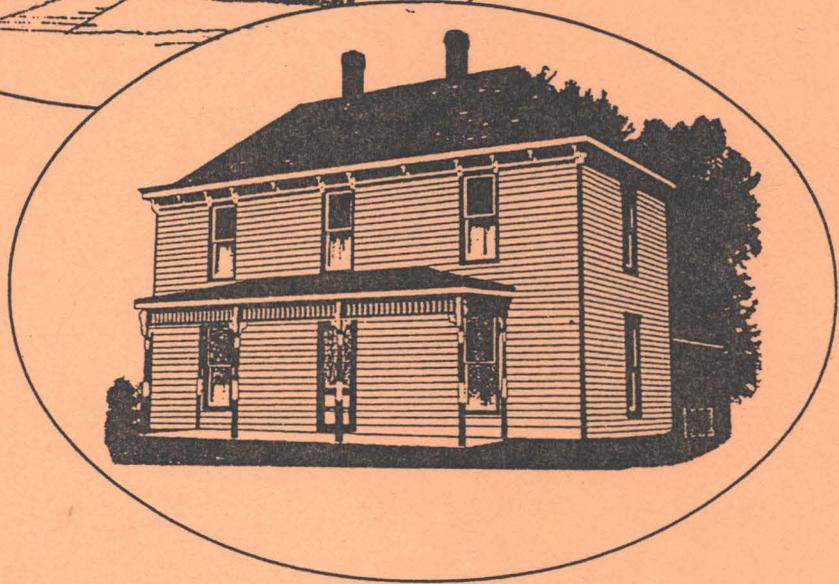
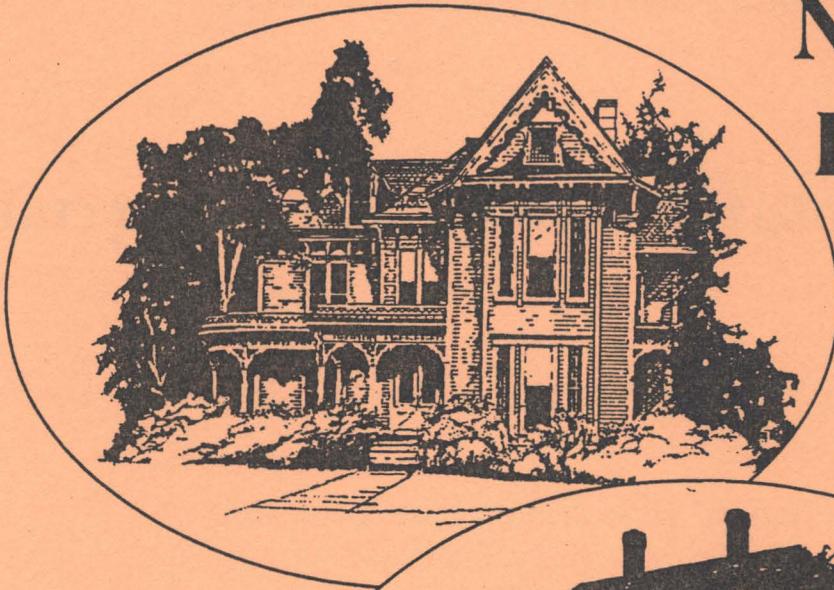


Harry S Truman National Historic Site



General Management Plan Revision

June 1999

General Management Plan
For
Harry S Truman National Historic Site

United States Department of the Interior
National Park Service
1999

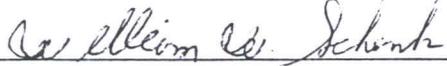
Recommended:



Superintendent, Harry S Truman National
Historic Site

4/26/99
Date

Approved:



Regional Director, Midwest Region

6/9/99
Date

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PART I - GENERAL INFORMATION

Purpose and Need For This Revised General Management Plan

The National Parks and Recreation Act of 1978 requires that the National Park Service maintain up-to-date management plans for each unit of the national park system. The general management plan for Harry S Truman National Historic Site describes the conditions and experiences that should exist at the site and why. It provides broad management direction for resource management, visitor use, and development 15-20 years into the future.

The park's initial General Management Plan was completed in 1987. Since the original GMP was completed, additional properties have been added to the park, including the two Wallace homes, the Noland home and the Truman Farm. Each park unit required evaluation, and recommendations needed to be made for use and development of the newly acquired properties, in particular, the Truman Farm. For the Truman Farm, management direction and plans were necessary for overall presentation at the unit.

Based on analysis of public comments, the findings of resource studies, and the previous decade of operational experience, the following key issues were identified and are addressed in the GMP.

- **Public Programming**

The pre-1999 interpretation program may not have provided visitors with a thorough understanding of Harry S Truman and the stories and significance of his life in Jackson County, Missouri. This likely resulted in an average visitor experience that did not reach its fullest potential. Collaboration by the National Park Service with other Truman sites is sought by the communities of Kansas City and Independence. There was a need to assess the interpretation program and modify it as necessary to maximize the visitor experience.

- **Visitor Orientation**

Visitors were sometimes unaware of, or confused about the location of National Historic Site facilities. Many also were unclear about how to get from one facility to the next. There was a need to assess and improve visitor orientation to the park, circulation between park facilities, and access to related Truman sites.

- **Preservation of Historic Resources**

The resources important to the story of Harry Truman transcend park boundaries. Coordination and cooperation among those responsible for protecting and interpreting the resources can be enhanced.

- **Management of Truman Farm**

The Grandview Unit, Truman Farm, was added to Harry S Truman NHS after completion of the initial general management plan. Therefore, there was no clearly defined direction for management of that unit. Further, pre-1999 facilities and programs at the unit did not provide visitors with a meaningful opportunity to learn about and appreciate the historical significance of the farm in the life of Truman. Since the Truman Farm is a separate park unit, linking this unit to the main park operation in Independence presented challenges for all phases of park operations.

Site Background

“Born in the Gilded age, the age of steam and gingerbread Gothic, Truman had lived to see a time of lost certainties and rocket trips to the moon. The arc of his life spanned more change in the world than in any prior period in history. A man of nineteenth-century background, he had had to face many of the most difficult decisions of the unimaginably different twentieth century. A son of rural, inland America, raised only a generation removed from the frontier and imbued with the old Jeffersonian ideal of a rural democracy, he had had to assume command of the most powerful industrial nation on earth at the very moment when that power, in combination with stunning advances in science and technology, had become an unparalleled force in the world. The responsibilities he bore were like those of no other president before him, and he more than met the test.

-David McCullough, *Truman*. New York: Simon and Schuster, 1992, page 991.

“From his parents and teachers, he learned the values of the straight-arrow Victorian male: monogamy in marriage, courage as a soldier, honesty in transactions with others, a strong belief in the sanctity of agreements (whether between individuals or nations), and a sense of personal honor that led to his discomfort at having to deal with corrupt politicians or make dubious compromises.”

-Alonzo L. Hamby, *Man of the People: A Life of Harry S. Truman*. New York: Oxford University Press, 1995, p. 639.

A few minutes past nine o'clock on the night of January 21, 1953, Harry S Truman, with his wife Bess by his side, stepped from the train at the Independence depot into a sea of humanity. Despite the cold, ten thousand of the former president and first lady's fellow citizens—many were longtime friends and neighbors—had turned out to say “Welcome home.” Mr. Truman thanked them as a man's husky voice yelled over the din, “We love ya, Harry!”

“After nearly eight years in the White House and ten years in the Senate,” Truman later wrote, “I found myself right back where I started in Independence, Missouri.” [*Mr. Citizen*, p. 29-30.] The journey that culminated in that moment had indeed begun many years before when six-year-old Harry moved to Independence with his family in 1890.



His parents, John and Martha Truman, moved to town so their children could attend school.

Like children everywhere, Harry was a product of his environment. His view of the world was colored by the time and place in which he came of age. He took with him to the nation's highest office the virtues and prejudices of his Midwestern, segregated, small town upbringing. Parents, teachers, and neighbors all exerted influence on young Harry, reinforcing their values and attitudes on him. Of his teachers he wrote, "They gave us our high ideals, and they hardly ever received more than forty dollars a month for it." [*Year of Decisions*, p. 118-119.]

As a boy who wore thick eyeglasses, Harry read all the history books he could find. "I became very interested in the men who made world history," he wrote. [*Year of Decisions*, p. 119.] Subjects ranged from ancient Egypt, Greece, and Rome to modern American history. But reading history "was for more than a romantic adventure," wrote Truman. "It was solid instruction and wise teaching which I somehow felt that I wanted and needed." [*Ibid.*, p. 119.]

Harry graduated from high school in Independence in 1901. That same year, Harry's father suffered heavy financial losses speculating in grain futures, dashing the eager student's college dreams. Harry went to work: first as a time keeper for a Santa Fe railroad project and then as a bank clerk in Kansas City.

In 1906, Harry learned he was needed on his grandmother's farm in Grandview (where he had lived from the ages of three to six). So, at age twenty-two, he became a farmer. Leaving the bright lights of the city behind, Truman moved into a small, two story wood frame house in rural Grandview with his grandmother Harriet Young, his parents, and his siblings, John Vivian and Mary Jane Truman.

For the next eleven years, Harry's efforts to earn a living by the fruits of his labors on the family farm were critical to the development of his character. After his father's death in 1914, it fell to Harry to decide what crops to plant and when to take livestock to market. He learned to get up early and work hard. He followed teams of horses and mules down the long rows in the fields and he put rings in hogs' noses in knee deep mud. The summer sun baked his skin the color of raw beef and winter winds bit through his winter coats.

Life as a farmer, however, was not all work. Truman expanded his social circle by joining the National Guard, the Farm Bureau, and the Freemasons. But perhaps his most important activity (and certainly his most pleasurable) off the farm was his courtship of Elizabeth Virginia Wallace. Bess, as she was better known, and Harry had been classmates in school. While visiting relatives in Independence in 1910, Harry returned a borrowed cake plate to the Wallaces at 219 North Delaware Street. He soon became a frequent guest for Sunday dinners with the family. Through hundreds of letters to Bess, Harry shared his enthusiastic opinions and his keen sense of humor with her. She turned down his first offer of marriage in 1911, but two years later, when he found out she had

fallen in love with him, he exclaimed, "I'm all puffed up and hilarious and happy and anything else that happens to a fellow when he finds his lady love thinks more of him than the rest of the beasts." [*Dear Bess*, p. 142]

When America entered World War I in 1917, it was the "great adventure" and Harry was not going to miss it. After training in Oklahoma, he sailed for France. There, Captain Truman commanded an artillery battery consisting of nearly two hundred men. During the war's final offensive, his leadership skills were tested in the fire of battle. He passed the test and his men would ever after affectionately refer to him as "Captain Harry." At the war's conclusion, Harry, who had been carrying his sweetheart's photograph over his heart, was anxious to get home and get married.

On June 28, 1919, Harry and Bess Truman were wed in the Trinity Episcopal Church in Independence. After the honeymoon, Harry moved into 219 North Delaware Street with his in-laws. He acquired an extended family consisting of Elizabeth Gates, Madge Wallace, and Fred Wallace—Bess's grandmother, mother, and youngest brother—who all lived in the tall gray house.

With Eddie Jacobson, an army buddy, Harry soon opened a haberdashery in Kansas City. The store failed in 1922. At this point, Harry turned to politics. The former farmer, ex-soldier, faltering haberdasher, and family provider allowed his name to be put in nomination for the post of Eastern District Judge on the administrative court of Jackson County, Missouri. With the support of the Kansas City Democratic machine he won that election in 1922.

The year 1924 was both bright and bleak for the Trumans. The February birth of Harry and Bess Truman's only child, Mary Margaret, was a blessing. An only child in a family of adults, Margaret delighted her parents and enlivened the whole household. But Truman's re-election bid failed in November, casting a shadow over his political fortunes.

Truman recovered in 1926 and was elected Presiding Judge on the three person administrative court of the county. Over the next eight years, he embarked on a campaign to build a system of roads in Jackson County. Having gained the confidence of voters by promising to keep graft and corruption in the contracting process to a minimum, he was successful in convincing voters to approve subsequent bond issues even in the midst of the Great Depression. Although Truman gave patronage jobs to Boss Tom Pendergast's men, he also hired out-of-state contractors for road construction. "I've got the \$6,500,000 worth of roads on the ground," he wrote in 1934, "and at a figure that makes the crooks tear their hair." ["Pickwick Papers," Box 238, President's Secretary's files, Truman Library] His success as a county administrator—though tainted in the view of many because of his association with the unsavory Pendergast political machine—led to talk of Truman for Governor, but in 1934 he was tapped for a spot in the U.S. Senate, and soon he was off to Washington.



