

# Proving the Partnership Model: A Paradigm for Success

*...to preserve, conserve, and interpret  
the legacy of the Civil War in the  
Shenandoah Valley...*

Shenandoah Valley Battlefields National Historic District  
and Commission Act of 1996 (P.L. 104-333)



## CONGRESSIONAL DELEGATION

### SENATE

John Warner  
George Allen

### HOUSE OF REPRESENTATIVES

Frank Wolf, *10th District*  
Bob Goodlatte, *6th District*

## 2003 BOARD OF TRUSTEES

Patricia L. Zontine, *Chair*  
Dan C. Stickley Jr., *Vice Chairman*  
Kris C. Tierney, *Treasurer*  
D. Eveland Newman, *Secretary*

Joseph E. Callahan  
Vincent F. Callahan  
Faye C. Cooper  
John D. Crim III  
James A. Davis  
Beverly H. Fleming  
Kay D. Frye  
Nancy H. Hess  
Susie M. Hill  
Richard R. G. Hobson  
Donovan E. Hower  
Kathleen S. Kilpatrick  
Richard B. Kleese  
Allen L. Louderback  
John W. Mountcastle  
David W. Powers  
Alexander L. Rives  
James L. White  
Doreen S. Williams

## STAFF

Howard J. Kittell  
*Executive Director*  
John D. Hutchinson V, AICP  
*Program Manager for Resource Protection*  
Sherman L. Fleek, Lt. Col. USA (Ret)  
*Program Manager for Interpretation & Education*  
Elizabeth Paradis Stern  
*Program Manager for Government & Public Relations*  
Nancy R. Long  
*Office Manager*

## VOLUNTEERS

Julie B. Armel	Anita Landes
Greg Bair	Jim Lawrence
Gerald Beam	Rachael Lilly
W. C. Bedall, Jr.	D. Michael Liskey
Chris Bowlen	Violet Magalis
Gene Bowlen	Troy D. Marshall
Thomas Bowman	Vern Michael
James Bryant II	Robert H. Moore II
Anita Cummins	Joyce Morden
Gary Cunningham	Gerald Myers
Debbie Diehl	Wayne Pence
Linden Diehl	Nick Picerno
Jack Doulton	Donald Pierce
David A. Edwards	Carolyn Pohowsky
Lee Foltz	Carol Poulson
Sarah Foltz	Steven Saunders
Benjamin Fordney	Fred Sensabaugh
Bibb Frazier	Patty Sensabaugh
James J. Geary	Hal Sharpe
Aaron Good	W. Cullen Sherwood
Randy Harper, Jr.	William Snuffin
John L. Heatwole	Nancy Sorrells
Irvin E. Hess	Julie Stickley
Kurt Johnson	Thomas Strickler
Maral Kalbian	Joe Tamony
Ellen Kaylor	Sergei Troubetzkoy
Phoebe Kilby	Beatrice Woody
Diane Klein	John Woody
David Knicely	

*... to create partnerships among Federal, State, and local governments, the regional entities of such governments, and the private sector to preserve, conserve, enhance, and interpret the nationally significant battlefields and related sites associated with the Civil War in the Shenandoah Valley...*

Shenandoah Valley Battlefields National Historic District  
and Commission Act of 1996 (P.L. 104-333)

## LETTER FROM THE CHAIR

The Shenandoah Valley Battlefields Foundation is directed by both its federal legislation and the National Historic District's Management Plan to accomplish its mission substantially through partnerships. In the 21<sup>st</sup> century, partnering has become the preferred means of accomplishing large-scale tasks where there are numerous similar or overlapping interests. There is no doubt that partnering is the preferable approach – one the Battlefields Foundation embraces wholeheartedly. Certainly partnership-driven projects require more diplomacy, more intense negotiation, and invariably take longer. However, the collective results are definitely worth the effort.

So 2003 was a partnership-based year and required a lot of hard work, but we saw significant achievements on a number of fronts in the Shenandoah Valley Battlefields National Historic District.

