

Freedom's Frontier National Heritage Area

2011 NPS Call to Action

Opportunities, Actions, and Best Practices

Theme: Connecting People to Parks

Goals: *To Connect People to the Parks in the Next Century, the NPS must ...*

Develop and nurture life-long connections between the public and parks – especially for young people – through a continuum of engaging recreational, educational, volunteer and work experiences.

Connect urban communities to parks, trails, waterways and community green spaces that give people access to fun outdoor experiences close to home.

Expand the use of parks as places for healthy outdoor recreation that contributes to people's physical, mental and social well-being.

Welcome and engage diverse communities through culturally relevant park stories and experiences that are accessible to all.

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- 1. Fill in the Blanks:** Identify a national system of parks and protected sites (rivers, heritage areas, trails, and landmarks) that fully represents our natural resources and the nation's cultural experience. To achieve this we will work with communities and partners to submit to Congress a comprehensive National Park System plan that delineates the ecological regions, cultural themes, and stories of diverse communities that are not currently protected and interpreted.
 - a. FRFR Opportunities:** FRFR is a microcosm of the multiple and connected story ecosystems that are presented in the NPS and is an example of using a grassroots group of partners who submitted information to identify sites.
 - b. FRFR In-Progress/Completed Actions:** Completed an initial survey during the feasibility study and management plan and have further identified developed and undeveloped historic sites within FRFR that contribute to our story.
 - c. FRFR Proposed Actions:** Continue to expand database to include other interpreted and uninterpreted sites, trails, landmarks, and stories that contribute to the FRFR story ecosystem.
 - 2. Step by Step:** Create deep connections between a younger generation and parks through a series of diverse park experiences. To accomplish this we will collaborate with education partners and youth organizations to create a pathway to employment with the NPS, with a focus on diversifying the workforce. We will involve at least 10,000 youth each year in a multi-year progression of experiences from education programs to internship/volunteer opportunities to employment.
 - a. FRFR Opportunities:** With an area of more than 32,000 square miles, FRFR includes multiple colleges, universities and community colleges as well as elementary and secondary schools. FRFR is constantly expanding its partner base to include educational partners and youth organizations, such as the Boys & Girls Club and scouting organizations. FRFR pledges to invest in education and to consider future generations.
 - b. FRFR In-Progress/Completed Actions:**
 - i. Partnered with FOSC on 2010 Impact Grant to introduce FRFR region students to FRFR & FOSC by distributing 500 DVD to area schools and FOSC essay contest.
 - ii. Redesigned website to host dedicated pages for teachers to host FRFR partner curriculum, lesson plans, and field trip information.
 - iii. Provided internship opportunities for five students.
 - c. FRFR Proposed Actions:**
 - i. Applied for 2011 Impact Grant with BRVB to bring local Boys & Girls Club members to BRVB, HSTR, and other area partner historic sites to understand how these stories fit connect via the Civil War to Civil Rights theme.
 - ii. Continue to provide internship opportunities and expand partnerships with other regional colleges and universities.
 - d. FRFR Partner Best Practices:**
 - i. Cass County Historical Society facilitates Civil War Kids Club to encourage interest in & study of Civil War and local history.
 - ii. Vernon County Historical Society hosts annual Missouri History Day for students, including a station about FRFR.
 - 3. History Lesson:** Expand the meaning of parks to new audiences and provide an opportunity for communities to learn more about their heritage by conducting history discovery events, using oral histories and other methods, in at least 100 parks.
 - a. FRFR Opportunities:** As part of FRFR and its partners' pledge to honor the region's peoples, past and present, creating opportunities for residents and visitors to engage with our history and historic sites is a key to the success of FRFR.
 - b. FRFR In-Progress/Completed Actions:**

