

MEETING REPORT

Meeting Location:	Community Center
	Harrisonville, Missouri
To:	
By:	Cheryl Hargrove, Christy Davis, Mike McGrew, David Stokes, Amy Webb, Richard Yates

Meeting Date:	February 14, 2008
Task No.:	
Phase No.:	1
Start Time:	10:00 AM
End Time:	3:00 PM

Attendees:	See attached list
------------	-------------------

This report, if not modified within seven (7) days after receipt by the Freedom's Frontier National Heritage Area Steering Committee, shall be acknowledged as an accurate report of the events that took place at this meeting.

Meeting Context:	Kick-off Meeting for FFNHA Management Plan with Consultant Team
Meeting Purpose/ Intended Results:	Introduce consultant team to FFNHA Partnership Team, review management plan development process

Meeting Notes:

The Chair of the FFNHA Trustees, Judge Deanell Tacha and Judy Billings opened the meeting by talking about the importance of the management planning process over the next year. The consultant team was introduced to the Partnership Team, and team leader Cheryl Hargrove presented a PowerPoint with an overview of the required elements of the management plan. All attendees received a management planning notebook which included a preliminary glossary of terms, the legislation to create Freedom's Frontier National Heritage Area and the scope of services for the management plan. Each of the team members introduced themselves and talked about the specific element of the plan that they will be responsible for.

In the afternoon, the Partnership Team divided up into working committees including Interpretation and Education (with consultant Amy Webb), Heritage Development (with consultant Christy David), Civic Engagement (with consultant Frank Martin), Tourism & Marketing (with consultant Cheryl Hargrove), and Resource Management (with consultant Richard Yates and David Stokes). Each committee reviewed the scope of work for their portion of the management plan, identified terms to be added to the glossary of terms, and then had a discussion based on specific questions provided for each group.

Notes from each of the five breakout groups follow:

1) Interpretation/Education

Grady Atwater (KS) and Janae Fuller (MO) were chosen as co-chairs for the Interpretation and Education Committee.

A. Interpretation

1. Will standards be created, presented, accepted?

Yes. FFNHA has already done some preliminary work in this area through the visitor readiness survey which includes 5 tiers or categories of sites to address "visitor readiness." This will be used as a starting point for discussion. In discussing standards, potential questions to be considered include:

- How does the significance of the site connect to the FFNHA themes and sub-themes?
- How is the story of the site told to visitors (how is it interpreted)?
- Is the site accessible (e.g. open regular hours, well-marked, etc.)
- What process will be used to determine if sites meet the standards that the FFNHA agrees upon?

2. Will we share current brochures and written historical information?

Yes. Sharing information is a key component of this planning process. We have already begun to compile brochures from the counties in the region and we will be gathering other resources as well, including historical information, existing interpretive plans and curriculum materials.

3. What are the important stories that will be emphasized?

This will be one of the key charges for this committee as part of defining the core theme, sub-themes and storylines for the region. To do this, we will be building from the FFNHA themes in the 2004 feasibility study that was submitted to secure NHA designation and expanding those themes to reflect the additional Missouri counties which have been subsequently added to the heritage area.

4. How will FFNHA ensure a balanced story will be told?

The FFNHA will strive to share different perspectives on the stories of the region rather than presenting the stories from any one perspective. A system or process will be developed to help evaluate stories and help with this issue. Telling these stories from a variety of perspectives will also add to the richness of the stories for visitors as well.

5. What is the process for addressing the pain resulting from sharing painful and/or unpleasant facts?

I&E committee members generally agreed that these stories are important to tell, even though they may be painful or unpleasant—and noted that there is some reluctance out in the region to tell some of the stories. Clearly, this will be an ongoing challenge for FFNHA to ensure that these stories are told, and that they are told sensitively and in ways that encourage healing. The suggestion was made that in telling these stories, we need to refrain from portraying one side as either the hero or the villain. The General Management Plan (GMP) should include interpretive techniques to help tell these kinds of stories.

6. How will connect all the stories?

Connecting these stories is exactly what the FFNHA can help to accomplish. The themes, sub-themes and storylines will provide a framework to develop interpretive tools and programs that will help to provide a seamless and coherent visitor experience that connects stories in the regions.

