

VISTAS



AMERICA'S BYWAYS™

JANUARY/FEBRUARY 2004

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From Byways to Buyers: Transforming Your Scenic Byway into a Comprehensive Travel Experience

Courtesy of the American Travel Center, Martinsburg, West Virginia

America's Byways™, which range from the San Juan Skyway Highway in Colorado and the Historic National Road through several eastern states, to Woodward Avenue in Detroit and the Las Vegas Strip, offer an attractive combination of intrinsic qualities for today's travelers. Most Byways provide great scenery and meandering country drives, while all have authentic, interesting and unique characteristics.

Traveling the Byways, roadways with stories to tell, is exactly what today's educated and very busy travelers want to do when they get away for leisure. The ability to explore a new landscape and learn about its story lets travelers take their minds off work, the only way that busy people can have a true leisure experience. As a result, pleasure driving to explore America's byways and backroads ranks very high on the preference list of modern travelers.

For many of these travelers, coordinating the elements of a successful trip to an unfamiliar location poses a challenge. They don't have time to seek accurate driving directions, find activities along the way, make hotel reservations at exactly the right places or coordinate all of the disparate pieces into one seamless experience that fits into the available time away.



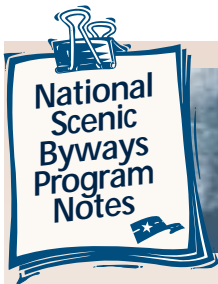
In 1874 James Buchanan Eads completed the Eads Bridge, which is located along the Historic National Road in Illinois. Listed on the National Register of Historic Places, the Eads Bridge was the first across the Mississippi River below the Missouri River, the first to rely heavily on steel, and the first to use cantilever construction. Today the Eads Bridge is open to vehicle traffic during the week and open to pedestrians and bicycles on weekends. Credit: Photo by Lyle Kruger

Traveling the Byways, roadways with stories to tell, is exactly what today's educated and very busy travelers want to do when they get away for leisure.

Enticing more travelers to take trips on America's Byways will require that individual Byways put together cohesive experiences that buyers can take "off the shelf" when they

want to take a trip. Each of these experiences will include the same basic elements that make it easy for travelers to enjoy the Byway.

From Byways To Buyers continues on pg. 2



Rob Draper
Director
National Scenic Byways Program

I'm excited and challenged to be in a direct leadership role again for the National Scenic Byways Program and America's Byways™. The year 2004 marks a new era for Byways. I fully expect Congress to reauthorize the Program; then the Federal Highway Administration will open a new round of nominations for America's Byways. We will continue to strengthen the National Scenic Byways Program. The America's Byways Resource Center is offering five regional training workshops to help you—the Byway leaders—expand and sharpen your skills to sustain your Byway and your Byway organization.

For me, the end of a year is a time to reflect. The beginning, a time to look ahead. Workplace surveys tell us that people want to feel part of something bigger

or believe they are making a valued contribution to the larger entity. Surveys about personal beliefs indicate people are looking to connect with something bigger than ourselves. You and your Byway are part of something bigger: America's Byways.

A State byway coordinator shared with us recently that one of the main messages to their Byway leaders is "being one of America's Byways is a privilege." What a powerful message!

Privilege brings responsibility. First and foremost, we are responsible to visitors. Are maps, brochures, or wayfinding signs available so people know they're on the Byway and where to find the treasured places to experience? Is interpretive information available about your Byway's stories? Does it engage people? Does it incorporate simple graphics or illustrations? Visitors intrigued by your Byway will want to return, then visit other Byways. Local residents will gain a new sense of pride as they learn more about what's special nearby. They'll reconnect. Some will be inspired to commit their time and energy to the Byway.

We are responsible to communities along the Byway. Does your Byway organization reflect the

diverse interests of people and businesses in the area? Do you reach out, listen to, and talk with underrepresented groups? Do your organization's vision, goals and plans for the Byway complement the communities' expectations? Community support should not be taken for granted. Rather it should be sought, nurtured and embraced to create and sustain a broad coalition for the Byway.

We are responsible to future generations. How will you sustain your Byway? What resources or sites need to be protected or preserved? How successful have you been in tapping multiple funding sources for Byway projects? How successful is your Byway organization in attracting new, committed volunteers or partners? Will your byway be better in 10 years? 100 years? Designation as one of America's Byways is a wonderful accomplishment. A time to celebrate, reflect and look ahead. Do your best to hold onto the passion that has energized your success thus far. Use the designation to energize new partners and funding sources. As you face challenges day-in and day-out, remember what will make a difference to your children along the Byway.

We are responsible to one another. Grassroots, community-based leadership is the guiding principle for the National Scenic Byways Program. An essential factor in the merit-based selection of projects funded under the Program is each Byway's and State's responsibility for ranking and priorities. Conversely, the greatest threat to the grassroots nature of this Program is Congressional earmarking of National Scenic Byways Program funds for specific projects or statewide projects. Once earmarking is on the table, any project is game regardless of its relationship to a byway. One of the main rationales for pursuing or accepting an offer to earmark scenic byways funds is "everyone does it." Didn't our mothers dispense of this notion in adolescence?

You and your Byway are part of something bigger, part of a nationally designated collection that is America's Byways. Your leadership spawns a collection of Byways offering diverse, authentic experiences for Byway visitors, residents along your Byway, and future generations. It is a privilege to work with you in carrying out our shared responsibilities for Byways. ★

From Byways to Buyers continued from pg. 1

Selecting Appropriate Themes

Travelers seek experiences that best match their interests. Some are keen on the Civil War, some are interested in Native American heritage, and others prefer Colonial American history. A good number of travelers want to explore Byways to enjoy the best scenery, history, natural areas, culture, and other intrinsic qualities.

To most effectively present potential experiences to travelers, each Byway should begin by selecting its best "themes." Themes for Byway trips can range from Amish heritage (Ohio Amish Country National Scenic Byway) and the ancients of southwestern America (San Juan Skyway), to historic or salient construction and design

methods, as in the Historic National Road and the Arroyo Seco Parkway Scenic Byway. Some Byways can have many themes, while others have only one or two. The most interesting themes are selected by compiling a list of like resources along the Byway to determine the combination that best features the most important intrinsic qualities of the Byway.

Each theme then becomes the basis of a "story/itinerary," which, if developed correctly, will "unfold" as travelers take the trip.

After the themes have been determined, Byways can select the strongest ones to serve as the basis of the travel experiences and begin to define the actual driving routes that will reach each of the

suggested stops. The Byways also determine the sequence of the stops along the roadway. This basic tool, referred to as the traveler's "itinerary," forms the foundation of each driving trip that will be offered.

Developing Effective Itineraries

Effective itineraries include several elements that are important to travelers. First, the selected activities need to have a strong relationship to the theme, so that the travelers are learning the best story. Each of the selected activities and inclusions must have regular, published hours during which travelers can count on them being open. It's also important to let travelers know about how long they

will likely want to allow for visits.

