separate recommendation for ongoing "history and hospitality training workshops" for site managers as well as others that have direct contact with visitors can be found in section XXX.

IMMEDIATE:

Step 1: Identify existing interpretive and education workshops, training programs and other professional development opportunities being offered in the region (*FFNHA staff, FFNHA committee*)

Step 2: Promote existing opportunities to the FFNHA Partnership Team *(FFNHA staff)*

SHORT TERM:

Step 3: Create and distribute an annual online survey with workshop options to supplement existing training opportunities already available in the region (*FFNHA staff*)

Step 4: Collect and analyze survey results (*FFNHA staff, FFNHA committee*)

Step 5: Identify partners, faculty and host locations, schedule workshops *(FFNHA staff, FFNHA committees)*

Step 6: Promote workshops (*FFNHA staff, partners*)

Step 7: Offer workshops (FFNHA staff, partners)

Step 8: Review workshop evaluations as part of planning for future workshops (*FFNHA staff, partners*)

Step 9: Repeat steps 1-8 on an annual basis (FFNHA staff, partners)

Potential Partners: National Park Service, Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association, American Association for State and Local History, Kansas Humanities Council, Missouri Humanities Council, Missouri State Parks, Missouri State Historical Society, Kansas State Historical Society

SHORT TERM: Provide training workshops on tolerance and respect for diverse perspectives.

This issue is of such high importance for Freedom's Frontier that targeted

training on this topic must be developed. In addition, an emphasis on tolerance and respect for diverse perspectives should be incorporated into all interpretive and education programs and materials developed by Freedom's Frontier.

Provide workshops with training about how to present sensitive subjects in a tolerant way that is respectful of different perspectives. Build a curriculum tailored to the issues facing Freedom's Frontier that can be used with a trained "We will never rid FFNHA of all conflicting feelings. We are dealing with more than Kansas AND Missouri feelings. We are also dealing with Black and Native American feelings in the midst of everything else. Perhaps more importantly than "respecting" the perspectives of others, we must realistically acknowledge (with reason rather than emotion) that those perspectives exist and have a right to exist." *(Eileen Robertson, FFNHA Steering Committee member, Humboldt, Kansas)*

facilitator, and identify individuals within the region that could be trained to lead workshops either by request or on a regularly scheduled basis. For example, the Southern Poverty Law Center could be a good source of information on teaching tolerance. They have a center dedicated to "Teaching Tolerance" for K-12 educators as well as information available online at http://www.splcenter.org/center/tt/teach.jsp.

SHORT TERM

Step 1: Research availability of existing training materials (*FFNHA staff, FFNHA committee*)

Step 2: Build on existing materials to create a curriculum tailored to Freedom's Frontier *(consultant)*

Step 3: Provide a "train-the-trainer" workshop to create a pool of trained facilitators in the region *(consultant)*

Step 4: Schedule and offer workshops (*FFNHA staff, trained volunteers*) **Step 5:** Review workshop evaluations, revise curriculum or schedule accordingly (*FFNHA staff, trained volunteers*)

Potential Partners: National Park Service, Southern Poverty Law Center, Missouri Museums Association, Kansas Museum Association, Kansas Humanities Council, Missouri Humanities Council

Create a matching grants program to provide targeted interpretive assistance.

SHORT TERM: Develop interpretive grants to provide matching funds with priority given to projects that link two or more FFNHA sites. Potential partnership grant projects could range from hosting "sister events" that partner sites in different parts of the region (for example, a site in Kansas with

Draft 2 with comments from Interpretation and Education Committee Revised 11/12/08 Page 19 of 27 a counterpart site in Missouri) that might offer coordinated event offerings that are jointly promoted; to joint programming or a traveling exhibit that was developed to be exhibited at multiple sites throughout the region. Initial priority for grants should be provided to projects related to the Missouri-Kansas Border War.

LONG TERM: Create an interpretive grants program to provide matching funds for current and aspiring Accredited Freedom's Frontier Sites and Events

Offer grants to encourage participation in Freedom's Frontier, including grants to help sites and events meet the "Accredited" criteria. Potential grant awards could include: professional assistance, curatorial and exhibit services, developing interpretive programs, publications and guides.

IMMEDIATE:

Step 1: Research existing grant programs that could provide some assistance in this area (*FFNHA partners, FFNHA staff*)

Step 2: Make information about existing grant programs available to FFNHA stakeholders (*FFNHA staff*)

SHORT TERM:

Step 3: Design guidelines and application forms for grant programs (*FFNHA staff, partners*)

Step 4: Secure funding and/or partners for grant program (*FFNHA staff, partners*)

Step 5: Develop a grant review committee (*FFNHA staff, partners*) **Step 6:** Promote the availability of grants and set an application deadline (*FFNHA staff, partners*)

Step 7: Review grant proposals, select grant recipients *(review committee)* **Step 8:** Contract with each grant recipient and oversee grant projects *(FFNHA staff, partners)*

Step 9: Review and approve final reports and budgets, close out grant projects (*FFNHA staff, partners*)

Step 10: Review grant evaluations from review committee and grant recipients, revised grant program as needed (FFNHA staff, partners)
 Step 11: Repeat steps 3-8 for each new grant cycle. (FFNHA staff, partners)

LONG TERM:

Step 12: Once a critical mass of Freedom's Frontier Accredited Sites and Events have been designated, develop a dedicated grants program for these sites and events and repeat Steps 1-9 for this new grant program for Accredited Sites and Events *(FFNHA staff, FFNHA committee)*

Potential Partners: National Park Service, Preserve America, Kansas and Missouri Humanities Councils

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EDUCATION RECOMMENDATIONS

Residents of the Freedom's Frontier region were invited to respond to an online survey during the summer of 2008 through e-mails, press releases and other public announcements throughout the region. The purpose of the survey was to identify top priorities for elementary and secondary education as well as "life-long learning" (ongoing educational offerings offered outside of traditional school and university classes) in the region. 22 possible education projects were ranked on a scale of 1 to 5 with "5" being the most appropriate educational activities for Freedom's Frontier. The top ten priorities identified by the 66 online survey respondents were:

1) Providing teacher training workshops (4.18)

2) Providing outreach programs to elementary and secondary schools (4.15)

3) Devoting a section of the FFNHA website as a directory of existing school programs with links for more information (4.09)

4) A speakers bureau (4.03)

5) Provide workshops for museums and teachers to work together (4.01)

6) Use the FFNHA website to let people share their stories and photos from the region (4.0)

7) Create a print and/or online FFNHA newsletter with stories about the region and evolving meanings of freedom, possibly with blogs. (3.98)

8) Education e-newsletter (3.94)

9) Lecture series sponsored by universities and colleges (live or via distance learning technology (3.94)

10) Develop opportunities for teachers and classrooms to use technology to connect with resources and each other through Web 2.0, podcasts, etc. (3.92)

For a complete list of all rankings of potential interpretive programs and projects, see the full survey results in the Appendix of this report.

Strategy B: Build a foundation for communicating Freedom's Frontier's messages an stories

Enhance existing curriculum materials to meet needs and fill gaps.

IMMEDIATE: Promote Existing Educational Resources

As an easy and affordable first step, invest in promoting the educational resources that already exist within the region. Initial research indicates that a substantial amount of curriculum materials related to many of the Freedom's Frontier already exists. Some are available as online resources, others are offered as field trip or outreach programs by sites within the heritage area region. The Appendix to this report includes a preliminary list of educational materials that have been identified thus far.

SHORT TERM: Develop New Curriculum to Fill Gaps or Needs

Draft 2 with comments from Interpretation and Education Committee Revised 11/12/08 Page 21 of 27 After Freedom's Frontier has developed a full inventory of the existing educational program offerings and curricula, work with local educators to identify gaps or needs that can be addressed by developing new curriculum materials. An online survey of XX educators in the region indicated a desire for more curriculum materials focused on the Missouri-Kansas Border War, with an emphasis on materials that did not require extensive research or advance preparation and geared towards a lower student reading level. The complete results of this educator survey can be found in the appendix of this report.

IMMEDIATE:

Step 1: Continue to expand the list of existing educational materials (*FFNHA staff and committee*)

Step 2: Create a dedicated section on the Freedom's Frontier website for educators and post links to the existing online curriculum materials along with a link to allow educators to review and rank the materials *(FFNHA staff and web consultant)*

SHORT TERM:

Step 3: Meet with educators to reconfirm results of education survey regarding needs (*FFNHA staff and committee*)

Step 4: Identify desired curriculum programs or assistance to meet those needs (*FFNHA staff and committee*)

Step 5: Identify partners and funding to develop programs or assistance *(FFNHA staff)*

Step 6: Develop and offer programs or assistance (*FFNHA staff*)

Step 7: Evaluate effectiveness of curriculum programs or assistance on a regular basis (*FFNHA staff*)

Step 8: Modify programs or assistance based on evaluation (FFNHA staff)

Potential Partners: Kansas State Department of Education, Missouri State Department of Education, National Park Service (Teaching with Historic Places), Social studies curriculum advisors employed by the school districts in the FFNHA area, local educators

Develop education opportunities for the general public to increase awareness of Freedom's Frontier's significant stories

SHORT TERM: Provide life-long education opportunities for the general public to increase awareness of Freedoms Frontier's significant stories. Identify educational programs relating Freedom's Frontier's significant stories offered by partners and work collaboratively to promote these existing programs to as broad an audience as possible. Encourage partners to offer additional programs as appropriate.

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Through an ongoing mix of outreach programs, Freedoms Frontier's can provide opportunities to educate the general public about significant stories associated with Freedom's Frontier and encourage a healthy dialogue about the issues surrounding the meaning of freedom. Freedom's Frontier may be able to take advantage of virtual learning opportunities that utilize technology to overcome the challenge of distance within the region. Understanding that different kinds of adult learners will respond to different kinds of program offerings, Freedom's Frontier will offer a variety of different kinds of programs each year ranging from lecture series to exchange tours where people from one part of the region visit another part of the region to virtual exchanges using distance learning technology that can engage people outside the region as well as the region's residents. Life-long learning opportunities should address both the evolving history of the region as well as the more abstract concepts of the evolving meaning of freedom over time.

The Freedom's Frontier website will be utilized as a key learning tool that can make life-long learning opportunities available to audiences all over the world (see specific recommendations for website in XXX). Related recommendations for a speaker's bureau for programs in libraries, clubs, museums, historical societies and other locations can be found in section in XXX.

SHORT TERM:

Step 1: Promote existing educational programs offered by other FFNHA partners (FFNHA staff, partners)

Step 2: Conduct an annual e-survey to identify areas of interest for life-long learning opportunities (*FFNHA staff, FFNHA committee*)

Step 3: Identify potential host locations (*FFNHA staff, FFNHA committee*) **Step 4:** Secure funding (*FFNHA staff*)

Step 5: Create annual calendar of life-long learning programs and opportunities (*FFNHA staff, FFNHA committee*)

Step 6: Promote life-long learning program offerings (*FFNHA staff, FFNHA committee*)

Step 7: Offer life-long learning opportunities (*FFNHA staff, FFNHA committee*)

Step 8: Collect and analyze evaluations from life-long learning program participants (*FFNHA staff, FFNHA committee*)

Step 9: Repeat steps 1-7 each year (FFNHA staff, FFNHA committee)

Potential Partners: Baker University, University of Kansas, University of Kansas City, other colleges, universities, libraries and community centers in the FFNHA region, National Park Service

LONG TERM: Empower local communities to educate children about their heritage outside of traditional school settings Establish a pilot heritage day camp program for children using programs such as the Historic Landmarks Foundation of Indiana "Archicamps"

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program as one model. Archicamps (described in more detail in XXX section of this plan) includes 2-day camps for children age 8-12 focusing on local architecture in different locations throughout Indiana. Educating children will assist Freedom's Frontier in its aim to make residents of all ages historically aware.

LONG TERM:

Step 1: Research and review existing models for children's architecture and history camps such as the Indiana "Archicamps" program as well as assessing the need and interest for day camp opportunities within the region (*FFNHA staff, FFNHA committee*)

Step 2: Establish a team to outline a children's program for FFNHA that provides educational opportunities that further the mission of FFNHA while meeting identified needs for day camp/day care offerings in the region *(FFNHA staff, FFNHA committee)*

Step 4: Identify partners in the region to help sponsor a pilot program and/or assist with match for grant program *(FFNHA staff, FFNHA committee)*

Step 5: Raise match for grant funding (FFNHA staff)

Step 6: Secure grant funding through humanities councils or other sources (*FFNHA staff*)

Step 7: Use grant funding to pay education consultant or staff to build program and develop materials for camp (*FFNHA staff, FFNHA committee, education consultant*)

Step 8: Hold pilot day camp *(FFNHA staff, education consultant)* **Step 9:** Evaluate successes and failures and adjust program as necessary *(Consultant, FFNHA staff, FFNHA committee)*

Step 10: Using successful pilot as a model, replicate the day camp in other locations throughout the region *(FFNHA staff, FFNHA committee)*

Potential Partners: Kansas and Missouri Humanities Councils, Kansas and Missouri State Historic Preservation Offices, Kansas and Missouri Departments of Education, day-care facilities in the region, National Park Service, education consultant

KEY WAYS TO MEASURE SUCCESS IN INTERPRETATION AND EDUCATION

The following list provides potential indicators that Freedom's Frontier can use to track the success of interpretive and education efforts. Measurement and evaluation will be compiled annually and shared as part of the Freedom's Frontier Annual Report. Some indicators listed below can be easily tracked by Freedom's Frontier and some will be tracked by other organizations or state agencies. Some indicators will require the development of survey or evaluation forms that will be distributed and collected by other individuals or organizations in the region. Stakeholder interviews and focus groups can be used to measure qualitative (as opposed to quantitative) results such as changes in attitude.

The National Park Service or the Alliance of National Heritage Areas may be able to provide assistance in this area as they have completed research surveys and evaluations for other National Heritage Areas. The list below provides suggestions for the kinds of measurement indicators that could be included. The final list of indicators used by Freedom's Frontier will vary based on the willingness of partners to provide data and the availability of funding available to complete evaluations of the heritage area.

1) Participating Sites & Events

- Number of actively participating FFNHA Partner Sites and Partner Events
- Number of sites and events in *Accredited Freedom's Frontier Sites and Events* program
- Increased visitation at participating sites and events (versus changes in visitation at non participating sites and events)
- Development of new exhibits or heritage attractions in the region related to Freedom's Frontier
- Increased knowledge amongst site/event staff and volunteer of other Freedom's Frontier places to visit or stories to tell
- Improved accuracy and authenticity of stories presented at participating sites and events
- Discovery of new, authentic stories related to Freedom's Frontier
- Enhanced sensitivity in presenting stories from multiple perspectives and/or respecting different opinions
- Improved visitor satisfaction with experiences at participating sites and events
- Increased cross-promotion between Freedom's Frontier sites
 and events
- Increased quality in exhibits and/or programs related to Freedom's Frontier

2) Training Workshops and Education Programs

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FFNHA Interpretation and Education Plan November 2008 Draft

- Number of training workshops/educational programs offered
- Number of people completing/attending training workshops/programs
- Feedback from evaluation forms from participants or other written or verbal comments on workshops or programs

3) Interpretive Materials

- Description of new interpretive materials (e.g. publications, signs)
- Number of interpretive materials used (e.g. brochures picked up, publications sold)

4) Grants

- Amount of grant funds provided
- Cash and in-kind matching funds leveraged
- Success of or results from grant funded efforts
- Ability for Freedom's Frontier to attract grants, sponsorships and other financial contributions to further the work of the organization

5) Website

- Number of hits on pages related to interpretation and education
- Number of downloads of interpretive and education materials

6) Elementary/Secondary Education

- Increased usage of curriculum promoted on website
- Expanded amount of class time devoted to Freedom's Frontier related curricula
- New curriculum materials have been created by Freedom's Frontier or others
- Increased involvement by teachers in Freedom's Frontier training workshops
- Increased number of field trips
- Increased repeat visits by students returning with their families
- Stronger emphasis on state and regional history in state curriculum guidelines

7) Public Awareness of Freedom's Frontier

- More area residents are aware of Freedom's Frontier National Heritage Area and what it means
- More area residents are familiar with the nationally significant stories told by Freedom's Frontier
- Greater national and international awareness of the Freedom's Frontier stories
- Enhanced community pride within the Freedom's Frontier region

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8) Tolerance for Multiple Perspectives

- Increased mention of the existence of other perspectives at sites with referrals to visit other sites to hear all perspectives
- Stories are presented with enhanced sensitivity
- Less discord between stakeholders with different perspectives

Step 1: Work collaboratively with other organizations in the region to collect baseline data to provide a starting point for the region. The interest and the availability of research data will help Freedom's Frontier determine the indicators that can be tracked over time. (*FFNHA staff, key contacts in region*) **Step 2:** Develop standard survey or evaluation forms as needed (*FFNHA staff, consultant*)

Step 3: Collect and analyze research data on an annual basis (*FFNHA staff, key contacts in region, consultant*)

Step 4: Share evaluation data in the FFNHA Annual Report and in other places as appropriate (*FFNHA staff*)

Potential Partners: National Park Service, Alliance of National Heritage Areas, Universities and colleges in the region

ITEMS FOR APPENDIX:

- 1) Interpretive project survey results (survey monkey)
- 2) Statement of National Significance and Themes Report (finalized version with edits incorporated)
- 3) Data Analysis Report (finalized version with edits incorporated)
- 4) List of education/curriculum materials (in the "Things" section of the Resources section)
- 5) Stories and Places document
- 6) Site Resource Inventory
- 7) Educators Survey (survey monkey results)

Heritage Development and Resource Management Plan

INTRODUCTION

"You can't know who you are until you know where you are." Wendell Berry

Sharing the story of FFNHA requires the preservation of not only the region's buildings and historic sites, but also the natural environment that was the very foundation for the region's communities and culture. This section identifies the challenges of preserving the region's unique character and recommends ways to identify, protect and preserve its intertwined natural, cultural and historical assets.

The region's natural landscape affected the cultural landscape - the village and hunting patterns of Indian peoples; the location of trade centers; the placement of overland trails; the settlement and agricultural patterns of Euro-Americans; movements of troops, bushwhackers and jayhawkers during the Border War and Civil War; and the development of post-Civil-War economies.

Together, the region's natural, cultural, and historic assets interpret the story of FFNHA and contribute to the region's "sense of place," or awareness of its distinctive character. As it aims to identify and steward the region's sense of place, FFNHA faces a number of challenges: many rural communities lack the resources necessary to preserve their downtowns, urban areas are demolishing older homes to make room for larger ones, and suburban development is destroying and encroaching upon fields, prairies and battlefields. When these natural, cultural and historic assets are lost, a part of the past disappears forever.

CHALLENGES

As FFNHA seeks to protect the region's sense of place, the preservation of the natural and historic resources and development of historic sites is essential. The planning process has identified three principal threats to the region's historic and natural resources: unsustainable development, including sprawl; lack of education/understanding about historic stories and the places that help to tell them; and lack of funding. In addition, the region faces a decline in visitation to historic sites and museums and a fading understanding of regional folklife and culture. Below is a summary of these threats – and some recommendations for addressing them.

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Unsustainable Development

According to the American Farmland Trust, Americans paved 6 million acres of farmland between 1992 and 1997. Although half of the nation's sprawl can be blamed on population growth, the other half is tied to land-use choices. Often, these choices are unsustainable, such as in the case of new residential development, which generally costs more in tax dollars than it generates in tax revenues. Without careful planning, unsustainable development can destroy the natural and cultural resources that make a place unique.

FFNHA is not immune to the challenges of sprawl and development. Kansas City, the largest metropolitan area in the FFNHA, is classified as one of the country's 30 largest urbanized areas. Fourteen of the forty-one counties in FFNHA are among the sixteen Kansas and Missouri counties identified as part of Metropolitan Kansas City.

BY THE NUMBERS:

During the management planning process, the development of the threats to and recommendations for historic and natural resources included:

* Review of existing data.
* 15 phone interviews with cultural and heritage experts
* An online questionnaire completed by members of the Heritage Development Committee
* 2 on-site meetings with the Partnership Team, with 68 and 58 attendees
* 1 on-site meeting with 11 preservation professionals from throughout the region

Between 1970 and 1990, the city's land area grew 54.5%. This increase owes not only to population growth, but also to an increase in land area occupied per capita, which rose 33.4% during the same period.

As Kansas City grows, development affects an increasing number of communities and resources. In the past decade, the Kansas City Metropolitan Area has spread from Missouri's Cass, Clay, Jackson, Lafayette, Platte, Ray, and Kansas's Johnson and Wyandotte Counties to include Missouri's Bates, Caldwell, Clinton and Johnson Counties and Kansas's Franklin, Leavenworth, Linn, and Miami Counties.

Sprawl is a concern in other metropolitan areas as well. Five of the region's Kansas counties – Jackson, Jefferson, Osage, Shawnee, and Wabaunsee – are included in the Topeka Metropolitan Area. Although Topeka's population has remained steady over the past fifty years, the city's land area has increased over 58%, from 36 square miles in 1960 to 57 square miles today. This dispersed growth is typical of large-lot zoning and the increasing scale of everything from high schools and homes to stores and shopping areas. Increased driving also contributes to greater demand for parking.

Unsustainable development threatens to destroy some of the region's best farmland, encroach upon its historic landscapes, and drain scarce resources from its historic neighborhoods and commercial districts. Among the resources under imminent threat of encroachment are Missouri's Lone Jack Battlefield and Kansas's Mine Creek Battlefield. Development has taken all but 30 acres of the Lone Jack Battlefield, located in Jackson County, Missouri in the heart of the KC Metro Area. Preservationists are now working to protect what remains from further encroachment. The State of Kansas owns and protects 280 acres of the 900-acre Mine Creek Battlefield site. The Mine

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Creek Battlefield Foundation owns an additional 210 acres and is negotiating for the purchase of 264 more. The foundation hopes to acquire the remaining 400 acres to protect it from imminent development. Preservationists are concerned about the site's vicinity to a major intersection on U. S. 69 Highway, recently expanded from two to four lanes. Road expansion, often demanded by longer suburban and intra-suburban commuting patterns, impacts the character of neighboring historic sites and historical rural landscapes that have long helped to define the region's distinctive character.

In many communities, the investment in outlying suburban development has come at the expense of core residential and commercial areas. The 1990s and early 2000s housing bubble drove the construction of new homes not only in housing developments on the outskirts of cities, but also in historic neighborhoods. In the Kansas City Metropolitan area, as well as in the region's college towns, historic residential neighborhoods are being destroyed by a phenomenon known as "teardowns". In March 2008, the National Trust for Historic Preservation identified 500 communities in 40 states experiencing teardowns in historic neighborhoods. Four of these are in the Kansas City Metropolitan area. Residents or developers buy modest houses in older neighborhoods, tear them down, and replace them with larger new homes or apartment buildings. The new buildings are incompatible with the size, scale, styles, materials, and setbacks of the historic neighborhood. Ironically, the action of replacing the neighborhood's homes erodes the very character that made the neighborhood desirable to homeowners in the first place.

Recent studies have shown that most Americans want to live in a place with a sense of community; that most Americans support policies that curb sprawl; and that most Americans support preservation of the natural and historic resources threatened by sprawl. Fortunately, there are tools and strategies to encourage smart growth and sustainable development that also respect the property rights of owners. FFNHA can work with stakeholders to identify areas that are threatened by development and pursue strategies that encourage appropriate development.

Lack of Education/Understanding

"If a nation expects to be ignorant and free, in a state of civilization, it expects what never was and never will be." -- Thomas Jefferson

In a recent survey, the McCormick Tribune Freedom Museum in Chicago found that only one in 1000 Americans could name the five freedoms guaranteed by the First Constitutional Amendment. The truth is, Americans "don't know much about history;" and they know even less about historic preservation. Still, knowledge about history and historic preservation is essential in protecting historic resources.

The lack of understanding of the local landscape is exacerbated by the nation's mobility. The average American moves every 5 years; 20% of moves were to a different state. In

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light of this trend, communities cannot expect their residents to know their local history. Yet an understanding of this history is essential in preservation efforts.

Regardless of a community's understanding of its history, many communities are unaware of the technical and financial resources that governmental agencies and other organizations offer. When a community is unfamiliar with the available preservationrelated funding and technical assistance, it is more apt to condemn and raze historic buildings.

Before the nationally significant places in FFNHA are marketed to visitors, they must first be appreciated and preserved by the region's residents. This may be achieved through educating both the region's children and adults.

Lack of Funding

"The major driver of economic growth in the twenty-first century will thus be *re*developing our nations, *re*vitalizing our cities, and *re*habilitating and expanding our ecosystems." – Storm Cunningham, *The Restoration Economy*

Preserving natural, cultural and historical resources is good not only for the environment, but also for the economy. Such projects require significant financial investment – but the funding available for such projects has become increasingly competitive and scarce.

Before cultural landscapes such as farms, battle sites and trails can be preserved, they must first be identified. The principal funding program available for preservation planning projects, including historic resources inventory, is the Historic Preservation Fund Grant, administered by State Historic Preservation Offices (SHPOs) in coordination with the National Park Service. SHPOs are required to pass through at least 10% of their federal funds to local governments.

In Kansas and Missouri, Historic Preservation Fund (HPF) money is very competitive. In the past, the Missouri SHPO was able to accept HPF applications from individuals, not-for-profits and local governments. However, due to budget constraints, the Missouri SHPO has recently scaled back its grant program, accepting applications only from Certified Local Governments (CLGs). The state's 44 CLGs are forced to compete for scarce HPF funds. In Fiscal Year 2007, the Missouri SHPO expected to award \$68,000 in HPF funds, an average of \$1545 per CLG. Grant awards are often in the \$2000 range, less than the cost of surveying one block of buildings.

The Kansas HPF program is also very competitive. In 2008, the Kansas SHPO awarded \$109,485 in HPF funds for preservation planning projects in 10 Kansas

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communities, an average of less than \$11,000 per project. The SHPO received 17 applications with requests totaling \$241,665.

Although HPF can assist communities in carrying out modest preservation planning efforts, many cities and towns are unable to provide the necessary 40% match. Often, when preservation advocates or landmarks commissions are able to secure matching funds from local governments, the funds are diverted to projects of "greater priority."

Rehabilitation tax credit programs have successfully helped fund thousands of projects in Kansas and Missouri. Both states have state tax credit programs that coordinate with the federal tax credit program. Because of its thriving state tax credit program, Missouri routinely tops the list of the number of federal tax credit projects in the nation. While these programs have been wildly successful for large development projects, they can be challenging for smaller or non-income-producing projects.

Both Kansas and Missouri have grant programs that provide funding for "brick and mortar" projects. However, these programs are highly competitive, with each state awarding approximately \$1 million per year for projects on a very few of the thousands of listed buildings. In Kansas, the Heritage Trust Fund Grant Program provides grants of up to \$90,000 for projects on listed properties. In 2008, the program awarded \$1,214,049 to fund 22 projects; a third of the 65 applicants who requested \$4,446,860 in funds. Missouri's Heritage Properties Program provides grants for work on listed properties, with an emphasis on county courthouses. The program provides planning grants up to \$25,000 or bricks and mortar grants up to \$100,000.

For natural resources, the state parks programs in Kansas and Missouri offer passthrough funds through the Land and Water Conservation Fund (LWCF) and National Recreational Trail Grants Program (NRTP), both coordinated by the National Park Service. The LWCF provides funds to parks for outdoor recreation projects, including the acquisition of property. The funding can be used to protect threatened landscapes in "urban areas experiencing rapid population growth." Unfortunately, like HPF funds, the value of these programs is only as great as the ability to match federal funds. The Kansas Department of Wildlife and Parks announced that it would not be accepting applications in 2008 for the LWCF as it lacked its local match.

Just as development threatens the region's natural and historic assets, the funds meant to help preserve them are being scaled back. With some creativity and persistence, however, these funding sources can be combined to assist in preservation-related projects. The scale of FFNHA offers the opportunity to coordinate with agencies and organizations to secure funding for wide-scale planning and regional projects. Information about these funding sources can be found in the Preservation Toolkit in Appendix **** of this report.

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Decline in Visitation to Historic Sites and Museums

Museums and historic sites are operating in an increasingly complex environment. As an increasing number of museums compete for declining public funds, most museums struggle to maintain facilities, preserve their collections, and attract visitors. In an era of declining museum visitation, it is essential that museums meet technical requirements while providing their communities and visitors with authentic and distinctive experiences.

Museums can demonstrate professional and technical achievement through accreditation. The American Association of Museums (AAM) accredits museums who meet thresholds in the following seven characteristics: Public Trust and Accountability, Mission and Planning, Leadership and Organizational Structure, Collections Stewardship, Education and Interpretation, Financial Stability, and Facilities and Risk Management. Only 8 museums in the region are accredited by the AAM. These include the Albrecht-Kemper Museum of Art, St. Joseph Museums, Nelson-Atkins Museum of Art, Frontier Army Museum, Kansas Museum of History, Beach Museum of Art, Mulvane Art Museum, and Spencer Art Museum.

Successful museums and historic sites are more than curatorial facilities for artifacts. To be relevant in today's competitive environment, they must also provide opportunities for the community and visitors to be engaged and involved. FFNHA can provide incentives for museums and historic sites to develop creative and engaging programming that allows visitors to relate history to their lives.

Might need relevant statistics to detail decline in museum visitation

Fading Understanding of Regional Folklife and Culture

"I'm not sure there are any folk traditions left." Anonymous FFNHA survey responder

"Our folklife is dwindling. Few people have an understanding of regional cultural folklife unique to this area." Anonymous FFNHA survey respondent

FFNHA incorporates many cultures and many traditions. It is rural, urban and suburban. It is home to many ethnic groups, and its culture has changed over time.

Although the cultures of the region have become increasingly diverse, the cultures of those who first settled the region greatly shaped its institutions, government and future. At the time of the Missouri/Kansas Border Wars, the cultures of New England emigrants, planters from the Upper South, German immigrants, and Native Americans clashed. The groups that settled in the years following the Civil War, from Bohemian miners to Exodusters, also contributed to the region's culture and the Enduring Struggles for Freedom. FFNHA can highlight the interconnectedness of all of its assets

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including Folklife, the native landscape of prairies, rivers and forests, historic buildings and designed landscapes, all of which contribute to regional culture.

In response to the question, "What needs to be preserved for the Heritage Area to thrive," partners responded with a broad list that included ethnic groups, food (from catfish to fried chicken to apples), agricultural technology, and jazz. The one thing respondents agreed on was that the unmistakable fact that the region's culture was rooted in individualism and independence.

Although the above-mentioned responses offer a first step toward identifying the region's culture and folklife, a complete understanding of the region's culture and folklife will require additional work. FFNHA can provide the structure needed for a complete inventory.

RECOMMENDED STRATEGIES

Identify, Preserve and Interpret Cultural and Natural Landscapes

STRATEGY A: Develop a System to Inventory Cultural Landscapes Before FFNHA can establish goals for preserving authentic places, it must first identify them. The region's history is perhaps best interpreted through its natural and cultural landscapes. This strategy offers a first step in identifying the region's cultural landscapes, which have never been inventoried.

Step 1: Explore the work of other National Heritage Areas in creating inventories of cultural landscapes.

Step 2: Review the National Park Service's guidelines for cultural landscapes (See Toolkit in Appendix XXX)

Step 3: Consult with state historic preservation offices and universities to identify any plans for other efforts to identify cultural landscapes.

Step 4: Prioritize survey areas based upon development threats

Step 5: Secure cost estimates from Cultural Resource consultants for inventory Step 6: Raise match for grant funding

Step 7: Secure grant funding through Preserve America, Historic Preservation Fund or National Center for Preservation Technology and Training to complete inventory

Potential Partners: Universities and colleges in the region, state historic preservation offices, land trusts, the Cultural Landscape Foundation, the Alliance for Historic Landscape Preservation, National Park Service

STRATEGY B: Develop a strategy for enhancing "smart growth" and sustainable development

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Participants in the management plan process routinely identified development as one of the greatest threats to the region's historic and natural assets. The first step in addressing the threat is to identify areas of rapid growth and develop a system for encouraging smart growth and sustainable development. This strategy will assist FFNHA in its goals of preserving authentic places and creating a place where people want to live.

Step 1: Designate a small committee to plan a meeting on smart growth
Step 2: Develop an invitation list of design professionals, including architects, landscape architects, community planners, and other officials
Step 3: Facilitate a meeting of invited participants to identify to help to forge a region-specific definition of "smart growth" and to identify existing efforts in the region

Step 4: Prioritize possible projects or project areas based upon development pressures and threats

Step 5: Raise match for grant funding

Step 6: Secure grant funding to conduct a broad assessment of existing conditions and potential strategies in priority areas. Possible funding sources include the American Institute of Architect's (AIA's) Sustainable Design Assessment Team Program, which provides professional teams to work with communities

Potential Partners: American Institute of Architects (AIA), Sierra Club, land trusts, The Congress of New Urbanism

STRATEGY C: Establish a system to survey the region's historic buildings Very little of the FFNHA region has been inventoried to identify historic buildings. Historic surveys are the first step in identifying buildings, properties or districts that may be eligible for listing on the National Register of Historic Places and, thereby, eligible for preservation-related funding. In addition, surveys can provide an opportunity to educate communities about the benefits of historic preservation.

Step 1: Consult attached inventory to identify areas in section XXX within the region that have already been surveyed, and those that have not **Step 2:** Prioritize historic property inventory areas by areas without existing inventories and areas where buildings are threatened by teardowns and development

Step 3: Secure cost estimates from Cultural Resource consultants for survey Step 4: Raise match for grant funding

Step 5: Secure grant funding through Preserve America, Historic Preservation Fund to complete survey using state historic preservation office survey forms **Step 6:** Complete initial survey

Step 7: Repeat process for additional survey areas

Potential Partners: state historic preservation offices

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STRATEGY D: Encourage Communities to Adopt Preservation Ordinances and Preservation Plans

Local preservation ordinances provide for designation and protection of historic properties. Preservation Ordinances and Preservation Plans create a system for incorporating historic preservation into local community planning and decision-making.

Step 1: Consult attached list of existing preservation ordinances and plans to identify communities in the region without preservation programs

Step 2: Educate partners about the importance of local preservation programs **Step 3:** Enlist teams that include FFNHA staff, local partners, and experts to meet with community planners and local stakeholders about establishing local preservation programs

Step 4: Advocate for local ordinances and planning by meeting with local officials and participating in public meetings

Step 5: Encourage landmarks commissions to pursue continuing education through the SHPOs and National Alliance of Preservation Commissions.

Potential Partners: Community planners, local officials, SHPOs, National Alliance of Preservation Commissions (NAPC)

STRATEGY E: Establish Relationships among the Commerce, Tourism and Preservation Communities

In order to ensure consistency in heritage tourism efforts, coordination among the commerce, tourism and preservation communities is essential. Unfortunately, these groups rarely interact. FFNHA can offer a unique opportunity to encourage collaboration between these groups.

Step 1: Host a facilitated meeting for commerce, tourism and preservation professionals which encourages open communication to identify common goals.

Potential Partners: State Tourism Agencies, Local Tourism Organizations, Chambers of Commerce, Local Convention and Visitors' Bureaus

STRATEGY F: Establish a System of Interpretive Trails Interpretive trails allow a way for visitors to experience the natural and cultural landscape's role in the FFNHA story.

Step 1: Consult with state parks offices regarding existing trails programs **Step 2:** Raise match for grant funding

Comment [CD1]: This may be combined with a similar recommendation in the Interpretation/Education Plan

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Step 3: Secure grant funding through grant program, such as National Recreational Trail Grants Program (NRTP) to establish a plan for a system of interpretive trails

Step 4: Secure grant funding for interpretive trails pilot project

Potential Partners: Missouri State Parks/Kansas Department of Wildlife and Parks (National Recreational Trail Grants Program (NRTP)), local governments, Rails-to-Trails Conservancy

Educate the Public about Historic Preservation

STRATEGY A: Establish a heritage day camp program for kids Educating kids will assist FFNHA in its aim to make residents of all ages historically-aware.

Step 1: Review summary of Historic Landmarks Foundation of Indiana Archicamps program included in "Best Practices" in the "Power of Action" section of the plan.

Step 2: Consult with Historic Landmarks Foundation of Indiana about its ArchiCamps program

Step 3: Establish a team to outline a similar program

Step 4: Identify partners in the region to help sponsor a pilot program and/or assist with match for grant program

Step 5: Raise match for grant funding

Step 6: Secure grant funding through humanities councils

Step 7: Use grant funding to pay education consultant or staff to build program and develop materials for camp

Step 8: Hold pilot day camp

Step 9: Evaluate successes and failures and adjust program as necessary

Potential Partners: Kansas and Missouri Humanities Councils, state historic preservation offices, state departments of education, education consultant

Inventory the Region's Folklife and Culture

STRATEGY A: Complete a folklife inventory of the region Folklife and culture create a sense of place – and contribute to unique places where people want to live and visit. This strategy can allow FFNHA to engage the community in identifying the region's folklife and culture.

Step 1: Coordinate with folklore, arts and humanities organizations (see "Potential Partners" below to compile existing inventories and contacts, including a list of artworks and songs that tie to FFNHA subthemes

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Step 2: Develop an online inventory system for reporting by public on region's folklife, including music, art, etc.

Step 3: Use press releases and contact list to enlist input from the public **Step 4:** Contract with folklife consultant to vet public input for inclusion in the inventory

Step 5: Share findings with the public

Potential Partners: Kansas and Missouri Humanities Councils, Missouri Folklore Society, Kansas Sampler Foundation, Kansas Arts Commission, Missouri Arts Council, American Folklife Center

ALTERNATIVE STRATEGY A: Encourage participation in existing folklife programs and events, such as the Kansas Sampler Festival and annual meeting of the Missouri Folklore Society.

Improve Museum Visitation and Quality

STRATEGY A: Host a Hands-on Workshop on What Makes a Successful Museum or Historic Site This strategy is intended to inspire museums and historic sites to preserve their authentic places and artifacts and to create dynamic learning experiences for visitors.

Step 1: Consult with museum organizations below
Step 2: Convene team to plan a hands-on workshop on curatorial techniques, effective storytelling, basic site maintenance, etc.
Step 3: Invite experts from outside the region to share ideas about engaging the community, sharing compelling stories, and improving visitor experiences
Step 4: Host workshop

Potential Partners: Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association, Missouri State Parks, Kansas State Historical Society, outside experts

ALTERNATIVE STRATEGY A: Educate Partners about existing Museum Education Opportunities through Museum Associations and encourage participants to share what they learned with other partners The above-mentioned partners host annual museum workshops.

STRATEGY B: Hold a Contest to Encourage Creative Interactive Programming at Museums and Historic Sites

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Comment [CD2]: This strategy may be moved to the Interpretation/Education plan.

Comment [CD3]: This strategy may be merged with a similar recommendation in the Interpretation/Education plan. **Step 1:** Solicit applications from sites and museums which abstract plans for a creative program

Step 2: Identify a team of impartial experts to review the applications

Step 3: Review applications and name the winning program

Step 4: Provide funding to assist in carrying out the winning program

Potential Partners: Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association

STRATEGY C: Encourage Museums and Historic Sites to Seek Accreditation from the American Association of Museums (AAM)

The first step in developing high-quality interpretive experiences is to aspire to professionalism in museums and historic sites. The accreditation process provides a guide to achieving success in the following areas: Public Trust and Accountability, Mission and Planning, Leadership and Organizational Structure, Collections Stewardship, Education and Interpretation, Financial Stability, and Facilities and Risk Management. The American Association of State and Local History (AASLH) is working on an incremental accreditation process, supplemental to AAM accreditation, that would apply specifically to historic sites.

Potential Partners: American Association of Museums, American Association of State and Local History

2.2 Key Ways for FFNHA to Measure Success in Historic and Natural Assets:

Through the planning process, FFNHA has identified ways to track the success of initiatives to preserve historic and natural assets. FFNHA should measure its success annually and share its findings in its Annual Report.

1) Public Awareness

- Number of training workshops/educational programs offered to improve public awareness of existing preservation programs
- o Number of people completing/attending training workshops/programs
- Feedback from evaluation forms from participants

2) Historic Assets Identified

- Number of acres or communities/counties fully inventoried for historic properties using survey programs of Kansas and Missouri State Historic Preservation Offices (SHPOs).
- Number of counties or acres surveyed for cultural landscape inventory in coordination with the National Park Service and SHPOs.

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• Number of properties listed on the National Register of Historic Places, State Registers, or Local Landmarks

3) Historic Assets Preserved

- Number of communities with local funding for historic preservation
- Number of communities with historic preservation ordinances
- Number of communities with preservation plans
- Number of communities whose preservation plans are incorporated into community plans
- Number of historic assets protected by covenants with preservation advocacy groups
- Number of new historic districts
- Number of new design-review guidelines adopted
- Amount of funding secured for historic assets preservation

4) Natural Assets Preserved

- Number of acres protected by covenants with land trusts
- Number of acres protected through purchase by advocacy groups
- Number of volunteer hours dedicated to cleaning waterways and other natural areas
- Number of acres of wetlands, prairies, woodlands and other assets restored
- Amount of funding secured for natural assets preservation

5) Natural Assets Interpreted

- Number of materials produced
- Number of pathways marked with interpretive panels
- Number of new interpretive trails

6) Museums (Art, Historic, Others) and Sites Improved

- Number of training sessions for museums/partner sites
- Number of museums/partner sites with master plans
- Number of museums/partner sites with collections management plans
- Number of museums with acquisition and de-accessioning policies
- Number of museums/partner sites that are accredited by the American Association of Museums
- · Number of visitors to museums/partner sites

DURING PHASE III, THESE RECOMMENDATIONS WILL BE INTEGRATED AND REVISED INTO THE BUSINESS PLAN AND LARGER GENERAL MANAGEMENT PLAN, BASED ON THE UPDATED VISION, MISSION, ORGANIZATIONAL STRUCTURE AND PROJECTED BUDGET FOR THE NEXT DECADE.

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3.5 References & Resources

List additional information sources here (include max two-sentence description with contact information)

ADD GLOSSARY OF SPECIFIC/RELATED TERMS PROVIDE STATEMENT THAT REFERS TO ENTIRE GLOSSARY (SEPARATE DOCUMENT)

3.6 SPECIAL THANKS:

- LIST COMMITTEE MEMBERS HERE, other contributors

Members of HR and HD Committees + the following:

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1.1 Introduction

Next to doing the right thing, the most important thing is to let people know you are doing the right thing. - John D. Rockefeller

Marketing is a powerful tool, and with the advent of 24/7 global communications, it is a sophisticated driver of information and message overload. The Internet has opened up audiences and platforms to obscure places, but it has also created a glut of material that makes it hard for audiences to separate truth from fiction. Therefore, marketing is a vital business ingredient ... one requiring savvy skills and pro-active planning to make it effective and measurable.

Perhaps a larger consideration, though, is that <u>effective</u> marketing is targeted to specific audiences. Traditionally, marketing is an external communications function to prompt a call to action. Marketing strategies – on-line and off-line advertising, promotions, public relations, imaging and collateral – should not be conducted until promises can be delivered, frequency and consistency of message are guaranteed, and quality assured. New technology allows opportunity to access desired customers more efficiently, but FFNHA must affirm that it can consistently deliver what it is selling before engaging in a comprehensive marketing strategy.

1.2. The Importance of Marketing & Graphic Standards to the FFNHA Region

The recently adopted vision statement for the FFNHA signifies the importance of marketing & graphic standards to the region's sustainability. The vision drafted for 2028 is "FFNHA is a region recognized globally for its unique, authentic and honest stories that offer many reasons for visiting and living here. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that connects dynamic learning experiences, heritage interpretation and preservation of place." (NOTE: THE REVISED VISION & MISSION WILL BE INCLUDED HERE IN THE FINAL)

For heritage areas, marketing affords several key opportunities: 1) to tell your side of the story to target audiences as a "call to action"; 2) to advocate certain policies, positions or to champion causes (such as preservation, conservation, recreation, education, interpretation, or stewardship); 3) to communicate regularly with constituents; and 4) to educate new audiences. Often, FFNHA will wear all these hats – facilitator, champion, advocate, networker, educator. Marketing provides the appropriate forums to get the word out, effectively, efficiently, in an affordable and strategic manner. Creating a strategy that others can partner in, and leverage, helps expand the regional messages that generate understanding and further the FFNHA mission.

By the Numbers:

During the Management Planning Process, FFNHA:

- conducted # media interviews
- distributed X press releases
- gave # speeches at conferences and events
- had X number articles published, to a readership of XX
- for a media value of \$XX

The management planning process revealed several findings related to marketing the heritage area. Some are observations based on regional need, others are challenges FFNHA must overcome to stimulate and sustain economic growth, and finally, some policies and procedures are required to maintain the desired "sense of place."

OBSERVATIONS BASED ON NEED

- Need for increased local education about FFNHA and its purpose

- Need to provide tools that help stakeholders market the heritage area and region

- Need to research and benchmark the accomplishments of the region through viable data collection

CHALLENGES

- Lack of consistent market research

- Combination of different existing brands and marketing messages exist in this large region encompasses two states and 41 counties

- Differing levels of quality products and experiences
- Differing opinions of the brand, and ability to deliver on the brand promise
- Confusion over boundaries of FFNHA

- Unlike many National Heritage Areas, there is no single unifying geographic feature such as a river or canal on which to focus branding

REQUIREMENTS

- Need consistent messages
- Need regional tools to organize and market FFNHA
- Need system to monitor, maintain integrity of the brand
- Need to communicate with internal and external audiences

It is understanding that gives us an ability to have peace. When we understand the other fellow's viewpoint, and he understands ours, then we can sit down and work out our differences.

- Harry S. Truman

SECTION 2:

The Importance of Marketing & Graphic Standards to FFNHA's Story

Marketing – both to internal stakeholders and external audiences – is vital to help engage support for and contributions to the vision and mission of the region. Connecting these marketing efforts to the relevant stories of the region, and providing explanations on why they are important to these target audiences, will advance the goals and objectives of the FFNHA. Having standards and guidelines for recognizing the associated places and events that help tell the story provides a system for validating authenticity and quality.

Authentic marketing is not the art of selling what you make but knowing what to make. It is the art of identifying and understanding customer needs and creating solutions that deliver satisfaction to the customers, profits to the producers and benefits for the stakeholders.

- Philip Kotler

Market Research

Not all residents and visitors value the same products, services and experiences. Understanding how these current and potential customers shop for and purchase items, are motivated to travel, spend discretionary income, and obtain information is critical to make informed marketing decisions. As FFNHA expands and grows its programs, market research also affords the organization the ability to measure effectiveness of their work and determine levels of customer satisfaction.

For heritage areas it is important to recognize the sectors that provide the greatest potential to advance their respective agendas. These sectors can be divided into two categories: 1) internal audiences – those residing in the FFNHA region and directly benefiting from or contributing to FFNHA's sustainability; 2) external audiences – those persons residing outside the region that can contribute to FFNHA's sustainability through their spending, influence or messaging.

Internal Audiences

Internal audiences include residents, businesses, government agencies, civic organizations, elected officials, and other influencers living in the 41-county region. Through their education and support of FFNHA, these individuals and entities have the power to endorse, celebrate, fund, and champion specific activities or policies. Increasing and maintaining their strong knowledge of the region will pay dividends for FFNHA and contribute to the creation of vibrant communities within the region.

Local Residents

- civic organizations
- social, military, religious, educational, fraternal cultural and heritage groups
- individuals residing in the 41-county area

Business & Private Sector

- businesses directly involved with FFNHA activities
- businesses located in the region but not directly involved in FFNHA activities
- non-governmental organizations
- not-for-profit organizations
- chambers of commerce
- media (newspapers, magazines, web-based news and information services, TV, radio)
- financial institutions, funding entities (community foundations, other foundations)

Government

- federal, state, county and city or town agencies
- elected officials

Understanding what is important to each audience, what they need and how they best receive information, can all help ensure that the desired messages are appropriately received and achieve the desired outcome.

If you're trying to persuade people to do something, or buy something, it seems to me you should use their language, the language in which they think. - David Ogilvy

External audiences

Just as internal audiences are the knowledge brokers for FFNHA, external audiences help shape the image and brand recognition for the region. These audiences can serve as myth busters or myth perpetuators. They are also bombarded by an abundance of chatter, and may or may not have the level of interest or understanding about the destination as the internal stakeholders. Therefore, clear, concise, and consistent communication with these audiences is important to ensure that the desired messages are delivered and received.

Types of Media (print, electronic)

- Travel (consumer & trade)
- Business
- Preservation
- Conservation
- Community-based/focused

Affinity Groups

- Businesses with interests or holdings in the region
- Financial institutions, foundations

- National organizations and government agencies involved or associated with the FFNHA region or themes (education, history, conservation, preservation, recreation, natural & cultural, travel, events)

To have great poets, there must be great audiences too. - Walt Whitman

<u>Travelers</u>

Two sectors in particular have specific definitions and principles to guide the successful implementation, delivery and measurement of the most popular – and appropriate – type of visitor experiences:

Cultural Heritage Travelers

The National Trust for Historic Preservation's definition of cultural heritage tourism is "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." Five principles guide all programs and outcomes:

- 1) Collaborate
- 2) Find the Fit between Community and Tourism
- 3) Make Sites and Programs Come Alive
- 4) Focus on Quality and Authenticity
- 5) Preserve and Protect Resources

In 2002 nearly 118.1 million American adults say they included at least one of fifteen arts, humanities, historic or heritage activities or events while traveling. This equates to more than half of the U.S. adult population (56%). One quarter of these cultural travelers take three or more of these trips per year. In fact, historic/cultural travel volume is up 13 percent from 1996, increasing from 192.4 million person-trips to 216.8 million person-trips in 2002.¹ Thirty percent, or 35.3 million adults, say that a specific arts, cultural or heritage event or activity influenced their choice of destination. In fact, many travelers will extend their stays because of an arts, cultural or heritage event or activity.

Most cultural heritage travelers want to enrich their lives with new travel experiences. This is particularly true among those aged 18-34, 75 percent of whom agreed that trips where they can learn something new are more memorable to them.

- The demographic profile of the cultural heritage travel segment today is younger, wealthier, more educated and more technologically savvy when compared to those surveyed in 1996.
- Generation X (1965-1982) and Generation Y (1978-1994), are more apt than Matures aged 55+ to agree that trips where they can learn something new are more memorable to them (75% vs. 63%).
- Households headed by Baby Boomers (1946-1964) are most likely (41%) to participate in these activities.

¹ The Historic/Cultural Traveler, 2003 Edition, TIA and Smithsonian Magazine

How do these travelers compare to all U.S. travelers? Cultural heritage travelers spend more (623 vs. 457), stay longer (5.2 nights vs. 3.4 nights) and stay in hotels, motels or B&Bs (62% vs. 55%.)²

Geotourists

A more expansive definition of travel to consider is "geotourism." Defined by the National Geographic's Center for Sustainable Destinations as "tourism that sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage, and the well-being of its residents," geotourism is founded on a premise of balance between resident, resource and visitor.

A 2003 Geotourism study from the Travel Industry Association of America³, and sponsored by National Geographic Traveler, examined the travel habits and attitudes of the 55 million Americans now classified as "geotourists," as well as the nearly 100 million traveling Americans moving in that direction. The Geotourism Study identified that Baby Boomers a distinct preference for culturally and socially-related travel. Four in 10 (41%) travelers say their experience is better when they can see and do something authentic. In addition, it revealed that:

- 73% place a high importance on a clean, unpolluted environment when they take a leisure trip
- 80% value outstanding scenery
- Nearly 91 million American travelers (59%) support controlling access to and/or more careful regulation of National Parks and public lands in order to help preserve and protect the environment. In addition 27.7 million travelers (18%) would pay a premium to visit sites that control the number of people entering these places.
- Most travelers believe that people must live in harmony with nature in order to survive (71%.)
- One in three travelers say they are influenced by the actions travel companies take to protect the environment and/or sustain local culture.
- 58.5 million Americans (38%) are willing to pay (5-10%) more to use a travel company that strives to preserve and protect the environment.
- About 43 million American travelers (28%) say they generally buy products and services from specific companies that make an effort to preserve and protect the environment. When it comes to travel companies, the standard is a bit higher – 54 million travelers select travel companies that strive to protect and preserve the local environment of the destination.
- Nearly one third (30%) or 46 million travelers buy from specific companies because they know that these businesses donate part of their proceeds to charities.

² Source: Travel Industry Association of America TravelScope survey 2003

³ Source: Travel Industry Association of America, The Geotourism Study

As this industry segment emphasizes interaction of visitors with residents, geotourism becomes a positive contributor to the local destination's stewardship and celebration of "place."

Other Travelers

Other types of visitors impacting the potential growth and sustainability of FFNHA region include travelers visiting friends and relatives, business travelers, convention delegates, travelers attending family reunions, event and festival attendees.

FFNHA should adopt a market segmentation approach for strategic tourism growth. Leaders in FFNHA must understand the current tourism market mix and how to target specific segments for growth. For instance, cultural heritage visitors plan and travel differently than mass-market visitors. Cultural heritage travelers and geotourists' desire for authenticity and local interaction must be satisfied in all aspects of the trip – retail, lodging, dining, touring and visitor services.

Marketing Strategies

Key to marketing success is the identification of appropriate communication tools and creation of specific strategies that leverage and enhance the FFNHA brand, attract and support partnerships, maximize resources, and create measurable results.

If the circus is coming to town and you paint a sign saying "Circus Coming to the Fairground Saturday," that's advertising. If you put the sign on the back of an elephant and walk it into town, that's promotion. If the elephant walks through the mayor's flower bed, that's publicity. And if you get the mayor to laugh about it, that's public relations. If the town's citizens go the circus, you show them the many entertainment booths, explain how much fun they'll have spending money at the booths, answer their questions and ultimately, they spend a lot at the circus, that's sales.

Market Research

Capturing qualitative and quantitative information from key customers will help FFNHA make good decisions, not just for marketing but also for conservation and development and other desired activities. Whether via electronic, print, telephone or personal interviews, surveys are great tools to gain timely data about important issues and topics. FFNHA must understand the current "market mix" of segments being served in the region. Therefore, identifying the demographic profiles of key target audiences is important for FFNHA. These key audiences include, but are not limited to:

- a. Existing visitors to FFNHA region
- b. Existing visitors to Kansas and Missouri
- c. Top origin markets for Kansas and Missouri
- d. Primary audience for visitation to heritage areas

e. Regional consumers engaged in discretionary spending, and hosting visiting friends & relatives

Product Development (packaging)

Packaging is one of the most notable ways to develop products into ready-to-visit experiences or itineraries. Once sites are ready for visitation, as to their contribution to one of the region's significant stories and meeting a certain level of access, FFNHA should identify and organize sites by themes, and also as geographical clusters (from key origin cities). Introducing new trends and technology to package tours in engaging ways will help produce the right type of authentic experiences for new audiences and residents.

Product development may also include or require actual enhancement of sites and activities, to provide a higher quality or greater number of tour components and services for visitors. Recommendations for this type of product development for FFNHA is addressed in the Tourism Development and Heritage-based Economic Development Segment Plans.

Integrated Marketing Strategy Components/Tools

Advertising

Paid messaging in select media allows FFNHA to define the call to action for a specific audience, and generate measurable leads.

Promotions

For business, tourism and other industries, promotions – such as trade shows and special events – allow FFNHA to creatively present information to targeted audiences at specific times. Other promotions can generate sales through sponsorships, sweepstakes, and time-sensitive activities.

