

OVERVIEW:

Freedom's Frontier National Heritage Area Management Plan

Background

The U.S. Congress officially designated Freedom's Frontier National Heritage Area (FFNHA) on October 12, 2006. The next step for the heritage area is to create a management plan for the entire area.

The Management Plan:

- Must incorporate the legislative requirements into foundation, scoping, and planning documents
- Requires a public outreach/involvement strategy where all stakeholders have the opportunity to offer input, provide comment, voice opposition
- Satisfy compliance, consultation, and regulatory requirements
- Defines statement of significance as guide for interpretation and setting priorities
- Provide short-, medium- and long-term recommended strategies for resource management, heritage development, interpretation and education, and marketing
- As appropriate, suggest alternative approaches for development, management, preservation, conservation, interpretation, and/or marketing
- Define roles and responsibilities of management entities, partners, and other stakeholders
- Outline a 10-year budget to realize the vision, implementing the prioritized goals and objectives.

The Planning Process:

- Establishes FFNHA communications methods that are effective, sustainable and long lasting
- Engages public through consistent, open and inclusive communications methods
- Tests and implements evaluation and progress measuring tools
- Increases stakeholder commitment with initiation of Scope of Work
- Sets clear expectations of each partner, including the FFNHA staff

In early May 2007, FFNHA distributed a request for proposals. A team of experts – Cheryl Hargrove, Amy Jordan Webb, Frank E. Martin, Christy Davis, and Jeffrey L. Bruce – collaborated to submit a statement of qualifications and proposed scope of work. Following an interview process in June, FFNHA selected this team to oversee creation of the heritage area's management plan.

Consulting Team

Team of Experts

The strength of this team is not only experience in their fields, but also within the region. The team's collective areas of expertise include community and economic development, cultural heritage tourism, historic preservation, landscape architecture, and consensus building.

Jeffrey L. Bruce & Company, LLC (based in Kansas City, Missouri) will serve as contracting entity and project coordinator for the planning process. The company's staff and resources will be tapped to provide the day-to-day administration of the project. The firm's experience and expertise in landscape architecture, environmental assessments and resource management will be tapped for the specific plan components. **Jeffrey Bruce, Richard Yates, David Stokes, Mike McGrew** and **Mary Shuster** are the core staff on the consulting team.

Cheryl Hargrove, contractor for National Geographic's Center for Sustainable Destinations, will serve as program coordinator to ensure that all planning activities meet NPS guidelines and contribute to the goals of the heritage area management plan. Her expertise in tourism marketing, business and heritage development will be used to create these specific plan components.

Amy Jordan Webb, Director of Heritage Tourism for the National Trust for Historic Preservation, has extensive experience in cultural heritage tourism assessments, heritage education and interpretation. She will be tapped for these plan components.

Christy Davis has conducted extensive research related to preservation of Kansas historical structures. She is currently working with JBC and Frank Martin in the development of the University of Kansas Preservation Plan documenting the campus' architectural history and significance. Her historic preservation experience and regional knowledge will be used throughout the process.

Frank Martin recently served as landscape historian and preservation specialist for a Getty Foundation Campus Heritage Grant for the University of Minnesota-Morris. Working with Gemini Research and Miller Dunwiddie Architecture, he helped to create a visionary and long-term preservation plan for the entire campus landscape. His expertise in cultural landscapes, interpretation and civic engagement will be utilized in these planning areas.

Team's Philosophy

The team brings together the diverse qualifications required to facilitate this process through both national and local experience. The team's working philosophy includes a commitment to a grassroots, community-based approach to engage local citizens through facilitated conversations. The team firmly believes in a conservation and preservation-based approach to heritage development that embodies the principles of both geotourism¹ and heritage tourism².

Commitment to the Management Planning Process:

- FFNHA and Team will each identify one representative as the contract coordinator, facilitator and final decision maker.
- All public presentations, handouts and review materials will be approved by the steering committee prior to presentation.
- Steering committee will have at least 7 days of review time for approval of public meeting materials and review documents.
- The public feedback process will be mostly web-based to efficiently facilitate gathering, organizing and producing feedback results.
- All items developed, whenever possible, are expected to serve as a tool throughout the life of the management plan.
- Every product developed will be furnished to FFNHA in a word document, a PDF and/or whatever format needed for successful website postings.