Driving distances and the sequence of stops are also important factors. Visitors can feel overwhelmed when they attempt to visit more than four major attractions in any given day. If at all feasible, organize the stops so that the story develops as travelers progress through the day. This delivers the best story line. Remember, most travelers can bear about 100 miles during a "leisure" driving day. More than that, and driving becomes drudgery rather than enjoyable meandering. Itineraries for Byways can often extend over a period of three or four days, or in the case of the Ohio River Scenic Route, over multiple destinations, each with distinct itineraries.

From Byways to Buyers continues on pg. 3



This view of the Arroyo Seco Parkway from atop Elysian Park showcases the Figueroa Tunnels and a view of the Los Angeles skyline. Credit: Photo by Steve Devorkin of Caltrans

Telling Your Byway's Story
Itineraries aren't enough for the target travelers. They will also want to learn and understand the Byway story, because that's what engages the mind in a new experience.

The Byway story is best told by introducing the overall theme and intrinsic qualities of the roadway first, complemented with information about each of the suggested stops, including the reason that a particular stop has been included.

Assembling Accurate Driving Directions

Unless each itinerary and story is supplemented with accurate driving directions, travelers must locate the stops or featured descriptions on their own, an activity that can be a frustrating process—especially in rural areas. None of the automated systems to obtain driving directions on the Internet is completely accurate; the farther off the beaten path one gets, the less likely that accurate directions can be obtained from Web sources.

Byways that want to treat their travelers right will take the time to create accurate driving directions, even if someone actually has to drive the roads to make certain that each stop and turn has been

correctly articulated. Travelers who don't get lost in a rural area will return home telling their friends about the great experience they had. Returning home after being lost, they will concentrate on telling the story of the lack of directions instead.

Complementing the Experience with Accommodations

The location and quality of accommodations that you recommend with each itinerary are critical to experience success. The scenery can be great, but if the hotel or inn is a mess, the traveler will remember the experience as a bad one. In fact, more than just a hotel, today's travelers respond to "destination distinctive" historic accommodations, the quality of which, unless selected very carefully, can vary dramatically.

"Packaging" the Whole Experience

Until now, most Byways that have developed travel experiences stopped here, feeling that travelers had enough information to enjoy the Byways. However, that still leaves travelers with a lot of work to do before they take a trip. After they've determined their dates of

travel, they must call each of the suggested accommodations to find out if rooms are available and make hotel reservations. They must compare their planned arrivals with the operating times and days of suggested museums, attractions, historic sites, visitors centers, interpretation locations and activities. If too many important stops are not open on the days they have free to travel, travelers may lay the trip aside and plan to take it later. Or, they may find another completely different trip to take, leaving the locations, sites and businesses along the Byway with fewer patrons.

Assembling a complete Byway travel experience into a "package," including an itinerary, story, pre-paid accommodations, tickets to museums, historic sites and attractions, and accurate driving directions, and complementing the information with restaurant suggestions, emergency information and other useful materials, is a task that the American Travel Center and similar companies have taken on to serve both Byways and travelers. One-stop shopping lets travelers purchase all of the elements of their trip as a "package"—at one time.

Most of the customers of Byway itineraries and packages are ages 35 to 65. They are "baby boomers" who are educated, interested and leave their children at home. Packages work, because they provide what travelers want to experience without the time-consuming planning.

The benefits of developing complete itineraries and even "packaging" Byways are many. Travelers leave home with a complete trip laid out, accurate driving directions and accommodations. All work to lower their stress when traveling in unfamiliar places, delivering a much more satisfying experience. The towns and villages along the way receive new guests staying at their inns, eating in restaurants and visiting area attractions. As visitors create economic impact with their dollars, they enjoy their hassle-free experience. For places located off the beaten path, these new guests may translate into jobs.

Managing Position vs.



Forming . . . Storming . . .
Norming . . . Performing.
A now-familiar model of team development introduced by Bruce Tuckman in 1965 provides a reminder that conflict is a normal part of team development. For most groups, storming is the most difficult stage to be in and get through; many groups revisit this stage when members and tasks change.

Conflict takes many shapes and may seem big and important or small and trivial. Knowing that disagreements are a normal part of group work is just the initial step toward relationship building. How to get to the root of a problem and work out an agreement is something most of us face every day in different areas of our professional, volunteer and personal lives.

We all have an image of what it means to take a position on an idea or decision. Indeed, we expect that people will do just that and even defend their position when it is challenged. We may take a different position and ask questions or make statements in an attempt to present our own view. Which, of course, leads to conflict.

A common response to conflict is to simply pretend it doesn't exist. As long as some work continues to get done and a group can reasonably report that it's moving forward, a sort of uneasy coexistence may be maintained. The recent publication from America's Byways Resource Center, *Making the Grassroots Grow: Building and Maintaining Effective Byway Organizations*, includes a section on managing conflict. In one model of conflict management, the text describes shifting from positions to interests.

A group that wants to build strong working relationships will recognize that conflict is part of the deal. Brainstorming, prioritizing, developing work plans and making decisions all have the potential of involving some sort of conflict. Placing a focus on the interests of those involved can lead in the direction of getting through each conflict with an increased understanding of how to be effective as a group.

Position vs. Interest – What's the Difference?

When focusing on positions, people are thinking mainly about what has already been decided and what they want. It's a discussion about the end result without regard to how that decision was reached. If there is disagreement about the expected result, the discussion will stay stuck at that point as the two sides build up arguments designed to defend their positions.

Putting some work into focusing on the interests will allow people to think about the needs, wants, desires, concerns and expectations that went into arriving at the position. If there is some understanding on why a position is held, dialog can occur to assure that both parties involved understand and have agreement on the final outcome. Interests are the information and data that go into the position, and understanding that information gives the people involved more information to work with and more options to choose from.

Address Conflict!

The elephant in the living room metaphor provides a helpful reminder of why conflict management is important and best done on an ongoing basis. When conflicts arise that aren't acknowledged or addressed, they sit right in the middle of everything and wait to be noticed. They may even grow and have increasingly negative influence on the relationships and work of a group.

Take some time to think about having those hard conversations. Start with a few open-ended questions that demonstrate you are curious and open to learning how others arrived at their positions. What interests do each side hold that support their positions? When you use interests as the starting point, reaching a position that is agreeable to all parties may get through the conflict with a stronger organization as a result.

That's better than digging in your heels or living with that elephant! ★

Conflict: Interest



It takes careful thought and practice to manage conflict either between two individuals or among members of a group. Here are some basic points to keep in mind when you step into the world of conflict management from an interests point of view.