- i. Partnered with Kansas Humanities Council to create Reader's Theater programming centered on Missouri-Kansas Shared Stories of the Civil War that foster dialogue and encourage sharing of oral history and traditions.
 - ii. Redesigned www.freedomsfrontier.org utilizing Web 2.0 functions to allow web visitors to add their stories to the Freedom's Frontier Web pages.
 - iii. Partnered with Kansas Humanities Council to create podcasts in which modern-day Kansans and Missourians share local stories of the Border War through historical documents and local lore. The podcasters consider the impact of the Missouri/Kansas Border War and Civil War on their local communities.
- c. FRFR Proposed Actions:**
- i. Award grants to partners for innovative programs that provide an opportunity for communities to learn more about their heritage.
 - ii. Applied for 2011 Impact Grant with BRVB to bring local Boys & Girls Club members to BRVB, HSTR, and other area partner historic sites to understand how these stories fit connect via the Civil War to Civil Rights theme.
- d. FRFR Partner Best Practices:** The Votaw Colony Museum sponsors a regular conference "Reconnection" committed to identifying and reconnecting descendants of the Exodusters to each other and connecting Kansas pre-Civil War and Civil War history to descendants of slaves and Exoduster descendants. The event allows descendants and the wider community an opportunity to learn about Kansas African American history and share their family history.
- 4. In My Back Yard:** Improve urban residents' knowledge of and access to outdoor and cultural experiences close to home by ensuring that every national park located in an urban area has a well-promoted physical connection to the public transportation system or to a pedestrian/bicycle path.
- a. FRFR Opportunities:** Half of FRFR's population is within the Mid America Regional Council's metro region of Kansas City. MARC, a partner of FRFR, is committed to improving the bi-state region's public transportation system and pedestrian trailways.
- b. FRFR In-Progress/Completed Actions:**
- i. Built interactive web map on Google Maps basis so that public transportation and pedestrian direction options would be available for all sites.
 - ii. Participate in outdoor festivals in urban areas to help increase resident's knowledge of nearby FRFR story-based sites.
 - iii. Produced FRFR map/brochure to raise resident's awareness of FRFR story-based sites.
- c. FRFR Proposed Actions:** Complete survey of pedestrian/bicycle paths in FRFR that contain interpretation related to the FRFR interpretive themes to upload to the FRFR interactive map on www.freedomsfrontier.org.
- d. FRFR Partner Best Practices:** MARC's Explore KC campaign promotes the exploration of the Kansas City region by foot or bicycle while trying to increase the number of citizens that bike or walk to destinations.
- 5. Parks for People:** Enhance the connection of densely populated, diverse communities to parks, greenways, trails and waterways to improve close-to-home recreation and natural resources conservation. We will achieve this through a proactive Rivers, Trails and Conservation Assistance Program that mobilizes citizens in support of improved access to outdoor areas in at least 50 of the communities nationwide with the least access to parks.
- a. FRFR Opportunities:** Half of FRFR's population is within the Mid America Regional Council's metro region of Kansas City. Both urban and rural communities need a better awareness of and improved opportunities to explore the outdoors.
- b. FRFR In-Progress/Completed Actions:** Mapped state parks, forests, and trails for management plan.
- c. FRFR Proposed Actions:** Promote conservation & greenway trails as heritage resource in order to create unique partnerships across conservation, preservation & heritage disciplines.
- 6. Take A Hike, Call Me In The Morning:** Expand the health community's use of parks as a healing tool and increase citizen recognition of the value of parks to improve health and well-being by establishing 50 formal partnerships with health and medical providers across the country.
- a. FRFR Opportunities:** FRFR has a wealth of community parks, trails, and water-based recreation opportunities available for use in improving resident health and well-being. Furthermore, the states of Missouri and Kansas ranked 12th and 16th, respectively, in terms of national obesity rates in a 2010 study by the Trust for America's Health and the Robert Wood Johnson Foundation. FRFR's promotion of parks, trails, and water-based recreation opportunities as heritage experiences can help parks reach a new audience and provide another layer of meaning for parks.