Scope of Work

The planning process is divided into three phases implemented over 12 months, from February 2008 to February 2009.

Phase I focuses on DISCOVERY and includes the following tasks to be conducted from February 2008 – April 2008:

- TASK 1. Kickoff/Orientation Session with FFNHA, NPS (February 14, 2008)
- TASK 2. Establish Communications System for Planning Process/Civic Engagement
- TASK 3. Data Collection & Compilation
- TASK 4. Visioning Session & Development of Main Story (Statement of Significance)
- TASK 5. Cultural, Heritage, and Natural Landscape Resource Research

This phase brings together all existing data for review. Through the discovery process, the baseline for the management plan is set as a foundation for future comparison and evaluation.

Key deliverables include:

- FFNHA website enhanced (or linked) for management plan announcements, documents, on-line forum for public comment and response.

¹ Defined by 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."

² Defined by National Trust for Historic Preservation as "traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources."

- FFNHA Searchable Database of contacts and information.
- Compilation of all existing asset and regional data as baseline for comparison.
- Four on-site meetings to establish 20-year vision, mission, and enhanced Statement of Significance as foundation for planning components.
- Glossary of Terms.
- Example of good historic preservation practices.

Phase II focuses on creating PROCESSES FOR EACH COMPONENT and encompasses these tasks for completion April 2008 – September 2008:

TASK 6. Resource Management

TASK 7. Heritage Development

TASK 8. Interpretation/Education

TASK 9. Tourism Marketing and Graphics Standards

This phase focuses on how to turn information into action, and establishes the appropriate criteria and decision-making processes for setting priorities and effective implementation. It also sets the benchmarks and standards required for ensuring quality, inclusiveness, and effectiveness.*

Key deliverables included in the individual component plans are:

- Defined strategies to preserve, protect, and manage resources.
- Regional map of significant contributing sites and resources.
- Criteria and guidelines for contributing property or business services; for prioritizing and providing historic preservation assistance.
- Interpretive strategies for telling FFNHA stories to target markets, including schools and visitors.
- Guidelines for applying or selecting interpretive tools.
- Brand for FFNHA with supporting internal and external marketing strategies.
- Criteria, guidelines and potential uses for graphics.

Phase III provides INTEGRATION of component processes into a single document (from September – February 2009):

TASK 10. Vision and Benchmarking

TASK 11. Business Plan with Final Vision, Goals, and Alternative Strategies

TASK 12. Final Management Plan

Key Deliverables include:

- 10-year budget
- Funding Guidelines
- Defined roles and responsibilities for FFNHA
- Alternative approaches for resource development, preservation, management
- Evaluation methods to monitor and measure progress
- Six Local Commitment letters
- Two drafts of Management Plan
- Draft Executive Summary and PPT Presentation
- 20 hard copies of Final FFNHA Management Plan, with appendices (spiral bound document with spot color, four-color card stock cover, and map with five overlays)
- 50 hard copies of Executive Summary (a four color, max 20 page document)
- On Disk: Executive Summary, Final Management Plan, PowerPoint Presentation

This phase incorporates all the learning and recommendations into master documents that seamlessly accomplish the vision and goals of the heritage area. Alternative approaches are provided for prioritized activities. This phase also ensures that all the NPS planning requirements are met, including defining sustainable practices for the management entity and region. Roles, responsibilities, funding, and partnerships are all articulated in this phase. Demonstration of public input is highlighted in these documents.

* A regional environmental assessment is not included in this scope of work. If the National Park Service requires this activity for compliance, a separate contract for services will be required.

Key Personnel

Jeffrey L. Bruce

In 1986, Jeffrey Bruce founded Jeffrey L. Bruce & Company (JBC). From the start of the firm's operations, Mr. Bruce has insisted on maintaining direct involvement with both clients and project team members. While directing the firm's overall growth and development, he has maintained active involvement in every area of service offered by the firm. JBC's initial projects during the 1980's earned the firm a solid reputation in comprehensive master planning, site design, landscape architecture, recreation planning, and urban design. Projects included the awarding winning landscape development of the Kansas City International Airport and multiple commissions with the University of Missouri/Columbia campus.