Public/Stakeholder Relations

FFNHA and its partners must reach out to the regional business and investment community. There is a vital need to educate and inform these civic and industry leaders about the opportunities to grow and sustain the region for current and future generations. Engaging their support early and often will help foster long-term benefit ... for individuals, companies and communities. Speaking engagements at civic clubs, expanding the outreach of the Ambassador program, attending Chamber of Commerce functions, and designing sponsorship/partnership opportunities for local banks and businesses will help further the FFNHA mission.

Media Relations

Generating media coverage is a cost-effective strategy to share FFNHA news through objective reporting. Whether the media coverage is print or electronic – TV, radio, Internet – several tools help stimulate coverage. Press kits, press releases, an image gallery on the FFNHA website, familiarization tours or press research trips, and an on-line media section all provide key ways for journalists to learn more about FFNHA.

Graphics

Defined as the imagery of a region, the graphics package traditionally includes a logo and tagline which is used on the website, collateral materials, specialty merchandising, banners, brochures and licensed items for sale. Traditionally, a graphic standards and design philosophy is outlined to demonstrate how logos and other FFNHA imagery may be used. The guidelines help define who may use the logos and imagery, how permission is obtained, and what situations are exempt. The FFNHA management entity controls distribution and usage of all imagery, and works with its partners to ensure that design guidelines and graphic standards are met. This practice helps maintain integrity, along with quality and consistency, of all FFNHA imagery.

The current logo is a good foundation for FFNHA to use and build on until such time that a comprehensive branding campaign can be funded and implemented. A graphic/collateral package can be developed and implemented to with tools – such as brochures, press kits, labels, signs, specialty merchandise, banners and other collateral materials – showcase a consistent design philosophy and reaffirm the visual brand for the region.

Managing for Authenticity, Quality and Sustainability

Brand Promise & Delivery

Regional growth and sustainability depends on customer desire, perceived value, and satisfaction with product/service/experience. To increase the economic prosperity of the region, enhance the quality of life for residents, and maintain an attractive region for people to live and visit, FFNHA must focus on the delivery of excellence – in all aspects of business and hospitality - to exceed customer satisfaction and thereby generate the desired economic impact from spending.

NOTE: THE FFNHA BRAND SHOULD SUPPORT AND BUILD UPON THE VISION, MISSION, STATEMENT OF NATIONAL SIGNIFICANCE, AND VALUES. THE BRAND STATEMENT NEEDS TO BE CRAFTED FROM THIS FOUNDATION AS THE BASIS FOR FINAL EVALUATION CRITERIA AND GRAPHIC USAGE.

<u>SECTION 3:</u> Policies & Procedures for Implementing Marketing Strategies & Graphic Standards

3.1 Criteria for Evaluating and Authenticating Marketing Strategies

Guidelines exist as a means to authenticate and protect the FFNHA brand. They also allow the management entity to validate the quality of products and services through recognition and association with the FFNHA logo.

3.1.1 Criteria for Marketing

- a. Does an activity or event get marketing support or funding from FFNHA? If so, it must recognize FFNHA and its contribution.
- b. Are destination marketing organizations, CVBs, individual attractions and other tourism-related businesses promoting FFNHA? If so, it should include the pre-approved description of FFNHA in all print and electronic materials. This copy, provided in varying lengths, is to be included as part of a FFNHA "Graphics Guidelines & Usage" handbook.
- c. Do businesses or sites sell products or merchandise that promote FFNHA? If so, they may be eligible to include signage or official seals that recognize their contribution to the heritage area.
- d. Does an activity, event, attraction or business tell a story related to one of the FFNHA themes? If so, it must meet certain guidelines at minimum, open to the public and demonstrate a way for visitors to consistently access the story (through signage, brochure, exhibit) before receiving permission to promote and use the official FFNHA logo and be included in other FFNHA marketing activities.

3.1.2 Criteria for Graphic Usage

To encourage consistency of graphic imagery and protect the integrity of the FFNHA logo, certain guidelines should be developed and communicated to regional audiences and marketing partners. These guidelines provide detailed instruction on location, style and format. As new marketing strategies evolve, these guidelines will be modified to accommodate various uses of the logo and other graphic elements endorsed or managed by FFNHA.

The logo is the official property of FFNHA and is used to recognize and communicate activities, programs, sites or events associated with the heritage area. These activities, programs, sites or events must meet certain guidelines for recognition prior to requesting permission for use of logo. The only other official use of the FFNHA logo is on FFNHA-generated collateral materials and website.

- a. Official FFNHA Logo may only be displayed at sites or on merchandise with written advance permission by the FFNHA management entity.
- b. Use of the logo is generally reserved for FFNHA-related programs and promotions.

c. The FFNHA logo may appear with other logos only when FFNHA has provided funding or technical assistance toward the creation of an individual product, such as educational training or interpretive publication.

Graphic Usage and Applications

As FFNHA develops its brand and imagery, the applications and uses can be further defined. Here are a few of the many uses for graphics to brand the region:

- Signs installed in the ground
- Signs mounted on a wall or an existing sign
- Banner
- Sidewalk sign
- Highway sign
- Window decal
- Hang tag for heritage products
- Point-of-sale shelf display
- Brochures
- Table tents
- Wayside panels
- Interpretive sign
- Interpretive banner

In the future, FFNHA may want to explore certification programs that further declare quality products and services. The sites, events and products that meet strict criteria of authenticity and quality are showcased with a highly-recognized and publicized certification seal. For instance, Lancaster County Planning Department oversees a graphic standards program to foster excellence and recognize qualified sites for their historic integrity. The seal and logo serve as a way for customers to choose activities with confidence based on published criteria regarding their authenticity and quality.

3.2 Recommended Strategies for Marketing & Graphic Standards

<u>Strategy A:</u> Build on the existing analysis of marketing efforts by continuing to review existing marketing activities at the state, regional and local level (via tourism offices, economic development agencies, and convention/visitor bureaus). As FFNHA also includes several federal lands, national agencies should also be investigated regarding their existing and proposed marketing activities.

<u>Step 1:</u> Collect copies of marketing materials, plans, and research and catalog for reference. <u>Step 2</u>: Continually update existing database to include contact information for marketing professionals at state tourism offices & organizations, regional entities, local DMOs, individual sites.

<u>Step 3:</u> Obtain copies of NPS, Alliance of National Heritage Areas, and other national organization's marketing plans to identify ways FFNHA can leverage its messages to key exterr audiences

<u>Strategy B:</u> Use the FFNHA brand to ensure appropriate development, designation, marketing and delivery of quality, authentic products available for sale and heritage experiences. Use the FFNHA foundation – vision, mission and statement of national significance – to articulate the unique selling proposition of the region (the brand statement).

<u>Step 1:</u> Conduct a branding exercise with the marketing committee to determine the promise elements to include, address (*Alternative: Host brand manager from Hallmark or other company based in FFNHA at a partnership team meeting to talk about how they brand their company. Investigate other heritage areas that recently engaged in branding campaigns to determine lessons learned.)*

<u>Step 2</u>: Review the current logo to determine if it meets the visual representation of the brand promise. If not, secure funding to conduct a comprehensive branding study <u>Step 3</u>: Enlist the creative services of a graphic designer to (revise or enhance the existing logo and) create a comprehensive branding image package that can demonstrate how to use on marketing materials, merchandising, and throughout the region

<u>Step 4:</u> Outline guidelines for graphic usage of brand imagery, including application and acceptance process (schedule, review, permission, uses)

<u>Step 5:</u> Create a PPT presentation to articulate the brand campaign and how the corresponding graphics will be used, distributed, evaluated – test at a Partnership Meeting prior to wider distribution

<u>Step 6:</u> Fund creation of new collateral materials, revision to website and distribution of logo to qualifying entities

Potential Partners:

- State and local tourism offices
- Marketing Committee
- Graphic designers located in region

Strategy C: Build a Foundation for Marketing FFNHA

Essential to a strong brand is a solid foundation of quality communication tools and documents. Providing information in easy-to-use and desired format will help stimulate media interest and regional education by targeted markets. A practical first step is to enhance the FFNHA on-line strategy: use the website as an information tool and allow users to download information, itineraries, or other types of data. Secondly, the website should enable partners to send information directly to media, legislators and other policy makers and influencers to build passionate ambassadors through education.

<u>Step 1:</u> Add an aerial map of the region to the FFNHA website; eventually, the map can use widgets to link the map to additional information about local sites and areas. <u>Step 2:</u> Update the FFNHA brochure to use for motivating partners, funders, legislators and other key stakeholders.

<u>Step 3:</u> Compile a list of organizations and media that need to be knowledgeable about the story and informed about the region.

<u>Step 4:</u> Tap public television for announcements about FFNHA and provide visual footage on the region. Also encourage promotion of regional activities, updates.

<u>Step 5:</u> Compile and load an on-line image gallery on the FFNHA website to promote knowledge and awareness, and media coverage of FFNHA.

<u>Step 6:</u> Constantly update the regional media list for meeting announcements, news about FFNHA.

<u>Step 7:</u> Expand the current glossary of terms to include marketing terms to be kept on the FFNHA website.

<u>Step 8</u>: Revise general press releases about FFNHA.

Step 9: Modify general information on FFNHA.

<u>Step 10:</u> Continue to update and expand the historic timeline for creating FFNHA (chronology).

Step 11: Send a compelling (revised) information packet to the media list.

Potential Partners:

- Kansas Department of Commerce & Missouri Department of Economic Development
- Kansas Department of Tourism & Missouri Office of Tourism
- Chambers of Commerce and Convention/Visitor Bureaus in the region
- Local media, including newspapers and public radio/television

Strategy D: Increase awareness and support by local constituents, including

elected officials. A key role for FFNHA, and most heritage areas, is advocating certain policies and procedures. Advocacy will play a key role in securing federal and state funds for the heritage area as well as supporting the adoption of programs and policies in keeping with the vision and mission for the heritage area. Once funds are secured, the heritage area also must demonstrate its ability to wisely leverage federal and state funds and match the contributions with private sector donations. These efforts must be communicated and the outcomes championed by FFNHA to build a strong foundation and respected reputation with local constituents, businesses, elected officials, and other major stakeholders in the region.

<u>Step 1:</u> Create and distribute a list of political and legislative contacts. Identify other immediate ways to enhance national attention include coverage of FFNHA news in political newsletters.

<u>Step 2:</u> Write and distribute a regular e-blast update, and companion printed newsletter, to share highlights of FFNHA activities with elected officials and government agencies.

<u>Step 3:</u> Produce an annual report of accomplishments to showcase FFNHA and its measurable results, and include elected officials on the mailing list for distribution of this report.

<u>Step 4:</u> Develop a speakers' bureau (using local ambassadors) to increase awareness of FFNHA at area civic club events, conferences and programs. <u>Step 5</u>: Coordinate annual promotions to increase the recognition of FFNHA to local audiences: in May, National Preservation Month and National Tourism Week; in October, celebrate National Arts & Humanities Month.

Potential Partners:

- Civic clubs throughout region
- Chambers of Commerce throughout the region
- Kansas and Missouri Arts Council, Humanities Council, State Historic Preservation Offices, State tourism offices
- National Main Street Center/Main Street Communities
- Community Foundations

Strategy E: Develop a comprehensive tourism marketing and promotion program.

FFNHA should develop a regional marketing program to which individual businesses, sites and attractions could connect, as their budgets and staffing would allow. FFNHA could, for instance, develop a calendar of domestic and international trade shows that provide an opportunity for the region to showcase its stories. Individual organizations could buy-in to these shows, send representatives, and actively participate in the event, or for a lesser fee, they could opt to simply send brochures and other give-aways to a show that would be staffed or coordinated by FFNHA. (This is just one example of a marketing plan component that could be jointly supported by local entities.) Coordinated visibility in the variety of marketplaces available, both domestically and internationally, only adds to the overall regional brand of FFNHA that supports a cohesive, common focus.

<u>Step 1:</u> Define FFNHA's regional role in tourism and marketing – as to development, marketing name, key areas of responsibilities, how it works with other tourism and marketing entities in the region, and priorities for implementation and coordination.

<u>Step 2:</u> FFNHA must initially partner with other entities that have larger marketing budgets, staff and resources to help jumpstart and leverage FFNHA activities. Identify existing programs that meet FFNHA marketing goals and objectives.

<u>State 3:</u> Take advantage of upcoming commemorations, anniversaries (Civil War, Border War, National Park Service Centennial) – with marketing and public relations/media relations assistance provided by the Kansas and Missouri Tourism Offices.

<u>Step 4:</u> Identify and secure funding partners for collateral and branding materials.

<u>Step 5:</u> Conduct initial market research to define consistent baseline data for the region.

Potential Partners:

- National Park Service
- Border War Network
- Mid American Regional Council (MARC)
- State tourism offices
- State Economic Development Agencies

Strategy F: Increase traffic to the FFNHA website. FFNHA will need to overhaul the current website and continuously add upgrades, expanding relevant information about site development, new things to see and do, stories, itineraries, tour packages, a current calendar of events, and links to other significant information. A relevant website provides potential visitors with the opportunity to plan ahead, to broaden trip planning and to make the best use of their time once they've arrived in the area. All FFNHA partners must commit to providing FFNHA with appropriate, up-to-date and relevant information (or FFNHA must enable contributors to make their own password protected alterations/upgrades/updates to the FFNHA website). A working group (such as the Communications Committee) should monitor the website, and to continuously make suggestions as to keeping the site fresh, to upgrade the site and maintain its positioning of keyword search, etc.

To accommodate the needs and education of local residents, partners, and constituents, FFNHA may want to separate content for the consumer apart from the management/education site to allow easier and more appropriate access to information.

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More detailed steps on the website upgrade process are outlined in the Interpretation & Education Segment Plan.

<u>Step 1:</u> Convene marketing committee to assess current functionality of website against desired ways to inform and educate constituents, potential visitors <u>Step 2:</u> Create a concept paper on the recommended FFNHA architecture and website enhancements. Address what is to be managed in-house, through on-line access by regional partners, and if external hosting or editing are required. <u>Step 3:</u> Contact local web designer companies to discuss concept paper and identify options for information distribution and revenue generation (if appropriate, i.e. advertising, trip planning tools, etc.)

<u>Step 4:</u> Identify funding to upgrade website. Register additional URL as needed, to accommodate potential split of consumer and partner information sites <u>Step 5:</u> Convert concept paper into RFP for distribution to website designers and managers in region.

Step 6: Hire company to convert concept paper into enhanced website.

Potential Partners:

- State tourism offices in Kansas and Missouri
- Web designers and companies in the region
- Marketing companies in the region

3.3 Key Ways for FFNHA to Measure Success in Marketing

Marketing is not an event, but a process . . . It has a beginning, a middle, but never an end, for it is a process. You improve it, perfect it, change it, even pause it. But you never stop it completely.

- Jay Conrad Levinson

A. <u>Website hits, unique visits, user metrics</u>. A useful measurement tool is tracking of traffic to and patterns of potential users of the FFNHA website. FFNHA should contract with a company that specializes in web metrics as quickly as possible in order to establish a benchmark, as well as to ensure that future website development is done in tandem with the metrics provider so that all upgrades and expansions to the site are done in such a way as to allow the contractor the ability to capture the value of the website. Exit surveys on the website are another option. Visitors to the site can provide good information about their experience on the site, its user-friendly rating, if they were able to find what they were seeking, if what they found "sealed the deal" for them to actually visit the region, partner with the organization, etc. Survey participants could be offered a small incentive for their time/input, such as a coupon for a discount admission to one of the FFNHA sites, or

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a "free dessert with purchase of an entrée" coupon to one of the area's dining facilities. It is possible that a local university may also be able to provide web metrics programs for FFNHA, and this should be researched for viability.

- B. Increased attendance at sites, attractions and services providers. With the successful implementation of the FFNHA marketing and promotion plan, individual sites, attractions and services providers within the area should see increased numbers of visitors, as well as increased numbers of dollars collected from those visitors. The economic impact study recommended in the Business Segment Plan should reflect these increases, the benchmark for which was, at least partially, set during Phase I of the management planning process. Individual sites, attractions and services providers should also be asked/required to submit their own data collection numbers to FFNHA for the "greater good." This is often a difficult process to cultivate, but should be pursued. Small organizations may need assistance in determining the easiest/best/most efficient way to collect simple data - asking for a zip code at the beginning of a cash register sale, for instance, would tell the business owner/operator where customers are coming from. Parking-lot attendants could note state-of-origin from license plates. Docents could ask tour groups for a quick show of hands as to the geographic origin of those in the group. Wait staff could ask each table where they are visiting from when they first approach the table, keeping a guick tally on their order pads or charts taped to the wall in the kitchen. This type of collection will also provide an opportunity for organizations to notate where customers originate, and therefore prioritize target audiences to cultivate in future. While these are not necessarily scientific methods of data collection, they do demonstrate that data collection CAN be a simple process.
- C. <u>Recognition by local and national media of the importance of the Freedom's</u> <u>Frontier National Heritage Area.</u> This region played an important role in shaping the country. It was integral to the Civil War, as well as pre-Civil War; however, the stories remain largely untold, and therefore, unknown. A working group should be established to focus solely on attracting local and national media for the purpose of telling the stories. Hosting frequent media familiarization tours (education tours), allow journalists first-hand experience of the region and its stories. State tourism offices and local convention and visitors bureaus can help with suggesting journalists who could be invited, or with vetting journalists identified by the FFNHA or other local entities. Media coverage, electronic and print, serve as "proof" of their participation. Ad equivalency rates will help translate the value of the articles to the area. Familiarization tours can be time and labor intensive, but since individual components of these itineraries are normally provided at no charge by the local hosts, they can be a very cost-effective means of generating visibility for the FFNHA region.
- D. <u>Visible increases in the volunteer base and in local pride</u>. As a result of all of the work that is envisioned through the further development and implementation of the FFNHA plan, there should be a correlating increase in the volunteer base at local museums, galleries, historic sites, visitor centers, and other places that need

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volunteer support to host customers and implement programs. Effective implementation of the FFNHA plan should also instill an increased sense of local pride as residents see new sites, shops, services, etc. developing as a result of FFNHA designation and regional activities. Residents will have new opportunities to work, shop and play in the region without having to go elsewhere to find and use the goods and services they seek. This particular measure of success will be difficult to quantify; but qualitative research could be implemented by face-to-face surveys of residents, asking questions about their local civic pride, whether they are able to find goods and services they need locally, etc. A baseline survey, implemented in the short-term, would be helpful to set the benchmark for this point; and the economic impact working group could take this on as part of their deliberations.

E. Employees at all locations within the area are well informed about the area, its stories, and how to get visitors from their establishment to attractions and sites of interest. FFNHA should quickly develop a "front-line" employee training program to educate workers who are the most likely to come into contact with visitors as to the positive attributes of the area, driving directions from their establishment to the sites and attractions most likely to be of interest, and how to convert a visitor who says they are just passing through to a visitor who takes the time to stop and visit at least one of the area's sites or attractions. A strong customer-service program enhances the overall impression a visitor takes away from an area, and, in fact, can directly affect the economic impact of a visitor by encouraging them to stay longer, see more, or, perhaps to return at another time. Repeat visitation is critical to the long-term success of the FFNHA, and a well-developed customer-service training program will heavily impact repeat visitors.

NOTE: MEASUREMENT STRATEGIES WILL ALSO BE INTEGRATED AND CONSISTENTLY PRESENTED IN THE BUSINESS PLAN.

3.4 RECOMMENDED ROLES & RESPONSIBILITIES

DURING PHASE III, THESE RECOMMENDATIONS WILL BE INTEGRATED AND REVISED INTO THE BUSINESS PLAN AND LARGER GENERAL MANAGEMENT PLAN, BASED ON THE UPDATED VISION, MISSION, ORGANIZATIONAL STRUCTURE AND PROJECTED BUDGET FOR THE NEXT DECADE PLUS SPECIFIC STRATEGIES THAT ARTICULATE THE:

- FFNHA MANAGEMENT ENTITY ROLE (S)
- FEDERAL AGENCY(s) ROLE
- STATE AGENCY(s) ROLE
- PARTNER ROLE(S)
- FUNDER ROLE(S)
- BOARD ROLE (S)
- STEERING COMMITTEE ROLE(S)
- PRIVATE BUSINESS ROLE
- PRIVATE CITIZEN ROLE

3.5 References & Resources

List additional information sources here (include max two-sentence description with contact information)

ADD GLOSSARY OF SPECIFIC/RELATED TERMS PROVIDE STATEMENT THAT REFERS TO ENTIRE GLOSSARY (SEPARATE DOCUMENT)

3.6 SPECIAL THANKS:

1.1 Introduction

The U.S. Congress designated Freedom's Frontier National Heritage Area on September 29, 2006 as one of 10 new National Heritage Areas. As of 2008, there are 38 designated National Heritage Areas across the nation. Freedom's Frontier National Heritage Area (FFNHA) – comprising the 41-county region of Eastern Kansas and Western Missouri – is recognized for its distinctive history, culture, and landscape that tell the stories of the quest for national and individual freedoms.

Many heritage areas engage in travel & tourism as a means to stimulate local economies and demonstrate the value and relevance of historic assets. However, how they engage in tourism depends on the area and the vision of the management entity. Some of the first heritage areas restricted their involvement in tourism to interpretation and preservation of assets. Only in the past decade have federally-designed heritage areas branched out into developing tours and marketing programs, and managing the quality of visitor experiences as part of their responsibilities. In part, this shift in emphasis and priorities is due to the national and international growth in heritage tourism and increased recognition of tourism as an important economic development tool. Recent studies indicate that "visiting historic sites" is one of the top activities for both domestic and international visitors. "Authenticity" is increasingly important to travelers, as they seek out distinctive experiences and life-long learning opportunities.

The true benefit of tourism is in the growth of per-visitor expenditures and <u>tax relief</u>. FFNHA leaders need to clearly understand that it is the growth in per-visitor expenditures that creates success. Out-of-town visitors come to the region, spend money and make a significant economic impact. "Tax relief" is created when visitors pay taxes and thus relieve local residents from generating that tax revenue. Visitorgenerated state tax relief is approximately \$137 annually per household in Kansas; the tax relief generated by tourism in Missouri is \$XXX. Generating more visitors is not always the key to increasing revenues (especially with heritage travelers); instead, helping sites increase visitor spending is the major goal in heritage tourism and geotourism.

The Freedom's Frontier National Heritage Area Tourism Development Plan provides a roadmap to ensure that the historic, cultural and natural assets of the FFNHA will remain intact to help tell the story and provide a foundation for offering unique and desired experiences for current and future visitors. The plan also articulates how tourism can help contribute to the economic and social well being of residents and sustainability of resources throughout the region.

Tourism Work to Date

Several destinations in the FFNHA region have active Convention & Visitors Bureaus that market their tourism products and experiences for visitors. Both states also have supportive tourism offices that participate in FFNHA activities, fund activities (including

the management planning process), and provide opportunities for the region to showcase its unique story.

Ten staffed Convention & Visitors Bureaus in the FFNHA region exist in the region and market their respective cities and destinations. Atchison, Fort Scott, Manhattan, Northeast Johnson County, Ottawa, Overland Park, and Topeka, Kansas all engage in marketing their destination to visitors. Independence, Kansas City, and Nevada, Missouri also engage in destination marketing activities, such as operating visitor centers and hosting consumer websites. Significant attractions, state-owned or managed properties and National Park Service sites – Brown vs Board of Education in Topeka, Fort Scott National Historic Site in Fort Scott, and the Harry S. Truman National Historic Site in Independence, Missouri – also attract and host visitors. Collectively, total tourism expenditures in the region top more than \$5,948,800,000 in 2006.¹

By The Numbers

Region's Population: 2,641,188 Tourism Expenditures in Region (2006): \$5.9 Billion Shopping is the number one activity of travelers to Kansas; number two in Missouri (family/friends/event/reunion is number one) Tourism-related tax revenue generated in Missouri counties of FFNHA: \$55,609,183 Tourism Employment in Missouri counties of FFNHA: 68,884

Visitor Readiness & Destination Experiences

FFNHA developed and implemented a Visitor Readiness Survey collection process prior to the management planning process to identify sites and attractions that contribute to the region's story and provide activities or services for visitors. As the existing survey allows applicants to self-select their level of visitor readiness, it also does not consistently address the quality of products and programming currently available. This detailed information on the types, categories, and quality of tourism-related products and services that contribute to FFNHA visitor experiences must be updated regularly to assess the quantity and quality of tourism product available to market and manage.

If a tourism goal is to enhance visitor spending in the region, the inventory should be broadened to include other types of activities that customers engage in during a trip. Are there places for visitors to shop, eat and stay near visitor attractions in the region? Could sites expand retail offerings that allow local artists or craftspeople to enhance their profitability? Are sites open and accessible to the public, employing people as guides and operations managers? Are bicycling and hiking trails available that can connect key attractions or help visitors further appreciate the region's natural assets?

¹ KS: Global Insight Tourism Satellite Account Perspective, 10/06; Missouri Annual Division of Tourism FY 07

Are events scheduled that can employ musicians and performers? By understanding what is currently available, FFNHA can prioritize areas that need further development to provide the critical mass of activities to expand length of stay in the region and increase spending by visitors.

Are restaurants and other dining establishments purchasing locally-grown foods and specialty goods? By focusing on locally grown, locally made, and locally owned, FFNHA can foster an entrepreneurial ethic that benefits residents throughout the region and will attract visitors for the unique products and experiences. The encouragement of local artists, food production, and local crafts can help to build long-term awareness of the region and "sense of place" for residents and their descendents. Furthermore, in an increasingly homogenous world, tourism can add to the market base for specialized goods and services including. This expanded market can lead to an economically self-sustaining network of small businesses that, in turn, can provide employment, learning, and apprenticeship opportunities that can benefit the region's youth.

In addition, this inventory of tourism assets must expand to include information on how each company measures performance, the type of technical and financial assistance that will make it more viable and sustainable, and how or if each company can expand its current deliverables to contribute to the enhancement of the FFNHA vision and mission. Unfortunately, the state tourism offices (Kansas Travel & Tourism Division, Department of Commerce; Missouri Division of Tourism) do not collect market research and analysis the economic impact of tourism consistently. Therefore, it is hard to determine the overall impact of tourism for FFNHA.

1.2. The Importance of Tourism to FFNHA Region

FFNHA has always considered travel & tourism a priority. In the original feasibility study for the Bleeding Kansas Heritage Area, the Map of Kansas Recreational Areas demonstrates the "outstanding recreational and educational opportunities for residents of the area and visitors." The study continues, "... the heritage area will promote access to outdoor recreation through private sector enterprises, public/private partnerships, technical assistance, funding and tourism enterprises." Meetings with FFNHA stakeholders early on in the management planning process confirmed that tourism is an important local priority for the heritage area. Since tourism has been defined as an important industry for the region, it is critical to understand its potential and also how competing destinations are leveraging their historic and cultural assets to attract visitors and their spending.

In the United States, tourism is the third-largest retail industry, behind automotive and food stores. Travel and tourism is the nation's largest services export industry, and one of America's largest employers. In fact, it is the first, second, or third largest employer in 30 of the 50 states. The tourism industry includes more than 15 interrelated businesses, from lodging establishments, airlines, and restaurants, to cruise lines, car rental firms, travel agents, and tour operators. Domestic and international travelers in the United States spend an average of \$1.9 billion a day, \$79 million an hour, \$1.3 million a

minute, and \$21,000 a second. Tourism generates \$700 billion in sales (excluding spending by international travelers on U.S. airlines). The tourism industry pays \$109.4 billion in federal, state, and local taxes. Tourism directly supports more than 7.5 million travel and tourism jobs.²

Tourism Development & Management

Currently, most tourism entities in the FFNHA focus on marketing existing attractions and activities. Many heritage areas, though, focus efforts on sustaining and enhancing the regional benefit from tourism by developing and managing authentic experiences. With this development and management comes responsibility – to the region's residents in ensuring that tourism provides a desired benefit, to the resource to minimize impact, and to visitor to ensure quality experiences and provide spending opportunities.

A significant role for FFNHA is to help move the visitor readiness process into a system of prioritizing development activities and helping prepare sites to enhance their interpretation. Another role for FFNHA is to ensure that sites and attractions provide quality experiences that result in high visitor satisfaction. By expanding the base of tourism products and supporting services to offer diverse and desired places to eat, shop, tour, and sleep, FFNHA can increase the potential spending by visitors by attracting them to the region and keeping them in the region longer, thereby helping to realize a key benefit from tourism.

SECTION 2:

The Importance of Tourism to the FFNHA Story

During the management planning process, several findings were determined. Some are observations based on regional need, others are challenges FFNHA must overcome to stimulate and sustain business and tourism, and finally, some policies and procedures are required to maintain consistent levels of tourism balanced with needs of local residents and conservation of resources.

OBSERVATIONS BASED ON NEED

- There is a need for consistent, comprehensive baseline data that demonstrates the full impact of tourism on the region.
- State tourism offices in Kansas and Missouri need to recognize the FFNHA as its own region rather than marketing it under other brands.
- A full assessment of the quality of related tourism products, services, activities and attractions needs to be conducted in order to prioritize the FFNHA tourism development and marketing agenda.

CHALLENGES

² American Hotel & Motel Association, 2007

- Financial and human resources are limited for such a geographically large heritage area
- Because of access (remoteness, lack of infrastructure, and programming that appeals to a narrow audience), some sites will never receive adequate numbers of visitors to be economically sustainable.
- Throughout the region, there is inconsistent quality and lack of a critical mass of authentic products that connect to the FFNHA story (lodging, restaurants, retail, recreation, sites, expert guides, historic sites and attractions, natural sites and attractions, cultural events and attractions, trails, tour operators, visitor centers, etc.)
- Lack of infrastructure, (including signage, gateway centers, roads) to direct and inform customers about FFNHA-related sites and places.
- Because the region falls in two states, state assistance (funding, technical assistance, marketing) varies in Kansas and Missouri.
- Unlike many National Heritage Areas, there is no single unifying geographic feature such as a river or canal on which to focus tourism planning and branding

REQUIREMENTS

- Stakeholders need to understand the responsibilities of participating in regional tourism programs to ensure consistent quality experiences.
- Capacity (to host visitors) needs to be addressed as part of the regional tourism development and management strategy.
- Systems are required to identify and recognize contributing sites, products, services. This is the first step in branding the region (see Marketing Plan.)
- Incentives to expand the quality and quantity of contributing products and services should be available as opportunities to grow businesses, increase jobs, and enhance destination experiences.

Competition for travelers – especially the educated, high-income heritage visitor or geotourist that spends more and stays longer – is growing, domestically and internationally. For FFNHA to compete with other places focusing on heritage and nature, the region must foster growth and sustainability of exceptional authentic experiences and products. The FFNHA stories must be presented in engaging, informative ways that make history relevant to today's visitor. Providing incentives for craftspeople to produce desirable, high-quality work is as important as developing the retail outlets to sell the items. Connecting the cultural heritage and conservation communities with the tourism industry, and demonstrating their value to visitor and residents alike is vital for growth in this industry.

FFNHA Brand

The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers."

For FFNHA, the brand is certainly focused on its statement of national significance and corresponding themes. (See Interpretation & Education Segment Plan.)

With regards to growing tourism, a FFNHA brand must affirm the relationship to its national significance and recognition as one of America's federally designated regions. Because it is part of the National Park Service (NPS)'s heritage area collection, the FFNHA brand must also demonstrate the quality and integrity associated with the NPS brand. These are indeed lofty responsibilities that should not be casually presented or given away. As the region develops, protecting the brand – and all it stands for – is vital for growth and sustainability. The business and tourism community must invest in and support the promise and delivery of a brand that is worthy of the region's history and protect it for the benefit of future generations.

The Brand Promise

What does FFNHA stand for? What does it promise to the visitor? What makes it unique from every other destination? How is this uniqueness expressed in tourism-based businesses throughout the region? In towns, products, services, recreation, ecological systems and nature preserves, attractions, retail, lodging, restaurants, and tours? These initial questions must be asked and resolved as part of a branding exercise for the FFNHA. (See Marketing Segment Plan.) This brand promise, drawn from the vision and mission for the heritage area, is then communicated through graphics and messages to target audiences.

Importance of Brand Delivery

Any business engaging in FFNHA-related activities or services should demonstrate a high level of integrity and quality. The corresponding segment plans – Business, Interpretation & Education and Heritage Development/Resource Management – also outline criteria for maintaining the credibility of story and heritage product. The region's brand should build upon these criteria to ensure consistency of products and service delivery throughout the FFNHA. The Marketing & Graphic Standards Plan shares specific instruction on developing, implementing and delivering a uniform FFNHA branding strategy, and defining usage of uniform FFNHA graphics.

The region and its tourism potential should be considered as layers of overlapping systems, represented by each of the segment plans herein. Failing to protect regional identity and the brand promise in one segment can damage the entire FFNHA enterprise. For example, Interpretation & Education, Tourism assets and other resources can all be built up over time. But if poor physical planning leads to strip growth at the entries to historic towns and site, and along important scenic routes, the power of the place and the FFNHA brand will be damaged.

Tourism does not go to a (place) that has lost its soul. - Arthur Frommer

Training & Education

Helping orient tourism companies on how to tell their unique story and host visitors is a key ingredient for expanding the FFNHA brand. Educating companies, associations and other entities about visitor motivations and expectations will jumpstart partnerships, dispel myths and leverage resources. Mentoring, sharing best practices, and serving as a conduit for collaboration across borders, are all ways for FFNHA to help stimulate regional growth through tourism. Working with local convention & visitor bureaus, state tourism offices and associations to foster improvements in hospitality and tourism products will help FFNHA advance its tourism agenda.

Tourism Development & Enhancement

Tourism growth and sustainability depends on customer desire, perceived value, and satisfaction with product/service/experience. To increase the economic prosperity of the region, enhance the quality of life for residents, and maintain an attractive region for people to live and visit, FFNHA must focus on the delivery of excellence – in all aspects of business and hospitality - to exceed customer satisfaction and thereby generate the desired economic impact from spending.

Product Development

Rural areas and destinations focusing on historic, cultural, and natural assets to provide authentic experiences face unique challenges in developing and managing tourism. Unlike mass-market or human-made attractions, authentic locales have to ensure that tourism contributes to the overall sustainability of place. Without appropriate conservation and preservation policies, the irreplaceable assets that lure visitors may be lost or compromised. Attracting visitors is also increasingly competitive, so offering unique and quality experiences is essential. When considering the potential return on investment, some sites or destinations may find it too costly to develop and market for visitors. The National Trust for Historic Preservation created four tiers of attractions to help destinations consider the tourism viability of their product. These four tiers include:

Destinations: Those specific sites that motivate travelers to visit, and offer high quality programs or a lot of diverse activities so guests return often to experience. For FFNHA these are the signature places and destinations that are highly rated and recognized for quality (for instance NPS sites.)

<u>Attractions:</u> Those sites that provide a worthwhile experience but are not the primary or sole reason for visiting the place. The site may provide a unique experience or encourage additional time in the area. Traditionally, these sites are added to the itinerary once the traveler has decided to visit the region. For FFNHA, these may be attractions that contribute to the Statement of National Significance, but they may also be sites that business travelers or convention delegates go to or a recreational outing that residents will take visiting friends and relatives.

Stop Along the Way: Those sites or activities that the visitor engages in once they get to the destination. This may be a local restaurant, shop, entertainment venue, event or festival. It also may be an historic site, nature-based activity, or scenic drive that was discovered after the visitor arrived in the area.

Primarily For Locals: Those sites that will never attract large number of visitors because of limited access or location. For FFNHA, these sites may have limited hours or open by appointment only, may not offer an attractive or compelling visit, or may be difficult to get to because of remoteness. Long-term planning and inventory should consider the value of many ordinary settings for the local "sense of place" and for visitors seeking some kind of authentic "non-big city experience". These local places—such as individually-owned taverns, diners, coffee shops and drug stores—places that have long-served local people, may have inestimable long-term value in supporting the visitor experience as they become more rare in larger metropolitan regions.

Realistic expectations regarding tourism's contribution to the FFNHA vision are important to understand how the heritage area should prioritize activities and resources. The desire to develop new products that further the ability for FFNHA to tell its unique stories must be balanced with the sustainability of the resource or business. In some cases, it may be more viable to convert a historic building into housing or other type of adaptive reuse rather than a museum or tourist attraction. Sound business planning will help determine the potential for sustainability (*See Economic Development & Sustainability Segment Plan*). Guidelines for long-term planning will also help developers and site managers identify whether infrastructure improvements are appropriate and affordable.

Infrastructure Improvements

Advocating or engaging in infrastructure improvements (including gateway centers, appropriate roads and signage, beautification, recreation sites and trails, alternative transportation) can be important tourism development activities for heritage areas. Securing the investment to develop signature new tourism products and services that complement existing heritage area attractions and further the education of customers. FFNHA must consider how it can best serve its constituents to help realize its tourism goals in balance with other interpretation, conservation, recreation, and preservation priorities.

Fostering Sustainability in Tourism

Once tourism businesses are operational, keeping them fiscally sound and prosperous is a healthy objective for FFNHA. Providing grants or leveraging capital investments, offering business acumen to accelerate growth are key services that many heritage areas engage in to support tourism and foster sustainability.

For Freedom's Frontier, the opportunities to team with local entrepreneurs are significant. An initial need is to define relationship between FFNHA and existing economic development, tourism, Small Business Development Centers, and related organizations to underscore the specific ways that FFNHA can support, enhance or engage in current individual and regional tourism development and marketing.

Policies, Ordinances & Taxes

Local ordinances and tax structures provide the carrot and stick to guide development and other activities that may impact the community. With FFNHA including counties in two states it is important to define a regional strategy for tourism development and sustainability. Dedicated taxes for tourism should benefit the heritage area's long-term goals and objectives.

Ensuring Authenticity & Quality

Consistent delivery of authentic, quality products and services is perhaps one of the greatest challenges for this large region. Defining "authenticity" and "quality" for the region is vital to apply it throughout all programs and services. Through the definition process, FFNHA can establish a base level of expected quality and authenticity that all contributors and partners must meet or exceed. When branding the region, these criteria for authenticity and quality become part of the promise and expectation of delivery.

We take stock of a city like we take stock of a man. The clothes and appearance are the externals by which we judge.

- Mark Train, New York, December 1900

SECTION 3:

FFNHA Policies and Procedures for Tourism Development

3.1 Criteria for Evaluating and Authenticating Tourism Products & Services

Sites & Attractions

Is the site or attraction open to the public? If so, is it open consistent hours and days of the week? For example, Pennsylvania's Artisan Trails uses an "evergreen" category to describe businesses open at least 200 days year, and one Saturday a week. Other categories include "seasonal" – at least four months a year including at least one weekend day per week; and "occasional" – those businesses and sites open by appointment only or limited days of the week.

- Does the site or attraction relate to a particular story associated with one of the FFNHA significant themes? If so, how does it tell their story? (For example: sign, marker, tour, collateral material/brochure, event)
- Does the site or attraction sell locally-made products (such as food, craft, artwork, or other types of merchandise)? If so, do any of the items contribute to or interpret the region's primary theme? Are hang tags attached to items to identify and share the local connection? As FFNHA developed its brand, these objects may be appropriate to wear the logo.

Tourism Businesses & Services

- Is the business located in a historic structure, building or place associated with the region's significant themes?
- Is the business interpreting the region's story through cuisine, specialty food products, exhibits or tours?
- Is the business (hotel, restaurant, retail shop, other company) interpreting the region through photographs, artwork, artifact displays or other visuals portraying the history or its significant stories?
- Does the business offer a tourism service that is linked to telling one of the region's significant stories? For instance, a guide service, tour company, visitor information center or technology/media company that produces informational websites or podcasts?
- Is a local artist interpreting the region's significant stories through an artistic medium? If so, is the work exhibited locally or for sale at local galleries?
- Does a business sell products that are made locally? (Example: food, craft, books, other media.) If so, do they relate to one of the FFNHA significant themes? How do they tell the related story?
- Does a business (its history, products and/or services) tell a story associated with one of FFNHA significant themes? If so, how? Does it also inform customers they are in a National Heritage Area and direct them to other places in the region where they may experience related stories?

3.2 Recommended Strategies for Tourism

<u>Strategy A:</u> Enlist the support of Kansas and Missouri legislatures (state and city) for line-item tourism budgets and other legislated tourism necessities (i.e., permitting laws, services requirements) to ensure long-term growth and success of the area.</u>

City Councils, County Commissions and State Legislatures need to support the work and budgetary requirements of the FFNHA to engender their short- and long-term growth. FFNHA can use models from other areas to develop fundamental return-oninvestment arguments for legislative bodies, in effect, only "borrowing" monies from the city and state coffers that encourage increased numbers of visitors who, in turn, pay for goods and services while in the area. These visitors subsequently return to their homes, leaving tax revenues behind to not only "repay" the state and local coffers, but

also increase the overall available amount of money in those coffers in the process. In addition, increased visitation results in the need for more businesses to serve these travelers, and subsequently increases the number of jobs needed by the area to serve them. The additional spending by visitors from out-of-town can help small rural communities support desired services and businesses that could not survive on local spending alone. These are additional strong incentives for legislatures to support FFNHA.

FFNHA, state and local governments and business leaders can additionally provide for long-term development, growth and sustainability by shepherding and/or providing the following:

- a. Incentives for entrepreneurs: tax credits for rehabilitating historic commercial buildings, opening new businesses, expanding products and services
- b. Financing for quality retail development
- c. Financing and incentives for quality and diverse accommodations development
- d. Financing and business incentives for quality, locally-owned restaurant development
- e. Financing for infrastructure improvements and community beautification projects

Potential Partners:

- Local Chambers of Commerce
- Kansas Department of Commerce
- Missouri Department of Economic Development
- Main Street programs

Strategy B: Expand business opportunities for local residents to enhance existing and develop new quality products and services related to FFNHA tourism

FFNHA should consider recreational trails and rails and how they influence other activities. This should include river crossings (i.e., Mormon Trail), etc., and should provide new opportunities for linking sites, such as those for reenactments, and other activities. This gives Kansas and Missouri the opportunity to tie their disparate sites together across borders. In addition, offering rail and river travel – plus a comprehensive system of bicycle paths – as part of the region and its assets also helps convey a "green" FFNHA. These considerations directly support the guiding principle of sustaining and growing FFNHA's sense of place.

In order to focus on authentic and engaging experiences, FFNHA should incorporate artists' contributions to individual programs, i.e., sculpture at the heritage museums and as environmental art around natural areas. Art is an integral part of the region and therefore of the authentic and engaging visitor

experience. Other sites and attractions should consider incorporating art/artists contributions in their interpretative work as a means of supporting these visitor experiences.

<u>Step 1</u>: Map contributing assets along river systems to determine clusters of activity and voids of physical sites and interpretation

<u>Step 2:</u> Identify significant stories associated with the Statement of National Significance that are currently not interpreted at physical sites in the region.

<u>Step 3:</u> Compare findings from step 1 and 2 to determine overlap or opportunities.

<u>Step 4</u>: Identify potential entrepreneurs or existing businesses that may have be able to develop or enhance products and services to contribute to tourism experiences.

<u>Step 5</u>: Identify funding and technical expertise to help businesses develop and implement new product and services

<u>Step 6</u>: Construct a series of interconnected biking and river access trails as an intermodel recreation system throughout the region. This encourages alternative modes of transportation for current and future generations to enjoy the natural and cultural assets, and link users to the places that tell the FFNHA stories.

Potential Partners:

- Kansas Department of Commerce
- Missouri Department of Economic Development
- Chambers of Commerce
- Main Street Programs
- Kansas & Missouri Arts Councils
- Downtown Merchants Associations & other retail organizations
- Non-profit developers of studio and living spaces for artists such as ArtSpace from Minnapolis

<u>Strategy C: Establish education and training programs to enhance the quality,</u> <u>diversity and sustainability of FFNHA tourism businesses.</u>

Workshops for sites and attractions could be aimed at grants opportunities, customerservice training for employees, developing and writing business plans, developing and implementing research programs to capture visitor satisfaction. Research programs could include buying information for use in marketing planning and development as well as to share with the FFNHA for "building the case" for continued support by every level of the community, all the way to the state houses in Kansas and Missouri.

<u>Step 1</u>: Continue the education of businesses and convention & visitors bureaus (CVBs) located in the region.

<u>Step 2:</u> Schedule quarterly seminars for front-line employees to learn more about FFNHA and the region. (See *Interpretation & Education Segment Plan*).

<u>Step 3:</u> Offer a "train the trainer" program for CVBs, Chambers of Commerce and other regional tourism and economic development organizations.

<u>Step 4:</u> Encourage local DMOs to hold training events at various sites around region to expand lodging & retail packages with FFNHA attractions, thematic tours, cross-selling strategies, and seasonal or target audience promotions.

Potential Partners:

- State and Local Chambers of Commerce in Kansas, Missouri, region
- Convention & Visitors Bureaus
- Major companies located in FFNHA region

3.3 Key Ways for FFNHA to Measure Success in Tourism

A. Economic impact. In order to prove success and long-term viability, FFNHA must develop an effective, sustainable and consistent measurement tool that includes key indicators such as the overall number of visitors, event attendance, revenue generation, length of stay and subsequent transient taxes collected, increased visitation and spending at restaurants and retail establishments, etc. A working group should be established to determine what economic impact measures are important to the region, and to then begin the process of determining how to collect those measures on a regular basis. Some of the work completed during Phase I of this project could be used as baselines. Other baselines may be available from state tourism offices, convention and visitors' bureaus, chambers of commerce, or even from individual sites and attractions. It may be possible to enlist the support of local universities who might be willing to take on a long-term economic impact study for the region as part of a particular class curriculum. (For instance, a basic statistics class could be enlisted to do visitor intercept studies and then to use those survey results for learning how to process mean, median and averages of a particular survey instrument. FFNHA could be the recipient of these results; but the class will have learned their lesson in the process.) Consistency over time is critical to the viability of these measurements, so the importance of the front-end work of determining what needs to be reported cannot be understated.

B. Increased spending at sites, attractions and services providers

Increased visitor numbers also puts additional revenue in the coffers of the attractions, sites and services entities, which thereby increases their ability to adjust their budgets to allow for participation of promotion and marketing activities undertaken by the FFNHA on behalf of the area.

C. Increased funding and budgets at local and state levels.

A demonstrated return on investment is vital to leverage future funding from state and local agencies, and potentially secure a dedicated earmark for annual financial assistance. If FFNHA is successful, there should be corresponding increases both for its programs and efforts, but also for the surrounding municipalities and the state welcome centers in both Kansas and Missouri. Increased spending of visitors at individual sites and attractions, restaurants and lodging facilities should translate to increased tax revenues for the FFNHA region.

3.4 RECOMMENDED ROLES & RESPONSIBILITIES

DURING PHASE III, THESE RECOMMENDATIONS WILL BE INTEGRATED AND REVISED INTO THE BUSINESS PLAN AND LARGER GENERAL MANAGEMENT PLAN, BASED ON THE UPDATED VISION, MISSION, ORGANIZATIONAL STRUCTURE AND PROJECTED BUDGET FOR THE NEXT DECADE PLUS SPECIFIC STRATEGIES THAT ARTICULATE THE:

- FFNHA MANAGEMENT ENTITY ROLE (S)
- FEDERAL AGENCY(s) ROLE
- STATE AGENCY(s) ROLE
- PARTNER ROLE(S)
- FUNDER ROLE(S)
- BOARD ROLE (S)
- STEERING COMMITTEE ROLE(S)
- PRIVATE BUSINESS ROLE
- PRIVATE CITIZEN ROLE

3.5 References & Resources

List additional information sources here (include max two-sentence description with contact information)

ADD GLOSSARY OF SPECIFIC/RELATED TERMS PROVIDE STATEMENT THAT REFERS TO ENTIRE GLOSSARY (SEPARATE DOCUMENT)

3.6 SPECIAL THANKS:

(Tourism Committee)

INTRODUCTION

At the request of Jeffrey L. Bruce, principal of the company that bears his name, Ann Clausen of Interpretive Solutions, Inc., conducted a peer review of certain elements of the draft General Management Plan for the Freedom's Frontier National Heritage Area that is currently under development by the Bruce team. The assignments were as follows:

- 1. Identify strengths, weaknesses and gaps in the Interpretation and Tourism segments of the GMP, along with the associated toolkits
- 2. Recommend ways to enhance user-friendliness of the documents and facilitate greater grassroots empowerment
- 3. Recommend remedies where needed
- 4. Recommend priorities and next steps

APPROACH

The project has generated an impressive number of documents, and the FFNHA website is rich with background materials and the documentation of a long, thorough planning process. This review is based on those materials.

Given the number of documents, and the short time frame for the review, it has not been possible to conduct a complete, line-by-line review of all the material generated during the planning process. Therefore, the review is centered on

1) first impressions: how well is the GMP organized? How easy is it to understand what it offers?;

2) "modeling" the use of the GMP by different audiences, including NHA management, and potential partners, to gauge its effectiveness for each, with special emphasis on the interpretation and tourism segments and toolkits; and

3) knowledge of interpretation planning and implementation practices developed over the reviewer's several decades of professional experience.

Although the main focus of this review is the interpretation and tourism elements of the GMP, it is impossible to assess the effectiveness of those sections without reference to their role in the larger plan. It is essential that the overall document be structured effectively, and this review addresses that aspect of the project as well. Please keep in mind that the reviewer's background is in interpretation and interpretive planning, *not* in the development of GMPs, so the review strongly reflects that perspective.

ISSUES

Discussion with principals involved in the GMP process revealed the issues that warrant particular scrutiny during the review. These include:

1. How well is interpretation represented? Does the plan reflect contemporary approaches to interpretation, incorporating current ideas and theories? Does it cover the basics of interpretation practice?

- 2. Does the GMP reach out to a full range of potential audiences? Are any audiences missing from the plan's intended reach?
- 3. Does it make clear the roles of participants, including partners?
- 4. Is the plan structured accessibly? Will it empower grassroots activity? How can its ability to empower partners be improved? Will people understand the purpose of the document?
- 5. What should be the criteria for partnership participation? How should that be decided?

The following assessment addresses these and related issues by topic.

GENERAL COMMENTS

Design. The documents are very handsomely designed, with beautiful graphics, especially the map elements. They have obviously been created with a great deal of care and expertise and reflect an aesthetic that is very appropriate for thoughtful foundation pieces like, for example, the Power of Place chapter. The design of the toolkit elements of the plan, with their practical, hands-on functionality, may need to be adjusted accordingly, with greater use of charts, sidebars, bullets, etc. – small "bits" of information, supplemented with reference to background materials accessible on the FFNHA website or elsewhere. Users should not need to look through a long document in order to access the exact information they need to implement their part of the plan.

Table of contents. The reviewer is well aware that the various elements of the GMP are all in the midst of being pulled together, so it is understandable that there is sometimes an incomplete "match" between what the table of contents (dated February 2, 2009) lists, and the structure and content of the chapters of the plan. This review will point out these discrepancies (even though the developers are probably already well aware of them) and make recommendations to improve the plan's structure.

STRUCTURE AND FUNCTION OF THE GMP

The General Management Plan is the master document that provides the big picture. It has a number of important audiences, and each part of it targets specific ones. The Executive Summary serves as a recruitment tool and a route to buy-in for those not yet committed. For those ready to participate, it explains how to get involved locally. The Power of Place and Power of Story chapters provide "deep background" for anyone with more than a superficial interest. The I&E, Tourism & Marketing, Economic Development, Conservation, and Civic Engagement segments are mainly for FFNHA professionals and FFNHA and partner managers. They lay out the road map for accomplishments in each of these realms. The Toolkits are practical "how-to" documents for those who are already committed and ready to begin implementing their part of the plan. These partners with implementation responsibilities may include those without backgrounds in interpretation, so the toolkits must provide a basic level of information in addition to some that is more detailed.

The GMP as drafted at present is likely to present challenges of access and usability to many of its audiences. It is rich with information, background, and texture, but the

document sprawls. In addition, individual elements of the plan are not adequately introduced when they occur – they simply begin, without an explanation of what each element addresses and what its role is in the overall plan. Remember the old adage "tell them what you're going to tell them, then tell them, then tell them what you've told them." Each section should start with a short introduction that sets the stage and explains to the reader its purpose. Each section should end with a summary of its main points.

The Triangle. The so-called "Triangle" graphic submitted to the reviewer provides a framework that could help to guide and shape the GMP's structure. It indicates five levels of information, each with its own purpose and audience. The scheme suggested below adds two additional sections to bring the document closer in alignment to the current Table of Contents.

- 1. <u>The Executive Summary</u>. This is not just a summary of the contents, but a valuable introduction and marketing tool. As such it must be made more dynamic and enticing/engaging (see below). It needs to "hook" its audience from the first page, in order to create emotional and intellectual connections to Freedom's Frontier and convince readers that they want to be a part of this remarkable initiative. Its main audience is people who are receiving their first exposure to the ideas and ideals behind the FFNHA.
- 2. <u>The Power of Place.</u> This section answers the question "Why?" It is fundamentally the justification for the existence of the National Heritage Area. It articulates the reason that these stories have to be told here, and cannot be told anywhere else. Therefore, the Statement of National Significance belongs in this section. The "Yesterday, Today, and Tomorrow" framework is effective, but it needs to be introduced more explicitly at the very beginning of the document (see below). The Power of Place section looks at the National Heritage Area from above, creating a "flyover," comprehensive, seamless view of its significance. Its audiences are those in search of a deeper understanding of the philosophy and scholarship underlying the GMP: certainly all FFNHA managers and many of its partners as well.
- 3. <u>The Power of Story.</u> The Power of Story looks at significance from below, from the perspective of the managers and partners who will be charged with matching individual elements of the story to the larger scope as articulated in Power of the Place. This section answers the question "What?" What are the stories? What will we tell people about them? It addresses the themes, and how each story fits into the larger thematic framework. It needs a more "powerful" explanation of the thematic structure of the FFNHA (see below). The stories need to connect with their audiences in meaningful, relevant ways. In addition, there is inconsistency terms such as the significance statement, the theme, the subthemes, the stories, etc., and how they are to be used in interpretation.
- 4. <u>The Power of Action</u>. This chapter answers the question "How?" A *plan* implies *action*, and in fact the segment plans all do center on proposed actions.

Therefore, the series of plans now listed in The Power of Partnership should be moved to the "Power of Action" chapter. This includes the I & E plan, the Heritage Preservation plan, the Tourism & Marketing Plan, the Economic Development, and Recreation & Natural Resources Conservation Plans. The plans should precede the toolkits – users of the document will need to understand the basic approaches to these various initiatives before they begin implementing and using the toolkits. The toolkits could be incorporated into this section, each closely linked to the appropriate segment plan. But they could just as easily be included in the appendix, in a separate "toolkit" section. It might be worth considering issuing each of the segments as an optional separate document that includes the corresponding toolkit. On the FFNHA website, the various planning segments should provide links to the relevant toolkits.

- 5. <u>The Power of Partnership.</u> With the "action plans" moved to the Power of Action section, center this one on the Civic Engagement segment, along with the "Building and Sustaining a Regional Partnership" section of the Business Plan. (Note that the reviewer has not had the advantage of reviewing the contents of the Business Plan. The recommendation is based on content as indicated by the Table of Contents.) This chapter also includes an introduction about the management plan (Who is it for? What is in it? Why is it important? etc). This material belongs in the Executive Summary.
- 6. <u>The Business Plan.</u> Why not stick to the existing framework for the document, and call this section the Power of Sustainable Management, or something of that nature? It has the feeling of being "tacked on" to the document, and yet this, it could be argued, is the single most important element of the entire plan the part that makes it work. It is important both to highlight and demonstrate the sustainability of the project.