7. Who is compiling and coordinating story development, authentication?

Recognizing that new research, new sites, or new information may come to light long after this GMP is created, the GMP will outline a process by which stories can be submitted and authenticated. There will be no one “Authenticity Czaz” but rather a process which allows for input from a variety of stakeholders. The Virginia Civil War Trails example was provided as one model of how another region handles this issue. There, stories are initially provided by local historians. These are vetted by a historical committee at the state level, then adapted by Virginia Civil War Trails, Inc. to emphasize aspects that will appeal to visitors

(such as the human interest anecdotes). Finally, these stories go back to the local level for final approval.

8. What eras will be covered?

Different members of the I&E committee have different opinions on how this should be handled. Some think that it should be very inclusive, from the Indians to present day. Others feel that it should focus primarily on the Border Wars era. This question will be answered as the themes, sub-themes and storylines are developed for the GMP.

B. Education

1. What is the role of libraries?

Libraries will be an important resource for FFNHA.

2. What is the role of schools?

As our committee does not include a large number of active teachers (it does include several former teachers as well as a college educator), this committee will need to reach out to social studies curriculum coordinators and teachers in the region to determine a) what kind of curriculum/training materials already exist; b) what kind of FFNHA related curriculum materials need to be developed, and c) how to best position these materials so that they will be used, knowing that teachers are already scrambling to include the required curriculum elements. The Kansas school system has social studies coordinators, it is unclear if Missouri schools have a comparable position. Many heritage sites across the country (including sites in Kansas and Missouri) have seen declining field trips following the “No Child Left Behind” act as teachers are pressed to meet these guidelines. Some efforts to reach out to schools by committee members have been rebuffed as schedules don’t allow for new outside activities. All school educational programs MUST be developed in consultation with active educators to ensure that they are relevant and thus used. Programs must help to meet required curriculum standards.

Videoconferencing was suggested as one format to use to provide programs to multiple schools simultaneously. Colleges in the region also provide a rich resource for educational programs.

3. Will training be provided for interpretation?

There is a need to educate staff and volunteers about the FFNHA and what is in the region. The GMP will include recommendations to guide the FFNHA for the next 10 years, which will include recommendations for training for interpretation if this is needed. While the GMP process will not include actual interpretive training workshops, the GMP will include the development of interpretive toolkit materials to help FFNHA stakeholders determine how to best interpret FFNHA sites.

C. Additional Questions

1. What is the difference between the committee co-chairs and the steering committee liaison?

The steering committee liaison will be this committee’s link to the steering committee. The Interpretation & Education co-chairs will work with the consultant team to ensure that we have a well-balanced representation of the FFNHA region on the committee and help to ensure that the committee fulfills its responsibilities.

2. What are the responsibilities of the Interpretation & Education Committee?

This committee is charged with:

- Helping to identify and compile existing resources to inform the work of the interpretation and education committee.
- Helping to plan site visits for Amy Webb
- Developing a Statement of National Significance for FFNHA
- Developing a main theme and subthemes for the FFNHA (adapted from the themes developed in the FFNHA feasibility study)
- Developing a process to help evaluate sites and stories
- Serving as a sounding board for the interpretive/educational plan in the GMP

3. How frequently will this committee be meeting?

There is a master schedule for the development of the GMP which is currently being developed. Where feasible, meetings will be tied to the regularly scheduled monthly FFNHA meetings. Because of the distance and cost of traveling in the region, every effort will be made to use technology to minimize the number of face-to-face meetings required of committee members. This will include e-mail correspondence, web surveys, conference calls and Web meetings which will combine a conference call with a simultaneous web broadcast of a PowerPoint and/or other visuals.

4. How will our committee stay in touch?

E-mail and conference calls will be key ways to stay in touch, in addition to face-to-face meetings. The consultant team is also developing a website that can be used to make resources available to the consultant team and to the partnership team.

5. Will the full consultant team be at every meeting over the next year?

No. Key members of the consultant team will be at different meetings as different elements of the GMP are developed.

6. If we have information to share, who do we send it to?

Send information to one of the interpretation and education committee co-charirs or to Judy Billings. Judy and/or the committee chair will ensure that the right member of the consultant team receives the information, or that the information is posted so that it is more broadly accessible to the consultant team as well as the partnership team.

7. Will there be an ability to access information about the region by *both* theme and era?

Possibly. Something like a relational database of sites in the region would be the best way to do this as it could allow for customized searches by either theme or by era (assuming that that capability and information was built into the database). The consultant team will help to set up a database format for FFNHA, and this database will be populated and maintained by FFHNA (Judy Billing's office).