By the early 1990's, the firm began to take on larger and more complex projects and was considered one of the region's leading firms in campus design, irrigation engineering, sports turf design and urban soils. Work in recent years has included the design of athletic field and sports turf for many major sports facilities. Many of the JBC projects have been recognized for design excellence. These include the Kearney Artist Studio for Hallmark Cards Inc., the Okavango Elephant Sanctuary at the Kansas City Zoo, the Overland Park Arboretum, and the Iowa World War II Memorial located on the grounds of the Iowa State Capitol in Des Moines.

Today JBC is a national landscape architectural firm providing highly specialized technical support to many of the nation's leading Landscape Architectural and Architectural firms on a wide variety of project profiles including engineered soils, urban agronomy, green roof technology, performance sports turf, maintenance programming and irrigation engineering. The firm has received over 60 separate design and leadership awards for innovation and creativity. Award winning projects of Jeffrey L. Bruce & Company have been published over 85 times. JBC has received two recent Awards of Excellence from Green Roofs for Healthy Cities (GRHC) in 2004 for the Soldier Field at North Burnham Park Redevelopment in Chicago and in 2005 for the world's largest green roof at Millennium Park in Chicago.

As a landscape architecture firm devoted to the planning and design of outdoor space and recreational facilities, Jeffrey L. Bruce & Company is uniquely qualified to address contemporary environmental and social challenges. The professional staff approaches each project with imaginative ideas and realistic solutions. For this project, Jeffrey L. Bruce & Company, LLC President, Jeffrey L. Bruce, taps a national and local team of experts.

Wm. Richard Yates, ASLA

Mr. Yates is a senior project manager with 35 years of project design and management experience. Project management responsibility has included many varied aspects of landscape architecture, planning, site design, development, and construction management. He has worked on numerous military, institutional, municipal, commercial and private projects and coordinated the efforts of multi-disciplined design teams. Mr. Yates is known for a comprehensive knowledge of construction process and a through understanding of project design development. This knowledge is critical to keep JBC projects within budget and on schedule. His outstanding leadership makes him one of the most well-respected landscape architectural professionals in the area.

Cheryl M. Hargrove

Currently serving as Associate Director for National Geographic Society's Center for Sustainable Destinations, Hargrove is perhaps best known as the first Director of Heritage Tourism for the National Trust for Historic Preservation. She developed the key steps and principles for sustainable tourism focusing on history and culture and produced the publication *Getting Started: How to Succeed in Heritage Tourism*. Her consulting company, The HTC Group, has worked with a variety of state, national and international clients including American Express, National Endowment for the Arts, National Trust for Historic Preservation, National Register of Historic Places and the US-China Arts Exchange (where she is assisting with development of the Southern Silk Route in Yunnan Province.) ARC projects include facilitating creation of the *Roadmap for Tourism & Craft*, serving as regional editor for the National Geographic Society's *Geotourism MapGuide* for Appalachia and writer for the new Appalachian Driving Tours MapGuide, producing the Asset-Based Economic Development brochure and Energy Blueprint. She is currently on contract with National Geographic Society as Associate Director for its Center for Sustainable Destinations. A travel industry veteran, Ms. Hargrove is a member of the Society of American Travel Writers, US Cultural & Heritage Tourism Marketing Committee, and the International Association of Business Communicators.

Amy Jordan Webb

Amy Webb joined the National Trust's Heritage Tourism Program in 1993 and has served as the program's director since 1995. She is an active advocate for heritage tourism at the national level through her work with Partners in Tourism. She is a sought after presenter and has spoken at conferences in 41 states, two U.S. territories and Canada on national trends, success stories, and the principles of successful heritage tourism. Ms. Webb began the Share Your Heritage initiative in 1999, completing two success story publications, developing training materials and designing the Share Your Heritage training workshops. She helped to launch a new how-to website for cultural heritage tourism practitioners at www.culturalheritagetourism.org in 2005. Prior to coming to the National Trust, she worked as the Director of Tourism and Education for the Providence Preservation Society (PPS) in Providence, Rhode Island. During her eight year tenure she developed heritage education programs, organized an annual tour of historic homes, coordinated walking and motorcoach tours of historic Providence and created packaged itineraries and other collaborative marketing initiatives showcasing Providence's historic and cultural attractions. Amy Webb holds a Master's degree in Architectural History and Historic Preservation from the University of Virginia and a bachelor's degree in Architectural History from Wellesley College in Massachusetts. Her Masters thesis focused on the interpretation of historic sites in America between 1850 and 1950.

