



Moccasin Bend National Archeological District

Long-Range Interpretive Plan

June 2011



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Prepared by

Department of the Interior
National Park Service

Moccasin Bend National Archeological District

Intermountain Region

Harpers Ferry Center
Interpretive Planning

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Foundation for Planning



for the next phases of a comprehensive interpretive planning process – facility and media planning, design and production, and the organization of staff and activities into annual implementation plans. It is also a measure against which annual accomplishments can be evaluated.

The visitor experience planning process facilitates collaborative creativity among park staff, park partners and other stakeholders, and interpretive media specialists. Goal driven team planning evaluates the park's visitor use programs and focuses interpretive efforts on the unit's significant resources, themes, and issues. The proposals in this LRIP enhance opportunities for visitors to understand, enjoy, and appreciate the reasons for which Moccasin Bend National Archeological District was established.

THE PLANNING PROCESS

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next seven to ten years. It identifies themes, describes visitor experience goals, and recommends a wide variety of both personal and non-personal interpre-

tive and informational services that will best communicate the long-range vision for the Moccasin Bend National Archeological District (Moccasin Bend). In concert with the Annual Implementation Plan and Interpretive Database, it completes Moccasin Bend's Comprehensive Interpretive Plan, as established in DO-6. In addition, this planning process has been customized to meet the individual needs, conditions, and special circumstances at Moccasin Bend.

Two interpretive planning workshops — March 2010 and November 2010 — were conducted to gather consensus foundational information on the significance of Moccasin Bend's heritage resources and build on that information to develop Moccasin Bend's future interpretation and education program.

Barring legislative changes or major new revelations, the foundational elements expressed in this LRIP—purpose, significance, themes, and visitor experience goals—will remain constant over the life of the plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource



conditions change. Further design documents must be produced to implement some of the goals and recommendations in this plan.

MOCCASIN BEND PURPOSE

Moccasin Bend National Archeological District's purpose describes why this area was set aside and what specific purpose exists for this area. Purpose is derived from legislation, legislative history, public participation, and public rule making. Grounded in this analysis of Moccasin Bend's legislation and legislative history, purpose statements also provide primary criteria against which the appropriateness of plan recommendations, operational decisions, and actions are tested.

Purpose statements may reflect traditional purposes of preservation and enjoyment, the linkages between the management unit and its cultural and natural resources, connections with groups and areas external to Moccasin Bend, and language of the enabling legislation. Additional purposes may have emerged since this area was originally set aside.

The purpose of Moccasin Bend National Archeological District is:

The Moccasin Bend National Archeological District was established as a unit of Chickamauga and Chattanooga National Military Park by Public Law 108-7 enacted February 20, 2003. In accordance with the legislative intent, the archeological district was established "in order to preserve, protect, and interpret for the benefit of the public the nationally significant archeological and historic resources located on the peninsula known as Moccasin Bend, Tennessee."

MOCCASIN BEND LEGISLATION

This legislation section clarifies and reveals key components of the original enabling legislation and subsequent pertinent legislation that enabled this area as a National Archeological District, and established Moccasin Bend as a unit of Chickamauga and Chattanooga National Military Park.

(a) Short title

This section may be cited as the "Moccasin Bend National Archeological District Act".

(b) Definitions

As used in this section:

(1) Secretary

The term "Secretary" means the Secretary of the Interior.

(2) Archeological district

The term "archeological district" means the Moccasin Bend National Archeological District.

(3) State

The term "State" means the State of Tennessee.

(4) Map

The term "Map" means the map entitled, "Boundary Map Moccasin Bend National Archeological District", numbered 301/80098, and dated September 2002.

(c) Establishment

(1) In general

In order to preserve, protect, and interpret for the benefit of the public the nationally significant archeological and historic resources located on the peninsula known as Moccasin Bend, Tennessee,

there is established as a unit of Chickamauga and Chattanooga National Military Park, the Moccasin Bend National Archeological District.

(2) Boundaries

The archeological district shall consist of approximately



780 acres generally depicted on the Map. The Map shall be on file and available for public inspection in the appropriate offices of the National Park Service, Department of the Interior.

(3) Acquisition of land and interests in land

A) In general

The Secretary may acquire by donation, purchase from willing sellers using donated or appropriated funds, or exchange, lands and interests in lands within the exterior boundary of the archeological

district. The Secretary may acquire the State, county and city-owned land and interests in land for inclusion in the archeological district only by donation.

(B) Easement outside boundary

To allow access between areas of the archeological district that on February 20, 2003, are noncontiguous, the Secretary may acquire by donation or purchase from willing owners using donated or appropriated funds, or exchange, easements connecting the areas generally depicted on the Map.

(d) Administration

(1) In general

The archeological district shall be administered by the Secretary in accordance with this section, with laws applicable to Chickamauga and Chattanooga National Military Park, and with the laws generally applicable to units of the National Park System.

(2) Cooperative agreement

The Secretary may consult and enter into cooperative agreements with culturally affiliated federally recognized Indian tribes, governmental entities, and interested persons to provide for the restoration, preservation, development, interpretation, and use of the archeological district.

(3) Visitor interpretive center

For purposes of interpreting the historical themes and cultural resources of the archeological district, the

Secretary may establish and administer a visitor center in the archeological district.

(4) General management plan no later than 3 years after funds are made available under this section, the Secretary shall develop a general management plan for the archeological district. The general management plan shall describe the appropriate protection and preservation of natural, cultural, and scenic resources, visitor use, and facility development within the archeological district consistent with the purposes of this section, while ensuring continued access by private landowners to their property.

MOCCASIN BEND SIGNIFICANCE

Significance statements describe the importance or distinctiveness of the resources of an area.

Moccasin Bend significance statements describe the distinctiveness of the combined resources of this National Park Service unit. These statements should reflect the uniqueness of Moccasin Bend's natural, cultural, scientific, recreational, and inspirational resources and their importance within regional, national, and global contexts. The statements embody the power of the place through a factual representation of what makes it special. Usually stated as facts placed in relevant context, these statements summarize the essence of the importance of Moccasin Bend's resources to our natural and cultural heritage.

Significance Statements may evolve over time as a result of discoveries and updates to our knowledge about this place.

Moccasin Bend National Archeological District has national significance for the following reasons:

- Moccasin Bend represents the best preserved, most important, and most concentrated archeological assemblage of Southeastern American Indian cultures known to exist in the Tennessee Valley.
- The Moccasin Bend National Archeological District possesses national and international importance based on approximately 12,000 years of continuous American Indian occupation. The archeological information and research potential of the district's excavated and unexcavated archeological resources are not duplicated within the national park system. These resources span periods of American Indian occupation from transitional Paleo-Archaic, Archaic, Woodland, Mississippian, European contact, and Cherokee removal.
- Moccasin Bend retains profound spiritual importance for many contemporary American Indian tribes with ancestral ties to the area.
- The Trail of Tears (the route followed during the tragic event of 1838 when the U.S. Government forcibly removed Cherokee Indians from their homelands) passes through portions of Moccasin Bend.
- Civil War earthworks on Stringers Ridge from the Battles

for Chattanooga (1863) are the best preserved constructed remnants of the battles. These Union Army gun emplacements and related features represent the only surviving physical elements associated with the campaign.

MOCCASIN BEND PRIMARY INTERPRETIVE THEMES

Primary themes should be few enough in number to provide focus for the interpretive program, but numerous enough to represent the full range of Archeological District significance.

Primary interpretive themes are those ideas and concepts about Moccasin Bend National Archeological District that are vital to helping visitors gain an understanding of the site's significance and resources. The themes, which

are based on Moccasin Bend's mission, purpose, and resource significance, provide the foundation for all interpretive media and programs in Moccasin Bend. The themes do not include everything that may be interpreted, but they do address those ideas that are critical to understanding and appreciating Moccasin Bend's importance. All interpretive efforts—through both personal and non-personal services—should relate to one or more of the themes; and each theme should be addressed by some part of the overall interpretive program. Effective interpretation is achieved when visitors associate resources and their values and, consequently, derive something meaningful from their experience.

The following theme statements will provide the basis for interpretation at Moccasin Bend:

1. Moccasin Bend contains many layers of resources representing approximately 12,000 years of human history and many different cultures that connect with American Indian peoples living today.
2. The river and the peninsula, combined with abundant resources throughout the area, provided the peoples of Moccasin Bend with the necessities for sustaining community life.
3. Moccasin Bend was part of a larger network of trade routes, crossroads, and corridors and was a focal point of multicultural contacts, interactions, and conflicts.
4. The Trail of Tears, an event that forced the removal of American Indians from their Southeastern homelands, is part of Moccasin Bend's story.



5. The presence of human remains at Moccasin Bend magnifies its importance as an ancestral homeland that honors those who have gone before and connects us to them spiritually.
6. Moccasin Bend was an important strategic location for Union forces in Chattanooga and was used to break the Confederate siege of the town in November 1863.