- b. **FRFR Proposed Actions:** Encourage partners to mesh heritage-based walking tours with opportunities to improve the health of the community's residents and to promote them as such.
 - c. **FRFR Partner Best Practices:** Humboldt, Kansas, is encouraging residents and students to use its Civil War Tour as a recreational opportunity and enhancing the tour route to make it more accessible for walking.
- 7. **Next Generation Stewards:** Create a new generation of citizen scientists and future stewards of our parks by conducting fun, engaging and educational biodiversity discovery activities in at least 100 national parks, including at least five urban parks.
 - a. **FRFR Opportunities:** FRFR and its partners pledge to consider the natural environment as part of developing a unique sense of place. Partners are working to restore and protect native prairie to maintain a historically accurate setting for our stories. The work of restoration and conservation provides a unique opportunity to engage younger generations in discovering and stewarding biodiversity.
 - b. **FRFR Proposed Actions:** Connect partners to tools for prairie restoration and coordinate partnerships with youth organizations.
 - c. **FRFR Partner Best Practices:** Black Jack Battlefield and Nature Park, Lone Jack Historical Society utilize the Civil War Trust's Park Day to engage youth organizations in stewarding battlefields as natural historic sites. Park Day 2010 marked the culmination of a work week for students from the Missouri University of Science and Technology on Fort Blair at Baxter Springs, Kansas.
- 8. **Eat Well and Prosper:** Encourage park visitors to make healthy lifestyle choices and position parks to support local economies by ensuring that all current and future concession contracts require multiple healthy, sustainably produced and reasonable priced food options at national park food service concessions.
 - a. **FRFR Opportunities:** Freedom's Frontier and its partners are committed to sustaining and growing a sense of place, including supporting local economies and promoting local foodways. Historic house museums and living history farms within Freedom's Frontier can assist the NPS in promoting this goal.
 - b. **FRFR Proposed Actions:** Promote this goal to historic house museum and living history farm partners and connect partners to resources developed by the NPS in support of this goal.
 - c. **FRFR Partner Best Practices:** Mahaffie Stagecoach Stop and Farm plants, grows and prepares heritage crops for visitors to learn about and encounter during their visit. Seasonal interpreters have developed talks regarding the specific heritage crops historically grown on the Mahaffie farm.
- 9. **Keep the Dream Alive:** Foster civic dialogue about the stories of the civil rights movement found within the parks. The NPS will conduct a coordinated series of special events to commemorate significant 50th anniversaries of the civil rights movement (Civil Rights Act passage, "I Have a Dream" speech, etc.).
 - a. **FRFR In-Progress/Completed Actions:** Partnered with Kansas Humanities Council to create Reader's Theater programming centered on Missouri-Kansas Shared Stories of the Civil War that foster dialogue and encourage sharing of oral history and traditions.
 - b. **FRFR Proposed Actions:** Applied for 2011 Impact Grant with BRVB to bring local Boys & Girls Club members to BRVB, HSTR, and other area partner historic sites to understand how these stories fit connect via the Civil War to Civil Rights theme.
 - c. **FRFR Opportunities:** Two of the interpretive themes for FRFR are the Missouri-Kansas Border War and the Enduring Struggles for Freedom. These themes encompass the civil rights movement and connect that historical era with its historical antecedents. As one of the goals of FRFR is to share stories and messages about freedom through a dialogue with a wide range of audiences and FRFR includes in its territory BRVB and HSTR, FRFR represents a prime partner for achieving this goal.
 - d. **FRFR Partner Best Practices:** The Johnson County (Kansas) Library produced a discussion guide for an engagement forum event to take place in October about the legacy of the Civil War. This excellent discussion guide can serve as a model for fostering civic dialogue about the stories of the civil rights movement. It is available online at <http://www.jocolibrary.org/upload/library/docs/pdf/BloodAshesDiscGuideNoBkgrd.pdf>.
- 10. **Arts Afire:** Showcase the meaning of parks to new audiences through dance, music, visual arts, writing and social media. To do so we will launch 25 artist-led expeditions that involved youth in creating new expressions of the park experience through fresh perspectives and new technology.
 - a. **FRFR Opportunities:** Artistic interpretations of the FRFR interpretive themes abound in the heritage area. The region was home to artists who were inspired by the Civil War and lived through the Civil Rights Era, including John Stuart

Curry, Aaron Douglas, Langston Hughes, and Gordon Parks. FRFR can and does connect existing resources to showcase the meaning of the heritage area to new audiences.

b. FRFR In-Progress/Completed Actions:

- i. Partnered with Symphony in the Flint Hills to raise awareness of FRFR and explore the legacy of the Border War era through scholarly discussions and music.
- ii. Sponsor FRFR prize for the best Kansas and Missouri History Day project relating to FRFR's interpretive themes.
- iii. Utilize social media tools (Facebook, Twitter, Wordpress blog, YouTube, Flickr) to share the meaning of FRFR with new audiences.

c. FRFR Proposed Actions:

- i. Present annual cash award to a Kansas and Missouri High School Junior based on a winning short essay, poem, or other scholarly/creative work based on the FRFR themes.
- ii. Complete survey of public art in FRFR related to the FRFR interpretive themes to upload to the FRFR interactive map on www.freedomsfrontier.org.