There is a new national park, the Cedar Creek and Belle Grove National Historical Park. Battlefield land has been preserved and more is about to be preserved. The Kernstown Battlefield Association's debt is paid off. A preservation plan for two battlefields has been completed. In addition, the Winchester cluster is up and functional with two interim orientation centers. The Rockingham cluster is a work-in-progress and a new orientation center is being created in Highland County. New interpretive signs and brochures are available to the public. And successful marketing and promotional efforts are underway. All through partnerships!

Again in 2003 our congressional delegation did amazing work to secure full funding for the Battlefields Foundation. These funds enable the Foundation to assist communities and partners throughout the Valley. They must be commended for their strong leadership and their commitment to helping the people of the Shenandoah Valley preserve its history for Virginia and the nation.

In 2003 the Foundation distributed more than \$143,000 in grants to our partner organizations. These grants reach into the very warp and woof of the Valley's communities and assist local groups and governments in fulfilling the vision of the District's Management Plan.

Also in 2003 we were pleased to reelect the following individuals to the Board of Trustees: Richard B. Kleese, Nancy H. Hess, James L. White, and D. Eveland Newman. In addition, we welcomed five new Trustees: John D. Crim III, Richard R.G. Hobson, Donovan E. Hower and Doreen S. Williams. Also, Governor Mark Warner appointed Kathleen S. Kilpatrick, Director of the Virginia Department of Historic Resources, to the Board of Trustees.

Lastly, I want to thank the Foundation's staff for their individual and collective efforts to implement the directives of the Board of Trustees and the Management Plan. Under the leadership of Howard Kittell, the staff is a dedicated, creative and extremely talented group — a most effective partnership in their own right.

It has been a special privilege to be chair of the Battlefields Foundation's Board of Trustees for the past year. We went through a number of growing pains. But we ended 2003 a stronger and more determined if not a more complex organization. I am pleased to hand the chair's gavel over to Dan Stickley. Dan and I served together on the National Historic District Commission and for three years on the Foundation's Board. Dan is a tremendously thoughtful, perceptive, and principled individual. He will ensure that the Foundation maintains the high ground.

Patricia L. Zontine  
*2003 Chair*

## Implementation Grants Program



Pritchard House at Kernstown

In 2003 the Foundation awarded grants to 18 partners totaling \$142,340 for projects that will help implement the District's Management Plan. The Battlefields Foundation's grants are funded primarily from its annual federal appropriation. Through the grants program, the Foundation shares this federal funding with partner organizations. So far the Implementation Grants program has leveraged more than \$2.2 million for projects throughout the Shenandoah Valley. (Please see page 5 for a list of 2003 grants.)

## International Heritage Development Conference

In June 2003 the Battlefields Foundation was pleased to be a co-sponsor of the International Heritage Development Conference in Pittsburgh, a collaborative effort of the Alliance of National Heritage Areas, many of the 24 national heritage areas, the National Park Service, and others. Almost 370 participants from four continents attended the four-day conference. The Foundation organized and/or participated in four of the conference sessions. The overall theme showcased successful examples of using history as an economic development tool.



Noted historian and author David McCullough speaking at the conference



Carrington Williams

## Carrington Williams Preservation Award

At its Annual Meeting in November 2002, the Board of Trustees established the Carrington Williams Preservation Award. The award was created to honor the memory of the Foundation's founding chairman, Carrington Williams, and to keep alive in the people of the Shenandoah Valley Mr. William's love of American history, his passion for Civil War battlefield preservation, and his determination to develop partnerships wherever possible. The award will be given annually to an individual or organization who has exhibited the characteristics Carrington Williams so ably embodied, encouraging others to continue the work he so valued.

## Cedar Creek & Belle Grove National Historical Park

In the fall of 2002, Foundation Chair Pat Zontine was invited to testify before a Senate committee on behalf of legislation that would create a new national park in the Shenandoah Valley. The creation of this park was one of the recommendations of the District's Management Plan. Introduced in June 2002 by Rep. Frank Wolf and Sen. John Warner, the legislation was the result of extensive work by four local partners to shape a new model national park: a partnership park. Congress passed the legislation and the President signed it on December 19, 2002. On a snowy January day, the park's five legislated partners—the Cedar Creek Battlefield Foundation, Belle Grove Plantation, the National Trust for Historic Preservation, the Shenandoah Valley Battlefields Foundation, and the National Park Service—gathered on the front steps of Belle Grove along with members of our congressional delegation, representatives of the Department of Interior, and local leaders to dedicate the new park. Since the park was created, the Foundation and its partners have been working on "early action" projects that are precursors to general management plan for the park.