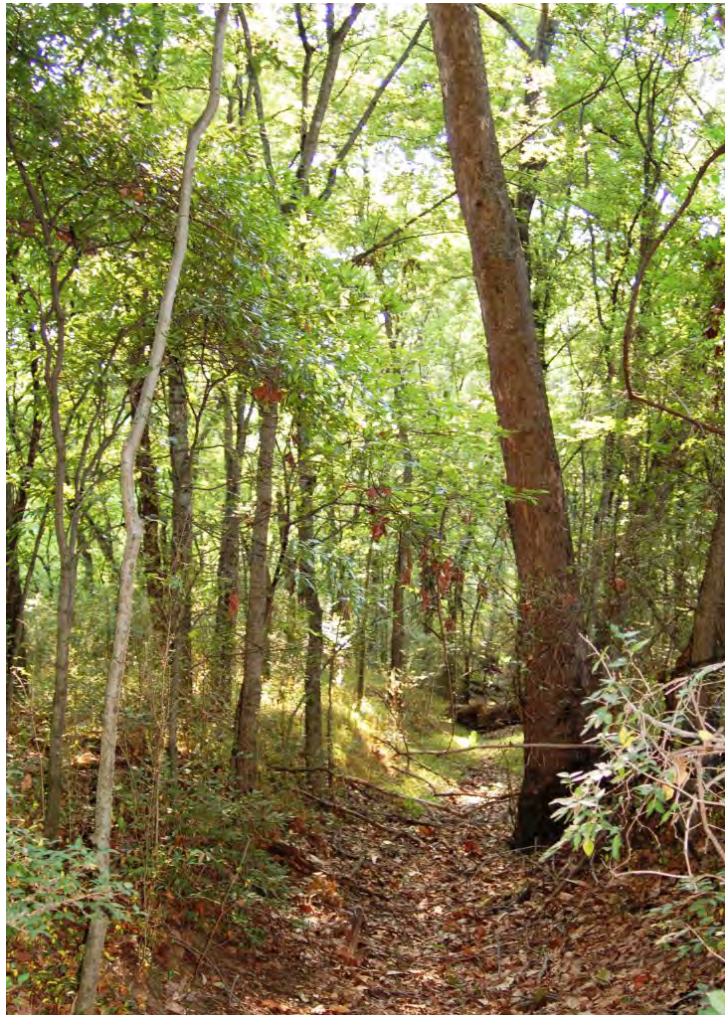
MOCCASIN BEND DESIRED VISITOR EXPERIENCES

“Visitor experience” is what people do, sense, feel, think, and learn. It is affected by experiences prior to the visit and affects behavior after the visit. The ultimate goal of interpretation is for visitors to experience strong emotional and intellectual connections with the meanings represented in Archeological District resources and as a result become better stewards of these places which characterize our national heritage.

Desired visitor experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Moccasin Bend National Archeological District. These experiences should be available to visitors of all abilities and backgrounds, including those with visual, auditory, mobility, or cognitive impairments. The experiences below are listed in priority rank based on input during the foundational workshop.

After visiting Moccasin Bend National Archeological District visitors should understand that it is

a unit of the National Park System and feel that Moccasin Bend is a special place of spiritual significance. They should leave with a better understanding of how landscapes help shape human societies past and present. They should understand what key national events occurred at Moccasin Bend that contributed to our American identity. They may compare early site use and habitation with today’s use as an escape from crowded urban areas.



Visitors should also understand the preservation history that made the establishment of the Archeological District possible. After reflecting on park themes in context with national events, they may contemplate the meaning of cultural continuity and adaptability in a world of accelerated change.

Visitors to Moccasin Bend National Archeological District will have an opportunity to:

Information, Orientation, and Recreational Experiences

- Feel welcomed by friendly staff and be provided orientation to Moccasin Bend through a quality site map and other material
- Identify the connection among Moccasin Bend National Archeological District, Chickamauga and Chattanooga National Military Park, the National Park Service, and the National Park System from subtle clues incorporated into various media and activities
- Experience a unit-wide sign system to key points of interest
- Easily access accurate information and directions to safely and enjoyably participate in user facilities, activities, and services at Moccasin Bend, Chickamauga and Chattanooga, and other thematically connected sites
- Learn about Moccasin Bend before arriving through a user friendly website
- Access informational material in the downtown Chattanooga area and other appropriate regional visitor centers
- Obtain publications and programs, both hardcopy and digital, that presents all the information needed to experience Moccasin Bend
- Gain factual information from interesting, informative signs and exhibits that are universally accessible throughout the unit
- Learn about sustainable building design and relate sustainable

building concepts to their own life

- Experience facilities that are clean, safe, accessible, and well-interfaced with other National Park Service units and other recreation facilities in the region
- Experience a range of appropriate recreational opportunities from the unit
- Enjoy and benefit from a well designed system of walking, running, biking paths and trails, which include support facilities such as parking areas

Personal Experiences

- Experience the emotion of the site
- Develop insight into the ecology and natural history of the area
- Be aware of the connections between the land and people
- Enjoy contemplative areas on Moccasin Bend
- Understand the river's profound impact on the site
- Learn how the environment has changed over time
- Be inspired to wisely use, develop and preserve natural and cultural resources in the future in their own sphere of influence
- Experience non-urban solitude and discovery while enjoying Moccasin Bend's diverse natural and cultural resources
- Develop insight into the ecology and natural history of the area
- Visualize the Moccasin Bend environment during the Woodland and Mississippian Periods

- Understand the efforts to preserve Moccasin Bend and the stewardship opportunities they can assist with currently

Interpretive and Educational Activities and Experiences

- Experience compelling interactive exhibits that utilize appropriate technology to provide universal access to exhibit content
- Engage in a variety of guided interpretive programs and walks
- Participate in child/youth-focused educational and interpretive programs
- Experience living history demonstrations related to the site's primary themes
- Experience changing exhibit components and programs during repeat visits to Moccasin Bend
- Learn about Southeastern American Indians and their cultures, including interpretation regarding conflict and removal
- Experience self-guided interpretive tours and programs delivered in a variety of formats (digital, print, audio) tailored to particular areas within Moccasin Bend
- Learn about on-going archeological research at Moccasin Bend
- Learn about the rise of another world, of another civilization that was once here in the Southeastern United States and was intersected by, truncated by, and largely eliminated/replaced by the arrival of western, mostly European civilization, the collision of two worlds that resulted in the almost total loss of one
- Enjoy relevant, compelling exhibits and displays that include actual artifacts or reproductions

Existing Conditions



MOCCASIN BEND USER AND AUDIENCE PROFILE

Visitor and Audience Profiles

Currently there is no visitor contact station at Moccasin Bend. Moccasin Bend is located on the North Shore of downtown Chattanooga and projections are based on visitation to downtown attractions like the Tennessee Aquarium, Creative Discovery Museum, and the Hunter Museum of American Art. Projected visitation for the opening year is estimated to be 288,000, before dropping five percent over the next two years. A Visitor Projection Analysis was completed in 2009 and is available from the National Park Service.

The peak month of visitation at Moccasin Bend is expected to be July with a peak month factor estimated to be approximately 15 percent of the annual recreational visitation. This equates to approximately 43,200 recreational visitors during the month of July in the opening year. Weekly visitation during the month of July of the opening year is projected to be approximately 9,800. Based on the review of comparable site statistics, the peak day of the week for visitation is expected to be Saturday. Saturday is expected to receive 23 percent of all weekly visitations. During the month of July of the opening year, this would

equate to approximately 2,200 visitors on a given Saturday.

Workshop participants encouraged a strong program in the future to attract under-represented audiences and make them feel welcome at Moccasin Bend.

Audiences

General Audiences may visit Moccasin Bend throughout the calendar year. It is anticipated that they may spend much of their time visiting the cultural museum and participating in scheduled programming, including viewing



audio-visual programs, browsing the exhibits and museum educational store, participating in interpretive opportunities, picnicking in designated areas, and hiking or biking the trails system. This audience group may include park visitors on vacation, local visitors who may be repeating a visit, bus groups, and international visitors.

Recreational Visitors may participate in activities ranging from dog walking to biking. They may search out particularly remote areas and take advantage of the unique attributes of those places. These visitors may include local residents and vacationers encompassing a broad age range. These visitors are usually skilled in their endeavors and will not necessarily seek out contact with staff, but will utilize the Moccasin Bend information and wayfinding information to facilitate their adventures.



Education Groups that visit during peak times of the school year may participate in curriculum-based programs and guided tours directly with the interpretive staff. Moccasin Bend staff and interns will try to meet the requests for education programs. Groups may also include Elder Hostel, homeschoolers, and diverse groups, including American Indians, African Americans, Hispanics, and other underserved audiences that could benefit from greater access to Moccasin Bend resources

Virtual Visitors and the Technologically Adept may or may

not ever physically visit Moccasin Bend, but they represent a distinct audience. The Moccasin Bend website may become a popular tool for visitors to plan a visit or gain information about the unit's cultural and natural history

MOCCASIN BEND EXISTING CONDITIONS, ISSUES AND INFLUENCES

The following is a summary description of visitor opportunities, facilities, and services, as they existed at the onset of this long-range interpretive planning process.

Pre-visit, Arrival, and Wayfinding Information

Website

The Friends of Moccasin Bend website (<http://www.moccasin-bendpark.org>) currently provides the most complete information about Moccasin Bend. The NPS CHCH website contains information about special programs related to Moccasin Bend, but no separate NPS website for Moccasin Bend exists. Chickamauga and Chattanooga NMP's website has a link with a page and sub-pages devoted to Moccasin Bend.

