



# Fort Donelson National Battlefield

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Edquist Davis Exhibits

Under contract with National Park Service  
Harpers Ferry Center Interpretive Planning

2009–2018  
Long-Range Interpretive Plan





## Executive Summary

We face an era where the historic ownership of the memory of the Civil War by veterans and their descendants (with the government—i.e. National Park Service—serving as their agent) has been challenged. New research and new approaches to military history have shed light not just on the Civil War, but on Fort Donelson National Battlefield and the sites that comprise the National Park System. The monolithic interpretation of the war, typical of the Reconciliatory and Patriotic eras, as purely a noble adventure undertaken by noble men (on both sides) for noble ends with noble results for all, ignores the undeniable fact that the war was a struggle between competing visions for a nation. It ignores the undeniable fact that the war was experienced differently by different people—depending on race, gender, geography, socioeconomic status, and cultural background. Today, all of these factors continue to shape how Americans view their war, and the war continues to mean different things to different people. That this is so adds vivid texture to the examination and interpretation to one of the seminal events in the history of human and civil rights.



Historical scholarship has also evolved, challenging many of the assumptions we have held in the past about this era. The scholars themselves often disagree on their interpretations of the Civil War period, but it is important for Fort Donelson to recognize and tell our visitors that our understanding of history is subject to continual modification as new information comes to light and different questions are asked about the past.

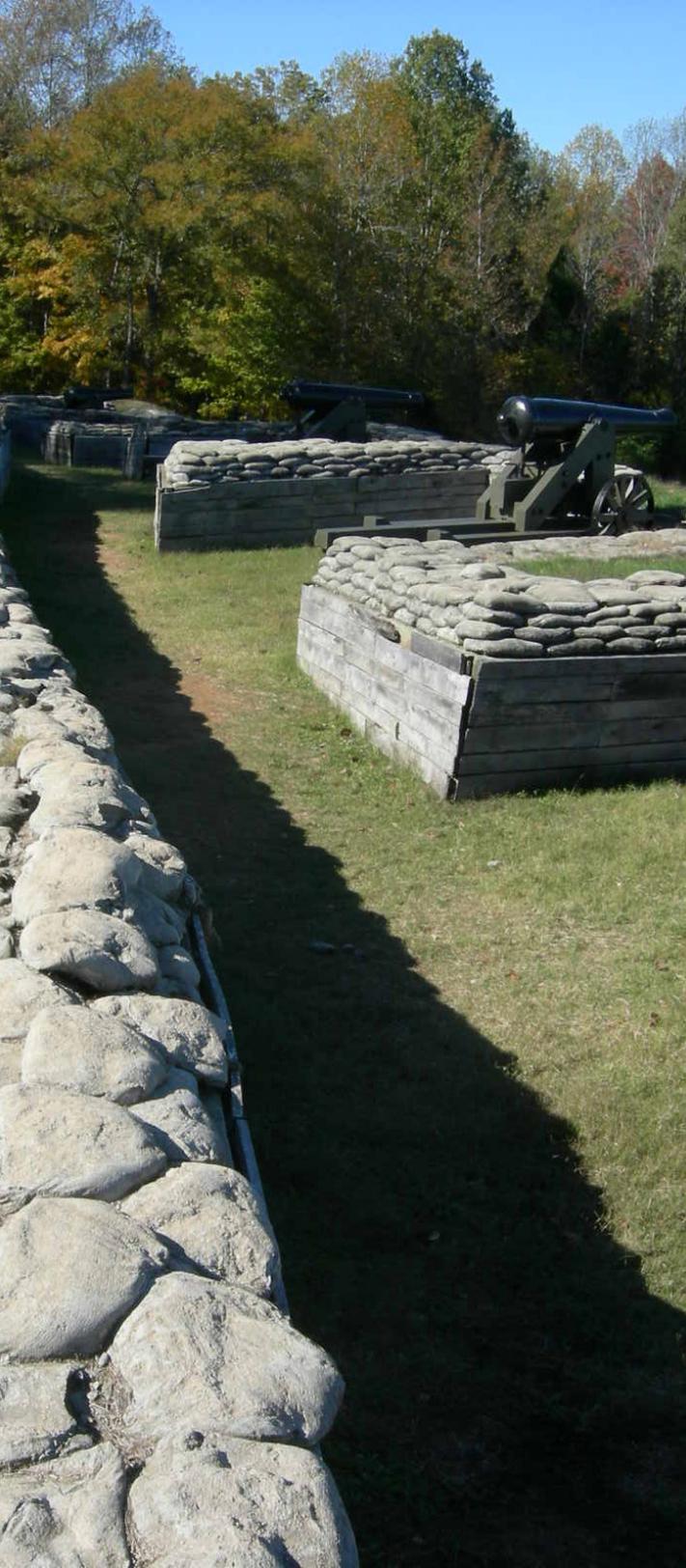
The challenge that faces Fort Donelson National Battlefield is huge: to convey the significance and relevance of the Civil War in all its aspects while at the same time sustaining the National Park Service's invaluable tradition of resource-based interpretation—a concept that is at the very foundation of the National Park Service's mission. Clearly, the physical manifestations of that history are also the most vivid teaching tools. In fact, Fort Donelson National Battlefield offers an excellent venue for modern Americans to understand, contemplate, and debate what Robert Penn Warren called "the great single event of our history."

