



Freedom's Frontier National Heritage Area Management Plan Appendices

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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@freedomfrontier.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 41-county 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 then 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.

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 stimulate discussion

	# Votes	subtotal of similar descriptors
TOURISM		
*A Region where Heritage Tourism is just one Option for Visitors	8	
*Many Reasons to Visit	17	
Will be a destination with multiple experiences and reasons to come	10	
		<u>(25)</u>
Strong advocacy for tourism in government	16	
Accommodating	6	
RECOGNITION		
*An Area that is Nationally-Known	25	
Known for the impact of this story on the nation's history	13	
Known for having healed age-old wounds from a 150-year-old conflict	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 identity	11	
Public pride	9	
		<u>(20)</u>
Unique	8	
SCENIC AND ECOLOGICAL RESOURCES		
*Abundant Ecological and Open Space Conservation	4	
A place to explore the environment, weather, climate change, geology and strategies for becoming "green"	5	

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Environmentally-sensitive	7	(16)
<hr/>		
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	
<hr/>		
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	
<hr/>		

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	
--An educated public	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	8	
*Many Reasons to Visit	17	
--Will be a destination with multiple experiences and reasons to come	10	
		<u>25 total</u>

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*An Area that is Nationally-Known	25	
<hr/>		
*A Shared Pride in Regional identity	11	
--Public pride	9	
		<u>20 total</u>
<hr/>		
*Abundant Ecological and Open Space Conservation	4	
--A place to explore the environment, weather, climate change, geology and strategies for becoming "green"	5	
--Environmentally-sensitive	7	
		<u>16 total</u>
<hr/>		
Strong advocacy for tourism in government	16	
<hr/>		
--Both educational and experiential offering hands-on transformative learning experiences	10	
--Makes stories experiential for visitors	6	
		<u>16 total</u>
<hr/>		
Known for the impact of this story on the nation's history	13	
<hr/>		
*Continues to Offer High Quality of Life	12	
<hr/>		
--Interactive among all ages and areas	6	
--High level of cooperation between historic sites	5	
--Unified		
		<u>11 total</u>
<hr/>		

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

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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 re-written 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 decision-making 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

	# 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
Cooperative	4
Support of Entrepreneurial Spirit	4
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

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Integrity in stories	3
Accept different perspectives	3
Culturally inclusive	3
Interconnectivity of events	3
Empowering	2
Social Responsibility	1
Collaboration	1
Honesty & authenticity	1
Highlight interconnectedness- events and people (cultural, social)	1
Preservation of resources	1
Focus on integrity – communications	1
Good communication by partners in region	1
Cooperation	1
Storytelling by locals/people who investigated the story (Unique people who dug up tells story	1
Reconciliation	
Respect for both/all sides, perspectives	
Credibility	
United efforts across region	
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	

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
<i>listed by number of votes overall per category</i>	
QUALITY OF EDUCATIONAL EXPERIENCES	
Educational	9
Authentic	9
Encouraging Scholarship	9
Relevant	8
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
Authentic w/o bias/tell apolitical	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
Community involvement & investment	4
TOTAL	101
 SUSTAINABLE, SENSITIVE MANAGEMENT	
Managing Cultural resources	7
Preserve, protect, interpret resources # natural, historic, cultural, for education & inspiration of current/future generations	7
Private/public	6
Partnerships	6
Sustainable (well-being)	6
Cooperative	4

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Support of Entrepreneurial Spirit	4
TOTAL	40

TOLERANCE AND DIVERSITY OF STORIES

Multiple Perspectives	11
Inclusiveness of Perspectives Equality, Cultures	8
Inclusive Story	6
Tolerance of diverse perspectives on history	6
TOTAL	31

REPUTATION/ACCESS

Known for quality interpretative exp	4
Accessible to everyone (socio, econ)	4
Reconciliation	4
Make past relevant to present understanding	4
Make past relevant to present	4
Historically correct	4
TOTAL	24

OTHER STATEMENTS

Heritage and education	4
Site Interpretation	3
Converging definitions of Freedom	3
Cultural Connectivity	3
Assess/Reassessment and Evaluation	3
Educating ourselves	3
Integrity in stories	3
Accept different perspectives	3
Culturally inclusive	3
Interconnectivity of events	3
Empowering	2
Social Responsibility	1
Collaboration	1
Honesty & authenticity	1
Highlight interconnectedness- events and people (cultural, social)	1
Preservation of resources	1
Focus on integrity – communications	1
Good communication by partners in region	1
Cooperation	1
Unique people who dug up tells story	1
Reconciliation	
Respect for both/all sides, perspectives	
Credibility	
United efforts across region	

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
<u>Goals:</u>	
Objectives (A.B.C etc. listed beneath)	
• Honor our ancestors/we all have stories (parents)	10
• Use generally accepted criteria for site assessment	8
A. Establish visitor centric criteria for best practices	
B. Communicate with public	
• Become nationally/internationally known	8
A. Marketing – tours	
B. Find our identity	
C. Provide quality experience	2
• Get state level support for curriculum	7
A. Educator lesson plans	

• Story is told with consistent voice	7	
A. Brand identity	1	
B. Common marketing/language		
C. Graphics and maps standards	1	
D. Establish consistent training opportunities	1	
• Consistency in Presentation to the public	6	
A. Training		
B. Quality control through standards	4	
C. Visitor understanding of site relevance/significance	1	
• Break down cultural barriers	6	
A. Make sure story has authentic voice		
B. Develop interpretation for a wide variety of audiences		
C. Bring many perspectives to planning table	1	
• Utilize changing technology	6	
A. Hire professional technology staff		
B. Diversify technology resources	4	
C. Training opportunities for using technology, re-evaluate the technology resources	5	
• Promote preservation of resources	6	
A. Information clearinghouse for public and professional resources		7
• Preserve & protect resources	6	
A. Dedicated funding	3	
B. Apply preservation standards to all resources over time	3	
C. Establish community codes	2	
• Self sustainability	6	
A. Assessment, evaluating, and reviewing the management plan	5	
B. Development of public/private partnerships for funding	6	
C. Integrated marketing plan	2	
• Market area nationally/internationally	6	
• To understand our present lives through the past	6	
• Facilitate economic development & sustainability	6	
A. Integrate with agritourism & other niche markets (geo, eco)		
B. Cross-market, collaborate		
C. Training and marketing for various local host sites/groups	1	

D. Fundraise: grants, earned income strategies	
• Provide comprehensive educational resources	5
A. Create a directory of educational resources: trunks, speakers, events, curriculum, etc.	6
B. Maintain updated information	
• Promote civil discourse	5
A. Utilize local and regional media to promote region	4
B. Incorporate multiple perspectives	4
• Ensure historical integrity	5
A. Promote measurable oversight (require minimum sources of documentation – local, grassroots input)	2
• Develop story & structure for big & small stories	5
A. Clarity of focus on human interest side	
B. Physical interpretation of artifacts	
C. Names – add human element, scale to interpretation	
• Creation of school-based materials	5
A. Relevance to today	
B. Incorporate “story tech”	
• Connect stories	5
• External interpreter training program	5
A. Art contest based on events, cross discipline	
• Create healing, closure & mutual understanding to foster reconciliation	5
A. Hosting event of reconciliation/rendezvous	1
B. Exhibit dealing with disenfranchisement	
C. Church-led reconciliation tours	
• Gain strength from pioneer stories	4
• Education Curriculum for Region	4
• Expand, open-up opportunities for interpretation	4
• Connecting the dots	4
A. Site Assessment to know the whole story	
a. All sites are visitor ready	
B. Identifying themes and timelines	
C. Identifying geographical significance	

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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 2
 - A. Connect causes with consequences, ask "What if?"
- 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 2
 - A. Increase citizen awareness through stories, profiles 2
 - B. Programs in schools
- Focus on what's distinctive
- Develop unity in interpretation 1
 - A. Art director/editorial standards 2
 - B. Outline of standards 1
 - C. Indefinable brand
- A. Both states 2
 - B. Define historical/conflict between Jayhawks & Tigers 1
 - C. Identify existing resources 1
- Economic sustainability via public/private partnership 1
- Collect, analyze, present info in easily accessible way
 - A. Create schedule of events 1
 - B. Simple list of what's available now
 - C. Map 1
- Increase community pride 2
 - A. Bring history into annual celebrations 2
 - B. Use historic names for new assets
 - C. Chautauqua
- Market FFNHA internally & externally 1

DRAFT DOCUMENT

A. PR/News media campaign	4
B. Enhanced website	
C. Quarterly newsletter	
• Ensure interpretative accessibility	2
A. ADA	
B. Levels of Interpretation for all ages, education levels	
• Foster regional and organizational leadership	2
A. Business plan	1
B. By-laws	1
C. Mentoring program	1
• Further collaboration (# from FFNHA sheet)	1
A. Partnerships	
B. Liaison to HP groups	1
C. Liaison to tourism industry	1
D. Liaison to DOT	
• Evaluate visitor experiences ... impact	2
A. Survey tools, dots	1
B. Exit interviews/conversation with visitors – comments	
• Strengthen, complement, support unity of region (inter-connectiveness – collective whole of story)	1
A. Link stories via web & cross market interpretation	2
B. Create united map to understand region	1
C. Use GIS to survey sites	1
• Interpretation should appeal to a wide variety of audiences	
• Seminars to discuss freedom	1
A. Show how each site is connected to concept of freedom	1
B. Respectful to Kansas and Missouri	
C. Include multiple perspectives	
D. Panel presentations	

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

Create consistency in presentation to the public 6

- A. Training
- B. Quality control through standards 4
- C. Visitor understanding of site relevance/significance 1

Break down cultural barriers 6

- A. Make sure story has authentic voice
- B. Develop interpretation for a wide variety of audiences
- C. Bring many perspectives to planning table 1

Utilize changing technology 6

- 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: 2nd 26 votes	Tactic: Collect and present information about contributing heritage resources in a searchable database.
Rank: 1st 43 votes	Tactic: Designate Freedom's Frontier Partners and Accredited sites.
Rank: 4th 22 votes	Tactic: Define and tell Freedom's Frontier's story.
Rank: 5th 17 votes	Tactic: Articulate consistent messages about the regional experience and individual contributors.
Strategy: Build a foundation for communicating Freedom's Frontier's message and stories.	
Rank: 3rd 24 votes	Tactic: Maximize the Freedom's Frontier website as a virtual interpretive, educational and marketing tool for residents and visitors.
Rank: 6th 16 votes	Tactic: Develop a coordinated marketing program that complements the region's individual destinations and site programs.
Rank: 4th 22 votes	Tactic: Develop way-finding tools in the form of maps and directional signage.
Rank: 9th 12 votes	Tactic: Increase awareness and support by local constituents, including elected officials.
Strategy: Enhance and sustain Freedom's Frontier's sense of place.	
Rank: 7th 15 votes	Tactic: Enhance and develop Freedom's Frontier's sites and partners.
Rank: 10th 10 votes	Tactic: Encourage preservation and conservation as ways to sustain Freedom's Frontier's sense of place.
Rank: 8th 14 votes	Tactic: Develop Freedom's Frontier as a 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. Resources 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

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 in line w/ FFNHA

Centers: signage, displays, education

Digs: 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 viewshed 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 great 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.

Increase in nos. visiting in new sites

Restoration of and improvement of sites.

FFNHA: Encouragement 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 workshops

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”

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 receiving 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 our 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: recommend 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 doubles.

Upgrade in appearance/hospitality/experience in current sites

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 truly honest about their history – and honestly admit their historical mistakes – We can only grow from acknowledging historical mistakes.

FFNHA: Documented history – also – historical research that is not biased.

My role – Artistic expression of mission.

Increased # of visitors

Preserved and expanded 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

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 force 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

Preservation 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

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 heard of and either visited 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 not 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

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 entails, 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 commentaries?
 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

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 Natural, Cultural & Recreational Resources category.

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.

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 cited 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.)

FFNHA 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 ferry 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., education, 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 point 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)

Freedom's 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

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 Education/Interpretation category.

"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 parameters 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 all 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 both states

Promote entire region to take pride in our area

Publication of our unique history and importance nationally

Signage for sites & centers

Participation by schools

Expand the facility to make it possible for researchers to access more information at our site

National FFNHA Day 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 accredited 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 success.

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 Curriculum

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 “Pride of Place”

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, maps, 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 speakers bureau

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 nationwide
 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, including field trips to designated interstate sites
 FFNHA will work with the Nat'l Bd. Of Ed. 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-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 & encourage the upgrade of small community museum to give insight into the diverse interest of community even though they are close together.

FFNHA: suggesting tour routes 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 – Filled 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 any 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 visitors 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: promote 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 training 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 organizations, 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 FFNHA.

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 accomodate 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 awards program 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

Enhanced 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 sites/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 repeat visitors. Visitors who have told their friends and family about their wonderful vacation in Freedom's FNHA 80%.

FFNHA will provide workshops and reganting 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 data (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 statements about potential opportunities with 1 as the statement representing the GREATEST opportunity and 7 as the statement representing the SMALLEST opportunity for the FFNHA:									
	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 question								32
	skipped 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 question											32
	skipped question											2

3. Please check up to three (3) boxes to indicate FFNHA’s greatest strengths.			
		Response Percent	Response Count
Public Support	<div></div>	6.7%	2
Rich Web of Stories	<div></div>	86.7%	26
Historic Landscapes	<div></div>	30.0%	9
Historic Buildings	<div></div>	30.0%	9
Dedicated Volunteers and Leaders	<div></div>	63.3%	19
Diverse Recreation	<div></div>	3.3%	1
Great Hospitality	<div></div>	30.0%	9
Unique Attractions/Sites	<div></div>	50.0%	15
	answered question		30
	skipped 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	<div></div>	51.6%	16
Confusing Image as a Destination	<div></div>	35.5%	11
Lack of Funding for Promotion and Management	<div></div>	67.7%	21
Static Existing Attractions and Interpretation	<div></div>	35.5%	11
Conflict Among the Residents in the Region	<div></div>	16.1%	5
Lack of Coordination among Sites and Groups	<div></div>	54.8%	17
Lack of Quality Attractions	<div></div>	19.4%	6
Too Many Stories and Perspectives	<div></div>	12.9%	4
	answered question		31
	skipped 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
	<i>answered question</i>										32
	<i>skipped question</i>										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
	<i>answered question</i>										32
	<i>skipped question</i>										2

7. On a scale of 1 to 10, with 10 as VERY INFORMED, how do you rank local residents' understanding of TOURISM?											
	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
	<i>answered question</i>										32
	<i>skipped question</i>										2

8. On a scale of 1 to 10, with 10 as VERY INFORMED, how do you rank local residents' understanding of THE REGION'S HISTORY?											
	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 question										32
	skipped question										2

9. The National Park Service asks each heritage area to focus on a “National Statement of Significance” with key themes and stories. Please select the ONE statement that best reflects how the region should focus its themes and stories of National Significance:			
		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.	<div><div></div></div>	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.	<div><div></div></div>	74.2%	23
	answered question		31
	skipped question		3

10. Please select the ONE statement that best reflects your opinion about the time period for FFNHA's themes and stories of National Significance:			
		Response Percent	Response Count
The themes and stories for FFNHA should focus on the Missouri-Kansas Border War through the Civil War (1854-1865)	<div><div></div></div>	25.8%	8
The themes and stories for FFNHA should focus on a broader time spectrum from 1800 up until present day	<div><div></div></div>	29.0%	9
The themes and stories for FFNHA should not be limited to any specific time periods	<div><div></div></div>	32.3%	10
The themes and stories for FFNHA should focus on a different time frame (specify below)	<div><div></div></div>	12.9%	4
		answered question	31
		skipped question	3

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.			
		Response Percent	Response Count
City/Town:	<div><div></div></div>	100.0%	22
State:	<div><div></div></div>	100.0%	22
		answered question	22
		skipped question	12

12. We would also be happy to provide you with further information on the Freedom's Frontier National Heritage Area.			
		Response Percent	Response Count
Name:	<div></div>	100.0%	21
Company (not required)	<div></div>	71.4%	15
Address:	<div></div>	100.0%	21
Address 2:	<div></div>	100.0%	21
City/Town:	<div></div>	100.0%	21
State:	<div></div>	100.0%	21
ZIP:	<div></div>	100.0%	21
Email Address:	<div></div>	100.0%	21
Phone Number:	<div></div>	100.0%	21
	answered question		21
	skipped question		13

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)"

1,4/7/2008 7:19:00 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 ""modern"" times"

2,4/7/2008 7:51:00 PM,"I think that the period 1854- 1865 should be the primary focus, but that all themes of freedom to the present should be a secondary focus."

3,4/7/2008 9:41:00 PM,"The themes and stories should focus on how the time period of 1854-1866 influenced freedom from that time to 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:	ZIP:	Email Address:	Phone Number:
1	4/7/2008 19:09	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 19:14	Terry Rasme	Bushwhacker Museum	212 West Walnut	231 North Main	Nevada	MO	64772	bushwhackerjail@sbcglobal.net	417-667-9602
3	4/7/2008 19:19	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 20:53	debbie white	test	402 n 2nd	na	lawrence	KS	66044	dwhite@freedomfrontier.org	785.865.4499
5	4/7/2008 20:53	Gwen Martin	Woodson County Commissioner	1107 North Main	N/A	Yates Center	KS	66783	whistlestop75@sbcglobal.net	(620) 625-2007
6	4/7/2008 19:43	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 19:48	Clif Gordonn		410 W Ash	Wakefield Museum 6th & Hickory	Wakefield	KS	66441 / 67487	cliffieg@oz-online.net	785-238-8629
8	4/7/2008 20:57	Chris Meinhardt	none	1019 Fillmore	none	Topeka	KS	66604	camhardt@yahoo.com	785-234-4464
9	4/7/2008 21:07	Carol Dark Ayres	Leavenworth Public School District	200 N. 4th Street		Leavenworth	KS	66048	carol.ayres@usd453.org	913-684-1400
10	4/7/2008 21:42	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 1:29	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 13:34	D Peters		301 Leonard ST		Onaga	KS	66521	d@bbc.net	785-555-8889
13	4/8/2008 14:27	Ron Harris		530 N. Adams	229 W. 3 rd	Junction City	KS	66441	rharris@gchs.kscoxmail.com	785-239-1666
14	4/8/2008 15:14	Pat Dill		P. O. Box 357	501 S. Main	Troy	KS	66087	pdill7@embarqmail.com	785-985-3721
15	4/8/2008 15:14	Peggy Stanton		335 E. Walnut	335 E. Walnut	Troy	KS	66087	pstanton@carsoncomm.com	(573) 552-6157
16	4/8/2008 21:56	Charlene McFadden	Waverly Arts Council	1308 Washington	Box 177	Waverly	MO	64096	ecmcfadden1@galaxycable.net	660-493-2314
17	4/9/2008 14:42	Ely McXoy	Believing. loving Kansan	1009 Windsor Road	Chanute Art Gallery	Canute	KS	66720	deemccoy6396@sbcglobal.net	620-431-1103
18	4/9/2008 18:55	Susan Henderson		PO Box 526	947 New Hampshire	Lawrence	KS	66044	marketing@visittlawrence.com	785-856-5284
19	4/9/2008 21:03	Kerry Altenbernd	Black Jack Battlefield Trust	431 Forrest Avenue	N/A	Lawrence	KS	66044	kaltenbernd@blackjackbattlefield.org	785-842-6478
20	4/12/2008 11:21	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 23:30	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.

POTENTIAL INTERPRETIVE PROJECTS - Tours	0	1	2	3	4	5	no opinion	Response Count	Average Score
Develop audio tour podcasts	2	3	5	15	17	27	3	72	3.78
Create cell-phone tours	5	9	5	20	13	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 - Signage	0	1	2	3	4	5	no opinion	Response Count	Average 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	12	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 - Printed Materials	0	1	2	3	4	5	no opinion	Response Count	Average 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

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
Heritage Trails or Corridors	1	2	2	8	22	33	3	71	4.16
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 "Freedom'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 side 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

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.

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 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	4	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	7	5	4	3	7	39	1	66	3.77
A few strategically located sites or visitor centers should have an electronic kiosk that serves as an orientation to the region	3	4	6	11	16	25	1	66	3.66

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.

ELEMENTARY/SECONDARY EDUCATION	0	1	2	3	4	5	no opinion	Response Count	Average 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
Provide teacher training workshops for existing teachers (for example, the National Park Service’s “Teaching with Historic Places” program)	2	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	24	27	0	66	4.02
Design programs for boy and girl scouts	1	3	5	15	20	19	2	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
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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 input 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	1	2	3	4	5	no opinion	Response Count	Average 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

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

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
- 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 individuals who own 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

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 the 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 much 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

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 year-round and offers various levels of interpretation. Even though Camp Hunter Park is on the 12-site 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?

K - 5th	6th - 8th	9th - 12th	college/ university
14	8	10	1

Specify Grade Level

K	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 Studies	Other (Please Specify)
20	6

Other (Please Specify)

All Subjects
 Geography
 All Subjects
 All Subjects
 All Subjects
 All Subjects but arts and p.e.

Do you currently teach about any of the following?

The shaping of the frontier in Kansas and Missouri	The Missouri-Kansas Border War	Other enduring struggles for freedom in this region	No, I do not teach about these subjects
19	16	19	8

Which of the following do you use to teach about these subjects?

Textbook	My own lesson plans or lectures	Other curriculum material (please specify)
22	21	14

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

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 westward 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 enrichment day over the "Burning of Dayton"

KS Historical Museum

Locations vary

SURVEY RESULTS

© 2008

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 in the comment box)	Yes, somewhat, but I would also like: (specify)	No. The problem with the materials currently available is: (specify)
7	11	7
Yes, somewhat, but I would also like: (specify)		No. The problem with the materials currently available is: (specify)
need more on a lower level		reading level is too high
field trip possibility in the area, hands on, local info relating to certain time periods		no - I have to do a lot of research on my own/the text does not 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 lastest information and an interesting way to reach the students.		they do not often match the sites we can visit
Like more materials about this area of the Border War/Civil War		Not really, I would like to have more resources.
since we are implementing inquiry-based learning, it is difficult to create true inquiry activities related 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 interest (=1)	Some interest (=3)	Great interest (=5)	Response Count	Average Score	Rank
A searchable database with listings of existing online curriculum materials about 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 obstacle (=1)	Somewhat of an obstacle (=3)	A major obstacle (=5)	Response Count	Average 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.

Are there any other comments or suggestions about educational opportunities that you would like to share with Freedom's Frontier?

Sorry I didn't answer very many questions, but I don't teach this particular content

no



from the

college-graduate
0



PAPER

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 the interpretive focus for 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 [General Management Plan \(GMP\)](#) 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.

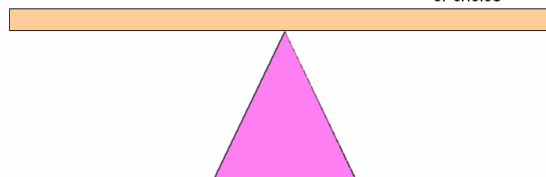
A key to successful interpretation is connecting the past with the present, and by creating a larger context that includes other struggles for freedom it will be easier to make these connections. A broader approach will make the stories of the

Placing Stories into a Larger Context

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





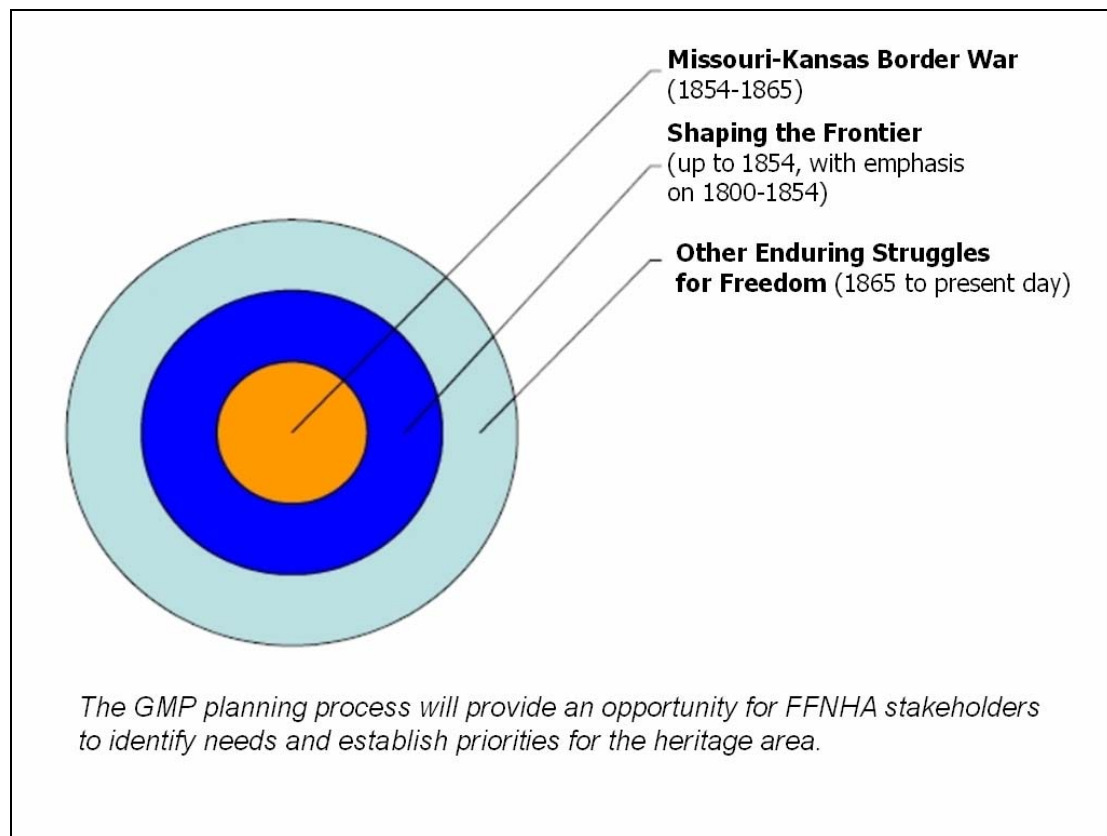
Border War and the struggles for freedom this war represents more relevant for today's audiences.

- 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

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;
4. 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: <http://www.nps.gov/history/hps/treasures/national.htm>)

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.

Trails began in Independence---There was significant competition with Westport, particularly in the 1850's, and the Westport branch of the trail might deserve a mention.

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 ~~provided~~ proved 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.

Westward expansion and mingling of cultures soon turned to intrigue---the thread of "intrigue" gets a little lost in the Great American Desert. Really two different thoughts, one ignoring the climate and the other pressuring Congress for the K-N Act. Certainly there were a number of forces pushing for the Act, but I don't think "white pioneers of all persuasions" quite captures it. The group included squatters from near-by Western

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 lowans, 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 of the slavery issue, from as far as Massachusetts and Alabama, provided aid to settlers in an effort to swing the vote. Many Missourians favoring slavery 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.

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.

Established a competing free-state government. Probably more accurate to say that Congress and the President did not recognize the Topeka Legislature because the pro-slavery 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 could 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.

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 them 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 by way 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 employed guerilla tactics to counter the militias. (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 militia guerrillas responded with a second sacking of Lawrence, Kansas in 1863. The Union Army's attempts to round up 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

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 of more than 20,000 white civilian refugees 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 Correct dates for the Pony Express are 1860-1861 by establishing a link between St. Joseph, Missouri and Sacramento, California that reduced the transit time to ten days. The preceding sentences seems out of place.

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.

Pony Express---I feel for Amy, trying to work in as many groups as possible. The express riders arrive here, as they often did, suddenly and unexpectedly—in the middle of the Burnt District. It is a problem trying to include all the groups who are, or might become, partners. One has to almost go one way or the other, all of them or none of them.

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 an elusive a continuing 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, African-Americans and other groups all contribute to an evolving definition of freedom which 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."

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-theme 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 The Theme development is a little off. It doesn't link back to your "Thesis Statement" in the National Significance. Understanding the issues with inclusion and where this idea started the theme still needs to be broad enough to engage the larger theme. in mind, a revised set of FFNHA themes and sub-themes 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 Border 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.

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 mean 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 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, is 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.

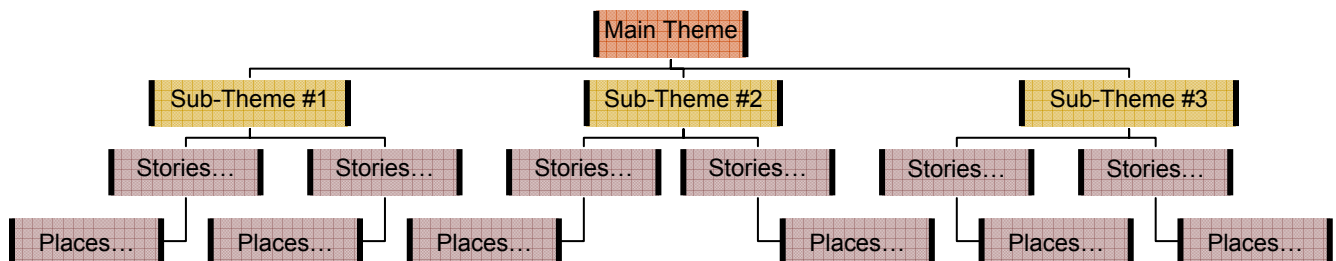
Stories of landscape, settlement, Territorial Kansas, Missouri's statehood, American Indians, survival and the national trails that played a key role in westward expansion can all be told under this sub-theme to help better understand the social and political factors that set the stage for the bloody 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. It deals with six counties 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 I am confused by the 2007 themes and 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.

I think that it must have been very difficult to pull together so many ideas in one draft but I think 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 include 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.)

I am not sure I understand the value of listing "stories" in the management plan. I think we would 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 GMP.

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?

Missouri perspective---The statement does cover the second half of the Border War, the Civil War on the Border, as well as the first half, Bleeding Kansas, but the word count for Kansas remains higher. Possible additions:

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.

I see in 2007 they added American Indians as a sub theme- if the theme is Freedom's Frontier – 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.

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.

There is a lot of work left to do. Not sure if we like it or not. This is a non linear process.

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.

This is a nationally important story, and we need to bring in nationally recognized historians to work on the statement of national significance.

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 information. I like the "Struggles for Freedom on the Missouri Kansas Frontier" as the main theme

I am 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.

I loved reading it and 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.

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.

I appreciate the non-biased start

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.

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"

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 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.

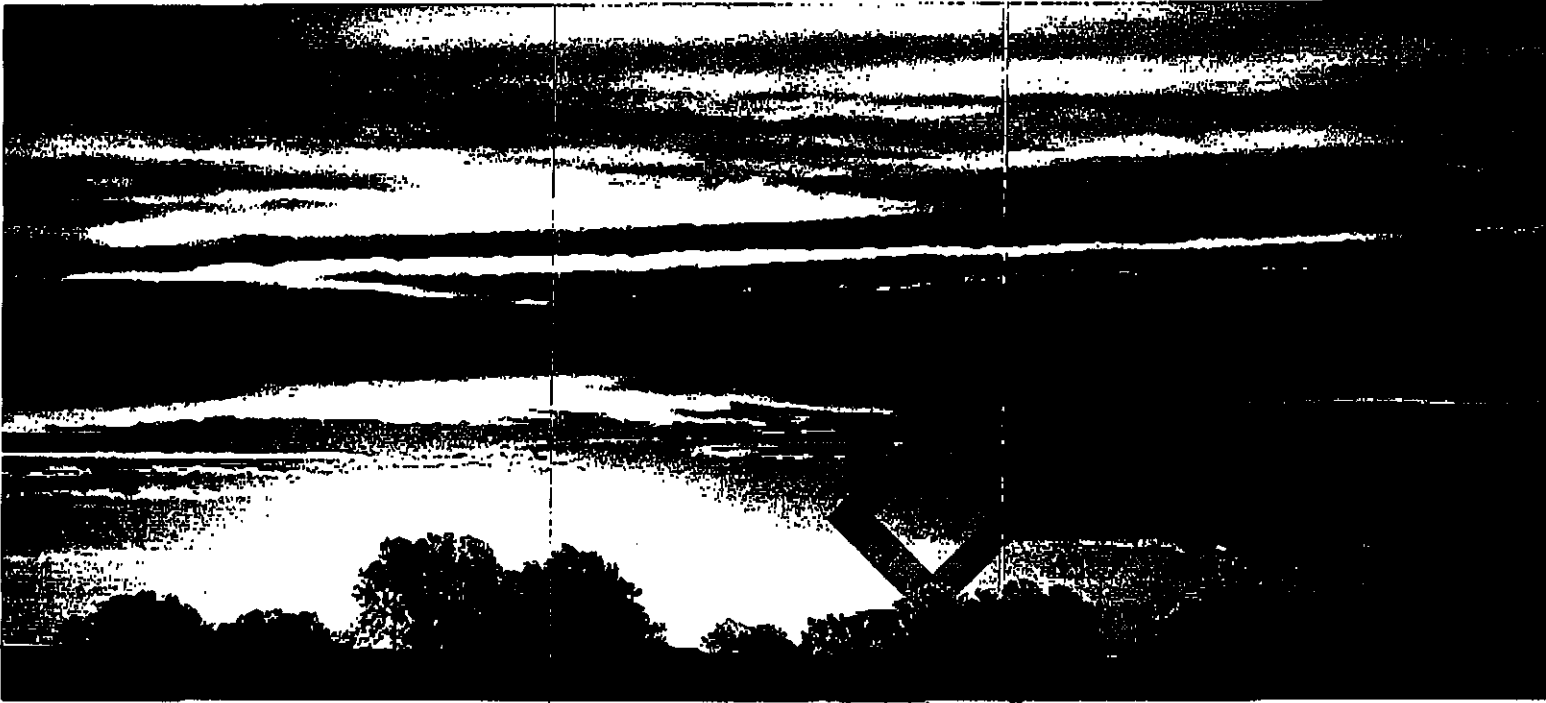


Julie,

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.



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

I will
run this as
the last
paragraph
for this
page.

This would
be better
following the
1st paragraph
after NHA
is defined.

Make
this
1st
but
it
Do
NHA

Julie Lenger

From: Judy Billings
Sent: Monday, March 09, 2009 9:08 AM
To: Julie Lenger
Subject: 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

Julie Lenger

From: ~~Shirley J. Collins~~
Int: Tuesday, February 10, 2009 4:16 PM
To: Julie Lenger
Subject: 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.

~~Shirley J. Collins~~


Julie Lenger

From: [REDACTED]
Sent: Monday, February 09, 2009 2:31 PM
To: Julie Lenger
Cc: sue pridemore
Subject: [REDACTED]

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: [REDACTED]
To: jlenger@freedomfrontier.org
Cc: sue pridemore <sue_pridemore@nps.gov>
Sent: Monday, February 9, 2009 2:24:35 PM
Subject: [REDACTED]

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 segment (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: [REDACTED]
Sent: Wednesday, March 25, 2009 12:16 PM
To: Julie Lenger
Subject: KIAANAFH comments re FFNHA Executive Summary

Follow Up Flag: Follow up
Flag Status: Purple

Attachments: FFFNHA_Exec-Summary text with revisions.doc



FFFNHA_Exec-Summary 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 suggested 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 ([REDACTED]) may also be sending in their own individual comments.

[REDACTED]
[REDACTED] (by phone today and tomorrow at [REDACTED] and after next Tuesday, (for this Friday-Monday [REDACTED])

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 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 who held people in bondage, or who perpetuated terrible crimes on the settlers 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. 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.

Deleted: ing

What emerges in our immense heritage area is not just a story of "masters versus the enslaved," "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.

6 (No change)

Executive Summary 7 (No change)

8 (no change)

Executive Summary 9 (no change)

10

Enduring Struggles for Freedom:

The nation's struggle for freedom did not end with the Civil War. Though the war eliminated clashes over enslaving people, or 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.

Deleted: 1

1

Executive Summary 11

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, 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 conflict 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: ~~David J. Lenger (djlenger@architects.com)~~
Sent: Monday, February 23, 2009 9:16 PM
To: Julie Lenger
Cc: Judy Billings
Subject: comments
Attachments: ffnha execsum&powerofplace.doc

Julie,

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.

~~Julie Lenger, 1111 E. 12th St., Suite 100, Lincoln, NE 68502-1000
 Phone: 402.441.1111
 Fax: 402.441.1111
 Email: jlenger@architects.com~~

~~David J. Lenger, 1111 E. 12th St., Suite 100, Lincoln, NE 68502-1000
 Phone: 402.441.1111
 Fax: 402.441.1111
 Email: djlenger@architects.com~~

6/8/2009

Executive Summary

Pages 10, 11:

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."

overland park
KANSAS
1954-1964

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



Spacing { 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.

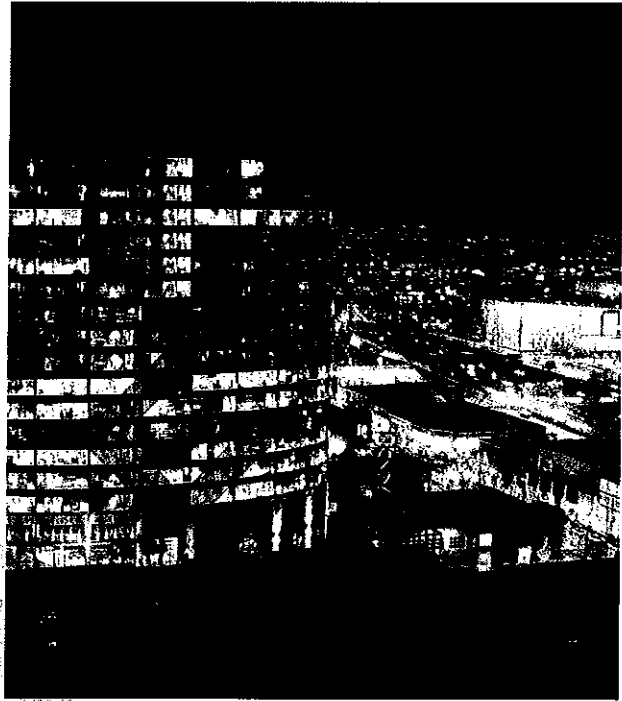
Residents have the opportunity to be part of an ongoing conversation about why this area is unique within the United States. At its core, Freedom's Frontier is a voluntary effort. The choice to participate is always available for any individual, organization, government body, or institution. By developing 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

THE PUBLIC BENEFITS

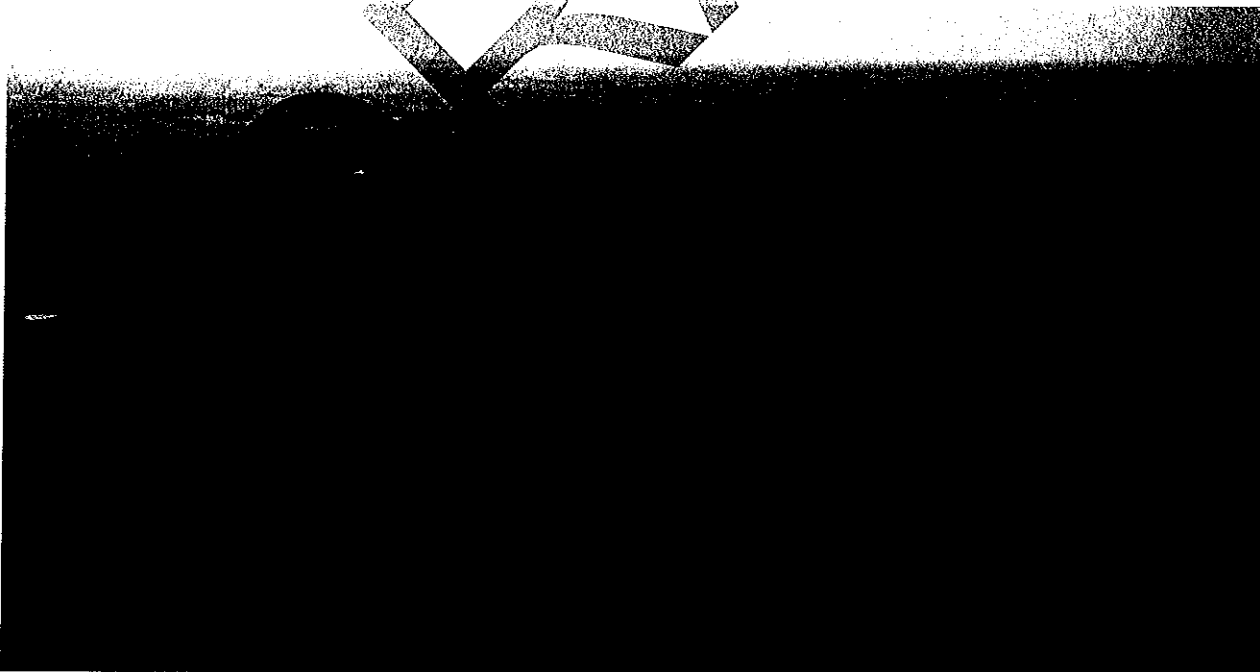
What is the difference between Freedom's Frontier National Heritage Area and places such as Disney World™ or Colonial Williamsburg? To begin with, the residents are not employees in a "cast" of characters. They are citizens, voters, and volunteers in a living landscape. Freedom's Frontier towns and landscapes 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 countryside. 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.

that
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.