Congressman Frank Wolf at the dedication of the Cedar Creek and Belle Grove National Historical Park

### Final Protection of Second Kernstown

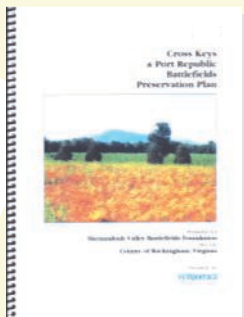
The Foundation secured grants from the U.S. Department of Agriculture and Frederick County to purchase a 62-acre easement at the Pritchard-Grim Farm, allowing the Kernstown Battlefield Association to retire the mortgage on the property and begin to focus on protection of the buildings and interpretation of the battlefield.



Partners gather to help KBA President Larry Duncan burn the mortgage.

### Cross Keys & Port Republic Preservation Plan

During Fiscal Year 2003, the Foundation and Rockingham County completed the landowner-directed preservation plan for the Cross Keys and Port Republic battlefields, funded through a grant from the American Battlefield Protection Program (ABPP). Following endorsement by the landowners and the Foundation's Board of Trustees, the Rockingham County Board of Supervisors approved the plan in October 2003.



### Fisher's Hill & Tom's Brook Preservation Plan



The Foundation obtained an ABPP grant for Shenandoah County to develop a preservation plan with landowners at Tom's Brook and Fisher's Hill. Work commenced in 2003 and will be completed in 2004.

*Ensuring the preservation of historical lands on which the sons and daughters of Virginia as well as the nation sacrificed their lives during the nation's Civil War is important. Our children will benefit from seeing first hand the forests and fields throughout the Shenandoah Valley that contributed to the rich history of the region and our nation.*

—U.S. Senator George Allen (R-Va.)

### Battlefield Protection Projects

By the end of Fiscal Year 2003, the Foundation had protected almost 200 core battlefield acres through fee simple purchase from willing sellers or conservation easement. To date, the Foundation has protected battlefield land at Third Winchester (37 acres), Kernstown (62 acres), Cedar Creek (134 acres), Fisher's Hill (22 acres), Cross Keys (8 acres) and McDowell (13 acres). Meanwhile, the Foundation is in active negotiation with owners of more than 1,200 acres of battlefield land.

## Visitor Services & Tourism

### Logo and Graphics

Throughout 2003, the "brand" for the National Historic District—the logo and graphic "look" introduced in 2002—began to appear on signs, brochures, advertising, lapel pins, and the District website. Also in 2003, the Foundation moved forward to develop entrance signs for the 18 principal highway entrances into the District. These signs, funded by a TEA-21 grant from VDOT, will be begin to be installed along District roads in 2004.



### Winchester Cluster Orientation Centers & Cluster Brochure

The Foundation assisted local partners in the Winchester area in forming their cluster group. In the fall of 2002, the group designated two interim cluster orientation centers and began work on a brochure to direct visitors to area attractions. In support of this effort, the Foundation and Shenandoah University's Historical & Tourism Center coordinated and funded the development of the brochure, the first of five cluster brochures highlighting Civil War sites in the District.



## Civil War Trails Signage

In 2003, the Foundation worked with partners to fund or install 11 Virginia Civil War Trails signs at sites throughout the National Historic District, including Cross Keys, Bridgewater, and Page County's Columbia Bridge. Civil War Trails is one of the Foundation's key partners.



## Supporting Reenactments

The Foundation co-sponsored battle reenactments at Cedar Creek, McDowell, and New Market in 2003 to support partner efforts to share the Valley's Civil War story with visitors.



## District Interpretive Brochure

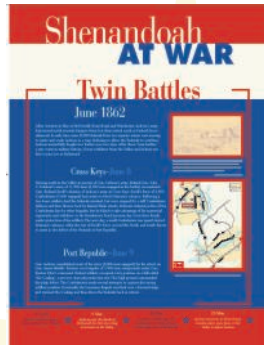
In February 2003 the Foundation introduced a new interpretive brochure for the District. This publication provides an overview of the military and civilian experiences in the Valley and briefly describes Valley battles within the context of the surrounding campaigns.