As a two-term Senator, Truman made a name for himself as a loyal New Dealer, and began to garner national headlines in 1942 as chairman of the Senate Special Committee to Investigate the National Defense Program. The "Truman Committee" ferreted out defense contractors anxious to make a quick buck, and held them to the high standard of quality the war effort demanded, saving taxpayers hundreds of millions of dollars. This work brought Truman to the attention of party leaders, and by the summer of 1944 he was Franklin D. Roosevelt's running mate.

On April 12, 1945, Truman became president after Roosevelt's death. The Independence Chamber of Commerce President sent a telegram to President Truman: ". . . the citizens of your home community who know you best, are trusting in your judgment and ability and praying God's richest blessing upon you in this hour and in the important days ahead." The list of crises Truman faced that year was daunting: The defeat of Hitler's Reich and the occupation of Germany, the formation of the United Nations, the Three Power conference with Churchill and Stalin at Potsdam, the decision to use the atomic bomb against Japan, the defeat of Japan and, at home, the reconversion to a peacetime economy.

The events of the remainder of his nearly eight-year presidency were hardly less momentous. He recognized the new Jewish state in Israel; bolstered the west against Communist aggression with the Truman Doctrine, the Berlin Airlift, and the North Atlantic Treaty; rescued war-ravaged Europe with the Marshall Plan; and led the United Nations effort to defend South Korea. All the while, the American home front seemed equally precipitous: Truman dealt firmly and successfully with economy-crippling strikes in the coal, steel and rail industries. He moved forward on civil rights, desegregating the military by executive order. He oversaw the re-organization of the Executive Branch, creating the National Security Council, Central Intelligence Agency, and the Joint Chiefs of Staff. And of course he fought for his political life in the presidential election of 1948, overcoming the fracture of his own party on the way to the most stunning upset of the century.

During those turbulent years, Truman came home whenever possible to relax with family and friends. His family life remained centered around 219 North Delaware. The president's wife, daughter, and mother-in-law returned home to Independence every summer. The president remained at the White House, what he referred to as "The Great White Jail." He plainly missed his family and complained after their first summer departure, "I'm always so lonesome when the family leaves." [*Off the Record*, p. 40]

In 1952, Truman was suffering from low public approval ratings largely caused by the unpleasant military stalemate in Korea, and chose not to run for a second full term. He decided, instead, to go home. Truman returned to Jackson County where he wrote his memoirs, built a presidential library, and became "First Citizen of Independence." But most of all he went home for no other reason than because it was just that—"Home." Harry and Bess, the love of his life, enjoyed two more decades together in their old house in the neighborhood each had known since childhood. In retirement, Truman seemed

comfortable with himself and his surroundings. The homes of his neighbors, the schools and churches he attended, the courthouse on the public square where he launched his political career—all were his personal landmarks. He wrote, “I’ve been taking my morning walks around the city and passing places that bring back wonderful recollections.” [*Autobiography of Harry S. Truman*, p. 109]

Harry S Truman National Historic Site is about more than just the story of five houses. It is about the broad life experience of a boy who read history and how he grew into a man who made history. Many of the elements in his character that prepared him to meet the unprecedented challenges of his presidency were formed during his life in Jackson County, Missouri. This unit of the National Park System provides tangible evidence of his life at home before, during, and after his presidency—places where forces molded and nurtured him.

Significance of Harry S Truman National Historic Site

The significance of Harry S Truman National Historic Site is derived from the time Harry Truman served as the thirty-third president of the United States, from 1945 - 1953. Yet the park includes physical evidence of a period lasting from 1867 through 1982. This span of time represents nearly the entire context of Harry Truman’s life, and encompasses all major park structures: Truman home, Noland home, Wallace homes, and Truman farmhouse.

Although Harry and Bess Truman were not born until 1884 and 1885 respectively, the year 1867 figures prominently at both the Grandview and the Independence units of the park. Solomon Young, Truman’s grandfather, purchased the Grandview property that year and built a large house where little Harry lived from ages three to six. Later, this large house burned and a smaller version was built - a house where Harry would spend 11 more years as a young adult, from ages twenty-two to thirty-three. Also in 1867, Bess Truman’s grandfather, George Gates, purchased the lot and built (or remodeled) a structure at 219 North Delaware Street in Independence currently known as the Truman home. This 1867 house was later enlarged and became home to Bess from ages nineteen to ninety-seven. By the time of Harry and Bess’s births, these two households (rural and urban) were firmly established. Immediate family members were responsible for the development of both these properties and lifestyles, and both environments figured prominently in the character development of Harry Truman. Most of his ideals concerning religion, social responsibility, financial stability, and politics were derived from the people who lived here, as well as from his own experiences in these surroundings. Therefore, the park’s story can be extended backwards to the 1867 date, so long as any interpretation of these times has direct bearing on, and gives the visitor insight into, Harry Truman as a president of the United States.

Likewise, the park’s story can be extended beyond Mr. Truman’s death in 1972 to that of Mrs. Truman’s death in 1982. Due to his presidency, once Harry’s life transected Bess’s



on a level greater than a casual acquaintance, Bess derived a significance from him that did not vanish upon his passing. While not as important as her husband in terms of history, Mrs. Truman still retained a notability as a former first lady and, in her later years, received several national figures as guests. President Jimmy Carter visited her in 1980 seeking an endorsement for re-election. Although she had always avoided drawing attention to herself, Bess had been President Truman's wife, loved one, best friend, confidant, motivator, and unofficial advisor. Her eighty-two-year acquaintance with her husband (as well as their sixty-two-year romance) is reflected in the minimal changes Mrs. Truman made to their home after her husband's death. Therefore, her ten years without him are a valid part of Truman history.

The significance of Harry S Truman National Historic Site, however, lies not only within the boundaries of the site, but extends beyond them to include Independence and Grandview. How Truman reached the presidency and what he accomplished when he got there were influenced by his experiences in both communities. Together, the national historic site and the Harry S. Truman Historic District National Historic Landmark in Independence offer the opportunity to interpret an even more complete story of Harry S Truman's life than could be done by the park alone. By understanding his home life and his relationships with his family and community, visitors gain a greater understanding of President Truman. This is appropriate, since one of the primary themes of his story is the unity that existed between his personal values, his family life, his citizenship in the community, and his political career. This context is necessary to present the richest possible picture of a man who became the president of the United States. Americans need to know as much about their leaders as possible; the type of people we elect to the presidency tells us a great deal about ourselves.

Secretary of the Interior James Watt, on December 8, 1982, proclaimed the Harry S Truman National Historic Site under the authority of the 1935 Historic Sites Act to protect the site's resources pending action by Congress. The national historic site was established by Congress on May 23, 1983, to preserve and interpret for the inspiration and benefit of present and future generations the former home of Harry S Truman, thirty-third President of the United States. On October 2, 1989, Congress authorized the acquisition of the George P. Wallace home and associated grounds, the Frank G. Wallace home and associated grounds, and the Noland home and associated grounds.

On December 14, 1993, Congress authorized the acquisition of the Truman Farm Home, by donation, from Jackson County, Missouri. Congress also authorized and directed the Secretary of the Interior to provide appropriate political subdivisions of the State of Missouri with technical and planning assistance for the development and implementation of plans, programs, regulations, or other means for minimizing the adverse effects on the Truman Farm of the development and use of adjacent lands.

