

Summary Report: Visioning Process

Results and Initial Analysis to Date

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APRIL 2008

Questions or opinions about this document? Please send your comments to FFNHA so they may be recorded as part of the review process. These responses will be used this fall as reference for when the planning team works with FFNHA to compile all of the components into a general management plan. At that time, the statements will be reviewed to determine their appropriateness and modified to reflect any new discovery or consensus of opinions.

Send comments via e-mail – info@freedomfrontier.org

Overview

The FFNHA Visioning process consisted of four meetings to garner public input on Vision, Mission, Values, Goals, and Objectives. For reference, each of these terms is defined in the Management Planning Process Glossary. The terms served as the basis for creating the Freedom’s Frontier National Heritage Area (FFNHA) Foundation Statement.

Three of the meetings took place in public locations during the winter and early spring of 2008. One forum was conducted via an Internet-based survey. Meetings One and Two involved the use of nominal group technique in which small groups of 10-25 participants worked with a facilitator to generate ideas based on pre-determined assignments.

TABLE 1: Visioning Meeting Formats and Locations

Meeting 1	Olathe KS	3/13/08	Vision and Mission Definition
Meeting 2	Lawrence KS	3/31/08	Values, Goals, and Objectives
Meeting 3	Lawrence KS	4/1/08	Voting on Proposed Mission and Vision
Meeting 4	Web Survey	3/18-3/28	Questions to validate findings from first Three Meetings

Meeting 1: Vision and Mission Definition, Olathe KS 3/13/08

After an overall introduction defining the meaning of “Vision” and “Mission,” the large group of 104 stakeholders from around the FFNHA region broke into four small groups, each with a facilitator. With its focus on developing descriptors from which to craft a Vision and Mission statement for FFNHA, small group facilitators in Meeting One read the following assignment statements.

For the morning session on Vision, the assignment given was as follows:

“How would you like the FFNHA region to function, live, embrace history and ecology, express its history and draw people in 2028?”

The Vision small group session encouraged participants to consider the entire 41-county region and the image they would see in 20 years. The mission session was

more pragmatic, asking the group to comment on how the Vision can be achieved and the role the FFNHA management entity might play in building that Vision.

In the Vision session, participants were shown a flip chart that included eight descriptor phrases that reflect findings from earlier public input and content from the FFNHA feasibility study. These phrases served as models of what descriptors could be and the range of topics to explore – from tourism to regional economy and local pride.

Participants were then asked to write down on an index card the “three favorite places in their county” and three leading adjectives that they would like to include in the Vision. Participants then each shared what they wrote. Facilitators used this technique to encourage less vocal people to share their thoughts at the outset. An open discussion followed to record phrases and descriptors to consider. Participation in all four small groups was broad and active and the comments reflected the index card exercise.

After 30 minutes of conversation, the facilitator then asked each member to “vote” for the recorded descriptors written on the flipchart based on the group dialogue. Each participant had eight adhesive dots, and voted for their favorites using one dot per phrase.

The results of this nominal group discussion and voting are shown in Table 2. In order to interpret the raw results, the planning team created a content analysis of the descriptors, clustering them into categories as shown in the table. Similar descriptors from the different small groups were clustered and given a subtotal.

TABLE 2: Descriptor Ranking by Category for FFNHA VISION Statement
Nominal Group Survey Results from Visioning Session 1, Olathe, Kansas
Four sub-groups. Total participants: N=104

<i>March 2008</i>		* indicates descriptor pre-printed to stimulate discussion	
	# Votes	subtotal of similar descriptors	
TOURISM			
*A Region where Heritage Tourism is just one Option for Visitors	8		
*Many Reasons to Visit	17		
Will be a destination with multiple experiences and reasons to come	10		
			<u>(25)</u>
Strong advocacy for tourism in government	16		
Accommodating	6		
RECOGNITION			
*An Area that is Nationally-Known	25		
Known for the impact of this story on the nation's history	13		
Known for having healed age-old wounds from a 150-year-old conflict	5		
REGIONAL AWARENESS AND SENSE OF PLACE/EDUCATION			
*Strong Local Awareness of Regional History	40		
An educated public	7		<u>(47)</u>
*A Shared Pride in Regional identity	11		
Public pride	9		<u>(20)</u>
Unique	8		
SCENIC AND ECOLOGICAL RESOURCES			
*Abundant Ecological and Open Space Conservation	4		
A place to explore the environment, weather, climate change, geology and strategies for becoming "green"	5		