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Exacerbating this challenge is the current state of Fort Donelson National Battlefield, the facilities, and pressure resulting from expansion and acquisition of new properties to preserve, interpret and protect. Demands on the limited staff dictate the quality and quantity of the services they are able to offer. The battlefield is at risk as development irreparably damages critical lands both within and outside of park legislated boundaries. In particular, traditional agricultural land uses—which less than a generation ago were taken for granted as timeless and immutable—are being rapidly destabilized and displaced.

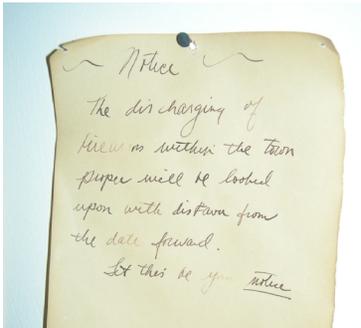
In addition, much of the interpretive media of the park is outdated, both in terms of technology and message, with the majority of interpretive media being over fifty (50) years old. Interpretive staffing numbers have been allowed to decline, and historical skills no longer seem to be highly valued as generalist interpreters have replaced trained historians. At the same time, visitors arrive at the parks with less and less background in American History in general. Some would be challenged to place the Civil War in its proper timeframe.





This plan urges a broader approach to interpreting the Civil War—it seeks to challenge people with ideas, challenge them to not just understand the nature and horrid expanse of the bloodshed, but the reasons for it, and the consequences of its aftermath. This plan recognizes that the NPS strives to interpret the implications far beyond just the battle of 1862. Men (and even a few women) didn't just fight; they fought for reasons—some of them personal, some of them political. The women and families the soldiers left behind fought their personal battles as well. Nearly all faced new, and in many cases devastating hardships. Some supported the war effort, others resented it, and still others were conflicted. This is particularly true of Tennessee that sent one third of its men to fight for the North. All-in-all, the sacrifices of all the men and women involved had profound meaning and implications for an entire society. This plan expands the accepted definition of what constitutes a Civil War battlefield site and proposes a more nuanced approach to interpretation—one that goes beyond stereotypes toward a clearer (though more complex) understanding of the war.

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Fort Donelson National Battlefield is on the cusp of major change. The park recently acquired the Fort Heiman Site in Calloway County, Kentucky, over 20 miles distant from the main park unit. The park foresees the acquisition of over 320 acres of significant portions of the Fort Donelson Battlefield in Dover, Tennessee, currently owned by the Civil War Preservation Trust. These new properties must be developed, managed, and interpreted within the next ten years. In addition, the upcoming Civil War Sesquicentennial and the National Park Service Centennial will bring renewed public attention and visitation to a park that suffers from seriously outdated facilities and exhibits, as well as programs that are not universally accessible. While Fort Donelson has an excellent, albeit small staff, a new film, award winning education programs, and a new set of interpretive waysides, there is still a great deal of work to be done and immense potential for enhancing the interpretive infrastructure and operation at Fort Donelson. The ultimate result of the actions outlined in the present plan will be to nurture a diverse constituency that cares about the battlefield, the events that happened there, and their many meanings, bringing value to the American Public and the park's gateway communities. To accomplish this, the present plan sets bold ten-year goals for Fort Donelson National Battlefield's interpretation and education program:

***By 2018 Fort Donelson National Battlefield will:***

1. Increase real and virtual visitation and increase local community repeat visitation.
2. Enhance real and virtual visitor experience satisfaction and understanding of Fort Donelson National Battlefield's significance and primary interpretive themes.
3. Increase local and regional community engagement, stewardship, and education through expanded volunteer and education programs.
  - a. Increase volunteer program.
  - b. Increase education programs.
4. Expand support for tourism and economic development in Stewart and Calloway Counties and surrounding region. Increase the economic benefit (money spent, jobs created, personal income generated) Fort Donelson National Battlefield contributes to the region.