PART II - GRAPHICS

Vicinity Map - Page 11

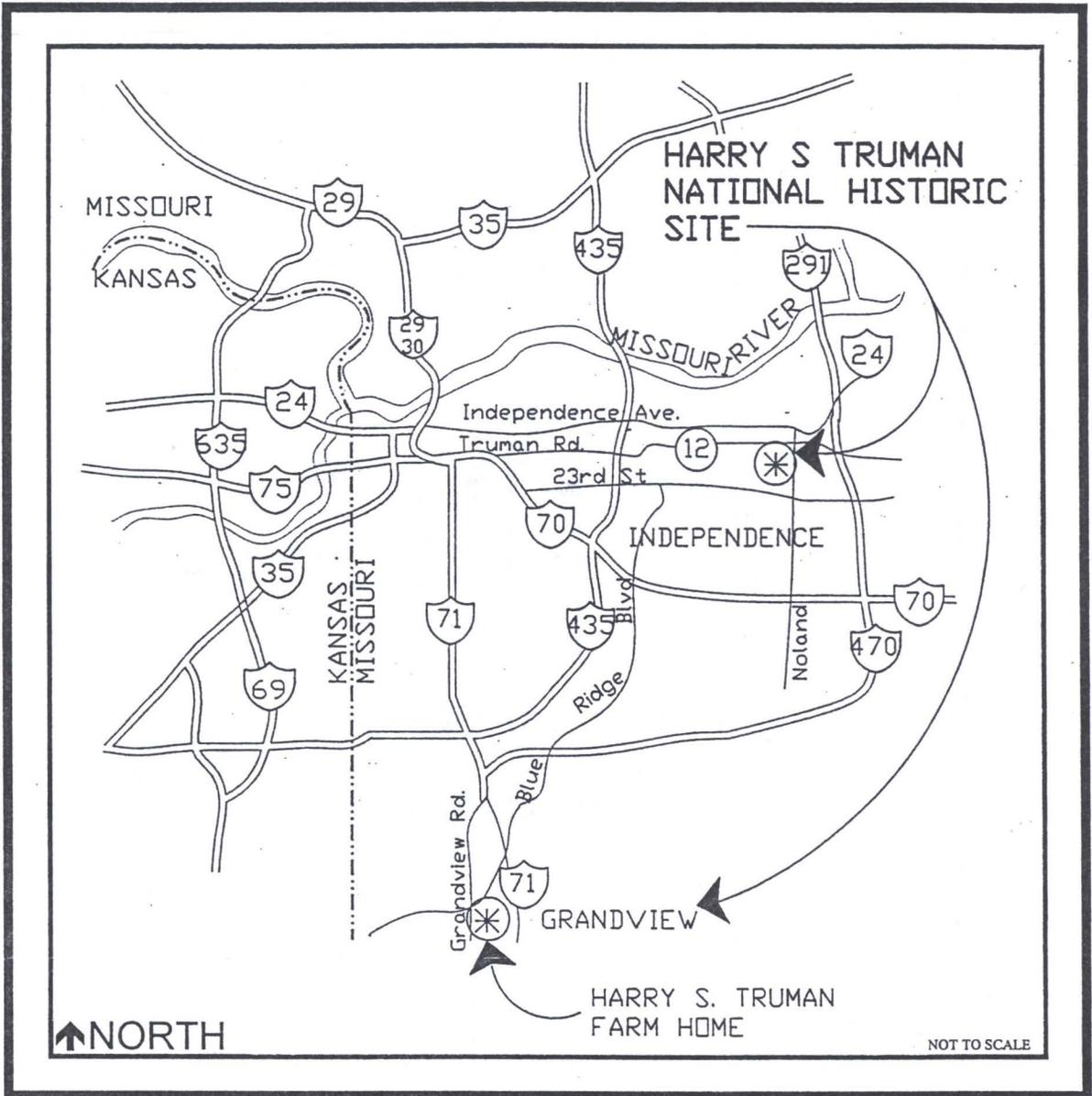
Independence Location Map - Page 12

Independence Unit - Page 13

Grandview Location Map - Page 14

Grandview Location Map - Page 15

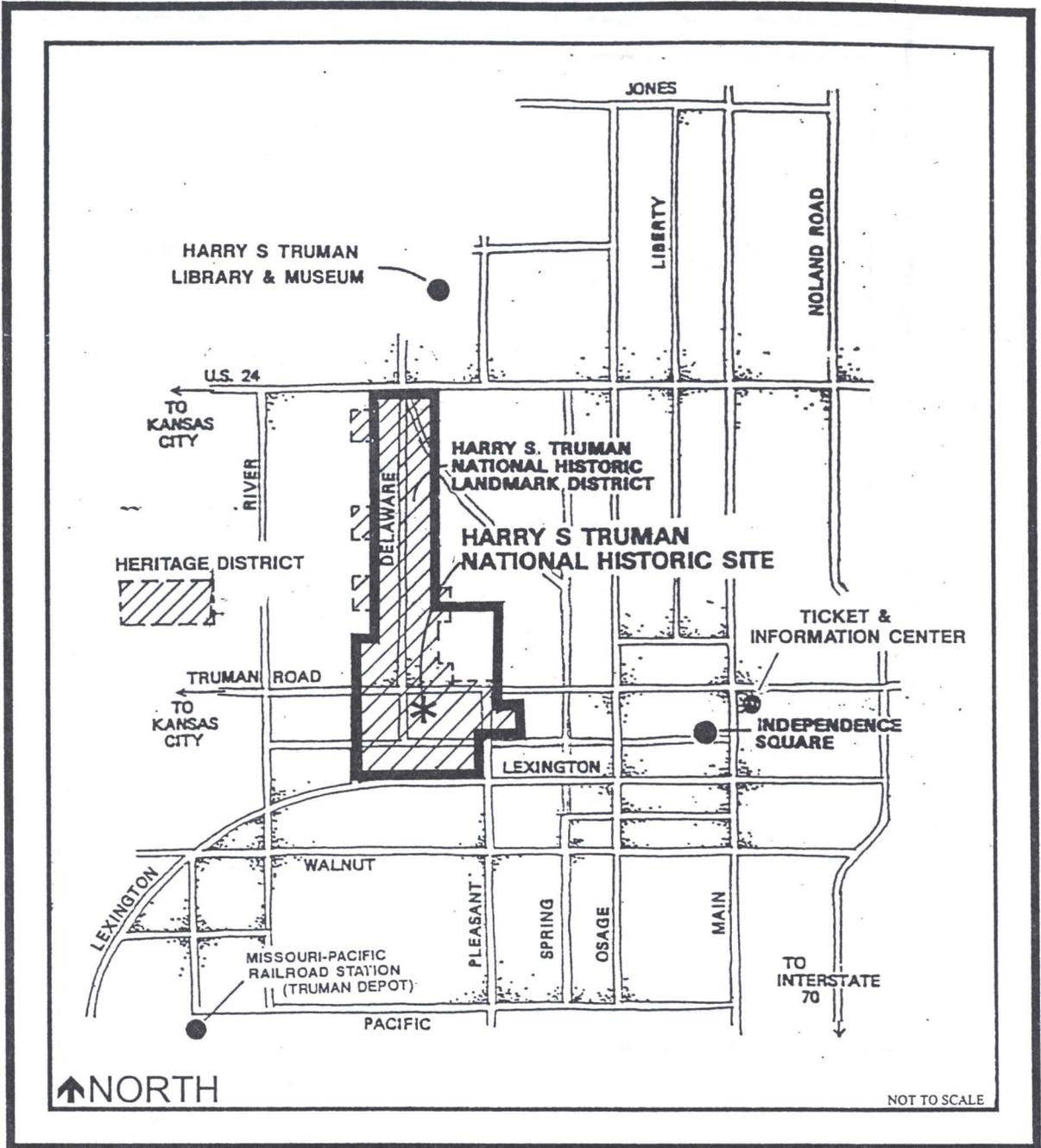




VICINITY MAP

HARRY S TRUMAN NHS

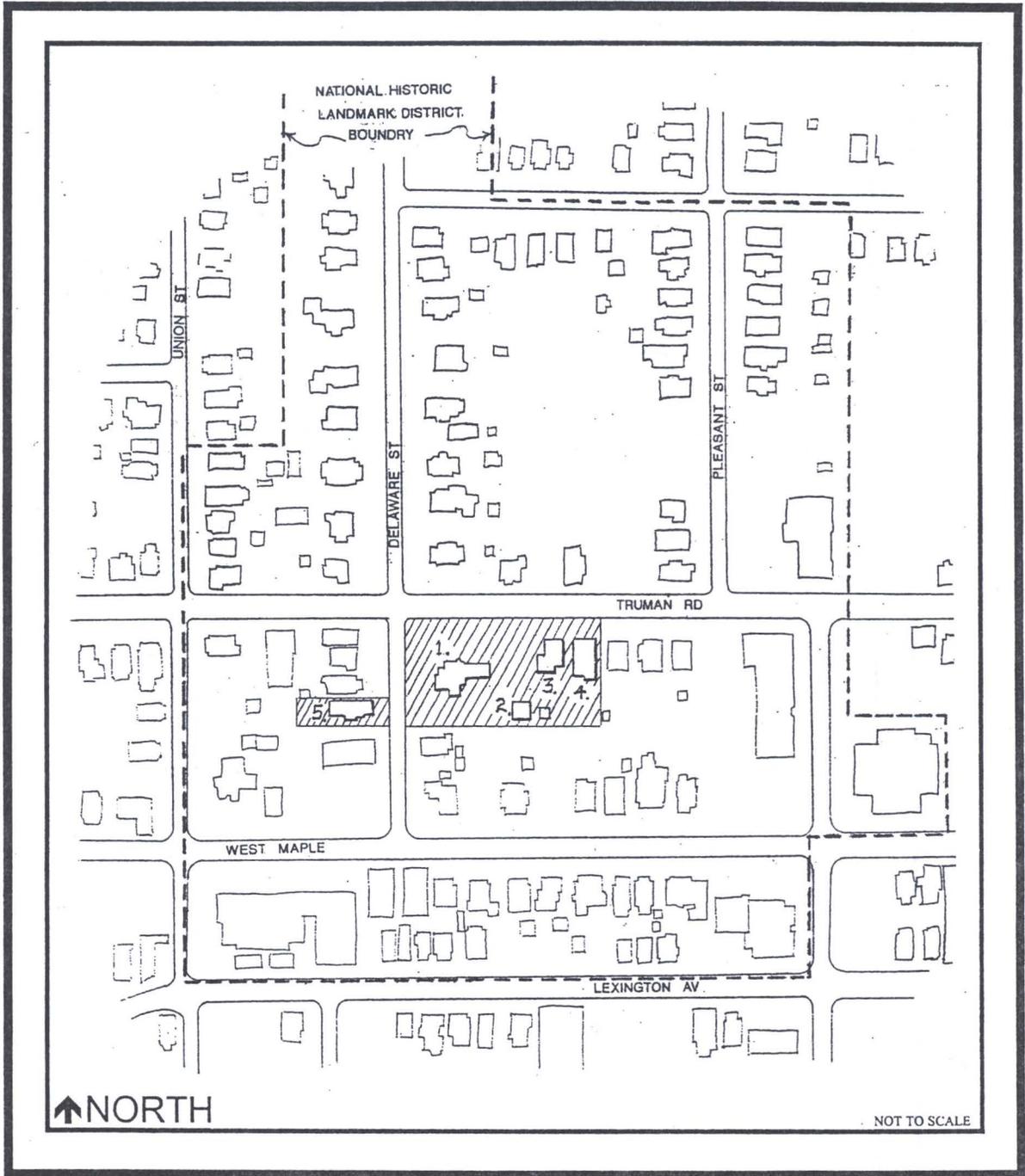


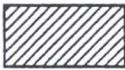


INDEPENDENCE LOCATION MAP

HARRY S TRUMAN NHS





 = HARRY S TRUMAN
NATIONAL HISTORIC SITE

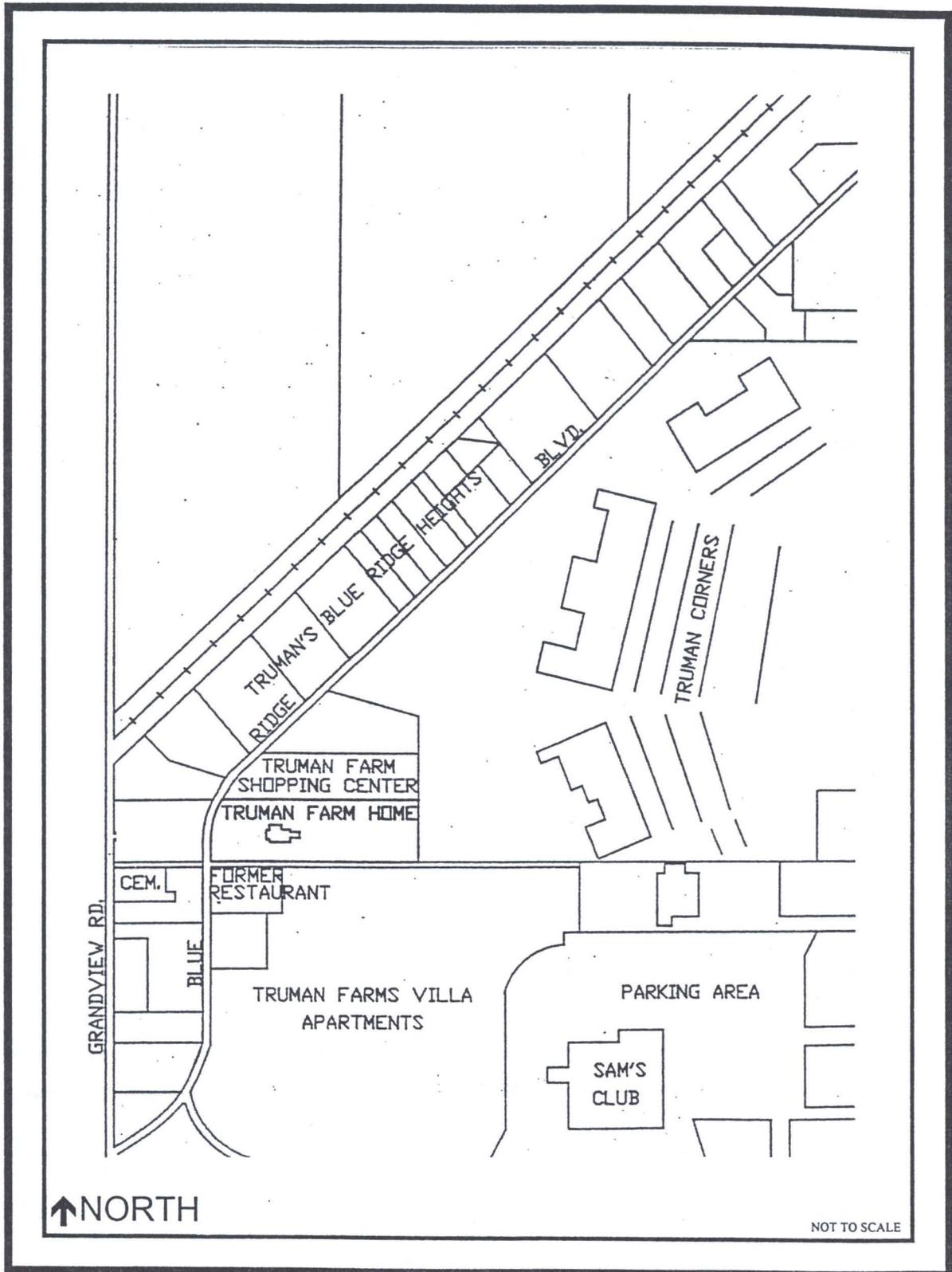
INDEPENDENCE UNIT

HARRY S TRUMAN NHS

STRUCTURES:

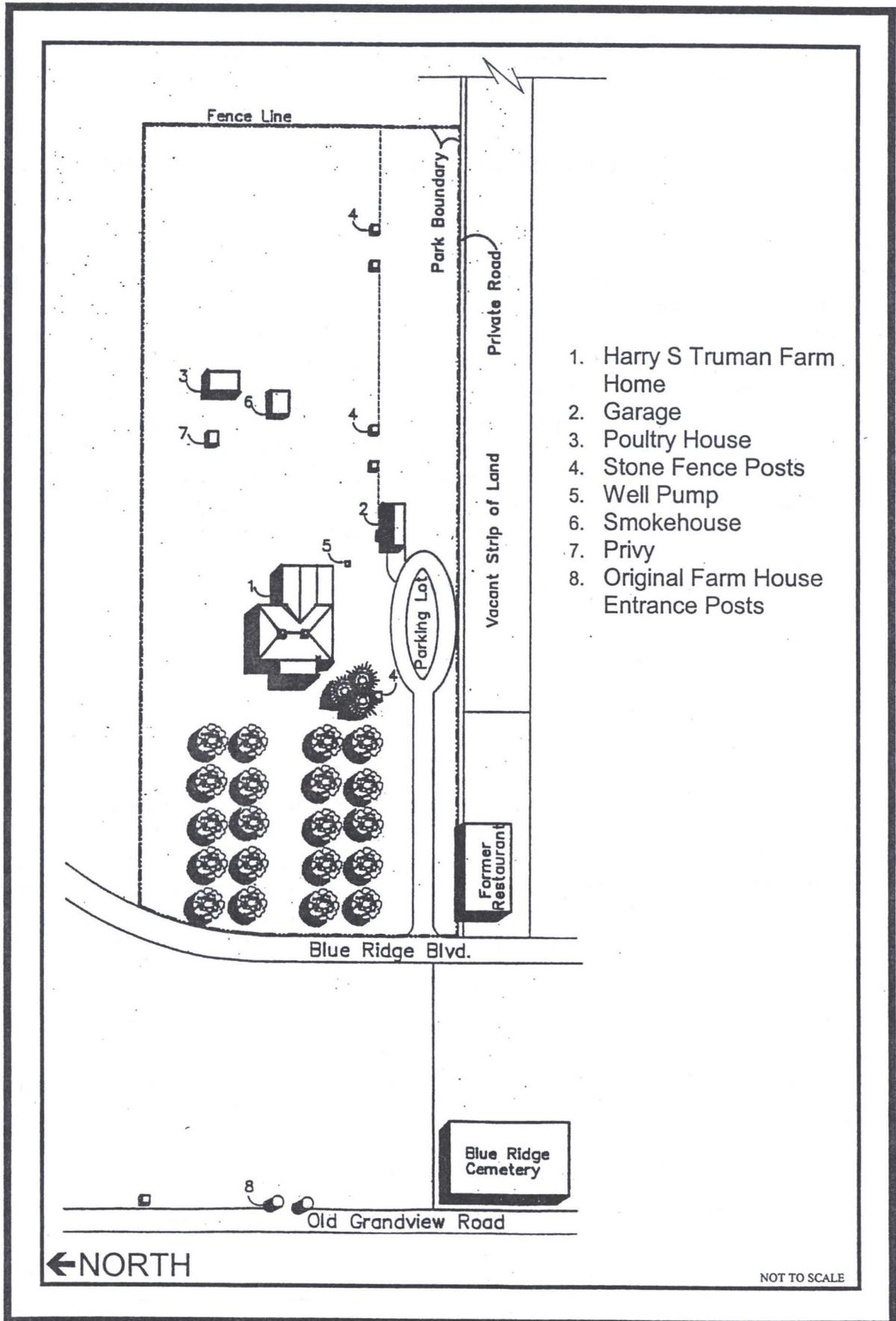
1. TRUMAN HOME
2. CARRIAGE HOUSE
3. GEORGE P. WALLACE HOUSE
4. FRANK G. WALLACE HOUSE
5. NOLAND HOUSE