Personal Services

Visitors contact the Chickamauga and Chattanooga NMP visitor centers located in Georgia and Tennessee to request information regarding programs at Moccasin Bend.

Signs

Local wayfinding signs are posted off the Manufacturers Road exit, and an NPS entrance sign is located on Moccasin Bend Road. The Blue Blazes hiking trailhead is marked with a single sign as well.

Interpretive and Visitor Contact Facilities and Locations

Moccasin Bend Visitor Center

There are currently no visitor facilities on Moccasin Bend, but a Cultural Museum is in the conceptual design phase.

Blue Blazes Trail

A walking trail with trailhead parking is currently available. It is 2.0 miles in length.

Interpretive Media

A cell phone tour stop is being planned.

Interpretive Support

None currently available

Personal Services

Special Programs

Interpretive programs continue to be offered by the Park Historian regarding the Civil War resources at Moccasin Bend. A two hour walk is given along the original gun emplacements and soldier platforms. The average number of participants for these programs is 80.

Formal Interpretation

In 2009 formal interpretive programs were scheduled at the Bend every Saturday, with very little participation. These programs focused around 12,000 years of human habitation.

In 2009 Moccasin Bend overview talks were given at Point Park on Lookout Mountain. These programs were very successful with about 20 people attending each time. Programs focused on the land formation and its uses over time.

In 2010 Bicycle tours were con-

ducted from Outdoor Chattanooga to Moccasin Bend. These tours emphasized future planning for the Bend and what was currently available. They were very well attended, averaging 28 visitors/bikers per program.

In 2010 monthly programs were given by Park Rangers from Russell Cave National Monument at Moccasin Bend and focused on pre-historic weaponry and tools.

Staffing Trends

There is currently no staff on Moccasin Bend. All programming and operations are performed by the interpretive staff at Chickamauga and Chattanooga National Military Park. A student position has been hired to assist with the development of Moccasin Bend's interpretive framework. This plan must address future staffing needs at the site.

Partnerships

The National Archeological District would benefit from valuable ongoing relationships with cooperating partner organizations and other potential partners and stakeholders.

Friends of Moccasin Bend

In 2005 the National Park Service and the Friends of Moccasin Bend National Park entered into a memorandum of understanding for the purpose of coordinating philanthropy, preservation, interpretation, and other activities to benefit the Moccasin Bend National Archeological District.

Friends of Chickamauga and Chattanooga NMP

The Friends of Chickamauga and Chattanooga National Military Park (Friends of the Park) was established as a 501(c) (3) organization in 1986 to serve as advocates

for Chickamauga and Chattanooga National Military Park, helping to preserve, promote and enhance its resources for the benefit of the public. With the addition of Moccasin Bend to the Park, Friends of the Park recognize that the Friends of Moccasin Bend is the primary Park partner in specific support of that unit. The two groups acknowledge that their missions are related, and currently work well in cooperation with one another whenever possible and appropriate.

Insights from Partners and Stakeholders

District partners expressed support and concern that park management commit to meet within the next year and create a comprehensive Interpretive Database that takes advantage of the wealth of current regional historians and inhabitants that have unique information and insights about the resources and stories at Moccasin Bend. This material should also be utilized in concert with the Primary Interpretive Themes to amass a collection of relevant Interpretive Sub-Themes. Some Sub-Theme topics that were specified in our workshop discussion included archeological changes/grave robbing, early Spanish contact, Cherokee occupation and removal to Indian Territory, and Civil War fortifications.

Other Current and Potential Partners and Stakeholders

Include:

- Outdoor Chattanooga
- Russell Cave National Monument (Staff currently provide programs at Moccasin Bend)
- Chattanooga History Center

- Federally Recognized Indian Nations
- Tennessee State Parks
- Trail of Tears Association
- Smithsonian NMAI
- Trail of Tears National Historic Trail
- City, County, and Regional Partners
- Hamilton County Department of Education
- University of Tennessee, Chattanooga
- State of Tennessee
- Army Corps of Engineers
- Tennessee Valley Authority
- Convention and Visitors Bureau
- Tennessee Aquarium
- Native American Reserve Force
- Southeast Tennessee Tourism Association
- Southeast Tennessee Development District
- Student Conversation Association

Media Assets

Media assets are currently provided by CHCH.

Volunteer Program

Currently, volunteers from CHCH and the Friends of Moccasin Bend provide some interpretive services in the Archeological District.

Visitor Related Safety Considerations

- Effectively addressing and com-

municating critical visitor safety issues such as water related and wildlife related dangers to visitors

Special Concerns and Management Issues

- Increase consultation and cooperation with affiliated American Indian nations and tribes
- Protection of natural and cultural features from visitor impacts is a concern, since many areas are minimally monitored
- Enhanced dialog with stakeholders and partners
- River use and access
- Staffing availability and levels
- Employee skill levels and specialties
- Facilitating staff communication
- Determining access levels and options
- Balancing interpretation and recreation at the site
- Resource protection issues
- Cultural sensitivity to the site and its history
- Providing opportunities for Americans Indians to work at Moccasin Bend as interns and employees

Recommendation and Implementation Strategies



RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

The ultimate goal of all recommendations is to support management's strategies and to provide visitors opportunities to connect with the meanings inherent in the resources.

Interpretive planning assesses current conditions and formulates recommendations that would provide direction and focus to achieve the desired future interpretive program. The discussion of each program or media proposal identifies its place within the overall strategy, accounts for special considerations and sometimes would suggest specific themes and locations that best facilitate a desired interpretive outcome. These suggestions should provide a framework for Moccasin Bend's management's strategic vision, but should not limit the creativity and scope so essential when planning specific programs and media. These recommendations contain both long-term and short-term strategies which may be very helpful when preparing the Annual Implementation Plan and related funding requests. The priority of implementation actions are classified into three tiers: Tier 1- High Priority specifies items that are considered essential, Tier 2 - Medium Priority specifies items that are considered important and Tier 3 - Low Priority specifies items that are considered desirable. The numbers in Brackets [1] following most recommendations indicates which of each tier has been selected for that particular recommendation by workshop participants and the number of affirmative votes for each of level of those tiers. Recommendations

without a number in bracket at the end did not have a specified priority.

A primary challenge for interpreters at Moccasin Bend is helping visitors visualize and understand the character and qualities of this changing landscape and its inhabitants, now and in the past. Team members emphasized the need to address breaks in history (i.e. don't just jump from 12,000 years ago to the Civil War). Difficulty in accessing some areas within Moccasin Bend, along with challenging natural conditions adds to this challenge.

Optimum Locations for Interpretation

Participants in the workshops noted several locations in Moccasin Bend that offered optimum conditions for visitors to experience and relate to District's resources and themes. They are specified below, with commentary from workshop participants:

1. Cultural Museum (in planning stage) – Themes 1, 2, 3, 4, 6 should be communicated here through personal and non-personal services. Affiliated Tribes should be included in every facet of the design process.
2. Ochs Observatory – Themes 1, 2, 6 would best be communicated to visitors in the museum and by interpretive personnel.
3. Hampton Place – A good place to address all themes, some through non-personal services, but especially via formal guided walks. Should include participation and input from Affiliated Tribes.
4. Federal Road Tract – Themes 3 and 6 revealed through pertinent wayside exhibits and guided personal services.

5. Spoil Pile – Themes 1 and 2 addressed through the Educational Program. It was emphasized that this area would be perfect for an Outdoor Education Area or Complex.
6. Civil War Artillery Emplacements and Surrounding Area – An optimal place for visitors to learn about Theme 6 through site specific wayside exhibits and personal interaction with interpretive personnel.
7. An area of future consideration, the Woodland Mounds Area - Best revealed through personal interaction with interpretive personnel (Guided Interpretive Walks and Talks).
9. Regional Schools (Offsite) – Students should be given the opportunity to learn about all of the Moccasin Bend Themes through curriculum based educational materials (web-based and published) and through interaction with NPS personnel.
10. Chickamauga Battlefield Visitor Center – Visitors should receive basic wayfinding and orientation to Moccasin Bend
11. Lookout Mountain Battlefield Visitor Center – Similar wayfinding and orientation opportunities to the Chickamauga Visitor Center, but with more emphasis on interpreting the resources at Moccasin Bend from the Point Park site.



8. River Geology – Visitors could best understand Themes 1 and 2 by learning about sites on the western shore area adjacent to the Moccasin Bend Golf Course and the shore areas northwest of the Moccasin Bend Mental Health facility, through formal interpretive programs.
12. Riverwalk (including both sides of the river) – Great opportunity to work with our partners with coordinated wayfinding and orientation via joint signs and exhibits, possibly an NPS interpretive personnel presence in the future.
13. Browns Ferry – Excellent place for non-personal interpretive services to reveal Themes 2, 3, 4, 6 to visitors. Team members proposed that the park work with some of the current land owners and proposing a conservation easement (TPL) or some other cooperative effort to preserve part of this area.