d. FRFR Partner Best Practices:

- i. The Wakarusa River Valley Heritage Museum presents an annual "Dance of the Rings" presenting an interpretive dance with public art relating a historical aspect of the communities of the river valley.
- ii. Students of the Lee's Summit High School created and presented a musical and theatrical production *Forget Not These Days* in partnership with the City of Lee's Summit, the Lee's Summit Historic Preservation Commission, Lee's Summit Historical Society and Lone Jack Historical Society based on the Civil War history of eastern Jackson County, Missouri.

11. Focus the Fund: Increase the benefits of NPS community assistance by strategically selecting projects that support urban parks, waterways and large landscape conservation. To achieve that we will work with stakeholders to create a new competitive state grant program within Land and Water Conservation Fund State Assistance Program.

a. FRFR Opportunities: FRFR works with its stakeholders to promote and take advantage of resources that help to preserve battlefields, viewsheds, and other cultural landscapes. Many of these important landscapes are threatened by development. FRFR can help connect stakeholders and stewards to assistance through the LWCF.

b. FRFR In-Progress/Completed Actions: Facilitating an ABPP grant to create a preservation plan for the Lone Jack Civil War Battlefield. This plan will help provide a vision and a pathway to pursue the acquisition and preservation of a large portion of the battlefield that is currently threatened by development. The battlefield is a prime candidate for assistance through the LWCF.

c. FRFR Proposed Actions: Provide information for and assist with the creation of a grant program within the LWCF.

12. Follow the Flow: Support communities' efforts to expand access to water-based recreation and to project and restore waterways across the country by establishing a national system of water trails.

a. FRFR Opportunities: Rivers and waterways in FRFR not only represent an important spine of the nation's river system, they are an important geographic feature of our culture and heritage. FRFR has identified four main river systems as cultural watersheds and works to build the connections between our waterways, water-based recreation and our nation's history.

b. FRFR In-Progress/Completed Actions: Worked to create a heritage-based understanding of our region's waterway system in the 2009 general management plan.

c. FRFR Proposed Actions:

- i. Partner with water-based recreation organizations to infuse their activities with a historical interpretation of FRFR's waterways.
- ii. Assist the NPS with the establishment of a national system of water trails.

d. FRFR Partner Best Practices: The Kaw Valley Heritage Alliance works to promote greater awareness, appreciation & stewardship of the cultural and natural resources of the Kansas River Valley.

13. Stop Talking and Listen: Learn about the challenges and opportunities associated with connecting diverse communities to the great outdoors and our collective history. To accomplish this we will conduct in-depth, ongoing conversations with citizens in seven communities, one in each NPS Region, representing broadly varied cultures and locations. We will create and implement work plans at each location, which explore new approaches for building an sustaining mutually beneficial relationships with diverse communities.

- a. **FRFR Opportunities:** FRFR and its partners pledge to be tolerant and respectful of diverse stories from multiple perspectives and to invest in community empowerment. The art of listening is at the core of who we are with regard to our contentious past and our path to connect to our residents and visitors. FRFR is built on a model of ongoing dialogue.
 - b. **FRFR In-Progress/Completed Actions**
 - i. Facilitate bi-monthly partner meetings throughout the heritage area to connect to partner concerns and allow for collaboration among partner sites
 - ii. Utilize tools in management plan to explore interpretive themes and engage public.
 - iii. Meet with organizations and local governments to keep lines of communication open with our partners and identify common goals.
 - c. **FRFR Proposed Actions:** Award grants for partners to engage with the community as they develop strategic plans and new programming.
- 14. Value Added:** Develop awareness among the American public of the many ways national parks contribute to the economic vitality of our nation. To do so we will complete a study on the economic value of the full range of NPS activities and programs (visitor spending, ecosystem services, community assistance, tax benefits, etc.) and promote the results.
- a. **FRFR Opportunities:** FRFR seeks to develop a diverse, healthy economy focusing on sustainable growth, commercial revitalization, the role of heritage tourism and community development in rural and urban areas alike.
 - b. **FRFR In-Progress/Completed Actions:**
 - i. Benchmark successes and utilize partner network to gather economic value statistics.
 - ii. Help partners recognize opportunities and connections between heritage-based development and economic development.
 - c. **FRFR Proposed Actions:** Assist NPS in gathering data for study of economic value of NHA programs.

