Reclaimed from Obscurity, Preserved for Posterity

An Administrative History of
Fort Scott National Historic Site
Fort Scott, Kansas



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Introduction

Fort Scott National Historic Site (NHS) is located in Bourbon County in eastern Kansas, four miles west of the state's border with Missouri and about ninety miles south of Kansas City, Missouri. The site covers 16.69 acres on a limestone bluff at the northern end of the present city of Fort Scott. Originally an Army post on the United States' western frontier, the present park consists of eleven restored and nine reconstructed buildings surrounding a central plaza, the historic fort's parade ground. The Hospital (HS-8), a restored building, holds the park's visitor center and library. Another restored building, Officers' Quarters No. 1 (HS-1), is home to the park's administrative offices. A portion of the site has been replanted as tallgrass prairie.[1]

Fort Scott experienced four phases of military activity. From 1842 to 1853, the fort served as a base for U.S. Army operations on the "permanent Indian frontier," but it played a greater role in facilitating the movement of Euro-Americans into the West than it did in preserving a sharp frontier boundary. The U.S. Army closed the post in 1853 and sold the buildings in 1855. Subsequently, the U.S. Army temporarily returned to restore peace when the civilian town became caught up in the Bleeding Kansas violence of the late 1850s. The town was militarized and fortified during the American Civil War because of its strategic location. Later, it served as headquarters for the U.S. Army Post of Southeast Kansas (1869–1873), whose soldiers protected construction crews building railroad lines south of town.

[1] Susan Richards Johnson and Associates [SRJA], *Cultural Landscape Report: Fort Scott National Historic Site, Fort Scott, Kansas*, NPS Task Order #R6068090029, December 9, 2010, 4.



Figure 0.1. Present Conditions, Fort Scott NHS.
Source: Historical Research Associates, Inc.

By the middle of the twentieth century, the site was barely recognizable as a former fort. A few buildings retained at least some of their original exterior appearance, and the central parade ground had remained an open space, used as a city park. Although the city's business and residential landscapes had thoroughly intruded, as archeologist John Reynolds explained in 1983, "the fort never completely lost its individuality." He continued,

> This may, in part, be attributed to the sturdily built military buildings . . . . The fact that the original fort was laid out with its four sides directionally oriented to the northeast, southeast, southwest, and northwest, may also have helped to preserve its character, as the town of Fort Scott is laid out by the main compass points.[2]

The fort's historic significance had long been in the minds of some Fort Scottians, who had begun preserving its history in the early 1900s. Not until the 1950s, though, did the city begin a serious campaign to reconstruct the site.

Two men—Kansas State Teachers College Professor Dudley Cornish and Kansas Congressman Joe Skubitz—helped the people of Fort Scott persuade the National Park Service (NPS) to designate the remnants of the original Fort Scott as a National Historic Landmark in 1964. Skubitz then championed legislation in 1965 that provided funding for the city to operate the fort as a public site, with technical assistance from the NPS in developing it. The city subsequently obtained Urban Renewal grants to purchase the private and commercial properties on the historic fort grounds as a preliminary step toward site restoration. Skubitz pressed Congress for several more appropriations, which funded additional restoration and reconstruction work with NPS support.

Ultimately, the city lacked the finances to operate the historic site, which had become more extensive than originally planned. Congressman Skubitz and Kansas Senator Bob Dole then succeeded in passing legislation to make Fort Scott a unit of the NPS system. On May 18, 1979, the NPS formally assumed ownership of the site. Since 1979, the NPS has worked diligently to keep up with Fort Scott National Historic Site's maintenance challenges while also developing an ambitious interpretation program.

Purpose of the Study

The NPS explains the goals of an administrative history as follows:

> to obtain an accurate, thorough, and well-written account of the origin and evolution of each unit of the National Park System. A park administrative history explains how the park was conceived and

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[2] John D. Reynolds, "Archeological Investigations at Old Fort Scott, 14B0302, Fort Scott, Kansas, 1968 to 1972," April 1983, 1.

> established and how it has been administered up to the present. It focuses on the history of the park as a park, to include the history of various park programs and activities. The history of the event, movement, or person that a historical park commemorates need be addressed only to the extent that it affected the establishment of the park and its administration. In contrast to the administrative history of individual parks, the administrative history of the National Park Service documents and analyzes important aspects of the history of the Service as a federal agency and deals with the establishment and administration of servicewide programs and policies.[3]

After a brief overview of the fort's historic period, the report that follows examines the campaign to preserve existing remnants of the original fort, the city's role in restoring and reconstructing the site, the transfer from city operation to the NPS, and NPS administration of the site since 1979.

Project Team

The NPS Midwest Regional Office in Omaha, Nebraska, hired Historical Research Associates, Inc. (HRA), in 2011 to prepare this administrative history of Fort Scott NHS. Emily Greenwald headed HRA's team as principal investigator and project manager. She holds a Ph.D. in American History from Yale University. Joshua Pollarine, who received his M.A. in American History from the University of Montana, conducted the oral histories and served as the report's co-author. Bradley J. Gills, Ph.D., assisted with the research.

Methodology

HRA conducted the bulk of its research at Fort Scott NHS in the fall and winter of 2011, in the park's administrative files and in the large collection of records compiled by former Site Historian Arnold Schofield. We also utilized oral histories conducted by Mr. Schofield in the 1980s and 1990s for an earlier administrative history effort. These interviews include City of Fort Scott officials and residents who were active in the preservation campaign, NPS staff who assisted with early restoration and reconstruction, Dudley Cornish, and Joe Skubitz. They are an invaluable resource, as a number of the key players have since passed away, including both Cornish and Skubitz.

HRA added to the oral history collection by interviewing past and current park superintendents and key staff. A full list of the interview subjects is in the bibliography.

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[3] National Park Service, "Administrative History: A Guide," 2004, 4.

Acknowledgements

This study benefitted greatly from the assistance of current Fort Scott NHS management and staff. We appreciate the time that Superintendent Betty Boyko, Supervisory Park Ranger Kelley Collins, and Facility Manager Jackie Messer (now retired) took for our interviews and to help us find information relevant to the history. Historian Bill Fischer served as our point of contact at the park and provided us with numerous studies and other documents that were not in the main administrative files. He has transcribed a number of Mr. Schofield's oral histories, and the transcripts are an invaluable resource. Museum Technician Ruth Walters located images of park activities that appear throughout the report. At the Midwest Regional Office, Ron Cockrell served as the Contracting Officer's Representative, shepherding the study through a detailed review process and fielding our questions about style and approach with kindness and grace.

Mary Beth McClure, Arnold Schofield, and other former park staff and administrators were also generous with their time. The park is fortunate to have had many long-serving individuals, including Mr. Schofield, Ms. Collins, Mr. Messer, Ms. McClure, and Mike Younggren, all of whom provided extensive information that is not readily available in the documentary record.

Chapter 1. From the Edge of the Frontier to the Edge of the City: Historical Background of Fort Scott

Fort Scott began as a post on the "permanent Indian frontier" in 1842. One hundred years later, it had been all but consumed by the town that had grown upon its foundation. Its life in between included one period of active military service and subsequent periods of military activity, each one followed by a new burst of city growth.

Establishment of Fort Scott

When he took office in 1829, President Andrew Jackson called for the removal of American Indians from the United States. He believed it was not possible to have independent nations—as American Indian tribes were then understood—inside the nation's borders. Congress passed the Indian Removal Act in 1830 to help achieve Jackson's goal. It provided for the United States to negotiate land cessions with tribes and to relocate them west of the Mississippi River. At the time, Americans had little interest in the land beyond the river and were able to conceive of a permanent frontier between American Indians and non-Indians. Ultimately, the United States forcibly removed a number of tribes to the west.[4]

[4] James L. Roark, et al., *The American Promise: A History of the United States*, compact ed. (Boston: Bedford/St. Martin's, 2000), 277–78.

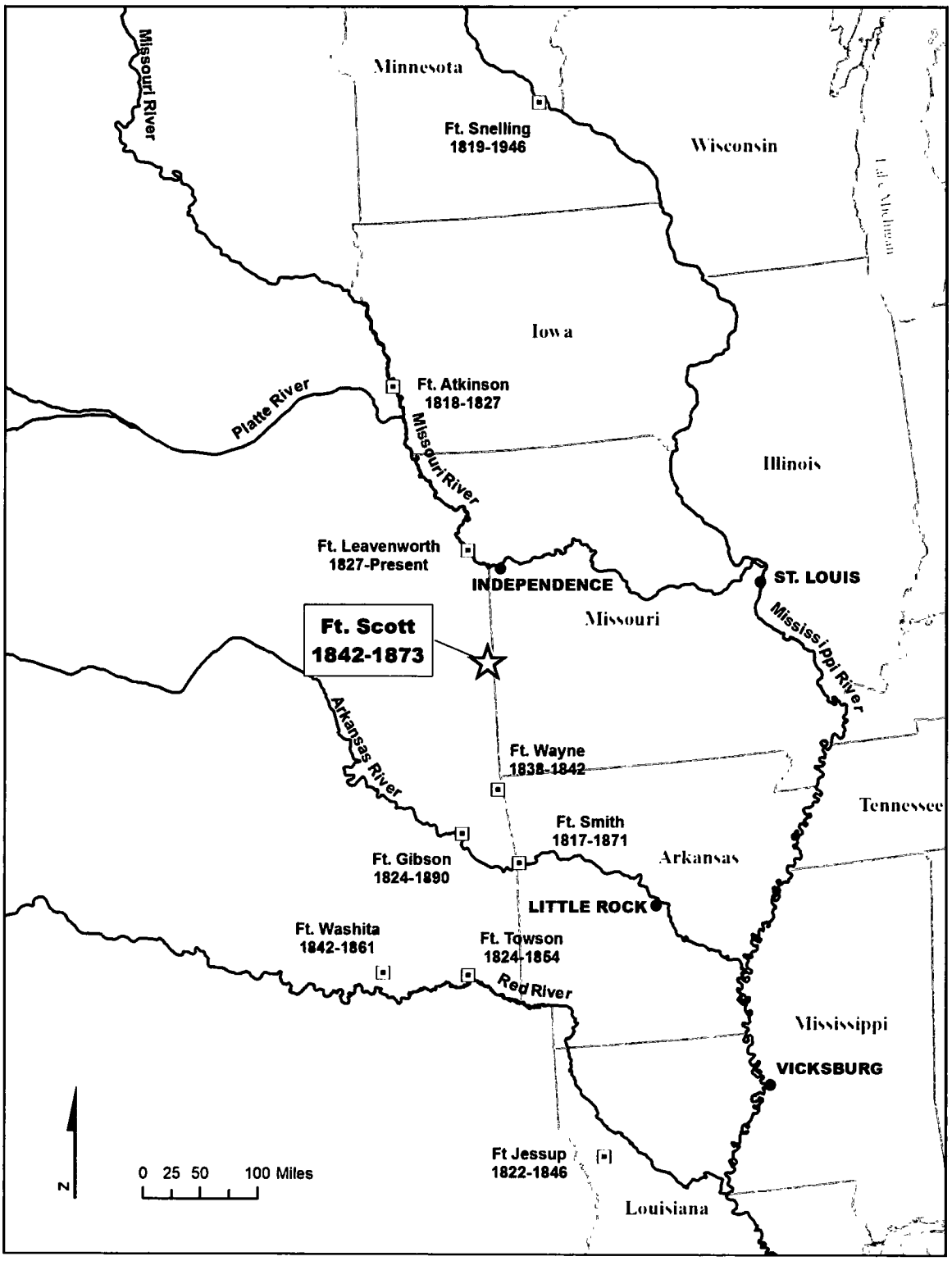


Figure 1.1. Army Forts on the Western Frontier, 1820s–1840s.
Source: Historical Research Associates, Inc., 2013.

In 1836, Secretary of War Lewis Cass sought to reinforce what was a perceived rather than actual frontier line with a chain of forts. He recommended that military posts be built from the upper Mississippi to the Red River and to be linked by military roads. Congress quickly followed with legislation to accomplish this goal. The Act of July 2, 1836, appropriated money for the forts and a road survey. By the late 1830s, plans for the forts were underway and road construction had begun.[5]

Choosing sites for the forts was an ongoing challenge. The Army built and abandoned several posts in the region west of Missouri and Arkansas, as military needs and diplomatic situations shifted, before establishing Fort Scott in 1842.[6] Several factors played into the choice of location for Fort Scott, including the Army's prior experience with unhealthy conditions at Fort Gibson and Fort Wayne due to swamps; a desire to monitor the Osage Indians, who occupied a reservation in what is now southern Kansas and were deemed to be a threat; and tension with the Cherokees, who were displeased that a post (Fort Wayne) had been placed on their reservation in Indian Territory.[7]

In April 1842, dragoons (horse-mounted troops) under the leadership of Captain Benjamin D. Moore scouted for a suitable location and found one where the Marmaton River intersected the military road between Fort Leavenworth and Fort Gibson. The dragoons started a camp there, but they were soon ordered to Fort Wayne to augment General Zachary Taylor's forces. After considering and rejecting some other possible sites, the Army returned to the Marmaton and began building the fort, erecting temporary log structures to house the initial troops.[8]

Fort Scott sat a few miles west of the Missouri state line, in close proximity to Osage and Potawatomi land and just to the north of the Cherokee Neutral Lands, which were intended to insulate the Cherokees from other tribes.[9] Notably, the land selected for the fort was part of a reserve created in 1838 for New York Indian tribes, although few had chosen relocate there.[10] The fort was named after General Winfield Scott, who had distinguished himself in the War of 1812 and, at the time, was the commanding general of the United States Army.[11]

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[5] Leo E. Oliva, *Fort Scott: Courage and Conflict on the Border* (Topeka: Kansas State Historical Society, 1984), 3–7.

[6] Daniel J. Holder and Hal K. Rothman, *The Post on the Marmaton: A Historic Resource Study of Fort Scott National Historic Site*, National Park Service Contract 1443Cx605097013, 2001, 25–28.

[7] Holder and Rothman, *The Post on the Marmaton*, 28–29, 32; Oliva, *Fort Scott: Courage and Conflict on the Border*, 8, 13.

[8] Oliva, *Fort Scott: Courage and Conflict on the Border*, 13–14.

[9] Holder and Rothman, *The Post on the Marmaton*, 13.

[10] Oliva, *Fort Scott: Courage and Conflict on the Border*, 11.

[11] Holder and Rothman, *The Post on the Marmaton*, 31.

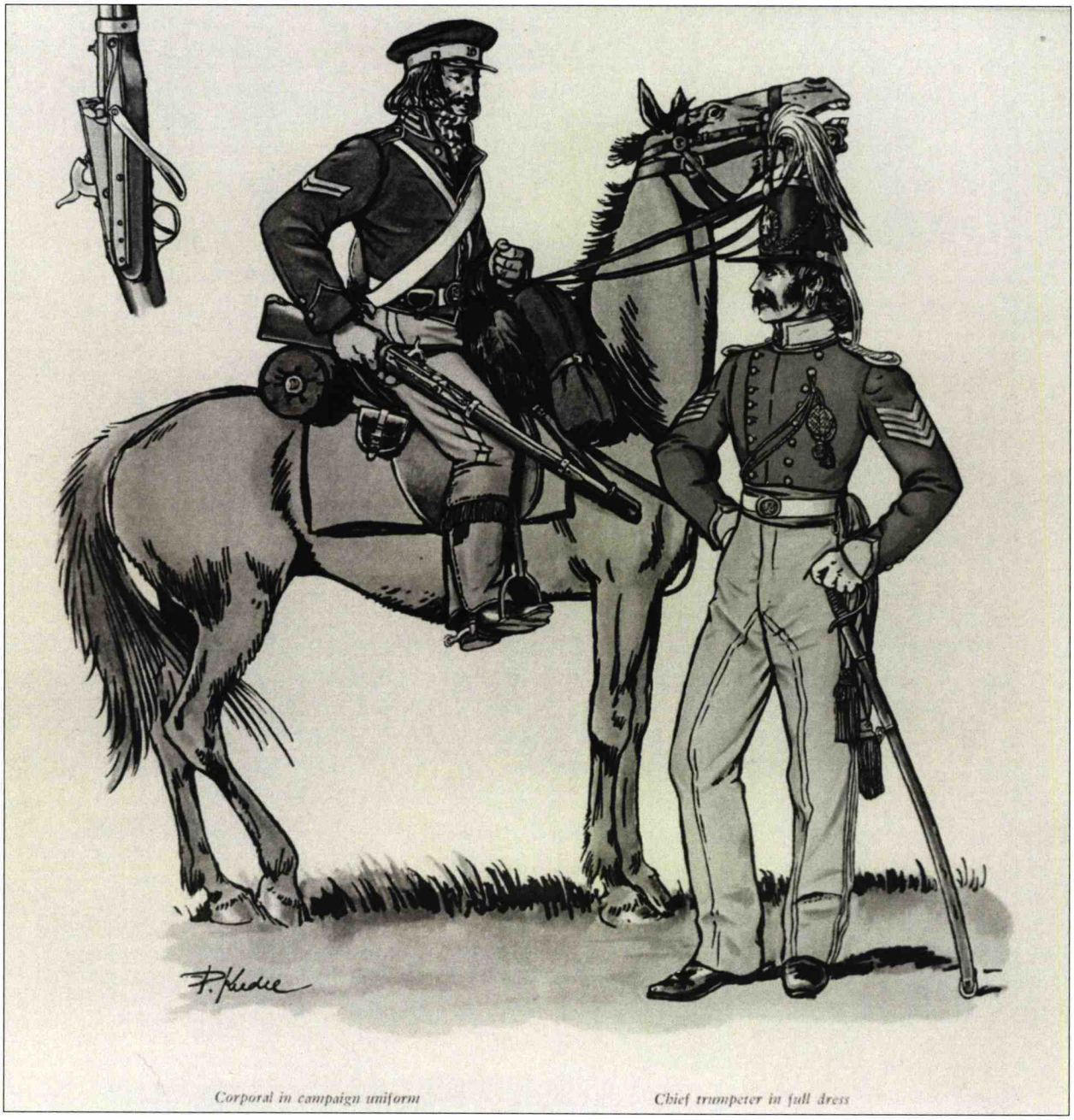


Figure 1.2. Army Dragoons.
Source: "Fort Scott, Kansas: A National Historic Site," Park Archives, Fort Scott NHS.

Daniel Holder and Hal Rothman, authors of a historic resource study of Fort Scott National Historic Site (NHS), explained the choice of location as follows:

> Military leaders sought to place a base halfway between [Fort Leavenworth and Fort Gibson], to prevent illegal white settlements on Indian land and prevent Indian depredations from occurring in Missouri. The rise above the Marmaton River offered advantages for both purposes, a view overlooking the road and a high ground to defend in case of attack.[12]

At the time, the Army perceived American Indians as a significant threat to settlers near the frontier. This attitude stemmed in part from stereotypes of American Indians as violent and uncivilized, but it was partly grounded in real tensions. American Indians were struggling with Euro-American encroachment, while removed tribes were dissatisfied with their new circumstances and were experiencing the stress of relocation. Trade in alcohol aggravated the tensions.[13]

Captain Thomas Swords served as quartermaster of Fort Scott from July 1842 to June 1846 and oversaw much of the post's construction. Due to a shortage of labor and problems with the post's sawmill, construction was ongoing during his tenure. He planned a central parade ground, a large square around which the various buildings were arrayed.[14] According to Holder and Rothman,

> As was typical of military posts, the Army built Fort Scott on level ground near the point of a bluff overlooking a river. The high plateau opened to the plains to the south, while cliffs fifty feet high protected the other three sides of the post. This stretch of high ground was oriented northeast to southwest and its shape determined the orientation of the post buildings.[15]

Swords left Fort Scott on June 1, 1846, to serve as quartermaster under General Stephen W. Kearny during the war with Mexico, although his planned construction was not yet complete.[16]

Fort Scott served as a base of operations for dragoons and infantry. Although dragoons were more expensive to equip and maintain and had not been well-suited to the eastern woodlands, they found a new relevance on the prairies and plains of the frontier.[17] Between 1842 and 1853, various dragoon and infantry companies occupied Fort Scott.[18]

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[12] Holder and Rothman, *The Post on the Marmaton*, 10.

[13] Holder and Rothman, *The Post on the Marmaton*, 22.

[14] Oliva, *Fort Scott: Courage and Conflict on the Border*, 19–29.

[15] Holder and Rothman, *The Post on the Marmaton*, 31.

[16] Oliva, *Fort Scott: Courage and Conflict on the Border*, 29.

[17] Holder and Rothman, *The Post on the Marmaton*, 20–21.

[18] Holder and Rothman, *The Post on the Marmaton*, 279.

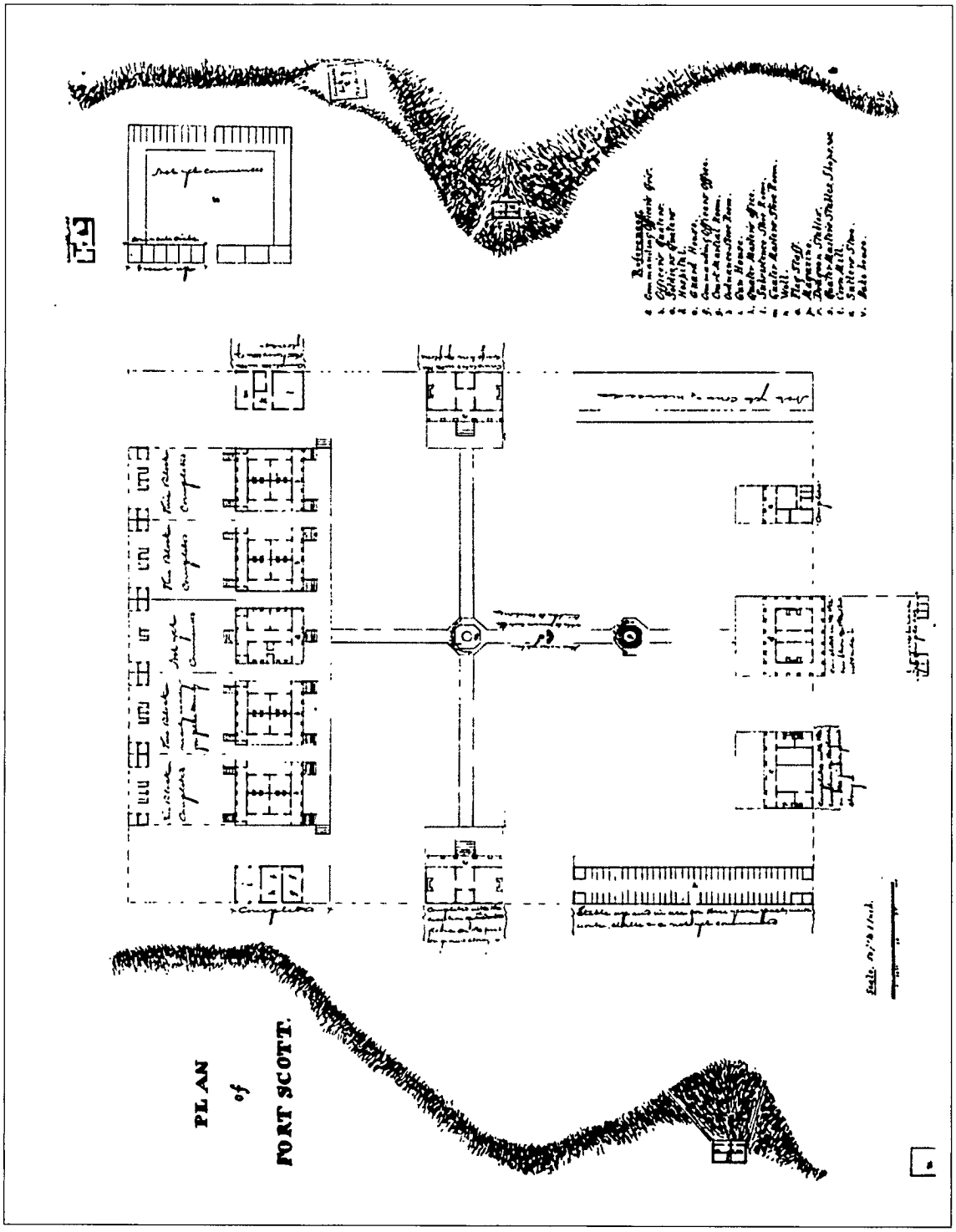


Figure 1.3. 1848 Plan of Fort Scott.
Source: Fort Scott NHS.

Although dragoons from Fort Scott assisted on several occasions in keeping peace and maintaining separation between American Indians and non-Indians, no military engagements occurred in their area of responsibility. Furthermore, the frontier line had begun to erode even before the post was built. Because of this, troops at Fort Scott increasingly spent their time helping to protect westbound travelers, such as traders on the Santa Fe Trail, emigrants headed to Oregon, and gold-seekers on their way to California.[19] They also sought to control illegal alcohol trade.[20] Holder and Rothman commented, "Instead of protecting settlers from relocated Indians, the military ended up policing the expansion westward of settlers into the lands of relocated Indians and increasingly, protecting both relocated Indians and settlers from the nomadic people of the Plains."[21]

By 1853, the Army's attention had shifted to the west, and it closed Fort Scott on April 22. Holder and Rothman noted that one of the reasons the Army chose to abandon the fort was the expense of shipping supplies to it, via a combination of steamboat and wagons. In addition, the Army had opened Fort Riley, which was closer to the emigrant trails and possible troubles, that same year. The Army held a public auction in 1855 and sold the buildings for roughly $300 to $500 each.[22] The buildings sold cheaply because the New York Indians still held title to the land underneath them.

Bleeding Kansas

As a final signal that the "permanent Indian frontier" had disintegrated, Congress organized Kansas and Nebraska territories in 1854, opening the door for Euro-American colonization of the area between the Missouri River and the Rocky Mountains. The Kansas-Nebraska Act allowed the citizens of each territory to vote on whether to permit slavery. Consequently, Kansas Territory became a battleground in the late 1850s, as free-state, abolitionist, and pro-slavery settlers flocked to Kansas, hoping to boost the population and sway the eventual vote. They clashed repeatedly, setting the stage for more battles during the Civil War.

The now civilian town of Fort Scott became caught up in the larger conflict. The old fort provided a nucleus for a growing population that included both free and slave interests, although

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[19] Oliva, *Fort Scott: Courage and Conflict on the Border*, 35–47.

[20] Holder and Rothman, *The Post on the Marmaton*, 24.

[21] Holder and Rothman, *The Post on the Marmaton*, 55.

[22] Holder and Rothman, *The Post on the Marmaton*, 68–69.

pro-slavery residents were in the majority.[23] Hotels on opposite sides of Carroll Plaza, the former parade ground, symbolized the conflict: the Fort Scott Hotel (the former Officers' Quarters No. 1) at the northern corner was anti-slavery, while the Western Hotel (formerly an infantry barracks) at the western corner was pro-slavery.[24]

The series of conflicts collectively called "Bleeding Kansas" began in 1855. During 1857 and 1858, violence erupted repeatedly in eastern Kansas, leading the Army to send troops twice to Fort Scott (December 21, 1857, to January 10, 1858, and February 26, 1858, to late March 1858).[25] Ongoing tensions triggered two incidents in the town itself. On June 7, 1858, radical abolitionists tried to burn down the Western Hotel. The fire was put out without destroying the building. During the confusion, raiders shot at people and buildings in Fort Scott, although no one was killed.[26] Kansas Territorial Governor James Denver ordered federal troops to Fort Scott and then visited the town himself on June 15, trying to negotiate peace. A period of relative calm followed.[27] But on December 16, 1858, the radical abolitionists launched a raid to liberate a compatriot who was being held by the local militia captain at the Fort Scott Hotel. A pro-slavery store owner fired on the raiders and was shot and killed in the resulting exchange. Fortunately for the town, there were no other casualties.[28]

Political tensions began to ease thereafter, and Fort Scott's population grew. The town attracted "respectable" businessmen and free-staters, although some pro-slavery residents remained.[29] In 1860, the city rebuilt a fence around Carroll Plaza to protect it as a park space.[30] The town of Fort Scott was formally incorporated on February 27, 1860.[31] Another step toward stability came that same year, when the area reserved for New York Indian tribes was finally surveyed and the lands not

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[23] Erwin N. Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," Division of History, National Park Service, February 15, 1967, 84, 87.

[24] Holder and Rothman, *The Post on the Marmaton*, 78.

[25] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 90–91.

[26] Holder and Rothman, *The Post on the Marmaton*, 86.

[27] Holder and Rothman, *The Post on the Marmaton*, 86–88.

[28] Holder and Rothman, *The Post on the Marmaton*, 90; Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 100–101.

[29] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 101–2.

[30] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 105.

[31] Oliva, *Fort Scott: Courage and Conflict on the Border*, 64. Oliva noted that the territorial legislature had originally incorporated Fort Scott in 1855, but that action was later deemed to be invalid.

claimed by Indians were returned to the public domain. Non-Indians who had squatted on those lands filed with the federal land office to legalize their claims.[32]



Figure 1.4. "A Peace Convention at Fort Scott," *Harpers Weekly.*
Source: Fort Scott NHS.

In December 1860, after Abraham Lincoln's election to the presidency, the threat of war along the Kansas-Missouri border caused the Army to send troops to Fort Scott once again. Kansas entered the Union as a free state on January 29 and the troops left the fort on February 1, 1861, to defend the U.S. Arsenal at St. Louis.[33]

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[32] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 108.

[33] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 110–13.

The American Civil War

Seven southern states seceded from the Union during the winter of 1860–1861, forming the Confederate States of America. The American Civil War erupted in April 1861, when the Confederacy bombed and captured Fort Sumter, a United States Army garrison in the harbor of Charleston, South Carolina. Four more states subsequently joined the Confederacy. Slave-holding Missouri elected to remain part of the United States by a narrow vote, although tensions there remained high during the war. Kansas, like other free states, remained part of the United States.[34]

Early in the war, Kansans recognized the strategic value of Fort Scott as a needed bastion to defend the state against Confederate invasion. State troops arrived in the town in the late summer and fall of 1861 as conflicts flared in the region, particularly in western Missouri.[35] The Army officially activated a garrison in the already militarized town on March 19, 1862. National Park Service (NPS) Historian Erwin Thompson commented, "this change in status had no effect on the operations, it merely recognized the fact."[36] But the 1840s post buildings had already been purchased and repurposed for civilian activities. The Army rented a few of the original buildings (including the hospital, guardhouse, barracks, stables, and officers' quarters), built new structures on the former post grounds, and erected three blockhouses (lunettes) at strategic approaches into the militarized town. The Army also expanded its footprint into the town, renting buildings and filling open spaces with stables, camps, and supply yards.[37] According to Fort Scott's 1967 master plan, "Carroll Plaza itself was apparently brought back to life once more for military reviews and patriotic rallies."[38]

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[34] Roark, *The American Promise: A History of the United States*, 376–77, 382–84.

[35] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 114–23.

[36] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 124.

[37] Midwest Regional Office, "The Historical Significance of Fort Scott, Kansas," March 1964, 3, Park Archives, Fort Scott NHS; National Park Service, "A Master Plan: Fort Scott Historical Park, Kansas," June 1967, 20.

[38] National Park Service, "A Master Plan: Fort Scott Historical Park, Kansas," June 1967, 20.

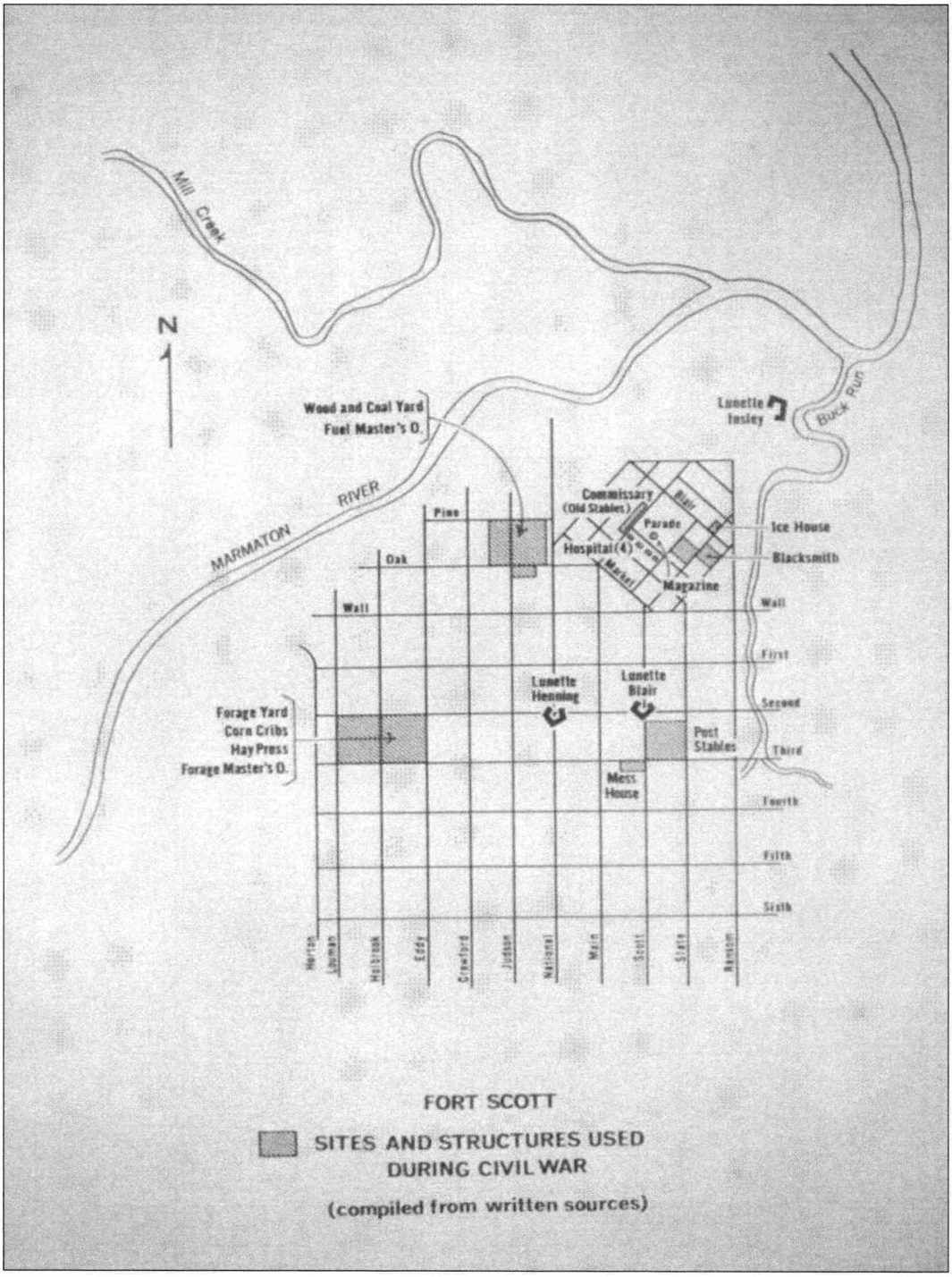


Figure 1.5. Fort Scott During The Civil War.
Source: Fort Scott NHS [FOSC 33].



Figure 1.6. Map of Fort Scott, 1863.
Source: *Cultural Landscape Report, Fort Scott National Historic Site*, December 9, 2010, 25.

The militarized town played a variety of roles in the war effort. It served as a supply depot, hospital, military prison, and training camp, as well as a refugee camp for former slaves, free blacks, American Indians, and Euro-Americans displaced by the war.[39] One of Fort Scott's most notable Civil War roles, which would later become a key justification for making it a historic site, was as a recruitment center and training camp for African-American soldiers. General James Lane organized the First Kansas Colored Volunteer Infantry Regiment in 1862, and after training and being involved in action near the Missouri border, the regiment "was mustered into the Union service at Fort Scott in January of 1863."[40] The Second Kansas Colored Volunteer Regiment was also recruited and trained there, as were various Euro-American and American Indian units.[41]



Figure 1.7. Soldier from First Kansas Colored Volunteer Regiment.
Source: National Park Service, "First to Serve," Park Archives, Fort Scott NHS.

Troops stationed at Fort Scott participated in battles throughout the Trans-Mississippi Theater. The militarized town itself was never attacked, although it had two close calls. On September 2, 1861, advancing rebel forces were surprised by Kansans at Dry Wood Creek, Missouri, a few miles east of Fort Scott, in what became known as the "Battle of the Mules." Although they withdrew, Lane's men probably saved Fort Scott from attack by a numerically superior force that

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[39] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 125–27, 129; Midwest Regional Office, "The Historical Significance of Fort Scott, Kansas," 3; National Park Service, "A Master Plan: Fort Scott Historical Park, Kansas," 20 (quotation).

[40] Dudley T. Cornish to Joe Skubitz, January 31, 1864, Park Archives, Fort Scott NHS.

[41] Fort Scott NHS, "First to Serve," NPS site bulletin, no date, File: African American Brochure, Park Archives, Fort Scott NHS; Holder and Rothman, *The Post on the Marmaton*, 155. *The Post on the Marmaton*, includes a list of units stationed at Fort Scott during the Civil War, starting on page 280.

continued north toward Lexington.[42] Then, on October 24, 1864, Confederate forces on their retreat following the Battle of Westport, Missouri, marched into Kansas about thirty miles from Fort Scott. Union forces attacked the Confederate camp the next day and engaged the troops again at Mine Creek, twenty miles from Fort Scott. As the Confederates retreated from their loss at Mine Creek, they passed within five miles of Fort Scott, but no further engagement occurred.[43]

The war ended in the spring of 1865. According to Leo E. Oliva,

> More troops were stationed at Fort Scott during the four years of civil war than had been there during the entire time it was a frontier military post. At the peak, in March 1864, more than sixteen hundred troops were stationed there. The garrison comprised regular army and volunteers from various states. Black regiments and units of American Indian Home Guards as well as white soldiers served there. Thousands of other troops passed through Fort Scott, which became a staging area for Union troops operating into Missouri, Arkansas, and Indian Territory (present Oklahoma).[44]

The Army ceased operating from the town of Fort Scott on October 10, 1865, and again auctioned structures that it had built.[45] Ultimately, the only Civil War Army structure that survived was Lunette Blair, one of the blockhouses.[46]

The Civil War took a toll on the Kansas-Missouri border area. But, as Holder and Rothman note, its effects were not all negative:

> . . . the war also became a tremendous engine of economic development for Fort Scott and the surrounding region. Hundreds of thousands of federal dollars poured into the local economy between 1861 and 1865, and the city greatly increased in size. Federal money paid for the construction of new buildings, hotels, houses, and warehouses, and attracted merchants and speculators. . . . The commercial development fueled by Army spending dominated the regional economy, and Fort Scott became the preeminent business center for southeast Kansas.[47]

Local geography, shaped by the course of the Marmaton River, meant that the town primarily grew south of the fort site, with the area adjacent to the former frontier fort (the original townsite) becoming Fort Scott's commercial core.

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[42] Ron Cockrell to Emily Greenwald, April 5, 2013, 6.

[43] Thompson, "Fort Scott, Kansas: Site Identification and Evaluation," 147.

[44] Oliva, *Fort Scott: Courage and Conflict on the Border*, 67.

[45] Oliva, *Fort Scott: Courage and Conflict on the Border*, 72, 74.

[46] National Park Service, "A Master Plan: Fort Scott Historical Park, Kansas," 21. The blockhouse was restored by private citizens in the late 1950s; it is questionable whether any original historic fabric remains.

[47] Holder and Rothman, *The Post on the Marmaton*, 234.

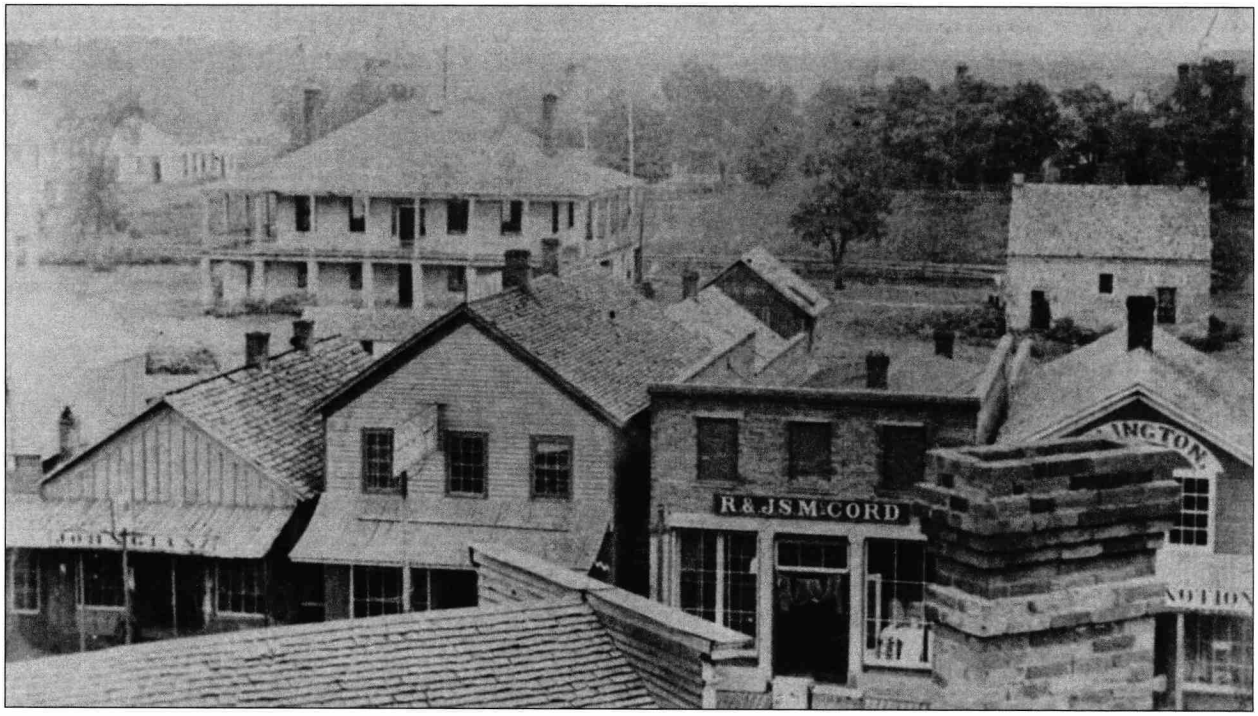


Figure 1.8. City Buildings and Old Hospital, ca. 1869.
Fort Scott NHS [FOSC 12844].

The Railroad Era

After the war, economic prosperity was closely tied to railroads. An 1866 treaty with the Cherokee Nation helped remove one obstacle to railroad construction in eastern Kansas: it provided for the cession and sale of the Cherokee Neutral Lands, just south of Fort Scott.[48] James Joy, who purchased most of the neutral lands at $1.00 per acre, resold them to the Missouri River, Fort Scott and Gulf Railroad, in which he was an investor. Disputes quickly arose between the railroad and squatters living on the land, who believed they had valid claims. Angry settlers joined together to try to stop railroad construction through the former neutral lands, harassing and attacking construction crews.[49]

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[48] Holder and Rothman, *The Post on the Marmaton*, 238; Treaty with the Cherokee Indians, July 19, 1866, 14 Stat. 799 at 804–5.

[49] Oliva, *Fort Scott: Courage and Conflict on the Border*, 75, 78.

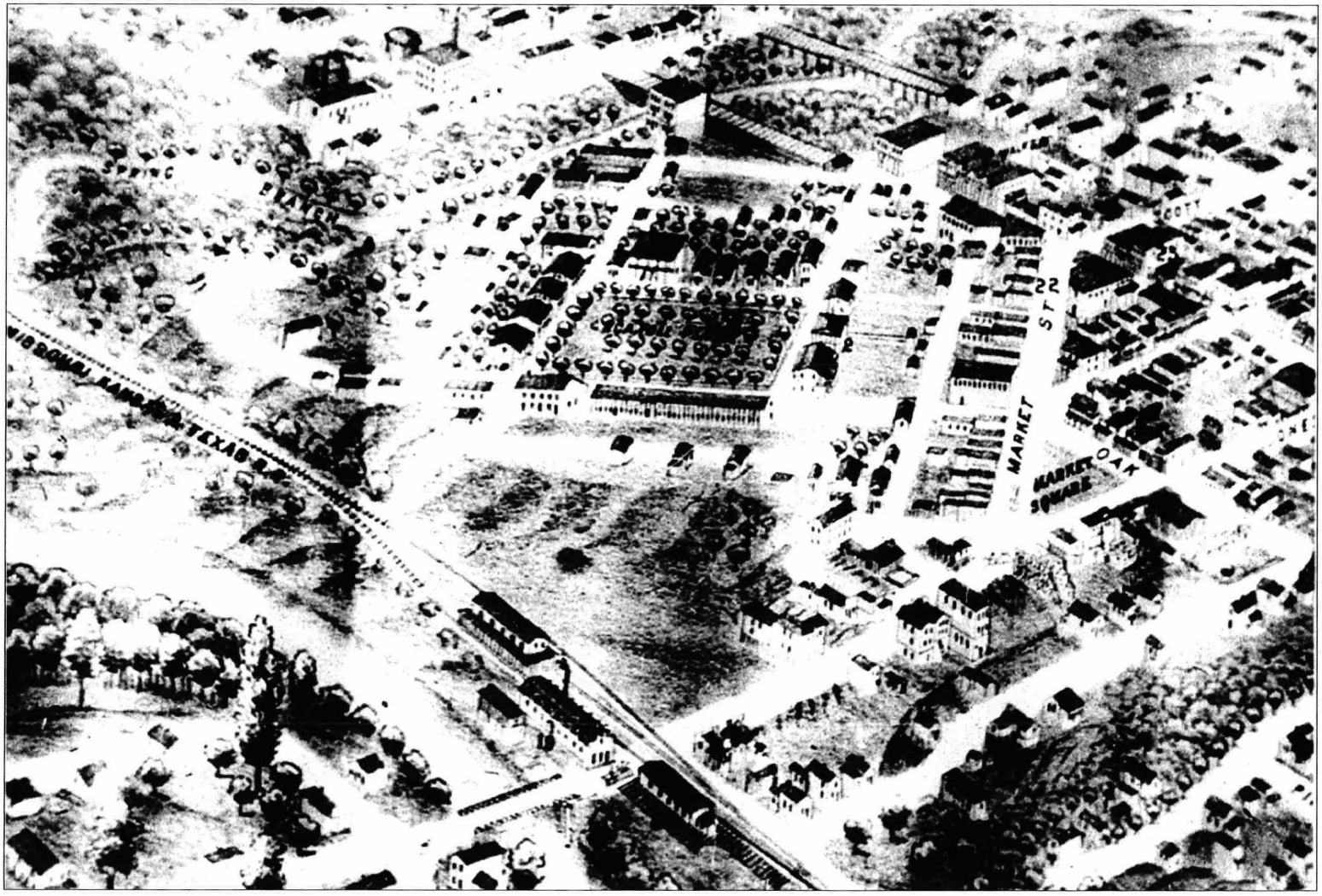


Figure 1.9. Aerial Sketch of Old Fort Scott, 1871.
Source: *Cultural Landscape Report, Fort Scott National Historic Site*, December 9, 2010, 63.



Figure 1.10. Officers Row, 1873. Photograph by Louis Beneke.
Source: Fort Scott NHS (from Stevens Family Papers #1210, Cornell University).

The Army sent in troops to stop the violence and to guard the railroad route. It created the Post of Southeast Kansas, headquartered in the town of Fort Scott, on November 24, 1869.[50] The post's presence in Fort Scott "consisted of . . . a small office or headquarters in town (exact site unidentified). There may have been occasional encampments of troops at the edge of town . . . ."[51] Holder and Rothman note, "The federal troops entered the conflict ostensibly as a neutral force dispatched simply to maintain the peace, but their fealty to Joy and the railroads was unmistakable."[52]

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[50] Oliva, *Fort Scott: Courage and Conflict on the Border*, 78.

[51] National Park Service, "A Master Plan: Fort Scott Historical Park, Kansas," 21.

[52] Holder and Rothman, *The Post on the Marmaton*, 243.

Crews completed the railroad line between Fort Scott and Kansas City in late 1869, and construction extended south to the state border with Indian Territory in 1870.[53] The Post of Southeast Kansas remained active until April 16, 1873. In addition to helping to protect the railroad, the troops intervened in minor conflicts between American Indians and Euro-Americans.[54] The Army did not have the same direct impact on the city as it had during the Civil War. It did not flood Fort Scott with money or erect new buildings. But by helping to secure the railroad, the Army's last active period set the stage for another economic boom in the town that had grown from the former frontier fort.

Beyond Military Service

By 1887, the city of Fort Scott had become a railroad hub for southeastern Kansas.[55] Railroads enabled Fort Scott to become a manufacturing and commercial center in the late nineteenth and early twentieth centuries. Manufacturers in the city and its environs included cement plants, foundries, lumber yards, a window glass factory, a flour mill, a sorghum and syrup plant, and a brick factory.[56] Oscar Rice established Western Insurance Company—one of the first automobile insurance companies—in Fort Scott in 1910, and it became "a cornerstone of [the city's] economy."[57]

The city of Fort Scott continued to develop on the foundations of the former military fort. In 1872, the old hospital became a school for African Americans.[58] Although adjacent to the city's commercial core, "Carroll Plaza had a decidedly residential character" by 1873.[59] Some of the former post buildings retained their exterior character, but others were modified beyond recognition, and still others deteriorated or were destroyed to make way for new construction to meet the growing town's needs.

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[53] Holder and Rothman, *The Post on the Marmaton*, 239.

[54] Oliva, *Fort Scott: Courage and Conflict on the Border*, 79–80.

[55] William G. Calhoun, comp., *Fort Scott: A Pictorial History* (Fort Scott: Sekan Printing Co., 1991), 97.

[56] Calhoun, *Fort Scott: A Pictorial History*, 74, 86–92, 153; Fort Scott Office of Tourism, "Explore Fort Scott, Kansas: Visitor Guide," no date, 11.

[57] Calhoun, *Fort Scott: A Pictorial History*, 168–69.

[58] Holder and Rothman, *The Post on the Marmaton*, 249.

[59] SRJA, *Cultural Landscape Report*, 27.

Chapter 2. The Campaign for Preservation and Recognition

Initial Preservation Efforts

The movement to create a historic site at Fort Scott traces its roots to the early 1900s, when the Bourbon County Historical Society began collecting artifacts related to the fort. Soon, the local chapter of the Daughters of the American Revolution (DAR) joined the effort and plans were drafted to create a museum near the site, recognizing the fort's historical significance. However, due to the inability of the organizations to "locate or construct a suitable building," the plan for a museum was not realized.[60] Instead, the historical society received permission to display its collection of artifacts in the Bourbon County Courthouse in the city of Fort Scott.

Once the artifacts had a home, the DAR continued its efforts to recognize the historical site itself. Between 1914 and 1917, the organization marked a number of buildings with bronze plaques stating their historical significance. The plaques remained for over 70 years until the National Park Service (NPS) replaced them in the 1980s.[61]

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[60] Arnold Schofield, *Fort Scott National Historic Site, Kansas: An Administrative History, 1978–1988*, draft, no date [circa 1990], 10, available at Fort Scott NHS; Professor Dudley T. Cornish interview by Arnold Schofield, July 31, 1986, Pittsburg, Kansas, transcribed by William Fischer, Fort Scott NHS, 12; Briefing Statement, Daughters of the American Revolution, Fort Scott, Kansas, no date [circa September 12, 1988], File: A8215 10th Anniversary 1988, Administrative Files, Fort Scott NHS.

[61] Schofield, *Fort Scott National Historic Site*, 10, available at Fort Scott NHS; Briefing Statement, Daughters of the American Revolution, Fort Scott, Kansas, no date [circa September 12, 1988], File: A8215 10th Anniversary 1988, Administrative Files, Fort Scott NHS; John R. Nichols, "The Development of Fort Scott, Kansas as a National Historic Site or Return to Boots and Saddles," December 15, 1982, 3, available at Fort Scott NHS. One of the 1917 DAR markers, commemorating the site of Fort Henning (one of the Civil War blockhouses), can still be seen next to the cornerstone of the U.S. Post Office at Second Street and National Avenue.



Figure 2.1. DAR plaques formerly installed at the historic fort site.
Source: Fort Scott NHS.

In 1930, a fire destroyed the county courthouse and, along with it, much of the collection of artifacts and documents related to the fort. The items recovered from the 1930 fire were transported to city hall and, for a time, were "available to the public on a limited basis."[62]

In the mid-1930s, and as part of the federal government's effort to create jobs during the Great Depression, President Franklin Roosevelt established the Works Progress Administration (WPA) to conduct public works projects, often in cooperation with state and local governments. One task assigned to the WPA was restoration work on the old fort grounds with the sponsorship of the city.[63]

Among the tasks undertaken by the WPA were improvements to Carroll Plaza (formerly the parade ground) and the rehabilitation of former structures adjacent to the plaza.[64] The city of Fort Scott purchased Officers' Quarters No. 1, originally built in 1844, and the WPA began restoring the building, replacing windows, floors, and ceilings as well as stripping "paint and varnish on the interior woodwork." Additionally, the WPA undertook the removal of modern additions to the structure such as a chimney and brick walls. The WPA used Officers' Quarters No. 1 for varied purposes in the 1930s, including opening a museum there in 1937. Aside from its work on Officers' Quarters No. 1, the WPA completed repairs of the bandstand (a more recent structure built on the plaza) and on the blockhouse.[65]

With the restoration of Officers' Quarters No. 1, local supporters recognized that there was now a place on site to house the artifacts collected by the historical society earlier in the century. On October 8, 1947, the Business and Professional Women's Club of Fort Scott (BPW) opened a museum at the site in the restored building, displaying the artifacts collected by the historical society. For the next twenty years, the BPW ran the museum, which occupied three rooms on the second floor of the building.[66] It was through the efforts of the BPW, largely under the leadership of club president Ruth Niemeir, that a historic site began to take shape. Kansas Congressman Joe Skubitz,

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[62] Schofield, *Fort Scott National Historic Site*, 10.

[63] Schofield, *Fort Scott National Historic Site*, 11.

[64] Cornish interview, 4; SRJA, *Cultural Landscape Report*, 24.

[65] "75 Years Ago," *Fort Scott Tribune*, July 3, 2012; Schofield, *Fort Scott National Historic Site*, 11. The privately owned and deteriorating Lunette Blair blockhouse was purchased by the Molly Foster Berry Chapter of the DAR in 1923 for $1. The chapter contracted in August of that year to have it moved several blocks and placed on Carroll Plaza.