Pre-Arrival Orientation, Arrival Information, and Way Finding

General and trip planning information regarding Moccasin Bend National Archeological District would continue to be provided by traditional means such as regular mail, phone, website, and email. All

public information should include the website address. Critical information regarding access, trail and road conditions, water conditions, weather and safety should be included in all communications.

Adequate, clear information should be provided at appropriate thresholds of the District so that potential visitors are given the tools and motivation with which to visit safely.

Recommendations:

- Develop a more comprehensive Moccasin Bend web presence with expanded downloadable material, social networking which possibly includes Twitter and material on the site that will substitute for actual mailed send-me's. Expand the depth of the current NPS website to include increased use of webcams, technology, blogs, and interactive maps. Include weather and safety updates. Workshop participants specified that the Park website should be updated in the following ways: [21-1st priority and 1-2d priority]
 - Update links to related websites
 - Clean up the Moccasin Bend side of the current website by eliminating duplicate items
 - Consider building a separate NPS website for Moccasin Bend
 - Post updated directions to Archeological District areas and sites as they are developed
 - Post an updated Event Schedule on a regular basis
 - Increase use of downloadable information including videos, maps, and files, for orientation and wayfinding
- Increase the National Park Service presence in Chattanooga and “fly the flag” to increase understanding and access to MOBE by city residents and visitors. Sending staff to as many community functions as possible was also suggested. [5-1st priority, 1-2nd priority and 1-3d priority]
- Develop partnership with our regional sister agencies including the US Forest Service, State Park System and Tennessee Valley Authority to assure broad distribution of appropriate wayfinding material and information. [4-1st priority]
- Develop specific itineraries that include other regional monuments and historic sites that could offer the visitor a more comprehensive insight into the history and people of this area. Workshop participants specifically suggested itineraries involving Civil War Trails and American Indian sites. Involve partners in the development of these itineraries, including regional National Park areas, Affiliated Tribes, local partners, State Parks and Historic sites and Eastern National. These itineraries should not just be web based, but include development of content rich, graphically oriented publications, downloads and displays. [3-1st priority]
- Develop an updated Moccasin Bend Sign Plan that includes regional and local wayfinding signs that direct visitors to the site and appropriate internal points of interest, once they arrive. These signs should conform to the NPS sign standards and enhance agency identity in this region of the country. This consistent, recognizable design may develop greater “brand identity” for the

area. Workshop participants noted a particular need for directions signs in Chattanooga [1-1st priority, 1-2d priority]

- Assure that up-to-date orientation information is available at our partners' sites and related tourist contact points including major airports, regional and community visitor information centers, libraries, and other travel-related offices.
- Contact businesses that maintain the major GPS databases to update information on Moccasin Bend sites. Add District GPS coordinates into our AV products and literature.
- Increase Moccasin Bend's presence at the Chattanooga Airport with easily accessible brochure racks and in the longer term, exhibit panels which include wayfinding information and maps, along with large attractive photos or a graphic mural to grab visitors' attention and imagination.
- Establish an updated media mailing list to assure that changes and additions to pre-visit and wayfinding information are distributed in a timely and consistent way as the unit is developed.

Visitor Contact Facilities and Areas

Interpretive Centers/Cultural Museums and related facilities and areas, offer compelling exhibits and information that can help reveal meanings to Moccasin Bend audiences with engaging text and alluring graphics and objects. Exhibits should build a foundation of knowledge for visitors to retain as they explore this National Park Service unit.

Indoor exhibits and exterior wayside exhibits provide interpretive information but also can subtly remind visitors that this National Park Service site is something of great value to our nation. Much effort has been invested at the national level to have a distinctive, easy-to-read, comprehensive system of signs and displays. This system provides off-the-shelf solutions from formal entrance signs to trailhead exhibits. Built into the NPS sign program is a visual hierarchy that gives readers clear clues as to the relative importance of the blocks of information seen on the signs. Some examples of these types of signs and exhibits are in the Appendix.

A Cultural Museum with exhibits is currently being designed by an outside contractor, in cooperation with the Park staff and Park Partners. Funding is currently being developed to build this facility. Planning team members felt it would be very valuable for the design contractor to integrate the following ideas into the Cultural Museum design process.

Recommendations:

Cultural Museum and Surrounding Areas

- The park should design and construct a temporary parking lot at the site of the new Cultural Museum. In addition, temporary toilets and a workable access gate should be installed, to accommodate increasing visitor use and interest in the District. [22-1st priority]
- A mobile interpretive program platform and contact station, like an interpretive van, should be developed. [1-1st priority, 2-2d priority]

- The park should consider a temporary visitor contact facility to provide basic information as the District becomes more utilized, prior to the construction of the Cultural Museum. [1-1st priority, 2-2d priority]
- Several recommendations that would inform the design and construction of the Cultural Museum and its exhibits include:
 - Design exhibits that are flexible enough to adapt to changes in theme and story as new information becomes available through research [1-1st priority]
 - Design exhibits that address the varied ways that audiences from different age groups and backgrounds learn and absorb information and interpretation [1-2d priority]
 - Be sure to expand on the cultural history that ties in to this area's historical nexus [1-3d priority]
 - Design exhibits that offer great interactivity through both technological means (video, downloadable material, interactive touch screens) and less technological means (tactile exhibits, props, reproductions). These interactive stations should be adaptable to accommodate curriculum based education programming [2-2d priority]
 - Create a timeline within the design that addressed the area's multiple themes and puts them in perspective with the other stories of this place.
 - Visitors should receive an answer to the question, "How does this affect me today?"
- The Cultural Museum should be designed with a great capacity for visitor orientation and way-finding guidance. [4-2d priority]
- Exhibits in the Cultural Museum should concentrate on Themes 1, 2, 3, 4, 6.
- Planning team members felt that special emphasis should be placed on revealing the multiple viewpoints and perspectives regarding the human history of this place. Many participants in the planning process emphasized the importance of visitors being given the opportunity to establish personal connections with the place and the people.
- Many workshop participants also felt that the exhibits in the Cultural Museum should concentrate on revealing resources and thematic material that are not easily accessed by most visitors while exploring Moccasin Bend, due to difficult access and a current dearth of wayfinding material.
- The park should establish a long-term plan, with funding, for maintaining and upgrading components of the exhibits that require regular maintenance and have a finite life (touch screens, video players, other electronics, etc...)
- Institute audience evaluation as part of any new media development in the Cultural Museum. Evaluation will increase the cost of exhibit development, but will add value to the visitor's experience and benefit of the exhibits.
- One principal way to enhance orientation would be the production of one universal map design that can be used flat (as in publications) or as a tactile 3D

map (in exhibits) to help visitors understand the geography of this place.

Wayside Exhibits and Orientation Panels

Wayside exhibits and interpretive signs, placed in optimum locations, are valuable sources of information and interpretation which greatly enhance visitor experience. Without these media choices a great deal of the responsibility for telling the Moccasin Bend story falls to personal interpretation by interpretive staff members. Optimum locations are addressed in the recommendations below, so that visitors may receive the greatest possible positive impact from these exhibits and signs. All exhibit planning should contain some provision for evaluation before, during and after the exhibits construction (see appendix).



Recommendations:

- Adapt the existing Preservation and Interpretation Plan for Civil War resources located at Moccasin Bend, so that exhibits placed around these sites are well coordinated and sensitive to the protection of these unique resources [10-1st priority]
- Assure that the Ochs Museum panels, giving an overview of Moccasin Bend, are completed (they are currently being fabricated) and installed. [6-1st priority]
- Design and construct a temporary three-sided upright exhibit at the site of new Cultural Museum that includes a panel with wayfinding/orientation information (what there is to see and do), a panel that explains the upcoming construction of the Cultural Museum and a third panel that gives a background interpretive summary about the District, why it's here and what will be included. [2-1st priority and 1-3d priority]
- Create a Wayside Exhibit Plan for Moccasin Bend. This plan should address optimum places for wayside exhibits and other interpretive signs, in coordination with the general sign plan, giving visitors appropriate interpretive opportunities and providing adequate wayfinding guidance for them as well. [1-1st priority and 3-2d priority]
- Design and install a low-profile wayside exhibit regarding river geology at an appropriate location. The interpretive message should concentrate on the creation of the Bend along with an overview of the region's geology. [3-1st priority]

- Design and install wayside exhibits / orientation panels describing the Federal Road Trail and its history at the following locations:
 - The Trailhead, N.E. (parking lot)
 - River Bank, S.E. (Browns Ferry overlook)

Both installations should be low-profile and concentrate on interpretive messages regarding Themes 1 and 4. [4-1st priority]

- Design and install a three-sided upright orientation / interpretive exhibit at the Spoils Pile area if it becomes part of Moccasin Bend. One panel should offer orientation and wayfinding information, the second should address the radical changes in the landscape and they third should address preservation archeology and archeological technology as it relates to this resource. These messages should tie these technologies to other sites and activities in Moccasin Bend. [2-1st priority]
- Design and install a three-sided upright orientation / interpretive exhibit on the north Riverwalk Extension that conveys the NPS presence with strong identity content. In addition, the panels should address orientation / information, an overview interpretive history of the area and upcoming new development. Moccasin Bend should coordinate the messages with our partners as well. [1-1st priority]
- Design and install wayside exhibit(s) at Hampton Place that concentrate on interpretation reflecting Themes 1, 2 and 3. Planning team members were of differing opinions on the number of panels, but most felt that low profile wayside designs that are less obtrusive were most appropriate at this site. Many voiced a concern for sensitivity in the placement of these panels and strongly suggested prior consultation with Affiliated Tribes. [1-2d priority]

Distributed Media / Publications

Providing orientation and way-finding materials on a broader region-wide basis would serve to increase Moccasin Bend's exposure to greater numbers of diverse audiences. Publications should utilize the NPS Graphic Standards and possibly design and use a logo or other identifying artwork. This will serve to increase recognition of Moccasin Bend's national significance and its connection to the larger National Park System.