The Business Plan should include a section on recruiting and managing volunteers. An effective volunteer force will enhance sustainability and encourage the "buy-in" of local community members.

 <u>Appendices.</u> The appendix section answers all the questions that are "left over" – How do I learn more? How did the FFNHA get started? Who was involved? etc. The Power of People chapter could be included as an appendix, or its own separate chapter.

The Executive Summary. Keep in mind that a large segment of the audience for the Executive Summary will have no idea what the Freedom's Frontier NHA is all about. This will be their point of first contact. The ES is a recruitment tool, and as such it needs to engage and entice from the very first page.

One of the basic tenets of interpretation is that our stories must attempt to get at the intangible meanings that lurk behind the tangible resources that visitors will encounter. By facilitating access to meaning, we create links to the resource in the hearts

and/or minds of the audience. In order to connect, our stories must be relevant – they have to mean something to people in ways that make sense today. For that reason, consider beginning the Executive Summary with a succinct one-sentence statement of the FFNHA's vision, and another on its mission, remembering that some people may be encountering the concept of an NHA for the first time. What and why is the FFNHA?:

"Freedom's Frontier National Heritage Area is an internationally recognized region in western Missouri and eastern Kansas where a young nation's diverse definitions of freedom collided. It is dedicated to building awareness of the struggles for freedom in western Missouri and eastern Kansas."

Then move on to a version of the powerful statement now resting at the bottom of page five. This statement rings with significance and universality and has the ability to create intriguing, lasting connections. Who has not contemplated at one time or another the imperfect, complex nature of the human character? Isn't this *really* what the FFNHA is about – the saga of human passions and their impact on history?

What emerges in our immense heritage area is not just a story of "Free States versus Slave States," "Indians versus Settlers," or "Segregation versus Integration," but a saga of human passions, opportunism, collaboration, ingenuity, zealotry, and hope. This is a story of the imperfect and complex human character.

A serious shortcoming of the Executive Summary is its failure to describe the benefits of partnering in the FFNHA. It discusses the benefit to the public, and how to get involved, but never mentions why it would be a good choice for a potential partner. Are there special benefits for institutional partners, for example? Do they benefit from group marketing? Receive targeted technical support? Become eligible for grant monies? The Executive Summary needs to do a much better selling job here. In addition: what are the roles of the various players? Who has responsibility for what?

The Executive Summary should also address some basic issues that are now buried in Section 5: Who is the GMP for? What is in it? Why is it important? etc.

The Power of Place. This chapter provides a good example of a way to enhance the framework of the GMP by providing more context and a bit of a roadmap for readers at the beginning of each section. If The Power of Place is a chapter, then refer to it as such (use of the term seems inconsistent: does it refer to a unit like "Power of Place," or a section thereof?). The Yesterday-Today-Tomorrow framing devise is an effective one, but does it follow through on its promise? The "Yesterday" section is quite clear, but the construct does not follow through in the other sections. The "Today" section on page 20, with its themes of sustainability, land conservation, and stewardship, seems more focused on "Tomorrow." Is the "Many Versions of the Landscape" section intended to address "Today?" It could serve in that capacity, but only if framed in such as way as to emphasize that – today – we have many ways of looking at landscape.

The "Power of Place" chapter might be introduced something like this (roughly paraphrased):

A legacy of yesterday, a home for today, a vision for tomorrow: To understand the power of the place, we must look back, look around, and look ahead. In this chapter, we begin by summarizing the heritage area's natural history and its role in shaping its stories. In the second section, we explore through the medium of maps from 1803 to the present day the historic human settlement patterns of Freedom's Frontier."... etc. etc.

The Power of Place chapter sets the stage for storytelling, but unfortunately the themes do not connect to the concept of the landscape shaping human events. This is an important idea; the Power of Place and the themes should be interlinked, and should reinforce each other, rather than standing alone as independent entities with no conceptual ties.

Power of story. The themes need to be rearticulated here, in more detail. One can't assume that readers of The Power of Story will also have read the Executive Summary – or that they would remember them in sufficient detail if they had. It needs an explanation of what's going on: different ways to organize the stories – by theme or by geography (or perhaps by time – where is the timeline?).

The cultural watersheds section is an interesting attempt to de-emphasize the divisive, controversial nature of the border. However, if it is to be included, it needs to connect to the ways in which the region will actually be interpreted, lest it become a purely academic exercise. The themes do not reflect any part of the "cultural watersheds" concept.

If the section is retained, it needs the same "road mapping" features that the Power of Place lacks. All four watersheds should be introduced at the beginning of this chapter, with a short synopsis of what is going to be discussed. For example, mention each of the watersheds, and what it signifies when looked at through this lens: The Missouri River Valley with its tale of westward expansion; the Kaw River Valley, caught in the midst of brutal border conflict; the Osage/Marais des Cygnes River Valley as a breeding ground for violence; and Neosho River Valley as the one-time home of the Osage Indians, etc. Will these stories be particularly emphasized as each of the watersheds is interpreted? This is not clear; there is a disconnect with the actual interpretive plan.

Since the maps in this section are laid out with one per watershed, the expectation is that each map offers something specific to that watershed. But it appears that each provides an overview of the set of four watersheds, with different types of information: Native Peoples, Population and Origins, the Agricultural Economy, and Cultural Conflicts. This could seem confusing. It runs counter to the reader's expectation.

STRUCTURE OF THE THEMES

Meaning and relevance. One of the tenets of interpretation is that our stories should attempt to get at what they really mean. By facilitating access to meaning, we create links to the resource in the hearts and/or minds of the audience. In order to connect, our stories must be relevant – they have to *mean something* to people, and they have to resonate personally with their audiences.

Some meanings are particularly powerful. They are the ones that speak to universal concepts that resonate with almost everyone in some deeply personal way. Examples of universal concepts include joy, death, renewal, family, service to country, work, the creativity of the human mind. .. the list goes on and on. The most successful interpretative themes will embody some of these universal concepts. An effective theme is one that demonstrates relevance to today's world, and to the issues and concerns of modern audiences. It creates a connection between the past and the present, and helps us think about the future in new ways.

The overarching stories that a site has to tell are constant, no matter who the audience is or what means we use to communicate with them. The most effective themes link *things* (the tangibles, the observable features themselves) with *ideas*, *meanings*, *and values* they evoke (the intangibles, the things of personal value that visitors are seeking). They help visitors forge meaningful, personal connections to the site.

Everyone may not share the meanings of universal concepts in the same way. A single story can mean different things to different people. A universal may convey different messages depending on the listener. Looking at historical objects for example, a mixing bowl is not just a receptacle for bread dough, but a symbol of certain values: the frugality of a thrifty housewife; an era when families strived for self-sufficiency; and perhaps even a time before convenience foods and supermarkets, when "women's work was never done." In one context, a scythe speaks of an agricultural past; of hard, sweaty, dusty work; and of pride in providing for one's family. In another, it might represent unrewarding labor undertaken for an undeserving master – and an incentive for an escape to freedom. People connect, not with the object per se, but with what it means to them, both in society and in their own hearts and minds.

It is the same way with interpretative programs. Visitors will experience the interpretation and create meanings that are filtered through their own set of beliefs, experiences, and circumstances. The interpretive themes communicate these meanings to the audience. They connect the site's resources to the larger ideas, meanings, and values of which they are a part. They are the building blocks – the core content – on which the site's interpretive program will be based.

Evaluating the themes in context. The interpretive themes for FFNHA have been developed through a long process of civic engagement. They ought to be presented more consistently and meaningfully in the GMP. The themes are first introduced on page 10 of the Executive Summary, but they are not identified as such. The main theme is not

introduced as a theme, and what are called "themes" elsewhere in the document are referred to as "subthemes" in the Executive Summary.

The main, overarching theme is "The Struggles for Freedom along the Missouri-Kansas Border." Yet the document does not mention that this is the umbrella theme. The emphasis on that page is on the Statement of National Significance. Instead, it ought to articulate how the overarching theme conveys the significance of the FFNHA. A single phrase, which is not even a sentence, does not provide enough context. The umbrella theme ought to expand upon this phrase in the significance statement:

"The impact of these events is forever woven into the nation's fabric."

How is it woven? What has been the impact? How do we still recognize it today? What do the struggles for freedom on the border mean to us in the 21st century? What can we learn from them?

The themes and what they mean. The themes as introduced on pages 10-11 of the Executive Summary are labeled "subthemes." They are:

- 1. Shaping the Frontier;
- 2. Missouri-Kansas Border War; and
- 3. Enduring Struggles for Freedom.

It is interesting that, given the umbrella theme with its message of "struggles for freedom," only one of the theme statements mentions the word "freedom." It is asking a lot for the audience to make this intellectual leap on their own – the idea that each of the themes embodies a story about "new universal concepts of freedom" or "diverse definitions of freedom" is by no means clear. How much diversity can there be in defining freedom along these lines?

For example, in "Shaping the Frontier," does it refer to the freedom to travel west to seek ones fortune, or to the struggle over land rights between white and Indians? In the Missouri-Kansas Border War, does it imply freedom from slavery vs. freedom to have slaves and retain control of property rights? Theme Three seems to be more about civil rights that "freedom" per se. The audience will need more guidance in their search for the meaning behind the themes.

This reviewer would argue that the themes are less about *freedom* than they are about *struggle*. It is about clashing points of view and the ways people seek reconciliation – through violence, war, legislation, compromise and the healing solace of time, among others. There is no need to change or reconfigure the theme statements to reflect this approach. It is simply a matter of which meanings will be emphasized over others.

Emphasize the universal concepts that are so strongly expressed in this story: the complexity of national events, the danger at failing to look beneath the surface and at other points of view, the complex and imperfect nature of the human character, and the

ways we seek conciliation from conflict. Page 12 of the Executive Summary begins to touch upon this way of looking at the themes; continue to interpret the themes along these lines:

The three sub-themes offer a window through which to consider how Americans have debated American ideals of "freedom," "justice," "local control," and "property rights" from the beginning of settlement to the present day. The power behind our stories and themes is that they illustrate the debates over these ideals.

This approach helps demonstrate the relevance of the themes to today's world, to the issues and concerns of modern audiences, and what we can learn from the past. The stories seem to be taken directly from today's newspaper headlines, although from another time. They have the ability to create a strong connection between the past and the present, and even to help us think about the future in new ways.

Following are some typical guidelines that help describe effective interpretive themes. It might be useful to evaluate the existing theme statements against these standards. Effective theme statements are:

- Relevant: they provide exciting, timely comparisons and links to the present and future.
- Comprehensive" taken together, they convey the site's significance
- Concise, complete sentences, not just topics
- Understandable to everyone
- Interesting to most
- Link tangible resources to intangible meanings and incorporate universal concepts
- Incorporate multiple perspectives/multiple disciplines

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA INTERPRETATION

AND EDUCATION PLAN (the version reviewed is dated November 14, 2008)

General. The recommendations in the plan (Strategies and Tactics) do not seem to conform entirely to the priorities listed on page seven, which were developed via on online survey and selected the top ten choices among many kinds of interpretive services considered. For example, while the database is listed as a priority both in the "top ten" list and the recommendations, a "short-term" recommendation (page ten) is to develop Web 2.0 capabilities that will allow students, historians and other scholars to exchange information about FFNHA topics. Yet this idea is not reflected in the "top ten" priorities.

Are the top ten recommendations intended to guide the development of interpretive services in terms of immediate priorities? Judging from the Strategies and Tactics, that does not always appear to be the case. In another example, page 13 calls for the development of a web-based virtual tour as an immediate step (do it now), while the brochure, which is listed as the No. 3 priority is listed as a short-term step (takes place in the next two to five years). This inconsistency continues throughout the document, so it is not clear if the "top ten" are indeed intended to be the implementation priorities.

In addition to these inconsistencies, the plan is missing several key elements:

- 1) The "twin souls" of interpretation: *meaning* and *relevance*.
- 2) Discussion of the audience, and what they might be seeking
- 3) A cultural resources inventory that allows an interpretive matrix to be created, linking sites to themes and stories (as recommended on page 8 as "searchable database") and the "clustering" mentioned on page 14.
- 4) A link with the big landscape stories: the idea that landscape shapes human events, and the cultural watersheds concept. There is a disconnect there. The interpretive plan should reflect the intellectual framework in the way the FFNHA is interpreted.

Meaning and relevance. The statement from the Executive Summary that summarizes – or at least begins to summarize – the meanings embedded in the Freedom's Frontier story bears repeating here:

What emerges in our immense heritage area is not just a story of "Free States versus Slave States," "Indians versus Settlers," or "Segregation versus Integration," but a saga of human passions, opportunism, collaboration, ingenuity, zealotry, and hope. This is a story of the imperfect and complex human character. Freedom's Frontier tells the uniquely American story that transpired in the center of the continent. As a National Heritage Area, this is a location where East met West, where North confronted South—and where freedom continues to be defined.

This approach to the meaning behind the themes should be emphasized and brought forward in the Interpretive Plan. One of the places this is accomplished most effectively is in the "Partner Welcome Packet" on the Partner page of the website. Under "A Compelling Story," it states:

On June 2, 1856, in a prairie slough named for a species of oak tree that thrived there, militias from Kansas and Missouri fought the first skirmish in what Abraham Lincoln would call our "great war to determine whether any nation conceived in liberty and dedicated to the proposition that all men are created equal can long endure." Led by anti-slavery zealot John Brown and future Confederate Colonel Henry Clay Pate, the Battle of Black Jack preceded the siege of Fort Sumter and the formal start of the Civil War by five years. During those years, the events in our region focused the nation's attention on the great struggle between state and federal authority over slavery and the humanity of a nation. To call our western Missouri and eastern Kansas homeland the birthplace of the Civil War is no exaggeration.

Our region is the epicenter of conflicts that still define American values, and its struggles to achieve them. The issues of slavery's abolition, the forced immigration of Native American nations and the inspiring resilience of those nations in the face of oppression, the voluntary immigration of settlers along the Santa Fe and Oregon Trails, and the final resolution of racial segregation in our

public schools a century later—all these belong to the story of the Freedom's Frontier National Heritage Area. This story continues to evolve, to define and influence who we are today, in the region and as a nation.

Our landscape is dotted with places that capture the pivotal role this region played in the development of the nation. Together we will weave these individual stories into a cohesive experience explained through divergent yet integrated philosophical perspectives, connected by maps, virtual guideposts, and honest, accurate explanations designed to educate, enlighten, and bring to life the rich and diverse impact that made this region Freedom's Frontier.

The Interpretive Plan should be introduced with a similar statement. Discussion of emphasizing the meaning in the presentation of the themes has already been addressed above.

Audience. Neither of the plan segments reviewed are visitor-focused. There is no mention of different audiences, specialized needs and preferences, different learning styles, "desired visitor experiences," or "bill of rights"-type statements. What about people with disabilities? What about foreign language speakers? The plan does not need to include specific, detailed recommendations regarding these special audiences, but the broad principles for accommodating them should be stated, so the partners will understand the context in which they will be operating.

Some audiences will require specialized recruitment methodologies, communication media, and directed marketing. Extra effort will be needed to involve them in planning. As much civic engagement as has taken place to plan the project so far, more is required for some audiences. Have African-Americans been engaged in the project? Have project meeting taken place in, for example, inner Kansas City, where urban residents can have the opportunity to express their own unique connections to the FFNHA's themes? Have Native American tribes been engaged? How about young people? These may all be difficult audiences to reach, but they are critical to the success of the NHA, which is so carefully focused on articulating multiple points of view. Some ideas:

African-American audience. With freedom from slavery a big part of the FFNHA story, an African-American advisory group should be formed to address these stories, as well as the struggles for freedom and equality that continued through the 20th century and continue to the present.

- Tried and true entrees into the African-American communities include black churches (make contact through the pastors and/or women's auxiliary groups) and black-oriented radio (create PSA's to make the community aware of meetings held near African-American communities, from which potential advisory group members may be identified.)
- It should go without saying that African-American individuals should be a part of the paid staff of the planning team, not just as advisors.

Native American audience. There are literally no sites in the United States that do not require the American Indian viewpoint. A few guidelines for approaching this important set of advisors:

- Allow plenty of lead time when extending an invitation to participate: six months at a minimum, preferably one year.
- Fall and spring are traditional ceremonial times, so these are inconvenient seasons during which to invite American Indian advisors to participate.
- Go through proper channels. Each region of the National Park Service includes a formally recognized Tribal Liaison as part of its Ethnography Unit. This individual should be able to put planners in touch with the proper tribal representative.
- NPS's formal relationships are invariably with Federally-recognized tribes. Some tribes that do not have that formal relationship with the Federal government will nevertheless have important stories to tell.
- Every tribe has someone in an elected position of leadership. Work through tribal leaders, who will direct officials to the designated tribal representative to liaison with the project.
- Tribal leadership changes periodically through regular elections. If a first response to a request for a consultation has been inadequate, try again later with new leadership.
- Ask the tribal liaison what they specifically wish to do to represent their culture/tell their stories. Do not assume that you know what their story should be.
- When working with these traditional cultures, expect to interpret not just their history and traditional culture, but contemporary life, as well.
- Keep detailed records of all correspondence with tribal leaders in order to demonstrate a reasonable effort to connect.

Young audience. Sustainability of the FFNHA depends upon citizen engagement going forward. Today's audience will not sustain the FFNHA; young people must be engaged now for the project to have a viable future.

- Today's young people are very idealistic and willing make a difference in society, but they must be invited in ways that resonate for them.
- Take advantage of high school community service requirements to create a Young Leaders Advisory Group to help ensure that the project is addressing young peoples' interests. Participants may be able to get extra credit for their efforts. Make sure to emphasize the leadership role, as this is important to this generation.
- Approach universities and colleges especially student clubs, organizations, fraternities and sororities for advisors. Look for the faculty advisors of appropriate organizations.

- Communicate with this audience on their own terms: frequent text messages and Twittering to keep them updated on meetings, activities, etc.
- Make sure the Young Leaders group includes a mix of males and females; one motivation for participation is the opportunity to socialize.
- This is not a trivial suggestion: make sure to provide free food whenever the groups of young people come together!
- Don't expect to engage young audiences immediately through the history of the NHA. Sadly, their background in history has been meager; history in elementary through high school is often taught as part of "social studies," and history text books have become an odd mixture of stories from different times and places, so they have had no opportunity to connect with history in meaningful ways. If they wish to connect through recreational activities, they will still form lasting connections, and may come to appreciate the interpretive themes in time, especially if they are relevant and meaningful.
- This age group is interesting in environmental advocacy, and may be brought to stewardship of the resource through volunteer activities that aid conservation efforts.

Cultural and natural resources inventory. Some version of this – now a searchable data base – needs to be reflected in the Interpretive Plan so partners and other participants can see how the plan's themes play out across the landscape, and so they can see where they each fit into the larger thematic framework. A typical matrix includes a horizontal axis with columns representing the themes, and a vertical axis listing the venues or partners who interpret each of the themes. The matrix allows a quick overview of shared themes and stories and is the basis of the Interpretive Plan. It also allows each partner to see exactly where his/her unit fits into the overall scheme – a more effective overview than simply presenting examples of partner-theme relationships, which lead those not included as examples to wonder if they are less "worthy" of mention. With the interpretive matrix, every site, venue and partner is listed, along with the themes each interprets.

In order to accommodate a wide range of partner stories, the plan should break the themes down into subthemes. These should be listed on the interpretive matrix, so partners can "plug themselves in" to the thematic framework. Not all possible stories will be incorporated into the interpretative matrix. Partners can create additional stories as appropriate, as long as each conforms in some way to the overall thematic framework.

On page eight, the Interpretive Plan calls for the "[creation of] a complementary story database to collect and track the authentication of stories clustered under the three subthemes." This is basically the equivalent of the Interpretive Matrix, and should take priority over the more detailed data base, which is to play a future role in documenting partner eligibility for authenticity certification.

The database itself may eventually become an important management tool, but it does not seem to be audience-focused. Could efforts to create the web-base data base be refocused to creating the on-line itinerary-building tools that are also mentioned as a priority (priority No. 7, on page 7)?

Page five of the Interpretive Plan mentions a "Stories and Places" document that this reviewer did not see. This is said to indicate something of the range and diversity of the stories and perspectives in the region. Apparently, the project continues to inventory and help to authenticate stories, as well as continuing to expand the inventory of sites. However, partners currently self-select. It would be an important step, not only toward inclusiveness of stories, but to provide a comprehensive story base, if the FFNHA could proactively reach out to potential partners who either may not have yet been motivated to fill out the "Readiness Survey," or who may not have heard that they are eligible to serve as partners.

A college intern might be found for a small investment who could work through various directories (the Museum Directory of the American Association of Museums would be one possibility), contacting potential partners, "capturing" their stories, and adding them to the data base, and ultimately to the interpretive matrix.

Without an interpretive matrix, it will be difficult to determine the "path" of the themes and the stories and where they are located geographically within the FFNHA. A "theme map" is developed, based on the information in the interpretive matrix, that locates each theme in space. This document is crucial to identifying the most effective locations for signage, as well as for the development of travel itineraries.

Link to the big landscape stories. Two essays inform the foundational documents of the FFNHA. The Power of Place chapter includes an essay on the ways that the landscape has shaped human events. The Power of Story chapter includes a "cultural watersheds" essay that focuses on different story frameworks for the four main river systems in the FFNHA. Neither of these constructs is reflected in the Interpretive Plan, nor in the thematic framework. The themes should be reworked or enhanced to reinforce and acknowledge these elements. Without this, there is little justification for their inclusion in the plan.

Other concerns. A few other elements of the plan warrant further scrutiny. These include:

Authenticity. The basic partnership criteria listed on page 11 are sufficient for preliminary accreditation, but it sounds as though partner sites will be subjected to more rigorous vetting later in the process. Would this mean that some sites that were accepted under the early guidelines might no longer be accreditable under the more rigorous guidelines?

The use of the word "rejected" could cause alarm. It would be more tactful to create a category of partners who are "working toward accreditation," or a hierarchy of

levels of compliance with accreditation guidelines, so that everyone who wants to participate has entrée to the system at some level (as long as they can connect to the FFNHA themes). In fact, some heritage areas even have a category of "unrelated" partners, which allow places like outlet malls and recreational facilities to be mentioned in marketing materials. While these are not heritage-related venues, they do contribute to the region's attractiveness among many audience segments.

Evaluation. Tracking success quantitatively as indicated in the plan is only one part of an evaluation strategy. The Interpretive Plan ought to include guidelines for partners who wish to conduct effectiveness evaluations, including when to evaluate; front end, formative and summative evaluation guidelines; evaluation techniques and strategies; and criteria for choose evaluative techniques.

Media. There is considerable and appropriate reliance on the proposed FFNHA website to disseminate information, but little attention to new kinds of media. Page two of the plan includes mention of podcasts to be developed by the Kansas Humanities Council, but there are no further recommendations regarding this medium. A careful examination of potential audiences for interpretive services in the FFNHA might lead to suggestions for other priorities. For example, cell phone interpretation is a relatively inexpensive medium that is popular at the moment. Handheld units (like, for example, the "GPS Ranger," a multimedia interpretive device) have potential in some situations.

The list of media "pros and cons" is a useful summary. It might be strengthened by linking it directly to the examples of "other creative ways to share stories" that begins on page 11.

"Interpretation 2.0." Just as Web 2.0 applications make possible two-way communication – users both download information and share content by uploading, blogging, commenting, etc. – interpretive methodologies are increasingly incorporating visitor-generated content. Cell phone feedback loops, visitor-generated podcasts, and electronic comment books are just some of the ways that members of the audience contribute. The old model of the museum, where everyone experienced the exhibits and programs in much the same way, is now giving way to a model more like that of libraries, where each "patron" receives a custom-designed experience that is not exactly like that of any other visitor. Ideas like the web-based itinerary-generating functions mentioned in the Interpretive Plan enhance the customization of visitor services, and should be pursued.

Miscellaneous. On page seven, the plan states that initial primary emphasis is to be on stories and places connected to the Missouri-Kansas Border War. It might be better to allow all three themes to be introduced in the early stages of the project. Theme statements are usually meant to be "equal" in weight, with no one theme more important than the other. Emphasizing all three themes from the beginning makes it possible for more partners to participate, which should lead to a more successful launch of interpretation in the FFNHA.

Freedom's Frontier NHA Draft General Management Plan Peer Review by Interpretive Solutions, inc.

The Interpretive Plan discusses the need to "authenticate" partner sites, but the criteria are not yet a part of the plan. It will be important to have a complete set of criteria in place before begin to certify authentic participants.

The diagrams on page four are not very effective. The "fulcrum" metaphor does not really help to "place stories in a larger context," nor help to clarify the "freedom of choice" idea. The "bulls-eye" is confusing; it probably means that the border conflicts are at the heart of the story, but including the time period for each creates the need to jump back and forth in time from the heart of the diagram to its outer edge.

The way the strategies are laid out is confusing. For example, on page 21, Education, the list of strategies begins not with Strategy A, but with Strategy B. This could be better diagramed in table form, perhaps, to make it clear that both Interpretation and Education involve the same strategies.

STORYTELLING TOOLKIT (the version reviewed is dated February 2, 2009)

General. The description/definition of interpretation is weak. It should make a greater effort to emphasize meaning, connection, and relevance. The toolkit should consist of maximum tools, with a minimum of text.

Authenticity. "Authenticating stories" sounds more like "how to research." The stories under these guidelines are being validated, but this does not automatically insure that the partner agency qualifies as an "authentic" FFNHA venue. Accuracy and good scholarship is only part of authenticity. There should be a set of criteria that set standards for partner participation in the NHA. The criteria would go beyond simply validating the facts about the partner's stories, and address a verifiable link to local heritage, a culturally sensitive, transformative approach to interpretation; educational standards; accessibility; link to FFNHA subthemes/stories; etc.

Toolkit tools. An approach that includes worksheets and checklists would work well here by encouraging each user to engage personally with the toolkit by personalizing the data to his own site, making him think specifically, not generally. An example might be a checklist of the conditions or assets that are in place that might make one choice of media more pertinent than another. In particular, partners will need guidance in how to connect their stories to the overall thematic framework. This can be done using worksheets and exercises. These might include:

- Linking your stories to regional, national and global events
- Thinking about meaning
- Where does your story fit?
- Developing your stories
- Who are your visitors?
- What do visitors want to do, see, and experience?
- Assessing your plan so far
- Sketching a map of your stories
- Blank Interpretive Matrix

Interpretive Solutions, Inc. February 16, 2009

Freedom's Frontier NHA Draft General Management Plan Peer Review by Interpretive Solutions, inc.

- Find the best place to tell your story
- Choosing the best media
- Evaluating your interpretation strategy

Training. Page seven of the Storytelling Toolkit advises "Keep an eye out for training programs or workshops on effective interpretation that may be offered in your area. There are also numerous interpretive resources available online as well as many how-to publications that you may be able to borrow or buy. Museum organizations or your state humanities council may be able to advise you on the resources that would be most helpful for your particular situation."

A specific list of resources would be much more helpful. In addition to local sources of technical assistance and training, other professional organizations should be mentioned, like the American Association for State and Local History (AASLH), regional arms of the American Association of Museums (in the case of FFNHA, it would be the Association of Midwest Museums), and the National Association for Interpretation (NAI).

Examples. The list that begins on page 11 would be strengthened by a sharper focus on partner needs, or through provide more detail on what one can learn; i.e., this is a good example of x; this an excellent example of y, etc.

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA TOURISM DEVELOPMENT AND MANAGEMENT PLAN (the version reviewed is dated October 8, 2008)

General. This is a fairly standard overview of tourism priorities and strategies. As in the interp plan, there should be increased emphasis on potential and targeted audiences to whom marketing is directed.

Branding. The description of branding should be approached from a broader philosophical viewpoint. A brand is what identifies a "product" and differentiates that product from the products of others. A good brand delivers a clear message, and confirms the credibility of the sponsoring organization. It reaches out to target audiences and connects to their emotions on some level. It motivates audiences to participate in interpretive programs, and serves to create audience loyalty, whether through continuing or repeat participation, resource stewardship, or even financial support. An effective branding strategy is integrated across the board at all possible points of audience contact – every sign, interpretive element, and piece of paper encountered by the public proclaims the organizational brand.

A successful brand ends up, not just on paper and signs, but alive in the hearts and minds of audience members. It is an invaluable tool as competition for the attention of visitors intensifies.

Freedom's Frontier NHA Draft General Management Plan Peer Review by Interpretive Solutions, inc.

Tourism & Marketing Toolkit (version reviewed is dated December 22, 2008) Ironically, the Tourism & Marketing Toolkit contains a better overview of the tenets of effective interpretation than the Storytelling Toolkit does. There is considerable overlap with Interp Toolkit, but this is better organized. It is especially strong on marketing strategies.

Priorities and next steps.

- 1. Refocus the themes, emphasizing relevance and meaning.
- 2. Adjust Executive Summary, Power of Place, and Power of Story to emphasize new approach to themes.
- 3. Complete cultural resources inventory; this is in fact what the Interpretive Plan calls for as its highest priority.
 - Reach out proactively to interpretive venues in the FFNHA so they may be included; do not wait for sites to self-select.
 - Inventory the stories each tells; link them to FFNHA themes
 - Create an interpretive matrix that summarizes which stories reside where
 - Map the themes into the region's geography for use in developing signage and custom itineraries
- 4. Refocus the Interpretive Plan segment on potential audiences by segmenting them according to the interpretive services most appropriate for each, and by developing "Desired Visitor Experience" statements that will help guide implementation choices.
- 5. Recruit and convene advisory groups representing under-represented audiences, including African-American, American Indian, and youth advisors to help shape the Interpretive Plan.
- 6. Rethink implementation strategies, especially those that involve interpretive media.
- 7. Address evaluation protocols in more detail, including recommended methodologies at the partner and regional levels.
- 8. Develop a set of practical checklists and worksheets for the Interpretive Toolkit.
- 9. Continue to develop and refine the FFNHA program of partner certification.



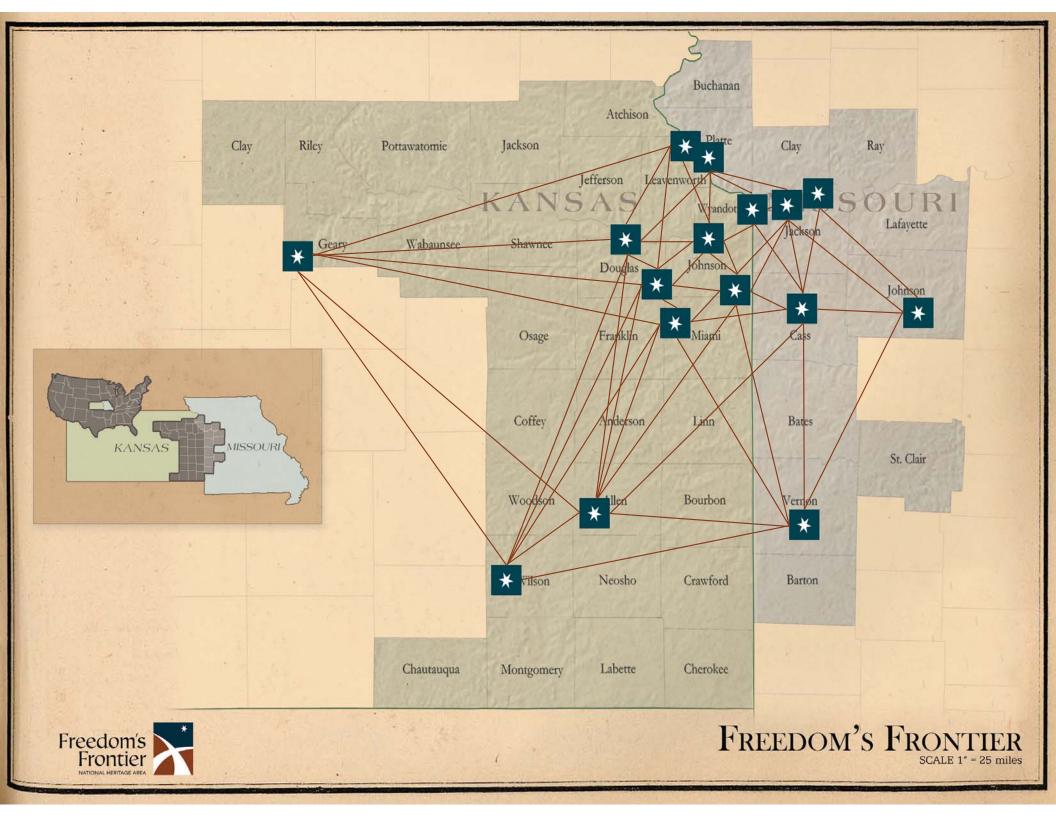
SELECTED RECREATION AREAS





Freedom's Frontier

CRITICAL HABITAT PRESERVATION



FINDING OF NO SIGNIFICANT IMPACT

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA

Introduction

The Freedom's Frontier National Heritage Area was designated by the U. S. Congress on September 29, 2008. Freedom's Frontier encompasses 41 counties, including the following 12 Missouri counties: Buchanan, Platte, Clay, Ray, Jackson, Lafayette, Johnson, Cass, Bates, Vernon, Barton, St. Clair; and the following 29 Kansas counties: Clay, Riley, Pottawatomie, Geary, Wabaunsee, Jackson, Shawnee, Osage, Coffey, Woodson, Wilson, Montgomery, Chautauqua, Jefferson, Douglas, Franklin, Anderson, Allen, Neosho, Labette, Atchison, Leavenworth, Wyandotte, Johnson, Miami, Linn, Bourbon, Crawford, and Cherokee. The population of the region is approximately 2,811,295.

The enabling legislation instructed the local coordinating entity to prepare a General Management Plan (GMP) with three principal aims:

- 1. To "present a comprehensive program for the conservation, interpretation, funding management, and development of the Heritage Area ..."
- 2. To "establish criteria or standards to measure what is selected for conservation, interpretation, funding, management and development; and
- 3. To "involve residents, public agencies, and private organizations working in the Heritage Area."

Because Freedom's Frontier's GMP was prepared with federal financial assistance and requires review by the National Park Service, a federal agency, it must comply with the National Environmental Policy Act (NEPA). NEPA requires that federal agencies consider environmental impacts in their decision-making processes. Each federal agency head has the ultimate responsibility for complying with NEPA. A "finding of no significant impact" (FONSI) like this one is issued when a federal agency determines that a federal undertaking, in this case the GMP, has no significant environmental impact. This document may include measures for mitigating environmental effects.

This document summarizes the recommendations made in the GMP and evaluates their environmental impacts.

Preferred Alternative: Implement the Plan

The preferred alternative is to implement the plan, whose recommendations are organized below by category:

Heritage Preservation

- Develop a system to inventory cultural landscapes
- Establish relationships among the commerce, tourism and preservation communities
- Identify and encourage reuse of underutilized buildings
- Establish a system to identify the region's historic buildings
- Encourage communities to make preservation public
 policy
- Complete a folklife inventory of the region
- Create a digital archive
- Encourage dynamic programs at museums and sites
- Fund dynamic programs at museums and sites
- Encourage Professional Development and Best Practices at Museums and Historic Sites

Recreation & Natural Resource Conservation

- Document important natural landscapes that tie into FFNHA theme/sub-themes
- Promote historic properties that preserve their natural resources
- Advocate for growth that supports natural resources
- Promote programming that ties into seasonal ecological events

Recreation & Natural Resource Conservation (con't.)

- Encourage or support research into environmental history related to FFNHA theme/sub-themes
- Develop partnerships with conservation programs to integrate historic themes into planning
- Develop an environmental history resource packet for heritage interpretation sites
- Promote interpretation in recreational facilities
- Coordinate the development of bike trails & paddling routes with other organizations
- Promote accessibility to sites via non-motorized methods
- Outreach to park & recreation officials and professionals
- Promote free-play on sites

Tourism & Marketing

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- Develop the Freedom's Frontier brand based on the Statement of National Significance and monitor the experience to ensure brand promises are upheld.
- Build a foundation for communicating Freedom's Frontier messages and stories.
- Establish a system to collect comprehensive and consistent visitor data.
- Establish a system to identify the region's tourism products, services, and events.
- Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors and residents.
- Develop a comprehensive tourism marketing program that complements the region's individual destinations and site programs.

Economic Development & Sustainability

- Support existing efforts for sustainable growth throughout the heritage area
- Stimulate commercial revitalization through support of heritage development practices
- Provide opportunities for private enterprise and property owners to participate, if desired, in FFNHA programs and activities
- Provide information on state and federal economic stimulus programs for urban and rural communities.
- Build a "sense of place" through a consistent wayfiniding system in the region to recognize FFNHA's contributing assets
- Enlist the support of Kansas and Missouri legislatures (state, county, and local) for line-item budgets and other legislated necessities (i.e., permitting laws, services requirements) to ensure long-term growth and success of the area.
- Serve as a conduit/broker between funding entities and local businesses, sites and other non-profit organizations.

Interpretation & Education

- Collect and present information about contributing heritage resources in a searchable databases
- Link to existing online bibliographies and encourage dialogue about the region's history
- Designate Freedom's Frontier Recognized Locations and Events.
- Define and tell Freedom's Frontier's story by developing orientation materials to introduce visitors to Freedom's Frontier
- Define and tell Freedom's Frontier's story by clustering sites into manageable visitor experiences

Interpretation & Education (con't.)

- Enhance and connect available interpretive information about Freedom's Frontier sites with outdoor signage.
- Develop targeted training materials and promote and/or offer workshops and other professional development opportunities on key interpretation and education topics
- Create a peer mentor program to provide coaching opportunities for staff and volunteers at heritage sites in the region.
- Establish a recognition program to encourage creative and interactive programming Museums and Historic Sites.
- Create a matching grants program to provide targeted interpretive assistance.
- Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors
- Enhance existing curriculum materials to meet needs and fill gaps.
- Develop education opportunities for the general public to increase awareness of Freedom's Frontier's significant stories

Why the Preferred Alternative Will Have No Significant Impact on the Human Environment

The preferred alternative, implementing the plan, will produce no overall adverse effects and will produce minor beneficial impacts in each resource category described below.

Heritage Preservation

The GMP encourages the identification, preservation and interpretation of cultural resources through cultural resource inventory, smart growth strategies, and reuse of underutilized buildings. These strategies will have beneficial environmental impacts.

Once Freedom's Frontier begins identifying and prioritizing properties and landscapes, it can begin to help preserve them. The environmental benefits of reusing existed buildings are often overlooked. Reusing existing buildings will help recapture their embodied energy. In addition, reuse will reduce the need to construct new buildings in outlying areas where new development threatens natural and cultural landscapes, which are important not only in defining the region's historic character but also in sustaining the environment. These efforts will go hand-in-hand with smart-growth strategies that focus on improving community cores and relying less on auto transportation.

Although the GMP encourages heritage preservation, it makes no proposals for specific "brick and mortar" projects. Future projects that rely on federal funding from or require federal review are subject to compliance with the National Historic Preservation Act (NHPA) and NEPA.

Recreation and Natural Resource Conservation

Thirty-three unique species in Freedom's Frontier are listed on the endangered species list. The recommendations in the GMP are aimed at identifying significant natural landscapes, fostering an appreciation for them, and tying natural-resource conservation into the region's recreational programs.

Overall, these strategies will have a beneficial environmental impact. The proposed approach is to encourage the region's residents and visitors to use existing landscapes, like farms and prairies, instead of artificial ones, like playgrounds, for recreation and learning. Because this approach is only possible when natural resources are preserved, it will have a beneficial impact on natural resources. Although encouraging appreciation of natural landscapes by exposing them to the recreating public could have a negative environmental effect on them, additional public exposure to the natural environment is likely to foster appreciation and, thereby, serve to protect the natural and cultural landscape.

Although the GMP encourages the above approach to recreation and natural resource conservation, it proposes no specific projects. Future projects that rely on federal funding from or require federal review are subject to compliance with NHPA and NEPA.

Interpretation and Education

The majority of the recommendations in the Interpretation and Education plan have no potential to affect the environment. For instance, the plan calls for the creation of databases, bibliographies, and orientation materials. The only recommendation that may have an environmental impact, albeit not significant, is the proposed development of an interpretive signage program. Signage is necessary to promote Freedom's Frontier. However, it is important that signs are respectful of natural and cultural viewsheds. Their potential to impact the human environment is not significant. Any impact should be mitigated through the development of careful signage guidelines, as recommended in the GMP.

Tourism and Marketing

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Tourism & Marketing has the potential to effect minor adverse impacts to cultural and natural resources. Increasing heritage tourism could pose both direct and indirect threats to these resources - threats ranging from the impact on historic fabric caused by increased foot traffic to the need to expand roads and highways to accommodate new residents and travelers. As noted in the Tourism & marketing Plan, tourism efforts must be accompanied by "appropriate conservation and preservation policies" to ensure that "the irreplaceable assets that lure visitors" are not "lost or compromised." Although increased visitation may have a minor adverse impact on historic fabric, it can also foster an appreciation among both residents and visitors for historic and natural resources – and provide the funds necessary to preserve them. Although the GMP encourages a strategy to "Expand business opportunities for local residents" it proposes no specific projects. Future projects that rely on federal funding or require federal review are subject to compliance with NHPA and NEPA.

Impacts That May Be Both Beneficial and Adverse

As noted above in the section titled "Tourism & Marketing," increased tourist and resident traffic may have both adverse and beneficial impacts on the human environment. That is, visitation can threaten the very cultural, historic and natural resources that give Freedom's Frontier the unique qualities that attract visitors and residents. To minimize and mitigate these potential effects, the GMP recommends immediate and short-term goals to begin to identify the region's significant historic, natural and cultural resources. This process will help foster an appreciation for the region's character and inform public policy efforts. Implementation of the plan, therefore, will help ensure that tourism efforts are undertaken in a manner that is sustainable for the historic, cultural and natural environment.

Degree to Which the Proposed Action Affects Public Health or Safety

The GMP encourages smart growth and sustainable development. Increases in transient and permanent populations as Freedom's Frontier implements the plan could result in effects not only on historic and cultural resources, but also on air quality, water and pollution. Implementation of the plan will ensure that changes to the region are undertaken in a way in which the effects are understood, minimized and mitigated. This will improve decision-making processes and limit environmental impacts.

Unique Characteristics of the Geographic Area

Freedom's Frontier encompasses forty-one counties in two states, covering a vast 31,021-square-mile area rich in natural and cultural resources. Within the region, there are 847 national-register-listed properties, sixteen National Historic Landmarks, sixteen state historic sites, 317 state parks, three national parks and six national trails. Freedom's Frontier is separated into two drainage areas in the Mississippi Watershed: the Arkansas Sub-basin to the south and Missouri Sub-basin to the north. The region includes 259 rivers and streams. Among the principal watersheds are the Kansas, Missouri, Neosho and Marais des Cygnes Rivers. Rivers have been dammed to create the region's six principal reservoirs.

These unique characteristics were considered in the evaluation of the plan's environmental impact. Because the plan is broad in its approach, predicting the actual impact is difficult. Specific activities that follow from the GMP's recommendations may require separate NHPA and NEPA compliance.

Degree to which the effects on the quality of the human environment are likely to be highly controversial

Implementation of the GMP has the potential to be controversial in part because of premium the region's residents place on private property rights. Concerns about private property rights were addressed in the heritage area's enabling legislation, which states the following:

"Nothing in this Act ... abridges the rights of any person with regard to private property... [or] imposes any additional burden on any property owner... No privately owned property shall be preserved, conserved, or promoted by the management plan for the Heritage Area until the owner of that private property has been notified in writing by the management entity and has given written consent for such preservation, conservation, or promotion to the management entity... Any owner of private property included within the boundary of the Heritage Area shall have their property immediately removed from the boundary by submitting a written request to the management entity." The intent of plan's recommendations is to encourage the preservation of the region's sense of place by promoting the use of existing preservation programs and by supporting communities and partners who voluntarily seek assistance in improving public policies and undertake specific projects.

Degree to which the possible effects on the human environment are highly uncertain or involve unique or unknown risks

Implementation of the plan promises to address unknown risks by identifying heretofore unknown historic, cultural or natural resources. Future projects that could affect these resources will require additional review in accordance with NHPA and NEPA.

Degree to which the action may establish a precedent for future actions with significant effects or represents a decision in principle about a future consideration

The preferred alternative does not establish a precedent for future actions with significant effects or a decision in principle about a future consideration.

Whether the action is related to other actions with individually insignificant but cumulatively significant impacts.

Significance exists if it is reasonable to anticipate a cumulatively significant impact on the environment. Significance cannot be avoided by terming an action temporary or by breaking it down into small component parts. Degree to which the action may adversely affect districts, sites, highways, structures, or objects listed in or eligible for listing in the National Register of Historic Places or may cause loss or destruction of significant scientific, cultural, or historical resources.

Implementing the plan will have a beneficial impact on resources listed or eligible for listing in the National Register of Historic Places. One of the recommendations in the Heritage Preservation Plan is to "Identify, Preserve and Interpret Historic Buildings, Sites and Cultural Landscapes." This will be achieved through inventorying cultural landscapes and historic buildings, encouraging communities to make preservation public policy, and identifying and encouraging the reuse of underutilized buildings.

Increasing visitation to historic and cultural resources, as encouraged in the plan, could have a minor adverse impact on these resources. Heritage tourism is likely to have a positive economic impact on the region and, as a result, generate additional funds for historic preservation. However, heritage tourism can also pose a threat to historic fabric. Some of these effects are less direct than others. Increased tourism can create a need for improved roads and highways, which may affect the overall historic landscape. Examples of adjustments made elsewhere to accommodate tourist traffic include reinforcing stairs and floors to carry additional live weights. Overall, however, heritage tourism will have a net beneficial impact on historic resources.

Degree to which the action may adversely affect an endangered or threatened species or its habitat that has been determined to be critical under the Endangered Species Act of 1973

There are currently 33 unique species in Freedom's Frontier listed on the endangered species list. The recommendations in the GMP are aimed at identifying significant natural landscapes, fostering an appreciation for them, and tying naturalresource conservation into the region's recreational programs. Implementation of the plan is likely to have a beneficial impact on the endangered species.

Whether the action threatens a violation of Federal, State, or local law or requirements imposed for the protection of the environment

Implementation of the plan will not violate any Federal, State or local laws.

Public Involvement

Public meetings were held every month from November 2007 to the approval of the management plan by the Freedom's Frontier Board of Trustees in June, 2009. The meeing held in Nevada, Missouri on September 11, 2008 discussed the impact of the project on the environment. 52 people were in attendance in the meeting. The location and time of the September meeting was announced in the August 14, 2008 public meeting in Overland Park, Kansas and on the Freedom's Frontier website at:

http://www.freedomsfrontier.org

Additonal public comment was provided in the press statement that followed in the Saturday, September 20, 2008 edition of the Nevada Daily Mail in the article "Heritage area focuses on 'Freedom's Frontier'" and is available at:

http://www.nevadadailymail.com/story/1463037.html

Additional public involvement press releases were crafted throughout the management planning process to draw in public attendance and interest. The following press releases are available in a digital format on:

- http://www.ffnha-hosting.com/add-docs.htm
- 27-May-09 Public Invited to Comment on Final Draft of Management Plan
- 24-Mar-09 Public Encouraged to Comment on Freedom's Frontier Draft Management Plan
- 06-Feb-09 Public Encouraged to Comment on Freedom's Frontier Management Plan Executive Summary
- 05-Feb-09 Public Invited to Attend Monthly Partnership Meeting of Freedom's Frontier National Heritage

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Area

- 05-Jan-09 Public Invited to Attend Monthly Partnership Meeting of Freedom's Frontier National Heritage Area
- 24-Jul-08 Public Invited to Complete Survey on Education Priorities
- 10-Apr-08 Enhanced Website Includes New 20-Year Vision & Mission
- 18-Mar-08 Residents Invited to Complete Visioning Survey
- 17-Mar-08 Heritage Area Meeting to Focus on Tourism Trends
- 17-Mar-08 Meeting to Establish 20-Year Vision, Goals for Region
- 28-Feb-08 Visioning Forum Scheduled for Heritage Area
- 20-Feb-08 Five Committees Organized to Assist with Heritage Area Planning Process

Alternative A: Status Quo/No Action

Conclusion

Because implementation of the Freedom's Frontier GMP will have no significant impact on the human environment, an environmental impact statement will not be prepared.

CULTURAL WATERSHEDS

PLACING STORIES AND SITES INTO A NATIONAL CONTEXT BY GEOGRAPHY

Stories and places within Freedom's Frontier can be also organized by geography. Below is a narrative that provides a geographical context for the stories and places in Freedom's Frontier.

Introduction

It has been said that places are created by history; but in Freedom's Frontier history is very much shaped by place. The region's natural landscape affected the village, trade, and hunting patterns of Indian peoples; the location of trade centers; the placement of overland trails; the settlement patterns of Euro-Americans; movements of troops, bushwhackers and jayhawkers during the Border Wars; and the post-Civil-War economies. Because the story of the Missouri/Kansas Border War was marked by destruction, there are few buildings left today that interpret the events. However, the natural environment that shaped these events lives on.

In the years before electric power, a culture's success or failure hinged upon its access to natural resources. Water, in the form of rivers, provided the basic elements of life, including water to drink, fish and game to eat, timber for basic shelter, and fertile soil for subsistence farming. Indian peoples placed great significance on the life-giving rivers, strategically locating villages at regular intervals along the river valleys in the regions they controlled.

As cultures evolved from subsistence to trade and cash economies, rivers were also essential transportation routes—for canoes, keelboats, and steamboats. Over time, trading cultures relied on larger and larger boats to transport goods, from furs and hides to cash crops. Various groups competed for access to the largest rivers and the natural resources they fostered. Where necessary, the navigable water routes were connected by overland trails. Euro-American traders and settlers continued to develop ancient Indian trails and trade routes, forming the Santa Fe, Oregon, Mormon, and California Trails.

Like the Indian villages and frontier forts that preceded them, Euro-American cities and settlements followed along river valleys. The needs of Indian and Euro-American subsistence farmers could be met by tributaries and creeks. Planters, manufacturers, and wholesalers on the other hand required access to major river routes, particularly from the 1830s to 1860s, when steamboats dominated freighting. The success of an early city could succeed or fail by the existence of a ferry, steamboat wharf, landing, or bridge.

Rivers played a key role in the story of the Border Wars, physically and culturally segregating settlements of the staunchest pro-slavers and free-staters. Where these natural boundaries did not exist, the contingents collided. In the post-Civil-War years, the network of river cities and trails established the first rail connections and, subsequently, the first major highways.

Freedom's Frontier can be divided into four principal river valleys, each with its own unique history and culture: The Missouri River Valley, Kaw River Valley, Osage/Marais des Cygnes River Valley, and Neosho River Valley. This geographical approach offers one way to frame the region's stories and interpret its sites.

The Missouri River Valley:

Throne of the Invincible

The nation's longest river, the Missouri, forms the irregular boundary between northeast Kansas, northwest Missouri, and southeast Nebraska; then it flows east, bisecting Missouri and emptying into the Mississippi River at St. Louis. Before the area was purchased as part of the Louisiana Territory, it was home to Native American farmers/hunters including the Missouri tribe, "people with the dugout canoes," after which the river was named.

For centuries before Euro-American settlement, the Missouri River was both an agricultural center and trade route among Indian tribes throughout the nation. During the 18th century, French traders established relationships with the native peoples in what was then French Louisiana, trading manufactured goods for furs. After the Louisiana Purchase, American traders like the Chouteaus shipped furs down the Missouri and Mississippi Rivers to New Orleans.

With an average of over thirty inches of rainfall per year and prime alluvial soils, the Missouri River Valley drew the attention of Euro-American settlers. When Lewis and Clark left St. Louis on their westward journey in 1804, they recorded the edge of the frontier as forty-four river miles west of the Mississippi River along the Missouri. On their return trip, just two years later, the explorers were astonished to find that settlement had advanced an additional fifty miles.

Many of the Euro-Americans who settled in the fertile Missouri River Valley hailed from the Upper South, the vast majority from the frontier states of Kentucky and Tennessee. Their interests were championed by Tennessean Andrew Jackson and Kentuckian Henry Clay. Jackson, the nation's first frontier president took on the causes of Indian Removal, Manifest Destiny, and states' rights. Kentucky Congressman and Jackson rival Henry Clay engineered the Missouri Compromise, which allowed Missouri to enter the Union as a slave state. Although many cultural and ethnic groups filled the Missouri Valley region, its strong geographic, cultural, and political ties to the Upper South, instrumental in the state's early development, still resonate today. Like the Upper South, Missouri was settled mostly by yeoman farmers. But the Missouri River Valley hosted its concentration of planters who raised cash crops like tobacco and hemp. The Missouri River Valley was dubbed "Little Dixie" because of its concentration of slaveholders. In 1860, slaves made up more than 15% of the population of Platte, Jackson, and Ray Counties. In Lafayette County, where an acre of Missouri Valley farmland yielded as many as 2200 pounds of hemp, forty-seven percent of the population was slaves.

By the 1830s, the Missouri River Valley had been settled to the state's original western boundary, at the junction of the Missouri and Kansas Rivers. As Missouri's frontier faded, the traditional safety valve that, according to western historian Frederick Jackson Turner, "defused social discontent" was dammed up by the Missouri/Kansas border. In the Missouri River Valley, various groups, including Mormons, Indians, and New England emigrants, became the objects of social discontent.

Mormons were among the first non-native Missouri settlers. In 1831, after Joseph Smith declared that Independence, Missouri would become a "New Jerusalem," nearly one thousand Mormon settlers arrived, almost tripling the county's population. Suspicious of the armed northern colonists who did not endorse slavery, non-Mormon settlers drove Mormons across the river to Clay County. In 1838, after non-Mormons made efforts to prevent members of the sect from voting in state elections and Missouri Governor Boggs issued a decree calling for Mormon extermination, the tensions escalated into the Mormon War, after which the Mormons fled to Illinois.

Tensions over increasingly scarce lands caused settlers to seek new frontiers. The advancing Missourians knew that some of the richest lands in the Missouri River Valley lay beyond the state's western boundary. In 1836, Missouri Senator Thomas Hart Benton introduced successful legislation to expand Missouri to include the land bounded by the Missouri River and the state's original western border. The measure, known as the Platte Purchase, stipulated that the land would be ceded to the State of Missouri once title had been secured from its Indian owners. The Sac and Fox Indians were moved to

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northeast Kansas, the next in a long series of "permanent" Indian territories.

With the Platte Purchase, Missouri gained not only some of the nation's most fertile farmland, but also additional access to more of one of the nation's most significant trade routes, the Missouri River. This most recent chapter of westward expansion coincided with the development of steamboat transport. Until the Platte Purchase, Independence (est. 1827) and Westport, Missouri were the westernmost points on the Missouri River, the place where river travel ended and overland travel west began. The Platte Purchase paved the way for new trade centers at Weston and St. Joseph. St. Joseph grew up around an Indian trading post established by fur trader Joseph Robidoux in 1826. Weston, which dubbed itself "Queen of the Platte Purchase," was founded in 1837, immediately after the state of Missouri acquired the land from the displaced Indians.