[66] Schofield, *Fort Scott National Historic Site*, 11.

who would later play an integral part in garnering Fort Scott recognition, declared "If it hadn't been for them [the BPW], there wouldn't have been any fort to reconstruct or to repair."[67]

Professor Dudley Cornish

Simultaneous with these local efforts to preserve the fort and its history, Dudley Cornish developed an academic interest in Fort Scott. As a graduate student in the late 1940s, he focused his dissertation on African-American soldiers in the Union army during the American Civil War. Cornish discovered that Fort Scott played an integral part in that history, becoming one of the first installations to train black regiments for military service.[68] In 1949, Cornish joined the history faculty at Kansas State Teachers College of Pittsburg (now Pittsburg State University), thirty miles south of Fort Scott, where he continued his research on Fort Scott's history.



Figure 2.2. Professor Dudley Cornish.
Source: Park Archives, Fort Scott NHS.

During the 1950s, Cornish's reputation as an expert on Fort Scott's history became known to the local organizations involved in preserving the site. The BPW and the Chamber of Commerce invited Cornish to speak at events in town. In addition to educating local residents, Cornish suggested that they promote the fort's history to tourists.[69] He repeatedly told residents, "You people of Fort Scott have one of the greatest natural endowments of any city or region could have with your history, and you're not doing a thing about it!" In his words, Cornish "lambasted" local organizations for their lack of recognition of the fort.[70] The idea of advertising Fort Scott's broader historical importance to the nation began to grow, and Dudley Cornish became one of its most ardent proponents. As Judge Harry Fisher, the chair of a committee working toward the preservation of the

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[67] Congressman Joe Skubitz interview by Arnold Schofield, June 11, 1987, Wichita, Kansas, transcribed by William Fischer, Fort Scott NHS, 10.

[68] Cornish interview, 3.

[69] Cornish persuaded the Chamber of Commerce to put up the first sign advertising the historic fort. Cornish interview, 5.

[70] Cornish interview, 5.

fort during the 1950s, later remarked, Cornish was a "god-send" who helped get the local organizations on the right path to preserving the fort.[71] By the mid-1950s, local interest in preserving the historic site grew to the extent that a full campaign to reconstruct the frontier fort was launched.[72]

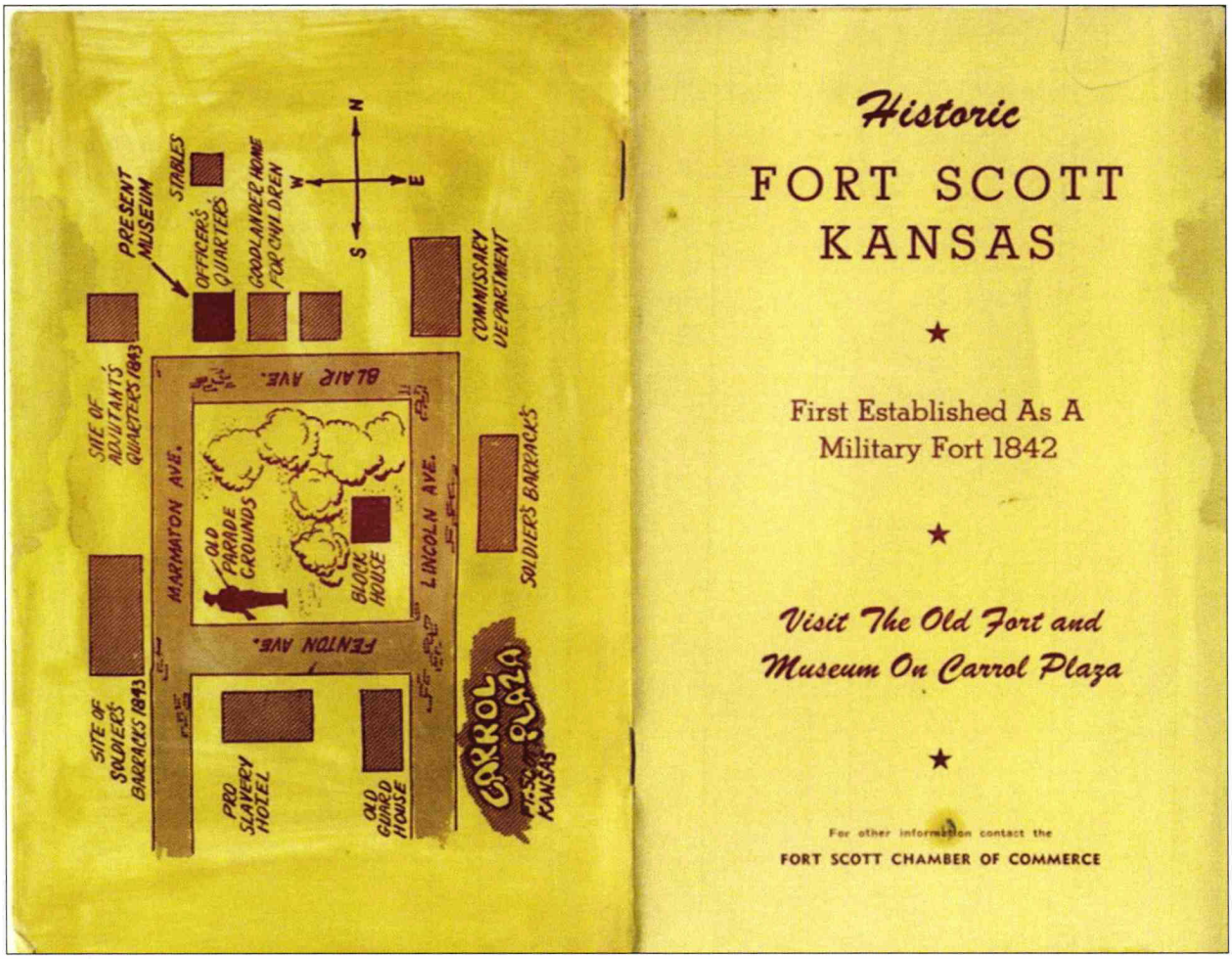


Figure 2.3. Brochure promoting Historic Fort Scott.
Source: Park Archives, Fort Scott NHS.

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[71] Judge Harry W. Fisher interview by Arnold Schofield, August 6, 1985, Fort Scott, Kansas, transcribed by William Fischer, Fort Scott NHS, 5–6, 8.

[72] Schofield, *Fort Scott National Historic Site*, 13.

Support in Congress

Local organizations, however, had limited resources and could only do so much toward preservation of the extant fort remnants. The BPW operated the museum, the Chamber of Commerce advertised the site to tourists, and both organizations invited Professor Cornish to events to spread the word about the fort's historical significance. With the surge in local support for the preservation, and later, the idea of reconstructing the fort during the 1950s, leaders of the effort recognized the advantage and importance of gaining congressional backing for the project.

Community leaders and interested individuals contacted their congressional representatives.[73] In 1957, Kansas Senator Frank Carlson responded by successfully requesting the NPS to include Fort Scott in a planned survey of national historic sites and buildings.[74] The survey took more than two years to complete. In March 1959, before the survey was finished, Kansas Senator Andrew Schoeppel introduced a bill "[t]o provide for the establishment of the Fort Scott National Historic Site." The bill proposed federal funding for the purchase of buildings, and it provided for management of the site by the NPS.[75] The following month, Kansas Representative Newell George introduced a companion bill in the House. In June 1959, however, the Secretary of the Interior "recommended that no action be taken on the bills until the National Survey was completed."[76]

In April 1955, Fort Scott citizens approved a $25,000 bond issue to purchase a site north of (behind) the Officers' Quarters No. 1 museum for relocation of the blockhouse off Carroll Plaza. The Pioneers Club of the Western Insurance Company had determined in 1954 to restore the deteriorating structure that was the centerpiece of their company's corporate emblem. Out-of-state agents traveling to the home offices often visited the blockhouse. According to the *Fort Scott Tribune*, "It was in poor condition, ravaged by time and the elements."[77] The restored blockhouse, with surrounding earthen redoubts that mimicked the Civil War-era lunettes, became known as Blair Park. The park was dedicated on September 7, 1959, as part of the Old Fort Days celebration which included a parade witnessed by a crowd of around 20,000. Dr. Raymond Hall, director of the University of Kansas Museum of Natural History and a member of the National Parks Advisory

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[73] For example, see Harry Fisher, Chairman, National Park Advance Committee, to Senator Andrew F. Schoeppel, October 27, 1959, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[74] Schofield, *Fort Scott National Historic Site*, 13.

[75] Senator Andrew Schoeppel of Kansas, S. 1568, "A bill to provide for the establishment of the Fort Scott National Historic Site, in the State of Kansas, and for other purposes," March 26, 1959, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[76] Schofield, *Fort Scott National Historic Site*, 13.

[77] *Fort Scott Tribune*, September 4, 1959.

Committee, attended the festivities and inspected the old fort site. While restoration had saved the blockhouse, it also removed any remaining original materials.[78] That, and the later decision to restore the historic site to its antebellum frontier fort appearance, led NPS officials later to demand that the blockhouse be removed. It was moved to its present off-site location in the late 1970s.



Figure 2.4. Local advertisement incorporating the theme of Fort Scott's history. Source: *Fort Scott Tribune*, September 4, 1959, Park Archives, Fort Scott NHS.

[78] *Fort Scott Tribune*, September 7, 1959.

Meanwhile, community leaders stepped up their campaign for congressional support. In the spring of 1959, while bills recognizing the fort were pending in Congress, the community organized a National Park Action Committee composed of local leaders already engaged in the preservation effort, such as Harry Fisher and Ruth Niemeir. The committee travelled to Washington, D.C., at the end of April to meet with their congressional representatives. Informed of the pending legislation and the subsequent steps remaining, the committee members returned to Fort Scott and related the status of the bills to the action committee. Their report on the situation in Washington resulted in increased efforts to garner support for the site on the local, state, and even national levels, through statewide and nationally connected organizations.[79]

NPS Evaluation of Fort Scott

The 1959 bills failed, though not for a lack of effort from the community of Fort Scott. In October, the Advisory Board on National Parks, Historic Sites, Buildings and Monuments reviewed the materials presented to the panel in support of the site and rendered its decision on old Fort Scott. The role of the advisory board, as created under the Historic Sites Act of 1935, was "to advise on any matters relating to national parks and to the administration of this Act submitted to it for consideration by the Secretary." Additionally, the board held the responsibility to

> recommend policies to the Secretary from time to time pertaining to national parks and to the restoration, reconstruction, conservation, and general administration of historic and archaeologic [*sic*] sites, buildings, and properties.[80]

In 1959, the board "concluded that the site does not possess the superlative value within the field of Military and Indian Affairs, 1830–1898, which would make it suitable for inclusion within the National Park System." While the board did not recommend inclusion of Fort Scott within the national park system, it did note that specific buildings at the site, "particularly the Headquarters House and the surviving officers' quarters," merited "further consideration from an architectural standpoint." The panel concluded its review by commending the city of Fort Scott for its previously accomplished preservation efforts and stating that such actions were "an outstanding example of civic responsibility and accomplishment in this field of conservation."[81]

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[79] Schofield, *Fort Scott National Historic Site*, 15.

[80] Act of August 31, 1935 (49 Stat. 666 at 667).

[81] Actions of Advisory Board on National Parks, Historic Sites, Buildings and Monuments, 41st Meeting – App.A, October 5–8, 1959, 2, File: Black Binder, Park Archives, Fort Scott NHS.

Following the NPS review, Dudley Cornish believed the recognition campaign had reached its end. He recalled his thoughts upon hearing the news of the NPS decision:

> We've had our President from Kansas; we've had the Secretary of the Interior, Fred Seaton, from Kansas; we've had two good senators from Kansas. Everything was for us, except for the National Park Service. We're dead in the water.[82]

Although Cornish was sadly disappointed, his finest moments were yet to come. The citizens of Fort Scott, particularly the city's National Park Action Committee, were unhappy with the advisory board's conclusion and requested a meeting with NPS Region II Director Howard Baker, which took place in March.[83] As a result of their discussions, Baker agreed to provide the committee with more details regarding the advisory board's decision. Subsequently, Historian Ray H. Mattison and Regional Historian Merrill J. Mattes, both of the Region II Office in Omaha, prepared a document titled "Supplemental Report on the Historical Evaluation of Fort Scott."[84]

In the report, Mattison and Mattes presented detailed explanations for the conclusions of the advisory board. They noted that between 1955 and 1960, NPS staff had conducted three site visits to the fort, during which NPS historians inspected the grounds and met with local individuals regarding the historical significance of the site. Mattison and Mattes also pointed out that "[t]he information upon which the Advisory Board based its decision regarding Fort Scott was to a considerable degree obtained from brochures, reports, pamphlets, and newspaper articles provided by local sponsors."[85]

The historians outlined the historical themes used to evaluate Fort Scott's significance. Beginning in 1958, the NPS had reactivated surveys of historic sites and buildings initiated under the Historic Sites Act of 1935. The latest effort focused on surveying "all sites relating to the general theme 'Westward Expansion and Extension of National Boundaries, 1830–1898'." Due to the broad nature of the overarching theme of expansion, the category was further broken down into numerous subthemes. Fort Scott was one of sixty-four sites that were reviewed under the subtheme of "Military and Indian Affairs." Unfortunately for Fort Scott, the historic site was not one of the

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[82] Cornish interview, 11.

[83] In 1937, the National Park Service established the Region II Office in Omaha, Nebraska. The office provided oversight and technical assistance to NPS units in the Midwestern states. In 1962, the NPS changed regional office designations from numerical to geographical. Subsequently, the Region II Office became the Midwest Regional Office and remained headquartered in Omaha. Titles of NPS staff changed accordingly to reflect the office name change. Ron Cockrell to Emily Greenwald, April 5, 2013, 7.

[84] Schofield, *Fort Scott National Historic Site*, 17–18.

[85] Ray H. Mattison and Merrill J. Mattes, "Supplemental Report on the Historical Evaluation of Fort Scott," April 1, 1960, 1, File: not labeled, Park Archives, Fort Scott NHS.

eleven sites recommended to the advisory board as holding "exceptional value in illustrating our national history."[86]

Mattison and Mattes also explained the "long established and well tested criteria by which it [the NPS] evaluates historic sites and buildings." They noted that a historic site, in order to be considered for inclusion in the national park system, "must meet one and preferably more than one of the following criteria." The seven criteria were as follows:

> 1. Structures or sites in which the broad cultural, political, economic, military, or social history of the Nation is best exemplified, and from which the visitor may grasp the larger patterns of our American heritage. Such sites are naturally the points or bases from which the broad aspects of prehistoric and historic American life can best be presented.
>
> 2. Structures or sites associated importantly with the lives of outstanding historic personages.
>
> 3. Structures or sites associated with important events which are symbolic of some great idea or ideal of the American people.
>
> 4. Structures which embody the distinguishing characteristics of an architectural type specimen, exceptionally valuable for a study of a period style or method of construction; or a notable work of a master builder, designer, or architect whose individual genius reflected his age.
>
> 5. Archeological sites which have produced information of major scientific importance by revealing new cultures or by shedding light upon periods of occupation over large areas of the United States. Such sites are those which have produced or which may reasonably be expected to produce data which have affected theories, concepts, and ideas to a major degree.
>
> 6. All historical and archeological sites and structures in order to meet the standards of exceptional importance should have integrity, that is, there should not be doubts as to whether it is the original site or building, original material, or workmanship, and original location. Intangible elements of feeling and association, although difficult to describe, also may be factors in weighing the integrity of a site or structure.
>
> 7. Structures of sites of recent historical importance, relating to events or persons within 50 years, will not, as a rule, be eligible for consideration.[87]

Mattison and Mattes assessed Fort Scott in the context of four eras in its history: 1842–1855 as a frontier military post; 1855–1862, the period leading up to and including the outbreak of the American Civil War; 1862–1865 as a Civil War post; and finally 1869–1873, when the U.S. Army returned to southeast Kansas to deter violence between settlers and the railroad companies. In each

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[86] Mattison and Mattes, "Supplemental Report," 1–2.

[87] Mattison and Mattes, "Supplemental Report," 3–4.

instance, Mattison and Mattes concluded that Fort Scott was neither outstanding nor symbolic of national historical significance under any criteria.[88]

For the frontier period, the authors wrote, "Fort Scott was largely overshadowed by Fort Leavenworth," also in Kansas.[89] Although Fort Scott served as a frontier post for twelve years, Mattison and Mattes concluded that during that time soldiers stationed at the fort "performed routine patrol functions similar to that of hundreds of other frontier military posts which dot old western maps." Further, they added, "historical evidence indicates that Fort Scott was not involved in any major Indian disturbances nor was it the base of operations for any major military campaigns."[90] As such, Fort Scott's frontier period service was not exceptional in any criteria.

Similarly, Mattison and Mattes concluded that Fort Scott did not play any significant part in altering the history of the United States prior to and during the Civil War, nor did it factor into any significant engagements. While they acknowledged that the fort "was involved in some of the disturbances which later led to the Civil War," including guerilla skirmishes between pro-slavery and free-state advocates, Mattison and Mattes determined that "the border raids by the two factions were of a local character and had little effect on the course of the Civil War which followed."[91] For the role Fort Scott played during the war, the historians stated the fort's purpose as an ordnance depot that serviced "a relatively small area," much like many other military posts at the time. In their view, the fort's impact on the war overall was even less significant. They wrote:

> It is doubtful if the course of the Civil War would have been seriously altered in any way even if Fort Scott had been captured by the south [*sic*]. There was some skirmishing in the vicinity of Fort Scott but no major engagements which conceivably could have altered the outcome of any of the major campaigns of the war.[92]

For the final period, 1869 through 1873, Mattison and Mattes recounted the conflict between settlers and the railroads. In order to quell potential conflict, President Ulysses S. Grant sent troops to the area in June 1869 and placed their headquarters at Fort Scott, calling it the "Post of Southeastern Kansas." Although Mattison and Mattes wrote that the "presence of troops succeeded

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[88] Mattison and Mattes, "Supplemental Report," 5–8.

[89] Mattison and Mattes, "Supplemental Report," 5.

[90] Mattison and Mattes, "Supplemental Report," 8.

[91] Mattison and Mattes, "Supplemental Report," 6–7.

[92] Mattison and Mattes, "Supplemental Report," 9.

in preventing any serious outbreaks of violence," the historians made no mention that this fact merited national historical significance.[93]

Mattison and Mattes reaffirmed the National Park Service's position that "there is nothing in the historical record to support the belief that old Fort Scott has 'exceptional value as commemorating or illustrating the history of the United States.'" They went on to say that even Kansas historians "have generally failed to recognize Fort Scott as an outstanding site." They supported their statement by noting that, of the "over 40 volumes of publications" of the Kansas State Historical Society, only one article devoted a two-paragraph discussion to the fort.[94]

Response to the Mattison and Mattes Report

The supporters of Fort Scott, however, were not easily dissuaded of their conviction that the former fort indeed deserved NPS recognition. Advocates such as Dale Crown, Judge Harry Fisher, and Dudley Cornish spoke out in response to Mattison and Mattes' report. While each of these individuals presented missing or misstated facts found within the supplemental report, Professor Cornish provided the most substantial rebuttals.

Cornish pointed out numerous "fatal weaknesses" in the supplemental report, as well as "oversights of significant details" and ignorance of more recent research completed on Fort Scott.[95] Among the details the NPS overlooked was the fact that Fort Scott was the site of one of the first national cemeteries, established in the United States in 1862.[96] During the Civil War, Fort Scott was not only an "ordnance depot," as observed by Mattison and Mattes, but it was also the headquarters of the Army of the Frontier "commanded by Major General James G. Blunt, Kansas' only two-star general in the Civil War."[97]

Cornish focused largely on what he saw as the understated importance of Fort Scott during the four historical eras. For the frontier period, Cornish made the case that:

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[93] Mattison and Mattes, "Supplemental Report," 8.

[94] Mattison and Mattes, "Supplemental Report," 9.

[95] Dudley T. Cornish, Professor of American History, Chairman, Department of Social Science, to Harry Fisher, Judge, Sixth Judicial District of Kansas, June 23, 1960, 1, File: Fort Scott & Bourbon County Historical Society (Folder #1 and Folder #2 enclosed), Park Archives, Fort Scott NHS.

[96] At the time, the Fort Scott cemetery was thought to be the first national cemetery, but further research revealed that it was one of the first twelve national cemeteries.

[97] Cornish to Fisher, 1.

> Fort Scott did not spring up spontaneously from the Kansas soil without thought or plan but began as a result of deliberate efforts on the part of the Federal Government to secure the western borders of white civilization.[98]

He pointed to the fact that original structures remained from the frontier phase that served to illustrate that period in American history.

During the pre-Civil War period, 1854 into 1861, Cornish argued that Fort Scott was not merely associated with the Bleeding Kansas conflict; instead, it "was a focus of this intersectional rivalry." Cornish placed Fort Scott at the very center of conflict, with its two hotels—one pro-slavery, one free-soil—just across the central plaza of the former fort from each other. In Cornish's view, "[t]his fact alone argues strongly for Fort Scott's serious consideration as a historic site."[99]

Professor Cornish continued at length about the significant role Fort Scott played during the Civil War, highlighting its strategic and logistic importance. He went so far as to speculate that the loss of Fort Scott to the Confederacy

> would have knocked the keystone out of the arch of the Union defense and offense in the Western Border and would have made the situation of all Union forces operating on that border south of Fort Scott difficult if not impossible.[100]

But Cornish also provided more tangible reasons for the site's importance during the war, such as the fact that Fort Scott's military hospital cared for hundreds of sick and wounded; it was a "recruiting and training center" for servicemen headed to the Union army operating south of the fort; it served as a prisoner of war camp; and it was also a home for civilian refugees displaced by the war.[101]

After refuting the minimal sources Mattison and Mattes utilized in their research for their supplemental report, Cornish concluded his rebuttal by aligning his arguments with the criteria used to determine the potentially exceptional historical significance of a site. Not only did he find that Fort Scott fit one of the criteria, but he argued that it met all of the criteria except five and seven.[102]

In its meetings from September 17 to 22, 1960, the National Park Service Advisory Board announced its latest decision regarding historical Fort Scott. The board noted that it had "carefully

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[98] Cornish to Fisher, 2.

[99] Cornish to Fisher, 2.

[100] Cornish to Fisher, 3.

[101] Cornish to Fisher, 3.

[102] Cornish to Fisher, 6.

considered the additional data supplied by the supporters of the proposal that Fort Scott be established as a National Historic Site." However, in comparison to "other military establishments and historic sites of that period," the board again concluded that "Fort Scott does not merit recognition as a site of national siginficance [*sic*] worthy of being included in the National Park System."[103] That same year, however, the board recognized two other sites in Kansas as worthy of national landmark status—Fort Larned in Pawnee County and Fort Leavenworth in Leavenworth County. On December 19, 1960, Secretary of the Interior Fred A. Seaton designated both sites as National Historic Landmarks.[104] Four years later, Congress enacted legislation authorizing Fort Larned as a National Historic Site. Fort Larned thus became the first NPS unit in the state of Kansas.[105]

Enlisting Congressman Joe Skubitz

Undeterred by repeated rejection, Kansas's congressional delegation continued to campaign for recognition of Fort Scott as a National Historic Site through the introduction of bills and direct inquiries to the Secretary of the Interior. In March 1961, for example, Kansas Second District Congressman Robert F. Ellsworth introduced a bill again attempting to bring Fort Scott into the national park system, but like its predecessors, the bill did not pass.[106] Kansas Senator Andrew F. Schoeppel subsequently forwarded additional historical information to the Secretary of the Interior. After Washington staff historians reviewed the latest submittal, Assistant Secretary John Carver responded,

> We believe that Fort Scott has received as much attention and as careful a study and evaluation as any site studied in the National Survey of Historic Sites and Buildings. We do not think further study will bring forth additional historical information and evaluation information which will materially change that presently a matter of record. We regret, of course, that the sponsors of the site are not pleased with this evaluation.[107]

The Department of the Interior held firm to this position over the next two years.

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[103] Actions on Advisory Board on National Parks, Historic Sites, Buildings and Monuments, 43rd Meeting-Att. No. 1, September 17–22, 1960, 1, File: Black Binder, Park Archives, Fort Scott NHS.

[104] National Park Service, "National Historic Landmarks Program, Listing of National Historic Landmarks by State," May 2013, 33, available at <http://www.nps.gov/history/nhl/designations/Lists/LIST13.pdf> (July 15, 2013); Ron Cockrell to Emily Greenwald, April 5, 2013, 7.

[105] Act of August 31, 1964 (78 Stat.748); Ron Cockrell to Emily Greenwald, April 5, 2013, 8.

[106] Press Release, Office of Robert F. Ellsworth, Member of Congress, Kansas, Second District, March 6, 1961, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[107] John A. Carver, Assistant Secretary of the Interior to Senator Andrew Schoeppel, July 12, 1961, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

In April 1963, the Assistant Secretary reaffirmed his stance when he wrote a letter to Chairman of the Committee on Interior and Insular Affairs Henry M. Jackson recommending that a Senate bill regarding Fort Scott not be enacted. The Assistant Secretary cited the two previous resolutions of the National Park Advisory Board, asserting the board's position that Fort Scott did not possess exceptional national historical significance.[108]

NPS Chief Historian Robert Utley recalled watching the battle over Fort Scott's historical designation from the sidelines. Utley later stated that he had

> coordinated that study [Mattison and Mattes report], wrote the introductory material, and then received the contributions from the other [NPS] regions. So I knew all of the controversies that were unfolding about Fort Scott; that it was basically it was a very vocal local community which had the attention and the interest of their Congressional delegation, leaning very hard on the National Park Service to put this thing in the National Park System.[109]

Utley saw NPS recognition as a political struggle. At the time, congressional representatives throughout the nation were requesting NPS recognition for sites and parks within their respective districts. The service was bombarded with appeals for additions to the system. Utley noted that the NPS studies helped delay the process, which served as a veritable "stall" tactic with politicians and communities. In his recollection, "You stall them long enough and the problem goes away or they are replaced by somebody else in the Congress." But, he noted, "That didn't happen in Fort Scott." "The decisive factor throughout," Utley remarked, "is political muscle."[110]

At the start of 1963, citizens of eastern Kansas elected a man who would soon become synonymous with old Fort Scott, Joe Skubitz. Born in southeast Kansas to Balkan immigrant parents and raised amidst the hardscrabble coal mine communities there, Joe Skubitz learned how to overcome adversity. Having served as an assistant to Senator Schoeppel until the senator's untimely death in 1962, Skubitz successfully ran for a seat in the U.S. House of Representatives. Shortly after his election, Skubitz was placed on the House Committee for Interior and Insular Affairs and served as part of the national parks subcommittee. As Skubitz later recalled, "had I not gone on the Interior Committee, Fort Scott [National Historic Site] would never have been created, period."[111]

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[108] Assistant Secretary of the Interior to Senator Henry M. Jackson, April 10, 1963, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[109] Robert M. Utley interview by Arnold Schofield, September 21, 1994, Grand Teton National Park, Wyoming, transcribed by William Fischer, Fort Scott NHS, 4.

[110] Utley interview, 4–7.

[111] Skubitz interview, 6–7.

Although no congressional action on Fort Scott occurred during 1963, advocates of the historical site did not give up their fight. They pressed Congressman Skubitz to recognize the historic fort. Cornish recalled that Skubitz's response was to "make himself obnoxious in Washington until he persuaded them to send three people out to Fort Scott."[112] In January 1964, Congressman Skubitz arranged the visit by significant members of the NPS staff: Herbert Kahler, Washington Office Chief of the Division of History and Archeology; Larry Knowles, the Regional Park Planner; and Regional Historian Merrill J. Mattes. The three men visited Fort Scott from January 15 through 17, 1964. They met with advocates of the old fort, visited the grounds, and attended dinners held by interested citizens eager to advance the historical significance of Fort Scott directly to the NPS emissaries.[113]

A New Campaign for National Historic Landmark Designation

The result of the visit was a veritable revolution in the campaign to recognize old Fort Scott as a National Historic Site. On Thursday, January 16, 1964, Professor Dudley Cornish accompanied the NPS staff on a tour of the former fort grounds during the day and then presented the keynote address at a dinner that same evening. In his address, Cornish once again spoke about the history of the fort and its national significance. But he also observed a fact not previously included in evaluations of the site: Fort Scott was the site of the recruitment and training of the First and Second Kansas Colored Volunteer Infantry Regiments, two of the earliest African-American regiments ever mustered into the United States military. Moreover, as Cornish later wrote to Congressman Skubitz, the "First Kansas Colored has the distinct honor of being the very first Union Negro military organization to see combat in the Civil War."[114]

Skubitz seized upon this latest revelation regarding the national importance of the old fort grounds. In a letter to Professor Cornish soon after the NPS delegation left Fort Scott, Skubitz wrote,

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[112] Cornish interview, 12.

[113] Dudley T. Cornish to Joe Skubitz, House of Representatives, January 21, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS; A. P. Parks, [Mayor, Fort Scott], to Stewart Udall, Secretary of Interior [*sic*], January 18, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[114] Dudley T. Cornish to Joe Skubitz, House of Representatives, January 31, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS. Just weeks after the visit by NPS personnel and his remarks on the African-American regiments of Fort Scott, Cornish wrote, "I guess I should have hit this point a lot harder in earlier Fort Scott arguments. . . It may very well be that the Fort Scott role in the preparation of both of these Negro Regiments is of sufficient importance to be used to considerable advantage."

> Incidentally, I notice by the newspaper reports that you stressed one point that I had not known, namely the training of the first Negro regiment. I would like to know where you found this material, Doctor. I think I might be able to use it to considerable advantage.[115]

And use it he did. Within a month of Cornish's dinner speech, Skubitz had introduced yet another bill in Congress to designate old Fort Scott a national historic site.[116]

The NPS personnel who visited Fort Scott in January also seem to have been struck by Cornish's discussion of African-American troops. In March, Herbert Kahler drafted a memorandum for NPS Director George B. Hartzog regarding this aspect of Fort Scott's history and recommended it for status as a National Historic Landmark (NHL).[117] In April, the advisory board revisited the issue of Fort Scott with respect to the latest information. On April 16, the board rendered its decision: "because of its importance in the training and use of Negro troops in the Civil War," the board recommended Fort Scott for NHL status, "but not for inclusion in the National Park System."[118]

The Department of the Interior acted quickly. By early May, NPS staff had drafted Fort Scott's National Survey of Historic Sites and Buildings designation. It included the following information:

> The 1st Kansas Regiment, Colored Infantry, the first unit of its race to be under fire, was stationed at Fort Scott as headquarters and the 2nd Kansas Regiment, Colored Infantry was also trained there.[119]

On July 17, 1964, Secretary of the Interior Stewart Udall wrote to Congressman Skubitz that Fort Scott had finally "been found to possess exceptional value in commemorating and illustrating the history of the United States." He noted that the site was entitled to a certificate and bronze plaque recognizing the fort's historical significance, courtesy of the Department of the Interior.[120] On July 19, Udall officially designated the former Army garrison and environs as a Registered National

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[115] Joe Skubitz to Dr. Dudley T. Cornish, January 22, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[116] Joe Skubitz to Cletis R. Ellinghouse, News Editor, Fort Scott Tribune, February 19, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[117] Herbert E. Kahler, Chief, Division of History and Archeology, to Director, National Park Service, no date [circa March 22, 1964], File: Black Binder, Park Archives, Fort Scott NHS.

[118] Minutes, 50th Meeting, Advisory Board on National Parks, Historic Sites, Buildings and Monuments, April 13–16, 1964, 14, File: Black 3-ring Binder, Park Archives, Fort Scott NHS.

[119] National Park Service, Department of the Interior, "The National Survey of Historic Sites and Building: Fort Scott, Kansas," May 7, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[120] Stewart Udall, Secretary of the Interior, to Joe Skubitz, July 17, 1964, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

Historic Landmark.[121] Further, designation as a NHL opened the possibility for Congress to authorize federal funding for the site.[122] The certificate and plaque were presented in October that same year.[123]

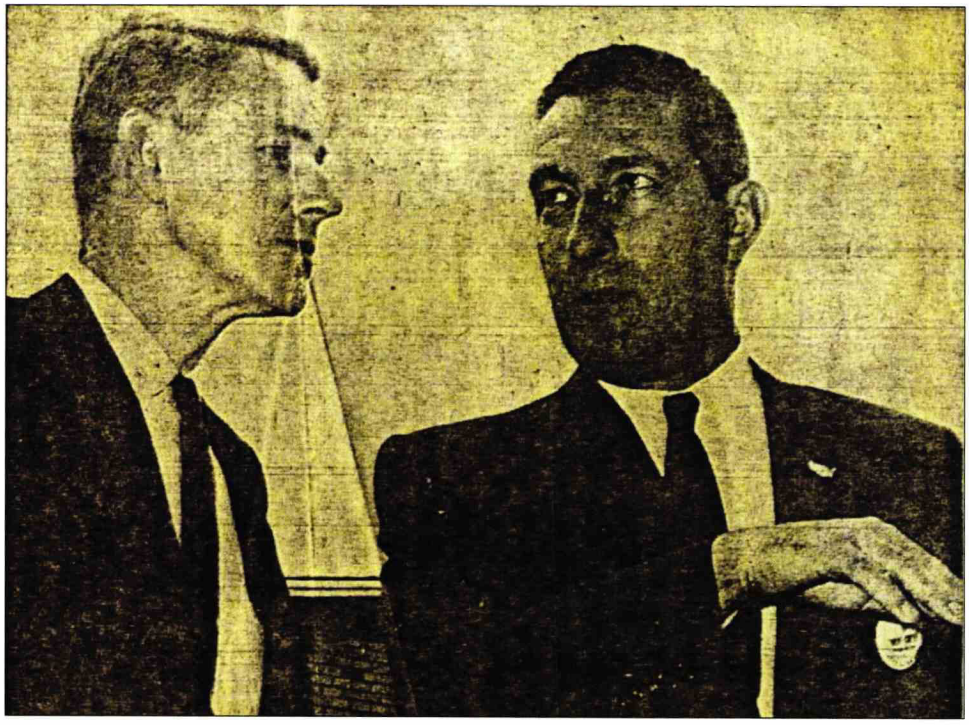


Figure 2.5. Dudley Cornish briefing Interior Secretary Stewart Udall.
Source: "Historian Briefs Udall," *Fort Scott Tribune*, September 22, 1964, Park Archives, Fort Scott NHS.

Congressman Skubitz, however, was not finished. He saw the fort's designation as an NHL as a stepping-stone on the path toward NPS administration of the site. It would still be more than a decade before the NPS would take full control, but in 1965, Skubitz laid further groundwork that helped pave the way.

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[121] National Park Service, "National Historic Landmarks Program, Listing of National Historic Landmarks by State," May 2013, 33, available at <http://www.nps.gov/history/nhl/designations/Lists/LIST13.pdf> (July 15, 2013).

[122] Ron Cockrell to Emily Greenwald, April 5, 2013, 7–8.

[123] No author, "Summary Sheet," March 19, 1965, File: Black Binder, Park Archives, Fort Scott NHS.

The Skubitz Bill

On January 4, 1965, Congressman Skubitz introduced a bill on the floor of the U.S. House of Representatives (H.R. 681) "to provide for the commemoration of certain historical events in the State of Kansas," namely "Bleeding Kansas" and the Civil War. Chief among the sites in Skubitz's bill was Fort Scott.[124] Kansas Senator Frank Carlson introduced a companion bill in the Senate two days later with the identical language to Skubitz's H.R. 681.[125]

In order to further commemorate old Fort Scott and "to promote its preservation as a site of national historic significance," Skubitz's proposed legislation authorized the Secretary of the Interior

> to render the city of Fort Scott such assistance, in the form of technical advice, grants of funds for land acquisition and development, and other help necessary to display the fort to the public in appropriate fashion.[126]

Skubitz's bill authorized up to $805,700 to carry out its provisions. The caveat was that "before any such assistance is rendered by the Secretary, the city of Fort Scott shall have agreed that the site will be operated and maintained as a public historic site."[127] The House Committee on Interior and Insular Affairs scheduled a hearing on the bill in March.

Given the support Fort Scott had received the preceding year on its way to achieving NHL status, numerous entities, including the NPS, were fully supportive of the proposed measure. Prior to the hearing, the Secretary of the Interior provided a letter of support recommending passage of the bill. In a letter to committee chairman Representative Wayne Aspinall, the Under Secretary noted that the city of Fort Scott had "already undertaken a project of rehabilitating and preserving the historic grounds and buildings." As a part of the legislation and under a cooperative agreement with the city of Fort Scott, the Department of the Interior would "make available its historians and architects to assist in the project" and provide the funds necessary to complete the rehabilitation work at the old fort. He stated the Department of the Interior's position that the local owners of the site should provide maintenance and upkeep, and he expressed his belief "that the implementation

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[124] Congressman Joe Skubitz of Kansas, H. R. 681, "A bill to provide for the commemoration of certain historical events in the State of Kansas, and for other purposes," January 4, 1965, File: Black Binder, Park Archives, Fort Scott NHS.

[125] Senator Frank Carlson of Kansas, S. 224, "A bill to provide for the commemoration of certain historical events in the State of Kansas, and for other purposes," January 6, 1965, File: Black Binder, Park Archives, Fort Scott NHS.

[126] Act of August 31, 1965 (79 Stat. 588).

[127] Act of August 31, 1965 (79 Stat. 588).

of this plan will assure the public an appropriate display of this significant feature in our Nation's history."[128]

For the hearing, Congressman Skubitz had invited delegates from Fort Scott to speak in support of the measure. Fort Scott's mayor, A. P. Parks, responded by sending Professor Dudley Cornish, Ruth Niemeir, and Dale Crown, all members of Fort Scott's national park committee, to testify.[129] Skubitz provided his own support of H. R. 681, urging the bill's passage. He noted that the bill had been drafted with the assistance of the Department of the Interior and closed his remarks by stating on behalf of those at the hearing, "We ask only that Kansas be given the recognition which she justly deserves and has waited for so long."[130]

Director of the National Park Service George B. Hartzog also testified in favor of the bill. Hartzog spoke of the necessary "restoration of the remaining buildings and grounds" of old Fort Scott. He concluded that it was the hope of the NPS that "the committee will agree with us that the project is a very worthwhile one."[131]

Subsequently, Skubitz introduced H.R. 7181, which included amendments adopted by the Subcommittee on National Parks and Recreation. Both the House and the Senate passed the bill over the summer.[132] On August 31, 1965, President Lyndon B. Johnson signed it into law. Through the efforts of Congressman Joe Skubitz and the unwavering support of the citizens of Fort Scott, the old fort was now entitled to receive federal assistance for restoration and rehabilitation. Although it took nearly a year to finalize a contract between the city of Fort Scott and the National Park Service, the two entities signed a cooperative agreement on June 13, 1966, implementing the required vehicle for the act, Public Law 89-155, to move forward.[133]

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[128] Under Secretary of the Interior to Congressman Wayne N. Aspinall, Chairman, Committee on Interior and Insular Affairs, March 18, 1965, File: Black Binder, Park Archives, Fort Scott NHS.

[129] "En Route to Washington," *The Fort Scott Tribune*, no date [circa March 18, 1965], File: not labeled, Park Archives, Fort Scott NHS.

[130] Statement of Congressman Joe Skubitz, no date [circa March 19, 1965], 7, File: Binder, Purchase Orders 93–94, Park Archives, Fort Scott NHS.

[131] Statement of George B. Hartzog, Jr., Director, National Park Service, Department of the Interior, Before the Subcommittee on National Parks and Recreation, House Committee on Interior and Insular Affairs, in Support of H. R. 681, March 19, 1965, 2–3, File: Black Binder, Park Archives, Fort Scott NHS.

[132] House, *Providing for the Commemoration of Certain Historical Events in the State of Kansas*, 89th Congress, 1st session, 1965, H. Rept. 89-265, 1.

[133] Cooperative Agreement Between the National Park Service and the City of Fort Scott, Kansas, Relating to Fort Scott, June 13, 1966, File: [loose pages], Park Archives, Fort Scott NHS.

Chapter 3. Reconstruction of the Fort

The city of Fort Scott had received congressional authorization, in the form of funding, to proceed with the restoration and reconstruction of its registered national historic landmark. Numerous steps, however, remained before the city could begin reconstruction of the site: plans, studies, land acquisition, and site clearing all needed to be accomplished. This process took nearly seven years, and then the construction began. Along the way, Congressman Skubitz kept congressional funding flowing. As work progressed, the city and its citizens gradually reopened restored structures to tourism, and in the mid-1970s, the city started planning for the future administration of the historic site.

The Cooperative Agreement

As stipulated in P.L. 89-155, Section 3, any assistance from the federal government provided to the city of Fort Scott was contingent upon an agreement by the city "that the site will be operated and maintained as a public historic site."[134] By resolution on May 16, 1966, the city approved just such an agreement. One month later, on June 13, National Park Service (NPS) Director George B. Hartzog, Jr., endorsed the "Cooperative Agreement between the National Park Service and the city of Fort Scott, Kansas, Relating to Fort Scott."

Significant portions of the agreement were geared toward the development of the site, including the National Park Service's role in historical research and the development of a master plan, the city's land acquisition, and a procedure for the future rehabilitation of historic structures and future operation under city administration. As stipulated in the agreement, the NPS would prepare the master plan and then present it to the city for its consent. The master plan would then be the foundation for all additional development of the site.[135]

Following approval of the plan, the city would proceed with land acquisition. City officials would identify properties within the prescribed boundary of the historic site and present requests for funds to the NPS. With NPS approval, the city could progress with acquisition of identified tracts. The city

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[134] Act of August 31, 1965 (79 Stat. 588).

[135] Cooperative Agreement Between the National Park Service and the City of Fort Scott, Kansas, Relating to Fort Scott, June 13, 1966, 1–2, File: [loose pages], Park Archives, Fort Scott NHS.

agreed to provide the NPS at least once a year "all information as to the disbursement of the appropriated funds distributed to it by the Service for the purposes of land acquisition." Further, the city agreed to open its land acquisition records to audits if requested.[136]

In addition to the master plan, the NPS consented "to prepare such historic structures reports as are required to carry out a sound program of historic structures rehabilitation."[137] Together, the master plan and historic structures reports would serve to guide the city in its operation of the historic site, starting with an overall development schedule that the city would draft to determine the funding requirements for the site. In turn, the NPS would provide the final approval of funding requests and handle the disbursement of funds.[138]

The concluding provision of the agreement allowed NPS oversight through periodic visits "to assure that the area is being operated and maintained as a public historic site." Further, the two entities agreed that the NPS would provide ongoing technical assistance at the request of the city or in instances where the NPS determined such assistance would be advisable.[139]

The agreement specified that the monies set aside by P.L. 89-155, a total of $805,700, would be allocated as follows: $12,500 for compliance with the law's requirement for historical markers at five sites, including Fort Scott; $255,000 for land acquisition; and $538,200 for the development of the site, which included the National Park Service's work on a master plan, the historic structures reports, and any additional technical assistance.[140]

At the time the city and the NPS entered the agreement, the Business and Professional Women's Club (BPW) was operating a historical museum housed in Officers' Quarters No. 1. The club charged a fifty-cent fee—discounted to ten cents for students—for admission to the museum. The city owned the building, but the club managed the museum and provided brief presentations for visitors. As the NPS noted in 1967, while the museum held a significant collection of artifacts, "many are unrelated to the story of the military post itself."[141] In 1966 alone, over 11,000 people visited the museum. The NPS, through a master plan and other studies, sought to create greater

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[136] Cooperative Agreement, 2–3.

[137] Cooperative Agreement, 3.

[138] Cooperative Agreement, 3.

[139] Cooperative Agreement, 4.

[140] Merrill J. Mattes et al., National Park Service, U.S. Department of the Interior, *A Master Plan: Fort Scott Historical Park, Kansas*, June 1967, 3, available at Fort Scott NHS.

[141] Mattes, *Master Plan*, 55.

structure and uniformity for the development and interpretation of the site, to enhance visitors' experience, and to preserve historic Fort Scott.

Following the signing of the cooperative agreement, the city and the NPS began its implementation. In early 1967, the city began identifying properties for purchase and obtaining appraisals for presentation to the NPS.[142] At the same time, NPS staff started work on a "historic site identification and evaluation study," conducted by Erwin N. Thompson, as well as the master plan for Fort Scott by a team led by Merrill Mattes.[143] As observed by Fort Larned National Historic Site (NHS) Superintendent Elbert W. Smith, who had been assigned the duty of reporting on progress at Fort Scott, the situation was "unusual" because the law "directs cooperative participation by the Service in development of the Fort for the City of Fort Scott." However, Smith noted,

> We all recognize this new cooperative venture is a new experience and are giving it all of the serious attention it deserves. Excellent cooperation and support has been extended by all interested parties at Ft. Scott.[144]

At this early stage, the city and the NPS were achieving the constructive collaboration envisioned by the cooperative agreement.

The 1967 Master Plan

In June 1967, NPS staff completed the master plan and submitted it for approval. Final approval of the plan came three months later when both the mayor of Fort Scott, now Frank Doherty, and NPS Acting Director Howard W. Baker signed it. The plan was printed in limited edition and supplied to the city in March 1968. As announced by the Midwest Region's public affairs office, the master plan was "the overall guide for restoration and reconstruction of the historic post."[145] The document itself stated,

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[142] A. C. Stratton, Acting Director to A. P. Parks, Mayor, City of Fort Scott, February 6, 1967, File: Fort Scott & Bourbon County Historical Society (Folder #1 and Folder #2 enclosed), Park Archives, Fort Scott NHS. The city and the NPS entered an additional cooperative agreement regarding land appraisals and acquisition on December 5, 1966. Mattes, *Master Plan*, 3.

[143] Chronology of Fort Scott, no date, 2, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[144] Elbert W. Smith, Superintendent, Fort Larned, to Regional Director, MWRO, June 29, 1967, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[145] Public Affairs, Midwest Region, National Park Service, March 4, 1968, File: L58 – Fort Scott Kansas 1968, Park Archives, Fort Scott NHS.

> This Master Plan provides for a complete operating unit. That is, if no further capital funds are forthcoming in the future from any source, the development as planned should be effective and satisfying to the average visitor.[146]

Significantly, the master plan selected the Indian frontier period as the one to represent at Fort Scott, not the Civil War era and the importance of the site for the recruitment and training of African-American soldiers, which had secured Fort Scott's National Historic Landmark status in the first place. Instead, the NPS determined that Fort Scott would highlight "its construction and role as a peace-maker between settlers and Indians," which fell under the National Survey of Historic Sites and Buildings heading of "Theme XV, Westward Expansion, sub-theme, Military and Indian Affairs."[147] Ironically, it was the same category for which Fort Scott's initial nomination as a registered national historic landmark had been denied. Specifically, the fort would be restored as a military post, "primarily oriented to the period of U.S. Dragoon occupancy, 1842–1853." According to the master plan, while the site would incorporate all periods of its historical significance—through such venues as interpretive exhibits and its museum collection—the fort's "principal restoration guide will be the Army ground plan of 1848."[148]

Within this context, the master plan identified structures for restoration, rehabilitation, reconstruction, and demolition. The report also identified one structure, Lunette Blair, for relocation due to the determination that the blockhouse was "not originally on the fort site"; plus, the existing structure had largely been reconstructed with few, if any, remnants of the original building.[149] Five other structures at the fort would be preserved for future study without any expenditure of funds "pending opportunity for more intensive research, including archaeological."[150] Finally, the master plan proposed creating seven ground outlines indicating where original structures of the fort once stood.

The NPS recorded thirty-three total structures at the fort and identified each with a numerical designation (HS-1, HS-2, etc.). Of the thirty-three, which included those slated for ground outlines and preservation, two buildings would be restored, two rehabilitated, six reconstructed, and three destroyed.[151] The master plan provided a brief history of each building, its technical specifications and current state of repair, and a detailed explanation of the work it needed. For the buildings

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[146] Mattes, *Master Plan*, 66.

[147] Mattes, *Master Plan*, 14.

[148] Mattes, *Master Plan*, 40.

[149] At the time of the report, Lunette Blair was located behind Officers Row. Mattes, *Master Plan*, 47.

[150] Mattes, *Master Plan*, 40.

[151] Mattes, *Master Plan*, 41.

scheduled for reconstruction and restoration, the master plan provided descriptions of how the buildings should appear. Further, the plan identified the potential future use of each structure, for example specifying that the Hospital (HS-8) "be RESTORED to its outward appearance as part of the historic scene and remodeled on the interior to provide modern facilities as an interpretive center."[152] Other buildings were to be reconstructed on the exterior only, with no identified future purpose aside from restoring the fort's historic appearance.

In addition to guidance for the historic structures, the master plan provided details for site improvement to return the area from its current condition to that of the frontier fort. The plan stated, "Site development will consist primarily of the demolition and removal of all non-historical buildings and other late period structures such as streets, sidewalks, and walls; and the restoration of the site to eliminate all evidence of these structures."[153] Restoration of the site was not restricted to structures. According to the plan, trees, shrubs, "and such other non-indigenous plant material within the historic site as betray the former existence of urban development, will be removed."[154] There would be no automobile traffic at the site and walkways would be constructed to guide visitors around the historic grounds.[155]

The master plan also outlined a plan for operations once the site had been developed. Chief among its recommendations was the establishment of a "Fort Scott Historical Park Commission," whose duties, in an advisory capacity, would be to "provide general management guidelines and evaluations, and undertake liaison functions with state and federal agencies interested in the historic preservation field."[156]

The plan called for full-time staffing of the site seven days a week. Park staff would "greet the visitor in the Fort Scott Military Museum [HS-8, the Hospital], collect the museum fee, and provide him with orientation and a tour guide booklet." Once the site was fully operational, it was expected that visitor fees "should be sufficient to cover normal operating expenses," including staff salaries.[157]

Prior to the publication of the master plan, the museum in HS-1 (Officers' Quarters No. 1) housed approximately 2,000 items. However, the museum's curator, Newell F. Joyner, determined that less than twenty-five percent of those items pertained to the fort's military period; the

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[152] Mattes, *Master Plan*, 46.

[153] Mattes, *Master Plan*, 50.

[154] Mattes, *Master Plan*, 50.

[155] Mattes, *Master Plan*, 50.

[156] Mattes, *Master Plan*, 53.

[157] Mattes, *Master Plan*, 53.

remainder was "irrelevant to Fort Scott's own history." Such "irrelevant" objects included toys, musical instruments, clocks, and office equipment.[158] The NPS suggested that the city remove these items to off-site storage while retaining those artifacts pertinent to the fort's military history for use in exhibits and as furnishings for the historic structures.[159] The new museum, as planned, would include an audio-visual room "with 40 or 50 seats for the presentation of a mechanically-operated slide talk with professional narration and sound effects."[160] The program would address all four periods of Fort Scott's military history. As part of the museum admission fee, the visitor would receive an informative booklet containing "a historical summary in narrative or chronological form, for his convenience, which will make the booklet a valued souvenir item."[161]

The master plan concluded with a list of five action priorities, outlining the suggested steps for carrying out the overall project within three years.[162] The action priorities were, in sum:

Priority No. 1: "Action to be taken as rapidly as possible after Master Plan approval by Service and City."

- City identification, appraisal, and acquisition of land.
- NPS initiation of historic structures reports, archeological reconnaissance, and completion of interpretive prospectus.

Priority No. 2: "Action to be initiated within six months of Master Plan approval."

- City to formally establish a historical park, an advisory Fort Scott Historical Commission, and a complete development schedule "outlining priorities and funding requirements within authorized development ceiling."
- NPS to obtain funds for project implementation.

Priority No. 3: "Action to be initiated within one year of Master Plan approval."

- City to prepare design and construction drawings, demolition and site clearing, cleaning and leveling of site, and preparation of "Military Museum Exhibit plan" and historic furnishings plan.
- NPS archeological excavations concurrent with demolition.

Priority No. 4: "For action within two years of Master Plan approval."

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[158] Mattes, *Master Plan*, 63–64.

[159] Mattes, *Master Plan*, 64.

[160] Mattes, *Master Plan*, 56.

[161] Mattes, *Master Plan*, 57.

[162] Mattes, *Master Plan*, 68–70.

- City restoration, reconstruction, and rehabilitation of hospital, officers' quarters; erect flagpole, relocation of Lunette Blair; installation of interpretive exhibits in military museum; and hiring site superintendent.

Priority No. 5: "Within three years of Master Plan Approval."

- City construction of dragoon and infantry barracks, guardhouse, magazine, well canopy, walkways; completion of sign program and landscaping; and finally, a public dedication ceremony.[163]

Following the successful completion of development with the assistance of the NPS and federal financial aid, "the operation and maintenance of Fort Scott as a historic site will be the responsibility of the city."[164]

Fire in HS-1

As is often the case, not everything went according to plan. On Sunday, May 7, 1967, prior to the final approval of the master plan, the site faced a devastating setback when fire engulfed Officers' Quarters No. 1 (HS-1), causing significant structural damage and irreparable loss of artifacts housed in its museum. At approximately 2:45 a.m., the museum's newest curator, Roy White, who lived on site, "heard something fall." Investigating the noise, White discovered that the upper floors of the building were in flames. Three fire trucks with five firefighters were soon at the scene battling the blaze, supplemented by off-duty firemen who responded to the call for assistance.[165] The *Fort Scott Tribune* reported,

> Somber pre-dawn darkness enshrouded mournful Fort Scott citizens yesterday while dancing flames crackled out in mocking laughter as they ate away at invaluable relics of the past and heavily damaged the proud century-old headquarters house on Carroll Plaza.[166]

The fire was eventually extinguished.

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[163] Mattes, *Master Plan*, 68–70.

[164] Mattes, *Master Plan*, 4.

[165] "Pre-Dawn blaze ravages headquarters house here," *Fort Scott Tribune*, May 8, 1967, File: "Fire in HS-1" May 7 & 8, 1967, Park Archives, Fort Scott NHS.

[166] "Pre-Dawn blaze ravages headquarters house here," *Fort Scott Tribune*, May 8, 1967, File: "Fire in HS-1" May 7 & 8, 1967, Park Archives, Fort Scott NHS.