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Environmentally-sensitive	7	(16)
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HISTORIC RESOURCES AND THEIR EXPERIENCE

Authentic	12	
Honest in the stories we tell	8	
Integrity (authenticity) in the experience and the integration of each experience with others	10	
Educational	11	<u>(30)</u>
Both educational and experiential offering hands-on Transformative learning experiences	10	<u>(21)</u>
Makes stories experiential for visitors	6	
Open to new formats, progressive and innovative in interpretive techniques and in the tourism experience	4	
Interactive among all ages and areas	6	
Preserved and protected	9	
Preserved/restored sites of value	8	
Many Interp. Centers for Visitors	6	
Interactive among all ages and areas	6	
High level of cooperation between historic sites	5	
Unified	5	

ECONOMY, FINANCE AND QUALITY OF LIFE

*A Diverse and Vibrant Economy	26	
Alive and Growing	7	
Economically viable/financially stable in order To get it done	5	
Self-sustaining (FFNHA)	5	(43)
*Continues to Offer High Quality of Life	12	

Ranking Leading Vision Descriptors

With the data shown in Table 2, the planning team ranked the descriptors from the Vision small groups receiving the most votes. Similar descriptors created by different groups were clustered and given subtotals. Table 3 shows the ranking of descriptors, or phrases and concepts that can be woven into an FFNHA Vision statement.

TABLE 3: Most Popular Descriptors for FFNHA Vision Statement
Nominal Group Survey Results from Visioning Session 1, Olathe, Kansas
 March 2008 N=104

- indicates descriptor pre-printed to stimulate discussion

“How would you like the FFNHA region to function, live, embrace history and ecology, express its history and draw people in 2028?”

DESCRIPTOR/PHRASE	# votes	
*Strong Local Awareness of Regional History	40	
--An educated public	7	
		<u>47 total</u>
<hr/>		
*A Diverse and Vibrant Economy	6	
--Alive and Growing	7	
--Economically viable/financially stable in order to get it done	5	
--Self-sustaining (FFNHA)	5	
		<u>43 total</u>
<hr/>		
--Authentic	12	
--Honest in the stories we tell	8	
--Integrity (authenticity) in the experience and the integration of each experience with others	10	
		<u>30 total</u>
<hr/>		
*A Region where Heritage Tourism is just one option for Visitors	8	
*Many Reasons to Visit	17	
--Will be a destination with multiple experiences and reasons to come	10	
		<u>25 total</u>

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

Leading Mission Statement Descriptors

In the afternoon of the Olathe, Kansas meeting, the topic turned to Mission descriptors. For the Mission session, the assignment given was as follows:

“How can the FFNHA help to make some of the visions we discussed a reality? What are the roles of history, tourism, and recreation? How can local and national awareness be shaped?” All four groups shared ideas that are recorded as written on the flipcharts in Table 4.

Categorizing Mission Descriptors

Mission descriptors are grouped into a parallel category structure used for the Vision descriptors in Table 2. These parallel categories can aid in future analysis of public input. They are also used for analysis of Values, Goals, and Objectives.

TABLE 4: Descriptor Results by Category for FFNHA MISSION Statement
Nominal Group Survey Results from Visioning Session 1, Olathe, Kansas
Four sub-groups. Total participants: N=104
March 2008

“How can the FFNHA help to make some of the visions we discussed a reality? What are the roles of history, tourism, and recreation? How can local and national awareness be shaped?”