Recommendations:

- Develop a site bulletin for Moccasin Bend. Consider developing a permanent UniGrid brochure at a later date. Also consider developing large-print versions of these publications to enhance visitor access to this material. [10-1st priority]
- Evaluate visitor needs for publications like trail guides / maps, to avoid overloading the number of publications. As Moccasin Bend visitation and amenities increase, re-assess the need for additional trail guides / maps. If these are established they should be downloadable. For the time being, create and distribute a trail guides / maps for the following locations: [8-1st priority]
 - Blue Blazes Trail
 - Civil War Fortifications

- Federal Road Trail
- Evaluate visitor needs for various site bulletins, to avoid overloading on publications. When producing these site bulletins, produce them in a format that is downloadable from the website. Generally, horizontal site bulletin format is designed for and utilized with in-house produced trail guides. Planning team members recommended production of the following site bulletins as soon as possible: [2-1st priority and 1-2d priority]
 - Prehistoric Peoples
 - Archeology
 - Trail of Tears (Moccasin Bend specific)
 - Regional Partnerships
 - American Indian Tribes (Moccasin Bend specific)
- Develop a Publications Plan to assess current and future needs for printed interpretive media, facilitate updates of existing materials and identify future alternative suppliers and funding sources. Evaluate duplication of efforts with other type of media to reduce waste and evaluate which partners should receive printed publications. Plan to produce foreign language translations for some of these publications in German, Spanish and possibly Japanese after further evaluation. The following two points were emphasized: [1-1st priority, 1-3d priority]
 - Make most publications accessible from the website.
 - Re-assess periodically what materials need to be available in foreign languages and

which languages are most sought after.

- Continuously monitor and manage our presence in outside publications and websites.
- Investigate producing an NPS style handbook for Moccasin Bend in coordination with Eastern National and other partners. If there appears to be a need and market, proceed with publication. Consider releasing it first on “reader” platforms like Kindle and/or Ipad, before proceeding with a full print run.

Audiovisual Technology

Audiovisual distribution of interpretation and information makes Moccasin Bend and its resources more accessible to all visitors, including virtual visitors and those who are differently-abled. Short AV presentations can supplement static exhibits, set the mood for exploration of a historic area, and assist those who are visually impaired with an audio description of a place or event. A new set of video productions can provide a fresh, constantly updated introduction to the sites resources and history.

Distribution methods include, but are not limited to, videos, downloadable guides, smartphone applications, podcasts, distance learning, social networking, and online discussions. Audio messaging, when done well, adds emotion, perspective and authenticity. AV messages work best if they are short and well-focused.

Recommendations:

- Hire a Media Specialist position to facilitate these recommendations and provide support for staff and visitors. Consider coordination with educational

institutions to provide an intern media specialist prior to hiring this position. Investigate joint funding for this position with the Friends Group or other supporting partners. [11-1st priority]

- Develop a cell phone tour of Moccasin Bend and re-evaluate periodically to encompass new research and new developments in the management of the site. The audio tour should provide quality wayfinding material in addition to interpretive material. Develop an assessment process based on data from the phone company that helps to assess usage and effectiveness. [5-1st priority and 1-2d priority]
- Train the staff to produce topical podcasts and video casts for distribution via the web and at downloading points in the District. [4-1st priority and 1-2d priority]
- Establish and develop partnerships when producing audiovisual programs, so as to enhance the quality and factual content. Partnerships suggested by the planning team included the District Friends Group, Russell Cave National Monument, NASA, Southeastern Archeological Center, educational institutions and other park partners. [4-1st priority]
- Design and produce a new interpretive video or videos for use in the Cultural Museum and other District venues. Include aerial views, four season location shoots, multiple viewpoints and original scores if possible. Use over-shot footage for other interpretive projects. Potentially seek distribution as a national broadcast on PBS or other networks to reach broader and more

varied audiences. Seek alternative funding sources including partners, PBS, educational institutions and partnerships with underserved audience groups. Produce it as a sales item through Eastern National to create revenue. Produce it in a way that assures accessibility for everyone. [1-1st priority and 3-2d priority]

- Develop and produce a set of media-source kiosks and/or Wi-Fi access that visitors can utilize to download appropriate A/V content at the Interpretive Center and other places in and adjacent to the District. Provide this content in forms that are distributable for various A/V players to include podcasts, MPEG4 and mp3 files.
- In the future, park staff should consider an expansion of the



interpretive audiovisual programs at MOBE to include G3/G4 Smartphone coverage, “Pad” or “Kindle” style AV devices appropriate for the current state of the art and broader Wi-Fi coverage in the District.

Website and Internet

An increasing number of visitors are using websites over other means to get information about Moccasin Bend. Providing elements of interactivity on the website will engage and attract new audiences and visitors. Virtual visitors will have enhanced experiences. Many of the recommendations related to website and Internet presence are noted in specific sections of this plan where they were more pertinent, but are repeated here with some additional information. Most of the planning team emphasized that we need to keep the website current and “fresh.”

Recommendations:

- Create and publish downloads of the regional itineraries mentioned above that compliment the hard copies available, thus enhancing visitor access to Moccasin Bend’s stories and address the challenges of access to some of these places. These itineraries may be theme-related (i.e., geology, cultural history, natural history) or time-based (i.e., two hours, two days).
- Establish and maintain a presence on social media sites (Facebook and Twitter were mentioned in the workshop) to connect to more diverse audiences that obtain their information by alternate means. Participants recognized that this would call for more staff time and that this presence may

be best served with occasional updates on Facebook and a more interactive presence on Twitter to announce special events and scheduling information.

- Establish an interdisciplinary website committee to regularly review content for accuracy and relevance and to introduce new material when appropriate.
- Create and update links to partners’ websites, and resource-related and trusted websites. Assess these links on a regular basis to keep them fresh.
- Expand the current links available on the Moccasin Bend’s website to include local and regional partners. Keep them current.
- Market the Moccasin Bend (CHCH) website to multiple visitor audiences, locals, schools, government partners, regional tourism partners and the tourism industry. This may help to raise its search engine “rank”, which assures that visitors have a better chance of receiving relevant and accurate information when they search the Internet.
- Some workshop participants also recommended assessing whether the following items would contribute to visitor experience and information:
 - Wi-Fi in the Cultural Museum
 - Use of Mac computers by staff, for production purposes

Personal Services

Personal interpretive services are those in which the interpretive staff interacts with visitors. These types of interpretive services are most effective for interpreting complex, controversial, and/or conceptual

themes and topics. They actively involve visitors and should provoke them to want to learn more and/or return on another visit. Planning Team members felt that currently the most effective locations to utilize personal services addressing cultural history, the Civil War and natural history were on the Blue Blazes Trail, along the power line, at the Civil War artillery site and at cultural heritage sites that were determined in coordination with Affiliated Tribes.

An Annual Implementation Plan guides the interpretive program in supporting management goals and providing optimum interpretive opportunities for visitors. The interpretive program benefits from a yearly re-evaluation of desired visitor experiences and subsequent assessment of the most effective combinations of interpretive themes, locations, audiences and types of personal services to best fulfill the visitors' needs. These factors can change from year to year as the Bend's visitation, demographics, management policies and other needs change.

Recommendations:

- Planning team members emphasized that we need to use our currently available staffing and concentrate personal services at the Blue Blazes Trail in the short term. [7-1st priority]
- Establish permanent and seasonal interpretive staffing at Moccasin Bend in order to offer interpretation and education year-round, both on and off site. If more resources are available, increase informal (roving) interpretive coverage to accommodate changing conditions and increase outreach to the city and region by sending interpreters to special events away from the District. [4-1st priority]
- Establish special events and new programs that portray the history of people in the Moccasin Bend region. Utilize local partners and stewards that have connections to that history to tell the stories and share their insights. Workshop participants suggested the following: [3-1st priority]
 - American Indian cultural history demonstrations, coordinated with the Affiliated Tribes, where visitors could hear the stories and experience the lives (through demonstration and interaction) of the earliest inhabitants of this land. Many suggested creating opportunities for younger people from the Affiliated Tribes to work at Moccasin Bend and share these stories, under the guidance of tribal elders. [9-2d priority]
 - Establish recurring personal services at the Model Airplane / Spoils Pile area once land status has been confirmed. This area would need a concurrent area upgrade to accommodate these visitors, including regular mowing, designating an area for parking, producing wayfinding information and improving access.
- Continue inter-divisional and inter-site (CHCH) interpretive training opportunities that include not only interpreters, but bookstore staff and folks from other divisions. This may help to assure that visitors are getting the same story from everyone and will help the interpreters

keep updated on the latest findings and information related to resources, etc...