- **Don't bargain over positions.** When you do, people tend to dig in their heels and get defensive. You'll lose the interests of those involved and the options for other right answers.
- **Separate the people from the problem.** It's important to describe the problem and find the root cause. Personalities, past failures and holding grudges will get you no further along the path.
- **Focus on the interest, not on positions.** Take time to list the concerns, wants, needs and desires of each side of the conflict, and there may be more than two. Work from that list and find what each side has in common as well as the deal-breaker points.
- **Explore options and alternatives for solutions.** Take some time here. People's needs are complicated and even if you can't meet them all, respectfully acknowledging them is critical. Test each possible option along side your group's mission and vision.
- **Insist on objective, factual criteria and information.** While you don't want to ignore or casually dismiss people's feelings, decision making in any business-like setting needs to be based on criteria that can be measured and documented. Table an agenda item to collect data if needed, especially if money and/or jobs are involved.
- **Arrive at a solution.** At this point, before implementation begins, use the decision-making process your group has agreed upon and test for solid agreement among all involved. You don't want to find out later that what seemed like an overwhelming vote to proceed had a hidden saboteur. There are several examples of group decision-making models in the *Grassroots* publication.
- **Follow-up.** Be certain that things are going according to plan. Whether you need to check in once or many times will depend on the importance of the decision, the history of the group and the level of trust built between group members. For current and future projects, it's important to be sure the solution and implementation meets the interests that were agreed upon.

Driving the Byway

A1A Scenic & Historic Coastal Highway, Florida

Byway Length:

71 miles

Driving Time:

2-3 hours

Designations:

Florida Scenic Highway
(2001-2002)

National Scenic Byway (2002)

Unique Features:

It's a remnant of "Old Florida."

Paralleling a coastal barrier island and the Atlantic coast, A1A Scenic & Historic Coastal Highway offers breathtaking views of the Atlantic Ocean and the Intracoastal Waterway. Stretching between Ponte Vedra Beach (the northern gateway) and Flagler Beach (the southern gateway), the corridor abounds with white sandy beaches, traditional beachside communities, ample recreational adventures and history dating back before the birth of this country.

In 1938, the world's first underwater motion picture studio was constructed along this corridor. *Creature from the Black Lagoon* and *Revenge of the Creature* were filmed at this studio. After World War II, the studio became a "watering hole" for literary icons such as Ernest Hemingway, Thornton Wilder and Marjorie Kinnan Rawlins. Now known as Marineland, the oceanarium is listed on the National Register of Historic Places.

Today's travelers and residents enjoy a wide array of recreational opportunities, including bird watching, wildlife viewing, boating, biking, golf, tennis, nature hikes, scuba diving, swimming and surf fishing. Some of the best waves in Florida attract people from all over the southeast to these beaches. History enthusiasts can witness historical reenactments, visit a lighthouse, tour historic forts, visit the world's first oceanarium at



Residents and visitors enjoy extensive access to the beach along the A1A. Lots of places here invite you to kick off your shoes and walk in the sand.

Today's travelers and residents enjoy a wide array of recreational opportunities, including bird watching, wildlife viewing, boating, biking, golf, tennis, nature hikes, scuba diving, swimming and surf fishing.

People have been traveling and living in this area for more than 7,000 years. Over 50 archaeological sites have been documented along the A1A corridor; some date back to 5000 B.C. Many people believe Ponce de Leon landed here in 1513 on his quest to find the "Fountain of Youth." And it was here that the sixteenth-century Spaniards established St. Augustine, the first continuously occupied European settlement in what is now the United States.

Marineland and explore many other sites listed on the National Register of Historic Places. Environmentalists will find significant resources along the corridor—estuarine marshes, unique coastal vegetation and important wildlife habitat. A number of federal, state and local parks can be found along the route.

Visitors and residents recognize that this is a special place and they are working hard to keep it that way.

Organization:

Prior to earning National Scenic Byway designation, three separate state scenic highway corridor management entities (CMEs) existed along the corridor: (1) the A1A Ocean Shore, (2) the A1A River & Sea Trail, and (3) the Scenic & Historic A1A. The groups realized there were benefits in working together to preserve and enhance the entire corridor. Today, a 10-member board oversees coordination of efforts along the A1A Scenic & Historic Coastal Highway. Non-voting representatives from the Florida Department of Transportation (FDOT), Flagler County and St. Johns County support the board. The board also receives valuable help from a volunteer legal advisor.

FDOT provides an unusually high level of support for the state's grassroots state scenic highway organizations. In addition to State Scenic Highways Program Manager Mariano Berrios, eight district scenic highways coordinators offer assistance to local byway groups throughout the state. In Florida, these groups may be referred to as a CAG (corridor advocacy group), a CME (corridor management entity) or a CMC (corridor management council). The A1A Scenic & Historic Coastal Highway spans two state highway districts, which means that the group has access to the technical services of two FDOT district scenic highway coordinators.

The CME of A1A is currently exploring the formation of a 501(c)3 nonprofit organization to be able to access a broader range of funding sources.

A1A Scenic & Historic Coastal Highway continues on pg. 7

Preserving the Corridor:

There is a shared concern along A1A about preserving the intrinsic qualities of this special place. An unprecedented wave of growth and development threatens the corridor's distinctive environmental, cultural and recreational resources. The "beach town" character of cities along the corridor is being altered. Realizing that growth cannot be stopped, residents are taking action to ensure that development is consistent with the hopes and aspirations of Byway communities. Many of the Byway projects and initiatives are focused on stewardship along the corridor. Here are several examples:

- In 1997, the northern-most community in St. Johns County, Ponte Vedra, adopted the first Overlay District on SR A1A. This Overlay District establishes special land development regulations above and beyond the zoning requirements. Both commercial and multi-family residential uses located within 600 feet of the outer edge of the right-of-way (ROW) are required to comply with special architectural, site design, landscape buffers, parking, signage, landscape criteria, tree protection and lighting requirements according to the adopted ordinance.



The City of St. Augustine (pop. 12,000) is a popular Byway destination. Founded in 1565, it is the oldest continuously occupied city in the United States. An estimated 6.2 million annual visitors enjoy the community's famous historic, cultural and scenic resources. Maintaining a balance between the needs of visitors and residents is an ongoing challenge. The City of St. Augustine prides itself as a historic center and has established strict historic preservation ordinances and building standards for renovation and construction on new structures.

- The Overlay District idea quickly caught on in this fast-growing area. Now each of the St. Johns County coastal communities have Overlay District regulations, which address similar types of categories with slightly different requirements. Each Overlay District has either a Design Review Board (DRB) or an Architectural Review Committee (ARC) that meets as needed (usually once per month) to review all development plans for compliance.
- The Overlay District concept continued to move south into Flagler County. There, an Interim Development Ordinance (IDO) was completed in just seven months as an emergency protection until a full Overlay Zoning District could be enacted. The IDO was the result of extensive volunteer and in-kind efforts of residents, local businesses, developers and the county. The ordinance can be accessed at www.flaglercounty.org/A1Acounty.htm.
- Through the Florida Department of Environmental Protection (DEP), St. Johns County has been ranked eligible to receive state funding for acquisition of all the vacant land on both sides of the Intracoastal Waterway through St. Johns County. The Intracoastal Waterway forms the western boundary of this coastal scenic Byway. In May 2002, the Elected State Officials, DEP, the St. Johns Water Management District, and residents celebrated the purchase of 8,500 acres, the largest parcel of land within the boundary area. This land purchase, known as the Matanzas Marsh, protects five continuous miles along the Intracoastal and protects Scenic & Historic A1A's southern viewshed.
- In 2002, Flagler County residents overwhelmingly approved expanding a property tax program for the purchase of environmentally sensitive land along the corridor. The bond will generate an estimated \$6.7 million.