***The following major recommendations, detailed in the plan, provide a strategy to attain the goals:***

- Build new visitor center/book store on newly acquired lands adjacent to US Route 79.
- Create up-to-date, engaging, interactive, accessible interpretive exhibits within new visitor center
- Repurpose current visitor center to an education center and multi-purpose program space.
- Enlarge Bookstore and Expand Scope of Sales.
- Enhance use of historic structures—Surrender House (Dover Hotel), Cemetery Lodge and Carriage House.
- Incorporate new lands into interpretive operation and complete infrastructure for Fort Heiman.
- Improve advance organizing, orientation, and information signs, services, and materials to enhance trip planning, way-finding, and the overall visitor experience at Fort Donelson.
- Upgrade all facilities, programs, and media, to meet universal accessibility standards.
- Expand website and include new technology in menu of interpretive media offerings.
- Invest in education and volunteer coordination.
- Make museum collection more visible.

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While this plan is extremely ambitious, the park has an array of assets and partners that will help accomplish it; as well as an obligation to strive for excellence in telling the stories of the Civil War. The park stands poised, anxious to assume its rightful place as part of the Civil War mosaic. The park reflects virtually every aspect of the Civil War—causes, politics, social change, economics, the military experience, civilian experience, and the legacy. The challenge remains to create emotional and intellectual connections with all audiences to understand its significance in shaping who we are as a nation today.





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# Introduction

*Fort Donelson National Battlefield's staff 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 the park's interpretation & education program. The Comprehensive Interpretive Plan (CIP) will be a much more effective and inclusive document due to their contributions.*

## About the Site

"No terms except an unconditional and immediate surrender can be accepted."

Ulysses S. Grant, February 16, 1862

The unconditional surrender of Fort Donelson by Confederate to United States (Federal) forces created a sense of hope throughout the North and created panic in the South. It was the North's first major victory of the Civil War, and it opened the way for a Federal advance into the very heart of the Confederacy.

Though cold, the morning of February 14, 1862, began calmly enough, but by early afternoon United States and Confederate forces had become engaged in one of

the first major battles of the Civil War. Andrew H. Foote's United States gunboat fleet, consisting of the ironclads St. Louis, Pittsburgh, Louisville and Carondelet, and the timberclads Conestoga and Tyler, had arrived from Fort Henry via the Tennessee and Ohio Rivers and had exchanged so-called "iron valentines" with the eleven big guns in the Confederate water batteries. During this one and one-half hour duel, the Confederates wounded Foote and inflicted such extensive damage upon the gunboats that they were forced to retreat. The United States gunboats that had been so effective at forcing Fort Henry into submission on February 6 proved ineffective against the Confederate batteries that commanded the heights overlooking the Cumberland River from Fort Donelson.

The Confederate generals—John Floyd, Gideon Pillow, Simon Buckner and Bushrod Johnson—gained some satisfaction from the naval outcome, but sober reflection revealed another danger. Grant had received reinforcements daily, and he had extended his right flank almost to Lick Creek to complete the encirclement of the Southerners. If the Confederate troops did not move quickly, they might be starved into submission. Accordingly, they massed their troops against the Federal right, hoping to clear a route to Nashville and safety. The battle of February 15 raged all morning, the United States Army grudgingly retreating. Just as it seemed the

way was clear, the Confederate troops were ordered to return to their entrenchments—a result of confusion and indecision among the Confederate commanders, and a decision that still baffles many observers. Grant immediately launched a vigorous counterattack, retaking most of the lost ground and gaining new positions as well. The way of escape was effectively closed.

Floyd and Pillow turned over command of Fort Donelson to Buckner, ironically an old friend of Grant's, and slipped away to Nashville with about 2,000 men. Others followed cavalryman Col. Nathan Bedford Forrest across swollen Lick Creek. That morning, February 16, Buckner asked Grant for terms. Grant's answer was short and direct: "No terms except an unconditional and immediate surrender can be accepted." Buckner surrendered.