All of the Missouri River towns were poised to take advantage of steamboat trade, which by 1848 included an onslaught of California-bound gold-seekers. In 1850, more than 300 steamboats docked at Weston alone. Steamboats shipped passengers west and cash crops, such as tobacco and hemp, east. The area's phenomenal success inspired Missouri expansionist William Gilpin to dub the river valley the "Throne of the Invincible."

By 1850, 225,000 Americans made their homes in the Missouri River Valley. In fewer than ten years, the frontier would leave Missouri in its wake. (By 1860, all of Missouri's counties had exceeded a population density of two people per square mile, a definition used to indicate the closing of the frontier.) As the state filled with Euro-American settlers, Americans became increasingly familiar with the lands west, and capitalists and politicians dreamed of a transcontinental railroad, the nation turned its covetous eyes toward the "permanent" Indian frontier.

Opening Kansas would require the further displacement of Indian tribes; but the debate centered on the potential to disrupt the nation's delicate balance of free and slave states. Congress would open two new territories, Kansas and Nebraska, and let each decide on its slave status. Confident that Kansas



ABOVE: Map detail showing Platte Purchase highlighted in blue.

would choose to enter the Union as a slave state Missouri's Congressional delegation joined its Kentucky colleagues in their overwhelming support of the Kansas-Nebraska Act. When long-time Missouri Senator Thomas Hart Benton voted against the act, he lost his seat in Congress.

When the Kansas-Nebraska Act opened Kansas for white settlement, pioneers continued their march west along the Missouri River. Missouri settlers concentrated in Kansas's Missouri River border counties of Atchison, Doniphan and Brown. Businessmen from St. Joseph platted three Kansas border towns. Weston speculators platted and developed Atchison, at a strategic location in the river's "elbow region" and at Leavenworth, along the river near the western outpost of Fort Leavenworth, established in 1827 to monitor the Indian frontier.

Soon Leavenworth and Atchison had overshadowed Weston as the belles of the Missouri River. In late 1854 the Big Muddy shifted, leaving the Weston wharf a half mile away from its banks. Half of Weston's residents followed the speculators across the river to Leavenworth. By 1858, Leavenworth had eclipsed Weston and was the largest settlement between St. Louis and San Francisco, with a population of 8000. Although Leavenworth had pro-slavery beginnings, its commercial aspirations outweighed any philosophical differences among its settlers and investors.

As a commercial center, Leavenworth attracted a heterogeneous mix of people. The Missouri River Valley had long been home to German immigrants. In Leavenworth, as in Lexington and Platte County, German farmers and merchants contributed to the cultural fabric. Because the majority of them were anti-slavery and pro-Union, many Germans suppressed their opinions to avoid retribution.

Like Leavenworth, Atchison was founded by pro-slavery interests, including Missouri Senator David Rice Atchison and Weston investors. Unlike Leavenworth, which early on recognized the economic advantages of indiscriminant trade, Atchison clung to its strong pro-slavery political opinions. The town outfitted as many as 4000 Mormon settlers in 1855; but it refused to trade with New England emigrants. The city's philosophy changed in 1857, when the New England Emigrant Aid Company, recognizing the importance of a Missouri River settlement, purchased the controlling interest in the Atchison Town Company. By then, it was clear to the town's founders that Kansas would enter the Union as a free state. The town began to diversify and became a lead supplier for western pioneers and traders.

Atchison and Leavenworth's political shifts were due in part to the transportation opportunities the Missouri River afforded – because the life-giving river provided opportunity not only for emigrants from the Upper South, but also for their New England rivals. To curtail their rivals, "Border Ruffians" stopped, searched and sent back Missouri River steamboats carrying northern emigrants; but the effort merely redirected northern emigrants farther inland from the border via the Lane Trail, an alternate route through Iowa and Nebraska that which terminated in Topeka.

The Missouri River continued to play a critical strategic role during the Civil War when both sides fought battles to secure sites along essential Missouri River transportation routes, like Lexington, Westport, and Independence.

Following the Civil War, the nation focused its attention back on the development of the transcontinental railroad, which had been one of the aims of the Kansas-Nebraska Act. The river towns of recent success would become the region's first railroad towns. The railroad first reached the Heritage Area in 1859, when the Hannibal and St. Joseph Railroad became the first railroad to cross Missouri. Soon, the rail line stretched across the Missouri River to Atchison.

The railroad bypassed some prominent river cities like Lexington, Missouri, and created the new metropolis of Kansas City. While other river towns, like Leavenworth, Atchison, and St. Joseph, focused on the trade routes that ruled during the days of overland freight by connecting to St. Louis, Kansas City linked with both St. Louis and Chicago. Soon, Kansas City was a banking, real estate, meatpacking, and milling center.

The Missouri River Valley was prized for its prime farmland and its access to the river, a major transportation route. For centuries, the Missouri River Valley was home to the Missouri Indians. By the mid-nineteenth century, however, the majority of those who occupied the river valley in the Heritage Area were natives of the Upper South states of Kentucky and Tennessee. Although many, particularly those who arrived early, were subsistence farmers, others were planters who relied on slaves to cultivate hemp and tobacco. Because the Missouri River Valley was the place where river travel ended and overland travel began, it became a commercial center for traders and emigrants. This commercial and industrial legacy continued with the development of rail lines and lives on today in the Kansas City metropolitan area.



Source: Source Here ABOVE: Antebellum Home on Dover Road, Lafayette County, Missouri.

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ABOVE: Atchison 1860.

The Kansas River Valley: Beautiful River of the Prairies

The Missouri businessmen who platted the town sites on the Kansas side of the Missouri River could not have anticipated the northern response to the Kansas-Nebraska Act. Before the measure was enacted, abolitionists began laying plans to populate the Kansas Territory with free-state voters. When two agents of the New England Emigrant Aid Company arrived in Kansas in June 1854 to identify town sites, the best Missouri River sites had already been taken. Other options, like the recently abandoned Fort Scott, were too far from any navigable rivers. So, like the Kansa Indians before them, the Company chose sites along the only other available navigable waterway in the Territory, the Kansas River.

The Kansas or Kaw River, which extends 138 miles east from Junction City to the Missouri River, takes its name from the Kansa Indians, relatives of the Osages, who had lived there for at least two centuries before white settlers arrived. Like the Euro-American settlers that followed them, the Kansa Indians had moved west from the Missouri River Valley to the Kansas River Valley, reaching as far west as present-day Geary County by 1800. By the time of Indian Removal, the tribe had established 20 villages along the Kaw. The New England Emigrant Aid Company's interest in a navigable river was rooted more in its aims to establish commercial cities than in any desire to provide for agricultural exports. In fact, only two of the original twenty-nine emigrants were farmers. At the time the territory opened for Euro-American settlement, the Kansas River was slated as a main transportation route between Fort Leavenworth and Fort Riley, established 1853. The towns were placed not only along the Kansas River, but also along the Oregon, California and Santa Fe overland trails. Vicinity to these overland trails became essential when the Kansas River's navigability quickly proved problematic.

The New England Emigrant Aid Company established its first free-state town, Lawrence, at "the first desirable site on the Kansas River to which the Indians had ceded their rights." Topeka and Manhattan (originally named Boston), also on the Kansas River, would follow. By the time of the first territorial election in March 1855, the New England Emigrant Aid Company had brought 800 New Englanders to Kansas.

In an attempt to curb free-state emigration, pro-Southern bands at Lexington and elsewhere blockaded the Missouri River in 1856. The blockade only encouraged the further settlement of free-state communities further inland by diverting emigrants to an overland trail that passed through Holton and terminated in Topeka.

When the first Euro-American settlers arrived in the Kansas River Valley they found a prairie landscape, shaped for centuries by the Kansa Indians who set fires to encourage new growth that would attract bison. The landscape bison hunters relied on, however, was misunderstood by non-Indians, who were unaccustomed to the wide open spaces. In the words of Frank Mayo, "The prairie ... they found to be one vast waste of land, without a fence or tree or shrub to give it a pleasant appearance ..."

The open prairie landscape left Kansas River Valley communities vulnerable to guerilla attacks. Although the New England Emigrant Aid Company and other free-state entities established many colonies, Lawrence became a target for so-called "Border Ruffians." Lawrence, which was close to Missouri



"We cross the prairies as of old the pilgrims crossed the sea, To make the West, as they the East The homestead of the free." -John Greenleaf Whittier

"What is that on the deck of the steamer? ... that is a Yankee city going to Kansas, and In six months will cast one hundred Abolition votes."

-Senator David Atchison

Courtesy Kansas State Historical Society. Ruins of the Free State Hotel. Douglas County, Kansas.

and home to Free-State leaders like James Lane, was unable to avoid two infamous sackings. The first of these, on May 21, 1856, was carried out by pro-Southern Douglas County Sheriff Jones and his posse, who burned the Free State Hotel and destroyed the free-state printing offices, dumping their type in the Kansas River. The second was the infamous "Quantrill's Raid," on the morning of August 21, 1863. Although pro-Southern guerilla William Quantrill knew a raid on Lawrence would be risky, he knew it would have a significant impact. In Quantrill's words, "Lawrence is the great hotbed of abolitionism in Kansas ... All the plunder – or the bulk of it – stolen from Missouri will be found stored away in Lawrence, and we can get more revenge and more money there than anywhere else in the state." By the end of the raid, Quantrill's men had killed 150 citizens and burned many houses and all but two of the city's businesses, including the Eldridge Hotel, which had been rebuilt after the 1856 Lawrence Raid by Proslavery Sheriff Samuel Jones.

By the time of Quantrill's Raid, organized efforts at New England emigration had long-since ceased and settlers from the Old Northwest, Germany, and countless other places outnumbered those from New England. Still, the Kansas River Valley's ties to New England were touted by both border ruffians and Kansans alike. Because New Englanders established many of the state's earliest cities and institutions, their influence lived on in the state's folklore and culture, which came to compare the settlement of Kansas to the colonization of New England:

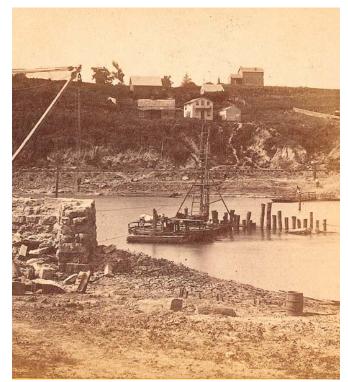
They came to Kansas as the Puritans came to America, in the name of liberty. They were stern, unyielding, purposeful men and women, sure of the presence of divine leadership, and their character has deeply influenced the

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Kansas people. This influence has made them hate oppression; it has made them demand justice and fair play; it has made them value people for their personal worth; it has made them believe in the equality of human rights, and in the ability of the people to govern themselves. These are characteristics of every true Kansan and the qualities that make the Kansas spirit. Anna E. Arnold, A History of Kansas, State of Kansas, 1916

By war's end, Kansas had abandoned any hopes of river-based commerce, opting instead to place its bets on the railroad. In 1864, a year after the Union Pacific began laying tracks along the Kansas River Valley, the Kansas legislature declared the Kansas River un-navigable in order to expedite the construction of railroad bridges. In the process, it allowed for the construction of dams to harness waterpower.

The Kansas River Valley attracted peoples who settled in groups, from the Kansa Indians to the New England Emigrant Aid Company. The Euro-American settlers placed their hopes on trade with frontier forts and with emigrants on the overland trails. Ties to the New England Emigrant Aid Company made these instant cities, particularly Lawrence, a target for pro-Southern guerillas. Although settlers of all stripes outnumbered New Englanders in Kansas by the end of the Civil War, a heavy concentration of Northerners remained in the Kansas River Valley. Because Northerners established many of the state's earliest cities and founded some of the state's first institutions, including those that became the University of Kansas and Kansas State University, the group shaped the state's mythology, culture and self-image.



Courtesy Kansas State Historical Society. ABOVE: Building bridge across the Kaw at Wyandotte, Kansas. 1867.



Courtesy Kansas State Historical Society. ABOVE: Wagon train through downtown Manhattan. c. 1860.

Osage/Marais des Cygnes River Valley

Many Missouri River settlers were traders and planters who needed the river for transportation, while many early Kansas River settlers were politically motivated to make Kansas a free state. The Euro-American settlers who occupied the Osage River Valley at the time of the Border Wars, however, were subsistence farmers motivated by cheap land, fertile soil, and a well-managed mix of prairie and wooded valleys. In the Missouri and Kansas River Valleys, northerners and southerners were separated by the wide Missouri and great distances. The Osage/Marais des Cygnes River Valley, which straddled an arbitrary political line, provided no such protections. The valley's geography and natural landscape created a breeding ground for violence before and during the Civil War.

Before Indian Removal, the arbitrary line that separated Missouri and Kansas meant little to the Osage Indians who historically occupied the place. The Osages, whose legends called them "Children of the Middle Waters," established villages along the Osage River and hunted the region bounded by the Missouri, Mississippi, and Arkansas Rivers, in the present states of Kansas and Missouri. By the time of the Louisiana Purchase, the Osages were the most powerful Indian nation in region, in part because of their alliances to French fur traders. The tribe first ceded land to the federal government in 1808, just five years after the Louisiana Purchase. In 1825, under increasing pressure from encroaching white settlers, the Osages signed an additional treaty that relinquished all remaining ancestral lands in Missouri, and relocated the tribe to the next "permanent" Indian frontier in the Neosho and Verdigris River Valleys of southeast Kansas. With the loss of their ancestral lands the Osage tribe weakened, pitting the tribe against those who had acquired their former village sites across the border. Violent conflicts, including an 1838 Indian "raid" into Vernon County, foreshadowed the bloody events that would come to define the Missouri/Kansas border.

Although the Missouri side of the Osage River Valley had been settled by Euro-Americans beginning in the 1830s, the area was sparsely populated at the time of the Border Wars. Much of the region lacked the wharf access needed to transport cash crops to larger markets. Those who wished to subsidize subsistence farming supplied goods, including corn and pork, to nearby Fort Scott, established 1842. As these farmers imNot in vain on the dial The shade moves along To point the great contrasts Of right and wrong; Free homes and free altars And fields of ripe food; The reeds of the Swan's Marsh, Whose bloom is of blood.

Lines from *"Le Marais du Cygne"* By John Greenleaf Whittier

proved their lot, they began to purchase slaves. They generally owned one slave who worked alongside them in the fields. During the 1850s, an increasing percentage of households in Bates and Cass Counties owned slaves.

Kansas's Marais des Cygnes River Valley provided an outlet for Missouri subsistence farmers seeking cheap land. In January and February 1855, a territorial census of the district that would become Kansas's Osage, Coffey, Bourbon, Franklin, Anderson, Miami, and Linn Counties, identified 430 heads of household in the district. Of these, 242 were from Missouri. Nearly 70% were from southern states, including Missouri. An 1856 list of Marais des Cygnes settlers identified 24 settlers as Free-staters and 34 as pro-slavery. Among the free-staters were 2 Kentuckians, 3 Missourians, and 19 settlers from the Old Northwest. The pro-slavery and free-state neighbors in the area had managed to avoid violence until Lawrence was sacked in May 1856. A report to the Kansas National Committee, a free-state organization, noted that 6 of the free-state families in the Marais des Cygnes River Valley were "in distress."

Although the New England Emigrant Aid Company (NEEAC) had decided to establish its colonies in the Kansas River Valley, one party from New York chose to settle in the Osage/Marais des Cygnes River Valley. After the NEEAC agent failed to

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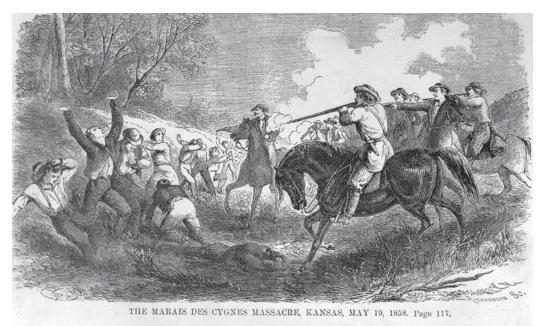
Courtesy Missouri State Historical Society

meet the party in Kansas City, the founders of Osawatomie mistakenly located the town in an area overwhelmingly occupied by Missourians. The events that followed may have been inevitable. Still, they were only further provoked after the arrival of John Brown.

Brown arrived in 1855 to help his sons, who had established a settlement they called "Brownsville" west of Osawatomie. When the free-state settlers heard about a planned attack on Lawrence in May 1856, the Pottawatomie Rifles, a militia headed by John Brown, Jr., took up arms. Unable to reach Lawrence in time to help, the group instead chose to attack the pro-slavery settlement along Pottawatomie Creek. Before the night was through, they had violently murdered five settlers. A pro-slavery militia crossed into Kansas in August 1856 to attack Osawatomie. Although John Brown and his men fought back, the so-called "border ruffians" burned the free-state town. In 1858, Missourians killed five free-state men in what has come to be called the Marais des Cygnes Massacre.

In the years prior to the Civil War, the battle lines were not clearly drawn. To protect themselves from violent attacks from both sides, settlers in Missouri's Osage River Valley established their own militias. Once the nation was at war, Missourians no longer had the option of remaining neutral. When delegates voted that Missouri would not secede from the Union, the state remained in limbo. Like Kansas in the years before the war, Missouri was administered by two competing governments. The Union Army challenged the pro-Southern state militia for control of the cities and major river valleys. But in the Osage River Valley, bushwhackers ruled.

After the start of the Civil War, the Union Army, particularly the Kansas troops under General James H. Lane, exacted its revenge on the Osage River Valley. In a letter to headquarters dated September 10, 1861, James Lane reported his intentions of "clearing out the valley of the Osage," then "clearing out the valley of the Marais des Cygnes, Butler, Harrisonville, Osceola, and Clinton." The most violent attack was on Osceola, a bustling steamboat trade center located just 65 miles east of the Kansas-Missouri border. With a population of nearly 1800, Osceola was one of the largest towns in western Missouri. At the start of the Civil War, one-third of Osceola's population was loyal to the Union. But Lane and his men did not discriminate between "loyalists" and "rebels," murdering 10 citizens; burning 100 houses and every store, shop and warehouse; and stealing \$8000 from the bank. The damages totaled \$1 million. Lane's personal share of the booty included



Courtesy Kansas State Historical Society.

silk dresses, a piano, and \$1000 in gold, all of which he hauled home in a stolen carriage.

The raids only further polarized western Missourians who came to see the pro-Southern guerillas and state militia as protectors. Many abandoned their loyalty to the Union after Lane's attacks. In the Osage River Valley, border ruffians had the protection of both the residents and the hilly and vegetated landscape. Guerillas responded with bushwhacker raids on Kansas towns. Although the Union Army controlled Missouri's major rivers by 1862, the Osage/Marais des Cygnes remained untamed. In all, there were five Civil War battles in the Osage/Marais des Cygnes River Valley: Battle of Marais des Cygnes, Battle of Mine Creek, Battle of Marmiton River, Battle of Dry Wood Creek, Battle of Lone Jack. As a result of these battles, the Union continued to maintain control of pro-Union Kansas and the Confederacy maintained control of southwest and western Missouri.

When pro-Southern guerilla William Quantrill raided the freestate stronghold of Lawrence, Kansas in 1863 his men cried out "Osceola." Although they may have been exacting their revenge for Lane's raid, Quantrill and his men only intensified the Union's resolve to "clear out" the guerilla-harboring Osage River Valley. After Quantrill's Raid on Lawrence, the Union Army issued Order #11, which called for the forced evacuation and burning of four counties along Missouri's western border, dubbed the Burnt District. Although the terms of the order gave residents two weeks to evacuate their homes before the army plundered and burned their properties, many were forced out with little or no notice. Cass County's population plummeted from 10,000 to 1600 as thousands of western Missourians became refugees. Missouri State Treasurer George Caleb Bingham, who immortalized the events in a famous painting, gave the following account in 1877:

I can affirm, from painful personal observation, that the suffering of the unfortunate victims were in many instances should have elicited the sympathy even from hearts of stones ... Bare-footed and bare-headed women and children, stripped of every article of clothing except a scant covering for their bodies, were exposed to the heat of an August sun and compelled to struggle through the dust on foot. All their means of transportation had been seized by their spoilers, except an occasional dilapidated cart, or an old and superannuated horse, which were necessarily appropriated to the use of the aged and infirm. George Caleb Bingham, 1877

For centuries, the Osage Indians, who had ceded all of their Missouri lands by 1825, shaped the land into a mix of timber and prairie that attracted Euro-American farmers. Because the valley had limited access to navigable rivers, the land was cheap and, therefore provided an outlet for subsistence farmers. When Kansas opened for settlement, Missourians moved across the state line, mixing with northern subsistence farmers who did not share their political views. Because the valley straddled an arbitrary political line and occupied a vegetated landscape, it bore witness to many of the violent events of the 1850s and 1860s. As many as two-thirds of the settlers affected by Order #11 never returned. Of those who later settled in the Burnt District, 60% were from northern states. Although the nativity of its residents changed, the Osage/Marais des Cygnes River Valley continued to offer an outlet for subsistence farmers for the subsequent decades.

Neosho River Valley

In his study of the settlement of Kansas, James Shortridge called southeast Kansas "the first of the post-Civil War frontiers in Kansas." Unlike the Missouri, Kansas, and Osage River Valleys, much of the Neosho River Valley remained off-limits to Euro-Americans before the Civil War. All of Cherokee County and parts of Crawford and Bourbon Counties were held in reserve for the Cherokee Indians following Indian Removal, from 1838 to 1866. The land occupied by Labette, Neosho, Wilson, Montgomery, and Chautauqua Counties was held by the Osage Indians, who ceded the last of their Kansas lands in 1870. Even after 1870, the Neosho Valley was economically and culturally linked to the native peoples who had called it home.

The Neosho River is 450 miles long, with 300 miles falling within the political boundaries of Kansas. The river stretches south from Wabaunsee County to Oklahoma, where it empties into the Arkansas River. The Osage Indians occupied the Osage and Neosho River Valleys by the 17th century. In 1825, the tribe signed a treaty that ceded its Missouri lands and established a reservation in southeast Kansas. Under the conditions of an 1839 treaty, the Osages received \$20,000 per year for 20 years for additional land. By 1842, an Osage Census counted 3580 Osages living in five Osage villages on the Neosho River in Kansas. Where the Osages established their new settlements, the Jesuits established a Mission, near the site of present-day St. Paul in Neosho County. The mission was active from 1847 until the tribe ceded the remainder of its Kansas lands and moved to Oklahoma in 1870.

Between the passage of the Kansas-Nebraska Act in 1854 and the various tribes' final removal to Oklahoma, Indians and Euro-Americans lived in uneasy co-existence. In May 1856, colonist Miriam Davis Colt noted that there were "Four thousand Osages just across the Neosho from us, living in their city of wigwams." Colt lived in a utopian vegetarian colony established on the banks of the Neosho River where promoters promised fertile soil ideal for growing vegetables. On September 8, 1861, a band of pro-Confederate Osages and Cherokees, apparently looking for runaway slaves, raided Humboldt. Founded by Germans from Hartford, Connecticut, who learned about Kansas in German-language abolitionist newspapers, Humboldt had a reputation as a place that harbored runaway slaves.

There are now remaining there probably not more than half a dozen families. But the Valley of the Neosho is beautiful. I have examined it from a point about where the 14.2 mile creek empties into it near the Kaw Reserve, down to the Catholic Mission about 12 miles below the Octagon settlement. The bottoms of the Neosho are broader & richer than those of the more Northern streams & avg from 2 to 5 miles in width...Many of the large bottoms are covered with oak & plum & hazel shrubs, among which the wild rye & pea grass grows *luxuriantly. Upon this the cattle feed & fatten. The cattle* will leave their hay to go down into the bottoms for the purpose of luxuriating on this wild rye & pea grass and here they may remain all winter sheltered by the shrubs and finding abundance of fattening food. -Testimony of James H. Holmes, 1856

remaining them purhally not record amilie, . But the valley of the Mesha I have examined it from a point about when at comption into it near the Kan Reserver, down aprin about 12 mile, Jehn The Octagon settled to Arosho are breader I richer Thom Thom the strong variation 2 to 5 mile, in most if hickory Malurit of a son, large growth : us which Ithank mulit square 30 4 ft Row Ing the percent thing the trees were of A Ho bellow, Many of the large lottons an Aplum Phazel Shouts, among a best the into grow her whenth . When This the cattle feed + will leave this hay to go Down into the in fire et lerning on this will sys the sup ay semain all uniter shelters by the shorty

Courtesy Kansas State Historical Society. Page from Testimony of James H. Holmes. 1856



Source: published in *The History of the Indian tribes of North America*, by Thomas L. McKenney and James Hall (author) (Philadelphia, 1836-1844), based (probably) on a painting by Charles Bird King. Lithograph of Opothleyahola.

Tensions increased after 1859 when the Osages' annuity payments ceased. Like many tribes, the Osages split their allegiances during the Civil War. A thousand Osages moved south to join the cause of the Confederacy.

As pro-Southern Indians moved out of the Neosho River Valley, pro-Union Indians moved in. When the Union army abandoned its posts in Arkansas and Oklahoma, pro-Union Indians were exposed to Confederate raids. In 1861, Muskogee Indian leader Opothleyahola left his plantation to lead as many as 10,000 followers, including Indians and their black slaves, on a treacherous wintry 14-day journey to Union territory in Kansas.

With no warning and few resources, the 70 to 80 men garrisoned at Fort Row in Wilson County were woefully incapable of meeting the needs of thousands of Indian refugees during the dead of winter. This left a desperate Opothleyahola pleading with the federal government for protection and aid. To assist the thousands of refugees, the federal agents arrived with only five wagonloads of supplies, including quilts, 40 pairs of socks, 3 pairs of pantaloons, 7 undershirts, 4 pairs of drawers, a few shirts, pillows, and pillow cases. The government's paltry response proved too little too late. Hundreds of Indians died as they waited for aid to arrive.

The Indians were resolved to regain their territory from the Confederates. Those who were able formed the First Regiment of the Indian Home Guard. The black slaves served as interpreters between the Indians and their white officers.

In the years following the war, the Osages and Cherokees struggled to maintain control over their diminished reserves. By 1865, there were an estimated 1000 Euro-American families on Cherokee lands. Without government support to keep settlers off their property, the Cherokees ceded the remainder of its Kansas reservation in 1866. By 1869, just three years after the cession, 20,000 Euro-Americans had had settled there. The majority of those who had settled in Cherokee and Crawford Counties by 1870, as many as 75% of the men, were Union Civil War veterans. Among the veterans who settled in the Neosho Valley were the so-called "African Creeks," the black slaves who served in the Indian Home Guard.

"The Neosho is a bold, rapid, rocky stream, water clear, unfit for navigation, but affording admirable water-power. The bottom lands along its tributaries are of the finest description, and covered with excellent timber, and in much greater quantities than in the Kansas Valley." Joseph H. Moffette, Kansas and Nebraska.



Ernestine Cheney as Neosho River Valley resident "Aunt Polly."

Like the Cherokees, the Osages were unsuccessful in obtaining assistance in keeping squatters off their lands. When the federal government finally sent troops to assist, Governor Crawford revoked the removal order. Although the Osages signed the Sturges Treaty to cede their Kansas lands in 1868, tensions escalated while Congress debated it. In 1870, federal troops were sent to Montgomery County to quell tensions, but they did not remove the squatters. The treaty was finally settled later that same year.

Ironically, the Neosho River Valley was eyed by Euro-American settlers and speculators alike for its proximity to Indian Territory. A month before the Sturges Treaty was approved, the Missouri, Kansas and Texas (KATY) Railroad was awarded the contract to lay the first track through what would soon become Oklahoma. The railroad raised capital for its venture by selling 5000 acres of trust lands in the Neosho River Valley. With the establishment of the railroad, the Neosho River Valley entered a new period in its history—a period in which its livelihood depended upon its ties to the railroad.

Railroads made possible not only the settlement of the Neosho River Valley's prime farmland, but also the settlement and development of places that lacked both navigable river access and the most fertile ground. The railroad allowed speculators to substantiate long-circulated rumors about coal in southeast Kansas and southwest Missouri. Where coal was found, coalfired industries followed. By 1907, nine zinc smelters in Iola, Kansas were producing 60% of the nation's capacity. Some industries, like brick-making and cement manufacturing in Coffeyville and Humboldt, required both access to water (Verdigris and Neosho Rivers) and to the first railroads that generally followed river routes (such as the Lawrence, Leavenworth and Gulf Line). Others, like lead and coal in Galena and Pittsburg, relied solely upon rail access via the Missouri River, Fort Scott and Gulf Railroad, which followed the path of the military trail that connected Fort Leavenworth, Fort Scott, and Fort Gibson.



Courtesy Kansas State Historical Society. Zinc Smelting Operation, Allen County, Kansas. c 1896-1916.

The patterns established prior to the Civil War helped form "the first of the post-Civil War frontiers in Kansas." By the early nineteenth century, the Osage Indians developed dozens of villages in the Neosho River Valley. Their ancestral lands were diminished when they ceded lands to emigrant tribes like the Cherokees. As pro-Southern factions of the tribes left the area during the Civil War, pro-Union factions moved in, creating a complex web of occupants that included white squatters. Euro-American settlers, many of them Civil War veterans, continued to arrive after the Osages ceded the remainder of their lands in 1870. Although many of these settlers engaged in farming and ranching, the arrival of railroads allowed for the establishment of the area's industrial economy. Whereas early farms and villages were confined to river valleys, newly desired natural resources, like coal, attracted railroads, which eclipsed both rivers and trails as the region's principal means of transportation.

STORIES AND PLACES

PLACING STORIES AND SITES INTO A NATIONAL CONTEXT BY THEME

Examples of Stories and Themes

Below are some examples of stories organized by the Freedom's Frontier themes. These examples combine a rich variety of sources to tell compelling stories from multiple perspectives. Each example includes a summary of the story, a list of places that interpret the story, related historic contexts, a summary of multiple perspectives, and some related sources. The story "The Mormons Move West" begins with a broad narrative and offers ideas for incorporating specific accounts. "John Brown's Vernon County Raid" tells the story of a specific historical event that can be told from many perspectives. "The Black Exodus" is an example of a broad story that can be illustrated using first-hand accounts.

Shaping the Frontier: The Mormons Move West			
Summary:	In 1831, after Joseph Smith declared that Independence, Missouri would become a "New Jerusalem," nearly one thousand Mormon settlers arrived, almost tripling the population of Jackson County. Suspicious of the armed northern colonists who did not endorse slavery, non-Mormon settlers drove Mormons across the river to Clay County. In 1838, after non-Mormons made efforts to prevent members of the sect from voting in state elections and Missouri Governor Boggs issued a decree calling for Mormon extermination, the tensions escalated into the Mormon War, after which the Mormons fled to Illinois. Some of the figures involved in the incidents, including David Rice Atchison, were later key figures in the Missouri-Kansas Border War.		
Connecting Places:	Mormon Heritage Sites (Independence, MO)		
	Saluda Memorial (Lexington, MO)		
Related Contexts:	Shaping the Frontier Mormon History		
	Manifest Destiny		
	Religious Freedom		
Incorporating Multiple Perspectives:	Mormons saw Missouri as a "Promised Land" where they could freely practice their faith. Non- Mormons saw the emigrants, who often arrived in large numbers, as an economic and political		
	threat and encroaching northern influence. Some non-Mormons saw extermination as a way to rid the new state of a group it perceived as an armed cult. Mormons saw the extermina- tion order as a gross violation of their basic rights. Both Mormons and non-Mormons were		
	perpetrators of violence. After decades on the defense, Mormons fought back by attacking supply trains in an event that came to be known as the Mountain Meadows Massacre.		

Authenticating and Enhancing the Story:	Source:	Location:	Summary:
	Mormon War Papers, Missouri State Archives	accessed online at http://www.sos.mo.gov/ archives/resources/findin- gaids/rg005-01.asp	This source includes both govern- ment and personal accounts of the events. In a letter to Missouri Gov- ernor, Ohio Mormon S. M. Smith recounts the story of the murder of his brother and nephew by "ruffi- ans." "I appeal to your humanity as a man, & to your authority as Gov. of Mo. hoping that it will not be in vain, It is said and believed by many that your Proclamation authorized the extermination of the mormons, I can hardly believe this possible I think it would go to legalize murder & robers & be incompatible with your constitutional processes."
	"The Explorer of the Steamer Saluda," New York Daily-Times 20 April 1852.	New York Times article ar- chive, accessed online at http://www.nytimes.com/ ref/membercenter/ny- tarchive.html	Not all encounters between Mor- mons and Non-Mormons were negative. Fourteen years after the Mormon War, the citizens of Lexington, Missouri reached out to Mormon victims whose steam- boat carrying them West to Utah exploded. These articles provide detailed accounts of the Saluda explosion, including a list of known casualties.
	"Explosion of the Sa- luda," New York Times 23 April 1852.	accessed online at http://home.byu.net/few2/ pdf/Saluda.pdf	This scholarly article details the Sa- luda's explosion and its aftermath.

Missouri-H	Missouri-Kansas Border War: John Brown's Vernon County Raid				
Summary:	On a wintry December night in 1858, John Brown and a band of followers raided three Ver- non County, Missouri farms. In the melee that ensued, Brown's posse killed David Cruise. Brown and his men returned to Kansas with 11 slaves and stolen property.				
Connecting Places:	Bushwhacker Museum (Nevada, MO)				
	Lawrence Cemetery (north of Stotesbury, MO)				
	Adair Cabin State Historic Site (Osawatomie, KS)				
Related Contexts:	Missouri-Kansas Border War				
	Abolitionist Movement				
	Slavery				
Incorporating Multiple Perspectives:	Some hailed John Brown as a freedom fighter. Others reviled him as a murderous terrorist. Even many who supported his cause, including some of his own relatives, disparaged his tactics. According to John Brown's account, the intention of the raid was to rescue slaves before they were sold. Some accounts, however, speculate that Brown used the raid to revive the "Kansas Troubles," which had calmed by 1857. Others say that the raid was a fundraiser and rehearsal for the infamous Harpers Ferry raid, for which he was executed.				
Authenticating and	Source:	Location:	Summary:		
Enhancing the Story:	"Old Brown's Parallels," John Brown, 3 January 1859, Trading Post, Kan- sas.	territorialkansasonline.org; Kansas State Historical So- ciety New York Times article ar-	In this letter, distributed to the northern press, Brown justified his recent actions, including the murder of David Cruise as col- lateral damage for the liberation of slaves. This is one of the most famous documents associated with John Brown and Kansas.		
	"The Insurrectionary Movement in South- ern Kansas," New York Times, 18 January 1859.	http://www.nytimes.com/ ref/membercenter/ny- tarchive.html	This article closely corresponds with Brown's press release, "Old Brown's Parallels," cautioning against litigation and blaming Fort Scott lawyers for escalating tensions.		
	"Missouri Invaded!" Fort Scott Democrat, 23 De- cember 1858.	Fort Scott Democrat, accessed via microfilm, Kansas State Historical Society	This article, in the pro-Southern Fort Scott Democrat, is the only- known pro-Southern account of the raid. The paper predicted that the northern press would justify the crimes as "another blow for freedom." The article provides the closest thing to a local account as Vernon County had no newspaper. This source was brought to light for the first time as part of a recent FFNHA project.		



ABOVE: James Lawrence's slave cabin. ca. 1910.



Courtesy Kansas State Historical Society.

ABOVE: Sam and Jane Harper were slaves liberated by John Brown during the Vernon County Raid. The photo was taken in December 1894 in Ontario, Canada.

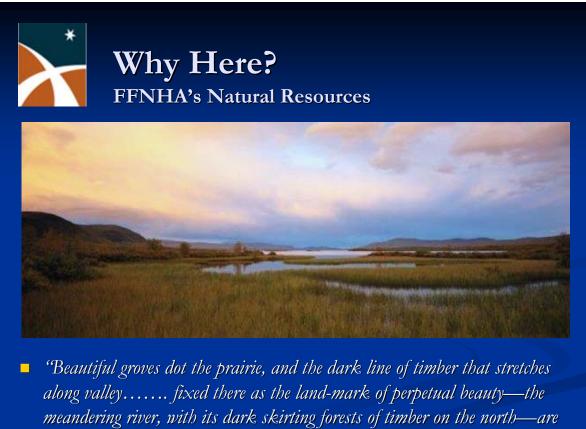
End	Enduring Struggles for Freedom: The Black Exodus			
Summary:	In 1877, the federal government withdrew troops from the former Confederate states, ending the period of Reconstruction and returning the region to Southern rule. The resultant Jim Crow laws reversed the rights granted to blacks during federal occupation. Between 1878 and 1880, approximately 26,000 blacks emigrated from the deep south to Kansas, where they hoped to build new lives.			
Connecting Places:	Tennessee Town (Topeka, Kansas)			
	Aaron Douglas Mural (Topeka, Kansas)			
	African American Churches			
Related Contexts:	Enduring Struggles for Freedom			
	Jim Crow			
	Reconstruction			
	Segregation			
Incorporating Multiple Perspectives:	The story of the Black Exodus is often told from a white perspective. When African- Americans began arriving, unprepared Kansas leaders felt obligated to practice a tolerance for which the state was, correctly or incorrectly, known. When the emigrants began to tax scarce resources, community leaders thinly veiled a growing resentment. From a white perspective, the communities welcomed the new citizens with open arms. For many blacks, however, the state fell short of its reputation as a "promised land." The experience of Exoduster Henry McDaniel, father of actress Hattie McDaniel, offers a case study. Mc- Daniel was born in Virginia, sold to Tennessee in 1847 at the age of 9, and fled his owner's plantation to serve in the Union Army (12th Colored Infantry). When McDaniel and his family arrived in Kansas City, they found themselves among hundreds of refugees. Local aid societies paid to ship the McDaniels and other Exodusters to Manhattan, which, in their view became increasingly less hospitable to blacks. (see Jill Watts, Hattie McDaniel: Black Ambition, White Hollywood (Harper Collins, 2005)) Many of the area's African- Americans trace their heritage to the Exodus. The oral traditions of these families are an invaluable resource.			

Authenticating and Enhancing the Story:	Source:	Location:	Summary:
	Colored Citizen news- paper	Kansas State Historical Society Microfilm, T-1031	Colored Citizen editor William Lewis Eagleson encouraged migra- tion, but warned older blacks that "chances for great success in Kansas are not flattering."
	"Affidavits of colored men " United States Senate Select Committee on Negro Exodus, 1880.	Kansasmemory.org	This document provides rare first- hand accounts of conditions in the South by African-Americans.
	Letter, Governor John P. St. John to Horatio N. Rust, 16 January 1880	Kansasmemory.org	In this letter, Governor St. John details the efforts of the Freedman's Relief Association. It also describes the barracks where black emigrants were housed.

Presentation by Jeff Bruce Recorded September 11, 2008 Nevada, Missouri Transcribed by Michael McGrew



I have had for the last four to five months the challenge of trying to convey in a very short time the magnitude and immensity of the land we live in - from its beginning to its ultimate realization in the natural landscape. It was no small task to try and distill this down to a story and an understanding that would make some sort of sense - and would tie the power of place to each of our stories and the understanding of what we are doing.



all scenes in nature's magnificent panorama...." 1854

So I began with some of the journals of the 1850s. Frank Martin was kind enough to go through those and give me some quotes and understand the power of place and its draw on people to this environment. It is a *spectacular* location.



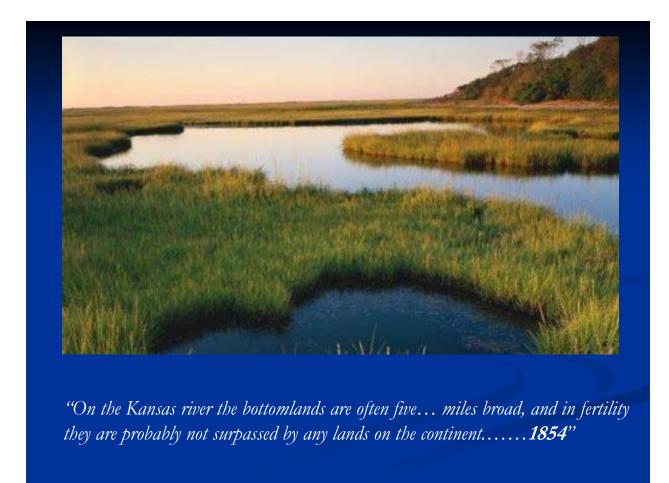
"Where the land rises with a fine slope, from both rivers, and forms a beautiful site for a town, superior to that of Kansas City...... Here may be a rival city, on a free soil; and if so, the result is easily foreseen......**1854**"

It is an amazing culmination of natural events. We can see the admiration of what the future and what the potential of this land meant to the people that had travelled here and went back and reported the abundance, and the majestic power of the views.

"... the beautiful, natural resources that seemed endless."

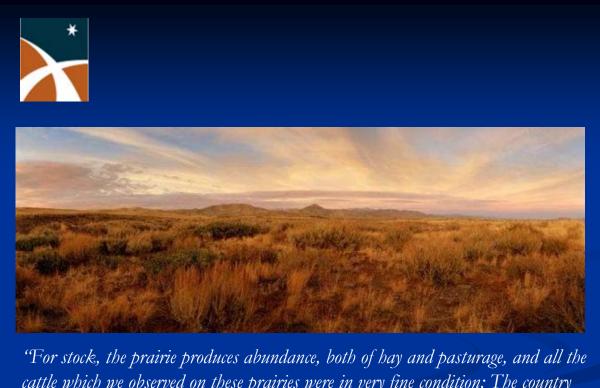
"The unopened, unencumbered beauty of this land ... "

It was about this time the Hudson River painting school, with its power of landscape, and the arts started to explode at this same point in time.



"River bottoms as wide as five miles that were probably surpassed by none of the lands on this continent."

This is what brought us to this particular place in time.



Sod prairie lands for cattle forage that supplied sufficient sustenance to these people, the opportunity to raise grains, to cut the land and to grow and to succeed and to find a future that you didn't find anywhere else.



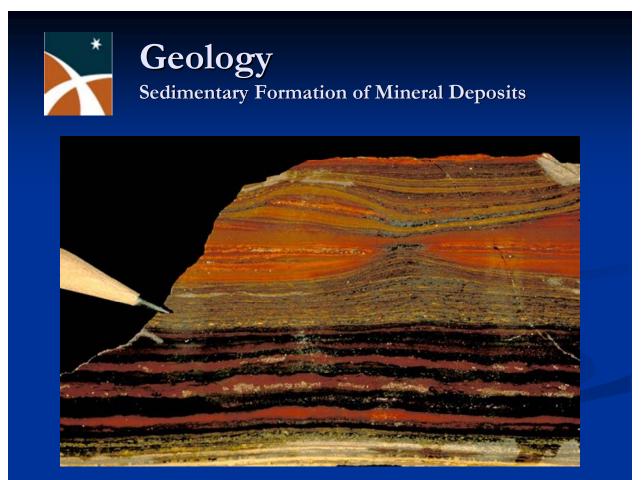
Sufficing timber of all types, sufficient for whatever activities we think we need. It was immense and on top of this provided a bounty for which we could see the future."

The challenge is, "Why here and why this place?"



I have to go back to the beginning of time to begin to explain the unique influences and contributions (to this place). I'm a landscape architect; I've studied this not as a professional but as someone that tries to interpret this. In order to condense this story I'm going to take liberties with some of how all of this fits together, and oversimplify and make some assumptions on things.

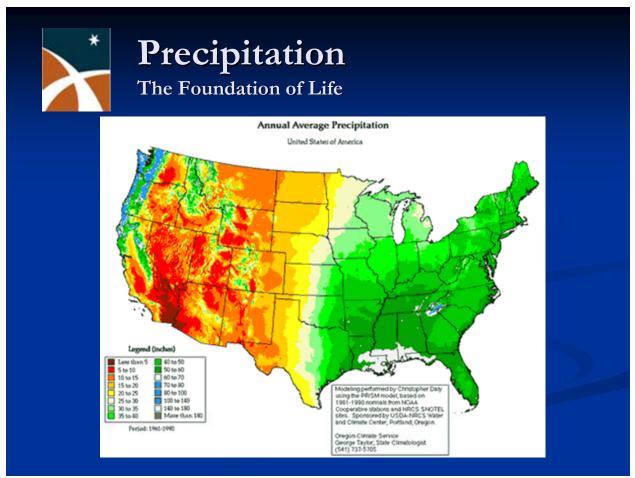
We start about 200 million years ago, when this was still part of a continent but it was contained by an inland sea. For millions of years, we had a sea covering this particular area of the country, and over the course of time that sea would gradually deposit organics and materials, which built up sedimentary layers.



This is the basis of our geology in our region of the world. It is also the formation of our mineral contents. Our coal deposits, our oil deposits, our shales, our limestones, our sandstones are all sedimentary rocks that created the foundation of this particular Midwest region slowly over the course of 100 to 150 million years.



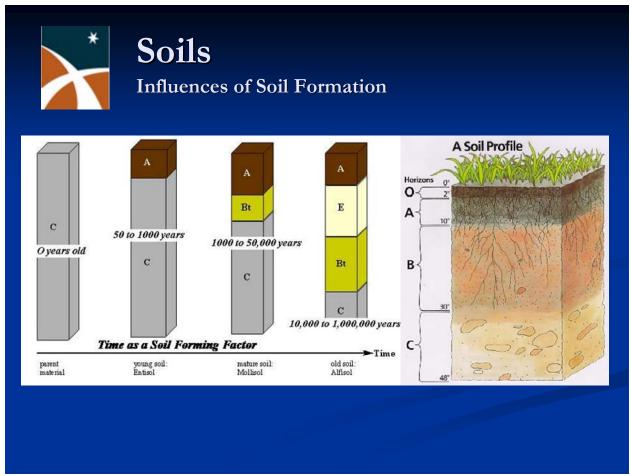
About 100 million years (ago), there was a major event. The plate tectonics of this continent pushed up against another plate and emerged, essentially, the Rocky Mountains. The Rocky Mountains played an enormous influence in not only the climate, but particularly the precipitation of this region. As these mountains emerged, we now had moisture-laden air coming from the West Coast that was being driven up the mountains.



As the air gains elevation the moisture is rendered from it, so that it snows on the back slope of the mountains. As that air passes over and condenses, most of the moisture is removed. On the front slope of the Rocky Mountains they have almost a desert-like condition with very minimal rainfall. The Indians used to call it the Chinook - the snow eater - when these winds would come down and remove the moisture from the ground because of the low humidity in the air. As we go from the front range of the Rockies to the Missouri river, precipitation slightly increases as it begins to pick up more moisture in the land and in the vegetation.

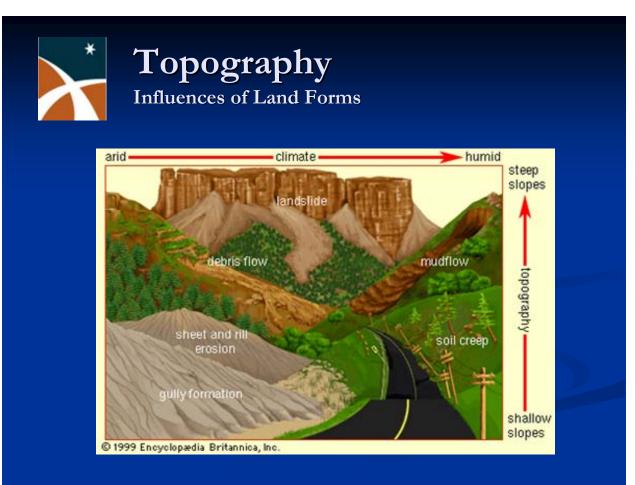
This is the primary formation of physiology we see in the environment in this particular part of the world, because *everything* is dependent on water.

Water rules, water is the essence of life, water is the reason we're here on this planet.

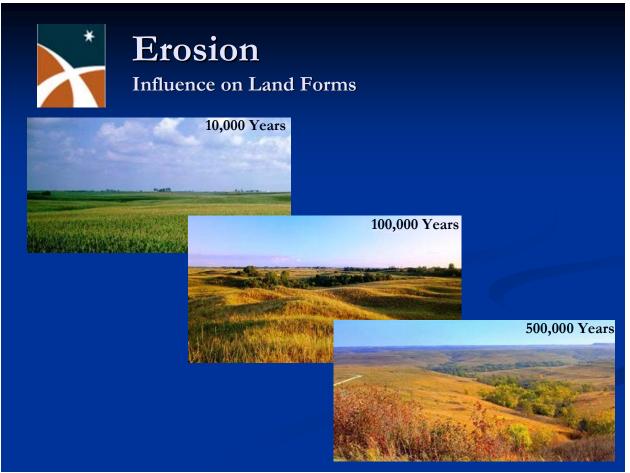


The distribution and the power of water creates - basically - everything we have around it. What you have from the old sedimentary rock is stone and the use of water, as a solvent to erode rock, as a mechanical feature that freezes, expands, and cracks to rip rock apart over the course of millions and millions of years, to transform rock into soil. It is beaten down, broken, and it is developed over the course of time in relationship to plant materials.

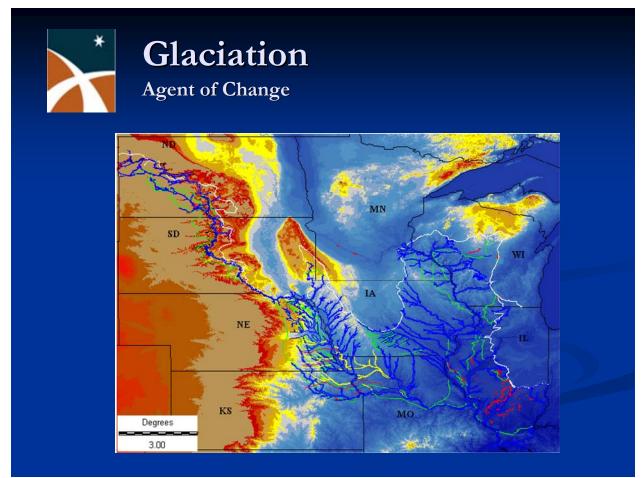
But what we see, are that the good soils, the best soils; the most productive soils are the newest, because these rocks contain minerals and contain the basis for fertility and supporting plant life. As the soil gets older, it is used up, and it is eroded away, and all of the mineral content leaves that particular soil mantle, and it becomes more and more sterile. It is hard to believe that some of the soils in the tropics are the most sterile in the world. The plant material there lives primarily in the organic layer that trees drop. The newer the development of the underlying rock and the weathering of that rock, the more productive the soil.



Water also had another influence, not only does it destroy the rock and create it, it transports the soil, it moves the soil, and it erodes the soil. This gives us the landforms we see. The relationship of the precipitation and the variedness of the precipitation indicated the level of force in which water will change and create landforms.

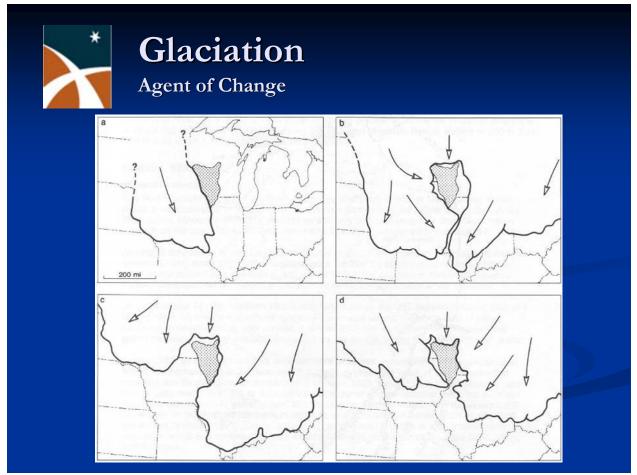


If we look at the way water can move land and soil, we can see its influence upon the land itself. Topography is, essentially, the erosion of the soil mantle and the underlying bones and framework are the rock structure below. We can see the top photo is from the Iowa plain which was glaciated most recently. Notice it's only 10,000 years of soil development and erosion and land development - so the land is very flat and plain-like in that regard. As we look closer to our neck of the woods, we are in about 100,000 years since glaciations, we start seeing dendritic patterns that build and create this. Farther down in southern Missouri, we missed the last two glaciations, so that development creates the Ozarks and some of the more pronounced landforms that we see in the part of the heritage area.

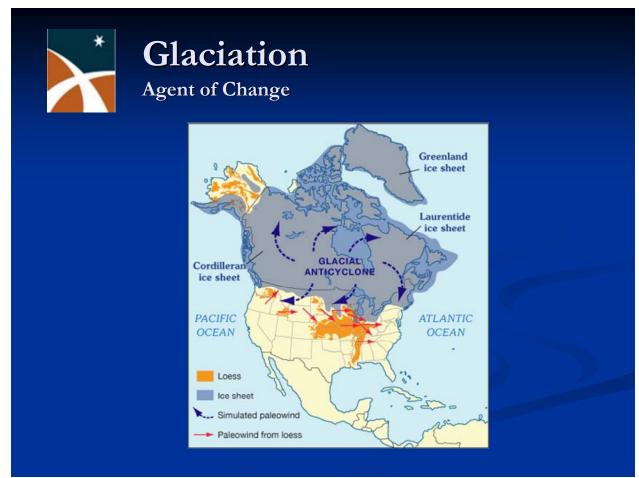


The big agent of change and probably the biggest determination of what makes this place really unique was the last period of glaciation... this is an unusual map, but I did feel it was important... we've got two periods of glaciation that really cover and influence our particular site location. The first one is this green line that wraps around, which goes through the northeast edge of Kansas and the top third of Missouri. That was called the Independence glacier and it was 80-100,000 years ago.

You can consider a glacier to be like a big snowplow. It is pushing the entire soil mantle and all of the rock, and it is grinding under its enormous weight and pushing it all south. It is building up new mineral content with very fertile soils. It is leaving alluvial deposition at its end that creates very deep and productive soil. As we see the first glacier came down and pushed, we got a redirection of most of our rivers and soils, and it is being renewed by this conveyer belt that is scraping earth and rock and bringing it to the south for us.

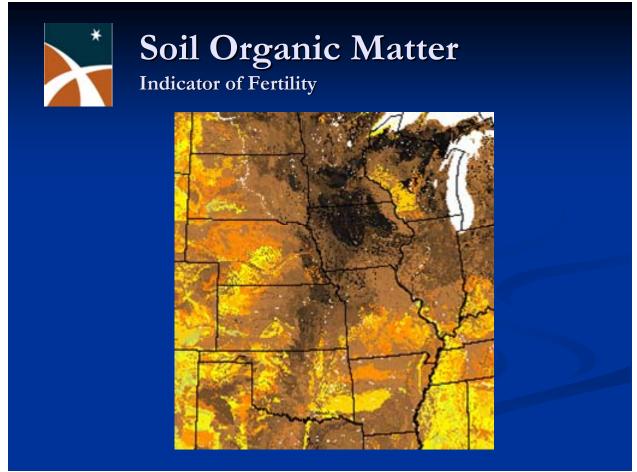


These were the four periods of glaciers; I think it's very important to understand how influential they are in what we see. How big they are in creating a climate change. Here's Missouri, here's the extent of the first phase, and that is the Missouri River. The melt water from that (glacier) redirected the previous rivers that came off there and created the essence of the Missouri River. I was interested to see that this first phase was the Mississippi. So it was pushed, and those two form determinants define how the rest of this area is laid, is drained, is organized.