The Town of Marineland is a small environmentally sensitive coastal community that promotes the coexistence between people and nature. The community consists of 160 acres and has only 12 year-round residents. The Town of Marineland wants eco-tourism to be its calling card. The Town is becoming a major science research, education and nature center that aids in the conservation of biologically diverse and important marine areas and species.

- Residents, city and county staff and elected officials, and FDOT have created a one-of-a-kind, 19-mile bicycle and pedestrian corridor abutting the beach. This coastal path (developed with ISTEAF funds) is the longest of its type in the country.
- In 2003, St. Johns County passed a countywide Greenway, Blueway & Trails Master Plan, which incorporates all the A1A Scenic & Historic Coastal Highway designation as well as various other protective programs in the county.
- In February 2003, a seven-day planning and design charrette was held in Flagler County. Over 110 citizens turned out to offer their ideas and visions on the future of the A1A corridor. With this information in hand, consultants from Treasure Coast Regional Planning Council developed a "Citizen's Master Plan" to address zoning, landscaping and architectural design guidelines.
- An Interpretive Planning Group has been formed to work on Byway interpretation. The group is recruiting new stakeholders for an Interpretive Committee, defining interpretive themes, and outlining a "beyond the sign" approach to education.

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The Flagler County Scenic A1A PRIDE (Promoting Rational Integration of Development and Environment) committee recognizes local businesses and organizations that are working to preserve the scenic and historic character of the Byway. Here, Anne Wilson presents a "Community Partner Award" to Derek Fawkes, president and CEO of Milestone Land Co., Inc., for the company's sensitively designed renovation of a former church along A1A. Framed plaques show a photo of the project and an inscription from the Byway.

Creating an Annual Report for Your Byway: Florida Byways Go Online

By George Harnden, A1A Scenic & Historic Coastal Byway

Editor's Note: The following article describes one way that your Byway can create an annual report, based on the experience of the Florida scenic byway groups. For more ideas, please contact the America's Byways Resource Center.

It's that time of year. Families prepare annual holiday and New Year letters. Nonprofit organizations prepare reports to stakeholders. Businesses prepare corporate annual reports. It's time to look back and look ahead. Back at the year that has just ended, and ahead at the year to come.

Annual reports can be great tools for your Byway organization, too! They can be a powerful way to:

- communicate not just your activities, but your accomplishments during the past year;
- get people excited about your organizational objectives for the coming year;
- help you raise money by attracting new donors and convincing existing supporters that their funds are being well spent;
- educate community leaders and influential decision makers about your work on important issues;
- recognize special people, including donors and volunteers; and
- serve as a historical record of your progress.

Learning from Florida's Example

In Florida, scenic byway groups (Corridor Management Entities or CMEs) are completing their annual reports online. The Florida Scenic Highways Program (FSHP) has completed the creation and testing of the FSHP Annual Report Web site. On a state and local level, FSHP participants and staff will be able to keep a historical record of pertinent scenic highway information and generate reports on an annual or multi-year basis. The report includes updates to the Corridor Management Plan's goals and objectives, challenges experienced throughout the year, economic data, and potential awarded-funding opportunities. The report also provides a means for the CME to closely examine the goals, objectives, and strategies to see if the organization is still relevant or whether it needs to be updated to better protect the intrinsic resources of the corridor. Some projects may have been completed and can be replaced with new goals that help to curb unplanned development.

The Scenic Highway Annual Report has its origin in the history of the scenic highway program in the state of Florida. The designation of scenic highways in the state of Florida was started in 1993, when the legislature passed Florida Statute Section 335.093. The purpose of this legislation was to identify and preserve the intrinsic qualities of scenic, cultural and historic corridors in Florida.

In 1994, the Florida Department of Transportation (FDOT) received a National Scenic Byways Grant from the Federal Highway Administration to develop the Florida Scenic Highways Program. To ensure that the goals of the state's scenic highway program were realized, the FDOT developed an annual reporting process in 2001.

Creating an Annual Report for Your Byway continues on pg. 9



Florida's scenic byways use a Web-based format to create an annual report for their byways. Credit: Carter & Burgess, Inc.



Byways complete 11 report sections. They may also add photographs and scanned images that enhance their annual reports and help to tell their byways' stories. Credit: Carter & Burgess, Inc.

The Florida Scenic Highway Annual Report has eleven sections:

- 1) Instructions** – Describes where to find the data to be entered into the report and how the data is used.
- 2) Photographs** – Provides the capability to upload photos to enhance the information in the other sections.
- 3) Corridor Conditions** – Analyzes the condition of the intrinsic resources of the byway. Have they been improved by enhancement projects, or degraded by uncontrolled development?
- 4) Goals, Objectives and Strategies** – Explores how effective the goals, objectives and strategies of the Corridor Management Plan have been and whether some have been completed or need to be modified. Also, have new ordinances, policies and/or regulations been proposed or issued locally that affect the goals of the CME?
- 5) Community Participation Program** – Discusses the effectiveness of the CME public meetings and important issues discussed at the meetings.
- 6) Funding** – Gives a summary of funding needs and problems. This section also lists when new funding will be received and how it will be used.
- 7) Measuring Success** – Outlines the benefits of scenic highway designation. It uses inputted data to measure the success of the CME in attracting visitors to the scenic highway.
- 8) Local Government Comprehensive Plan Relationship** – Discusses the integration of the Corridor Management Plan into the local government Comprehensive Land Use Plan.
- 9) Problem Areas** – Discusses problems the CME has encountered.
- 10) Other Issues** – Presents new material not discussed in earlier sections.
- 11) Attachments** – Allows scanned newspaper articles or other paper notices concerning events about the highway to be included in the report.



Each year, Florida byways analyze their intrinsic qualities as part of an annual report.

Forming a Committee

What's involved in creating the annual report? Our starting point was to form a committee within the CME devoted to the annual report task, and we started holding meetings. One person on our committee had to have good computer skills because uploading data into the Web site required interacting with the Internet. Also, scanning and preparing pictures and newspaper articles required photo editing and a scanner. Another member needed to serve as the CME historian—someone who had a good knowledge of happenings during the year. A third member would be the CME secretary, who could provide minutes taken at CME meetings during the year.

Our committee meetings also included a government representative from the county planning department. This person helped identify and obtain county data and knew whether the county government had completed a task at a certain time. Our committee then assigned writing and data gathering tasks to each of the members and set up a meeting schedule to get the report done on time.

Gathering Data

Gathering data during the year is very important and can make the work of preparing the Annual Report a lot easier. One very important starting point is to use a time line of important events that occur during the year. This type of diagram from History 101 can be used as a constant reference while

writing the report. Use months as a scale, and point out the year's events affecting the scenic highway and when they occur. Include new construction, major meetings, important public events and legislation written or enacted. This gets one thinking about how and when events occurred during the year. After sketching, the time line can be copied on a larger sheet or computerized to provide a guide to what happened during the year.