8. Who gets to use the FFNHA logo? Will there be regulations about when and where it can be used? Will we be allowed to use the FFNHA logo on existing signs, or is it restricted to new signage?

The GMP will address these issues.

9. Will there be criteria for different kinds of FFNHA signage?

Yes, this will be addressed in the GMP.

10. For the visitor readiness survey, we have been trying to collect GPS coordinates—yet many people don't know what GPS is, much less how to provide the coordinates. How do we complete this part of the survey work?

Google Earth was suggested as a possible less time-intensive way to collect coordinates for sites in the region. Concerns were expressed that coordinates gathered in this way might not be as exact as coordinates gathered on site. We need to determine how these GPS coordinates will be used to see if the margin of error with Google Earth would be acceptable for these desired uses. For geocaching, for example, exact coordinates would be critical.

D. Additions for the Glossary of Terms

The I&E Committee identified the following terms to be added to the glossary of terms

- Interpretation (*break down by different types*)
 - Living History
 - First Person Interpretation
 - Guided Tour
 - Self-guided Tour
 - Etc.
- Education (*break down by different types*)
 - Community Awareness (residents)
 - School
- Themes
- Accessibility
- Agritourism
- Interpretive Standards
- Signage
 - Low profile interpretive signage
 - Kiosk
 - Directional or Wayfinding Signage
 - Etc.
- Lesson Plans
- Geocaching
- GPS
- GIS
- (a definition that needs a word---how do you describe the changes to a landscape over time that includes geology, weather, zoology, botany, medicine, rivers, impacts of human habitation...ecohistory?)

E. Interpretive and Educational Resources to Gather

- Annotated Bibliography of historical resources
- Existing List of FFNHA sites (200+)
- Draft Visitor Readiness survey
- Work completed by Sue Pridemore last fall to develop themes for the region (an in-depth workshop—what documentation of this exists?)
- Existing interpretive plans for sites in the FFNHA region
- Existing school curriculum materials related to FFNHA
- E-mail list of educators (include teachers as well as social studies coordinators and other appropriate administrators)

2) Heritage Development (Consultant Christy Davis)

Cheryl Collins (KS) and Lisa Irle (MO) were chosen as committee co-chairs.

Discussion Q&A:

1. What is the role of the Heritage Development Committee?

The role of the Heritage Development Committee is to establish criteria for prioritizing, developing

and managing assets that tie to the region's Main Story. The team will establish standards for accurately preserving the region's assets so they may best interpret the story. In addition, the team will map assets that meet criteria for visitor readiness and significance.

2. What criteria will be used to prioritize projects?

Projects will be prioritized by the following criteria (in no particular order):

- a. *Association with established themes*
Priority will be given to assets that are closely tied to the historical themes as established by the Education/Interpretation Committee.
- b. *Association with the significant time period*
Assets that have a direct tie to the specific time period established in the planning process will be given priority. There are differences of opinion on the region's significant time period. Some believe that priority should be given to resources that tie to the Border Wars period; others believe the time period should be broader. The time period will be established through the planning process, particularly as the Interpretation/Education Committee identifies important historical themes. Once this is established, resources that interpret these themes will be given priority.
- c. *Level of Significance/Designation*
Assets that are nationally significant will take priority over assets that are locally significant. One way of identifying a resource's level of significance is through its level of historical designation. For instance, properties of national significance may be listed as National Historic Landmarks. Others may be listed on the National Register of Historic Places, State Register, or be Local Landmarks. The Heritage Development Committee encourages partners to identify and designate their historic resources.
- d. *Risk Level/Need*
Priority will be given to assets that meet the above criteria and are at risk of being lost. Risk may be established by demonstrating a threat of demolition, level of deterioration, and rarity.
- e. *Readiness/Ability to Contribute to the project*
Projects whose sponsors show a high level of readiness and ability to contribute to projects will be given priority. Sponsors may demonstrate readiness through project planning and historical designation.
- f. *Public Impact*
Priority will be given to assets that have the most public impact. Public impact may be measured by hours of operation, geographic location, and visitor services.

2. What is a "gateway center?"

A gateway center is a place that provides orientation, information and services to for those visiting a National Heritage Area.