## District-wide Interpretive Plan

In 2003 the Foundation secured an ABPP grant to develop a District-wide interpretive plan. The plan will be created in partnership with local, regional, and national experts and stakeholders. Work commenced in 2003 and will be completed in 2005.

## Cross Keys-Port Republic Kiosk

With the generous support of the Copernicus Group, the Foundation developed an interpretive "kiosk" for the Cross Keys and Port Republic battlefields. The kiosk, located at the Carrington Williams Interpretive Site, will tell the story of these "twin" battlefields, direct visitors to significant points of interest on the battlefields, and encourage them to explore the entire National Historic District. Coupled with the kiosk will be a new driving tour brochure for the two battlefields.



## Advertising and Promotion

Throughout 2003, the Foundation sought out venues in which to begin advertising the District and sites within it. The example shown here for the Winchester cluster was produced in partnership with the local convention and visitors bureau and Shenandoah University's Historical & Tourism Center. In 2004, the Foundation will expand its marketing partnership efforts in a broad collaboration with sites commemorating 1864's dramatic events throughout the Valley.

## ShenandoahAtWar.org

In the fall of 2002, the Foundation launched its new website as a means of giving the National Historic District a distinctive, high-quality presence on the internet. Throughout 2003 the Foundation continued to enhance and update it. Here visitors can explore the Valley's Civil War history and learn how to experience it in person. They can also learn more about the Foundation's preservation mandate and how they can be a part of this important work.



# Funding the Foundation's Work

As part of the Fiscal Year 2003 federal budget, the Battlefields Foundation received appropriations of \$2,000,000 for battlefield preservation and \$500,000 for projects, programs and operations. This funding was secured through the support and strenuous efforts of our congressional delegation: Senators John Warner and George Allen and Representatives Frank Wolf and Bob Goodlatte. Each year, tremendous efforts are put forth to secure funding to implement the Management Plan through the Foundation. This requires that the Foundation continue to demonstrate a high level of success and partnering.



Also in 2003, the Foundation received a state appropriation of \$96,500 from the Virginia General Assembly. These funds are being used for the Foundation's branding and marketing efforts and for restoration projects. We are indebted to our friends in the legislature for their support and hard work to secure this

funding, especially Delegates Vincent F. Callahan and Allen Louderback, who serve on the Foundation's Board of Trustees, as well as Senator Russ Potts and Delegates Beverley Sherwood and Clay Athey, who continue to offer their strong support for the Foundation's work.

In addition to these appropriations, the Battlefields Foundation also secured grants from the following public agencies and private foundations:

- ★ American Battlefields Protection Program, National Park Service, U.S. Department of the Interior: for development of the District-wide interpretation and education program (\$35,000).
- ★ American Farm and Ranchland Protection Program, U.S. Department of Agriculture and Frederick County: to purchase a conservation easement on the Kernstown battlefield from the KBA (FRPP: \$280,000; FC: \$140,000).

## Carrington Williams Preservation Fund

In the summer of 2003, the Foundation initiated the Carrington Williams Preservation Fund. The purpose of this fundraising initiative is to secure private support that will supplement the federal land preservation appropriations that the Foundation receives.

These private funds will enable the Foundation to move more quickly to protect key pieces of battlefield than is afforded by the public funding process. They will also enable the Foundation to judiciously purchase options on land and supplement other land acquisition expenses.

This fund was a dearly held wish of the Foundation's founding chairman, Carrington Williams. He was planning for this fundraising effort at the time of his death. It seemed appropriate to name the fund for the man who so passionately cared about this effort, so central to the mission of the Battlefields Foundation.

An initial goal of \$100,000 has been established with a longer-term goal of \$500,000. Individuals wishing to learn more about this contribution opportunity may contact the Foundation's offices at 888-689-4545 to receive additional information.