Other important items of data are newspaper articles that appeared during the year. These can be cut out and stored in a folder, or scanned and stored on disk. The articles may cover major construction along the corridor, meetings, memorable events and legislation. The real estate section of the local newspaper can be very useful in describing new housing or commercial developments along the byway. The newspaper articles may be added as attachments to the annual report.

A third item of importance includes minutes of meetings held by the CME or its committees. These can be kept in a folder or stored on computer disk. Your CME may also have recordings of meetings held during the year. Use these to review the happenings of the year and explain topics discussed at the meetings. Photos of events that occurred during the year are important. These need to be photo-edited to make the file smaller for easier uploading.

Measuring Success

Numerical data can measure the success of the CME effort to draw tourists to the scenic byway. The numerical data shows population changes, traffic increases, tourist increases, retail sales and gasoline sales. The state or county data bank becomes the source of these data, accessed either from the Internet or by a text source. Florida uses the University of Florida Bureau of Economic and Business Research's (BEBR) Florida County Rankings text and several state Web sites to supply these data for the "Measuring Success" section of the report. The report also requests a list of new businesses and a list of new developments along the byway. A new-businesses list can usually be obtained from the local government occupational license list. The real estate section of the local paper may help to list new developments, or contact the real estate sales people concerned. It also may help to review the data from last year's report to see how much has changed during the year before starting to write the report.

Putting It All Together

Once the data are collected and the written sections are assigned, begin putting together the annual report. This part of the task is similar to the process used to generate the Corridor Management Plan. To make the job easier, the report is created off-line using a word processor. The off-line report includes all the questions asked by the Web site. If there are limitations on the size (number of characters) of the response to the Web site, the off-line work is the place to solve these problems. Photo editing can be done off-line to create photo files (.jpg preferred) that are of a small byte size, making uploading easier. Copy-and-paste commands convert the word-processor-based annual report into the Web site annual report.

Taking a Final Look

Review and completion of the annual report is an important phase. The review involves county or city staff, and legal staff of the CME examining a printed version of the Web site report to be sure the printed version downloads properly.

An Annual Report

Seven questions to help you get started:

1. How can we use an annual report to serve our organization? Can we create an annual letter or report to reach our stakeholders?
2. Who do we need to reach and for what purpose?
3. What do we want readers to do as a result of reading our report (offer support, partner, volunteer, give funding, etc.)?
4. What results and accomplishments should we highlight from the past year?
5. How can we tell a compelling story? Can we include photographs, artwork, stories about volunteers, quotes from partners or anecdotes from community leaders?
6. Who can help us prepare the annual report? Do we know people with skills in writing, computer technology, proof-reading, organizational history, photography, and graphic design?
7. How will the report be printed and distributed?

Whether your report is distributed on the Internet, through the mail, or in person, don't miss this opportunity to update your stakeholders on your progress and possibilities! Take advantage of this annual milestone to produce a tool that can advance your organization's goals and objectives.

References

1. AECOM Consulting Transportation Group, "Measuring Success," Prepared for FDOT, March 2002.
2. Carter & Burgess, Inc, "Florida Scenic Highway Program Status Report," Prepared for FDOT, January 2003.

Note: George Harnden is an active member of the Florida A1A Scenic & Historic Coastal Byway. He can be reached at P.O. Box 456, Flagler Beach, Florida 32136. ★

Evaluating and Updating Your Byway Marketing Plan



While Alaska's Marine Highway doesn't update its marketing plan more than once a year, the Byway group does look at it as a "living document"—one that's flexible enough to embrace any opportunity that may come along. For example, the members check the schedule to see how they can make special sailings out of a standard trip. As a result, they Sail-abrated their Byway Designation with One-Day Getaways that created great visibility for the Byway and an economic hit for the towns they visited (especially the one with the golf course and the six-hour layover!). Undoubtedly, Byways that can be driven provide endless opportunities for similar undertakings, whether as day trips, weekend trips or even week-long trips. In the end, it's less about "marketing" and more about "partnering" with the entities along your Byway to create greater awareness for it—and them, too! Credit: Courtesy of Art Sutch

The heart of winter is not typically a time to think about marketing (unless your Byway is a snow destination). However, it is a great time to update your marketing plan for the coming season. More importantly, it is a time to take stock in what you did the year before, how good the results were and what you would change or adjust next time.

Byway groups continually balance a variety of projects, priorities and partners, and evaluation sometimes falls by the wayside. To create a new plan without realizing how effective the last one was can hurt your efforts and waste valuable time and money in the long run.

For many Byways, looking back can yield many mini-marketing goals that were targeted at different audiences. Perhaps your Byway was working on some local community well-being issues that required a public relations campaign to local community leaders. That same Byway may have also been working with the visitors bureau to develop a brochure for travelers as well as finalizing an interpretive plan. All of these audiences were valuable to the success of the Byway, so it is important to evaluate the different methods and to see them as a whole picture.

For many Byways, looking back can yield many mini-marketing goals that were targeted at different audiences.

A spreadsheet might be a helpful tool when laying out what was accomplished compared to what audience was targeted and what goal of the strategic plan that marketing initiative was aimed at. This simple tool can be used to gauge the importance of new projects and ideas that come up throughout the year as well as serve as a way to stop a project if it looks like the goals are not being met. Many Byways post such a list at every meeting and refer to it when initiating new ideas.

Evaluating your efforts can also give your Byway something to brag about when reaching out for support for new projects. If your Byway was able to help that same visitor bureau with a map, start a template for interpretation and yielded a number of hits on a Web site about the area, then why not report this in an annual report to all your stakeholders? This is a nice way to show what you have accomplished and increase their confidence in your ability to deliver on new projects. A word to the wise, however: avoid the desire to make things sound too wonderful. If a project did not work, report that information as well. Your stakeholders and your group need accurate information to be able to evaluate future opportunities.

Following these simple suggestions and mapping out your success will make the job of drafting your new plans much easier. Your Byway group can accurately see what was accomplished and be strategic about finishing goals or tackling new marketing projects for 2004.

★

Job-one in those cold winter months: dig out your plans and priorities from 2003 and take stock.

- What were your marketing goals?
- Did you have a plan for each goal?
- Did you make adjustments?
- Did you involve your partners?
- How much did the project really cost?
- Did you do a cost/benefit analysis to see if you really got the change you wanted?
- How much volunteer/staff time did each priority take?
- Why did a particular project not get done?
- And most importantly, were these marketing priorities integrated in your other plans such as interpretation, updating your corridor management plan, or your overall strategic plan for the year?



Five Low-Cost Ways to Increase Publicity for Your Byway

By Mike Pina

You have a great travel product. You know it. The travelers who have driven your Byway know it, but the rest of America needs to know it, too. Money is tight and marketing and public relations are not your forte. So, how do you tell the rest of America—or the world, for that matter—about the great travel experience that can be had on your scenic Byway?

The good news is that this is the best time in a long while to be promoting your Byway. Americans are staying closer to home, driving more often and looking for travel bargains. In the past two years, travel by car increased three percent annually. This past summer, 70 percent of Americans said they planned to take a driving vacation, according to the Travel Industry Association of America (TIA).