Soon after the surrender, civilians and relief agencies rushed to assist the United States Army. The U.S. Sanitary Commission provided food, medical supplies, and hospital ships to transport the wounded. Many civilians came in search of loved ones or to offer support. Although not officially recognized as nurses, women such as Mary Bickerdyke cared for and comforted sick and wounded soldiers.

With the capture of Fort Donelson and its sister fort, Henry, the North had not only

## Fort Donelson National Battlefield

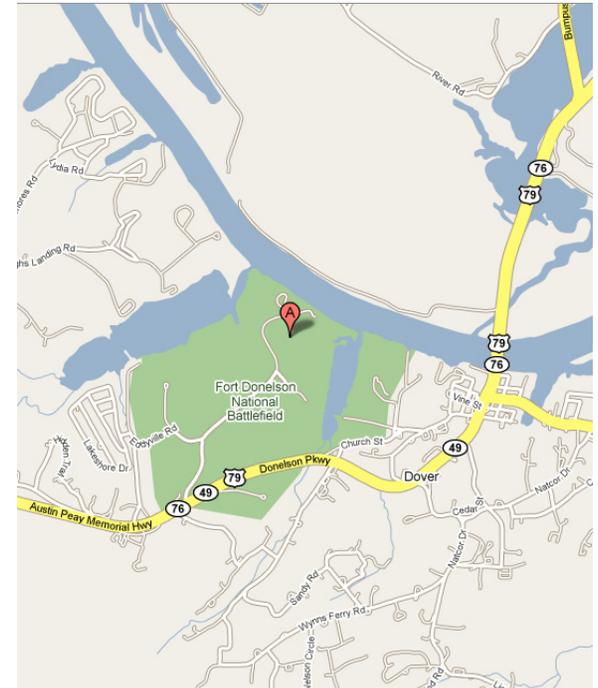
won its first great victory, it had also gained a new hero in the figure of “Unconditional Surrender” Grant, who was promoted to major general. Subsequent victories at Shiloh, Vicksburg, and Chattanooga led to his appointment as lieutenant general and commander of all United States Armies. Grant’s final victory over Robert E. Lee at Appomattox ultimately helped send Grant to the White House, after the death of Abraham Lincoln and the tumultuous presidency of Andrew Johnson.

In retrospect, after the fall of Fort Henry on February 6, Confederate commander Albert Sydney Johnston faced a clear choice. He could, on the one hand, reinforce Donelson; or he could, on the other, reinforce Nashville to protect from United States invasion and perhaps defend the Cumberland River. Instead, Johnston took a disastrous middle course, sending 10,000 reinforcements to Donelson and another detachment to Nashville. Donelson fell, with the loss of some 14,000 Confederate soldiers, and Johnston was ultimately forced to evacuate Nashville in late February, as there was no clear way to stop the United States’ joint army-navy campaign.

The victory of United States forces at Henry and Donelson represented a strategic dagger thrust into the South. The Confederacy had to abandon its most important north-south railroad, the Mobile and Ohio, and ultimately

had to retreat to Corinth, Mississippi, in an attempt to protect one of its last functioning east-west railroads, the Memphis and Charleston. With Grant in pursuit, this process led to one of the bloodiest battles of the war, and another devastating Confederate defeat, at the battle of Shiloh, which forever turned the tide of battle in the West. In effect, the fall of Donelson caused the Confederacy to abandon Kentucky and most of Tennessee, the breadbasket of the South and one of its most important iron-producing regions. The supply lines of the Confederacy had been cut in half; thus, the United States victories at Forts Henry and Donelson can be seen as key strategic successes in its overall war effort.

It is the mission of Fort Donelson National Battlefield to protect the historic resources associated with this Civil War Battle, to convey the significance of these events in the continuum of history, to provide a setting for contemplation and reverence, and to inspire in the community and nation a commitment to preserve these places for future generations. The current boundaries of Fort Donelson National Battlefield, including newly acquired Fort Heiman (2006), enclose 752 acres. In addition, the Civil War Preservation Trust is in the process of purchasing significant portions of the battlefield surrounding Fort Donelson. These new lands will add an additional 320 acres to the property.