GRANDVIEW LOCATION MAP

HARRY S TRUMAN NHS



GRANDVIEW UNIT

HARRY S TRUMAN NHS

PART III - THE FUTURE

A Vision

The following statements reflect the vision for the future of Harry S Truman National Historic Site:

- Management of Harry S Truman NHS, including the homes in Independence and Grandview and their associated cultural landscapes, preserves and interprets the life of Harry S Truman and the importance of community in shaping the man who was the 33rd President of the United States.
- The park seeks to enrich interpretive and educational opportunities, improve visitor orientation and services, and further its basic mission of preservation and interpretation through collaboration with the surrounding neighborhood and cooperating organizations.
- The National Park Service works through a network of park partners and outreach initiatives to preserve the resources and tell the stories associated with Truman to the public.
- Visitor use, resource protection, and park operations at both units are guided by an established management framework based on research and visitors have the opportunity to experience the site in a manner that creates an understanding and appreciation of the significance of the site in the life of Truman.

The Plan

Management Areas

National Park Service policy acknowledges that parks serve many different needs and often contain a variety of resources. As a result, general management plans identify management areas within a park, and then prescribe the particular resource management actions, visitor use, and/or development that would be appropriate to each management area. The planning team identified three types of management areas important for the future management of Harry S Truman National Historic Site: a Historic Interpretation Area, an Administrative Area, and a Multi-Purpose Area.

Historic Interpretation Area

In this management area, the structures and cultural landscapes will be maintained in a manner emphasizing the retention of historic fabric and character-defining features associated with the period of historical significance. Archeological remains of structures associated with Harry S Truman will be stabilized and protected from deterioration.

Development will be limited to small, sensitively designed interpretive displays. "Ghost structures," "foundation outlines," or other sensitive approximations of known historic structures would be appropriate in this area, as well.



Visitors may participate in ranger-led tours through structures in this area. Visitor use of the grounds within this area would be limited to educational or interpretive activities that help visitors understand Harry S Truman.

At the Independence Unit, this area includes the Truman home and surrounding grounds, and the grounds surrounding the Wallace homes and the Noland home.

At the Grandview Unit, this area includes the grounds surrounding the Farm Home and other buildings.

Administrative Area

In this management area, structures will be maintained in a manner consistent with their period of historical significance, and will be used for purposes of park administration. Appropriate uses of structures could be for government quarters, offices, support areas, storage, etc.

Access routes required to provide maintenance or emergency access to structures is appropriate within the administrative area.

At the Independence Unit, this area includes the Wallace homes (actual structures, but not the surrounding grounds).

At the Grandview Unit, this area will include the footprint of the reconstructed historic lane leading from Blue Ridge Blvd. to the farm home.

Multi-Purpose Area

In this area, structures will be maintained in a manner consistent with their period of historical significance, and might be used for a combination of administrative purposes and/or visitor use. Appropriate uses of structures in this area include all those items listed under the Administrative Area, in addition to visitor support facilities (restrooms, information desks, etc.). Also, interpretive exhibits may be developed within these structures.

In the Multi-Purpose Area, visitors may enjoy the public areas of the buildings on their own, without need of a staff-leader.

At the Independence Unit, this area includes the Noland home (interior of the structure), but not the surrounding grounds.

At the Grandview Unit, this area includes the actual structures (not surrounding grounds) that can be historically tied to Truman; that is, the farmhouse, garage, chicken coop, and any other building that research determines to be related in a like way.

Cultural Resources

The general treatment approach that will be followed for park resources will be rehabilitation. *Rehabilitation is defined as the process of returning a property to a state of utility, through repair or alteration, which makes possible an efficient contemporary use while preserving those portions and features of the property which are significant to its historic architectural and cultural values.* At Harry S Truman NHS, rehabilitation allows for establishing visitor and administrative facilities and programs while placing a priority on cultural resource preservation. The exception to this approach is the Truman home on Delaware Street, which is to be preserved as it was during the residence of Harry and Bess Truman. *Preservation is defined as the act or process of applying measures to sustain the existing form, integrity, and material of a historic structure, landscape, or object.* Work may include preliminary measures to protect and stabilize the property, but generally focuses on the ongoing preservation maintenance and repair of historic materials and features rather than extensive replacement and new work.

Preservation Partnerships

The National Park Service will be a strong advocate for the historic resources associated with Harry S Truman. The National Park Service will work in partnership with others to preserve historic resources, promote awareness of NPS resources and related resources in the area, and further the common goals of the Service and the community, while making fully available the recreational and educational resources of the area to the public.

Additionally, the National Park Service will commit to working with local communities, other agencies, and the private sector to provide for and enhance financial, educational, recreational, and operational benefits to the national historic site and the community.

The National Park Service can advance its core mission of preservation by actively seeking opportunities in the area of neighborhood preservation. Some possible strategies include developing educational opportunities utilizing the Truman National Historic Landmark District and related sites, presenting tours highlighting the history of the district, producing curriculum based programs for students, and producing publications for distribution through local tourism organizations.

The NPS role in working to preserve the neighborhood also will expand beyond additional educational developments. The NPS will provide technical assistance, within available resources, and will partner with others to develop options such as a revolving fund for historic preservation and/or to create preservation easements or restrictive covenants to facilitate historic preservation. A comprehensive set of alternative protection and preservation strategies will be developed in cooperation with the community and appropriate agencies.

Visitor Use



Visitors will be encouraged to fully explore the story of Truman through access to both National Park Service facilities and related sites, such as the Truman Library and Museum. Access to park facilities will be controlled so as to maximize resource preservation. Improvements to visitor orientation and circulation will be implemented in such a manner that they do not detract from the historic character of the area or negatively impact local residents or businesses. Improvements to facilities or additional visitor amenities will be sited/located so as not to impact the cultural landscape.

The National Park Service will expand the options available to visitors, which might include more ranger-led programs, expanded exhibits, and collaborative programming with partners. Increased opportunities for self discovery of the sites and the stories directly associated with Truman also will be provided. Examples of such opportunities might include development of additional self-guided walking tour publications or a tour on tape. Visitor programs will go beyond park boundaries and encompass both NPS facilities and those in the surrounding area. An example of such a collaborative effort might be a combined ticketing program for Truman-related sites, including the Truman library.

Visitation will be managed to protect resources and minimize impacts on the Independence and Grandview communities. A day-of-visit ticket system, operated from the Truman Home Visitor Center/Ticket Center and/or an alternative location in downtown Independence, will be used for visitors wanting a guided tour of the Truman home. Tours will be limited to eight visitors per tour for maximum protection of resources (furnishings and historic materials), for fire safety, and to ensure quality interpretation. Tours are provided daily from Memorial Day to Labor Day. The Truman home has traditionally been closed on Mondays from Labor Day to Memorial Day in order to provide time for the staff to perform essential preservation maintenance and extensive cleaning of the furnishings and rooms. Public access to additional floors of the Truman home will be restricted due to a provision in Bess Truman's will, inadequate egress and safety concerns, and structural problems.

Visitors will walk from a visitor facility to the Truman Farm in order to tour the grounds and to take advantage of interpretation programs. If visitors are elderly and/or in some way unable to walk, they will be provided transportation in park-provided conveyances, such as golf carts. Tours of the Truman Farmhouse will be limited to six visitors per tour for maximum protection of resources (furnishings and historic materials), for fire safety, and to ensure quality interpretation. Tours will be provided when sufficient staff is available. Access to the grounds of the Truman farm will be available daily during daylight hours.

In accordance with federal laws and National Park Service guidelines, every reasonable effort will be made to ensure that facilities and services are accessible to and usable by all people, including those with impaired mobility. Special, separate, or alternative facilities, programs, or services may be provided only when existing ones cannot reasonably be made accessible. Measures to improve access to historic structures will be pursued only when they will not require the removal of historic fabric and will not adversely affect the significant qualities of the landscape.



Visitor Orientation

The NPS will seek to improve identification of Harry S Truman National Historic Site facilities and routes between facilities as well as signs within each unit. The NPS, in cooperation with others, will develop a wayfinding system, incorporating and linking both park units and other tourism attractions. This system could include common design elements such as wayside exhibits, information kiosks, and directional signs. The NPS will work with local communities and others to ensure that adequate parking is available without adversely impacting local residents and businesses.

Through cooperation with others, directional signs from major highways to both units will be improved in order to provide ease of access to each unit and between each unit.

Management of Truman Farm

The Grandview Unit will retain its current character and existing historic structures and features will be rehabilitated and interpreted. Some previously existing historic features such as fence lines, plantings, or outbuildings could be reconstructed. Alterations will occur only to the extent necessary to best convey the significance of the farm period in the life of Truman. Interpretation efforts, to be guided by a long-range interpretation plan, might include interior and exterior exhibits. Present non-historic features will be removed.

The parcel of land located to the south of the current Grandview Unit boundary will be acquired, (pending Congressional action and the availability of funds), in order to provide both a buffer for the unit and a visitor center/support services facility through the rehabilitation of the existing restaurant building.

The area consists of a road right-of-way, a narrow strip of private land adjacent to the road (and recently isolated by development), and a parcel of land containing a former restaurant. All three parcels were part of the original Truman farm. The historic and natural integrity of all three parcels has been disturbed by development activities. However, the land still has great potential to enhance visitor use and resource protection at the park, both directly and indirectly.

The addition will provide unique possibilities for addressing park needs. As previously mentioned, the parcels were part of the original Truman farmstead. Though disturbed by development, addition of the parcels will increase the total acreage of the historic farm that is protected through public ownership.

Acquisition of the parcels will allow the NPS to provide development necessary to support visitor use without having to make intrusive modifications to the existing unit, which still retains a notable degree of historic integrity. The former restaurant may be easily converted to a visitor contact facility, with restrooms, drinking fountains, and possibly a sales area. Visitors could walk or be transported safely between this building and the Farm Home. The other parcels could easily

accommodate parking necessary for staff and visitors. A small maintenance storage structure also could be constructed on one parcel. Topography on the parcels may allow for built facilities to be screened from the Truman Farm Home, thereby helping to heighten the visitor experience. Remaining portions of the parcels could be restored to green space.

Even if no NPS developments were to occur on the parcels, the property will provide an important buffer to existing development. It also will help prevent further encroachment of private development on the unit.