How do you ride this growing wave of interest in drive vacations? The most effective and least expensive way is through publicity—getting your Byway mentioned free of charge in newspaper travel sections, travel magazines, Internet travel sites, radio travel shows and other media outlets. Publicity is free. It costs nothing to be mentioned in a reputable publication. Publicity is also much more effective than an ad because consumers will almost always believe something published as news over paid advertising.

To get your Byway covered by travel writers and editors, it comes down to two strategies: being proactive, by selling the media about why your Byway is newsworthy, and being prepared when the media call.

Next, take a day and spend it looking at the online pressrooms of state travel offices, CVBs, foreign tourist offices and even other byways to see how they promote themselves to the media. Also, look at online versions of travel magazines, travel guides, motor club publications, Internet travel magazines and other media to see the kinds of articles they publish.

It's free, it's easy and it might spark a great idea.

One final note. The best place to get inspiration is the www.byways.org site. Look in the press room section of the site to see how the National Scenic Byways Program is promoting the Byways experience. Read the fact sheets and releases. Look at the kinds of coverage scenic Byways receive today.

Then, see how you can use these themes to promote your Byway. If you have an idea but are not sure how to implement it, contact Patricia McNally at patricia.mcnelly@fhwa.dot.gov or call (202) 366-9766.

For more information, please contact: Mike Pina (202) 408-2137 Mpina@tia.org

Michael Pina is Manager of Communications and Public Relations for the Travel Industry Association of America, which is the national nonprofit organization that represents the \$529 billion U.S. travel and tourism industry. Before joining TIA, he was Deputy Washington Bureau Chief for Travel Weekly, a national travel trade newspaper. ★

Here are five low-cost ways you can get media interested in your Byway.

1. Work with your destination marketing organization.

If you have not done so already, get to know the people handling public relations for your state travel office or area convention and visitors bureau (CVB). These organizations are working daily to get more travelers to your area and their public relations staffs are always looking for interesting ways to get media to write about your state or region. Talk to them about interesting aspects of your Byway that have not been written about before. Think of stretches that have unusually scenic views, area history, exciting roadside attractions, or quirky restaurants, signs or people. Ask them to draft a news release about your Byway and include it in their press kits and on their Web sites.

2. Host a press trip. The media familiarization trip (fam trip) is one of the most frequently used devices in a travel publicist's tool kit. Target media that you think might be interested in your area and invite them to take a trip along your Byway. You can do this one of two ways. Plan scheduled dates for a group press trip where you drive three to five media representatives along the route, pointing out the history of the area and interesting locations while they take notes.

The other way is to encourage media to travel the Byway independently and offer to meet the representatives for a meal to answer any questions they might have about the area. The second approach is the one most favored by the most respected travel writers and editors, who generally prefer to explore an area on their own.

3. Make your Web site media-friendly. Odds are you already have a Web site, but is there a section dedicated to the media? Generally speaking, journalists prefer to use a Web site to research an area before they write about it. Consider adding a button to your Web site that says "Press" or "Press Room." In this section include the following:

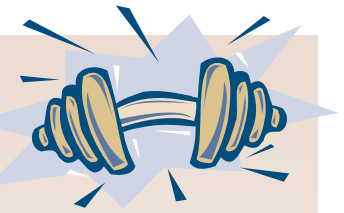
- News releases
- Area photos that can be downloaded
- Your contact information
- History of your Byway
- A map of your Byway
- Interesting sites along the Byway with phone numbers
- Links to articles written about the Byway
- E-mail link that the media can use to send questions or request a travel guide or press kit

4. Be your own publicist.

You don't need a public relations agency to craft a public relations campaign for your Byway. Go to the biggest newsstands and bookstores in your area and purchase travel magazines that write about driving vacations. Look at the kinds of articles they publish and see if your destination would be a good fit for the publication. Then, send a short "pitch letter" to the editor explaining why the magazine should do a feature on your Byway. Also contact the travel editors of the major newspapers in neighboring states. Those are the papers that are most likely to be interested in writing about your area.

5. Join Up. There are a few organizations that can help you get more coverage for your destination and put you in direct contact with media who write about travel. Contact the Society of American Travel Writers (www.satw.org), the Travel Media Association of Canada (www.travelmedia.ca), the North American Travel Journalists Association (www.natja.com), Public Relations Society of America, Travel and Tourism Section (www.travel.prsa.org) and the Travel Industry Association of America (www.tia.org). All of these groups host media marketplaces where you can meet one-on-one with travel journalists and pitch them on why they should feature your destination.

2004 **POWER** Workshops:



Coming to a Location Near You!

If you haven't registered yet, don't wait! And don't forget your best pair of gym shoes—it will be a workout!

"We've listened to what the Byways are looking for, and we've prepared five easy-to-access, regional trainings that will answer their questions by addressing key elements critical for successful Byways," said Michelle Johnson, Deputy Director of America's Byways Resource Center. "Byways won't want to miss this!"

"Individual byway groups are at different levels of development, but all byways need to have a sound organization, adequate funding, and resource strategies to be successful over the long haul," said Johnson. Attendees will dive into these three topics at the *2004 Power Workshops: Strength Training for Byways*, and will leave with information, models, advice and best practices that lead to desired, lasting change for their byways.

The 2004 Power Workshops will kick off April 20-22 in Charlotte, North Carolina. Priority Registration is available for state scenic byway coordinators and up to four representatives from each nationally designated scenic Byway. All others will be placed on a waiting list and accepted on a first-come-first-served basis immediately following the priority registration deadlines (see below). Space is limited, so register now!

Registration forms are available now at www.bywayonline.org. Just complete the registration form and return it—while space is still available!

Return registration forms to:
FAX: 218-625-3333 or

America's Byways Resource Center
Attn: Jeanine Buck
227 West First Street, #610
Duluth, Minnesota 55802

Questions? Contact Jeanine Buck at jbuck@byways.org or call 1-8004BYWAYS, ext. 5 or (218) 625-3310.

DATE	LOCATION	PRIORITY REGISTRATION DEADLINE	GENERAL ENROLLMENT OPENS
April 20-22	Charlotte, North Carolina	March 4	March 5
May 11-13	Colorado Springs, Colorado	March 25	March 26
May 18-20	Duluth, Minnesota	April 1	April 2
June 15-17	Columbus, Ohio	April 29	April 30
August 3-5	Boise, Idaho	June 17	June 18

2003 MEDIA PROGRESS REPORT:

It's Working!

America's Byways™ is getting the word out and the numbers prove it!

In 2003, we had over 292 million media impressions* compared to 14 million in 2002. America's Byways were mentioned in *The Washington Post*, *Better Homes and Gardens*, Associated Press, *SELF* magazine, the *Detroit Free Press*, *Southern Living*, *Trailblazer*, *RV Golfer*, *GMC The Magazine*,

Continental's In-flight magazine, the UK's *Essentially America*, and lots more!