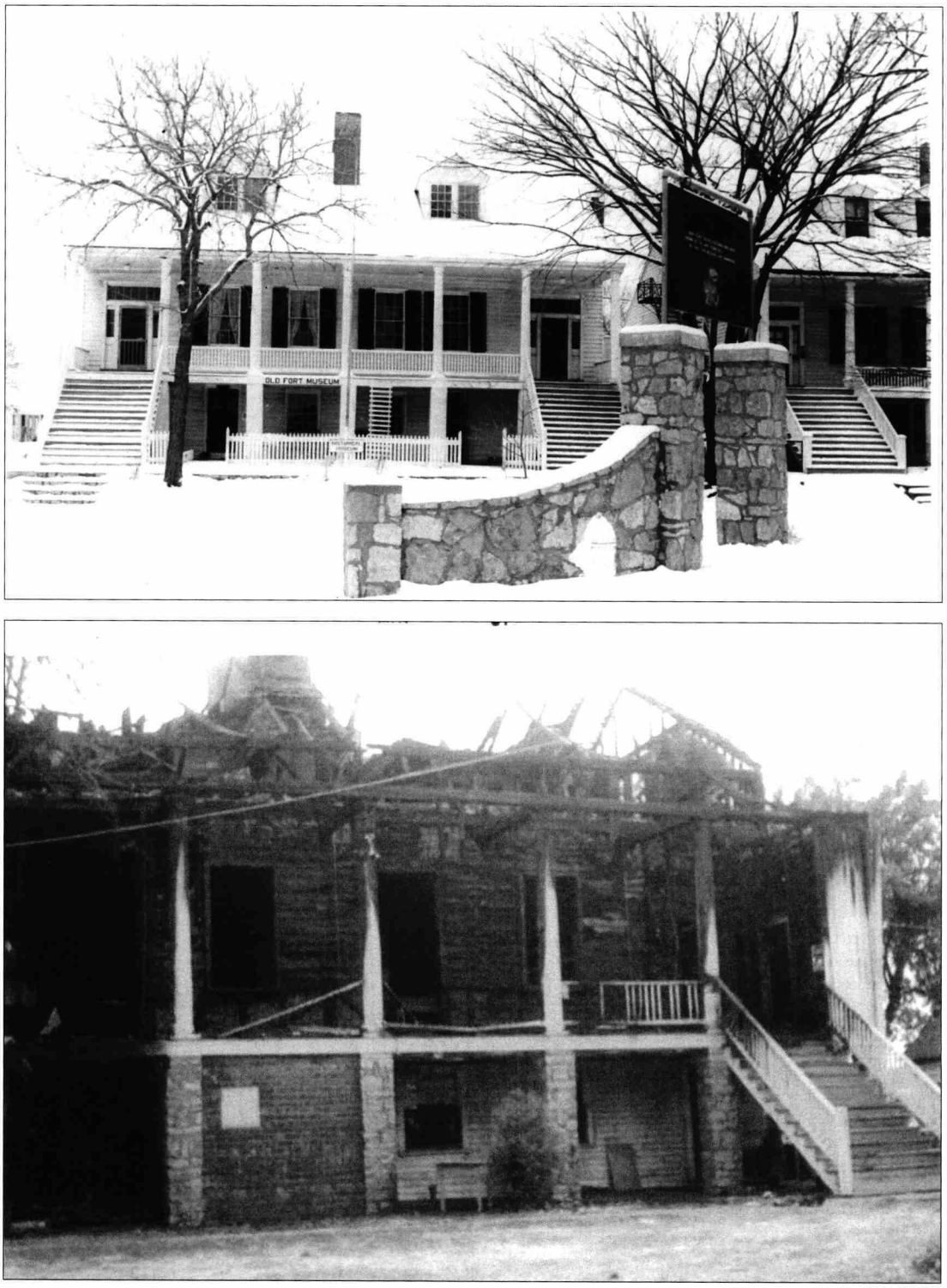


Figure 3.1. Officers' Quarters No. 1 (HS-1) front façade in 1956 and rear façade after the 1967 fire.
Source: Fort Scott NHS.

In an effort led by the BPW, citizens, city employees, and even the National Guard assisted in moving salvageable items from the museum next door to Officers' Quarters No. 2 (HS-2).[167] An initial NPS report claimed that the "building suffered extensive damage but most of its contents were saved."[168] The destruction primarily affected the second and third floors, including smoke and water damage.[169] Unfortunately, in addition to the physical ruin caused by the fire, the incident ended public site interpretation indefinitely.[170]

Repairs began on HS-1 the following month, funded largely through insurance monies.[171] By September 1969, HS-1 had been repaired externally. However, "the interior of the structure still requires extensive and expensive restoration work before it can again be used for historic house or museum purposes."[172] According to the master plan, HS-1 would no longer house the site's museum. Park planners had a new site in mind—the restored fort Hospital (HS-8), which would "provide modern facilities as an interpretive center" as well as house the military museum.[173] In a sense, the May 1967 fire at HS-1 marked the end of an era, while approval of the master plan a month later launched a new one. Historic Fort Scott began to take on its current appearance, although the process of restoring the entire fort site to its original frontier fort appearance was inevitably lengthy.

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[167] Margaret Mercer to Mr. Thompson, May 7, 1967, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS; "Pre-Dawn blaze ravages headquarters house here," *Fort Scott Tribune*, May 8, 1967, File: "Fire in HS-1" May 7 & 8, 1967, Park Archives, Fort Scott NHS.

[168] Erwin N. Thompson, Historian, to Acting Chief of Branch of History Studies, May 9, 1967, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[169] Margaret Mercer to Mr. Thompson, May 7, 1967, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS; "Pre-Dawn blaze ravages headquarters house here," *Fort Scott Tribune*, May 8, 1967, File: "Fire in HS-1" May 7 & 8, 1967, Park Archives, Fort Scott NHS.

[170] Elbert W. Smith, Superintendent, Fort Larned, to Regional Director, MWRO, June 29, 1967, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS; see also David L. Hieb, Superintendent, George Washington Carver, to Regional Director, Midwest Region, September 23, 1969, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[171] Elbert W. Smith, Superintendent, Fort Larned, to Regional Director, MWRO, June 29, 1967, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[172] David L. Hieb, Superintendent, George Washington Carver, to Regional Director, Midwest Region, September 23, 1969, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[173] Mattes, *Master Plan*, 46, 56.

Urban Renewal and Property Acquisition

Concurrent with the master planning process, the city of Fort Scott explored funding options for overall redevelopment of the city, which had been contemplated for a number of years.[174] The federal government's Urban Renewal program, administered by the Department of Housing and Urban Development (HUD), presented an opportunity to move forward.[175] The city sought to use Urban Renewal grant money to develop and restore properties around and adjacent to the fort through the demolition and relocation of businesses and residential structures, thereby improving the historic feel of the area. In addition to restoring a historic appearance to downtown Fort Scott, Urban Renewal monies would be used outside the historic district to develop supplemental housing and business space, particularly for those displaced by the proposed project.[176] The *Fort Scott Tribune* reported, "Property owners in the historic site area will not be compelled to sell, but if they do not accept offers they will be required to restore their properties to meet building code standards."[177] Park service and Urban Renewal Agency personnel agreed to work cooperatively on the projects.[178] Coordinators for the project would have a significant amount of time to finalize their plans, however, as funds would not be available until 1969.[179]

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[174] "Editorial Comment," *Fort Scott Tribune*, July 1, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

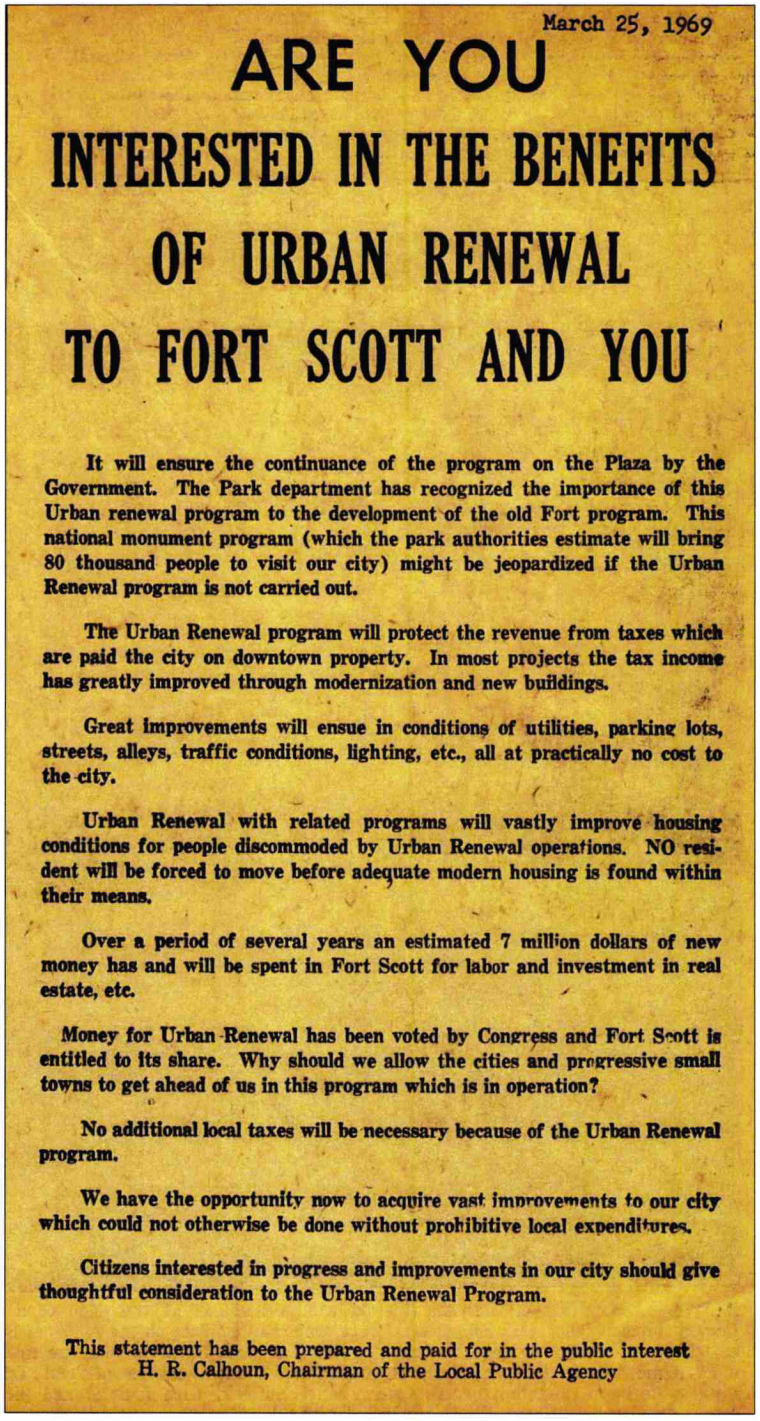
[175] "Editorial Comment," *Fort Scott Tribune*, July 1, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

[176] "Historic, downtown projects are joined: NPS, UR officials coordinate," *Fort Scott Tribune*, October 19, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

[177] "Historic, downtown projects are joined: NPS, UR officials coordinate," *Fort Scott Tribune*, October 19, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

[178] "Historic, downtown projects are joined: NPS, UR officials coordinate," *Fort Scott Tribune*, October 19, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS; Assistant to the Regional Director to Regional Director, October 10, 1967, File: Marshall History of Fort Scott, Park Archives, Fort Scott NHS.

[179] "Fort Scott renewal plan eyed," *The Eagle*, August 13, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.



March 25, 1969

ARE YOU INTERESTED IN THE BENEFITS OF URBAN RENEWAL TO FORT SCOTT AND YOU

It will ensure the continuance of the program on the Plaza by the Government. The Park department has recognized the importance of this Urban renewal program to the development of the old Fort program. This national monument program (which the park authorities estimate will bring 80 thousand people to visit our city) might be jeopardized if the Urban Renewal program is not carried out.

The Urban Renewal program will protect the revenue from taxes which are paid the city on downtown property. In most projects the tax income has greatly improved through modernization and new buildings.

Great improvements will ensue in conditions of utilities, parking lots, streets, alleys, traffic conditions, lighting, etc., all at practically no cost to the city.

Urban Renewal with related programs will vastly improve housing conditions for people discommoded by Urban Renewal operations. NO resident will be forced to move before adequate modern housing is found within their means.

Over a period of several years an estimated 7 million dollars of new money has and will be spent in Fort Scott for labor and investment in real estate, etc.

Money for Urban Renewal has been voted by Congress and Fort Scott is entitled to its share. Why should we allow the cities and progressive small towns to get ahead of us in this program which is in operation?

No additional local taxes will be necessary because of the Urban Renewal program.

We have the opportunity now to acquire vast improvements to our city which could not otherwise be done without prohibitive local expenditures.

Citizens interested in progress and improvements in our city should give thoughtful consideration to the Urban Renewal Program.

This statement has been prepared and paid for in the public interest
H. R. Calhoun, Chairman of the Local Public Agency

Figure 3.2. Advertisement for Urban Renewal.
Source: Newspaper clipping, Park Archives, Fort Scott NHS.

In the interim, the city and the NPS made progress toward the reconstruction and restoration phase at Fort Scott. The Kansas State Historical Society conducted archeological investigations and the NPS proceeded with historical studies, including a detailed historic structures report, while the city worked on completing appraisals and acquiring land.[180] By October 1967, the city's appraisals were finished and approved, except for three tracts requiring supplemental information.[181] The city could thus move forward with purchasing the properties. Judge Harry Fisher recalled that the acquisition project fell to him, and it "was quite a task." Fisher obtained titles for all the properties and arranged the paperwork for transfer of deeds.[182] Grace Moore, a Fort Scott resident who was deeply involved in early activity at the site, further commented on Fisher's efforts: "It was a long difficult job. . . . And he did it gratis. There was not one cent went to him for all of that work."[183] Additionally, the Assistant to the Regional Director wrote, "all items under Action Priority No. 1 had been accomplished," steps that included the appraisals and the National Park Service's proceeding with the additional studies of the fort site.[184]

By mid-November 1967, the city had spent $40,975 to acquire identified properties.[185] At the end of June 1968, a city bank handling funds for land acquisition submitted a list of twenty-five properties purchased for site restoration, totaling $124,300.[186] In addition to the original appropriation from Congress in 1965, the Federal Land and Water Conservation Fund provided $200,000 for land acquisition through special appropriations.[187]

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[180] Chronology of Fort Scott, 2, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS; John D. Reynolds, Archeology Department, Kansas State Historical Society, "Archeological Investigations at Old Fort Scott, 14BO302, Fort Scott, Kansas, 1968 to 1972," April 1983, available at Fort Scott NHS.

[181] Thomas Kornelis, Chief, Office of Land and Water Rights, to Mayor Frank Doherty, October 20, 1967, File: Folder w/ Rocky shore scene, Park Archives, Fort Scott NHS.

[182] Judge Harry W. Fisher interview by Arnold Schofield, August 6, 1985, Fort Scott, Kansas, transcribed by William Fischer, Fort Scott NHS, 9.

[183] Grace Strong Moore interview by Arnold Schofield, July 12, 1988, Fort Scott, Kansas, transcribed by William Fischer, Fort Scott NHS, 7.

[184] Assistant to the Regional Director to Regional Director, October 10, 1967, File: Marshall History of Fort Scott, Park Archives, Fort Scott NHS.

[185] "City purchases four more historic sites," unknown publication, November 17, 1967, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

[186] Griff R. Hughes, Cashier, Citizens National Bank, to J. H. Cameron, National Park Service, June 27, 1968, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

[187] Federal Share of Land and Water Conservation Funds, Per telephone conversation with Bill Hartwig, WASO, October 25, 1982, File: Legislative History of FS, Park Archives, Fort Scott NHS; Act of May 31, 1966 (80 Stat. 170).

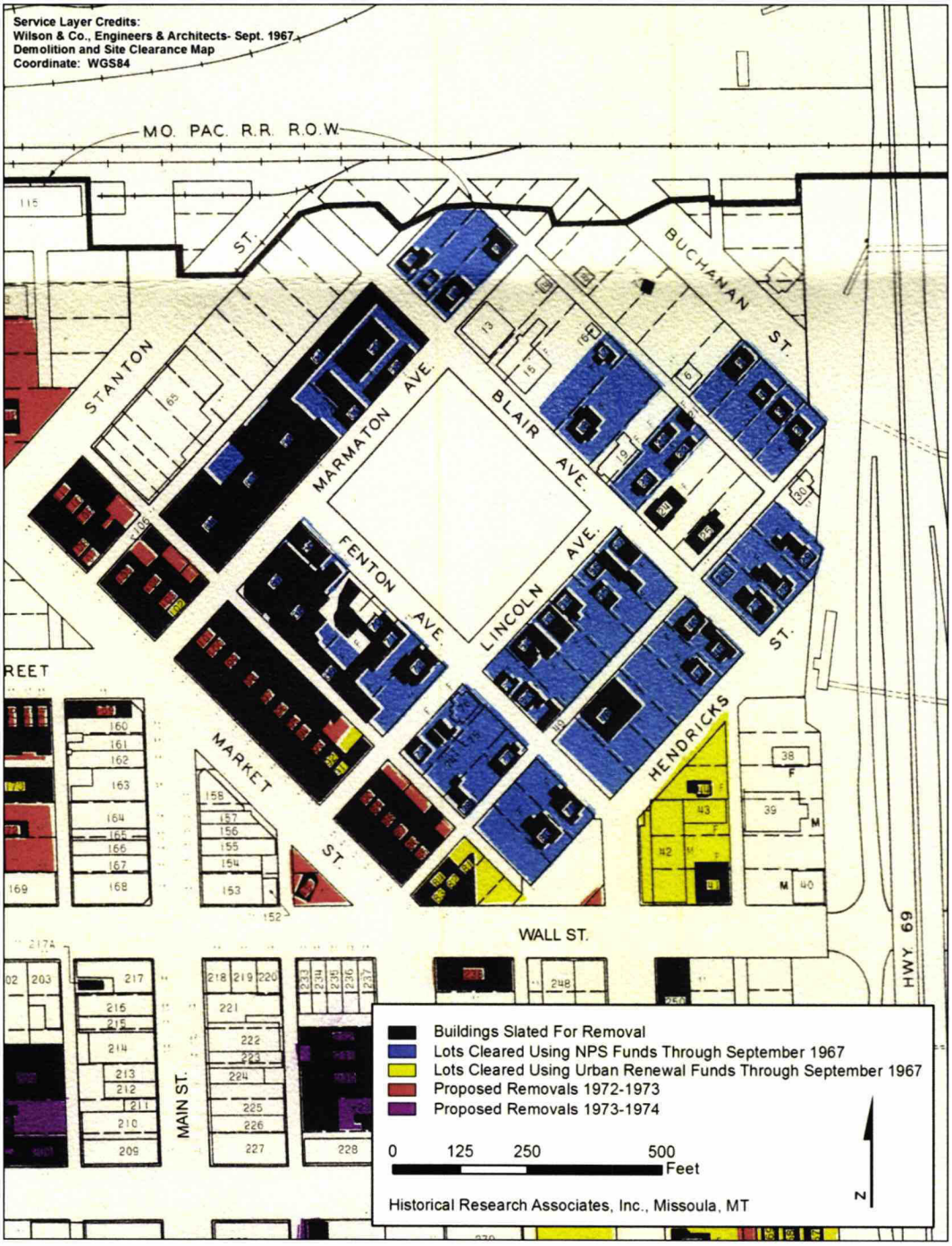


Figure 3.3. Phases of progress.
Source: Historical Research Associates, Inc., 2013, based on document found in Park Archives, Fort Scott NHS.

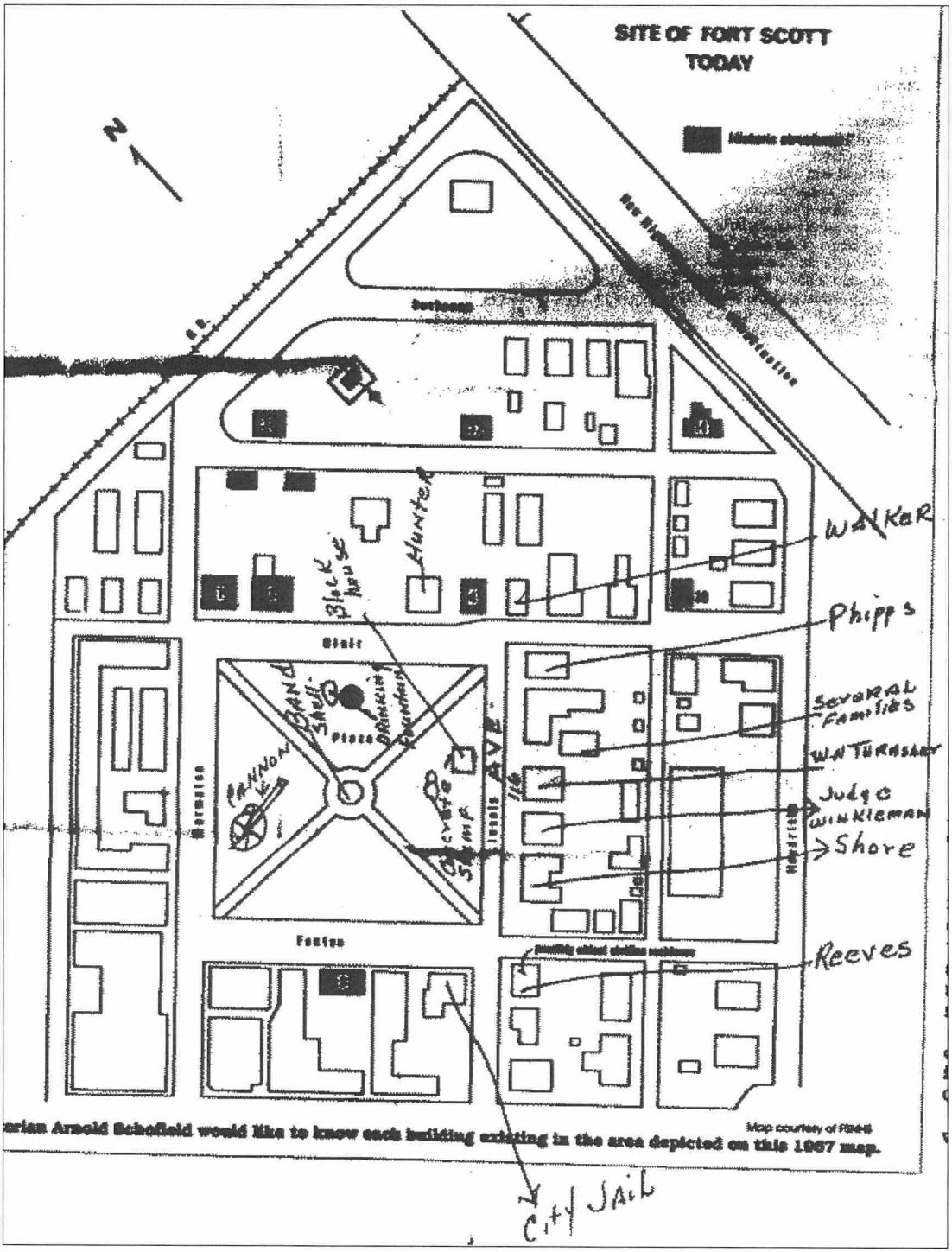


Figure 3.4. Former properties around the plaza.
Source: Annotated 1967 base map, reprinted July 21, 1993, Park Archives, Fort Scott NHS.

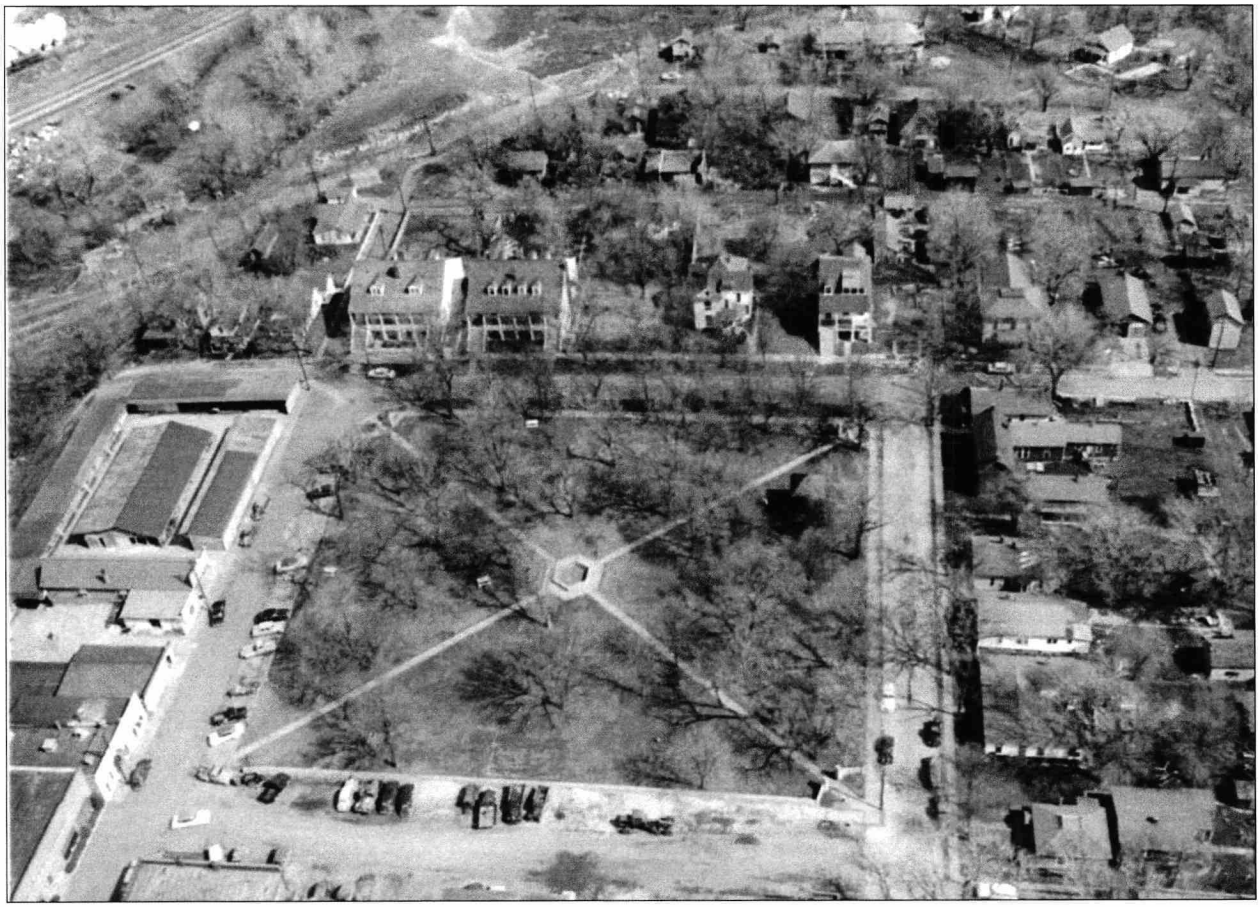


Figure 3.5. 1960s aerial view showing how the town grew around the former parade ground.
Source: Fort Scott NHS.

Over the next few years, activities included building demolition and removal, an overall building inventory that involved marking structures at the fort site in accordance with the master plan, architectural studies, title transfers, and additional planning in conjunction with urban renewal.[188] In January 1969, the city received the good news that the government had approved its application for Urban Renewal funds and had appropriated $1,230,945 for the first year of the project.[189] The Urban

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[188] Elbert W. Smith, Keyman, Fort Scott Historic Park, to Regional Director, MWRO, November 4, 1968, File: Marshall History of Fort Scott, Park Archives, Fort Scott NHS; Charles W. Lessig, Historical Architect, to Assistant Regional Director, Operations, November 25, 1968, File: L58 – Fort Scott Kansas 1968, Park Archives, Fort Scott NHS.

[189] "Renewal project funded," *Kansas City Star*, January 28, 1969, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

Renewal money funded the procurement of downtown Fort Scott properties, many along Market Street, and, as Elbert Smith wrote, "the clearance of some of them."[190] Some of these buildings were in a dilapidated state.

Mayor John Baker recalled demolition activities, noting "Several of those buildings, as they were working on a building next door, taking it down, why we had some of those [buildings] collapse on to Market Street itself."[191] Regarding the fort site, Smith noted, "The only property really bearing on the park project is the purchase of one of the old buildings on the north side of Wall Street."[192]

By September 1969, the site was in shambles. But the NPS did not consider this such a bad thing. In a status report to the Regional Director, NPS liaison David Hieb (Superintendent of George Washington Carver National Monument) wrote,

> [I]n all fairness, it must be said that this condition is due largely to the efforts of the city of Fort Scott in carrying out the programs for the restoration of the historic scene with funds made available under the terms of P.L. 89-155. In this connection, almost all of the non-historic structures adjacent to the northeast and southeast sides of the historic Fort area have been removed with the exception of foundations which are to be investigated by historic site archeology. The resulting disorderly and unkempt appearance is therefore necessary and will at the earliest practical date be cleaned up, and ultimately the desired historic appearances will be restored.[193]

Hieb said that progress was slow, having been hindered by the availability of funds and the setback of having to repair HS-1 after the fire. Regardless, it was his belief that "the city of Fort Scott is doing everything reasonably within its power to preserve the Landmark area" within the parameters of the legislated program. Further, Fort Scott's Urban Renewal project would serve to create a broader historical scene at the site that would "ultimately greatly enhance its surroundings."[194]

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[190] Elbert W. Smith, Superintendent, Fort Larned, to Kenneth Krabbenhoft, Regional Chief, Federal Assistance, MWRO, February 4, 1969, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

[191] Mayor John S. Baker interview by Arnold Schofield, August 20, 1986, Fort Scott, Kansas, transcribed by William Fischer, Fort Scott NHS, 8.

[192] Elbert W. Smith, Superintendent, Fort Larned, to Kenneth Krabbenhoft, Regional Chief, Federal Assistance, MWRO, February 4, 1969, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

[193] David L. Hieb, Superintendent, George Washington Carver, to Regional Director, Midwest Region, September 23, 1969, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[194] David L. Hieb, Superintendent, George Washington Carver, to Regional Director, Midwest Region, September 23, 1969, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

Kansas State Historical Society Archeology

Between 1968 and 1972, Tom Barr and a team of archeologists from the Kansas State Historical Society conducted five separate archeological investigations at the fort. The primary objective "was to provide information about the nature and size of the major structures of 1842–1843 which were identified for restoration or reconstruction," while "a secondary goal was to obtain a representative sample of material culture objects which could be used to interpret various aspects of life at the frontier military fort."[195] A later report noted, "Both of these goals were accomplished."[196]

The archeologists investigated areas around fourteen historic structures—specifically HS-3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 16, 17, and 33.[197] The first excavation occurred in May 1968 and focused on the suspected area of the Powder Magazine (HS-17). The team uncovered "portions of the footing trench of an octagonal structure which measured approximately 8 ft on a side and which had a maximum diameter of circa 20 feet." The successful identification of the magazine concluded the two-week investigation.[198]

The team returned in September and worked—as weather permitted—through January 1969. Excavations around the Officers' Quarters Nos. 3 and 4, Infantry Barracks, Hospital, Post Headquarters, ordnance stores, and wagon scale house revealed historic building footprints, pieces of original foundations, buried column supports, and segments of flagstone verandas around the Hospital and Officers' Quarters.[199] Test excavations seeking the location of the wagon scale house yielded "isolated artifacts" but "no evidence of a foundation or other structural elements was revealed."[200]

In 1970, historical architects from the NPS joined Barr's crew in an effort focused on the Hospital (HS-8), "where information was sought concerning the placement and nature of the two chimney foundations." The archeologists excavated pieces of stone and brick on the east and west

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[195] Craig Hahn, Landscape Architect Technician, Midwest Regional Office, "Cultural Landscape Report, Fort Scott National Historic Site, Part III, Field Survey/Inventory of Existing Conditions," August 7, 1993, 14, available at Fort Scott NHS; John D. Reynolds, Archeology Department, Kansas State Historical Society, "Archeological Investigations at Old Fort Scott, 14BO302, Fort Scott, Kansas, 1968 to 1972," April 1983, 22, available at Fort Scott NHS.

[196] Hahn, "Cultural Landscape Report, Part III," 14.

[197] Lacosta Browning Lykowski, Midwest Archeological Center, *Fort Scott's Buried Past: An Archeological Overview and Assessment of Fort Scott National Historic Site, Bourbon County, Kansas*, 2005, 14, File: H22 – Cultural Resource Studies and Research, Administrative Files, Fort Scott NHS.

[198] Reynolds, "Archeological Investigations at Old Fort Scott," 33; Lykowski, *Fort Scott's Buried Past*, 14–15.

[199] Lykowski, *Fort Scott's Buried Past*, 16–17.

[200] Reynolds, "Archeological Investigations at Old Fort Scott," 35.

sides of the building, which were "interpreted to be the residue of the original chimney foundations." Additional investigations that year uncovered an oven foundation in the Post Bakery (HS-14) covered by flooring installed prior to 1853.[201]



Figure 3.6. Archeological work in progress.
Source: Fort Scott NHS.

Throughout the summer of 1971, the archeologists conducted "[e]xtensive excavations" around three structures—the Infantry Barracks and Guardhouse (HS-6, HS-7, and HS-9). The team found that all three buildings had portions of their original footings present, although recent foundations

[201] Reynolds, "Archeological Investigations at Old Fort Scott," 35.

laid over the historic footprints "complicated the archeological interpretations." Despite the difficulties, Barr and his crew positively identified the locations of the structures and uncovered period artifacts—including thirty-four military buttons, column supports, and the chimney footings of the barracks buildings.[202]

The archeologists returned in April 1972 to complete the "final series of investigations at Fort Scott." They remained at the site until July, excavating areas around the Dragoon Barracks (HS-5), Dragoon Stables (HS-10), Quartermaster's Quadrangle (HS-13), the Well (HS-15), and the Flagpole (HS-16). Again, the archeologists uncovered portions of the original foundations, allowing the authentic placement of reconstructions. The crew also excavated "[s]ix of the eight stone footings for column supports" for the Well Canopy and "an octagonal-shaped area of carefully laid flagstones which evidently originally formed a ground level footing just to the outside of the canopy supports."[203]

The archeologists were unsuccessful in their search for the location of the Flagpole on the parade ground. They found no evidence of its existence, which led the Kansas State Historical Society to later write, "while this does not demonstrate conclusively that a flagpole was never erected in the center of the parade ground, it certainly suggests this conclusion."[204]

Over the course of the excavations, the archeologists unearthed and cataloged over 36,800 objects. The artifacts ranged from weapons, firearms, and ammunition, to glassware and ceramics, to pieces of "animal bone and vegetal remains," in addition to "remnants of bricks, mortar, coal, and plaster." The collection included both civilian and military items, with objects dating from "the very early history of the fort (1840s) right up to the mid-twentieth century." Disturbances to the site, due to construction and demolition over time, left very few pieces intact and "[i]n almost every case, early period artifacts were discovered in association with post-1900 artifacts."[205] Eventually, all excavated items were accessioned at the National Park Service's Midwest Archeological Center.[206]

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[202] Reynolds, "Archeological Investigations at Old Fort Scott," 35–36.

[203] Reynolds, "Archeological Investigations at Old Fort Scott," 37–38.

[204] Reynolds, "Archeological Investigations at Old Fort Scott," 38.

[205] Reynolds, "Archeological Investigations at Old Fort Scott," 81.

[206] Lykowski, *Fort Scott's Buried Past*, 15–22.

Securing Additional Funds

On November 12, 1969, the Acting Director of the NPS, J. E. N. Jenson, updated Congressman Skubitz on the progress at Fort Scott. Jenson explained that, in addition to funding delays, an impediment to the site redevelopment was the need to relocate businesses under the Urban Renewal program. He assured Skubitz, "These [relocation] activities are underway at present."[207] On the part of the NPS, historical and architectural studies were complete, but archeological investigations and restoration drawings were ongoing. Further development of the site depended on the completion of the reports and the appropriation of funds for construction.[208]

The additional studies and reports took another two years for the Western Service Center to complete. By April 1971, the NPS had finished its preliminary designs for individual fort buildings.[209] Upon approval of the preliminary design drawings, the city hired an architect to complete the construction blueprints. This process also took time and was still ongoing in the spring of 1972. However, it became increasingly clear to the NPS that the original appropriations for the restoration of Fort Scott were not going to be sufficient.

In March 1972, NPS Associate Director J. L. Norwood wrote to Congressman Skubitz informing him of the projected financial situation. Over $212,000 had been spent on land acquisition, leaving roughly $593,000 for restoration and construction. Despite this seemingly significant sum, Norwood noted that cost estimates exceeded those of 1965, when the original act passed. Since the 1967 master plan, Norwood stated, "construction costs have risen more than 50 percent, or an increase of approximately $300,000 over the amount available after land acquisition." The master plan allowed the removal of "the least necessary buildings" from restoration if finances were too low. Without additional funds or a significant reduction in costs, Norwood cautioned, "[t]his decision may still be necessary."[210]

Skubitz reacted quickly. Within weeks of receiving Norwood's letter, he met with city representatives, staff of the Urban Renewal Board, and personnel from HUD's regional office. He concluded that the Urban Development program for Fort Scott had provided "inadequate

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[207] J. E. N. Jenson, Acting Director, to Joe Skubitz, November 12, 1969, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[208] J. E. N. Jenson, Acting Director, to Joe Skubitz, November 12, 1969, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[209] Director, Western Service Center, to Director, Midwest Region, April 15, 1971, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[210] J. L. Norwood, Associate Director, to Joe Skubitz, March 10, 1972, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

financing." In a letter to Floyd Hyde, HUD's Assistant Secretary for Community Development, Skubitz expressed his concern about the lack of progress under Urban Renewal. Skubitz noted that since he had drafted the legislation for P.L. 89-155, he had "more than a passing interest in its orderly development." He also informed the assistant secretary that contracts for the restoration of the Hospital (HS-8) and Officers' Quarters were pending, with construction slated to begin later that year. Therefore, Skubitz requested that "additional funds be ear-marked from the emergency fund up to $1,200,000," specifying that he was not suggesting monies be reprogrammed from other projects.[211]

NPS Director George Hartzog, Jr., echoed Skubitz's sentiments in his own letter to Hyde. The NPS, Hartzog wrote, "firmly supports Mr. Skubitz's request for additional funding for the early relocation of the business establishments in front of the Fort." Like Skubitz, Hartzog pointed to the ongoing work toward restoring the site and pending construction, and he concluded clearly, "Therefore, it is important that those business establishments be relocated as soon as possible."[212]

While the question of additional funding lingered in Washington, work on the restoration of the fort proceeded with the remaining funds available. An official ground breaking ceremony for the Fort Scott Historic Site took place on July 29, 1972. Numerous officials from city, state, and federal agencies attended. Dudley Cornish presented the keynote address, followed by official remarks from Congressman Skubitz. After the speeches, the ground was ceremonially broken. The reconstruction and restoration phase of historic Fort Scott was underway.[213]

The first construction contract was signed a few weeks prior to the ground breaking ceremony, on July 6. The contract was for the restoration of the Hospital (HS-8). In the months that followed, the city entered additional contracts for the restoration of the Officers' Quarters HS-2 and HS-4, and for the stabilization of the Quartermaster Storehouse, HS-12.[214] Construction was underway, but significant restoration work remained before the site could operate as a historical park open to the public.

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[211] Joe Skubitz to Floyd Hyde, Assistant Secretary for Community Development, Department of Housing and Urban Renewal, April 4, 1972, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[212] George B. Hartzog, Jr., to Floyd Hyde, Assistant Secretary for Community Development, Department of Housing and Urban Renewal, April 7, 1972, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[213] Fort Scott Historic Site Ground Breaking Ceremony program, July 29, 1972, File: Fort Scott & Bourbon County Historical Society (Folder #1 and Folder #2 enclosed), Park Archives, Fort Scott NHS.

[214] Unknown author, Historic Structure Restoration and Reconstruction Schedule (1972 – 1981), File: Restoration/Reconstruction Info, Park Archives, Fort Scott NHS.

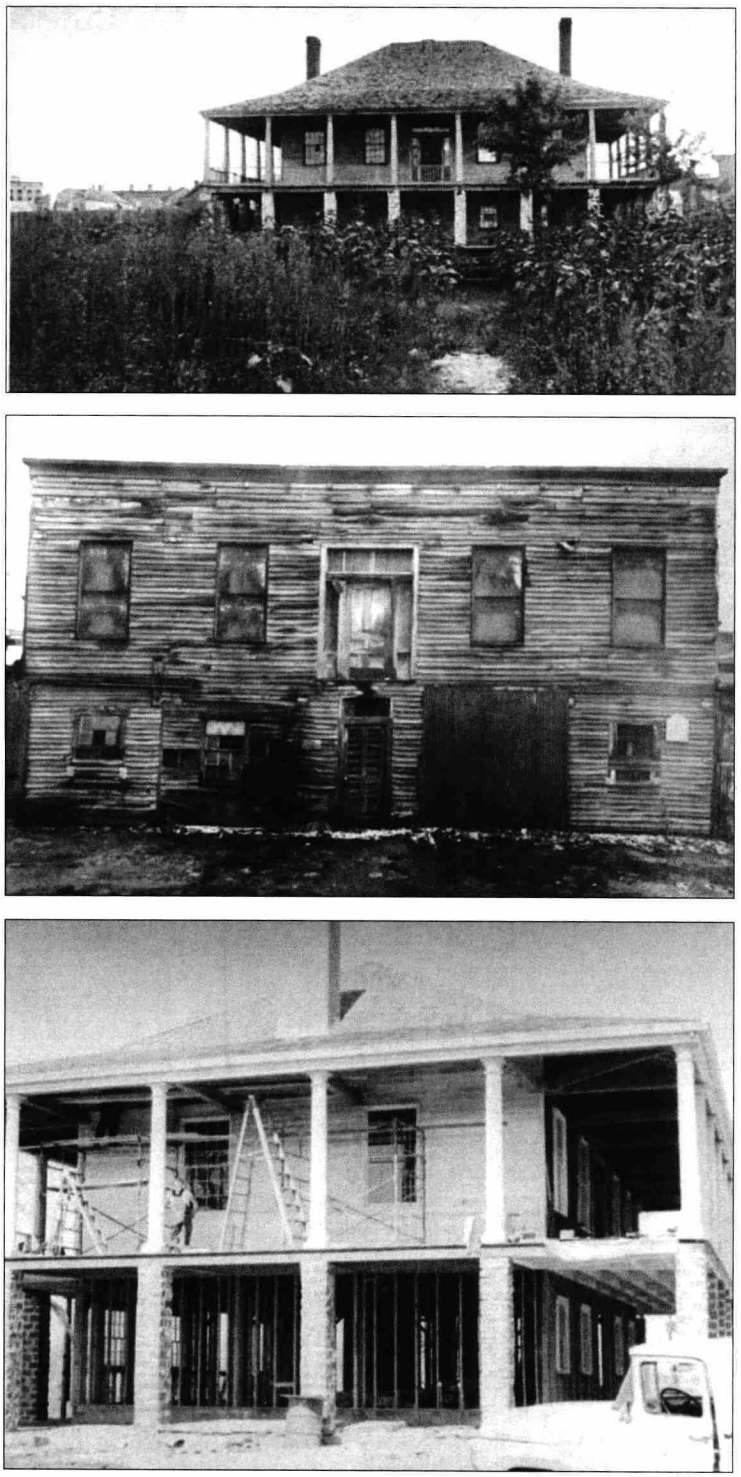


Figure 3.7. The Hospital (HS-8) in 1873, 1952, and during restoration in the 1970s.
Source: Fort Scott NHS.

With the city's Urban Renewal program completed in July 1973, Congressman Skubitz continued his efforts to secure additional financing to complete the fort restoration. The situation became more critical in July when a bill Skubitz introduced for an additional $1.42 million to fund the Fort Scott project failed to clear the House Committee on Interior and Insular Affairs.[215] Skubitz blamed the "failure of the park authorities to justify the amount of funds needed to complete the project before the appropriation committee acted . . . ."[216] The Assistant Secretary of the Interior had recommended "deferral of consideration of H.R. 7976 by Congress" because the department had "not had an opportunity adequately to review the proposed expenditure of an additional $1.42 million on the Fort Scott restoration." As a result, the department was unable to make a recommendation, for or against, at the time of the bill's review.[217]

Undeterred, Skubitz sought to have his bill resurrected in the Senate. He believed that as soon as estimates for the completion of the project were available, "the National Park Committee of the House of Representatives will act."[218] Senator Bob Dole followed through by introducing a companion measure in the Senate, S. 2173, requesting the same appropriation of $1.42 million for the restoration of Fort Scott.[219] While Dole's measure did not pass, it did bring the issue of Fort Scott back to the attention of the House. In the House on September 18, Florida Congressman James Haley, Chairman of the Committee on Interior and Insular Affairs, moved to "suspend the rules and pass the bill (H.R. 7976) [Skubitz's original bill] to amend the act of August 31, 1965." Skubitz seconded the motion and proceeded to speak at length about the efforts of the city of Fort Scott in advancing the project, the rising costs of construction due to inflation, and the need for the additional funds to complete the project, preferably by the bicentennial.[220] Skubitz's comments were followed by North Carolina Congressman Roy Taylor who stated,

> It is neither a complicated nor a controversial measure. It simply authorizes additional appropriations to complete the restoration and reconstruction program at Fort Scott. . . . Without further assistance, this project cannot be completed.[221]

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[215] House, *Amending the Act of August 31, 1965, Commemorating Certain Historical Events in the State of Kansas*, 93d Congress, 1st session, 1973, H. Rept. 93-484, 5.

[216] "Communication lag left fort fundless," *Fort Scott Tribune*, July 9, 1973, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

[217] House, *Amending the Act of August 31, 1965*, 4–5.

[218] "Communication lag left fort fundless," *Fort Scott Tribune*, July 9, 1973, File: Margaret Mercer, Advisory Committee, Park Archives, Fort Scott NHS.

[219] *Congressional Record*, 93d Congress, 1st session, July 13, 1973, 119:23785; *Congressional Record*, 93d Congress, 1st session, August 1, 1973, 119:27191.

[220] *Congressional Record*, 93d Congress, 1st session, September 18, 1973, 119:30183.

[221] *Congressional Record*, 93d Congress, 1st session, September 18, 1973, 119:30183–184.

Taylor, a Democrat, reflected the bipartisan political support for the legislation. Put to a vote, the bill passed the House and headed to the Senate.[222] On October 4, without additional debate, H.R. 7976 passed the Senate and went to the president for approval.[223] On October 18, 1973, President Richard Nixon signed the act, authorizing an additional $1.42 million for Fort Scott.[224]

Shortly thereafter, Fort Scott Mayor John Baker extended the scope of the city's contract for architectural and engineering design to include the "restoration of the exteriors of the quartermaster storeroom and the bake shop, reconstruction of the exterior of an infantry barracks, the well canopy and magazine and restoration of an existing stone structure, the stables and carriage houses and two other outbuildings," and the ground outlines of a number of other buildings.[225] That same month, Acting Midwest Regional Director Merrill D. Beal sent a letter to Mayor Baker, stating that the NPS was "pleased with the progress of the work at Fort Scott."[226] Beal provided suggestions for staffing the site as the project advanced, and he noted the importance of interpretation for the long-term success of the historical park. Beal offered the continued support of the NPS, couched in slightly cautionary terms:

> Fort Scott is a unique project in that it is being developed with Government funds, but will be administered by the City of Fort Scott. As Representative Skubitz has stated publicly, this will be a model that other cities may wish to follow. Therefore, we know you also wish to make it the best model possible. The staff of this office will continue to assist you in reaching this goal.[227]

The city entered additional construction contracts with Triangle Builders of Paola, Kansas, in the fall of 1974, ensuring the continued development of the site.[228]

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[222] *Congressional Record*, 93d Congress, 1st session, September 18, 1973, 119:30184.

[223] *Congressional Record*, 93d Congress, 1st session, October 4, 1973, 119:32933.

[224] Act of October 18, 1973 (87 Stat. 456).

[225] "Old Fort contracts signed," *Fort Scott Tribune*, January 18, 1974, File: [no title], Park Archives, Fort Scott NHS.

[226] Merrill D. Beal, Acting Regional Director, Midwest Region, to John Baker, Mayor of Fort Scott, January 28, 1974, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[227] Merrill D. Beal, Acting Midwest Regional Director, Midwest Region, to John Baker, Mayor of Fort Scott, January 28, 1974, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[228] Merrill D. Beal, Acting Regional Director, to Mayor Baker, October 17, 1974, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

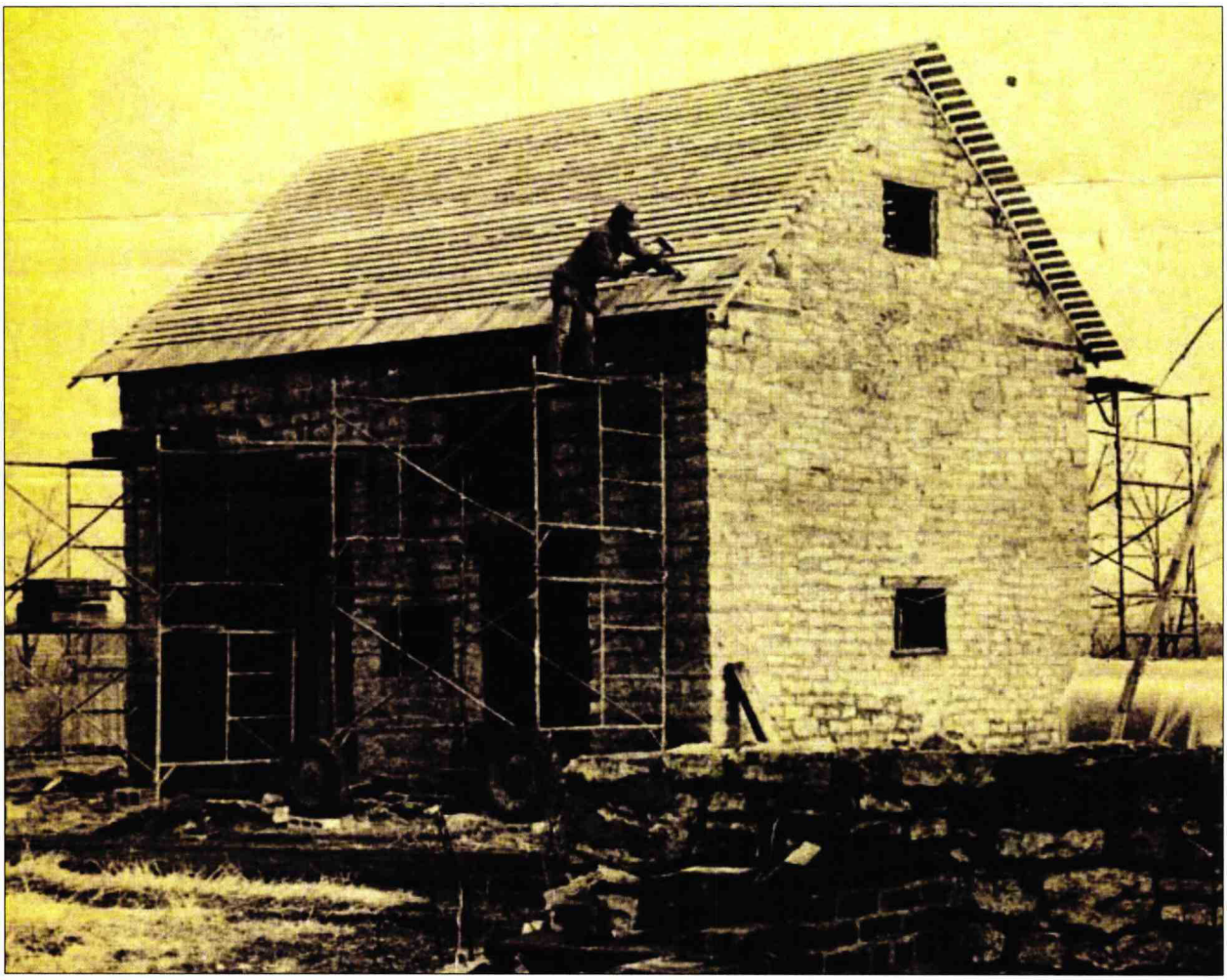


Figure 3.8. Restoration of a carriage house in progress.
Source: "New Roof," *Fort Scott Tribune*, January 8, 1975, Park Archives, Fort Scott NHS.

Opening to the Public

As construction progressed, the city began preparing to open Fort Scott Historic Site to the public. First, in 1975, city commissioners established the Old Fort Advisory and Steering Committee, alternately referred to as the Old Fort Governing Board, and in 1977, the Fort Scott

Advisory Board replaced the Old Fort Governing Board.[229] The board was composed of eleven to fifteen members over time, serving one- to three-year terms.[230] The members were appointed by the mayor and approved by the city council. Mayor John Baker appointed Grace Moore as the board's first chairperson.[231] Moore was succeeded by Rowena Cochran in 1977, and subsequently George Hudiburg in 1978.[232] The board's mandate was "to assist in the operation and development of the Old Fort." Its duties included publicizing the fort and organizing events, fundraising, historical research, interpretive exhibit development, organizing grounds and building maintenance, and recruiting and training of volunteers.[233] The governing board oversaw a cadre of eager citizen volunteers who donated their time to assist with activities and events and to furnishing the buildings with period pieces and artifacts.[234] (For a list of members, see Appendix E.)

As early as March 1975, the board actively discussed how to make the site operational. Topics included the minute details of "No Smoking" signs, entrance signs, and garbage bins, in addition to the larger issues of "orientation-instructional" courses for volunteer guides, creating informational pamphlets and exhibits to enhance visitors' educational experience, and fundraising.[235]

The board's initial efforts culminated in a preview of the restored Hospital on March 20, 1975. The event was a resounding success. According to the *Fort Scott Tribune*, "Approximately 900 persons visited the Old Fort Hospital," including tourists from nine different states. Volunteers conducted tours of the site, where visitors observed "[t]emporary exhibits of authentic furniture and household effects of the era as well as maps and photographs [that] have been installed as

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[229] Anna L. Lechliter, "Fort Scott National Historic Site was product of efforts," *Countryside*, August 24, 1988, File: Fort Scott N.H.S., Park Archives, Fort Scott NHS.

[230] Minutes of the Old Fort Steering Committee, March 15, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS; Fort Scott National Historic Advisory Board – 1978, no date [circa 1978], File: 1976, Park Archives, Fort Scott NHS.

[231] Historical Architect, Professional Services, to Regional Director, Midwest Region, March 30, 1975, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[232] Rowena Cochran, Chairman, Old Fort Governing Board, to Joe Skubitz, June 17, 1977, File: 1974-1978, Park Archives, Fort Scott NHS; Fort Scott National Historic Advisory Board – 1978, no date [circa 1978], File: 1976, Park Archives, Fort Scott NHS.

[233] Dennis Mitchell, City Manager, to Grace Moore, Old Fort Advisory & Steering Committee, July 23, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS; "Fort Scott past restored for present," *Kansas City Star*, September 2, 1976, File: [no title], Park Archives, Fort Scott NHS.

[234] Minutes of the Old Fort Steering Committee, March 15, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS; Minutes of the Governing Board of the Old Fort, March 25, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS.