Theme: Advancing the NPS Education Mission

Goals: *To Advance the NPS Educational Mission in the Next Century, the NPS must ...*

Strengthen the service as an education institution and parks as places of learning that develop American values, civic engagement and citizen stewardship.

Use leading-edge technologies and social media to effectively communicate with and capture the interest of the public.

Collaborate with partners and education institutions to expand NPS education programs and the use of parks as places of learning.

- 15. A Class Act:** Help students develop a deep understanding of park resources and the relevance of parks in their lives through a series of park education programs. To do so we will adopt a class of 2016 graduates (grade school, middle school or high school) at every national park and develop a series of fun, educational and engaging activities culminating in the NPS Centennial in 2016.
- a. **FRFR Opportunities:** As part of FRFR and its partners' goal to inspire tolerance and respect for multiple perspectives, we pledge to work with local educators and educational institutions to develop, promote, and offer educational opportunities to increase awareness of FRFR's interpretive themes in area schools.
 - b. **FRFR In-Progress/Completed Actions**
 - i. Redesigned website to host dedicated pages for teachers to host FRFR partner curriculum, lesson plans, and field trip information.
 - ii. Partnered with FOSC on 2010 Impact Grant to introduce FRFR region students to FRFR & FOSC by distributing 500 DVD to area schools and FOSC essay contest.
 - c. **FRFR Proposed Actions**
 - i. Applied for 2011 Impact Grant with BRVB to bring local Boys & Girls Club members to BRVB, HSTR, and other area partner historic sites to understand how these stories fit connect via the Civil War to Civil Rights theme.
 - ii. Promote existing educational resources and develop new curriculum to fill gaps or needs.
 - iii. Promote FRFR/Kansas Humanities Council Reader's Theater programming centered on Missouri-Kansas Shared Stories of the Civil War to educators as a classroom resource for fostering discussions about the legacy of the Civil War.
 - d. **FRFR Partner Best Practices:** Students of the Lee's Summit High School created and presented a musical and theatrical production *Forget Not These Days* in partnership with the City of Lee's Summit, the Lee's Summit Historic Preservation

Commission, Lee's Summit Historical Society and Lone Jack Historical Society based on the Civil War history of eastern Jackson County, Missouri.