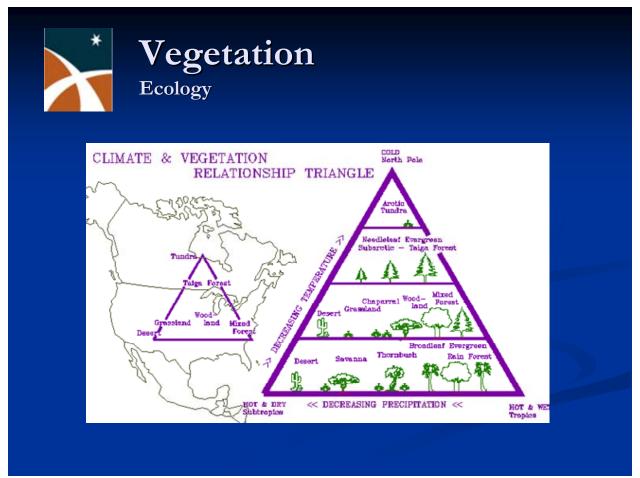


This also had another great influence on us - in terms of changing the climate. We had a big chunk of ice over the north of us, that air is cold, that air is heavy, and it creates cyclonic winds. It created weather patterns around the Midwest that influenced the development of soils. As these glaciers began to retreat, in the winter they would be frozen and not a lot of melt water would come out, in the summer they'd have vast floodplains of sediment-laden water that would be miles and miles wide. In the winter those would dry up, these cyclonic winds would whip across these floodplains and pick up small pieces of silt, and deposit it on the other side of the river.

Over the course of thousands and thousands of years this cycle of distributing silt and having it wind-blown created what we call Loess soils or Aeolian-distributed soils. On the west side of the Missouri river we have bluffs that are 100, to 200, to 300 feet high of purely wind-deposited soil that was a result of the end of our edge of glaciation. What's unique about this is that this only occurred in two places in the world. We have it occurring here in the Midwest and we have it occurring in the Loess plateau in China. It is a unique characteristic of our physiological development and our soil development. The glaciers have brought new material, they brought fertility, they brought deep soils, and they brought the strength of water to carve the ravines and the valleys and the river ways. They created much of what we see.



If we look at soil organic matter which is a function of soil fertility, and we look at it in the United States we can see very clearly the last end of the last glacier, the Wisconsin glacier, had the Des Moines lobe, and that was the terminal moraine of that glacier period. If you know Des Moines, it sits on top of the Des Moines lobe at the highest point and you can see the fertility f the soil build in there. As it eroded and was carried away that fertility was carried down through the drainage channels into our part of the country. It is the reason, the most recent reason, we have such abundance of material and fertility and soil in this region.



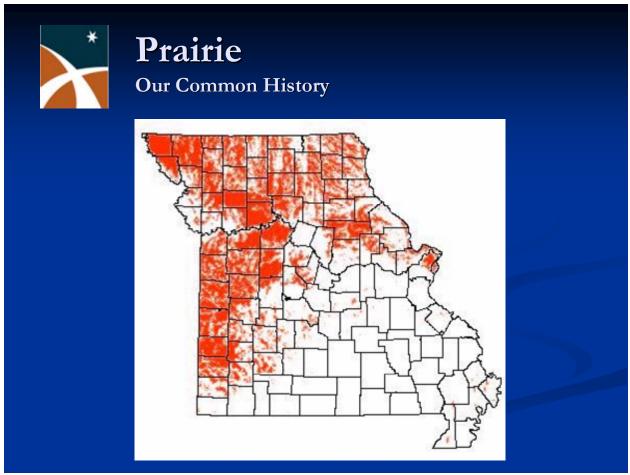
Once we look at the soil, the expression of the soil is the vegetation that sits on top. Vegetation is the function of temperature, it's a function of altitude, and it's a function of precipitation. As we change those variables, we get different expressions of vegetation. The reason the plains are the plains is that the soils are shallow enough that they don't support a lot of moisture and doesn't support big forest trees. As we move east, the greater precipitation allowed the great Eastern Forest to develop. Shallow soil mantle further west and the lack of precipitation kept this particular area grassland or prairie.

The prairie - Europe had no understanding of what a prairie was. When European settlers came here they had no word for it, they had no understanding (of it). They used *Terra Patria*, which meant "pasture land" because it reminded them of little pasture lands, but there was no expression anywhere else in the world in their experience that could deal with the prairie.

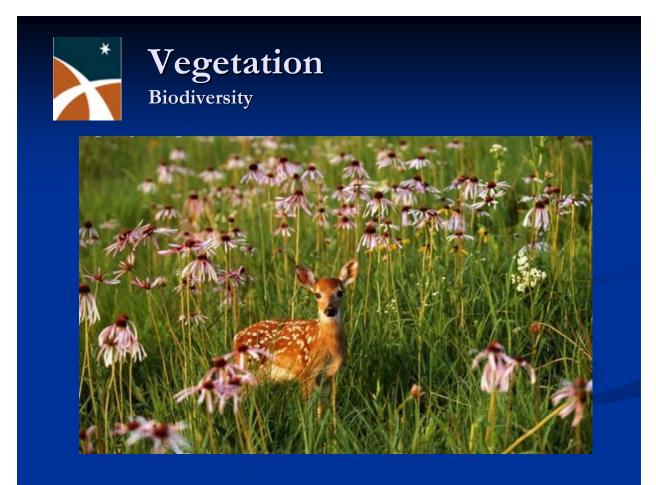


The prairie is purely a vegetative expression that deals with these two elements - and I love this picture - water and fire. We can see the rain that sustained the prairie and the influence of fire originally from lightning that would burn across the prairie and renew it. The prairie is unique because it's a fire-sustained ecosystem. It has been developed over thousands and thousands of years under burn-management - natural burn-management.

As it burns out, the invader species roots are adapted. Some of the roots in the prairie go as deep as 30 feet into the ground.

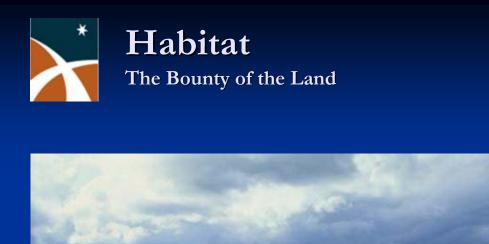


When we talk about the prairie, we always assume that it's the Kansas side of the story. What was interesting for me, we pulled out the pre-settlement vegetation and the extent of prairie in Missouri prior to European settlement over here and most of the areas we are talking about within the management area is also prairie. Once we removed the threat of fire, once we removed and broke the ground and altered some of the patterns, the forest returned in certain area, or started to move into these types of areas.



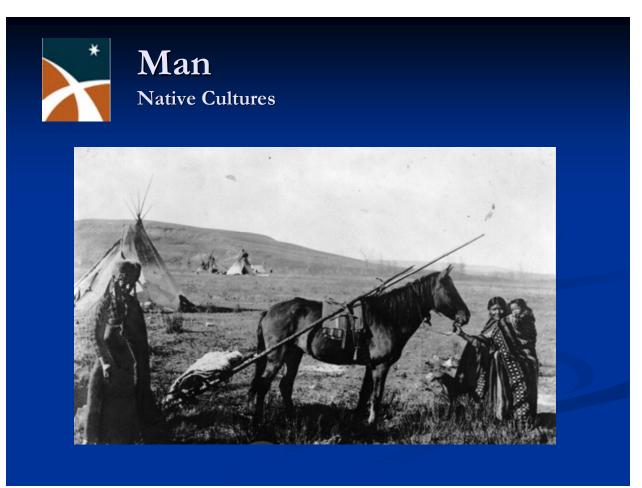
The prairie is a unique feature, particularly in this part of the world where the Eastern forest meets the tallgrass prairies, and we're on that edge and at that interface which creates the abundance that we see. The prairie is considered the 3rd or 4th most biodiverse ecosystem in the world, topped only by the rainforest and the Great Barrier Reef.

A simple prairie such as this virgin prairie can contain thousands and thousands of individual plants, all competing in a very complete and tight network. Each of them finding a unique niche in order to compete in this grassland. Some prairie plants come up early and flower before the others. Others will grow in greater height, but each of them have a unique strategy that relies on the symbiotic relationship of that environment in order to succeed in this very diverse, very biologically rich and complex environment.

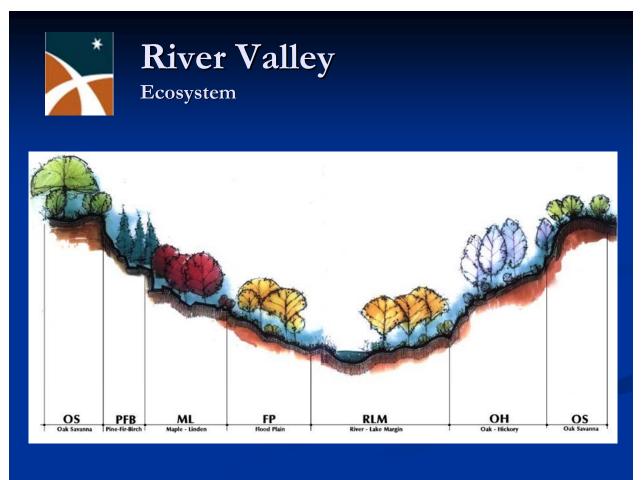




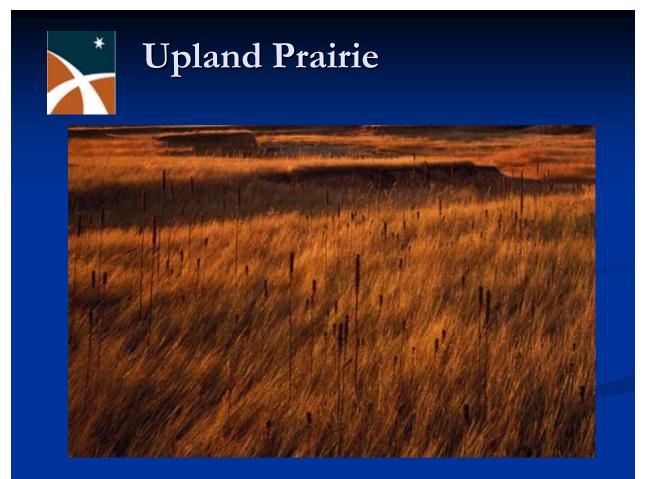
It is this biologically rich and abundant environment that gave us the ability to support habitat and animal life on them. It is the expression of that which allowed the large roaming animals to inhabit this area, it was the primary migratory stop for birds, (the landscape was) part of the floodwaters and swampland that provided areas to rest and protect those species (of fauna).



Around 10,000 years ago - plus or minus - man shows up. People show up in a very integrated fashion, with a small ability to impact the environment. What I think is interesting and unique about this is that people have lived here for 10,000 years with the ability to not alter the natural environment. It's only in the past couple hundred years where we gained the power to significantly alter and change the environment around us. There is an ethic about how we treat the land, and there is a consideration about early settlement on this particular land about being *a part of it*, and not one away from it.

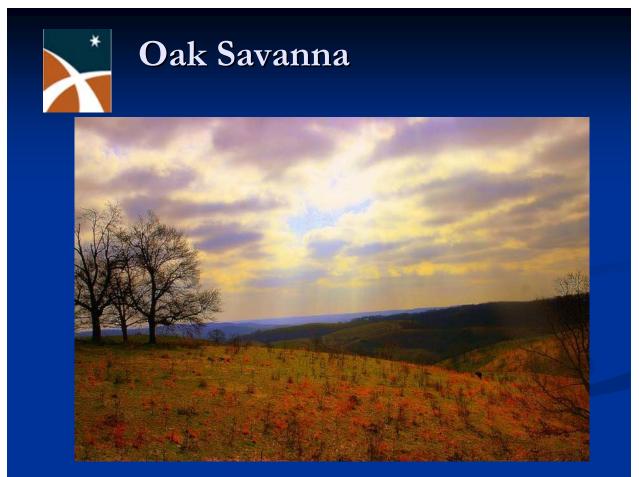


The one thing that we've looked at and evolved up to is the fact that we are a collection in this management area of river valleys. Each one somewhat unique in its geography and its location, but it is this pattern of development that really formed the basis of what we were looking at and what we are. When you look at river valleys, they embody all of those things that we've seen in the development of those natural resources: elevation, moisture regime - the higher in elevation typically the less moisture in the soil, less organic matter there. The greater the erosion, the narrower the soil mantle. As we move down through the river valleys, the deposition of that erosion, the deepness of the soils, the higher amount of moisture availability changes the evolution of these ecosystems.



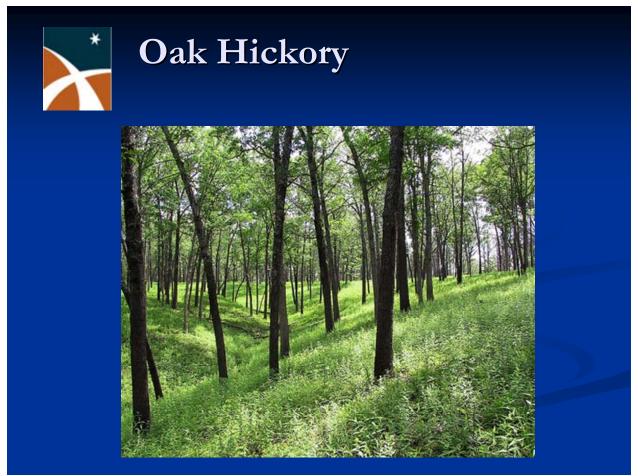
When we look at this, we're going from the top bluffs to the rivers margin there's a niche in there where vegetative expression changes.

We see the upland prairies where there is not sufficient moisture to sustain trees as we know it. The soil mantle is shallow, the moisture is limited, and the hot summers bake it out.



We can go a little bit further down, with a little bit greater moisture content and we get what we call the Oak Savannah. The Oak Savannah is where some of the sturdier Burr Oaks and White Oaks venture into niches where they can obtain water. They've developed so that they can sustain through some of the burns. There's not much underbrush in oak savannahs because the burns of the prairie keep coming through and keep it basically clean.

When we look at this landscape it is really the epitome of the landscape that we have learned to love and that we have tried to model in most of our world: trees and grass. Simple, great visual accessibility through it, easy to ride, and monumental on the horizon. But it is really the formation of what we looked at in most of our early town developments. This is essentially the courthouse square, one our two great oaks sitting in a plain of grass.



As we move a little bit further down moisture increases, the amount of vegetation increases, and the amount of vegetation changes slightly. We still get fire carrying through this but not at quite an integrated level so that we see the density of the plant material changing. We get more shade, we get more cover. It still isn't very difficult to traverse through these types of forests, but this again is a combination of moisture and fire.



We move down to the maple-linden, to the bottom areas of these river valleys and we get maples, lindens, and underbrush and growth, and we get more of a layered canopy.

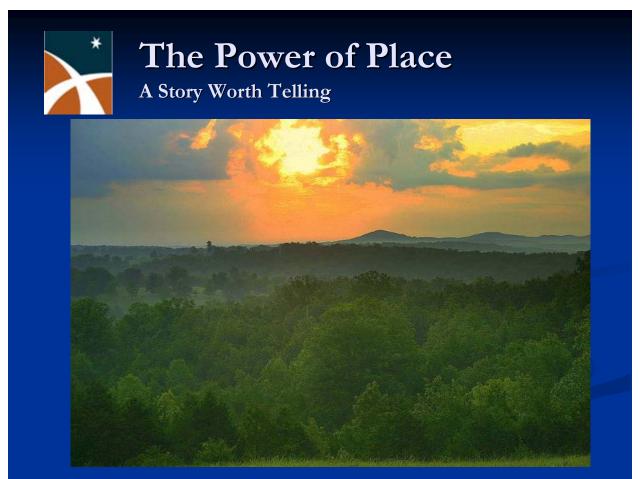


Ultimately in the bottom of the rivers we have the river margin edge, which is plant material that has adapted to inundation and flooding over long periods of time. Maples can withstand up to 2, 3, 4 weeks with their roots submerged with water It's a higher fertility (niche), the flood waters come and bring sediments that renew and help break down the organic matter and make these things very fertile and rich.



We see the wetlands, again one of the more biologically complex and diverse ecosystems. These are the important aspects of our environment; these are our lungs and kidneys. This cleanses our water and removes our sediment. This creates clean and wonderful water quality. It also protects us from floods; these are big sponges that hold rains. So these are important things that we need to protect.

... and it's a multi-varied environment in which we live.



What I've wanted to try to do is show you a little bit of the amazing diversity of this land we live in. It is a story that is worth telling. It is the reason we are here. And we've gotten away from that understanding. It is all of these influences which tie us together in common thread. It is how all of these sites and how all of these cultures connect.

It is on this land that we love so dearly. It is magnificent. It is beautiful.

I grew up in the East, and when I first came to the Midwest, the first time I saw the prairie. I got out of my car, stopped, stood its hood on the side of an interstate and just stood there for an hour. It is magnificent; it is something people don't understand. It is something we need to interpret. It's really a lifestyle that needs to be preserved. That's what we're looking at.



As a landscape architect, I've wrestled for years trying to understand this unique collection of things. There is no place else in the world that provides this combination of climate, of temperature, of rainfall, of plant material expression that is so unique that it should be celebrated, and it should be explained and understood by anyone that travels through this area.

As we look at the land... I was always trying to understand (it) ... we got in (the habit in) our office to call it the "Midwest Aesthetic"... there is a grounded basis for our existence on this land that is really based - I think - in touching, and working, and being in direct contact with the Earth. We are quickly losing that connection, and we are losing those special places in our environment. And I would challenge you all to go back and think about each of your particular sites and your particular perspectives, because there is a story to be told about how the landscape influenced that site and the importance to that to tell your story. For example the Mahaffie farmstead, at one point, was rural. And over time it's been encroached and it's been a challenge to try and interpret that story with the loss of the legacy of the landscape. We can do it, we can understand it, but it's as important an aspect of why we're here as any story we are trying to tell.

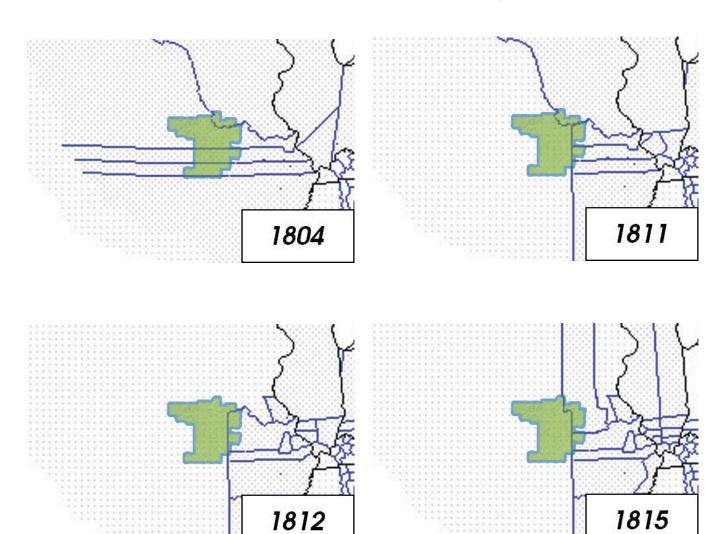
... and it's worth preserving.

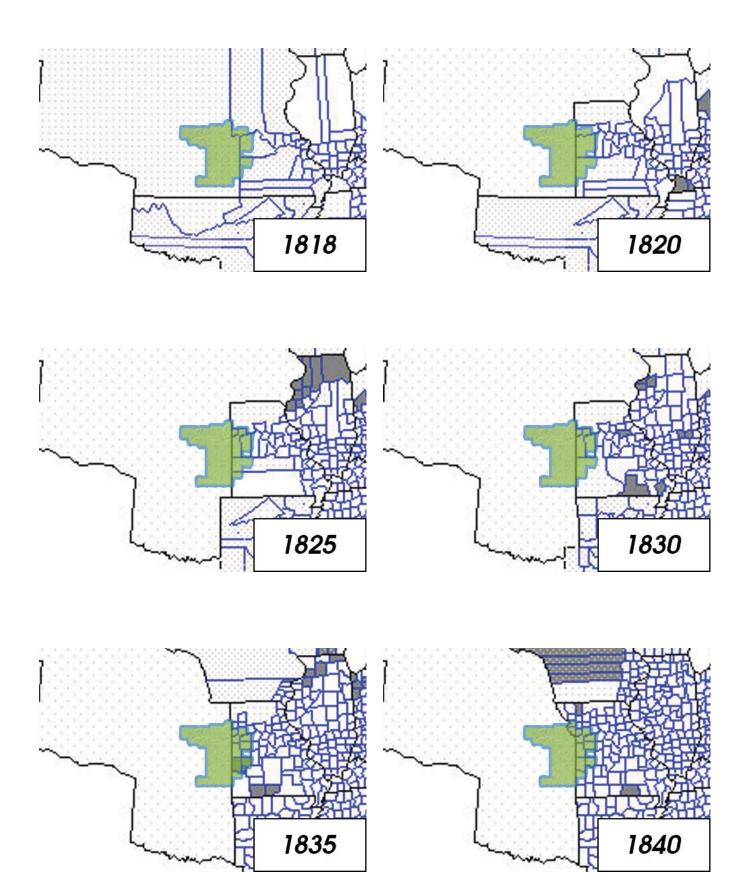
Shifting Lines

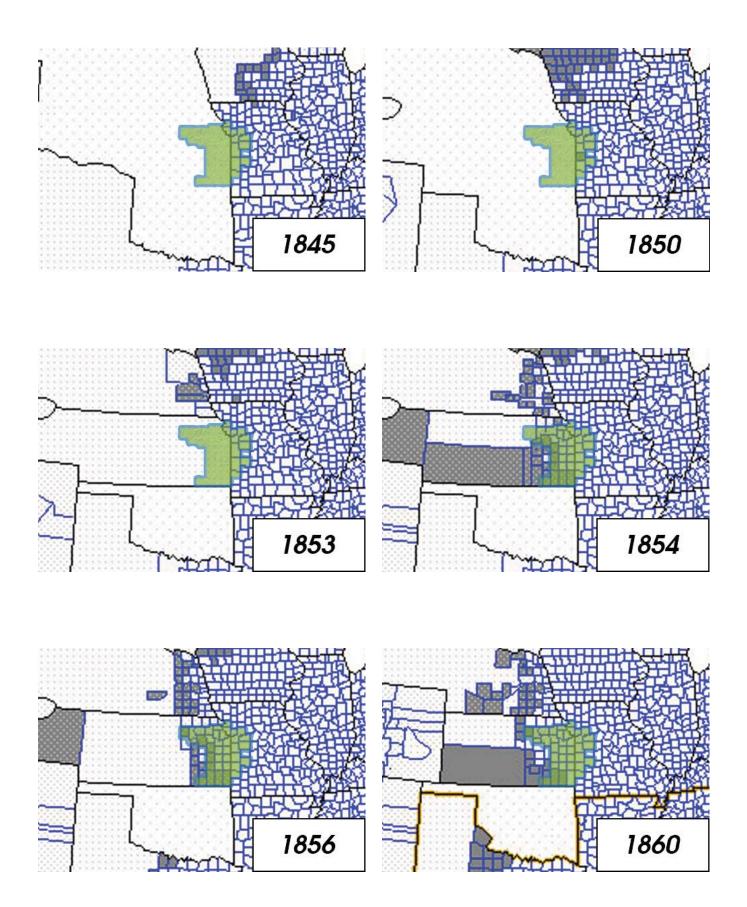
THE EVOLUTION OF POLITICAL DELINEATIONS IN FREEDOM'S FRONTIER

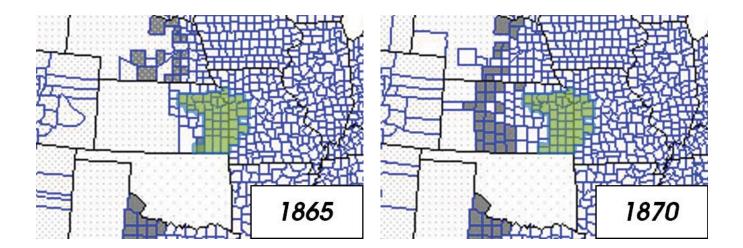
The names of locations or events in the management plan are of the *present-day* state name and county name unless otherwise noted. Historically, the names of locations, counties and territorial lines changed frequently. County names that have been used in the management plan may not be the same over the entire period of national significance.

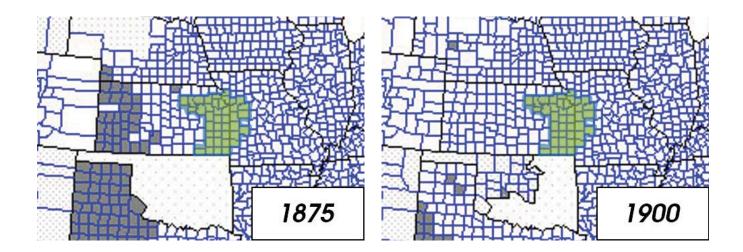
Below is a series of images that shows the development of political boundaries in Freedom's Frontier National Heritaga Area. The area in green is the modern-day location of the heritage area. County lines are in blue, state and territorial lines are in black. This is provided both as a reference and as a potential interpretive lens. See the Power of Story for more information about interpretive lenses.







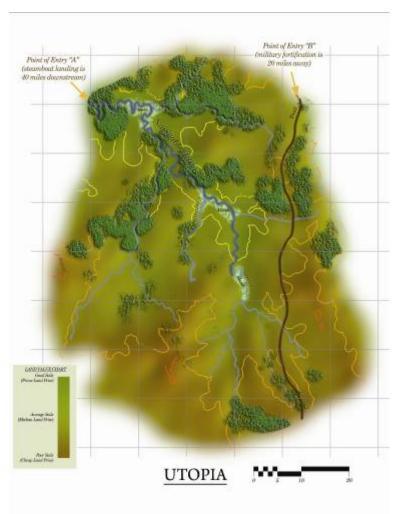






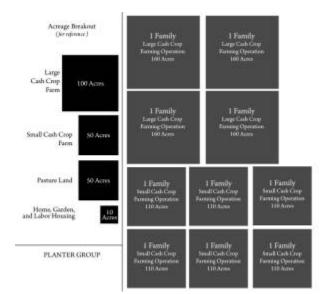
UTOPIA EXERCISE

A natural resources exercise was developed for the Freedom's Frontier partnership meeting in September, 2008. The purpose of this exercise was to go through a decision-making exercise for establishing a settlement on unclaimed lands within the region during the early period of significance.



The partnership team was separated into four separate work groups of approximately fifteen people. Each work group was provided identical maps labelled "Utopia". The map was nonspecific as to its location or orientation, but showed critical features for frontier settlement including soil quality, water, timber trees, proximity to existing forts and steamboat landings and elevation. Additionally, each workgroup was assigned a group of settlers with specific resource needs. Each work group was to establish a settlement based on the needs of their settlers.

Acreages of each land type had been established along with soil and natural resources needed to sustain a settlement. The work group used the map to look for features on the map and make decisions as to the most logical area for settlement based on the settler's parameters. Crucially, the groups had no knowledge as to where the other groups were locating their settlements. The settler groups were as follows:



SETTLER GROUP ONE: PLANTERS

Planters - Your group represents the planters who raise cash crops like tobacco and hemp. Access to fertile ground is essential to ensure high yields. It is also essential that you have proper access to markets for selling your cash crops and for acquiring goods and services that you do not produce on your land.

Land requirements:

The preference is for tillable land with access to water for cultivation. The topography should to be flat land with

deep fertile soil to sustain crop production year after year. A single family operation requires 50 to 100 acres of farmland to be profitable. This land can produce around 100 bushels of tobacco or 150 bushels of hemp. A bushel of tobacco brings \$ 3 at the steam boat dock, while hemp brings \$ 1.50 a bushel. Some timbered land is desirable but not a requirement.

Pasture land is needed to support livestock to work the crops. 4 acres of pasture land for each animal is needed to sustain them year round. A single operation needs a minimum of 4 draw horses or oxen a wagon team of horses or oxen to carry the crops to market and 2 to 4 riding horses for the family and hands.

The planters group consists of 10 Planter Families of the following make up:

Husband/ wife	20
Boys between the ages of 4 to 18	15
Girls between the ages of 6 to 21	15
Single men between 19 and 35	10
Laborers between the age of 17 to 30	<u>18</u>
1 Planter Family	78 people

Each family has a goal to establish a farming operation for a select crop, using the land requirements listed above locate your establishment as a community by drawing it on the map.

SETTLER GROUP TWO: SUBSISTENCE FARMERS

Subsistence Farmer- Your Acreage Breakout group represents subsistence farmers who raise a variety of crops and livestock to Large Corn Farm provide the needs of their Small Com Farm families. You raise corn, vegetables, poultry, and Timber Land pork. You are looking for Livestock, B & Outbuildi cheap land because you do Homestead & Vegetable Garden not have a lot of money. You hope to improve this land through hard work. When you are able to raise more than your family can consume, you hope SUBSISTENCE FARMER to subsidize your living by GROUP selling extra goods.

Land requirements:

The preference for a subsistence farmer is 40 to 50 acres divided as follows: 5 acres for livestock, poultry, barn and outbuildings; 1 acre for homestead and vegetable garden; 20 to 30 acres for corn crop and the remaining 14 acres is timber land.

The timber is used for harvest of old growth timber for buildings and furniture and for sale to local mills as a possible third revenue source. Soil needs to be fertile as can be afforded; access to water is a requirement as well as grass lands for pasture. Topography can be gentle rolling land. Livestock to support the farm ideally includes 2 horses or oxen to work the farm, 2 riding horses used to pull the wagon, 6 chickens, 4 pigs, 2 to 4 cows for milk and possibly 2 to 4 steer for meat and breeding.

The subsistence farmer group consists of 12 families of the following make up:

Husband/ wife	24
Boys between the ages of 4 to 18	15
Girls between the ages of 6 to 21	8
Single men between 26 and 32	<u>6</u>
Total party members	53

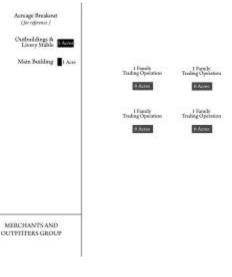
Each family has a goal to establish a farming operation to support your family, using the land requirements listed above locate your establishment as a community by drawing it on the map.

SETTLER GROUP THREE: OUTFITTERS AND MERCHANTS

Outfitters and Merchants- Your group represents the outfitters and merchants who supply goods to people - traders, settlers, etc. traveling through the region.

Land requirements:

For the outfitters and merchants are minimal usually consisting of one main building with a few smaller out buildings for supply storage, a livery stable. Topography can be either open flat land or hilly bluffs adjacent to rivers or streams. Access to resources such as water or timber land is an asset but not a requirement. Access to transportation routes is a requirement.

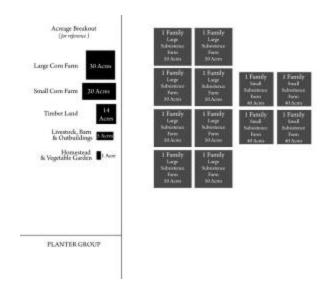


The outfitter and merchant group consists of 4 families of the following make up:

Husband/ wife	8
Boys between the ages of 13 to 19	3
Girls between the ages of 14 to 19	2
Single men between the ages of 22 and 36	<u>8</u>
Total party members	53

Each family has a goal to establish a trading operation to support your family, using the land requirements listed above locate your establishment as a community by drawing it on the map.

SETTLER GROUP FOUR: CITY BUILDERS



City Builders- Your group represents an investment company that is looking for a place to locate a new city. You are looking for a site that can help you encourage future industries such as mills. You also hope that your city can provide goods and services to those who settle in the area.

Land requirements:

The preference is for 20 to 30 acres where a small town can be laid out to include a mercantile store, livery stable, land office, local doctor's office, dentist and barber,

town hall, church and school house. Future buildings may include hotel, saloon, saw mill and or grist mill within an hours ride. Access to a transportation route (by road or steamboat) is essential. Topography can be open flat land or ridges with good access to transportation routes. Resources essential to growth is adequate water, stone and timber for buildings. Access to other settlements is beneficial to future growth.

The City Builder group consists of 16 families of the following make up:

Husband/ wife	32
Boys between the ages of 8 to 20	16
Girls between the ages of 6 to 17	16
Single men between the ages of 22 and 56	<u>22</u>
Total party members	86

Each family has a goal to establish a home and business to support the family, using the land requirements listed above locate your community or communities by drawing it on the map.

After twenty minutes, all the groups locations were transposed on a single sheet of transparent film and placed over the map. The results follow:



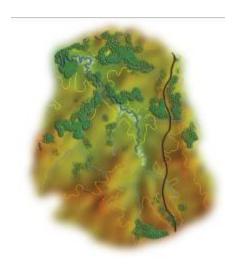
Even though there was plenty of space available for all acreage, it was found that overlaps occurred throughout the settlement groups, particularly around the location that the city builders had selected at the upper reaches of the navigable river. Limited resources and differing users created areas of conflict: a critical component of the settlement period and the statement of national significance.

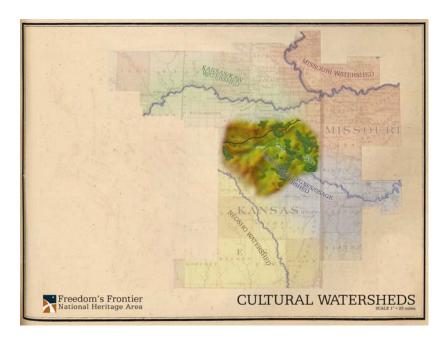


An additional issue was added, an unexpected flood along the river. The extents of flooding were determined prior to the exercise and without the knowledge of the settlement groups. The natural processes that occurred in the region, even at the early stages of settlement could lead to additional tension as certain settlers and settlement groups were economically affected while others would profit.

A Place Not Unlike Our Own

Finally, the exercise was wrapped up with a map showing that the map was actually from the region. The "Utopia" map was rotated and mirrored, then placed on the cultural watersheds map. The map showed the location was the Marais Des Cygnes valley, an area of particularly brutal conflict during the Border War period.







Best Practices in Historic Preservation

Preservation tools and programs are necessary to ensure that the irreplaceable historic landscapes and buildings that interpret the Freedom's Frontier story are protected. Successful preservation programs are comprehensive in nature, offering tools not only for the appropriate use of individual buildings and landscapes, but also for a holistic approach to the identification and protection of the region's overall character.

The Secretary of the Interior's Standards for the Treatment of Historic Properties provides guidance for the consistent review of projects on individual buildings and landscapes in accordance with preservation laws and funding programs. All preservation projects should be reviewed in accordance with these standards.

The best preservation programs combine application of the Standards to individual projects with a holistic application of Education, Planning/Documentation, Advocacy/Stewardship, Public Policy and Interpretation. These approaches, illustrated by the following examples, will help ensure not only that known individual sites are preserved, but also that the historic character of the region is maintained.

Education

Ohio State Historic Preservation Office: Building Doctor Program

Summary: Although most historic building owners have the best intentions for preserving their properties, few have a working knowledge of appropriate preservation techniques. Unfortunately, improper work on historic buildings can result not only in the loss of historic character, but also – as in the case of high pressure water cleaning and sandblasting – lead to accelerated deterioration. Because many property owners lack the resources to hire historic preservation specialists, there is a demand for public programs that connect historic property owners with preservation experts.

For more than three decades, the Ohio State Historic Preservation Office's **Building Doctor Program** has been the gold standard for educating owners about maintaining and preserving their old buildings. Each year, Building Doctors hold "Clinics" or two-day workshops in communities throughout the state. On the first day, Building Doctors offer a general overview on how to address common old-building problems, including failing plaster and deteriorated windows. On the second day, the Building Doctors tour nearby buildings, offering expert advice to building owners.



Building Doctors are qualified experts; the professional must hold a master's degree in history, historic preservation, architectural history or planning and have one year of field experience before the state approves them as instructors.

Although the workshops and site visits are free to the public, they require a local cosponsors (generally historical societies and community groups), which pay a \$275 fee to host a Clinic. The program is successful in introducing preservation to building owners in a helpful un-intimidating way. Together, the Ohio State Historic Preservation Office and its partners host eight Building Doctor workshops each year. In the past twenty-five years, the Building Doctors have assisted hundreds of buildings throughout the state.

- Partners: Ohio State Historic Preservation Office Clinic Co-sponsors
- Links: http://www.ohiohistory.org/resource/histpres/programs/bd/bd-01.html http://www.ohiohistory.org/resource/histpres/programs/bd/bd-02.html http://crm.cr.nps.gov/archive/25-05/25-05-08.pdf



Historic Landmarks Foundation of Indiana: ArchiCamps Summer Camp Program

Summary: In recent decades, the environmental movement has made great strides. One secret to its success? Early education. In their first years of school, students are taught to "reduce, reuse and recycle." The increasingly standardized curricula have left little time for American History and art, let alone more specialized topics such as historic preservation and local history. Some organizations have committed to fostering an early appreciation for heritage by hosting summer day camps. Summer day camps are increasingly prevalent today as more dual-income families need to find day care for their children during the summer months.

Since 1997, the Historic Landmarks Foundation of Indiana's decorated **ArchiCamp** has offered a fun way for Indiana kids (ages 8-12) to learn about their local heritage. Each year, the foundation partners with three to five local organizations to host two-day camps. Each camp is unique, with the schedule and hands-on activities guided by local stories and places. For instance, a camp in South Bend challenged kids to name as many forms of transportation as possible as a way to learn about the community's transportation history. The program combines crafts, field trips, presentations by local experts, and fun activities to achieve the following goals:

- To use historic architecture to educate and excite children about local history and the built environment;
- To introduce career opportunities in history and historic preservation; and
- To instill stewardship and responsibility for heritage.

Through these interactive learning camps, kids gain an appreciation of their heritage. The foundation nurtures a relationship with local cosponsors. And local organizations acquire a structure that they can use to continue their own camp program.

- Partners: Historic Landmarks Foundation of Indiana Local co-sponsors
- Links: http://historiclandmarks.org/tours/Pages/SummerCamps08.aspx

Preservation Dallas: Historic House Specialist Program



Management Plan

Planning Process

Summary:

Realtors play a key role in sharing a community's charm to prospective residents and building owners. The more realtors know about their community's history and historic architecture, the better equipped they are to market historic buildings to potential buyers that will maintain them properly. Part of a realtor's job is helping their clients create a vision of how a building can fit the needs of their client, and thus on a regular basis they are in a position to suggest changes to existing buildings as part of their sales pitch.

This is the premise behind Preservation Dallas's celebrated **Historic House Specialist Program**. In two-day seminars, local preservation and real estate experts share the tools realtors need to market the city's core neighborhoods. Topics include neighborhood history, architectural history, building materials and proper maintenance, and an orientation to the organization's Intown Living Center, which offers research materials associated with the city's core neighborhoods.

Program graduates, who number more than 250, obtain a certification that earns them the right to use the "Historic House Specialist" logo on their marketing materials and business cards. In addition, they may earn continuing education credits through the Texas Real Estate Board. The program provides a small revenue stream for Preservation Dallas.

- <u>Partners:</u> Preservation Dallas MetroTex (Local Real Estate Organization) Texas Real Estate Board
- Links: http://preservationdallas.org/new_site/about/programseducation.php

Planning/Documentation

Texas Historical Commission: RIP (Record, Investigate, Protect) Program

Summary: Often, graves are the only remaining physical representation of persons or the communities they called home. Cemeteries mark the location of ethnic churches and historic settlements, where they often doubled as the first community parks. The information on grave markers and headstones is useful to genealogists, historians, and descendents. Unfortunately, because cemeteries do not generally qualify for historic designation and related protection, they are endangered. When we leave cemeteries unmarked, allow them



deteriorate, or destroy them with new development, we lose important connections to our past.

Concerned with the rapid rate at which the state was losing its historic cemeteries to neglect and sprawl, the Texas Historical Commission (THC) founded a unique cemetery preservation program called **RIP (Record, Investigate, Protect)**. In the program's first phase, funded in part from a grant from the Texas Department of Transportation's Transportation Enhancement Program, THC began mapping and surveying cemeteries in 49 of the state's fastest-growing counties. The urgency of the work became clear when project statistics revealed that 37% of the cemeteries in the pilot program were endangered. The THC recently completed on-site surveys of cemeteries statewide. Surveyors rated cemeteries by threat level (low, medium, high) and mapped their findings on a searchable GIS system.

Once they had identified and mapped cemeteries, THC began working with county historical commissions and community volunteers to designate and preserve them. Toward this end, THC established the Historic Texas Cemetery program, a way to designate and add a layer of protection for cemeteries. As part of the designation process, Historic Texas Cemeteries are permanently recorded in deed records. To date, more than 1000 cemeteries have been designated. THC has created a companion program called the RIP Guardian Program, which encourages an understanding of ethics and preservation principles and educates community volunteers on appropriate preservation techniques.

- Partners: Texas Historical Commission County Historical Commissions Community Volunteers
- Links: http://www.thc.state.tx.us/cemeteries/cemrip.shtml http://members.aol.com/TombView/preservation.html#TX

National Endowment for the Arts: Your Town: The Citizens' Institute of Rural Design

<u>Summary:</u> Preserving rural character and creating sustainable local economies requires a two-pronged approach. To succeed, communities must focus not only on revitalizing historic downtowns and landscapes, but also on combating threats to their unique



Management Plan

Planning Process

identity, such as sprawl. Many small rural communities do not have trained planning professionals who can help them evaluate the available options to help them protect the character of their communities.

The award-winning *Your Town* program, funded by the National Endowment for the Arts (NEA), connects community leaders with design professionals. During an NEA-funded 2 ½ day workshop, participants learn about challenges and threats to rural landscapes nationwide, discuss issues related to their community, and work together through planning to identify solutions. By the end of a *Your Town* workshop, community leaders have identified what makes their community unique and begun the planning process for preserving it.

The following are the goals of the Your Town program:

- To raise consciousness of the role of design in rural communities;
- To equip participants with the tools and techniques to identify, protect, enhance their towns and landscapes;
- To influence the working methods and relationships of those who are already providing assistance to rural areas on design and community development issues;
- To teach the fundamentals of the design process and presentation skills;
- To apply design processes to rural community problems and enhance the ability to develop effective solutions;
- To provide a forum for rural technical-assistance providers to share their professional skills and to exchange ideas and experiences with rural communities; and
- To build a network of design-conscious technical-assistance providers and decision makers around the country.
- <u>Partners:</u> National Endowment for the Arts Landscape Architecture Dept., State University of New York at Syracuse
- Links: http://www.yourtowndesign.org/



Advocacy/Stewardship

Historic Savannah Foundation: Revolving Fund

Summary: In many communities nationwide, historic preservation advocates lack the tools necessary to save deteriorated buildings from demolition. Unless the preservation community is prepared in advance of a preservation emergency, efforts to save buildings are likely to fail. In order to succeed, preservation advocates must establish partnerships and build their treasuries in preparation for the threats to come.

During the last half century, one of the nation's oldest preservation advocacy groups, the Historic Savannah Foundation (HSF), has had a system in place to rescue old buildings from the wrecking ball. Since establishing its celebrated Revolving Program in 1959, the organization has saved hundreds of historic buildings. HSF uses its not-for-profit status to solicit tax-deductible gifts from donors. In some cases, the organization accepts donations of endangered properties. It uses donated funds to purchase others. Once HSF purchases the threatened property, it markets it for resale through its publications and website. To ensure the building's long-term preservation, it places protective covenants on the property. It then uses the money from the re-sale to purchase other endangered properties. HSF focuses its efforts on buildings located within historic districts.

HSF has a strong relationship with the City of Savannah's inspection department, which notifies HSF when a property is slated for condemnation.

- Partners: Historic Savannah Foundation City of Savannah
- Links: http://www.historicsavannahfoundation.org/

Teton Regional Land Trust: Conservation Easements for Hollingshead Homestead



Management Plan

Planning Process

Summary:

The nation's most productive farm and ranchlands often lie within the counties with the largest population growth. Development in these counties threatens not only the character of the historic landscape, but also the viability of family farms and ranches. Until recently, economics tilted on the side of development. Even farmers who felt strongly about preserving their land were often forced to sell as surrounding development drove up tax valuations. As energy prices increase, fewer children stay on the family farm, crop prices rise, and farmlands become scarcer, farmers are joining forces with conservation groups to protect the nation's agricultural lands.

Conservation easements provide an economic incentive to farmers who wish to preserve America's farmland and protect the rural landscape. Conservation easements restrict the use and development of land through an agreement between the landowner and an organization, such as a land trust. In return for selling or donating their development rights, property owners receive incometax benefit. Organizations monitor the properties to ensure conditions of easements are being met.

Teton County, Idaho, in the valley between Teton and Big Hole Mountains takes pride in its natural beauty. A recent guide to living in the county notes that "Our wide-open spaces provide more 'elbow room' than you may be accustomed to, but with that freedom to move comes responsibilities." The Teton Regional Land Trust assists property owners in stewarding the resources that make the region unique.

The Teton Regional Land Trust's easement on the Hollingshead Homestead protects not only the property's 40 acres, but also its eight historic buildings. The easement restricts development on the land and requires that work on the buildings be consistent with their historic character. To develop requirements related to the buildings, the land trust consulted with the State Historic Preservation Office (SHPO). The property owners take satisfaction in knowing the land they love will be protected for future generations.

Partners: Teton Regional Land Trust Idaho State Historic Preservation Office (SHPO)

Links: http://www.tetonlandtrust.org/



Buffalo Olmsted Parks Conservancy: Park Management

<u>Summary:</u> Although most Americans place a priority on parks and open space, funding for cultural landscapes is limited. Many local parks programs are focused on recreation and basic maintenance. Few have access to the expertise, let alone the funds, necessary to preserve their historic parks and parkways.

Recognizing the need to preserve the city's historic Frederick Law Olmsted-designed park system, Buffalo citizens founded the Friends of the Olmsted Parks – later re-named Buffalo Olmsted Parks Conservancy – in 1978. In 1995, the Conservancy partnered with the City of Buffalo to help preserve the nationally significant parks. In 2004, the Conservancy became the nation's first not-forprofit organization to manage a park system, which includes six major parks, eight parkways that connect the parks, nine circles, and seven smaller spaces.

The Conservancy uses members and volunteers to carry out its mission, "to broaden awareness of, appreciation for, and investment in Buffalo's Olmsted Park System in order to enhance, restore and maintain this cultural treasure for the benefit of current and future generations."

- Partners: City of Buffalo, New York Erie County, New York
- Links: http://www.buffaloolmstedparks.org/default.asp

Public Policy

Maine: Informed Growth Act

Summary: Sprawl is a threat not only to our communities' financial and historic resources. Big box development requires a piecemeal and inefficient approach to new infrastructure, which diverts community investment away from dense community cores and historic neighborhoods. Surveys nationwide have shown that Americans dislike sprawl and the traffic congestion it creates – preferring to live and work in communities with a more cohesive sense of place.



Moreover, most Americans overwhelmingly support sprawl-curbing public policies.

After carefully studying housing trends and the economic effects of sprawl, the State of Maine launched an effort to stop sprawl's drain on local economies. The first act of its kind in the nation, the Informed Growth Act gives Maine communities the tools they need to make informed decisions about proposed developments. Only projects that are shown to have no adverse impact on the local economy are approved.

Stakeholders: Maine State Planning Office

Links: http://www.informedgrowthact.com/iga_qanda.pdf

Interpretation

Civil War Trails, Inc.: Civil War Interpretive Trails Program

Summary: While there are a large number of Civil War sites in Virginia, until just a few years ago few offered tangible visitor experiences and there was no easy way for Civil War travelers to find Virginia's Civil War sites. That changed with the development of the Virginia Civil War Trails, Inc. Based in Richmond, Virginia this organization developed a series of Civil War Trails in Virginia, using specific campaigns or battles to provide a logical chronology (and geographic connections) to connect Civil War heritage sites. Each trail includes low-profile interpretive markers and a trail brochure which is available in both hard copy and in a downloadable format from www.civilwartrails.org. Downloadable information on the website includes podcasts, maps (including interactive maps using Google Earth), an online calendar of events and a virtual bookstore selling hard-to-find Civil War titles for pre or post visit perusal.

In developing interpretive materials for each trail, Civil War Trails, Inc. devised an approach which begins and ends with local historians and stakeholders. The process includes a review by a statewide panel of historians as well as staff from Civil War Trails, Inc. with an understanding of the kind of human interest stories that will capture the interest of the casual Civil War traveler. Local historians draft the preliminary copy, which is then reviewed for accuracy by a state panel of historians. Elements of the story that will have the greatest appeal for travelers are then extracted by the



Management Plan

Planning Process

Civil War Trails, Inc. staff for inclusion on interpretive panels, brochures and other interpretive materials. The revised copy goes back to local stakeholders for a final sign-off. This multi-layered review process allows for strong local input while ensuring that the final product is as accurate, unbiased and engaging as possible.

Maintenance and upkeep of the extensive system of interpretive signage was also a concern for Civil War Trails, Inc. While it is relatively easy to find grants to fund sign development and installation, most funders simply don't get as excited about paying for the repair or replacement of damaged or vandalized signs. In addition, patrolling the growing collection of interpretive signs would be impossible for the small staff at Civil War Trails, Inc. The solution was to create a corporation where each new interpretive sign is sponsored for an annual membership fee by a local entity such as a chamber of commerce or convention and visitors bureau. This annual fee provides the member with voting rights at Civil War Trails, Inc. and pays for the cost of replacement panels or signage as needed. The local sponsors for each sign have a greater incentive to monitor the condition of the signs in their area as they have essentially paid for an insurance policy which will cover the costs of needed repairs to keep all the signs in top condition.

The Civil War didn't stop at the Virginia state line, and based on the success of this program in Virginia, Civil War Inc. expanded to include two other states, Maryland and North Carolina. All three states now have joint interpretive and promotional Civil War materials that use a shared logo, a common approach and the collective marketing power of a larger region.

Partners: Civil War Trails, Inc.

Links: www.civilwartrails.org http://www.culturalheritagetourism.org/successStories/virginia.htm GRAPHICS STANDARDS OCTOBER 2008



WHAT IS A BRAND?

A brand is more than a logo or a singular marketing message. A brand is a promise and a set of principles evident to those who come in contact with it. It is also a collection of perceptions in the mind of consumers. Examples of ways that visitors might develop perceptions about FFNHA extend beyond graphics to things like how they're greeted at an attracation, whether the site under or over-delivers on their promise, whether the site was easy to find, etc. All of those experiences come together with the visual representation of the brand to create a perception.

The FFNHA logo is the primary visual component of the overall brand and for that reason it is imperative that the logo be handled consistently to help maintain the brand's equity.

Why graphics standards?

As the Freedom's Frontier National Heritage Area logo is more widely-introduced it is critical to ensure that its visual integrity – its colors and graphics – remain consistent. In order to achieve this, graphics standards have been developed for the FFNHA logo and text. All communications and applications of the logo should remain within this umbrella.

Occasionally there may be special circumstances not covered in this document. When this occurs, you should contact the Freedom's Frontier Brand Manager. Guidelines and recommendations presented here should be followed for all FFNHA-related marketing and communications materials.

How to gain approval for use?

In order to gain access to FFNHA logo files, users must first receive permission from the FFNHA office and files will be made available for download from the Freedom's Frontier website, www.freedomsfrontier.org.

VISUAL SIGNIFICANCE

The Freedom's Frontier National Heritage Area Brand

With the development of the Freedom's Frontier National Heritage Area, the organization has an opportunity to build and grow an entity with positive brand image and equity. Proper communication of the FFNHA brand will serve to both create and sustain a clear, unifying identity for the area.

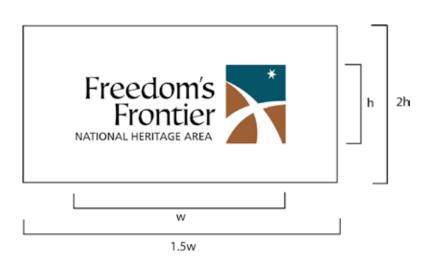
The FFNHA logo was designed to represent the trails that have been blazed, both literally and figuratively, throughout the region and how the past intersects with the present. The star used in the logo is a six-point star, symbolizing the North Star, used in the Underground Railroad as a guide.

LOGO USAGE

The FFNHA logo contains a specially designed logotype as well as graphic elements. To ensure uniform usage, it is imperative that the FFNHA logo appear ONLY in graphic standard approved verstions. The FFNHA logo should not be rebuilt for any execution.

Quiet Zone

It is important to create white space around the FFNHA logo to ensure that it is clearly visible in its surroundings. A "quiet zone" around the logo is recommended. No other type or graphics should be placed within this area. Likewise, the FFNHA logo should never be placed over other graphics or type. See below for suggested specifications.



Logo Format

The FFNHA logo contains text as well as a graphic element. To maintain the integrity of the logo it is important not to separate the logotype from the graphic element. The logotype and the graphic element should also not be rearranged in anyway. The logo should always appear as it was created, with the logotype to the left of the graphic.





UNACCEPTABLE FORMATS

FONT USAGE

Consistency with Type

The FFNHA logo is created with specific fonts, that have been customized for the logotype. In order to coordinate with those type faces, it is suggested that specific fonts be used in documents that will contain the FFNHA logo, whenever possible.

Calisto

Calisto is the preferred font to accompany the Freedom's Frontier logo and is the first choice to be used in correspondence. This serif font is readable at large and small sizes, but distinguishable from other serif fonts. If Calisto is not available, Times New Roman or Sabon should be substituted.

Frutiger

The Frutiger family is a preferred sans-serif font. It is a clean, readable font that can be used in headlines, subheadlines and for empasis within body copy.

Color Palette

The color palette for FFNHA is very simple, which will be a key to its success as a part of the brand's visual component. Consistent use of color is one of the most effective ways to build and maintain a brand's visual image. The FFNHA logo utilizes PMS 548 (blue), PMS 7526 (brown), as well as black and white. The FFNHA logo may only be displayed in these colors. Shades/tints of these colors can be used as needed.

Using the FFNHA logo in black is also acceptable. In this circumstance the logo should be produced in all black, with no screens.

It is not advisable to produce any two-color materials that do not include these graphic standard approved colors. In full-color applications it is recommended to use the color FFNHA logo, not black.

Logo Color Usage

The FFNHA logo should only appear in the two-color version, using the specified colors, or in black. The star in the logo graphic should be white in all applications.



BLACK & WHITE (preferred if the two-color blue/brown is not an option)



FFNHA Logo on Colored Backgrounds

Whenever possible it is recommended to reproduce the FFNHA logo on a white or neutral lightcolored background. The full-color version remains the preferred option on white or neutral lightcolored backgrounds. It is not recommended that the logo be reproduced on dark backgrounds. However, if this unavoidable, the logotype and path and star should be white in both the full-color and black and white versions. See below.