**The Foundation is extremely grateful to the following private donors for their support of its efforts to preserve the Shenandoah Valley's Civil War history and landscape.**

Mr. & Mrs. B. Randolph Boyd  
Branch Banking and Trust Company  
Brandt Research Consulting, LLC  
Rudolph Bumgardner, III  
The Cartledge Foundation, Inc.  
Community Wireless Structures II, LLC  
Denton Family Foundation  
Ben Ritter  
Roanoke Civil War Round Table  
Rockingham Publishing Company, Inc.  
Shenandoah Valley Civil War Round Table  
Craig R. Stevens  
Paul A. and Christine M. Swinehart  
Winchester Evening Star, Inc.

★ Agua Fund: to expand the Foundation's Implementation Grants program and create more effective local conservation efforts (\$50,000).

★ Center for Civil War Living History: to help preserve land at the McDowell and New Market battlefields (\$222,500). The Center was established to distribute the donations made by the producers of the film "Gods and Generals" on behalf of the reenactors in the film.

★ Frederick County, Virginia: to assist with the preservation of the Kernstown battlefield (\$140,000). This was in partnership with the Kernstown Battlefield Association.

★ The Copernicus Group: to create an interpretive kiosk at the Cross Keys battlefield (\$5,000).

## 2003 Implementation Grants

In 2003, the Battlefields Foundation was pleased to award Implementation Grants to the following organizations to help implement the District's Management Plan.

- **Highland Historical Society:** \$8,000 for the McDowell battlefield orientation center interpretive film
- **Highland Historical Society:** \$10,000 for the masonry restoration at the Mansion House
- **Cedar Creek Battlefield Foundation, Frederick County:** \$5,000 for an archeological survey and GPS mapping of Cedar Creek XIX Corps earthworks
- **Summer-Koontz Camp #490, SCV, Page County:** \$2,080 for a Virginia Civil War Trails marker
- **Civil War Preservation Trust, Highland County:** \$7,500 for improvements to visitor access to the McDowell battlefield
- **Harrisonburg Convention and Visitors Bureau/Harrisonburg Downtown Renaissance:** \$4,160 for two Civil War Trails markers in Historic Downtown Harrisonburg
- **Winchester-Frederick County Historical Society:** \$10,000 for a historic structures report for Stonewall Jackson's Headquarters
- **Stone House Foundation, Frederick County:** \$3,700 for a study of the African American experience in Newtown during the Civil War
- **Frederick County Historic Resources Advisory Board:** \$8,000 for Historic Resources Advisory Board training and development of procedural guidelines
- **Kernstown Battlefield Association, Winchester and Frederick County:** \$7,000 for stabilization of the Pritchard House
- **Kernstown Battlefield Association, Winchester and Frederick County:** \$10,000 for restoration of the battlefield landscape
- **Valley Brethren-Mennonite Heritage Center, Harrisonburg:** \$10,000 for restoration of Turner's Mill
- **Augusta County Historical Society:** \$10,000 for purchase of computer-based kiosks and software development for county Civil War history
- **Elkton Historical Society, Rockingham County:** \$2,080 for a Virginia Civil War Trails marker at the Jennings House
- **Cross Keys-Mill Creek Ruritan Club, Rockingham County:** \$10,000 for restoration of Union Church
- **County of Warren:** \$5,000 for an adaptive reuse study for the McKay House
- **Fort Collier Civil War Center, Winchester:** \$7,900 for emergency repairs to the Stine House at Fort Collier
- **Society of Port Republic Preservationists, Rockingham County:** \$9,900 for installation of exhibits at the Port Republic Museum
- **Valley Conservation Council, Frederick, Clarke, Shenandoah, and Warren counties:** \$7,000 for landowner educational programs for land conservation
- **Waynesboro Heritage Foundation, Waynesboro:** \$5,000 for implementation of the interpretive plan for the Plumb House

## Fiscal Year 2003 Appropriations, Grants and Gifts

The Battlefields Foundation is supported by congressional appropriations, a state appropriation, and various public and private-sector grants. One of the purposes of the Foundation is to actively seek a variety of funding sources for itself and partners that will enable us to implement the Management Plan for the National Historic District.