[235] Minutes of the Old Fort Steering Committee, March 15, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS.

displays."[236] Minutes from the board meeting after the preview noted that "the response from visitors as well as the volunteer staff was enthusiastic." In addition to garnering interest and publicity for the site, the board collected $68.44 in donations.[237] Based on this success, the board immediately planned a second open weekend at the fort in early April, which brought in 500 visitors.[238]

Additional furniture and exhibits were on display in April, but the displays remained temporary. While Fort Scottians continued to acquire additional artifacts for all of the restored structures, the advisory board acknowledged that it was "firmly committed to proceeding on a first-class basis in every phase of the historic site's operation, from staffing to money-raising projects, to collection of furniture for the buildings."[239] As a testament to the dedication of the citizenry, the *Fort Scott Tribune* noted that as of April 1975, an "association of more than 200 members" assisted with fort-related activities.[240]

To guide the acquisition of furnishings, the NPS contracted Sally Ketcham of Omaha, Nebraska, to compile furnishing plans for a number of fort buildings. Her reports, drafted between 1973 and 1980, covered Officers' Quarters No. 1 (HS-1), Dragoon Barracks (HS-5), the Hospital (HS-8), the Guardhouse (HS-9), Dragoon Stables (HS-10), Headquarters (HS-11), the Quartermaster Storehouse (HS-12), the Post Bakery (HS-14), and the Powder Magazine (HS-17). The plans detailed the historic uses of the buildings, and in some cases, the history of the occupants, such as the furnishing plan for Officers' Quarters No. 1 (HS-1).[241] In the reports, Ketcham provided suggestions for furnishings together with floor plans and cost estimates. She concluded with guidelines for the installation, maintenance, and protection of the furnishings within the historic structures.[242]

As the spring previews gave way to the 1975 summer tourist season, NPS staff, Mayor John Baker, and members of the advisory board met to discuss the future operation of the most recently restored portions of the site. Historical Architect Vance Kaminski, of the Midwest Regional Office's

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[236] "Hospital a tourist lure," *Fort Scott Tribune*, no date, File: [no title], Park Archives, Fort Scott NHS; "Old hospital open for preview," *Fort Scott Tribune*, March 20, 1975, File: [no title], Park Archives, Fort Scott NHS.

[237] Minutes of the Governing Board of the Old Fort, March 25, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS.

[238] Minutes of the Governing Board of the Old Fort, March 25, 1975, File: Old Fort Board Meetings, Park Archives, Fort Scott NHS; "Fort Scott history a topic," *Fort Scott Tribune*, April 7, 1975, File: [no title], Park Archives, Fort Scott NHS.

[239] "Hospital tour adventure," *Fort Scott Tribune*, April 3, 1975, File: [no title], Park Archives, Fort Scott NHS.

[240] "Fort Scott history a topic," *Fort Scott Tribune*, April 7, 1975, File: [no title], Park Archives, Fort Scott NHS.

[241] Sally Johnson Ketcham, "Officers' Quarters No. 1, Fort Scott, Kansas, Furnishing Plan, Section D," February 1973, 1-5, available at Fort Scott NHS.

[242] Copies of all furnishing plans are available at Fort Scott NHS.

Professional Services staff, recorded, "Mayor Baker stated publicly that his park and recreation budget would not allow full-time operation of the fort," but he authorized oversight by a city representative "if he could get some volunteer help."[243] Grace Moore, president of the Historic Preservation Association of Bourbon County (HPA), recalled the moment vividly:

> They looked right at me and I thought, "Oh dear, can we do it?" It was a great big thing. But . . . we always had big meetings and they [the membership] said we could, so we said alright, we'll try. So that's how we [the HPA] got involved in the Fort.[244]

Although operation of the entire site would have to await the completion of construction, "the citizens definitely have developed a 'Head of Steam,' and can see the merits of interim operation, in terms of tourism."[245]

On May 31, 1975, the historic fort opened to the public seven days a week, and it would remain open through October. Initial operating hours ran from 10 a.m. to 5 p.m. Monday through Saturday and noon to 5 p.m. on Sunday. A city employee held the responsibility for opening and closing the fort and raising the flags, but otherwise, volunteers conducted the daily operation of Fort Scott Historic Site.[246] Those volunteers ranged from retirees to students, who wore period costumes, presented slide shows, and conducted tours of the fort grounds. Other volunteers staffed a souvenir stand, all proceeds of which went toward the future purchase of additional furnishings and artifacts for the site.[247]

Congressman Skubitz visited the site with NPS personnel in August. Skubitz remarked, "The soul of Fort Scott is coming back." While impressed with the exhibits constructed by the governing board, he was less pleased with the landscaping and offered suggestions to beautify the grounds, along with the potential construction of bunkers with cannon.[248] Regional Historical Architect Vance Kaminski later recounted his tour of the grounds with Skubitz, noting that he realized that the NPS could not construct buildings without adequate support. Instead, he suggested to the congressman

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[243] Historical Architect, Professional Services, to Regional Director, Midwest Region, March 30, 1975, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[244] Moore interview, 14.

[245] Historical Architect, Professional Services, to Regional Director, Midwest Region, March 30, 1975, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[246] "Old Fort will open today," *The Morning Sun* (Pittsburg, Kansas), May 31, 1975, File: [no title], Park Archives, Fort Scott NHS.

[247] "Fort Scott Past Restored for Present," *Kansas City Star*, September 2, 1976, File: [no title], Park Archives, Fort Scott NHS.

[248] "Skubitz suggests fort additions," *Fort Scott Tribune*, August 6, 1975, File: [no title], Park Archives, Fort Scott NHS.

that the NPS would construct the ground outlines called for in the master plan, place a plaque describing the building, and then let people imagine what it was like in the past. "Fortunately for me," Kaminski remembered, "Joe bought my ideas."[249] Although Skubitz's own ideas may not have fit with the master plan for site redevelopment, his recognition that much work remained prompted him to seek further appropriations from Congress the following year.[250]

The fort closed for the winter on October 31, 1975. The results of the first season of operations were encouraging. Visitation averaged 1,000 people per month. With that in mind, the advisory board planned to spend the winter months locating and acquiring additional artifacts and furnishings for the fort. The board decided to compile a list of the most desired items, while Grace Moore solicited public support through donations and loans, noting that the assistance was "very important in extending the financial resources of the board."[251] Ambitious plans were in the works for 1976, including an earlier opening date and a bicentennial celebration at the fort.

In January, the city received additional funds from the NPS budget for further construction. Aside from completion of projects in progress, inclusive of the officers' quarters, work was slated to begin for restoration of the Quartermaster Storehouse (HS-12), an entire reconstruction of an Infantry Barracks (HS-7), and marking the ground outlines of numerous structures.[252] Additionally, funds would be used for the furnishing of Officers' Quarters No. 1 (HS-1) and the hospital and the completion of an audio-visual program. In March, Midwest Regional Director Merrill D. Beal detailed the status of work at the site, stating that it was "progressing rapidly toward the completion of the development outlined in the approved Master Plan." He listed future priorities, which would require the disbursement of additional funds already authorized. The first priority was the reconstruction of the Dragoon Barracks (HS-5), while the second was the reconstruction of the Well Canopy (HS-15), the Flagpole (HS-16), Powder Magazine (HS-17), and the complete landscaping of the entire fort site. Beal discounted Skubitz's earlier landscaping suggestions, stating, "There is simply not enough available historical information to accurately reconstruct non-existent buildings" such as the bunkers Skubitz proposed. Beal concluded with recommendations for development outside of the master plan, including fully restoring the interiors of existing structures and furnishing

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249 Vance Kaminski interview by Arnold Schofield, September 22, 1994, San Francisco, California.

250 "Skubitz suggests fort additions," *Fort Scott Tribune*, August 6, 1975, File: [no title], Park Archives, Fort Scott NHS.

251 "Old Fort closes Friday," *Fort Scott Tribune*, October 25, 1975, File: [no title], Park Archives, Fort Scott NHS.

252 "Fort receives construction grants," *Fort Scott Tribune*, January 19, 1976, File: [no title], Park Archives, Fort Scott NHS. The ground outlines included HS-3, HS-6, HS-10, HS-11, and HS-13, as well as landscaping around the outlines. Regional Director, Midwest Region, to Associate Director, Legislation, WASO, March 5, 1976, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

the buildings, but he calculated that approximately $816,000 in additional monies would be needed for such work.[253]

The Second Season

On March 1, 1976, the fort reopened for visitors, operating under the same hourly schedule as the previous year and staffed by volunteers.[254] The advisory board continued its fundraising efforts and expanded the exhibit plan to include five displays, each marking a historic period of the fort, along with one dedicated to artifacts excavated at the site. The work of furnishing the buildings with period pieces was ongoing, but the board used NPS findings and Ketcham's furnishing plans to ensure authenticity. For example, Grace Moore pointed to the revelation in the furnishing plans that Captain Swords led a fairly prosperous life in New York prior to being stationed at Fort Scott. Therefore, the furnishings in his officer's quarters "would be more elaborate than the rest of the buildings, reflecting their wealth."[255]

In May, Midwest Region Historical Architect David Arbogast completed a National Register of Historic Places (NRHP) nomination for "Fort Scott Historic Site."[256] The site had automatically been listed on the NRHP when the register was created upon passage of the National Historic Preservation Act of 1966, due to its National Historic Landmark status. The nomination paperwork was needed to document the historic property under NRHP guidelines, and also to remedy the lack of documentation by the National Historic Landmark program.[257] Kansas State Historic Preservation Officer Nyle H. Miller concurred with the nomination and further certified it for the fort's national level of significance. While just a formality, the Keeper of the National Register approved the nomination for Fort Scott Historic Site on November 1, 1976.[258]

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[253] The specified structures were HS-7, HS-9, HS-12, HS-2, HS-4, and HS-14. Regional Director, Midwest Region, to Associate Director, Legislation, WASO, March 5, 1976, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[254] "Fort reopens," *Fort Scott Tribune*, March 1, 1976, File: [no title], Park Archives, Fort Scott NHS.

[255] "New buildings reflect fort's past," *The Morning Sun*, May 30, 1976, File: [no title], Park Archives, Fort Scott NHS.

[256] David Arbogast, Historical Architect, Midwest Regional Office, "National Register of Historic Places, Inventory – Nomination Form, Fort Scott Historic Site," May 31, 1976, available at <http://pdfhost.focus.nps.gov/docs/NHLS/Text/66000106.pdf> (July 15, 2013).

[257] Ron Cockrell to Emily Greenwald, April 5, 2013, 9.

[258] David Arbogast, Historical Architect, Midwest Regional Office, "National Register of Historic Places, Inventory – Nomination Form, Fort Scott Historic Site," May 31, 1976, 4, available at <http://pdfhost.focus.nps.gov/docs/NHLS/Text/66000106.pdf> (July 15, 2013).



Figure 3.9. Parlor furnishings in Officers' Quarters No. 1 (HS-1).
Source: Fort Scott NHS.

The site's second summer season culminated in a bicentennial celebration on September 3, 1976. The soiree doubled as a keynote ceremony for the fort, with Congressman Skubitz presenting the dedication address. As part of the event, Mayor Baker bestowed upon Skubitz the title of "General of the Fort."[259] John Kawamoto, NPS Associate Regional Director, Office of Planning and Resource Preservation, Midwest Region, delivered remarks on the success of the site to date.[260]

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259 "Fort Scott Past Restored for Present," *Kansas City Star*, September 2, 1976, File: [no title], Park Archives, Fort Scott NHS.

260 "Fort Scott Area Bicentennial Celebration Honoring Historic Fort Scott," September 3, 1976, File: Fort Scott & Bourbon County Historical Society (Folder #1 and Folder #2 enclosed), Park Archives, Fort Scott NHS.

A second successful tourist season ended in October. Over 12,000 people had visited the site during eight months of operation for a monthly average of 1,500. This was an increase of fifty percent over the inaugural year's average. Visitors came from all fifty states and at least sixteen foreign countries. Tourist visits were handled by 525 volunteers who contributed over 3,600 hours of time. The site proved so popular that the board decided to staff the visitor center (in HS-8) five hours a day from Monday through Friday for a number of weeks after the site closed, "to allow interested persons to peruse the gifts at the hospital for the coming Christmas season."[261]

Additional Appropriations

Good news for the fort had come just prior to the close of the season. On October 21, 1976, Congress enacted P.L. 94-578, appropriating an additional $580,000. This increase was the result of Joe Skubitz's commitment to seeing the project through to completion. The latest bill, part of an overall NPS appropriation, increased the ceiling of fort funding to $2,000,000 and provided money to carry reconstruction through fiscal year 1977.[262]

Skubitz's appropriation, inserted into the overall NPS budget, passed the House Committee on Interior and Insular Affairs in May 1976.[263] In August the Senate's companion committee also reported favorably on the bill and recommended its enactment.[264] In September, while the bill—already recommended for approval in both houses—awaited a vote in Congress, NPS Chief Historian Robert M. Utley reflected on the site's actual financial needs in a brief message to Director Gary Everhardt. Utley calculated the amounts authorized for Fort Scott Historic Site, the amount spent, and the balance, compared to projects still to complete under the original master plan. He noted that the government held $923,942 in unappropriated funds for the project overall. Of that, only $102,500 was needed to complete Fort Scott as planned. That left a remainder of $821,442 for the site, with no plans for its expenditure. As Utley wrote, "Perhaps not coincidentally, $816,000 is the estimate for the first priority projects Skubitz asked us about last February. They are all for the interior restoration and furnishing of six of the restored buildings," projects that were not part of the master plan. However, he saw "nothing in the master plan to keep us from interior restoration and furnishing. It is not barred by the master plan, simply not proposed given the funding

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[261] "Fort season ends," *Fort Scott Tribune*, November 4, 1976, File: [no title], Park Archives, Fort Scott NHS.

[262] Act of October 21, 1976 (90 Stat. 2732).

[263] House, *Providing for Increases in Appropriation Ceilings and Boundary Changes in Certain Units of the National Park System, and for other purposes*, 94th Congress, 2d session, 1976, H. Rept. 94-1162, 1.

[264] Senate, *Providing for Increases in Appropriation Ceilings and Boundary Changes in Certain Units of the National Park System, and for other purposes*, 94th Congress, 2d session, 1976, S. Rept. 94-1158, 1.

anticipated in 1967."[265] Skubitz had managed to obtain more money from Congress, even though the master plan work was already fully funded. This had escaped the NPS's notice until Utley took a closer look.

In November, Skubitz met with NPS representatives to discuss future projects at the historic site. Utley reported in December, "Joe had recently visited Fort Scott and had a respectable sheaf of notes detailing projects he thought ought to be undertaken." Utley thought that all but one of Skubitz's proposals were "professionally defensible and within our ability to carry out. Although not explicitly called for in the master plan, they are not inconsistent with it." Skubitz detailed the building restorations and furnishing plans, as well as the reconstruction of stables. The NPS had an issue with the reconstruction of the stables, as there was not enough information for an accurate reconstruction, but Utley thought that monies could be spent on further investigation. Rather than spend nearly $60,000 on a revision to the master plan "simply to validate what Joe wants done," Utley recommended that the NPS "accede to his wishes if not inconsistent with the master plan or acceptable practice."[266]

The parties agreed to have all currently available funds obligated by the end of the calendar year so that Skubitz was better poised to request more funds, if necessary.[267] Early the following year, Acting Regional Director Randall R. Pope wrote, "Restoration and reconstruction have been to NPS standards and the recreated fort is becoming increasingly impressive."[268]

Skubitz continued to be proactive in procuring funds. Anticipating a need for additional money, he submitted a request to the Bicentennial Land Heritage Program—a program created under President Gerald Ford's administration for the improvement of parks and historic sites. Skubitz's request was granted in the amount of $1,328,000. The funds would be used primarily for the interior restoration of the Dragoon Barracks (HS-5), the Quartermaster Storehouse (HS-12), and the Post Bakery (HS-14). Research for the stables was also included in the project list.[269]

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[265] Robert M. Utley to Director Everhardt, September 15, 1976, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[266] Robert M. Utley, Chief, Cultural Resources Management Division, to Director, December 6, 1976, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[267] Robert M. Utley, Chief, Cultural Resources Management Division, to Director, December 6, 1976, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[268] Randall R. Pope, Acting Regional Director, to Director, National Park Service, January 19, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[269] Randall R. Pope, Acting Regional Director, to Director, National Park Service, January 19, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

Skubitz later reflected on his efforts at securing funding for the fort. He noted that his initial appropriation was deliberately kept below $1 million, "to make it 'peanuts'."[270] After that, Skubitz acknowledged, the key was the amount of money requested. "[W]e never asked," he recalled, "for a lot of money at any one time," and instead requested appropriations as site development progressed. Describing his strategy, Skubitz explained how he approached appropriations committees,

> Now we've got this building, it's going to be completed. We've stayed within our funding on this. We've got some to start this one here and we're going to need so much for this one. We don't want any more except till this building's finished.[271]

Skubitz concluded, "And so we kept presenting one at a time before going back for more money. . . . That's the way we got it built."[272]

A Site Manager: Harry Myers

In 1977, interpretive activities at the fort expanded. Professor Dudley Cornish, who had been instrumental in gaining initial federal recognition for the site, joined the governing board, bringing with him plans for living history interpretation at the site. Three of Cornish's graduate students volunteered to assist him in establishing the program, appearing in period uniform at a dinner announcing the plan. They created workshops in March to instruct volunteers, focusing on military procedures and the life of women at the frontier post. In presenting the project, Cornish noted his intent to fulfill part of the interpretive aspect of the master plan, which stated, "Without interpretation, the restoration will be dead."[273]

Apart from the city-hired security guards, who patrolled the grounds in the off-hours, the site was staffed by volunteers. An important change occurred at the end of 1977, when the city hired Harry Myers, who had recently graduated from Western Illinois University, as the site's full-time manager. Myers' responsibilities included "short and long-range planning, and programming and development for day-to-day operations," along with supervision of the staff. As a benefit of the job,

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[270] Congressman Joe Skubitz interview by Arnold Schofield, June 11, 1987, Wichita, Kansas, transcribed by William Fischer, Fort Scott NHS, 16.

[271] Skubitz interview, 18.

[272] Skubitz interview, 18–19.

[273] "'Living history' to highlight fort," unknown publication, January 19, 1977, File: [loose pages], Park Archives, Fort Scott NHS; "City prepares for fort opening," *Fort Scott Tribune*, February 14, 1977, File: 1977, Park Archives, Fort Scott NHS.

Myers was provided with on-site housing in the western half of Officers' Quarters No. 1. The housing later became the park's administrative offices.[274]

To assist Myers with development planning, the city hired a contractor to prepare a "Visitor Use & Interpretive Planning Report." Both the NPS and the governing board reviewed the document and provided comments before its final submittal in summer 1977. Suggestions included diversifying programs into varying lengths to cater to tourist demand, better development of building-specific interpretation, development of the new living history demonstrations, tour routes of the fort, and increased promotion of the site in general.[275]

As the focus of fort activities transitioned from restoration to visitor services and maintenance, the city of Fort Scott began planning for management of the site without federal funds. Its prospects seemed grim in a period of economic downturn and high inflation that became known as "stagflation." The city's budget in 1975 had not been sufficient to maintain full-time operation of the historic site, and little changed in the next two years. The NPS estimated that, once fully restored, the site would cost $211,000 annually for operations. In 1977, the city council passed a levy for close to $45,000 per year for the fort, well short of the predicted annual cost.[276] Both the National Park Service and the city itself were skeptical about the community's ability to maintain the fort to NPS standards.

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[274] "Old Fort manager now goal-oriented," *Fort Scott Tribune*, January 28, 1978, File: [no title], Park Archives, Fort Scott NHS; "New fort director works to increase promotions," *The Morning Sun*, April 1, 1978, File: 1978, Park Archives, Fort Scott NHS.

[275] "Fort Scott Kansas: Visitor Use & Interpretive Planning Report," Edwin C. Alberts, Interpretive Consulting Service, June 3, 1977, File: [loose pages], Park Archives, Fort Scott NHS.

[276] Acting Regional Director, Midwest Region, to Director, National Park Service, November 1977, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

Chapter 4. Under New Management: National Park Service Administration of Fort Scott, 1977-1988

Facing the City's Limits

By the close of 1976, with funds available for more extensive restoration of the site than originally detailed in the 1967 master plan, both the city of Fort Scott and the National Park Service (NPS) began to question whether the city was capable of operating the site. Details such as staffing, the quality of interpretation, maintenance, and funding for operations were all scrutinized. It became increasingly clear that the city faced significant obstacles in its planned management of the site, leading everyone involved to consider other administrative options.

Acting Midwest Regional Director Randall R. Pope summarized NPS concerns in a January 1977 memorandum to NPS Director Gary E. Everhardt: "It has become obvious that the real problem is that a community the size of Fort Scott—less than 9,000 people—simply lacks the resources and tax base to operate and maintain a historic site of this size and quality." Pope illustrated his point with observations made throughout the preceding year. For example, during a tour of the site, an NPS Historical Architect "noted that deterioration was showing up on several completed buildings." The NPS had already provided the city with recommendations for regular maintenance, but, Pope reported, "nothing had been done." Further, transplanted trees and even grassy lawns had died due to inadequate watering. Pope stated that city crews maintained the site, but in his view they had "little time or appreciation for the needs of the historic facility."[277]

Pope further commented on the deteriorating condition of interpretive signs "due to broken moisture seals" and a general lack of consistency in interpretation among the nearly sixty volunteers in any given month. Promotion suffered as well—the state highway department ordered the removal of a billboard advertising the site and nothing replaced it. In short, Pope explained, "the problems are just beginning and already local resources are being strained." To solve the problems, he

[277] Randall R. Pope, Acting Regional Director, Midwest Region, to Director, National Park Service, January 19, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

suggested that the state or the NPS administer the site, rather than the city. He concluded, "We feel the time has come for the Service to consider these alternatives and any others which would protect the taxpayer's investment and provide for appropriate use."[278]

The same sentiment was prevalent within the community. Rowena Cochran, chairwoman of the Old Fort Governing Board in 1977, recalled that "[i]t was apparent to the board that the upkeep of the fort was something that the city could not handle."[279] Further, former Fort Scott Mayor Frank Doherty stated,

> we just knew that we, as a little town like Fort Scott, couldn't adequately carry on what needed to be done. The preservation, the maintenance, the upkeep, would be something that would be just too burdensome.[280]

Judge Harry Fisher summarized the situation: "it got to a place where it got too big for Fort Scott to handle . . . both in management and cost," and, he added, "the taxes."[281]

Responding to Pope's January memorandum, NPS Director Gary Everhardt observed, "It is a depressing situation and I agree that the time has come for some hard decisions on that site and our role there." While he recognized the national significance of the fort, he said that the NPS would consider administration of the site "only if there are no other real alternatives." He advised Pope,

> Since it is becoming apparent that the Fort Scott community cannot muster the resources to manage the site, I suggest that you explore the possibility of regional or state management, even with our participation and with some Federal financial assistance. After this has been done, let us meet with Congressman Skubitz and present whatever alternatives are developed and our recommendations.[282]

Finally, he reminded Pope that as long as the NPS was involved at Fort Scott, the site had to be operated according to NPS standards.[283]

Pope proceeded to investigate the options. He met with representatives of the Kansas State Historical Society, who were interested in having the state participate in administration of the site.

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[278] Randall R. Pope, Acting Regional Director, Midwest Region, to Director, National Park Service, January 19, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[279] Rowena Cochran interview by Arnold Schofield, no date.

[280] Mayor Frank J. Doherty interview by Arnold Schofield, August 21, 1986, Fort Scott, Kansas, transcribed by William Fischer, Fort Scott NHS, 10.

[281] Judge Harry W. Fisher interview by Arnold Schofield, August 6, 1985, Fort Scott, Kansas, transcribed by William Fischer, Fort Scott NHS, 12–13.

[282] Director to Regional Director, Midwest Region, March 25, 1977, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[283] Director to Regional Director, Midwest Region, March 25, 1977, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

But they also expressed concerns that "state funding for the society had been meager, and there seems little doubt some federal funds for operating expenses would be necessary under any circumstances." Pope also met with city officials, including City Manager Jim Allen. Allen was seeking $250,000 for the annual operation of the fort, but thus far, the city had only acted to institute a $45,000 levy. Pope found Allen's goal of the larger amount "if not totally unrealistic, extremely optimistic."[284]

In his report to the director, Pope reiterated his ongoing concern about the "maintenance and security of the excellent historical restorations financed by federal tax dollars." He advised against bringing in a private entity to administer the site, which the state historical society had proposed. He thought the site was too valuable to lose to a commercial enterprise:

> It is not generally realized, but as a result of the generous appropriations over the past several years and planning and construction oversight by the National Park Service, Fort Scott will be an excellent and quite complete reconstruction. It is more impressive than many areas presently in the National Park System.[285]

Park Historian Arnold Schofield later echoed this sentiment when he reflected,

> In the beginning, when the 1967 Master Plan delineated the Fort, it indicated that many buildings were not to be reconstructed. If the ultimate project had stayed at that level, where there were one or two buildings and it was an open park with foundations outlined, it might have been possible for the city to maintain or manage that.[286]

But the development of the historic site had exceeded nearly everyone's expectations, except perhaps Congressman Skubitz. While it was a positive turn of events, it led to the realization that new options for the administration of Fort Scott were needed.

Alternative Solutions

Acting at the urging of the NPS Office of Legislation, the regional office devised four alternative solutions to the Fort Scott problem.[287] Regional Director Merrill D. Beal used budgets for Fort

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[284] Randall R. Pope, Acting Regional Director, to Director, National Park Service, November 28, 1977, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[285] Randall R. Pope, Acting Regional Director, to Director, National Park Service, November 28, 1977, File: Admin History: Material from WASO AWS 1994 Trip, Park Archives, Fort Scott NHS.

[286] Robert M. Utley interview by Arnold Schofield, September 21, 1994, Grand Teton National Park, Wyoming, transcribed by William Fischer, Fort Scott NHS, 18.

[287] Richard C. Curry, Chief, Office of Legislation, to Regional Director, Midwest Region, December 29, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

Larned National Historic Site (NHS) to estimate operational costs for Fort Scott. At a minimum level of service for 1978, the site would cost at least $75,000; at a "normal" operating level, this figure increased to $126,000. Upon completion of construction, the figures were estimated at $177,000 for minimal operations and $211,000 for a normal level.[288]

Based upon those estimates, the alternatives were limited. First was city ownership and operation of the site with a reversionary clause. Beal noted that over $3 million in taxpayer funds would be invested in the historic site by the end of restoration. If the city of Fort Scott failed to operate the site at NPS standards, reversion to the federal government would "protect this investment," preventing the possibility of a privately-owned interest profiting from federal dollars.[289]

A second alternative was NPS operation of the site. Beal explained, "If local management is unlikely to succeed, then a good case can be made for the National Park Service taking over the operation at a point where maintenance problems have not accumulated and when operation are in the organizational stage." Plus, NPS administration would still provide the city with its desired historic site, "without the problems, the uncertainties and the costs." Alternative three was for the state to assume operation of the site, while option four was no action. Of the latter, Beal remarked, "We do not believe a prudent person can weigh the factors involved at Fort Scott and opt for this alternative."[290]

Beal thought the choice was clear: "[T]he most conservative solution, in terms of assuring protection of the resource and providing quality interpretation, would be NPS operation." Beal believed that the other parties would agree.[291]

Indeed they did, along with Congressman Skubitz and Kansas Senators Bob Dole and James Pearson. Although all preferred administration of Fort Scott Historic Site by the NPS, an act of Congress was required to make it happen, and that would take time. Skubitz was already busy trying to secure additional funding for fort projects. His supplemental appropriation of $750,000, tacked onto a bill establishing the Chattahoochee River National Recreation Area in Georgia, passed

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[288] Merrill D. Beal, Regional Director, to Chief, Office of Legislation, December 30, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[289] Merrill D. Beal, Regional Director, to Chief, Office of Legislation, December 30, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[290] Merrill D. Beal, Regional Director, to Chief, Office of Legislation, December 30, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[291] Merrill D. Beal, Regional Director, to Chief, Office of Legislation, December 30, 1977, File: Legislative History of FS, Park Archives, Fort Scott NHS.

August 15, 1978, bringing Skubitz's total acquisition of federal funding to approximately $3.5 million since the project had started.[292]

Transfer to the National Park Service

Congressional action to place the site under federal control occurred quickly and without controversy. In early August, Skubitz introduced H.R. 13797, a bill "to authorize the Secretary of the Interior to accept the donation of certain historic lands and structures in Fort Scott, Kansas, and to administer them as a national historic site."[293] On August 18, Senator Bob Dole introduced a companion measure in the Senate.[294]

On September 20, the Office of the Secretary of the Interior affirmed its support of the bill, further noting that "[t]he Office of Management and Budget has advised that there is no objection to the presentation of this report from the standpoint of the Administration's program."[295] The Committee on Interior and Insular Affairs likewise concurred, stating, "Although the enactment of H.R. 13797 may result in some Federal outlays not currently being made, the amounts involved are so nominal as to be insignificant in terms of the total economy." By voice vote, the committee recommended that the House enact the bill.[296] On September 29, the bill passed the House, and five days later it received a favorable vote in the Senate. President Jimmy Carter signed the bill into law on October 19, 1978 (Public Law 95-484, 92 Stat. 1610), officially designating Fort Scott Historic Site as a unit of the National Park System.[297] The old fort that had been reclaimed from obscurity and urban development would henceforth be known as Fort Scott National Historic Site (NHS). Curiously, Congress duplicated the text of the October 19 Fort Scott NHS authorization and inserted it as Title XII in the massive catch-all National Park System 95th Congress Omnibus, otherwise known by the shorter title of National Parks and Recreation Act of 1978 (Public Law

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[292] Act of August 15, 1978 (92 Stat. 474); Ira J. Hutchinson, Acting Director, National Park Service, to Legislative Counsel, September 8, 1978, 5, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[293] House, *Authorizing Establishment of the Fort Scott National Historic Site, Kansas, and for Other Purposes*, 95th Congress, 2d session, 1978, H. Rept. 95-1644, 1.

[294] Ira J. Hutchinson, Acting Director, National Park Service, to Legislative Counsel, September 8, 1978, 7, File: Legislative History of FS, Park Archives, Fort Scott NHS.

[295] Bob Herbst, Assistant Secretary, to Morris K. Udall, Chairman, Committee on Interior and Insular Affairs, September 20, 1978 File: [loose pages], Park Archives, Fort Scott NHS.

[296] House, *Authorizing Establishment of the Fort Scott National Historic Site, Kansas, and for Other Purposes*, 95th Congress, 2d session, 1978, H. Rept. 95-1644, 4.

[297] Act of October 19, 1978 (92 Stat. 1610).

95-625, 92 Stat. 3467). When President Carter signed it on November 10, 1978, Fort Scott National Historic Site received its second congressional authorization in less than a month.[298]



Figure 4.1. Mayor John Baker signs the deed transferring the historic site to NPS.
(Standing left to right: Management Assistant/Acting Superintendent Harry C. Myers; Midwest Regional Director Jimmie L. Dunning; and Midwest Assistant Regional Director, Cooperative Programs, Bill W. Dean.)
Source: "Historic Site Officially Given To Government," *Fort Scott Tribune*, May 19, 1979, Park Archives, Fort Scott NHS.

Over the next seven months, the city and the NPS worked on transferring ownership of the site, as well as its city-owned artifacts, to the NPS. In November, Acting Regional Director James Ryan said that the NPS would "honor all contracts which the city has let and will directly make all

[298] Ron Cockrell to Emily Greenwald, April 5, 2013.

payments on these contracts." As such, additional measures were taken to transfer any remaining funds for development held by the city back to the federal government.[299]

On May 18, 1979, it was official. Mayor Baker signed the deed donating the land and its structures to the NPS (see Figure 4.1).[300] Regional Director Jimmie L. Dunning assured Baker that

> our objective will be to complete the work at Fort Scott Historic Site as expeditiously as possible and to manage the completed facility in a way that will make it a credit to your community and to our Service. The National Park Service is delighted to be a part of your community, and I hope you will always find us good neighbors.[301]

Dunning's assistant, Bill Dean, offered conciliatory praise: "One thing I hope won't be overlooked. . . . The city has made substantial contributions in money and time. . . . You really have a right to be proud."[302]

The NPS held a formal establishment ceremony on November 8, 1979. Offering the welcome speech, and making his first public appearance at the national historic site, was the newly appointed park Superintendent, Glenn O. Clark.[303] His remarks were followed by a keynote address by recently-retired Congressman Joe Skubitz. As the event program noted, Skubitz had sponsored the initial bill to restore the fort in 1965, during his first term. Thus it was fitting that, in his final term, Skubitz sponsored the legislation designating the fort as a national historic site. Fort Scott became the 323rd unit of the National Park Service system.[304]

While the NPS, city officials, and politicians addressed the future administration of Fort Scott NHS, significant historical discoveries were made as restoration and reconstruction continued. In 1978, construction crews removing a modern concrete sidewalk uncovered an original stone pathway. In November, workers uncovered two fireplaces in the former kitchen area of Officers' Quarters No. 2 (HS-2), hidden behind more recent plaster and drywall. Both fireplaces had escaped

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[299] James L. Ryan, Acting Regional Director, to Jim B. Allen, City Manager, November 15, 1978, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

[300] Warranty Deed of Donation, May 18, 1979, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

[301] J. L. Dunning, Regional Director to John S. Baker, Mayor of Fort Scott, May 25, 1979, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS.

[302] "Historic site officially given to government," *Fort Scott Tribune*, May 19, 1979, File: [no title], Park Archives, Fort Scott NHS.

[303] "Fort made official national park," *Fort Scott Tribune*, November 9, 1979, File: K3415 – News Clippings on Fort Scott NHS 1990–1992, Administrative Files, Fort Scott NHS.

[304] Program, "Fort Scott National Historic Site, Kansas, United States Department of the Interior, National Park Service, Formal Establishment," November 8, 1979, File: Fort Scott & Bourbon County Historical Society (Folder #1 and Folder #2 enclosed), Park Archives, Fort Scott NHS.

notice in NPS surveys of the buildings. Commenting on the historical findings, Management Assistant Harry Myers remarked, "Many of the fort buildings are still yielding up little secrets of their past as we rummage around the covered basements and dig in the ground."[305]

Elsewhere at the site, reconstruction of the Dragoon Stables (HS-10) and Barracks (HS-5) continued, while the city subcontracted work for exhibit production and design for both the Infantry (HS-7) and Dragoon Barracks (HS-5).[306] In accordance with legislation, the Lunette Blair blockhouse was moved off site. As the city and NPS neared the official hand-over to the federal government, Myers informed the incoming Superintendent, Glenn Clark, "You will not be coming into any major problems, I think, just getting us more on the NPS track." Myers noted, "all major contracts are let and we should be finished with these in about a year."[307]

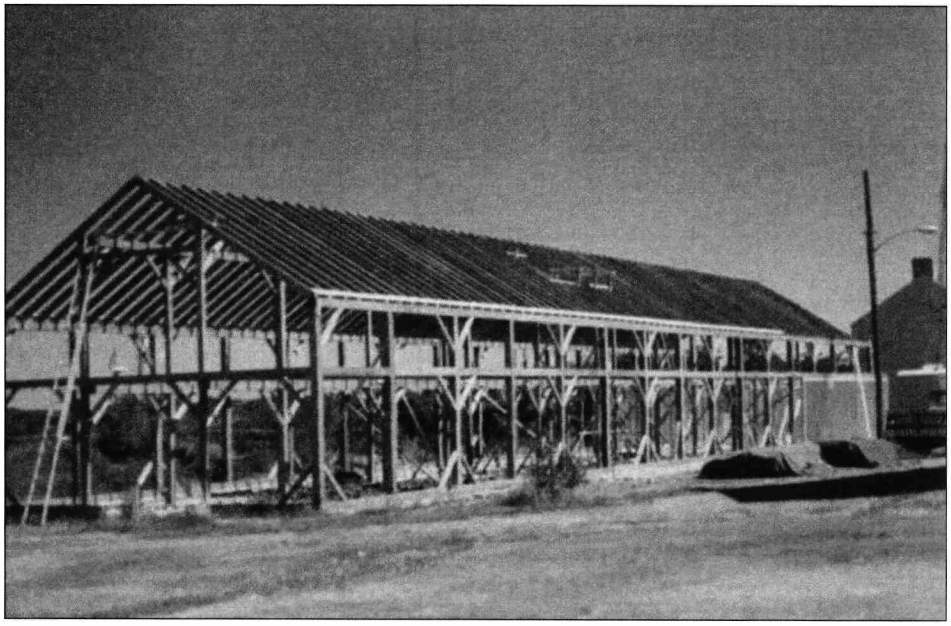


Figure 4.2. Reconstruction of Dragoon Stables (HS-10).
Source: Fort Scott NHS.

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[305] Michael Hosken, "New discoveries at Old Fort," *Fort Scott Tribune*, December 7, 1978, File: 1978, Park Archives, Fort Scott NHS.

[306] Pat McDaniel, "New era beginning for Fort Scott Historic Site," *Fort Scott Tribune*, June 4, 1979, File: 1979 1980, Park Archives, Fort Scott NHS; "Agreement," between Michel Studio and City of Fort Scott, Kansas, September 15, 1978, File: Memos, Personal Items of Alan & Arnold, Park Archives, Fort Scott NHS.

[307] Harry Myers, Management Assistant, to Glenn Clark, September 14, 1979, 3, File: Legislative History of FS, Park Archives, Fort Scott NHS.

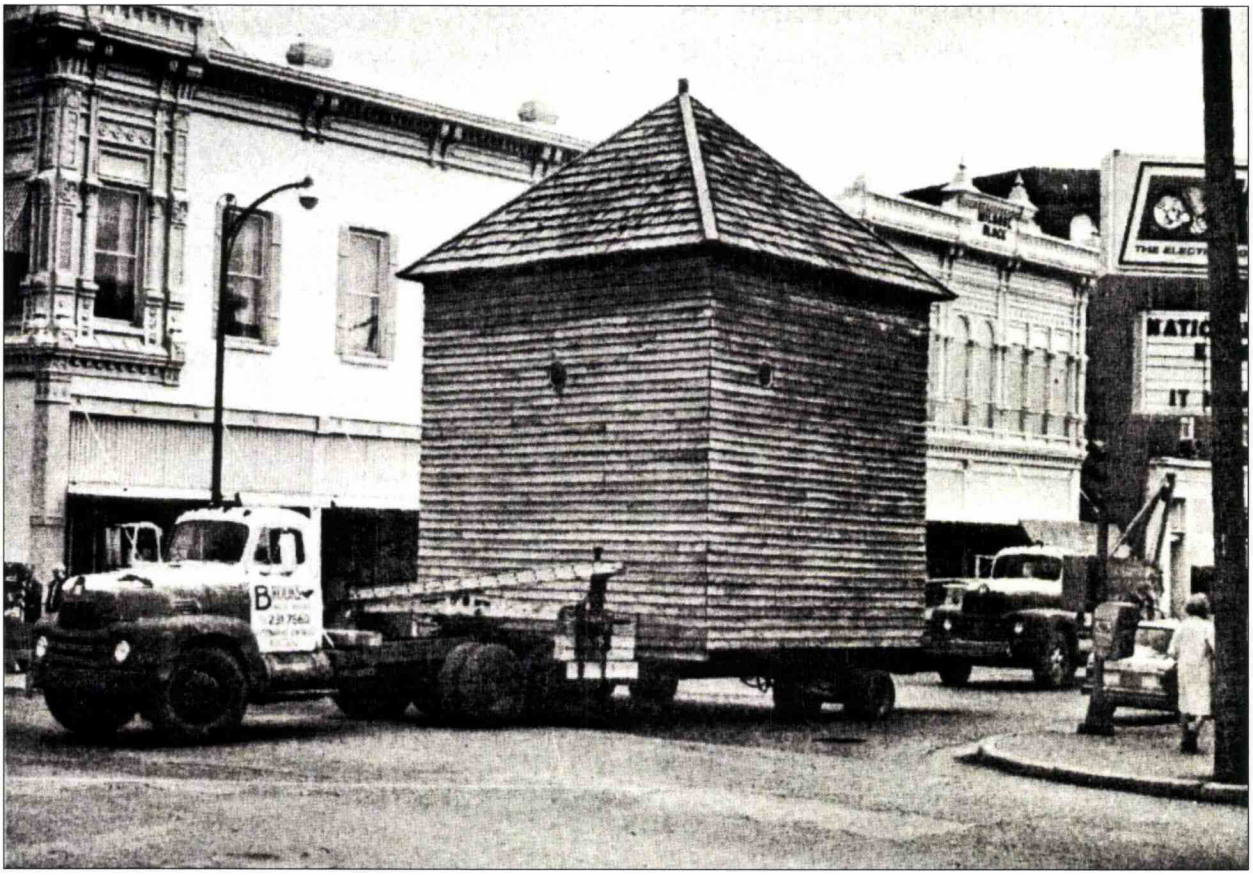


Figure 4.3. Lunette Blair blockhouse at Wall Street and National Avenue, after leaving the national historic site grounds where it had stood since 1923.
Source: "Off to New Home," *Fort Scott Tribune*, March 17, 1979, Park Archives, Fort Scott NHS.

On May 19, 1978, the city of Fort Scott unveiled a modest monument on the Old Fort Boulevard median adjacent to the national historic site, recognizing Congressmen Skubitz and his wife, Mary Jess, for "their helpful assistance in making Fort Scott 'A City With Pride'." The city renamed the strip of land on which the monument rested Skubitz Plaza.[308]

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[308] Program, "Memorial Dedication Honouring United States Congressman Joe Skubitz and Mrs. Skubitz (Jess)," Fort Scott, Kansas, May 19, 1978, File: Fort Scott & Bourbon County Historical Society (Folder #1 and Folder #2 enclosed), Park Archives, Fort Scott NHS.

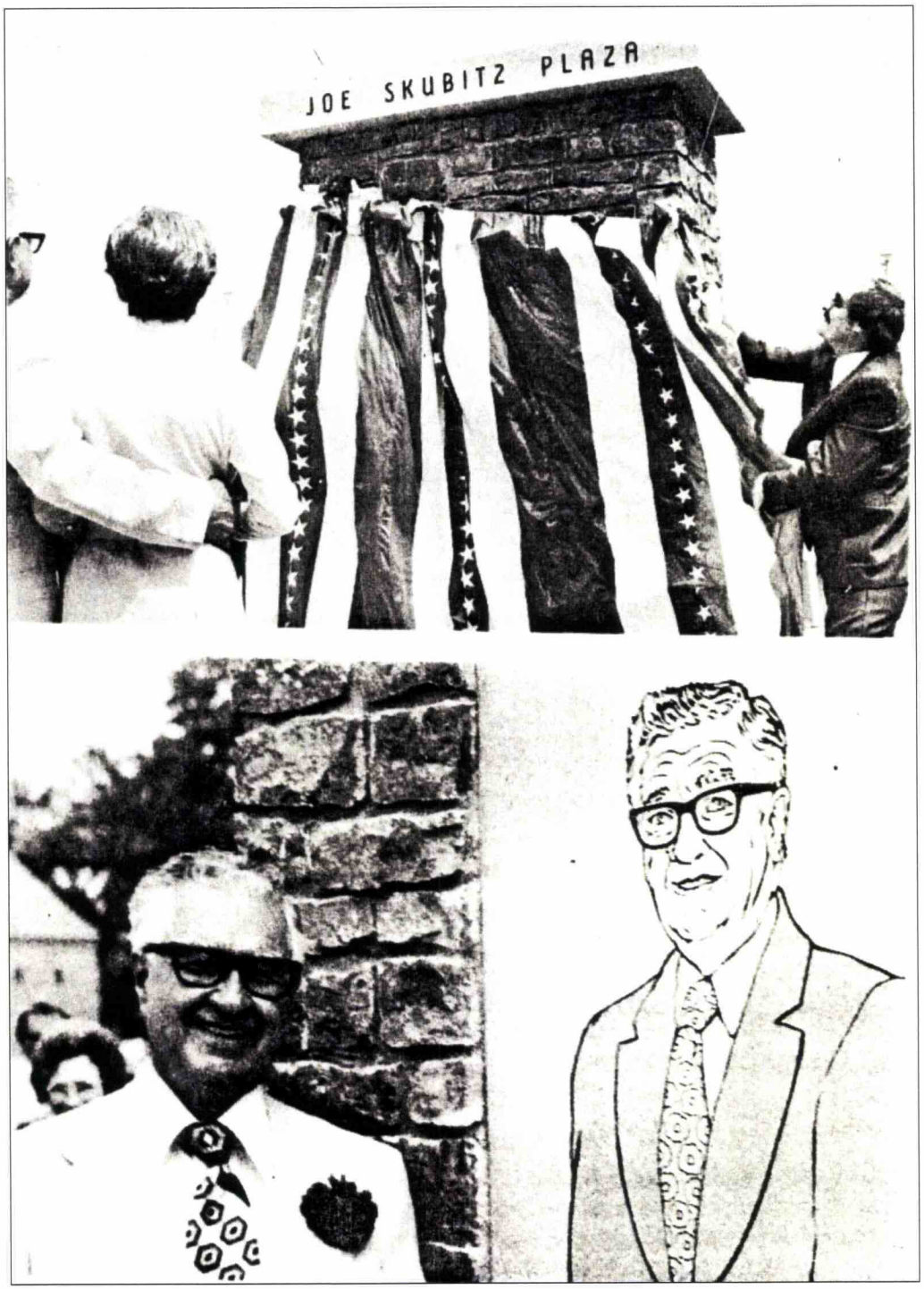


Figure 4.4. Skubitz Memorial Dedication Ceremony.
Source: *Fort Scott Tribune*, May 22, 1978, Park Archives, Fort Scott NHS.

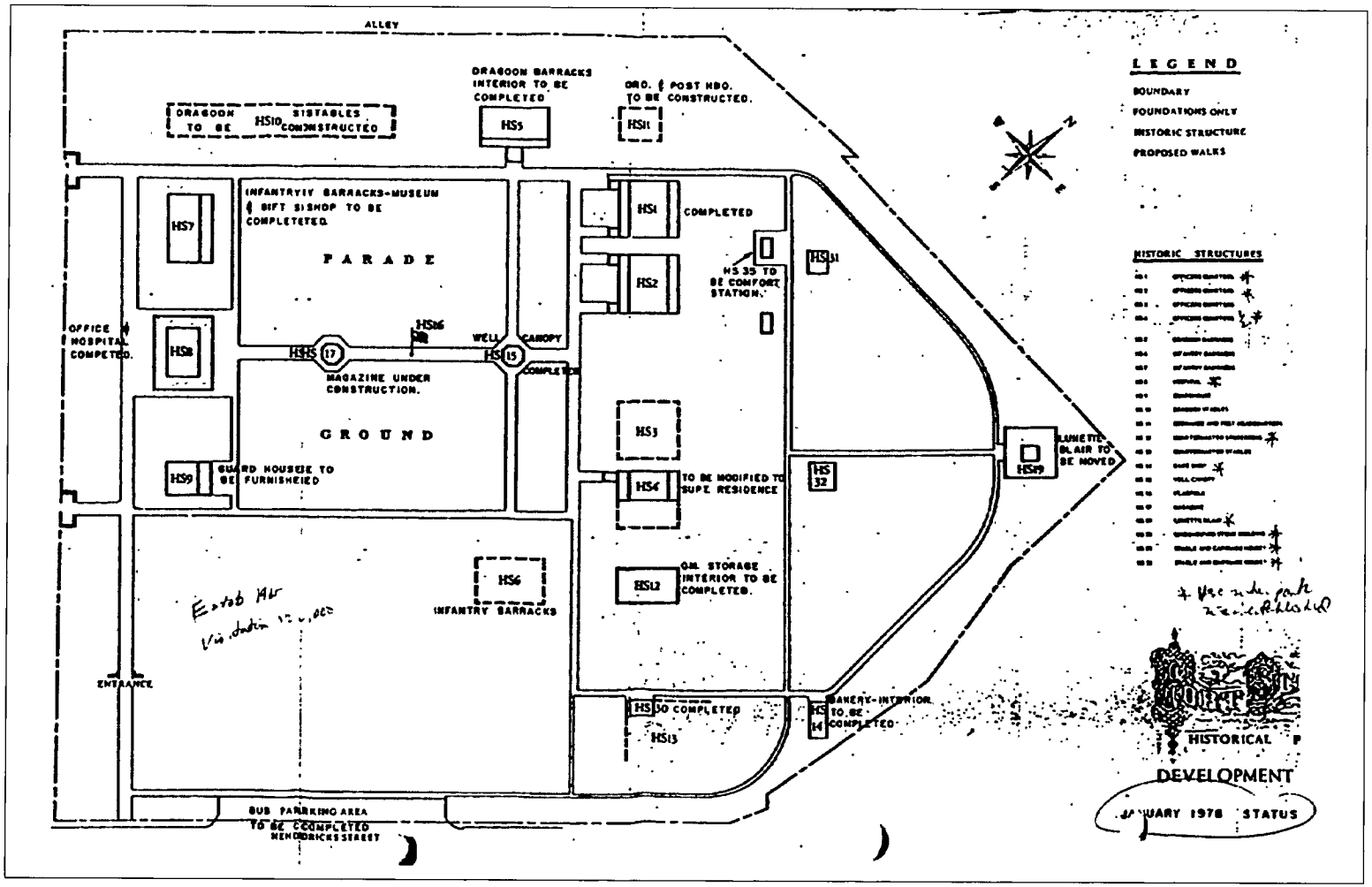


Figure 4.5. Fort Scott Ground Plan at the time of NPS transfer (1978).
Source: Park Archives, Fort Scott NHS.

Superintendent Glenn Clark

Glenn Clark assumed management of the site in October 1979. Harry Myers, who had served as Acting Superintendent of the site from NPS acquisition through Clark's arrival, accepted a transfer to the Midwest Regional Office as a program analyst in the budget and finance division.[309] At the time of Clark's arrival, the site consisted of nineteen completed structures, with contracts for additional renovations and museum exhibits in the works. Clark recalled that when he first saw the fort "it was partially a construction site."[310] Due to the deteriorating state of some of the buildings, Clark prioritized a cyclical maintenance program to bring the buildings' conditions back to NPS standards. He also sought to expand educational programs at the site, including additional historical research "to establish an accurate base for interpretation."[311]

Upon his arrival, Clark assumed a staff of four employees: two guards, Andrew Rea and Douglas Culp—who immediately became employees of the federal government with the transfer of the site—and two employees hired by Myers, Harley Goff in maintenance and Mary Beth Younggren (McClure) as an administrative clerk.[312] Recognizing that much work lay ahead, and emboldened with an increased budget, Clark immediately bulked up the staff, hiring two full-time and seven permanent part-time employees, including a historian and maintenance crew. Clark planned to bolster the staff in the coming year with eight seasonal employees—five in interpretation, two in maintenance, and an additional individual in administration. Among Clark's new permanent hires was Arnold Schofield, as the Chief of Interpretation, along with Randy Kane and Don Wollenhaupt, who rounded out the interpretive staff.[313] Additionally, Clark hired Jim Carlton as the site's first Chief of Maintenance and Mike Younggren as a seasonal laborer (Mike Younggren would ultimately serve for thirty years at the site, retiring as the park's first, and only, carpenter).[314] Clark's annual report for 1979 declared, "The future of Fort Scott National Historic Site is secure." The challenge

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309 Michael Hosken, "Myers leaves Fort, thanking townspeople," *Fort Scott Tribune*, November 29, 1979, File: 1979 1980, Park Archives, Fort Scott NHS.

310 Glenn Clark telephone interview by Joshua Pollarine, July 19, 2012.

311 Annual Report, CY 1979, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

312 Mary Beth McClure telephone interview by Joshua Pollarine, July 2, 2013.

313 Dalene Abner, "Historian added to Old Fort staff," *Fort Scott Tribune*, February 13, 1980, File: Press Releases and Corresponding News Clippings, 1979–1980, Administrative Files, Fort Scott NHS. Schofield later became the site historian.

314 Mary Beth McClure telephone interview by Joshua Pollarine, July 2, 2013; Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012.

ahead, however, was "to provide the resources and to preserve and manage this valuable Site and make it available for public education and enjoyment."[315]

The following year began inauspiciously. In February, a fire erupted on the second floor of the Dragoon Barracks (HS-5). Smoke and heat caused some damage, but the building suffered little structural harm. Clark provided an early estimate of at least $10,000 for repairs.[316] Despite the temporary setback, maintenance and restoration of the site proceeded. Among the projects, crews completed the removal of stairs from the front of the Hospital (HS-8) to restore the building to its original appearance.[317]

During 1980, nine of seventeen contracts closed, including work on seven structures.[318] The NPS also reached its staffing ceiling of four permanent full-time and six permanent part-time employees, while nine seasonal employees spent the summer months working at the fort.[319] Supplementing paid staff, the NPS used its Volunteers in Parks (VIP) program to create a structured volunteer force of "seven to ten committed individuals" at the fort.[320]

Superintendent Clark made early efforts at outreach, laying the groundwork for lasting ties between the NPS and the community. Clark helped form the Friends of Fort Scott community partnership and was named a lifetime founding member of the organization. The goals of the group included raising funds "to promote the historical, cultural, and recreational resources" of the historic site. In his 1980 annual report, Clark noted that the organization "benefits the Site a great deal through free publicity and cooperative effort with the community." Beyond being involved in a community organization, staff promoted the fort through radio, television, and local and regional print sources. The publicity seemed to pay off. At the end of its first year of NPS operation, Fort

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[315] Annual Report, CY 1979, Fort Scott National Historic Site, no date, 1–3, File: A 2621, Administrative Files, Fort Scott NHS.

[316] "Fire at Old Fort puzzles officials," *Fort Scott Tribune*, February 14, 1980, File: 1979 1980, Park Archives, Fort Scott NHS.

[317] Annual Report, CY 1980, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

[318] Annual Report, CY 1980, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

[319] Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012.

[320] Annual Report, CY 1980, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

Scott NHS had recorded a nearly 200 percent growth in visitors from 1979, totaling 37,125 individuals.[321]

Another important partnership began in 1980 between NPS and the Southwest Parks and Monument Association (SPMA). The NPS and SPMA worked together to establish a bookstore at the site, offering titles on the "military, cultural, and natural histories of the area." On May 3, 1980, the SPMA-operated store opened for business. Further plans for the partnership included an expanded gift shop offering souvenir prints and reproductions of items relevant to the fort's history.[322] Over time, the SPMA would use proceeds from the bookstore to acquire items for the national historic site requested by the superintendent, to sponsor research trips for the site's Historian, and to help fund volunteer recognition events.[323]

The support provided by the SPMA garnered the organization recognition by the NPS as Fort Scott National Historic Site's "official Cooperating Association." The designation afforded the SPMA authorization "to use such Government-owned office and storage space as its reasonable needs require." Further, Midwest Regional Director Charles H. Odegaard authorized government personnel "to spend such official time in managing Association functions as is deemed necessary by the Superintendent, consistent with their other assigned duties."[324] The partnership continued into the next millennium.[325]

In 1981, the site passed the 50,000-visitor mark—a forty-three percent surge over the prior year. The NPS initiated new interpretive activities and special events that year, including demonstrations of historical weapons, a Civil War encampment, and a Mountain Man rendezvous. The volunteer force doubled in size to twenty-two, assisting park staff with the expanded interpretive activities.