Indec
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.

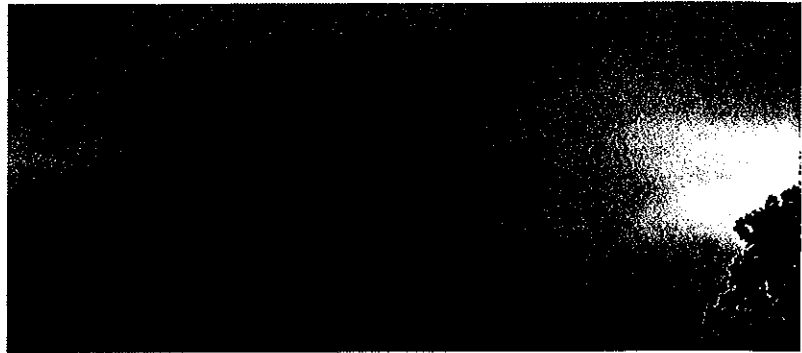


Courtesy of Lecompton Historical Society.

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 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." 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

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

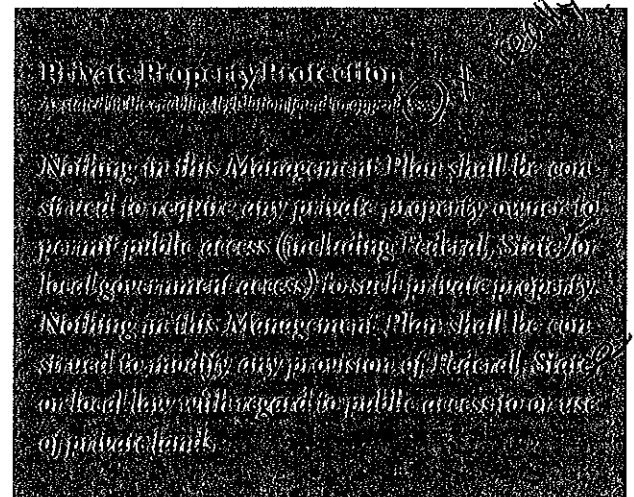
Adopted 2008

1. We 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.



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 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.
- o We will maintain on-line tools to engage residents in learning about Freedom's Frontier stories and values inherent in them.
- o We will work with individual destinations, sites, and tourism marketing entities to promote Freedom's Frontier in a coordinated way.
- o 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.

- o We will work with site owners and managers, event managers, collections managers, craftspeople and artists, local historians, state 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.
- o 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.

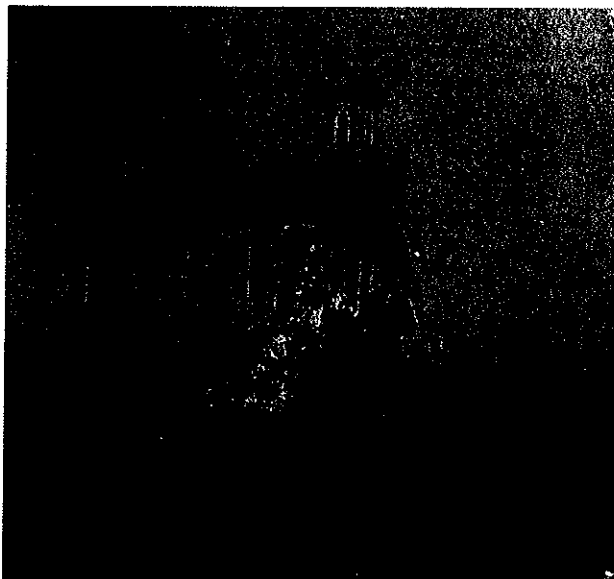
We will work with regional groups such as land trusts, environmental advocacy groups and government agencies to protect key historic and ecological sites that support the heritage area's stories.

Back Home, April 1865. Cass County, Missouri.



Courtesy Cass County Historical Society.

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



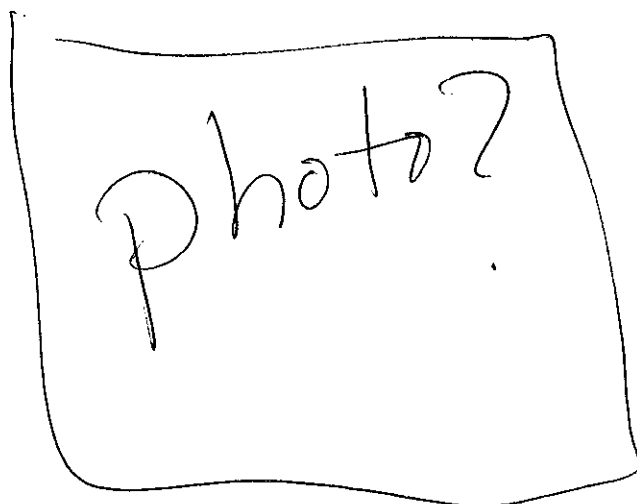
Courtesy Kansas State Historical Society.
Schoolhouse, Jefferson County, Kansas. Early 1900s.

3. Inspire tolerance and respect for multiple perspectives.

- o 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.
- o We will reach out to underserved communities both as a key audience and for input in the planning and execution of projects.
- o 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.

- o We will work with site owners and managers and event organizers to recognize Partner Sites 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 Accredited Sites and Events.
- o We will 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.
- o We will continue to engage residents in planning and executing projects to increase awareness and support of Freedom's Frontier by local constituents.
- o We will work with individuals, economic development organizations, tourism bureaus, and government entities to develop Freedom's Frontier as a sustainable destination.



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

THE STRUGGLES FOR FREEDOM ON THE MISSOURI/KANSAS BORDER

align

What is a Statement of National Significance?

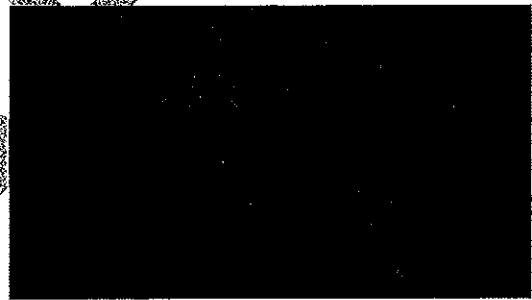
Significance statements build on the national heritage area's purpose and clearly state why, within a national context, the national heritage area's resources and values are important enough to warrant the area's designation as a national heritage area. These statements identify the resources and values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

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.

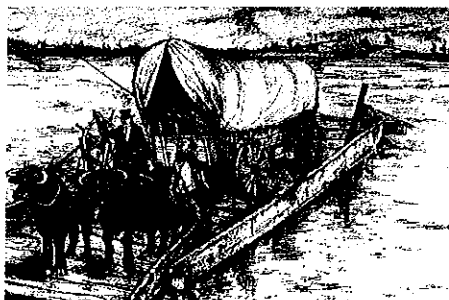
Enduring Struggles for Freedom:

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.

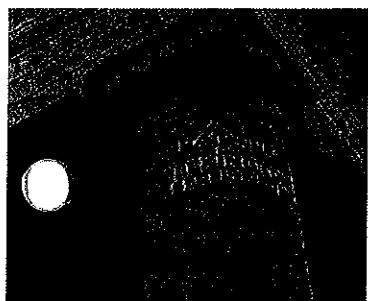


Courtesy Kansas State Historical Society.



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.



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 Society.



Courtesy Kansas State Historical Society.

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

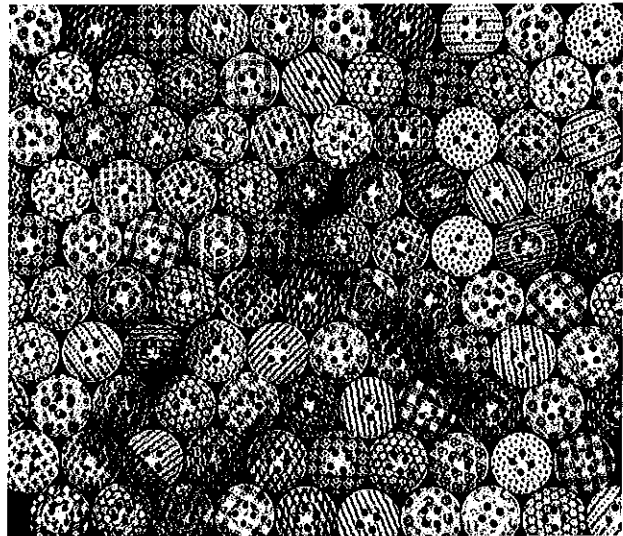
Freedom's Frontier provides new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of Freedom.

and offering no obstruction to passage." - Charles Boynton, 1855

OUR INTERWOVEN STORIES

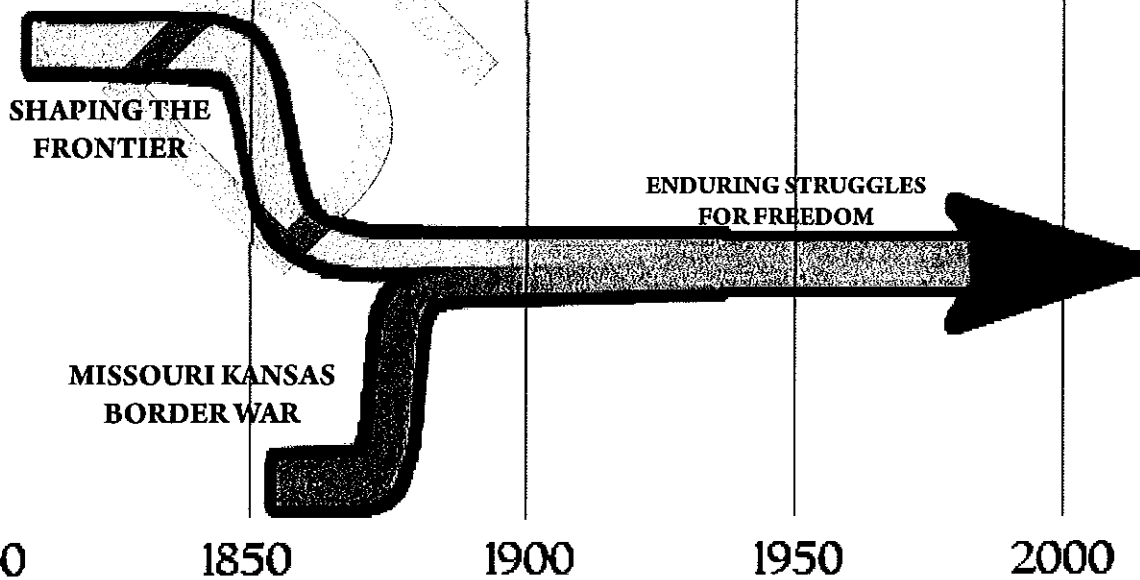
The three sub-themes offer a window through which to consider how Americans have debated American ideals of "freedom," "justice," "local control," and "property rights" from the beginning of settlement to the present day.

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



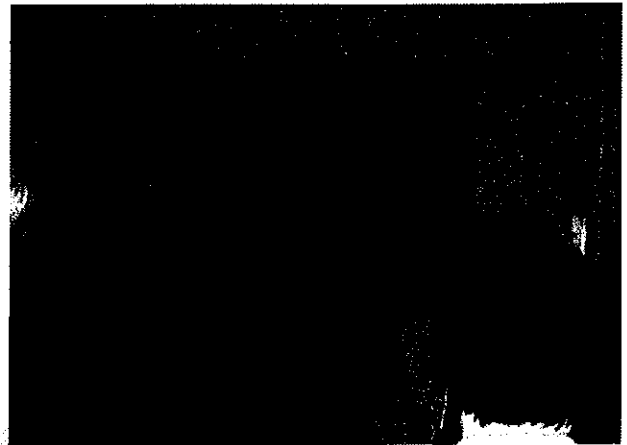
HOW TO GET INVOLVED

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 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 team 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 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.

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@freedomfrontier.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.

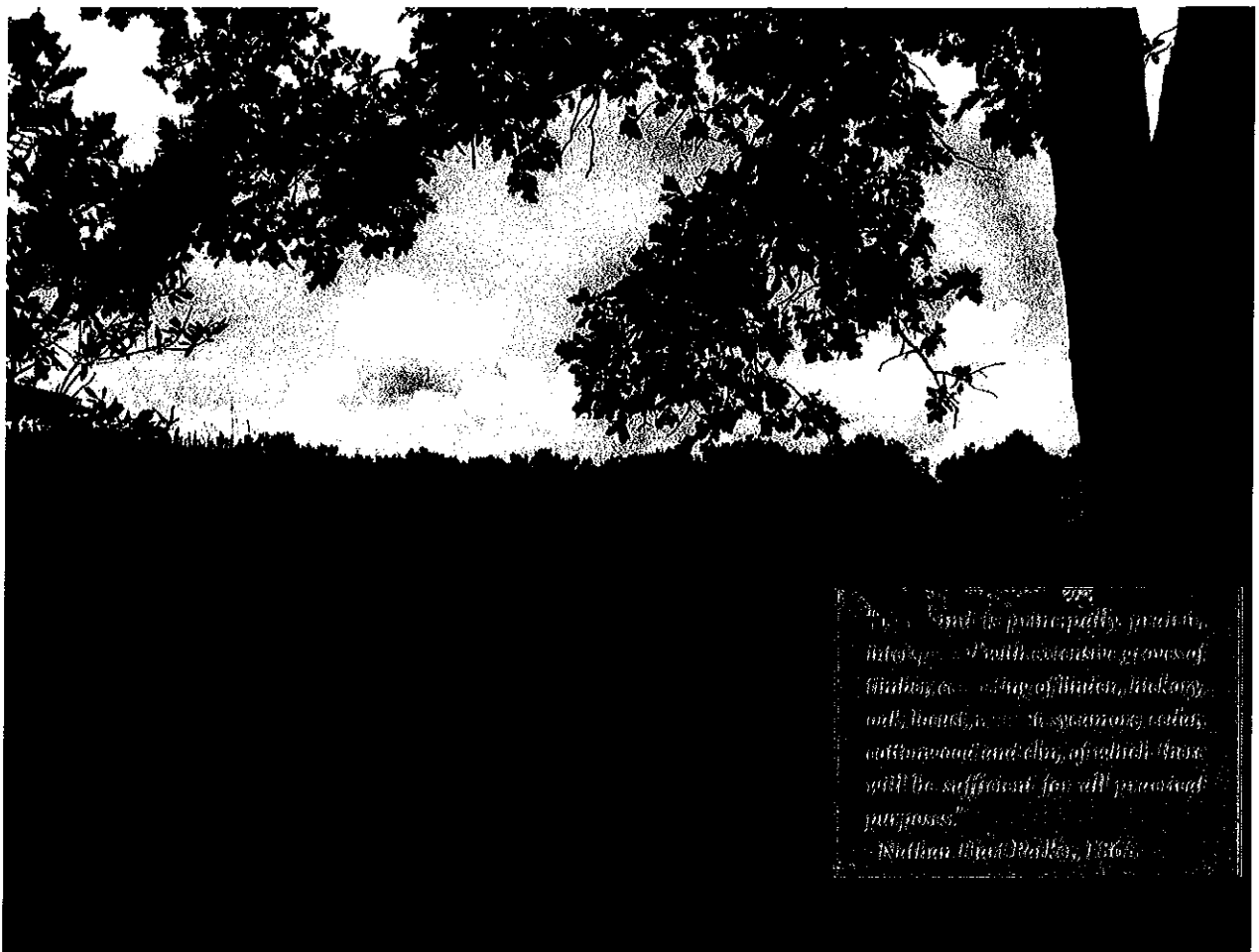
Partners in Freedom's Frontier aim to achieve their goals in order to positively affect businesses, communities, and other institutions. They want to reinvest a sense of pride in the area. That pride is derived from the area's fiery history and significant contributions to how we think about what it means to be a free people in a free country.

"The Power of Place"

"The Power of Place" 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.

"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.

"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.

"The Power of Partnership"

The Power of Partnership builds on the Toolkits to provide in-depth information for site managers, partners and other FPNHA members. This chapter offers five "segment plans" that focus on Heritage Preservation, Recreation and Natural Resource Conservation, Interpretation & Education, Tourism & Marketing, and Economic Development.

Glossary, Acknowledgments, and Appendices

The Glossary, Acknowledgments, 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.

Julie Lenger

From: [REDACTED]
Sent: Wednesday, March 25, 2009 3:01 PM
To: Julie Lenger
Subject: document comments
Follow Up Flag: Follow 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 treaty 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 relinquish 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 Missouri. It's a little confusing given the different time periods on the map. Also the location of the Missouri is wrong. They were a small group located east of the limits of the map. The Missouri were close cousins of the Oto and Omaha (Chiwere-Siouan speakers), and the 18th Century French only noted one Missouri 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 Missouri 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!

[REDACTED]

The Power of Place 1-1

1-2 Freedom's Frontier National Heritage Area Management Plan

When farmers arrived in Freedom's Frontier, they settled 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 settlers relied on a combination of machines and natural corridors for development. Frontier trails and rowboats gave way to overland trails and steamboats.

Deleted: Euro-American ✓

Deleted: Euro-American settlers began to pour into western Missouri and eastern Kansas, ✓

Deleted: .

Deleted: F

Deleted: Euro-American ✓

However, despite technological advances, the 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 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

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. 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.

Deleted: th

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

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 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) 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, Ossawatimie, and Humboldt, ect. in Kansas, and the Missouri, Marais des Cygnes, Neosho river basins, the "Lane Trail" to Iowa)

The Power of Place 1-19

1870s

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 veterans settled after 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. This 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

The stories of social reform and change that typified this era often occurred in lands that had already been settled by Native, African- and 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 specific events that may have happened at a site. How did the waterways and riverbeds, wooded 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 settlement of Free-State towns" or specific events such as a battle or raid.

Deleted: They

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 postconflict prosperity. Despite its clear Unionist orientation, there are

Deleted: bias

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..."

1-28 Freedom's Frontier National Heritage Area Management Plan

The Power of Place 1-29

1-30 Freedom's Frontier National Heritage Area Management Plan

Julie Lenger

From: ~~Cass County Historical Society, Inc. [redacted]~~
Sent: Sunday, March 15, 2009 7:15 PM
To: 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 urban sprawl threatens battle sites, historic homes, bridges and landscapes?

Page 28 - The quote 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

--

~~[redacted signature]~~
~~[redacted address]~~

6/8/2009

816.380.4396

www.casscountyhistoricalsociety.org

President,
MO/KS Border War Network
www.moksbwn.net

Julie Lenger

From: [REDACTED]
Sent: Tuesday, March 24, 2009 1:46 PM
To: Julie Lenger
Subject: Power of Place comments

Follow Up Flag: Follow up
Flag Status: Red

From this side of the area, I have heard frustration on the history portion of this Power of Place. Not enough information the actions and results of those actions on the Missouri side. You speak about Indians in KS, Homesteading in KS, Squatters Settlements in KS, the 1850's really only talks about what was happening in KS aXXXXXXXXXXXXXXXXXXXXA

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!

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

1 [REDACTED]

St. Joseph, MO 64501

[REDACTED]

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Julie Lenger

From: [REDACTED]
Sent: Monday, February 23, 2009 9:16 PM
To: Julie Lenger
Cc: Judy Billings
Subject: comments
Attachments: ffnha execsum&powerofplace.doc

Julie,

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.

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

[REDACTED]
 [REDACTED]

Executive Summary

Pages 10, 11:

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 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.

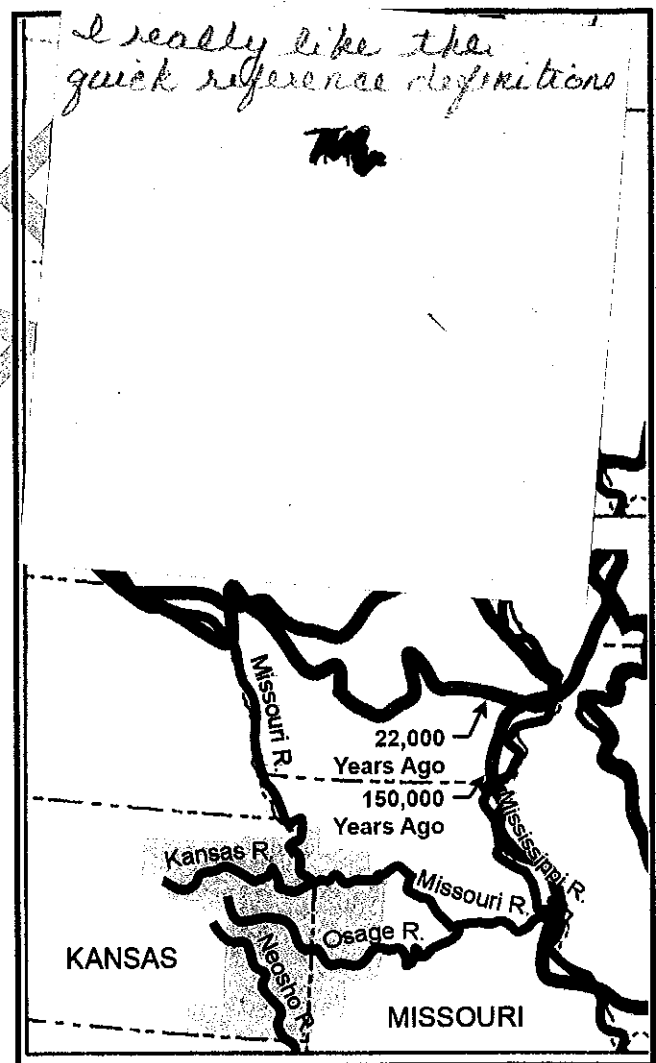
In the heritage area, the "good soils"—the most productive agricultural soils—are the newest, because these rocks contain minerals that are the basis for fertility and supporting plant life. As the soil ages, it erodes and is depleted of mineral content. As a result the soil mantle (layer of soil) becomes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

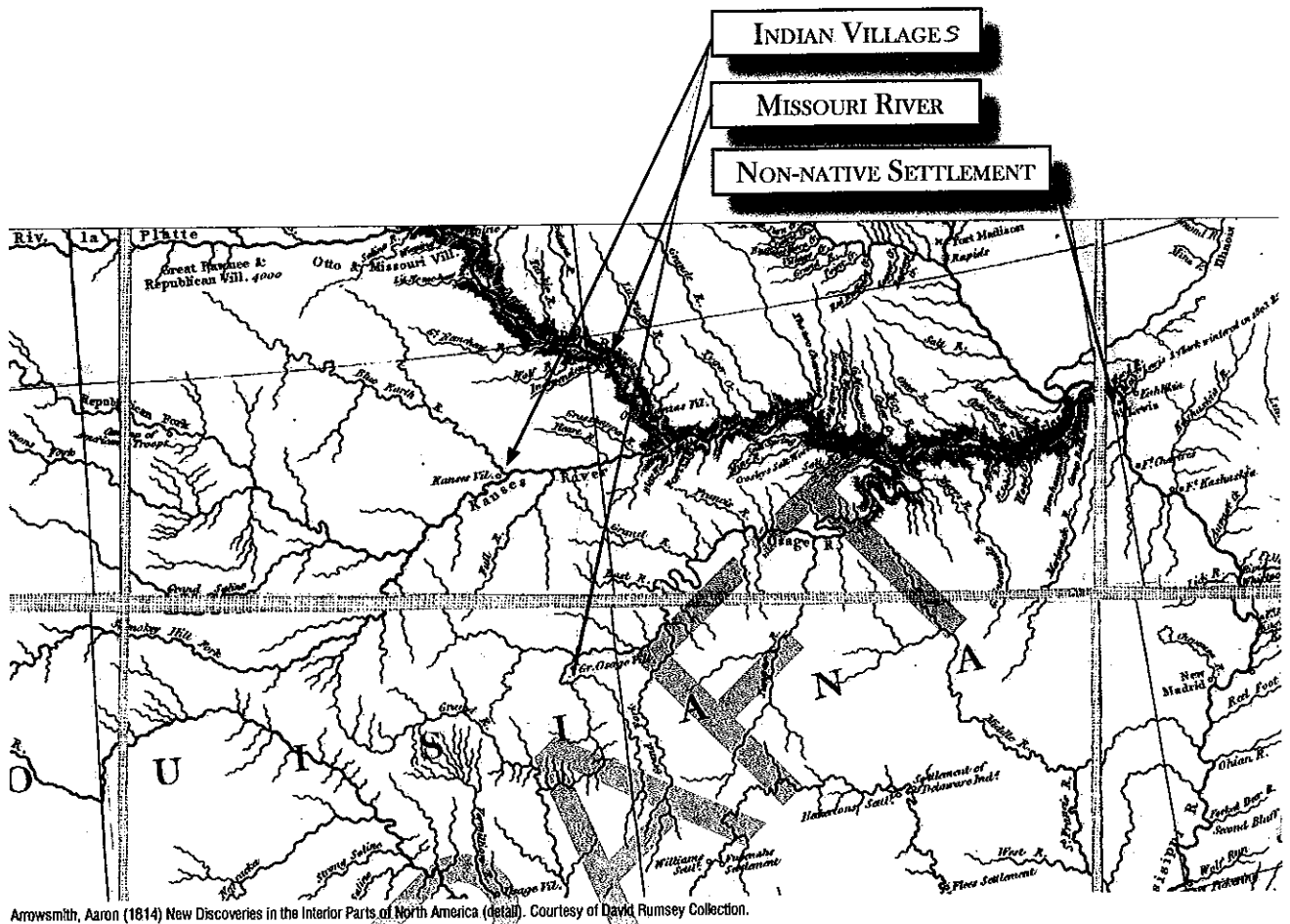
Quick Reference Definitions

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.



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.



Arrowsmith, Aaron (1814) New Discoveries in the Interior Parts of North America (detail). Courtesy of David Rumsey Collection.

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 comprehensive 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

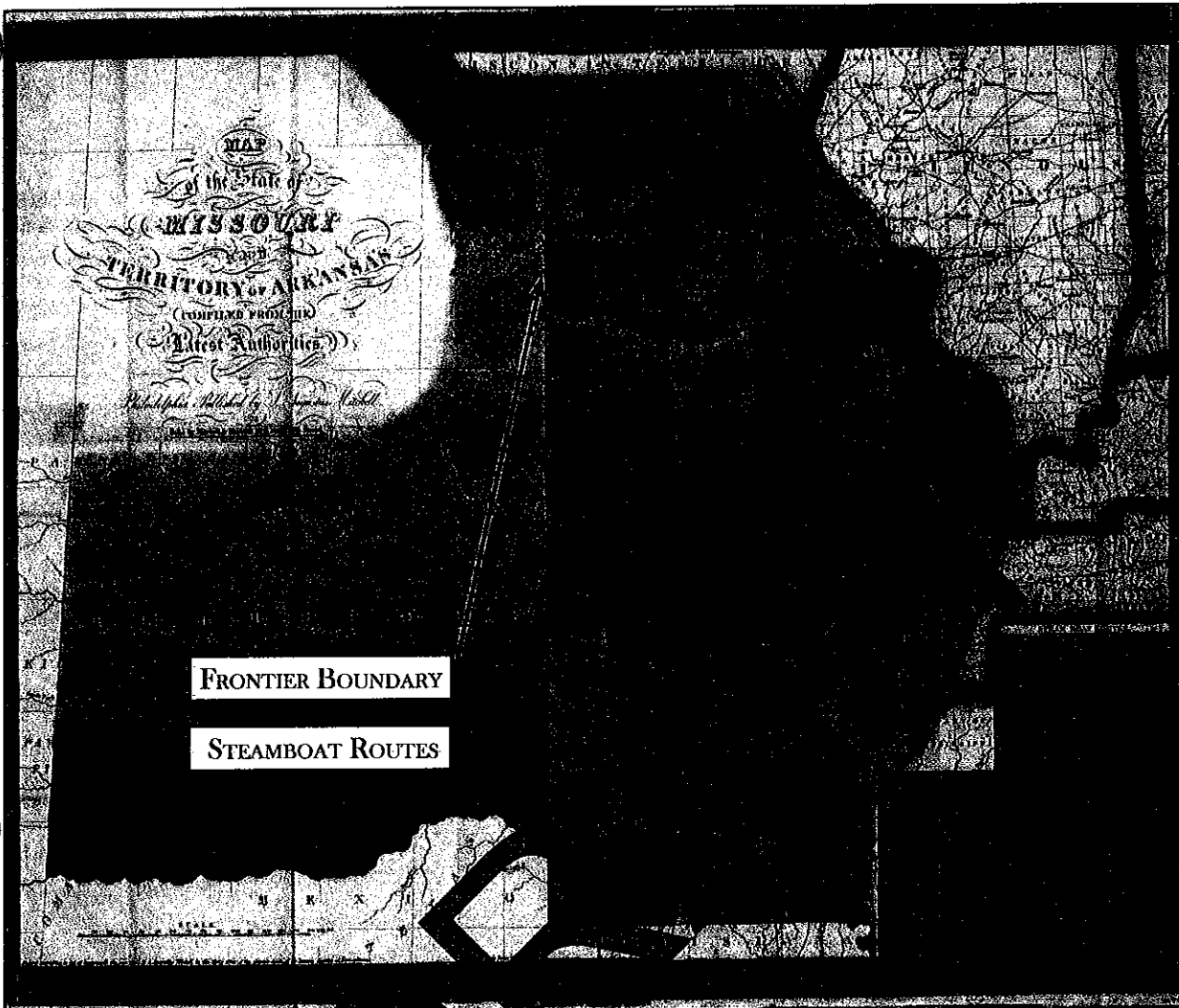
ABOVE: Settlement is shown mostly as native villages and trading posts. Euro-American settlement clustered to the east of the heritage area around St. Louis. The settlement patterns moved upstream from St. Louis as the decade progressed. As a consequence, Native American displacement moved further westward 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 Arkansas, 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.

Wrong

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")

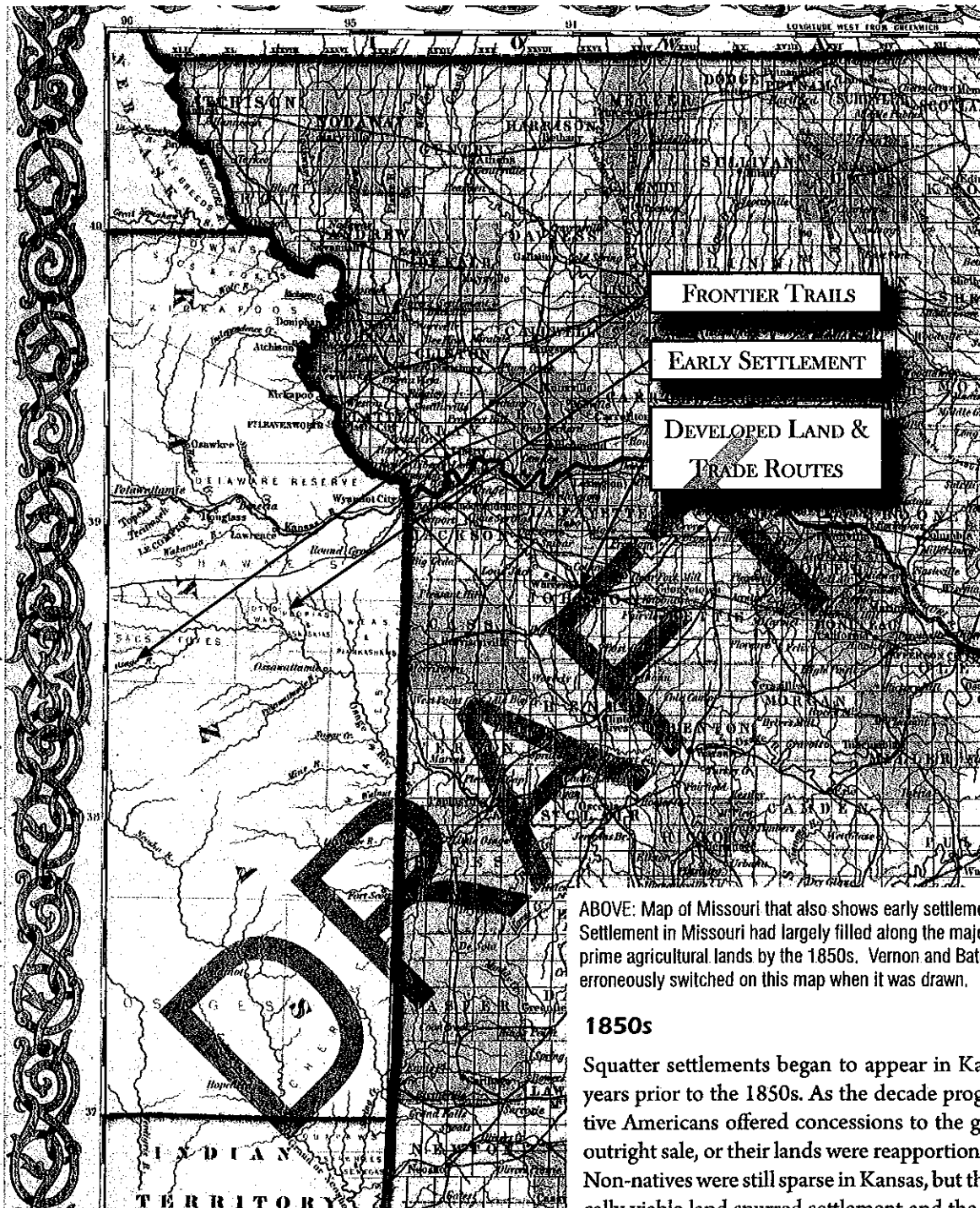
1844 - 1000 more went

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

Source: J.H. Collon New York (1856), Missouri, (With) Vicinity of St. Louis, (Detail), Courtesy of David Ramsey Collection.



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.

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.

Influences on Settlement and Freedom in the 1850s

Treaty of Guadalupe Hidalgo

1848

Kansas-Nebraska Act

1854

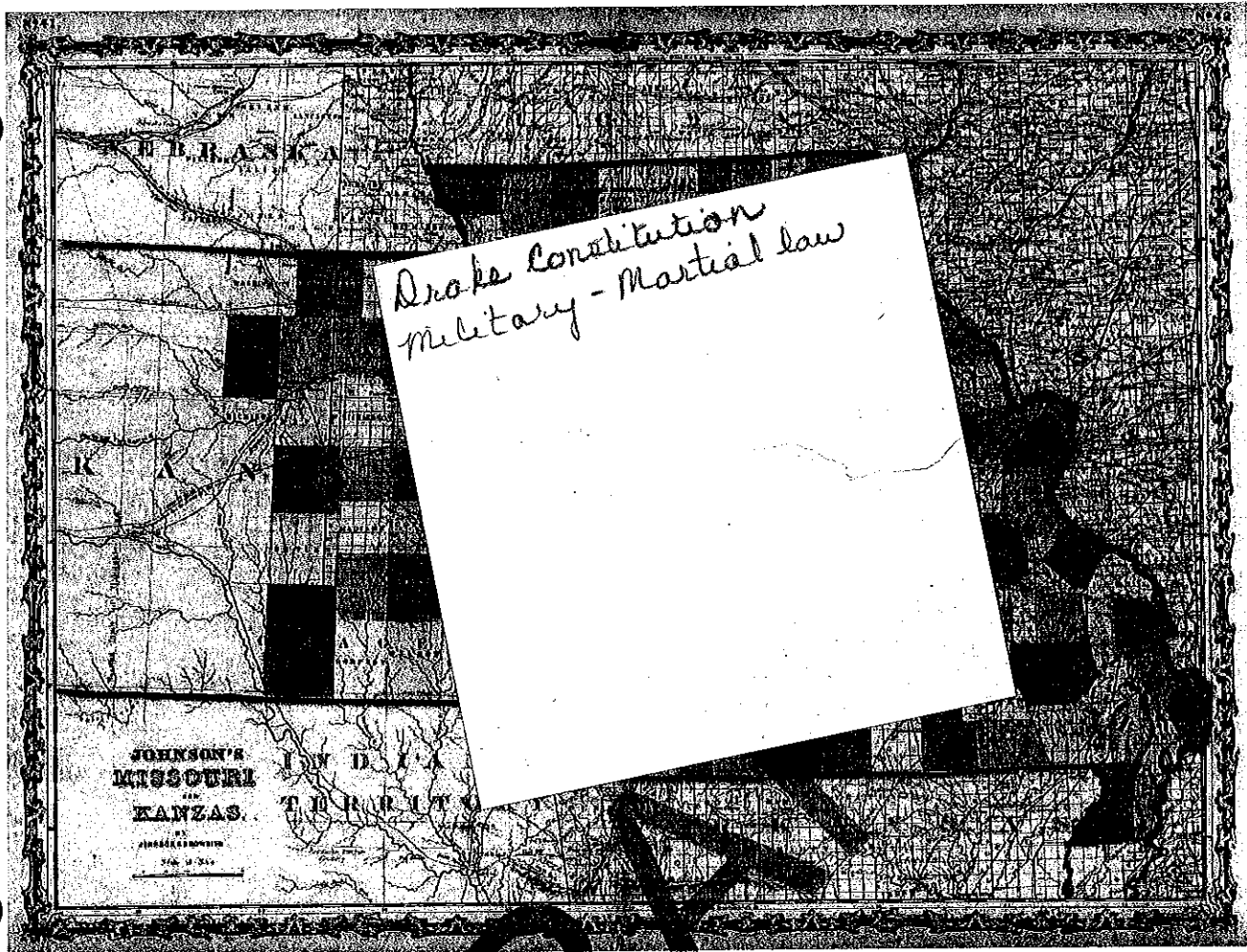
Border War

1854-1865

1861

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.

*settlement in Kansas
illegal until 1854*



Johnson and Browning New York (1860), Missouri And Kansas, Courtesy of David Rumsey Collection.

ABOVE: Development of the region in the 1860s.

DR

↑ Kansas
Drake Constitution
Very important to
Missouri
1865-1870

1860s

OUTLINE OF ITEMS TO BE FILLED - assistance needed

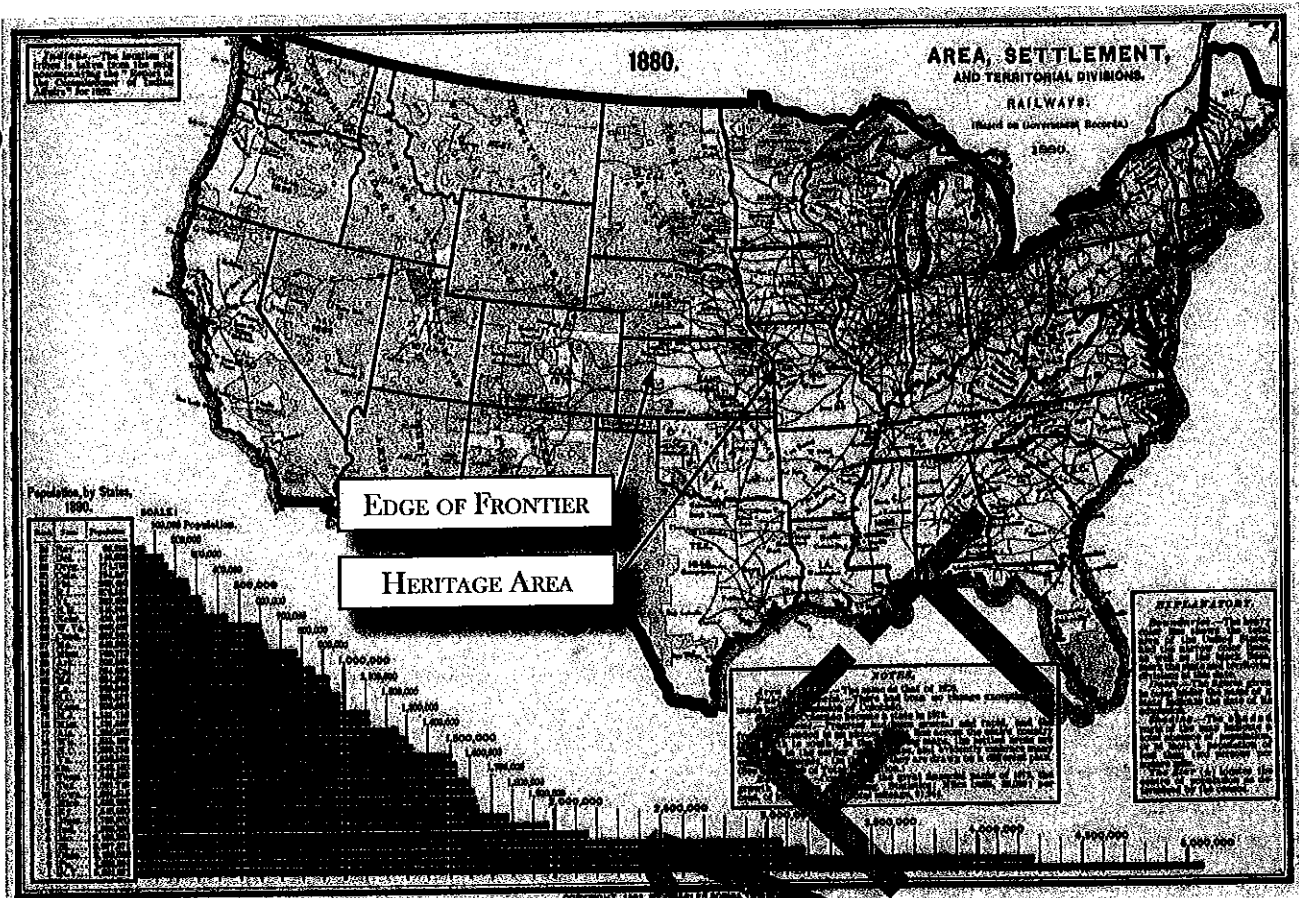
Influences on Settlement and Freedom in the 1860s

American Civil War	1861-1865
Kansas Statehood	1861
General Order #11	1863
Civil War Amendments	1865-1870

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.)