Local area map of Fort Donelson National Battlefield



Park map of Fort Donelson National Battlefield

## **About the Long-Range Interpretive Plan**

*This Long-Range Interpretive Plan (LRIP) is the first component of the Fort Donelson National Battlefield's CIP. Also included in the CIP are the park's Annual Implementation Plan and Interpretive Database.*

*The LRIP describes the long-range vision for the park's interpretation & education program. It defines the foundational information that will guide the development of the future interpretation & education program and the actions needed to achieve it. Park staff, stakeholders, and a consulting firm developed this LRIP which is composed of several essential elements:*

- *Foundational information*
- *Future interpretation & education program*
- *LRIP action list*

## **Foundational Information**

Foundational information is used to guide the development of the park's future interpretation & education program. It includes a wide range of subject matter: management goals for interpretation, a description of the significance ascribed to the place and its resources, primary interpretive themes (overarching stories), a description of those aspects of visitor experience affected by the program, an exploration of support for the interpretation & education program provided by other park functions, stakeholder suggestions for improving the program, and more. Through the course of the process, all of these elements are discussed and described, issues are raised, and solutions are voiced so that the development and implementation of the future interpretation & education program will be successful. Stakeholders play a vital role in shaping the future program by collaboratively establishing this foundation.

## **Recommendations for the Future Interpretation & Education Program**

This section describes the long range vision for the park's interpretation and education program and outlines specific recommendations for accomplishing it. It describes primary interpretive themes and informational topics, audiences for the program, and the interpretive and informational services that most effectively

provide opportunities for visitors to explore the meanings of the place and explore connections to park resources.

## **Implementation Plan**

The implementation plan is an action list—a prioritized list of tasks that need to be accomplished to successfully implement the future interpretation and education program.

## **Updating the LRIP**

This LRIP has a ten year horizon. However, the park's CIP core team should update the LRIP as changing conditions warrant. If major modifications to the LRIP are determined to be necessary, thought should be given to the cycle of the current CIP and when external stakeholder participation should again be invited to fully review and update the plan.

## **Planning Workshops**

Two interpretive planning workshops—in January and May of 2008—were conducted to gather consensus foundational information on the significance of Fort Donelson National Battlefield's heritage resources, and build on that information to develop the park's future interpretation & education program. These were the key meetings that led to development of the park's CIP. The CIP core team developed this plan based on the foundational work generated in the first workshop and previous planning meetings.

# Foundation

## Park Purpose

The National Park Organic Act established the national parks for ‘which purpose is to conserve the scenery and natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations’. In keeping with this 1916 Act, the 71st Congress established The Act of March 26, 1928 (H. R. 2824) established Fort Donelson National Military Park under the Department of the Army (the park name was changed to Fort Donelson National Battlefield on 08/16/85). With the reorganization of the federal government under President Roosevelt in 1933, the Secretary of the Interior was authorized to administer the park and acquire additional lands. The Act of 1928 established that the purpose of Fort Donelson NMP is to:

- “carefully study the available records and historical data with respect to the location and movements of all troops which engaged in the battle of Fort Donelson, and the important events connected therein” and
- “with a view of preserving and marking such field for historical and professional military study” and

- “to construct the necessary roads and walks, plant trees and shrubs” and
- “restore and care for the grounds, including the restoration and maintenance of old Fort Donelson, and of the Confederate water batteries...” and
- “...preserve and interpret the historic battleground, including the nearby historic Surrender House.”

## Park Mission

It is the mission of Fort Donelson National Battlefield to protect the historic resources associated with the Civil War battle, to convey the significance of these events in the continuum of history, to provide a setting for contemplation and reverence, and to inspire in the community and nation a commitment to preserve these places for future generations.



## Park Significance

*This LRIP section describes the significance of places and things — as embedded in their enduring tangible and intangible resource characteristics. Significance statements, taken together as a whole, serve to describe the distinctiveness of the combined resources of the park, including natural, cultural, inspirational, scientific, historic, recreational, and other aspects. They include tangible and intangible characteristics and the context in which these characteristics are embedded. In most organizations, the mission of the organization and the set of significance statements combine to focus management actions and operations on the preservation and enjoyment of those attributes that most directly contribute to the importance of the place.*

- The archeological, cultural, and natural resources at the site offer an outstanding opportunity to study, preserve and interpret Fort Donelson as examples of a 19th century civil war fortification.