2-COLOR LOGO ON WHITE



2-COLOR LOGO ON NEUTRAL BACKGROUND (note that star and path are same color as background)



2-COLOR LOGO ON LIGHT - not neutral - BKGRD



BLACK LOGO ON WHITE BACKGROUND



BLACK LOGO ON NEUTRAL BACKGROUND (note that star and path are same color as background)



2-COLOR LOGO ON DARK BACKGROUND



BLACK LOGO ON BLACK BACKGROUND (note that logo has white keyline around it)

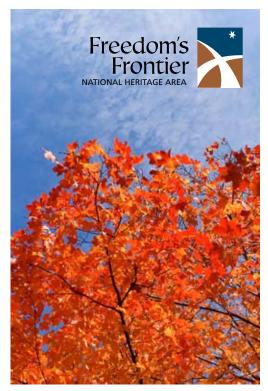


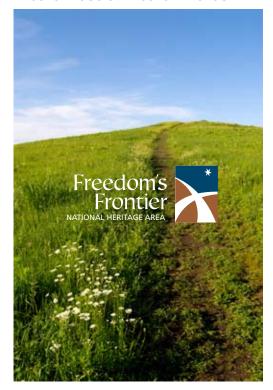
FFNHA Logo Over Photographs or Illustrations

It is acceptable to print the logo over a neutral area of a photograph or illustration. Use best judgment for color selection of logo printed over a photo or illustration.

The logotype may need to be rendered in white over darker areas of a photo if the logo is being used in full-color. Adaptations may be made using best judgment as long as the logo graphic is rendered in the appropriate Pantone colors and the logotype is rendered in either black or white.

2-COLOR LOGO OVER COLOR PHOTOGRAPH





BLACK & WHITE LOGO OVER BLACK & WHITE PHOTO



2-COLOR LOGO OVER COLOR PHOTOGRAPH

FFNHA Logo - What Not To Do!

It is crucial that the FFNHA logo not be compromised with inappropriate or unacceptable uses. If the graphic standards are followed closely this will not be an issue. Below are examples of unacceptable uses of the logo to provide guidance in decision making. Do not:



Reproduce the logotype in a color other than black or white



Reproduce the logotype in a color other than black or white





Reproduce the graphic in one color other than black

Reproduce the logo in a white or colored block over another colored background.



Reproduce the logo on a solid color that competes with the approved colors in the logo graphic. If this is unavoidable, the logo should be reproduced in black and white.

OTHER GENERAL DOs & DONTs

Color

The integrity of the FFNHA logo will be best maintained when any document or website of which it's a part, utilizes graphic standards colors. There will be instances when it's necessary to add additional colors to the palette but that should be done thoughtfully so that the selected colors are complementary to the graphics standard colors.

Proportion

The integrity of the FFNHA logo will be best maintained when any document or website of which it's a part, utilizes graphic standards colors. There will be instances when it's necessary to add additional colors to the palette but that should be done thoughtfully so that the selected colors are complementary to the graphics standard colors.





Stretching the proportions of the logo horizontally or vertically is not acceptable. The logo should be resized using the original proportions.

IDENTITY MATERIALS

Letterhead and Margins

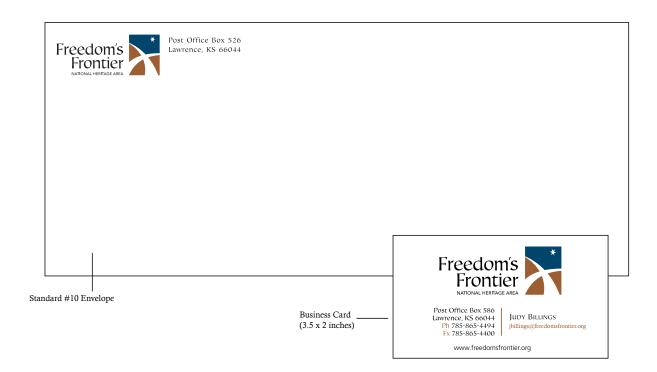
Suggested letterhead margins have been specified below. These margins should be applied to any document being produced on letterhead.



IDENTITY MATERIALS

Envelopes and Business Cards

Suggested layouts for envelopes and business cards have been specified below.



WEBSITE CONSIDERATIONS

Visual Branding on the Web

www.freedomsfrontier.org

All graphics standards guidelines should be followed in web applications. As with all marketing and communications executions, a clean, clear and uncluttered design strategy should be used.

It is highly recommended that the brand palette colors should be used as the primary design colors of any new web execution including a website or any e-news publications. It is highly recommended that the "web look" of the FFNHA website and any related sites feel like the identity package. There should be a good deal of open space and the color palette should be left simple. Secondary colors may be used as a complement to the brand look and feel.

E-News

All graphics standards guidelines should be followed in e-news publications sent either to internal or external audiences. An approved template should be used for any e-mail communication that incorporates the FFNHA logo.

Other E-Mail Use

The FFNHA logo can be incorporated directly into an e-mail message only if it accompanies language that aims to inform constitutents about the FFNHA organization. It my not be incorporated into an e-mail message that is designed to promote a specific attraction or exhibition as a partner to the FFNHA unless the attraction or site has met the criteria for use that is outlined on page 00 of the Management Plan. Once that has occurred, all the graphics standards apply to use.



Freedom's Frontier National Heritage Area Management Plan Glossary

Accessibility

A general term used to describe the degree to which a facility, program, or product is usable by as wide a group of people as possible. For the purposes of this Management Plan, accessibility includes providing facilities, programs, and services in ways that include individuals with disabilities, meeting basic needs of all visitors, being open, signed, and promoted to the general public.

Accession

The process of adding an object to the permanent collection.

Accreditation

The recognition of a program or institution that maintains standards of professional practice.

Acquisition

The act or process of acquiring title or interest other than fee title of real property.

Adaptive Reuse

A new use for a structure or landscape other than its historic use, normally entailing some modification of the structure or landscape.

Advocacy

The act or process of defending, promoting and/or sustaining a cause, ideal, or proposal.

Agritourism

Agritourism seeks to incorporate vernacular landscapes and cultural landscapes related to agriculture into the experiences of visitors. For instance, tourists may visit and participate in production on a working farm, ranch, or orchard.

Alternatives

A reasonable range of options for solutions to problems. A variety of ways a problems can be managed.

American Indian Tribe

Any band, nation, or other organized group or community of Indians, including any Alaska Native Village, which is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Archeological Resource

Any material remains or physical evidence of past human life or activities which are of archeological interest, including the record of effects of human activities on the environment. An archeological resource is capable of revealing scientific or humanistic information through archeological research.

Archeology

The scientific study, interpretation, and reconstruction of past human cultures from an anthropological perspective based on the investigation of the surviving physical evidence of human activity and the reconstruction of related past environments. Historic archeology uses historic documents as additional sources of information.



Assessment

The process of documenting, usually in measurable terms, knowledge, skills, or progress toward reaching a defined goal.

Asset

A cultural or historic resource with local, regional, or national significance.

Audience

A person or group of persons for whom messages and/or services are designed or delivered. Synonymous terms might include: visitors, learners, customers, users, recreationists, stakeholders, guests, buyers, consumers, residents, clients, and patrons.

Benefit

Lasting, positive, and meaningful change over time.

Best Practices

Practices that apply the most current means and technologies available to maintain a superior level of conservation, preservation, education, interpretation, recreation, sustainability, and economic development. Commendable actions and philosophies that demonstrate an awareness of standards and can be replicated.

Biological Diversity (also Biodiversity)

Includes genetic diversity within species, species diversity within a community, and diversity in a full range of biological communities. An area is considered biologically diverse when it includes rich and stable populations of native species that are naturally distributed across the landscape.

Border War

The period of politically motivated killings and retributions from 1854 to 1861, as well as the battles and associated activities during the American Civil War from 1861 to 1865 in the region encompassing Freedom's Frontier National Heritage Area.

Certified Local Government Program

A program jointly administered by the National Park Service and State Historic Preservation Offices that allows the State Historic Preservation Offices to distribute Historic Preservation Funds through a competitive annual grant process to those local governments that participate in the program.

Citizen Engagement

As a philosophy, a discipline, and a practice, it can be viewed as a continuous, dynamic conversation with the public on many levels that focuses on achieving an agreed-upon vision, builds a sense of place, and welcomes and encourages diversity of opinions and backgrounds. It involves activities such as informing, consulting with, engaging, collaborating with, and empowering residents and stakeholders in planning, decision-making, and building relationships around a shared stewardship mission.

Collecting Plan

A policy that states what materials an institution is accepting and sets priorities and limitations for collecting.

Collections

The "stuff" (artifacts and documents) a museum or archive collects, preserves, exhibits/allows limited public access to, and often interprets as part of their responsibility to the public.

Collections Management Plan

A set of policies that provide the framework for decisions that determine the long-term development, care, and management of the institution's collections.



Communication

A process by which information is exchanged through a common system of symbols, signs, language, or behavior.

Conservation

Conservation promotes, restores, and preserves local eco-systems and bio-diversity with concern for both local and global environmental impacts. A conservation approach to stewardship understands nature as an interconnected system of soils, hydrology, weather, flora, and fauna wherein changes in one element can affect the whole.

Conservation (of an object)

Maintenance and preservation of works of art, artifacts or objects, their protection from future damage, deterioration, or neglect, and the repair or renovation of works that have deteriorated or been damaged.

Conservation Easement

A legal agreement between a landowner and another party that protects the conservation value of a parcel by limiting uses and changes that the landowner may make to it. The holder of the conservation easement may monitor the property to enforce the restrictions.

Conserve

To protect from loss or harm; preserve.

Cultural Heritage Tourism

Traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present.

Cultural Landscape

A geographic area, including both the cultural and natural resources and the wildlife or domestic animals therein, associated with an historic event, activity, or person, or exhibiting culture or aesthetic values. There are four non-mutually exclusive types of cultural landscapes: historic sites, historic designed landscapes, historic vernacular landscapes, and ethnographic landscapes.

Cultural Resource

An aspect of a cultural system that is valued by or significantly representative of a culture, or that contains significant information about a culture. A cultural resource may be a tangible entity or a cultural practice. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places, and as archeological resources, cultural landscapes, structures, museum objects, and ethnographic resources for NPS management purposes.

Curate

To maintain the overall well-being and scope of a collection of artwork or artifacts.

Curriculum

A written plan outlining what students will be taught (a course of study). Curriculum documents often also include detailed directions or suggestions for teaching the content. Curriculum may refer to all the courses offered at a given school, or all the courses offered at a school in a particular area of study.

Deaccession

The process of removing an object from the permanent collection.



Directional Signage

Directional signage marks a specific route such as a scenic byway, heritage trail, or cultural corridor. Directional signage can indicate turns along a route and can also include additional "trailblazing" signs along longer stretches of a route to reassure travelers that they are still going in the right direction. Directional signs are often small and can include as little as a logo and an arrow.

Docent

A volunteer or paid educator trained to further the public's understanding of the natural, cultural, and historical collections or sites of an institution or facility.

Draft Environmental Impact Statement (DEIS)

A draft version of an environmental impact statement (EIS). The draft is available to the public for comment for a minimum of 60 days.

Ecosystem

The complex of a community of organisms and its environment functioning as an ecological unit. A system formed by the interaction of a community of organisms with their physical and biological environment, considered as a unit.

Ecotourism

Ecotourism connects conservation, local communities, and sustainable travel. It encourages cultural awareness, minimal ecological impact, and interaction with regional ecologies. Ecotourism provides direct financial benefits for local people and for conservation efforts.

Education

Education is the process of developing an individual's knowledge, values, and skills and encompasses both teaching and learning.

Educator

A person involved with the overall process or practice of facilitating learning. Educators often specialize in specific content areas or academic disciplines.

EIS

Environmental Impact Statement

Electronic Media

Technologically delivered content.

Enabling Legislation

The law(s) that establish a national heritage area.

Endangered Species

A species of animal or plant is considered to be endangered when its prospect for survival and production are in immediate jeopardy from one or more causes. The U.S. Fish and Wildlife Service makes this designation.

Environmental Assessment (EA)

A brief NEPA document that is prepared, with public involvement, (a) to help determine whether the impact of a proposed action or its alternatives could be significant; (b) to aid the NPS in compliance with NEPA by evaluating a proposal that will have no significant impacts, but may have measurable adverse impacts; or (c) as an evaluation of a proposal that is either not described on the list of categorically excluded actions, or is on the list, but exceptional circumstances apply.



Environmental Consequences

A section of an environmental impact statement that is the scientific and analytic basis for comparing alternatives. This discussion includes the environmental effects of the alternatives, any adverse effects that cannot be avoided, and short-term, long-term and cumulative effects.

Environmental Education

A learning process that increases people's knowledge and awareness about the environment and associated challenges, develops the necessary skills and expertise to address the challenges, and fosters attitudes, motivations, and commitments to make informed decisions and take responsible action.

Environmental Impact Statement (EIS)

A detailed NEPA analysis document that is prepared, with extensive public involvement, when a proposed action or alternatives have the potential for significant impact on the human environment.

Environmentally Preferred Alternative (or environmentally preferable alternative)

Of the action alternatives analyzed, the one that would best promote the policies in NEPA section 101. This is usually selected by the IDT members. CEQ encourages agencies to identify an environmentally preferable alternative in the draft EIS or EA, but only requires that it be named in the ROD.

Ethnographic Resource

A site, structure, object, landscape, or natural resource feature assigned traditional legendary, religious, subsistence, or other significance in the cultural system of a group traditionally associated with it.

Evaluation (Front-End, Formative, Remedial, Summative)

A judgment of worth or merit; an appraisal of value; the careful appraisal and study of something to determine its feasibility or effectiveness at meeting its goals and objectives. Evaluation is typically divided into four temporal stages: Front-End, Formative, Remedial, and Summative Evaluation. Front-end evaluation provides background information for future program planning. It typically is designed to determine an audience's general knowledge, questions, expectations, experiences, learning styles and concerns regarding a topic or theme. Formative evaluation provides information about how an interpretive media or program can be improved and occurs while a project is underdevelopment. It is a process of systematically checking assumptions and products in order to make changes that improve design or implementation. Remedial Evaluation is the assessment of how all the individual parts of an interpretive media or program work together as a whole; like formative evaluation the goal of remedial evaluation is to improve educational effectiveness and insure achievement of goals and objectives. Summative evaluation is conducted after an interpretative media or program is completed and provides information about the impact of that project. It can be as simple as a head count of program attendance or as complex as a study of what individual's learned; what is assessed should be tied to project goals and objectives.

Exhibit

An organized arrangement of text, graphics, and objects that communicate a message or theme. Outside exhibits are often called waysides and may include interpretive signs, kiosks, or other presentation methods developed for use in the outdoors.

Existing Infrastructure

The systems, services, and facilities currently present, including buildings, roads, trails, power equipment, water supply, etc.

Executive Orders, Memoranda, or Proclamations

Regulations having the force of law issued by the President of the United States to the Executive branch of the federal government.



Facilitator

A person who encourages and enables a process, such as learning, planning and training, interpreting, or teaching.

Facilities

Refers to visitor-use and operational areas and associated supporting infrastructure.

FEIS

Final Environmental Impact Statement

FFNHA Location

Any existing building, site, landscape, trail, or other property type in Freedom's Frontier National Heritage Area that has voluntarily met the eligibility criteria for inclusion. Locations may be public facilities or privately owned.

Final Environmental Impact Statement (FEIS)

The document that responds to public comments on the draft environmental impact statement and may include corrections and revisions as a result of public comment.

Finding of No Significant Impact (FONSI)

A determination based on an EA and other factors in the public planning record for a proposal that, if implemented, would have no significant impact on the human environment.

First Person Interpretation

A role-playing interpretive technique where the guide or interpreter is in character as either a specific historical figure or a person from a given time period.

Foundation statement

A statement that begins a planning process and sets the stage for all future planning and decision-making by identifying the heritage area's mission, purpose, significance, special mandates, and the broad, mission goals. It is incorporated into a GMP, but may also be produced as a stand-alone document.

Gateway Signage

Signage to indicate the entranceway to a site or region. For example, gateway signage might indicate "Welcome to the Freedom's Frontier National Heritage Area" or "Entering the Freedom's Frontier National Heritage Area."

General Management Plan (GMP)

A plan which clearly defines direction for resource preservation and visitor use in a national heritage area, and serves as the basic foundation for decision making. GMPs are developed with broad public involvement and usually guide parks for 15-20 years.

Geocaching

A recreational activity similar to a scavenger or treasure hunt in which a "geocache" is hidden in a specific location for others to find using a Global Positioning System receiver. The "geocache" or hidden object often consists of a weather and waterproof container with a logbook and a collection of inexpensive objects. The "geocache" who finds the "geocache" signs the logbook and takes one of the trinkets. In some instances, "geocachers" may also leave a small object in the "geocache."

Geographic Information System (GIS)

Specialized software and computers that convert map data and other resource information into digital files, allowing analysis of resource interactions and generation of computer drawn maps.



Geotourism

A term coined by the National Geographic Society's Center for Sustainable Destinations as "Tourism that sustains or enhances the distinctive geographical character of a place—its environment, heritage, aesthetics, culture, and the well-being of its residents."

Geography

The science of place, of scale, of movement, and of spatial relationships. The study of the impact of people on the environment, and of the impact of the environment on people.

Global Positioning System (GPS)

A radio navigation system that allows users with a Global Positioning System receiver to determine their exact location anywhere in the world (latitude and longitude). Identifying the latitude and longitude for specific sites can assist tremendously in accurately mapping assets. GPS coordinates are generally accurate to within a few meters. GPS coordinates can also be secured electronically using Google Earth or other computer mapping programs.

Goal

Statements that identify desired conditions for a component (such as resource conservation, education, interpretation, tourism, etc.) and/or address how to reach a desired level of interaction between resources.

Guided Tour

A tour led by a live tour guide to visit exhibits or sites in a certain sequence over a specified length of time.

Guiding Principle

Traits or qualities that are considered worthwhile. Guiding principles represent an organization's highest priorities and driving forces. Principle statements are statements about how the organization will value visitors, suppliers, and the internal community. These statements describe actions that are the living enactment of the fundamental values held by individuals within the organization.

Heritage

Nature and culture.

Heritage Resources

Natural and cultural resources.

Heritage Tourism

Traveling to experience the places and activities that authentically represent the stories and people of the past. It includes historic, cultural and natural resources.

Historic Designed Landscapes

Landscapes that are designed by professional trained architects, landscape architects, or engineers. They have clear design intent, shaped by gardeners and other builders. They can have many layers of time and periods of significance. The challenge for stewardship is to determine the periods of significance for interpretation along with the resources that are most important to express them for future generations.

Historic District

A geographically definable area, urban or rural, possessing a significant concentration, linkage or continuity of sites, landscapes, structures, or objects, united by past events or aesthetically by plan or physical developments. A district may also be composed of individual elements separated geographically but linked by association or history.



Historic Preservation

The process or program by which historic environments such as districts, sites, buildings, structures, objects, and landscapes are protected.

Historic Property

A district, site, building, structure, object, or landscape significant in American history, architecture, engineering, archeology, politics, or culture at the national, state, or local level. An umbrella term for all entries eligible for or included in the National Register of Historic Places.

Historic Site

The site of a significant event, prehistoric or historic occupation or activity, or structure or landscape whether extant or vanished, where the site itself possesses historical, cultural, or archeological value apart from the value of any existing structure or landscape.

Historic Vernacular Landscape

Historic Vernacular Landscapes are landscapes shaped by the activities of early occupants. These may include farming, ranching, mining, quarrying, etc. In areas where traditional industries such as ranching have declined, the challenge revolves around preserving meaning when there is no longer an active use.

Historical Demonstrations

A personal interpretation that uses documented methods either of the past or used in the past to assist audiences in understanding a theme, time period or technique.

Historical Reenactment

A type of living history interpretation in which individuals or "reenactors" portray specific historical characters to recreate a historical event as a performance for the public.

Home Schooling

The process by which children are educated at home rather than at an institution such as a public or private school.

Impact

The likely effects of an action or proposed action upon specific natural, cultural, or socioeconomic resources. Impacts may be direct, indirect, cumulative, beneficial, or adverse. Severe impacts that harm the integrity of park resources or values are known as "impairments."

Impact Topics

Specific natural, cultural, or socioeconomic resources that would be affected by the proposed action or alternatives (including no action). The magnitude, duration, and timing of the effect to each of these resources is evaluated in the impact section of an EA or an EIS.

Implementation Plan

A plan that focuses on how to implement an activity or project needed to achieve a long-term goal. An implementation plan may direct a specific project or an ongoing activity.

Influences on Settlement and Freedom

Economic, political, and social events that affected settlement and the story of freedom in the heritage area during a given period in history.



Infrastructure

A general term describing public and quasi-public utilities and facilities such as roads, bridges, sewers, and sewer plants, water lines, storm drainage, powerlines, parks and recreation, public libraries, and fire stations. Can also be considered a permanent installation such as signage, lighting, sidewalks, buildings, and water systems.

Integrity

The authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic or prehistoric period.

Interdisciplinary

An approach in which content and methods are drawn from several subject areas to examine a central theme, issue, problem, or topic.

Interpretation

A mission-based communication process that forges emotional and intellectual connections between the interests of the audience and meanings inherent in the resource.

Interpreter

A person who employs a mission-based communication process that forges emotional and intellectual connections between the interests of the audience and meanings inherent in the resource.

Interpretive

Technique that assists audiences through communication media in making both emotional and intellectual connections with heritage resources.

Interpretive Program

Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences.

Interpretive Services

Any personal or non-personal media delivered to audiences.

Interpretive Theme

A succinct, central message about a topic of interest that a communicator wants to get across to an audience.

Kiosk

A self-contained free-standing structure in a public area that might include multiple interpretive panels. Some more elaborate kiosks also include interactive features such as a computer touch-screen.

Lesson Plans

A written guide for teachers or trainers that identifies learning objectives and provides an outline of the timing, teaching tools, and instruction that will be provided in order to achieve those learning objectives.

Lifelong Learning

Learning throughout the life cycle, from birth to grave and in different learning environments – formal, non-formal and informal.

Living History

An attempt to accurately replicate the past through the use of a physical environment and the sights, sounds, and smells of the period being represented. The two major types of interactive living history interpretation are first-person and third-person.



Local Landmarks

Local Landmarks are properties that are recognized by local governments as significant to a community as defined in a local historic preservation ordinance. These properties may qualify for local funding.

Loess Soils

Loose deposits of silt that have been deposited by wind.

Main Street Program

Established by the National Trust for Historic Preservation, the Main Street Program combines historic preservation and economic development to revitalize historic downtowns. To participate in the program, communities must be designated as Main Street Cities.

Measurement

The assignment of numerals to objects or events according to rules; an operation resulting in standardized classifications of outcomes; in visitor studies or evaluation research, measurement often refers to the tools used to capture data about audiences or visitors and may include such things as observations, interviews, focus groups, surveys and so forth.

Media

Means, methods, devices, or instruments by which the interpretive message is presented to the public.

Milestone Documents

Documents chosen by the National Archives and Records Administration that have influenced the course of U.S. history. They have helped shape the national character, and they reflect our diversity, our unity, and our commitment as a nation to continue our work toward forming "a more perfect union."

Mission

A statement that articulates how the local coordinating entity and other partners in the heritage area intend to make the vision a reality. It describes the heritage area's purpose.

Mission Critical

Something that is essential to the accomplishment of an organization's core responsibilities.

Museum

A permanent institution in the service of society and of its development, and open to the public, which acquires, conserves, researches, interprets, communicates, and exhibits, for purposes of study, education, and enjoyment, material evidence of people and their environment.

Museum Collection: Objects, works of art, historic documents, and natural history specimens collected according to a rational scheme and maintained so they can be preserved, studied, and interpreted for public benefit.

Museum Object

A material thing possessing functional, aesthetic, cultural, symbolic, and/or scientific value, usually movable by nature or design. Museum objects include prehistoric and historic objects, artifacts, works of art, archival material, and natural history specimens that are part of a museum collection. Structural components may be designated museum objects when removed from their associated structures.

National Environmental Policy Act of 1969 (NEPA): A law enacted on January 1, 1970 that established a national policy to maintain conditions under which humans and nature can exist in productive harmony and fulfill the social, economic and other requirements of present and future generations of Americans.



National Environmental Policy Act Process

The objective analysis of a proposed action to determine the degree of its environmental impact on the natural, physical, and human environment; alternatives and mitigation that reduce that impact; and the full and candid presentation of the analysis to, and involvement of, the interested and affected public. Required of federal agencies by the National Environmental Policy Act of 1969.

National Historic Landmark

A district, site, building, structure, landscape, or object of national historical significance, designated by the Secretary of the Interior under authority of the Historic Sites Act of 1935 and entered in the National Register of Historic Places.

National Historic Preservation Act of 1966 (NHPA)

This act required federal agencies to give consideration to historic properties determined significant (properties listed on or determined to be eligible for the National Register of Historic Places) prior to expending funding for, authorizing, or licensing a federal project or permit.

National Natural Landmark Register

A program which seeks to identify and encourage the preservation of areas that illustrate the ecological and geological character of the United States.

National Park Service (NPS)

An agency in the Department of the Interior responsible for protection and preservation of 379 natural and cultural units throughout the United States.

National Park Service Organic Act

The 1916 law (and subsequent amendments) that created the National Park Service and assigned it responsibility to manage the national parks.

National Park System

The sum total of the land and water now or hereafter administered by the secretary of the interior through the National Park Service for park, monument, historic, parkway, recreational or other purposes.

National Register of Historic Places

The comprehensive list of districts, sites, buildings, structures, and objects of national, regional, state, and local significance in American history, architecture, archeology, engineering, and culture kept by the National Park Service under authority of the National Historic Preservation Act of 1966.

National Significance

Describes places, stories, or landscapes that contain important regional and national stories that, together with their associated natural and/or cultural resources, enable the American people to understand, preserve, and celebrate key components of the multi-faceted character of the nation's heritage.

Native Americans

Includes American Indians, Alaskan natives, native peoples of the Caribbean, native Hawaiians, and other native Pacific islanders. Groups recognized by the federal and state governments and named groups with long-term social and political identities who are defined by themselves and others as Indian are included.



Natural Resources

Physical properties, materials, and on-going ecological processes that include but are not limited to air and water atmospheric resources, marine and freshwater systems; geologic features and processes; biological entities and systems; natural sound; day and night sky features and relationships; seasonal and celestial fluctuations; and natural interactive processes.

NEPA

National Environmental Policy Act

NHPA

National Historic Preservation Act

Nonpersonal Interpretation

Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).

Objective

Specific accomplishments that must be completed in total, or in some combination, to achieve the goals in the plan. Objectives are usually "milestones" along the way when implementing the strategies.

Open space

Land that is maintained for its intrinsic and/or open space value. Open space can be a feature in a cultural landscape, such as humanely maintained prairie or field, or it can be a natural area as opposed to a developed area.

Outreach

The communication of the organization's mission and goals to a wide variety of audiences usually away from the organization's offices, sites or properties.

Paleontological / Paleoecological Resources

Resources such as fossilized plants, animals, or their traces, including both organic and mineralized remains in body or trace form. Paleontological resources are studied and managed in their paleoecological context (that is, the geologic data associated with the fossil that provides information about the ancient environment).

Performance Measure

A benchmark or specific performance target used to determine the degree to which an outcome is successful.

Personal Interpretation

One person or persons proving interpretation to another person or persons. Related Term: Interpretation

Place-based Education/Learning

An interdisciplinary instructional strategy that uses the local environment and community as the context for teaching and learning.

Potential Boundary Modifications

The description of areas or resources that meet criteria for boundary adjustments, along with the rationale for an adjustment



Preferred Alternative

The alternative an NPS decision-maker has identified as pre-ferred at the draft EIS stage. It is identified to show the public which alternative is likely to be selected to help focus its comments.

Preservation

The act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction.

Preservation (natural resource)

The act or process of preventing, eliminating, or reducing human-caused impacts to natural resources and natural processes.

Preserve

To protect from loss or harm; conserve.

Primary Source

A document or physical object which was written or created during the time under study. These sources were present during an experience or time period and offer an inside view of a particular event.

Professional Development

A process of learning and keeping up to date in ones area of expertise. The process of progressing in ones chosen career through continuing education and training.

Program

Any type of organized, topic-specific presentation or other delivery of information.

Public History

A process for making the public aware of the value, uses, and pleasures of history and to engage the public in historical activities.

Reconstruction

The act or process of depicting, by means of new construction, the form, features, and detailing of a nonsurviving site, landscape, building, structure, or object for the purpose of replicating its appearance at a specific period of time and in its historic location

Rehabilitation (cultural resources)

The act or process of making possible an efficient compatible use for a historic structure or landscape through repair, alterations, and additions while preserving the portions or features which convey the historical, cultural and architectural values.

Rehabilitation (natural resources)

All activities conducted to improve the quality or biologic function of an impacted natural resource. The term rehabilitation connotes a less extensive process than restoration. Site impacts may preclude a full restoration but project work is undertaken to enhance the extent or function of natural processes.

Resources

The people, materials, technologies, money, etc. required to implement the strategies or processes. The costs of these resources are often depicted in the form of a budget.



Restoration (cultural resources)

The act or process of accurately depicting the form, features, and character of an existing historic structure, landscape, or object as it appeared at a particular period of time, by removing modern additions and replacing lost portions of historic fabric, paint, or other elements.

Restoration (natural resources)

Work conducted to remove impacts to natural resources and restore natural processes, and to return a site to natural conditions.

Risk Management

The application of available resources in a way that minimizes overall risk.

Secondary Source

A source that interprets and analyzes primary sources. These sources are one or more steps removed from the event they interpret.

The Secretary of the Interior's Standards for the Treatment of Historic Properties

A set of guidelines for preserving, rehabilitating, restoring, and reconstructing historically significant districts, sites, buildings, structures, and objects. Preservation focuses on the maintenance and repair of existing historic materials and retention of a property's form as it has evolved over time. Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property's historic character as it has evolved over time. Restoration depicts a property at a particular period of time in its history, while removing evidence of other periods. Reconstruction re-creates vanished or non-surviving portions of a property for interpretive purposes.

Section 106 compliance

Section 106 of the National Historic Preservation Act of 1966 mandates that federal agencies take into account the effects of their actions on properties listed or eligible for listing on the National Register of Historic Places. The Advisor Council on Historic Preservation is to be given opportunity to comment on proposed actions.

Self-Guided Tour

A tour to visit exhibits or sites that does not have a live tour guide. A self-guided tour can take the form of a map that provides a route that visitors can follow or a list of sites or exhibits that visitors are free to visit at their own pace.

Sense of Place

The conscious awareness of how a region is unique.

Significance

Statements of why, within a national, regional, and systemwide context, the park's resources and values are important enough to warrant national park designation.

Social Marketing

The application of commercial marketing concepts and techniques to target populations to achieve the goal of positive social change.

Stakeholder

An individual or organization that is actively involved in the project, or whose interests may be positively or negatively affected as a result of the project execution /completion. They may also exert influence over the project and its results. For management planning purposes, the term stakeholder includes NPS offices/staff as well as public and private sector partners and the public, which may have varying levels of involvement.



State Register

State Register-listed properties are those recognized by state governments as significant to a community as defined in a local historic preservation ordinance. These properties may qualify for state funding, including state rehabilitation tax credits in both Kansas and Missouri.

Stewardship

The cultural and natural resource protection ethic of employing the most effective concepts, techniques, equipment, and technology to prevent, avoid, or mitigate impacts that would compromise the integrity of park resources.

Story Ecosystem

A web of individual stories that function as a whole network of interrelated themes and events.

Strategy

The pro-active methods or processes required in total, or in some combination, to achieve the goals.

Sustainable Practices/Principles

Those choices, decisions, actions, and ethics that will best achieve economic development and ecological/biological integrity; protect qualities and functions of air, water, soil, and other aspects of the natural environment, and preserve human cultures. Sustainable practices allow for use and enjoyment by the current generation while ensuring that future generations will have the same opportunities.

Theme

A single sentence that links a tangible resource to its intangible meaning. The theme is the main story that will be told or interpreted.

Third Person Interpretation

An interpretive technique where the guide presents information about people or events from the past from a contemporary perspective.

Topography

The shape and configuration of the surface of the earth.

Traditionally Associated Peoples

Social cultural entities such as tribes, communities, and kinship units exhibiting a continued identity and associated with a specific park, area, or resource

Traditional Cultural Property (TCP)

A property associated with cultural practices, beliefs, the sense of purpose, or existence of a living community that is rooted in that com-munity's history or is important in maintain-ing its cultural identity and development as an ethnically distinctive people. Traditional cultural properties are ethnographic resources eligible for listing in the National Register.

Underserved

Individuals and groups who have traditionally not had access to or a need for environmental education or interpretive programs, activities, or experiences, usually for reasons of race, income, language, location, social status, or religion



Vernacular Landscape

Vernacular Landscapes are those in which traditional activities, such as farming and ranching, are still in operation. It is an ongoing landscape responding to changes in economics, society and technology. Many National Heritage Areas have vernacular landscapes. For management and interpretation, the challenge is protecting meaning within the sphere of physical change.

Vision

A broad philosophical statement that articulates a region's concept of what they want the heritage area to be in the future.

Visitor

Anyone who physically visits the heritage area for recreational, or educational purposes, or who otherwise uses the heritage area's interpretive and educational services, regardless of where such use occurs (e.g., via Internet access, library, etc.).

Visitor Experience: The perceptions, feelings, and reactions a person has while visiting the heritage area.

Watershed

The region draining into a river, river system, or body of water.

Wayfinding Signage

Wayfinding signage (sometimes referred to as "wayfaring signage") helps visitors find specific locations of interest. At the entrance to a community, for example, a wayfinding sign might include a list of sites with an arrow to indicate which direction to turn to find each site. Wayfinding signage can also include other key information such as the distance to the site (e.g. "Heritage House 1.2 miles")

Wayside Signage

Interpretive signage (often with text and images) placed along a route to enhance the visitor experience. Wayside signage can take the form of vertical panels or low-profile signs with panels placed at an angle a few feet from the ground. Low profile signs are often placed in front of the site or viewshed that the sign is interpreting as these signs allow visitors to stand in one location and look down at the sign or out at the site or viewshed.

Press Release Template

YOUR LOGO HERE

NEWS RELEASE FOR IMMEDIATE RELEASE

(INSERT CURRENT DATE)

For more information: Your Name 555-555-5555 yourname@moks.com

10 TIPS FOR SUCCESSFUL NEWS RELEASES

Read and follow the ten tips below to craft good news releases.

- 1. Don't try to "sell." You need to answer all the reader's questions without using flowery adjectives.
- 2. Be truthful. Honesty is the best policy. Even stretching the truth can tarnish your image.
- 3. Be concise.
- 4. Follow a standard format. News releases always include standard features. Notice the contact information, the "FOR IMMEDIATE RELEASE" and the title at the beginning of the page. The "-###-" at the bottom lets everyone know they've reached the end. Always use a consistent format.
- 5. Put the most important information in the first paragraph. It should tell the audience what you want them to do and answer the 5 Ws (who, what, where, when, why) and how.
- 6. Tell people what they will experience.
- 7. Craft a short, active and descriptive headline.
- 8. Include general information about your location or event. You may want to develop a boilerplate that tells people the five Ws about your location or event.
- 9. Close with sources where readers can get more information. A contact person, email address, phone number, website.
- 10. Proofread!

While these tips will be especially helpful when writing a news release, they could be applied to any type of marketing you wish to do. When marketing, always remember to be truthful and concise, consider your audience, tell them what you want them to do, what they will experience and where to get more information.

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The following data was collected throughout the Bleeding Kansas feasibility study and Freedom's Frontier National Heritage Area Mangement Planning Process. This information was provided by partners. It does not represent a final listing of potential Freedom's Frontier sites. While these sites have been reviewed by the management planning consultant team and members of the Steering Committee, these sites have not been vetted or approved.

State	County	City	Site Name	Description
KS	Allen		Tracing Trails of Blood on Ice	4 county tour of Opotheyahola's Great Escape
KS	Allen	Humboldt	12-site Civil War Tour	Self-Guided or conducted tour of sites located throughout town, reflecting Sept Raid and October Burning of Humboldt by
				Confederates in 1861. Brochures with maps available.
KS	Allen	Humboldt	Aunt Polly's Cabin	Polly, born a slave in 1814, organized Poplar Grove Baptist Church in cabin, believed to be refuge site for fugitive slaves.
KS	Allen	Humboldt	Camp Hunter	After Humboldt, Kansas, was raided September 8 and burned October 14, 1861, Camp Hunter was established in 1862 for protection against further Confederate attack.
KS	Allen	Humboldt	Humboldt City Square	Humboldt established as a Free State town by German settlers with the New England Emmigrant Society. 1857:grazed livestock. 1861:Confederate soldier shot. 1863:Osage sought Ks 9th Cavalry help. Since 1907: bandstand music; picnics; Biblesta; Veterans & Civil War monuments.
KS	Allen	Humboldt	Mount Hope Cemetery	Mt. Hope holds 1857 settlers, e.g. entrepreneur Orlin Thurston, 9th Ks Cavalry members, and Union soldiers from other states who came after the Civil War.
KS	Allen	Humboldt	Vegetarian Colony and the Stone House	A sign on a large stone marker. Tells story of an 1856 settlement on Vegetarian Creek. Some 60 families of over 150 individuals of which less than 50 survived.
KS	Allen	Iola	Allen County Museum	Permanent and changing exhibits tell the story of Allen County from 1855 with its short-lived pro-slavery beginning. Research library and gift/book shop are available.
KS	Allen	Iola	Civil War Statue	Dedicated in 1909 and one of only four white-bronze (cast zinc) statues in Kansas, it overlooks the graves of fallen Union soldiers.
KS	Allen	Iola	Frederick Funston Boyhood Home Museum and Funston Museum and Visitors' Center	These museums tell the story of 5'4" Major General Frederick Funston (1865-1917), botanist, journalist, Medal of Honor recipient, Brigadier General at 35.
KS	Allen	Iola	Old Jail Museum	Limestone jail built in 1869 and in use until 1958. Steel cage; inmates' graffiti; restored jailer's quarters. On National Register of Historic Places since 1977.

KS	Allen	lola	Veterans Memorial Wall	Dedicated in 1995, this curved wall lists 5000 plus military personnel since the War of 1812 who lived in Allen County at some time. Index book for the more than 5000 names on the Veterans Memorial Wall to aid in locating a particular name; the Wall is located directly east across Washington Avenue from our Allen County Museum.
KS	Anderson		1858 Historic St. Boniface Parish	
KS	Anderson		1859 Historic Landmark Birthplace of John Brown Daniels	
KS	Anderson		1885 Historic Spencer Bridge	
KS	Anderson		Anderson County Courthouse	
KS	Anderson		Anderson County Historical Society Museum	
KS	Anderson		Canton	
KS	Anderson		Harris House	
KS	Anderson		John Rutledge Fort and Robber's Roost	
KS	Anderson		McClure Hill	
KS	Anderson		New York Indian Sites	
KS	Anderson	Garnett	Garnett Church Furnishings	
KS	Anderson	Garnett	Historic Spring on 6th Avenue	
KS	Anderson	Greeley	Taylor Forge Plant	
KS	Anderson	Mount Gilead	Town Site	
KS	Bourbon		Fort Bayne	Used by John Brown and James Montgomery as headquarters for Jayhawkers. Stone foundation is evident in a hay field.
KS	Bourbon		Fort Brown	John Brown used this fort in a battle with pro-slavery forces from Fort Scott. Exists as an indenture in a hay field surrounded by small trees.
KS	Bourbon		Fort Lincoln	Built by James Lane as a fort. Used as a recruiting point for Black Troops. No remains exist.
KS	Bourbon		Military Road	Original one mile between Fort Leavenworth and Fort Gibson, east/west crossing for Jayhawkers and Bushwhackers.

KS	Bourbon		Stage Stop and River Ford	Leads to south side off Marmiton Site for 1864 Massacre. First
				Bourbon County seat. Ford and trail are intact. Portions of buildings
				from 1850s still stand.
KS	Bourbon	Fort Scott	Civil War memorial	Memorial honoring Union Soldiers, erected in 1906 by G.A.R., faces
				east toward the Missouri line, as does the cannon sited with it.
KS	Bourbon	Fort Scott	Fort Lincoln One Room	Built in 1864, the school served children until 1943, is furnished as it
			School	would have been in the late 1800s, and is open by appointment.
KS	Bourbon	Fort Scott	Breastworks	Construction of breastworks southeast of city began with the
				expectation of a major raid on Fort Scott by Confederate forces.
				Perhaps 20-30 feet section still visible.
KS	Bourbon	Fort Scott	Fort Scott National Cemetery	First stone marks 1851 grave in one of the original national
				cemeteries. Established in 1862. Contains 16 Indian graves and 26
				Buffalo soldier graves.
KS	Bourbon	Fort Scott	Fort Scott National Historic	A restored frontier fort that commemorates Fort Scott's role in
			Site	westward expansion, Bleeding Kansas, and the Civil War.
KS	Bourbon	Fort Scott	Gordon Parks Center for	Enjoy photos, memorabilia, books and posters of world-renowned
			Culture and Diversity	author, poet, screenwriter, photographer, director, and Fort Scott
				native Gordon Parks, located at Fort Scott Community College.
KS	Bourbon	Fort Scott	Gordon Parks Collection	A self-guided walking tour, displaying more than 50 photographs and
				poems of Gordon Parks on the walls of Mercy Health Center, Fort
				Scott.
KS	Bourbon	Fort Scott	Lunette Blair	Civil War era blockhouse constructed to assist in defending
				reactivated Fort Scott from Confederate attack. In the mid-1900s, its
				image became the Western Insurance company's logo.
KS	Bourbon	Fulton	Barnesville Cemetery	The Barnesville Cemetery contains the graves of 21 Union soldiers,
				members of the 5th Kansas Cavalry. These soldiers were from Camp
				Denver, located East of the cemetery.
KS	Bourbon	Marmiton City /		County seat of Bourbon County for five years. Site of Marmaton
		Marmaton		Massacre. Only main street and cemetery with graves of 5 massacre
				victims remain.
KS	Chautauqua		Chautauqua Springs	Osage Indian Campsite
KS	Cherokee	Baxter Springs	Baxter Springs Heritage	20,000 square foot Museum with exhibits interpreting the political,
			Center and Museum	economic, and social history of the Baxter Springs region. Guided
				tours available. Free admission, donations accepted.

KS	Cherokee	Baxter Springs	Civil War Self-Guided Driving	
			Tour	
KS	Cherokee	Baxter Springs	Fort Blair Historic Site	An 1863 frontier military outpost. It provided protection from Missouri bushwackers. William Quantrill and his forces attacked the fort on October 6, 1863, but were repulsed.
KS	Cherokee	Baxter Springs	Nez Perce Historic Marker and Trail	The Nez Perce were removed from their land and brought to Baxter Springs in 1878. This site commemorates those who died in this area on the Nez Perce Historic Trail.
KS	Clay		Republican Valley Farm Museum	Farming in the Republican Valley has changed over the years. This building houses a large collection of farm equipment both inside and on the grounds.
KS	Clay		St. John's Episcopal Glebe	The only remaining Glebe west of the Mississippi. Site occupied by historic cemetery and plaque showing where the church once stood.
KS	Clay		Sunny Slope One Room Country School	Old stone school is an excellent example of one room rural schools. Period furnishings.
KS	Clay	Wakefield		Settled in the 1850s as a Free State town. Settlers came from England and eastern states, many through the New England Land and Emigration Company.
KS	Clay	Wakefield	Wakefield Museum	The three wings of the Wakefield Museum are the repository of the story of the English Settlement of Wakefield
KS	Coffey	LeRoy		Ten companies of 100 each were recruited into the First Indian Regiment at LeRoy, camp sites in 1862 along Neosho River
KS	Coffey		Tracing Trails of Blood on Ice	4 county tour of Opotheyahola's Great Escape
KS	Coffey	LeRoy	Yahola Memorial	A building located in the city park that is dedicated to the memory to the several thousand Indians and blacks who escaped Confederates.
KS	Douglas		Blanton's Crossing	
KS	Douglas		Douglas County Prairie Park	Santa Fe Trail segments
KS	Douglas		Dr. John Doy archeological site	Dr. John Doy was an early settler and a "conductor" on the Underground Railroad.
KS	Douglas		Fort Saunders	Pro-slavery fort attached by Jim Lane in 1856. Remains of fort visible.

KS	Douglas		Henry Hiatt's Twin Mounds	Two elongated mounds, located on Empoira Trail. Mounds used as
	Ū			lookouts by Indians and scouts on Santa Fe Trail. Town founded by
				Henry Hiatt in 1858 as Abolitionist town. The Hiatts gave aid to
				escaping slaves and operated the Hiatt House on a stage line where
				John Brown was frequent guest.
KS	Douglas		Joel Grover barn	Slaves were sheltered by Grover in this barn on the Underground
				Railroad. John Brown brought 12 slaves here in 1859.
KS	Douglas		Rev. John E. Stewart	Former homesite and major Underground Railroad "depot" of Rev.
			homesite	John E. Stewart who was "General Traffic Manager" of the
				Underground Railroad in the area.
KS	Douglas		William Kennedy crossing	crossing for Underground Railroad groups
KS	Douglas	Army Corps of	Wakarusa River Valley	The Wakarusa River Valley Heritage Museum located in Bloomington
		Engineers land	Heritage Museum	Park on the shores of Clinton Lake interprets the histories of the nine
				communities affected by the construction of Clinton Lake. The Army
				Corps of Engineers renovated a "six cow" barn located on three acres
				of ground and leased the site to the Clinton Lake Historical Society,
				Inc. The museum opened in the Spring of 1983.
KS	Douglas	Baldwin City	Baker University	Baker University opened in 1858, as the first four-year university in
				Kansas. Our rich history and a lively academic environment beckons
				visitors of all ages to spend time on campus.
KS	Douglas	Baldwin City	Midland Railway	"Midland Railway" and Midland Railway Historical Association is a
				volunteer-staffed, intra-state common carrier railroad operating to
				preserve and display transportation history through a demonstration
				railway; and is a non-profit, educational, historical corporation.
KS	Douglas	Baldwin City	Old Castle Museum	
KS	Douglas	Big Springs	Big Springs	Historic community on the Oregon Trail/Hwy 40 and birthplace of the
				Free State Party's Big Spring Convention in 1855.
KS	Douglas	Bloomington		Settled by Freestaters and Quaker abolitionists. Mostly inundated by
				Clinton Lake.
KS	Douglas	Clinton	Clinton Cemetery	Integrated cemetery founded in 1864. Indian, ex-slaves and First
				Volunteer.
KS	Douglas	Clinton	Clinton Town Hall	Originally a log cabin school, then stone school built in 1866.
KS	Douglas	Clinton	Clinton Presbyterian Church	First established in 1859. Home of Col. J.C. Steele. Senator Jim Lane
				spoke at this site in 1860.
KS	Douglas	Clinton	Henry Adolph Home	Professional weaver of jacquard coverlets from IN.

KS	Douglas	Clinton	Joseph Gardner Homesite	Two-story cabin raided by "border ruffians" on June 8, 1860. "Conductor" for the Underground Railroad.
KS	Douglas	Eudora	Hesper Friends Church	Quaker church built in 1862, all that remains of a Quaker settlement.
NO	Douglas	Luuora		Quarer church built in 1002, an that remains of a Quarer settlement.
KS	Douglas	Lawrence	800 Massachusetts St	Site of Lucy Hobbs Taylor first home and office (1868-1872). Original
				Structure was town down in 1915.
KS	Douglas	Lawrence	Eldridge Hotel	Original site of the Free State Hotel which was burned down in the
				sack of Lawrence, May 21, 1856. Also burned down again during
				Quantrill's raid.
KS	Douglas	Lawrence	Haskell Children's Cemetery	Children representing 37 tribes from across the US buried here. 1884-
				1843
KS	Douglas	Lawrence	Haskell Cultural Center and	Interpretive site and research center for Haskell Indian National
			Museum	University
KS	Douglas	Lawrence	Haskell Indian National	Oldest intertribal university in the U.S. Evolved from a boarding school
			University	to a four year university.
KS	Douglas	Lawrence	Hobbs Memorial Park	Contains Murphy-Bromelsick House on the home site of John Speer.
KS	Douglas	Lawrence	House Building 729 and 731	Originally built in 1858 and 1869, the building has undergone several
			Massachusetts St	renovations and a series of owners. Only downtown building to
				survive Quantrill's Raid.
KS	Douglas	Lawrence	Lawrence Visitor Information	View "Lawrence: Free State Fortress" a 30 minute docu-drama on the
			Center	founding of Lawrence & Quantrills 1863 Raid. Also find self guided
				tours in print, CD or iTours.
KS	Douglas	Lawrence	Lucy Hobbs Taylor Building,	The Taylors build this building for their home and office (1872-1868
			809 Vermont	and 1898-1910)
KS	Douglas	Lawrence	Oak Hill Cemetery	Burials site of territorial leaders, monument to victims of Quantrill's
				Raid, prominent residents of Lawrence
KS	Douglas	Lawrence	Pioneer Cemetery	Originally called Oread Cemetery, this was the first cemetery
				established by the New England Emigrant Aid Society. Burial site of
				several victims of Quantrill's raid.
KS	Douglas	Lawrence	Robinson Park	A plaque placed on a boulder commemorates the first parties of the
	_			New England Emigrant Aid Society that arrived in Lawrence.
KS	Douglas	Lawrence	St. Luke's AME Church	Organized in 1862 by former slaves. Langston Hughes attended
	_			services here as a child.
KS	Douglas	Lawrence	University of Kansas Natural	The Natural History Museum's exhibits, housed in Dyche Hall since
	_		History Museum	1903, focus on the biological diversity, past and present, of Kansas
				and the Great Plains.

KS	Douglas	Lawrence	Watkins Community Museum of History	Interpretive site and research/resource center
KS	Douglas	Lecompton	Camp Sackett	1856 US military encampment four miles southwest of Lecompton where seven Free State Party leaders including Charles Robinson and John Brown, Jr. were held for treason.
KS	Douglas	Lecompton	City Jail	Small jail constructed in 1892
KS	Douglas	Lecompton	Constitution Hall State Historic Site	National Historic Landmark site where proslavery delegates hotly debated the outcome of slavery in Kansas while the nation watched and prepared for the Civil War.
KS	Douglas	Lecompton	Democratic Headquarters	This stone building, built in 1855, was the headquarters of the Democratic Party during the Kansas Territorial period (1854-61).
KS	Douglas	Lecompton	Ft. Titus Battlefield	The Battle of Titus took place on August 16, 1856 one mile south of Lecompton. First Bleeding Kansas battle where there were casualties three died, fourteen injured.
KS	Douglas	Lecompton	Ft. Titus Cabin	A reproduction of Col. Henry Titus' 1855 cabin and description of the Bleeding Kansas Battle of Ft. Titus located next to the Territorial Capital Museum.
KS	Douglas	Lecompton	Lecompton Post Office Mural & Historic Lecompton Photographs	Large mural painting of historic building along Elmore Street in Lecompton. Elmore Street was known as the "Wall Street of the West" in territorial Kansas.
KS	Douglas	Lecompton	Lecompton United Church/Windsor Hotel	Originally constructed as the Windsor Hotel. Dedicated as a United Brethren Church in 1922, presently United Methodist Church home of the 1885 Chickering Grand Piano.
KS	Douglas	Lecompton	Maple Grove Cemetery	Lecompton pioneer cemetery established in the 1860s.
KS	Douglas	Lecompton	Radical United Brethern Church	Built as the result of a dispute within the United Brethern Church over belonging to secret organizations.
KS	Douglas	Lecompton	Territorial Capital Museum	National Register Site, originally begun in 1855 as the territorial/state capitol building, completed in 1882 as Lane University. President Eisenhower parents' marriage site.
KS	Douglas	Vinland	Coal Creek Library	first library in Kansas (1858)
KS	Douglas	Wellsville	Black Jack Battlefield and Nature Park	Site of the Battle of Black Jack, June 2, 1856, where John Brown fought and won the first battle in the American Civil War.
KS	Douglas	Wellsville	Robert H. Pearson House	
KS	Franklin		Fort Scott/California Trail	Important connector between southern KS and Kaw valley, important sites located on trail include Brown's Station and Pottawatomie Massacre. Visible by aerial photography.

KS	Franklin		Hanway house/Pottawatomie	Where James Townsley identified John Brown as one of the killers in
			Ranch	the Pottawatomie Massacre.
KS	Franklin	Centroplis	Centropolis/Minneola/St.	An official Santa Fe Trail detour site, first (pro-slavery) county seat,
			Bernad Town Sites	territorial capital for 24 hours, and site of a John Brown robbery.
KS	Franklin	Lane	Pottwatomie Massacre sites	On May 24, 1856, John Brown and a group of his sons and neighbors
				murdered five proslavery settlers along Pottawatomie Creek in an act
				of revenge.
KS	Franklin	near Rantoul	Brown's Station	The area in eastern Franklin County that was settled by John Brown's
				sons, and where the older Brown stayed with them while in Kansas.
KS	Franklin	Ottawa	California Springs	A natural spring that provided water for travelers on a feeder
				California Trail in the late 1840s and 1850s. Site of CCC
				developments.
KS	Franklin	Ottawa	Dietrich Cabin	Two-story 1859 walnut log cabin with stone chimney. large porch
				used for shelter by immigrants. Moved from southwest of Ottawa.
				German pioneers saw border ruffians.
KS	Franklin	Ottawa	Meeker-Ottawa Baptist	Site of large mission station with Indian and white cemetery, graves of
			Mission	Jotham and Eleanor Meeker, site of first printshop in Kansas, visible
		-		trail.
KS	Franklin	Ottawa	Old Depot Museum	1888 two-story stone Santa Fe passenger depot which has served as
				a county history museum since 1963. Major display on Pottawatomie
140	E	0.0	Ting a contract of the second	Massacre under construction.
KS	Franklin	Ottawa	Tinnon vs Ottawa School	
KC	Coort		Board	
KS KS	Geary		1859 Heritage Park	
KS KS	Geary Geary		Geary County Historic Trails U.S. Cavalry Museum	
KS	Geary	Fort Riley	Custer House	
KS	Geary	Fort Riley	First Territorial Capitol	Home of First Territorial Legislature.
KS	Geary	Fort Riley	First Territorial Capitor	Site of First Territorial Capitol, site recommended by JC Fremont in
1.0	Jeary	i orriviey		1843, protected Oregon and Santa Fe Trails from Indian Raids, home
				of Custer and the 7th Cavalry, 9th & 10th Buffalo Soldiers.

KS	Geary	Junction City	Geary County Historical Society Museum	Geary County Museum is a two story 1903 school building that is a repository for Geary County History. The museum also maintains the 1880's Starke House Museum, 1870's Spring Valley School, 1860's Ruhnke Cabin and the 1857 Wetzel Cabin, in which the first Lutheran Church service in Kansas was held in 1860. Both the main museum building and the Wetzel cabin is on the National Historic Register.
KS	Jefferson	Oskaloosa	Old Jefferson Town, Oskaloosa, KS	A turn of the century village in Jefferson Co. operated by Jefferson Co. Historical Society, with Jefferson Co. Genealogical Society Research Library and official repository of records for Jefferson Co. Kansas.
KS	Johnson		Johnson County Museum of History	Interprets Shawnee tribe history starting in the 1820s, territorial and Border War period, runaway slaves, Exodusters, segregation, role of women in workplace during WWII.
KS	Johnson		Lanesfield School Historic Site	One-room school building. Only building left from Lanesfield.
KS	Johnson	Fairway	Historic Site	The Mission stood at the crossroads of history. It was positioned on the border between Missouri and Indian territory. The goal of the school was to "Americanize" the Indians. It's location made it a stop for travelers on the Santa Fe, Oregon and California trails. Explorers, pioneers, missionaries, and adventurers sought refuge at its boarding house and supplies at its store. The Mission was home to the territorial legislature known as the Bogus Legislature. The governor and some of his officials lived and had offices here. Union troops occupied two of the buildings protecting the border and preparing for battle. Come and see the manual training school attended by Shawnee, Delaware, and other Indian children from 1839-1862. The Shawnee Mission served as an early territorial capitol, supply point on the Santa Fe and Oregon Trails and a camp for Union soldiers during the Civil War.
KS	Johnson	Lane	Hanway house/Pottawatomie Ranch	1879 stone house built by Hanway family. Historian James Hanway had James Townsley testify to John Brown's participation in the Pottawatomie Massacre in that house.
KS	Johnson	Lenexa	Legler Barn Museum	Railroad depot and museum of Lenexa's history. Prairie schooner. Herb garden.
KS	Johnson	Merriam	Antioch Pioneer Cemetery	Early cemetery in Merriam, Kansas is the final resting place of many Quakers associated with the Shawnee Friends Mission dating back to the 1850s.