PART IV - PREPARERS AND CONSULTANTS

Planning Team

Harry S Truman National Historic Site
Kenneth E. Apschnikat, Superintendent
Michele Cefola
Carol Dage
Jenny Hayes
Lawrence Sandarciero
Dave Schafer
Karen Tinnin
Jon E. Taylor
Jeff Wade

Other Core Team Members

Barbara L. Pollarine (Team Capt.)	Northeast Regional Office
Karen Anderson	Midwest Support Office
Jana Gross	Midwest Support Office
Bill Harlow	Midwest Support Office
Keith Krueger	Midwest Support Office
Barbara Nelson-Jameson	Midwest Support Office
Judy Olson	Mt. Rushmore National Memorial
Jeff Winstel	Cuyahoga Valley National Recreation Area

Consultants

Harry S Truman National Historic Site
Keith Drews
Randy Harmon
Valerie Steffen

Other National Park Service

Rich Klukas	Midwest Support Office
Michael Madell	Midwest Support Office
Vergil Noble	Midwest Archeological Center
Tom Richter	Midwest Support Office

State of Missouri

Stephen M. Mahfood	State Historic Preservation Officer
Claire Blackwell	Deputy State Historic Preservation Officer



Planning Participants

Nina Anders, Independence Square merchant and Independence Chamber of Commerce
Clay Bauske, Harry S Truman Library
Cathy Bennett, Director of Tourism, Independence
Bill and Donna Bullard, First Baptist Church of Independence
Roberta Coker, Independence Public Schools (formerly of Independence Chamber of Comm.)
Larry Creek, Grandview Public Works
Betty Dawson, former manager, Truman Farm Home
Bob Eller, Friends of Truman Farm Home
Eric Ely, Grandview Parks and Recreation
Tom Greenwood, city of Grandview
Rick Hemmingsen, Independence Chamber of Commerce
Ron Hoffman, Grandview Board of Aldermen and Friends of the Truman Farm Home, Inc.
Gordon Julich, Heritage Museums and Programs, Jackson Co. Parks and Rec.
Jay Leipzig, Mid-Town-Truman Rd Revitalization Project
Carl Mesle, McCoy Neighborhood Council
Arthelia Pritchard, Friends of the Truman Farm Home
Pat Spillman, RLDS Church
Patrick Steele, Independence Historic Preservation Manager
Duane Stephens, First Presbyterian Church
Cecil Vaughn, resident of Truman Neighborhood
George Wesselhoft, Grandview Community Development
Dorace Wilson, Independence Square Association
Chris Wilt, Jackson County Historical Society
Bettie Yahn-Kramer, Jackson County Parks and Recreation

Elected Officials:

Congresswoman Karen McCarthy
U.S. Senator Christopher Bond
U.S. Senator John Ashcroft
Mayor Ron Stewart, city of Independence
Don Riemal, Independence Councilmember, District 1
Mayor Harry O. Wilson, city of Grandview
Catherine Kelley, Grandview Board of Aldermen, Ward II
Ron Hoffman, Grandview Board of Aldermen
State Senator Harry Wiggins
State Representative Sandra Kauffman, 45th District
Kathryn Shields, Jackson County Executive

Truman Family Members:

Margaret Truman Daniel
Clifton Truman Daniel





Appendix A - Finding of No Significant Impact

Finding of No Significant Impact

The National Park Service (NPS) prepared and made available for public review a Draft General Management Plan (DGMP) for the Harry S Truman National Historic Site. The DGMP described three alternative approaches for managing the site over the next 15-20 years. In accordance with the National Environmental Policy Act (NEPA), a draft environmental assessment (EA) was prepared with the draft plan, which analyzed the potential environmental and social impacts that might result from implementing the three alternatives for managing the site. One of the management alternatives was identified as the NPS' preferred alternative. The DGMP/EA was presented to the public in early January 1999 and was on public review for 45 days.

The purpose of this decision document is to affirm which course of action the NPS intends to follow and record a finding of no significant impact (FONSI) pursuant to the Council on Environmental Quality's regulations for implementing the National Environmental Policy Act of 1969 (40 CFR 1508.9).

The Proposal

The preferred alternative in the DGMP/EA is the proposal selected for long-term management of Harry S Truman National Historic Site. Management of the site generally will be guided by parameters described for the following management areas:

In the **preservation area** the NPS will preserve structures and cultural landscapes in a manner emphasizing the retention of historic fabric and character-defining features associated with the period of historical significance. Archeological remains of structures associated with Harry S Truman will be stabilized and protected from deterioration. Development will be limited to small, sensitively designed interpretive displays. Visitors may participate in ranger-led tours through structures in this area. Visitor use of the grounds within this area will be limited to educational or interpretive activities that help visitors understand Harry S Truman. At the Independence Unit, this area will include the Truman home and surrounding grounds, and the grounds surrounding the Wallace homes and the Noland Home. At the Grandview Unit, this area includes the grounds surrounding the Farm Home and other buildings.

In the **administrative area** the NPS will maintain structures in a manner consistent with their period of historical significance, and will use them for purposes of park administration. At the Independence Unit, this area will include the Wallace homes (the actual structures, but not the surrounding grounds). At the Grandview Unit, this area will include the footprint of the reconstructed historic lane leading from Blue Ridge Boulevard to the farm home.

In the **multi-purpose** area the NPS will maintain structures in a manner consistent with their period of historical significance. Structures might be used for a combination of administrative



purposes and/or visitor use. Visitor support facilities are appropriate in this area, as are interpretive exhibits. Visitors may enjoy the public areas of buildings within the multi-purpose areas on their own, without need of a staff-leader. At the Independence Unit, this area will include the Noland home (actual structure, but not the surrounding grounds). At the Grandview Unit, this area will include the structures that can be historically tied to Harry Truman.

The NPS will generally follow rehabilitation as a treatment approach to cultural resources which preserves property while allowing for use. Visitation will continue to be managed to protect resources and minimize impacts on the Independence and Grandview communities, and the NPS will work in partnership with others to preserve historic resources and promote awareness of the important educational, recreational, and historic resources of both the NPS and surrounding communities. The Truman Home in Independence, however, will be preserved as it was during the residence of Harry and Bess Truman. Using preservation as a treatment approach is intended to sustain the existing form, integrity, and material of the historic structure.

The NPS will work in partnership with others to preserve historic resources, promote awareness of NPS resources and related resources in the area, and further the common goals of the agency and the community. The NPS will work with others to provide for and enhance financial, educational, recreational, and operational benefits to the historic site and the community. The NPS will provide technical assistance and work with others to develop a comprehensive set of alternative protection and preservation strategies, possibly including a revolving fund for historic preservation.

The NPS will expand the options available to visitors and will develop a comprehensive wayfinding system to improve visitor access and orientation. Increased options for visitors might include more ranger-led programs, expanded exhibits, and collaborative programming with partners. Visitor programs will go beyond park boundaries and encompass both NPS facilities and those in the surrounding area. The NPS, in cooperation with others, will develop a wayfinding system, incorporating and linking both park units and other tourism attractions. The NPS will work with local communities and others to ensure that adequate parking is available without adversely impacting local residents and businesses.

The Grandview Unit will retain its current character; existing historic structures and features will be rehabilitated. Some previously existing historic features could be reconstructed. Alterations will occur only to the extent necessary to best convey the significance of the farm period in the life of Truman. Congressional authorization and funding will be sought to add five acres of land to the Grandview Unit.

Other Alternatives Considered

The DGMP/EA analyzed two other alternatives for managing the Harry S Truman National Historic Site. The minimum action alternative would have focused on improving visitor orientation and services primarily within the boundaries of the national historic site.

Management of the site generally would have been guided by management areas similar to those described in the proposal. No multi-purpose area would have been established at the Grandview Unit. Under this alternative, the NPS might have provided a wider variety of programs to their visitors than currently exists, and improved signage within the park. As in the preferred alternative, the NPS would have remained a strong advocate for historic resources associated with Truman.

Under the "no action" alternative, the NPS would have continued to manage the national historic site as it has in the past retaining the management guidance and direction of the 1987 General Management Plan and the Interim Interpretive Prospectus.

Public Involvement

In early January 1999 the DGMP/EA was mailed to about 150 other agencies, organizations, and private individuals. Availability of the draft was announced in the local media and made available by phone request to the park. A public meeting to discuss the DGMP/EA and to provide for public comment was held on January 6, 1999. The review period for the DGMP/EA lasted 45 days and closed on February 28 1999.

The NPS received a total of 4 comment letters from the public and one from a government agency. Nine persons attended the public meeting; some made oral comments on the plan. Based on public and agency comments, the NPS has clarified the text in some sections and corrected factual errors to the DGMP/EA. However, none of the comments required the NPS to make substantive changes in the three management alternatives or in the conclusions in the environmental assessment.

Summary of Environmental Consequences

The potential environmental consequences of the three alternatives, including the preferred alternative, are described on pages 49-55 of the DGMP/EA. Briefly, the environmental assessment states that the preferred alternative would have a negligible to minor impact on the site's natural resources. There are no threatened or endangered species listed for the area. The preferred alternative would have a negligible to minor impact on known cultural resources. No adverse impacts were identified to sites listed on or eligible for listing in the National Register of Historic Places. No adverse impacts would occur to the existing range of visitor services. In the long term, visitor experience and opportunities would be enhanced under the preferred alternative. Limited economic and social benefits would be expected to result from the preferred alternative, but the overall economic effects on the greater Kansas City economy would be negligible. No appreciable cumulative effects were identified that would result from implementing the preferred alternative. No unmitigated adverse impact on public health, public safety, or on unique characteristics of the region. No highly uncertain or controversial impact, unique or unknown risks, or elements of precedence were identified. Implementation of the preferred alternative will not violate any federal, state, or local laws.



Finding

After reviewing the comments on the DGMP/EA for Harry S Truman National Historic Site, the NPS adopts the preferred alternative as the general management plan for Harry S Truman NHS. The NPS selected this alternative for several reasons. This alternative enables the NPS to enhance visitor experience and opportunities while continuing to manage the site for its established purpose. The plan establishes a management framework for the Grandview Unit of the park making certain to tell the important stories associated with Truman. In addition, since many of the historic resources associated with Truman lie beyond park boundaries, this alternative sets a course in which the NPS will work in a more proactive and collaborative manner with partners representing the communities and local, state and federal agencies in preserving and promoting these important resources. Public comments indicated that these were important issues, which the preferred alternative acknowledges.

On the basis of the information contained in the environmental assessment as summarized in the DGMP/EA, it is the determination of the NPS that the preferred alternative does not constitute a major federal action that would significantly impact the quality of the human environment. Therefore, in accordance with the National Environmental Policy Act and regulations of the Council on Environmental Quality (40 CFR 1508.9), an environmental impact statement will not be prepared for this plan.

The NPS will make this FONSI available for public review for 30 days. After this public review period expires, the NPS will begin implementing the preferred alternative.

William W. Schenk
Approved

6/9/99
Date



Appendix B - Legislation



ENABLING LEGISLATION

PUBLIC LAW 98-32—MAY 23, 1983

97 STAT. 193

Public Law 98-32
98th Congress

An Act

To establish the Harry S Truman National Historic Site in the State of Missouri, and for other purposes.

May 23, 1983
[S. 287]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, in order to preserve and interpret for the inspiration and benefit of present and future generations the former home of Harry S Truman, thirty-third President of the United States, the Secretary of the Interior (hereinafter referred to as the "Secretary") is authorized to acquire by donation, purchase with donated or appropriated funds, transfer from another Federal agency, or otherwise, the residence and real property known as 219 North Delaware Street in the city of Independence, Missouri, as passed to Bess Wallace Truman upon the death of her husband. The Secretary may also acquire, by any of the above means, fixtures, and personal property for use in connection with the residence.

Harry S Truman
National
Historic Site
establishment.

SEC. 2. The property acquired pursuant to subsection (a) is designated as the Harry S Truman National Historic Site and shall be administered by the Secretary in accordance with the provisions of law generally applicable to units of the national park system, including the Act entitled "An Act to establish a National Park Service, and for other purposes", approved August 25, 1916 (39 Stat. 535; 16 U.S.C. 1-4), and the Act of August 21, 1935 (49 Stat. 666; 16 U.S.C. 461-467). The Secretary is further authorized, in the administration of the site, to make available certain portions thereof for the use of Margaret Truman Daniel subject to reasonable terms and conditions which he may impose.

16 USC 461 note.

SEC. 3. There is authorized to be appropriated such sums as may be necessary to carry out the provisions of this Act.

Appropriation
authorization.

Approved May 23, 1983.

LEGISLATIVE HISTORY—S. 287:

CONGRESSIONAL RECORD, Vol. 129 (1983):
May 5, considered and passed Senate.
May 10, considered and passed House.



CHAPTER IV
DEPARTMENT OF THE INTERIOR
FISH AND WILDLIFE AND PARKS
UNITED STATES FISH AND WILDLIFE SERVICE
RESOURCE MANAGEMENT.

For an additional amount for "Resource management", \$500,000.

NATIONAL PARK SERVICE

OPERATION OF THE NATIONAL PARK SYSTEM

96 Stat. 1970.

Funds appropriated to the National Park Service under this head in Public Law 97-394 shall be available to reimburse the Estate of Bess W. Truman for operation expenses, including maintenance and protection, of the Harry S Truman National Historic Site incurred during the period October 18, 1952 through December 27, 1982.