General Category

TOURISM

Decent level of visitor infrastructure, lodging, visitors center, welcome center, restrooms

Increasing investment in tourism and funding for the region

RECOGNITION/OUTREACH

Call attention to the area

Reach out to minority communities

Will use its resources to enhance, highlight and extend its stories to an even wider audience nationally and internationally

REGIONAL AWARENESS AND SENSE OF PLACE/EDUCATION

Empowers local history groups to build awareness

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Focus on Freedom stories

Engage younger generation: production of educational video program contest, Kansas Educational Network

Encourage/support emphasis on history in our schools

Educate neighboring communities, counties, and states

Exchange of traveling exhibits

Make contact with faces of the region, community local storytellers

Serve as the designated collection point and connection for all the stories

Keeps the FFNHA's residents in touch with the regional history through curriculum and forward-looking activities

Identify, share and promote educationally-authentic stories

Appeals to diverse audience

Appeals across age groups

SCENIC AND ECOLOGICAL RESOURCES

Is ecologically and economically sustainable, produces the outcomes and provides long-term protection to the region's resources

HISTORIC RESOURCES AND THEIR EXPERIENCE

Having a better understanding of what Freedom is and was: Underground Railroad, slavery, and abolitionists

Values present and modern resources

Promote and preserve historic, cultural, and natural resources as integral to residents' lives and visitors' experiences

Diverse stories of national importance from the past to present with no specific timeframes

MANAGEMENT

Coordinate with Kansas and Missouri Historical Societies

Both states and all counties work together

FFNHA provides an organizational framework for the partners and stores of the entire area by connecting parts of all stories to the whole

Offers support to the funding efforts of all the partners

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Creating and expanding partnerships in our region

Come together, practice reconciliation

Former foes, now collaboration of different partners

Grass roots, collaborative

ECONOMY, FINANCE AND QUALITY OF LIFE

Grass-roots, locally-based growth

Produces a higher quality of life for those who live in the FFNHA

Offers support to the funding efforts of all the partners

Sustainable economically and environmentally

Building Blocks for Vision and Mission Statement, by Category

The following are the most frequently mentioned general categories for Mission and Vision Statements from Meeting One in Olathe, KS. The Management Team has re-written and edited the categories from the responses above to be placed directly into a potential Vision statement.

TOURISM

RECOGNITION/OUTREACH

REGIONAL AWARENESS AND SENSE OF PLACE/EDUCATION

SCENIC AND ECOLOGICAL RESOURCES

HISTORIC RESOURCES AND THEIR EXPERIENCE

MANAGEMENT

ECONOMY, FINANCE AND QUALITY OF LIFE

Proposed Vision and Mission Statements for Review by The FFNHA Steering Committee

Vision

The Freedom's Frontier National Heritage Area (FFNHA) will be a region recognized globally for its authentic and honest stories connected through hands-on learning experiences that offer many reasons to visit and live. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that supports heritage interpretation and preservation of place.

Mission

FFNHA identifies and articulates regional stories that illuminate the multiple definitions of freedom debated in the past and still relevant today. The organization seeks to preserve the places that fostered these stories and debates as high-quality interpretive experiences that are transformative, authentic, and found nowhere else. FFNHA empowers local groups and individuals in Eastern Kansas and Western Missouri to respect and be stewards of these diverse stories that connect regional history to the nation.

Meeting 2: Discussion of Values, Goals and Objectives

As the Visioning process moved forward, we conducted two nominal group sessions on March 31st in Lawrence, KS with 41 participants. The first session examined, Values – or guiding principles – that will endure over the long-term in the FFNHA decision-making process for prioritizing programs, activities, and outcomes.

Later in the afternoon, the second session examined Goals and Objectives, which are the tangible methods by which FFNHA can achieve its Vision and Mission while acting according to enduring values.

For the first session, participants broke into four groups to discuss Principles. They were read the following definition of Values :

“ Today, as we discuss ‘Values,’ we mean developing guiding principles for not only the Freedom’s Frontier National Heritage Area planning process but the entire decade of decision-making for the heritage area region. They are the values that guide all of us in prioritizing every aspect of the region. They should stand for what all believe in and embrace as the unifying core for FFNHA in perpetuity.”

The following assignment was then posed by the Facilitators: *“Think about the values/principles that will lead to the most effective FFNHA plan and a process that is appropriate and true to the values of the citizens of this region.”*

Discussion and Voting

After twenty minutes of facilitated discussion and recording phrases on a flip chart, each participant in the four small groups “voted” for the Values they felt were most important. Each participant was given eight adhesive dots and instructed to use one to vote for each preferred phrase or word. Table 4 below lists the complete range of responses in order of the number of “votes” received by each group.