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[321] Annual Report, CY 1980, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

[322] News Release, "Bookstore Opens," National Park Service, April 29, 1980, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

[323] See, for example, Annual Report, 1987, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

[324] Charles H. Odegaard, Regional Director, Midwest Regional Office, to T. J. Priehs, Executive Director, Southwest Parks and Monument Association, March 25, 1985, File: A42 Correspondence FOSC, Administrative Files, Fort Scott NHS.

[325] In 2002, the Southwest Parks and Monuments Associations was renamed the Western National Parks Association. Western National Parks Association, "Our History," <http://www.wnpa.org/aboutus_history.asp> (July 15, 2013).

Looking forward to 1982, Fort Scott NHS staff hoped to publish a new site brochure and unveil a new audio-visual program.[326]

An Interpretive Prospectus

The NPS also completed a number of planning and management documents during 1981, establishing guidelines and objectives for NPS administration of the site. Technical reports, such as a sign plan and scope of collection statement, were issued along with a cultural resource management report, a statement for management, a statement for interpretation, and an interpretive prospectus.

The interpretive prospectus outlined the objectives and themes Fort Scott NHS staff intended to pursue. The six interpretive objectives were:

1. To convey to the visitors a comprehension of the unsettled international conditions on this continent faced by the United States in the mid 1800's.

2. To interpret the concept of a western frontier as it relates to Indian removal and frontier settlement.

3. To provide visitors with an understanding of the military role in the mid 1800's as it relates to maintaining the western frontier line and enforcing frontier policies.

4. To interpret the role played by Fort Scott –

    . . . during the Fort Scott military years from 1842–1853

    . . . during the civil and political strife of the area from 1853–1861

    . . . during the Civil War

    . . . during the railroad construction years

5. To interpret fort construction, typical garrison life, and operational complexities of Fort Scott between 1842–1853.

6. To interpret restoration and reconstruction activities and procedures.[327]

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[326] Annual Report, CY 1981, Fort Scott National Historic Site, no date, 1, 5, File: A 2621, Administrative Files, Fort Scott NHS.

[327] National Park Service, *Fort Scott National Historic Site Interpretive Prospectus*, approved October 9, 1981, 11, File: Interpretive Prospectus, Administrative Files, Fort Scott NHS.

The identified themes expanded the scope of interpretation beyond that initially proposed in the 1967 master plan to include the fort's important post-frontier history. The NPS invited public comment prior to adopting the plans at the end of the year.[328]

The prospectus identified nine interpretive themes, although the NPS acknowledged that they were not "all-inclusive, but like the frontier, these pages will undoubtedly be revised over time." The themes were as follows:

> Theme 1 – Conflict rises through misunderstanding of, lack of acceptance of, or respect for other people of different persuasions.
>
> Theme 2 – Immigration/emigration, population pressures, depressed economic times, and the hope for a better life, all affected military activities on the western frontier.
>
> Theme 3 – Frontiers, geographical areas specified at any one period of time, never remain permanent.
>
> Theme 4 – Presence of armed force was a necessary factor in the developing trade and settlement of the West.
>
> Theme 5 – Horses provided the highest degree of mobility available in the mid 1800's to exert an effective military presence on the Great Plains.
>
> Theme 6 – Forts were positioned along the line of the frontier at intervals commensurate with adequate speed of communication, satisfactory response time to crises, and sufficient display of military presence.
>
> Theme 7 – Garrison life was usually monotonous, routine, and devoid of stimulating social contacts.
>
> Theme 8 – A broad spectrum of supplies, materials, services, and skills were required to construct and operate a fort on the frontier.
>
> Theme 9 – Western Frontier military forts generally remained effective for only a limited period of time due primarily to the changeable nature of the frontier and of locations requiring military presence.[329]

The NPS wanted visitors to carry away these themes as "souvenirs" of a visit. To that end, staff would consider the program "at least partially successful," if, at the end of a visit they overheard people say "'Gee, I didn't realize that . . .' (finish with any one of the themes)."[330]

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[328] Annual Report, CY 1981, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS; News Release, National Park Service, October 14, 1981, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS; "NPS historic site management plans open for review," *Fort Scott Tribune*, October 21, 1981, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

[329] National Park Service, *Fort Scott National Historic Site Interpretive Prospectus*, approved October 9, 1981, 12–13, File: Interpretive Prospectus, Administrative Files, Fort Scott NHS.

Fort Scott NHS underwent various physical changes during 1981 as well. Recognizing a discrepancy in the original site deed, the city of Fort Scott rescinded 0.14 acres of a commercial building inadvertently included in the donation. The NPS consented to the correction and it was finalized with publication in the Federal Register in 1983, giving Fort Scott NHS its present size of 16.69 acres.[331]

On October 8, 1981, construction crews raised a sixty-foot tall flagpole in the center of the parade ground, designed as a replica of those in use at Army garrisons during the 1840s. It was hewn from two lengths of Douglas fir, with a cross arm just above the center to hold the pieces together. Clark deemed the flagpole the "crowning glory of the Fort Scott restoration."[332] A twenty-foot by ten-foot replica flag with thirty stars, as the national flag looked from 1848 to 1851, flew from the pole. Not only was it integral to the functioning of the original fort, historically providing a visible landmark for frontier soldiers and settlers alike, but it was also the final scheduled reconstruction project at the NHS, closing out nearly twenty years of planning, restoration, and development.[333]

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[330] National Park Service, *Fort Scott National Historic Site Interpretive Prospectus*, approved October 9, 1981, 12, File: Interpretive Prospectus, Administrative Files, Fort Scott NHS.

[331] Glenn O. Clark, Superintendent, to Regional Director, Midwest Region, July 20, 1981, File: L14 – Establishment of Fort Scott NHS, Administrative Files, Fort Scott NHS; National Park Service, "Fort Scott National Historic Site, Kansas; Correction of Boundary Map," *Federal Register*, 48, no. 222 (November 1983): 52131.

[332] Tom Braker, "Old Fort installs flagpole," *Fort Scott Tribune*, October 9, 1981, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

[333] News Release, "Flagpole erected on the parade ground of Fort Scott National Historic Site," National Park Service, October 8, 1981, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.



Figure 4.6. Replica Flagpole (HS-16), just after installation.
Source: Fort Scott NHS.

At the end of 1981, with management and interpretive plans in place, construction at the site complete, and communities ties established, Superintendent Glenn Clark transferred from his position at Fort Scott NHS to Petersburg National Battlefield, Virginia.[334] His parting thought was that Fort Scott NHS, compared to the "construction site" he encountered when he first arrived, "looked like a pretty completed, functioning National Park System site."[335]

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[334] News Release, National Park Service, no date [circa December 1981], File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

[335] Glenn Clark telephone interview by Joshua Pollarine, July 19, 2012.

Superintendent Sheridan Steele

Sheridan Steele began his tenure as Superintendent on April 4, 1982, reinforcing and building upon work that Clark had started. Steele's previous NPS post had been as Management Assistant at Cuyahoga Valley National Recreation Area, where he had been a key citizen participant as director of the Cuyahoga Valley Park Federation which helped develop that urban NPS unit in northeast Ohio. He immediately joined the Friends of Fort Scott and the city's convention and tourism committee. Steele also made a point of involving all staff in setting goals and priorities for the site and sought their advice in determining annual objectives.[336]

During Steele's first year, Fort Scott NHS increased its special events offerings. The site held two Civil War encampments, provided demonstrations of period activities such as making lye soap and apple butter, held a program with American Indian dancers, and participated in the Bourbon County Historic Preservation Association's annual tour of historic homes. A new program that year was the Candlelight Tour held in late autumn on the same weekend as the city's annual homes tour. It was a collaborative effort of the park and the city to draw a larger audience and combine promotional efforts.[337] Candle-lit walkways illuminated the site as visitors toured the grounds and were treated to living history demonstrations highlighting the holiday season at an 1840s frontier military post. It was a resounding success and grew significantly in popularity over the following years, leading the staff to extend the number of nights and eventually to charge a nominal $2.00 fee. Participants bought 900 tickets in 1986.[338]

In 1982, the park joined in the city's inaugural Good Ol' Days celebration, subsequently held every June since. The city offered an "1890 street fair" in its historic downtown, an antique car show, quilt show, "and a myriad other events." Re-enactors provided demonstrations at the fort including live firing of artillery and muskets. The Fort Scott NHS annual report noted that 1982 attendance for the celebration brought "7,475 visitors to the site (our largest weekend visitation on record.)"[339]

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[336] Annual Report, CY 1982, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

[337] Ron Cockrell to Emily Greenwald, April 5, 2013.

[338] Annual Report, 1986, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

[339] Annual Report, CY 1982, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS; "Statement for Management, 1983, Fort Scott National Historic Site," July 18, 1983, 16, File: not labeled, Park Archives, Fort Scott NHS.



Figure 4.7. Living history participants in 2012 Candlelight Tour.
Source: Fort Scott NHS.

The historic weapons demonstrations became a regular component of the site's summer weekend interpretive programming. The site held its pilot program in the summer of 1981, acknowledging that "Fort Scott National Historic Site has the unique opportunity to interpret a previously non-visible period of American Military History through the utilization of a historic weapons firing program."[340] Supervisory Ranger Arnold Schofield, a NPS Certified Black Powder Supervisor, initiated the purchase of historic weapons and developed programs for demonstrations at the park.[341] Fort staff and volunteers fired reproduction small arms and light artillery typical of the dragoon and infantry units stationed at the fort, including U.S. Model 1842 Hall carbines, U.S.

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340 "Statement for Interpretation, 1981," preliminary draft, no date [circa 1981], C-1, File: not labeled, Park Archives, Fort Scott NHS.

341 Later, Park Ranger Galen Ewing obtained NPS black powder supervisor certification. Ewing serves as the supervisor of demonstrations at Fort Scott NHS and as an instructor at the NPS's biannual black powder training sessions. Arnold Schofield to Joshua Pollarine, July 29, 2013.

Model 1836 Martial pistols, infantry muskets, an 1841 Mississippi rifle, and an 1847 Musketoon, as well as artillery that included a mountain howitzer and an 1841 cannon. The demonstrations took place in the open space located between Officers' Quarters No. 2 (HS-2) and Officers' Quarters No. 4 (HS-4).[342] Qualified staff and volunteers had assigned duties, such as artillery crew, small arms, or shoulder arms specialists. For safety, participants wore eye and ear protection and placed a restraining barrier between visitors and demonstrators. By 1987, the historic weapons demonstrations at the fort were "a basic facet of the site interpretive program."[343]



Figure 4.8. Historic weapons demonstration on July 4, 2013.
Source: Fort Scott NHS.

[342] "Statement for Interpretation, 1981," preliminary draft, no date [circa 1981], C-1–C-2, File: not labeled, Park Archives, Fort Scott NHS; Arnold W. Schofield, "Annual Statement for Interpretation and Visitor Services, Fort Scott National Historic Site," January 30, 1987, 45, File: not labeled, Park Archives, Fort Scott NHS.

[343] Arnold W. Schofield, "Annual Statement for Interpretation and Visitor Services, Fort Scott National Historic Site," January 30, 1987, 45, File: not labeled, Park Archives, Fort Scott NHS; Arnold Schofield to Joshua Pollarine, July 29, 2013.

Under Steele's guidance, Fort Scott NHS greatly expanded its interpretive program, shifting the site's emphasis "from the development made (restoration, constructions, furnishings, etc.) to programming and increasing visitor services."[344] NPS staff developed a full schedule of events covering every weekend of the main tourist season from May through October. The staff developed winter programming as well, offering films and lectures on the history of the fort and the area.[345] Speaking to the busy schedule of events, which involved long hours, Ranger Don Wollenhaupt attributed its success to "a very engaging and committed staff. They were very passionate about the story . . . and passionate to really make sure that this site was a viable site—that it was worth being a part of the National Park Service."[346]

In 1983, the newly organized "First U.S. Dragoons," a volunteer group, added to the living history interpretation at the fort.[347] The group raised funds to outfit twenty-five members with authentically reproduced uniforms, while wives and children joined in activities in period costume as well. In order to accommodate the group with a special event at the fort, the Fort Scott staff organized the first annual Dragoon Rendezvous, which "brought mounted troops back to the site for the first time in over 125 years." The inaugural event demonstrated horse drills, military ceremonies, camp cooking, and other activities. The success of this event led to expanded weekends in subsequent years.[348] Superintendent Steele joined the organization shortly after its formation and set an example of staff participation in community and fort events. The Dragoons marched in parades locally and regionally, even taking first place in the 1986 American Royale Parade in Kansas City.[349]

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[344] Annual Report, 1983, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

[345] News Release, "Winter interpretive programs to begin at Fort Scott National Historic Site," National Park Service, December 31, 1986, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS; Annual Report, 1985, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

[346] Don Wollenhaupt telephone interview by Joshua Pollarine, July 20, 2012.

[347] As children aged and interest in perpetuating the group waned, the Dragoons eventually disbanded and donated their uniforms to the fort. At its peak, approximately fifteen volunteers along with their families—that brought the total to thirty to forty people—served in the unit. Arnold Schofield to Joshua Pollarine, July 13, 2013.

[348] Annual Report, 1983, Fort Scott National Historic Site, no date, 2–3, File: A 2621, Administrative Files, Fort Scott NHS.

[349] Annual Report, 1985, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.



FORT SCOTT NATIONAL HISTORIC SITE

Schedule of Activities 1985

★ Open daily 8 a.m. to 5 p.m.—extended hours in the summer.

★ All events are free.

★ For more information:
Write: Fort Scott National Historic Site
Old Fort Blvd.
Fort Scott, KS 66701
Call: (316) 223-0310

★ Fort Scott National Historic Site is a restored frontier military fort (1842-53) including post hospital, guardhouse, dragoon barracks, stables, bakery, officer's quarters, quartermaster's storehouse and powder magazine.

SCHEDULE OF EVENTS 1985

**MAY 4 & 5—HARDTACK & COFFEE: CIVIL WAR ENCAMPMENT: Meet Union Army Soldiers as they set up camp for a weekend of military drills, inspections, pay call, sabre and lance exercises and weapons demonstrations. Visit with ladies of the regiment, officers and army cooks. Special Civil War music program Saturday evening.

**MAY 11 & 12—SPRING FOLKLIFE FESTIVAL: A WEEKEND OF TRADITIONAL ARTS, CRAFTS AND MUSIC: Enjoy bones, banjos and dulcimers along with spinning, weaving, basketmaking, quilting and woodworking skills of the past.

MAY 18 & 19—BLEEDING KANSAS: BUSHWHACKERS, REDLEGS & JAYHAWKERS: Border warfare explodes in Kansas and Missouri between 1854 and 1859. A weekend of regional and local history programs.

MAY 25 & 26—BROTHER AGAINST BROTHER: CIVIL WAR WEST OF THE MISSISSIPPI 1861-1865: Special programs on the battles, campaigns and soldiers of the Civil War.

**JUNE 1 & 2—GOOD OL' DAYS: Enjoy exciting exhibits, traditional music and military demonstrations of the 1840's. The thunder of artillery and crack of rifles will echo across the parade ground.

FRONTIER GARRISON LIFE

WEEKENDS JUNE 8 THROUGH SEPTEMBER 1: *Garrison life includes guided tours, living history demonstrations and special programs depicting the people of an 1840's Frontier Army Fort. People you could meet include the post baker, officer of the day, laundress, post surgeon, stable orderly, quartermaster sergeant, and an officer's wife.*

Routine Weekend Schedule

Saturday		Sunday	
10:30 a.m.	Drill	11:00 a.m.	Guided Tour
11:00 a.m.	Guided Tour	1:30 p.m.	Drill
1:30 p.m.	Drill	2:00 p.m.	Artillery Firing
2:00 p.m.	Weapons Firing	3:00 p.m.	Drill
3:00 p.m.	Drill	3:30 p.m.	Weapons Firing
3:30 p.m.	Weapons Firing	4:00 p.m.	Thematic Program
4:00 p.m.	Thematic Program	5:00 p.m.	Retreat Ceremony
5:00 p.m.	Retreat Ceremony		

Special Theme Weekends

June 8-9:	Recruitment: The First Day
June 22-23:	Family Life of Fort Scott
July 6-7:	Military Holiday
July 20-21:	Crime, Vice & Punishment
Aug. 3-4:	On to Mexico
Aug. 17-18:	Dragoon Escorts & Expeditions
Aug. 31-Sept. 1:	The Quartermaster Department

**SEPTEMBER 7 & 8—DRAGOON RENDEZVOUS: Enjoy a weekend with U.S. Dragoons & Infantry Soldiers in garrison as they demonstrate horse skills, lance and sabre drills, artillery, inspections and mess duty. Traditional music program Saturday evening.

**SEPTEMBER 14 & 15—INDIANS OF THE FRONTIER: A weekend of Indian folklore, arts & crafts, music, dancing and storytelling presented by members of the Osage, Cherokee and other tribes.

SEPTEMBER 21 & 22—PRAIRIE OF THE PAST, PRESENT AND FUTURE: The prairie ecosystem—wildflowers and wildlife of Eastern Kansas. Prairie walks, films and special programs.

**SEPTEMBER 28 & 29—MOUNTAIN MAN RENDEZVOUS: Visit a gathering of Mountain Men and their families. Enjoy trading, tomahawk & knife throwing, rifle demonstrations and camplife. See traditional lodges and open fire cooking.

OCTOBER 5 & 6—HARVEST TIME: Enjoy traditional apple butter boiling, bread baking and beans drying.

**DECEMBER 6 & 7—CHRISTMAS CANDLELIGHT TOUR: Enjoy a visit to the Fort by candlelight. Meet soldiers, laundresses and ladies of the past as they celebrate the holiday season. Guided tours by reservation only.

**Denotes major Special Event

Figure 4.9. A Fort Scott NHS event calendar.
Source: Administrative Files, Fort Scott NHS.

Steele worked hard to promote the site within the National Park System and elsewhere. He joined numerous city committees and organizations, including the Good Ol' Days Steering Committee, the Fort Scott Chamber of Commerce, the Downtown Redevelopment Board, the Rotary Club, the Fort Scott Convention and Tourism Committee, and the Bourbon County Historic Preservation Association, among others.[350]

Recognizing the need for funds beyond what the park received annually through the Department of the Interior's budget, Steele helped organize the Fort Scott Partnership in Preservation in 1984. The goal of the partnership was "to raise money for essential items needed to improve interpretation." Among the items sought were a replica 1850 Army freight wagon ($13,000) and a replica mountain howitzer ($6,000), in addition to furnishings, uniforms for living history volunteers, sabers, pistols, and other items not within the park's budget.

The group's goals were met with unexpected success. Within a year, the organization had raised enough funds for the big-ticket items. The fort purchased the howitzer in 1985, and the custom-built wagon arrived in March 1986.[351]

The Fort Scott Partnership in Preservation's fundraising was so effective that Steele added another significant item to the list of needed interpretive improvements—a 2,080-square-foot multi-purpose room on the top floor of the Infantry Barracks (HS-6).[352] In letters seeking grants, Steele wrote, "The multi-purpose room is our last major hurdle to finish development of the site for visitor



Figure 4.10. Dragoon Sergeant Major Arnold Schofield. Source: Fort Scott NHS.

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350 Annual Report, 1983, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS; Annual Report, 1984, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

351 Annual Report, 1985, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS; Annual Report, 1986, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

352 Annual Report, 1988, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

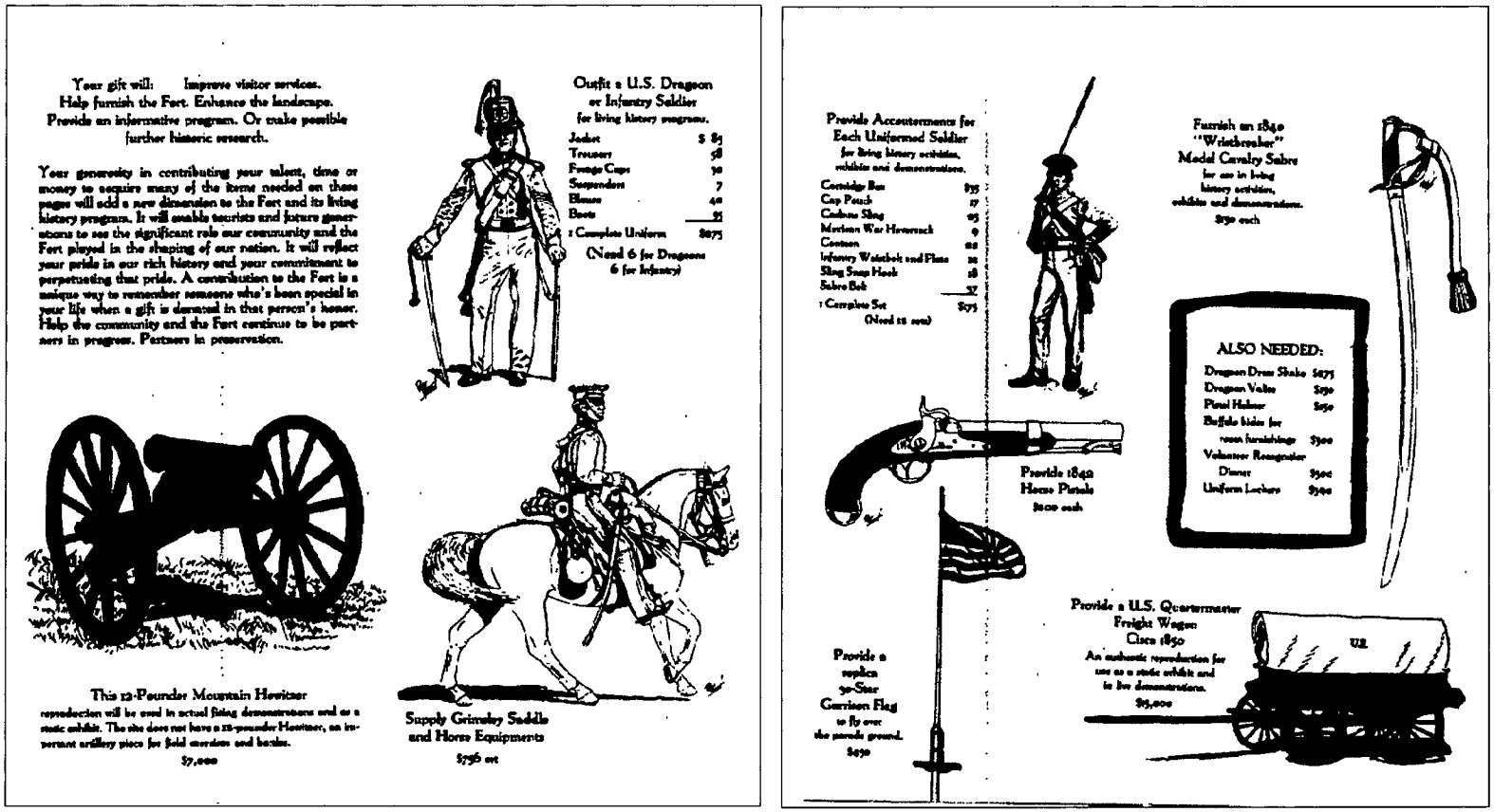


Figure 4.11. Brochure advertising gifts for Fort Scott NHS.
Source: "Fort Scott Partnership in Preservation," Administrative Files, Fort Scott NHS.

enjoyment." It would be used for interpretive demonstrations, school group activities, public seminars, and special events.[353] Schools and private parties contributed generously to the project: Fort Scott Middle School presented Steele with a check for $1,600; the Western Insurance Company agreed to match its employees' contributions, which resulted in a donation of over $8,000; and Lincoln National Corporation financed a challenge-grant matching funds up to $18,000.[354] In 1987, Steele wrote to Regional Director Don H. Castleberry that he was "pleased to report" that the fundraising effort was a success and the park was set to proceed with construction.[355] Crews completed the project with donated funds in the spring of 1988.[356]

Steele encouraged and continued to build upon the fort's substantial volunteer program to provide staff for the ambitious event schedule. In 1985, over 275 people donated more than 12,000 hours to Fort Scott NHS activities "to enhance visitor enjoyment and resource preservation." Volunteers also assisted with "research, curatorial work, administration and maintenance."[357] That same year, the fort's volunteer program was nominated for a Presidential Action Award, along with Robert Thomas and his entire family's nomination for their own Presidential Action Award for their dedication to assisting the site.[358] Don Wollenhaupt, later the site's Chief of Interpretation, recalled, "The special events . . . really got the community involved. The community really fell in love with the fort and almost loved us to death."[359]

The volunteer program continued to grow. In 1986, the fort counted 389 individuals among its volunteer ranks, with not less than 300 in subsequent years. Park staff held recognition banquets to

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353 Sheridan Steele, Superintendent, to Carl F. Gump, Chairman, Board of Trustees, Baehr Charitable trust, August 6, 1987, File: F5415 – Donations, Administrative Files, Fort Scott NHS.

354 "Hefty check," *Fort Scott Tribune*, May 20, 1985, File: K3415 – News Clippings on Fort Scott NHS 1990–1992, Administrative Files, Fort Scott NHS; "Western and employees ante up $8,000 for fort fund drive," *Fort Scott Tribune*, May 7, 1985, File: K3415 – News Clippings on Fort Scott NHS 1990–1992, Administrative Files, Fort Scott NHS; News Release, "Plans for new facility announced," National Park Service, June 8, 1987, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

355 Sheridan Steele, Superintendent, Fort Scott, to Regional Director, Midwest Region, September 25, 1987, File: F5415 – Donations, Administrative Files, Fort Scott NHS.

356 Annual Report, 1988, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

357 Annual Report, 1987, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS.

358 Annual Report, 1985, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS. Robert Thomas has served for years as a seasonal park guide and had participated in all but one Candlelight Tour as of 2012.

359 Don Wollenhaupt telephone interview by Joshua Pollanne, July 20, 2012.

honor volunteers and established an award system based on hours donated.[360] NPS staff coordinated training sessions and in 1985 held its first "1845 Live In," where volunteers were encouraged to join park staff for a full twenty-four hours of fort life, free of modern conveniences and full of instructional sessions.[361]

In addition to cultivating the site's volunteer program, Superintendent Steele entered an agreement with the Kansas Social and Rehabilitation Services, and later, the state's Green Thumb Program, designed to provide employment for low-income seniors.[362] Through these agreements, Fort Scott received one to two employees annually. The arrangements aided both parties. Individuals in need of income received state-sponsored employment, while park staff, with their increasing workload due to the growth of the park's programs, benefited from the assistance provided by the temporary employees.

Staffing increased to eight permanent full-time employees in 1986. An additional two permanent subject-to-furlough, two permanent part-time, and seven seasonal workers rounded out the staff. In 1987, Steele reorganized the staff structure. He created the position of park Historian and detailed Arnold Schofield to the job, transferring him from Chief of Interpretation. Steele further assigned Don Wollenhaupt as Acting Chief of Interpretation until the park identified a permanent replacement.[363] This arrangement of staff levels would become the norm for the site, with slight fluctuations—such as upgrades of positions over time—and was a significant contrast from the time when Harry Myers and an assistant handled all of the fort's management.[364]

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[360] Annual Report, 1987, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS.

[361] Letter to Staff Members, Seasonals and Volunteers, April 18, 1985, File: [green folder], Administrative Files, Fort Scott NHS.

[362] The partnership with the State of Kansas' Senior Employment Program, formerly the Green Thumb Program, continued into the 2000s and was renewed in 2012. Agreement between the Secretary of Social and Rehabilitation Services and Fort Scott National Historic Site, May 26, 1982, File: A44 – Memorandums of Agreement with Federal, State & Local Agencies, Administrative Files, Fort Scott NHS; Ron Cockrell to Emily Greenwald, April 5, 2013, 3.

[363] Don Wollenhaupt was eventually hired to the permanent position. Sheridan Steele, "Many Changes at the Fort," no date [circa 1987], 1, File: Admin History Stuff, Park Archives, Fort Scott NHS; Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012; Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

[364] Annual Report, 1985, Fort Scott National Historic Site, no date, 5, File: A 2621, Administrative Files, Fort Scott NHS; Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012; Annual Report, 1989, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

Ongoing Improvements

Beyond activities and events, NPS personnel continued to maintain and improve the site. In 1983, the NPS introduced a new slide program and informational brochure. Wall panel exhibits were mounted in various buildings during 1983 and 1984, and thirty-one new interpretive plaques were installed, replacing the originals erected by the Daughters of the American Revolution (DAR) over seventy years earlier.[365]

In 1984, the park moved the bookstore from HS-7 to the visitor center in HS-8, combining them into one streamlined operation. A wall was removed in HS-8 to accommodate the change. A recording of period bugle calls was acquired from the Harpers Ferry Center and installed on a speaker system that broadcast the calls throughout the grounds. This helped to "add a touch of realism to the visitors' tour of Fort Scott, frontier army post."[366]

In 1986, apparently because many people had requested to see the inside of the building, NPS opened Officers' Quarters No. 2 (HS-2) "as a major new exhibit," with eight interpretive panels and a self-guided tour brochure.[367] Site staff made the reconstructed stables more functional, moving public restrooms from the building into the Infantry Barracks (HS-6). The move allowed the construction of eighteen additional horse stalls for special events such as the Dragoon Rendezvous, as well as serving to make the visual appearance of the site more authentic.[368]

Visitation

In 1986, the fort reached a new high in attendance, recording 85,334 visitors.[369] That same year happened to be the 125th anniversary of Kansas statehood, and NPS staff held a special weekend in

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[365] Annual Report, 1983, Fort Scott National Historic Site, no date, 3–4, File: A 2621, Administrative Files, Fort Scott NHS; Annual Report, 1984, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

[366] Annual Report, 1984, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS; News Release, "New fort visitor center-bookstore is opened," National Park Service, April 9, 1984, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

[367] Annual Report, 1986, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS; Ron Cockrell to Emily Greenwald, April 5, 2013.

[368] Annual Report, 1987, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

[369] Annual Report, 1986, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

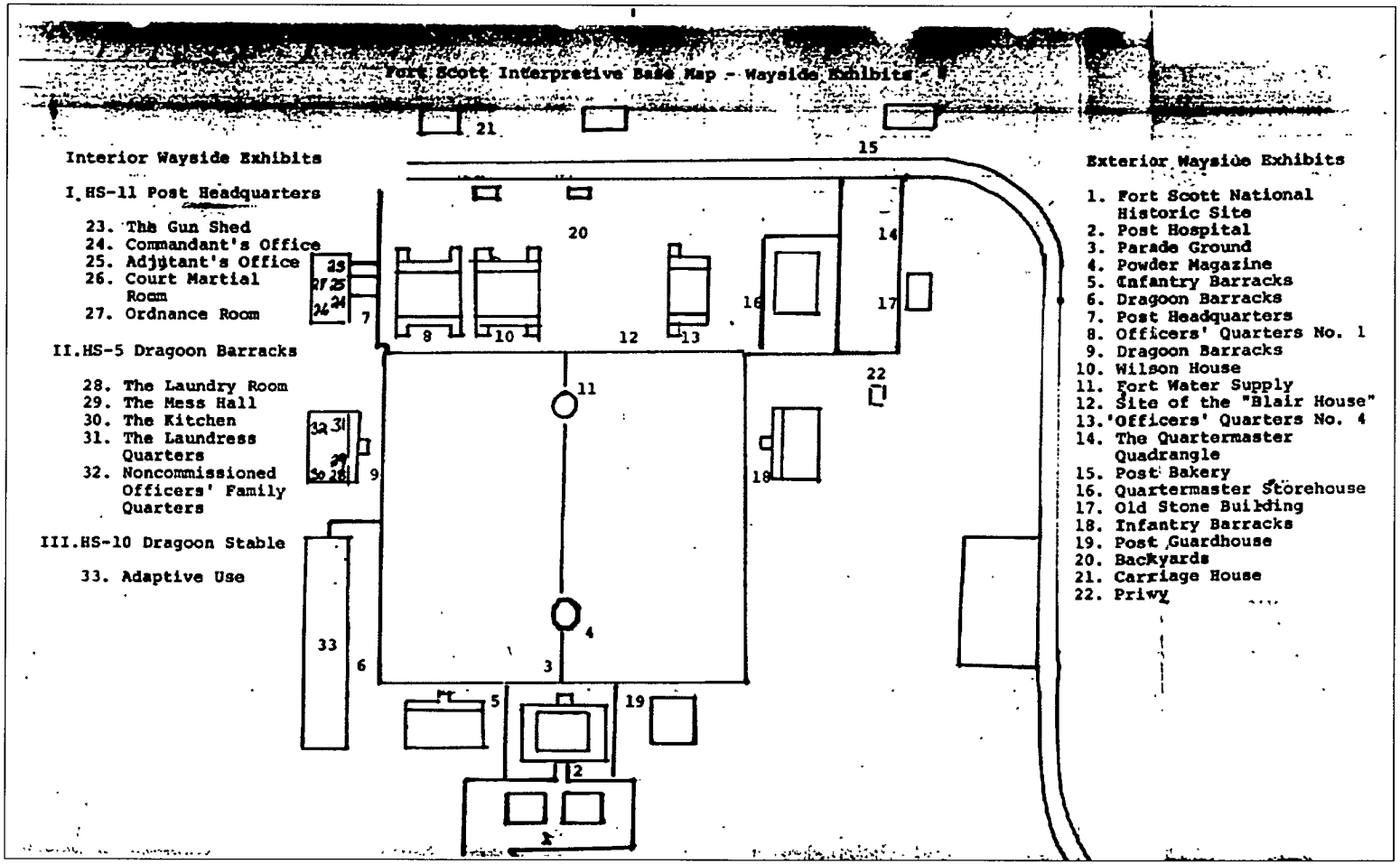


Figure 4.12. List and locations of wayside exhibits, 1981.
Source: Fort Scott Interpretive Base Map, Park Archives, Fort Scott NHS.

January to commemorate the event with talks and films highlighting Kansas history.[370] Site visitation continued to rise throughout the 1980s. From an initial annual visitation of 37,125 individuals in 1980 to the high of over 85,000 in 1986, visitation plateaued between 70,000 to 80,000 people annually for the remainder of the decade.[371] An annual statement for management noted that the change was attributable to public awareness of the site and the ongoing development of the interpretive program, two specific goals of Steele's administration.[372]

The decline in visitation following 1986 was partially due to a congressional mandate in 1987 requiring entrance fee collection at 135 NPS units. Consequently, Fort Scott NHS began charging $1.00 for admission that year, and visitation immediately declined, as did donation box contributions.[373] Individual park units, however, retained an allotment of the fee money, which Fort Scott NHS used to support an additional long-term seasonal position at the site.[374]

Beyond Park Boundaries

Interest in preserving the history and historic scene of Fort Scott NHS extends beyond park boundaries, and issues involving structural development and activities within the area are a significant concern for site administrators.[375] Superintendent Steele faced numerous challenges during his tenure and provided his professional advice in the interests of Fort Scott NHS. For example, in 1986, Steele spoke about the proposed construction of a new postal facility at Wall and Scott Streets. He was emphatic in his comments to the local postmaster, stating "the design appearance . . . is absolutely critical to the future of Fort Scott." He argued further, "The exterior appearance must be compatible with both the national historic site and the downtown character."[376]

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[370] News Release, "Weekend programs at the fort to help commemorate Kansas 125th anniversary," National Park Service, January 22, 1986, File: Press Releases and Corresponding News Clippings, 1985–1987, Administrative Files, Fort Scott NHS.

[371] Kelley A. Collins, "NPS Interpretive Operations Summary, 1977 – 1991," revised January 16, 1992, File: N46 – Social and Economic Sciences, Administrative Files, Fort Scott NHS.

[372] "Statement for Management, 1983, Fort Scott National Historic Site," July 18, 1983, 13, File: not labeled, Park Archives, Fort Scott NHS.

[373] Ron Cockrell to Emily Greenwald, April 5, 2013, 13.

[374] Ron Cockrell to Emily Greenwald, April 5, 2013, 13; Sheridan Steele, Superintendent, to Glen Sewell, April 17, 1987, File: Fund Raising and Other Civic Campaigns, Administrative Files, Fort Scott NHS; Annual Report, 1987, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

[375] Ron Cockrell to Emily Greenwald, April 5, 2013, 3; Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013.

[376] Sheridan Steele, Superintendent, to Tom Jones, Postmaster, Fort Scott Post Office, File: A38 – Public Relations, Administrative Files, Fort Scott NHS.

In 1988, Steele opposed the construction of a 137-foot-tall microwave tower by Southwestern Bell Telephone. He recommended the alternatives of "placement further from the fort" or "that measures be taken to lower the height of the Fort Scott tower by raising the one at Bronson."[377] That same year, Steele provided assistance to the city of Fort Scott by offering comments during the drafting of the city's Comprehensive Plan, which he saw as "essential to appropriate planning for the future direction of the community."[378]

Aside from engaging in the preservation of the historic scene, Fort Scott NHS staff maintained an interest in history-related activities beyond its borders. In addition to annual events held within the city, the park partnered with local organizations for special recognition celebrations as well. In May 1988, Fort Scott NHS worked in cooperation with the Veterans Administration to hold a Civil War Memorial Dedication ceremony honoring eighteen members of the First Kansas Colored Volunteer Infantry and the Second Kansas Battery who were killed in action. The event, held at Fort Scott National Cemetery, occurred on the 125th anniversary of the soldiers' deaths near Sherwood, Missouri.[379] The Veterans Administration sponsored the event, which "drew extensive media coverage."[380]

That same summer, Sheridan Steele was given a one-year special assignment to Washington, D.C., to participate in the Departmental Manager Development Program[381] He did not return to Fort Scott NHS. But his legacy of community involvement and outreach, his focus on interpretation and programs to improve visitor experience, and his involvement of the fort staff goal-setting remained. Sheridan Steele had firmly established the park's presence in the community and the region. His administration had successfully built upon the groundwork that Clark had laid.

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[377] Sheridan Steele, Superintendent, to Steve Begshaw, Manager, SE Kansas, Southwestern Bell Telephone, May 4, 1988, File: A38 – Public Relations, Administrative Files, Fort Scott NHS.

[378] Sheridan Steele, Superintendent, to Wally Anthony, mayor, February 23, 1988, 1, File: A38 – Public Relations, Administrative Files, Fort Scott NHS.

[379] Steve Miller, Superintendent, to Regional Director, Midwest Region, September 2, 1988, 4, File: A 2621, Administrative Files, Fort Scott NHS.

[380] Annual Report, 1988, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS.

[381] Annual Report, 1988, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

Chapter 5. Building on Success: Fort Scott NHS, 1988 to 1999

In its first ten years of site management, the National Park Service (NPS) had expanded interpretation, increased visitation, and forged new ties with the community. Fort Scott National Historic Site (NHS) was now ready to move into a new era of planning and development. During the 1990s, park staff addressed ongoing maintenance needs, prepared a new general management plan, and drafted a long range interpretation plan. Park staff accomplished many goals, including better protecting buildings from deterioration and expanding interpretation to include all of the fort's periods of significance, but budget constraints prevented other planned changes. Along the way, the park celebrated the tenth and twentieth anniversaries of the site's transfer to the NPS, as well as the 150th anniversary of the fort's construction.

Superintendent Stephen Miller

In late August 1988, Stephen Miller transferred from Fort Davis NHS, Texas, to assume the position of Fort Scott NHS Superintendent. He continued programs started earlier in the decade and oversaw the organization of a number of anniversary celebrations. In his first years as superintendent, Miller also focused his attention on the site's structures and grounds and on long range planning. Although he nurtured some of the community ties that Steele had forged, he did not maintain Steele's impressive resume of community involvement.

Just two months after Miller's arrival, Fort Scott NHS held its tenth anniversary celebration. The park used the occasion to recognize individuals and organizations that had played an integral part in the site's development.[382] The city responded in kind. Mayor Charles Gentry recognized "the contributions of the National Park Service and volunteers who protect, preserve and interpret the historic site for the benefit of the citizens of our nation and community." He further remarked that the site "enhances the aesthetic and cultural environment of our city." In closing, the mayor proclaimed October 22, 1988, "to be Fort Scott National Historic Site Day in the City of Fort Scott,

[382] Annual Report, 1988, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS.

Kansas."[383] As a part of the festivities, the NPS waived the admission fee and sponsored a reception, a group community photograph, and a balloon release.[384]

Two other significant anniversaries took place in the first years of Miller's administration. In 1991, site staff observed the seventy-fifth anniversary of the NPS with a weekend of activities focused on the history of the organization. Admission was waived for the weekend of August 24–25, and visitors had the opportunity to see a special film, "National Park Service: An American Legacy," at numerous times throughout the two days.[385]

On May 30, 1992, the site held a sesquicentennial celebration in honor of the fort's founding in 1842. More than thirty living history interpreters took part in the event, participating in two tours before an official afternoon ceremony marking the occasion, complete with guest speakers (including Professor Dudley Cornish), military bands, and cannon firings. A military-style ball capped the day's activities, with a dance instructor on hand to provide instruction "in the popular dances of the 19th century."[386]

The development of interpretive programs moved forward with the 1988 completion of a "video taped tour of the historic site in cooperation with the Television Department of Missouri Southern State University." The university sponsored the project, saving the NPS an estimated $5,000. According to Miller, the tour would be used for "mobility impaired visitors, educational institutions at all academic levels, civic organizations, related museums, special interest groups and visitors to the site during inclement weather."[387]

Miller also promoted community outreach, much like his predecessors. Activities specifically geared toward schools became a focus in 1989 with "Education Days," a program developed by Park Rangers Alice Maffett and Don Wollenhaupt and conducted by the interpretive staff.[388] The

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[383] Charles Gentry, Mayor, "Proclamation," October 18, 1988, File: Ft. Scott NHS, 10th Anniversary Material, Park Archives, Fort Scott NHS.

[384] News Release, "Public reception and activities to celebrate the 10th anniversary of Fort Scott National Historic Site," National Park Service, October 19, 1988, File: A8215 10th Anniversary 1988, Administrative Files, Fort Scott NHS.

[385] News Release, "National Park Service recognizes 75th anniversary," National Park Service, August 14, 1991, File: Press Releases and Corresponding News Clippings, 1988–1991, Administrative Files, Fort Scott NHS.

[386] Program, "Fort Scott National Historic site, Sesquicentennial Celebration," May 30, 1992, File: A8215 – 150th Anniversary, Administrative Files, Fort Scott NHS; News Release, "Fort Scott to celebrate 150 years of history," National Park Service, May 22, 1992, File: A8215 – 150th Anniversary, Administrative Files, Fort Scott NHS.

[387] Steve Miller, Superintendent, to Regional Director, Midwest Region, September 2, 1988, 3, File: A 2621, Administrative Files, Fort Scott NHS.

[388] Don Wollenhaupt telephone interview by Joshua Pollarine, July 20, 2012.

event was a response "to the many school groups who visit the park each spring." The new program involved five stations with living history interpretation (in contrast to the usual tour of the buildings "with a few hands-on activities"). Compared to past interaction with school groups, Education Days "took less staff time, accommodated more students (over 4,000 participated in 1989), and provided a much better education experience." Further, the program "was enthusiastically received by the teachers and their schools."[389]

Regionally, Superintendent Miller and Fort Scott NHS staff participated in efforts to establish Kansas' Frontier Military Scenic Byway. The historic route stretched "from Fort Leavenworth on the north to the Kansas-Oklahoma border on the south, with more than a dozen historic sites in between," including Fort Scott.[390] The byway nominally followed the former military road constructed between 1838 and 1845, which promotional literature described as having been "traveled by soldiers, immigrants, Indians, missionaries, outlaws and traders."[391] On June 15, 1990, at Fort Scott NHS, Kansas Governor Mike Hayden signed the bill designating the Frontier Military Scenic Byway, the first of its kind in the state, into law.[392]

On the site grounds, Miller focused much of his attention on a maintenance overhaul. The 1989 annual report noted, "The extensive wood rot occurring in our historic structures is the most immediate problem we face." Park staff conducted a site assessment to develop maintenance priorities and drafted a three year maintenance program "to eliminate the wood rot backlog" starting in 1990.[393] Maintenance staff undertook other major projects, such as replacing roofs, repairing plaster walls, and painting buildings. The deterioration of buildings over time remained an ongoing challenge that Miller, and his successors, sought to address.[394]

Organizationally, in 1991 Superintendent Miller hired Kelley Collins as the site's Supervisory Park Ranger. Collins arrived with a background and commission in law enforcement, making her the

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[389] Annual Report, 1989, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS.

[390] "Hayden to sign bill at Fort Scott NHS," *Fort Scott Tribune*, June 12, 1990, File: Fort Scott N.H.S., Park Archives, Fort Scott NHS.

[391] Brochure, "Frontier Military Scenic Byway," no date, File: Fort Scott City of, Park Archives, Fort Scott NHS.

[392] State of Kansas, House Bill No. 2941, Session of 1990, "An Act designating the Frontier Military scenic byway; repealing K.S.A. 68-1025," June 25, 1990, File: Frontier Scenic Byway, Park Archives, Fort Scott NHS; "Hayden to sign bill at Fort Scott NHS," *Fort Scott Tribune*, June 12, 1990, File: Fort Scott N.H.S., Park Archives, Fort Scott NHS.

[393] Annual Report, 1989, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS.

[394] Annual Report, 1989, Fort Scott National Historic Site, no date, 1, File: A 2621, Administrative Files, Fort Scott NHS; Annual Report, 1988, Fort Scott National Historic Site, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

first commissioned law enforcement officer at the fort. In addition to her duties as the Supervisory Park Ranger, she had oversight of interpretation and natural resource management. Collins, in subsequent years, identified the site's law enforcement needs and developed required NPS enforcement plans. She also assisted in the redesign of the park's alarm system.[395] Miller also created the position of Museum Aid, in response to the 1987 Collection Management Plan, and hired Alan Chilton to fill the position.[396]

The 1993 General Management Plan

A new era in the site's administration began in 1993 with the release of an updated general management plan. Working with the NPS Midwest Regional Office, Fort Scott NHS staff identified eleven areas of focus for the future. At the top of the list was maintenance of the site, specifically, "[a]rresting the deterioration of historic structures." Given the advanced age of the original buildings and issues with reconstructed structures, coupled with the harsh climate and weather conditions of southeastern Kansas, this was no small task. The plan called for annual inspections and "an aggressive preventative maintenance program." To accomplish this, the master plan recommended that an additional permanent, skilled maintenance employee be hired for the site, along with developing a long-term maintenance strategy.[397]

Historic artifacts were also subject to the ravages of time and decay. To combat this, the report advised implementing a previously approved "Collection Management Plan."[398] The absence of environmental controls contributed to object deterioration and was a subject of discussion throughout the decade, but funding constraints prevented the procurement of advanced controls for the site's collections.[399]

The management plan called for the further development and expansion of interpretive programs and exhibits. This included additional wayside exhibits and signs to "enhance visitor understanding of the historic scene."[400] Areas selected for new wayside exhibits included Officers'

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[395] Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

[396] Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012.

[397] John H. Sowl et al., Midwest Region, National Park Service, "Fort Scott National Historic Site, General Management Plan," 1993, 31, available at Fort Scott NHS.

[398] Sowl, "General Management Plan," 31.

[399] Fort Scott National Historic Site, Annual Report, 1996, no date, 2, File: A 2621, Administrative Files, Fort Scott NHS.

[400] Sowl, "General Management Plan," 32.

Row, the Quartermaster Quadrangle, outbuildings, and other structures at the site. The plan also recommended the further restoration of the site, through research and archeological investigations, to "interpret appropriate military-related uses of the area" where applicable.[401] Added ranger staff and increased volunteer recruitment would help expand interpretive activities and visitor education at the historic fort.[402]

In the interest of improving park operations, the plan suggested relocating the park's maintenance facilities off site. The removal of equipment and storage used for maintenance work would open space in five structures (HS-4, HS-10, HS-30, HS-32, and HS-35), as well as eliminate sight and sound intrusions associated with maintenance activity. To streamline administrative functions, the plan recommended consolidating office space from its current configuration in two separate buildings on opposite ends of the parade ground into one structure. Aside from saving time in communications (not having to walk across the parade ground for discussions), the move would open additional interpretive space for the fort.[403]

Finally, the plan called for collaboration with the city of Fort Scott to preserve the historic setting of the site. The plan stated that the NPS staff would

> play an active role in the community's formal planning and development process. The park will advocate the protection and maintenance of the fort's historic landscape, the identification of the viewshed surrounding the historic site, and which types of development the National Park Service considers to be compatible and incompatible in those areas.[404]

Goals for working with the community included negotiating scenic easements, encouraging the city to "[establish] protective zoning around the fort," and entering into cooperative agreements with property owners.[405]

The new master plan had inherent funding problems. It called for additional monies for staff and activities. In 1993, however, the entire nation was in a financial recession, and the NPS was dealing with tight budgets. The site's own statement for interpretation, drafted that same year, pointedly noted the fact:

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[401] Sowl, "General Management Plan," 31–33.

[402] Sowl, "General Management Plan," 32.

[403] Sowl, "General Management Plan," 33. As of 2012, these two objectives continued to be goals of park staff, with planning efforts ongoing.

[404] Sowl, "General Management Plan," 34.

[405] Sowl, "General Management Plan," 34.

> Budget and FTE [full-time employee] constraints effect operations and are becoming more critical. Numerous developments including a wide ranging interpretive program have been accomplished in the last several years. Visitation has increased 100% since 1980. This rapid development caused escalating costs for park operations at the same time inflation, pay raises, utility costs and other expenses were increasing. This "double crunch" has reduced our ability to adequately preserve, maintain and interpret park resources.[406]

With site visitation reaching an all-time high of 87,151 in 1992, NPS staff at Fort Scott sought to manage the site's full slate of activities within budget limitations.[407] Further compounding problems, budget constraints resulted in decreased seasonal staff throughout the decade. From eleven seasonal employees in 1992, the number dropped to six in 1998. Current Supervisory Park Ranger Kelley Collins recalled, "For many years we had minimal seasonal employees . . . it was pretty lean around here."[408] The reduction in staff left remaining personnel responsible for operations usually handled by more people.[409]

As a testament to the ongoing popularity of the park, in October 1993 Fort Scott NHS welcomed its one-millionth visitor. In addition to daily visitation, the site continued to sponsor five special events throughout the year, a spring education program for schools, and its ongoing living history program during summer weekends. In 1993, the park increased its entrance fee by $1, but that did not dissuade tourists from visiting the historic site.[410] An NPS press release noted, "It's [*sic*] popularity along with the city's marketing efforts have combined to make Fort Scott a major tourist attraction in southeast Kansas."[411]

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[406] Kelley Collins, "Fort Scott National Historic Site, Statement for Interpretation," March 19, 1993, 9, available at Fort Scott NHS.

[407] Monthly Public Use Report, December 1992, available at Fort Scott NHS.

[408] Kelley Collins interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas.

[409] Fort Scott National Historic Site, personnel position list, October 19, 1992; Fort Scott National Historic Site, personnel position list, July 28, 1998; both documents provided by Midwest Regional Office, October 2012.

[410] In 1993, the park increased entrance fees by $1; however, fees were not automatically retained by the local park unit and the fee increase had no bearing on the park's operating budget. News Release, "Fort Scott National Historic Site sets visitation record," National Park Service, January 12, 1993, File: Press Releases and Corresponding News Clippings, 1992–1997, Administrative Files, Fort Scott NHS; News Release, "Entrance fee to increase at Fort Scott NHS," National Park Service, no date, File: Press Releases and Corresponding News Clippings, 1992–1997, Administrative Files, Fort Scott NHS; Ron Cockrell to Emily Greenwald, April 5, 2013, 14.

[411] News Release, "Fort Scott National Historic Site receives one millionth visitor," National Park Service, October 15, 1993, File: Press Releases and Corresponding News Clippings, 1992–1997, Administrative Files, Fort Scott NHS.

Ranger Careers and Administrative Careers

Career management policies instituted by the National Park Service nationwide in the early 1990s contributed to the funding constraints and reduced seasonal staff at Fort Scott NHS. In particular, the Ranger Careers and Administrative Careers initiatives affected park staff and site funds. The initiatives, designed to professionalize the service's core work force, focused on "seeking a management-driven personnel system, rather than a personnel-driven management system."[412] NPS Director Roger G. Kennedy stated that the changes brought about by the initiatives were

> with the full intention of achieving more efficient operations, having fewer layers of supervision, eliminating "dead-ended" careers, providing greater work force diversity, improving our educational services, and strengthening our protection of park resources.[413]

Through Special Directive 94-3, issued June 14, 1994, Director Kennedy established Ranger Careers, designed to provide

> Employee recruitment, orientation, training, advancement, and compensation sufficient to develop a quality ranger work force distinguished by its overall excellence and professionalism.[414]

Kelley Collins explained that the program served "to provide a career-ladder to park rangers." Prior to the implementation of Ranger Careers, park ranger careers plateaued at the government service grade levels of GS-04 or GS-05, "with no career advancement, basically, other than to go to a supervisory position."[415] Ranger Careers opened the opportunity for advancement within the Government Service pay scale for rangers, extending the levels to include GS-07 "on to the full-performance level of GS-09."[416] At Fort Scott NHS, for example, the initiative converted the three Park Ranger positions held by Galen Ewing, Barak Geertsen, and Rosemary Frey to a GS-05 through GS-09 track. Within two years, all three rangers had reached the GS-09 level.[417]

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[412] Director, National Park Service, memorandum to Directorate, Field Directorate, WASO Office and Division Chiefs, and All Park Superintendents, June 14, 1994, 1, document provided by Kelley Collins, Fort Scott NHS.

[413] Director, National Park Service, memorandum to Directorate, Field Directorate, WASO Office and Division Chiefs, and All Park Superintendents, June 14, 1994, 1, document provided by Kelley Collins, Fort Scott NHS.

[414] Director, National Park Service, Special Directive 94-3, June 14, 1994, 3, document provided by Kelley Collins, Fort Scott NHS.

[415] Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

[416] Director, National Park Service, Special Directive 94-3, June 14, 1994, 3, document provided by Kelley Collins, Fort Scott NHS.

[417] Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013; Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012.