KS	Johnson	Merriam	Esther Brown Memorial Park	Esther Brown Memorial Park is located at 51st and Grandview. The Park was named in memory of Esther Brown, a resident of South Park (later part of the City of Merriam) and one of the most influential figures in the desegregation of our nation's school systems.
KS	Johnson	Merriam	Irene B. French Community Center	Local community center, formerly the Merriam Grade School, originally housed elementary grades through high school, and was the second school building built in Merriam.
KS	Johnson	Merriam	Merriam Historic Plaza	Paved, outdoor walking path of Merriam's history from pre-settlement to current day.
KS	Johnson	Merriam	Shawnee Friends Mission Historic Marker	A physical reminder of the early Shawnee Friends Mission is located at 6125 W 61 Street in Merriam, KS. This historical marker symbolizes the mission school established in 1845 to educate the Shawnee Indians.
KS	Johnson	Merriam	Walker School - Philadelphia Baptist Church	The Philadelphia Baptist Church is the site of the old Walker School at 9420 West 50th Terrace. The School was built in 1888 for both the black and white students of the South Park area.
KS	Johnson	Olathe	Deaf Cultural Center and William J. Marra Museum	Learn about Deaf Culture. Discover what it means to be deaf in America. Experience a world where there is a different way to hear.
KS	Johnson	Olathe	Mahaffie Stagecoach Stop and Farm Historic Site	Built in 1865 by James and Lucinda Mahaffie, this two-story stone farmhouse is the only stagecoach stop left on the Santa Fe Trail open to the public. Listed on the National and Kansas Registers of Historic Places, Mahaffie is a certified site on the Santa Fe Historic Trail. Take a ride on our stagecoach and experience travel from the 1860s.
KS	Johnson	Overland Park	Deanna Rose Children's Farmstead	A 12-acre, turn-of-the-century farmstead depicting the life of early settlers in Kansas. The site includes animals, an Indian encampment, one-room school house and more.
KS	Johnson	Overland Park	Downtown Overland Park	Downtown Overland Park originally bustled with horse-drawn traffic and an interurban railroad. Today it boasts a vibrant shopping and restaurant district featuring over 300 locally owned venues.
KS	Johnson	Overland Park	Graham Rogers House	Historic home built around 1840 by Graham Rogers, Shawnee Indian Chief. He worked as a carpenter to build the Shawnee Methodist Mission in Fairway, Kansas.
KS	Johnson	Overland Park	Nerman Museum of Contemporary Art	The Nerman Museum features temporary exhibition and permanent collection galleries, auditorium, classrooms, store and café.

KS	Johnson	Overland Park	Overland Park Arboretum &	This 300-acre arboretum offers a natural setting with miles of walking
			Botanical Gardens	trails and a variety of themed gardens. The land was once occupied by the Black Bob band of the Shawnee Indians.
KS	Johnson	Overland Park	Strang Car Barn (Traditions Furniture)	The Strang Car Barn was built in 1908 to store and service railroad cars for Strang Railroad Line, which was central to Overland Park's development.
KS	Johnson	Overland Park	Strang Carriage House (Overland Park Historical Society)	The Carriage House, built in the early 1900s by William Strang as his carriages and automobiles garage and driver's residence, offices the Overland Park Historical Society.
KS	Johnson	Shawnee	Shawnee Town	Shawnee Town offers visitors and students unique historical, cultural, and recreational experiences through exhibits, tours, programs and special events.
KS	Labette		Chetopa Historical Museum	
KS	Labette		Oak Hill Cemetery	
KS	Labette	Oswego	Holllingsworth Log House & Pioneer Woman/Child statue	This is a 134 year old restored log cabin. On the grounds is a pioneer woman holding her child which has been carved from the stump of a maple tree. The statue is 7 feet tall and was carved by Georgia Denton in tribute to all the pioneer women settlers.
KS	Labette	Oswego	Little Town Trading Post & Well	Little Town Well and marker showing the location of the trading post owned by John Matthews who was killed by Union Solders for sacking Humboldt, Kansas in 1861.
KS	Labette	Oswego	Oswego Historical Museum	The museum is filled with historical artifacts and documents that may be of assistance to historians and genealogical researchers but is also open for anyone interested in the viewing pieces of the past.
KS	Leavenworth		Cody Homestead	Homestead settled by Isaac Cody, free state leader and father of William. Ruins remain.
KS	Leavenworth		Dawson General Store	
KS	Leavenworth		Easton Cemetery	
KS	Leavenworth		Isaac Cody Murder Site	
KS	Leavenworth		Planters Hotel	
KS	Leavenworth		Rivlery's Tavern	
KS	Leavenworth		Salt Creek General Store	2 story wood frame building, general store for Salt Creek Valley community. Located on Fort Riley Road, military road between Forts Leavenworth and Riley. Private home.
KS	Leavenworth		Thomas Minard Home Site	

KS	Leavenworth	Basehor	Basehor Historical Museum	Museum that displays artifacts and documents of Basehor, Kansas
			Society	and the surrounding area.
KS	Leavenworth	Fort Leavenworth	Buffalo Soldier Monument	Statue to the memory of the Buffalo Soldiers, the 9th and 10th Cavalry.
KS	Leavenworth	Fort Leavenworth	Fort Leavenworth & Frontier Army Museum	Tells the story of the frontier army 1804-1916 and the History of Fort Leavenworth 1827-Present
KS	Leavenworth	Fort Leavenworth	Fort Leavenworth National Cemetery	
KS	Leavenworth	Leavenworth	Bethel AME Church	Original brick building served as Underground Railroad site.
KS	Leavenworth	Leavenworth	C.W. Parker Carousel Museum	C.W. Parker was the largest manufacturer of amusement equipment and carousels in the world. See 3 operating carousels, many artifacts, carousel horses.
KS	Leavenworth	Leavenworth	Carroll Mansion / Leavenworth County Historical Society	The Carroll Mansion is home to the Leavenworth County Historical Society. The Mansion houses many fine antiques including furniture, porcelain, glassware, silver, and more.
KS	Leavenworth	Leavenworth	Leavenworth County Courthouse	The historic Classical Revival style Leavenworth County Courthouse built in 1911-1913 is beautifully restored . Houses 4 murals and photo exhibit.
KS	Leavenworth	Leavenworth	Leavenworth Public Library Kansas Room	Contains complete set of city directories, obituary records, plat books, film of early issues of Leavenworth newspapers.
KS	Leavenworth	Leavenworth	Landing Park	Riverboat landing on Missouri River. Central location for proslavery Kansas Militia 1856.
KS	Leavenworth	Leavenworth	National Fred Harvey Museum	Residence of Fred Harvey who formed the first chain of restaurants & hotels. Often called "Civilizer of the West." "Harvey Girls" were first women food servers.
KS	Leavenworth	Leavenworth	Nelson McCracken Warehouse	3 story warehouse sheltered 100 families forced out of their homes by the proslavery Kansas militia, 1856.
KS	Leavenworth	Leavenworth	Richard Allen Cultural Center/Museum	Dedicated to preserving the history of African-Americans. Visitors learn of accomplishments of African-Americans, view memorabilia from General Colin Powell, Buffalo Soldiers, freedom papers, photographs, etc.
KS	Leavenworth	Leavenworth	Stockton Hall Opera House	Scene of Lincoln's speech on popular sovereignty in 1859. John Wilkes Booth performed on same stage in 1864.
KS	Leavenworth	Leavenworth	University of Saint Mary	DePaul Library has the most extensive collection of Lincoln papers and memorabilia in the U.S. Includs an original 13th amendment.

KS	Leavenworth	Tonganoxie	Tonganoxie Community	10 acres, renovated milkhouse of former Fairchild-Knox Dairy houses
			Historical Society Museum	the museum; Old Reno Church and Honey creek one-room school.
KS	Linn		Federated Church	Funeral of Susan Wattles, abolitionist and women's rights leader.
KS	Linn		Mounds	Landmarks for fugitive slaves and pioneers
KS	Linn		Quaker Cemetery	Burial site of Quaker settlers and active Free Staters
KS	Linn		St. Philippine Duchesne Memorial Park	Provides a history of Potawatomi Indians who lived at site 1838-1848. Names over 600 Indians buried on site. Memorial to St. Philippine Duchesne, only Kansas Saint.
KS	Linn	Moneka	Townsite/Historical Marker	Town founded by abolitionists, free-staters, and Quakers. Active Underground Railroad workers and John Brown associates. Susan and Esther Wattles.
KS	Linn	Mound City	1868 Old jail (current City Hall) and 1886 Courthouse	These structures are located across the street from each other and are both On the National Register of Historic Places.
KS	Linn	Mound City	Little Sugar Creek	Site of hanging of William Griffith in 1863
KS	Linn	Mound City	Mound City Historical Park	A collection of 11 Linn County historic structures relocated to a park setting with informative signage on each building.relating local history from 1850s-present
KS	Linn	Mound City	Sacred Heart Church-Shrine of Saint Philippine Duchesne	1941 stone church built as shrine to French Nun who came to Potawatomie Sugar Creek Mission in 1841 to teach and nurse Indian girls Stained glass window, sculpture, murals of her life
KS	Linn	Mound City	Woodland Cemetery, Soldier's Lot-National Cemetery	National cemetery dedicated in 1865 to union soldiers, 1889 union statue Memorial statue, Woodland cemetery, burial site for abolitionists, Jayhawkers, slaves, women's rights leaders, settlers
KS	Linn	Paris		Historic marker marks first county seat of Linn county and proslavery settlement of Paris.
KS	Linn	Pleasanton	Linn County Historical Museum & Library	Displays & artifacts tell early history and events on the Kansas- Missouri Border & characters involved. Period rooms and General Store depict early-day life. Library has towns, schools, family info.
KS	Linn	Pleasanton	Marais des Cygnes Massacre State Historic Site	In May 1858 proslavery men gunned down eleven free-state men in a ravine that is now an important landmark. The shootings shocked the nation and became a pivotal event in the Bleeding Kansas era.
KS	Linn	Pleasanton	Mine Creek Battlefield State Historic Site	In October 1864 federal forces attacked the retreating Confederate Army along the banks of Mine Creek. One of the largest cavalry engagements of the Civil War, Mine Creek was the only major battle fought in Kansas.

KS	Linn	Pleasanton	Trading Post Museum	1825 Indian Trading Post. John Brown History. Five Marais des Cyres Massacre victims intered in cemetery. Oct 25, 1864 Civil War Battle, Battle of the Mounds site.
KS	Miami		1854 Osawatomie Land Office	
KS	Miami		1861 Old Stone Church	
KS	Miami		John Brown Lookout Park	
KS	Miami		Historic Marker	where Frederick Brown was murdered
KS	Miami		Mitchler Spring	
KS	Miami		Wea Mission	signage and trails
KS	Miami	Louisburg	Louisburg Cider Mill	A family owned and operated facility with a working cider mill for watching the cider making process: from the apples being unloaded, to pressing the cider, to the bottling of the cider.
KS	Miami	Osawatomie	John Brown Museum State Historic Site	Witness pioneer life where Reverend Samuel and Florella Adair struggled to survive on the Kansas frontier while maintaining their Abolitionist principles. The museum houses John Brown's informal headquarters during the Border War, the 1854 cabin of Reverend Samuel Adair, which is inside a 1928 stone pergola.
KS	Miami	Osawatomie	Osawatomie Museum and Depot	
KS	Miami	Osawatomie	Soldiers Monument	Graves of the five Free State milita who died at the Battle of Osawatomie on August 30, 1856.
KS	Miami	Paola	Paola Town Square	
KS	Miami	Paola	Swan River Museum	County museum with mission artifacts
KS	Montgomery	Caney	Black Dog Trail Monument	This trail was established by Osage Chief Black Dog in the very early 1800's to provide access to the western plains for buffalo hunts spring and fall.
KS	Montgomery	Caney	Blue Star Memorial Highway	In the mid 1950's the state legislators designated U.S. Highway 75 as the Blue Star WWII Veterans Memorial Highway.
KS	Montgomery	Caney	Caney Valley High School Football Stadium	Constructed in 1938 by the WPA of local sandstone quarried materials and concrete
KS	Montgomery	Caney	Caney Valley Historical Museum Complex	The Complex is composed of five historic buildings dating back to 1871 including the first school house and post office building. All building contain historical exhibits.
KS	Montgomery	Caney	General George Wark Memorial Park	Caney city park with memorial to service man during WWI in Company D, 139th Infantry Division. Glass Blower Union Memorial Shelter and Wedding Ring Gazebo

KS	Montgomery	Caney	Opothle Historic Trail	On Dec. 26 a band of loyal Creek Indians under the leadership of Opothle fled north into Kansas in blizzard conditions to avoid
KS	Montgomery	Caney	Veterans Park	persecution. Veterans Memorial Monuments 1917 – Present. Civil war cast iron cannon.
KS	Montgomery	Independence	Independence Downtown Historical District	This district is State and National Registered and consists of 115 properties of which 92 are historically contributing. The district consists of about 30 acres and represents the Independence downtown core area.
KS	Montgomery	Independence	Independence Historical Museum	The museum is located in a Nationally Registered Building. his organization traces its origins to 1882. The contents of the museum consists of artifacts, documents, paintings, furniture, etc from Independence and surrounding area.
KS	Montgomery	Independence	Little House on the Prairie	Reconstructed cabin at the site where the Charles Ingalls Family lived in Kansas as written about in the book, Little House on the Prairie by Laura Ingalls Wilder.
KS	Montgomery	Independence	Mount Hope Cemetery	WPA sight. 86 acres and more than 17,000 graves. Doctor Tann of the Little House on the Prairie book, and Pulitzer Prize writer, William Inge buried here.
KS	Montgomery	Independence	Osage on the Warpath	Drum Creek, May 1863: Osage Scouts killed 18 Confederate Officers sent from Missouri to enlist Pro-slave Indians' help to annihilate southeast Kansas Free State settlers.
KS	Montgomery	Independence	Riverside Park and Ralph Mitchell Zoo	Riverside Park and Ralph Mitchell Zoo has been the showcase of southeast Kansas since 1914.
KS	Montgomery	Independence	The Landon Center	The Landon Center is the original Kansas home of Alf Landon, two- time governor of Kansas, and presidential candidate. The home is to become a historical site for political history for the period of 1900 - 1950.
KS	Montgomery	Tyro	Tyro United Methodist Church	1907-1908 Original locally produced brick structure with vibrant stained glass windows and original hand crafted pews.
KS	Neosho	St. Paul	Osage Mission Infirmary and Guest House	Home was part of Jesuit seminary constructed to educate Osage Indians.

KS	Neosho	St. Paul	Osage Mission - Neosho County Museum	Osage Mission - Neosho County Museum, built in 1996, St. Paul, Kansas. Museum exhibits include documentation of the Osage Catholic Mission founded in 1847, special collections from the Osage Indian - Native American Cultural Exhibits, St. Paul Journal edited by W.W. Graves on Microfilm from 1895-1961, one-room school house, log cabin, and antique farm machinery.
KS	Neosho	St. Paul	St. Francis Cemetery	St. Frances Cemetery is the burial place for several of the missionaries who came to Southeast Kansas including Father John Schoenmaker and Mother Bridget Hayden and other sisters of Loretto.
KS	Neosho	St. Paul	St. Francis Hieronymo Church	Dedicated on May 11, 1884, St. Francis Hieronymo Church is the first Church in the Catholic Diocese of Wichita, thus known as the Historic Mother Church of the Diocese of Wichita and the Cradle of Roman Catholicism in Kansas south of the Sante Fe Trail. It is well-known by travelers on KS Hwy 47 as the "Beacon on the Plain" with a lighted 138 foot steeple.
KS	Numerous	numerous	Frontier Military Scenic Byway	The Frontier Military Scenic Byway is a 167-mile route from Leavenworth to the Oklahoma border that provides the visitor glimpses of the frontier.
KS	Numerous	numerous	Native Stone Scenic Byway	
KS	Pottawatomie		Black Jack Springs	
KS	Pottawatomie		Pottawatomie County Courthouse	
KS	Pottawatomie	Belvue	Oregon Trail Nature Park	Walking trails, amphitheatre, shelter house, ponds, mural depicting Oregon Trail.
KS	Pottawatomie	Olsburg	Mariadahl Valley Church Steeple	The steeple is a restoration of the original from the first Swedish Lutheran Church west of the Missouri River. The church was active from 1863-1958. Services were terminated due to the construction of Tuttle Creek Reservoir.
KS	Pottawatomie	Olsburg	Scenic Carnahan Creek Drive	Beautiful country drive through the native grass of the Kansas Flint Hills. Two scenic lookouts Allow visitors to stop and enjoy the breathtaking vistas.
KS	Pottawatomie	Onaga	Doughboy Memorial	Memorial unveiled by the local American Legion on Armistice Day in 1920 as a memorial to the veterans of the World War I. This beautiful bronze statue sits atop a commemorative limestone base.

KS	Pottawatomie	Onaga	Onaga Historical Society Museum	A collection of everyday items including a 3-legged working windmill, log cabin, one room School, a restored buggy and a racing sulky.
KS	Pottawatomie	Onaga	Onaga Railroad Park	The Onaga Railroad Park is part of the city park system, where you can find model trains on display
KS	Pottawatomie	Onaga	Vermillion Creek Tributary Stone Arch Bridge	This is a single arch limestone bridge. It was built in the late 1800's. Beautiful craftsmanship Key lock bridge that is used daily. There is a walkway with history signage.
KS	Pottawatomie	Rossville	Buttermilk Station	Nonexistent. Hotel and Oregon Trail stagecoach stop
KS	Pottawatomie	St. George		
KS		St. George	Bogg's Landing	Community activists have built a new, fully landscaped and equipped park and boat landing along the river. This landing allows canoeists, kayakers and fishermen safe and convenient access to the river.
KS	Pottawatomie	St. George	Champion Burr Oak	Possibly the oldest oak tree in the area. Nearly 300 years old.
KS		St. Marys	Church of the Immaculate Conception	Built in 1849, first church in the region between Missouri and California.
KS	Pottawatomie	St. Marys	Indian Pay Station and Museum	The Old Pay Station, an original building that served to distribute annual annuity payments and conduct other business on behalf of the tribe in the early days of St. Marys, still stands and is part of the St. Marys museum complex.
KS	Pottawatomie	St. Marys	Louis Vieux Cemetery	Of Pottawatomie Indian and French ancestry, Louis Vieux settled in what became Pottawatomie County in 1847. He charged Oregon Trail travelers one dollar per outfit and it was estimated that he earned as much as \$300 per day during the peak season of wagon travel.
KS	Pottawatomie	St. Marys	Mount Calvary Cemetery	Historical cemetery.
KS		St. Marys	· _ · _ · _ ·	Dating from 1848, the campus is an excellent example of early architectural styles in native stone. Presently home to a private grade school, high school, and Liberal Arts college.
KS	Pottawatomie	St. Marys	St. Marys Mission	St. Marys was one of the last locations of Jesuit service to North American tribes, which began in the 1600s in Quebec and Montreal. St. Marys Mission was the Pottawatomie Tribal headquarters and service center until the tribal lands were greatly reduced in about 1867.

KS	Pottawatomie	St. Marys to	Oregon Trail Self Guided	Take a self guided driving tour along the Oregon Trail route from St.
		Westmoreland	Driving Tour (Pending)	Marys to Westmoreland. Interpretive signs will guide you through this wonderful drive to historic sites along the Oregon Trail.
KS	Pottawatomie	St.George	Blackjack Springs	The current spring tank was created in 1934 and designed by Clide Smith. Natural spring Water is piped into the tank.
KS	Pottawatomie	Wamego	Columbian Theatre	The Columbian Theatre is a historic dinner theatre showcasing murals from the 1893 Chicago World's Fair.
KS	Pottawatomie	Wamego	Old Dutch Mill	The Old Dutch Mill, overlooking Wamego City Park, was built in 1879 on the Schonhoff farm 12 miles north of Wamego. It stands 40 feet high and is 25 feet in diameter at its base. Today flour and corn meal made from grain ground in the mill are available in the community.
KS	Pottawatomie	Wamego	Pottawatomie County Chrysler Visitors Center	Wamego is the birthplace of Walter P. Chrysler, the founder of the Chrysler Corporation. The original structure is being restored in preparation for its move to the corner of Highways 99 And 24. After the relocation, the Chrysler home will become the new Pottawatomie County visitors center.
KS	Pottawatomie	Wamego	The Oz Museum	The Oz Museum is dedicated to all things Oz. It is a treasure trove of delight and wonder and thrills visitors young and "young at heart".
KS	Pottawatomie	Wamego	Wamego Historical Society and Museum Complex	Located in the eastern portion of the Wamego City Park is the historic Wamego village complex, operated by the Wamego Historical Society. The central attraction is the museum, housed in a building that replicates the original City Hall from the late 1800s.
KS	Pottawatomie	Westmoreland	Rock Creek Valley Historical Society Museum Complex	A well-developed historic museum complex is maintained by the Rock Creek Valley Historical Society which includes actual historic log and stone buildings, replicated buildings and a rich collection of artifacts and documents commemorating the Oregon-California Trail.
KS	Pottawatomie	Westmoreland	S.M. Marshall Grave Site	Burial Site of pioneer on Oregon Trail
KS	Pottawatomie	Westmoreland	Scott Springs, Rock Creek Crossing, Oregon Trail Park	Oregon Trail Park consists of wagon/oxen sculpture, walking trail and burial site.
KS	Riley	Fort Riley	First Territorial Capitol State Historic Site	In this wonderful stone building on an early military trail proslavery forces tried to guide the fate of Kansas Territory when the first territorial legislature convened in July 1855.

KS	Riley	Manhattan	Bluemont Central College site	Marker and educational kiosk. African Americans and women admitted from beginning of college. Founded 1858, became Kansas
				State University.
KS	Riley	Manhattan	Bluemont Scenic Drive	Site of sentries after Quantrill's raid, during Civil War.
KS	Riley	Manhattan	Bluemont Scenic Lookout	Scenic lookout on hill reputedly named by John C. Fremont; site of Native American burial; site of Isaac Goodnow's decision to locate Manhattan in 1855. Provides overview of valley.
KS	Riley	Manhattan	Congregational Church	1858 church building built by free state advocates
KS	Riley	Manhattan	First United Methodist Church	Church founded by free state advocates on the steamboat Hartford, Isaac Goodnow's home church. Church pews from original 1859 church are in this 1926 church building.
KS	Riley	Manhattan	Ft. Riley/Ft. Leavenworth Military Trail	Marked trail in Warner Park.
KS	Riley	Manhattan	Goodnow House State Historic Site	Glimpse into the life of Isaac Goodnow, free state leader, founder of Manhattan and Kansas State University, pioneer educator at his 1861 stone farmhouse.
KS	Riley	Manhattan	Hartford House	Prefabricated house brought by steamboat in 1855. Julia Lovejoy lived in similar house brought in 1855. Hands on exhibit of territorial/early statehood homelife.
KS	Riley	Manhattan	Pioneer Log Cabin	Look back at frontier life in Riley County at the Pioneer Log Cabin in Manhattan City Park through exhibits on early settlement, farming, and ranching.
KS	Riley	Manhattan	Riley County Historical Museum	The Riley County Museum presents the history of Riley County from the earliest explorers to the present through exhibits, programs, archives, and hands-on history.
KS	Shawnee	Topeka	Brown v. Board of Education National Historic Site	Brown v. Board of Education National Historic Site interprets the legacy of the landmark 1954 U.S. Supreme Court Decision. A 5,000 square foot award-winning, state-of-the-art museum rich in interactive exhibits tells the story in a comprehensive and sensitive way. Effective use is made of audio-visual presentations.
KS	Shawnee	Topeka	Charles Curtis House Museum	Home of the nations only Native American Vice President, Charles Curtis, 1928-1933.
KS	Shawnee	Topeka	Constitution Hall-Topeka	Free State Territorial Capitol and operations headquarters for the Lane Trail to Freedom. A National Underground Railraod Network to Freedom Historic Site in progress.

KS	Shawnee	Topeka	Historic Ritchie House	The house at 1116 Madison stands as a symbol of early Kansas
				settlers that came to create a "free" state.
KS	Shawnee	Topeka	Kansas Museum of History	Award-winning exhibits on the state's colorful past fill the spacious
				main gallery at the Kansas Museum of History in Topeka.
KS	Shawnee	Topeka	Kansas State Archives &	Discover voices from Kansas' past at the Kansas Historical Society
			Library	with strong collections on Bleeding Kansas and the Civil War.
KS	Shawnee	Topeka	Kansas State Capitol	Learn the fascinating story of John Steuart Curry's murals, see the
				spectacular chambers of the Senate and the House of
				Representatives, gaze upward to view the marble and the glass
				panels of the dramatic Capitol dome.
KS	Shawnee	Topeka	Old Prairie Town at Ward-	Old Prairie Town at Ward Meade Historic Site is a beautiful six-acre
			Meade Historic Site	complex with a Victorian home, turn-of-the-century town, plus a 2.5
				acre botanical garden dedicated to preserving the early history of
				Topeka.
KS	Shawnee	Topeka	The Great Overland Station	1927 Union Pacific Station showcases railroad heritage, Topeka
			Museum/Education Center	history, site history including Oregon Trail ferry and Underground
				Railroad. Outside: Veterans' Memorial, Corridor of Flags, park.
KS	Wabaunsee		Alma Cemetery	A large number of descendants of Exodusters are buried here.
KS	Wabaunsee		Ann and Henry Harvey	An official Network to Freedom site, this farmstead was the site of the
			Farmstead	Harvey claim and log cabin.
KS	Wabaunsee		Beecher Bible and Rifle	Church built by members of the Connecticut Kansas Colony.
			Church	
KS	Wabaunsee		Borassa's Mill (Bursaw's)	Site of mill built by the federal government in fulfillment of 1846 treaty
				with the Potawatomie. Mill and Inn operated by J.N. Bourassa and
				wife.
KS	Wabaunsee		Captain William Mitchell	An official Network to Freedom site, this home contains the only
			Farmstead	documented long cabin Underground Railroad station in Kansas.
				Captain Mitchell was the leader of the Prairie Guards, posted on Mt.
				Oread.
KS	Wabaunsee	1	District #67 North Pole	1884 Frame one-room schoolhouse attended by children of the
			Schoolhouse	Wabaunsee Freedmen Colony.
KS	Wabaunsee		Edmund G. Ross claim	Site of land claim of freestate newspaper editor and Senator Edmund
				G. Ross. The Ross family were Freestaters active in the politics and
				affairs of the territory.
KS	Wabaunsee		Eskridge Cemetery	A large number of African Americans who came to the area as
			Ŭ,	Exodusters are buried here.

KS	Wabaunsee		Harveyville Cemetery	An official Network to Freedom site, this cemetery contains the graves of many involved in the events of the territorial and Border War period.
KS	Wabaunsee		Mission Creek/Keene Cemetery	Township cemetery serving early freestate community of Fremont City/Mission Creek.
KS	Wabaunsee		Prairie View Cemetery	Cemetary near a branch of the Mormon road and Ft. Leavenworth military trail. Contains graves of early settlers and at least one Exoduster.
KS	Wabaunsee		Wabaunsee Cemetery	An official Network to Freedom site, township cemetery with over 60 Civil War veterans and a number of former slaves
KS	Wabaunsee		Wabaunsee Freedman Colony	Two sections of land settled in 1879 by thirty Exoduster families, primarily from Davis Bend MS. Rounded by Isaiah Montgomery in conjunction with the Kansas Freedmen's Relief Association.
KS	Wabaunsee		Waterman's Crossing	Rock ledge crossing of Wa-nun-dge-hu (Mill Creek) used by Native Americans, early explorers, and the military.
KS	Wabaunsee		Wilmington on the Santa Fe Trail	An example of early roads that followed ridgelines, Wilmington was a trading post on the Santa Fe Trail. The Santa Fe Trail Association has created a small park.
KS	Wabaunsee	Alma	Wabaunsee County Historical Society Museum	Located in two historic buildings on Alma's main street the Wabaunsee County Museum is dedicated to preserving and passing on the history of Wabaunsee County.
KS	Wabaunsee	Manhattan	Mt. Mitchell Heritage Prairie	Mt. Mitchell Heritage Prairie is a 45 acre hilltop tallgrass prairie dedicated to the memory of Captain William Mitchell and the Connecticut Kansas Colony of 1856.
KS	Wilson		Coyville and Delaware Springs	Indian refugees sought shelter here due to its proximity to Fort Row
KS	Wilson		Fort Row	Signage nearby gives story of this supply fort for troops involved in border protection. Became destination for several thousand Indians and blacks fleeing Confederate army.
KS	Wilson		Little Bear's Summer Campground	2500 Union sympathizing Osage camped on Verdigris River.
KS	Wilson		New Albany	An early Indian campground and pioneer trading post.
KS	Wilson		Tracing Trails of Blood on Ice	Self guided tour of trails across Wilson county to Ft. Row at Coyville used by 10,000 refugees from Indian Territory in 1861.
KS	Wilson	Fredonia	Wilson County Historical Society Museum	Located on east side of Fredonia square in former home for Wilson county Sheriff. Attached is 12 cell jail. Genealogy library with obituaries from 1870.

KS	Wilson	Neodesha	Norman #1 Museum	Museum at the site of birthplace of mid-continent oil field.
KS	Woodson		Belmont (Woodson County)	Area where Opotheyahola's loyalist Indians were found freezing,
				starving and dying due to loosing all supplies in several battles in their
				flight from Oklahoma. Located on private land but easily viewed by
				public road.
KS	Woodson		Tracing Trails of Blood on Ice	4 county tour of Opotheyahola's Great Escape
KS	Woodson	Neosho Falls	Neosho Falls	Townspeople took care of 900 Loyalist Seminole Indians from 1862-
				1864 until government relocation back to Oklahoma. Territorial town
				established 1857. 3rd class city today.
KS	Woodson	Yates Center	Woodson County Historical	Dedicated to the history of Woodson County includes original cabin
			Society and Museum	from earliest pioneer, orginal first church, primitive farm equipment
				and American Indian artifacts found locally.
KS	Woodson	Yates Center	Yates Center Historic District	Yates Center Historic District Square features 43 buildings placed on
			Square	the National Register of Historic Places, plus the Woodson County
				Courthouse designed by George P. Washburn.
KS	Wyandotte		Brown/Blachly Residence	
KS	Wyandotte		Four Nations Monument	
KS	Wyandotte		Ft. Leavenworth-Ft. Scott	
NO	vvyandotte		Military Road Markers	
ĸs	Wyandotte		Gateway to Kansas Historical	
			marker	
KS	Wyandotte		Grinter Chapel Cemetery	
KS	Wyandotte		Grinter Residence	
			Huron Indian Cemetery /	
KS	Wyandotte		Wyandot National Burying	
			Ground	
KS	Wyandotte		Junction House	
KS	Wyandotte		Kaw Point	
KS	Wyandotte		Kansas City Public Library	Kansas Collection
KS	Wyandotte		Oak Grove Cemetery	
KS	Wyandotte		Old Quindaro African-	
	•		American Cemetery	
KS	Wyandotte		Quandaro Cemetery	
KS	Wyandotte		Quindaro Ruins	
KS	Wyandotte		White Church and Delaware	
			Indian Cemetery	
KS	Wyandotte		Wyandotte County Museum	

MO	Bates	Butler	Bates County Museum	From the 1821 Harmony Mission, through the Civil War and the development of Bates County, history is displayed in the artifacts from the Counties pioneer families.
MO	Cass	Harrisonville	1835 Sharp-Hopper Log Cabin	An 1835 log cabin which symbolizes the life experiences and skills of pioneers on the Missouri-Kansas Border primarily from 1835-1870.
МО	Cass	Harrisonville	Genealogy Branch, Cass County Public Library	in the heart of the "Burnt District," we offer resources for the genealogist and historian. Come see our growing collection of Civil War era material.
MO	Cass	Harrisonville	Harrisonville Courthouse Square Historic District	On the National Register of Historic Places, the Square features buildings from the 1880s in the Victorian style including the 1897 Italian Renaissance Courthouse.
MO	Cass	Harrisonville	Prince Whipple School Marker and building	This marker and building designate the site of the Prince Whipple African-American school which served the community for over forty years, closing in 1954.
MO	Clay	Kansas City	Shoal Creek Living History Museum	A collection of 19th century historic buildings from Clay and Platte County, MO. Log cabins, Church, One-room School, Grist Mill, 1840 Brick home, 1880s farm house.
MO	Clay	Kearney	Jesse James Farm & Museum	Tour the birthplace of Jesse James, son of a Baptist minister, at the family home in Kearney, Missouri. Museum, film and guided tour through cabin.
МО	Jackson	Independence	Bingham-Waggoner Estate	3 story mansion built in 1852, home of George Caleb Bingham and later the William Waggoner Family. Mostly original paintings and furnishings.
MO	Jackson	Independence	First Battle of Independence Historical Marker	Missouri Civil War Marker, erected by MODOT, describing the events of the First Battle of Independence, August 11, 1862
MO	Jackson	Independence	National Frontier Trails Museum	Only museum and library/archives in the nation focused on the Santa Fe, Oregon and California Trails; also Lewis and Clark and fur trapping explorers.
MO	Jackson	Independence	Woodlawn Cemetery	Historic, active cemetery with graves of many Independence founders and leaders, as well as Border War and Civil War soldiers including men who rode with Quantrill.
MO	Jackson	Kansas City	Arabia Steamboat Museum	Discover 200 tons of treasure that disappeared when the Steamboat Arabia sank in the Missouri River in 1856.
MO	Jackson	Kansas City	Historic Elmwood Cemetery	Founded in 1872, Elmwood Cemetery is the final resting place for 36,000 individuals, many who were instrumental in the early growth and development of Kansas City.

MO	Jackson	Kansas City	The John Wornall House Museum	The John Wornall House Museum is an antebellum home accurately restored to the period. Tours and a wide variety of educational programs offerd.
МО	Jackson	Kansas City	Trailside Center	The Trailside Center is a multi-purpose facility sponsored by the Historical Society of New Santa Fe in cooperation with the City of Kansas City, Missouri. It functions as a tourist information center, a public meeting location and a museum.
МО	Jackson	Kansas City	Union Cemetery	Union Cemetery was established in 1857 as a "union" between the towns of Westport and Kansas. Union Cemetery is the final resting place of many of the areas founders and developers, such as John Calvin McCoy, Alexander Majors and George Caleb Bingham and veterans of every war fought by the United States, from the American Revolution to Vietnam. Of special note is a Confederate Soldier Monument in erected in memory of men who fought for the South during the battle of Westport.
МО	Jackson	Lone Jack	Lone Jack Civil War Battlefield, Museum & Soldier's Cemetery	The Lone Jack Battlefield houses the only Civil War Museum in Jackson County, Missouri. The 3 acre park preserves a piece of the core battlefield and is one of the few battlefields where the soldiers are still buried. The Museum contains artifacts from the Border War era and from the battle.
МО	Johnson	Warrensburg	Johnson County Historical Society	The Museum and Heritage Library of the JCHS are located beside the original 1838 Old Courthouse. Also included, one room school and agriculture building.
MO	Lafayette	Higginsville	Confederate Memorial State Historic Site	The Confederate Home of Missouri was the final refuge for some men and women involved in the Missouri/Kansas border wars. The site preserves and interprets their stories–including the remaining structures of the Confederate Soldier's Home and cemetery. The Civil War is interpreted on a daily basis at the site through a DVD presentation, walking tours and interpretive signage. Recreation areas are also available.
МО	Lafayette	Higginsville	Mt. Muncie Cemetery	Mt. Muncie Cemetery is the final resting-place to over 500 African- Americans from the Higginsville Community. It includes African- American Union Civil War Veterans.
МО	Lafayette	Lexington	Battle of Lexington State Historic Site	The Battle of Lexington was fought in September 1861. Remnants of the battlefield, the Anderson House, used as a field hospital, and visitor center with media presentation and exhibits highlight the site.

MO	Lafayette	Lexington	Lafayette County	The Courthouse Square in Lexington, Lafayette County, Missouri
			Courthouse/War Memorial	holds the oldest working courthouse west of the Mississippi, a county-
				wide War Memorial and restored Lafayette Hall.
MO	Lafayette	Lexington	Lexington 1st Presbyterian	The Presbyterian Church , built in 1844, had in it's membership, the
			Church	Aull Brothers, merchants of the Santa Fe Trail. Also among the
				prominent elder were S. G. Wentworth and Col. Sandford Sellers
				founders of Wentworth Military Academy.
MO	Lafayette	Lexington	Lexington Historical Museum	The museum is located in the 1864 Cumberland Presbyterian church.
				Exhibits explore the Santa Fe Trail, Pony Express, Battle of Lexington,
				private schools, coal mining and steamboating, particularly the Saluda
				ship which exploded near Lexington's wharf.
МО	Lafayette	Lexington	Machpelah Cemetery	Named after the first cemetery mentioned in the Bible, Machpelah
				cemetery holds great and common men and women who reflect the
				style and time of their lives.
MO	Lafayette	Lexington	Madonna of the Trail	Madonna of the Trail is one of twelve monuments dedicated by the
			Monument	Daughters of the American Revolution to honor the brave pioneer
				women who helped settle the West.
MO	Lafayette	Lexington	Masonic College Park	In 1847 the Grand Lodge of Masons of Missouri laid the cornerstone
				of the first Masonic college in the world at Lexington. In 1857 the
				college closed but in early 1861 Federal troops used the buildings as
				their Fort defending it during the Battle of Lexington 1861.
MO	Lafayette	Lexington	Slusher Farmstead	Andrew Jackson Slusher 1851 Homestead. A Greek Revival home
				with twelve rooms and ten outbuildings, the site received the Preserve
				Missouri Award.
MO	Ray	Raymore	Raymore Historical Socieyt &	We are in temporary quarters right now. We have an older home in
			Museum	Raymore we are working on. Civil War artifacts including Flag - GAR,
				part of Order #11.
MO	Ray	Richmond	Ray County Historical Society	Rich in history, our county museum is rated one of the top historical
			and Museum	museums in the State of Missouri. We have over 35 rooms displayed
				all with historic importance to the area.

МО	St. Clair	Osceola	Sons of the Confederacy Historical Marker	This marker is at the roadside park on Hwy. 82. This site overlooks the area where General Sterling Price and his Army camped in the Sac River bottoms just SW of Osceola in 1861. The encampment was used as a recruitment and training center for Confederate Troops. The marker is located on a high bluff above the juction of the Sac and Osage Rivers and was erected by the Sons of the Confederate Veterans and tells the Civil War History of the encampment and the Confederate companies that were formed and trained there.
MO	St. Clair	Osceola	St. Clair County Historical Society Museum	General interest museum open to the public either during regular hours or upon request. At present we have an interesting display of hats of the 20s and 30s. These were from the Farot Sister's Millenery Shop in Osceola.
MO	Vernon	Nevada	Bushwhacker Museum	Bushwhacker Museum is a regional history museum featuring the Border War/Civil War era emphasizing local Bushwhacker (Confederate Guerrillas) activity, Osage Indians and other local topics.
MO	Vernon	Nevada	Cottey College	Cottey College's library features a display on its founding in 1884. The founder was influenced by lack of post-Civil War educational opportunities for girls.

State and Nationally Designated Properties

National Historic Landmarks

Fort Leavenworth, Leavenworth County, KS Fort Scott, Fort Scott, Bourbon County, KS Haskell Institute, Lawrence, Douglas County, KS Lecompton Constitution Hall, Lecompton, Douglas County, KS Marais Des Cygne Massacre Site, Linn County, KS Norman Well No. 1, Neodesha, Wilson County, KS Shawnee Mission, Fairway, Johnson County, KS Sumner Elementary School/Monroe Elementary School, Topeka, Shawnee County, KS Carrington Osage Village Sites, Vernon County, MO Fort Osage, Jackson County, MO Liberty Memorial, Kansas City, Jackson County, MO Mutual Musicians Association Building, Kansas City, Jackson County, MO Harry S Truman Historic District, Independence, Jackson County, MO Harry S Truman Farm Home, Grandview, Jackson County, MO Watkins Mill, Clay County, MO

National Natural Landmarks

Baker University Wetlands, Douglas County, KS Baldwin Woods, Douglas County, KS Maple Woods Natural Area, Clay County, MO Taberville Prairie, Saint Clair County, MO Golden Prairie, Barton County, MO

National Underground Railroad Network to Freedom Listings

Captain William Mitchell Homestead, Wamego, Pottawatomie County, KS Clinton Lake Museum, Lawrence, Douglas County, KS Constitution Hall–Topeka, Topeka, Shawnee County, KS Henry and Ann Harvey Farmstead, Harveyville, Wabunsee County, KS Dr. John Doy Home Site (ruins), Lawrence, Douglas County, KS Quindaro Ruins, Kansas City, Wyandotte County, Kansas Watkins Community Museum of History, Lawrence, Douglas County, Kansas Wabaunsee Cemetery, Wabunsee County, KS

State Parks and Historic Sites

Battle of Lexington State Historic Site, Lexington, Lafayette County, MO Thomas Hart Benton State Historic Site, Kansas City, Jackson County, MO Confederate Memorial State Historic Site, Higginsville, Cass County, MO Knob Noster State Park, Knob Noster, Johnson County, MO

Lewis and Clark State Park, Rushville, Buchanan County, MO Watkins Woolen Mill State Park and State Historic Site, Lawson, Clay County, MO Weston Bend State Park, Weston, Platte County, MO Perry State Park, Ozawkie, Jefferson County, KS Clinton State Park, Lawrence, Douglas County, KS Hillsdale State Park, Paola, Miami County, KS Prairie Spirit Trail State Park, Allen, Anderson and Franklin Counties, KS Crawford State Park, Farlington, Crawford County, KS Elk City State Park, Independence, Montgomery County, KS Tuttle Creek State Park, Manhattan, Riley County, KS Milford State Park, Milford, Geary County, KS First Territorial Capitol State Historic Site, Fort Riley, Riley County, KS Goodnow House State Historic Site, Manhattan, Riley County, KS Kansas Museum of History, Topeka, Shawnee County, KS Kansas State Library and Archives, Topeka, Shawnee County, KS Kansas State Capitol, Topeka, Shawnee County, KS Constitution Hall State Historic Site, Lecompton, Douglas County, KS Grinter Place State Historic Site, Kansas City, Wyandotte County, KS Shawnee Indian Mission State Historic Site, Fairway, Johnson County, KS John Brown State Historic Site, Osawatomie, Miami County, KS Mine Creek Battlefield State Historic Site, Pleasanton, Linn County, KS Marais des Cygnes Massacre State Historic Site, Trading Post, Linn County, KS

National Register Properties

Harry Truman Birthplace Memorial, Lamar, Barton County, MO Bates County Courthouse, Butler, Bates County, MO Hudson City School, Appleton City, Bates County, MO Palace Hotel, Butler, Bates County, MO Papinville Marais des Cygne River Bridge, Papinville, Bates County, MO Buchanan County Courthouse and Jail, St. Joseph, Buchanan County, MO Charles A. and Annie Buddy House, St. Joseph, Buchanan County, MO Burnside-Sandusky Gothic House, St. Joseph, Buchanan County, MO Cathedral Hill Historic District, St. Joseph, Buchanan County, MO Central–North Commercial Historic District, St. Joseph, Buchanan County, MO Century Apartments, St. Joseph, Buchanan County, MO Christian Sachau Saloon, St. Joseph, Buchanan County, MO City Hose Company No. 9, St. Joseph, Buchanan County, MO Corby-Forsee Building, St. Joseph, Buchanan County, MO Dewey Avenue–West Rosine Historic District, St. Joseph, Buchanan County, MO Edmond Jacques Eckel House, St. Joseph, Buchanan County, MO Everett School, St. Joseph, Buchanan County, MO

Enoch Madison Fenton House, Rushville, Buchanan County, MO Dr. Jacob Geiger House-Maud Wyeth Painter House, St. Joseph, Buchanan County, MO German-American Bank Building, St. Joseph, Buchanan County, MO Hall Street Historic District, St. Joseph, Buchanan County, MO Harris Addition Historic District, St. Joseph, Buchanan County, MO Alois Herbert Double House, St. Joseph Buchanan County, MO Jesse James House, St. Joseph, Buchanan County, MO Kelley and Browne Flats, St. Joseph, Buchanan County, MO Kemper Addition Historic District, St. Joseph, Buchanan County, MO King's Hill Archeological Site, St. Joseph, Buchanan County, MO Krug Park Place Historic District, St. Joseph, Buchanan County, MO Livestock Exchange Building, St. Joseph, Buchanan County, MO John Sublet Jr. and Caroline Ashton Logan House, St. Joseph, Buchanan County, MO Maple Grove, St. Joseph, Buchanan County, MO McIntyre-Burri House, St. Joseph, Buchanan County, MO Issac Miller House, St. Joseph, Buchanan County, MO Miller-Porter-Lacy House, St. Joseph, Buchanan County, MO Missouri Theater and Missouri Theater Building, St. Joseph, Buchanan County, MO Missouri Valley Trust Company Historic District, St. Joseph, Buchanan County, MO Mount Mora Cemetery, St. Joseph, Buchanan County, MO Museum Hill Historic District, St. Joseph, Buchanan County, MO Nelson-Pettis Farmsteads Historic District, St. Joseph, Buchanan County, MO Patee Town Historic District, St. Joseph, Buchanan County, MO John Patee House, St. Joseph, Buchanan County, MO Pleasant Ridge School, St. Joseph, Buchanan County, MO Pony Express Stables, St. Joseph, Buchanan County, MO John D. Richardson Dry Goods Company, St. Joseph, Buchanan County, MO Robidoux Hill Historic District, St. Joseph, Buchanan County, MO Robidoux Row, St. Joseph, Buchanan County, MO Robidoux School, St. Joseph, Buchanan County, MO South Fourth Street Commercial Historic District, St. Joseph, Buchanan County, MO St. Joseph City Hall, St. Joseph, Buchanan County, MO St. Joseph Park and Parkway System, St. Joseph, Buchanan County, MO St. Joseph Public Library, St. Joseph, Buchanan County, MO St. Joseph Public Library-Carnegie Branch, St. Joseph, Buchanan County, MO St. Joseph's Commerce and Banking Historic District, St. Joseph, Buchanan County, MO Sugar Lake State Park Open Shelter, Rushville, Buchanan County, MO Thompson-Brown-Sandusky House, St. Joseph, Buchanan County, MO Virginia Flats, St. Joseph, Buchanan County, MO Vosteen-Hauck House, St. Joseph, Buchanan County, MO Western Tablet and Stationary Company, Building #2, St. Joseph, Buchanan County, MO Wholesale Row, St. Joseph, Buchanan County, MO Wyeth Flats, St. Joseph, Buchanan County, MO Robert A. Brown House, Harrisonville, Cass County, MO Harrisonville Courthouse Square Historic District, Harrisonville, Cass County, MO O'Bannon Homestead, Garden City, Cass County, MO

Pleasant Hill Downtown Historic District, Pleasant Hill, Cass County, MO St. Peter's Episcopal Church, Harrisonville, Cass County, MO Stumbaugh Post No. 180 GAR Hall, Austin, Cass County, MO Watkins Family Farm Historic District, Raymore, Cass County, MO Aker Cemetery, Smithville, Clay County, MO Antioch Christian Church, Kansas City, Clay County, MO Armour Theatre Building, North Kansas City, Clay County, MO Arthur-Leonard Historic District, Liberty, Clay County, MO Atkins-Johnson Farmhouse Property, Gladstone, Clay County, MO Clardy Heights Historic District, Liberty, Clay County, MO Clay County Savings Association Building, Liberty, Clay County, MO Clay County State Bank, Excelsior Springs, Clay County, MO Clavbrook House, Kearney, Clay County, MO Clinton House, Liberty, Clay County, MO Dr. James Compton House, Kansas City, Clay County, MO Dougherty-Prospect Heights Historic District, Liberty, Clay County, MO Elms Hotel, Excelsior Springs, Clay County, MO Excelsior Springs Hall of Waters Commercial East Historic District, Excelsior Springs, Clay County, MO Excelsior Springs Hall of Waters Commercial West Historic District, Excelsior Springs, Clay County, MO Garrison School Historic District, Liberty, Clay County, MO Hall of Waters, Excelsior Springs, Clay County, MO Frank Hughes Memorial Library, Liberty, Clay County, MO IOOF Liberty Lodge No. 49, Liberty, Clay County, MO James Brothers' House and Farm, Kearney, Clay County, MO Jewell Hall, Liberty, Clay County, MO Jewell-Lightburne Historic District, Liberty, Clay County, MO Major Hotel, Liberty, Clay County, MO Miller Building, Liberty, Clay County, MO Nebo Hill Archeological Site, Liberty, Clay County, MO Odd Fellows Home District, Liberty, Clay County, MO Sears, Roebuck and Company Warehouse Building, North Kansas City, Clay County, MO South Liberty Courthouse Square Historic District, Liberty, Clay County, MO Watkins Mill, Excelsior Springs, Clay County, MO West Liberty Courthouse Square Historic District, Liberty, Clay County, MO Wheeling Corrugating Company Building, North Kansas City, Clay County, MO Woodneath, Kansas City, Clay County, MO 1524 Grand Avenue Building, Kansas City, Jackson County, MO 18th and Vine Historic District, Kansas City, Jackson County, MO A.B.C. Storage and Van Company Building, Kansas City, Jackson County, MO Acme Brass and Machine Works Building, Kansas City, Jackson County, MO Alana Apartment Hotel, Kansas City, Jackson County, MO Ambassador Hotel Historic District, Kansas City, Jackson County, MO Argyle Building, Kansas City, Jackson County, MO

Armour Boulevard Post-World War II Apartment Building Historic District, Kansas City, Jackson County, MO Attucks School, Kansas City, Jackson County, MO Auto Coach Building, Kansas City, Jackson County, MO Bailey Family Farm Historic District, Lee's Summit, Jackson County, MO Baker-Vawter Building, Kansas City, Jackson County, MO Barclay Building, Kansas City, Jackson County, MO Bellerive Hotel, Kansas City, Jackson County, MO Thomas Hart Benton House and Studio, Kansas City, Jackson County, MO Beth Shalom Synagogue, Kansas City, Jackson County, MO Bingham-Waggoner House and Estate, Independence, Jackson County, MO Walter E. Bixby House, Kansas City, Jackson County, MO Blackstone Hotel, Kansas City, Jackson County, MO Blue Mills, Independence, Jackson County, MO BMA Tower, Kansas City, Jackson County, MO Boley Building, Kansas City, Jackson County, MO Bonfils Building, Kansas City, Jackson County, MO Bryant Building, Kansas City, Jackson County, MO Dr. John S. Jr. and Harriet Smart Bryant House, Independence, Jackson County, MO Buick Automobile Company, Kansas City, Jackson County, MO Bunker Building, Kansas City, Jackson County, MO Bryam's Ford Historic District, Kansas City, Jackson County, MO Cave Spring, Kansas City, Jackson County, MO Chambers Building, Kansas City, Jackson County, MO Philip E. Chappell House, Kansas City, Jackson County, MO Chatham Hotel, Kansas City, Jackson County, MO Cherry Street Colonnades Historic District, Kansas City, Jackson County, MO Chicago Apartments, Kansas City, Jackson County, MO Christian Church Hospital, Kansas City, Jackson County, MO Circle Apartments, Kansas City, Jackson County, MO City Bank Building, Kansas City, Jackson County, MO Coates House Hotel, Kansas City, Jackson County, MO Coca-Cola Building, Kansas City, Jackson County, MO Columbia Building, Kansas City, Jackson County, MO Continental Hotel, Kansas City, Jackson County, MO Bernard Corrigan House, Kansas City, Jackson County, MO Thos. Corrigan Building, Kansas City, Jackson County, MO Crestwood Historic District, Kansas City, Jackson County, MO Crossroads Historic Freight District, Kansas City, Jackson County, MO Louis Curtiss Studio Building, Kansas City, Jackson County, MO Walt Disney House and Garage, Kansas City, Jackson County, MO District I, Kansas City, Jackson County, MO District II, Kansas City, Jackson County, MO District III, Kansas City, Jackson County, MO Dorson Apartment Building, Kansas City, Jackson County, MO Andrew Drumm Institute, Independence, Jackson County, MO

East 27th Street Colonnades Historic District, Kansas City, Jackson County, MO Ellsworth Apartments, Kansas City, Jackson County, MO Elmwood Cemetery, Kansas City, Jackson County, MO Emery, Bird and Thayer Building, Kansas City, Jackson County, MO Exchange Building, Kansas City, Jackson County, MO Faultless Starch Company Building, Kansas City, Jackson County, MO Federal Reserve Bank of Kansas City, Kansas City, Jackson County, MO The Fidelity National Bank and Trust Company Building, Kansas City, Jackson County, MO Fire Department Headquarters; Fire station #2, Kansas City, Jackson County, MO Firestone Building, Kansas City, Jackson County, MO Fitzhugh–Watts Mill, Kansas City, Jackson County, MO Jacobs Floyd House, Kansas City, Jackson County, MO Fort Osage, Sibley, Jackson County, MO Fort Osage Archeological District, Sibley, Jackson County, MO Four Gates Farm, Kansas City, Jackson County, MO Henry T. Fowler House, Kansas City, Jackson County, MO Gate City National Bank, Kansas City, Jackson County, MO John and Adele Georgen House, Independence, Jackson County, MO German Evangelical Pastors' Home Historic District, Blue Springs, Jackson County, MO Gilham Court Apartments Building, Kansas City, Jackson County, MO Globe Storage and Transfer Company Building, Kansas City, Jackson County, MO Gloyd Building, Kansas City, Jackson County, MO Goodenow Textiles Company Building, Kansas City, Jackson County, MO Grand Avenue Temple and Grand Avenue Temple Building, Kansas City, Jackson County, MO Grandview Residential Historic District, Grandview, Jackson County, MO Graphic Arts Building, Kansas City, Jackson County, MO Greenlease Cadillac Building, Kansas City, Jackson County, MO Guadalupe Center, Kansas City, Jackson County, MO Gumbel Building, Kansas City, Jackson County, MO Col. John Harris House, Kansas City, Jackson County, MO Harry S Truman National Historic Site, Independence, Jackson County, MO Helping Hand Institute Building, Kansas City, Jackson County, MO Dr. Generous Henderson House, Kansas City, Jackson County, MO Hesse Carriage Company Building, Kansas City, Jackson County, MO Hiland Telephone Exchange Building, Kansas City, Jackson County, MO Holy Name Catholic Church, Kansas City, Jackson County, MO Holy Rosary Historic District, Kansas City, Jackson County, MO Mary Rockwell Hook House, Kansas City, Jackson County, MO Hotel Phillips, Kansas City, Jackson County, MO House at 5011 Sunset Drive, Kansas City, Jackson County, MO House at 54 E. 53rd Terrace, Kansas City, Jackson County, MO Howard Neighborhood Historic District, Lee's Summit, Jackson County, MO Frank M. Howe Residence, Kansas City, Jackson County, MO Mollie and Josephine Hughes House Building, Independence, Jackson County, MO