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 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.

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 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.

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

*still doesn't connect to Freedom
it's a very well
economy
determined our
ability to enjoy some
of our freedoms.*

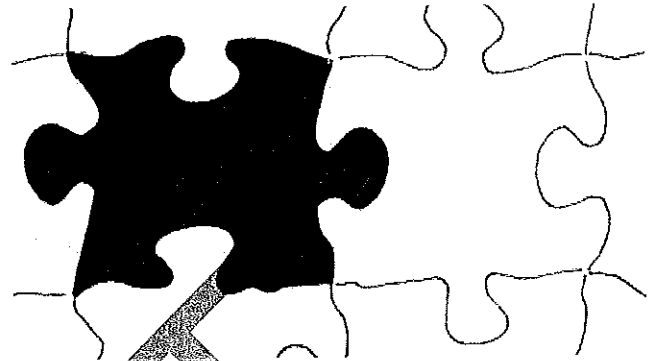
Many Versions of the Same Landscape

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 FPNHA. Indeed, many of these versions of beholding the same scene can apply to a single FPNHA 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.

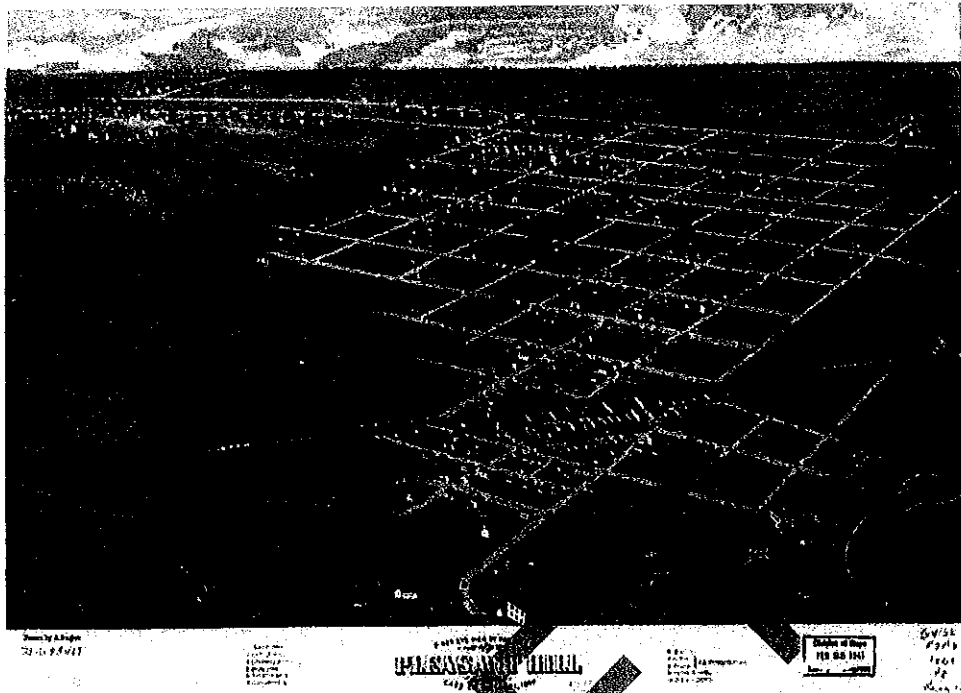
Thinking of the region's locales as a "Fabric" opens questions about the threads that bind them and the strength of many small strands when woven together.

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.

How are we going to capitalize on this important concept - where in the management plan

question also



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.

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 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 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 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."

? Quotes

timber

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

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.

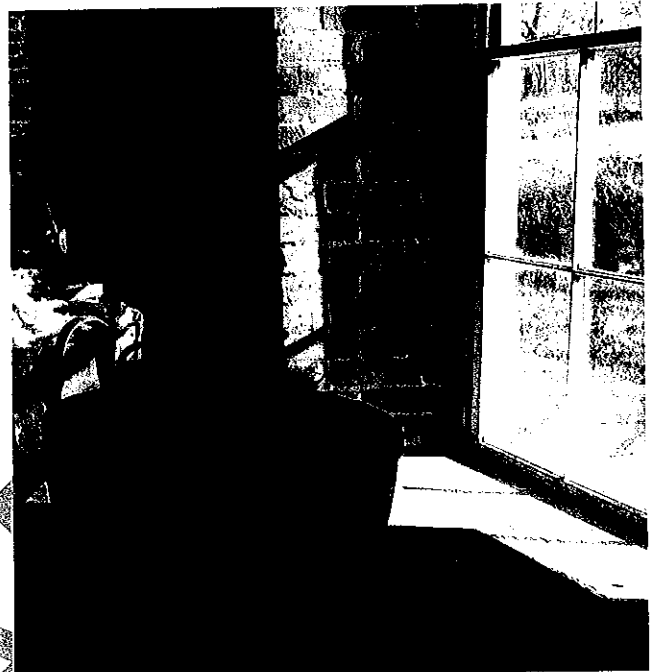
The Power of "the Frontier"

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 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-nineteenth 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.

Looking
concept

Julie Lenger

From: ~~Julie Lenger [mailto:julie.lenger@unh.edu]~~
Sent: Friday, March 06, 2009 10:46 PM
To: Julie Lenger
Subject: POWER OF PLACE CORRECTIONS PLUS A GREAT ANNOUNCEMENT ABOUT NBC & HUMBOLDT!
Follow Up Flag: Follow up
Flag Status: Orange

POWER OF PLACE CORRECTIONS

- ✱ P. 2, right column, paragraph 1: lines 5-7
 "For the first two centuries of the Native American/Euro-American co-existence on the continent, the *landscape was an equal opportunity constraint.*" *What does this mean?*
- ✓ Paragraph 2: line 5, Industrial Revolution should be capitalized.
- ✱ P. 4, left column, paragraph 2: lines 7-9
 Now reads:
 "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."
- () Suggest this change:
 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.
- Under the map of wetter and dryer: line 4
- ✓ I question use of the abstract "furthest."
 Example of abstract use: Of the three brothers, James expects to go furthest in his career.
 Since we are talking about a concrete, measurable distance, I would use "farthest," changing the sentence to read "This region was one of the *farthest* west where there was enough water to support farming and ranching."
- ✓ P. 6, Paragraph 2, line 1
 Typo: "sixth-five" should be sixty-five.
- ✓ P. 7: Left column: Paragraph 1 still needs rewrite:
 Suggest 2nd sentence be changed to "Glaciers, like big snowplows, pushed material south with a grinding action."
- () 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."

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.

2nd 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 [REDACTED] 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 [REDACTED] 3-building shop from across the street. They then came inside the shop and interviewed Terry Butts, who works for [REDACTED], 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 [REDACTED] 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.

[REDACTED]

Julie Lenger

From: [REDACTED]
Sent: Saturday, March 07, 2009 10:01 PM
To: [REDACTED]
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*”

8 [redacted] go teach Sr. High School [redacted]
[redacted] Rally at 2 pm. Speaker [redacted]
[redacted] cousin who made [redacted]

Julie Lenger**From:** [REDACTED]**Sent:** Saturday, March 07, 2009 4:45 PM**To:** [REDACTED]**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, [REDACTED]. 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! ☺

From: [REDACTED] [mailto:ksadvocate@cox.net]**Sent:** Thursday, February 19, 2009 12:19 AM**To:** [REDACTED]**Cc:** Julie Lenger**Subject:** Some questions on various pages of Sense of Place - [-] Bayesian Filter detected spam

Continuing with questions:

p. 16 [REDACTED], right before your correction of "preeminence," the word steamboats needs an apostrophe to indicate possession, i.e. "of the steamboats' preeminence..."

p. 24 [REDACTED], 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 [REDACTED], 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 [REDACTED] 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. [REDACTED] has heart, and I'm equally glad he's part of the team.

p. 26 [REDACTED], 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. 31 [REDACTED]. There was talk of moving the picture 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. [REDACTED]

3/9/2009

Julie Lenger

From: [REDACTED]
Sent: Sunday, March 08, 2009 1:31 PM
To: [REDACTED]
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 [REDACTED] 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.

[REDACTED]

Julie Lenger

From: [REDACTED]
Sent: Wednesday, March 18, 2009 10:31 PM
To: 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 as it 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.

Have one error question. Look at rt. column, 5th line down in quote from Jackson: Sentence now reads, "But this is true only of formal of planned political..."
 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, [REDACTED]

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!

Julie Lenger

From: Judy Billings
Sent: Monday, June 08, 2009 10:25 AM
To: Julie Lenger
Subject: FW: FFNHA Conference Call

Fyi...judy

[REDACTED] but how Ft. Leavenworth is referred to in the plan. He didn't have specifics and I don't know exactly where it is. I'll try to find it so I know.

From: [REDACTED]
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?

[REDACTED]

On Fri, Jun 5, 2009 at 1:19 PM, Judy Billings <director@visitlawrence.com> wrote:

Hello All,

6/8/2009

Julie Lenger

From: [REDACTED]
Sent: Tuesday, June 16, 2009 10:01 AM
To: 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.

[REDACTED]
[REDACTED]
Johnson County Library
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
www.jocolibrary.org

6/16/2009

April 9, 2009

Julie Lenger
Freedom's Frontier National Heritage Area
Box 526
Lawrence, KS 66044

Dear Julie,

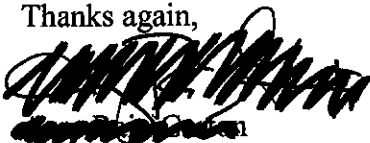
Thank you for your efforts in coordinating the Management Plan for FFNHA. I'm sure it is a big undertaking. Per your request, you will find my suggested changes to the following documents contained within the plan.

- 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

Included

THE POWER OF PLACE

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



Rural Jackson County, Missouri.

"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.

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 goals through interpretation, **preservation, conservation** and education for all residents and visitors.

Guiding Principles

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.

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.

When Euro-American farmers arrived in Freedom's Frontier, they 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 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 settlers 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, 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.

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.

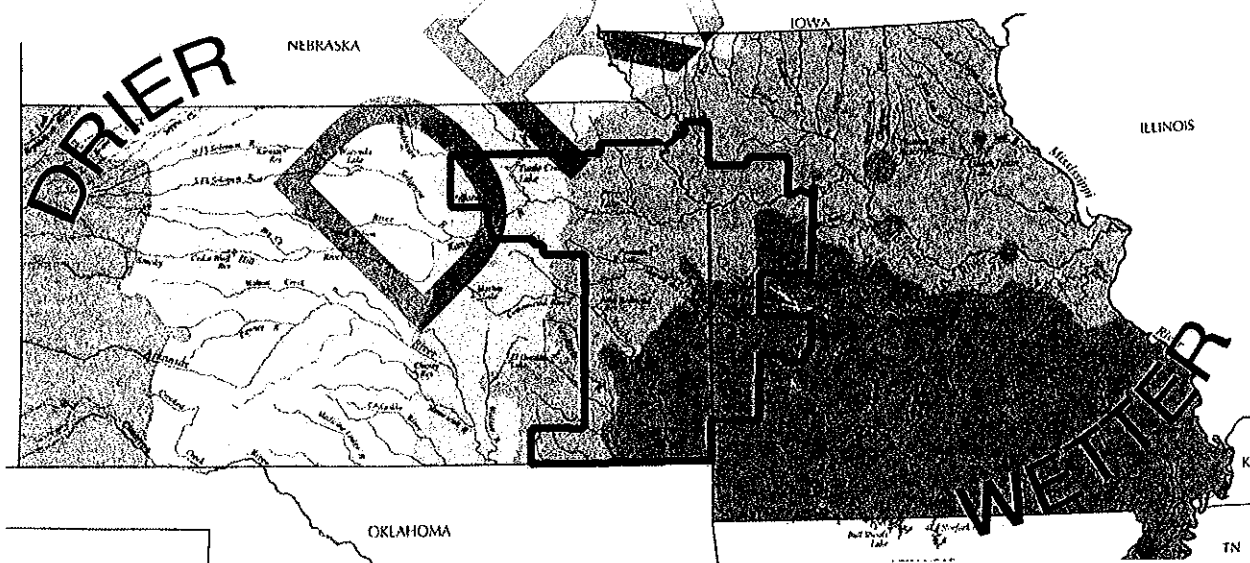
Exploring the geological events that created the heritage area's natural landscape leads us to examine the region as a whole. The majority of the heritage area's political boundaries—states and counties—are arbitrary, they have no bearing on its natural development or climate. For instance, the counties 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.



Source: Oceans of Kansas.

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} ~~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 of the most unique topographic features in the world. *what*

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.

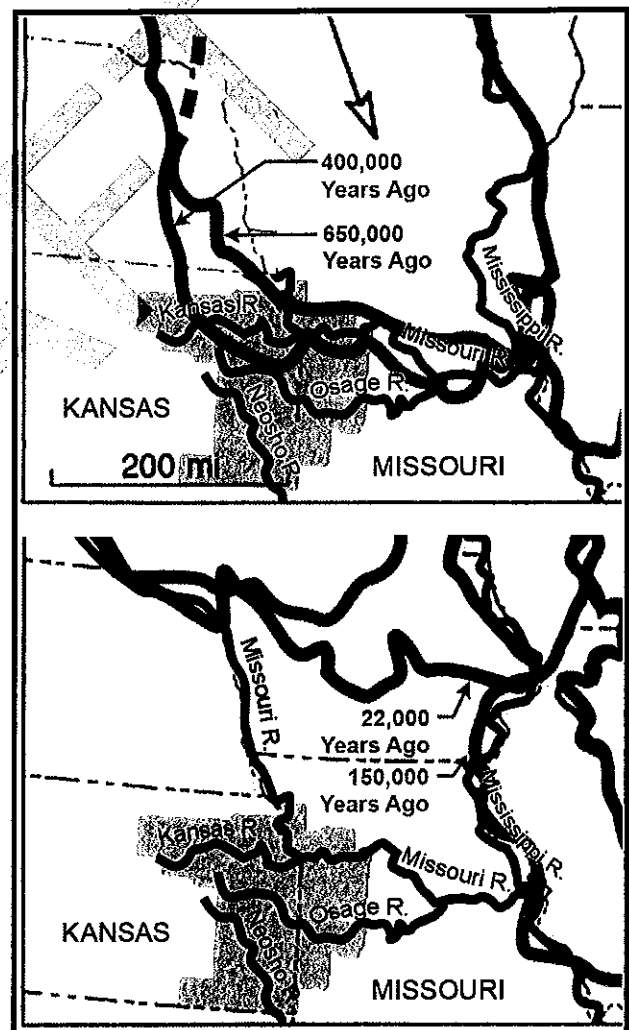
In the heritage area, the "good soils"—the most productive agricultural soils—are the newest, because these rocks contain minerals that are the basis for fertility and supporting plant life. As the soil ages, it erodes and is depleted of mineral content. As a result the soil mantle (layer of soil) becomes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

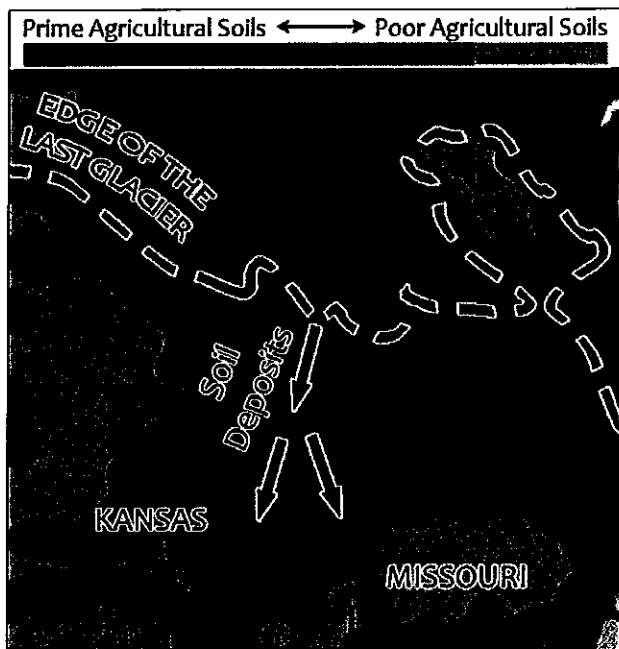
topography: the shape and configuration of the surface of the Earth. In Freedom's Frontier, the topography is a network of rivers, valleys, plains, hills, and bluffs.

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

loess soils (alternatively pronounced 'ləs or 'lō-əs): loose 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.

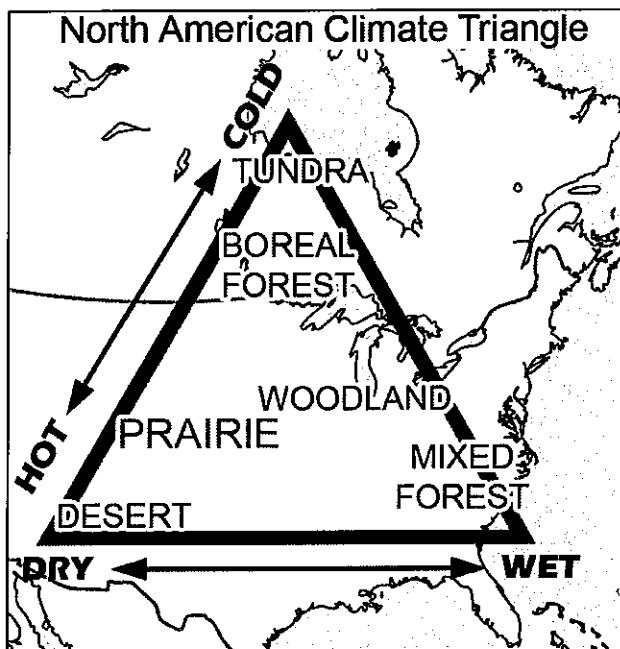
These soil deposits are the reason we have such abundance of fertile soil in this heritage area (see left). The expression of the soil is the vegetation that sits on top.

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.

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 (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.



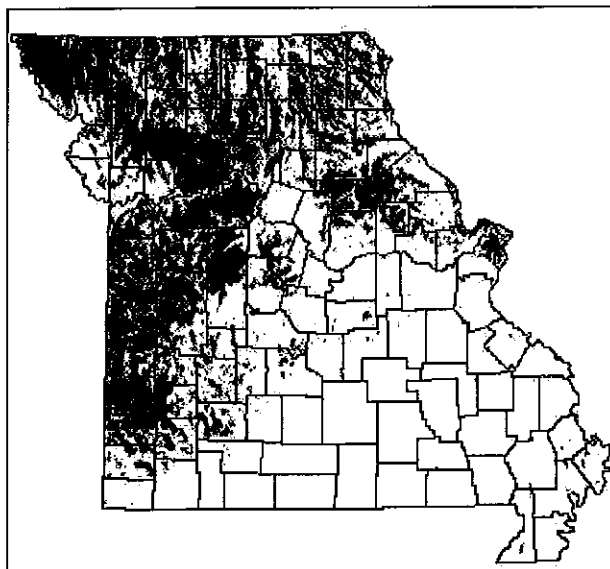
ABOVE: This climate triangle shows how the heritage area prairie/woodland ecosystem is a reflection of continental temperature and precipitation. The temperature gets cooler as you go north towards the poles. The precipitation increases as you move east, away from the Rocky Mountains. The vegetation 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.



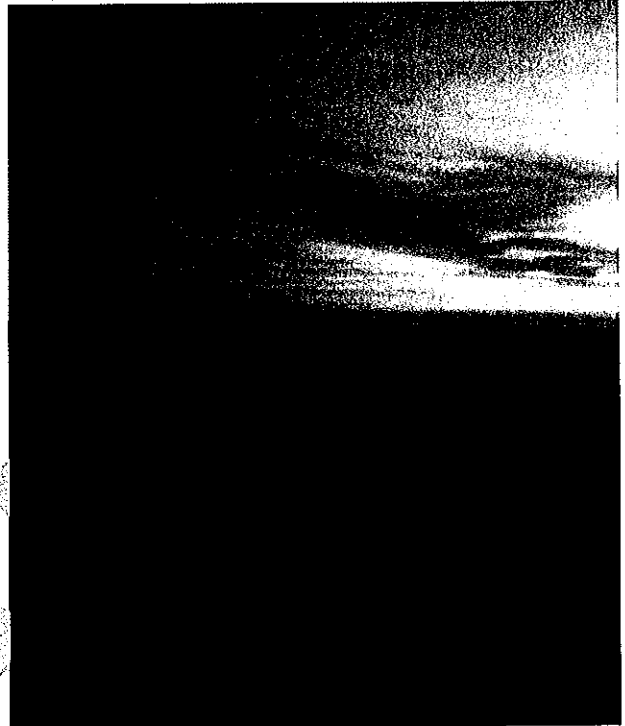
Courtesy Missouri Prairie Foundation. Map created by Walker Schroeder.

ABOVE: Areas of prairie in Missouri prior to Euro-American settlement.

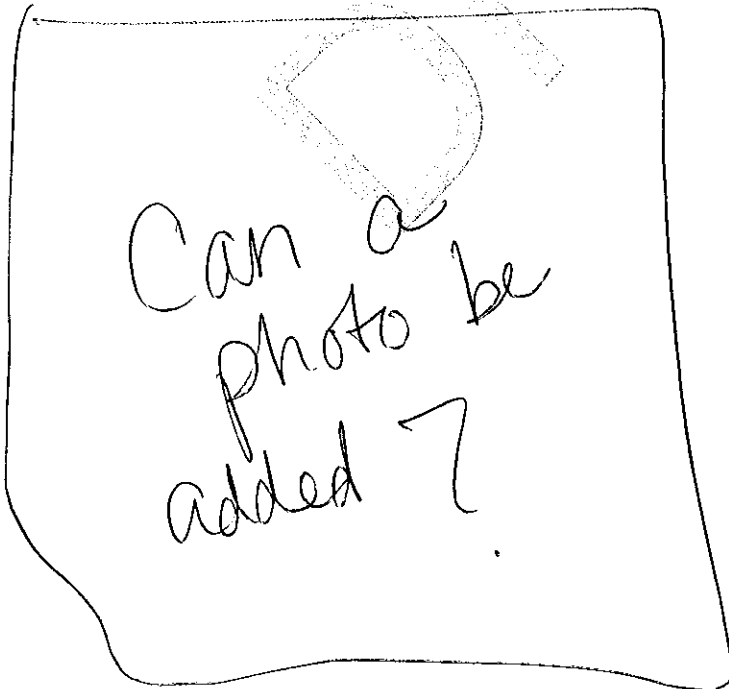
The prairie is purely a vegetative expression shaped by water and fire. Rain sustained the prairie and fire, originally lit by lightening, burned across the prairie and renewed it. The prairie is unique because it's a fire-sustained ecosystem. It has been developed over thousands and thousands of years 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

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.

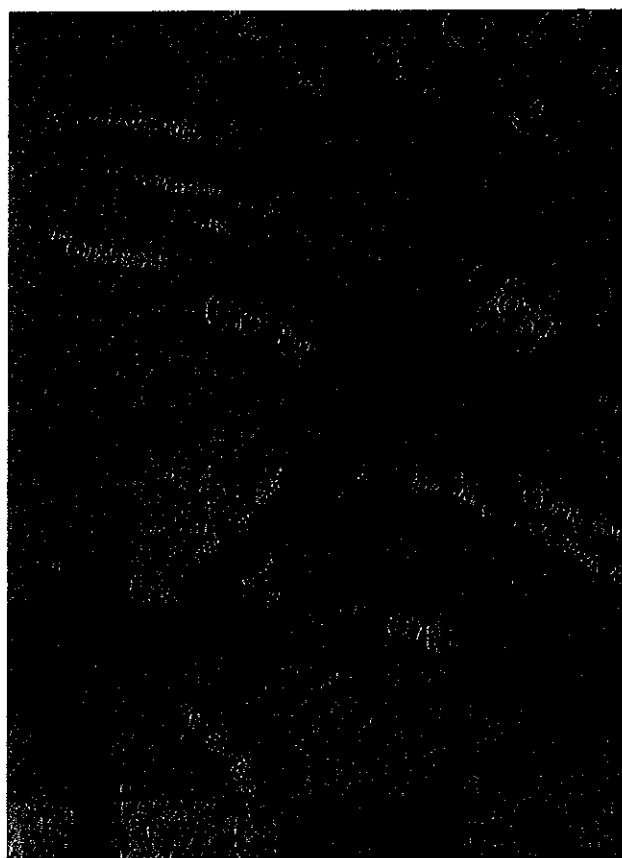
Mapping is a fundamental component of human thought. By taking maps into account we can fully appreciate our stories, how they are connected, and why they occurred where they occurred.

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.

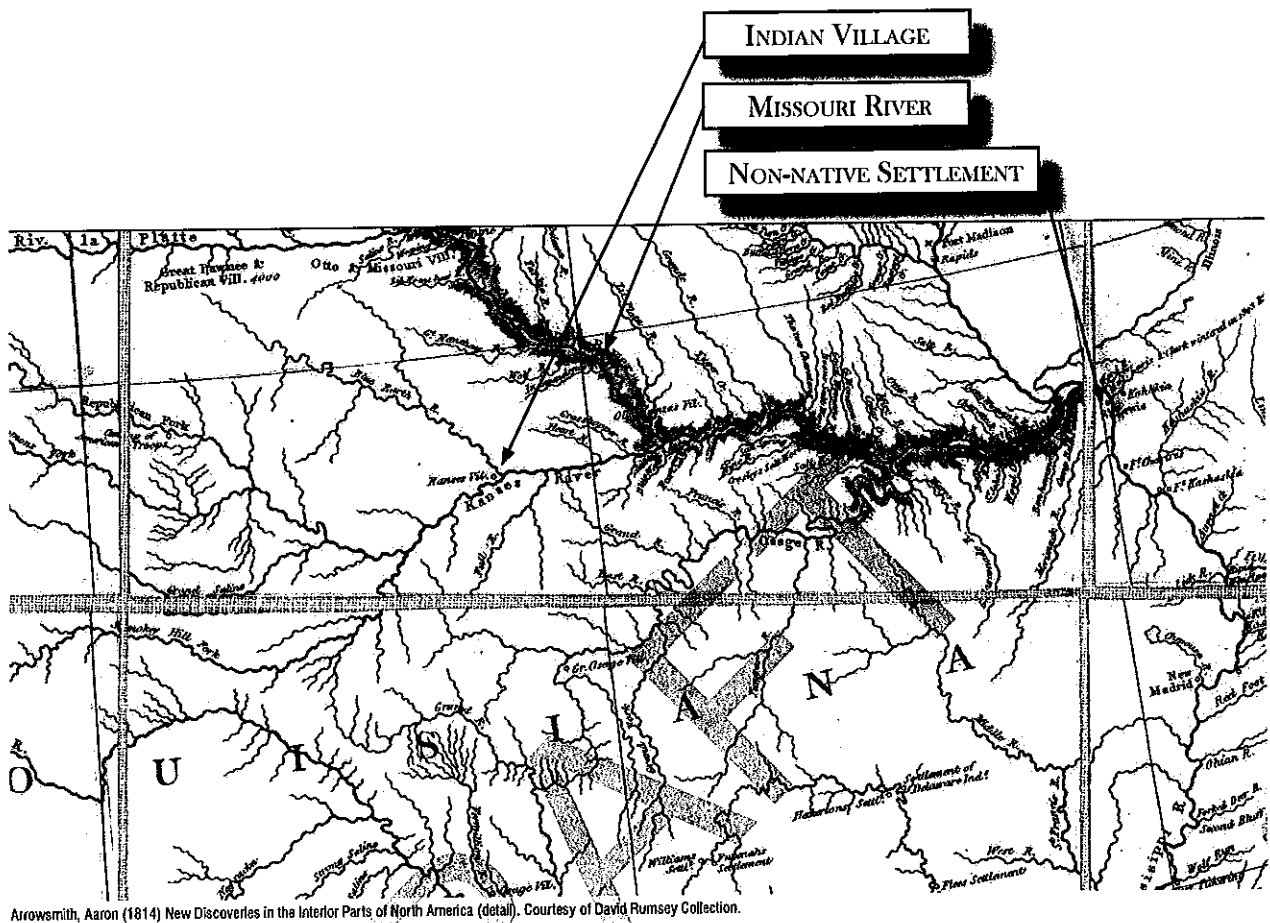
Partners in Freedom's Frontier took part in a participatory mapping workshop during the partnership meeting in September 2008. The purpose of this exercise was to re-create the challenges and decisions that newcomers faced in establishing a settlement on unclaimed lands within the region during the early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



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.



Arrowsmith, Aaron (1814) New Discoveries in the Interior Parts of North America (detail). Courtesy of David Rumsey Collection.

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 comprehensive 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.

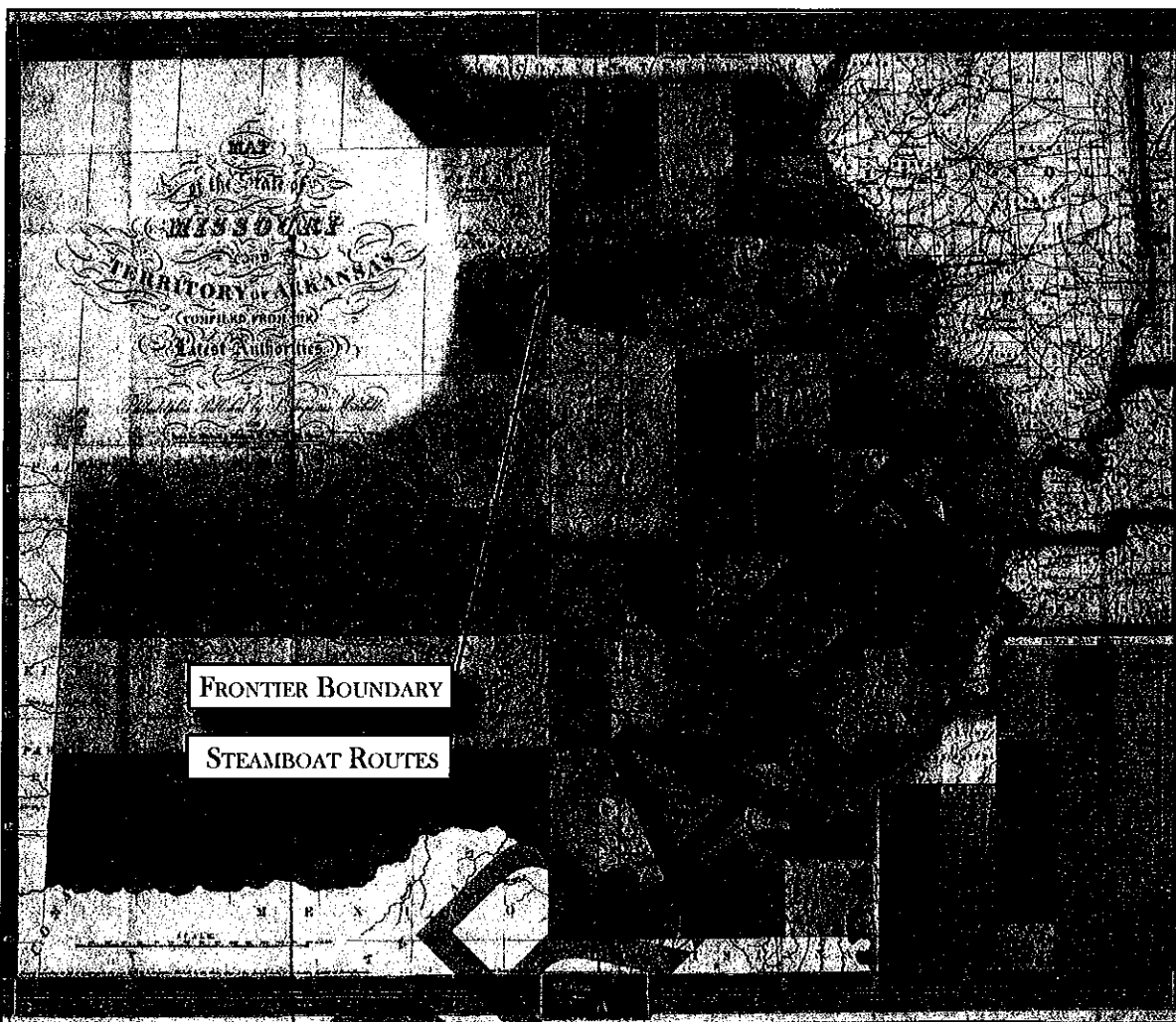
ABOVE: Settlement is shown mostly as native villages and trading posts. Euro-American settlement clustered to the east of the heritage area around St. Louis. The settlement patterns moved upstream from St. Louis as the decade progressed. As a consequence, Native American displacement moved further westward 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 Arkansas, 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

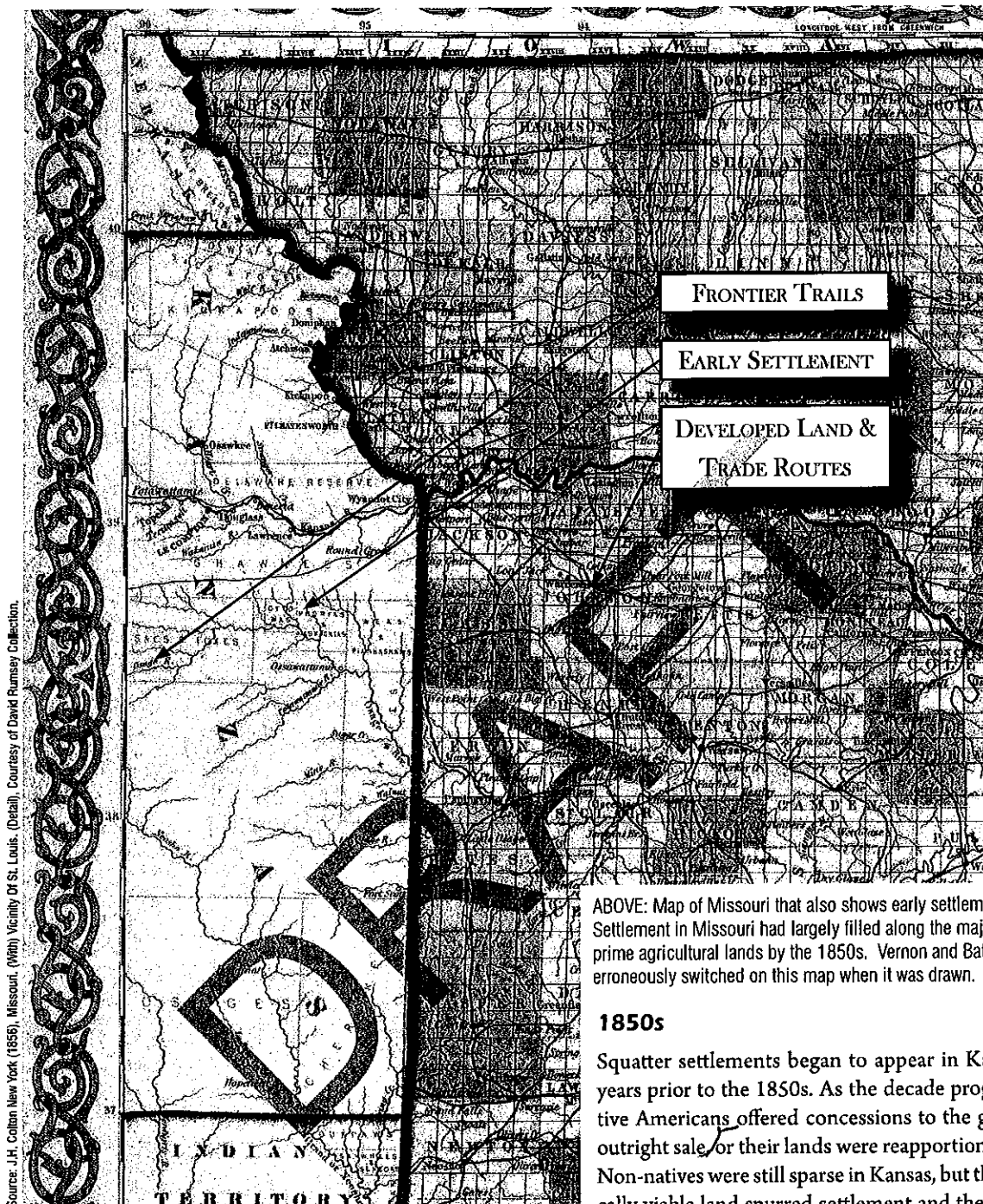
Indian Removal Act	1830
Platte Purchase	1836
Mormon War	1838
Opening of Calif./Oregon Trail	1847

spell out
or abbreviate
both

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.



Source: J.H. Colton New York (1856), Missouri, (With Vicinity Of St. Louis. (Detail), Courtesy of David Rumsey Collection.

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.

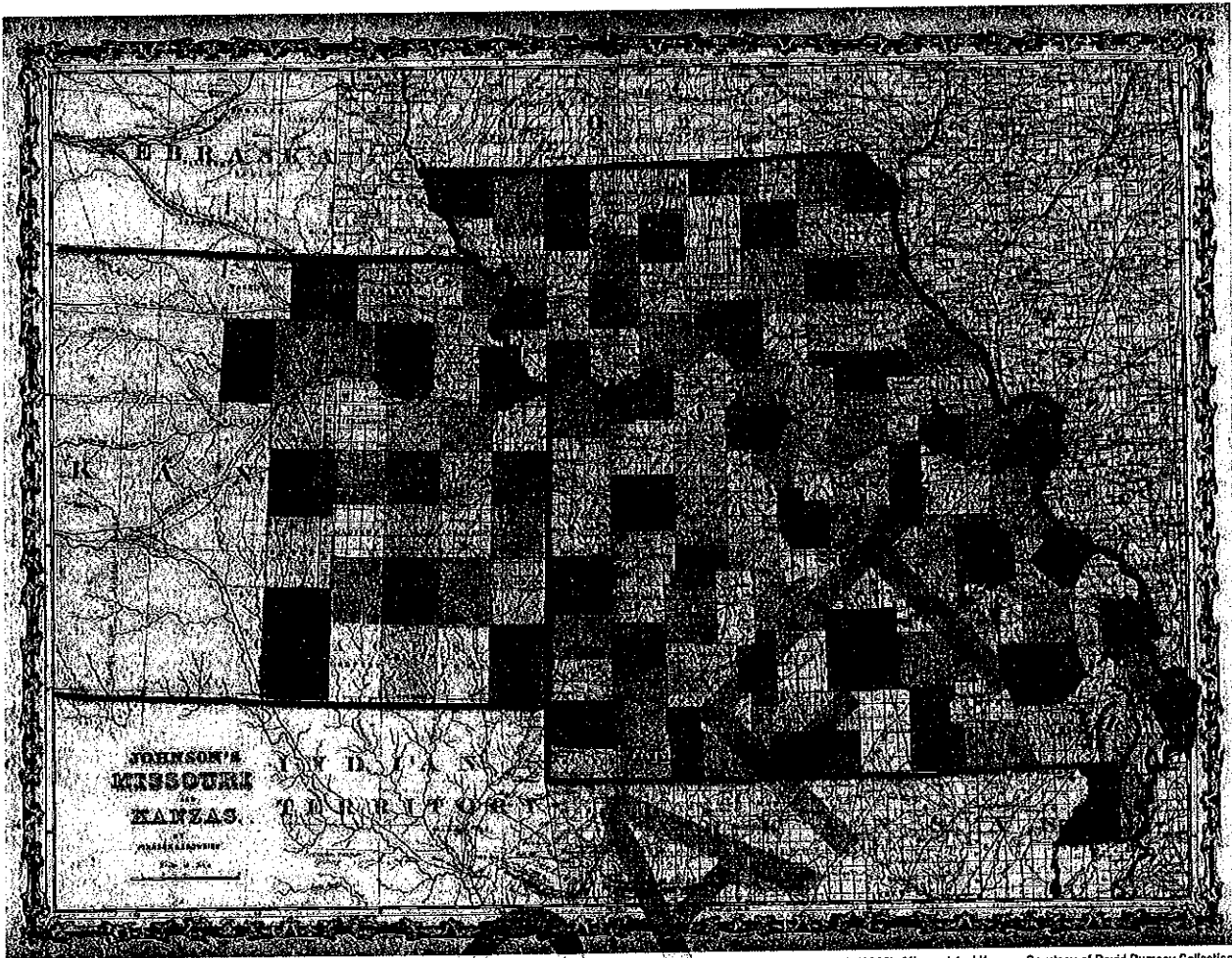
1850s

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.