Christy Davis

Since May 2006, Davis has served as Principal of Davis Preservation, a Topeka-based private preservation consulting firm specializing in Cultural Resource Management, Historic Property Surveys, National Register Nominations, Grant Writing, Historic Structures Reports, Development Services, Project Administration, Technical Assistance and Rehabilitation Tax Credit Assistance. She previously served as Acting Division Director of the Kansas State Historical Society from December 2004 to January 2006. During her tenure there she served as Deputy State Historic Preservation Officer (DSHPO) and Director for the Cultural Resources Division, which included the State Historic Preservation Office (SHPO) and Archeology Office. Managed and supervised a staff of approximately 20 historians, architectural historians, architects and archeologists. She managed the division's budget (approx. \$2 million), planning and program facilitation. She also served as liaison with other public agencies and organizations and edited *Kansas Preservation Magazine*.

Frank Martin

Contributing Editor for *Landscape Architecture* magazine with a focus on Midwestern projects, Martin has extensive experience in cultural resource preservation and campus planning nationwide. He frequently contributes to national and international publications, with ongoing work as contributing editor for *Fabric Architecture*, an international journal of industrial fabrics in building, landscape and urban design. He also served as editor of *Valued Places: Landscape Architecture in Minnesota*, a history of landscape architecture in the state. His experience in Interpretive Programming and Planning include a successful renovation plan for the Minneapolis Institute of Arts and a pre-design programming study for the Marine Education Center at the Minnesota Zoo that contributed to successful legislative funding of this 5 million dollar project. He recently completed a pre-design study for the Como Park Education Resource Center in St. Paul, Minnesota. This document will be used to secure state and private funding for this tropical exhibit and education project. Additional facility planning projects include a program and master plan for the Duluth Depot, a multi-use arts center and the Minnesota Museum of American Art in St. Paul. He also researched and wrote the Appleton Memorial Gardens Master Plan for an arboretum that interprets the ecological and human history of Wisconsin--winner of a National ASLA award for planning.

David Stokes, ASLA

Mr. Stokes is a project landscape architect with Jeffrey L. Bruce & Company with over nine years of experience in comprehensive master planning, site planning, parks planning/design, resourced based planning and streetscape design on projects of all sizes throughout the United States. He has extensive knowledge in trails and greenway planning/design. He has also been involved in facilitating public input meetings, cultural/environmental assessments, biological assessment studies, and other various GIS related planning projects. In addition, Mr. Stokes has developed websites, performed image enhancement and photo manipulation, and built three-dimensional models for clients.

Michael McGrew, ASLA

Mr. McGrew is a project landscape architect with Jeffrey L. Bruce & Company with five years of experience at Jeffrey L. Bruce and Company. He has extensive experience in developing and managing projects in the schematic, design, and construction documentation phases. He has been instrumental in the creation of several award-winning project concerning irrigation design, institutional planning, site design, and athletic complexes. In addition, Mr. McGrew has been regionally regarded for his extensive knowledge in software integration and graphic design.

Staffing Plan		
Person	Tasks/Responsibility	Time Budgeted
Jeffrey L Bruce & Co.	Overall Project Administrator/local liaison with FFNHA On-site Logistics/Communications System Coordinator Resource Analysis and Mapping Plan Creator	716 professional hours + administration
Cheryl Hargrove	Overall Planning Coordinator/liason with FFNHA on scope of work On-site facilitator for Orientation, Visioning Sessions Component Work Session Leader (Visioning, Tourism/Marketing) Tourism/Marketing & Graphic Standards Plan Business Plan Plan Creator	713 hours
Amy Jordan Webb	Component Work Session Leader (Interpretation/Education) Statement of Significance/Interpretive Themes Interpretive/ Education Plan Plan Creator	383 hours
Christy Davis	Component Work Session Leader (Resource Management, Heritage Development)Heritage Development Plan, Plan Creator	453 hours
Frank Martin	Statement of Significance/Interpretation Visioning Community/Civic Engagement Plan Creator	303 hours

As appropriate and available, consultant and subcontractor resources will be adjusted to meet the specific management planning needs and work schedule.