Education Program

Few educational services are currently offered at Moccasin Bend and the staff is excited to begin the development of a curriculum-based program that will reveal to students the significance of Moccasin Bend National Archeological District in the context of the surrounding region, state, country, and world community. The ultimate goal of the program will be to instill in each student a sense of stewardship for this place based on an understanding and appreciation of its myriad resources. The formal education program should reach diverse groups, reflect cultural sensitivity and involve parents, partners and community members.

Recommendations

- Develop a curriculum-based education program for Moccasin Bend, in coordination with local education partners, institutions of higher learning and affiliated tribal representatives. Planning team members specified concentrating on 5th and 8th grade in coordination with the current state curriculum, but also noted a need for programs with other groups and learning capabilities. [10-1st priority and 5-2d priority and 2-3d priority]
- Participate fully in the NPS based educational efforts including Parks as Classrooms, Junior Ranger and Teacher-Ranger-Teacher programs. [2-1st priority and 2-3d priority]
- Establish a new permanent Education Coordinator position, which is considered vital to fully instituting a new education

program and addressing the needs of the future interpretive program. Consider an interim intern position, while awaiting a full-time individual.

- Expand the amount and breadth of education materials on the Park website related to Moccasin Bend. When they have been developed, include curriculum based lesson plans and a searchable database for educational material. Evaluate those materials on a regular basis to assure accuracy and conformance with state curriculums. Include a link to LearnNPS.
- Establish long term collaboration with other educational partners including Russell Cave National Monument and other partner groups to improve and refine the education program. Partners suggested for this effort include representative from the Affiliated Tribes, regional educational institutions, professional groups (archeological societies, etc...) and members of under-represented audiences (inner city visitors or constituents, African Americans, Hispanics, etc...)

Off-Site Interpretive Activities

Civic engagement will continue to be beneficial to both Moccasin Bend and its affiliated regional communities.

Partnerships

Moccasin Bend enjoys a number of productive partnerships. Primary partners have formal relationships, while others are less formal. Some on the planning team suggested

an assessment be made of which relationships should be formalized with a written agreement and then the park should move forward to expand those relationships.

Recommendations:

- District staff should continue to develop partnerships to support the interpretive program and expand the capabilities of the staff to better serve the visitors. Planning team members suggested investigating the following groups as potential additional partners:
 - Archeological Societies
 - University of Tennessee at Knoxville
 - Tennessee Valley Authority
 - U.S. Corps of Engineers
 - NASA
 - Regional organizations linked with Moccasin Bend and its resources
- Expand Moccasin Bend's relationship with our 18 Affiliated Tribal Partners to better reveal the human side of history at Moccasin Bend. [6-1st priority]
- the NPS employees in the interpretive division. [3-1st priority and 1-2d priority]
- Recruit VIPs with potential to supervise others, thus leveraging the rather compact interpretive staff.
- Develop an artist- in-residence program, with appropriate logistical support. Include local partners in the art community to assist with the creation of this program.
- Utilize organized groups of volunteers to work on Moccasin Bend trail system, including the Boy Scouts, American Hiking Society and adoption by various student groups.

Services for Special Populations and Under-represented Audiences

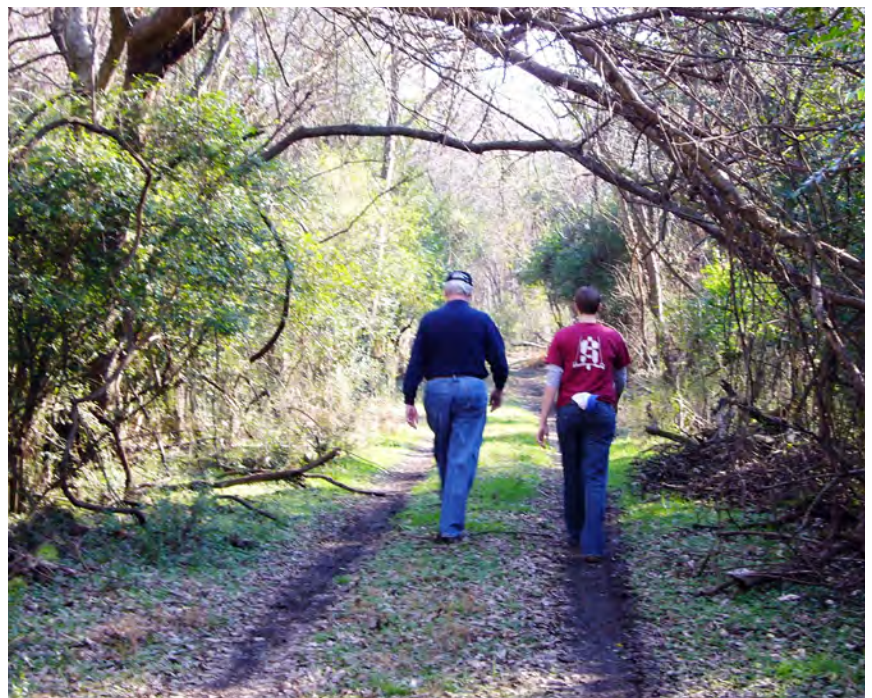
Moccasin Bend will continue to develop programs that make park resources accessible and available to the widest number of visitors. Staff also continues to encourage visitation by underrepresented audiences. Guidelines for best accommodating

Volunteer Program

Moccasin Bend utilizes CHCH's Volunteer-In-Parks (VIP) program to enhance its interpretive mission. Volunteers serve in the visitor centers and assist with interpretive programs. They assist other divisions in various tasks as well. A larger VIP program could be very beneficial to the Moccasin Bend program, but the current lack of housing and staffing support prevents that.

Recommendations

- Expand the use of volunteers at Moccasin Bend to supplement



those with special needs are found in the Appendix.

Recommendations

- Create opportunities to attract more diverse populations and underserved audiences to Moccasin Bend. These groups include the economically challenged, rural visitors, inner city visitors, Hispanics, African Americans, persons with disabilities, and American Indians. Develop partnerships with these communities to enhance this effort. [2-1st priority and 1-2d priority]
- Establish a plan to reach out and encourage visitation by these underrepresented audiences. Some suggestions in the workshop to accomplish this included:
 1. Conduct off-site education programs
 2. Increase communication outside park boundaries
 3. Partner with historically black colleges and universities
 4. Utilize universal themes in interpretive messages
 5. Develop an overnight camp based on park themes
 6. Develop cultural mapping to illustrate how visitors fit into this place
 7. Increase presence of NPS personnel at regional public gatherings
 8. Be pro-active in encouraging schools to come to the District
 9. Utilize adaptive language in publications and AV materials

10. Increase distribution of information on fee waivers for certain groups and fee free days

Library Collections and Research Needs

Recommendations

- Develop a list of needs for library materials and support
- Establish a separate Moccasin Bend library, with the Library of Congress index
- Research the “untold stories” of Moccasin Bend, especially those of American Indians and other historical groups

Staffing and Training

Staffing

General consensus in the workshops was that the interpretive division requires permanent and seasonal staffing at Moccasin Bend to fully accommodate visitors and provide high quality interpretive services as the unit develops. Alternative methods of funding may need to be considered as the government is currently moving into a fairly austere period. If action can be taken to hire any of these positions in the short term, it should be encouraged.

The following is a list of additional positions required to implement the recommendations of this Long Range Interpretive Plan, ranked by the desired priority.

1. Convert Term Interpretive Position to Full Performance PFT-GS-025-07/09
2. Education Specialist – PFT-GS-025-09
3. One Seasonal Interpreter for operation in the high

and shoulder seasons
Seasonal-GS-05

4. Media Specialist Term NTE
4 years GS-025-07/09
5. Two Seasonal Interpreters
for operation in the high
and shoulder seasons
Seasonal-GS-05
6. Two Full Performance
Interpreters – PFT-GS-07/09

Training

Enhanced training is vital in order to field a well prepared workforce and provide incentive for retention of dedicated and skilled employees

Recommendations:

Utilize the Interpretive Development Program (IDP) to train interpreters in the essential interpretive skills and techniques. Augment the training with Eppley Institute offerings.