3. Where will gateway centers be located?

There is some debate about the location of Gateway Centers. Some in the group believe that any site can serve as a gateway center – that rather than creating a specific place, that sites can use standard materials to orient visitors. If it is decided that gateway centers will be placed in specific physical places, they will be located using the following criteria (in no particular order):

- a. *Access to major thoroughfares*

Sites that have access to major highways or other transportation hubs will have priority.

b. *Geographic Distribution*

In the case of multiple gateway centers, they should be geographically distributed. For instance, there should be at least one in Missouri and one in Kansas.

c. *Thematic*

If a location has a particularly close tie to one of the nationally significant themes, it may be chosen as a gateway center.

d. *What has worked in other National Heritage Areas*

Why reinvent the wheel? The Heritage Development Committee will study the use of gateway centers in other National Heritage Areas to inform it.

e. *Visitor-driven*

Places that are already popular draws for visitors may be identified as gateway centers.

4. What is a Partner Site?

Partner Sites are sites that meet criteria established by the National Heritage Area. Once designated as a partner site, a site will be included in heritage area promotional materials – and can use heritage area logos, etc. in promotions.

5. How do we determine what sites will be Partner Sites?

Potential Partner Sites will be evaluated based upon the following criteria (in no particular order):

a. *Visitor Services*

Partner sites must have a certain level of visitor services. These may include public restrooms, public tours, and other offerings.

b. *Interpretive Presentation*

Partner sites must provide an adequate level of interpretation. Sites should place their story within the major historic themes identified in the General Management Plan.

c. *Accessibility*

Partner sites must be accessible to the public. This means that they must have regular hours of operation and must be physically accessible to both the general public and the disabled. Sites may include non-ADA-compliant components, such as nature trails, etc., but visitor services and interpretation must be accessible.

d. *Staff Expertise*

Partner sites must meet certain standards. Whether professionals or volunteers, site staff must be trained in interpreting the site's ties to important historical themes.

e. *Integrity*

Partner sites must have integrity. Historic sites, landscapes, buildings and other assets must retain the physical characteristics that tie them to their historical significance. In cases where a site's has a high level of historic significance, this historic significance may help balance a lower level of integrity. Integrity may be compromised by the removal of historic fabric, as in the case of replacing architectural features – or the addition of inappropriate new fabric, as in the case of a historic landscape or site surrounded by sprawl development.

6. How will the Stories be told truthfully?

To ensure the long-term respect of the heritage area, it is important that all associated sites and partners portray the region's stories in a truthful manner. Oral tradition is an important aspect of story telling. However, when possible, oral tradition should be supported by primary and secondary documentation – or through archeological evidence. When telling the region's stories, it is important to acknowledge their sources. In cases where oral tradition cannot be vetted by written documentation, for instance, the phrases “according to local lore” or “according to legend” may be used. In all cases, partners should make an effort to acknowledge different points of view.

New Questions/Discussion (generated 2/14/08)

1. Will the boundaries of the heritage area be expanded in the future?
2. Why was Doniphan County excluded?
3. Why was Morris County excluded?
4. How do we interpret pre-historic peoples?

3) Civic Engagement (Consultant Frank Martin)

Co-Chairs were selected for this committee: Anne Crume, Lexington, Missouri; and Keyta Kelly Leavenworth, Kansas

1. Should economic development impacts be part of the Vision statement?

They are not inherently part of a vision statement but must be addressed in the overall FFNHA plan in management, tourism, and long-term investment.

2. What is the difference between a mission statement and a vision statement?

Mission is internally oriented; vision is externally oriented (both terms and good definitions should be refined for the Glossary in our future email exchanges as a group.) We agreed that the Vision that we are writing should be for twenty years in the future, 2028.

3. Do we want an all-encompassing statement of the vision or a more limited statement?

We did not conclude and will ask this question to the broader group in our MARC session. We see the following elements as important parts of a vision statement:

- Vision must be optimistic and compelling
- It must include the struggle for freedom
- Words it could include are architecture, values, teaching values, stories, traditions, sense of place, sense of region
- Should refer to where we want the NHA to be at some future point, probably 20 years
- Should tell what freedom means through time in this area
- Should reference natural resources
- Tells a story
- Highlights the qualities of the physical environment
- Should reference young people or future generations
- Should identify what will be compelling about this place that will draw people here
- Should identify what will attract young people to learn and experience this history
- Should focus on the real and tangible (and has to be a quality experience)
- Should speak to economic development

4. Should the vision be more focused on a specific period of time?

We discussed the importance of the Civil War era narratives but also the larger question of freedom through the eras of segregation and the struggles of desegregation. We did not reach a conclusion, but felt that the values and trials of enduring freedom should be part of the desired message that will be conveyed in the future.