Influences on Settlement and Freedom in the 1850s

Treaty of Guadalupe Hidalgo	1848
Kansas-Nebraska Act	1854
Border War	1854–1865



Johnson and Browning New York (1860), Missouri And Kansas, Courtesy of David Rumsey Collection.

ABOVE: Development of the region in the 1860s.

*What routes did enslaved African Americans use to escape from Missouri and other southern states to Kansas and further north? (e.g., overland to Fort Scott, Mound City, Ossawatimie, and Humboldt, etc. in Kansas, and the Missouri, Marais des Cygnes, Neosho river basins the "Lane Trail" to Iowa)

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)

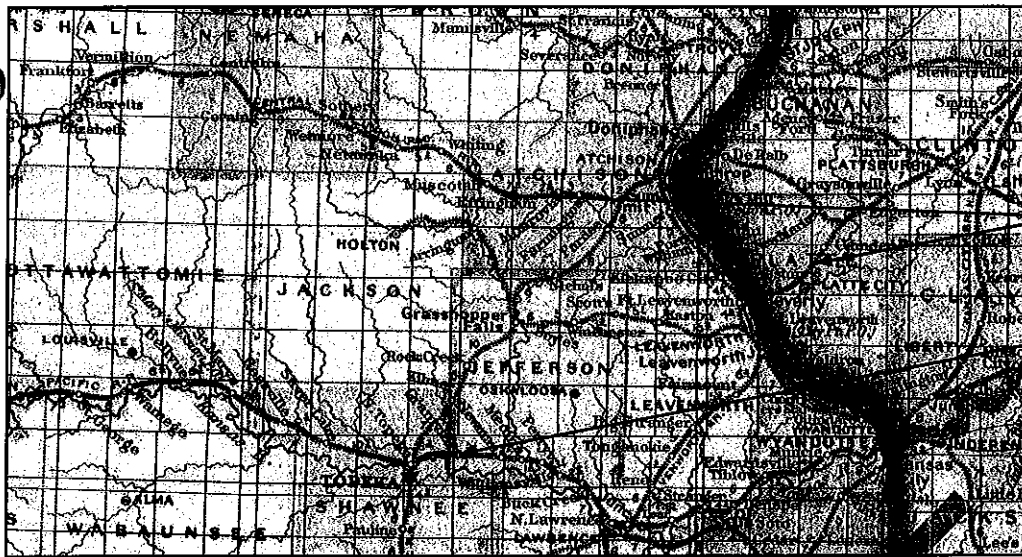
*LANDSCAPE & CONFLICT (the Burnt District and Kansas towns)

1865-1869 (Railroads connected cities and resources in the East, the construction to the west also included land speculation and concessions.)

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

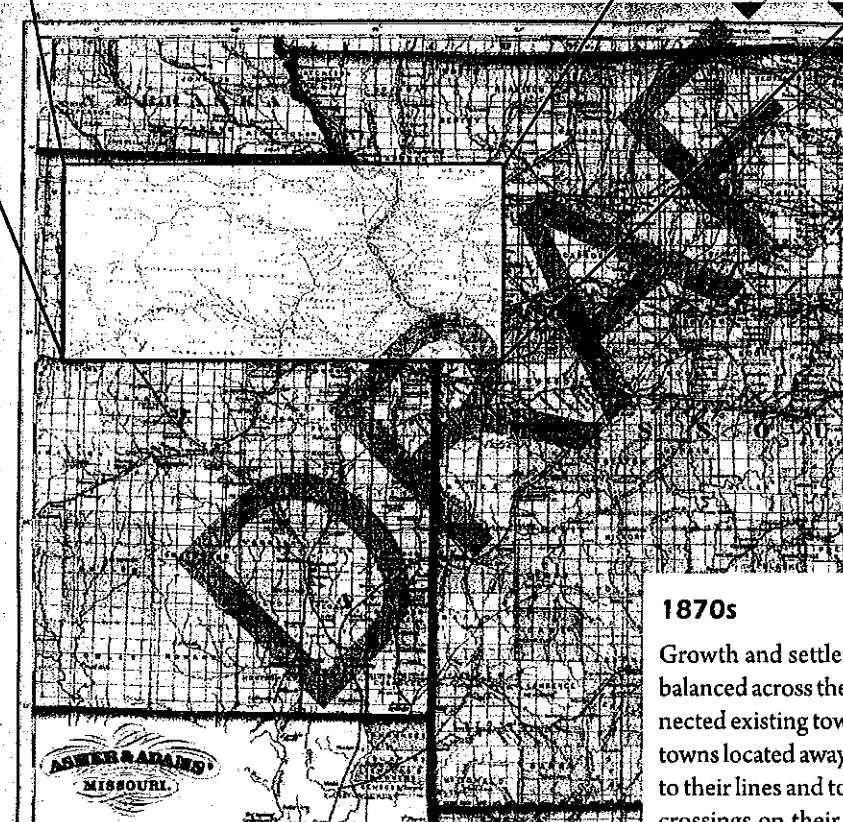
to don't forget
do this



RAILROADS &
RAILROAD TOWNS

RAILS FOLLOWING
RIVERS & TRAILS

* Hundreds of African Americans came to settle in various parts of Kansas, as part of the "Exoduster Movement."



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

Jim Crow Laws

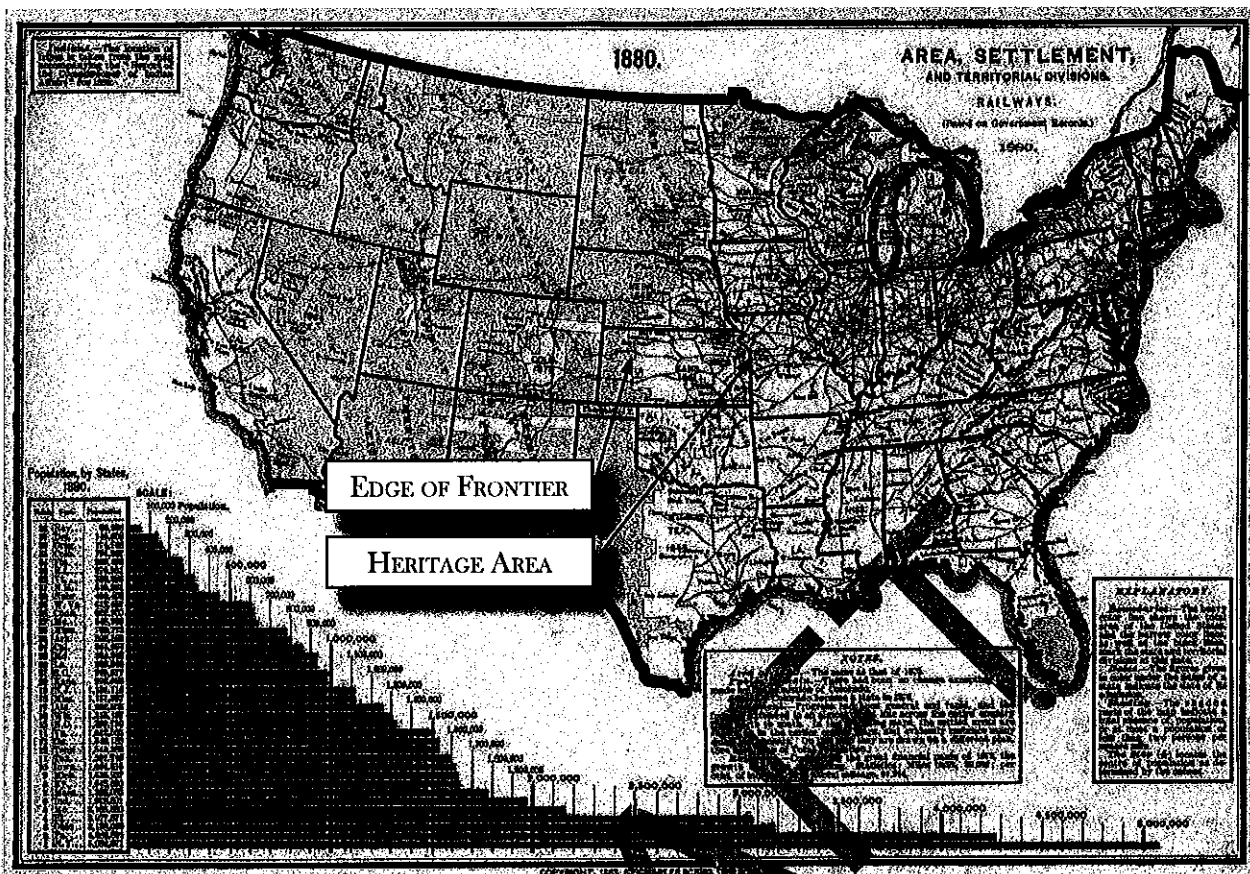
1873-1879

1876

1870s

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 veterans 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.



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 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 most populous state in the country, and Kansas to be slightly larger in population than California.

1880-1945

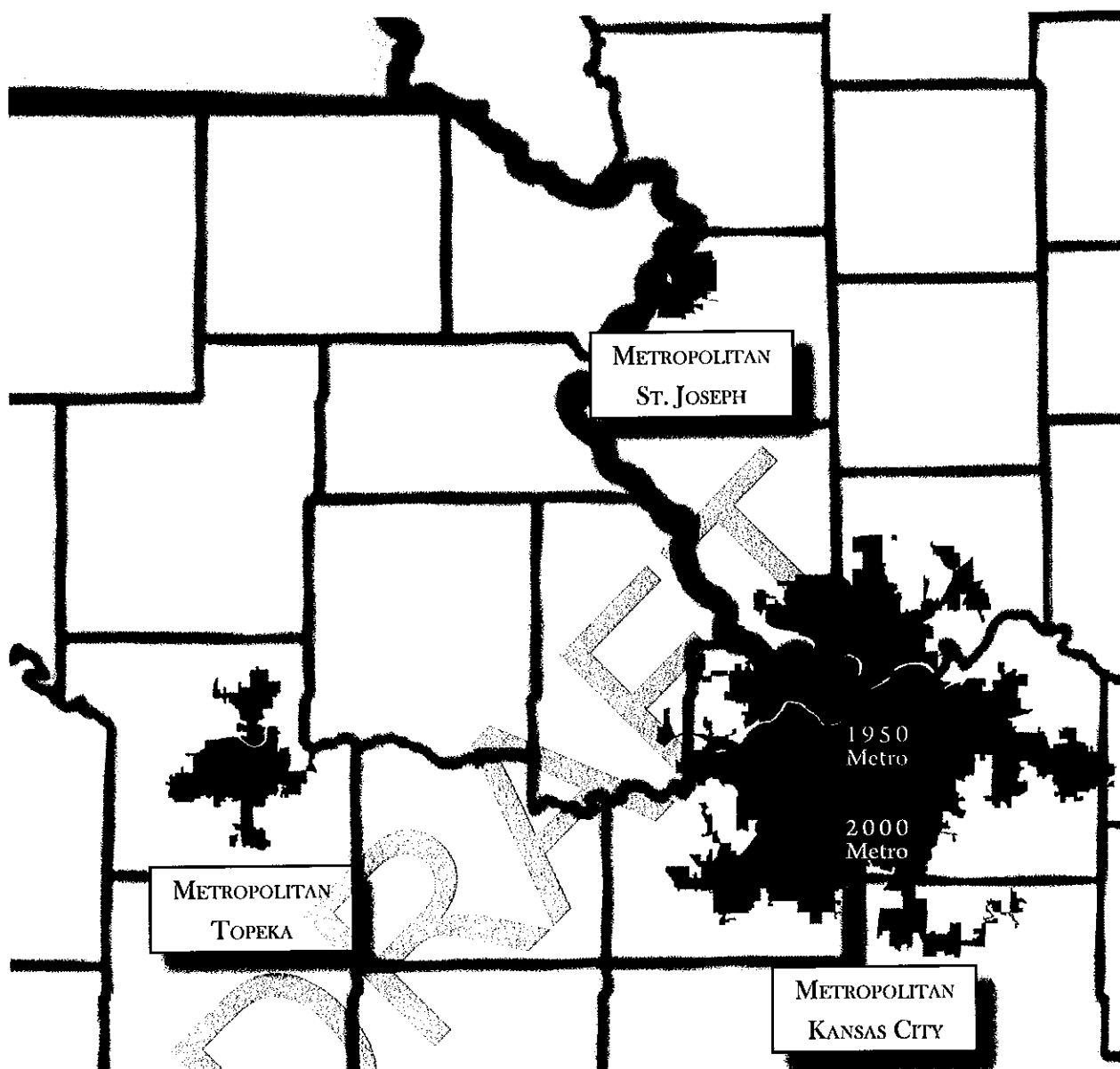
The stories of social reform and change that typified this era often occurred in lands that had already been settled by *Native, African, and* Americans. Industrial growth, real estate speculation, and immigration spurred growth in the heritage area from 1880. Development on both sides of the border 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.

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



Adapted from United States Census Bureau, 1950 and 2000.

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

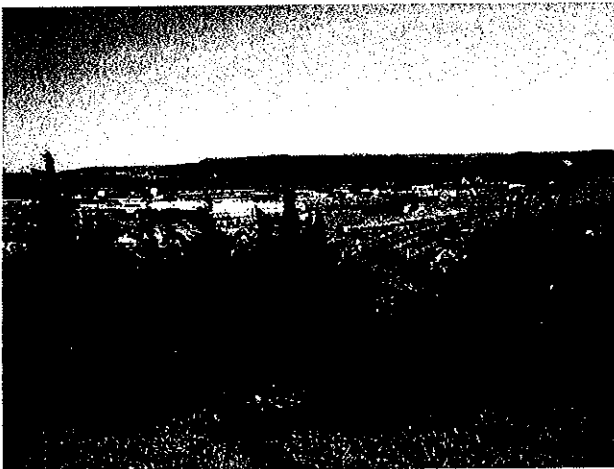
G.I. Bill	1944
Civil Rights Reform	1948-1968
Federal Highway Act	1956
Immigration & Nationality Act	1965

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.

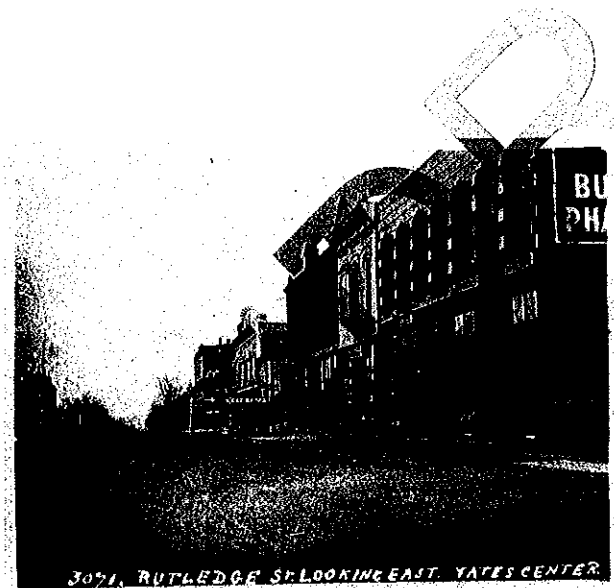
Much of this growth was at the expense of smaller towns and farming communities. The steep declines in rural population in the heritage area continued into the 1970s. Many rural counties in the heritage area saw a decline of population over the course of the 20th century. This growth effected the landscapes 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.

According to the American Farmland Trust, Americans paved 64 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: Tomorrow's place will be influenced by the existing 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.

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 are:

following are

leads to

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.

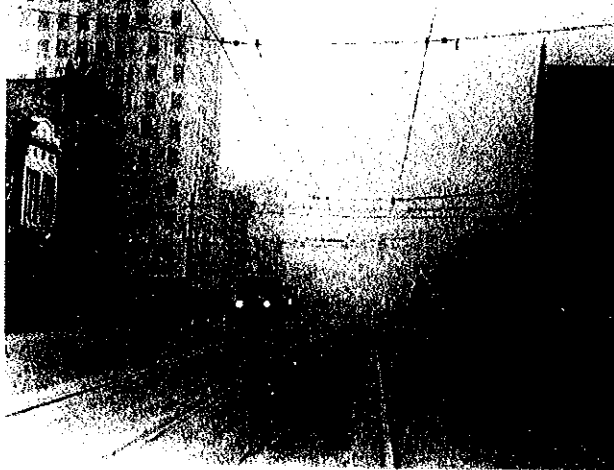
7) **Landscape as Ideology:** a political statement of assertion of a belief system. The expressions can be overt such as a Soviet-era memorial to Stalin or more subtle such as the line of American frontier forts and posts that asserted federal power and intentions to settle the west.

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.

* How did the waterways and river beds, wooded hammocks, and even prairie-lands encourage or hinder those seeking to escape the ravages of the slavery system of the Confederacy? Such stories



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.

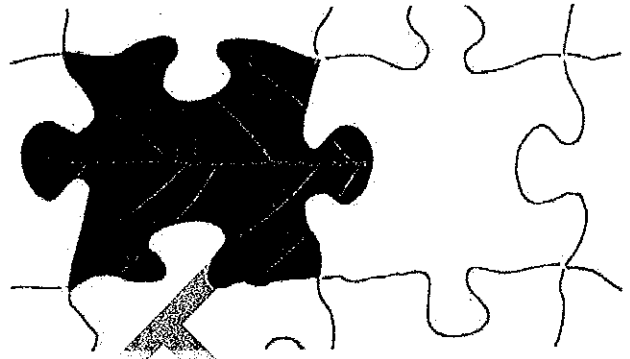
Many Versions of the Same Landscape

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 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.

KANSAS AND MISSOURI IN THE AMERICAN MIND

Landscape as Political Tool

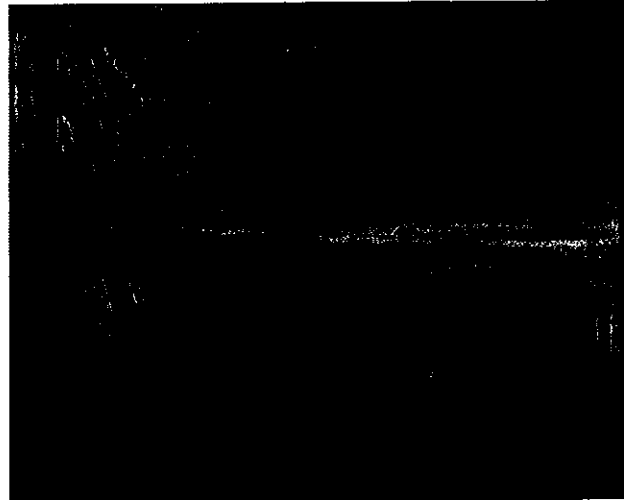
In this chapter, we have seen the landscape as an ecosystem, an achievement of natural history and a resource for growth. Kansas and Missouri laid at the center of national awareness in the 1850s. We can also study the popular descriptions of their landscapes from the time as a political tool. We can 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.

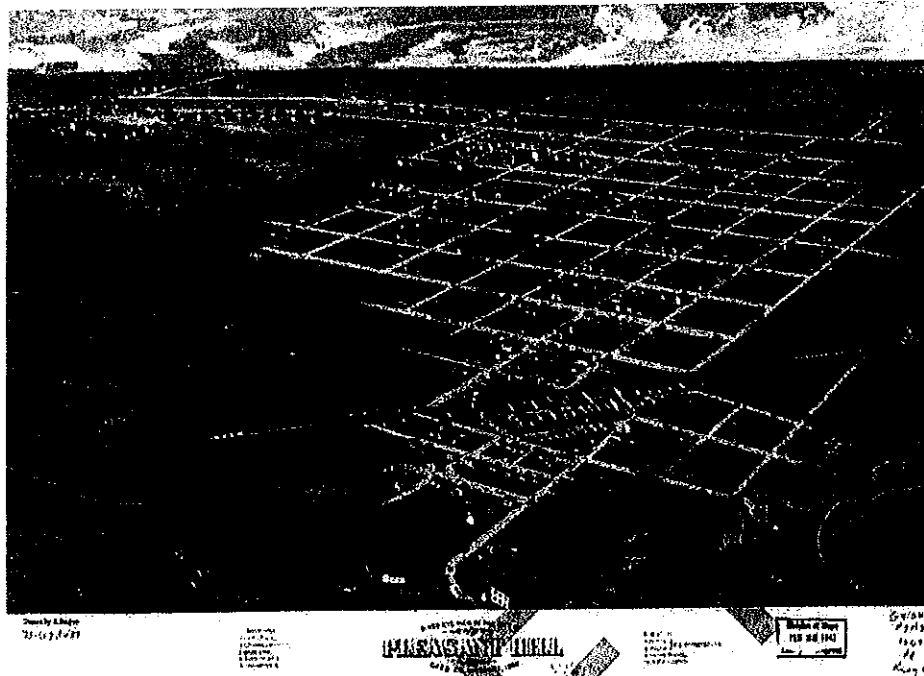
ABOVE: Detail of the "Drouthy [sic] Kansas" sketch by Henry Worrall, c. 1869. Worrall sought to combat the negative portrayal of his adopted state as being "droughy" by producing an idealized, exaggerated portrait of Kansas as a land of immense agricultural bounty.

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.

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.

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 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 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 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

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.

photos?

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-nineteenth 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 pastorate 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.

align as in power of story
J. B. Jackson, *Discovering the Vernacular Landscape*

Julie Lenger

From: [REDACTED]
Sent: Thursday, March 26, 2009 3:01 PM
To: Julie Lenger
Cc: Judy Billings
Subject: Power of Story
Follow Up Flag: 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 address 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 find this:

<http://www.makinghistoryconnections.com/docs/Personal%20Connections%20and%20the%20Great%20Cosmic%20Soup.pdf>

6/8/2009

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.

[Redacted]

[Redacted]
Executive Director

Kansas Humanities Council
www.kansashumanities.org
julie@kansashumanities.org
785-357-0359

6/8/2009

Julie Lenger

From: [REDACTED]
Sent: Thursday, March 19, 2009 2:31 PM
To: 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 ; each has its own unique history and culture. 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.

[REDACTED]

Julie Lenger

From: [REDACTED]
Sent: Wednesday, March 25, 2009 3:01 PM
To: Julie Lenger
Subject: document comments
Follow Up Flag: Follow up
Flag Status: 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 treaty 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 relinquish 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 Missouri. It's a little confusing given the different time periods on the map. Also the location of the Missouri is wrong. They were a small group located east of the limits of the map. The Missouri were close cousins of the Oto and Omaha (Chiwere-Siouan speakers), and the 18th Century French only noted one Missouri 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 Missouri are listed on this map was actually kind of a "no-man's" land of competing hunting grounds between the Osage, Kansa, and Iowa.

You guys are doing good work!

[REDACTED]

Julie Lenger

From: Judy Billings
Sent: Wednesday, April 08, 2009 11:48 AM
To: Michael McGrew (mmcgrew@jlbuce.com)
Cc: Julie Lenger
Subject: FW: FW: "Power of Story"

Fyi...I've taken [REDACTED] up on his offer to provide a few more details. Will forward when it's received.
 received. Judy

PS. There's a nice complement at the end☺

From: [REDACTED]
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.

[REDACTED]
 [REDACTED]
 [REDACTED]
 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:
 [REDACTED]

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.

Julie Lenger

From: [REDACTED]
Sent: Thursday, March 26, 2009 11:00 AM
To: Julie Lenger
Subject: KIAANAFH comments on "The Power of Story" document

Follow Up Flag: Follow up
Flag Status: Purple

Attachments: Power-of-story090323text.doc



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.

[REDACTED]
Richard

The Power of Story 2-1

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 about 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.

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 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, that ultimately led to the Border War.

Deleted: made in Washington, D.C.,

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, 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, 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.

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 conflicts, partly stemming from the Missouri Compromise and westward expansion that define American values and the struggles to achieve them. The repeated 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, the arduous treks and tenuous settlements of African American "Exodusters," the oppressive "Jim Crow" laws and practices, 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.

Deleted: i

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 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.

Deleted: ,

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 and sensibilities. 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.

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, settled in the area, and shaped its ecology through controlled burning of the prairie and cutting trees for firewood along the river valleys. 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 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.

Deleted: These are stories not often told when focusing on the Border War. Yet, t

[NATIVE PEOPLES 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)

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.

Deleted:

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 attractions of the fleeting legacy of Kansas freedom and of its land and resources combined to spur hundreds of African American freedmen settlers in the Exoduster Movement.~~ 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.

+ Exodusters

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

Julie Lenger

From: [REDACTED]
Sent: Wednesday, April 08, 2009 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.

[REDACTED]
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.

6/8/2009

Julie Lenger

From: [REDACTED]
Sent: Thursday, March 26, 2009 8:45 AM
To: Julie Lenger
Subject: Locations on Map
Follow Up Flag: Follow up
Flag Status: Red

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 [REDACTED] 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. [REDACTED] 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. [REDACTED]

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,

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

6/8/2009

THE POWER OF STORY

OUR COMPELLING MESSAGE OF FREEDOM

Freedom's
Frontier
NATIONAL HERITAGE AREA



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.

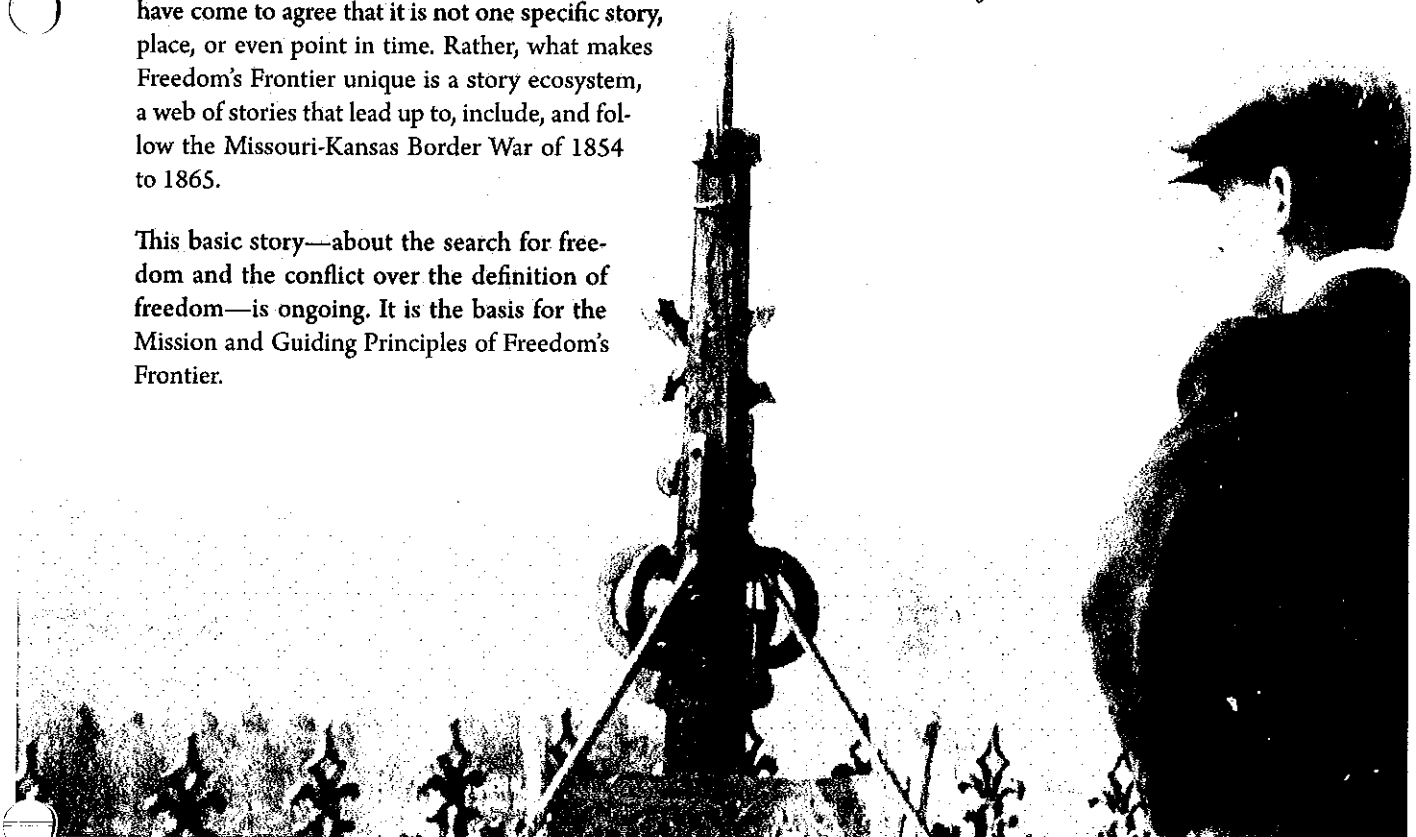
Throughout the preparation of this plan, stakeholders have explored the qualities and stories that make Freedom's Frontier significant. In the process, they have come to agree that it is not one specific story, place, or even point in time. Rather, what makes Freedom's Frontier unique is a story ecosystem, a web of stories that lead up to, include, and follow the Missouri-Kansas Border War of 1854 to 1865.

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.

JB
The freedom stories that can be told in this place translate to other

#. Rather than ~~the~~

The concept of ~~F~~ is a cool subject. Stories to



Source: University Archives, Kenneth Spencer Research Library, University of Kansas

INTRODUCING STORIES INTO OUR PLACE

(B)

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 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 "enduring struggle"?

This photo doesn't mean much to me.

Truman Doctrine

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 American-style 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.



Courtesy The Harry S. Truman Library and Museum.

ABOVE: Truman delivering Truman Doctrine address before Congress. 1947.

Brown v Board

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.

"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.

WHY FREEDOM'S FRONTIER IS NATIONALLY SIGNIFICANT

JB

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.

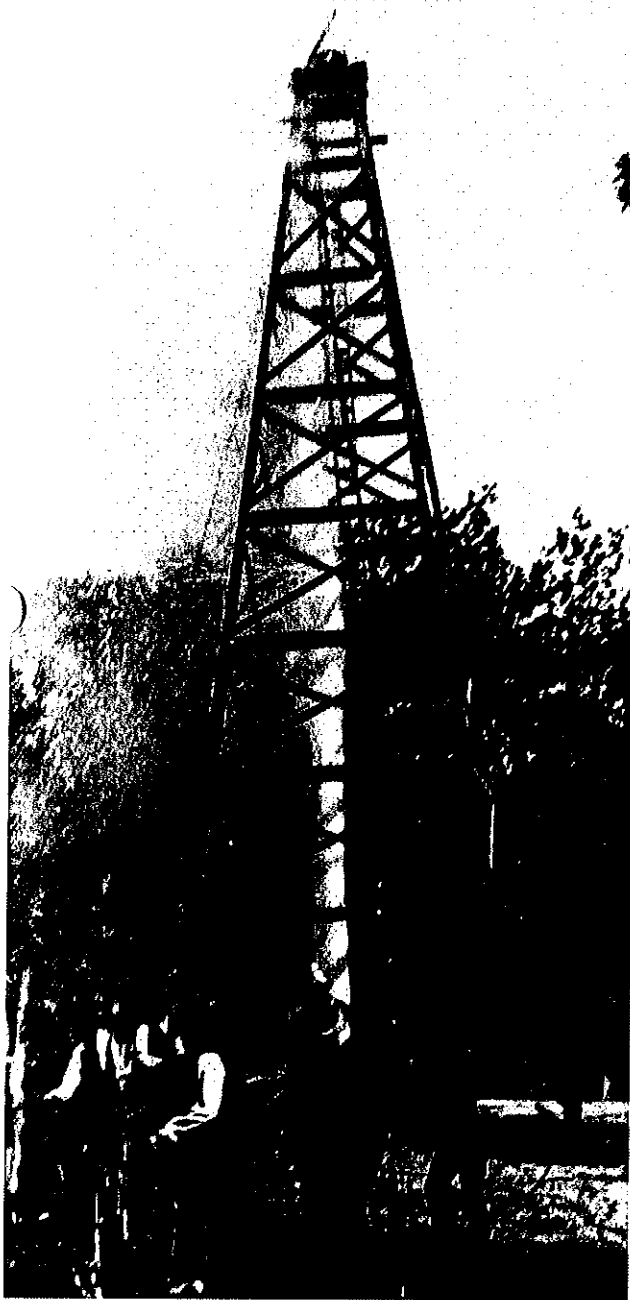
X
X Will?

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.



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

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 ^{offers} (provides) new opportunities for visitors and residents to explore the evolving ideal and fundamental American value of FREEDOM.

Shaping the Frontier:

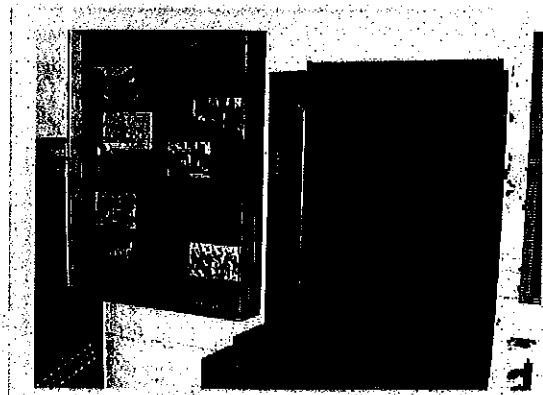
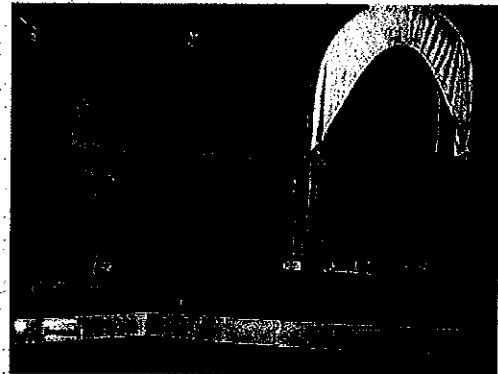
For the half million pioneers who traveled on the Santa Fe, California, Mormon, and Oregon Trails, the Missouri/Kansas border was the jumping off point. In this place where river travel ended, traders, miners, and emigrants purchased provisions and prepared for long overland treks. As they traveled west, 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, Osawat-
omie, Miami County, Kansas. Aaron Douglas Mural, Topeka,
Shawnee County, Kansas.

never mind find it!

What happened to the final statement?

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.

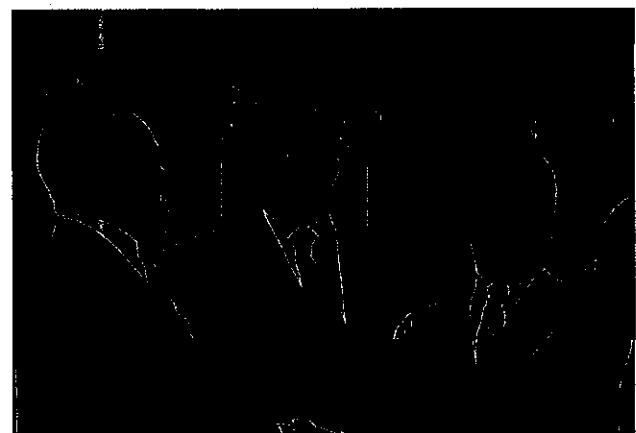
X The operational plans that follow ^{suggest guidelines} lay out criteria for determining ~~if, where, and~~ how individual stories and sites support the national significance and interpretive themes of Freedom's Frontier.

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 non-native residents of the heritage area.



Copyright, 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.

April 9, 2009

Julie Lenger
Freedom's Frontier National Heritage Area
Box 526
Lawrence, KS 66044

Dear Julie,

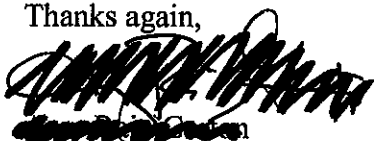
Thank you for your efforts in coordinating the Management Plan for FFNHA. I'm sure it is a big undertaking. Per your request, you will find my suggested changes to the following documents contained within the plan.

- 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

THE POWER OF STORY

OUR COMPELLING MESSAGE OF FREEDOM

Freedom's
Frontier
NATIONAL HERITAGE AREA



National Heritage
Area

These lines are introduced here and use them in all sections.

Some of the most important events within Freedom's 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 Frontier unique is a story ecosystem, a web of stories that lead up

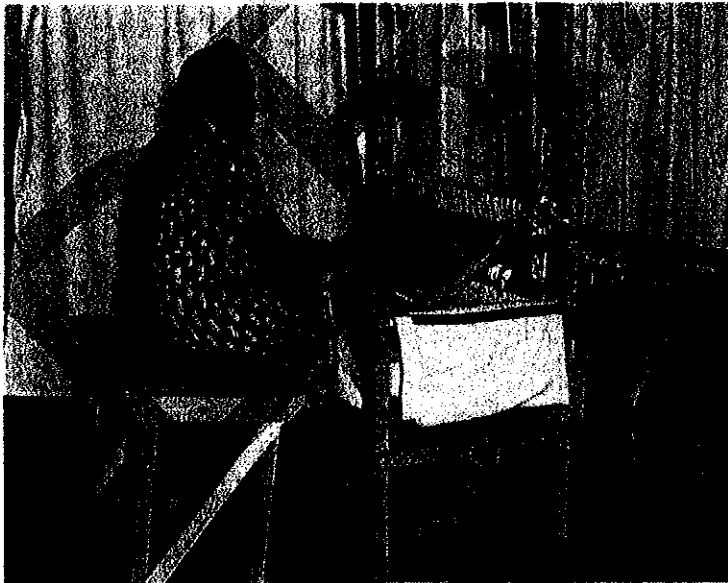
to, include, and follow the Missouri-Kansas Border War of 1854 to 1865.

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

Can this statement be made into a file



Weaving Exhibit, Chanute

Courtesy Kansas State Historical Society.

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.

Weaving, Sites and Sites into a National Context

The Statement of National Significance allows Freedom's Frontier to place stories and sites into their historical 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.

INTRODUCING STORIES INTO OUR PLACE

This chapter explores the unique, significant, and connected story that ^{embodies} 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

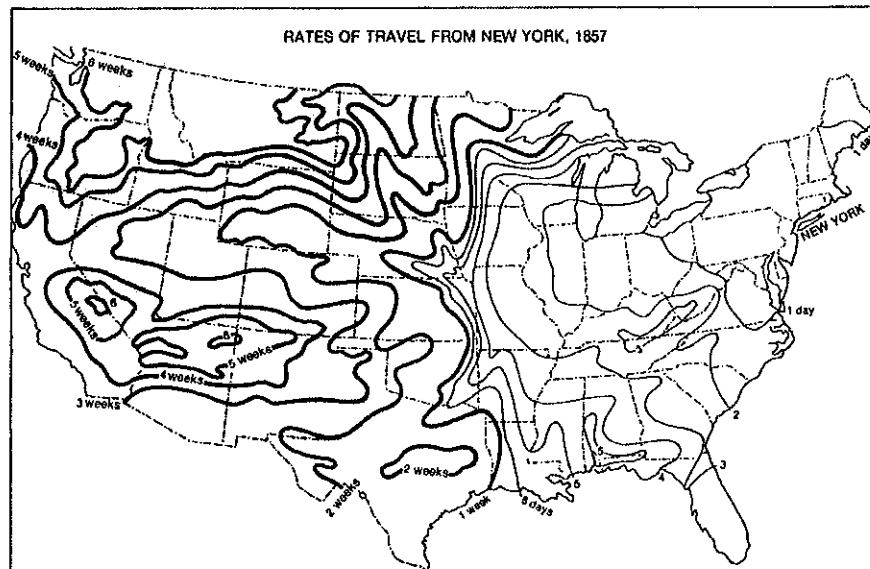
- How We Tell Our Stories
- Different Lenses for Sharing Our Stories: Merging Viewpoints and Disciplines
- Everyone's Story: Enriching Our Story Ecosystem

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.

what?