CONSTRUCTION

Notwithstanding any other provision of law, section 4 of the Act of October 26, 1972, as amended (86 Stat. 1181; 16 U.S.C. 433c note), is amended by striking the numeral "9,327,000" and inserting in lieu thereof "10,500,000".

LAND ACQUISITION AND STATE ASSISTANCE

For an additional amount for "Land acquisition and State assistance", \$25,500,000, to be derived from the Land and Water Conservation Fund and to remain available until expended.

OFFICE OF SURFACE MINING RECLAMATION AND ENFORCEMENT

ABANDONED MINE RECLAMATION FUND

For an additional amount for "Abandoned Mine Reclamation Fund", \$42,000,000, to remain available until expended, to be derived from receipts of the Abandoned Mine Reclamation Fund to provide for the acquisition of private homes and businesses and nonprofit buildings occupied or utilized continuously since September 1, 1983, and the lands on which they are located, excluding all mineral interests, and the relocation of families and individuals residing in the Borough of Centralia and the Village of Byrnesville and on outlying properties who are threatened by the progressive movement of the mine fire currently burning in and around the Borough of Centralia: *Provided*, That all acquisitions made by the Commonwealth of Pennsylvania under the authority provided herein shall be at fair market value without regard to mine fire related damages as was properly done by OSM in its prior acquisitions of Centralia properties. These activities must comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (42 U.S.C. 4601, et seq.), but shall not constitute a major action within the meaning of section 102(2)(c) of the National Environmental Policy Act of 1969 (42 U.S.C. 4332): *Provided further*,



Public Law 101-105
101st Congress

An Act

To provide for the addition of certain parcels to the Harry S Truman National Historic Site in the State of Missouri.

Oct. 2, 1989
[H.R. 419]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. PROPERTY ACQUISITION.

(a) NOLAND/HAUKENBERRY HOUSE AND WALLACE HOMES.—The first section of the Act entitled “An Act to establish the Harry S Truman National Historic Site in the State of Missouri, and for other purposes”, approved May 23, 1983 (97 Stat. 193), is amended—

16 USC 461 note.

- (1) by striking “That.” and inserting “That (a)”; and
- (2) by adding at the end the following:

“(b)(1) The Secretary is further authorized to acquire by any means set forth in subsection (a) the real properties commonly referred to as—

“(A) the Noland/Haukenberry house and associated lands on Delaware Street in the city of Independence, Missouri, and

“(B) the Frank G. Wallace house and the George P. Wallace house, and associated lands, both on Truman Road in the city of Independence, Missouri.

“(2) The owners of property referred to in paragraph (1) on the date of its acquisition by the Secretary may, as a condition to such acquisition, retain the right of use and occupancy of the improved property for a term of up to and including 25 years or, in lieu thereof, for a term ending at the death of the owner or the spouse of the owner, whichever is later. The owner shall elect the term to be reserved.

“(3) Unless a property acquired pursuant to this subsection is wholly or partially donated to the United States, the Secretary shall pay the owner the fair market value of the property on the date of acquisition less the fair market value, on that date, of the right retained by the owner under paragraph (2).”

(b) TECHNICAL AMENDMENT.—The first sentence of section 2 of such Act is amended by striking “subsection (a)” and inserting “the first section of this Act”.

16 USC 461 note.



97 Stat. 193.

(c) AUTHORIZATION OF APPROPRIATIONS.—Section 3 of such Act is amended—

(1) by inserting before the period at the end thereof “, except for subsection (b) of the first section of this Act”; and

(2) by adding at the end the following: “There is authorized to be appropriated \$250,000 to carry out subsection (b) of the first section of this Act.”

Approved October 2, 1989.

LEGISLATIVE HISTORY—H.R. 419:

HOUSE REPORTS: No. 101-19 (Comm. on Interior and Insular Affairs).

SENATE REPORTS: No. 101-114 (Comm. on Energy and Natural Resources).

CONGRESSIONAL RECORD, Vol. 135 (1989):

Apr. 11, considered and passed House.

Sept. 12, considered and passed Senate.

○



Public Law 103-184
103d Congress

An Act

To provide for the addition of the Truman Farm Home to the Harry S Truman National Historic Site in the State of Missouri.

Dec. 14, 1993

[H.R. 486]

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. PROPERTY ACQUISITION

The first section of the Act entitled "An Act to establish the Harry S Truman National Historic Site in the State of Missouri, and for other purposes", approved May 23, 1983 (97 Stat. 193), is amended by adding at the end the following:

16 USC 461 note.

"(c) The Secretary is further authorized to acquire from Jackson County, Missouri, by donation, the real property commonly referred to as the Truman Farm Home located in Grandview, Jackson County, Missouri, together with associated lands and related structures, comprising approximately 5.2 acres.

"(d) The Secretary is authorized and directed to provide appropriate political subdivisions of the State of Missouri with technical and planning assistance for the development and implementation of plans, programs, regulations, or other means for minimizing the adverse effects on the Truman Farm House of the development and use of adjacent lands."

Approved December 14, 1993.

LEGISLATIVE HISTORY—H.R. 486:

HOUSE REPORTS: No. 103-399 (Comm. on Natural Resources).
CONGRESSIONAL RECORD, Vol. 139 (1993):
Nov. 22, considered and passed House.
Nov. 24, considered and passed Senate.



Appendix C - Estimated Costs for Implementing Plan

CONSTRUCTION COSTS			
Development	Gross Construction Costs	Construction Planning Costs	Total Project Costs
Noland Home	\$750,000	\$112,100	\$862,100
Rehabilitate Existing Buildings-Grandview	\$445,000	\$89,000	\$534,000
Construct Parking, Remove Road, Restore Landscaping-Grandview	\$60,000	\$12,000	\$82,000
Convert existing building to visitor use, if acquired at Grandview Unit	\$375,000	\$75,000	\$450,000
		TOTAL	\$1,928,100
ADDITIONAL OPERATIONS AND MAINTENANCE COSTS			
	FTE (full time, seasonal, term)		Salary/Cost
Interpretation	3.0		\$85,000
Maintenance	1.0		\$45,000
Administration	.5		\$15,000
Support costs, (supplies, utilities, vehicle rental, etc)			\$33,000
		TOTAL	\$178,000
LAND ACQUISITION COSTS			
Grandview Unit (1998 Jackson County appraised value was \$750,000)			To Be Determined
Rent on Shared facility (option if unable to acquire land for provision of visitor services)			\$54,000 annually (based on GSA 1998 estimate)



Appendix D - Actions Considered, But Not Included in Plan

While preparing this revised GMP, the planning team evaluated numerous proposed actions. Many are incorporated into the plan. Other actions were dismissed for a variety of reasons. The following three actions dismissed from inclusion within the revised GMP merit specific clarification.

Preservation of the Neighborhood

As part of the planning process, the 1987 GMP proposal to establish a Truman Neighborhood Trust was revisited. Several members of the planning team and consultants were experienced professionals in the field of historic preservation. They reviewed the proposal and, based on current budgetary and policy constraints, judged this idea to be impractical and unfeasible. Therefore, in place of the establishment of a trust, a range of alternative historic preservation tools and policies were proposed, such as design guidelines for historic properties, easements, etc.

Living History Farm

In deliberating the future treatment and actions at the Grandview Unit, the suggestion that the farm be turned into a living history site with animals and agriculture activities was discussed amongst the planning team and in public meetings. The significance of the site lies in the importance it played in the development of Truman's character and how his experiences on the farm later played a role in his political views. The site is not significant as an example of a Missouri farm. In addition, only a fragment of the original 600-acre farm remains and that has undergone significant change. The setting is no longer reflective of the Truman period. Little documentation exists concerning the buildings and objects that were in place during Truman's occupation of the farm. Any re-creation of an actual farm, therefore, would be based on conjecture and not on solid scholarship. For these reasons, a living history farm at the Grandview Unit was considered to be inappropriate.

Visitor Access to Second Floor of Truman Home

As part of the terms and conditions of Bess Truman's will giving the property to the National Park Service, access to the second floor of the home would not be permitted during the lifetime of her daughter, Margaret Truman Daniel. Since the home opened to the public, visitors have repeatedly asked about access to the second floor. Safety concerns, lack of appropriate egress, and questions concerning the load bearing capacity of the second floor prevent this portion of the home from being opened to the public. Thus, based on the current levels of visitation and assessment of the structural stability of the home, access to the second floor cannot be granted.

Appendix E - Recommended/Required Plans and Studies

Following is a summary of the major plans and studies proposed in this document. Costs for each plan or study will depend on the scope of the project, which in turn will be affected by available funding at the time the project is initiated.

- Archeological overview and assessment--parkwide
- Cultural Landscape Reports—Truman farm, Noland home, and Wallace homes
- Harry S. Truman National Historic Landmark nomination revision
- Historic Resource Studies—Truman Farm, Noland home, and Wallace homes
- Historic Structure Reports—Truman Farm Home, Noland home and Wallace homes
- Long Range Interpretive Plan--parkwide
- Wildlife and Vegetation Surveys--parkwide



Appendix F

THREATENED AND ENDANGERED SPECIES
DOCUMENTATION



United States Department of the Interior

Sup 4 HSTR

FISH AND WILDLIFE SERVICE

Ecological Services
Columbia Field Office
608 East Cherry Street, Room 200
Columbia, Missouri 65201
Tel: 573/876-1911 Fax: 573/876-1914

IN REPLY REFER TO:
FWS/AES-CMFO

FEB 9 1998

Memorandum

To: Regional Director, Midwest Region, National Park Service,
Omaha, Nebraska
(Attn: Ms. Jill Medland)

From: Field Supervisor, Ecological Services, Columbia, Missouri

Subject: Request for endangered species information for the General
Management Plan/Environmental Assessment for Harry S. Truman
National Historic Site

We have reviewed the subject request for a species list within the vicinities of the Harry S. Truman sites in Jackson County, Missouri, as requested by your memorandum of December 19, 1997. This response is provided by the Service under the authority of the Endangered Species Act of 1973, as amended (16 U.S.C. 1531-1543).

No federally-listed threatened or endangered species, candidates, or species of concern are known to occur or have the potential to occur in the subject areas. If you have not already done so, please contact the Missouri Department of Conservation concerning state rare, threatened, and endangered species (P.O. Box 180, Jefferson City, Missouri 65102-0180).

Thank you for coordinating with the Service under Section 7 of the Endangered Species Act. If we can be of further assistance, please contact Ms. Kelly Srigley Werner of my staff at (573) 876-1911 ext. 112.

Handwritten signature: Amy D. Fz



Appendix G - Description of the Historic Site Resources

[Note: This appendix is excerpted from the affected environment section of the environmental assessment prepared in association with the Draft General Management Plan. The information is reprinted here to provide context to the plan, and to serve as a readily available reference source. The reader should bear in mind that the text describes conditions as they existed in 1998.]

OVERVIEW

The park consists of historic buildings, associated grounds, and interior/exterior furnishings, which provide the visitor with an appreciation of the life and contributions of President Harry S Truman. The focal point of the park is the Truman home at 219 North Delaware Street in Independence. This 14-room, 2½-story Queen Anne structure dates to 1885 with an earlier portion constructed as early as 1867. Harry and Bess Truman lived in the home from the time of their marriage in 1919 to their respective deaths in 1972 and 1982. The home served as the "Summer White House" from 1945 to 1953 and was the home of the extended Wallace family. One of the most distinctive features of the home is that most of the President and First Lady's belongings remain in the home much as they were arranged during their lives. Visitors to the home are provided the unique opportunity to see how the Trumans lived, and to view the home as though the family had "just stepped out for a few minutes."

In the immediate vicinity of the Truman home are two structures which are part of the "Wallace Family Compound" and which have a direct association with the life of Harry S Truman. Behind the Truman home at 601 and 605 West Truman Road are the 1915-16 period homes of two of Bess Truman's brothers, Frank Wallace and George Wallace and their wives. Across the street from the Truman home at 216 North Delaware is the mid-1880s Noland house, home of Harry S Truman's aunt, uncle, and cousins. These three homes and their grounds are an integral part of the historic scene and serve as exterior exhibits that help interpret the Wallace/Truman family story. Their interiors are designated for modern adaptive use as visitor support facilities and for administrative purposes.

The entire Truman Farm property, buildings, and furnishings in Grandview were acquired by donation from the Jackson County Parks and Recreation Department in May 1994. Volunteers from the Friends of the Truman Farm Home assisted Jackson County in operating the Truman Farm Home until that time. The unit is located approximately 20 miles from Independence and includes an 1894 farmhouse with approximately 440 period furnishings, approximately five acres of landscaped grounds, and farm-related outbuildings and equipment. The Truman farmhouse contains mostly period furnishings representing the time period of Harry Truman's life on the farm. This small 5-acre parcel is all that remains of the former 600-acre farm that Harry Truman worked as a young man from 1906-1917. Although little remains of the original farm, the current parcel serves as a focal point for understanding the influence the farm years had on Harry Truman's life.