5. Should the vision allow for the addition of new history as it develops?

Most thought it should.

Work and Further Questions on the Vision Statement

- Is human contact important?
- Is it going to include entertainment or 'edutainment'?
- Who is your audience — groups or individuals?
- What are people going to expect in 20 years in terms of technology, entertainment?
- Can we address citizen engagement and awareness
- What are the enduring themes?
 - Citizenship
 - Freedom
 - Sustainability and connection to the land
 - Connection to land, history, government, to each other
 - Connection to land and all the related questions such as who could own land
 - Idealism
 - Greater diversity of settlement
 - Timeless

Other themes:

- Microcosm of the nation where the two opposing views fought out the ideological struggle on the border of Kansas and Missouri
- Indian displacement, e.g. Shawnee Indian Mission
- Immigration from eastern & southern states to get the land
- FFNHA should be nationally known for its historic significance and to have an educational and economic impact on the heritage area itself

Trial Vision Statement #1

In 2028, FFNHA will preserve, develop, and share a region where people come to learn what freedom means on a personal level and for broader society over time.

Trial Vision Statement #2

To share the stories of this heritage area (or region) where people come to learn what freedom means through time and to themselves as individuals (so that an understanding of the values occurs)

Trial Vision Statement #3

That the FFNHA will be recognized nationally as the place where people come to learn how American freedom has been defined in the past and its lessons for future generations

Trial Vision Statement #4

In 2028, FFNHA will be recognized as a historic region that expresses the moral, social, and political struggles over human freedom and national expansion in the mid-19th century. As a microcosm of the national conflicts that led to the Civil War, FFNHA will serve as a region of national significance for discussing the meaning of "freedom" in the past and future. As a universally recognized center of national debate, a diverse tourism industry addressing multiple themes will thrive.

Written/Internet Survey

The group discussed creating a survey (possibly using something like Survey Monkey) that all participants in the Partnership Group could take and which could also be shared very broadly with other potential shareholders/constituents in the 41 counties. This survey can both involve new people and help to ensure that both the vision statement and the Management Plan represent the thinking and values of the broadest possible group.

Possible questions for the survey:

1. Have you heard of the Freedom's Frontier National Heritage Area?
2. What are the most important things the FFNHA can do?
3. Is it important to you to participate in planning for the FFNHA?
4. Is it important to increase tourism in your county?

Public Visioning Sessions

We are required to hold four participation sessions on writing a visioning statement. This meeting represents our first. Committee members suggested holding a second session to seek input from a larger group, especially to try to engage additional Missouri representatives and organizations.

The group will work with Mid-America Regional Council (MARC), to set up a meeting, most likely the day prior the next Partnership Group meeting (to be held on March 13 in Olathe) or before whatever next Partnership meeting requires consultant travel.

We will invite many people including those who participated in the previous efforts in the Kansas City area to explore a "Rivers, Trails and Rails" NHA. We will hold two additional meetings, one as a sub-committee to review results from the first two meetings, and a larger session with the Partnership Committee and/or FFNHA Steering Comm.

Next Steps

THESE MEETING NOTES WILL BE SENT OUT TO ALL SUB-COMMITTEE MEMBERS. WE WILL CONTINUE TO DISCUSS BY GROUP EMAIL THE FOLLOWING:

1. Further questions for written survey
2. Further refinements to trial Vision statements
3. Participation process for others in defining vision
4. Elements that the Vision must contain
5. Key words to include in the vision statement

4) Tourism and Marketing Committee (Consultant Cheryl Hargrove)

Co-Chairs were selected: Jim Beckner (Missouri) and Katie Casper (Kansas).

Tourism Development

1. Will there be uniform signage?

Yes, We anticipate using a decal or symbol to recognize FFNHA signage along major highways. Uniform signage equates or is recognized as quality; provides the opportunity to recognize something as the same (for instance, I&M National Heritage Corridor does a great job with signage.) We recommend a uniform look as well as meaning. DOT (both states) need to be contacted, involved to determine requirements, regulations and qualifications for uniform signage. We also need to determine cost, who will pay for the signage, and who will maintain the signs.