- 16. Live and Learn:** Provide multiple ways for children to learn about the national parks and what they reveal about nature, the nation's history, and issues central to our civic life. We will accomplish this by reaching 25 percent of the nation's K-12 school population annually through real and virtual field trips, residential programs, teacher training, classroom teaching materials, online resources, and educational partnerships.
- a. FRFR Opportunities:** FRFR's redeveloped website provides new ways for students and teachers alike to learn about the heritage area and its partner sites and parks and how they relate to the nation's history and civic life. This website provides a portal for students and teachers to discover our heritage area and its stories. FRFR also works with partners to facilitate field trips, teacher training, online resources and teaching materials.
 - b. FRFR In-Progress/Completed Actions**
 - i. Redesigned website to host dedicated pages for teachers to host FRFR partner curriculum, lesson plans, and field trip information.
 - ii. Creating short videos to host on our website about specific topics. These videos are designed to work with QR codes to further interpret existing exhibits and historic sites in the area and could be used as a basis for virtual field trips.
 - iii. Compiled reading lists for students of age appropriate books relating to the FRFR interpretive themes.
 - iv. Hosted workshop for partners to learn how to write lesson plans for classroom use, use state standards effectively, and share best practices about educational partnerships.
 - c. FRFR Proposed Actions**
 - i. Applied for 2011 Impact Grant with BRVB to bring local Boys & Girls Club members to BRVB, HSTR, and other area partner historic sites to understand how these stories fit connect via the Civil War to Civil Rights theme.
 - ii. Promote existing educational resources and develop new curriculum to fill gaps or needs.
 - iii. Promote FRFR/Kansas Humanities Council Reader's Theater programming centered on Missouri-Kansas Shared Stories of the Civil War to educators as a classroom resource for fostering discussions about the legacy of the Civil War.
 - d. FRFR Partner Best Practices:** Diane Mutti Burke, assistant professor of History at University of Missouri-Kansas City directed a 2008 and 2010 NEH Landmarks of American History and Culture workshop where 80 teachers from throughout the nation attended a week-long class on the Kansas and Missouri Border Wars.
- 17. Go Digital:** Reach new audiences and maintain a conversation with all Americans by transforming the NPS digital experience to offer rich, interactive, up-to-date content from every park and program. To accomplish this we will create a user-friendly web platform that supports online and mobile technology including social media.
- a. FRFR Opportunities:** Because FRFR is such a large area, emphasis on online and mobile technology provides a way for visitors to navigate the area and partners to connect in a virtual format.
 - b. FRFR In-Progress/Completed Actions**
 - i. Partner with the Kansas City Public Library to participate in the Missouri Secretary of State's Digital Heritage Initiative. Missouri and Kansas FRFR partners are providing Civil War era documents from their collection to create the Civil War on the Western Border website. <http://www.civilwaronthewesternborder.org/>.
 - ii. Provide partner sites with a microsite on the redeveloped freedomsfrontier.org website, providing space for sites without a website to connect with an online audience.
 - c. FRFR Partner Best Practices:** Franklin County Historical Society staff formed a network of heritage organizations in the county to create a digital repository of many Franklin County historical documents. The digital portal is online at www.franklincokshistory.org.
- 18. Ticket to Ride:** Expand opportunities for students to directly experience national parks, where natural and historic settings inspire powerful learning. To achieve this we will provide transportation support for 100,000 students each year to visit national parks through collaboration with the National Park Foundation and other park fundraising partners.
- a. FRFR Proposed Actions:** Applied for 2011 Impact Grant with BRVB to bring local Boys & Girls Club members to BRVB, HSTR, and other area partner historic sites to understand how these stories fit connect via the Civil War to Civil Rights theme.
- 19. Out With the Old:** Engage national park visitors with interpretive media that offer interactive experiences, convey information based on current scholarship, and are accessible to the broadest range of the public. To that end we will replace

2,500 outdated, inaccurate, and substandard interpretive exhibits, signs, films, and other media with innovative, immersive, fully accessible, and learner-centered experiences.

- a. **FRFR Opportunities:** FRFR is dedicated to enhancing the experience of our visitor with interpretive exhibits, signage, film and other innovate and accessible media. FRFR is moving forward on many fronts to achieve this goal.
- b. **FRFR In-Progress/Completed Actions**
 - i. Partnered with FOSC on 2010 Impact Grant to introduce FRFR region students to FRFR & FOSC by distributing 500 DVD to area schools and FOSC essay contest.
 - ii. Creating short videos to host on our website about specific topics. These videos are designed to work with QR codes to further interpret existing exhibits and historic sites in the area and could be used as a basis for virtual tours.
 - iii. Web/map/2.0
- c. **FRFR Proposed Actions:** Creating a signage study to enhance and connect available interpretive information about FRFR sites with outdoor signage.

20. Scholarly Pursuits: Sponsor excellence in science and scholarship, gain knowledge about park resources, and create the next generation of conservation scientists. To do so we will establish, through partner funding, an NPS Science Scholars program enabling 24 Ph.D. students from biological, physical, social, and cultural disciplines to conduct research in national parks each year.

- a. **FRFR Opportunities:** The expansion of digital online repositories and archeological work surrounding the FRFR themes provide scholars a wealth of resources to interpret the history of the region and its importance to the nation.
- b. **FRFR In-Progress/Completed Actions**
 - i. Co-sponsored Border War Symposium for scholars to present their current research about the Missouri-Kansas Border War/Civil War and its legacy.
 - ii. Sponsor History Day prize for students with best project related to one of the FRFR interpretive themes.
- c. **FRFR Proposed Actions:** Present annual cash award to a Kansas and Missouri high school junior based on a winning short essay, poem, or other scholarly/creative work based on the FRFR themes.
- d. **FRFR Partner Best Practices:** Bates County Museum worked with the Missouri Archeological Society to host their 2011 Fall Symposium highlighting recent archeological work in the area, including the Battle of Island Mound and homes believed to be burned during the Civil War era.

Theme: Preserving America's Special Places

Goals: *To Preserve America's Special Places in the Next Century, the NPS must ...*

Manage the natural and cultural resources of the National Park System to increase resilience in the face of climate change and other stressors.