CULTURAL RESOURCES

The appearance and condition of the park's historic structures, furnishings, and cultural landscapes are an integral part of the Truman story. Preservation and protection of the original materials associated with these cultural resources is essential in order to present accurately the time periods the park represents. Cultural landscapes, especially around the Truman home, also are important in presenting how the Trumans lived; they should closely resemble conditions during the historic time period.

The park's primary cultural resources are the five Truman-related historic buildings, the smaller structures and landscapes associated with them, and the furnishings and other artifacts associated with the Truman family. In combination with interpretive presentations, these cultural resources convey the story of Harry S Truman to the public.

Major cultural resources and their significance as part of the Harry S Truman National Historic Site include the following:

- The Truman home, associated structures and landscape - The Truman home was the residence of the 33rd President of the United States and his immediate family from 1919 to 1982. The home not only commemorates Harry S Truman but also serves as a means of understanding a man who gained our country's highest office. The home, its contents, the carriage house/garage, associated exterior structures (flagpole, fence, etc.), and the landscape, together with the surrounding historic districts, i.e. the federally-designated Harry S Truman Historic District National Historic Landmark (Truman NHL) and the city-designated Harry S Truman Heritage District, provide an opportunity to tell the story of Harry S Truman's home life in Independence. One side of the carriage house/garage houses Truman's 1972 Chrysler Newport automobile, which is exhibited during the spring, summer, and fall months. The other side serves as a maintenance and storage area.
- The cultural landscape around the Truman home is important in presenting how the Trumans lived. While the Truman story associated with 219 North Delaware encompasses a span of many years, a scene of some type must be maintained. The acquisition of a remarkably complete collection of artifacts, all located *in situ*, provides the visitor the opportunity to view a truly authentic scene (in both the interior of the house as well as on the grounds). Thus no alterations will be made to the property other than those necessary for security or preservation purposes. These actions would include such things as the retention of the Bicentennial sign that was not present at the time of Mr. Truman's death, but was in place when the NPS acquired the Truman home in 1983. Any attempt to restore an earlier scene will inevitably result in the loss of some of the authenticity that makes this presidential site unique. The management objective is to retain the property as it was when received directly from Mrs. Truman in 1982; this will be accomplished by following the treatment recommendations provided in the Cultural Landscape Report of 1989.
- The Frank Wallace home, George Wallace home and garage, and landscapes. These were the residences of two of Bess Truman's brothers and their wives. Both homes are considered a



portion of the "Wallace Family Compound" and serve as an important component of the cultural landscape of the Truman home. The homes and the stories connected with the Wallaces play a meaningful role in helping visitors understand the entire Truman family story.

- The Frank Wallace home serves as housing for the park law enforcement ranger.
- The George Wallace home is used as office space for the Division of Interpretation and Visitor Services. A one-car garage is located on the south perimeter of the property and currently houses maintenance supplies and tools.
- The Noland home and landscape - This was the residence of Harry S Truman's uncle and aunt, Joseph and Ella Noland and their daughters, Nellie and Ethel. The home and the stories connected with the Nolands play an important role in helping visitors understand the entire Truman family story. It was from this home that Harry S Truman returned a cake plate, which started his courtship of Bess Wallace. Truman often stayed at the home during his frequent trips to Independence from the Grandview farm to see Bess. This structure is not currently used for park operations or support due to poor structural condition and the need to rehabilitate the interior. Planning for the specific use of this building would be addressed in the Long-Range Interpretation Plan, which is one of the needed plans for the national historic site.
- The Truman farm home, associated structures and landscape - A restored farmhouse and 5-acre portion of the former 600-acre farm that Harry S Truman worked on beginning in 1906. Truman managed the farm following the death of his father in 1914 until 1917 when he went off to war. Life on the farm was important in the development of Harry S Truman as a man and ultimately as the 33rd President of the United States. The eleven years he spent on the farm significantly shaped his character. They allowed him to develop associations with other people through the organizations he joined such as the Masons and the Missouri National Guard, and they offered him his first opportunity to become involved in local politics. Also, it was while he was on the farm that he began his courtship of Bess Wallace. During the 1948 election, his experiences as a farmer enabled him to successfully appeal to the Midwestern farm vote. Truman was proud to give his occupation as "farmer."
- Over 50,000 artifacts from the Truman home, Truman farm home, and related buildings are associated with the lives of the Trumans and their extended family. Proper management and storage of these artifacts is an essential part of the cultural resources program. Artifacts from the residences of the Trumans and their extended family are original. Collections from the farm home are primarily period furnishings with few artifacts original to the family on display in the farmhouse. The artifacts are a significant resource for presenting the private life of Truman through their display in the Truman home, farmhouse, exhibits in the park, and at other museums. A Collection Management Plan (CMP) was prepared in 1996 to guide the park in establishing priorities for curatorial work and to guide routine housekeeping and cyclic maintenance of the collection. Approximately 90% of the 50,000 artifacts have been fully cataloged and recorded. Approximately half of these artifacts are stored and maintained



at an off-site storage facility. Most of these artifacts were removed from the basement, storage room, second floor, and attic of the Truman home, and from the carriage house/garage for preservation purposes. The remainder are on display in the Truman home and farmhouse. Furnishings on the first and second floors of the Truman home remain essentially where they were when the NPS acquired the home in 1983.

- There are both identified and unidentified archeological resources present at both the Independence and Grandview units. At the Truman home, limited survey work has been completed.
- The Truman neighborhood - An important cultural resource, though outside of federal ownership, is the neighborhood surrounding the Truman home. The Harry S. Truman Historic District National Historic Landmark (Truman NHL) was created in 1972 with the concurrence of the former President and recognizes his life-long association with the surrounding neighborhood. The neighborhood is the setting which was the physical nucleus of both Harry S Truman's personal and long, influential political life. Truman dearly loved taking walks through his neighborhood during both the presidential and post-presidential years and he maintained many close associations with his neighbors. While still a living neighborhood in which some change is inevitable, National Park Service management advocates the retention of an atmosphere that closely represents the early 1970s through early 1980s time period.

Preservation of the Neighborhood Setting for the Truman Home:

When the Truman NHL was created in 1972, the nomination established a boundary that included over 100 structures that were under private or public ownership. In 1984 the Harry S Truman National Historic Site opened to the public. At the time the park opened, only the Truman home and carriage house were under federal ownership. In 1991, the Noland home and two Wallace homes were acquired and added to the site. No other acquisitions within the Truman NHL are called for. This places over 100 structures under public and private ownership within the boundaries of the landmark.

When established in 1974, the city-designated Heritage District boundaries matched those of the Truman NHL, but the local ordinance excluded churches from the regulations. In 1979, the city expanded the boundaries of the locally designated district to include several blocks beyond the NHL, but continued to exclude church property from the regulations. In 1984, the city removed the exclusion of churches, but reduced the size of the local district to accommodate an institution wishing to expand its facilities and parking, leaving a section of the NHL without city ordinance protection. The city's action reduced the size of the Heritage District and allowed the demolition of several properties within the NHL to proceed. In 1997, the city revised its historic preservation ordinance to strengthen the protection of historic resources. In 1998, an area slightly larger than the 1979 heritage district boundaries, called the Truman Neighborhood, was determined to be an eligible historic district as part of Section 106 review of proposed streetscape improvements immediately adjacent to the NHL. While the city's preservation ordinance has been strengthened, a section of the NHL remains



unprotected by the ordinance. The National Park Service supports the concept of expansion of the local district to encompass the larger "Truman Neighborhood" and supports revising the existing NHL nomination. Such a revision would specify basic elements such as the period of significance and would identify structures that are "contributing" versus "non-contributing."

To understand Truman, one must gain an understanding of the neighborhood that forged his character. Therefore, the preservation of the neighborhood is key in allowing visitors to more completely understand the man.

NATURAL RESOURCES

The park's natural resources consist primarily of landscaped lawns and gardens associated with residential use. The Grandview Unit consists of a large mowed lawn and vegetation along the perimeter of the property. While natural resources do exist in the form of grass-covered lawns and open areas, trees, ornamental flowers and shrubs, and other types of vegetation, these are dealt with as part of the historic or cultural landscape. Natural resource management concerns include issues such as pest management and soil erosion.

At the Grandview Unit, the only wildlife noted during an on-site survey were avian species: cardinal, robin, mockingbird, goldfinch, common blackbird, crow, English sparrow, and starling. Skunk and opossum are on the site at times. No doubt there are also several species of native rodents and cottontail rabbits. Based on the limited survey, it could be determined that the habitat at this site would not be sufficient, in quality or quantity, to sustain a viable population of any species of concern that one might anticipate finding in this area.

There are no threatened or endangered species in the area nor is there primary farmland present. See appendices for documentation.

PARK OPERATIONS

The Independence Unit consists of the Truman home, carriage house/garage, George Wallace home, George Wallace garage, Frank Wallace home, Noland home, Visitor Center/Ticket Center, off-site curatorial storage facility and an off-site maintenance facility.

The Grandview Unit consists of the restored farmhouse, garage (former Grandview post office), smokehouse, privy, and chicken house. The Truman farm opened to the public for ranger-guided tours in 1996. The four outbuildings, farm equipment, and other farm-related features are part of the cultural landscape and are considered exterior exhibits only.

The Frank Wallace home has been converted to government-furnished quarters for the park's law enforcement ranger. The George Wallace home has been converted to staff offices and work areas. The basement of the Truman home is currently utilized as a staging area for the interpretation staff providing guided tours of the home. The Noland home will continue as an exterior



exhibit until it can be converted to a proposed visitor services support facility.

Through a Memorandum of Understanding with the city of Independence, the NPS uses the historic Fire Station No.1 at 223 North Main Street, as the park's visitor center/ticket center, and headquarters. The first floor contains an information desk, exhibits, auditorium, rest rooms, and cooperating association sales area. The second floor houses the park's administrative offices. The basement is used by the city of Independence.

An off-site curatorial storage facility is leased for the park by the General Services Administration. The facility currently houses the museum objects removed from the park's historic structures to protect them from unstable environments and to catalog and preserve them. The lease was renewed in 1993 for an additional ten-year period.

Police, emergency medical services, and fire services are provided by the cities of Independence and Grandview. Both units have concurrent law enforcement jurisdiction. The park's commissioned law enforcement ranger is required to live in the Frank Wallace home. The close proximity of this home to other NPS property in Independence provides a federal presence and additional protection for the park, especially after-hours. Intrusion alarm and smoke detection systems are in place in the Truman home and the Truman farmhouse. The curatorial storage facility is equipped with intrusion/fire detection systems and a sprinkler system.

The major portion of the park's maintenance operation is housed in a building leased from GSA one-half mile from park headquarters on Truman Road. A smaller portion of the operation continues from the Truman home carriage house/garage. The George Wallace garage is utilized to store maintenance materials and small equipment. A modern shed has been built to temporarily house the maintenance operation at the Grandview Unit until a more permanent facility can be obtained. All buildings are provided with water, sewer, natural gas, electricity, and telephone service by the cities of Independence and Grandview, or local utility companies. All roads and road signs outside government property are maintained by the Missouri Highway and Transportation Department and the cities of Independence and Grandview.

The Grandview Unit is a recent addition to the historic site. NPS objectives in developing a management plan for this area are to preserve the historic resources, provide visitors with an experience that enhances their understanding of the Truman story, and interpret the farm in a way that conveys the influence of the farm on Truman's life. Plans for the management and development of the site will be guided by research documents including a Historic Resource Study, an archeological overview and assessment, historic structures reports, a long-range interpretation plan and a cultural landscape report. Structures not original to the farm must be evaluated so determinations can be made about retaining or moving these structures.

There are no visitor facilities at the Grandview Unit. Under the current operation, park rangers lead visitors on ticketed tours. Rangers meet, greet, and distribute tickets to visitors from the south porch of the farm home, which causes additional wear and tear to the resource. Introduction to the farm is provided to the public through use of a wayside exhibit, site bulletins, a temporary exhibit panel discussing the Truman family, and through ranger contact. Presently,

little opportunity exists to provide a thorough orientation to the community and farm that Harry Truman called home for so many years. Independence Unit employees staff the Grandview Unit from May through August on Fridays, Saturdays, and Sundays. Present operations do not allow for a consistent NPS presence, which lessens the ability of the park to work with the local community and to serve visitors.

Maintenance operations at the Grandview Unit are currently housed in a temporary shed located on the farm grounds, which compromises the historic scene and presents an inaccurate view of the farm to visitors. In order to properly maintain grounds and accomplish work projects, it would be desirable to secure a maintenance facility. Maintenance of the unit requires equipment that cannot be transported safely from Independence to Grandview on a regular basis.