- The site offers an outstanding opportunity to learn about the military, social, political and economic environment of the 19th century and how it changed after the operations of Forts Henry, Heiman, and Donelson.
- The military leadership and decisive actions of Ulysses S. Grant propelled him into the national spotlight. He acquired national notoriety as a capable military commander which gave him opportunities to further his career. His abilities led to promotion, command of the United States Army, and the White House.
- The United States victory destroyed the Confederate strategy for defending the western theater and such key resources as its iron industry, railroads, rivers, and the Tennessee valley's agricultural wealth.
- This site provides insight into the evaluation of naval architecture and naval tactics in the Civil War. The campaign also provides insight into the first successful joint Army/Navy operation in the Civil War.
- The presence of the United States Army at Forts Henry, Heiman, and Donelson encouraged African Americans to seek freedom through United States Army protection. This led to establishment of some of the earliest contraband communities.

## Primary Interpretive Themes

*This LRIP section describes the set of overarching stories that organize the largest-scale ideas and meanings related to the park's resources. These stories are called primary interpretive themes. The set of themes is developed to fully capture, and express the content of the park's entire set of significance statements. The set is complete when it provides opportunities for people to explore and relate to the significance statements.*

1. The advantages of controlling the Tennessee and Cumberland River valleys to both United States and Confederate Armies resulted in the campaign of Forts Henry (Heiman) and Donelson. The outcome of these battles greatly impacted the American Civil War and the history of the United States.
2. The campaign for Forts Henry and Donelson tested leadership on both sides in ways that influenced the outcome of the war. The failure of Confederate leadership, particularly by Pillow and Floyd, opened the door for Grant to seize victory. This event helped propel Grant to national prominence.

3. Because the military strategy for both armies required the control of rivers and railroads, the United States strategy depended heavily on developing a river-based naval squadron that incorporated the newest technologies including ironclad gunboats.

4. The United States victory brought change to the lives of the slaves in the region. At great personal risk, freedom-seeking slaves sought safe havens behind Union lines, establishing contraband communities where schools were provided and some men joined the United States Army. These communities helped to begin the transition from enslavement to citizenship.

5. As it impacted the nation, the Civil War era (1848-1877) brought fundamental changes to the peoples and environment of the Tennessee and Cumberland River valleys that continue today. The civilian populations suffered economic, social, and political losses as a result of the Battles at Fort Henry and Donelson that continued as all out war was waged throughout the South.

6. The creation of the National Cemetery began a process of commemoration, research, education, and preservation of Forts Henry, Heiman, and Donelson that continues to the present.

7. The soldiers and seamen in the Forts Henry and Donelson campaign faced daily challenges of survival, testifying to the patriotism, commitment and faith, courage and fear, bravery and cowardice, sacrifice and heroism of the participants.

### Contextual Notes

- Many park visitors are interested in the role of Nathan Bedford Forrest in the Fort Donelson Campaign. While later in the war and afterwards, Forrest's actions did rise to the level of national significance, his role at the Battle of Fort Donelson was relatively minor—he managed to escape the night before the surrender with about 800 troops. The 1864 occupation and use of Fort Heiman by Confederate forces under Forrest led to the successful capture of Union gunboats on the Tennessee River. These captured gunboats in turn were used in destroying the United States supply depot at Johnsonville, Tennessee.
- The ironclad gunboats used at the Battle of Fort Donelson represented a major advancement in naval technology. Overnight every navy in the world became obsolete.
- There were Confederate refugees in the contraband camp at Fort Donelson as well as African Americans.
- Dover Hotel is the last structure in Dover that is pre-Civil War with the possible exception of the funeral home. The whole town was destroyed during the war.
- Voltaire Twombly won the Medal of Honor (Smith's attack).
- The Battle of Dover, 1863, and two subsequent raids are contextual information for the theme on the effects of War on the civilian population.

## Management Goals: Interpretation and Education

*This LRIP section serves to establish important guidelines and sideboards for the future operation of the interpretation & education program.*

National Park Service Interpretation and Education Program Impact

The overall impact of the National Park Servicewide interpretation and education program is to help ensure that the public:

- Finds personal meaning and shared heritage in the National Park System;
- Understands and participates in civil democratic society;
- Practices healthy lifestyles through recreation;
- Demonstrates a long-term commitment to stewardship of national park resources; and
- Enjoys motivating, lifelong learning opportunities.

Ultimately, these things, along with the activities of other individuals and organizations, will lead to a National Park System that is preserved for future generations.