The Administrative Careers initiative, implemented at the same time, "created standardized position descriptions," referred to as "benchmarks, that parks and offices could use to fill their administrative positions." At Fort Scott NHS, the only employee affected was Administrative Technician Mary Beth McClure. In May 1995, her position title changed to Administrative Officer with a commensurate change in service grade from GS-07 to GS-09.[418]

The effects of the initiatives, while beneficial to park staff, also served to constrain the site's operating budget. The position upgrades came with increased salaries. The NPS provided "limited" funding service-wide for Ranger Careers, but no additional funding for Administrative Careers.[419] Seasonal positions during the 1990s lapsed in part due the lack of funds for seasonal staff.[420]

Facilities Management

Superintendent Steve Miller focused attention on site maintenance and the protection of the fort's cultural resources, as outlined in the first point of the general management plan. He recalled,

> The issue has been here since I've been here, and (former superintendent) Sheridan Steele certainly recognized it. . . . Now, because of the wether [*sic*], there is quite a bit of maintenance to be done . . . The site has always looked good, and we want to keep it that way.[421]

Kelley Collins remembered the situation when she transferred to the site in 1991, expanding upon the maintenance issues:

> There was a real emphasis on the maintenance program because there were some issues with the buildings. They had done the restoration and reconstruction and it was getting 15–20 years into it, and things were starting to need to be replaced, roofs needed to be redone, decking needed to be redone, so there was a focus on that.[422]

Maintenance crews were already trying to stop damage from rain running into the sides of buildings. They installed "indiscernible roof overhang[s]" to keep water from further deteriorating the historic structures.[423] Other projects involved repairing and repainting building exteriors and re-roofing

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[418] Mary Beth McClure telephone interview by Joshua Pollarine, July 2, 2013.

[419] Mary Beth McClure telephone interview by Joshua Pollarine, July 2, 2013; Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

[420] Ron Cockrell to Emily Greenwald, April 5, 2013, 14.

[421] Melinda Rhodes, "GMP guides next decade at FSNHS," [publication title cut off], July 21, 1993, File: Thrasher, John H. Admin Hist, Park Archives, Fort Scott NHS.

[422] Kelley Collins interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas.

[423] Melinda Rhodes, "GMP guides next decade at FSNHS," [publication title cut off], July 21, 1993, File: Thrasher, John H. Admin Hist, Park Archives, Fort Scott NHS.

Officers' Quarters No. 2 (HS-2). Staff refurbished forty-seven walnut doors that "were extremely weathered, dried out, unsightly, and overdue for refinishing."[424] Rotted decks on Officers' Quarters No. 4 (HS-4) were replaced with entirely new wood.[425]

A scientific paint analysis completed by former NPS employee David Arbogast in 1992 indicated that all of the buildings at the original fort were painted white but the color had changed over time due to the "linseed oil content of the original semi-gloss paint."[426] During the original site restoration, initial investigations conducted by project architect Charles Shetlar had determined the buildings to have been a shade of green—the result of the change in color—and the fort buildings had been painted accordingly.[427] Vivien Schuh, who started as a maintenance worker in January 1997 after working at Great Basin National Park, began the project of repainting the buildings to their original color.[428]

In 1998, the Hospital (HS-8) underwent substantial repairs. Crews replaced eight columns on the second floor entirely and repaired the remaining sixteen. While crews restored the columns, the Hospital was the first of twenty to receive a fresh coating of its historic white. The program continued to restore all structures to the fort's original color, completely changing the look of the site with the conclusion of the repainting effort in 2003.[429]

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[424] Fort Scott National Historic Site, Annual Report, 1996, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1997, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[425] Fort Scott National Historic Site, Annual Report, 1996, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[426] David Arbogast, "Paint Analysis, Fort Scott National Historic Site, Fort Scott, Kansas," November 1992, 2, File: Ft Scott Nat. His. Site Paint Analysis, Park Archives, Fort Scott NHS.

[427] Fort Scott National Historic Site, Annual Report, 1998, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[428] "Fort takes on new colors in name of history," *Fort Scott Tribune*, September 8, 1997, File: K3415 – News Clippings on Fort Scott NHS – 1993-1998, Fort Scott NHS.

[429] Fort Scott National Historic Site, Annual Report, 1998, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Ron Cockrell to Emily Greenwald, April 5, 2013, 14.



Figure 5.1. The Hospital (HS-8) restored to its original white.
Source: Emily Greenwald, 2011.

A significant upgrade to the park's security system occurred in 1992, as part of efforts to protect the park's cultural resources. Park staff helped design the new system, which replaced the system installed during the initial restoration of the fort. The earlier system relied on copper wires—a lightning hazard—and was prone to false fire and security alarms.[430] During the late autumn months

[430] Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

of 1992, crews dug trenches to install underground fiber optic lines, reducing the threat of damage to the system and the frequency of false alarms at the site.[431]

Further preventative measures included an overall redesign of the park's fire suppression system. In 1997, contracted crews installed a ten-inch water line on the west side of the park connecting four new fire hydrants. In addition to the water line, the project entailed the construction of a fire road that allowed greater access to the hydrants and fort buildings for city fire crews in the event of a fire emergency.[432] The road was a "grass-pave"—a plastic woven mat sandwiched between two layers of road base and covered with topsoil. Facilities Manager Jackie Messer explained that the fire road prevented the "heavy city fire trucks" from "sink[ing] out of sight, no matter how wet it is."[433] The project also resulted in greater water flow and pressure for site facilities.[434]

Throughout the following year, contractors completed the installation of fire suppression sprinkler systems within fort buildings per NPS requirements. On December 24, 1998, a recently installed sprinkler head on the second floor of the Dragoon Barracks (HS-5) malfunctioned, spewing pressurized water into the attic above and onto the floor below.[435] Water stained the walls and ceilings, warped floorboards, soaked attic insulation, and damaged exhibited artifacts within the Sergeant's Quarters.[436] A subsequent report prepared by Denver Service Center Project Supervisor John Austin noted over $17,000 in structural damage from the failed sprinkler head.[437] The park incurred additional costs treating the damaged artifacts and the conservation of the objects took several years to complete.[438]

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[431] Caven Clark, "Archeological Investigations at Fort Scott National Historic Site, Bourbon County, Kansas: 1992," June 17, 1993, i, File: H22 – Cultural Resource Studies and Research, Administrative Files, Fort Scott NHS; Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

[432] Fort Scott National Historic Site, Annual Report, 1996, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1997, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Ron Cockrell to Emily Greenwald, April 5, 2013, 14.

[433] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[434] News Release, "Fort to begin construction," National Park Service, April 14, 1997, File: Press Releases and Corresponding News Clippings, 1992–1997, Administrative Files, Fort Scott NHS.

[435] John Austin, "Summary of HS-5 Flood," January 12, 1999, 1, File: not labeled, Administrative Files, Fort Scott NHS.

[436] Al O'Bright to Superintendent, Midwest Support Office, February 17, 1999, 5, File: not labeled, Administrative Files, Fort Scott NHS.

[437] John Austin, "Background on Water Damage Claim, Fort Scott National Historic Site," March 12, 1999, 6, File: not labeled, Administrative Files, Fort Scott NHS.

[438] Ron Cockrell to Emily Greenwald, April 5, 2013, 16.

Additional preventative maintenance and safety measures undertaken by Fort Scott facilities staff included rebuilding fireplaces used for special events in the interest of safety and stability, and re-laying brick walks to level the surfaces and eliminate tripping hazards.[439] The cumulative efforts resulted in the drafting of the first planned preventative maintenance program for all park structures.[440]

In order to improve accessibility to the park's audio-visual program, in 1995 Fort Scott maintenance personnel built a new ten-seat auditorium on the ground floor of the Infantry Barracks (HS-7). The new auditorium supplemented the main auditorium on the second floor of the Hospital (HS-8), which remained in place to accommodate larger groups. The new room featured a visitor-activated, closed-captioned laser disc orientation program—converted from the site's existing slide show—depicting the history of the site. Significantly, the project was made possible in part through grants from the National Park Foundation and the Southwest Parks and Monuments Association (SPMA), in conjunction with site funds.[441]

Draft Long Range Interpretive Plan

In September 1996, park staff drafted a long range interpretive plan, proposing "a more balanced approach to the interpretation of the site's significance."[442] While the site's enabling legislation recognized numerous periods in the fort's history, including its role in opening the American West, the Mexican War, "Bleeding Kansas," the Civil War, and railroad expansion, Fort Scott NHS staff acknowledged that the emphasis initially placed on the 1840s frontier period by the city was perpetuated during NPS management of the site.[443] The draft long range interpretive plan sought to enhance interpretation of the park's other historical eras through revision and expansion of "displays, wayside exhibits, the audiovisual program, and the site brochure."[444]

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[439] Fort Scott National Historic Site, Annual Report, 1996, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[440] Fort Scott National Historic Site, Annual Report, 1997, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[441] Melinda Rhodes, "FSNHS uses partnerships to build auditorium, educate," *Fort Scott Tribune*, April 25, 1996, File: K3415 – News clippings on Fort Scott NHS – 1993-1998, Administrative Files, Fort Scott NHS.

[442] Fort Scott National Historic Site, Long Range Interpretive Plan, 1st Draft, September 25, 1996, 5, available at Fort Scott NHS.

[443] Long Range Interpretive Plan, 2, 5.

[444] Long Range Interpretive Plan, 5.

The plan called for "interpretation of the entire thirty-one year sweep of history at Fort Scott."[445] It identified areas for change, including expanding museum and wayside exhibits to address life at the fort through each historical period, going beyond the initial focus on the frontier-era dragoons and infantry soldiers.[446] Planners developed a list of site bulletins covering myriad aspects of the fort including the tallgrass prairie, Bleeding Kansas, Fort Scott in the Civil War, the military road, and the railroad years, among other topics.[447] Although interpretive programs highlighted various periods in the fort's history generally, the plan recommended more site-specific historical interpretation, such as programs "on the Civil War which tie in to Fort Scott's role in the conflict" and expanding the time span covered during the Candlelight Tour, which had retained a focus on 1845 through 1848.[448] The planners recognized that these changes would involve "more research, assimilation, and dispensing of information" to park staff and volunteers to implement the expanded offerings, but the draft long range interpretive plan signaled a significant change in focus that would evolve under subsequent administrations.[449]

The plan placed additional emphasis on partnerships and education, in accordance with "[r]ecent long term servicewide initiatives." It noted that the "current fiscally conservative climate and increasing demand for the services we offer will require the park to develop and maintain partnerships." Furthermore, "[e]ducating children about the vital role the NPS plays in preservation of our natural and cultural resources and the importance of these sites is imperative to the future appreciation and preservation of the parks."[450] The plan called for the continuation and development of existing partnerships with the SPMA, the city of Fort Scott and its chamber of commerce, and neighboring state and federal sites. It also identified opportunities for partnerships with "area schools, colleges and universities."[451] The plan suggested expanding educational programs already implemented for grades K–8 to include middle schools, and it proposed the development of a Junior Ranger program for the fort titled "Junior Dragoons."[452] Although the development of partnerships and educational programs would take time, the draft long range interpretive plan set a direction for future cooperative activities at the fort.

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[445] Long Range Interpretive Plan, 9.

[446] Long Range Interpretive Plan, 14.

[447] Long Range Interpretive Plan, 13.

[448] Long Range Interpretive Plan, 9–10.

[449] Long Range Interpretive Plan, 9–10.

[450] Long Range Interpretive Plan, 5.

[451] Long Range Interpretive Plan, 17–18.

[452] Long Range Interpretive Plan, 8, 15.

Shortly after completion of the draft plan, in December 1996, Steve Miller left Fort Scott for the new Tallgrass Prairie National Preserve near Strong City, Kansas, where he assumed the post of unit manager. His successor as Superintendent of Fort Scott NHS, Richard Lusardi, arrived from Perry's Victory and International Peace Memorial in Ohio that same month.[453]

Superintendent Richard Lusardi

Richard Lusardi recognized that the previous administration had focused on site preservation out of necessity, but he sought to chart a new course. Lusardi recalled, "one of the endeavors I wanted to reinforce was community support for the fort." To do this, Lusardi sought to increase the site's offerings through activities, but in specific ways tailored to the community—in his words, "a connection between the community, the park, and how we can work together and share things that are in common." He also looked to expand the fort's educational offerings and to extend the park's influence not just in the community, but throughout the region. Although Lusardi had plans for the continued development of activities at Fort Scott NHS, he was aware he faced challenges along the way, namely funding. He realized the "main problem" when he arrived "was the lack of funds . . . to be able to keep pace with those fixed costs that rise and rise and rise and we don't get compensated for . . . and we're told to make up for it somehow."[454] Lusardi worked to develop his programs within the parameters of NPS funding.

Funding Constraints and Staff Sharing

Fort Scott NHS closed its doors three times during the 1990s due to federal government shutdowns. The first occurred in October 1990 and resulted in a weekend closure of the fort, when President George H. W. Bush refused to sign emergency budget legislation.[455] In November 1995, the site closed for a week, and then it closed again a month later for three weeks. Kelley Collins, as the lone staff member with law enforcement training, remained on the job "to prevent vandalism,

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[453] Fort Scott National Historic Site, Annual Report, 1996, no date, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[454] Richard Lusardi telephone interview by Joshua Pollarine, July 20, 2012.

[455] "Fort may face another closing if budget woes not resolved," *Pittsburg (Kan.) Morning Sun*, October 19, 1980, File: K3415 – News Clippings on Fort Scott NHS, 1990-1992, Administrative Files, Fort Scott NHS.

stealing, water pipe breakages or any activity out of the ordinary." All other staff were furloughed. They returned to work on January 8, 1996, when the federal shutdown ended.[456]

Although Superintendent Miller transferred to the newly created Tallgrass Prairie National Preserve in December 1996, his separation from Fort Scott staff was short. Fort Scott NHS shared its personnel to assist the new park with its development and staffing needs. In May, Mary Beth McClure and Kelley Collins served "as part of the Incident Command Team that provided technical assistance for the dedication ceremony."[457] In 1998, Fort Scott personnel provided on-site assistance at Tallgrass Prairie with the installation of computers, orientation training for seasonal employees, and administrative services.[458]

Due to "downsizing, reorganization, and trying to accomplish more with less money," Fort Scott NHS shared its services with other NPS units throughout the decade.[459] Wilson's Creek National Battlefield, Pea Ridge National Battlefield, Fort Smith NHS, George Washington Carver National Monument, Harry S Truman NHS, Fort Larned NHS, and Nicodemus NHS all benefited from the professional expertise held by Fort Scott NHS employees. Park staff assisted with interpretive programs, museum cataloging, and woodcraft training, among other support activities.[460]

With an already small staff further limited by special details to other parks, site personnel continued in their efforts to carry out the goals of the 1993 general management plan and 1996 draft long range interpretive plan. Park staff and the Harpers Ferry Center began work on new wayside exhibits for the site. The NPS published site bulletins including information on Bleeding Kansas, the Civil War, Manifest Destiny, and the role of the Post Sutler, in addition to several others.[461] In 1996,

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[456] "FSNHS ground almost vacant," *Fort Scott Tribune*, December 28, 1995, File: K3415 – News Clippings on Fort Scott NHS – 1993-1998, Fort Scott NHS; "Fort workers back on job," *Fort Scott Tribune*, January 8, 1996, File: K3415 – News Clippings on Fort Scott NHS – 1993-1998, Fort Scott NHS.

[457] Fort Scott National Historic Site, Annual Report, 1997, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[458] Fort Scott National Historic Site, Annual Report, 1998, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[459] "Fort Scott National Historic Site, 20th Anniversary Meeting," April 15, 1997.

[460] Fort Scott National Historic Site, Annual Report, 1997, no date, 1, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1998, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[461] Fort Scott National Historic Site, Annual Report, 1996, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1998, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

Fort Scott staff extended the site's interpretive reach by going online with its first web page, later updated in 1998.[462] Park Ranger Barak Geertsen served as the park's first webmaster.

Superintendent Lusardi reorganized the staff structure by shifting the responsibility for the museum collection and the supervision of the Museum Aid from the Historian to the Chief of Interpretation and Resource Management, Kelley Collins.[463] Under Collins, Museum Aid Alan Chilton maintained the museum collection and completed the backlog of cataloging artifacts, in line with the management plan.[464] Historian Arnold Schofield continued historical research that he had started in the 1980s by visiting records repositories throughout the U.S. Largely funded through donations from the SPMA, Schofield uncovered valuable primary source material that park staff then incorporated into museum exhibits.[465]

The park's school projects evolved throughout the decade. More than 3,000 students visited each year.[466] In response to the objectives of the draft long range interpretive plan, park staff developed a new program for middle schools called "Conflict on the Border," complete with teachers' guides and activity packets funded by the SPMA.[467] In 1998, the park developed ties with the Southeast Kansas Education Service Center-Greenbush, a partnership that continued into the next decade. Products of that partnership included a virtual tour, a traveling trunk, distance learning, and teacher training.[468]

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[462] Fort Scott National Historic Site, Annual Report, 1996, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1998, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[463] Ron Cockrell to Emily Greenwald, April 5, 2013, 2; Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

[464] Fort Scott National Historic Site, Annual Report, 1998, no date, 5, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[465] Fort Scott National Historic Site, Annual Report, 1997, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[466] Fort Scott National Historic Site, Annual Report, 1997, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1998, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[467] Fort Scott National Historic Site, Annual Report, 1996, no date, 1–2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[468] Fort Scott National Historic Site, Annual Report, 1998, no date, 5, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.



Figure 5.2. School groups visiting Fort Scott NHS in 2012.
Source: Fort Scott NHS.

Funding constraints, in part due to the Ranger and Administrative Careers initiatives, posed problems for interpretive programs at the site. Park management scaled back full-time and seasonal positions. This increased the site's reliance on volunteers, but it also forced modifications to the summer program. In 1996, living history programs were presented on just two weekends, Memorial Day and Labor Day, while weekend activities were limited to a guided walk and two interpretive talks each day.[469] The park noted, "Volunteers continued to be an integral part of the Interpretive

[469] Fort Scott National Historic Site, Annual Report, 1996, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

program. Without their help many programs and activities would just not happen."[470] The volunteer corps continued to number in the hundreds, with as many as 492 people donating over 12,000 hours in 1998.[471] Park staff continued their volunteer training and award programs, in order to recognize the assistance of the community in operations at the fort.

In addition to volunteers, Fort Scott management offset the reduction in seasonal positions with assistance through two primary programs, the Student Conservation Association (SCA) and Green Thumb, later known as Senior Employment Rehabilitation (SER). Kelley Collins had worked with the SCA program at another park and used the program to supplement a dwindling seasonal workforce by hiring two to four interns per year starting in 1996.[472] One of the first interns, Wendy Hankle, helped with interpretive and curatorial duties, including staffing the visitor center, providing tours of the site, assisting with tallgrass prairie restoration, and cataloging museum objects.[473]

SER, a Kansas state program, provided low-income seniors with new skills to help them transition into the workplace. The state paid the workers' wages and the site provided job training and experience. SER workers helped with janitorial duties and operation of the visitor center desk. Their hours varied from 20 to 40 hours per week, depending upon funding. Both the SCA and SER programs contributed significantly to staff operations throughout the year.

Park administrators actively sought other ways to supplement the site's budget. One opportunity came through the city of Fort Scott, which in 1981, instituted a three percent (later five percent) transient guest tax, also known as a "bed tax," on hotel stays. The city, in turn, allocated the funds among local organizations and businesses interested in promoting Fort Scott tourism. The Fort Scott NHS routinely applied to this program, successfully obtaining additional funds to promote special weekend events and to assist volunteer participation in the events, covering such things as transportation costs. The arrangement benefited both parties: the park received supplemental funding to promote the site, while the attendance, numbering in the thousands, brought tourists and

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[470] Fort Scott National Historic Site, Annual Report, 1997, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[471] Fort Scott National Historic Site, Annual Report, 1998, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[472] Ron Cockrell to Emily Greenwald, April 5, 2013, 3.

[473] Superintendent's Annual Report FY2003, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Melinda Rhodes, "Hankle partner with FSNHS," *Fort Scott Tribune*, April 24, 1996, File: K3415 – News clippings on Fort Scott NHS – 1993–1998, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2002, Fort Scott National Historic Site, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2008, Fort Scott National Historic Site, no date, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

their dollars to the city.[474] In 1997, for example, Fort Scott NHS utilized monies from the "bed tax" to fund its American Indian Heritage Weekend, allowing the site to perpetuate the annual interpretive activity in light of funding constraints.[475]

Despite the staffing and funding issues, the park hosted a number of celebratory events at the end of the decade. On September 20, 1997, the park kicked-off its twentieth-anniversary year with a Joe Skubitz Appreciation Day, recognizing the congressman's tireless efforts to restore Fort Scott and establish the national historic site.[476] The year's events culminated with a twentieth-anniversary rededication ceremony on October 17, 1998. Over 200 people attended the event. Skubitz provided commentary on his efforts through the years to restore the fort, Regional Director William Schenk spoke about the National Park Service's role in the site, and Professor Dudley Cornish provided closing remarks on the occasion. A dinner for past and present park employees and volunteers capped the evening.[477] It was the last time Skubitz and Cornish were together at Fort Scott NHS.

Complementing the site's twentieth-anniversary activities, Superintendent Lusardi sought to enlarge the broader themes of American history and nationalism. In keeping with his initial objective to incorporate the community through a common connection, Lusardi looked beyond the park boundary. He recognized Fort Scott National Cemetery, the final resting place for many soldiers who had died while serving at Fort Scott. He noted the strong presence of the American Legion in town. Lusardi connected the dots and had site interpretive staff develop programs recognizing American values of service and patriotism.[478]

A new program initiated in 1998 was an annual naturalization ceremony. On May 22, park staff, in partnership with the U.S. District Court for the District of Kansas, and supported by the city of Fort Scott and civic organizations, hosted the ceremony for seventy-five new citizens from thirty-three countries. The well-attended event took place on the parade ground. The program spoke to the ideals of America, a place of refuge from tyranny, the opportunity for a better life for

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[474] Michael Pommier, "Nine groups receive guest tax funds," *Fort Scott Tribune*, March 18, 2009, File: A52 – Fund Raising and Other Civic Campaigns, Administrative Files, Fort Scott NHS; 2005 Transient Guest Tax Application, Fort Scott National Historic Site, 2005, File: A52 – Fund Raising and Other Civic Campaigns, Administrative Files, Fort Scott NHS.

[475] "Indian heritage returns," *Fort Scott Tribune*, September 26, 1997, File: K3415 – News clippings on Fort Scott NHS – 1993-1998, Administrative Files, Fort Scott NHS.

[476] Program, "20th Anniversary of Fort Scott National Historic Site, 1978–1998, Skubitz Appreciation Day," September 20, 1997, File: A82 – Special Events, Administrative Files, Fort Scott NHS.

[477] Program, "20th Anniversary of Fort Scott National Historic Site, 1978–1998, Rededication Ceremony," October 17, 1998, File: A82 – Special Events – 20th Anniversary, Administrative Files, Fort Scott NHS; Fort Scott National Historic Site, Annual Report, 1998, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[478] Richard Lusardi telephone interview by Joshua Pollarine, July 20, 2012.

generations of families, and a home for "all wanting the promise of freedom in the New World."[479] Lusardi recalled that "literally thousands of people within the regional area came down to the fort to participate and witness this event. Again, building stronger ties with the community."[480] Similar events were held in subsequent years.



Figure 5.3. Naturalization ceremony at Fort Scott NHS, September 2012.
Source: Fort Scott NHS.

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[479] Program, "Fort Scott National Historic Site, Naturalization Ceremony," May 22, 1998, File: A82 – Naturalization Ceremony 1998, Administrative Files, Fort Scott NHS.

[480] Richard Lusardi telephone interview by Joshua Pollarine, July 20, 2012.

In June 1998, the park hosted the Moving Wall, a half-size replica of the Vietnam Veterans Memorial in Washington, D.C. Placed on the parade ground, the Moving Wall was marked with nightly ceremonies, and approximately 9,000 visitors viewed the exhibit. The *Fort Scott Tribune* named it "one of the top ten news stories of the year" for the community. Further patriotic events included a summer concert by the 312th U.S. Army Band., a reserve unit based in Lawrence, Kansas, and a celebration of Armed Forces Day in May.[481]

Community leaders approached Superintendent Lusardi about installing a plaque where the Second Plaza School had stood. Park Historian Arnold Schofield worked with the local African-American community to develop a wayside exhibit interpreting Fort Scott's African-American education from the 1860s to the 1960s. It was dedicated during the inaugural African-American Homecoming in 1998.[482]

Traditional events such as the Good Ol' Days celebration and the Candlelight Tour continued. Park staff tailored the events to incorporate special themes, such as Bleeding Kansas and the 150th anniversary of the Treaty of Guadalupe Hidalgo, which marked the end of the Mexican War. These changes in emphasis expanded interpretive themes at the fort, highlighting the shift in direction proposed in the 1996 draft long range interpretive plan.[483] As in prior years, the special events remained a significant draw for visitors.

Superintendent Lusardi later summarized the driving force behind his administration of Fort Scott NHS:

> We have to remember that National Park Service sites are the custodians of our history. Whether it is recreational or truly historical in nature as far as the Declaration of Independence and Independence Hall, or the Statue of Liberty—those things symbolize what America is all about. Fort Scott symbolizes what America is all about. It's a gem of a site.[484]

As the decade came to a close, Lusardi maintained park priorities on visitor services, followed by site maintenance to preserve park resources.[485] The 1990s, although constrained by NPS budgets, saw the continuation of programs forged in the 1980s. Park staff worked within available resources to

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[481] Fort Scott National Historic Site, Annual Report, 1998, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[482] Ron Cockrell to Emily Greenwald, April 5, 2013.

[483] Fort Scott National Historic Site, Long Range Interpretive Plan, 1st Draft, September 25, 1996, 10, available at Fort Scott NHS.

[484] Richard Lusardi telephone interview by Joshua Pollarine, July 20, 2012.

[485] News Release, "FY 1999 budget and annual performance plan for Fort Scott National Historic Site are available for public review," National Park Service, April 15, 1999, File: Press Releases and Corresponding News Clippings, 1998–2002, Administrative Files, Fort Scott NHS.

upgrade the site through information technology, expanded interpretive themes, and improved maintenance schedules. The park managed to achieve goals outlined in the 1993 general management plan, such as implementing preventative maintenance and planning for new wayside exhibits, but more remained to be done. The plan also called for moving maintenance facilities off site, consolidating office space, and adding more staff, none of which had been accomplished. These issues would persist into the next decade.

Chapter 6. Fort Scott NHS in the New Millennium, 2000-2012

During the first decade of the twenty-first century, visitation at Fort Scott National Historic Site (NHS) decreased significantly. A number of factors likely contributed to the change, including declining tourism in the wake of the September 11, 2001, terrorist attacks; higher gasoline prices; a shift in leisure activities from outdoor recreation to digital media; and a severe economic recession that began in 2008. Budget constraints in the first part of the decade led to further reductions in seasonal positions, leaving the site's full-time staff, already stretched thin, to operate the site at reduced funding levels. The financial situation improved in the middle of the decade, allowing park administration to revive events, enhance outreach, and implement new maintenance and interpretation programs.

Superintendent John Daugherty

Fort Scott NHS entered the new millennium under new leadership. Richard Lusardi left the park in November 1999, transferring to Wilson's Creek National Battlefield near Springfield, Missouri. His successor, John Daugherty, arrived at the fort from St. Croix National Scenic Riverway in Wisconsin. Daugherty brought with him twenty-five years of federal service, as well as a background in architectural history.[486]

The decade began well. In 2000, the site's base budget was increased by $200,000. The additional funding allowed fort administration to "convert two positions to permanent full-time and create a new maintenance mechanic position."[487] Additionally, park staff expanded interpretive activities,

[486] News Release, "John Daugherty to assume superintendency at Fort Scott National Historic Site," National Park Service, June 8, 2000, File: Press Releases and Corresponding News Clippings, 1998–2002, Administrative Files, Fort Scott NHS.

[487] Available records do not indicate which positions were converted. Fort Scott National Historic Site, Annual Report, 2000, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

events, and signage, and proceeded with larger-scale maintenance projects, such as roof and shingle replacement and building restoration.[488]

New Programs

Daugherty's administration incorporated an annual Armed Forces Day, an observance started under Lusardi, into the site's schedule and continued the program until 2003. The event included military helicopters, vehicles, exhibits highlighting the armed forces, a parade, flyovers by the U.S. Air Force, and patriotic concerts.[489] Staff added new interpretive activities, including commemorating Women's History Month with lectures about frontier women at Fort Scott and living history demonstrations.[490] Other events, such as the annual Candlelight Tour, were changed to adopt new themes including a "timeline approach," addressing the different periods of the fort's history. The changes to the Candlelight Tour were in direct response to the 1996 draft long range interpretive plan, which called for expanding interpretation to cover more of the site's legislated period of significance. The Civil War Encampment, Good Ol' Days, and American Indian Heritage weekends continued as they had in the past, each with good attendance.[491]

In 2004, the ground-floor visitor center and bookstore areas of HS-8 were redesigned. Donation money was used to relocate the visitor center counter and to build an additional storage unit. The materials and design elements were similar to those used in the fort structures and furniture, enhancing the historic ambiance. In the bookstore, the Western National Parks Association (WNPA, the new name adopted by the Southwest Parks and Monuments Association in 2002) added a bookshelf and slat wall to accommodate the growing number of titles and product offerings. WNPA also put in a new counter for sutler sale items. Park staff installed new track lighting to illuminate the redesigned area.[492]

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[488] Fort Scott National Historic Site, Annual Report, 2000, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2001-Fort Scott National Historic Site, no date, 5, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[489] Superintendent's Annual Report FY2003, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; News Release, "Armed Forces Day Celebration," National Park Service, May 11, 2000, File A82 – Naturalization Ceremony 1998, Administrative Files, Fort Scott NHS.

[490] Superintendent's Annual Report FY2001-Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[491] Superintendent's Annual Report FY2001-Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[492] Ron Cockrell to Emily Greenwald, April 5, 2013, 17; "Western National Parks Association: Our History," <http://www.wnpa.org/aboutus_history.asp> (July 25, 2013).

2003
SCHEDULE OF EVENTS
FORT SCOTT NATIONAL HISTORIC SITE

April 12 -- 13, 2003	Civil War Encampment Enjoy a weekend of Civil War history as the Union Army reoccupies Fort Scott. Period music, living history demonstrations and portrayals will be featured.
April 25 and May 1, 2, 15, 16	Education Days: A Sweep Through History
May 7, 8	Education Days: Life on the Frontier
May 24 – 26, 2003	Frontier Garrison Life Experience the 1840s military life during a weekend living history activities. Weapons demonstrations, open hearth cooking, and military drills.
June 7 – 8, 2003	Good Ol' Days This annual community celebration will commemorate the 160th anniversary of the establishment of Fort Scott. Activities at the National Historic Site will feature period music, living history demonstrations and portrayals. Community activities include a parade, crafts, music, entertainment and street dances.
July 4 - 5, 2003	Military Holiday Celebrate Independence Day with soldiers and civilians of the garrison. Traditional games, a 30-gun salute and weapons demonstrations.
August 30 – September 1	Frontier Garrison Life Experience 1840s military life during a weekend of living history activities. Weapons demonstrations, open hearth cooking, and military drills.
September 27 - 28, 2003	American Indian Heritage Weekend Traditional dancing, programs about Native American culture, children's activities, and a Saturday evening campfire program.
December 5 - 6, 2003	Frontier Candlelight Tour Experience 30 years of history by candlelight. Over 100 re-enactors bring Fort Scott to life. Guided tour by reservation only. Call 620-223-0310

Figure 6.1. 2003 event calendar.
Source: Park Archives, Fort Scott NHS.

As in prior years, volunteers at Fort Scott NHS continued to be integral to interpretive activities. Throughout the decade, park staff organized training sessions for the hundreds of volunteers and held annual events to recognize the community's support. In 2006, National Park Service (NPS) staff nominated the Fort Scott NHS volunteer program for a George B. Hartzog, Jr., Volunteer-In-Park Program Award, similar to its 1985 nomination for a presidential volunteer service award. The city of Fort Scott, recognizing the involvement of the community at the historic site, strongly supported the nomination.[493] In 2010, W. Reed Hartford received the George and Helen Hartzog Award for Outstanding Individual Volunteer of the National Park Service Midwest Region. Hartford had volunteered over 1,900 hours at the site since moving to Fort Scott in 2004.[494]

Park staff also expanded educational opportunities for volunteers. For example, through a grant funded by the National Park Foundation in 2004, Fort Scott hosted a "Volunteerism Enhancement Program" symposium, which provided a full weekend of themed lectures followed by a one-day workshop. The theme was "National Firestorm," focusing on the Civil War and its causes, notably Bleeding Kansas. Representatives from regional, state, and national park sites attended the event.[495]

Park staff extended the site's outreach, developing new programs and partnerships with schools and the community. One such collaboration was a joint education program with Nevada (Missouri) High School. An NPS Operations Evaluation team recognized the collaboration as "an innovative program in which high school students receive college credit for a course in which they serve as instructors for some of the Grades K–4 programs at the National Historic Site."[496] Park interpreters trained the students and served as mentors throughout the course. The project entailed the development of a "virtual resource center for the Life on the Frontier education program," which provided suggested information on sixteen topics for the high school students to present to the younger visitors. In its inaugural year, thirty-eight students gave ninety-six presentations, and the partnership grew throughout the decade.[497]

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[493] Rosemary Frey, Volunteers-in-Parks Program, The George B. Hartzog, Jr. Awards for Outstanding Volunteer Service, Nomination Form for Fiscal Year 2006, File: P94 – Volunteer Employment Program, Administrative Files, Fort Scott NHS; Christian Lutz, Director of Tourism, to Bettie Blake, Regional Volunteer Coordinator, National Park Service Midwest Regional Office, March 9, 2007, File: P94 – Volunteer Employment Program, Administrative Files, Fort Scott NHS.

[494] "Hartford receives NPS award for volunteer service," *Fort Scott Tribune*, August 3, 2010.

[495] National Park Foundation Grant Final Report, Volunteerism Enhancement Program, "National Firestorm" Fort Scott NHS, no date [circa 2004], File: K18 – Civil War Encampment, Fort Scott NHS.

[496] Superintendent's Annual Report FY2008, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[497] Fort Scott National Historic Site, Annual Report, 2000, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2008, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual

... continued on next page

In 2012, the success and longevity of the program led Supervisory Park Ranger Kelley Collins to remark,

> We've been doing it for so long, we now have teachers that are bringing their classes here that did the program as high school students and we also have students that are giving the program that came as elementary students. So it's this generational thing that I think has probably had a lot of impact on those folks that have participated in it.[498]

Collins reflected on the Nevada school program as "one of the things I am most proud of."[499] The site continued to host school groups in general, with attendance numbering in the thousands annually.[500]

Furthering the focus on youth, park staff instituted a Junior Ranger Program and offered a community-based summer day camp, the Trailblazer Program, for children aged ten to fourteen. The Junior Ranger Program fell in line with similar activities throughout the NPS. Fort Scott's program, "Defenders of our Heritage," involved a four-section activity booklet tailored to children aged eight to twelve. After completing the four activities, participants received a Fort Scott National Historic Site Junior Ranger badge. The program was designed so that children could complete the activities in one visit.[501]

The Trailblazer Program was a weeklong day camp typically held in August. Children learned about the mission of the NPS, participated in a mock archeological dig and prairie restoration activities, and saw first-hand "the methods used to preserve the buildings and artifacts of the fort." After attending activities incorporating living history and interpretive talks, the participants prepared their own program for presentation at the camp's conclusion.[502]

Report, Administrative Files, Fort Scott NHS. Upon her retirement in 2012, AP history teacher Lois Pendrak was presented an NPS "Excellence in Partnership Merit Award" for Nevada High School. During her thirteen years of collaboration with Fort Scott National Historic Site, more than 500 of her students conducted presentations for an estimated 10,000 elementary school students. *Nevada Daily Mail*, June 4, 2012.

[498] Kelley Collins interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas.

[499] Kelley Collins interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas.

[500] See for example, Superintendent's Annual Report FY2001-Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2003, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2005, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[501] News Release, "Fort Scott National Historic Site Announces Summer Activities," National Park Service, June 13, 2001, File: Press Releases and Corresponding News Clippings 1998–2002, Administrative Files, Fort Scott NHS.

[502] News Release, "Fort Scott Trailblazer Program to be held in August," National Park Service, July 11, 2002, File: Press Releases and Corresponding News Clippings 1998–2002, Administrative Files, Fort Scott NHS.

In 2001, Fort Scott was selected as one of four communities to host the 2004 Kansas Chautauqua. The Chautauqua movement originated in New York as a summer program for Sunday School teachers in 1874, but over time it evolved into a traveling exhibition that promoted discussions of social issues, involved political speeches, and served as a way to share culture and education.[503] In 2004, the annual Kansas Chautauqua focused on the 150th anniversary of the creation of Kansas Territory under the Kansas-Nebraska Act, with the title "Bleeding Kansas: Where the Civil War Began."[504]

Fort staff initiated activities related to the Chautauqua a week before the official event, holding a Bleeding Kansas weekend of special programs and activities.[505] The fort then hosted the Chautauqua from June 18 to 22, 2004.[506] Nightly programs featured historical reenactors portraying figures such as Abraham Lincoln, John Brown, and Frederick Douglas. Daily activities included lectures and workshops related to the Bleeding Kansas era, craft demonstrations, tours of local historically related sites, films, and period music.[507]

Complementing interpretive events and children's activities, the site installed eighteen new wayside exhibits in production since the 1990s (discussed in Chapter 5).[508] The NPS published two new site bulletins, highlighting the fort's tallgrass prairie and African-American schools in the area at the turn of the twentieth century.[509] These were in addition to five others produced as recommended by the draft long range interpretive plan. The park further expanded its interpretive offerings by publishing a site orientation bulletin in Spanish.[510]

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[503] "Chautauqua Begins in New York and Travels to Kansas," *Kansas Humanities Council News*, Summer 2001, 4, File: K18 – Kansas Chautauqua, Administrative Files, Fort Scott NHS.

[504] News Release, "Humanities Council selects Fort Scott as Chautauqua host," Kansas Humanities Council, September 28, 2001, File: K18 – Kansas Chautauqua, Administrative Files, Fort Scott NHS.

[505] Fort Scott National Historic Site News Release, "'Bleeding Kansas' featured in special weekend programs at Fort Scott NHS," National Park Service, June 10, 2004, File: K18 – Kansas Chautauqua, Administrative Files, Fort Scott NHS.

[506] Fort Scott National Historic Site News Release, "Fort Scott National Historic Site hosts Bleeding Kansas Chautauqua, June 18-22, 2004," National Park Service, June 7, 2004, File: K18 – Kansas Chautauqua, Administrative Files, Fort Scott NHS.

[507] Kansas Chautauqua, "Bleeding Kansas: Where the Civil War Began," June 2004, 2–3, File: K18 – Kansas Chautauqua, Administrative Files, Fort Scott NHS.

[508] Fort Scott National Historic Site, Annual Report, 2000, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2001-Fort Scott National Historic Site, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[509] Superintendent's Annual Report FY2002, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[510] Superintendent's Annual Report FY2002, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

Maintenance and Preservation

Maintenance and renovations remained a top priority. Ongoing deterioration of structures necessitated roof replacements and column repair. In 2005 alone, contractors replaced wood shingle roofs on HS-5, HS-6, HS-7, HS-9, HS-10, HS-11, and HS-12, reflecting the enormity of the ongoing maintenance challenge.[511] In 2000, crews began renovating the Infantry Barracks (HS-6) to include redesigned storage space for living history materials and dressing rooms, the installation of emergency lights, and vertical lift for accessibility. Painting all structures white, initiated in 1997, continued through the early years of the decade (see Chapter 5).[512]

As NPS staff worked on preserving structures at the site, other features were removed in the interest of public safety. In 2000, construction crews began a multi-year project to replace the limestone blocks serving as the walkway at the fort. While historically appropriate, the walkways proved "icy and slick in the winter and have buckled and cracked, creating tripping hazards." Contractors replaced the stone blocks with concrete aggregate tinted tan "to blend with the native stone patios and porches" of the fort.[513] Similarly, the towering wooden flagpole at the center of the parade ground had suffered sufficient deterioration to make it unsafe and was consequently taken down in 2000.[514] The site lacked funds to replace the pole until 2003, when it allocated $58,000 for the purchase and installation of a new one.[515]

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[511] Superintendent's Annual Report FY2005, Fort Scott National Historic Site, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[512] Fort Scott National Historic Site, Annual Report, 2000, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; "Fort Scott Gets a Facelift: Summer 2001 Projects at Fort Scott NHS," National Park Service, 2001, File: D30 – Roads and Trails, Administrative Files, Fort Scott NHS.

[513] "Fort Scott Gets a Facelift: Summer 2001 Projects at Fort Scott NHS," National Park Service, 2001, File: D30 – Roads and Trails, Administrative Files, Fort Scott NHS.

[514] Fort Scott National Historic Site, Annual Report, 2000, no date, 6, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[515] Superintendent's Annual Report FY2003, Fort Scott National Historic Site, no date, 3, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.



Figure 6.2. Officers' Row restored to its original white appearance.
Source: Emily Greenwald, 2011.

In 2002, Superintendent Daugherty created a Facility Manager position to replace the maintenance worker supervisor position vacated by Mike Vachon in 2000. Daugherty hired Jackie Messer for the job. Messer and the Fort Scott NHS facilities staff undertook a number of significant projects throughout the following decade, using both cyclic and repair/rehabilitation project funds. The cyclic projects operated on an annual proposal basis, while repair/rehabilitation projects required proposals developed and submitted at least four years in advance, due to service-wide competition for funds.[516]

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[516] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

Among the site's cyclic projects was the repainting of fort buildings on a five- to seven-year schedule. Messer had analyzed the situation and determined that such a rotation would slow building deterioration and maintain site appearances for visitors. At times, the site employed as many as eighteen student workers through the Student Temporary Employment Program to assist the repainting effort. Other projects completed with cyclic funds included the oiling and staining of decks and doors, replacement of lightning suppression cables, and the aforementioned replacement of roof shingles.[517]



Figure 6.3. Replacement of roof on Officers' Quarters No. 1 (HS-1), 2007.
Source: Fort Scott NHS.

[517] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

The park utilized repair/rehabilitation funds for significantly larger projects that were supposed to last upward of fifteen years or more. In 2002, the site used these funds to replace the limestone walkway in front of Officers' Row with smoother sandstone to further aid accessibility. The search for suitable replacement sandstone took Messer, with the assistance of Midwest Region's Bob Kammel, to roughly a dozen quarries in Arkansas before they found an appropriate match for their needs. Later, facilities staff used excess sandstone from the project to replace the gravel floor of the reconstructed Gun Shed (HS-11). Messer also directed much needed tuck-pointing of chimneys and all stone structures at the park within the first ten years of his tenure.[518]

Repair/rehabilitation projects later in the decade involved replacing doors, porch flooring, exterior stairways, siding, and windows that had deteriorated due to the harsh climate conditions of southeastern Kansas. The sun dried out porches, stairways, and doors and resulted in cracked, warped wood. Rain and moisture damaged columns and exterior siding. In 2007, for example, crews replaced all of the columns surrounding the Well, using a crane to lift the Canopy entirely off the structure to access the columns housed beneath.[519]

The columns of the Officers' Quarters required a different approach. Many of the columns were original 1840s-era solid walnut logs. Facilities staff worked to replace the wooden bases with a "fiberglass-type" base. The man-made bases helped to protect the original upper portions from moisture that seeped into the columns at their connection with the porch deck. Similarly, siding was underlain with vapor barriers to prevent against moisture damage.[520]

In 2003, facilities staff arranged for the replacement of the Powder Magazine (HS-17) door with lighter-weight materials. Previously constructed of wood clad with metal, the "weight on the hinges and the safety element of opening and closing the doors" posed hazards for both the building and site staff. Because it was a reconstructed structure, park staff determined that changing the interior composition of the doors would not affect the Powder Magazine's historical integrity. Consequently, crews replaced the solid wood interior of the door with aluminum framing, resulting in a lighter, safer, construction. Messer called the change "one of our big success stories, because there's not a soul here who knows we did it," referring to the undetectable nature of the rehabilitation.[521]

Messer and the facilities staff used a number of NPS designed facilities management programs in the course of their work. Initially, the NPS employed the Maintenance Management System (MMS)

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[518] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[519] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[520] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[521] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

dating from the mid-1980s. Under MMS, each site inventoried its facilities with the intent of tracking maintenance costs. However, Messer recalled, "[The] Maintenance Management [System], although it was a great idea, was not user friendly—the technology wasn't there."[522]

In the early 2000s, the NPS replaced MMS with the Facility Management Software System (FMSS). The intent remained the same, but the technology and software had greatly improved. Through FMSS, facilities staff at Fort Scott NHS inventoried each building and every aspect of facilities maintenance, from the physical attributes—such as the square-footage of buildings, age, and height of rooflines—to the maintenance of each structure, alarm and climate control systems installed, and when individual building components were slated for repair or replacement. The system recorded the federal funds spent on every aspect of facilities operations at each NPS unit. The Department of the Interior replaced FMSS in 2012–2013 with the Federal and Business Management System (FBMS) in the interest of accountability department-wide, including cost of ownership and operations. Messer noted that while FMSS was a useful management tool for operations, FBMS shifted the focus to cost accounting in general.[523]

Downturn in Budgets and Visitation

Despite site improvements and interpretive developments, visitor tallies declined during the first half of the decade. Following an eleven percent rise between 2000 and 2001, visitation dropped by over a third during the next four years—from 41,531 in 2001 to 26,348 in 2005.[524] The park cited various contributing factors, ranging from gas prices, weather, and a "sluggish economy" to "the overall downturn in tourism nationwide since 9/11/2001."[525] The park's budget declined as well, particularly between 2002 and 2004. In that period, the site's operational costs exceeded its approved budget, prompting the Midwest Regional Office to supplement the site's finances with additional funding to cover deficits in both 2003 and 2004.[526]

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[522] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[523] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[524] Fort Scott National Historic Site, Annual Report, 2000, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2001, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2005, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[525] Fort Scott National Historic Site, Annual Report, 2000, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2002, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2003, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[526] In 2003, the regional office provided $14,000, while in 2004, regional management added $54,000 to the park's base operating program. Superintendent's Annual Report FY2003, Fort Scott National Historic Site, no date, 1, File: A

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Fort Scott's financial difficulties were part of a larger budget crisis across the National Park Service. System-wide financial constraints, particularly in Fiscal Year 2004, forced the park to trim as much as it could. Midwest Regional Director Ernest Quintana issued a memorandum titled "Living Within Our Means" in which he directed superintendents in the region "to take a fresh look at their organizational structure and develop a new position management strategy."[527] In response, Superintendent Daugherty noted that a vacated Maintenance Worker position (which had been held by Vivien Schuh) would not be filled, in order to "provide some lapse money to reduce pressure on the park budget."[528] He also proposed to lapse or eliminate one Park Ranger position and the Historian position "to achieve a sustainable budget."[529] He commented that the Ranger Careers program had "increased personal services costs significantly. . . . Like other park units, Fort Scott absorbed much of the increased costs in the existing budget." In addition, the other position upgrades that had occurred in 2000 further added to costs.[530]

The decline in funding was most evident in the site's seasonal staff levels. Already operating at less than optimum levels—nine seasonal positions in 2001, compared to fourteen seasonals a decade earlier—the staff dropped to six seasonals in both 2002 and 2003 for the busiest months of the year.[531] Superintendent Daugherty noted in 2003, "The park has not funded any seasonal positions out of base funding for two years."[532] Money for approved projects, which was separate from base operations funds—supported some seasonal staff.[533] Project money fluctuated considerably during

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2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2004, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[527] Ernest Quintana, Director, Midwest Region, to Superintendents, Midwest Region, and Midwest Regional Office Directorate, March 1, 2004, 1, File: Budget Execution, Administrative Files, Fort Scott NHS.

[528] Superintendent, Fort Scott National Historic Site, to Deputy Regional Director, Midwest Region, June 3, 2004, 2, File: Budget Execution, Administrative Files, Fort Scott NHS.

[529] Superintendent, Fort Scott National Historic Site, to Deputy Regional Director, Midwest Region, June 3, 2004, 4, File: Budget Execution, Administrative Files, Fort Scott NHS.

[530] Superintendent, Fort Scott National Historic Site, to Deputy Regional Director, Midwest Region, June 3, 2004, 2–3, File: Budget Execution, Administrative Files, Fort Scott NHS.

[531] In 2009, the number of seasonals was twenty two, further illustrating how deep the cuts had been in the middle of the decade. Fort Scott National Historic Site, personnel position list, FY 1991; Fort Scott National Historic Site, personnel position list, June 17, 2001; Fort Scott National Historic Site, personnel position list, July 5, 2002; Fort Scott National Historic Site, personnel position list, May 18, 2003; Fort Scott National Historic Site, personnel position list, May 17, 2004; Fort Scott National Historic Site, personnel position list, June 22, 2009; documents provided by Midwest Regional Office, October 2012.

[532] That trend continued in 2004, when a document reported "No seasonals have been funded out of ONPS since FY01." John Daugherty, Superintendent, Fort Scott, to Associate Regional Director, Administration and Information Technology, November 28, 2003, File: Budget Execution, Administrative Files, Fort Scott NHS; "Fort Scott National Historic Site [Attachment 5]," June 3, 2004, File: Budget Execution, Administrative Files, Fort Scott NHS.

[533] Ron Cockrell to Emily Greenwald, April 5, 2013, 3.

the first half of the decade: $321,250 in FY 2000, $158,145 in FY 2001, $380,560 in FY 2002, $529,801 in FY 2003, $157,035 in FY 2004, and $389,300 in FY 2005.[534] The reductions in seasonal staff prior to 2005 meant that the permanent site personnel had to make up the difference in operations. Further complicating the situation, regional management occasionally detailed Fort Scott NHS staff on temporary assignments to other parks.

In keeping with past practice, parks within the Midwest Region shared expertise. Fort Scott NHS staff assisted with interpretation and education at Pea Ridge National Military Park, Wilson's Creek National Battlefield, and Mine Creek Battlefield State Historic Site, where Fort Scott NHS also "loaned period clothing along with props for their annual moonlight tour," while park personnel volunteered personal time to assist the site.[535]

Restoration of Funding

In 2005, Fort Scott's budget woes were reversed when the park received a $100,000 increase for the fiscal year. Further, park administrators learned that "[t]he add-on was initially given out by WASO [Washington Office] Budget as a one-year increase, but was later changed to a permanent increase to the park base." Authorized funding for 2005 totaled $988,234, and in subsequent years that amount was raised to over $1 million annually.[536] While it was not enough additional money to substantially enlarge the scope of site services, it did allow the hiring of additional seasonal employees to support park operations (for example, eleven seasonals in 2005, compared to the six seasonal positions just two years earlier).[537]

In March 2005, Historian Arnold Schofield retired. Schofield, one of the initial hires after the NPS assumed administration of the site in 1979, had worked at Fort Scott NHS for twenty-five years. His dedicated research had built a storehouse of historical information that staff used in the development of interpretive projects and programs. Schofield also worked as the fort's para-archeologist, monitoring construction projects and assisting with museum curatorial duties.

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[534] See annual reports for those years, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS. Project funds in both 2003 and 2005 included amounts over $200,000 from the Fee Demonstration program to rehabilitate roofs.

[535] Superintendent's Annual Report FY2002, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[536] Superintendent's Annual Report FY2005, Fort Scott National Historic Site, no date, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2007, Fort Scott National Historic Site, no date, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[537] Fort Scott National Historic Site, personnel position list, May 18, 2003; Fort Scott National Historic Site, personnel position list, June 9, 2005; documents provided by Midwest Regional Office, October 2012.

Following his departure from Fort Scott NHS, Schofield took the position of Site Administrator at Mine Creek Battlefield State Historic Site.[538] The Historian position remained vacant until June 20, 2010, when William Fischer arrived.[539]

Superintendent Betty Boyko

In May 2006, Superintendent John Daugherty retired after a thirty-one-year career with the federal government, with the last six years at Fort Scott NHS. Daugherty planned to retire to his home in Lander, Wyoming.[540] His successor, Betty Boyko, became site Superintendent that same year. Her most recent assignments with the NPS had been as Assistant Superintendent of the Lewis and Clark National Historic Trail and concurrently as manager of the Lewis and Clark Bicentennial traveling exhibit, the Corps of Discovery II, both headquartered in Omaha, Nebraska.[541]



Figure 6.4. Superintendent Betty Boyko.
Source: Fort Scott NHS.

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[538] John Daugherty, "Arnold W. Schofield to Retire," InsideNPS, January 27, 2005, File: Press Releases and Corresponding News Clippings, 2003–2006, Administrative Files, Fort Scott NHS.

[539] William Fischer, personal communication with author, February 12, 2013.

[540] Fort Scott National Historic Site News Release, "Fort superintendent announces retirement," National Park Service, March 21, 2006, File: Press Releases and Corresponding News Clippings, 2003–2006, Administrative Files, Fort Scott NHS.

[541] Betty Boyko interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas; Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 1.

Upon assuming duties as Superintendent, Boyko learned of the changes that had occurred at the site prior to her tenure, in part due to the budget shortfalls throughout the NPS. She sought to reestablish the fort's ties with the community, promote the park, and rebuild its prominence as a tourist attraction within the city and the region.

Boyko brought with her experience in community involvement, having participated in the development of several Friends groups at both Knife River Indian Villages National Historic Site in North Dakota and Homestead National Monument of America in Nebraska. Boyko recognized the importance of community involvement and made it a focal point of her administration to be an active participant. She recalled that one of her first priorities was to join or become involved in as many community organizations and groups as possible. Boyko joined the Fort Scott Visioning Steering Committee, the Tourism Committee, the Steering Committee for City Comprehensive Management Plan, the Riverfront Development Committee, and the local Rotary Club, among others.[542] Through her involvement in these groups, Boyko gained insight into what was occurring within the community as well as local perceptions about the park and the obstacles that might impede a greater appreciation and support of the site and its programs and events.[543]

In further efforts to accomplish her objectives, Boyko oversaw the reexpansion of special activities at the fort. Weekend living history activities were reinstated throughout the entire summer, offering visitors a window into frontier life during the fort's historic period. Park staff instituted thematic evening tours, each developed around an interpretive universal concept. Volunteers provided new insights for visitors through living history vignettes to powerfully illustrate the interpreted events. Some themes included Fort Scott tragedies, the life of a Civil War soldier from enlistment to the grave, and Bleeding Kansas conflicts.[544]

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[542] Midwest Region, National Park Service, "Fort Scott National Historic Site, Operations Evaluation, June 26–29, 2007," June 2007, 4, available at Fort Scott NHS.

[543] Betty Boyko interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas.