The Grandview Unit is essentially surrounded by commercial and residential development. The public law authorizing the addition of the Truman Farm Home directed the NPS to provide technical and planning assistance to the city of Grandview to help minimize the adverse effects of development and use of adjacent lands on the Truman Farm.



Appendix H - Visitor Use Data

YEARLY VISITATION HARRY S TRUMAN NATIONAL HISTORIC SITE

Year	Truman Home Tour	Visitor Center	Special Groups	Roving	AV Program	Farm Drive-Thru	Farm Tours	Total
1984	54,382	104,249	625	45783	42,970			248,009
1985	56,744	107,718	130	58798	47,437			270,827
1986	59,658	119,531	81	54489	49,601			283,360
1987	56,955	102,230	975	42656	49,347			252,163
1988	56,734	95,791	3,380	65586	53,743			275,234
1989	53,803	94,611	2,899	58866	53,254			263,433
1990	49,826	78,726	2,570	67659	48,578			247,359
1991	50,242	81,500	2,361	62637	48,727			245,467
1992	51,854	79,884	1,930	66031	54,572			251,271
1993	48,780	73,616	1,061	19470	46,486			189,412
1994	46,605	63,303	1,632	14617	45,580			171,737
1995	48,293	67,557	2,195	12199	49,755	4,127		184,126
1996	47,024	63,584	2,148	9056	44,883	7,235	1,154	175,084
1997	43,477	59,827	2,758	8704	42,809	7,100	941	165,616
Avg.	55,070	85,152	1,768	14897	48,196	6,154	1,048	228,936
Total	724,377	1,192,127	24,745	586551	674,742	18,462	2,095	3,223,099

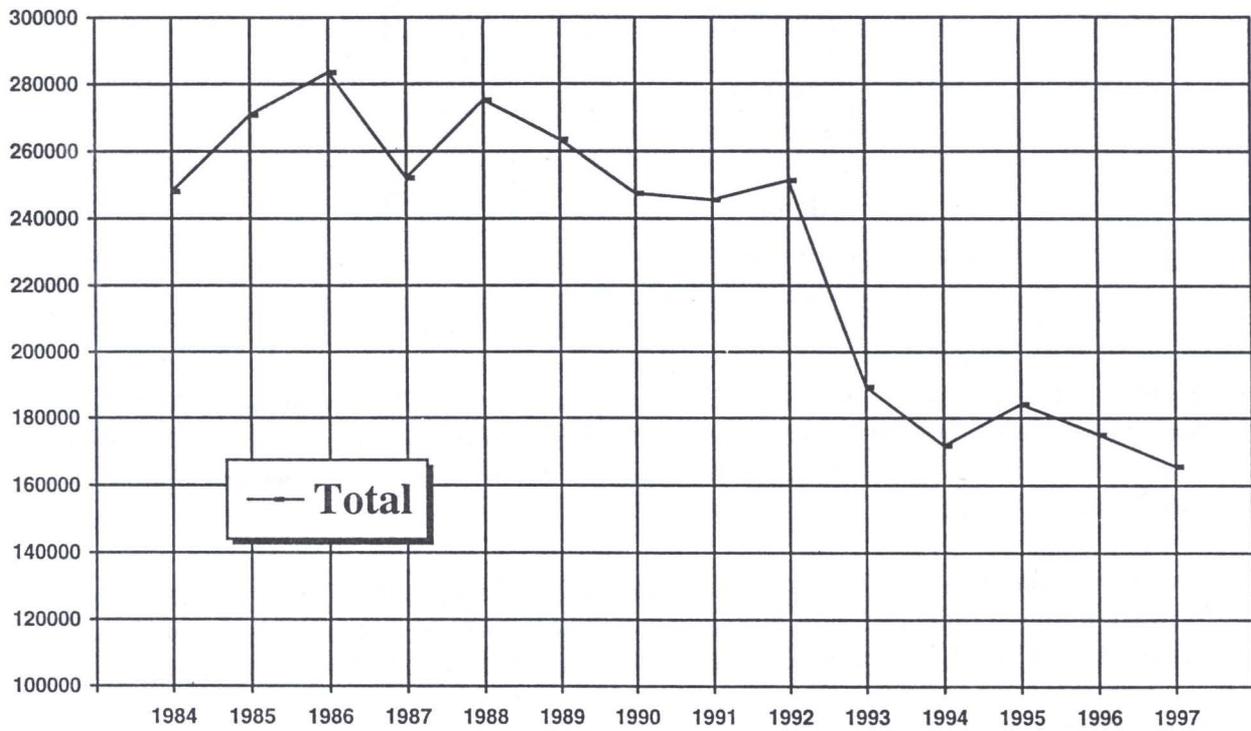
Note: The significant drop in visitation between 1992 and 1993 was due to a change in the way rangers counted roving contacts. Until 1993, all persons driving by 219 North Delaware Street were counted as "visitors" (i.e., a roving contact) whether they were sightseeing or not. From 1993 on, only persons spoken to by a ranger were counted as a roving contact.

MONTHLY VISITATION 1994 - 1997
HARRY S TRUMAN NATIONAL HISTORIC SITE

	Jan	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
Truman Home Tours													
1994	726	1,160	2,903	3,216	4,873	6,716	7,276	6,495	5,064	4,157	2,421	1,598	46,605
1995	930	1,414	2,688	3,789	5,291	6,936	7,360	6,821	5,419	4,805	2,260	580	48,293
1996	661	1,403	2,811	3,331	4,725	6,626	7,275	6,597	4,803	4,524	2,405	1,863	47,024
1997	1,567	1,355	2,417	2,869	4,361	6,005	7,026	6,324	4,373	4,139	1,999	1,042	43,477
Avg.	971	1,333	2,705	3,301	4,813	6,571	7,234	6,559	4,915	4,406	2,271	1,271	46,350
Special Groups: Walking Tours, School Groups													
1994	0	95	75	404	565	127	190	39	0	52	85	0	1,632
1995	82	143	234	305	565	236	204	83	0	181	142	20	2,195
1996	10	0	204	180	576	151	254	237	16	51	353	116	2,148
1997	503	183	204	260	706	222	151	85	25	170	152	97	2,758
Avg.	149	105	179	287	603	184	200	111	10	114	183	58	2,183
Farm Tour													
1996					296	275	329	254					1,154
1997					269	217	192	263					941
Avg.					283	246	261	259					1,048



Total Visitors to Harry S Truman National Historic Site



The park has conducted no official visitor studies. In 1997, however, the city of Independence Tourism Department hired Nicholson-Reid Research Group to conduct a visitor study of several of the city's tourist sites with the purpose to "gain a better understanding of tourists who utilize the facilities in Independence (i.e., attractions and hotels)." Five hundred sixty eight interviews consisting of a series of questions were conducted at a variety of sites. These sites included Truman Library, the Mormon Center, the National Frontier Trails Center, a local Howard Johnson motel and the Truman Home Ticket and Information Center. Below are the main points from the study:

- Three out of 10 visitors (30%) considered Independence as their primary destination. Specifically, for visitors to the Visitor Center, primary destinations broke down thus:

Independence	35%
Kansas City	9%
Branson	8%
Other Missouri cities	13%
Kansas	6%
Illinois	1%
Other primary destinations	28%

- More than four out of 10 visitors (42%) were repeat visitors. The remaining 58% of the visitors were visiting Independence for the first time. Forty percent of visitors to the Visitor Center were repeat visitors. There were no significant differences between the summer visitors and fall visitors.
- Thirty-nine percent of the visitors planned their trip to Independence three weeks or fewer before coming to Independence. 30% planned their trip one to three months before the trip. An additional 31% had their trip planned longer than four months before the trip.
- Visitors relied most often on three sources when planning their trip to Independence: advice from friends and relatives (42%), personal experience (39%), and travel guides (36%).
- On average, visitors spent 10 nights away from home, of which one day was spent in Independence. Most of the trips to Independence were day trips (58%). The remaining one-third of the visitors (32%) spent one to two nights and one out of 10 visitors (10%) spent three nights or more. Visitors who are 45 years old or older and have an annual household income of \$50,000 or more were significantly more likely to take longer trips.
- Among the visitors on day trips in Independence, over half (51%) stayed overnight in Kansas City. Less than one out of 10 visitors (0.7%) were from the Kansas City metropolitan area and were visiting Independence for the day. The remaining 48% of the visitors were simply passing through. In other words, they were visiting Independence for the day on route to their destination outside the Kansas City metropolitan area. The average number of nights spent



away from home among day visitors was 8.45 nights. At the Visitor Center, the length of trip broke down as below:

Day trips	68%
1 - 2 nights	23%
3+ nights	9%

- More than four out of 10 visitors (42%) stayed overnight in Independence while 28% stayed overnight in Kansas City. It would appear visitors from the Truman Library and Truman Visitor Center were more likely to overnight in Kansas City than visitors from the other locations. For the Visitor Center specifically, the average number of nights spent in Kansas City were:

None	66%
1 - 2 nights	20%
3+ nights	15%

- Visitors traveling during the fall months tended to take more day trips. For example, day trips during the fall months increased to 13% from 7% during the summer months.
- Visitors, on average, spent five hours in Independence during their visit. Summer visitors average one hour longer in Independence than fall visitors: summer visitors averaged six hours and fall visitors averaged five hours. The average number of hours in Independence spent by visitors to the Visitor Center was four hours.
- Among those visitors who stayed overnight in Independence or Kansas City, a hotel was the type of accommodation (79%) used most often. Only 1% of Independence overnight visitors stayed in a bed & breakfast. There were no significant differences between summer and fall visitors. However, visitors to the Visitor Center were more likely to stay with friends and relatives than are the visitors to other locations. See below for a complete breakdown:

Hotel	63%
Friends/Relatives	23%
RV/Camping	13%
Bed & Breakfast	2%

- Over three-fourths of the visitors (77%) drove their personal car to Independence. Breakdown for visitors to the Visitor Center is below:

Personal Car	80%
Rental Car	13%
RV	6%
Tour bus	1%

- Pleasure trips dominated the travel plans for 59% of the visitors. The primary reasons for visiting Independence was to visit the Truman Library and Harry S Truman National Historic Site (44%).
- The top two popular activities among visitors were visiting the Truman home (55%) and the Truman Library (55%). These two sites made the most common combination of activities. On the average, visitors engaged in three activities during their trip to Independence. See below for a comparison in popularity between the Truman home and other area attractions:

Harry S Truman National Historic Site	55%
Truman Library and Museum	55%
Mormon Visitor Center	29%
National Frontier Trails Center	24%
Independence Square	23%
Country Club Plaza	21%
RLDS Temple	18%
Casinos	13%
Royals/Chiefs	9%
Steamboat Arabia	8%
Independence Center	7%
1859 Jail and Marshall's Home	7%
Vaile Mansion	5%
Bingham Waggoner Estate	4%
Other	7%
None of the above	2%

- Three out of 10 visitors found their trips to Independence better than they expected. The reasons given were: the friendly/relaxing atmosphere (23%), the overall appearance of Independence (21%), the educational aspect of the attractions (21%), and the wide variety of attractions/activities (18%). Other reasons given with less frequency included the following: the historic sites were better than expected (14%), the scenic buildings (11%), the ease of finding Independence (9%), and a clean city (7%). Visitors to the Visitor Center specifically expressed the following in terms of their expectations of Independence:



Experience better than expected	21%
Experience the same as expected	76%
Experience worse than expected	3%

- On average, a travel party spent \$185 (mean) during their trip in Independence. Overnight visitors spent the most money (\$322) while visitors on day trips spent substantially less money (\$47). Visitors to the Visitor Center spent the following:

Mean	\$86.00
Median	\$61.00

- The vast majority of visitors (70%) used the directional signs during their visit to Independence. Over two-thirds (67%) of the visitors found the signs very helpful (50%) or somewhat helpful (17%). This attribute and others (for Independence in general, not the Visitor Center specifically) are outlined below:

Attributes/Ratings	<i>Excellent</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair/Poor</i>
<i>Service - Attractions</i>	41%	45%	13%	1%
<i>Ease of finding Independence</i>	33%	49%	15%	3%
<i>Service - Stores</i>	29%	47%	20%	4%
<i>Signage</i>	23%	49%	18%	9%

- Less than one in five visitors (16%) originated from Missouri.
- Over half of the visitors (55%) have a four-year college degree or a postgraduate degree.
- Visitors' average age was 45 years old.
- Visitors had an average of 3.24 persons in their travel party. Nearly three out of 10 (29%) had children under 16 years old.
- Visitors' average annual household income was \$52,101.

Appendix I - Bibliography

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