## Interpretation and Education Program Outcomes

Fort Donelson National Battlefield's interpretation and education program should accomplish the following outcomes:

- Audiences will make personal, intellectual and emotional connections to the meanings inherent in Fort Donelson and Fort Heiman;
- Audiences will have satisfying and memorable experiences at the park and on the park's website;
- Audiences will learn new information and concepts about Fort Donelson, Fort Heiman, and the National Park System;
- Audiences will receive a broader approach to interpreting the Civil War—one which seeks to challenge people with ideas, challenge them to not just understand the nature and horrid expanse of the bloodshed, but the reasons for it, and the consequences of its aftermath.
- The park will convey the significance and relevance of the Civil War in all its aspects while at the same time sustaining the Service's invaluable tradition of resource-based interpretation.
- Audiences will learn civic engagement skills and take action on behalf of the park, (volunteer, make a donation, comment, etc.);

- Teachers will improve professional education practices related to Civil War history and social studies;
- Students will have enhanced learning and motivation for learning about the Civil War. Especially school children, grades K-12, will have multiple opportunities to experience curriculum-based park programming, a "spiral-curricula" taught through NPS Rangers, media and resources;
- Park neighbors and community decision makers will understand Fort Donelson and Fort Heiman's resources and issues, and will engage in park and community preservation.

(Note: See appendix for National Park Service Interpretation and Education Logic Model.)



## Specific Management Goals for Interpretation and Education

What does management expect Fort Donelson National Battlefield's interpretation and education program to accomplish for the park?

- Establish a sense of ownership and stewardship for Fort Donelson National Battlefield.
  - Help park audiences relate Fort Donelson National Battlefield to the National Park System as a whole, and other public lands.
  - Provide meaningful and memorable experiences for park audiences.
  - Provide educational opportunities for park audiences using the rich cultural and natural resources and stories associated Fort Donelson National Battlefield.
  - Offer scholarly interpretations and multiple points of view about the stories and meanings associated with Fort Donelson in a balanced and culturally competent manner, fostering cross-cultural appreciation for heritage.
  - Engage local community members of all cultural and racial backgrounds to enjoy, benefit from, and care for park resources; and insure that Fort Donelson National Battlefield is an active and engaged part of the surrounding local community.
- Place the history of the Civil War and Fort Donelson National Battlefield in context, helping audiences find relevant, contemporary meanings in park stories; especially in light of the upcoming Civil War Sesquicentennial. It should be noted, that in 2000, Congressman Jesse Jackson, Jr. inserted language into the Department of Interior appropriations bill stating that Civil War sites "often are not placed in the proper historical context." That simple statement galvanized a movement within the National Park Service to rethink our approach to interpreting the Civil War. A significant symposium and subsequent report, Rally on the High Ground (2000) laid the ground work for expanding the NPS' traditional approach of interpreting battle strategies and tactics, to putting the events of the Civil War into historical context and considering the causes and effects of the war on soldiers, families, communities, society, and the nation.
  - Ensure that Fort Donelson contributes toward accomplishing NPS objectives associated with the Civil War Sesquicentennial.
  - Every visitor will have the opportunity to understand how the campaign for Fort Donelson both fits into and affected the evolution of the Civil War—its change from a war to restore the United States to a war that transformed a nation.

- Every visitor will have the opportunity to perceive the relevance of Fort Donelson and the Civil War at large to America and Americans of today.
  - Every visitor will understand that the campaign for Fort Donelson was historically perceived and valued differently by different people—often depending on rank, race, gender, geographic origin, age, or socioeconomic status.
  - Each visitor will be given the opportunity to engage the park’s story from multiple perspectives.
  - Every visitor will engage the park’s story primarily by interaction with the park’s historic and natural resources—viewing larger thematic issue through the lens provided by the historic people, places, and events that comprise the park.
  - Each visitor shall encounter a resource that is intact, well maintained, well-researched, and unencumbered by incompatible uses.
- Every visitor will have access to up-to-date, accurate, effective interpretive media and high-quality personal services that help them to have a safe, enjoyable visit and to understand the park’s story and derive the significance of the place.
  - Integrate new land acquisition into the interpretive operation, helping audiences understand the significance and stories associated with the new property.



## Visitor Experience Goals

*This LRIP section describes desired visitor experiences to which stakeholders think the managers of the program should pay special attention as they plan and implement the park's interpretation & education program.*

Visitors to Fort Donelson National Battlefield should have opportunities to:

- Feel welcome and receive orientation and information about the park's significance and the various ways to explore its resources.
- Learn about the campaign of Forts Henry and Donelson, and the later use of Fort Heiman as a base of operation, and the effect they had on the Civil War.
- Examine and/or purchase a wide range of interpretive materials.
- Gain an understanding of the location and engineering of the three forts.
- Experience an authentic and personal connection with the people and events of the Civil War era in the Cumberland and Tennessee River valleys.
- Participate in a wide variety of interpretive and educational programs and media.