In 2003, over 900,000 unique visitors clicked on www.byways.org, and information on America's Byways appeared on-line at MSNBC.com and Arthur Frommer's Budget Travel. The number of maps requested in 2003 was over 82,000. We've seen an upward trend in maps

ordered through the Web site and a downward trend in maps ordered through the 800-number.

These successes were due to the combined efforts of the National Scenic Byways Program staff in Washington, D.C., the America's Byways Resource Center staff in Minnesota, the Web site experts in Utah, the media outreach team at Fleishman Hillard, and Byway leaders, marketers and coordinators across the country.

In 2004, let's keep the momentum and continue to work together to invite the media to "come closer" and experience America's Byways.

* *Media impressions* = Number of people who might have seen an ad or campaign. It often runs into the hundreds of thousands or millions.

Byway Success Stories

Can itineraries work for your Byway? Absolutely. You'll interest more travelers in exploring the region than without. Can packaging work for your Byway? Likely.

Take the example of the Blue Ridge Parkway All-American Road. Three seasons ago, one complete package covered the whole Parkway while several new shorter packages introduced smaller Parkway segments. Six room nights were sold then. The second season resulted in 40 more room nights. This past season, a whopping 119 room nights greatly overshadowed the nominal fee that was paid to have

the stories and packages created. Adding the meals and attractions that the travelers bought created a return on investment that was quite dramatic.

Distributing Byway experiences through programs such as Travelocity and the Travel Industry Association of America's See America Web site adds credibility. It creates a perception that Byway experiences are on the same par as other well-known travel destinations.

Another success story, that of the Ohio River Scenic Route, is in the making. This Byway recently enhanced its marketing with a

complete collection of driving travel packages from beginning to end.

Bob O'Connor, CEO of the American Travel Center, believes "the key to the success of both itineraries and packages is Byways working in partnership with destinations, their local convention and visitors bureau and distribution partners. Travelers who visit the Ohio Amish Country National Scenic Byway will have a much more authentic experience thanks to their work on that project, than they would if we had not worked together. If the task of creating itineraries or packages appears too

daunting, there are organizations that are ready to help."

The American Travel Center located in Martinsburg, West Virginia, is the only national center devoted to heritage and cultural tourism. Delivering itineraries and packages featuring Scenic Byways is one of the priorities of the organization. For more information, call 304-263-4545. ★

Off the Shelf

Beautiful Roads: A Handbook of Road Architecture

<http://www.vd.dk/pdf/Beautifulu.pdf>

Many Danish roads are centuries old.

Within Denmark, work has been done with architecture and visual qualities in road building for decades. A 64-page online handbook published by the Danish Road Directorate, Ministry of Transport, provides insights applicable to many transportation projects. The ambition of the guide is "for road building to be based on a joint understanding of the interrelationship among aesthetic enjoyment, good architecture, good technical quality, good workmanship, traffic safety, and good economy." It's a stunning international idea book for all those involved in planning and maintaining roads.



Aesthetic Design Guidelines: Ohio Department of Transportation

<http://www.dot.state.oh.us/aestheticdesign/PDF/ODOTAesthetics.pdf>



Transportation projects often stir debate among the public and major policy makers. In Ohio, the State Department of Transportation has issued new guidelines for transportation projects dedicated to the belief that "the citizens of Ohio deserve an aesthetically pleasing interstate system, as well as one that is safe and cost effective." The use of patterns, colors, textures or relief can make a project's appearance more attractive and compatible with local surroundings at little or not additional cost. The 65-page guide includes concepts for the design of physical features and for community involvement.

Tribal Tourism Toolkit

<http://www.nathpo.org/Toolkit/NATHPO.pdf>

The approaches to tourism development and management are as unique as tribes themselves. Some tribes consider tourism a



priority for economic development, while others live with and tolerate visitation, preferring to simply manage it to their greater advantage. Produced by the National Association of Tribal Historic

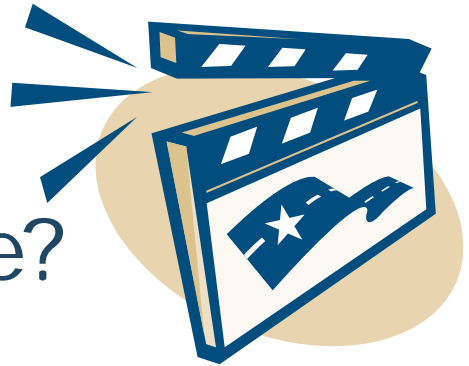
Preservation Officers, a 55-page online manual contains valuable information that is applicable all groups weighing the pros and cons of tourism. Included are:

- Steps in tourism development
- Marketing plans
- Tourism trends
- A sample visitor survey, inventory form, resident attitude survey and itinerary
- Sources for financial and technical assistance

Lights, Camera, Action!

Is Creating Your Byway Video Finally Affordable?

(Part two of a two-part series)



By Larry Valtelhas, Valtelhas Productions

Byway organizations utilize a wide variety of media to tell their unique stories. Thanks to advances in technology, creating a Byway video may now be more affordable than you may think!

The November-December 2003 *Vistas* contained part one of this two-part series. In that issue, the first three process steps of concept, budget and schedule were discussed. The last two steps of funding and management are explained in this article.

Step Four: Funding the project

Over the years, *Vistas* has presented many ideas of funding sources for Byway projects. A video production does fit the eligibility requirements for more than one category of the FHWA National Scenic Byway grants program (see www.byways-online.org). As described in the National Scenic Byways Program Guidance for Fiscal Year 2004 Grant Applications, videos can be funded in at least two categories: (1) Interpretive Information and (2) Marketing. It's important to read the guidance before brainstorming your video concept, since the guidance can help you focus on ideas that may meet National Scenic Byway grant requirements. Once you have viable ideas for the use of video and its relationship to your overall Byway goals, incorporate the ideas into your corridor management plan.



Bradley Bowman, an archaeologist and owner of the Museum of Archaeology and Material Culture on the Turquoise Trail National Scenic Byway, gives an interview as an in-kind contribution for a video news release.

At this point in the process, you have almost enough information on the expected costs to write your grant application; however, one factor is missing. Where are you going to acquire matching funds? The National Scenic Byways grants program requires a 20 percent match. Do not make the mistake of thinking you can sell your video—you cannot sell the video under the current grant rules. (Note: At the time of this writing, Congress had not approved funding beyond Fiscal Year 2003 for the National Scenic Byways grants program).

So where else can you find funding? A great place to start is to contact the stakeholders—both public and private—along your Byway. Is there a golf course, a museum, a ski area, or even a gambling casino located on the Byway? If there is, you are probably in luck, especially if the organization is directly related to your Byway's intrinsic qualities and/or the site has been identified in your corridor management plan. To entice these entities to financially support your video production, you can feature, or at least mention them, in your video, but the context should

first relate to your Byway's overall story and the goals of your corridor management plan.