[544] Fort Scott National Historic Site News Release, "Summer activities announced at Fort Scott National Historic Site," National Park Service, June 20, 2008, File: Press Releases and Corresponding News Clippings, 2007– , Administrative Files, Fort Scott NHS.

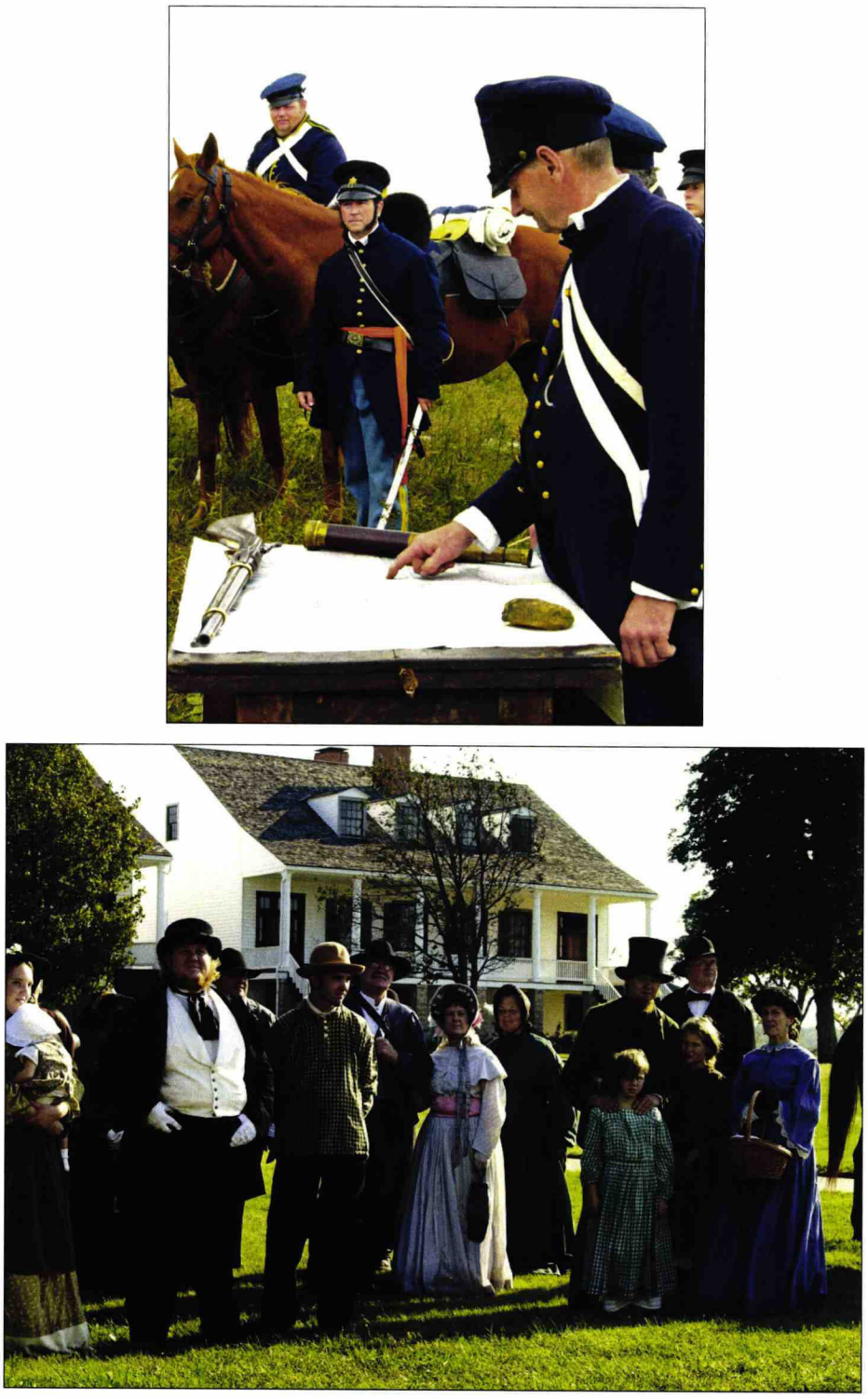


Figure 6.5. Actors recreating Fort Scott history for the 2009 interpretive film.
Source: Fort Scott NHS.

Other interpretive activities included developing a cellular telephone tour for the site under the initiative of Park Ranger Barak Geertsen.[545] Staff also "[d]eveloped and presented [a] new education activity for [a] Sweep through History education program."[546] In 2009, after two years of production, Fort Scott NHS premiered a new interpretive film that replaced outdated visitor orientation technology.[547] The film starred park personnel and local residents dressed in period costume and served not only as a complement to site interpretation but also helped to build community ties. A local park volunteer commented, "The new film improves the National Historic Site's ability to communicate to visitors the significant role our community and the 'Old Fort' has played in the western expansion of the United States."[548]

Superintendent Boyko coupled the premier of the new film with another objective of her administration—establishing a Friends of Fort Scott National Historic Site partnership to help promote interest and potentially raise funds for the park. The public film debut was "the kickoff event for the new group," which began meeting in early 2009. Boyko ardently supported the organization, stating that she was "grateful to have the assistance of the new group." She added,

> When I arrived in Fort Scott . . . , I quickly experienced the pride and appreciation the citizens have for this site. Like all National Park Service sites, this resource belongs to the citizens and I welcome and look forward to their involvement.[549]

It was a relationship Superintendent Boyko nurtured and encouraged through subsequent years. In 2011, the Friends won the National Park Service Midwest Region Excellence in Partnering Award.[550]

Partnerships and Park Boundaries

Superintendent Boyko's involvement, as well as the participation of site staff, in community organizations served to extend the site's outreach and promote cooperative planning for events both locally and regionally. For example, she routinely attended meetings of the Fort Scott Chamber of

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[545] Superintendent's Annual Report FY2008, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[546] Superintendent's Annual Report FY2007, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[547] "Historic film to debut Thursday," *Fort Scott Tribune*, September 30, 2009, File: A22 – Friends Group, Administrative Files, Fort Scott NHS.

[548] "Historic film to debut Thursday," *Fort Scott Tribune*, September 30, 2009, File: A22 – Friends Group, Administrative Files, Fort Scott NHS.

[549] "Historic film to debut Thursday," *Fort Scott Tribune*, September 30, 2009, File: A22 – Friends Group, Administrative Files, Fort Scott NHS.

[550] "Friends of FSNHS win regional award," *Fort Scott Tribune*, October 13, 2011.

Commerce and kept chamber members apprised of park activities. Because NPS regulations prevent park units from spending appropriated monies on advertising, the partnership with the chamber of commerce provided the opportunity to promote Fort Scott NHS through chamber magazines and publications. Boyko noted the importance of this: "They can reach audiences that we know we cannot within our limited resources." In turn, park staff worked with the Chamber to accommodate large groups and visiting dignitaries, providing personalized tours of the fort.[551]

As in the past, issues beyond park boundaries remained a concern for site administration. The NPS entered service-wide programmatic agreements with the Advisory Council on Historic Preservation and the National Conference of State Historic Preservation Officers for compliance with Section 106 of the National Historic Preservation Act. Prior to 1995, responsibility for Section 106 compliance rested with the NPS regional offices, but a reorganization that year delegated the responsibility to site superintendents.[552] Under the agreement, superintendents were required, among other assignments, to

> a. Designate a Park Section 106 Coordinator and a Cultural Resource Management (CRM) Team meeting the necessary qualifications; . . .
>
> d. Ensure early coordination among the Section 106 Coordinator, the CRM Team, and other park and regional staff, concessioners, park partners, neighboring communities, groups affiliated with park resources, and others in the planning of projects and activities that may affect historic properties;
>
> e. Ensure that Section 106 consultation with the SHPO/THPO [state historic preservation officer/tribal historic preservation officer] and other consulting parties is initiated early in the planning stages of any given undertaking, when the widest feasible range of alternatives is available for consideration.[553]

Site administrators worked to uphold the provisions of the agreement and to educate community leaders and developers about historic preservation.

Boyko's membership in the Fort Scott Riverfront Authority, for example, served to "promote compatible development" near the historic site and to educate the committee about historic preservation, Kansas historic preservation laws, and Section 106 compliance procedures. A proposed recreational vehicle (RV) parking lot along the riverfront and below the bluff of the historic site proved a contentious issue during Boyko's administration. The proposed development,

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[551] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 2–3.

[552] Ron Cockrell to Emily Greenwald, April 5, 2013, 20.

[553] Mary. A. Bomar, Director, National Park Service, "Programmatic Agreement among the National Park Service (U.S. Department of the Interior), the Advisory Council on Historic Preservation, and the National Conference of State Historic Preservation Officers for Compliance with Section 106 of the National Historic Preservation Act," November 14, 2008, 3-4, available at Fort Scott NHS.

utilizing federal funds, was, according to Boyko, "completely in violation of the Kansas Historic Preservation Act."[554] Kansas state law contained an "environs" provision that required notice to the state historic preservation officer "and an opportunity to investigate and comment upon" any proposed project "within 500 feet of the boundaries of a historic property located within the corporate limits of a city."[555] The proposed RV parking lot fell within 500 feet of Fort Scott NHS. Through Superintendent Boyko's efforts, in conjunction with the state historic preservation office, the proposed lot was relocated to a separate area that would not infringe upon the cultural landscape of the park.[556] On July 1, 2013, the Kansas state legislature amended the preservation act to "eliminate the environs review component."[557]

In 2009, the Keeper of the National Register of Historic Places added Fort Scott's downtown historic district to the roster.[558] As a member of the Fort Scott Visioning Steering Committee, Boyko used the opportunity to educate the Buildings and Infrastructure subcommittee and property owners about Section 106 compliance. She invited staff from the state historic preservation office to meet with committee members to discuss preservation laws, procedures, and tax incentives. Boyko hoped that her outreach efforts, at the least, "would foster a greater appreciation for preservation."[559]

Throughout her tenure, Superintendent Boyko has worked toward expanding the park's western boundary to acquire an underutilized Westar Energy building for park staff use. The effort initially began in 1998 with Superintendent Richard Lusardi but subsequently stalled. In 2007, Boyko restarted the effort, recognizing that it required an act of Congress to alter the site's borders. Working in cooperation with the Midwest Region's Legislative Affairs and Lands offices and the Washington Legislative Affairs office, along with the support of the Friends of Fort Scott National Historic Site, Boyko continues the effort by submitting requests for land acquisition annually.[560]

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[554] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 5.

[555] Kansas Statutes Annotated, Chapter 75, Article 27, "State Historical Society," 2009, <http://kansasstatutes.lesterama.org/Chapter_75/Article_27/#75-2724> (July 15, 2013).

[556] As of July 2013, the proposed relocation for the recreational vehicle parking lot was adjacent to the proposed loop road, both of which remained in the design stages. Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 5–6.

[557] Kansas Historical Society, "Kansas Preservation Act," 2013, <http://www.kshs.org/p/kansas-preservation-act/15577> (July 15, 2013).

[558] National Park Service, National Register of Historic Places, "Fort Scott Downtown Historic District," published December 18, 2009, <http://www.nps.gov/nr/> (July 15, 2013).

[559] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 9.

[560] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 6–7.

Regionally, site Historian William Fischer represented the park in meetings for the Freedom's Frontier National Heritage Area. The heritage area, signed into law by President George W. Bush in 2006, covered forty-one counties—twenty-nine in Kansas and twelve in Missouri—and recognized the conflict over slavery in the region that culminated in the American Civil War.[561] The partnership with the national heritage area served as a way for fort staff to promote the site regionally without using the park's own appropriations and to coordinate activities and themes with other historic sites in the vicinity of Fort Scott NHS.[562]

A study of visitation in 2007 demonstrated the economic impact of national park tourism. Out of town visitors to Fort Scott NHS spent approximately $854,000 in the local economy, at a typical rate of $71 each.[563] In a less scientific assessment, the park's significance and popularity were recognized in 2010, when it was voted as one of the Eight Wonders of Kansas History in a contest organized by the Kansas Sampler Foundation.[564]

Further Expansion of Programs

Park employees seized opportunities for new programs for the fort's event schedule, including a Military Holiday program in July 2007 and activities honoring Veterans Day.[565] In 2008, the site hosted Budweiser's "World Famous Clydesdales" during the city's Good Ol' Days event under a special park use request. The activity served the dual purposes of affording site staff the "opportunity to educate the public and various organizations about park policies" and to demonstrate how communication and a cooperative effort, between NPS and the public, could result in a "successful outcome for all concerned."[566] Superintendent Boyko explained to the community that federal regulations do not allow for the endorsement of commercial products and/or advertisements to be displayed, posted, or distributed on federally owned or controlled lands. Criteria established by Anheuser-Busch to host the Clydesdale horses have been in contradiction to these regulations. Open dialogue provided an opportunity to educate the public

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[561] Act of October 12, 2006 (120 Stat. 1783); "Culture, tourism officials see benefits in heritage designation," *The Morning Sun*, October 22, 2006, File: A38 – National Heritage Area, Administrative Files, Fort Scott NHS.

[562] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 1–2.

[563] "Study shows Fort's impact on community," *Fort Scott Tribune*, October 18, 2010.

[564] "National Historic Site among 8 Wonders of Kansas History," *Fort Scott Tribune*, June 22, 2010.

[565] Superintendent's Annual Report FY2007, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS; Superintendent's Annual Report FY2008, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[566] Superintendent's Annual Report FY2008, Fort Scott National Historic Site, no date, 1, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

about federal management policies and regulations and helped them to understand how multiple entities, with what would appear to be opposing interests, could act together to achieve the same goals through communication and cooperative effort.[567]

Fort Scott's annual Good Ol' Days celebration has been a significant draw for tourists since it began. The magnitude of the event, coupled with its proximity to the fort—directly outside the park's boundaries—led to site administration's active involvement with the Good Ol' Days planning board. Superintendent Boyko noted, "by participating on the board, we can at least have some input on the activities or tell them what we're doing here and then try to coordinate with them so that we can take advantage of that attendance."[568]



Figure 6.6. Fort Scott Good Ol' Days celebration in 2010.
Source: Fort Scott NHS.

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[567] Betty Boyko interview by Joshua Pollarine, June 27, 2012, Fort Scott, Kansas; Ron Cockrell to Emily Greenwald, April 5, 2013, 20.

[568] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 3.

The partnership has allowed Fort Scott NHS and the city to coordinate activities and events, such as hosting the Clydesdales. Further, it has served as a channel for communication to resolve any potential conflict, often before it arises. For example, the celebration incorporated music played through loudspeakers that was supposed to be compatible with properties in the area. Over time, however, the volume of the music became increasingly problematic and "was quite an intrusion to the visitor experience." Working with the board and maintaining open communication, the issue was subsequently resolved to the satisfaction of all parties involved.[569] Superintendent Boyko and the site staff's efforts at community outreach and civic involvement have proved successful.

In 2011, the fort hosted special events marking the 150th anniversary of Kansas statehood and the 150th anniversary of the Civil War. Activities started in January with a weekend of living history demonstrations focusing on a nation on the brink of civil war.[570] The park hosted a traveling exhibit titled "Abraham Lincoln: A Man of His Time, a Man for All Times" from late August to late September.[571] Other activities addressing the 150th anniversary were folded into the park's event calendar.[572] In January 2013, the park celebrated the 150th anniversary of mustering in the first African-American regiment at Fort Scott.[573]

Law Enforcement

Security and law enforcement at Fort Scott NHS evolved during the early 2000s. Supervisory Park Ranger Kelley Collins, the sole law enforcement ranger on site, drafted a law enforcement needs assessment for the park in 2003 and subsequently completed a superintendent's compendium, setting the rules and regulations for managing the site—such as visitors' hours—that allowed enforcement of park policies by code.[574]

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[569] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 4.

[570] Fort Scott National Historic Site News Release, "Fort Scott National Historic Site to commemorate 150th anniversary of Kansas statehood on the eve of the Civil War," National Park Service, January 21, 2011, File: K3415 – Press releases and corresponding news clippings, 2011, Administrative Files, Fort Scott NHS.

[571] "Lincoln exhibit now at FSNHS," *Fort Scott Tribune*, August 30, 2011.

[572] Fort Scott National Historic Site News Release, "Fort Scott National Historic Site celebrates 150 years of Kansas statehood during Good Ol' Days," National Park Service, May 25, 2011, File: K3415 – Press releases and corresponding news clippings, 2011, Administrative Files, Fort Scott NHS.

[573] "FSNHS celebrates heritage; 150th anniversary of the federal muster of the first African-American regiment of Civil War commemorated," *Fort Scott Tribune*, January 15, 2013.

[574] Kelley Collins telephone interview by Joshua Pollarine, June 24, 2013.

Site law enforcement worked in conjunction with the Fort Scott Police Department, utilizing its dispatch center, and the fort's alarm system notification process included both park staff and local police. An alarm company monitored the fort's building alarms twenty-four hours a day, seven days a week.[575] The Midwest Regional Office identified a significant deficiency in 2007, however. The park's Visitor Management Resource Protection Assessment Program called for 2.8 full-time employees in law enforcement. Collins, whose official title was Supervisory Park Ranger, served as a 0.2 full-time employee in a law enforcement capacity.[576] Crime at the site has been relatively low but not unknown. From 2009 to 2012, the following crimes occurred: one case of vandalism, a poaching incident, two burglaries, and one larceny.

Planning for the Future

National-level decisions played a significant role in the administration of the Fort Scott NHS in the early twenty-first century. President George W. Bush, speaking from Yellowstone National Park in August 2006, proposed the National Parks Centennial Initiative and directed Interior Secretary Dirk Kempthorne "to establish specific performance goals to help prepare the national parks for another century of conservation, preservation and enjoyment." This was in preparation for the National Park Service's 100th anniversary in 2016.[577] The following May, Kempthorne provided five "overarching goals and associated performance goals" in response to the president's directive. Kempthorne's objectives included:

- Stewardship. The National Park Service leads America and the world in preserving and restoring treasured resources.
    - Rehabilitate historic buildings; Restore native habitats; Improve high priority assets to acceptable condition; Improve the natural resources in parks; Complete all cultural resource inventories.
- Environmental Leadership. The National Park Service demonstrates environmental leadership to the nation.
    - Establish programs to showcase exemplary environmental practices; Increased use of alternative energy and fuels; Reduce the environmental impact of parks on air

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[575] Midwest Region, National Park Service, "Fort Scott National Historic Site, Operations Evaluation, June 26–29, 2007," June 2007, 10–11, available at Fort Scott NHS.

[576] Midwest Region, National Park Service, "Fort Scott National Historic Site, Operations Evaluation, June 26–29, 2007," June 2007, 10, available at Fort Scott NHS.

[577] Al Nash, Yellowstone National Park, National Park Service, "The Future of America's National Parks," August 25, 2006, <http://www.nps.gov/yell/parknews/doi.htm> (July 15, 2013).

and water quality; Ensure every new park facility receives at least a silver rating equivalent under the Leadership in Energy and Environmental Design standards.

- Recreational Experience. National parks are superior recreational destinations where visitors have fun, explore nature and history, find inspiration, and improve health and wellness.
    - Increase annual volunteer hours by 100%; Increase visitation at lesser known parks by 25%; Rehabilitate over 2,000 miles of trails; Increase the number of visitors that attend ranger-facilitated programs.
- Education. The National Park Service fosters exceptional learning opportunities that connect people to parks.
    - Increase visitor satisfaction, understanding and appreciation; Enroll an additional 2 million children in the junior ranger program; Increase the number of web hits through advanced, interactive features.
- Professional Excellence. The National Park Service demonstrates management excellence worthy of the treasures entrusted to our care.
    - Meet 100% of diversity recruitment goals; Attain the highest employee satisfaction rate of all federal agencies; Establish a structured professional development curriculum; Improve communications and marketing capacity to increase public awareness; Reduce the number of employee lost-time and serious visitor injuries by 20%.578

To accomplish the goals identified by Kempthorne, President Bush put forward the largest NPS budget in the agency's history at $2.4 billion for Fiscal Year 2008. The proposed budget provided for 3,000 seasonal employees, a $140 million increase to the National Park Service's base operations budget, $100 million in discretionary funds annually in the years leading up to the anniversary, and rolling increases for park maintenance. At Fort Scott NHS, the Centennial Initiative provided separate funding for seasonal interpretive and maintenance staff and an initial increase in base operating funds of $25,000. Base funding for Fort Scott NHS continued to increase annually under the president's initiative.[579]

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[578] Dirk Kempthorne, Secretary of the Interior, "The Future of America's National Parks," May 31, 2007, <http://www.doi.gov/initiatives/FactSheetFINAL05-29-07.pdf> (July 15, 2013).

[579] Kelley Collins, National Park Service News Release, "President's Fiscal Year 2008 Budget Proposal to Impact Park Operations at Fort Scott National Historic Site," February 6, 2007, <http://www.nps.gov/fosc/parknews/upload/NPS FY 2008 Budget.doc> (July 15, 2013); Ron Cockrell to Emily Greenwald, April 5, 2013, 20.

In 2010, NPS Director Jonathan B. Jarvis signed a memorandum of understanding with the U.S. Citizenship and Immigration Service.[580] The partnership encouraged NPS sites to hold naturalization ceremonies when and where possible. Having already established a history of holding such ceremonies, Fort Scott successfully reinstituted the event in May 2011. Superintendent Boyko later reported, "Eighty seven new Americans citizens from 46 countries were welcomed into the community with great pride and dignity."[581] This was one of the many previously shelved events and activities that Boyko's administration brought back.

After nearly twenty-five years of fee collection at Fort Scott NHS, in April 2011, NPS administration declared Fort Scott a fee-free site, improving the ease of access for visitors. The change was a result of "careful analysis of the administrative costs associated with the collection of entrance fees." Site management determined that the costs exceeded fees collected. Eliminating fee collection streamlined staff responsibilities and allowed more time for personnel to focus on other operational activities such as site interpretation.[582] In order to improve physical access to park resources, a team led by Alicia Voigt of the National Center on Accessibility conducted an accessibility study of the park in 2012. They identified potential barriers and recommended alterations, such as eliminating uneven surfaces, lowering gates protecting exhibit areas to provide greater visibility to visitors in wheelchairs, building ramps, adjusting waysides to accommodate visitors of short stature or low vision, and eliminating doorway thresholds.[583]

Toward the end of the decade, Fort Scott NHS administration faced new challenges brought about by the departures of long-term site employees. Employee retention at Fort Scott NHS was exemplary, but it also meant that some of those who started their NPS careers there in the early days were ready to move on. In 2010, after thirty years of service, both Mary Beth McClure and Mike Younggren left the site, and other staff were nearing retirement.[584] Superintendent Boyko recognized the need for succession planning—in her words, staffing "positions as they become vacant to learn

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[580] Director Jonathan B. Jarvis, to National Leadership Council, Attention: Superintendents, July 30, 2010, File: A82 – Naturalization Ceremony – 2011, Administrative Files, Fort Scott NHS.

[581] Betty Boyko, Superintendent, to Whendi Martin, May 26, 2011, File: A82 – Naturalization Ceremony – 2011, Administrative Files, Fort Scott NHS.

[582] Fort Scott National Historic Site News Release, "Fort Scott National Historic Site now a fee-free site," National Park Service, April 29, 2011, File: K3415 – Press releases and corresponding news clippings, 2011, Administrative Files, Fort Scott NHS.

[583] Alicia Voigt, NCA, Accessibility Assessment, 2012, available at Fort Scott NHS.

[584] Mary Beth McClure transferred to a position with the Midwest Regional Office and site carpenter Mike Younggren retired. Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012; Mary Beth McClure telephone interview by Joshua Pollarine, July 2, 2013; Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 13.

from those that soon will be vacant so that we have that transfer of knowledge and experience."[585] The problem was further compounded by funding constraints and, as of 2013, congressional sequestration that resulted in budget cuts across the federal government.[586]

The most recent system-wide initiative affecting the park is NPS Director Jarvis's "Call to Action," issued in August 2012, which he described as "[a] call to all National Park Service employees and partners to commit to actions that advance the Service toward a shared vision for 2016 and our second century."[587] In recognition of the National Park Service's 100th anniversary, the Call to Action asked NPS employees to "recommit to the exemplary stewardship and public enjoyment" of NPS sites. Guiding tenets captured within the call stated,

> We must promote the contributions that national parks and programs make to create jobs, strengthen local economies, and support ecosystem services. We must use the collective power of the parks, our historic preservation programs, and community assistance programs to expand our contributions to society in the next century.[588]

The Call to Action highlighted the National Park Service's importance to the nation as a whole and recognized the need to maintain the service's relevance for another hundred years.

At Fort Scott NHS, staff are seeking to address all pertinent Call to Action items. Special interests include, but are not limited to, "In My Back Yard" (improving urban residents' awareness of and access to outdoor and cultural experiences close to home) and "Value Added" (developing awareness of how parks contribute to economic vitality of the nation).[589] The staff has promoted the education goals of the Call to Action, initiating Teacher-Ranger-Teacher projects over the last several years to develop curriculum and to review the park's educational programs. Other projects focus on engaging youth and integrating technology and social media into interpretation. In addition, the park is improving physical accessibility, as evidenced by the 2013 addition of an elevator to the Infantry Barracks (HS-7) and planning for a new theater and restrooms in that building.[590]

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[585] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 13.

[586] Betty Boyko telephone interview by Joshua Pollarine, June 26, 2013, transcript, 13.

[587] National Park Service, "A Call to Action: Preparing for a Second Century of Stewardship and Engagement," August 25, 2011, 1, available at Fort Scott NHS.

[588] Kelley Collins to Emily Greenwald, July 26, 2013.

[589] William E. Fischer to Emily Greenwald, July 24, 2013; "A Call to Action: Preparing for a Second Century of Stewardship and Engagement," <http://www.nps.gov/calltoaction/PDF/CTA_poster_2012.pdf> (July 24, 2013).

[590] Project Identification sheets provided to HRA by Kelley Collins, available at Fort Scott NHS.

Chapter 7. NPS Archeological Investigations

During the restoration and reconstruction of Fort Scott National Historic Site (NHS), archeologists from the Kansas State Historical Society conducted investigations to collect information about fort buildings and artifacts (see Chapter 3). That initial research ended in 1972, and no further archeological work occurred until 1986. A number of the investigations since 1986 have been related to maintenance and infrastructure projects, during which archeologists monitor impacts to cultural resources in compliance with Section 106 of the National Historic Preservation Act. They have taken advantage of such opportunities to examine subsurface features and to collect exposed artifacts, while also assuring minimal impacts to the site's cultural resources. In addition, archeologists have conducted some excavations and other investigations for research purposes, to better understand the history and construction of the fort. Archeologists from the National Park Service (NPS) Midwest Archeological Center (MWAC) in Lincoln, Nebraska, have performed most of the work.

The original excavations yielded extensive data about early Fort Scott, but they did not encompass the entire site. MWAC archeologist Caven Clark later wrote, "[t]here was little investigation of the areas intervening between structures and no investigation of areas around standing original structures."[591] Monitoring work and research carried out since the 1980s has allowed the NPS to address some of those gaps, particularly around Officers' Row.

Archeology in the 1980s

Perhaps because of the many other activities at Fort Scott Historic Site—reconstruction and restoration of structures, development of interpretation, and furnishing rooms with period pieces—along with the transfer of the site to the NPS, no additional archeological work occurred until 1986. That summer, Robert K. Nickel excavated portions of HS-34, an "unidentified historic structure."

[591] Caven Clark, Archeologist, memorandum to Superintendent, Fort Scott National Historic Site, December 29, 1992, 1, File: H22 – Cultural Resource Studies and Research, Administrative Files, Fort Scott NHS.

The study revealed that the building was outside the period of significance for Fort Scott NHS, having been constructed in the late nineteenth to early twentieth century.[592]

Jeffrey Richner monitored installation of a gas line in April 1988. He identified "several lenses that suggest the military era materials may still be in place at a considerable depth." Richner concluded that "trenching for the gas line had no impact upon military era structures or archeological deposits." A foundation encountered was determined to be post-military and perhaps part of HS-34.[593]

Monitoring and Research During the 1990s

Development of infrastructure created opportunities for an increased level of archeological activity in the 1990s. The park added a security alarm system in 1992 and a fire suppression system in 1997–1998. Both construction projects involved digging trenches for wiring and pipes, providing access to subsurface features and artifacts. Archeologists from MWAC monitored the construction.

Caven Clark led the team that monitored the installation of the alarm system in 1992. The archeologists uncovered new historical artifacts for the site's collection, although, as Clark later reported, "[v]ery few artifacts are specifically attributable to any of the military periods of the fort complex, and fewer yet to the military itself." Items of note included a brass butt plate, a dragoon button, and a .46 caliber cartridge case dating from the post-Civil War period.[594]

In 1993 and 1994, Clark directed a crew of archeologists from MWAC in investigating the area behind Officers' Row. This research effort aimed to provide information for the cultural landscape report then being prepared. The team successfully confirmed locations of features on the fort's 1848 ground plan. It also uncovered portions of the stone walls, exposed curbed walkways between Officers' Quarters No. 2 (HS-2) and an outbuilding (HS-35), and identified outbuildings, cisterns, and flagstone porches.[595] The archeological surveys significantly contributed to the NPS's understanding of the area behind Officers' Row. Clark later advised that restoring features such as gardens, walkways, and paved decks "would impart a much warmer feeling for the men and women

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[592] Lykowski, *Fort Scott's Buried Past*, 23.

[593] Lykowski, *Fort Scott's Buried Past*, 24.

[594] Caven Clark, "Archeological Investigations at Fort Scott National Historic Site, Bourbon County, Kansas: 1992," June 17, 1993, 14, File: H22 – Cultural Resource Studies and Research, Administrative Files, Fort Scott NHS.

[595] Caven Clark, Archeologist, Midwest Archeological Center, memorandum to Chief, Midwest Archeological Center, September 20, 1993, 1–2, File: Archeology, Ft. Scott N.H.S., Park Archives, Fort Scott NHS; Caven Clark, "Archeological Investigations at Fort Scott National Historic Site, Bourbon County, Kansas: 1993–1995," 2004, ii, 38.

who once lived here, not as aliens in an uncertain landscape, but more as colonists who desired to bring with them to the wilds of Kansas a way of life and living more familiar to the civilized east."[596]

The park installed a fire suppression system between 1996 and 1998. William Hunt monitored the 1996 work, while Scott Stadler monitored activities in 1997 and 1998. Again, the trenching required for the project gave archeologists an opportunity to collect artifacts and document features below the surface. Stadler reported,

> Numerous artifacts were observed but were collected only if they possessed diagnostic features . . . . Whiteware, porcelain, stoneware, nails, ferrous and non-ferrous metal, curved glass, flat glass, brick, and stone were all observed and noted in project documentation. Evidence of prehistoric materials was discovered in two locations during Phase III. The first is a single piece of chert debitage observed in disturbed deposits in the trench south of HS-7. The second was an incidental find of several pieces of chert debitage around the picnic area north west of the RV parking area and south of HS-6.[597]

He also noted discovery of twenty features: "ten structure foundations, two concrete features, three stone wall remnants, two drain segments, two stone walks, and one lens of sand, cinders, and rock . . . ."[598]

Additional archeological endeavors at the park included a 1995 excavation of the Hospital latrine and a 1997 archeological field school "concentrating on application of Remote Sensing methods to document previously unknown features."[599] The NPS noted that "information gathered during the training course immediately benefited" archeologists' work at the fort.[600] Scott Stadler reported that the remote sensing results had been used to determine trench locations for the fire suppression system that would "avoid, or minimize disturbance to, significant cultural features."[601]

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[596] Caven Clark, "Archeological Investigations at Fort Scott National Historic Site, Bourbon County, Kansas: 1993–1995," 2004, 38.

[597] Scott Stadler, "Archeological Monitoring, Installation of Fire Suppression System, Fort Scott National Historic Site, Bourbon County, Kansas: 1997–1998," 1998, 2, available at Fort Scott NHS.

[598] Stadler, "Archeological Monitoring," 3.

[599] Fort Scott National Historic Site, Annual Report, 1997, no date, 5, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[600] Fort Scott National Historic Site, Annual Report, 1997, no date, 5, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[601] Scott Stadler, "Archeological Monitoring," 13.

Recent Investigations

No further archeological work took place until 2002. That September, Douglas Scott of MWAC monitored trenching for electrical lines in the vicinity of HS-8, 9, 12, and 14. The features identified were all from the twentieth century, as were the artifacts uncovered.[602]

In July 2009, William Hunt and a team of MWAC archeological technicians conducted test excavations of the Carriage House (HS-31). Their work stemmed from the needed replacement of the structure's wooden floor. Prior to the excavation, Hunt wrote, "virtually nothing is known about the structure's history," including its date of construction, and "nothing is known about the structure's archeology."[603]

The team uncovered approximately 7,500 objects from the Carriage House site with dates ranging from the mid-nineteenth century to after World War II.[604] Hunt noted the "possibility of Civil War occupation of the building by Union troops," citing two Civil War-era objects found near the building's entrance, "[t]he most convincing" being a minie ball, a bullet "for the most commonly used firearm of the Civil War." Consequently, Hunt placed the construction of the building prior to the American Civil War.[605]

Notably, the team uncovered previously undocumented evidence of prehistoric occupation of the Carriage House site. Hunt reported,

> there is an intriguing hint of a prehistoric occupation here, the small number of objects from the lowest levels either representing a very light, short-lived occupation or the extreme margin of a greater complex with larger numbers of prehistoric tools possibly occurring somewhere in this vicinity of the park.[606]

Although prehistoric materials had been found during the monitoring of the fire suppression system installation in 1997–1998, the Carriage House find was much larger.

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[602] Lykowski, *Fort Scott's Buried Past*, 40.

[603] William J. Hunt, Jr., Archeologist, Midwest Archeological Center, memorandum to Manager, Midwest Archeological Center, August 12, 2009, 1, available at Fort Scott NHS.

[604] William J. Hunt, Jr., Archeologist, Midwest Archeological Center, memorandum to Manager, Midwest Archeological Center, August 12, 2009, 2, available at Fort Scott NHS.

[605] William J. Hunt, Jr., Archeologist, Midwest Archeological Center, memorandum to Manager, Midwest Archeological Center, August 12, 2009, 4, available at Fort Scott NHS.

[606] William J. Hunt, Jr., Archeologist, Midwest Archeological Center, memorandum to Manager, Midwest Archeological Center, August 12, 2009, 5, available at Fort Scott NHS.



Figure 7.1. Archeological investigations at the Carriage House (HS-31).
Source: Fort Scott NHS.

Archeological Overview and Assessment

In 2005, Lacosta Browning Lykowski, a volunteer with a master's degree in archeology, completed *Fort Scott's Buried Past: An Archeological Overview and Assessment of Fort Scott National Historic Site, Bourbon County, Kansas.* The report described all archeological work done at Fort Scott NHS from its designation as a National Historic Landmark in 1964 to 2005. Lykowski recommended that the NPS conduct "[a] comprehensive parkwide survey to provide supplemental information for

making management decisions and for implementing development actions."[607] She advised that such a survey should involve "multi-instrument geophysical remote sensing inventories" along with limited testing to confirm remote sensing results and to recover data.

Lykowski further recommended a systematic study of all artifacts recovered from the park to date.[608] Finally, she described a variety of structures and features that could be the subject of specific archeological investigations, to benefit interpretation and historical understanding of the site.[609]

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[607] Lykowski, *Fort Scott's Buried Past*, 42.

[608] Lykowski, *Fort Scott's Buried Past*, 43.

[609] Lykowski, *Fort Scott's Buried Past*, 44–48. The structures and features Lykowski suggested for further investigation included the Quartermaster's Quadrangle (HS-13), a latrine/washhouse complex behind HS-6, the latrine behind HS-2, pens behind the latrines on Officers' Row, and unlocated features found on the 1848 map of the fort or the 1855 auction list.

Chapter 8. The Museum Collection

When the National Park Service (NPS) assumed operation of Fort Scott National Historic Site (NHS) in 1979, the museum collection consisted of materials collected or purchased during the city's administration of the site, as well as the buildings and the archeological materials and records from the Kansas State Historical Society excavations (which were curated at the NPS Midwest Archeological Center [MWAC]). Items determined to be outside the park's scope of collection were given to the Historical Preservation Association of Bourbon County.[610] The NPS continued the process of furnishing rooms and acquiring objects and records from the site's period of significance. The first scope of collection statement for the park was approved in 1985 with updates in 1992 and 2011. Other key management documents are collection management plans from 1987 and 2001, a 2005 collection storage plan, and plans for housekeeping and integrated pest management. Storage and preservation issues have been a constant concern, as climate control in the fort buildings has been challenging. In keeping with a new service-wide policy regarding consolidation of museum storage, Fort Scott NHS recently transferred most of its undisplayed collection to the Independence Multi-Park Facility (IMPF), the Midwest Region's multi-park museum storage facility located in Independence, Missouri.

Furnishings

Procuring authentic furnishings for the buildings was an ongoing effort throughout the early 1980s. Fort Scott NHS staff worked in cooperation with the Harpers Ferry Center (HFC) to acquire furnishings for the fort and completed the process in phases.[611] They followed the furnishing plans written, and later revised, by Sally Ketcham.[612] Bill Brown and John Brucksch of the HFC delivered Phase I furnishings during the summer of 1982. They spent a week at the fort placing the

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[610] Abby Sue Fisher, "Fort Scott National Historic Site, Collection Condition Survey, Preventive Conservation Survey," August 1993, 1, available at Fort Scott NHS.

[611] Sheridan Steele, Superintendent, Fort Scott National Historic Site, memorandum to Marc Sagan, Manager, Harpers Ferry Center, July 8, 1982, 1, File: H3019 Furnishings Needed FOSC, Administrative Files, Fort Scott NHS.

[612] John E. Hunter, Staff Curator, Midwest Region, memorandum to Superintendent, Fort Scott NHS, February 26, 1981, 1, File: File: H3019 Furnishings Needed FOSC, Administrative Files, Fort Scott NHS.

furnishings in exhibit rooms and "provided a valuable training session for our interpretive staff to explain the furnishings and the logic behind their approach."[613]



Figure 8.1. Kitchen exhibit in Officers' Quarters No. 1 (HS-1).
Source: Fort Scott NHS.

Following this visit and evaluating the furnishing plans for Fort Scott NHS within the context of their expertise, Brown and Brucksch proposed slight changes to the existing layout of two structures. They determined that one of the Dragoon Barracks (HS-5) laundress quarters should be converted to a company office and the slave quarters in Officers' Quarters No. 1 (HS-1) should be a

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[613] Sheridan Steele, Superintendent, Fort Scott National Historic Site, memorandum to Marc Sagan, Manager, Harpers Ferry Center, July 8, 1982, 1, File: H3019 Furnishings Needed FOSC, Administrative Files, Fort Scott NHS.

morning room. Their reasoning stemmed from the historical context that laundresses would have had a shared room and that slaves would not have had their own room within the Officers' Quarters, but instead sleep in the kitchen or a hallway. Fort Scott NHS staff instituted the proposed changes accordingly.[614] By the end of 1984, acquisitions were ninety percent complete and included a number of period reproductions that were purchased, built on site, or provided by contractors.[615]

Scope of Collection Statements

Historian Arnold Schofield prepared Fort Scott NHS's first scope of collection statement (SOCS), which was approved by Midwest Regional Director Odegaard on December 30, 1985. The SOCS explained the site's mission, its periods of significance and interpretive themes, and management objectives. Based on these parameters, the SOCS specified the types of archeological and historical objects and records that could be accessioned into the park's museum collection. Schofield noted that the site did not then have a natural history collection, although prairie restoration and plant surveys were in progress and might result in creation of a herbarium.[616]

An important purpose of the SOCS was "to prevent arbitrary and excessive growth of the site's museum collection and to ensure that the collection remains relevant to the site's purposes."[617] The SOCS specified that "acquisition of museum objects must be governed by need and by the site's ability to manage them according to [NPS] acquisition and preservation policies . . . ."[618] Schofield later explained that private individuals often brought in items to donate but the objects often could not be associated with the fort and did not fit within the collection's scope. Site staff generally tried to direct such donors to appropriate facilities in the region, such as local or state historical societies.[619]

Schofield revised the SOCS in 1992, and it was approved by the regional director on March 9, 1993. The update was very similar to the 1985 version as the management documents on which it

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[614] Arnold Schofield to Joshua Pollarine, July 29, 2013.

[615] Annual Report, 1984, Fort Scott National Historic Site, no date, 3, File: A 2621, Administrative Files, Fort Scott NHS.

[616] Arnold W. Schofield, *Fort Scott National Historic Site, Scope of Collection Statement*, December 1985, 1–8, available at Fort Scott NHS.

[617] Schofield, *Fort Scott National Historic Site, Scope of Collection Statement*, December 1985, 3.

[618] Schofield, *Fort Scott National Historic Site, Scope of Collection Statement*, December 1985, 8.

[619] "Fort collection requires special attention," *Fort Scott Tribune*, [date obscured], 1991.

was based had not changed much. It mentioned the 1987 collection management plan only briefly, noting that the plan's recommendations "are being implemented on a continuing basis."[620]

In 2011, Historian William Fischer updated the SOCS, acknowledging newer management documents such as the 1993 general management plan, the 2005 collection storage plan, the 2010 cultural landscape report, and (more particularly) the 2001 collection management plan.[621] The new SOCS provided the following guidance for acquisitions:

> Objects originally from the site or directly associated to persons, events, or activities commemorated by FOSC are more desirable than similar objects lacking such primary association. Cultural resource objects collected or generated from outside the site boundaries or period of significance will not be included unless the objects are required to illustrate interpretive exhibits, to augment site-specific research and the site's administrative history, or to demonstrate the effects of site resources on local, regional, or national events. Reproduction items may be acquired when originals are not available or their costs are prohibitive, provided they are faithfully manufactured and the acquisition meets specific site interpretive goals.[622]

It also addressed the Native American Graves Protection and Repatriation Act of 1990 (NAGPRA), noting, "No collection items fall within the scope of [NAGPRA] and none shall be assessed into the FOSC collection."[623]

Collection Management

With a growing collection of furnishings and artifacts by the mid-1980s, the NPS Midwest Regional Office requested "a plan for the museum collection at Fort Scott NHS."[624] In September 1987, Regional Director William Schenk approved the plan prepared by museum consultant Betsy Bradley. Bradley noted that her first visit to Fort Scott NHS was in 1983 with Regional Curator John Hunter. The purpose of their trip was to "review the status of the museum collection."[625]

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[620] Arnold W. Schofield, *Fort Scott National Historic Site, Scope of Collection Statement*, March 1993, 7, available at Fort Scott NHS.

[621] William E. Fischer, *Fort Scott National Historic Site, Fort Scott, Kansas, Scope of Collection Statement*, July 2011, 7–8, available at Fort Scott NHS.

[622] Fischer, *Fort Scott National Historic Site, Fort Scott, Kansas, Scope of Collection Statement*, July 2011, 11.

[623] Fischer, *Fort Scott National Historic Site, Fort Scott, Kansas, Scope of Collection Statement*, July 2011, 4.

[624] Betsy Bradley, for Curatorial Services Division, Cultural Resources, WASO, *Fort Scott National Historic Site Collection Management Plan*, May 1987, 3, available at Fort Scott NHS.

[625] Bradley, *Fort Scott National Historic Site Collection Management Plan*, 3.

At that time, Fort Scott's museum collection covered "two broad categories of material":

(1) site related historical and archeological artifacts and

(2) furnishings, both historic objects and reproductions, purchased to furnish the structures

Bradley wrote that the majority of the first category was in storage, while the latter were largely on display in the furnished exhibits. In 1983, of the approximately 2,000 objects held by the site, only 250 were cataloged. By 1987, park staff had inventoried "virtually all of the collection."[626]

The site now had the required plans in place, including a scope of collection statement, and staff accessioned and cataloged the park's museum collection "to standard."[627] What it lacked, however, was a full-time staff member dedicated to curatorial work. At the time of Bradley's report, Park Technician Randy Kane and a volunteer assistant, under the guidance of the park Historian, conducted curatorial duties at the site. Bradley recommended that "[c]uratorial work at Fort Scott should be the only major concern of an individual trained in collection management." She recognized that the ideal solution, "the creation of a full time GS-09 museum curator," posed difficulties due to funding constraints, but suggested "creative solutions" to the problem such as a "less-than full time position or the establishment of a lower graded curator or museum technician that could be supervised by a curator elsewhere."[628] Superintendent Stephen Miller heeded Bradley's recommendations, creating the position of Museum Aid and assigning Alan Chilton to the job in 1991.[629] Base funding only allowed for the Museum Aid to be a part-time position.

In 1993, Abby Sue Fisher, Midwest Region Museum Specialist, conducted a collection condition survey at the site. Of the items on display, she commented, "Even though the rooms are furnished with a mix of reproduction and period pieces, they are all cataloged and treated as museum objects. Few pieces in the park collection have direct association with the original Fort."[630] Fisher explained that many of the period pieces acquired through the HFC had arrived in poor condition. She sought input from the regional curator and reported, "we decided the park should not try to restore some of the objects that are badly deteriorated, but use funds to acquire replacements. This is especially true for artifacts that have less historical significance than others."[631] Fisher acknowledged that her

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[626] Bradley, *Fort Scott National Historic Site Collection Management Plan*, 3.

[627] Bradley, *Fort Scott National Historic Site Collection Management Plan*, 5, 8.

[628] Bradley, *Fort Scott National Historic Site Collection Management Plan*, 26–27.

[629] Fort Scott Staffing Levels in History, document provided by Midwest Regional Office, October 2012.

[630] Fisher, "Fort Scott National Historic Site, Collection Condition Survey, Preventive Conservation Survey," 1.

[631] Fisher, "Fort Scott National Historic Site, Collection Condition Survey, Preventive Conservation Survey," 3.

recommendations for preventive conservation, which were many, would be difficult for the park's Museum Aid to accomplish at his twenty hours per week. She recommended that the park "request additional FTE [Full Time Equivalent] funds to accomplish these goals . . . ."[632]

Richard Baker, under NPS contract, surveyed the condition of 380 paper artifacts in 1995, including books, letters, and other documents. He assessed storage conditions and recommended treatment for individual items. In the course of his review, Baker identified some items of particular interest, such as "a leather bound medical text with an embossed cloth covering" that warranted special attention.[633] Unfortunately, funding to implement Baker's recommendations never materialized.

Catherine Hawks, also under NPS contract, prepared a new museum collection management Plan in 2001, and Superintendent John Daugherty approved it on August 26, 2002. Hawks described the collection as including archeological artifacts and survey records (all of which were at MWAC), restored structures, a small number of ethnographic objects, historical objects, original architectural elements (largely uncataloged), reproductions and living history items, and archives.[634] She recommended "[c]omplete records reconciliation and photodocumentation projects for all extant collections and keep them up to date for all incoming acquisitions" within three to five years.[635]

With respect to environmental conditions for both stored and displayed items, Hawks noted a variety of problems. The park lacked adequate monitoring equipment for humidity and temperature, and climate control in the buildings was difficult. She noted that the park planned to replace roofs and install magnetic storm windows, which would help control interior environmental conditions.[636] Hawks also pointed to inadequate storage space for undisplayed items and recommended moving the collection to another building within the park.[637] She called the period room exhibits "excellent," but she also advised that the items could not withstand long-term display because of deterioration

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[632] Fisher, "Fort Scott National Historic Site, Collection Condition Survey, Preventive Conservation Survey," 9.

[633] "For the love of books and history," *Fort Scott Tribune*, January 7, 1995.

[634] Catherine Hawks, *Museum Collection Management Plan, Fort Scott National Historic Site, Fort Scott, Kansas*, July 2001, 4–6, available at Fort Scott NHS.

[635] Hawks, *Museum Collection Management Plan*, 12.

[636] Hawks, *Museum Collection Management Plan*, 12–13.

[637] Hawks, *Museum Collection Management Plan*, 20–23.

caused by excessive exposure to light and the forces of gravity. She called for the park to develop and implement a plan to rotate exhibited items, for preservation purposes.[638]

One of Hawks's recommendations was to prepare a collection storage plan for the park. Donald Cumberland of the Department of the Interior Museum Program completed such a plan in 2005. Some of the park's collection was stored offsite, either at MWAC (archeological objects and records) or at Harry S Truman NHS (nitrate negatives). At Fort Scott NHS, most museum objects were stored in the Infantry Barracks (HS-7), while architectural elements were stored in both HS-2 and HS-10.[639] The museum storage in HS-7 was crowded and insufficient for the collection. Cumberland wrote, "Objects are stacked on top of other objects and crowded into museum cabinets and storage boxes."[640] The plan called for utilizing the HS-11 court martial room and ordnance storeroom to provided needed space to decompress the collection. It also recommended building an enclosed storage space for architectural features in HS-10 that would segregate the objects from stored maintenance material.[641]

Several projects in response to the collection management plan have been completed in the last decade. In 2003, contractor Alexandra O'Donnell prepared a curatorial housekeeping plan and an integrated pest management plan for museum spaces for the site.[642] Theresa Shockey of the HFC completed a condition survey of the fort's paper-based collection (2005). Sheila Payaqui of the HFC surveyed the site's metal objects (2007), and conservation work on some high-priority exhibited paper and metal objects was contracted out.[643] Shockey echoed one of the problems Hawks had noted:

> Many of the [paper] objects that are currently on exhibit have been on display for over two decades. These objects need to be taken off exhibit, reproduced, rehoused, and stored in a climate controlled environment . . . because many objects show signs of fading or discoloration from light exposure.[644]

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[638] Hawks, *Museum Collection Management Plan*, 27. In 2001, facilities staff oversaw the fabrication and installation of UV protection storm windows on HS-1 (11), HS-2 (7), HS-5 (7), HS-7 (2), HS-8 (12), HS-12 (1), and HS-14 (2). Jackie Messer to Joshua Pollarine, July 24, 2013.

[639] Donald Cumberland, "FOSC Collection Storage Plan," June 2005, 2, available at Fort Scott NHS.

[640] Cumberland, "FOSC Collection Storage Plan," 3.

[641] Cumberland, "FOSC Collection Storage Plan," 9-10.

[642] Alexandra O'Donnell, "FOSC Curatorial Housekeeping Plan," June 2003; Alexandra O'Donnell, "Integrated Pest Management Plan for Museum Spaces," June 2003, both available at Fort Scott NHS.

[643] Theresa Shockey, Conservator of Paper and Photographs, Harpers Ferry Center, "Fort Scott National Historic Site, Paper-based Collection Condition Survey," June 2005, available at Fort Scott NHS; Linda Blaser, Associate Manager of Media Assets, Harpers Ferry Center, "Fort Scott National Historic Site Condition Survey," reviewed March 18, 2009, available at Fort Scott NHS.

[644] Shockey, "Fort Scott National Historic Site, Paper-based Collection Condition Survey," 3.

Park staff applied for and received funding in 2009 to reproduce and conserve twenty-one high priority exhibited art objects.

Cataloging

In 1987, Betsy Bradley reported, "all objects in the museum collection have been accessioned and virtually all of the collection has been cataloged to standard."[645] Historian Arnold Schofield confirmed this.[646] However, the collection continued to grow in support of expanding interpretation of the site's history, creating subsequent cataloguing backlogs. Alan Chilton reported that an effort to address the backlog was underway by May 1993. He explained that the park would "start with catalog number 12500. This number was chosen to allow room for you [Archives Technician René Botts] to continue to catalog the bulk items at the [Midwest Archeological] Center and avoid duplication."[647] The site's 1996 annual report also mentioned the backlog, commenting, "Continuing our close working relationship with the Mid West Regional Museum Division, the site was able to obtain funding for cataloging the backlog of the parks [*sic*] museum collection."[648] The 2001 collection management plan commended the park for progress in cataloging but found that "2,440 historical objects, 555 archaeological [*sic*] artifacts, and 29,123 archival items were still listed as uncataloged" as of 1999.[649] More recently, the park's 2008 annual report noted a backlog, although it did not indicate the extent.[650]

In Fiscal Year 2004, the park de-accessioned 962 living history objects, which were "accessioned by mistake."[651] Over the years, volunteers and Student Conservation Association interns have helped the park address cataloging needs.[652] In 2009, the NPS upgraded its museum collection electronic recordkeeping to a commercial software system configured for the Department of the Interior,

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[645] Bradley, *Fort Scott National Historic Site Collection Management Plan*, 8.

[646] Historian, Fort Scott, to Superintendent, Fort Scott, November 25, 1987, File: H18 – Biographical Data and Special Collections, Administrative Files, Fort Scott NHS.

[647] Alan Chilton, Museum Aid, to Renee Botts, Archives Technician, MWAC, May 7, 1993, File: H18 – Biographical Data and Special Collections, Administrative Files, Fort Scott NHS.

[648] Fort Scott National Historic Site, Annual Report, 1996, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[649] Hawks, *Museum Collection Management Plan*, 10.

[650] Superintendent's Annual Report, FY 2008, Fort Scott National Historic Site, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[651] Superintendent's Annual Report, FY 2004, Fort Scott National Historic Site, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[652] Fort Scott NHS, Annual Report, FY 2008, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

called the Interior Collections Management System (ICMS). ICMS provides multiple functions within one program (accessioning, cataloging, documentation, preservation/conservation, use, photographs, annual reporting) to track museum objects from accession through disposition. This is another effort to fulfill Organic Act of 1916 mandates and to provide improved public accountability.[653]

Moving the Collection

In presenting options to address inadequate museum storage facilities at the site, Donald Cumberland commented,

> The region may pursue a strategy of consolidating collections in one or more regional repositories. This approach would allow the region to achieve economy of scale with both space and staff. If the region pursues this strategy, FOSC management should evaluate whether the needs and use of the collection can be better achieved by using a regional repository.[654]

In fact, the U.S. House Committee on Appropriations had very recently called upon the NPS to develop a service-wide plan for collection storage, in the face of numerous requests from individual parks for curatorial facilities.[655] The NPS responded in 2007 with a park museum collection storage plan that would reduce the number of NPS museum storage facilities from 691 to 254 over a twenty-year period through consolidation.[656] As part of this plan, the Midwest Region proposed to "consolidate unexhibited collections from selected and approved parks into 'host' cluster parks on a geographical basis throughout the Region."[657]

The Midwest Region initially planned to move Fort Scott NHS's stored museum collection to Buffalo National River, Arkansas, but it later elected to use the Independence Multi-Park Facility, an underground Midwest Region curatorial storage facility in Independence, Missouri, managed by staff from the Harry S Truman NHS.[658] After the move was announced in 2011, members of the Fort Scott community protested, including the Friends of Fort Scott NHS and the city council,

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653 Ron Cockrell to Emily Greenwald, April 5, 2013, 21.

654 Cumberland, "FOSC Collection Storage Plan," 9.

655 U.S. House, Committee on Appropriations, *Report, Together With Additional Views, to Accompany H.R. 2361*, 109th Congress, 1st session, H. Rept. 109-80, May 13, 2005, serial 14980, 47.