2. Will training be provided?

Training is important, and currently provided informally through our grassroots planning process. We need to continue educating CVBS, and also schedule quarterly seminars for front-line employees to learn more about FFNHA, the region. We should also look at training via a newsletter, perhaps distributed electronically, to communicate updates and information about the region. Potentially, FFNHA could offer a "train the trainor" program for CVBS, Chambers and other regional tourism and economic development organizations.

Many heritage areas do not focus on tourism, so FFNHA will determine (through the planning process) if and how it will engage in tourism activities and training.

3. What about tour development?

Tour development can mean different things. Some heritage areas consider it the physical construction of attractions or exhibits to add to, enhance the existing inventory. Many DMOS (destination marketing organizations, and the FFNHA tour committee) see "tour development" as packaging existing assets into a tour product (trail, route, itinerary, etc.) The FFNHA is currently engaged in soliciting, reviewing and accepting "visitor readiness" profiles for attractions. A status report will be provided in the next month.

4. How do we measure economic impact?

Increased revenues, spending from visitors, event attendance, enhanced length of stay also leads to increase in transient guest tax, where applicable, and overall spending at restaurants, shops and local community; even increased traffic counts on roads. One potential strategy is to offer an exit survey on the FFNHA website for completion by visitors to the region. People that complete the survey receive some incentive for their time/input. Eventually, FFNHA may need to hire an economist to conduct an economic impact study to determine annual sales tax by county (or via SIC/NCIS codes.)

Tourism Marketing

1. How do we gain better/more national recognition?

- Have Kansas & Missouri play for national football championship in 2009!
- Really, partner with other regions that have larger budgets, more funding: Mid America Regional Council, KCACE, Kansas and Missouri State Tourism Offices
- Also send information directly to media, legislators and other policy makers, influencers to build passionate ambassadors through education.
- Take advantage of upcoming commemorations, anniversaries (Civil War, Border War) – send to Lori and Richard for inclusion in state tourism PR
- Create and distribute list of political, legislative contacts. Include FFNHA news in political newsletters
- Incorporate FFNHA into grade schools, elementary schools, history programs

2. How will the whole area be marketed?

- Need to define regional role including marketing name, concept
- Add FFNHA link on state tourism websites
- Compile consistent information for distribution
- Create and post media kit on FFNHA website

3. What are the initial steps for marketing the region?

- Add an aerial map of the region on the FFNHA website; eventually, the map can use widgets to link to local sites, areas
- Update, if appropriate, the FFNHA brochure to use for motivating partners, funders, legislators
- Compile list of organizations that need to be aware of the story, informed about the region, and then send them a completely updated information packet
- Tap public television for announcements regarding FFNHA meetings, activities, updates

4. What will be the annual advertising budget?

- FFNHA will have to prioritize its activities and the allocate funding accordingly. A comprehensive marketing plan will be developed to guide the implementation.

5. Will a documentary of the region be made, and sold at sites?

- Three existing documentaries tell part of the story. An audio CD is also available. A new documentary, based on the region's stories, will be considered in the marketing planning process.

6. How about visitor surveys?

- Visitor surveys are crucial to determine what FFNHA can do better, what visitors like. There should be a reward system included in the implementation phase.

New Questions/Discussion (generated 2/14/08)

- Is the logo used on the PPT the actual (final) one for the region?
- Visitor Readiness: Committee is currently developing tours along major highways, including every site that has submitted forms and been verified for authenticity (through on-site visit.) What about potentially turning down a site? What is the criteria for acceptance? What are guidelines for becoming a site? Need to publicize the various levels outlined in the visitor readiness form. If there are five different categories of visitor readiness, how will the sites be grouped so visitors can make decisions (about what they want to visit)? Concern about making it too long a visit (such as Williamsburg, marketing four days worth of activity when you want to only spend a little while.) As the emphasis of the region is on story, what about organizing by theme as well as geographically? Need to promote each other, sites. **Review current guidelines and discuss the process and timeline for reviewing, managing, revising them in the next decade.** Explain history of visitor readiness forms (why created, when, how will be used, fit into the next phase)
- FFNHA should look at ways for sites to have on-site access to trip-planning data – for instance, kiosks – especially if relying on Internet for marketing, information
- Measuring Economic Impact: who is going to do measurement and how will FFNHA be determined as a contributor to increase (attribution)?
- There's a lot of overlap (with heritage development, interpretation/education) so the process needs to make sure that we stay in constant communication so no duplication, competition
- FFNHA needs to focus first on the big stuff (regional, strategy) before tackling the little stuff (tactics); individual sites will need to continue to market themselves. FFNHA needs to define how it will market the region collectively.
- Who will make the decisions (for priorities, funding, target audiences) for marketing plan?
- Remember, the region – and FFNHA – is a living, breathing thing; not starting at ground zero. Decisions will have to be made, adjusted; just need process to make changes with integrity, transparency, reason.