TABLE 4: Descriptor Ranking for FFNHA PRINCIPLES*Nominal Group Survey Results from Visioning Session 2, Lawrence, Kansas**Four sub-groups. Total participants: N=41**March 31, 2008*

	# votes
Multiple Perspectives	11
Educational	9
Authentic	9
Encouraging Scholarship	9
Relevant	8
Inclusiveness of Perspectives Equality, Cultures	8
Managing Cultural resources	7
Has to be a passion/contagious	7
Quality	7
Empower communities to preserve region's historic identity	7
Educational Enlightenment/Local Ownership	7
Human element in Authentic Setting	7
Preserve, protect, interpret (natural, historic, cultural) resources for education & inspiration of current/future generations	7
Private/public	6
Partnerships	6
Sustainable (well-being)	6
Inclusive Story	6
Authentic w/o bias/tell apolitical	6
Tolerance of diverse perspectives on history	6
Educate/cultivate citizens, youth about diverse stories & cultural resources	6
Communication	5
Feel the experience	5
Learn how to tell my story better	5
Cooperative	4
Support of Entrepreneurial Spirit	4
Known for quality interpretative exp	4
Accessible to everyone (socio, economic)	4
Reconciliation	4
Make past relevant to present understanding	4
Make past relevant to present	4
Historically correct	4
Community involvement & investment	4
Heritage and education	4
Site Interpretation	3
Converging definitions of Freedom	3
Cultural Connectivity	3
Assess/Reassessment and Evaluation	3
Educating ourselves	3

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Integrity in stories	3
Accept different perspectives	3
Culturally inclusive	3
Interconnectivity of events	3
Empowering	2
Social Responsibility	1
Collaboration	1
Honesty & authenticity	1
Highlight interconnectedness- events and people (cultural, social)	1
Preservation of resources	1
Focus on integrity – communications	1
Good communication by partners in region	1
Cooperation	1
Storytelling by locals/people who investigated the story (Unique people who dug up tells story	1
Reconciliation	
Respect for both/all sides, perspectives	
Credibility	
United efforts across region	
Integrity	
Consistent management of team	
Maintenance of integrity practices	
Location	
Encouragement	
“Burning up Dayton” Event	
Life-changing experience builds Long-term	
Steamboat Arabia (place)	
Wear the blue or the grey	
Cooperation	
Respect & find meaning in region heritage, achievements, people	
Respect	

With the data shown in Table 4, the planning team later ranked the descriptors for Values receiving the most votes. Similar descriptors created by different groups were clustered and given subtotals. This process is critical to understanding patterns of agreement because the four small groups generated their own terminology. But when grouped into categories, one can gain a sense of categories and important principles within them. Table 3 shows the ranking of descriptors, or phrases and concepts that can be woven into a statement of Principles.

TABLE 5: Descriptor Ranking by Category for FFNHA PRINCIPLES
Nominal Group Survey Results from Visioning Session 2, Lawrence, Kansas
Four sub-groups. Total participants: N=41
March 31, 2008

	# votes
<i>listed by number of votes overall per category</i>	
QUALITY OF EDUCATIONAL EXPERIENCES	
Educational	9
Authentic	9
Encouraging Scholarship	9
Relevant	8
Has to be a passion/contagious	7
Quality	7
Empower communities to preserve region's historic identity	7
Educational Enlightenment/Local Ownership	7
Human element in Authentic Setting	7
Authentic w/o bias/tell apolitical	6
Educate/cultivate citizens, youth about diverse stories & cultural resources	6
Communication	5
Feel the experience	5
Learn how to tell my story better	5
Community involvement & investment	4
TOTAL	101
SUSTAINABLE, SENSITIVE MANAGEMENT	
Managing Cultural resources	7
Preserve, protect, interpret resources # natural, historic, cultural, for education & inspiration of current/future generations	7
Private/public	6
Partnerships	6
Sustainable (well-being)	6
Cooperative	4

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Support of Entrepreneurial Spirit	4
TOTAL	40