### Federal Appropriations

Programs and Administration	\$ 500,000
Resource Protection	2,000,000

### State Appropriation

Marketing and Restoration	96,500
Transportation Enhancement	122,500

### Public and Private Grants

Public-sector Grants	455,000
Private-sector Grants	280,500

## Fiscal Year 2003 Budgeted Programs and Administration

<i>Administration and Program Development</i>	390,900
<i>Professional Services</i>	28,000
<i>Resource Protection</i>	
Planning and GIS Mapping	30,000
Cultural Resource Reports	20,000
Property Management	12,000
Battlefield Preservation	3,655,500*
<i>Cluster Development</i>	10,000
<i>Interpretation and Education</i>	
Virginia Civil War Trails Signs	36,000
Cluster Wayfinding Signage	15,000
Mobile Display	4,000
<i>Tourism and Promotion</i>	
Web Development and Maintenance	27,000
Brochure Design	4,000
Printing and Distribution	20,000
Newsletters and Annual Report	10,000
District Advertising	15,000
<i>2003 Implementation Grants</i>	150,000
<i>Entrance Sign Program</i>	122,500
<i>Office Relocation</i>	
Renovation	15,000
Equipment	12,500
Furnishings	12,800

\*This figure includes battlefield preservation appropriations carried over from the prior fiscal year.

## Our Partners

As a congressionally-created national heritage area, the Shenandoah Valley Battlefields National Historic District has a close relationship with the National Park Service. We are proud that our partnership with the NPS is one of our strongest.

In addition, the Foundation is fortunate to have partnered in 2003 with a wide variety of organizations throughout the Shenandoah Valley and beyond. There is no way to fully list all of these organizations but this is a sampling.

Alliance of National Heritage Areas - Augusta County Historical Society  
Belle Grove Plantation - Cedar Creek Battlefield Foundation  
Central Shenandoah Planning District Commission  
City of Winchester - Civil War Preservation Trust -  
Col. D.H. Lee Martz Camp #10, SCV - County of Clarke - County of Frederick  
County of Rockingham - County of Shenandoah - County of Warren  
Cross Keys-Mill Creek Ruritan Club - Elkton Historical Society  
Ft. Collier Civil War Center, Inc. - Glass-Glen Burnie Museum  
Graves Chapel Trustees - Harrisonburg-Rockingham Convention and Visitors Bureau  
Harrisonburg Downtown Renaissance - Highland Historical Society  
James Madison University - Kernstown Battlefield Association  
National Trust for Historic Preservation  
New Market Battlefield State Historical Park  
Northern Shenandoah Valley Regional Commission  
Old Court House Civil War Museum - Page County Civil War Commission  
Shenandoah Travel Council - Shenandoah University/Historical & Tourism Center  
Shenandoah Valley Civil War Round Table - Shenandoah Valley Travel Association  
Society of Port Republic Preservationists - Stone House Foundation  
Summer-Koontz Camp #490, SCV - The Center for Civil War Living History, Inc.  
The Conservation Fund - Town of Bridgewater - Town of Edinburg  
Town of Front Royal - Town of Mt. Jackson  
Valley Brethren-Mennonite Heritage Center - Valley Conservation Council  
Virginia Civil War Trails - Virginia Department of Historic Resources  
Virginia Military Institute - Virginia Outdoors Foundation  
Waynesboro Heritage Foundation - Winchester/Frederick County Historical Society  
Winchester-Frederick County Convention & Visitors Bureau  
Winchester Green Circle/Shawnee Springs  
Winchester Old Town Development Board

Created by Congress in 1996, the Shenandoah Valley Battlefields National Historic District encompasses Augusta, Clarke, Frederick, Highland, Page, Rockingham, Shenandoah, and Warren counties and the cities of Harrisonburg, Staunton, Waynesboro and Winchester.

The Shenandoah Valley Battlefields Foundation is a Virginia nonprofit corporation and is the successor organization to the Shenandoah Valley Battlefields National Historic District Commission. The Foundation was created in 2000 as the first step in implementing the Commission's Management Plan for the National Historic District. As authorized by the Secretary of the Interior, the Foundation serves as the management entity for the District, partnering with local, regional and national organizations and governments to preserve, interpret and promote the Shenandoah Valley's Civil War story.

**SHENANDOAH VALLEY BATTLEFIELDS FOUNDATION**

PO Box 897 ★ New Market, Virginia 22844

540-740-4545 ★ toll free 888-689-4545 ★ fax 540-740-4509

ShenandoahAtWar.org ★ info@svbf.net