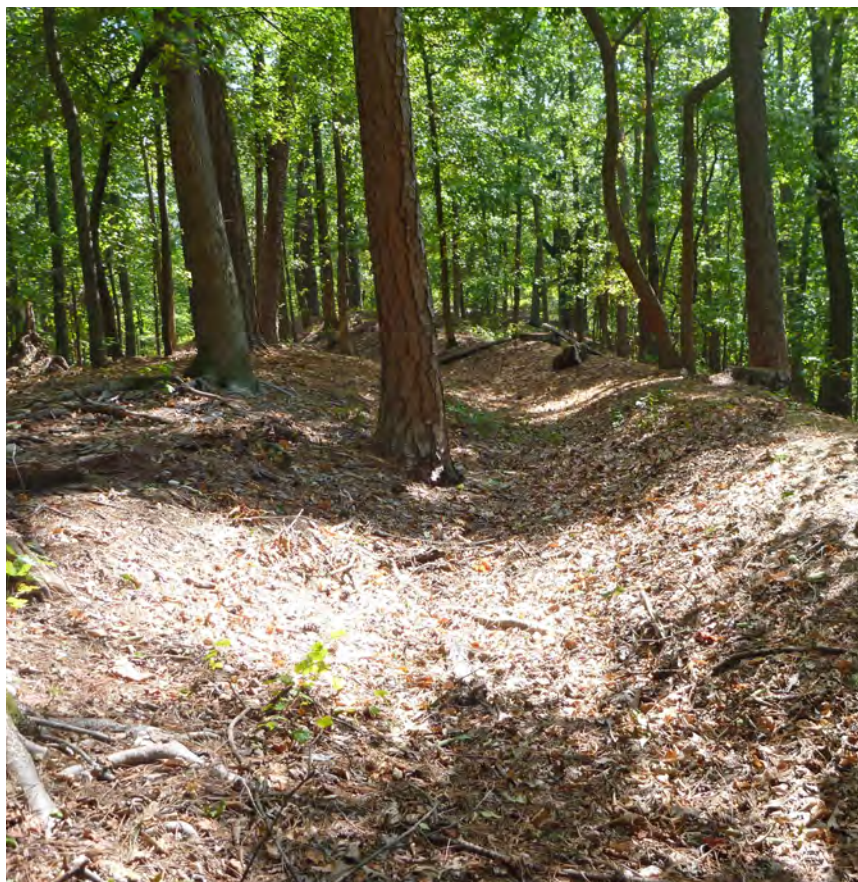
- Involve as many staff members as possible in the new Interpretive Coaching program.
- Monitor training services offered by our partners and stakeholders; participate when feasible.
- Ensure that training reflects the issues and needs addressed in the LRIP including the established interpretive themes.
- Expand opportunities for interpretive staff to cross-train with other divisions, which will in turn enhance visitor experiences and provide flexibility during field operations.
- Train the interpretive staff to develop and deliver curriculum based programs and interpretive programs via distance learning technologies, portable media (podcasts, mp3, etc.), and other types of interpretive media.

Coordination with Internal Partners

Communication and coordination with our internal partners can enhance our service to the public and each other.

Recommendations:

- Enhance our relationship with Eastern National and consider other ways to distribute new information and sales items related to Moccasin Bend. Possibly add a shopping page to the District's website and keep it fresh with seasonal changes.
- Coordinate with other divisions in CHCH to establish regular communication by assigning seasonals as division liaisons to improve visitor information, enhance safety, contribute toward addressing compliance issues, bolster teamwork and appreciation for each other's jobs.



Implementation Priorities and Responsibilities

The park staff has chosen to list specific recommended actions in the following tiered structure that specifies a relative priority for each of these actions over the next three

fiscal years. An additional matrix is provided that reflects long-term actions (3+ years) that require a greater planning and funding horizon. Actions are ranked in each table below based on inputs from the planning team and management considerations.

FY 2012

Recommendation in Priority Order	Resources Required and Funding Source(s)	Position Responsible	Partners and Special Considerations
Develop a more complete MOBE Web presence (Pg 24) (1st Priority)	SCA	MOBE Term	FOMB/Other Parks with multiple units
Develop an updated MOBE Sign Plan (Pg 25) (1st Priority)	PMIS Project Funding	Chief Ranger	Regional Design Center, DOT, Chattanooga CVB
Develop Temporary Facilities for programs (Pg 27) (1st Priority)	ONPS	Maintenance Division	
Develop Temporary Wayside Exhibits in the museum area (3-Sided) (Pg 30) (1st Priority)	ONPS,FOMB	Chief Ranger	FOMB/SCA/Cluster FMSS
Develop a Wayside Exhibit Plan (all other waysides) (Pg 30) (1st Priority)	PMIS	Chief Ranger	HFC
Develop and Present Curriculum Based Educational Programs (Pg 38) (1st Priority)	Cooperating Association, Donation, T-R-T, PMIS	Supervisory Park Ranger	Other Parks, County Schools
Develop temporary MOBE Site Bulletin (Pg 31)	ONPS	SCA	LIRI
Develop MOBE Mobile Visitor Center (Pg 27)	Donations, Grants	Superintendent	FOMB
Develop MOBE Publications Plan (Pg 32)	PMIS	Park Ranger Interpreter	HFC
Convert Term to Permanent Full Time	ONPS	Superintendent	-
Establish Seasonal Interpretive Ranger Position (Pg 42)	ONPS	Supervisory Park Ranger	-
Establish Permanent Education Coordinator Position (Pg 42)	ONPS	Superintendent	-
Establish MOBE Library (Pg 42)	ONPS	Superintendent	SERO

FY 2013

Recommendation in Priority Order	Resources Required and Funding Source(s)	Position Responsible	Partners and Special Considerations
Increase Interpretive Programming at the site (Federal Road) (1st Priority)	Park Personnel, VIP's, Park Historian	Supervisory Park Ranger	Subject Matter Experts / Universities
Develop Wayside Exhibits and Site Bulletin for the Federal Road area (Pg 30) (1st Priority)	FOMB	Supervisory Park Ranger	HFC, Historian, Facility Manager
Develop Cell Phone Tour at MOBE (Emphasis on Federal Road) (Pg 33)	Cooperating Association, MOBE Term	MOBE Term	Cooperating Association
Develop Parks as Classrooms, Junior Ranger Program and similar interpretive/educational services (Pg 38)	PMIS	Chief Ranger	SERO, Local Partners
Develop Partnerships in support of Interpretation (Pg 39)	FOMB, Cooperating Association	Superintendent	SEAC, TAS, UTK, Univ. of Alabama, TVA, U.S. Corps of Engineers

FY 2014

Recommendation in Priority Order	Resources Required and Funding Source(s)	Position Responsible	Partners and Special Considerations
Establish Media Specialist position (Term, 4-years) (Pg 42)	Project Cost	Superintendent	
Establish two Seasonal Interpretive Ranger Positions (Pg 42)	ONPS/OFS	Supervisory Park Ranger	

3+ Year Projects

Recommendation in Priority Order	Resources Required and Funding Source(s)	Position Responsible	Partners and Special Considerations
Develop MOBE Wayfinding Signs (Pg 24)	PMIS	Management Team	DOT-Regional Design Center
Develop Media Programs accessible to visitors in static and portable devices (Pg 34)	PMIS	Chief Ranger	HFC, NASA
Establish two GS-025-09 PFT Interpretive Ranger positions (Pg 42)	ONPS	Management Team	SERO

Appendix

- **Knowing Your Audience**
- **Special Populations Guidance**
- **Examples of Wayside Exhibits, Bulletin Boards and Signs**
- **Bibliography and Reading List**
- **Planning Team and Consultants**



Knowing Your Audience

The Role of Evaluation in Exhibit Planning and Design

Over the past thirty years it has become increasingly evident that exhibitions of all kinds in a variety of venues (including visitor centers) can significantly benefit from using various evaluation activities during the development of any medium. A recent bibliography lists over 600 studies that have demonstrated the value of getting input from target audience members to help inform decisions about both the content and presentation methods being considered, thus avoiding serious and costly mistakes discovered only after the work has been completed.

Traditionally, there are three stages during which formal visitor studies are conducted.

1. **Front-End Evaluation:** during conceptual planning when themes, story lines, and program ideas are being considered;
2. **Formative Evaluation:** during early fabrication of exhibits when mock-up testing can be carried out;
3. **Summative/Remedial Evaluation:** conducted after final installation, when the total “package” can be evaluated and final adjustments can be made.

Front-end evaluation concentrates on getting input from potential visitors by means of interviews and/or focus groups, to find out what kinds of information they need and would like to know, and how this information could be presented in a meaningful, interesting, and cost-effective way. Misconceptions about

the subject matter are also revealed at this stage, often leading to specific content and presentation elements designed to counter them.

Formative evaluation is intended to “catch” design and/or content problems before they become a part of the final exhibition, when they are often difficult and expensive to “fix.” Especially critical to test at the mock-up stage are interactive exhibits, where feedback from users almost always reveals flaws or weaknesses in the program that can be easily corrected.

In a comprehensive evaluation program, the conduct of summative/remedial studies often reveal problems that were not, or could not be, identified during the earlier stages of development. For example, crowd-flow problems are often revealed only when the actual configuration of all the elements of the exhibition are in place. Similarly, orientation and sign problems become “obvious” at this point, and can often be corrected by relatively minor adjustments to wording and/or placement.

The media evaluation process requires the planning team to identify the intended exhibit target audience in terms of their ages, educational levels, and levels of entering knowledge of the subject matter of the exhibit. The team must also have clearly defined objectives – both cognitive and affective. Cognitive objectives relate to the intended impact of the exhibit on the target audience in terms of knowledge of the subject matter (e.g., facts, concepts, controversies, comparisons). Affective objectives relate to the intended impact of the exhibit on visitors’ beliefs, interests, feelings, and attitudes as related to the exhibit content. These explicit and agreed-to objectives guide not only the way

the exhibit is tested at the formative and summative/remedial stages, but the entire exhibit development process, including decisions about content, sequence, media, interpretation, and presentation techniques.