TOLERANCE AND DIVERSITY OF STORIES

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

REPUTATION/ACCESS

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

OTHER STATEMENTS

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

Integrity
Consistent management of team
Maintenance of integrity practices
Location
Encouragement
“Burning up Dayton” Event
Life-changing experience builds Long-term
Steamboat Arabia (place)
Wear the blue or the grey
Cooperation
Respect & find meaning in region heritage, achievements, people
Respect

Analysis of Public Input for Statement of Values

As shown on Table 5, a content analysis sorted the descriptors from the small groups into four general categories for Values. In order of votes, they are:

Quality of Educational Experience	101 votes
Sustainable, Sensitive Management	40 votes
Tolerance and Diversity of Stories	31 votes
Reputation/Access	24 votes

Phrases that could not be easily classified are listed as “other.” It is important to note that the overall votes for each category do not indicate group consensus about specific values, rather they indicate *overall interest in the general topic* among the 41 participants. The discussion to follow looks into each category to derive building blocks for Principles.

Quality of Educational Experience

With 328 possible votes from the 41 participants, phrases relating to the nature and quality of educational experiences related to FFNHA received nearly a third of the votes as most important. While terms such as “educational” are of little help in developing specific values, more specific adjectives including: “*authentic*,” “*encouraging scholarship*,” “*relevant*,” “*passionate*,” and “*empowerment of local communities to preserve identity*.”

These words and phrases help us to understand the desired visitor and local resident experience of the region, how one can learn from its stories, and that they should be conveyed in relation to the concerns of public and private life today.

Above all, participants expressed a desire for *authentic, high quality* experiences. They spoke of emotional and affective connections to places, stories and people. They saw

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that this bond with a hands-on quality and personal contact could be part of how FFNHA is known, as will be discussed in the Reputation/Access category below.

Empowerment of communities and individuals was also often discussed in relation to learning local stories and being able to share them with others.

Sustainable, Sensitive Management

With a strong concern for education, participants considered the values that should ground the management of FFNHA and the sharing of its stories. Most important was the preservation and stewardship of surviving physical heritage sites, landscapes, and natural resources. Partnerships between public and private groups as well as among communities were also recognized as the best way to build a financially and organizationally sustainable FFNHA.

Tolerance and Diversity of Stories

In addition to frequent mention of the principle of authenticity, participants often mentioned, and voted for, statements about a diversity of stories and viewpoints. Stories were not necessarily to be limited to one particular era, such as the Civil War. And, with regard to such sharp conflicts at the Civil War, a diversity of viewpoints was to be acknowledged. Indeed, in many cases, multiple sources and original narratives are seen as valuable in interpretation of sites and the connections between sites. Contradiction, variance, and the lack of an “official” story are to be celebrated and encouraged in sharing the complexity of viewpoints.

Reputation/Access

The participants felt that FFNHA should be accessible to everyone regardless of location or socio-economic status. FFNHA should be known for the quality of its interpretive experiences with a commitment to relevance and accuracy (even if multiple viewpoints are to be included and ambiguity acknowledged.) The intensity of past conflicts and lingering differences today are to be recognized and discussed openly as a long-term path to reconciliation.

Goals/Objectives

After the nominal group session on Values, the 41 participants re-gathered in their small groups and were read the following assignment:

“ Given what we’ve heard about findings so far on the FFNHA Vision and Mission, what goals are most important for the FFNHA to support the Vision and Mission?

After 15 minutes of recording Goals on a flip chart, each group was read a second assignment:

“Now that we have discussed goals, please share some specific objectives to achieve them.” (Write down the objectives underneath the relevant goal.)

After ten minutes, each participant then voted (with eight dots each) for specific goals and objectives that they felt most important. The facilitators then sorted their respective group’s results into Goals with relevant Objectives listed beneath. These results, ranked by the number of “votes” received, are shown in Table 6 below.