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.



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 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.

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.



Courtesy 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.

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 honor the region's peoples ~~past~~ and present.
5. We appreciate the unique cultural & historic assets within the nationally important landscape. *- Spell out*
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, or 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} ^{within} ^{this} 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.

this should be boxed & shaded like the mission and guiding principles

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:

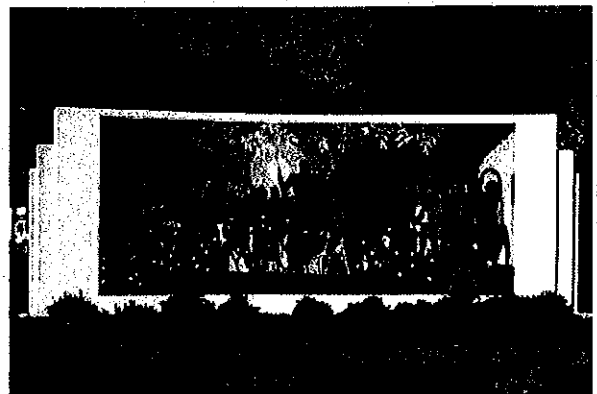
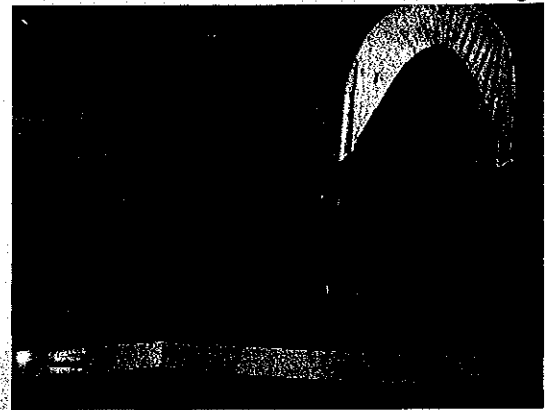
When Kansas was opened for settlement in 1854, a border war ensued capturing the nation's attention. The Kansas-Nebraska Act nullified the uneasy balance established by the Missouri Compromise and left the territory's future slave status in the hands of settlers. The stakes were high for both sides. 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.

font?



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.

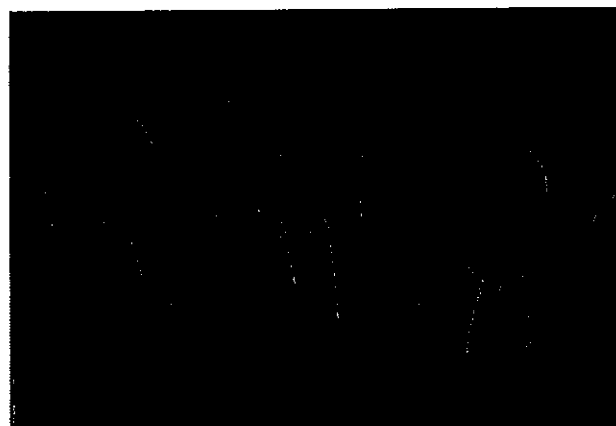
In the toolkits and the segment plans to follow, this management plan lays out criteria for determining if, where, and how individual stories and sites support the national significance and interpretive themes of Freedom's Frontier.

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 non-native residents of the heritage area.



Copyright, 1954. New York World-Telegram and Sun Photograph Collection, Courtesy of AP/Wide World Photos. 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 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. The following pages include a brief summary of each of these milestones in freedom.

Louisiana Purchase (1803)

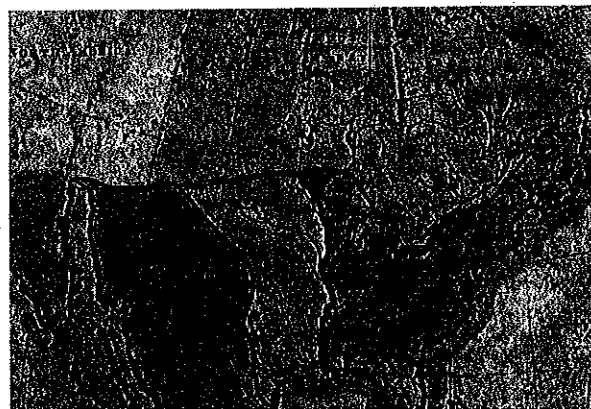
In 1803, the United States purchased a vast region west of the Mississippi River from France. In what came to be known as the Louisiana Purchase, the U. S. acquired 828,000 square miles of land for a mere \$15 million, ^{insert} doubling the young nation's size. The boundaries of the Louisiana Purchase 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.

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.



Library of Congress, Geography and Map Division.

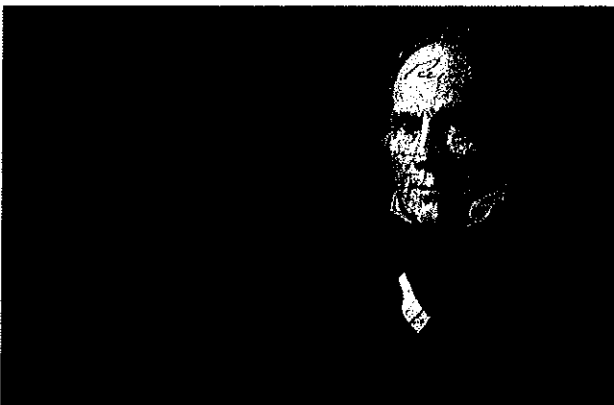
ABOVE: Map of the Louisiana Purchase. c. 1804.

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 admission of 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.

how true
great quote



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 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.

Truman Doctrine (1947)

bold?

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 American-style 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.



Courtesy The Harry S. Truman Library and Museum.

ABOVE: Truman delivering Truman Doctrine address before Congress. 1947.

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 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

Interpretation of 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 descendants 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.

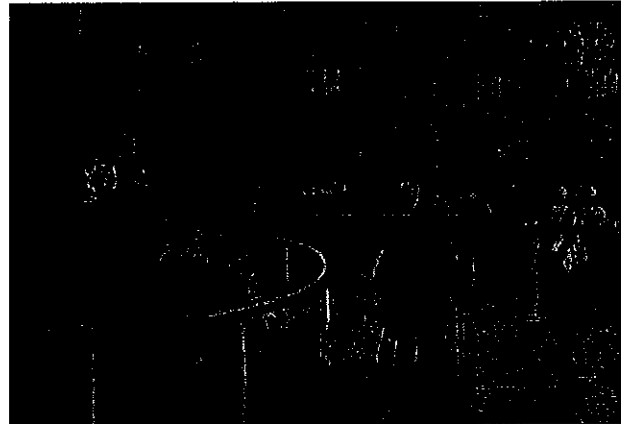
The guiding principles of Freedom's Frontier help us understand how we tell our stories.

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 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, 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 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?

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 interpretive 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 is 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 Val-

ley, 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.

alignment

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.

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 or from another viewpoint. ~~it~~ ^{or} 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.

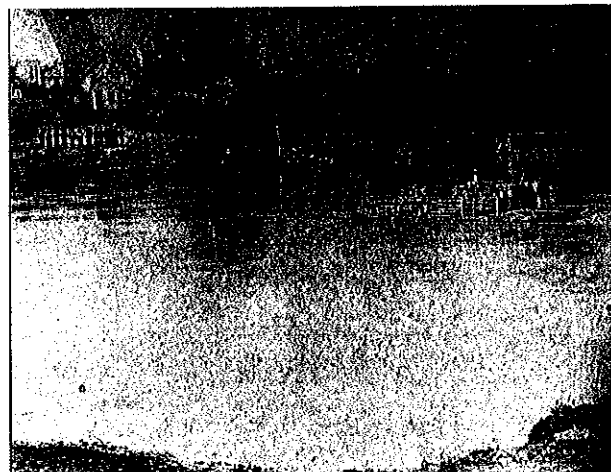
We also connect specific places with other sites inside and outside of the borders of Freedom's Frontier. No event in this region happened in isolation, so no story can properly be told in isolation. Visiting just one site or hearing just one story allows for an incomplete view of the past. In order 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 National Heritage Area.

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.



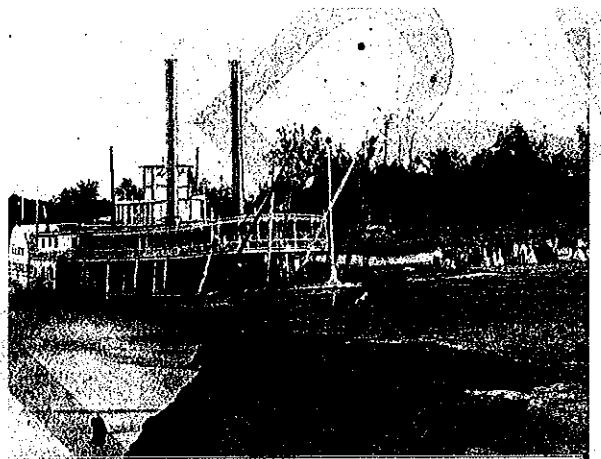
Courtesy Kansas State Historical Society.

ABOVE: Ferry crossing the Kansas River. c. 1854-1861. The stories of ferry-men 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

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?

looks like something's
missing —
Could add
Photo so as to
not leave blank

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-Cygnés."

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, rivers, 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.

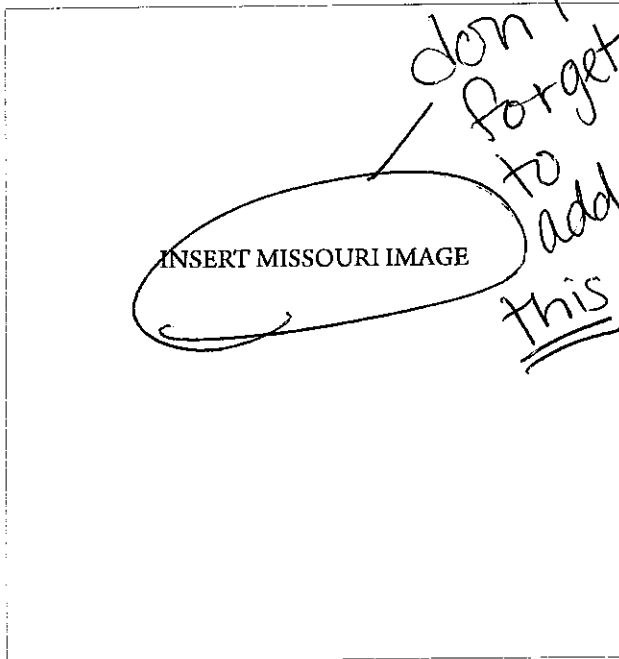
The following are some examples:

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

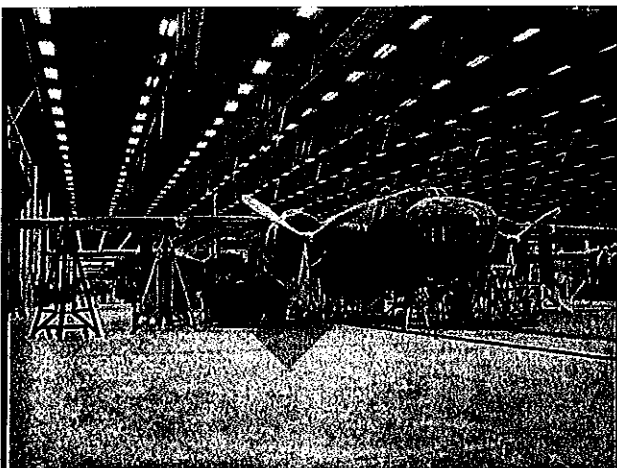


FACING PAGE: This map shows the location of the native ancestral lands in the region. Spurred by the Indian Removal Act 1830 and Pre-Emption Act of 1841, reservations were developed in all of the regions cultural watersheds.

Although the lands were soon occupied by non-natives, the imprint by native peoples on the story ecosystem are vital to Freedom's Frontier.

INSERT MISSOURI IMAGE

don't forget
to insert



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 through the established interpretive theme of the enduring struggle for freedom.

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

hyphen?

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

the

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

I now
know
where
I fit

Rights Movement and debates over contemporary property rights and environmental justice.

Educational Ideas and Tours

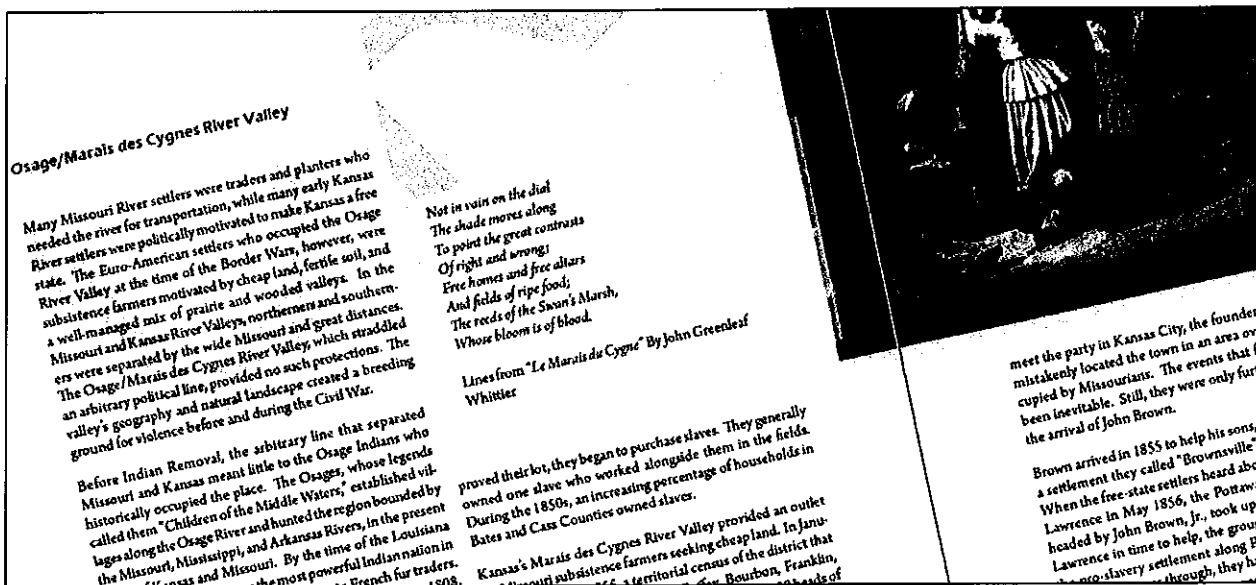
Each of these lenses and others yet to be developed can become units for teaching and travel. In the appendix, examples are provided where Freedom's Frontier is explored through various lenses. These lenses include:

- *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, 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.

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

"[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.

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,

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

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 multi-dimensional 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

From: [REDACTED] florshuhooker@aol.com

Sent: Tuesday, June 02, 2009 2:30 PM

To: 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.

[REDACTED]

[REDACTED]

[REDACTED] *Business Development Coordinator*

[REDACTED] *Business Development Society*

212 West Walnut

Nevada, MO 64772

417-667-9602

[REDACTED] www.businessdevelopment.org

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@freedomfrontier.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 hands-on 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

INQUIRY FROM PARTNERS

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. *wording*

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? _____

word choice?

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
- ☐ 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

- ☐ Vacationers (staying at hotels, campgrounds, etc.)
- ☐ Passers-Through
- ☐ Weekenders
- ☐ People visiting friends and family
- ☐ Convention attendees
- ☐ Other (explain) _____

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. — and world

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 open 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.

and individuals or families

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.

From its beginning, including Native Americans

or doing

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.

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

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.

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
- ☐ Missouri-Kansas Border War
- ☐ Enduring Struggles for Freedom

Category _____
Category _____
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
Frontier Exploration
Frontier Trails
Manifest Destiny

Native American Resettlement
Personal Freedoms
Religious Freedoms
Other (explain) _____

Missouri-Kansas Border War

Abolitionist Movement
Border War
Civil War
Free State Movement

Opening of Kansas
Popular Sovereignty in Kansas
Slavery
Other (explain) _____

Enduring Struggles for Freedom

Accessibility Barriers
Civil Rights Movement
Desegregation
Jim Crow

Reconstruction
Segregation
Women's Suffrage
Other (explain) _____

Will the use of the word "overarching" tend to cause confusion among some of the smaller, all volunteer groups. Vocabulary choice can affect implementation and planning by our own personnel.

Underground Railroad? Connected, but different

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 than 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. *missing word?*

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:

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 these 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 & City Clerks offices may be helpful for periods predating state records.

Remember, this is not always available. Check dates, local records, not just state.

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 period - 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, personal, vital stats info in newspapers also.* 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.

Additionally, Kansas has census every 10 years ending in "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.

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.


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 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

** Personal relevance is the key to success.*

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.

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 make 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 senses 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



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.

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

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

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, and past. 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. Tolerance and respect

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. "Normal" 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

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 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 visit 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 _____

Spelling? ?

For each change, not how it ties to your story _____

Spelling? ?

For each change, not 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.

Tool	Living History	Scheduled Group Tours	Special Events
Pros	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> *Make a site come alive *Draw locals to your site *Opportunity to provide special interest tours or presentations
Cons	<ul style="list-style-type: none"> *Requires specialized training for interpreters *Incorrect information can be shared *Costumes, equipment, supplies may be necessary expensive *Time consuming for staff and visitors *Quality of experience varies with individual interpreters 	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> *Organization and operation very time-intensive *Times special events are offered are limited *Must publicize events
Best For	<ul style="list-style-type: none"> *Sites with ample staff and volunteers *Scheduled group tours *Special events 	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> *Well-established sites with ample volunteers or staff
Alternatives to Consider	<ul style="list-style-type: none"> *Host independent first-person interpreters, living history demonstrators, or Chautauqua performers for special events. *Films 	<ul style="list-style-type: none"> *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 	<ul style="list-style-type: none"> *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.



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

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 Visitors

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.

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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

- **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.

H.S. imp **Provide changing experience.** ~~Cannot remain static and expect repeat visitors.~~ *if you*
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 *to reply.*
- 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 shop 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 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.

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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 is current.*

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-to-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. For information about becoming a Freedom's Frontier Information Center, see page xx.
- 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
- ☐ 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) _____

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 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 ^{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? _____

continued on page 3-56

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 trends. 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). *next 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.

6-2-88

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 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.

Climate control
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 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.** Insects 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 always remember to do nothing that cannot be reversed.

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.

Develop emergency plan 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.

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.

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: [REDACTED]

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.
2. 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.

6/9/2009

[REDACTED]

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 offered to assist you in augmenting, creating, evaluating and revamping your efforts. (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, after digging through this document, you may find you are able to look at your favorite places in a different, 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.) This 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, ~~assigning tasks~~, and measuring progress towards 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:

- 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.

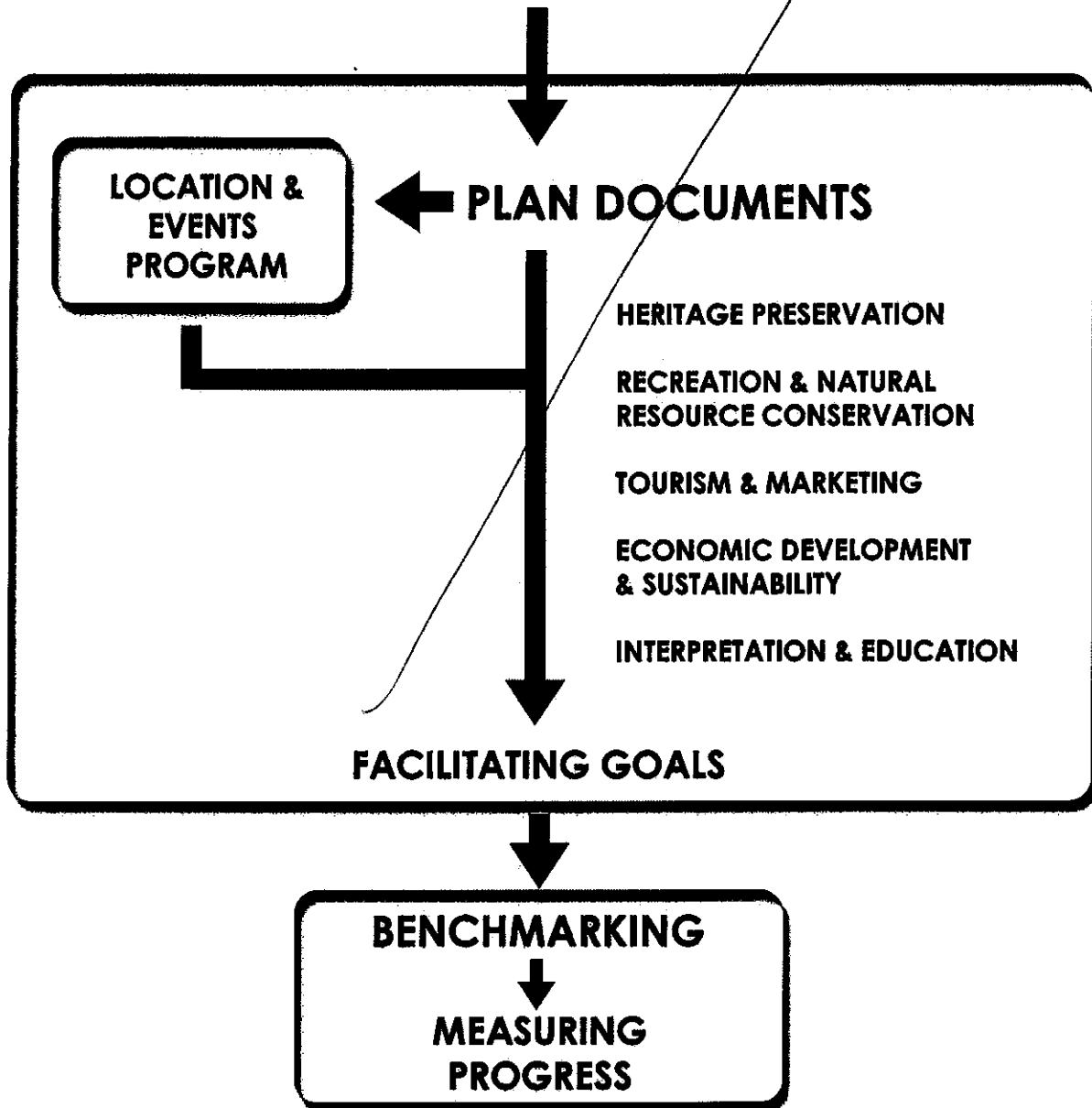
Additionally, this section includes alternate pathways to implementation and how to shift priorities over the 20 year vision of Freedom's Frontier as goals change. The message is that there is no single committee structure for FFNHA that is permanent, nor is there any single path to meeting the recommendations of the operational plans.

The following page includes a chart that describes the overall implementation process.

Start with an idea

THE IMPLEMENTATION PROCESS

FOUNDATION DOCUMENTS



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 spring 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.

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 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.

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 public law that formed this area:

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.

ENGAGEMENT STRATEGY

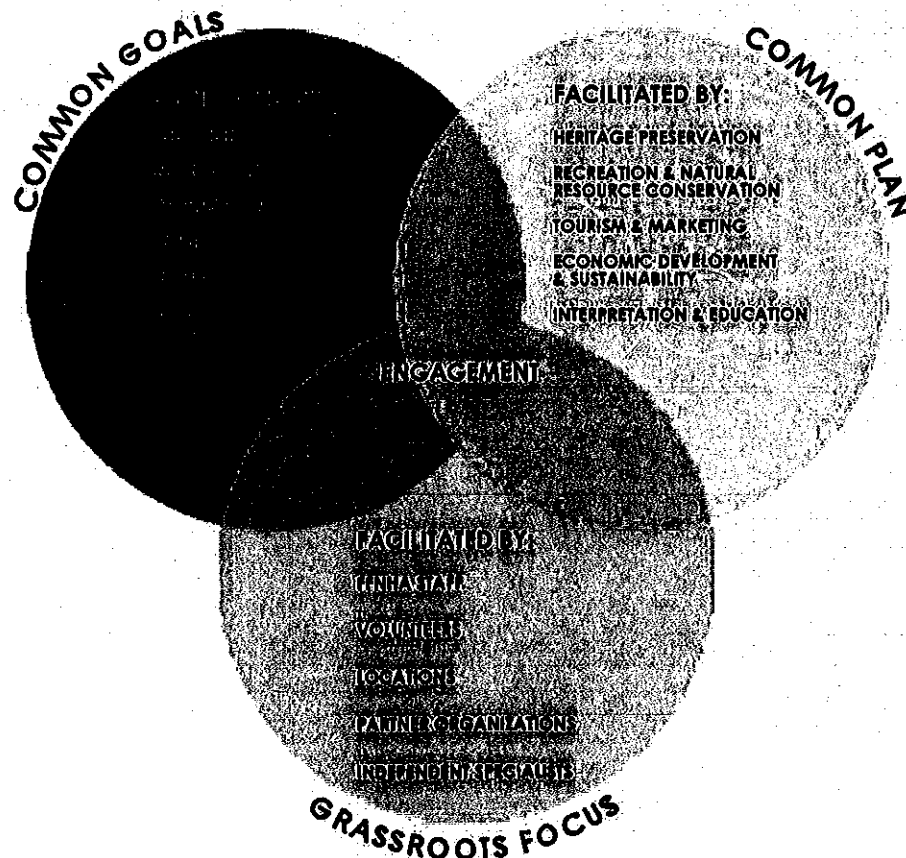
Choosing the Engagement Approach

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, part-

ners, 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 recommendations 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.



The First Step: Reviewing the Foundation Documents

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Monies to be used for property acquisition? If not, specify this.

ENGAGEMENT STRATEGY

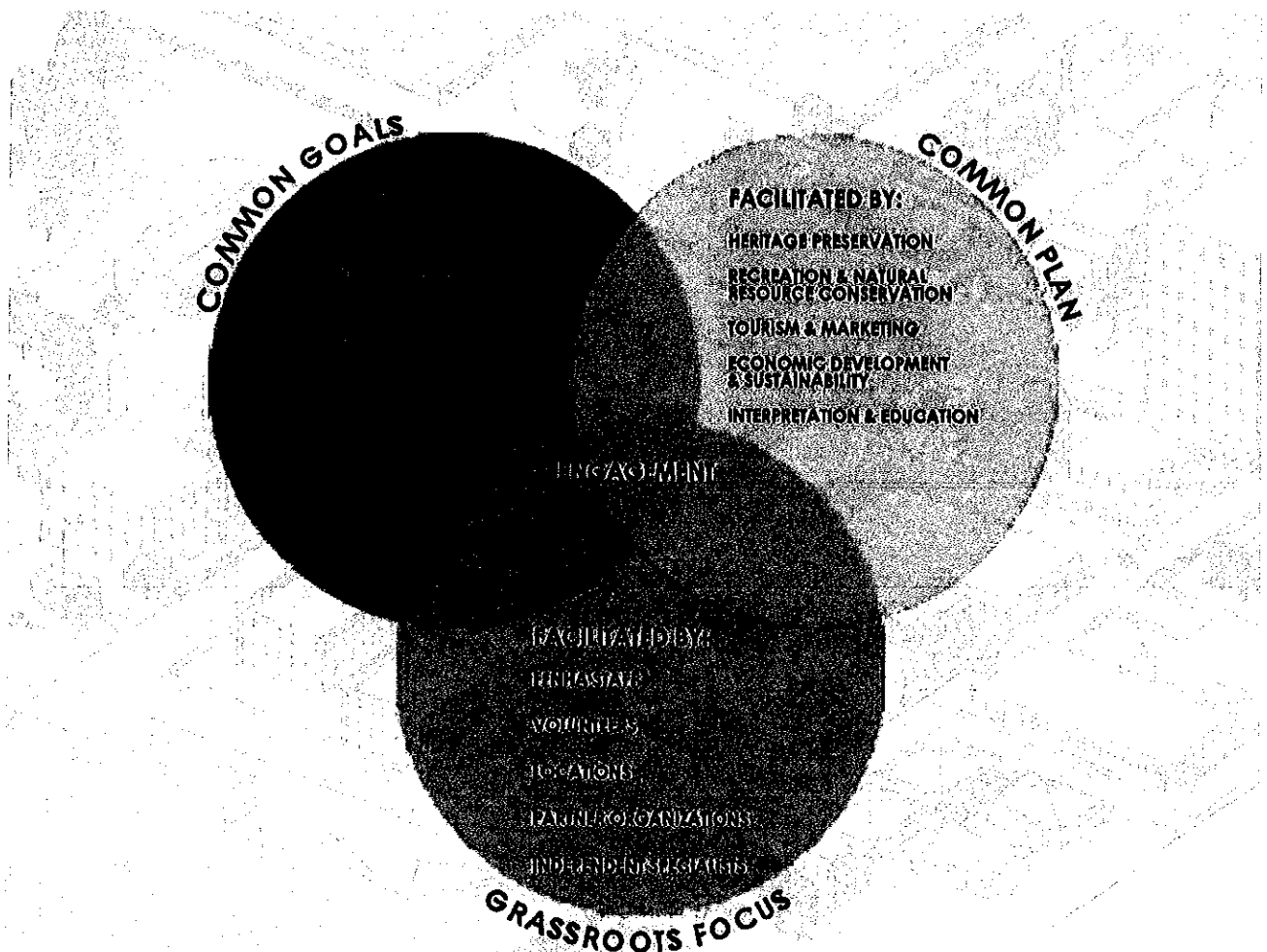
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Citizen Engagement Strategy

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 to make sure that heritage preservation the FFNHA Mission is supported by their efforts.

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.

HERITAGE PRESERVATION PLAN

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, 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 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 most cities and towns to fund.

Rehabilitation tax credit programs and grant programs like the Heritage Trust Fund Grant Program in Kansas and the may 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.

* Availability in Kansas 2009?

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 con-

tinues 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.

wording { 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. ^{? spelling?}

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 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

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 preservation-related 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?* room 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 *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.

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 foreign-born 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., in 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

Benchmarks for FPNHA to review Natural Resource Conservation Progress

Through the planning process, FPNHA has identified ways to track the success of initiatives to preserve historic and natural assets. FPNHA should measure its success annually and share its findings in its Annual Report.

1) Natural Assets Preserved

- o Number of acres protected by covenants with land trusts or conservation easements
- o Number of acres protected through purchase by advocacy groups
- o Number of volunteer hours dedicated to cleaning waterways and other natural areas
- o Number of acres of wetlands, prairies, woodlands and other assets restored
- o 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
- o Number of recreational 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/a 1 2 3 4 5

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/a 1 2 3 4 5

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

wording

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 ^{is?} deeply tied to one story _____	n/a 1 2 3 4 5
The building or structure ^{is?} expresses both a significant people and events ^{or} _____	n/a 1 2 3 4 5
<i>wording?</i> The building or structure <u>tells stories only be interpreted on-site</u> _____	n/a 1 2 3 4 5
The building or structure lends itself easily to historical interpretation _____	n/a 1 2 3 4 5
<i>wording?</i> The building or structure <u>convey</u> the feelings and associations that it once did during the period of significance _____	n/a 1 2 3 4 5

continued on page 4-69

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

wording? The building or structure 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 _____ 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

wording? The building or structure 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

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

spelling The business is located 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

continued on page 4-71

FFNHA Brochures by County

Brochure	Organization	Address	City	State	Zip
Allen County Historical Society		20 S Washington Ave	Iola	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 brochure	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
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

FFNHA Brochures by County

St Joseph Public Sculpture - Self-Guided Tour of Selected Works	St Joseph CVB	109 South 4th St	St Joseph	MO	64501
1835 Sharp-Hopper Log Cabin	Cass Co. Hist. Soc.	400 E Mechanic	Harrisonville	MO	
Burning of Dayton, MO - CW Reenactment	Cass Co. CW Roundtable		Harrisonville	MO	
Burnt District Monument	Cass Co. Hist. Soc.		Harrisonville	MO	
Cass Co. Hist. Soc.		400 E Mechanic	Harrisonville	MO	
Harrisonville Courthouse Square Historic District	Cass Co. Hist. Soc.	400 E Mechanic	Harrisonville	MO	
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 & State Historic Site	MO Dept of Natural Resources	26600 Park Rd North	Lawson	MO	64062
Jesse James Farm & Museum	Clay Co. Dept Parks, rec & Historic Sites	21216 Jesse James Farm Rd	Kearney	MO	64060
Historic Mount Gilead Church & School	Clay Co. Historic Sites	15918 Plattsburg Rd	Kearney	MO	64060
Coffey County Historical Museum	Coffey County Hist. Soc	1101 Neosho St	Burlington	KS	66839
Coffey County Visitor Guide & Road Map	Coffey County Chamber	110 North 4th St	Burlington	KS	66839
Four postcards about Crawford Co	Crawford Co. CVB			KS	
Doniphan County Brochure & Map	Doniphan Co. Chamber		Elwood	KS	
Nelson rogers Residence (Tennent-Baker)	Doniphan Co. Hist. Soc			KS	
Walking Tour of Troy	Doniphan Co. Heritage Commission		Troy	KS	
Walking Tour of White Cloud	Doniphan Co. Heritage Commission		White Cloud	KS	
Tall Oak - Indian Monument			Troy	KS	
Caring for the Kaw	Kaw Valley Heritage Alliance			KS	
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	
Dole Institute of Politics		2350 Petefish Dr	Lawrence	KS	66045

FFNHA Brochures by County

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	MO	
Wornall House Museum		6115 Wornall Rd	Kansas City	MO	64113
Historic Downtown Liberty MO			Liberty	MO	
The Civil War Round Table	CW Roundtable of KC	1130 Westport Rd	Kansas City	MO	
Lone Jack CW Museum	Lone Jack Hist. Soc.	301 S Bynum Rd	Lone Jack	MO	
Trailside Center	Historic Society of New Santa Fe	9901 Holmes Rd	Kansas City	MO	

FFNHA Brochures by County

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 brochures`	Overland Park CVB		Overland Park	KS	
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	MO	
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	

FFNHA Brochures by County

Carroll Mansion		1128 5th Ave	Leavenworth	KS	
Leavenworth Visitor Guide	Leavenworth CVB	518 Shawnee	Leavenworth	KS	
Leavenworth Co. Courthouse Historic Collection		300 Walnut	Leavenworth	KS	
Frontier Army Museum		100 Reynolds Ave	Fort Leavenworth	KS	
Fort Leavenworth Wayside Tour			Fort Leavenworth	KS	
Combat Studies Institute & the Road to Deployment			Fort Leavenworth	KS	
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 Cignes 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 Walking Trail	Mine Creek Battlefield Foundation	20485 Kansas Hwy 52	Pleasanton	KS	66075
The Battle of Mine Creek	Mine Creek Battlefield Foundation	20485 Kansas Hwy 52	Pleasanton	KS	66075
Trading Post		US 69 Hwy (6 miles north of Pleasanton)	Pleasanton	KS	
Linn County Hist. Soc.			Pleasanton	KS	
A City of History & Promis			Osawatomie	KS	
Controversy & Change - Osawatomie Historical Driving Tour			Osawatomie	KS	
John Brown Museum State Historic Site	KS Historical Society	10th & Main	Osawatomie	KS	66064
Miami County Courthouse 1898- 1998	Miami Co. Hist. Soc.		Paola	KS	
Safe Passages in Perilous Times rivers, Trails, Routes & Rails through Miami Co	Miami Co. Hist. Soc.		Osawatomie	KS	
Signs of the Past Osawatomie Driving Tour	Osawatomie Tourism Comm.		Osawatomie	KS	
Hillsdale State Park	KS Wildlife & Parks		Paola	KS	

FFNHA Brochures by County

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 alliance		Topeka	KS	
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 Homecoming Festival	Chamber	402 N 7th St	Fredonia	KS	
Fun Map Fredonia Kansas	Chamber	402 N 7th St	Fredonia	KS	
Norman No. 1 Oil Well Museum & RV Park		1st & Main	Neodesha	KS	
Trails of Blood on Ice			Wilson Co.	KS	

FFNHA Brochures by County

Wilson Co. Museum	Chamber	420 N 7th St	Fredonia	KS	
9th Annual Wilson County Old Iron Days			Fredonia	KS	
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	

FFNHA Brochures by County

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Anderson
Atchison
Barton
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FFNHA Brochures by County

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Crawford
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FFNHA Brochures by County

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FFNHA Brochures by County

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Leavenworth

FFNHA Brochures by County

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Miami
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Miami

FFNHA Brochures by County

Wilson
Wilson
Wilson
Wilson, Woodson, Coffey, Allen
Wyandotte
Wyandotte

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.

Please Note: 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 existing FFNHA 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
- 2) Enlisted support of a graduate MBA intern and management team support staff to search the Internet for existing data from other sources 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. People: contact information for FFNHA partners, board, steering committee, other committees and organizations
 - b. Places: enhanced Visitor Readiness Survey database to include events, other attractions and story-related places
 - c. Other: 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

Summary

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.

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 Thatcher 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	20070475	State	KS
Document Type	Final EIS	Lead Agency	FHW
Federal Register Date	11/09/2007	Contact Name	John Knowles
EIS Comment Due/ Wait Peroid Date	12/10/2007	Contact Phone	785-228-2544 Ext 211
Supplemental Information	Department of Transportation's, Federal Highway Administration, has adopted the Corp of Engineers, FEIS #20030010, filed 01/07/2003. FHW was not a Cooperating Agency on the above FEIS. Under Section 1506.3(b) of the CEQ Regulations, the FEIS must be re-circulated for a 30-day Wait Period.		

EPA COMMENT INFORMATION

Comment Letter Date	12/10/2007	Rating, if Draft EIS
Summary Paragraph	No 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, IL and OK

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	20060473	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 COMMENT INFORMATION

Comment Letter Date	12/18/2006	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 Letter Date	10/30/2006	Rating, if Draft EIS	
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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 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 INFORMATION

Comment Letter Date	07/17/2006	Rating, if Draft 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 INFORMATION

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:

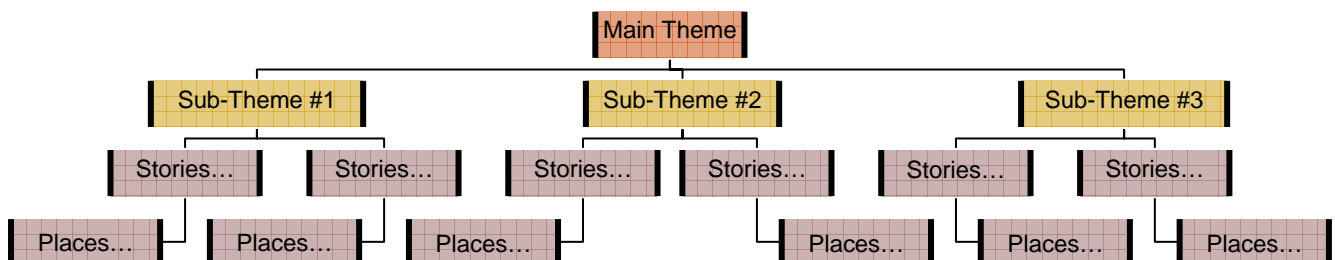
- The *Contributing Sites* database provides a valuable base document for a comprehensive inventory of assets in the region that contribute to the proposed interpretive themes.
- The *Contributing Sites* database currently depends on site managers to submit visitor readiness forms in order to be included 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 sub-themes 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 sub-themes.
- 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 in-depth 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 <http://www.preservenet.cornell.edu/employ/intern.cfm>). 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

Geotourism

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 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

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 breadth 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

• Kansas City, Missouri	441,545
• Overland Park, Kansas	149,080
• Kansas City, Kansas (Wyandotte)	146,866
• Topeka, Kansas (Shawnee)	122,377
• Independence (Montgomery), Missouri	113,207
• Olathe, Kansas (Johnson)	92,962
• Lawrence, Kansas (Douglas)	80,098
• St. Joseph, Missouri	73,990
• Shawnee, Kansas	47,996
• Manhattan, Kansas (Riley)	44,831
• Leavenworth, Kansas (Leavenworth)	35,420
• Raytown, Missouri	30,388
• Gladstone, Missouri	26,365
• Liberty, Missouri	23,232
• Belton, Missouri	21,730
• Pittsburg, Kansas	19,243
• Junction City (Geary)	18,886
• Warrensburg, Missouri	17,965
• Carthage, Missouri	13,096
• Ottawa, Kansas	11,921
• Raytown, Missouri	11,146
• Coffeyville (Montgomery)	11,021
• Atchison, Kansas	10,232
• Chanute (Neosho)	9,411
• Clinton, Missouri	9,311
• Harrisonville, Missouri	8,946

¹³ 2000 Census

- | | |
|--------------------------|-------|
| • Nevada, Missouri | 8,607 |
| • Fort Scott (Bourbon) | 8,297 |
| • Bonner Springs, Kansas | 6,768 |
| • Iola (Allen), Kansas | 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 of 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 it 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.