From the personal writings of evaluator Dr. Harris H. Shettel, Rockville, Maryland, and used by his permission. Edited by Neil Mackay, Harpers Ferry Center, Media Services and Interpretive Media Institute

Professional Organizations

The following professional organizations are concerned with exhibit evaluation and can provide additional information on the subject:

Committee on Audience Research and Evaluation (CARE)

American Association of Museums (AAM)
1575 Eye Street, NW, Suite 400
Washington, DC 20005
phone: 202-289-1818
<http://www.aam-us.org/index.htm>

CARE publishes *Current Trends in Audience Research and Evaluation*, and the *Directory of Evaluators*

Visitor Studies Association (VSA)

8175-A Sheridan Blvd., Suite 362
Arvada, CO 80003-1928
phone: 303-467-2200
fax: 303-467-0064
<http://www.visitorstudies.org/>
VSA publishes *Visitor Studies Today*

American Evaluation Association

16 Sconticut Neck Rd #290
Fairhaven, MA 02719
phone/fax: 888-232-2275
(toll free in US and some Canada)
<http://www.eval.org/>

AEA publishes *American Journal of Evaluation* (published three times per year).

Special Populations Guidance

Harpers Ferry Center has recently revised the Programmatic Accessibility Guidelines for NPS Interpretive Media. It clarifies how to provide programmatic access to people with disabilities and those from special populations through Universal Design and other techniques. The document is written for media specialists, interpreters, rangers, superintendents, and other National Archeological District Service employees and contractors who approve or develop interpretive media and programs. It provides guidance regarding personal services programs, audiovisual programs, audio tours, exhibits, publications, and web-based media. Topics include:

- Highlights of the new Americans with Disabilities Act and Architectural Barriers Act Accessibility Guidelines (ABAAS), which takes the place of the Uniform Federal Accessibility Standards (UFAS).
- New chapters on the laws, regulations, and policies that govern accessibility interpretive media.
- Useful links to laws and best practices in accessible media.
- Archeological District and Harpers Ferry Center accountability for accessible media.
- The latest pictographs and links for pictograph downloads
- How to plan and scope for accessibility.
- Accessibility for web-based media.
- Updates on new technology.
- How to prepare a report or

document so that computers can read the text content aloud.

- How Archeological Districts can get the word out about their accessible sites and programs.
- Lots of diagrams to help NPS employees and contractors understand the specifications.

Successful programmatic accessibility begins with comprehensive District wide interpretive planning so that all media and personal services can work together. Where one may not be accessible to all persons, other services can fill the gaps. Early recognition of, and sensitivity to, accessibility issues will result in the most successful visitor experience. New guidelines are available in PDF format at www.nps.gov/hfc.



Wayside Exhibit, Bulletin Board and Sign Examples

Low-profile
22" w x 18" h

Title - 84 point
NPS Rawlinson
Medium
set on one line

Main Text - 30/42 point
NPS Rawlinson Book

Diagram labels
18/32 point
Frutiger Bold and
Frutiger

Caption - 22/30 point
NPS Rawlinson Book

Labels - 20 point
NPS Rawlinson Book
set on one line

Gulls or Terns?

To many visitors, all white birds associated with the seashore are "seagulls." In fact, there are many kinds of gulls, and many of these white, graceful fliers are not gulls at all, but are their more active cousins, the terns.

These characteristics are plumage. Many gulls and terns are migratory and are much less common here in summer.

Tern	Gull
Body: sleeker than "gulls"	Body: stocky robust
Wing: sharp pointed	Wing: blunt when folded
Tail: forked	Tail: rectangular
Feet: sensitive (small fish, insects)	Feet: insensitive
Behavior: close overhead swoosh	Behavior: noisy often from the air

Forster's tern

Royal tern

Ring-billed gull

Laughing gull

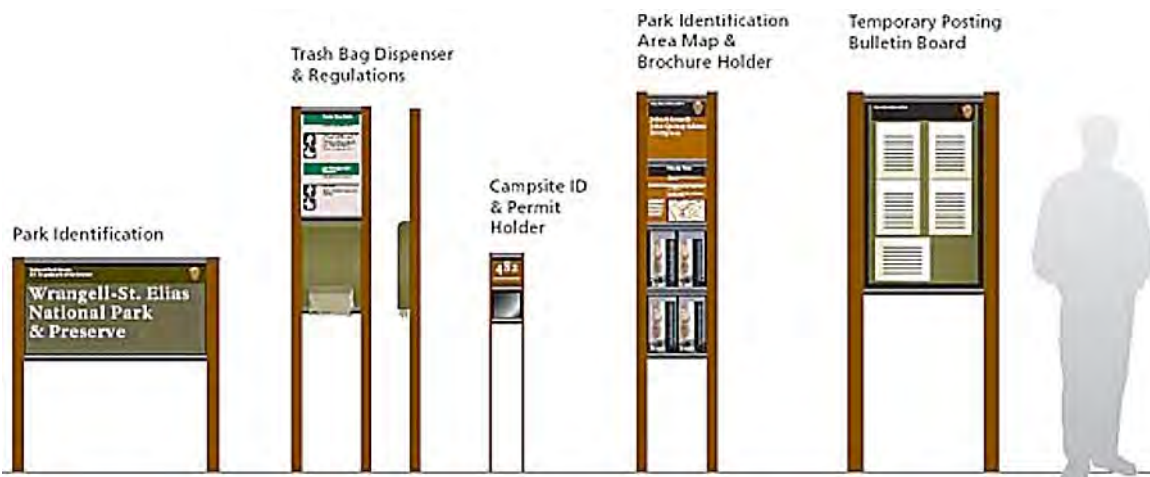
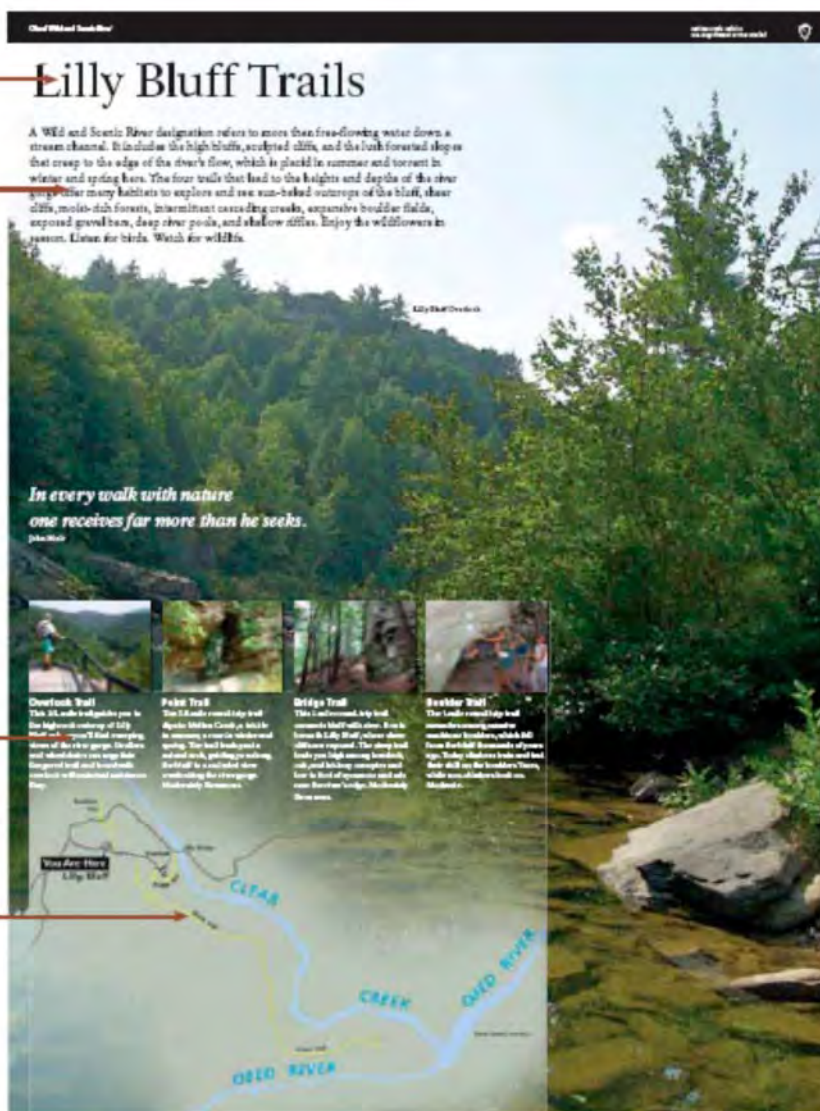
Upright Trailhead 36" w x 48" h

Title - 144 point NPS
Rawlinson Medium set
on one line

Main Text - 36/46 point
NPS Rawlinson Book
(aligned to baseline
grid). Use Medium
when reversing white
text from a dark
background

Caption - 24/32 point
NPS Rawlinson Medium
(use Book for black text
on light backgrounds)

Use Frutiger for map
labels following the
*Wayside Exhibit Map
Standards*



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Chickamauga and Chattanooga National Military Park would like to take this opportunity to thank all of the participants who gave freely of their time and expertise to develop the future vision for Moccasin Bend's interpretation and education program. The CIP will be a much more effective and inclusive document due to their contributions.

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