656 National Park Service, Museum Management Program, *Park Museum Collection Storage Plan*, 2007, 3, 8.

657 National Park Service, Museum Management Program, *Park Museum Collection Storage Plan*, 2007, 64.

658 National Park Service, Museum Management Program, *Park Museum Collection Storage Plan*, 2007, 66; "Artifacts packed to be moved," *Fort Scott Tribune*, June 16, 2011.

complaining that there had been no opportunity for public comment.[659] Even Kansas Senator Jerry Moran added his voice to the opposition.[660] Reed Hartford, president of the Friends, wrote,

> The museum collection that the Park Service wants to remove has it[s] origins with the citizens of Fort Scott and Bourbon County well before the Park Service becomes involved. . . . The people of Fort Scott have a very real and organic tie to the Fort and the museum because neither would exist today if it had not been for the grassroots work of the citizens of Fort Scott. This collection is the heart, soul and legacy of the people of Fort Scott.[661]

Don Miller, president of the Historic Preservation Association of Bourbon County (HPA), said that some photographs in the collection belonged to the HPA and had been donated to Fort Scott NHS without permission. He called for those items "to stay here in Fort Scott" and to be returned to the HPA.[662] The park planned to "isolate those items during the packing process, and they can be deaccessioned and returned to the owners(s)."[663]

Following conversations with Superintendent Betty Boyko and a call from Regional Director Michael Reynolds, Reed Hartford appeared to be satisfied.[664] Senator Moran remained "disappoint[ed] with the way in which the National Park Service handled the removal of the museum and archives collection."[665] Associate Regional Director Sändra Washington reflected on the public outcry, remarking, "we have learned some lessons here that we will use to ensure the avenues of communication remain open with the Fort Scott community, as well as transfer to other situations."[666]

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[659] Reed Hartford, President, Friends of Fort Scott NHS, Inc., to Michael Reynolds, June 12, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[660] Michael T. Reynolds, Regional Director, to Jerry Moran, Senator, May 24, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[661] Reed Hartford, President, Friends of Fort Scott NHS, Inc., to Michael Reynolds, June 12, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[662] Don Miller, President, Historic Preservation Association of Bourbon County, to Mike Reynolds, Director, Midwest Region, May 26, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[663] Stephen E. Adams, Associate Regional Director for Cultural Resources, Midwest Region, to Stephanie Toothman, WASO, June 2, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[664] Reed Hartford to Betty Boyko, Herb Haimerl, Sandra Haimerl, and Gary Hawk, June 14, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[665] Jerry Moran, United States Senate, to Jonathan Jarvis, Director, National Park Service, June 16, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

[666] Sändra Washington, Associate Regional Director, Planning, Construction, Communications and Legislation, Midwest Region, to Betty Boyko, Chris Powell, and Jason Wiens, June 13, 2011, File: H20 – Collections Management and Preservation, Administrative Files, Fort Scott NHS.

In June 2011, a Midwest Region team of museum specialists, assisted by Fort Scott curatorial staff, carefully packed most of the stored collection to be moved to Independence.[667] The disputed photographs and glass negatives, oversized architectural objects, and objects being considered for the new Bleeding Kansas and Civil War exhibits remained on site. Smaller objects were placed in a relocated storage area in the HS-11 court martial room and the architectural objects remained in HS-2 and HS-10. The IMPF provides appropriate climate-controlled storage to enhance preservation. Park staff and approved researchers are able to access the collection. Superintendent Betty Boyko explained, "one of the goals of the regional program is to provide increased access to collections through digital catalogs and special on-line exhibits."[668]

Storage at the IMPF has been somewhat inconvenient for park staff, because the existing collection database entries, prepared by Alan Chilton before 2010, contain relatively brief descriptions and the park does not have digital images of all of the objects. According to Fort Scott NHS Historian William Fischer, "it's difficult to obtain a full understanding of the object without being able to physically look at it." However, Fischer and park Museum Technician Ruth Walters believe that the move was the right choice for preservation of the collection. Independence is near enough that staff can make day trips to examine the collection. Fischer noted that the move occurred before the IMPF had proper storage units in place. The transferred Fort Scott NHS collection remained in boxes into 2013, with some objects initially placed in isolation due to pest concerns.[669] Preservation of the museum objects on display in site buildings without climate control, such as the Quartermaster Storehouse (HS-12), is an ongoing challenge for the park staff when trying to balance object needs with site interpretation and visitor satisfaction.

Ongoing Expansion

Additions to the park's museum collection have continued through archeological finds, donation, and purchase. During his tenure as site Historian, Arnold Schofield collected copies of relevant historical documents from the National Archives and Records Administration in Washington, D.C., using funds provided by the Southwest Parks and Monuments Association.[670] In

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667 "Artifacts packed to be moved," *Fort Scott Tribune*, June 16, 2011.

668 "Fort items moving; Artifacts not on display going to NPS facility in Independence, Mo.," *Fort Scott Tribune*, June 15, 2011.

669 Ron Cockrell to Emily Greenwald, April 5, 2013, 22.

670 "Historian uncovers valuable information on a hunch," *Fort Scott Tribune*, January 6, 1990; Fort Scott NHS, Annual Report, 1996, 2, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

1997, a donor gave the site 101 historic glass and nitrate negatives.[671] The park received a donation the following year of the Charles Shetlar architectural restoration collection, consisting of 984 photographs and 320 blueline/mylar drawings.[672] In 2012, Fort Scott NHS purchased a replica of a Civil War-era Tripler ambulance wagon. Werner Wagonworks of Horton, Kansas, built the replica using period descriptions and photographs, as no original Civil War-era drawings could be found. This type of ambulance is known to have been in use at Fort Leavenworth during the war. The acquisition reflects the ongoing expansion of interpretation for all of the site's themed eras within its legislated period of significance (1842–1873).[673]



Figure 8.2. Replica ambulance wagon purchased in 2012.
Source: Fort Scott NHS.

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[671] Fort Scott National Historic Site, Annual Report, 1997, 5, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[672] Fort Scott National Historic Site, Annual Report, 1998, 4, File: A 2621 Annual Report, Administrative Files, Fort Scott NHS.

[673] Ron Cockrell to Emily Greenwald, April 5, 2013, 21.

Chapter 9. Cultural Landscape Resources

The National Park Service (NPS) defines a cultural landscape as "a geographic area, including both cultural and natural resources and the wildlife or domestic animals therein, associated with an historic event, activity, or person, or exhibiting other cultural or aesthetic values."[674] Furthermore, "These lands are eligible for listing or are listed on the National Register of Historic Places and the NPS has a federal leadership role in preserving them."[675] At Fort Scott National Historic Site (NHS), the cultural landscape comprises the buildings and other features (the Parade Ground, walkways, walls, etc.), along with the restored tallgrass prairie, restored Buffalo grass, and the bluff on which the fort sits. The park has conducted studies and developed a variety of management plans to protect these resources and to comply with the National Historic Preservation Act.

Bluff Stabilization

The Army located Fort Scott atop a bluff south of the Marmaton River, near water but not in the less hospitable, and possibly disease-prone, river bottom. The perch provided a defensible position and afforded a view of the military road below. Although parts of the bluff face lie beyond the Fort Scott NHS boundary, the bluff itself is part of the site's cultural landscape and the NPS has taken an interest in activities along the face. In 1889–1890, the Missouri Pacific Railroad cut through the bluff to accommodate its tracks through Fort Scott, creating a nearly vertical slope, much steeper than it had been during the fort's historic period.[676] A landslide in the early 1980s caused park staff to become concerned about stability along the bluff face and potential impacts to the site's resources.[677] A variety of strategies were developed to prevent further slides, and the NPS conducted an environmental assessment of the alternatives in 1988. The NPS selected Alternative B, to stabilize the bluff by planting additional vegetation.[678] To date, no action has been taken.[679] The 2010 cultural

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[674] "Park Cultural Landscapes," <http://www.nps.gov/cultural_landscapes/index.html> (July 25, 2013).

[675] "Cultural Landscapes: Frequently Asked Questions," <http://www.nps.gov/cultural_landscapes/LandscapesFAQ.html> (July 25, 2013).

[676] "Environmental Assessment, Bluff Stabilization, Fort Scott National Historic Site, Kansas," 1988, i, available at Fort Scott NHS.

[677] *Resources Management Plan and Environmental Assessment for Fort Scott National Historic Site*, 1988, 10, 32, 35–36, available at Fort Scott NHS.

[678] "Environmental Assessment, Bluff Stabilization," i.

landscape report again recommended planting additional vegetation and grasses to stabilize the bluff.[680] Funding, however, remains elusive.

Restored Buffalo Grass

The idea of restoring lawn areas to Buffalo grass surfaced as early as 1985.[681] The 2010 cultural landscape report described existing conditions, reporting, "Past efforts by FOSC staff to convert the Parade Ground to native Buffalo grass were unsuccessful."[682] However, a 2011 report from the Midwest Region Pilot Turf Stewardship Project, of which Fort Scott NHS is one of three test sites, stated that Buffalo grass "accounts for approximately 75% of the turf system," and "[t]he Parade Ground is primarily Buffalo grass."[683] The Turf Stewardship Project recommended strategies for promoting Buffalo grass, including seeding, aerating, using organic fertilizers and compost teas, and mowing.[684] Such interventions are needed because the warm climate at Fort Scott gives other grasses and weeds a competitive edge over Buffalo grass, which is better adapted to a cooler climate.[685]

Prairie Restoration

The most significant natural landscape project at the fort has been restoring areas of tallgrass prairie, to contribute to the historic scene and to serve as an educational exhibit. The effort began in 1979, when site staff used a seed drill to plant native grasses and forbs.[686] During the first three years of the project, crews mowed the site in both the spring and autumn, but problems with drought and dying grasses hindered prairie growth. Continual hand-reseeding over subsequent years, coupled

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[679] William E. Fischer, Jr., to Emily Greenwald, July 24, 2013.

[680] SRJA, *Cultural Landscape Report*, 118–19.

[681] Bill Schoenberger, District Conservationist, Soil Conservation Service, to Glenn Newcomer, Extension Agent, March 15, 1985, File: N16 – Management of Natural Resources and Areas," Administrative Files, Fort Scott NHS. Some difference of opinion exists about whether Buffalo grass is native to the fort's period of significance. Both Arnold Schofield and Jackie Messer believe it is not. However, the 2010 Cultural Landscape Report and a 2011 report on turf stewardship refer to Buffalo grass as "native." SRJA, *Cultural Landscape Report*, 84, 115.

[682] SRJA, *Cultural Landscape Report*, 84.

[683] Chip Osborne and Jay Feldman, Beyond Pesticides, "National Park Service, Midwest Region Pilot Turf Stewardship Project, Preliminary Report, Ft. Scott National Historic Site, Ft [*sic*] Scott, Kansas," February 2011, 20, available at Fort Scott NHS.

[684] Osborne and Feldman, "National Park Service, Midwest Region Pilot Turf Stewardship Project," 41–43.

[685] Jackie Messer telephone interview by Joshua Pollarine, July 22, 2013.

[686] Richard Kurt Knoblauch and James R. Jackson, Missouri Southern State College, "The Vegetational Analysis of the Prairie Restoration Area at the Fort Scott National Historic Site, Fort Scott, Kansas," no date [circa 1985], 4, File: Cultural Landscape, #3, Park Archives, Fort Scott NHS.

with three consecutive years of seed drilling that started in 1984, eventually proved successful.[687] In 1984, the park hosted a traveling exhibition called "The Tall Grass Prairie: An American Landscape" to help interpret the prairie.[688] In 1985, the site highlighted the approximately five acres of prairie with a self-guided brochure. To further promote the exhibit, the fort added a special prairie weekend to its ever-growing list of summer activities for visitors.[689]



Figure 9.1. Prairie planting, 2008.
Source: Fort Scott NHS.

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[687] Staff had been attempting to cultivate the exhibit since earlier in the decade. For example, see Annual Report, CY 1982, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS; Mike DeBacker, ed., Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site, Fort Scott, Kansas*, June 6, 2012, 3–4, available at Fort Scott NHS.

[688] "Tall Grass Prairie Exhibit on Display at Fort Scott National Historic Site," August 9, 1984, File: Press Releases and Corresponding News Clippings, 1985 – 1987, Fort Scott NHS.

[689] Annual Report, 1985, Fort Scott National Historic Site, no date, 4, File: A 2621, Administrative Files, Fort Scott NHS; Knoblauch and Jackson, "The Vegetational Analysis of the Prairie Restoration Area," 1.

A 1985 vegetational analysis of the Fort Scott NHS prairie exhibit conducted by Richard Knoblauch and James Jackson of Missouri Southern State College concluded that the plants at the fort better represented a "mixed-grass prairie, typical of western Kansas" than a tallgrass prairie native to Fort Scott's location on the eastern end of the state.[690] Knoblauch and Jackson recommended promoting the existing vegetation at the fort, as they found that the "establishment of a 'true' tallgrass prairie is not feasible due to the limiting physical conditions, and any attempted restoration to a tallgrass prairie would jeopardize the historic scene."[691] Further, the authors stated of Fort Scott's exhibit, "This is a fine example of a mixed-grass prairie and should be protected."[692]

Later NPS staff echoed Knoblauch and Jackson's mix of criticism and praise for the restored prairie. Craig Hahn, a Landscape Architect Technician with the Midwest Regional Office, expressed his opinion in a 1993 inventory of existing conditions at the site:

> The author feels that the restored prairie, although a mixed-grass prairie typical of western Kansas and despite the theory that the military would not have allowed the prairie to be so close to the structures, provides the visitor with an important visual link to a landscape which surrounded Fort Scott during the 1840's.[693]

Similarly, the park's 2010 cultural landscape report recognized that "[p]rairie in such close proximity" to the fort was not historically accurate—"the grasses would have been removed or controlled by cutting or mowing during occupation to minimize the potential for fire." "However," the report went on, "it serves an education purpose, contributes to viewer experience, creates a physical and visual buffer and provides shelter for birds and wildlife habitat."[694]

Regular burning every three to five years was proposed in a circa 1984 prairie management plan, "as soon as park service fire regulations are met at Fort Scott National Historic Site."[695] In 1988, Don Wollenhaupt, Chief of Interpretation and Visitor Services at Fort Scott NHS, reiterated the recommendation of periodic burning in a 1988 list of goals and objectives for the prairie. He proposed a combination of strategies to promote the tallgrass plants, including mowing, seeding,

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[690] Knoblauch and Jackson, "The Vegetational Analysis of the Prairie Restoration Area," 19; Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site*, 4.

[691] Knoblauch and Jackson, "The Vegetational Analysis of the Prairie Restoration Area," 25.

[692] Knoblauch and Jackson, "The Vegetational Analysis of the Prairie Restoration Area," 21.

[693] Craig Hahn, "Cultural Landscape Report, Fort Scott National Historic Site, Fort Scott, Kansas: Part III, Field Survey/Inventory of Existing Conditions," 1993, 35, available at Fort Scott NHS.

[694] SRJA, *Cultural Landscape Report*, 57.

[695] "Fort Scott National Historic Site Prairie Management Plan," no date [circa 1984], File: N16 – Management of Natural Resources and Areas, Administrative Files, Fort Scott NHS.

burning, and removal of woody and exotic species, along with conducting vegetational analysis surveys.[696] Despite these proposals, the first prescribed burn did not occur until 1998.[697]



Figure 9.2. Prescribed burning of Fort Scott NHS prairie, 2008.
Source: Fort Scott NHS.

Meanwhile, an accidental fire in April 1995 burned portions of the prairie. The timing was fortuitous. Through an agreement with the Kansas Department of Transportation, the site was slated to receive clumps of prairie sod marked for removal during an expansion of U.S. Highway 69. Park staff, with the aid of two student volunteers, transplanted the prairie plants to places within the

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[696] Don Wollenhaupt, Chief of Interpretation and Visitor Services, to Regional Director, Midwest Region, July 25, 1988, File: N16 – Management of Natural Resources and Areas, Administrative Files, Fort Scott NHS.

[697] Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site*, 21.

fort grounds affected by the fire, contributing to the ongoing restoration effort.[698] Staff subsequently carried out prescribed burns in both 1998 and 1999 in efforts "to suppress the invasive woody plants and cool season grasses and stimulate native plants."[699]

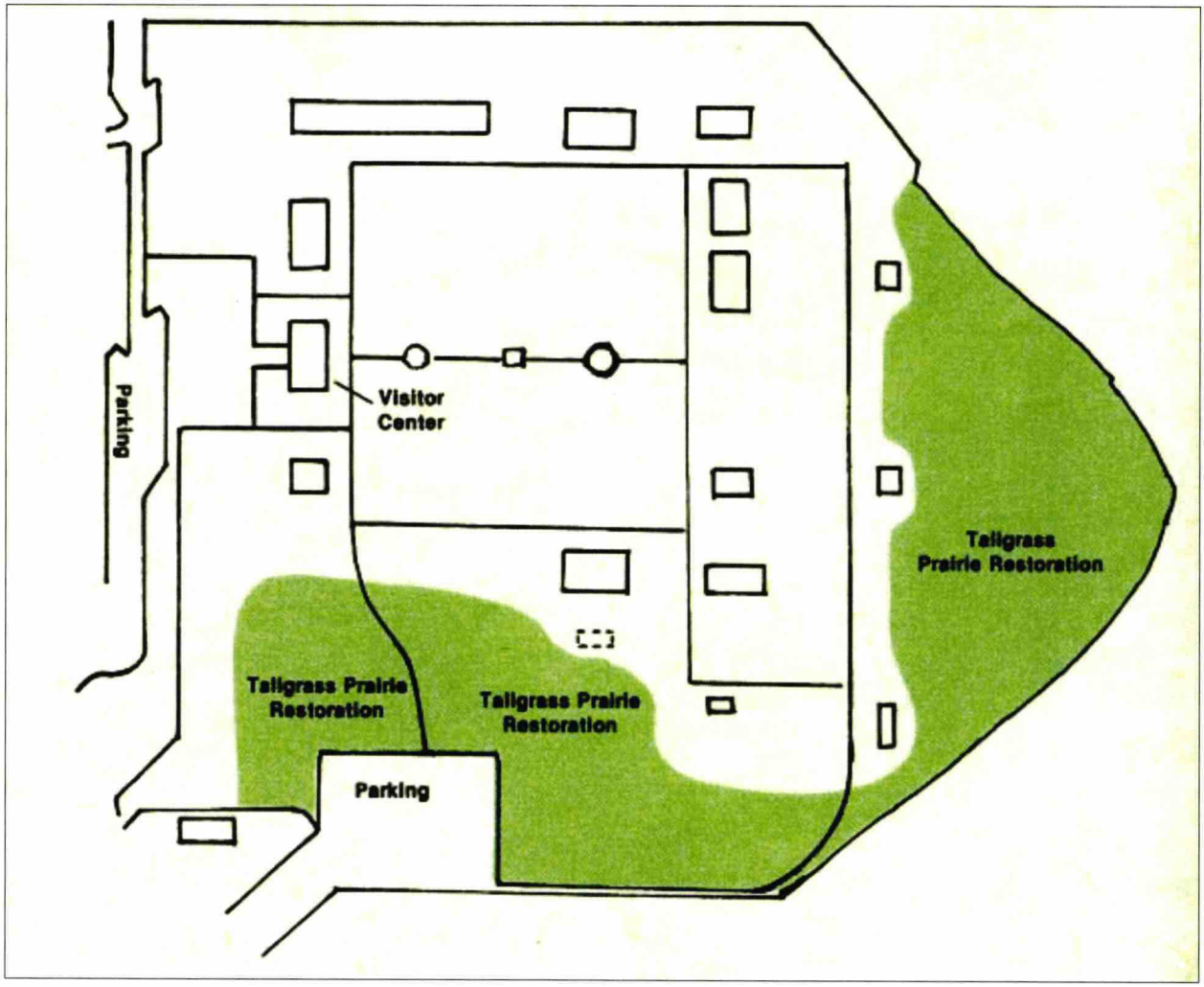


Figure 9.3. Map of restored tallgrass prairie exhibit.
Source: "Exploring the Tallgrass Prairie at Fort Scott National Historic Site," Administrative Files, Fort Scott NHS.

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[698] Michelle McClendon, "Patch makeover preserves prairie," *Fort Scott Tribune*, June 23, 1995, File: K3415 – News clippings on Fort Scott NHS – 1993-1998, Administrative Files, Fort Scott NHS.

[699] Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site*, 6, 12.

Prairie management efforts from 1984 forward helped shift the species composition to better resemble that of a tallgrass prairie. Activities over the years have included seeding, mowing, removal of woody and exotic vegetation, prescribed burns, and application of herbicides.[700] The park has used Little Osage Prairie, a tallgrass prairie remnant near Nevada, Missouri, as a model.[701] A 2012 report of treatment recommendations for the prairie concluded, "Past efforts to rehabilitate the Fort Scott prairie through seeding and planting have been largely successful."[702] Efforts continue to enhance the prairie's vitality.

Cultural Landscape Studies

The NPS uses a variety of reports and studies to guide management of a specific park's cultural landscape. These include the List of Classified Structures, historic resource studies, cultural landscape inventories, cultural landscape reports, and historic structures reports. The studies aid the park in complying with historic preservation laws and NPS policy, as well as providing guidance for preserving the integrity of landscape resources. In addition, National Register documentation and Historic Resource Studies provide historical context for understanding the landscape resources.

List of Classified Structures

Fort Scott NHS's historic and reconstructed structures that fit within its period of significance are part of the national List of Classified Structures (LCS).[703] The LCS is an inventory of all

> historic and prehistoric structures in which the NPS has or plans to acquire any legal interest. Properties included in the LCS are either in or eligible for the National Register or are to be treated as cultural resources by law, policy, or decision reached through the planning process even though they do not meet all National Register Requirements.[704]

The park's structures were put on the LCS sometime prior to 1980. In 1980, Acting Regional Director Randall Pope requested that Lunette Blair Blockhouse (HS-19) be removed from the list as

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[700] See the Fort Scott Prairie Rehabilitation and Maintenance History in Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site*, 20–22.

[701] Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site*, 4.

[702] Heartland Inventory and Monitoring Network, *Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site*, 15.

[703] The List of Classified Structures can be accessed on the Internet at <http://www.hscl.cr.nps.gov/insidenps/summary.asp> (July 25, 2013).

[704] National Park Service Office of Policy, *NPS-28: Cultural Resource Management Guideline*, June 11, 1998, <http://www.nps.gov/history/history/online_books/nps28/28chap8.htm> (July 25, 2013).

it had been moved from the park "and the Service does not have any legal interest in the structure."[705]

Kelley Collins, serving as Acting Superintendent, updated the management categories for seven of the site's structures in 1994. She proposed that five of them—the Lightning Rod (HS-17A), the Latrines (HS-22), two Stone Outbuildings (HS-35 and 36), and the Stone Walls (HS-40) be upgraded from structures that *should* be preserved and maintained to structures that *must* be preserved and maintained. She also called for the Stone Walkway-Officers' Row (HS-39) to be upgraded from *may* be preserved and maintained to *should* be preserved and maintained. Finally, she downgraded the Parade Ground Walkway (HS-38) from *must* to *should.*[706]

Condition update reports were prepared for seven structures in 2005, including the Dragoon Barracks (HS-5) and the Dragoon Stables (HS-10). Five of the structures improved in their condition rating, going from fair to good (HS-5, 10, 16, 38, and 39), while the other two fell from good to fair (HS-32 and 40). Both the Dragoon Barracks and Dragoon Stables had received new roofs, and the Stone Walkway-Officers' Row (HS-39) had been rebuilt, accounting for the condition upgrades for those structures.[707]

Midwest Region Architectural Historian Nancy Mannikko visited Fort Scott NHS on December 14, 2005, to take current condition photographs of the site's classified structures. She discussed with Superintendent John Daugherty the need to update LCS data to properly indicate the National Register status of various structures. Daugherty "noted that the National Historic Landmark documentation for Fort Scott was prepared almost thirty years ago, and would be considered inadequate by today's standards." Mannikko agreed and said she would relay his request for an updated nomination.[708] To date, no update has occurred, due to funding challenges.

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[705] Randall R. Pope, Acting Regional Director, Midwest Region, to Associate Director, Management and Operations, WASO, August 12, 1980, File: H3017 – List of Classified Structures, Fort Scott NHS.

[706] "List of Classified Structures, Fort Scott National Historic Site, Management Categories," March 21, 1994, File: H3017 – List of Classified Structures, Fort Scott NHS.

[707] LCS Condition Update Reports, July 15, 2005, File: H3017 – List of Classified Structures, Fort Scott NHS.

[708] Architectural Historian, Midwest Region, to Chief, Historic Structures and Cultural Landscapes, Midwest Region, December 20, 2005, File: H3017 – List of Classified Structures, Fort Scott NHS. By that point in time, the NHL documentation would have been forty years old and the National Register nomination (1976) would have been thirty years old.

Historic Resource Study

Daniel Holder and Hal Rothman completed a detailed historic resource study titled *The Post on the Marmaton* in 2001, under contract to the Midwest Regional Office. Using an impressive array of primary and secondary sources, the authors prepared a comprehensive narrative of the fort's history from 1842 to 1873, situating it in regional and national historical contexts.[709] The study provides historical information that park administration can use for interpretation and management of the park's resources.

Cultural Landscape Inventory

Meanwhile, the NPS launched a cultural landscape inventory program in 1993, to provide data and assessments of landscape features. The Midwest Regional Director explained that the new initiative aimed "to address an area of material weakness identified by the Office of Management and Budget in NPS resource management." The NPS chose the Midwest Region as one of five pilot regions for the program, and the Regional Director sought to include Fort Scott NHS in the pilot. He explained that a cultural landscape inventory (CLI) differed from a cultural landscape report (CLR) in that "the CLI simply inventories the features of National Register eligible cultural landscapes for planning purposes, whereas the CLR is a treatment document for a designated cultural landscape."[710] Geoffrey Burt later prepared CLIs for the Parade Ground and for the site as a whole.[711] A reassessment of condition in 2009 upgraded both from "fair" to "good."[712]

Cultural Landscape Report

The park initially attempted to develop a CLR in the 1990s, which culminated in draft documents. The effort began in 1992, when seasonal Historian Allison Bacon prepared a report titled "Cultural Landscape Report, Historic Database." She provided historical data for the park's landscape features, along with a brief description of landscape changes during the city's restoration

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[709] Daniel J. Holder and Hal K. Rothman, T*he Post on the Marmaton: A Historic Resource Study of Fort Scott National Historic Site*, 2001, Contract 1443CX605097013, available at Fort Scott NHS.

[710] Regional Director, Midwest Region, to Superintendent, Fort Scott, May 18, 1993, available at Fort Scott NHS.

[711] "National Park Service, Cultural Landscapes Inventory, Parade Ground, Fort Scott National Historic Site," 1998, available at Midwest Regional Office; "National Park Service, Cultural Landscapes Inventory, Fort Scott National Historic Site," no date [2001], available at Midwest Regional Office. The 2010 CLR lists these studies as "20%." SRJA, *Cultural Landscape Report*, 14.

[712] "National Park Service, Cultural Landscapes Inventory, Parade Ground, Fort Scott National Historic Site," 1998, 24, available at Midwest Regional Office; "National Park Service, Cultural Landscapes Inventory, Fort Scott National Historic Site," no date, 68, available at Midwest Regional Office.

of the site and while under NPS tenure.[713] Craig Hahn complemented this with an inventory of existing conditions, which he prepared as a seasonal Landscape Architect Technician stationed at the park in 1993.[714] Hahn's comments on the buildings revealed various recurring problems: shingles and eaves that did not provide adequate protection, chimney sealer that caused brick failure and water penetration at chimneys, and historically inaccurate stone porch columns.[715]

Historical Landscape Architect Sherda Williams began but could not complete Part 1 of a CLR, due to changes in her position and duties when the Midwest Regional Office reorganized in 1995.[716] The Midwest Regional Office ultimately suspended a contract for Part 2 of a CLR, which had been granted to Quinn Evans/Architects in 1996, because it depended on completion of Part 1. Quinn Evans delivered a thirty percent draft in February 1997, and the task order was suspended in October 1997. A briefing statement from August 2000 indicates that the Midwest Regional Office was still seeking to complete the contract.[717] The 1997 draft offered a variety of treatment options (A through I), and the CLR team adopted a variation on Option G, in order to provide "an almost neutral physical backdrop that allows interpretation of the full history of the site."[718]

The park finally received a full CLR in 2010, prepared by Susan Richards Johnson & Associates, Inc. (SRJA). The CLR intended to record the site's "significance and character defining features and to provide treatment recommendations for the Site." The document would serve as "a guide for long-term management" for Fort Scott NHS administrators.[719] SRJA identified seven landscape areas within the site: the Parade Ground, Officers' Row Quadrangle, Dragoon Quadrangle, Hospital Quadrangle, Infantry Quadrangle, Quartermaster's Quadrangle, and the Prairie Restoration Quadrangle.[720] The report provided detailed historical information about the features of each landscape area, inventoried existing conditions, evaluated the integrity of specific features as well as the entire site, and presented treatment recommendations. SRJA concluded, "The level of integrity

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[713] Allison Bacon, "Fort Scott National Historic Site, Cultural Landscape Report, Historic Database," 1992, available at Fort Scott NHS.

[714] Hahn, "Cultural Landscape Report, Fort Scott National Historic Site," 1.

[715] Hahn, "Cultural Landscape Report, Fort Scott National Historic Site," *passim.*

[716] A draft version of Williams's CLR is available at the Midwest Regional Office.

[717] Cultural Landscape Report, Part 2, Briefing Statement, August 16, 2000, available at Fort Scott NHS.

[718] The draft report does not provide the details of the variation on Option G. Quinn Evans/Architects, "Fort Scott, Kansas, Cultural Landscape Report, Part 2," 30% submission, Contract Nos. 1443CX600094014 and 1443PX605096808, February 10, 1997, pp. 3-3 to 3-4, available at Fort Scott NHS.

[719] SRJA, *Cultural Landscape Report*, 1.

[720] SRJA, *Cultural Landscape Report*, 8-9.

remains low; however the condition rating was upgraded to 'Good,'" as compared to the findings of the 2001 cultural landscape inventory of the site.[721]

The CLR explained that various missing features diminished the site's character. These included trees in certain locations, a fence around the Parade Ground, picket fences in front of the Officers' Row duplexes, and outbuildings.[722] SRJA recommended a variety of landscape changes, including restoring or interpreting these missing features, relocating the site's entry to the fort's historic point of entry, removing one prairie section and expanding another, and moving the visitor center to HS-10.[723] To date, some recommendations have been implemented.

Historic Structures Report

In 2010, SRJA also completed a historic structures report for Officers' Row and structural evaluations of the Dragoon Stables (HS-10) and the Infantry Barracks (HS-6). The purpose of the Historic Structures Report, as described by the NPS, was "to provide 'critical planning and design documents prefatory to the eventual execution of the ultimate treatment for the structures'." The report was designed to "serve as a guide for the long-term care of these resources."[724] SRJA provided detailed historical information about the buildings on Officers' Row, identified their character defining features, surveyed existing conditions for each building, and made treatment recommendations. The HS-6 and HS-10 structural reports have identified deficiencies in building construction that need resolution.

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[721] SRJA, *Cultural Landscape Report*, 44.

[722] SRJA, *Cultural Landscape Report*, 47.

[723] SRJA, *Cultural Landscape Report*, 110–21.

[724] SRJA, *Historic Structures Report, Officers' Row*, November 1, 2010, 1, available at Fort Scott NHS.

Conclusion

The story of how Fort Scott National Historic Site (NHS) became a unit of the National Park Service (NPS) is surprising and unique. The people of Fort Scott reclaimed the old post from almost complete obscurity, out of dedication to their history and an interest in the economic potential of tourism. Dudley Cornish helped them do battle with the NPS to recognize the site's historic significance. With a powerful ally in Congressman Joe Skubitz, the city was able to carry out much more extensive restoration and reconstruction than originally envisioned in the Act of August 31, 1965. Unfortunately, the city soon struggled with that very success, creating a site that was too expensive for it to maintain and operate. Congressman Skubitz again came to the city's aid and persuaded Congress to make the site a unit of the NPS.

If Fort Scott had been an NPS unit from the outset, it might have looked very different from how it does today. Park staff commented informally that the NPS would probably not have carried out such extensive restoration and reconstruction had it managed the site in the 1960s and 1970s. The 1967 Master Plan had called for many fewer buildings to be reconstructed. Therefore, the site's configuration is very much a legacy of the city's involvement and congressional support.

The extent of reconstruction makes the site more appealing to visitors, but it has also created the park's most difficult management challenge: ongoing maintenance. The buildings frequently require replacement of deteriorated wood, repainting, mortar repair, and other stabilization, while also being updated for Americans with Disabilities Act compliance and to meet building codes. All of this must be done with attention to historical integrity.[725]

The buildings, in addition to being cultural resources themselves, also serve as exhibit spaces. Maintaining appropriate interior climate conditions to protect the site's museum collection is another considerable concern. The park recently addressed the problem of inadequate collection storage by moving unexhibited items to a multipark facility in Independence, Missouri, in keeping with system-wide and regional directives aimed at improving curation. Although the move met local resistance, it helped the park achieve its mission of preserving the museum collection.

In terms of staffing, the number of permanent full-time positions climbed steadily from three in 1980 to fourteen in 2013. NPS programs such as Ranger Careers and Administrative Careers,

[725] See, for example, SRJA, *Historic Structures Report, Officers' Row*, 355–79.

established in the 1990s, provided opportunities for advancement, but they also contributed to the park's increasing base operations costs. At times, park management has allowed positions to lapse in order to cut costs during financial crunches. The number of seasonal positions has fluctuated with NPS system-wide budgets, particularly with the availability of project funding. During the low points, regular staff have had to shoulder more responsibilities, and the park has used internship programs to keep maintenance and interpretation projects moving forward.

The 1967 Master Plan intended for the site to interpret all of its periods of historical significance—the frontier era, the Mexican War, Bleeding Kansas, the Civil War, and railroad expansion—although the physical restoration would reflect the fort's frontier era (1842–1853). The 1981 interpretive prospectus reiterated the goal of interpreting all periods, as did the 1993 Statement for Interpretation. Although the park developed signage and held annual and special events to reflect the other periods, the emphasis continued to fall on the frontier era. The 1996 draft long range interpretive plan called for a more balanced approach, which park management then began to implement. The sesquicentennial of Kansas statehood in 2011 and of the Civil War in 2011–2015 have provided ideal opportunities for Fort Scott NHS to expand programming related to the Bleeding Kansas and war eras. The railroad era remains the most difficult to represent in park exhibits and programming.

From the start, ethnic and racial diversity have been central to the fort's story. Its role in the training and mustering of African-American Army units provided the rationale for naming the fort a national historic landmark in the first place. That role in African-American history and the fort's initial service as a post on the "Indian frontier" have served as natural starting points for park management to represent diversity through signage, events, site bulletins, and living history demonstrations. The park also interprets the later African-American history of Fort Scott, which was the site of two of the city's African-American schools and adjacent to two others.

The fort's expanding interpretive programming during the first several years of NPS management led to a rapid growth in visitation (see Appendix B). The number of visitors initially challenged staff capacity, but over the years the staff has grown and the park has effectively used volunteers to serve visitors. Since 1998, however, annual visitation has fallen gradually from over 51,000 to about 25,500. The picture across the NPS is similar, although national visitation has been climbing slightly in the last few years while Fort Scott's has dropped.[726] What this means for park staffing levels and base budgets remains to be seen.

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[726] "National Parks visitation statistics, 1904–2012," *High Country News*, April 10, 2013, <http://www.hcn.org/issues/45.5/visitors-to-public-lands-seek-different-experiences-than-in-the-past/national-parks-visitation-statistics-1904-2012> (July 26, 2013).

Fort Scott NHS is an urban park. Although the city of Fort Scott is not large (the 2010 federal census placed the population at 8,087), the park directly abuts the city's downtown area.[727] The park and the city have many shared interests, and their collaborative relationship goes well beyond the initial civic effort to restore the site. The park helps draw in tourists, who contribute to the city's economic well-being. In return, the city has been an important source of volunteers and charitable contributions to the park. Recently, park management strengthened relationships with local entities such as the Chamber of Commerce, helping to promote awareness of the park and leveraging city resources to increase advertisement of the site. The park and the city routinely cooperate for annual and special events.

Because of its urban location, proximity to schools and universities, easy distance from Kansas City, and access to a major U.S. highway, Fort Scott NHS provides excellent opportunities to help the NPS achieve its Call to Action goals. Reciprocally, the Call to Action fits neatly with programs the park has already launched to develop curriculum, connect with youth, and take advantage of twenty-first century technologies. This dovetailing of national and local goals holds promise for the future of Fort Scott NHS.

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[727] United States Census Bureau, American Fact Finder, <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_PL_GCTPL2.ST13&prodType=table> (July 26, 2013).

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Appendix A. Permanent Staff, Fort Scott National Historic Site, 1979-2013

FORT SCOTT NATIONAL HISTORIC SITE, KANSAS
(Authorized 11/10/1978; Established 5/18/1979)

Staff Member, Position	Start	End
Superintendents		
Harry C. Myers, Management Assistant (Acting Superintendent)	5/20/1979 -	10/06/1979
Glenn O. Clark, Superintendent	10/07/1979 -	1/23/1982
Sheridan S. Steele, Superintendent	4/04/1982 -	7/30/1988
Stephen T. Miller, Superintendent	8/28/1988 -	12/07/1996
Richard A. Lusardi, Superintendent	12/08/1996 -	11/20/1999
John Daugherty, Superintendent	7/16/2000 -	5/03/2006
Betty J. Boyko, Superintendent	11/12/2006 -	

FORT SCOTT NATIONAL HISTORIC SITE, KANSAS
(Authorized 11/10/1978; Established 5/18/1979)

Staff Member, Position	Start	End
Other Permanent Staff		
Douglas Culp, Guard	1979 -	1989
Harley Goff, Maintenance Worker	1979 -	1982
Tractor Operator	1983 -	1984
Maintenance Worker	1985 -	1995
Andrew Rea, Guard	1979 -	1982
Mary Beth Younggren (McClure), Administrative Clerk	1979 -	1982
Administrative Technician	1983 -	1989
Administrative Support Specialist	1990 -	1991
Administrative Technician	1992 -	1993
Administrative Manager	1994 -	1995
Administrative Officer	1995 -	2009
James Carlton, Maintenance Worker	1980 -	1981
Maintenance Foreman	1982 -	1987
Randall Kane, Park Ranger	1980 -	1987
Arnold Schofield, Supervisory Park Ranger	1980 -	1986
Historian	1987 -	2005
Donald Wollenhaupt, Park Ranger	1980 -	1985
Lead Park Ranger	1986 -	1987
Supervisory Park Ranger	1988 -	1990
Michael Younggren, Laborer, seasonal	1980 -	1983
Woodcrafter, permanent	1984 -	1999
Carpenter	2000 -	2010

FORT SCOTT NATIONAL HISTORIC SITE, KANSAS
(Authorized 11/10/1978; Established 5/18/1979)

Staff Member, Position	Start	End
Gerald Campbell, Maintenance Worker	1981 -	1983
Wendell Criner, Laborer, seasonal	1982 -	1983
Painter Worker, permanent	1984 -	1985
Jeffry Sheets, Park Ranger, seasonal	1982 -	1982
Park Ranger, permanent	1983 -	1989
Supervisory Ranger	1990 -	1990
Sharon Lee (Shirley), Clerk-Typist	1982 -	1985
Secretary	1986 -	1988
Clerk-Typist, seasonal	1989 -	1992
Administrative Clerk, permanent	1993 -	2005
Administrative Support Assistant	2006 -	
Alice Maffett, Ranger, seasonal	1983 -	1986
Park Ranger, permanent	1987 -	1994
Daryl Bates, Coop Maintenance	1987 -	1988
Janette Danley, Clerk-Typist, seasonal	1987 -	1987
Secretary, permanent	1988 -	
Jeffrey LaRock, Park Ranger	1987 -	1988
Carl McCulley, Custodian	1987 -	1991
Laborer	1992 -	1992
David Schafer, Park Ranger, seasonal	1987 -	1987
Ranger, permanent	1988 -	1991

FORT SCOTT NATIONAL HISTORIC SITE, KANSAS
(Authorized 11/10/1978; Established 5/18/1979)

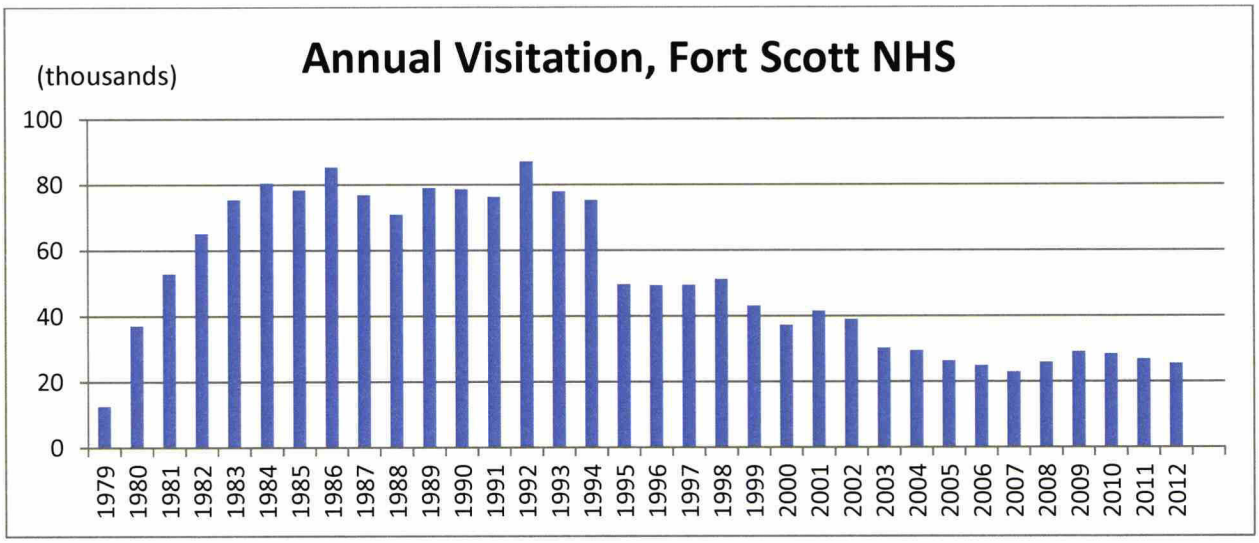
Staff Member, Position	Start	End
Bruce Sailer, Maintenance Foreman	1988 -	1991
Alan Chilton, Park Ranger, seasonal	1990 -	1990
Museum Aid, permanent	1991 -	2005
Museum Technician	2006 -	2009
Rodger Quick, Maintenance Worker, seasonal	1990 -	1999
Laborer, permanent	2000 -	2009
Kelley Collins, Supervisory Park Ranger	1991 -	
Rosemary Frey, Park Ranger, seasonal	1991 -	1991
Ranger, permanent	1992 -	2008
Ed Hochstein, Maintenance Worker, seasonal	1991 -	1993
Laborer, permanent	1994 -	1998
Craig Johnson, Maintenance (Cooperative Education Program)	1991 -	1991
Mike Vachon, Maintenance Foreman	1991 -	1992
Maintenance Worker Supervisor	1993 -	2000
Barak Geertsen, Park Ranger	1992 -	
Galen Ewing, Park Ranger	1993 -	
Vivien Schuh, Maintenance Worker	1997 -	2003

FORT SCOTT NATIONAL HISTORIC SITE, KANSAS
(Authorized 11/10/1978; Established 5/18/1979)

Staff Member, Position	Start	End
Tim Jackson, Maintenance Mechanic	2001 -	
Jackie Messer, Facility Manager	2002 -	2007
Supervisory Facilities Operations Specialist	2008 -	2009
Supervisory Facilities Operations Specialist	2011 -	2013
Dottie Messer, Visitor Use Assistant, seasonal	2005 -	2009
Park Guide, permanent	2011 -	
William Fischer, Jr., Historian	2010 -	
Susie Staples, Administrative Assistant	2011 -	
Jeffry Thul, Facility Manager	2010 -	2011
Ruth Walters, Museum Technician	2011 -	
Russell Conner, Carpenter Worker	2012 -	

Appendix B. Fort Scott NHS Visitation, 1979-2013[729]

Year	Visitors	Year	Visitors	Year	Visitors
1979	12,580	1991	76,294	2003	30,303
1980	37,125	1992	87,151	2004	29,498
1981	52,849	1993	77,946	2005	26,348
1982	65,178	1994	75,360	2006	24,900
1983	75,457	1995[730]	49,664	2007	22,902
1984	80,530	1996	49,401	2008	25,859
1985	78,328	1997	49,478	2009	29,099
1986	85,334	1998	51,208	2010	28,365
1987	76,919	1999	43,159	2011	26,823
1988	70,893	2000	37,318	2012	25,479
1989	78,998	2001	41,531		
1990	78,670	2002	39,027		



[729] Source: Kelley Collins, "NPS Interpretive Operations Summary, 1977–1991"; "Visitor Attraction Attendance," 1993, 1995, 1997, 1999, 2000; Monthly Public Use Report, 1992, 1994, 1996, 1998, 2000–2013, all documents available at Fort Scott NHS.

[730] Through 1994, park staff estimated visitor numbers during special events. In 1995, site administrators stationed volunteers at the front of the park to count visitors, providing a more accurate count. This change resulted in the significant disparity in visitation totals between 1994 and 1995 and remains the method employed by the park to count visitors. Ron Cockrell to Emily Greenwald, April 5, 2013, 2.

Appendix C. List of Classified Structures and Cultural Landscape Resources, Fort Scott NHS[731]

HS-#	Name	Restoration or Reconstruction	Year Complete
HS-1	Officers' Quarters No. 1	Restoration	1980
HS-2	Officers' Quarters No. 2	Restoration	1979
HS-3	Officers' Quarters No. 3	(Archeological Site)	
HS-4	Officers' Quarters No. 4	Restoration	1975
HS-5	Dragoon Barracks	Reconstruction	1980
HS-6	Infantry Barracks	Reconstruction	1979
HS-6A	Cistern	Restoration	
HS-7	Infantry Barracks	Reconstruction	1978
HS-8	Hospital	Restoration	1975
HS-9	Guardhouse	Reconstruction	1978
HS-10	Dragoon Stables	Reconstruction	1980
HS-11	Ordnance and Post Headquarters	Reconstruction	1980

[731] National Park Service, List of Classified Structures, Fort Scott National Historic Site, Kansas, <http://www.hscl.cr.nps.gov/insidenps/summary.asp?PARK=FOSC&STATE=&STRUCTURE=&SORT=&PAGE=1> (July 25, 2013); SRJA, *Cultural Landscape Report*, 102–103.

HS-#	Name	Restoration or Reconstruction	Year Complete
HS-12	Quartermaster Storehouse	Restoration	1978
HS-13	Quartermaster's Quadrangle	(Archeological Site)	
HS-14	Post Bakery	Restoration	1980
HS-15	Well and Canopy	Reconstruction	1977
HS-16	Flagpole	Reconstruction	1981/2003
HS-17	Powder Magazine	Reconstruction	1979
HS-17A	Lightning Rod	Reconstruction	1986
HS-22	Latrines	(Archeological Site)	
HS-30	Trade Shop	Restoration	1976
HS-31	Carriage House	Restoration	1976
HS-32	Carriage House	Restoration	1976
HS-35	Stone Outbuilding	Restoration	1976
HS-36	Stone Outbuilding	Restoration	1976
HS-38	Parade Ground	Reconstruction	1975
HS-39	Stone Walkway – Officers' Row	Reconstruction	1980/1986/2003
HS-40	Stone Walls[732]	Restoration	

[732] The 2010 Cultural Landscape Report indicates that this is a "[c]atch-all used for all fences in Cultural Landscape Inventory (NPS ca. 2001)." SRJA, *Cultural Landscape Report*, 102–103. Dates for the restorations of individual walls are not available on the List of Classified Structures.

Appendix D. Major Studies and Management Documents

Year	Title
1967	Fort Scott, Kansas: Site Identification and Evaluation
1967	A Master Plan: Fort Scott Historical Park, Kansas
1968	Fort Scott, Kansas, Historic Structures Report: Part II: Historical Data Section
1973	Officers' Quarters No. 1, Fort Scott, Kansas: Furnishing Plan
1974	The Hospital, Fort Scott Kansas: Furnishing Plan
1977	The Guardhouse, Fort Scott, Kansas: Furnishing Plan
no date [post-1977]	Management Guidelines: Fort Scott National Historic Site
1978	Historic Furnishing Report, Dragoon Barracks HS-5
1978	The Headquarters, Fort Scott, Kansas: Furnishing Plan
1978	The Magazine, Fort Scott, Kansas [furnishing plan]
1979	The Quartermaster Storehouse, Fort Scott Kansas: Furnishing Plan
1979	Historic Furnishing Report: Bakery HS-14
1980	The Dragoon Stables, Fort Scott Kansas: Furnishing Plan
1982	The Development of Fort Scott, Kansas as a National Historic Site or Return to Boots and Saddles
1983	Archeological Investigations at Old Fort Scott, 14BO302, Fort Scott, Kansas: 1968 to 1972
1984	Sign Plan: Fort Scott National Historic Site, Kansas [update]

Year	Title
1984	Historic Structures Preservation Guide, Fort Scott National Historic Site
1987	Fort Scott National Historic Site: Collection Management Plan
1987	Fort Scott National Historic Site: Crime Prevention and Physical Security Plan
1988	Resources Management Plan and Environmental Assessment for Fort Scott National Historic Site
1988	Visitor Accident Prevention Plan
1988	Environmental Assessment: Bluff Stabilization, Fort Scott National Historic Site
1992	Fort Scott National Historic Site: Cultural Landscape Report, Historic Database
1992	Fort Scott National Historic Site: Scope of Collection Statement
1993	Fort Scott National Historic Site: Statement for Interpretation
1993	Fort Scott National Historic Site: General Management Plan
1993	Fort Scott National Historic Site: Collection Condition Survey, Preventive Conservation Survey
1993	Cultural Landscape Report, Fort Scott National Historic Site, Fort Scott, Kansas: Part III: Field Survey/Inventory of Existing Conditions
1994	Special Report on Eight Kansas Forts: Fort Leavenworth, Fort Scott, Fort Riley, Fort Harker, Fort Hays, Fort Larned, Fort Dodge, Fort Wallace, Kansas
1996	Fort Scott National Historic Site: Long Range Interpretive Plan, 1st Draft
1996	Cultural Landscape Report for Fort Scott National Historic Site, Kansas, Draft
1997	Fort Scott, Kansas, Cultural Landscape Report, Part 2, 30% Submission
1998	Archeological Monitoring, Installation of Fire Suppression System, Fort Scott National Historic Site, Bourbon County, Kansas: 1997–1998
1998	National Park Service, Cultural Landscapes Inventory, 1998, Parade Ground, Fort Scott National Historic Site
2001	Collection Management Plan, Fort Scott National Historic Site

Year	Title
no date [2001]	National Park Service, Cultural Landscapes Inventory, Fort Scott National Historic Site
2003	Fort Scott National Historic Site: Integrated Pest Management Plan for Museum Spaces
2003	Fort Scott National Historic Site: Curatorial Housekeeping Plan
2004	Archeological Investigations at Fort Scott National Historic Site, Bourbon County, Kansas: 1993–1995
2005	Collection and Storage Plan, Fort Scott National Historic Site
2005	Fort Scott National Historic Site: Paper-based Collection Condition Survey
2007	Fort Scott National Historic Site Condition Survey
2007	Fort Scott National Historic Site: Operations Evaluation
2007	Park Museum Collection Storage Plan
2010	Cultural Landscape Report, Fort Scott National Historic Site
2010	Historic Structures Report: Officers' Row, Fort Scott National Historic Site
2010	Fort Scott National Historic Site: Structural Evaluation Report, Infantry Barracks HS-6
2010	Fort Scott National Historic Site: Structural Evaluation Report, Dragoon Stables HS-10
2011	Fort Scott National Historic Site: Visitor Study
2011	National Park Service, Midwest Region Pilot Turf Stewardship Project, Preliminary Report, Fort Scott National Historic Site
2011	Fort Scott National Historic Site: Scope of Collection Statement
2012	Treatment Recommendations for Prairie Landscape Areas at Fort Scott National Historic Site, Fort Scott, Kansas
2012	Accessibility Assessment
2012	National Park Service, Fort Scott National Historic Site: Historic Artifact Condition Reports & Proposed Treatment

Appendix E. Members of the Old Fort Governing Board and Fort Scott Advisory Board, between 1975 and 1978[733]

Chairpersons:

- Grace Moore (1975–1976)
- Rowena Cochran (1977)
- George Hudiburg (1978)

Members:

- Janice Allen
- Mary Louise Beveridge
- Helen Bohon
- Keitha Bolander
- Fred Campbell
- Dudley Cornish
- Gene DuVall
- Ann Emmerson
- Cheryl Fess
- Harry Fisher
- Harriet Freeman
- Ethel Frick
- Bob Galvin
- Norma Gerhardt
- John K. Graham
- Mike Henry
- Pat Henry
- Addison C. Irby
- Virginia Kennedy
- Charles Marsh
- Larry Nuss
- Stewart Reeves
- Esther Ann Sewell
- Ronald Wood

[733] Board members served one to three year terms. Dates of service were not available in existing records. Binder: Old Fort Board Meetings, Park Archives, Fort Scott NHS; Fort Scott National Historic Advisory Board – 1978, no date [circa 1978], File: 1976, Park Archives, Fort Scott NHS.

Appendix F. Legislation Pertaining to the Establishment of Fort Scott NHS

Act of August 31, 1965 (76 Stat. 588, P.L. 89-155), to provide for the commemoration of certain historical events in the State of Kansas, and for other purposes.

Act of October 18, 1973 (87 Stat. 456, P.L. 93-128), to amend the Act of August 31, 1965, commemorating certain historical events in the State of Kansas.

Act of October 21, 1976 (90 Stat. 2732, P.L. 94-578), to provide for increases in appropriation ceilings and boundary changes in certain units of the National Park System, and for other purposes.

Act of August 15, 1978 (92 Stat. 474, P.L. 95-344), to authorize the establishment of the Chattahoochee River National Recreation Area in the State of Georgia, and for other purposes.

Act of October 19, 1978 (92 Stat. 1610, P.L. 95-484), to authorize the establishment of the Fort Scott National Historic Site, Kansas, and for other purposes.

Act of November 10, 1978 (92 Stat. 3467, P.L. 95-625), National Parks and Recreation Act of 1978.