Appendix A: Assets not currently included in the *Contributing Sites* database.
Sites open to the public that may Fit FFNHA themes, but not 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, Waubesaunsee 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 (*Edgerton, 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*)

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>)

Owens McCoy House (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>)

Quindaro (*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 www.kellyswestportinn.com or <http://www.dnr.mo.gov/shpo/nps-nr/72000718.pdf>)

William P. Robinson House (*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 see 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).

Market selectivity: Encourage growth in tourism market segments most likely to appreciate, respect, and disseminate information about the distinctive assets of the locale.

Market diversity: 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.

Tourist satisfaction: 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.

Community benefit: 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 the interpretive focus for 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.

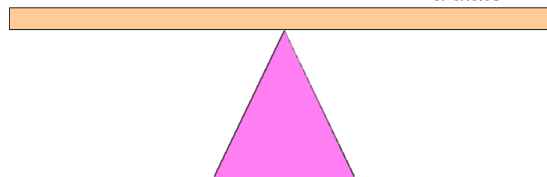
A key to successful interpretation is connecting the past with the present, and by creating a larger context that includes other struggles for freedom it will be easier to make these connections. A broader approach will make the stories of the Border War and the struggles for freedom this war represents more relevant for today's

Placing Stories into a Larger Context

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





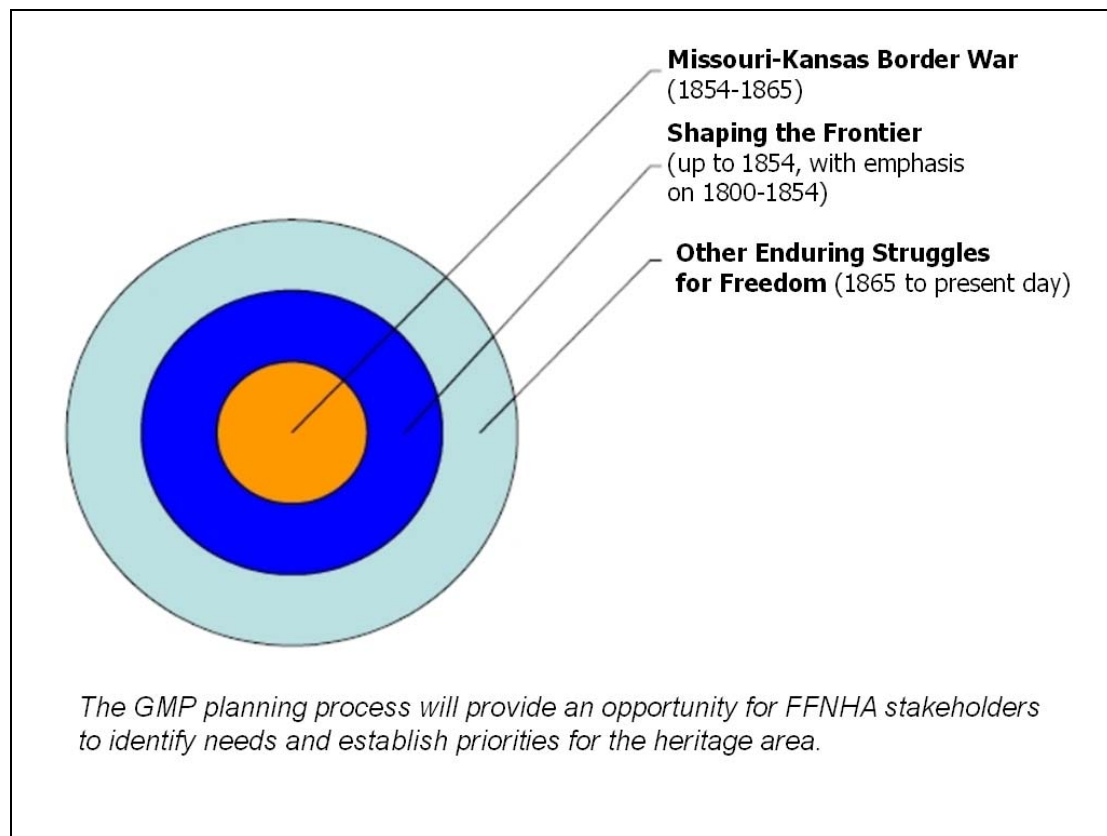
audiences.

- 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;
4. 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: <http://www.nps.gov/history/hps/treasures/national.htm>)

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."

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-theme 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 sub-themes 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

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 mean 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

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, is 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.

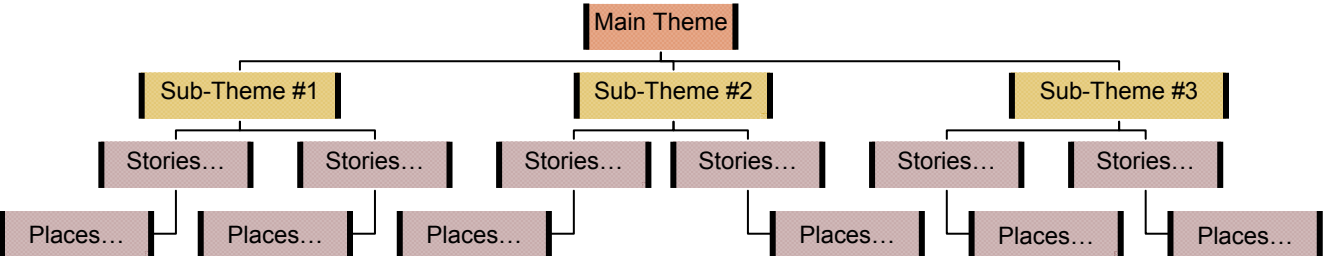
The second sub-theme, the “Missouri-Kansas Border War,” lends additional importance to this primary focus which also appears in one of the two proposed versions of the main theme. Because there are other border wars it is important to specify *which* border war this sub-theme refers to. The appellation “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.

limits 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.

- **Story:** 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.
- **Story:** 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.
- **Story:** Lewis & Clark’s explorations of the west took them through this region in 1804 and 1806.
 - **Place:** Fort Osage (*MO, Jackson County*)
 - **Place:** Lexington Riverfront Park (*Lexington, MO, Lafayette County*)
 - **Place:** 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*)
 - **Place:** Wyandotte County Historical Museum (*Bonner Springs, KS, Wyandotte County*)
 - **Place:** Leavenworth Landing Park (*Leavenworth, KS, Leavenworth County*)
- **Story A:** 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
- **Story B:** 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*)
 - **Place:** Black Jack Cabin (*Baldwin City, KS, Douglas County*)
 - **Place:** Shawnee Indian Mission State Historic Site (*Fairway, KS*)
 - **Place:** 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*)
- **Story:** 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 Compromise 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.
- **Story:** 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

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.

- **Place:** Shawnee Indian Mission State Historic Site (*Fairway, KS*)
- **Place:** St. Philippine Duchesne Memorial Park (*KS, Linn County*)
- **Place:** 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*)
 - **Place:** Liberty Jail (*Liberty, MO, Clay County*)
 - **Place:** Machpelah Cemetery (*Lexington, MO, Lafayette County*)
 - **Place:** Ray County Museum (*MO, Ray County*)
- **Story:** 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.
 - **Place:** National Frontier Trails Museum (*Independence, MO, Jackson County*)
- **Story:** Rivers such as the Missouri River also provided an important early mode of transportation in the first part of the nineteenth century.
 - **Place:** 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.
 - **Place:** Woodson County Historical Society (*Yates Center, KS, Woodson County*)
 - **Place:** 1835 Sharp-Hopper Log Cabin (*Harrisonville, MO, Cass County*)
- **Story:** The Kansas Nebraska Act, passed by Congress in 1854, 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.

- **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*)
 - **Place:** Glore Psychiatric Museum (*St. Joseph, MO, Buchanan County*)
 - **Place:** St. Joseph Museum (*St. Joseph, MO, Buchanan County*)
 - **Place:** Wyeth-Tootle Mansion (*St. Joseph, MO, Buchanan County*)
 - **Place:** Pony Express National Museum (*St. Joseph, MO, Buchanan County*)
- **Story:** 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 Quantrill'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.
- **Story:** 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.
 - **Place:** The James Farm (*Kearney, MO, Clay County*)
 - **Place:** Jesse James Bank Museum (*Liberty, MO, Jackson County*)
 - **Place:** 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*)
 - **Place:** 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
- **Story:** 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)
 - **Place:** Linn County Historical Society/Museum (*Pleasanton, KS, Linn County*)
- **Story:** 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*)

- **Story:** Plum Grove was an early settlement (1854-1855), and there is still a cemetery and a school house remaining. (SUBMITTED BY JULIE FRISBEE)
 - **Place:** 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)
 - **Place:** 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)
 - **Place:** 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 life-style 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

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.

- **Story:** 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)
- **Story:** 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)
- **Story:** 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)
- **Story:** 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.
 - **Place:** Topeka (where ?)
- **Story:** 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.
 - **Place:** Lawrence, KS (where?)
- **Story:** 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)
- **Story:** 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)
 - **Place:** Johnson County Historical Society (Warrensburg, MO, Johnson County)
There are guided tours of the 1838 Courthouse.
- **Story:** 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)
 - **Place:** Johnson County Historical Society (Warrensburg, MO, Johnson County)
There is a display at the museum and this is mentioned in the guided tour

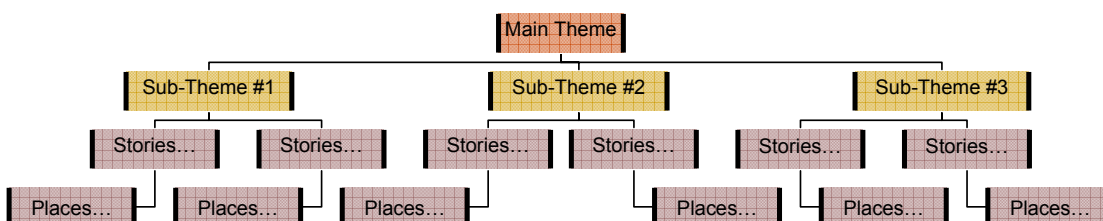
- **Story A:** At the Battle of Black Jack in June 1856 John Brown fought and won what some historians consider to be the first battle in the American Civil War.
 - **Place:** Black Jack Battlefield (*Baldwin City, KS, Douglas County*)
- **Story B:** The first battle of the Civil War was in Kansas. John Brown fought and won the first regular battle between pro and anti-slavery armed forces (**SUBMITTED BY KERRY ALTENBERND**)
 - **Place:** 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.
- **Story:** In March 1857, the Supreme Court ruled in the Dred Scott case that Congress did not have a right to prohibit slavery.
- **Story:** 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)
- **Story:** 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
 - **Place:** Leavenworth, KS
 - **Place:** Constitution Hall State Historic Site (*Lecompton, KS, Douglas County*)
- **Story:** 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*)
- **Story:** 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 FREEDOM)** 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.

- **Place:** Forts Row and Belmont (KS, Wilson County)
- **Place:** Humboldt Civil War Tour (KS, Allen County)
- **Place:** "Trail of Blood on Ice Tour" (KS, Allen, Coffey, Wilson and Woodson Counties)
- **Story B:** 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)
 - **Place:** Leroy Opothleyahalo Memorial (Leroy, KS, Coffey County)
- **Story:** 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)
- **Story:** 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.
- **Story:** The raiding on September 8, 1861 and later the burning on October 14, 1861 of the town of Humboldt.
 - **Place:** Humboldt Civil War Tour (KS, Allen County)
- **Story:** 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)
- **Story:** 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.
 - **Place:** Battle of Lexington State Historic Site, (Lexington, MO, Lafayette County)
 - **Place:** Lexington Historical Museum (Lexington, MO, Lafayette County)
- **Story:** 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.
 - **Place:** Lone Jack Civil War Battlefield, Cemetery & Museum (Lone Jack, MO, Jackson County)
- **Story:** 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.
 - **Place:** Lawrence Visitor Information Center (Lawrence, KS, Douglas County)
 - **Place:** Woodlawn Cemetery (Independence, MO, Jackson County)
- **Story:** The more heavily wooded landscape in Missouri provided refuge for Missouri bushwhackers and frustrated the Union troops attempting to stop them.
- **Story:** Jayhawkers plan raids. The Immortal 50 meet in Mound City to plan raids.
(SUBMITTED BY MARY ASHER)
 - **Place:** 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.
- **Story:** 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)
 - **Place:** National Cemetery-Soldiers Ld/Woodland Cemetery (Mound City, KS, Linn County)
Tours by appointment, stories of 15 significant pioneers
- **Story:** 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

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 by 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-

border counties. Much of what was left behind was burned, and this area was subsequently referred to as the "Burnt District."

- **Place:** 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*)
- **Place:** Genealogy Branch, Cass County Public Library (*Harrisonville, MO, Cass County*)
- **Story:** At the Civil War Battle of Westport on October 23, 1864, Union forces under Major General Samuel 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*)
 - **Place:** Harris-Kearney House/Westport Historical Society (*Kansas City, MO*)
- **Story:** 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.
 - **Place:** Mine Creek Battlefield (*Pleasanton, KS, Linn County*)
- **Story:** 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
- **Story:** 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)
 - **Place:** Constitution Hall Territorial Capitol Museum (*LeCompton, KS, Douglas County*)
- **Story A:** 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*)
- **Story B:** 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)
 - **Place:** 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*)
- **Story:** Created by treaty 1825. 1827 Daniel Morgan Boone established settlement south of Williamstown (Kanza) Indian Agency. (SUBMITTED BY JULIE FRISBEE)
 - **Place:** Kaw Agency 1827 (*Williamstown, KS, Jefferson County*)

There is signage at the rest area on Highway 24.
- **Story:** 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 Osawatimie. 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)

- **Place:** Lanesfield School Historic Site (Edgerton, 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 drive-by 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



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:**
 - **Story A:** 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)
 - **Story B:** 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.
 - **Story C:** Former slaves who escaped from slavery settled in parts of Kansas including Linn County. (SUBMITTED BY OLA MAY EARNEST)
 - **Place:** 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.
 - **Story:** 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 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.
 - **Story:** Kansas was the first state to oust the Ku Klux Klan in 1925.
 - **Story:** 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.
 - **Place:** Harry S. Truman National Historical Site (Independence, MO Jackson County)
 - **Place:** Truman Presidential Library & Museum (Independence, MO Jackson County)
 - **Story:** 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.
 - **Story:** 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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- **Place:** Kiosk at 5th and Main Street in Ottawa across from school site (Ottawa, KS, Franklin County)
- **Story:** 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)
 - **Place:** 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.
- **Story:** 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.
 - **Place:** Brown v. Board of Education National Historic Site (Topeka, KS, Shawnee County)
- **Story:** 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*.
 - **Place:** Gordon Parks Center for Culture and Diversity (Fort Scott, KS, Bourbon County)
 - **Place:** Gordon Parks Collection (Fort Scott, KS, Bourbon County)
- **Stories of the Native American Enduring Struggle for Freedom**
 - **Story:** 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.
 - **Place:** (Haskell Indian Nations University, (Lawrence, KS, Douglas County)) **Story:** Charles Curtis, who grew up on a Kaw Indian Reservation, became Vice President of the United States under President Herbert Hoover in 1929.
 - **Place:** Charles Curtis House Museum (Topeka, KS, Shawnee County)
 - **Story:** 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

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)

- **Place:** Fort Row (*Fredonia, KS, Wilson County*)
 - **Story:** 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)
 - **Place:** Old Jefferson Town (*Oskaloosa, KS, Jefferson County*)
 - **Story:** The "Trail of Death" was the route of the forced removal of the Pottawatomie Indiana from Indiana to Kansas in 1838. (SUBMITTED BY OLA MAY EARNEST)
 - **Place:** Marker at St. Phillippine Duchesne Park (*Linn, KS*)
 - **Place:** Linn County Museum (*Pleasanton, KS*)
 - The museum has files on many of the Pottawatomie families who made this trip.
- **Stories of Enduring Struggles for Freedom for Women**
 - **Story:** 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)
 - **Place:** Mound City Historic Park, Cemetery (*Mound City, KS, Linn County*)
 - **Story:** 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.
 - **Story:** 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.
 - **Story:** In 1884, Virginia Alice Cottey founded Nevada, Missouri's Cottey College, an institution devoted to higher education for women.
 - **Place:** Cottey College (*Nevada, MO, Vernon County*)
 - **Story:** 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**
 - **Story:** 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)
 - **Place:** Pittsburgh Coal Mine (*KS, Crawford County*)
 - **Place:** Baxter Springs Coal and Lead Mines (*KS, Cherokee County*)
 - **Place:** Heritage Center (*Baxter Springs, KS, Cherokee County*)

- **Story:** 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)
- **Story:** 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)
 - **Place:** Baker University (Baldwin City, KS, Douglas County)
- **Story:** 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)
- **Story:** 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)
 - **Place:** Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- **Story:** 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)
- **Story:** 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)

 - **Place:** 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.

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*

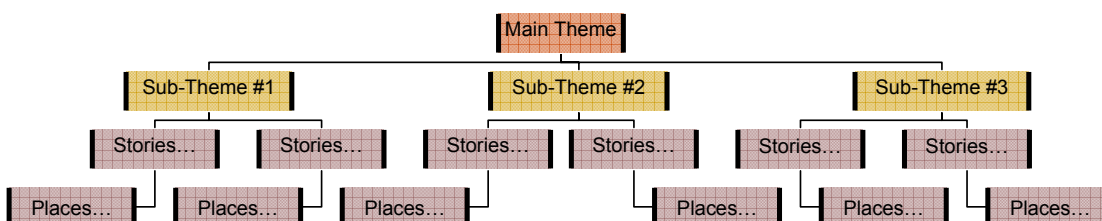
Soldiers Attend Prayer Meeting in Argentine Kansas (1 page narrative) *Eileen Robertson*

* *Christy Davis suggested adding in industrial heritage under Enduring Struggle for Freedom*

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 by 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-

limits 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.

- **Story:** 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.
- **Story:** 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.
- **Story:** Lewis & Clark’s explorations of the west took them through this region in 1804 and 1806.
 - **Place:** Fort Osage (*MO, Jackson County*)
 - **Place:** Lexington Riverfront Park (*Lexington, MO, Lafayette County*)
 - **Place:** 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*)
 - **Place:** Wyandotte County Historical Museum (*Bonner Springs, KS, Wyandotte County*)
 - **Place:** Leavenworth Landing Park (*Leavenworth, KS, Leavenworth County*)
- **Story A:** 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
- **Story B:** 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*)
 - **Place:** Black Jack Cabin (*Baldwin City, KS, Douglas County*)
 - **Place:** Shawnee Indian Mission State Historic Site (*Fairway, KS*)
 - **Place:** 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*)
- **Story:** 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 Compromise 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.
- **Story:** 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

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.

- **Place:** Shawnee Indian Mission State Historic Site (*Fairway, KS*)
- **Place:** St. Philippine Duchesne Memorial Park (*KS, Linn County*)
- **Place:** 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*)
 - **Place:** Liberty Jail (*Liberty, MO, Clay County*)
 - **Place:** Machpelah Cemetery (*Lexington, MO, Lafayette County*)
 - **Place:** Ray County Museum (*MO, Ray County*)
- **Story:** 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.
 - **Place:** National Frontier Trails Museum (*Independence, MO, Jackson County*)
- **Story:** Rivers such as the Missouri River also provided an important early mode of transportation in the first part of the nineteenth century.
 - **Place:** 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.
 - **Place:** Woodson County Historical Society (*Yates Center, KS, Woodson County*)
 - **Place:** 1835 Sharp-Hopper Log Cabin (*Harrisonville, MO, Cass County*)
- **Story:** The Kansas Nebraska Act, passed by Congress in 1854, 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.

- **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*)
 - **Place:** Glore Psychiatric Museum (*St. Joseph, MO, Buchanan County*)
 - **Place:** St. Joseph Museum (*St. Joseph, MO, Buchanan County*)
 - **Place:** Wyeth-Tootle Mansion (*St. Joseph, MO, Buchanan County*)
 - **Place:** Pony Express National Museum (*St. Joseph, MO, Buchanan County*)
- **Story:** 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 Quantrill'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.
- **Story:** 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.
 - **Place:** The James Farm (*Kearney, MO, Clay County*)
 - **Place:** Jesse James Bank Museum (*Liberty, MO, Jackson County*)
 - **Place:** 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*)
 - **Place:** 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
- **Story:** 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)
 - **Place:** Linn County Historical Society/Museum (*Pleasanton, KS, Linn County*)
- **Story:** 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*)

- **Story:** Plum Grove was an early settlement (1854-1855), and there is still a cemetery and a school house remaining. (SUBMITTED BY JULIE FRISBEE)
 - **Place:** 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)
 - **Place:** 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)
 - **Place:** 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 life-style 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

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.

- **Story:** 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)
- **Story:** 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)
- **Story:** 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)
- **Story:** 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.
 - **Place:** Topeka (where ?)
- **Story:** 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.
 - **Place:** Lawrence, KS (where?)
- **Story:** 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)
- **Story:** 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)
 - **Place:** Johnson County Historical Society (Warrensburg, MO, Johnson County)
There are guided tours of the 1838 Courthouse.
- **Story:** 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)
 - **Place:** Johnson County Historical Society (Warrensburg, MO, Johnson County)
There is a display at the museum and this is mentioned in the guided tour

- **Story A:** 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.
 - **Place:** Black Jack Battlefield (*Baldwin City, KS, Douglas County*)
- **Story B:** 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 KERRY ALTENBERND**)
 - **Place:** 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.
- **Story:** In March 1857, the Supreme Court ruled in the Dred Scott case that Congress did not have a right to prohibit slavery.
- **Story:** 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)
- **Story:** 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
 - **Place:** Leavenworth, KS
 - **Place:** Constitution Hall State Historic Site (*Lecompton, KS, Douglas County*)
- **Story:** 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*)
- **Story:** 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 FREEDOM**) 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.

- **Place:** Forts Row and Belmont (KS, Wilson County)
- **Place:** Humboldt Civil War Tour (KS, Allen County)
- **Place:** "Trail of Blood on Ice Tour" (KS, Allen, Coffey, Wilson and Woodson Counties)
- **Story B:** Opothelajahola 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)
 - **Place:** Leroy Opothleyahalo Memorial (Leroy, KS, Coffey County)
- **Story:** 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)
- **Story:** 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.
- **Story:** The raiding on September 8, 1861 and later the burning on October 14, 1861 of the town of Humboldt.
 - **Place:** Humboldt Civil War Tour (KS, Allen County)
- **Story:** 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)
- **Story:** 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.
 - **Place:** Battle of Lexington State Historic Site, (Lexington, MO, Lafayette County)
 - **Place:** Lexington Historical Museum (Lexington, MO, Lafayette County)
- **Story:** 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.
 - **Place:** Lone Jack Civil War Battlefield, Cemetery & Museum (Lone Jack, MO, Jackson County)
- **Story:** 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.
 - **Place:** Lawrence Visitor Information Center (Lawrence, KS, Douglas County)
 - **Place:** Woodlawn Cemetery (Independence, MO, Jackson County)
- **Story:** The more heavily wooded landscape in Missouri provided refuge for Missouri bushwhackers and frustrated the Union troops attempting to stop them.
- **Story:** Jayhawkers plan raids. The Immortal 50 meet in Mound City to plan raids.
(SUBMITTED BY MARY ASHER)
 - **Place:** 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.
- **Story:** 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)
 - **Place:** National Cemetery-Soldiers Ld/Woodland Cemetery (Mound City, KS, Linn County)
Tours by appointment, stories of 15 significant pioneers
- **Story:** 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

border counties. Much of what was left behind was burned, and this area was subsequently referred to as the "Burnt District."

- **Place:** 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*)
- **Place:** Genealogy Branch, Cass County Public Library (*Harrisonville, MO, Cass County*)
- **Story:** At the Civil War Battle of Westport on October 23, 1864, Union forces under Major General Samuel 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*)
 - **Place:** Harris-Kearney House/Westport Historical Society (*Kansas City, MO*)
- **Story:** 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.
 - **Place:** Mine Creek Battlefield (*Pleasanton, KS, Linn County*)
- **Story:** 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
- **Story:** 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)
 - **Place:** Constitution Hall Territorial Capitol Museum (*LeCompton, KS, Douglas County*)
- **Story A:** 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*)
- **Story B:** 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)
 - **Place:** 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*)
- **Story:** Created by treaty 1825. 1827 Daniel Morgan Boone established settlement south of Williamstown (Kanza) Indian Agency. (SUBMITTED BY JULIE FRISBEE)
 - **Place:** Kaw Agency 1827 (*Williamstown, KS, Jefferson County*)

There is signage at the rest area on Highway 24.
- **Story:** 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 Osawatimie. 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)

- **Place:** Lanesfield School Historic Site (Edgerton, 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 drive-by 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



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:**
 - **Story A:** 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)
 - **Story B:** 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.
 - **Story C:** Former slaves who escaped from slavery settled in parts of Kansas including Linn County. (SUBMITTED BY OLA MAY EARNEST)
 - **Place:** 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.
 - **Story:** 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 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.
 - **Story:** Kansas was the first state to oust the Ku Klux Klan in 1925.
 - **Story:** 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.
 - **Place:** Harry S. Truman National Historical Site (Independence, MO Jackson County)
 - **Place:** Truman Presidential Library & Museum (Independence, MO Jackson County)
 - **Story:** 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.
 - **Story:** 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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- **Place:** Kiosk at 5th and Main Street in Ottawa across from school site (Ottawa, KS, Franklin County)
- **Story:** 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)
 - **Place:** 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.
- **Story:** 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.
 - **Place:** Brown v. Board of Education National Historic Site (Topeka, KS, Shawnee County)
- **Story:** 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*.
 - **Place:** Gordon Parks Center for Culture and Diversity (Fort Scott, KS, Bourbon County)
 - **Place:** Gordon Parks Collection (Fort Scott, KS, Bourbon County)
- **Stories of the Native American Enduring Struggle for Freedom**
 - **Story:** 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.
 - **Place:** (Haskell Indian Nations University, (Lawrence, KS, Douglas County)) **Story:** Charles Curtis, who grew up on a Kaw Indian Reservation, became Vice President of the United States under President Herbert Hoover in 1929.
 - **Place:** Charles Curtis House Museum (Topeka, KS, Shawnee County)
 - **Story:** 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

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)

- **Place:** Fort Row (*Fredonia, KS, Wilson County*)
 - **Story:** 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)
 - **Place:** Old Jefferson Town (*Oskaloosa, KS, Jefferson County*)
 - **Story:** The "Trail of Death" was the route of the forced removal of the Pottawatomie Indiana from Indiana to Kansas in 1838. (SUBMITTED BY OLA MAY EARNEST)
 - **Place:** Marker at St. Phillippine Duchesne Park (*Linn, KS*)
 - **Place:** Linn County Museum (*Pleasanton, KS*)
 - The museum has files on many of the Pottawatomie families who made this trip.
- **Stories of Enduring Struggles for Freedom for Women**
 - **Story:** 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)
 - **Place:** Mound City Historic Park, Cemetery (*Mound City, KS, Linn County*)
 - **Story:** 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.
 - **Story:** 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.
 - **Story:** In 1884, Virginia Alice Cottey founded Nevada, Missouri's Cottey College, an institution devoted to higher education for women.
 - **Place:** Cottey College (*Nevada, MO, Vernon County*)
 - **Story:** 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**
 - **Story:** 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)
 - **Place:** Pittsburgh Coal Mine (*KS, Crawford County*)
 - **Place:** Baxter Springs Coal and Lead Mines (*KS, Cherokee County*)
 - **Place:** Heritage Center (*Baxter Springs, KS, Cherokee County*)

- **Story:** 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)
- **Story:** 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)
 - **Place:** Baker University (Baldwin City, KS, Douglas County)
- **Story:** 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)
- **Story:** 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)
 - **Place:** Old Jefferson Town (Oskaloosa, KS, Jefferson County)
- **Story:** 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)
- **Story:** 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)

 - **Place:** 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.

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 Meeting in Argentine Kansas (1 page narrative) *Eileen Robertson*

* *Christy Davis suggested adding in industrial heritage under Enduring Struggle for Freedom*

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: **Ossawatimie** (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.

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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>

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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.

Freedom's Frontier National Heritage Area

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
 - 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
 - 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*

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- 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.

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- 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 e-surveys
- 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

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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

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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 Future*²

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 _
<http://www.nps.gov/archive/mabi/csi/analyze/analyze.htm>

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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

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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

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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” (<http://www.storycorps.net/>). 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.

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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.

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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

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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While much of the FFNHA region is rural, the region's cities are magnets 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. Twenty-seven companies in Kansas City, Missouri employ 250 or more employees. 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.

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Comment [CD2]: I think we should add this stat to include MO too. See <http://www.ded.mo.gov/researchandplanning/newsletter/largestemployers.htm>

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 FFNHA pursues heritage-based economic development strategies that enhance rather than detract from the historic, cultural and natural assets of the FFNHA. By identifying

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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

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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.

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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.

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Comment [AJW3]: Not this historic or cultural ones?

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 buildings 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.

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Business & Economic Growth

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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. 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.

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 United States 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 economically 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?

Deleted: FFNHA has always considered travel & tourism a priority. In the original study for the Bleeding Kansas National Heritage Area, the Map of Kansas Recreational Areas demonstrates the "outstanding recreational and educational opportunities for residents of ... 1

Comment [AJW6]: I know we had these connecting para intros as part of the template, but I feel ... 2

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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.

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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.

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.

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 and personal property rights.
- Incentives to locate businesses in contributing historic buildings will expand the quality and quantity of contributing products and services. These incentives will provide opportunities to grow businesses, increase jobs, and enhance destination experiences for residents and visitors.

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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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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.

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.

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 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.

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 (www.sustainable.org)

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.

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Policies, Ordinances & Taxes

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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 heritage 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.

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.

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:

Comment [AJW13]: This belongs in the tourism section, not here (see comments above)

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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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 either historic or appropriately designed (and scaled) new 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.

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.

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

Comment [AJW18]: Yes, an awards program! If I was Judy I'd be overwhelmed 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 [on the FFNHA website or in an e-newsletter](#) 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 (www.smartgrowth.org)

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 smart 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

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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.”)

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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.

Strategy B: Stimulate commercial revitalization through support of heritage development practices.

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.

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Comment [AJW19]: Again, to go back to NEPA...what are the red flags that FFNHA needs to stay away from? Grants for building rehab might cross the line, unfortunately...but I don't really know.

Step 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.

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Step 2: Encourage existing Main Street communities to interpret their own FFNHA story

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Step 3: Encourage existing Main Street communities to recruit businesses that pledge to support the FFNHA mission and vision.

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Step 4: Use FFNHA resources to help stimulate and stabilize companies and businesses that revitalize historic structures and interpret their story for customers.

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.

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?

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.)

- 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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Potential Partners:

- National Park Service
- Environmental Protection Agency (EPA)
- Kansas Department of Health and Environment (KDHE); Missouri Department of Natural Resources (DNR)
- Landscape Architectural firms and environmental consultants located in the FFNHA region

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Strategy D: Provide opportunities for private enterprise and property owners to participate, if desired, in FFNHA programs and activities.

The private sector is an important partner in realizing the FFNHA vision and mission. 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.

Potential Partners:

- Chamber of Commerce
- Small Business Administration
- Kansas Department of Commerce
- Missouri Department of Economic Development

Strategy E: Design and implement a consistent wayfinding system throughout the region to recognize FFNHA's contributing assets.

FFNHA 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 equates to, or is recognized as, quality; it provides the opportunity to identify contributing assets for the region or story. Successful implementation of such a system will enhance or help manage visitation to remote places within the area. Critical to the success of this program will be the identification of financial support required to implement the program and install the signage.

Step 1: Contact the Missouri and Kansas Departments of Transportation to 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.

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Potential Partners:

- Missouri and Kansas Departments of Transportation
- Scenic Byways programs

Strategy F: 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.

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Potential Partners:

- Local chambers of commerce
- Kansas Department of Commerce
- Missouri Department of Economic Development

Strategy G: Serve as a conduit/broker between funding entities and local businesses, sites and other non-profit organizations.

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 leadership in the region. FFNHA becomes the "go to" group for this and other critical development components of building and maintaining the authenticity of the region. FFNHA 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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Step 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
Step 2: Host a forum to discuss key regional needs and how to collaborate
Step 3: Survey FFNHA business and non-government constituents to determine technical and financial needs
Step 4: 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. **Economic impact.** 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. **Increased spending at FFNHA sites, attractions and services providers**
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.

Comment [AJW21]: This is
really tourism

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 [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
Janet McRae
Richard Sunderwirth
Hollie Yoho
Katie Casper
Peggy Buhr
Wayne Johnson
Richard Smalley
Anny Dechant
Stepahie Watson
Lori Simms
Kristie Lee
Susan Baker
Hazelmay Fackler
Paul Bahnmaier
Jim Beckner

Comment [AJW24]: How is Julie supposed to use these names? In my plan, I only included the names of people that I thought might not be on the Partnership Team list. I'd see them listed in one big alphabetical list, not under my segment.

Deleted: 9/19/08

Deleted: 9/18/08

Freedom's Frontier National Heritage Area Economic Development and Sustainability
Development Plan
September 2008 Draft

Amanda Miller
Hoite Caston
Kirsten Stotts
Yvonne Hull
Jim Zaleski

Deleted: 9/19/08

Deleted: 9/18/08

FFNHA has always considered travel & tourism a priority. In the original study for the Bleeding Kansas National Heritage Area, the Map of Kansas Recreational Areas demonstrates the “outstanding recreational and 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.

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 aware of and excited about the stories that are part of this region's heritage.

"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)*

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.

Placing Stories into a Larger Context

Shaping the Frontier

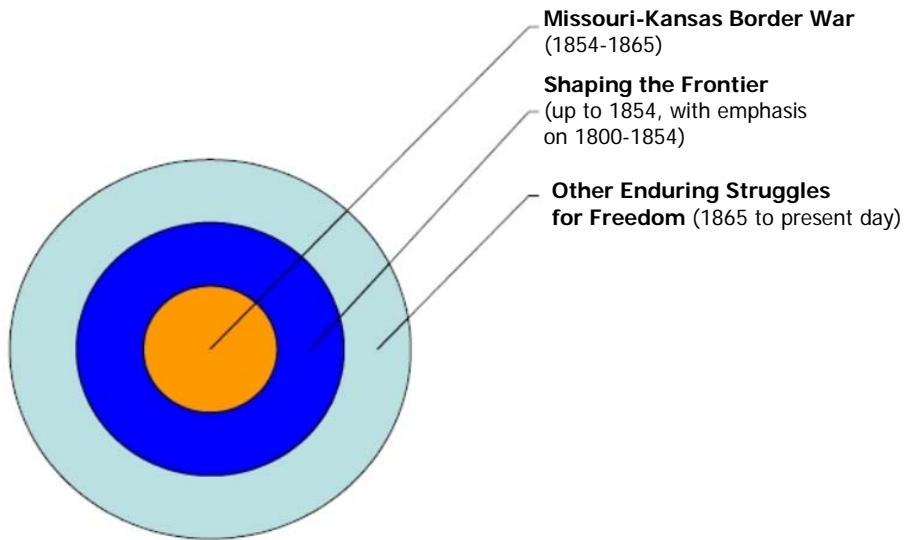
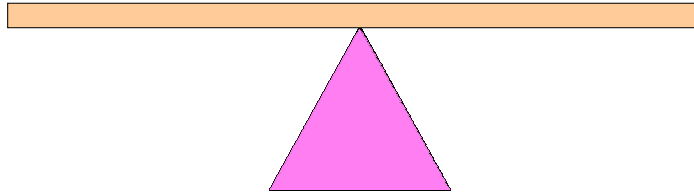
Setting the stage for the Missouri-Kansas Border War and testing the freedom of choice: slavery, settlement and displacement.

Missouri-Kansas Border War

Redefining freedom of choice

Enduring Struggles for Freedom

The ongoing quest for equality, freedom of belief and freedom of choice



The GMP planning process will provide an opportunity for FFNHA stakeholders to identify needs and establish priorities for the heritage area.

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.

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.

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

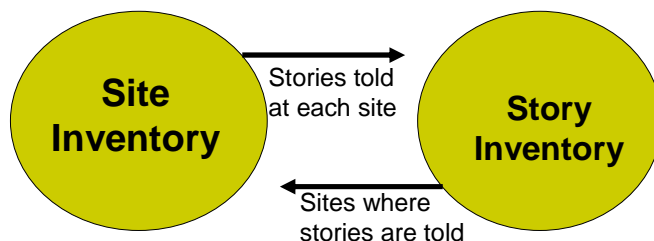
Until sufficient funds and staff are available, work with the existing online database to make minor additions such as new fields related to the criteria for Accredited Freedom's Frontier Sites and Events outlined in section **XXX**. Staff will proactively work with site and event managers to supplement 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

**Interconnected Site & Story
Databases**



Developing an interconnected searchable database of stories and sites will provide an invaluable resource for historians, visitors, and staff working to develop interpretive and 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*)

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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.

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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 half-day 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*)

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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.

❖ **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)

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- 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.

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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

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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.

"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*)

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

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

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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

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

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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 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.

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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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- 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

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.

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.

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

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

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

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 preservation-related 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 redeveloping our nations, revitalizing our cities, and rehabilitating 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

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 pass-through funds through the Land and Water Conservation Fund (LWCF) and National Recreational Trail Grants Program (NRTG), 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.

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

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

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

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.

Comment [CD1]: This may be combined with a similar recommendation in the Interpretation/Education Plan

Step 1: Consult with state parks offices regarding existing trails programs
Step 2: Raise match for grant funding

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

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.

Comment [CD2]: This strategy may be moved to the Interpretation/Education plan.

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.

Comment [CD3]: This strategy may be merged with a similar recommendation in the Interpretation/Education plan.

STRATEGY B: Hold a Contest to Encourage Creative Interactive Programming at Museums and Historic Sites

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
- 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

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.

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

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Jim Rehard, Missouri State Parks
Denny Bopp, Missouri State Parks
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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 effective 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 perpetrators. 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

Travelers

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.

- Unknown

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.

SECTION 3: 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

Strategy A: 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.

- Step 1: Collect copies of marketing materials, plans, and research and catalog for reference.
- Step 2: Continually update existing database to include contact information for marketing professionals at state tourism offices & organizations, regional entities, local DMOs, individual sites.
- Step 3: 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 external audiences

Strategy B: 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).

Step 1: 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.*)

Step 2: 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

Step 3: 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

Step 4: Outline guidelines for graphic usage of brand imagery, including application and acceptance process (schedule, review, permission, uses)

Step 5: 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

Step 6: 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.

- Step 1: 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.
- Step 2: Update the FFNHA brochure to use for motivating partners, funders, legislators and other key stakeholders.
- Step 3: Compile a list of organizations and media that need to be knowledgeable about the story and informed about the region.
- Step 4: Tap public television for announcements about FFNHA and provide visual footage on the region. Also encourage promotion of regional activities, updates.
- Step 5: Compile and load an on-line image gallery on the FFNHA website to promote knowledge and awareness, and media coverage of FFNHA.
- Step 6: Constantly update the regional media list for meeting announcements, news about FFNHA.
- Step 7: Expand the current glossary of terms to include marketing terms to be kept on the FFNHA website.
- Step 8: Revise general press releases about FFNHA.
- Step 9: Modify general information on FFNHA.
- Step 10: 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.

Step 1: 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.

Step 2: Write and distribute a regular e-blast update, and companion printed newsletter, to share highlights of FFNHA activities with elected officials and government agencies.

Step 3: 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.

Step 4: Develop a speakers' bureau (using local ambassadors) to increase awareness of FFNHA at area civic club events, conferences and programs.

Step 5: 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.

Step 1: 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.

Step 2: 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.

State 3: 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.

Step 4: Identify and secure funding partners for collateral and branding materials.

Step 5: 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.

More detailed steps on the website upgrade process are outlined in the Interpretation & Education Segment Plan.

Step 1: Convene marketing committee to assess current functionality of website against desired ways to inform and educate constituents, potential visitors
Step 2: 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.
Step 3: 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.)
Step 4: Identify funding to upgrade website. Register additional URL as needed, to accommodate potential split of consumer and partner information sites
Step 5: 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. **Website hits, unique visits, user metrics.** 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

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 quick 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. **Recognition by local and national media of the importance of the Freedom’s Frontier National Heritage Area**. 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. **Visible increases in the volunteer base and in local pride**. 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

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:

DRAFT

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 tax relief. 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. Visitor-generated 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
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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.)

Attractions: 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

Strategy A: 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.

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-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. 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

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experience. Other sites and attractions should consider incorporating art/artists contributions in their interpretative work as a means of supporting these visitor experiences.