TABLE 6: Descriptor Ranking for FFNHA GOALS/OBJECTIVES
Nominal Group Survey Results from Visioning Session 2, Lawrence, Kansas
Four sub-groups. Total participants: N=41
March 31, 2008
 * indicates descriptor pre-printed to stimulate discussion

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

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

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

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D. Pathfinder or passport

- Preserve natural areas under threat 4
- Here for people who don't know they like history 3
- Appeal to the educational community, work with educators to create standards 2
 - A. Connect causes with consequences, ask "What if?"
- Lower animosity between east/west region 2
- Learn from neighbors and partners in process 2
- Stories are motivating (teacher): see change in sides 2
- Connect events in humanities, culture, history, arts 2
- Educate public about FFNHA 2
 - A. Increase citizen awareness through stories, profiles 2
 - B. Programs in schools
- Focus on what's distinctive
- Develop unity in interpretation 1
 - A. Art director/editorial standards 2
 - B. Outline of standards 1
 - C. Indefinable brand
- A. Both states 2
- B. Define historical/conflict between Jayhawks & Tigers 1
- C. Identify existing resources 1
- Economic sustainability via public/private partnership 1
- Collect, analyze, present info in easily accessible way
 - A. Create schedule of events 1
 - B. Simple list of what's available now
 - C. Map 1
- Increase community pride 2
 - A. Bring history into annual celebrations 2
 - B. Use historic names for new assets
 - C. Chautauqua
- Market FFNHA internally & externally 1

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

Potential Goals and Objectives

The findings from this discussion were more broadly dispersed. But, leading, tangible candidates for Goals are as follows with relevant Objectives listed beneath each.

Become nationally/internationally known

- A. Marketing – tours
- B. Market nationally and internationally
- C. Provide quality experience

Attain ongoing state level support for curriculum

- A. Educator lesson plans

Tell Stories with consistent voice

- A. Brand identity
- B. Common marketing/language
- C. Graphics and maps standards
- D. Establish consistent training opportunities 1

Create consistency in presentation to the public 6

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

Break down cultural barriers 6

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

Utilize changing technology 6

- A. Hire professional technology staff
- B. Diversify technology resources
- C. Training opportunities for using technology, re-evaluate the technology resources

Promote preservation of resources

- A. Information clearinghouse for public and professional resources

Preserve & protect resources

- A. Dedicated funding
- B. Apply preservation standards to all resources over time
- C. Establish community codes

Ensure self-sustaining management

- A. Assessment, evaluating, and reviewing the management plan

DRAFT DOCUMENT

- B. Development of public/private partnerships for funding
- C. Integrated marketing plan

To understand our present lives through the past

Facilitate economic development & sustainability

- A. Integrate with agritourism & other niche markets (geo, eco)
- B. Cross-market, collaborate
- C. Training and marketing for various local host sites/groups

Opinion Poll: Web-Based Survey

Developed by the planning team, the Web survey was launched on-line and promoted through the media. The survey was posted online from March 18-28, 2008. There was a strong response with 50 participants. The questions covered the full scope of FFNHA ranging from historical narratives to mission, principles and valued resources to preserve. The findings as reported below serve to validate much of the findings from the nominal group sessions held in Olathe and Lawrence on Vision, Mission, Principles, Goals and Objectives. See Appendix A for full survey report.

Although there were no extremely strong patterns, a few clear preferences with regard to mission and goals among the nearly 50 survey respondents confirmed many of the findings from the nominal group sessions reviewed above. Over half of them had been involved with FFNHA for over a year; 19 respondents (38%) said they had not been involved with FFNHA.

Mission for the FFNHA

Question 8 used the same rating system to ask the respondents to rate potential missions. The findings offer confirmation of high rankings from the nominal group exercises.

“A region that is nationally recognized for its role in the beginning of the Civil War” was rated as Very Important by 83.7% of the participants, a notably strong consensus.

Beyond national recognition for its role in the Civil War, participants were also interested in the telling of many stories as an important mission. The phrase: “FFNHA tells stories of many periods including the Jim Crow era and the desegregation movements of the 20th century” received the second highest average rating of 4.33. The implication here is possibly that while FFNHA should achieve a national reputation connected with the Border Wars, visitors who arrive will find a surprising wealth of stories from many eras that cross cultures and social contexts.

Fostering a sense of regional identity and uniqueness both for residents and visitors is also strongly valued by the survey participants. The specific mission statement: “A multi-county area over two states with a clear ‘sense of place,’ branding identity, and sense of entry” received an average rating of 4.3.