Old Hyde Park East Historic District, Kansas City, Jackson County, MO Hyde Park Historic District, Kansas City, Jackson County, MO Old Hyde Park West Historic District, Kansas City, Jackson County, MO Insurance Building–Consumers Cooperative Association Building, Kansas City, Jackson County, MO Inter-State Building, Kansas City, Jackson County, MO Ivanhoe Masonic Temple, Kansas City, Jackson County, MO Jackson County Courthouse, Independence, Jackson County, MO Jackson County Jail and Marshal's House, Independence, Jackson County, MO Janssen Place Historic District, Kansas City, Jackson County, MO Jenkins Music Company Building, Kansas City, Jackson County, MO Jensen-Salsbery Laboratories, Kansas City, Jackson County, MO Lewis Jones House, Independence, Jackson County, MO Kansas City Athenaeum, Kansas City, Jackson County, MO Kansas City Club Building, Kansas City, Jackson County, MO Kansas City Cold Storage Company Building, Kansas City, Jackson County, MO Kansas City Live Stock Exchange, Kansas City, Jackson County, MO Kansas City Masonic Temple, Kansas City, Jackson County, MO Kansas City Police Station Number 4, Kansas City, Jackson County, MO Kansas City Power and Light Company Building, Kansas City, Jackson County, MO Kansas City Public Library, Kansas City, Jackson County, MO Kansas City Southern Railway Building, Kansas City, Jackson County, MO Kansas City Terminal Railway Company Roundhouse Historic District, Kansas City, Jackson County, MO Kansas City Title and Trust Building, Kansas City, Jackson County, MO Kansas City Water Department Building, Kansas City, Jackson County, MO Kansas City, Missouri Western Union Telegraph Building, Kansas City, Jackson County, MO Michael H. and Rose Katz House, Kansas City, Jackson County, MO Charles S. Keith House, Kansas City, Jackson County, MO Kelley-Reppert Motor Company Building, Kansas City, Jackson County, MO Kelly's Westport Inn, Kansas City, Jackson County, MO Kessler Apartments, Kansas City, Jackson County, MO Kirkwood Building, Kansas City, Jackson County, MO Knickerbocker Apartments, Kansas City, Jackson County, MO William Baker and Mary Knight House, Kansas City, Jackson County, MO Krister House, Independence, Jackson County, MO Kuehne-Schmidt Apartments, Kansas City, Jackson County, MO Land Bank Building, Kansas City, Jackson County, MO Lee's Summit Downtown Historic District, Lee's Summit, Jackson County, MO Lewis–Webb House, Independence, Jackson County, MO Liberty Memorial, Kansas City, Jackson County, MO Liquid Carbonic Company Building, Kansas City, Jackson County, MO Loew's Midland Theater-Midland Building, Kansas City, Jackson County, MO R. A. Long House, Kansas City, Jackson County, MO R. A. Long Building, Kansas City, Jackson County, MO

Longview Farm, Lee's Summit, Jackson County, MO Jacob Loose House, Kansas City, Jackson County, MO Loretto Academy, Kansas City, Jackson County, MO Emily Rockwell Love House, Kansas City, Jackson County, MO Maine Apartments, Kansas City, Jackson County, MO Mainstreet Theatre, Kansas City, Jackson County, MO Majestic Apartments, Kansas City, Jackson County, MO Alexander Majors House, Kansas City, Jackson County, MO Maples Apartments, Kansas City, Jackson County, MO Marks and Garvey Historic District, Kansas City, Jackson County, MO Maryland Apartments, Kansas City, Jackson County, MO McConahay Building, Kansas City, Jackson County, MO Levi McIntire House, Kansas City, Jackson County, MO McMahon Apartments, Kansas City, Jackson County, MO August Meyer House, Kansas City, Jackson County, MO Midwest Hotel, Kansas City, Jackson County, MO Mineral Hall, Kansas City, Jackson County, MO Charles Minor House, Independence, Jackson County, MO Missouri Apartments, Kansas City, Jackson County, MO Missouri Pacific Depot, Independence, Jackson County, MO Monroe Hotel, Kansas City, Jackson County, MO Mutual Ice Company Building, Kansas City, Jackson County, MO Mutual Musicians' Foundation Building, Kansas City, Jackson County, MO George J. Myers House, Kansas City, Jackson County, MO National Bank of Commerce Building, Kansas City, Jackson County, MO National Garage, Kansas City, Jackson County, MO George H. Nettleton Home, Kansas City, Jackson County, MO New England Apartments, Kansas City, Jackson County, MO New York Life Building, Kansas City, Jackson County, MO Newbern Hotel, Kansas City, Jackson County, MO D. W. Newcomer's Sons Funeral Home, Kansas City, Jackson County, MO George E. Nicholson House, Kansas City, Jackson County, MO Smallwood V. Noland House, Independence, Jackson County, MO Old New England Building, Kansas City, Jackson County, MO Old Town Historic District, Kansas City, Jackson County, MO Robert Ostertag House, Kansas City, Jackson County, MO Overfelt-Campbell-Johnston House, Independence, Jackson County, MO Owens-McCoy House, Independence, Jackson County, MO Palace Clothing Company Building, Kansas City, Jackson County, MO Paris and Weaver Apartment Buildings, Kansas City, Jackson County, MO Park Lane Apartments, Kansas City, Jackson County, MO Park Manor Historic District, Kansas City, Jackson County, MO The Parkview, Kansas City, Jackson County, MO Paseo YMCA, Kansas City, Jackson County, MO George B. Peck Dry Goods Company Building, Kansas City, Jackson County, MO Joseph Grear Peppard House, Kansas City, Jackson County, MO

Pickwick Hotel, Office Building, Parking Garage and Bus Terminal, Kansas City, Jackson County, MO Pilgrim Lutheran Church for the Deaf of Greater Kansas City and Parsonage, Kansas City, Jackson County, MO Pink House, Kansas City, Jackson County, MO President Gardens Apartments Historic District, Kansas City, Jackson County, MO President Hotel, Kansas City, Jackson County, MO Professional Building, Kansas City, Jackson County, MO Quality Hill, Kansas City, Jackson County, MO William D. Repp House, Kansas City, Jackson County, MO Rice-Tremonti House, Raytown, Jackson County, MO Richards and Conover Hardware Company Building, Kansas City, Jackson County, MO Rieger Hotel, Kansas City, Jackson County, MO Rockhill Neighborhood, Kansas City, Jackson County, MO Bertrand Rockwell House, Kansas City, Jackson County, MO Row House Buildings, Kansas City, Jackson County, MO Sacred Heart Church, School and Rectory, Kansas City, Jackson County, MO Safeway Stores and Office and Warehouse Building, Kansas City, Jackson County, MO Saint Paul's Episcopal Church, Lee's Summit, Jackson County, MO Santa Fe Place Historic District, Kansas City, Jackson County, MO Santa Fe Road–Independence Trail Segments, Independence, Jackson County, MO Santa Fe Trail-Minor Park, Kansas City, Trail Segments, Kansas City, Jackson County, MO Santa Fe Trail–Santa Fe Park, Independence, Trail Segments, Independence, Jackson County, MO Savoy Hotel and Grill, Kansas City, Jackson County, MO Scarritt Building and Arcade, Kansas City, Jackson County, MO Scarritt Point North Historic District, Kansas City, Jackson County, MO Scarritt Point South Historic District, Kansas City, Jackson County, MO Edward Lucky Scarritt House, Kansas City, Jackson County, MO Rev. Nathan Scarritt House, Kansas City, Jackson County, MO William Chick Scarritt House, Kansas City, Jackson County, MO Sewall Paint and Glass Company Building, Kansas City, Jackson County, MO William Francis Shelley House, Kansas City, Jackson County, MO Simpson-Yeomans-Country Side, Kansas City, Jackson County, MO Smith and Sons Manufacturing Company Building, Kansas City, Jackson County, MO Sophian Plaza, Kansas City, Jackson County, MO South Hyde Park Historic District, Kansas City, Jackson County, MO South Side Historic District, Kansas City, Jackson County, MO St. Mary's Episcopal Church, Kansas City, Jackson County, MO St. Teresa's Academy Music and Arts Building, Kansas City, Jackson County, MO Standard Theatre, Kansas City, Jackson County, MO R.O. Stenzel & Company Warehouse, Kansas City, Jackson County, MO Stine and McClure Undertaking Company Building, Kansas City, Jackson County, MO Studna Garage Building, Kansas City, Jackson County, MO Temple Block Building, Kansas City, Jackson County, MO

Temple Site, Independence, Jackson County, MO The Tocoma, Kansas City, Jackson County, MO Alfred Toll House, Kansas City, Jackson County, MO Townley Metal & Hardware Company Building, Kansas City, Jackson County, MO Triangle Battery and Service Company Building, Kansas City, Jackson County, MO Trinity Episcopal Church, Independence, Jackson County, MO Norman Tromanhauser House, Kansas City, Jackson County, MO Harry S Truman Historic District, Independence, Jackson County, MO TWA Corporate Headquarters' Building, Kansas City, Jackson County, MO Twenty-Ninth Street Colonnaded Apartments Historic District, Kansas City, Jackson County, MO U.S. Courthouse and Post Office-Kansas City, MO, Kansas City, Jackson County, MO Union Station, Kansas City, Jackson County, MO United States Post Office-Kansas City, Kansas City, Jackson County, MO Unity School of Christianity Historic District, Unity Village, Jackson County, MO Uptown Building and Theatre, Kansas City, Jackson County, MO Joe Vaccaro Soda Water Manufacturing Company Building, Kansas City, Jackson County, MO Harvey M. Vaile Mansion, Independence, Jackson County, MO Ira C. and Charles S. Van Noy Houses, Kansas City, Jackson County, MO Virginia Apartments, Kansas City, Jackson County, MO Vitagraph Film Exchange Building, Kansas City, Jackson County, MO William Volker House, Kansas City, Jackson County, MO Waldo Water Tower, Kansas City, Jackson County, MO Walnut Street Warehouse and Commercial Historic District, Kansas City, Jackson County, MO Waltower Building, Kansas City, Jackson County, MO Seth E. Ward Homestead, Kansas City, Jackson County, MO Maj. William Warner House, Kansas City, Jackson County, MO Webster School, Kansas City, Jackson County, MO West Eleventh Street Historic District, Kansas City, Jackson County, MO West Ninth Street-Baltimore Avenue Historic District, Kansas City, Jackson County, MO Western Newspaper Union Building, Kansas City, Jackson County, MO Westminister Congregational Church, Kansas City, Jackson County, MO Wholesale District, Kansas City, Jackson County, MO William S. Mitchell dredge, Kansas City, Jackson County, MO Woodson-Sawyer House, Independence, Jackson County, MO F. W. Woolworth Building, Kansas City, Jackson County, MO Wornall House, Kansas City, Jackson County, MO Solomon Young Farm-Harry S. Truman Farm, Grandview, Jackson County, MO John A. Adams Farmstead Historic District, Warrensburg, Johnson County, MO Camp Shawnee Historic District, Knob Noster, Johnson County, MO Chilhowee Historic District, Chilhowee, Johnson County, MO Herbert A. and Bettie E. Cress House, Warrensburg, Johnson County, MO Garden of Eden Station, Warrensburg, Johnson County, MO Howard School, Warrensburg, Johnson County, MO

Johnson County Courthouse, Warrensburg, Johnson County, MO Johnson County Courthouse, Warrensburg, Johnson County, MO Magnolia Mill, Warrensburg, Johnson County, MO Masonic Temple, Warrensburg, Johnson County, MO Montserrat Recreation Demonstration Area Bridge, Knob Noster, Johnson County, MO Montserrat Recreation Demonstration Area Dam and Spillway, Knob Noster, Johnson County, MO Montserrat Recreation Demonstration Area Entrance Portal, Knob Noster, Johnson County, MO Montserrat Recreation Demonstration Area Rock Bath House, Knob Noster, Johnson County, MO Montserrat Recreation Demonstration Area Warehouse #2 and Workshop, Knob Noster, Johnson County, MO Pleasant View School, Medford, Johnson County, MO Warren Street Methodist Episcopal Church, Warrensburg, Johnson County, MO Anderson House and Lexington Battlefield, Lexington, Lafayette County, MO Napoleon Buck House, Waverly, Lafayette County, MO Minatree Catron House, Lexington, Lafayette County, MO John E. Cheatham House, Lexington, Lafayette County, MO Chicago and Alton Railroad Depot at Higginsville, Higginsville, Lafayette County, MO Commercial Community Historic District, Lexington, Lafayette County, MO Confederate Chapel, Cemetery and Cottage, Higginsville, Lafayette County, MO Cumberland Presbyterian Church, Lexington, Lafayette County, MO James M. Dinwiddie House, Dover, Lafayette County, MO John F. Eneberg House, Lexington, Lafayette County, MO Theodore Gosewisch House, Lexington, Lafayette County, MO Alexander and Elizabeth Aull Graves House, Lexington, Lafayette County, MO Hicklin Hearthstone, Lexington, Lafayette County, MO Hicklin School, Lexington, Lafayette County, MO Highland Avenue Historic District, Lexington, Lafayette County, MO House at 1413 Lafayette St., Lexington, Lafayette County, MO Houx-Hoefer-Rehkop House, Higginsville, Lafayette County, MO David John House, Lexington, Lafayette County, MO George Johnson House, Lexington, Lafayette County, MO Lafayette County Courthouse, Lexington, Lafayette County, MO Linwood Lawn, Lexington, Lafayette County, MO Odessa Ice Cream Company Building, Odessa, Lafayette County, MO Old Neighborhoods Historic District, Lexington, Lafayette County, MO William P. Robinson House, Lexington, Lafayette County, MO Thomas Shelby House, Lexington, Lafayette County, MO Spratt-Allen-Aull House, Lexington, Lafayette County, MO Thomas Talbot and Rebecca Walton Smithers Stramcke House, Lexington, Lafayette County, MO D. W. B. and Julia Waddell Tevis House, Lexington, Lafayette County, MO Waddell House, Lexington, Lafayette County, MO Wentworth Military Academy, Lexington, Lafayette County, MO

Babcock Site, Waldron, Platte County, MO Benjamin Banneker School, Parkville, Platte County, MO Deister Archeological Site, Kansas City, Platte County, MO Frederick Krause Mansion, Platte City, Platte County, MO Mackay Building, Parkville, Platte County, MO McCormick Distillery, Weston, Platte County, MO Platte County Courthouse, Platte City, Platte County, MO Pleasant Ridge United Baptist Church, Weston, Platte County, MO Renner Village Archeological Site, Riverside, Platte County, MO Charles Smith Scott Memorial Observatory, Parkville, Platte County, MO Sugar Creek Site, Weston, Platte County, MO TWA Administrative Offices Building, Kansas City, Platte County, MO Waddell "A" Truss Bridge, Parkville, Platte County, MO Washington Chapel C.M.E. Church, Parkville, Platte County, MO Weston Historic District, Weston, Platte County, MO Dougherty Auditorium, Richmond, Ray County, MO Isiah Mansur Farmstead Historic District, Richmond, Ray County, MO New Hope Primitive Baptist Church, Richmond, Ray County, MO Ray County Courthouse, Richmond, Ray County, MO Ray County Poor Farm, Richmond, Ray County, MO Watkins House, Richmond, Ray County, MO Harper School, Harper, St. Clair County, MO Osceola Public School Building, Osceola, St. Clair County, MO Brown Archeological Site, Fair Haven, Vernon County, MO Carrington Osage Village Site, Nevada, Vernon County, MO Coal Pit Archeological Site, Arthur, Vernon County, MO Halleys Bluff Site, Shell City, Vernon County, MO Infirmary Building, Missouri State Hospital Number 3, Nevada, Vernon County, MO Vernon County Courthouse, Nevada, Vernon County, MO Vernon County Jail, Sheriff's House and Office, Nevada, Vernon County, MO Allen County Jail, Iola, Allen County, KS Funston Home, Iola, Allen County, KS Northrup House, Iola, Allen County, KS Schleichers Branch Stone Arch Bridge, Allen County, KS Anderson County Courthouse, Garnett, Anderson County, KS Sennett and Bertha Kirk House, Garnett, Anderson County, KS Shelley-Tipton House, Garnett, Anderson County, KS Spencer's Crossing Bridge, Greeley, Anderson County, KS Samuel J. Tipton House, Harris, Anderson County, KS Atchinson Santa Fe Freight Depot, Atchison, Atchison County, KS Atchison County Courthouse, Atchison, Atchison County, KS Atchison Post Office, Atchison, Atchison County, KS Francis and Harriet Baker House, Atchison, Atchison County, KS Benedictine College North Campus Historic Complex, Atchison, Atchison County, KS George T. and Minnie Searles Bolman House, Atchison, Atchison County, KS Henry Braun House, Atchison, Atchison County, KS

J. P. Brown House, Atchison, Atchison County, KS Burnes Rental Houses Historic District, Atchison, Atchison County, KS Campbell Chapel AME Church, Atchison, Atchison County, KS John Drimmel, Sr. Farm, Atchison, Atchison County, KS Amelia Earhart Birthplace, Atchison, Atchison County, KS Amelia Earhart Historic District, Atchison, Atchison County, KS Ebenezer Baptist Church, Atchison, Atchison County, KS James M. Edmiston House, Atchison, Atchison County, KS Glancy/Pennell House, Atchison, Atchison County, KS Glick-Orr House, Atchison, Atchison County, KS A. J. Harwi House, Atchison, Atchison County, KS Hausner House, Atchison, Atchison County, KS W. W. Hetherington House, Atchison, Atchison County, KS Michael J. and Mattie Horan House, Atchison, Atchison County, KS Frank Howard House, Atchison, Atchison County, KS Edgar W. Howe House, Atchison, Atchison County, KS Jansen House, Atchison, Atchison County, KS Lanphear-Mitchell House, Atchison, Atchison County, KS Lincoln School, Atchison, Atchison County, KS McInteer Villa, Atchison, Atchison County, KS Mount St. Scholastica Convent, Atchison, Atchison County, KS H. E. Muchnic House, Atchison, Atchison County, KS Robert L. Pease House, Atchison, Atchison County, KS Price Villa, Atchison, Atchison County, KS Ronald and Dorcas Ramsay House, Atchison, Atchison County, KS Schmitt House, Atchison, Atchison County, KS St. Patrick's Catholic Church, Atchison, Atchison County, KS Frederick W. Stein House, Atchison, Atchison County, KS Stranger Creek Warren Truss Bridge, Farmington, Atchison County, KS Trinity Episcopal Church, Atchison, Atchison County, KS B. P. Waggener House, Atchison, Atchison County, KS Balie P. Waggener House, Atchison, Atchison County, KS First Congregational Church, Fort Scott, Bourbon County, KS Fort Scott National Cemetery, Fort Scott, Bourbon County, KS Fort Scott National Historic Site, Fort Scott, Bourbon County, KS Fort Scott Public Carnegie Library, Fort Scott, Bourbon County, KS Long Shoals Bridge, Fulton, Bourbon County, KS Marmaton Bridge, Fort Scott, Bourbon County, KS Moody Building, Fort Scott, Bourbon County, KS Union Block, Fort Scott, Bourbon County, KS Eugene Ware Elementary School, Fort Scott, Bourbon County, KS L.C. Adam Mercantile Building, Cedar Vale, Chautauqua County, KS Bradford Hotel, Sedan, Chautauqua County, KS Cedar Creek Bridge, Elgin, Chautauqua County, KS Ernie's Rockshelter, Peru, Chautauqua County, KS Hewins Park Pavilion, Cedar Vale, Chautauqua County, KS

Niotaze Methodist Episcopal Church, Niotaze, Chautauqua County, KS Otter Creek Bridge, Cedar Vale, Chautauqua County, KS Baxter Springs Independent Oil and Gas Service Station, Baxter Springs, Cherokee County, KS Brush Creek Bridge, Baxter Springs, Cherokee County, KS Columbus Public Carnegie Library, Columbus, Cherokee County, KS Johnston Library, Baxter Springs, Cherokee County, KS Kansas Route 66 Historic District-East Galena, Galena, Cherokee County, KS Rial A. Niles House, Baxter Springs, Cherokee County, KS Edgar Backus Schermerhorn House, Galena, Cherokee County, KS Williams' Store, Riverton, Cherokee County, KS Auld Stone Barn, Wakefield, Clay County, KS Clay Center Carnegie Library, Clay Center, Clay County, KS Clay County Courthouse, Clay Center, Clay County, KS Mugler Lodge Site, Clay Center, Clay County, KS Burlington Carnegie Free Library, Burlington, Coffey County, KS Cleo F. Miller House, Lebo, Coffey County, KS Neosho River Bridge, Hartford, Coffey County, KS Plaza Theater, Burlington, Coffey County, KS US Post Office—Burlington, Burlington, Coffey County, KS Williamson Archeological Site, Hartford, Coffey County, KS Besse Hotel, Pittsburg, Crawford County, KS Colonial Fox Theatre, Pittsburg, Crawford County, KS Cato General Store, Arma, Crawford County, KS Franklin Sidewalk, Franklin, Crawford County, KS Girard Carnegie Library, Girard, Crawford County, KS Hotel Stilwell, Pittsburg, Crawford County, KS Hudgeon Bridge, Girard, Crawford County, KS Little Walnut Creek Bowstring, Walnut, Crawford County, KS Pittsburg Public Library, Pittsburg, Crawford County, KS J.E. Raymond House, Girard, Crawford County, KS Washington Grade School, Pittsburg, Crawford County, KS Julius A. Wayland House, Girard, Crawford County, KS Whitesitt-Shirk Historic District, Pittsburg, Crawford County, KS Ralph and Cloyd Achning House, Lawrence, Douglas County, KS Bailey Hall, Lawrence, Douglas County, KS Barnes Apple Barn, Baldwin City, Douglas County, KS George and Annie Bell House, Lawrence, Douglas County, KS Benedict House, Lawrence, Douglas County, KS Black Jack Battlefield, Baldwin City, Douglas County, KS Col. James Blood House, Lawrence, Douglas County, KS Breezedale Historic District, Lawrence, Douglas County, KS Case Library, Baldwin City, Douglas County, KS Chi Omega Sorority House, Lawrence, Douglas County, KS Chicken Creek Bridge, Lone Star, Douglas County, KS Clinton School District 25, Lawrence, Douglas County, KS

Coal Creek Library, Baldwin City, Douglas County, KS Constitution Hall, Lecompton, Douglas County, KS Double Hyperbolic Paraboloid House, Lawrence, Douglas County, KS Douglas County Courthouse, Lawrence, Douglas County, KS Charles Duncan House, Lawrence, Douglas County, KS Dyche Hall, University of Kansas, Lawrence, Douglas County, KS East Lawrence Industrial Historic District, Lawrence, Douglas County, KS Eldridge House Hotel, Lawrence, Douglas County, KS English Lutheran Church, Lawrence, Douglas County, KS Eugene F. Goodrich House, Lawrence, Douglas County, KS Green Hall, University of Kansas, Lawrence, Douglas County, KS Michael D. Greenlee House, Lawrence, Douglas County, KS Hancock (12th Street) Historic District, Lawrence, Douglas County, KS Haskell Institute, Lawrence, Douglas County, KS Edward House House, Lawrence, Douglas County, KS Lane University, Lecompton, Douglas County, KS Lawrence's Downtown Historic District, Lawrence, Douglas County, KS Ludington House, Lawrence, Douglas County, KS Witter S. McCurdy House, Lawrence, Douglas County, KS Robert H. Miller House, Lawrence, Douglas County, KS Dr. Frederic D. Morse House, Lawrence, Douglas County, KS North Rhode Island Street Historic Residential District, Lawrence, Douglas County, KS Old Castle Hall, Baker University, Baldwin City, Douglas County, KS Old Lawrence City Hall, Lawrence, Douglas County, KS Old Lawrence City Library, Lawrence, Douglas County, KS Old West Lawrence Historic District, Lawrence, Douglas County, KS Parmenter Memorial Hall, Baldwin City, Douglas County, KS Charles Pilla House, Eudora, Douglas County, KS Pinckney I Historic District, Lawrence, Douglas County, KS Pinckney II Historic District, Lawrence, Douglas County, KS Priestly House, Lawrence, Douglas County, KS William A. Quayle House, Lawrence, Douglas County, KS Samuel A. Riggs House, Lawrence, Douglas County, KS John N. Roberts House, Lawrence, Douglas County, KS Saint Luke African Methodist Episcopal Church, Lawrence, Douglas County, KS Santa Fe Depot, Baldwin City, Douglas County, KS Santa Fe Trail—Douglas County Trail Segments, Baldwin City, Douglas County, KS Snow House, Lawrence, Douglas County, KS South Rhode Island and New Hampshire Street Historic Residential District, Lawrence, Douglas County, KS Spooner Hall, University of Kansas, Lawrence, Douglas County, KS J. C. Steele House, Clinton, Douglas County, KS Judge Nelson T. Stephens House, Lawrence, Douglas County, KS Stoebener Barn, Baldwin City, Douglas County, KS Stony Point Evangelical Lutheran Church, Baldwin City, Douglas County, KS Strong Hall, Lawrence, Douglas County, KS

Lucy Hobbs Taylor Building, Lawrence, Douglas County, KS US Post Office-Lawrence, Lawrence, Douglas County, KS John Palmer Usher House, Lawrence, Douglas County, KS Vermilya-Boener House, Lawrence, Douglas County, KS Vinland Fair Association Fairgrounds Exhibit Building, Baldwin City, Douglas County, KS Vinland Grange Hall, Vinland, Douglas County, KS Vinland Presbyterian Church, Baldwin City, Douglas County, KS S. T. Zimmerman House, Lawrence, Douglas County, KS Dietrich Cabin, Ottawa, Franklin County, KS Downtown Ottawa Historic District, Ottawa, Franklin County, KS Eight Mile Creek Warren Truss Bridge, Ottawa, Franklin County, KS Franklin County Courthouse, Ottawa, Franklin County, KS Tauy Jones House, Ottawa, Franklin County, KS Middle Creek Tributary Bridge, Princeton, Franklin County, KS Old Santa Fe Railroad Depot, Ottawa, Franklin County, KS Ottawa High School and Junior High School, Ottawa, Franklin County, KS Ottawa Library, Ottawa, Franklin County, KS Pleasant Valley School District #2, Wellsville, Franklin County, KS James H. Ransom House, Ottawa, Franklin County, KS Silkville, Williamsburg, Franklin County, KS Tauy Creek Bridge, Ottawa, Franklin County, KS Tauy Jones Hall, Ottawa, Franklin County, KS Walnut Creek Bridge, Wellsville, Franklin County, KS Wellsville Bank Building, Wellsville, Franklin County, KS Bartell House, Junction City, Geary County, KS Bogan Archeological Site, Junction City, Geary County, KS George T. Brown House, Junction City, Geary County, KS Conroe Bridge, Junction City, Geary County, KS James Dixon House, Milford, Geary County, KS Elliott Village Site, Junction City, Geary County, KS First Territorial Capitol, Junction City, Geary County, KS Junction City Downtown Historic District, Junction City, Geary County, KS Leithoff-Powers Ranch Historic District, Junction City, Geary County, KS Main Post Area, Fort Riley, Junction City, Geary County, KS Old Junction City High School, Junction City, Geary County, KS Old Katy Bridge, Wreford, Geary County, KS Christian Wetzel Cabin, Junction City, Geary County, KS Booth Site, Mayetta, Jackson County, KS Harris Site, Soldier, Jackson County, KS McFadden House, Holton, Jackson County, KS Shedd and Marshall Store, Whiting, Jackson County, KS State Bank of Holton, Holton, Jackson County, KS Buck Creek School, Perry, Jefferson County, KS Delaware River Composite Truss Bridge, Valley Falls, Jefferson County, KS Delaware River Parker Truss Bridge, Perry, Jefferson County, KS

First Lutheran Church, Valley Falls, Jefferson County, KS Jefferson Old Town Bowstring Truss, Oskaloosa, Jefferson County, KS Meriden Rock Creek Bridge, Meriden, Jefferson County, KS Union Block, Oskaloosa, Jefferson County, KS Blackfeather Farm, Stilwell, Johnson County, KS Ensor Farm, Olathe, Johnson County, KS Herman B. Foster House, Gardner, Johnson County, KS Horn-Vincent-Russell Estate, Mission Hills, Johnson County, KS Lanesfield School, Edgerton, Johnson County, KS Franklin R. Lanter House, Olathe, Johnson County, KS Loomis Historic District, Merriam, Johnson County, KS J. B. Mahaffie House, Olathe, Johnson County, KS John McCarthy House, Edgerton, Johnson County, KS Albert Ott House, Olathe, Johnson County, KS Overland Theater, Overland Park, Johnson County, KS Martin Van Buren Parker House, Olathe, Johnson County, KS I. O. Pickering House, Olathe, Johnson County, KS Redel Historic District, Stilwell, Johnson County, KS Shawnee Mission, Fairway, Johnson County, KS William Thomas Turner Barn, Gardner, Johnson County, KS Virginia School District #33, Shawnee, Johnson County, KS Herman J. and Ella B. Voigts House, Leawood, Johnson County, KS Wolcott House, Mission Hills, Johnson County, KS WPA Beach House at Gardner Lake, Gardner, Johnson County, KS Big Hill Archeological District, Dennis, Labette County, KS Carnegie Library, Parsons, Labette County, KS East Side School, Oswego, Labette County, KS First State Bank, Edna, Labette County, KS Harmon Site, Chetopa, Labette County, KS Harmon Site No. 2, Chetopa, Labette County, KS Labette Creek Tributary Bridge, Parsons, Labette County, KS Oswego Public Carnegie Library, Oswego, Labette County, KS Parsons Filled Arch Bridge, Parsons, Labette County, KS Parsons Katy Hospital, Parsons, Labette County, KS Pumpkin Creek Tributary Bridge, Mound Valley, Labette County, KS US Post Office-Oswego, Oswego, Labette County, KS Abernathy Furniture Company Factory, Leavenworth, Leavenworth County, KS A. J. Angell House, Leavenworth, Leavenworth County, KS Arch Street Historic District, Leavenworth, Leavenworth County, KS Atchison, Topeka and Santa Fe Railroad Passenger Depot, Leavenworth, Leavenworth County, KS AXA Building, Leavenworth, Leavenworth County, KS Begley Bridge, Millwood, Leavenworth County, KS Biehler Barn, Easton, Leavenworth County, KS David J. Brewer House, Leavenworth, Leavenworth County, KS Nathaniel H. Burt House, Leavenworth, Leavenworth County, KS

Caenen Site, Tongonoxie, Leavenworth County, KS Edward Carroll House, Leavenworth, Leavenworth County, KS Evans Site, Tongonoxie, Leavenworth County, KS First Presbyterian Church, Leavenworth, Leavenworth County, KS Fort Leavenworth, Fort Leavenworth, Leavenworth County, KS Fort Leavenworth National Cemetery, Fort Leavenworth, Leavenworth County, KS Senator William A. Harris House, Linwood, Leavenworth County, KS Fred Harvey House, Leavenworth, Leavenworth County, KS Hollywood Theater, Leavenworth, Leavenworth County, KS Hund School, Leavenworth, Leavenworth County, KS Merritt Insley House and Outbuildings, Leavenworth, Leavenworth County, KS Lansing Man Archeological Site, Lansing, Leavenworth County, KS Leavenworth County Courthouse, Leavenworth, Leavenworth County, KS Leavenworth Downtown Historic District, Leavenworth, Leavenworth County, KS Leavenworth Historic Industrial District, Leavenworth, Leavenworth County, KS Leavenworth Public Library, Leavenworth, Leavenworth County, KS North Broadway Historic District, Leavenworth, Leavenworth County, KS North Esplanade Historic District, Leavenworth, Leavenworth County, KS Old Union Depot, Leavenworth, Leavenworth County, KS Paul Site, Tongonoxie, Leavenworth County, KS David W. Powers House, Leavenworth, Leavenworth County, KS Quarry Creek Archeological Site, Leavenworth, Leavenworth County, KS Scott Site, Tongonoxie, Leavenworth County, KS South Esplanade Historic District, Leavenworth, Leavenworth County, KS Third Avenue Historic District, Leavenworth, Leavenworth County, KS Union Park Historic District, Leavenworth, Leavenworth County, KS Western Branch, National Home for Disabled Volunteer Soldiers, Leavenworth, Leavenworth County, KS Zacharias Site, Leavenworth, Leavenworth County, KS Battle of Mine Creek Site, Pleasanton, Linn County, KS Landers Creek Bridge, Goodrich, Linn County, KS Linn County Courthouse, Mound City, Linn County, KS Marais Des Cygnes Massacre Site, Trading Post, Linn County, KS Mine Creek Bridge, Mound City, Linn County, KS Old Linn County Jail, Mound City, Linn County, KS Prescott School, Prescott, Linn County, KS Asylum Bridge, Osawatomie, Miami County, KS John Brown Cabin, Osawatomie, Miami County, KS Carey's Ford Bridge, Osawatomie, Miami County, KS Creamery Bridge, Osawatomie, Miami County, KS Hillsdale Archeological District, Paola, Miami County, KS Holy Rosary Catholic Church, Bucyrus, Miami County, KS Jake's Branch of Middle Creek Bridge, Louisburg, Miami County, KS Miami County Courthouse, Paola, Miami County, KS William Mills House, Osawatomie, Miami County, KS Osawatomie Congregational Church, Osawatomie, Miami County, KS

Pottawatomie Creek Bridge, Osawatomie, Miami County, KS Archeological Site Number 14MY1, Little River, Montgomery County, KS Archeological Site Number 14MY1320, Independence, Montgomery County, KS Archeological Site Number 14MY1385, Liberty, Montgomery County, KS Archeological Site Number 14MY1365, Independence, Montgomery County, KS Bethel African Methodist Episcopal Church, Coffeyville, Montgomery County, KS Blakeslee Motor Company Building, Independence, Montgomery County, KS Booth Hotel, Independence, Montgomery County, KS Booth Theater, Independence, Montgomery County, KS W. P. Brown Mansion, Coffeyville, Montgomery County, KS Cherryvale Carnegie Free Library, Cherryvale, Montgomery County, KS Coffeyville Carnegie Public Library Building, Coffeyville, Montgomery County, KS Condon National Bank, Coffeyville, Montgomery County, KS Cook's Hotel, Independence, Montgomery County, KS Dewlen-Spohnhauer Bridge, Independence, Montgomery County, KS Federal Building—US Post Office, Independence, Montgomery County, KS Hotel Dale, Coffeyville, Montgomery County, KS Independence Bowstring, Independence, Montgomery County, KS Independence Downtown Historic District, Independence, Montgomery County, KS Independence Public Carnegie Library, Independence, Montgomery County, KS Infinity Archeological Site, Independence, Montgomery County, KS Memorial Hall, Independence, Montgomery County, KS Midland Theater, Coffeyville, Montgomery County, KS Onion Creek Bridge, Coffeyville, Montgomery County, KS Pennsylvania Avenue Rock Creek Bridge, Independence, Montgomery County, KS Terminal Building, Coffevville, Montgomery County, KS Union Implement and Hardware Building-Masonic Temple, Independence, Montgomery County, KS Austin Bridge, Chanute, Neosho County, KS Chanute Public Library, Chanute, Neosho County, KS Cut-Off Bridge, St. Paul, Neosho County, KS Maxwell's Slough Bridge, St. Paul, Neosho County, KS Osage Mission Infirmary, St. Paul, Neosho County, KS State Street Bridge, Erie, Neosho County, KS Tioga Inn, Chanute, Neosho County, KS Atchison, Topeka, and Santa Fe Pratt Truss Bridge, Melvern, Osage County, KS Banner Hereford Farm, Scranton, Osage County, KS Cow-Killer Archeological Site, Melvern, Osage County, KS Samuel Hunt Grave, Burlingame, Osage County, KS Karnes Stone Barn, Carbondale, Osage County, KS Lyndon Carnegie Library, Lyndon, Osage County, KS Osage City Santa Fe Depot, Osage City, Osage County, KS Osage County Courthouse, Lyndon, Osage County, KS Rapp School District No. 50, Osage City, Osage County, KS Coffey Site, Olsburg, Pottawatomie County, KS Dennis Quarry, Onaga, Pottawatomie County, KS

Old Dutch Mill, Wamego, Pottawatomie County, KS Pottawatomie County Fair Pavilion, Onaga, Pottawatomie County, KS Pottawatomie Indian Pay Station, St. Mary's, Pottawatomie County, KS Vermillion Creek Archeological District, Onaga, Pottawatomie County, KS Vermillion Creek Crossing Oregon Trail, Belvue, Pottawatomie County, KS Vermillion Creek Tributary Stone Arch Bridge, Onaga, Pottawatomie County, KS Anderson Hall, Manhattan, Riley County, KS Community House, Manhattan, Riley County, KS Downtown Manhattan Historic District, Manhattan, Riley County, KS Mattie M. Elliot House, Manhattan, Riley County, KS Leslie A. Fitz House, Manhattan, Riley County, KS Goodnow House, Manhattan, Riley County, KS Grimes House, Manhattan, Riley County, KS Samuel D. Houston House, Manhattan, Riley County, KS Hulse-Daughters House, Manhattan, Riley County, KS KSAC Radio Towers, Manhattan, Riley County, KS Lyda-Jean Apartments, Manhattan, Riley County, KS Manhattan Carnegie Library Building, Manhattan, Riley County, KS Manhattan State Bank, Manhattan, Riley County, KS McFarlane–Wareham House, Manhattan, Riley County, KS Jeremiah Platt House, Manhattan, Riley County, KS Riley County Courthouse, Manhattan, Riley County, KS Damon Runyon House, Manhattan, Riley County, KS Seven Dolors Catholic Church, Manhattan, Riley County, KS Robert Ulrich House, Manhattan, Riley County, KS E. W. and Ura Wharton House, Manhattan, Riley County, KS Woman's Club House, Manhattan, Riley County, KS Morton Albaugh House, Topeka, Shawnee County, KS Solomon A. Alt House, Topeka, Shawnee County, KS Anton–Woodring House, Topeka, Shawnee County, KS Blacksmith Creek Bridge, Topeka, Shawnee County, KS Bowker House, Topeka, Shawnee County, KS Brown v. Board of Education National Historic Site, Topeka, Shawnee County, KS Cedar Crest, Topeka, Shawnee County, KS Central Motor and Finance Corporation Building, Topeka, Shawnee County, KS Central National Bank, Topeka, Shawnee County, KS College Avenue Historic District, Topeka, Shawnee County, KS Columbian Building, Topeka, Shawnee County, KS Crawford Building, Topeka, Shawnee County, KS Curtis Junior High School, Topeka, Shawnee County, KS Charles Curtis House, Topeka, Shawnee County, KS Davies Building, Topeka, Shawnee County, KS Devon Apartments, Topeka, Shawnee County, KS Dillon House, Topeka, Shawnee County, KS East Topeka Junior High School, Topeka, Shawnee County, KS England Farm, Topeka, Shawnee County, KS

Fire Station No. 2–Topeka, Topeka, Shawnee County, KS Gem Building, Topeka, Shawnee County, KS Giles-Nellis House, Topeka, Shawnee County, KS Grand Opera House, Topeka, Shawnee County, KS Hard Chief's Village, Silver Lake, Shawnee County, KS Hicks Block, Topeka, Shawnee County, KS Holliday Park Historic District I, Topeka, Shawnee County, KS Holliday Park Historic District II, Topeka, Shawnee County, KS Jayhawk Hotel, Theater and Walk, Topeka, Shawnee County, KS Kansas State Capitol, Topeka, Shawnee County, KS Fred and Cora Luttjohann House, Topeka, Shawnee County, KS Horace G. Lyons House, Berryton, Shawnee County, KS McCauley Bridge, Auburn, Shawnee County, KS Memorial Building, Topeka, Shawnee County, KS Menninger Clinic Building, Topeka, Shawnee County, KS Morgan House, Topeka, Shawnee County, KS Old German-American State Bank, Topeka, Shawnee County, KS Pottawatomie Baptist Mission Building, Topeka, Shawnee County, KS Potwin Place Historic District, Topeka, Shawnee County, KS Ross Row Houses, Topeka, Shawnee County, KS Sage Inn, Dover, Shawnee County, KS John Sargent House, Topeka, Shawnee County, KS Security Benefit Association Hospital Building, Topeka, Shawnee County, KS St. John's Lutheran School, Topeka, Shawnee County, KS St. Joseph's Catholic Church, Topeka, Shawnee County, KS Sumner Elementary School and Monroe Elementary School, Topeka, Shawnee County, KS Thacher Building, Topeka, Shawnee County, KS Thomas Arch Bridge, Auburn, Shawnee County, KS Topeka Cemetery–Mausoleum Row, Topeka, Shawnee County, KS Topeka High School, Topeka, Shawnee County, KS Union Pacific Depot, Topeka, Shawnee County, KS Union Pacific Railroad Passenger Depot, Topeka, Shawnee County, KS Tinkham Veale Building Topeka, Shawnee County, KS Wakarusa Hotel, Wakarusa, Shawnee County, KS Ward-Meade House, Topeka, Shawnee County, KS Washburn University Carnegie Library Building, Topeka, Shawnee County, KS Wea Creek Bowstring Arch Truss Bridge, Topeka, Shawnee County, KS Westminster Presbyterian Church, Topeka, Shawnee County, KS Willits House, Topeka, Shawnee County, KS Woman's Club Building, Topeka, Shawnee County, KS Chester B. Woodward House, Topeka, Shawnee County, KS Beecher Bible and Rifle Church, Wabunsee, Wabunsee County, KS Paxico Historic District, Paxico, Wabunsee County, KS Security State Bank, Eskridge, Wabunsee County, KS Snokomo School, Paxico, Wabunsee County, KS

Wabunsee County Courthouse, Alma, Wabunsee County, KS Wabunsee District #1 Grammar School, Wabunsee, Wabunsee County, KS Brown Hotel, Neodesha, Wilson County, KS Brush Creek Bridge, Coyville, Wilson County, KS Dr. A. C. Flack House, Fredonia, Wilson County, KS Gold Dust Hotel, Fredonia, Wilson County, KS Norman No. 1 Oil Well Site, Neodesha, Wilson County, KS US Post Office-Fredonia, Fredonia, Wilson County, KS US Post Office-Neodesha, Neodesha, Wilson County, KS Stockbrands and Kemmerer Department Store, Yates Center, Woodson County, KS Woodson County Courthouse, Yates Center, Woodson County, KS Yates Center Carnegie Library, Yates Center, Woodson County, KS Yates Center Courthouse Square Historic District, Yates Center, Woodson County, KS Argentine Carnegie Library, Kansas City, Wyandotte County, KS Bonner Springs High School, Bonner Springs, Wyandotte County, KS Castle Rock, Kansas City, Wyandotte County, KS Fire Station No. 9, Kansas City, Wyandotte County, KS Judge Louis Gates House, Kansas City, Wyandotte County, KS Granada Theater, Kansas City, Wyandotte County, KS Grinter Place, Muncie, Wyandotte County, KS Hanover Heights Neighborhood Historic District, Kansas City, Wyandotte County, KS Huron Building, Kansas City, Wyandotte County, KS Huron Cemetery, Kansas City, Wyandotte County, KS Kansas City, Kansas City Hall and Fire Headquarters, Kansas City, Wyandotte County, KS Lake of the Forest Historic District, Bonner Springs, Wyandotte County, KS Lowell Elementary School, Kansas City, Wyandotte, KS Quindaro Townsite, Kansas City, Wyandotte County, KS Rosedale World War I Memorial Arch, Kansas City, Wyandotte County, KS Sauer Castle, Kansas City, Wyandotte County, KS Schleifer-McAlpine House, Kansas City, Wyandotte County, KS Scottish Rite Temple, Kansas City, Wyandotte County, KS Theodore Shafer House, Kansas City, Wyandotte County, KS Shawnee Street Overpass, Kansas City, Wyandotte County, KS Soldiers and Sailors Memorial Building, Kansas City, Wyandotte County, KS St. Augustine Hall, Kansas City, Wyandotte County, KS St. Mary's Church, Kansas City, Wyandotte County, KS Sumner High School and Athletic Field, Kansas City, Wyandotte County, KS Trowbridge Archeological Site, Kansas City, Wyandotte County, KS Westheight Manor District, Kansas City, Wyandotte County, KS White Church Memorial Church and Delaware Indian Cemetery, Kansas City, Wyandotte County, KS Whitefeather Spring, Kansas City, Wyandotte County, KS Roy Williamson House, Edwardsville, Wyandotte County, KS Wyandotte County Courthouse, Kansas City, Wyandotte County, KS Wyandotte High School, Kansas City, Wyandotte County, KS

Working Inventory of Potential FFNHA Curriculum Resources

Online Education Resources

Resources include state curriculum standards, lesson plans that cover topics included in the heritage area's themes, online primary sources, information about field trips and teacher workshops.

http://dese.mo.gov/divimprove/curriculum/GLEDocuments.html Grade Level Expectations for Missouri schools

http://www.ksde.org/Default.aspx?tabid=1678 Kansas schools curricular standards, resources and model standards

http://www.kansasmemory.org/teachers

This website includes electronic copies of primary resources (documents and photos) including a "teachers" section that allows teachers to search through primary documents either by topic or by 7th or 11th grade history curriculum standards. Each resource includes descriptive information as well as brief suggestions about how the resource might be used.

http://www.nps.gov/fosc/forteachers/index.htm

The Fort Scott National Historic Site website includes a section for teachers with information about how to plan a field trip, curriculum materials, guest lecturers, and other resources. Field trip programs for schools include "Life on the Frontier" (grades K-4), "Sweep Through History" (grades 5-6), and "Conflict on the Border" (grades 7-8). Conflict on the Border includes six program options including "Agents of Destiny," a Dragoon's Tale," Montgomery's Raid," "Your Day in Court," "Saws and Scalpels," and "Iron Heel of War." Each program includes downloadable pre-visit instructions and activities. In addition, a 12-page downloadable *Teachers' Guide* provides information about the site, other attractions in the area and brief historical background overview.

http://www.nps.gov/archive/fosc/bkactivities.htm#Trunk

Fort Scott National Historic Site offers a variety of Bleeding Kansas Chautauqua activities including traveling trunk, a Chautauqua youth camp, a Kidtauqua Tent and more.

http://www.nps.gov/brvb/forteachers/index.htm

The Brown v. Board of Education National Historic Site includes this section for teachers with information about planning a field trip, curriculum materials and distance learning opportunities. In addition to group tours for school field trips, the site also offers grade-appropriate scavenger hunts.

http://www.mohumanities.org/programs/teacher_dev/teacher_overview.htm

The Missouri Humanities Council is offering a summer teacher workshop from July 21-25, 2008 on "*Blazing Border: Missouri and Kansas 1850-1875.*" This workshop is

being offered in partnership with the National Frontier Trails Center in Independence (part of an annual tradition of offering teacher workshops) along with the Shawnee Indian Mission State Historic Site. The program is described as being "designed to give participants insight into the hostilities before, during and after the Civil War and how these experiences shaped the unique identity of the region. The seminar will include lectures by noted historians, two day-long field trips to explore significant sites, numerous first-person interpretations, workshops, and hands-on experiences. Extensive use will be made of the personnel and primary source materials in the collections of the Jackson County Historical Society, Mattes Research Library, National Archives, and the Kansas State Historical Society.

http://www.southwestcenter.org/vnews/display.v/ART/2006/04/09/443a8f8012ffa?in_arc hive=1 The Southwest Center for Educational Excellence has developed a traveling trunk (Trunk #21) "The Civil War in Southwestern Missouri and Surrounding Areas" as part of a Teaching American History Grant. The description of the trunk reads: "The elementary/junior high/high school lessons and trunk are media rich with PowerPoint presentations and notebooks over area battles and sites including Carthage, Sherwood, Fort Scott, Wilson's Creek, Baxter Springs and Pea Ridge. A scavenger hunt lesson has the student files for use in their research. Cross-curricular lessons are included over Lucinda, a book on the battle Newtonia and Across Five Aprils." A complete list of the trunk contents is included on this website.

<u>http://www.jocohistory.org/teachers/4-5/trails/index.asp</u> This website includes school curriculum activities for 4th and 5th graders related to the Overland Trails. This includes background information for teachers, suggested activities and suggested reading for both teachers and students. The activities are tied back with specific Kansas curriculum requirements.

http://www.olatheks.org/Mahaffie/Schools This website describes school field trips available at the Mahaffie Stagecoach Stop

http://www2.csd.org/newlinks/newlinksprogramsfor20062007.htm A "New Links to Learning" distance learning program offers social studies offerings for Missouri schools that tie into the Grade Level Expectations for the state. Offerings are geared for different grade levels. Several program focus specifically on the Border and Civil War:

http://edsitement.neh.gov/view_lesson_plan.asp?id=661 The National Endowment for the Humanities developed a lesson plan geared towards grades 9-12 on "*The Kansas-Nebraska Act of 1854: Popular Sovereignty and the Political Polarization over Slavery: Lesson Plan Three of the Curriculum Unit: A House Dividing: The Growing Crisis of Sectionalism in Antebellum America.*" The website includes an introduction, guiding questions, background information for teachers, and suggested activities.

http://www.ourlosbanos.com/homeschool/history/books27.html This website includes recommended history resources for home schoolers. This section on the Abraham Lincoln, Slavery, and the Civil War lists several children's books on this topic including

Our Kansas Home by Deborah Hopkinson (an 84-page story set at the time of the 1856 attack on Lawrence, Kansas by Sheriff Jones and a group of proslavery men).

http://ericir.syr.edu/Virtual/Lessons/crossroads/sec4/Unit_6/index.html This from the Educator's Reference Desk outlines a Civil War (1848-1880) curriculum for middle school. Key questions posed by the curriculum include "How did compromise postpone conflict between the North and the South?" as well as "How did ideas and events contribute to the conflict between the North and South."

http://www.zunal.com/webquest.php?user=9013 An online "WebQuest" curriculum at zunal.com geared towards grades 3-5 on Missouri's Role in the Civil War which includes both writing and research assignments to tie the activities to both the English/Language Arts and Social Studies curricula.

http://www.sos.mo.gov/mdh/curriculum.asp Missouri Digital Heritage has created this online resource for elementary and secondary school teachers to help them use archival sources to teach history. The curriculum includes a number of lesson plans relating to African American heritage ("Before Dred Scott: Freedom Suits in Antebellum Missouri," "Missouri's Early Slave Laws: A History in Documents," "United States Colored Troops in Civil War Missouri") as well as several session on the Lewis & Clark Corps of Discovery.

http://www.jimcrowhistory.org/ A national website for educators funded by New York Life which includes a "Teacher Resources" section designed in part to be used in conjunction with PBS television series programs. The website includes an overview of each installment of the PBS program *The Rise and Fall of Jim Crow* along with history, geography and American literature information. A variety of lesson plans for different grade levels designed for use with specific programs or books is included.

Greenbush Southeast Kansas Education Service Center. www.greenbush.org Archaeology Dig - Abernathy Science Education Center provides hands-on, inquirybased science programs for preschool through high school students, teachers, and community members. All programming is aligned to state standards. Facilities include a simulated tropical rainforest, archaeology dig, greenhouse, learning gardens, computer lab, distance learning classroom, 40 acre outdoor learning site, wetland, restored tallgrass prairie, and science classroom with numerous scientific collections One-Room Schoolhouse - Sunrise School was restored with help from a private charitable trust and the Greenbush Education Foundation, and opened in 1999 for classes under the direction of the Abernathy Science Education Center. Programs for students, teachers, summer campers, and meetings by various organizations frequently take place in the school. The school also houses an informal museum of artifacts, contributed by community members, from the early part of the 1900s when the school was in operation. Programs are presented throughout the school year and Sunrise School is incorporated into many summer day camps offered as enrichment opportunities to area children. Educator Workshops

Battle of Lexington State Historic Site

<u>http://www.mostateparks.com/lexington/lessonplan.htm</u> includes information on taking a field trip to the historic site and descriptions of four lesson plans available by calling the historic site.

National Frontier Trails Museum Teacher Resources. <u>http://www.indepmo.org/nftm/TeacherResources.aspx</u> describes field trip opportunities, includes links to activities/handouts/discussion questions.

Missouri/Kansas Border War Network <u>http://moksbwn.net/PodIndex.htm</u> links to several podcasts on specialized topics as told by members of the Border War Network.

UMKC Summer Institute Program Crossroads of Conflict: Contested Visions of Freedom & the Missouri-Kansas Border Wars

http://cas.umkc.edu/history/NEH_Landmarks/Intellectual%20Rationale.htm. For History/Social Studies educators. Will explore the clash of cultures and differing definitions of liberty that played out on the Missouri-Kansas border in the decade before the firing on Fort Sumter and throughout the Civil War. This workshop will give K-12 teachers tools to devise fresh techniques for using historical settings, architecture, material culture, art and drama along with historical documents and records to enable students to engage the past and gain a better understanding of the forces that shaped and continue to influence national and local history. Observation of historic landmarks, geography, the built environment, art, artifacts, will be blended with new approaches to using primary sources and scholarly interpretation for effective classroom teaching that emphasizes student research and performance-based learning. Africans in America, PBS program/accompanying website

http://www.pbs.org/wgbh/aia/home.html. Includes secondary and primary source information and teacher lesson plans and activities on the history of Africans in America from 1450-1865, including such topics as the Missouri Compromise, slavery and Westward Expansion, Indian removal and the Trail of Tears, and the Kansas-Nebraska Act and Bleeding Kansas.

Territorial Kansas Online lesson plans,

<u>http://www.territorialkansasonline.org/cgiwrap/imlskto/index.php?SCREEN=lesson_plan</u> <u>s</u>. These lesson plans were prepared by the Kansas State Historical Society with the Kansas Collection, Spencer Research Library, University of Kansas funded by the Institute of Museum and Library Services--National Leadership Grants Program. Lesson plans geared to middle and high school students utilize primary source material to explore the settlement of Kansas and the question of slavery.

Teach US History lesson plan "The Kansas-Nebraska Act of 1854,"

http://www.teachushistory.org/kansas-nebraska-act-bleeding-kansas/lesson-plans. This multi-unit high school lesson plan uses primary source material to explore such topics as the 3/5's Compromise provision in the Constitution, the Missouri Compromise of 1820, the Compromise of 1850, the Kansas-Nebraska Act of 1854, and Eli Thayer's attempt to keep the Kansas Territory a free state.

Missouri Secretary of State Digital Heritage Initiative,

http://www.sos.mo.gov/mdh/curriculum.asp Education is one of the primary missions of the Missouri Digital Heritage Initiative. To meet this goal, lessons are available for elementary and secondary teachers who use archival sources to teach the value of original, historical documents. In addition, annotated bibliographies and links to sites of interest provide resources for teachers and students interested in gaining a deeper understanding of lesson topics. Using these programs and curricula, educators and students can develop a greater appreciation for the rich heritage of Missouri. Topics include Lewis & Clark and African American history.