- Step 1: Map contributing assets along river systems to determine clusters of activity and voids of physical sites and interpretation
- Step 2: Identify significant stories associated with the Statement of National Significance that are currently not interpreted at physical sites in the region.
- Step 3: Compare findings from step 1 and 2 to determine overlap or opportunities.
- Step 4: Identify potential entrepreneurs or existing businesses that may have be able to develop or enhance products and services to contribute to tourism experiences
- Step 5: Identify funding and technical expertise to help businesses develop and implement new product and services
- Step 6: 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

Strategy C: Establish education and training programs to enhance the quality, diversity and sustainability of FFNHA tourism businesses.

Workshops for sites and attractions could be aimed at grants opportunities, customer-service 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.

- Step 1: Continue the education of businesses and convention & visitors bureaus (CVBs) located in the region.
- Step 2: Schedule quarterly seminars for front-line employees to learn more about FFNHA and the region. (See *Interpretation & Education Segment Plan*).
- Step 3: Offer a “train the trainer” program for CVBs, Chambers of Commerce and other regional tourism and economic development organizations.
- Step 4: 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)

Freedom's Frontier NHA Draft General Management Plan

Peer Review by Interpretive Solutions, inc.

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?

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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

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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. The Executive Summary. 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. The Power of Place. 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. The Power of Story. 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. The Power of Action. This chapter answers the question “How?” A *plan* implies *action*, and in fact the segment plans all do center on proposed actions.

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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. The Power of Partnership. 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. The Business Plan. 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.

7. Appendices. 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

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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 device 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 a way as to emphasize that – today – we have many ways of looking at landscape.

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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

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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 one’s 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 than “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

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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 an 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.

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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

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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.

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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.

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- 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 sub-themes." 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.

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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

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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.

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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

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- 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.

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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.

Legend



State Park Facilities



State Forest



Existing Trails

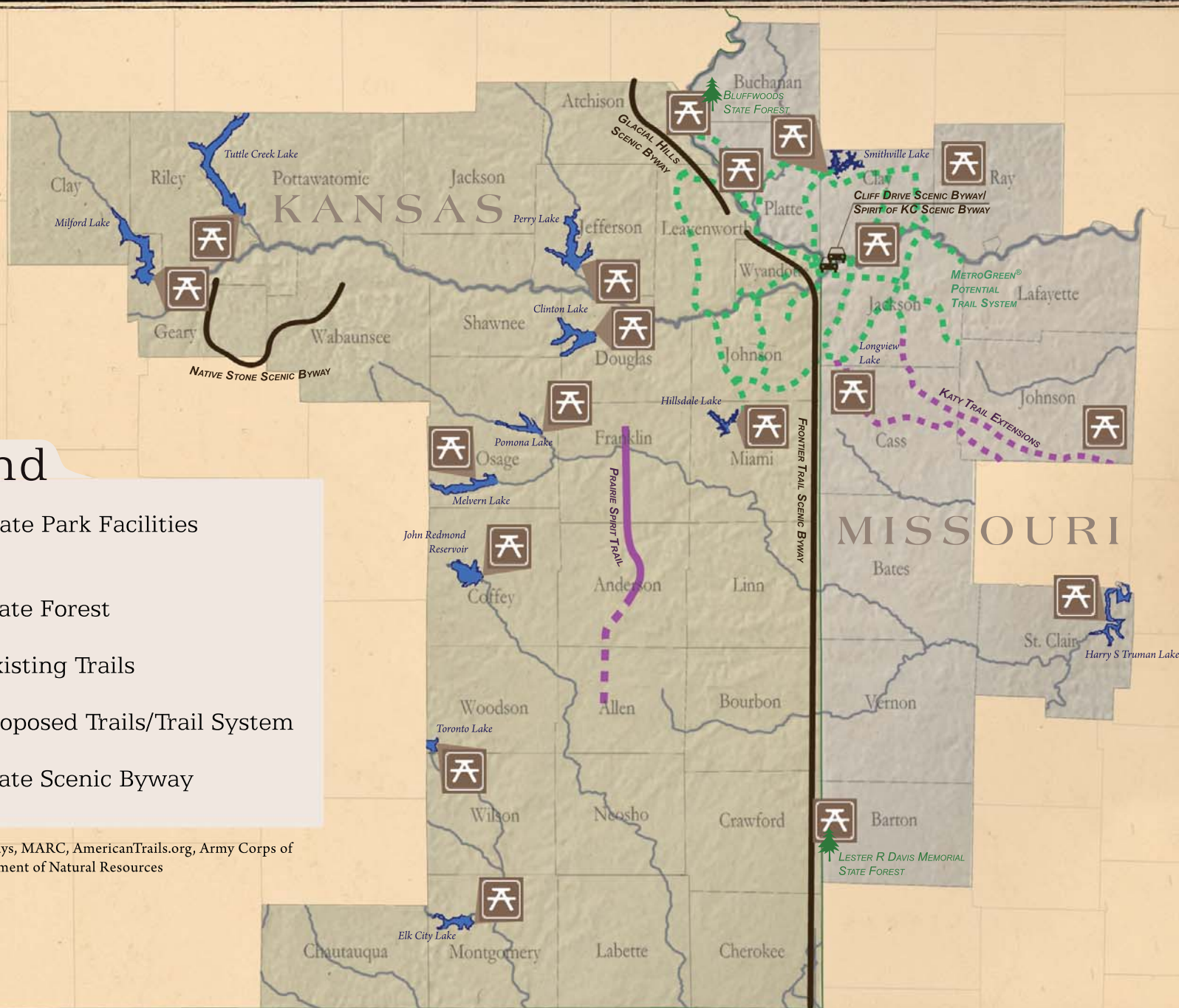


Proposed Trails/Trail System



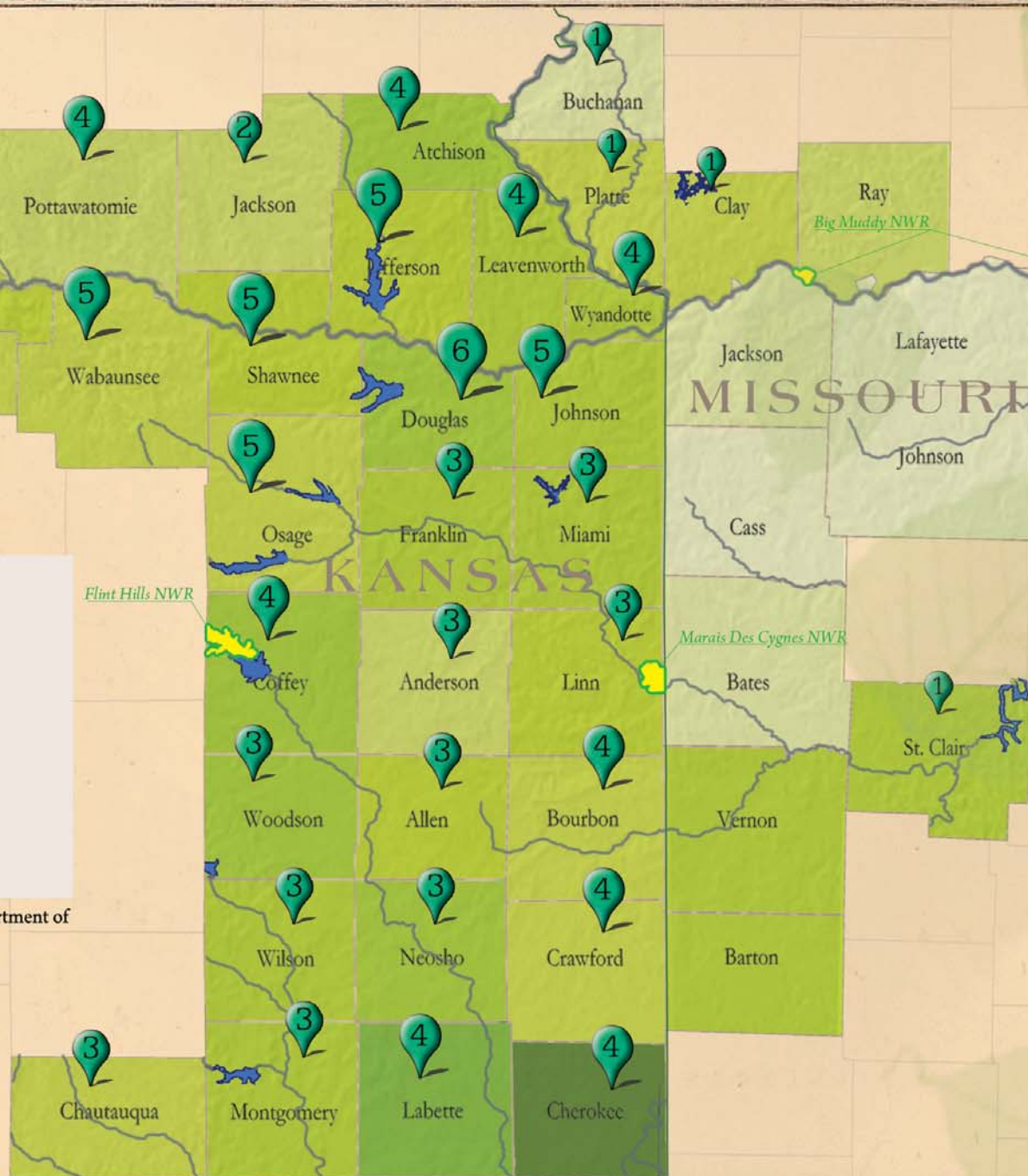
State Scenic Byway

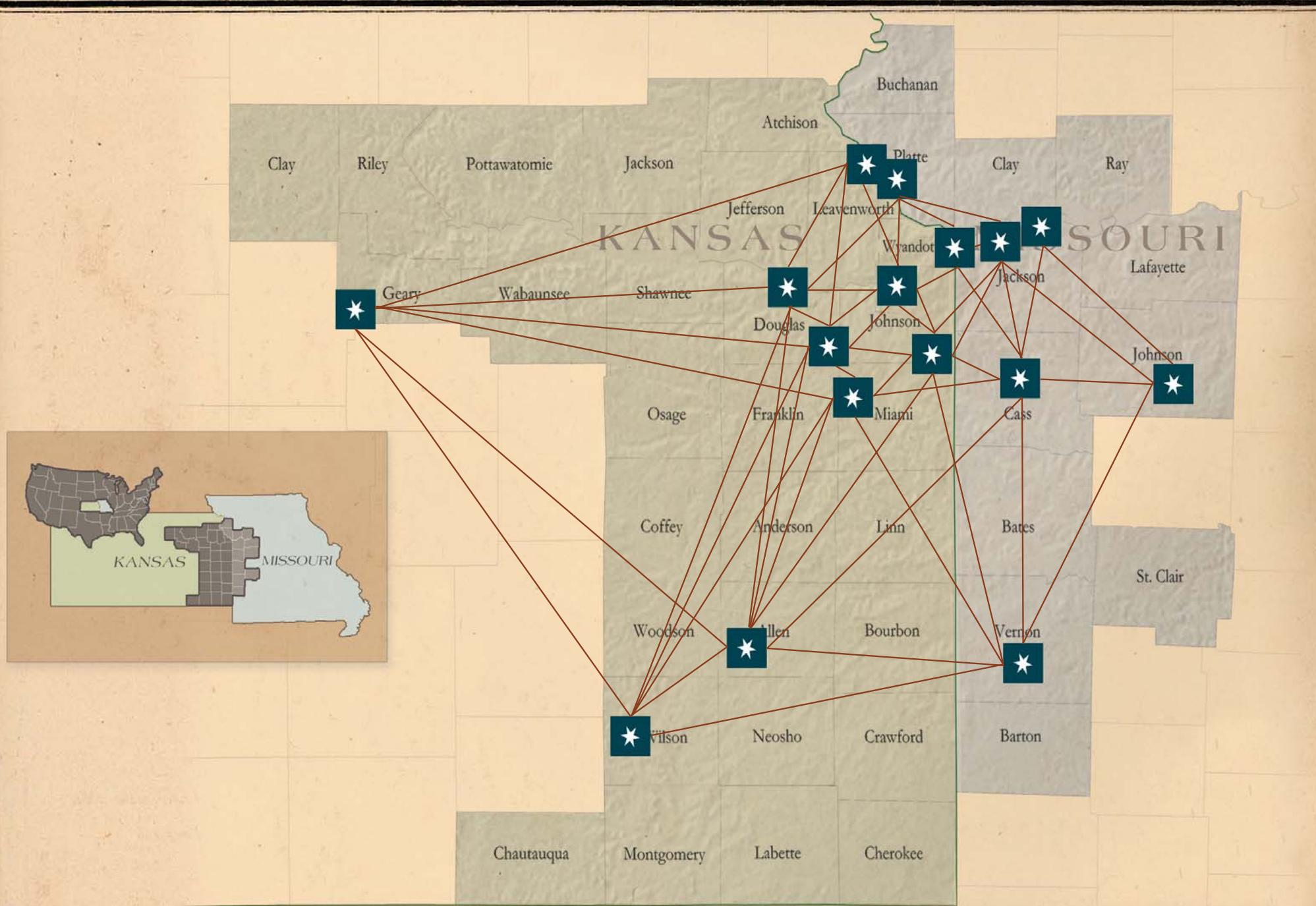
Source: Kansas Scenic Byways, MARC, AmericanTrails.org, Army Corps of Engineers, Missouri Department of Natural Resources





Source: Kansas Department of Wildlife and Parks, Missouri Department of Conservation





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

- 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 way-finding 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

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 natural-resource 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 meeting 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>

Additional 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

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

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



Source: Adapted from David Rumsey Maps Collection. Missouri. 1838

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.



Courtesy Kansas State Historical Society.

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.

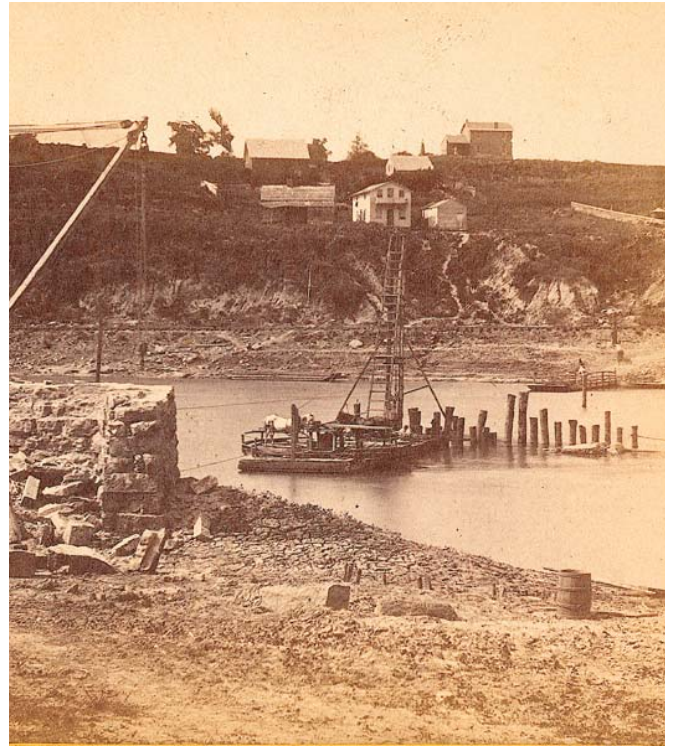
By the time of Quantrill's Raid, organized efforts at New England emigration had long-since ceased and settlers from the Old Northwest, Germany, and countless other places outnumbered those from New England. Still, the Kansas River Valley's ties to New England were touted by both border ruffians and 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

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 im-

*Not 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



Courtesy Missouri State Historical Society.

meet the party in Kansas City, the founders of Osawatimie 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 Osawatimie. 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 Osawatimie. 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



THE MARAIS DES CYGNES MASSACRE, KANSAS, MAY 19, 1858. Page 117.

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 free-state 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.

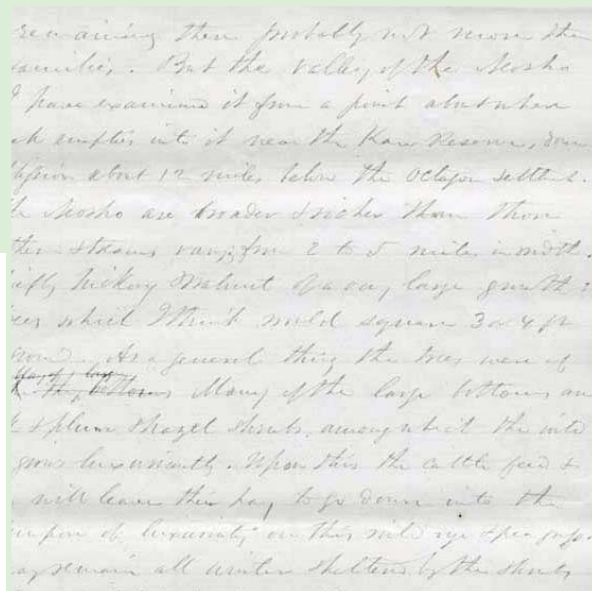
Neosho River Valley

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



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, Muscogee 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, coal-fired 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 extermination 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/findingaids/rg005-01.asp	This source includes both government and personal accounts of the events. In a letter to Missouri Governor, Ohio Mormon S. M. Smith recounts the story of the murder of his brother and nephew by “ruffians.” “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 & robbers & be incompatible with your constitutional processes.”
	“The Explorer of the Steamer Saluda,” New York Daily-Times 20 April 1852.	New York Times article archive, accessed online at http://www.nytimes.com/ref/membercenter/nytarchive.html	Not all encounters between Mormons and Non-Mormons were negative. Fourteen years after the Mormon War, the citizens of Lexington, Missouri reached out to Mormon victims whose steamboat carrying them West to Utah exploded. These articles provide detailed accounts of the Saluda explosion, including a list of known casualties.
	“Explosion of the Saluda,” New York Times 23 April 1852.	accessed online at http://home.byu.net/few2/pdf/Saluda.pdf	This scholarly article details the Saluda’s explosion and its aftermath.

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 Vernon 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 Enhancing the Story:	Source:	Location:	Summary:
	"Old Brown's Parallels," John Brown, 3 January 1859, Trading Post, Kansas.	territorialkansasonline.org; Kansas State Historical Society	In this letter, distributed to the northern press, Brown justified his recent actions, including the murder of David Cruise as collateral damage for the liberation of slaves. This is one of the most famous documents associated with John Brown and Kansas.
	"The Insurrectionary Movement in Southern Kansas," New York Times, 18 January 1859.	New York Times article archive, accessed online at http://www.nytimes.com/ref/membercenter/nytarchive.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 December 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.



Courtesy Bushwhacker Museum, Nevada, Missouri.

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.

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. McDaniel 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 newspaper	Kansas State Historical Society Microfilm, T-1031	Colored Citizen editor William Lewis Eagleson encouraged migration, 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



The Power of Place



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.



Why Here?

FFNHA's Natural Resources



- *“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....” 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.



“On the Kansas river the bottomlands are often five... miles broad, and in fertility they are probably not surpassed by any lands on the continent.....1854”

“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.



“For stock, the prairie produces abundance, both of hay and pasturage, and all the cattle which we observed on these prairies were in very fine condition; The country seems admirably adapted both to the cultivation of grain and the raising of stock.1859”

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.



“The land is principally prairie, interspersed with extensive groves of timber, consisting of linden, hickory, oak, locust, walnut, sycamore, cedar, cottonwood and elm, of which there will be sufficient for all practical purposes.1865”

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?"



The Origins of Place

The Great Inland Sea



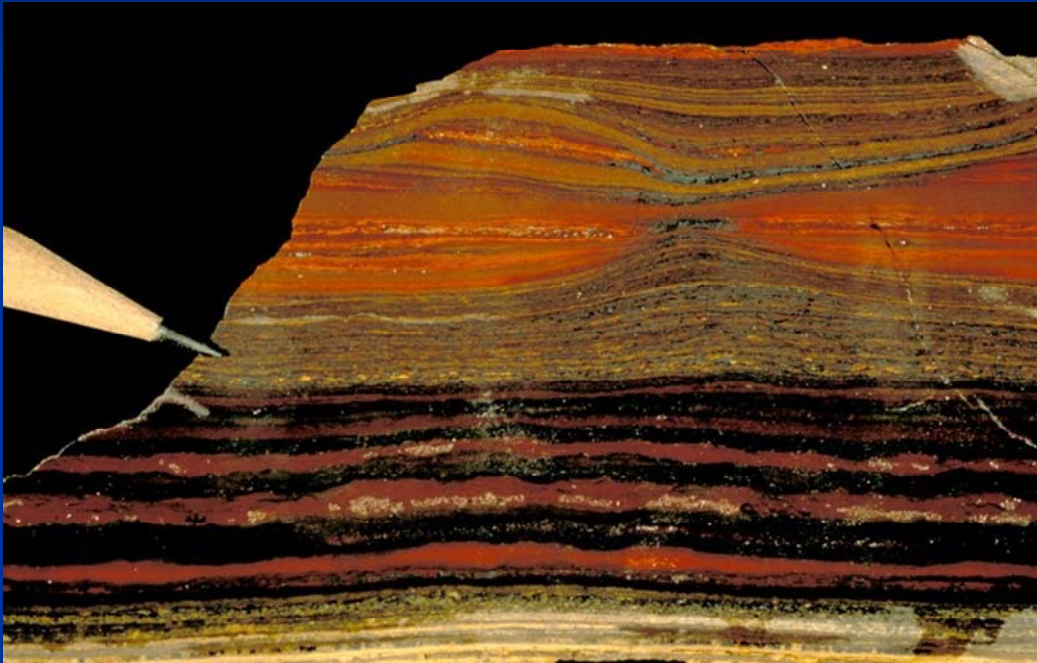
I have to go back to the beginning of time to begin to explain the unique influences and contributions (to this place). I'm a landscape architect; I've studied this not as a professional but as someone that tries to interpret this. In order to condense this story I'm going to take liberties with some 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.



Geology

Sedimentary Formation of Mineral Deposits



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.



Geography

Mountain Building

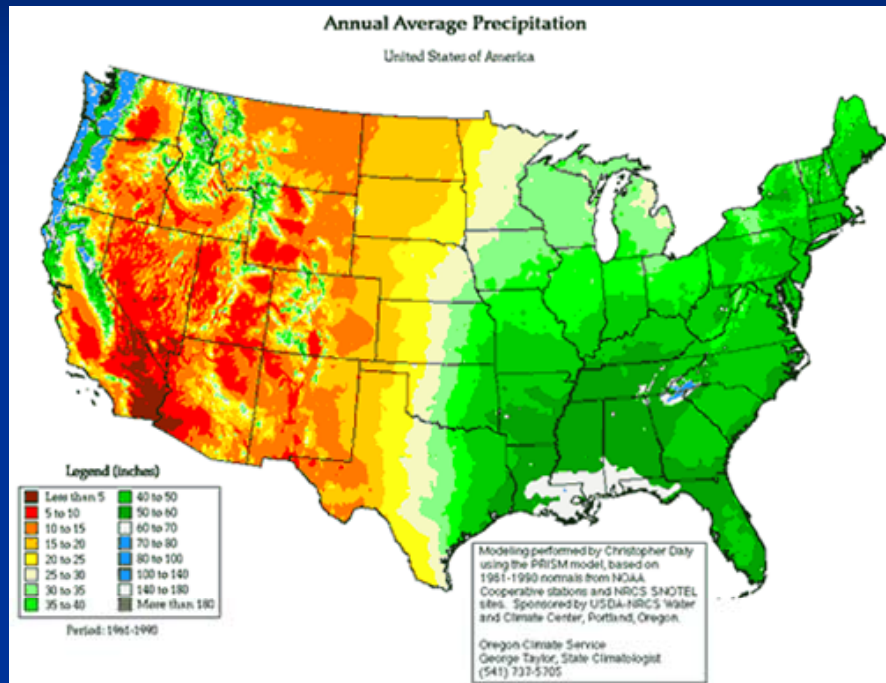


About 100 million years (ago), there was a major event. The plate tectonics of this continent pushed up against another plate and emerged, essentially, the Rocky Mountains. The Rocky Mountains played an enormous influence in not only the climate, but particularly the precipitation of this region. As these mountains emerged, we now had moisture-laden air coming from the West Coast that was being driven up the mountains.



Precipitation

The Foundation of Life



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.

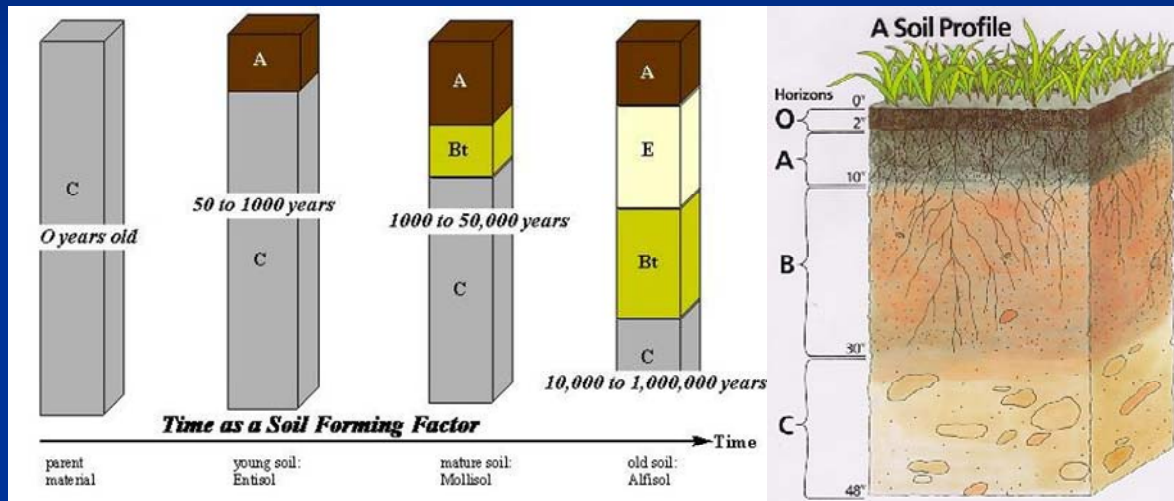
This is the primary formation of physiology we see in the environment in this particular part of the world, because *everything* is dependent on water.

Water rules, water is the essence of life, water is the reason we're here on this planet.



Soils

Influences of Soil Formation



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.



Topography

Influences of Land Forms



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.



Erosion

Influence on Land Forms

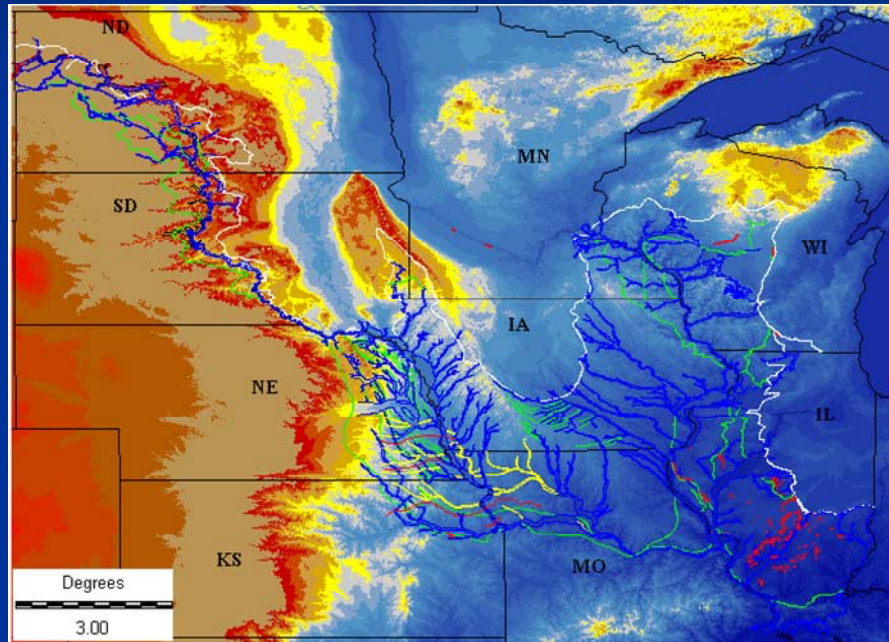


If we look at the way water can move land and soil, we can see its influence upon the land itself. Topography is, essentially, the erosion of the soil mantle and the underlying bones and framework are the rock structure below. We can see the top photo is from the Iowa plain which was glaciated most recently. 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.



Glaciation

Agent of Change



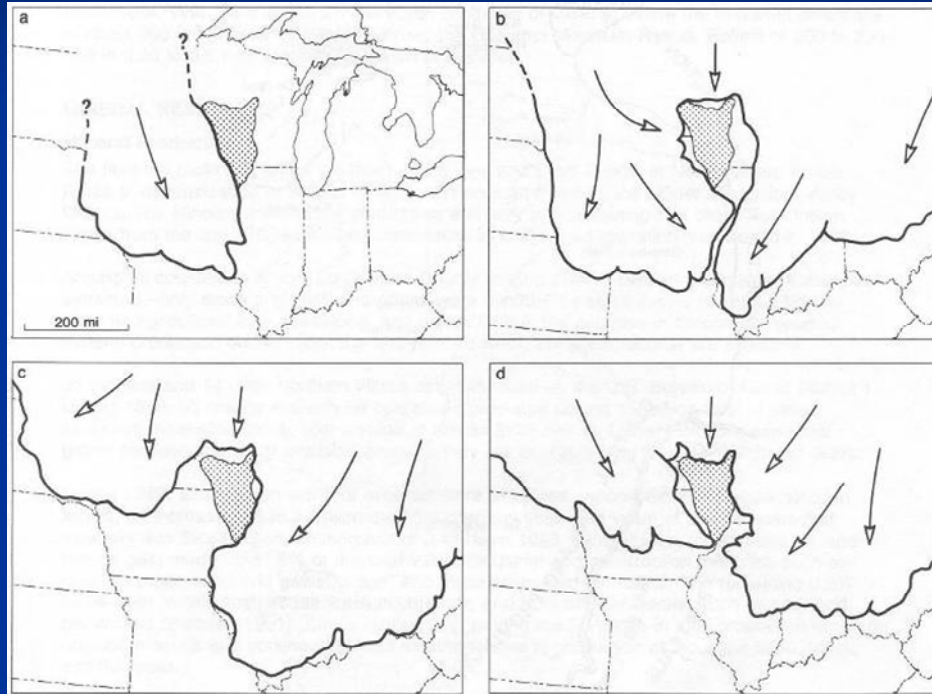
The big agent of change and probably the biggest determination of what makes this place really unique was the last period of glaciation... this is an unusual map, but I did feel it was important... we've got two periods of glaciation that really cover and influence our particular site location. The first 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 conveyor belt that is scraping earth and rock and bringing it to the south for us.



Glaciation

Agent of Change



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.



Glaciation

Agent of Change



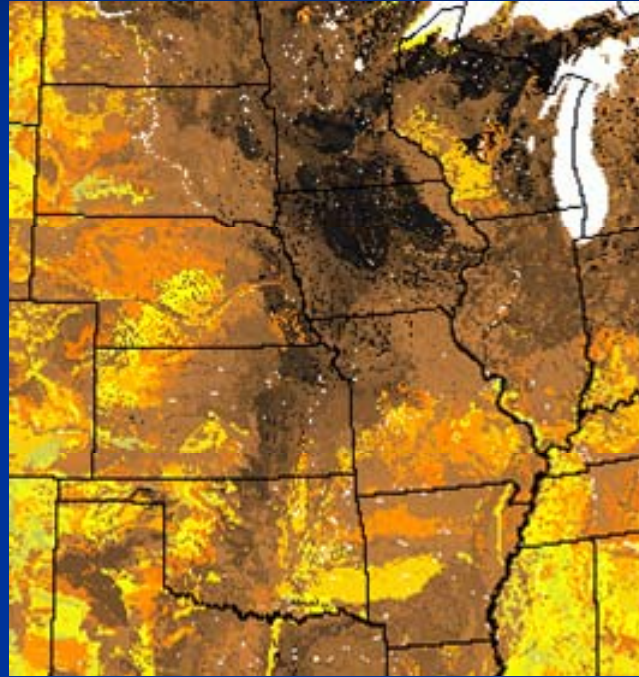
This also had another great influence on us - in terms of changing the climate. We had a big chunk of ice over the north of us, that air is cold, that air is heavy, and it creates cyclonic winds. It created weather patterns around the Midwest that influenced the development of soils. As these glaciers 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.



Soil Organic Matter

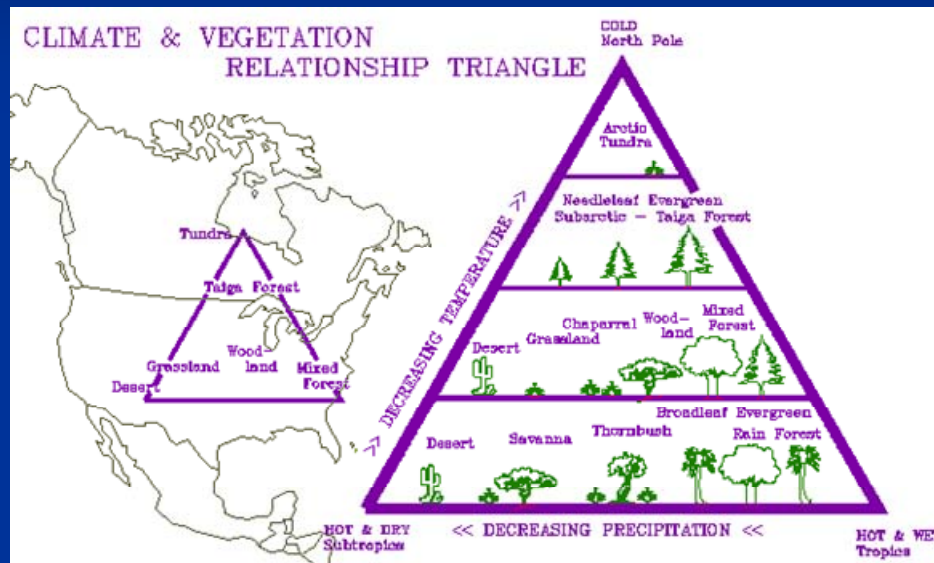
Indicator of Fertility



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 of 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.



Vegetation Ecology



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.



Prairie

Fire & Water



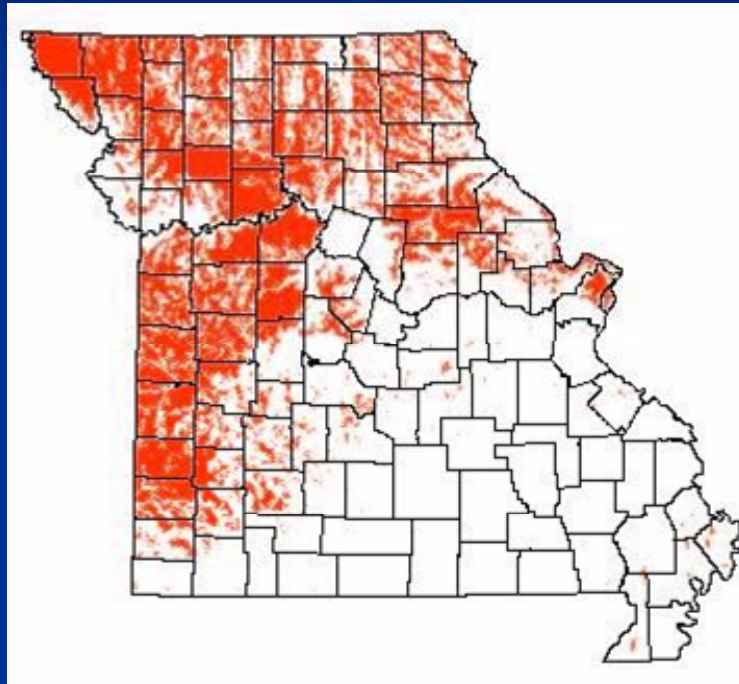
The prairie is purely a vegetative expression that deals with these two elements - and I love this picture - water and fire. We can see the rain that sustained the prairie and the influence of fire originally from lightning that would burn across the prairie and renew it. The prairie is unique because 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.



Prairie

Our Common History



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.



Vegetation

Biodiversity



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.



Habitat

The Bounty of the Land



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).



Man

Native Cultures

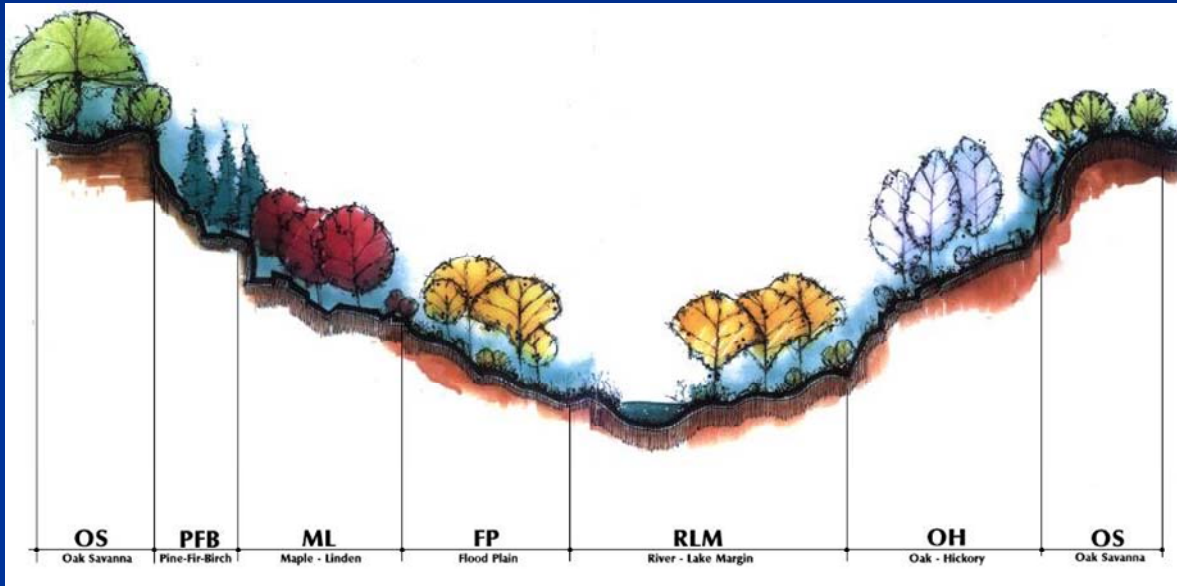


Around 10,000 years ago - plus or minus - man shows up. People show up in a very integrated fashion, with a small ability to impact the environment. What I think is interesting and unique about this is that people have lived here for 10,000 years with the ability to not alter the natural environment. 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.



River Valley

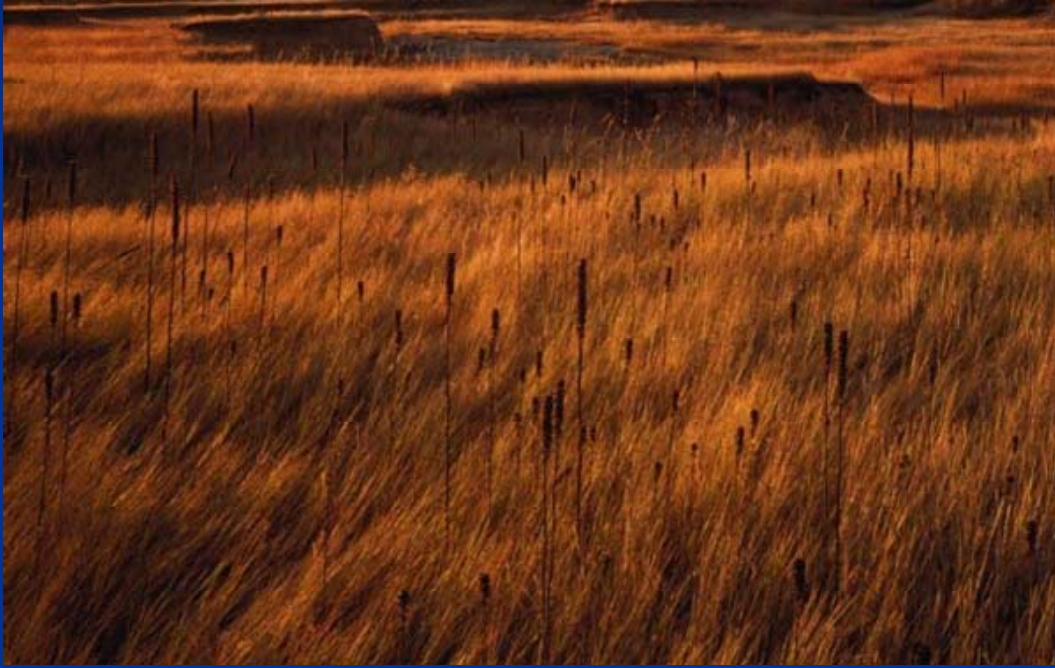
Ecosystem



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.