Lowest ranked among potential missions was: “FFNHA grows into a region where visitors are also drawn for recreation such as hiking, camping and hunting.” This potential mission achieved an average rating of 3.88 with just 41.9% of respondents rating it as “very important and almost 30% rating it with a 3, or “Neutral”. These relatively low rankings for ecological conservation and outdoor nature activities reflect the findings of the nominal group sessions.

Goals for FFNHA

In Question 3, respondents were asked to rate on a scale of 1-5 the importance of five goals for FFNHA. A response of “1” indicated goals of least importance and a “5” indicated the goals of greatest importance. Reflecting the findings of the Visioning nominal group sessions, the goal of “Education in regional and national history for local children received the highest ranking with an average rating of 4.77. More than 4/5 of the respondents (84.7%) gave this goal a rating of 5 or “Very Important.”

“Bringing national attention to the area” received the second highest ranking with a rating average of 4.62.

“Regional Economic Development” and “Increasing tourism throughout the year” both received average ratings of 4.57.

Lowest rated of the five goals was “Fostering conversations about the values and meaning of ‘Freedom’” with an average rating of 4.11.

Potential/Priority Projects to Implement

Question 9 explored various options for early projects to lend visibility and momentum to FFNHA. “United signage and logos”, “Gateway markers”, “Community history days”, “Audio tours”, “Guided tours”, and “Visitor centers” all received fairly high average ratings. “United signage and logos” received the highest rating (4.65), while “Guided tours” received 4.16. These findings show that numerous options are viable as early projects, with graphic identity and signage an early target.

Further information from the survey on interest in personal participation in FFNHA and volunteering can be found in the full numerical report in *Appendix B*.

Meeting 3: Refinement of Vision and Mission Statements; Propose Value Statements

On April 1, a day following meeting two on Principles/Goals/and Objectives, and armed with analysis from the e-survey, the planning team met with the FFNHA Steering Committee to review proposed Vision and Mission statements generated from the above data. There was nearly an hour of discussion and voting whether to approve or reject the proposed statements. The quorum of committee members present voted to approve both with amendments that are reflected below:

VISION FOR 2028

The Freedom's Frontier National Heritage Area (FFNHA) is a region recognized globally for its unique, authentic and honest stories that offer many reasons for visiting and living here. Historically-aware residents of all ages benefit from and contribute to a diverse and vibrant regional economy that connects dynamic learning experiences, heritage interpretation and preservation of place.

MISSION

Freedom's Frontier National Heritage Area (FFNHA) identifies and articulates regional stories that illuminate the multiple definitions of freedom debated in the past and still relevant today. The organization and regional partners (including individuals, companies, governments and other entities) seek to preserve the authentic places that fostered these stories and debates as high-quality interpretive experiences that are transformative and found nowhere else. FFNHA empowers local groups and individuals within its region to respect and be stewards of these diverse stories that connect regional history to the nation.

Proposed Value Statements

1. Be tolerant and respectful of diverse stories from multiple perspectives.
2. Focus on authentic and engaging experiences.
3. Honor the region's peoples, past and present.
4. Preserve unique cultural & historic assets.
5. Invest in community engagement, education and empowerment.
6. Sustain and grow sense of place.
7. Value and protect the natural environment.
8. Consider future generations in everything we do.

Major Goals to Realize Vision:

- A. Preserve & protect resources
- B. Provide consistent quality in marketing, messages
- C. Develop and deliver stories, past & present, respectfully and with integrity
- D. Advocate support for FFNHA with state agencies
- E. Develop and manage quality educational experiences

- F. Facilitate economic development opportunities that foster sensitive and sustainable growth

Management Challenges for FFNHA:

- Representing and managing a large two-state area with diverse resources, populations, needs
- Ensuring that all stakeholders have voice in and can participate in development, implementation and evaluation of management plan
- Delivering consistency and quality without censorship
- Attracting funding from diverse sources
- Branding region and delivering on the promised experience(s)
- Balancing preservation and protection of resources with economic growth
- Implementing a regional program that respects individual property rights (physical and intellectual [story])
- Conflict resolution