Immediate tasks (Phase I/ next 2 months):

- help create regional media list for meeting announcements, news about FFNHA
- expand glossary of terms to include tourism, marketing terms (see list below)
- revise general press release about FFNHA
- modify general blurb on FFNHA
- create/update historic timeline for creating FFNHA (chronology)
- post the "visitor readiness" form on the website
- have the (prior) tour committee provide status report on visitor readiness: who in, who out, why, when applying information, answer additional questions (see attached)

The following terms and acronyms were identified for definition and inclusion in the FFNHA glossary:

Tourism

ABA, Attractions, Brochures, Car Rental, Day Trips, Destination, DMO, FAM tour, Fulfillmen, Gateways, Hotel, Hub & Spoke, Leisure Market, Motel, Motorcoach, Mystery Tour, NTA, Niche Market, OMCA, Receptive Tour Operator, Signage, Site, TIA, Tour Development, Tourist, Tour Operator. Wayfinding

Marketing

Blog, Buzz, Demographics, FYI, Media, PDF, Podcast, Production Cycle, Psychographics, PR, ROI, SIC/NCIS, Turn Around

5) Resource/Information Committee (Consultant Richard Yates)

Missouri and Kansas co-chairs for this committee are TBD.

Resources

Where do I go for more information, latest updates, or to initiate an action item?

With the help of the Resource & Information Committee, FFNHA plans to expand its website, www.freedomsfrontier.org, to include a special "management plan" section for posting and review of all planning documents, communications, and actionable items. The website will also be expanded to include additional documents from the tour committee, media materials, general background on heritage areas and links to information sources.

Will there be consistent definitions, descriptions to use for inventorying assets?

Yes, a glossary of terms is in development. It will be constantly updated to include terms and definitions generated by the five committees during the planning process to keep information consistent and clear. You can add or request revisions.

Is there a resource/partnership directory?

This can be created as part of the searchable database scheduled for development during Phase 1 of the management planning process. Of course, maintaining and updating it will require a commitment of financial and human resources. The committee will determine the importance and appropriate delivery of this information.

What resources will be provided to help partners?

Again, the planning process will help identify and outline potential resources available to help implement the goals and objectives of the heritage area to meet the 20-year vision, and correspond with the mission of the management entity.

Communications/Technology

How will the website be improved?

FFNHA and the consulting team, with JLBruce as the lead coordinator, will work with the Resources and Information Committee to develop and enhance the website to build on previous activities (from the feasibility study) and engage stakeholders in the management planning process. The website will also host other products and services as produced by the various committees.

How will the website be used (to help improve understanding of the area)?

The Resource & Information Committee will work with the Tourism/Marketing Committee to establish an area for the media, libraries and other sources to review material about the region, FFNHA and the management planning process.

Will video conferencing be used?

It is hoped that videoconferencing will be available to expand engagement and participation. FFNHA is currently investigating potential sites around the region that can accommodate this technology and area interested in hosting a videoconference. If you know of a place, please contact info@freedomfrontier.org. In addition, each partnership team meeting that focuses on a particular planning component could be videotaped so individuals and organizations can download the video from the website for review or reference.

Will there be a central repository of information from all sites to facilitate telling of stories?

If desired, the committee can work with FFNHA to set up the searchable database to include themes and significant stories.

Monitoring and Measurement

How will we assess benefits?

The business plan, developed in Phase III, will establish specific benchmarks for measuring impact and outcomes against the vision, mission, goals and objectives of the FFNHA.

How will we evaluate sites and assets?

The benchmarks for measurement and evaluation will be articulated by various committees; the heritage development committee will set criteria for evaluating sites and prioritizing development, protection, and management of assets; the interpretation/education committee will establish guidelines for contributing to and telling the region's stories; the tourism/marketing committees will build on its current "visitor readiness" criteria.

What have other NHAs done to be successful?

The consulting team will constantly draw on best practices and lessons learned from other heritage areas to help committees and stakeholders make informed decisions regarding the procedures and processes for FFNHA. Documents and links will be added periodically to the FFNHA website for reference.