Cultivate excellence in science and scholarship as a foundation for park planning, policy, decision making and education.

Achieve a standard of excellence in cultural and natural resource stewardship that serves as a model throughout the world.

Collaborate with other land managers and partners to create, restore and maintain landscape-scale connectivity.

21. Revisit Leopold: Create a new basis for NPS resource management to inform policy, planning, and management decisions and establish the NPS as a leader in addressing the impacts of climate change on protected areas around the world. To accomplish this we will prepare a contemporary version of the 1963 Leopold Report that confronts modern challenges in natural and cultural resource management.

- a. **FRFR Opportunities:** One of FRFR's goals is to empower residents to preserve and share our stories in an engaging way. As such, we work to share best practices and help partners achieve higher standards of cultural resource management.
- b. **FRFR In-Progress/Completed Actions**
 - i. Created tools in the FRFR Management Plan to help partners identify and address needs with collections management.
 - ii. Creating grant program to assist with strategic planning and encourage partners to participate in the American Association of State and Local History Standards and Excellence Program for History Organizations.
- c. **FRFR Proposed Actions:** Disseminate the contemporary Leopold Report and identify ways for partners to put it to use in their organizations.

- 22. Scaling Up:** Promote large landscape conservation to support healthy ecosystems and cultural resources. To achieve this goal we will protect continuous corridors in five geographic regions through voluntary partnerships across public and private lands, and by targeting a portion of the federal Land and Water Conservation Fund to make strategic land acquisitions within national parks.
- 23. Go Green:** Reduce the NPS carbon footprint and showcase the value of renewable energy to the public by doubling, over 2009 levels, the amount of renewable energy generated within parks and used by park facilities.
- FRFR Opportunities:** FRFR and its partners pledge to value and protect the natural environment. This includes reducing the carbon footprint and other effort to Go Green.
 - FRFR In-Progress/Completed Actions:**
 - Rely on email rather than paper distribution of newsletter, meeting agendas and other communications.
 - Promote historic preservation and adaptive reuse to partners.
 - FRFR Partner Best Practices:**
 - The Fort Osage Education Center is a LEED certified building, designed not to compete with the historic landscape or obstruct viewsheds of the Missouri River.
 - In a partnership with the City of Lawrence, FRFR headquarters recently relocated to an historic building, renovated to provide space to house FRFR offices and interpret FRFR stories through two major exhibits, one recycled from the National Archives.
- 24. Invest Wisely:** Focus investments from all maintenance fund sources on high priority national park assets to address critical deferred maintenance and code compliance needs. By doing so we will correct the health and safety, accessibility, environmental, and deferred maintenance deficiencies in at least 25 percent of the facilities that are most important to park visitor experience and resource protection.
- 25. What's Old is New:** Modernize historic preservation methods and technologies, show how historic structures can be made sustainable, and support efforts to rebuild the economic vitality of rural and urban communities by updating the Secretary of the Interior's Standards and Guidelines for the Treatment of Historic Properties in consultation with historic preservation partners.
- FRFR Opportunities:** FRFR strives to share and encourage best practices with its partner organizations in preservation, as well as conservation, education, interpretation, recreation and economic development.
 - FRFR Proposed Actions:** Disseminate, adopt and promote updated Secretary of the Interior's Standards and guidelines for the Treatment of Historic Properties.
- 26. Back Home on the Range:** Return the American bison, one of the nation's iconic species, to our country's landscape. To achieve this we will restore and sustain three wild bison populations across the central and western United States in collaboration with tribes, private landowners, and other public land management agencies.
- 27. Starry, Starry Night:** Lead the way in protecting natural darkness as a precious resource and create a model for dark sky protection by establishing America's first Dark Sky Cooperative on the Colorado Plateau in collaboration with other federal agencies, partners, and local communities.
- 28. Park Pulse:** Assess the overall status of park resources and use this information to improve park priority setting and communicate complex park condition information to the public in a clear and simple way. To accomplish this, we will complete 50 "State of the Park" reports that synthesize monitoring information, resource inventories, facilities condition data, and visitor surveys.
- FRFR Opportunities:** FRFR's management plan includes several measures of success for FRFR to begin to track. As FRFR develops this benchmarking process, it can report information up to the NPS to help compile an overall understanding of the "State of the NPS."
 - FRFR In-Progress/Completed Actions:** FRFR partners have collected visitor surveys to establish a baseline understanding of visitor awareness of FRFR.
 - FRFR Proposed Actions:** Report findings of benchmarking to the MWRO.
- 29. Posterity Partners:** Engage the power of philanthropy to provide legacy support for the NPS both nationwide and at the individual park level. To do so we will develop a \$1 billion National Park Service second-century endowment campaign working in partnership with the National Park Foundation and national park friends groups.