Besides cash for your grant match, there are plenty of other avenues to pursue. Can someone donate the use of props, talent or time for your Byway video? Some organizations have made extensive use of free on-camera talent graciously donated by several individuals that either acted or were interviewed for the project. There are many more services you might find necessary for your project, yet do not require any knowledge of video production. Can someone donate the use of a horse or an antique automobile for that historic 1930s interpretive scene? Does anyone have rare historic photos for a montage? Can someone fly a plane to take spectacular overhead shots of your Byway? In-kind ideas are endless, so when appropriate, include them in your video project.

Step Five: Managing the project

Once you know your project requirements, such as the concept (a short paragraph will do), the expected length of the final video, the target media, and the venue where the video will be viewed, you should write a "Request For Information" and send it to at least a dozen vendors. Do not expect that all vendors will respond.

Lights, Camera, Action! continues on pg.15

You can also try to get information by making phone calls and sending e-mail. The more specific your requirements, the easier it will be for potential vendors to give you estimated costs and valuable information. When you talk to vendors, do not be afraid to ask questions. Not only do the answers provide you with a free education, they give you a chance to determine if you can have a good working relationship with the company you may hire.

When you, the project manager, feel comfortable with the information you have received, it is time to decide to "make or buy." Do you have the resources to create the video you want? If you look at the credits at the end of a Hollywood production, you can see all the possible skills that might be required; but, looking at your budget, the list is going to get real short, real fast. If you have the people with the necessary production skills, they can tell you the equipment you will need to own, purchase or rent to do the job.

If you decide you have some or all the in-house talent and equipment to do the job yourself, that is terrific, but for most Byway organizations, it is more likely a contractor will be hired to complete the work. Should you decide to "make" the video in-house, treat the project done internally with the same level of management scrutiny as you would with an outside vendor. Stick to your schedule and budget requirements.

If you decide to go to an outside vendor, you may need to write a Request for Proposal (RFP). Many states require sealed RFPs by law, depending on the level of money to be spent and that will vary widely. Check with your state scenic byway coordinator about the requirements for your state. Typically, lower cost projects require less paperwork, but make sure you budget time and money to do all the paperwork required. Different states and organizations score submittals based on many factors, but no matter how you comply with your regulations, it is important to address as many

Here are some typical skills that you probably will need:

- Research
- Scriptwriting
- Narration talent
- On-screen talent
- Lighting, sound, camera operators
- Editing
- Authoring (DVD, CD, Web) and duplication (CD, DVD, VHS, broadcast tape services)

technical and schedule details on paper as possible.

Do not assume a vendor will know what you want. Communications, both written and verbal, are probably the most important aspect of management, and managing a video project is no different.

Now that you have seen an overview of the video production process, it is time to put on your producer's hat and bring that video project to fruition!

For more information, please contact:

Larry Valtelhas
Valtelhas Productions
PO Box 668
Cedar Crest, New Mexico 87008
Phone: (505)286-8632
E-mail: lfv@i2001.com

Note: Larry is an active member of the all-volunteer Turquoise Trail Association. ★

Coming and Going



Welcome, Bethaney

The Federal Highway Administration (FHWA), National Scenic Byways Program is pleased to announce that Bethaney Bacher joined the team in October 2003. She previously worked at the Rails-to-Trails Conservancy as Program Coordinator for the National Transportation Enhancements Clearinghouse.

As the Accounts Manager at FHWA, Bethaney will oversee the allocation and use of Byway funds, the development of the bywaysonline.org Byways community Web site, and provide technical assistance to the Byways community.

Bethaney has a long appreciation for scenic and historic roadways. Growing up in Syracuse, New York, trips to Grandma's house took her on many state byways,

including the Black River Trail, Southern Adirondack Trail and the Taconic State Parkway. As a student at St. Lawrence University, she regularly traveled the Seaway Trail and many routes throughout the Adirondack Mountains.

"I'm looking forward to traveling America's Byways and experiencing all they have to offer," she said.

Please join us in welcoming Bethaney to the National Scenic Byways Program. Bethaney may be reached via e-mail at Bethaney.Bacher@fhwa.dot.gov or by phone at 202-366-4196. ★

Update Your E-Mail!

Has your e-mail address changed?

If so, please update us so you don't miss out on important Byways communications and news! Send your new contact information to jbuck@byways.org.



2004 Calendar

Send calendar entries by the 5th of each month to center@byways.org

2004

FEBRUARY

February 5-7, 2004

Saving Places 2004: 7th Annual Historic Preservation Conference
Colorado Preservation, Inc.
Denver, Colorado
For more information, please visit
<http://www.coloradopreservation.org/SP04program.pdf>

February 18, 2004

State Coordinators Conference Call
Toll-free number, time and passcode to be announced

MARCH

March 11-14, 2004

The Core of Interpretation: Discover the Journey
NAI Region V Workshop
Nebraska City, Nebraska
For more information, please visit
<http://www.nairegions.org/5/2004callforpapers.pdf>

APRIL

April 3-6, 2004

Northeast Association of State Transportation Officials (NASTO) 2004 Conference
Washington, D.C.
For more information, please contact
Ms. Viola H. McIver
(202) 438-1515 or e-mail:
viola.mciver@dc.gov

April 20-22, 2004

2004 Power Workshops: Strength Training for Byways Regional Training Event
Charlotte, North Carolina
For more information,
please contact Jeanine Buck
E-mail: jbuck@byways.org
or (1-800) 429-9297, option 5



April 22-25, 2004

Preserving the Historic Road in American Conference
National Trust for Historic Roads
Portland, Oregon
For more information, please visit
<http://www.historicroads.org/omaha.htm>

April 24-28, 2004

International Pow Wow
Travel Industry of America (TIA)
Los Angeles, California
For more information, please visit
<http://www.tia.org/PowWow/>

April 24-28, 2004

APA 2004 National Planning Conference
Washington, D.C.
For more information, please visit
<http://www.planning.org/2004conference/index.htm>

MAY

May 11-13, 2004

2004 Power Workshops: Strength Training for Byways Regional Training Event
Colorado Springs, Colorado
For more information,
please contact Jeanine Buck
E-mail: jbuck@byways.org
or (1-800) 429-9297, option 5



May 13-16, 2004

Lewis & Clark Bicentennial Festival
National Signature Event
For more information, please visit
<http://www.lewisandclark.state.mo.us/calendar/natsig.asp>

May 18-20, 2004

2004 Power Workshops: Strength Training for Byways Regional Training Event
Duluth, Minnesota
For more information,
please contact Jeanine Buck
E-mail: jbuck@byways.org
or (1-800) 429-9297, option 5



JUNE

June 15-17, 2004

2004 Power Workshops: Strength Training for Byways Regional Training Event
Columbus, Ohio
For more information,
please contact Jeanine Buck
E-mail: jbuck@byways.org
or (1-800) 429-9297, option 5



AUGUST

August 3-5, 2004

2004 Power Workshops: Strength Training for Byways Regional Training Event
Boise, Idaho
For more information,
please contact Jeanine Buck
E-mail: jbuck@byways.org
or (1-800) 429-9297, option 5



America's Byways™ Resource Center
Arrowhead Regional Development Commission
227 West First Street, Suite 610
Duluth, MN 55802

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Class Mail
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