Upland Prairie



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.



Oak Savanna



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.



Oak Hickory



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.



Maple Linden



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.



River Margin



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.



Wetlands



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.



The Power of Place

A Story Worth Telling



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.



The Midwest Aesthetic

A Lifestyle Worth Preserving



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.

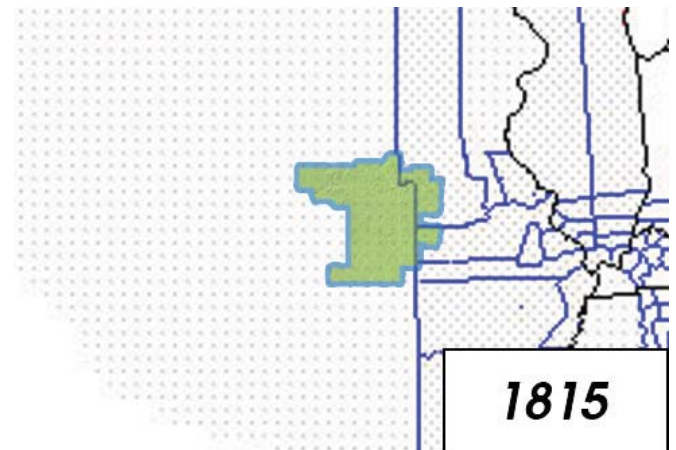
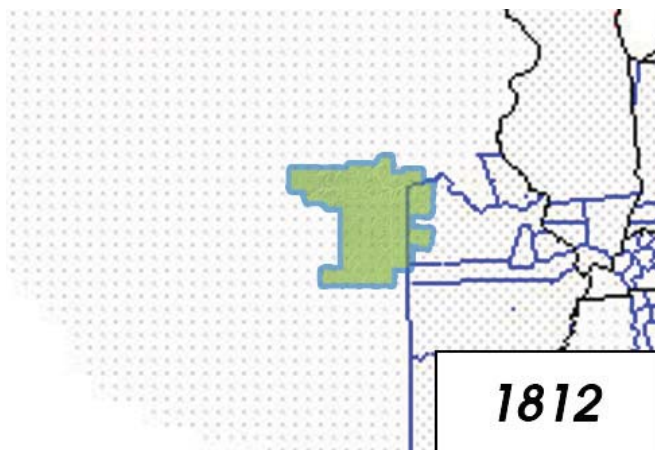
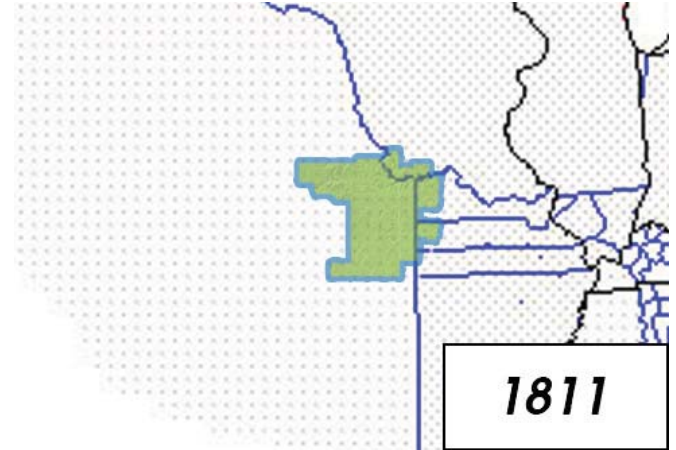
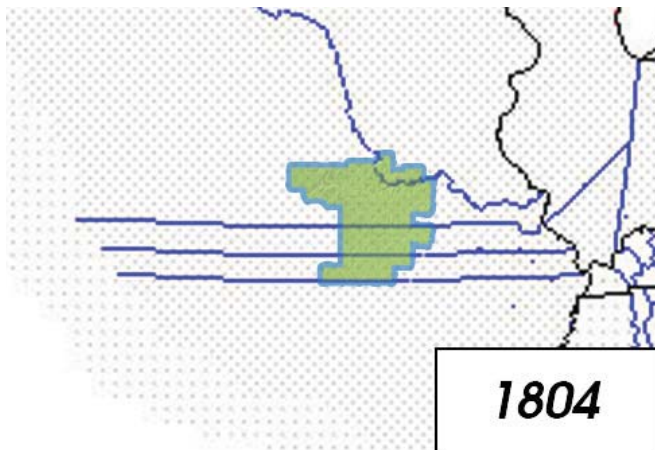
...and it's worth preserving.

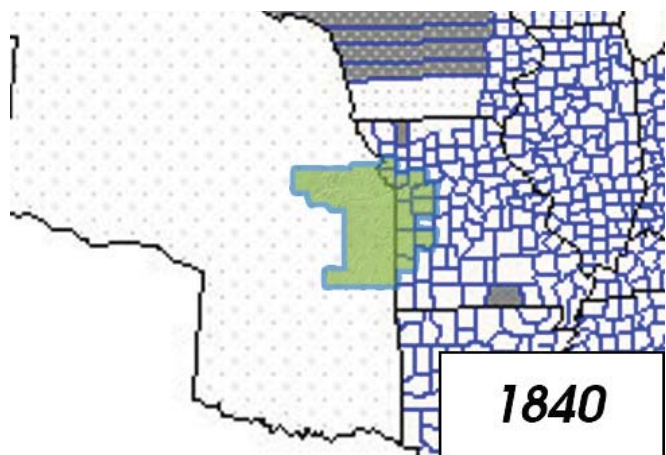
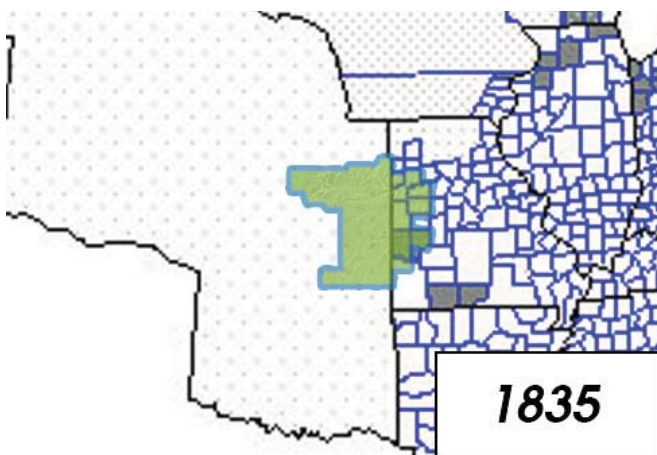
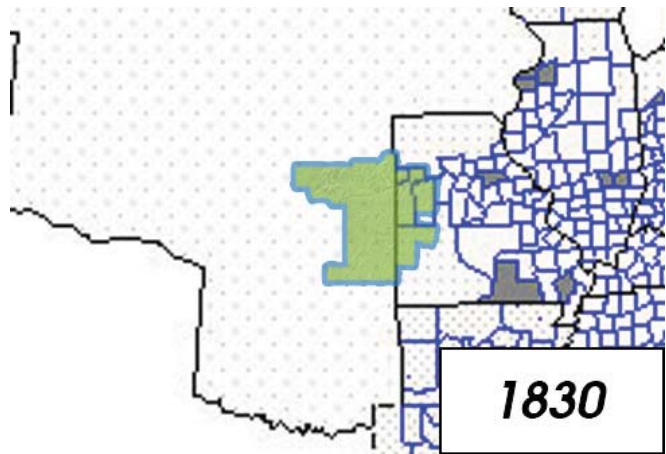
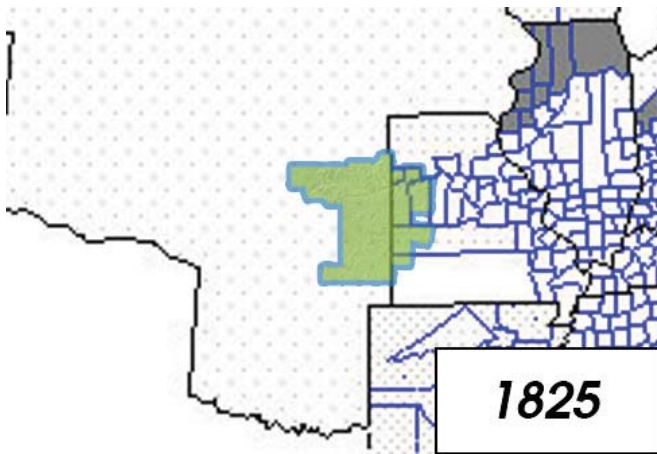
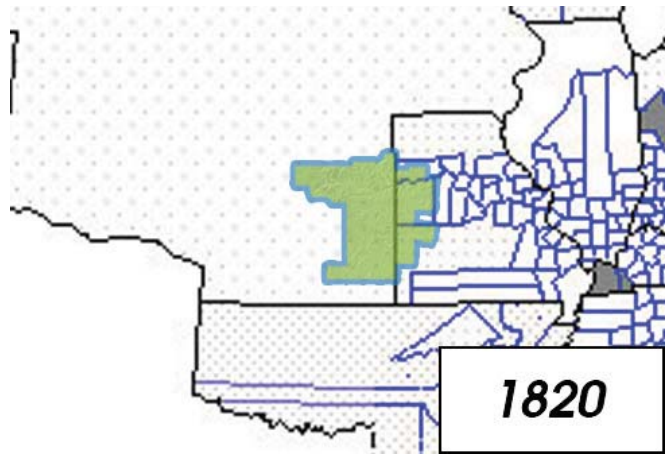
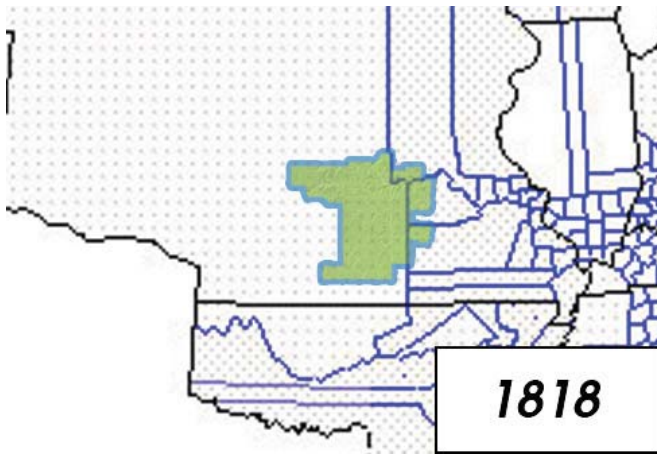
SHIFTING LINES

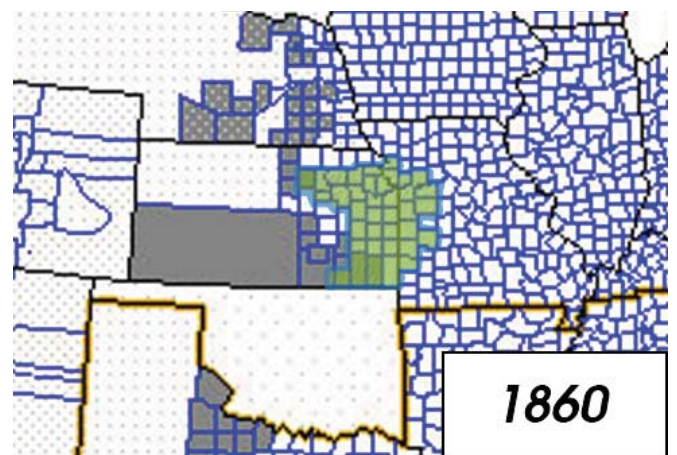
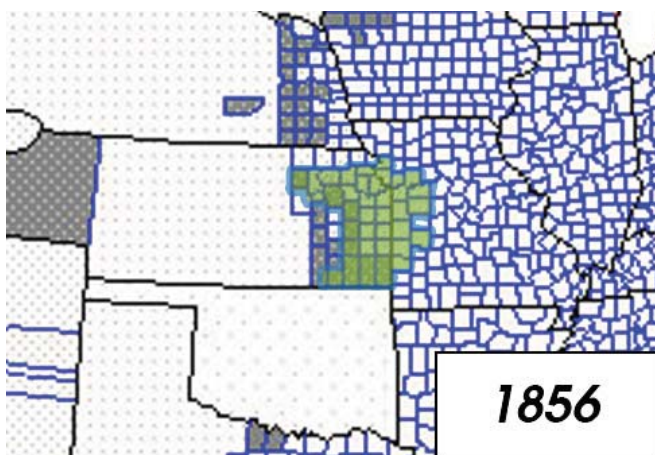
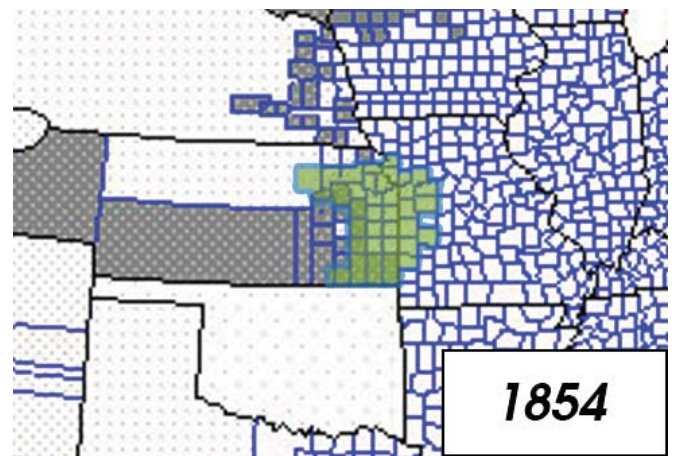
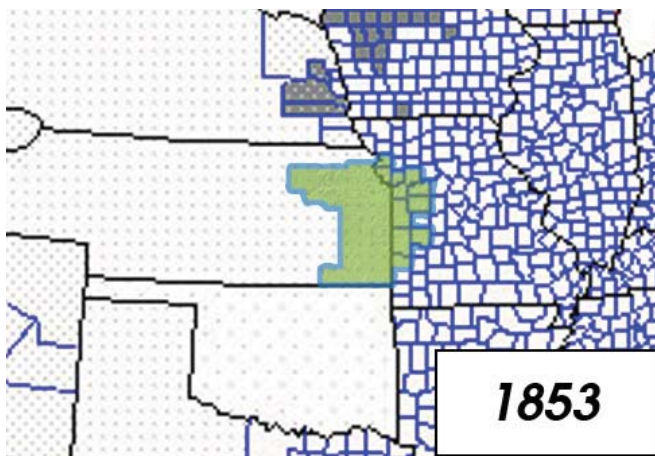
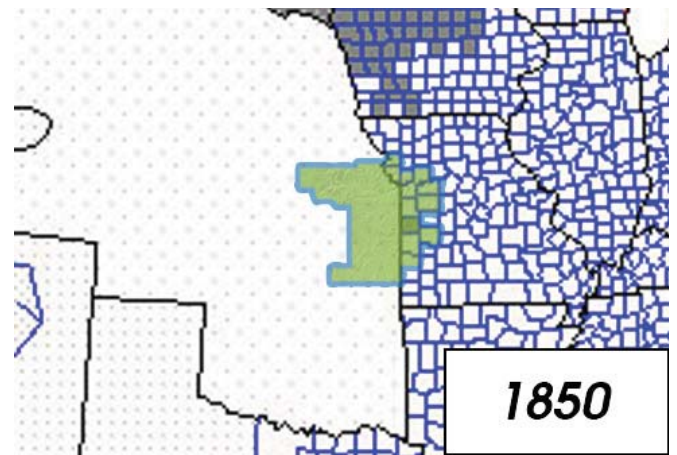
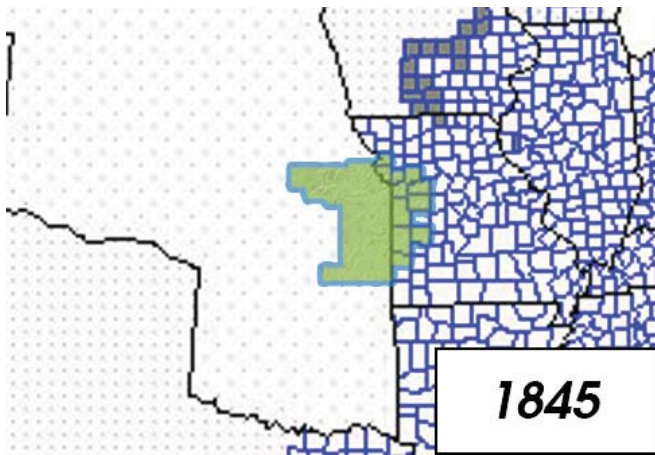
THE EVOLUTION OF POLITICAL DELINEATIONS IN FREEDOM'S FRONTIER

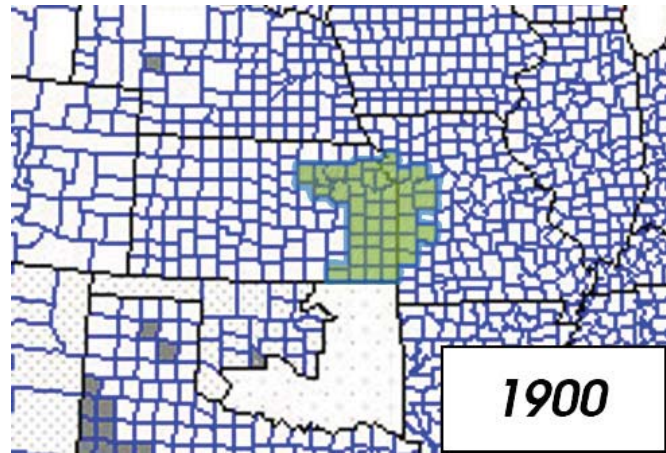
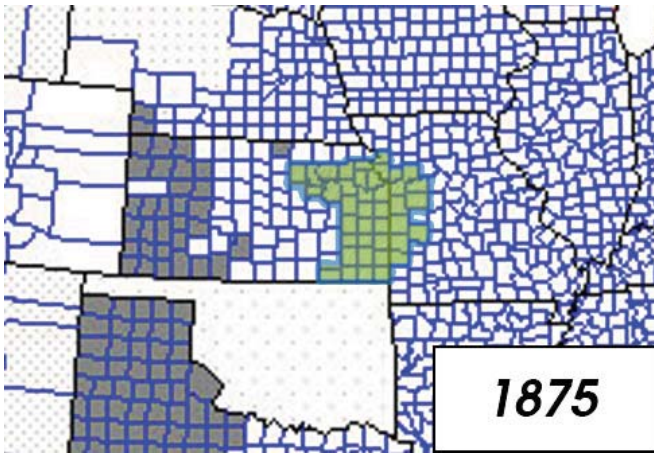
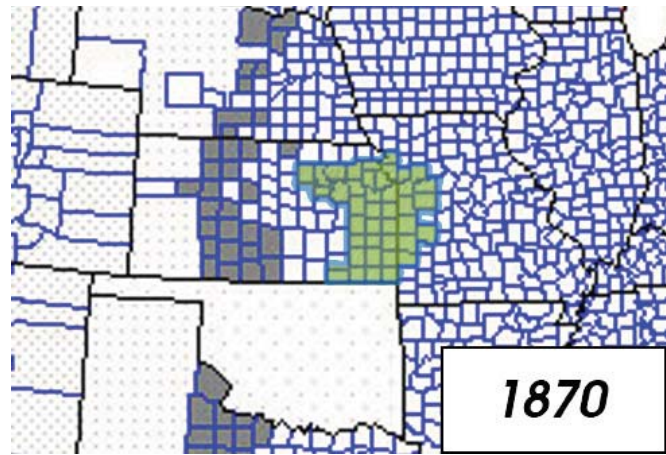
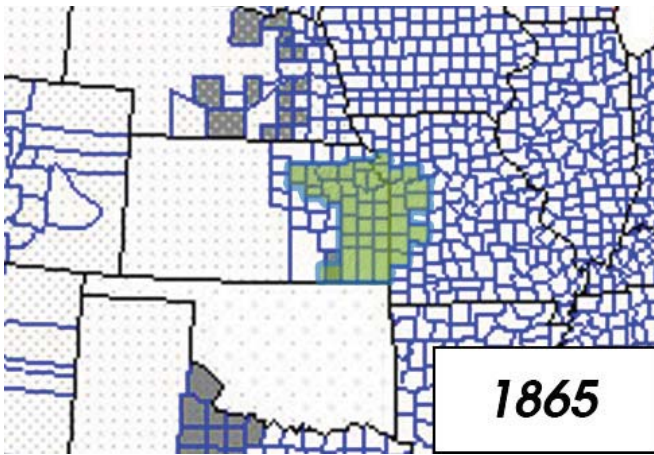
The names of locations or events in the management plan are of the *present-day* state name and county name unless otherwise noted. Historically, the names of locations, counties and territorial lines changed frequently. County names that have been used in the management plan may not be the same over the entire period of national significance.

Below is a series of images that shows the development of political boundaries in Freedom's Frontier National Heritage 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.



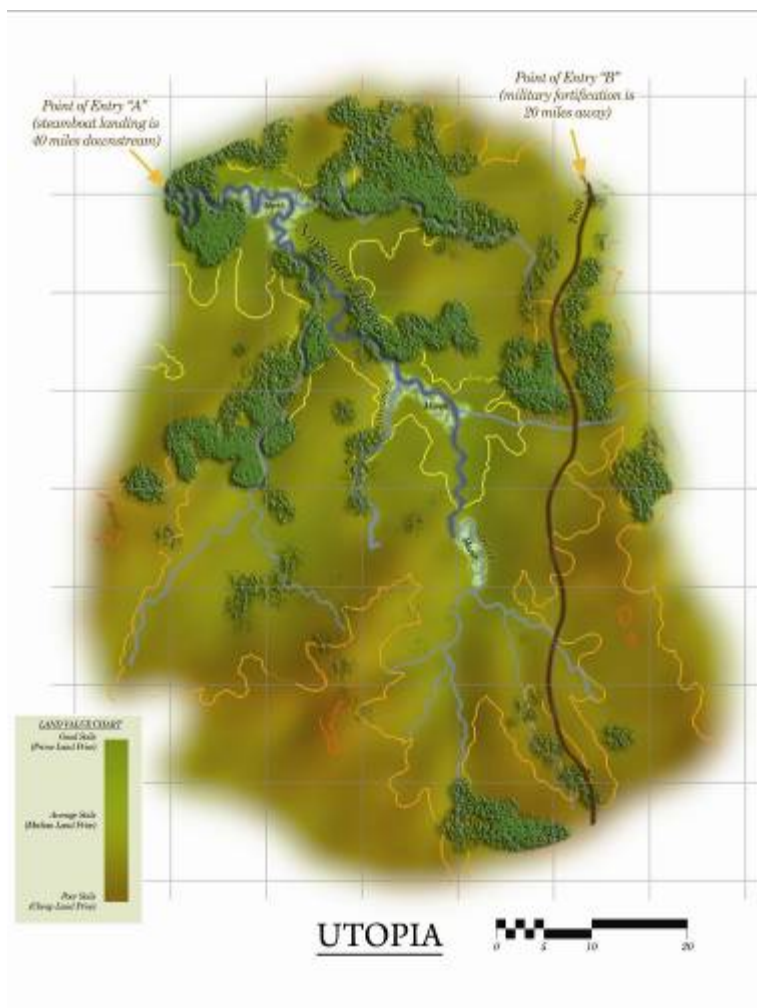






UTOPIA EXERCISE

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.

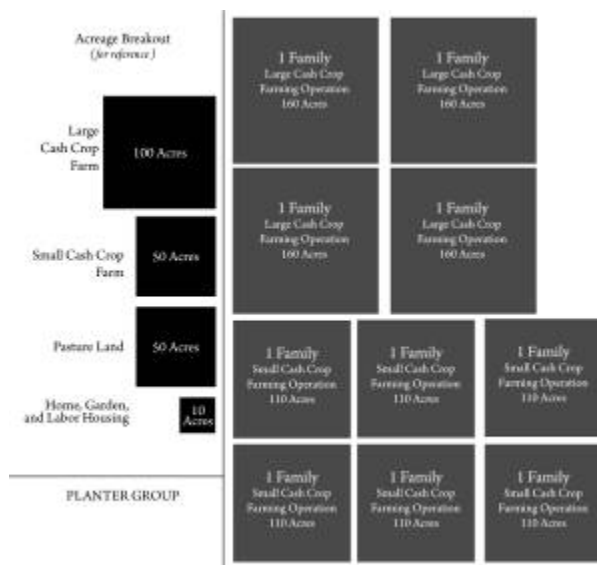


The partnership team was separated into four separate work groups of approximately fifteen people. Each work group was provided identical maps labelled “Utopia”. The map was nonspecific as to its location or orientation, but showed critical features for frontier settlement including soil quality, water, 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 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.

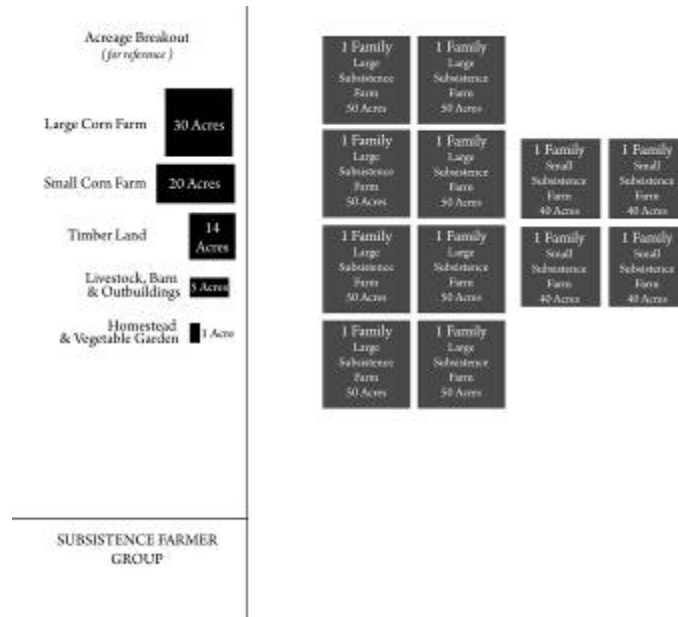
The planters group consists of 10 Planter Families of the following make up:

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 group represents subsistence farmers who raise a variety of crops and livestock to provide the needs of their families. You raise corn, vegetables, poultry, and pork. You are looking for cheap land because you do 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 to subsidize your living by 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

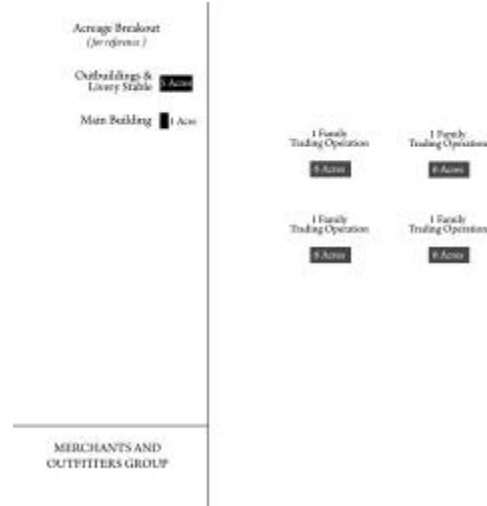
Each family has a goal to establish a farming operation to support your family, using the land requirements listed above locate your establishment as a community by drawing it on the map.

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.

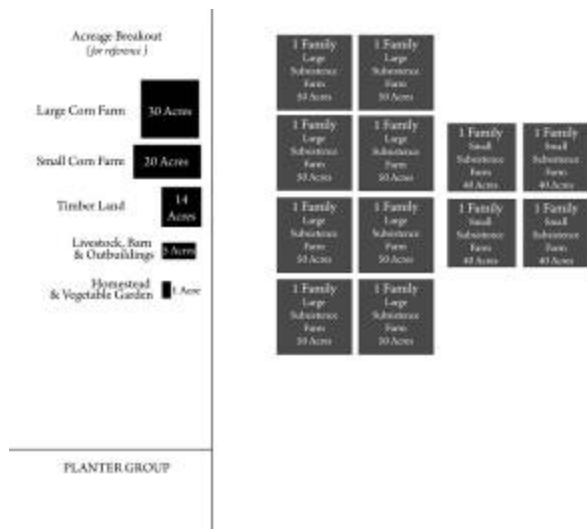


The outfitter and merchant group consists of 4 families of the following make up:

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	8
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:



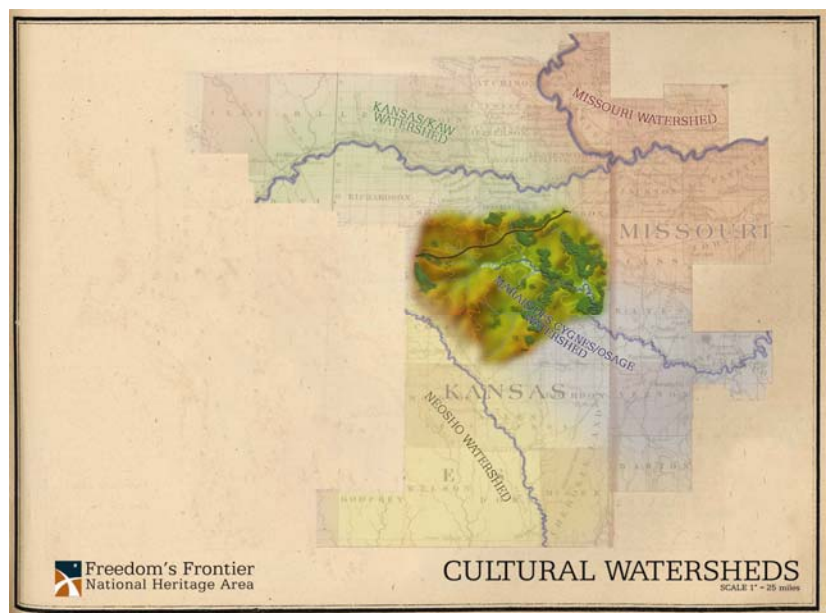
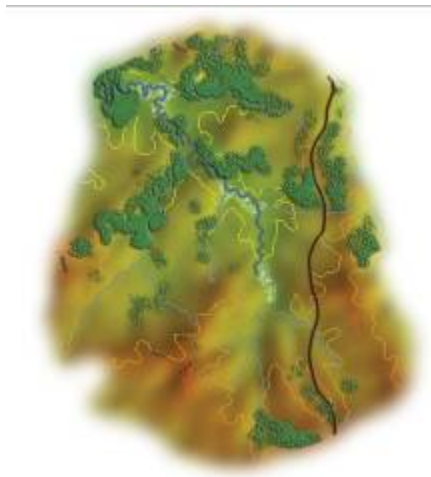
Even though there was plenty of space available for all acreage, it was found that overlaps occurred throughout the settlement groups, particularly around the location that the city builders had selected at the upper reaches of the navigable river. Limited resources and differing users created areas 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



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.

Partners: 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 descendants. 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*

Summary: 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



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.

Partners: 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 re-sale 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



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 income-tax 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

Summary: 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-for-profit 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_ganda.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

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 attraction, 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.freedomfrontier.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 versions. 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 emphasis within body copy.

COLOR USAGE

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.

TWO-COLOR BLUE/BROWN (preferred)



BLACK & WHITE (preferred if the two-color blue/brown is not an option)



COLOR USAGE

FFNHA Logo on Colored Backgrounds

Whenever possible it is recommended to reproduce the FFNHA logo on a white or neutral light-colored background. The full-color version remains the preferred option on white or neutral light-colored 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



2-COLOR LOGO ON DARK BACKGROUND



BLACK LOGO ON NEUTRAL BACKGROUND
(note that star and path are same color as background)



BLACK LOGO ON BLACK BACKGROUND
(note that logo has white keyline around it)



COLOR USAGE

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



2-COLOR LOGO OVER COLOR PHOTOGRAPH



BLACK & WHITE LOGO OVER BLACK & WHITE PHOTO



COLOR USAGE

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

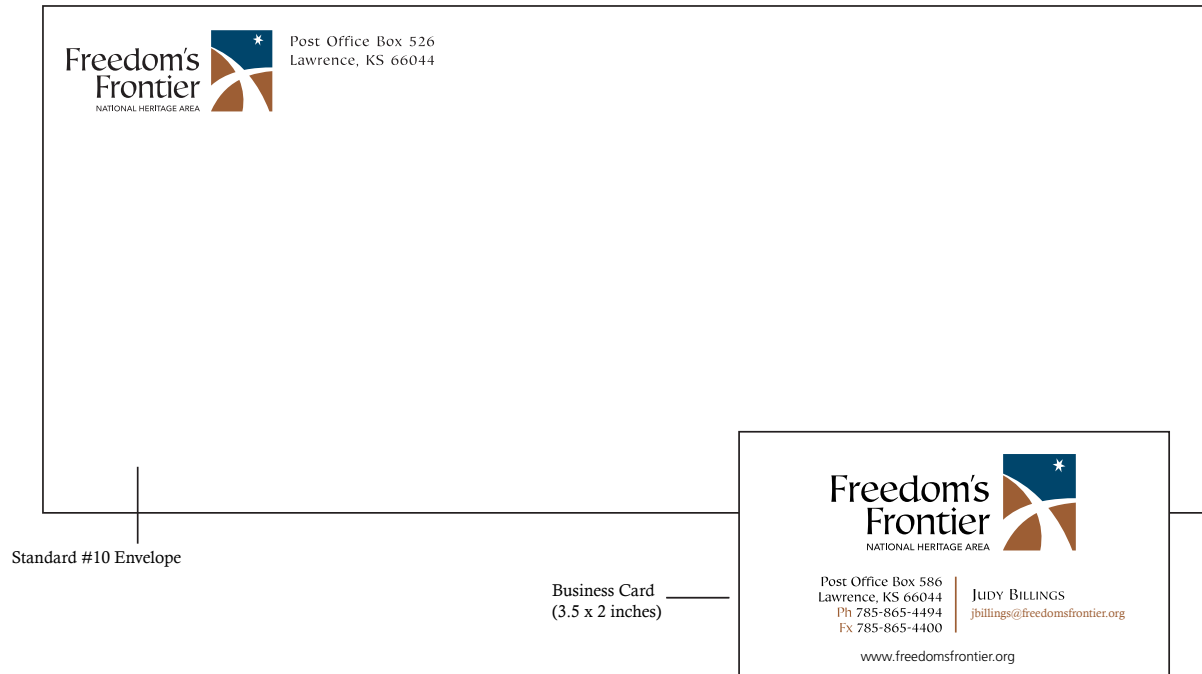
Suggested letterhead margins have been specified below. These margins should be applied to any document being produced on letterhead.



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 constituents about the FFNHA organization. It may 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 "geocacher" 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 providing 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 community's history or is important in maintaining 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.

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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	Iola	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 Marmaton 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 School	Built in 1864, the school served children until 1943, is furnished as it 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 Site	A restored frontier fort that commemorates Fort Scott's role in westward expansion, Bleeding Kansas, and the Civil War.
KS	Bourbon	Fort Scott	Gordon Parks Center for Culture and Diversity	Enjoy photos, memorabilia, books and posters of world-renowned 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	Marmaton City / Marmaton		County seat of Bourbon County for five years. Site of 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 Center and Museum	20,000 square foot Museum with exhibits interpreting the political, 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 attacked 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 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 homesite	Former homesite and major Underground Railroad "depot" of Rev. 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 Engineers land	Wakarusa River Valley Heritage Museum	The Wakarusa River Valley Heritage Museum located in Bloomington 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.
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 Museum	Interpretive site and research center for Haskell Indian National University
KS	Douglas	Lawrence	Haskell Indian National University	Oldest intertribal university in the U.S. Evolved from a boarding school 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 Massachusetts St	Originally built in 1858 and 1869, the building has undergone several renovations and a series of owners. Only downtown building to survive Quantrill's Raid.
KS	Douglas	Lawrence	Lawrence Visitor Information Center	View "Lawrence: Free State Fortress" a 30 minute docu-drama on the founding of Lawrence & Quantrills 1863 Raid. Also find self guided tours in print, CD or iTours.
KS	Douglas	Lawrence	Lucy Hobbs Taylor Building, 809 Vermont	The Taylors build this building for their home and office (1872-1868 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 History Museum	The Natural History Museum's exhibits, housed in Dyche Hall since 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 Ranch	Where James Townsley identified John Brown as one of the killers in the Pottawatomie Massacre.
KS	Franklin	Centropolis	Centropolis/Minneola/St. Bernad Town Sites	An official Santa Fe Trail detour site, first (pro-slavery) county seat, territorial capital for 24 hours, and site of a John Brown robbery.
KS	Franklin	Lane	Pottwatombie 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 Mission	Site of large mission station with Indian and white cemetery, graves of 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 Massacre under construction.
KS	Franklin	Ottawa	Tinnon vs Ottawa School Board	
KS	Geary		1859 Heritage Park	
KS	Geary		Geary County Historic Trails	
KS	Geary		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	Fort Riley	Site of First Territorial Capitol, site recommended by JC Fremont in 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	Shawnee Indian Mission State 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 & Botanical Gardens	This 300-acre arboretum offers a natural setting with miles of walking 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	Hollingsworth 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 Soldiers 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 Society	Museum that displays artifacts and documents of Basehor, Kansas 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. Includes an original 13th amendment.

KS	Leavenworth	Tonganoxie	Tonganoxie Community Historical Society Museum	10 acres, renovated milkhouse of former Fairchild-Knox Dairy houses 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 interred 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 persecution.
KS	Montgomery	Caney	Veterans Park	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	Pottawatomie	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	Pottawatomie	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	Pottawatomie	St. Marys	St. Mary's Academy & College	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 Westmoreland	Oregon Trail Self Guided Driving Tour (Pending)	Take a self guided driving tour along the Oregon Trail route from St. 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 Railroad 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 & Library	Discover voices from Kansas' past at the Kansas Historical Society 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-Meade Historic Site	Old Prairie Town at Ward Meade Historic Site is a beautiful six-acre 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 Museum/Education Center	1927 Union Pacific Station showcases railroad heritage, Topeka 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 Farmstead	An official Network to Freedom site, this farmstead was the site of the Harvey claim and log cabin.
KS	Wabaunsee		Beecher Bible and Rifle Church	Church built by members of the Connecticut Kansas Colony.
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 Farmstead	An official Network to Freedom site, this home contains the only documented long cabin Underground Railroad station in Kansas. Captain Mitchell was the leader of the Prairie Guards, posted on Mt. Oread.
KS	Wabaunsee		District #67 North Pole Schoolhouse	1884 Frame one-room schoolhouse attended by children of the 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 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	Cemetery 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 losing 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	Townpeople 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 Society and Museum	Dedicated to the history of Woodson County includes original cabin from earliest pioneer, original first church, primitive farm equipment and American Indian artifacts found locally.
KS	Woodson	Yates Center	Yates Center Historic District Square	Yates Center Historic District Square features 43 buildings placed on 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 Military Road Markers	
KS	Wyandotte		Gateway to Kansas Historical marker	
KS	Wyandotte		Grinter Chapel Cemetery	
KS	Wyandotte		Grinter Residence	
KS	Wyandotte		Huron Indian Cemetery / 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		Quindaro 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.
MO	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.
MO	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 offered.
MO	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.
MO	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.
MO	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.
MO	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.
MO	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.
MO	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 Courthouse/War Memorial	The Courthouse Square in Lexington, Lafayette County, Missouri holds the oldest working courthouse west of the Mississippi , a county-wide War Memorial and restored Lafayette Hall.
MO	Lafayette	Lexington	Lexington 1st Presbyterian Church	The Presbyterian Church , built in 1844, had in it's membership, the 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.
MO	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 Monument	Madonna of the Trail is one of twelve monuments dedicated by the 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 Society & Museum	We are in temporary quarters right now. We have an older home in Raymore we are working on. Civil War artifacts including Flag - GAR, part of Order #11.
MO	Ray	Richmond	Ray County Historical Society and Museum	Rich in history, our county museum is rated one of the top historical museums in the State of Missouri. We have over 35 rooms displayed all with historic importance to the area.

MO	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 junction 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 Millinery 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, 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
Claybrook 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 Gear 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
Atchison 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
Taub 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
Taub Creek Bridge, Ottawa, Franklin County, KS
Taub 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, Osawatometie, 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, Coffeyville, 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
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_archive=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.

<http://www.jocohistory.org/teachers/4-5/trails/index.asp> 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 sessions 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, inquiry-based 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
<http://www.mostateparks.com/lexington/lessonplan.htm> 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.
<http://www.indepmo.org/nftm/TeacherResources.aspx> describes field trip opportunities, includes links to activities/handouts/discussion questions.

Missouri/Kansas Border War Network <http://moksbnw.net/PodIndex.htm> 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,
http://www.territorialkansasonline.org/cgiwrap/imlskto/index.php?SCREEN=lesson_plans. 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.