Theme: Enhancing Professional and Organizational Excellence

Goals: *To Enhance Professional and Organizational Excellence in the Next Century, the NPS must ...*

Develop and recruit NPS leaders at all levels with the skills to lead change, work with partners, ensure employee safety and seek new ways to accomplish goals.

Build a more flexible and adaptive organization with a culture that encourages innovation, collaboration and entrepreneurship.

Recruit and retain a workforce that reflects the diversity of the nation, from entry level employees to senior leaders.

Modernize and streamline NPS business systems and use leading-edge technology to enhance communication.

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- 30. Tools of the Trade:** Provide employees the tools, training, and development opportunities needed to reach their full career potential. To accomplish this we will launch the NPS career academy with an online career planning tool and course offerings that teach essential competencies in 12 career fields. The academy will contain a leadership track common to all employees and focused on innovation, adapting to change, collaboration, and stewardship.
- a. FRFR Opportunities:** FRFR staff members seek out training and development opportunities to improve work performance and build capacity within the organization. Opening the NPS career academy to NHA staff would help all partners innovate, collaborate, adapt and steward the cultural landscape and nationally significant stories they interpret.
- 31. Destination Innovation:** Accelerate the spread of ideas, encourage innovation, and inspire peer-to-peer collaboration across the Service. To achieve this we will create a network for innovation and creativity to rapidly share new insights and solve mission-critical problems using online tools such as blogs, discussion forums, and “wikis.”
- a. FRFR Opportunities:** FRFR encourages peer-to-peer collaboration with its partner organizations. Online tools would grow the network within which FRFR and its partners collaborate, broadening the basis for innovation.
- 32. Play It Safe:** Empower employees to use critical thinking skills in daily risk management decisions and encourage employees to embrace safety as part of their professional identity. To that end we will ensure that all NPS employees complete Operational Leadership training, implement Operational Leadership principles at parks and offices Servicewide, and create an evaluation system to measure the effectiveness of Operational Leadership.
- 33. Home Grown:** Recruit candidates to provide a source of diverse, motivated, and well-trained employees that reflect local communities by expanding the successful Pro-Ranger and similar recruitment programs to all seven NPS Regions and to additional disciplines beyond visitor and resource protection.
- a. FRFR Opportunities:** FRFR and all NHAs can provide an excellent resource to help recruit diverse, motivated, and well-trained employees that reflect local communities through their internship and other programs. The Pro-Ranger program could be expanded to include NHAs in partnership with NHAs’ park unit partners.
- 34. Team Buyin’:** Create contracting solutions better oriented to customer needs by designing, implementing, and evaluating a streamlined contracting and cooperative agreements process, using a team approach, in at least seven of the major acquisition and buying offices across the country.
- a. FRFR Opportunities:** As a partner of the NPS with a cooperative agreement, FRFR can provide input to design a streamlined cooperative agreement process.
- 35. Welcome Aboard:** Create a more inclusive workplace where new employees can quickly navigate our organization to become highly productive. To do so we will implement an orientation and mentoring program for all new NPS employees that will complement the NPS Fundamentals course, use online tools, and provide individual support.
- a. FRFR Opportunities:** FRFR and other NHA employees would benefit greatly from participating in an orientation program. This type of training would help to more fully integrate the NHAs within the NPS system and facilitate partnerships between units of the NPS and NHAs.
- 36. Value Diversity:** Develop a workforce that values diversity and an inclusive work environment so that we can recruit and retain diverse employees and respond to the needs of the American public. As a first step, we will conduct a Servicewide cultural diversity assessment and complete cultural competencies training for all supervisors.
- a. FRFR Opportunities:** FRFR and all NHAs can provide an excellent resource to help recruit diverse, motivated, and well-trained employees that reflect local communities through their internship and other programs. The cultural diversity assessment and cultural competencies training could be expanded to include NHAs.