- Find out about future interpretive and educational programs and opportunities.
- Be involved in stewardship and preservation activities.
- Relate Fort Donelson National Battlefield to the larger National Park System.
- Find out about other tourist opportunities with collaborating partners.
- Experience the opportunities arising from the 100th anniversary of the National Park Service and the 150th anniversary of the Civil War.
- Understand the mission of the National Park Service.
- Enjoy their visit.
- Have opportunities for personal experiences of choice such as solace, solitude, togetherness, and reflection.
- Find something new and different from their previous visit.
- Experience a sense of authentic place.



## **Significant Issues and Influences: Interpretation and Education**

*This LRIP section describes the forces that have a bearing on the program. Since no program operates in a vacuum, this information provides context for understanding, planning, and implementing the park's interpretation & education program. Issues often include topics such as long-range Servicewide initiatives, critical resource issues, issues related to staffing and funding, employee development, use of technologies, dynamics of neighboring communities, and concerns of stakeholders not voiced previously.*

### **1 NPS Interpretation and Education Renaissance**

The National Park Service National Education Council recently began a nationwide movement to enhance and equip its interpretation and education programs to meet the needs of 21st century audiences. The Renaissance has five areas of focus, all of which are relevant to the interpretation and education of Fort Donelson National Battlefield (FODO). These areas of focus include:

- a. Establishment of National Standards for

Interpretation and Education. These are currently underdevelopment. When they are complete, it will be essential for staff to evaluate its program and adjust it to meet the national standards.

b. Engaging new and diverse audiences. The demographics of the American population are changing drastically. It is critically important that national park audiences reflect the face of a richly diverse nation. Everyone must feel welcome at national parks, and everyone must see their own heritage reflecting the stories and meanings interpreted at national parks. Staff must work to engage traditionally underserved audiences such as African Americans, Hispanic Americans, Asian Americans, American Indians, new immigrants, and low-income urban and rural audiences.

c. New Technology. Changing technology is profoundly impacting the way people communicate, learn, find community, express themselves, find and process information. To fully embrace 21st Century audiences, national parks must use new media and current technologies to interpret park resources, without abandoning traditional methods and techniques. Staff must insure that its menu of interpretive media includes new and currently used technologies.

d. Embrace Partners. It is clear that

with ever growing audiences, and ever dwindling budgets and personnel, the only way to meet the demand and need for fully serving park audiences is to work closely with partners. To meet the needs of park audiences both onsite and at a distance, staff must engage with and facilitate interpretive and educational activity by and through partners.

e. Evaluation. Traditionally in the NPS, the interpretation and education program has not made decisions on what program to offer, how to allocate funding, personnel and other critical resources based on solid research and evaluative data. In this time of scarce resources, it is critical to make decisions based on what works, and what audiences want. To accomplish this, parks must start to conduct evaluations and learn from evaluative and research data produced throughout the system and the interpretive field in general. Staff should consider the outcomes of their program and create a plan for collecting and using evaluation information on a regular basis for making decisions and for ongoing program improvement.

### **2 NPS Centennial**

In 2016, the NPS will celebrate its 100th anniversary. The current administration (2009) has established a Centennial Initiative focusing on stewardship, environmental

## Fort Donelson National Battlefield

leadership, recreational experience, education, and professional excellence. The present plan must take these major themes into consideration when making recommendations for future programs and media.

Stewardship - The National Park Service will lead America and the world in preserving and restoring treasured resources.

Findings from Civil War Sesquicentennial Plan:

- Many parks are being overwhelmed by urban and suburban development. Park founders did not foresee that agricultural landscapes would be transformed into commercial sites and residential communities. Authorized park boundaries are often woefully out-of-date and even land within park boundaries that is not owned by the NPS can be developed by private interests.
- It is no longer enough to strive for a friendly “coexistence” between parks and their agricultural neighbors. All parties need to be more intentional and proactive in defining their mutual interests and crafting new, cooperative strategies that contribute to some measure of sustainability and long-term conservation of rural landscape character, such as has been started at Cuyahoga Valley National Park.
- Resources in Civil War parks reflect

the Maintenance Backlog issues present throughout the NPS. In addition, unique issues concerning the preservation and restoration of historic landscapes, structures, monuments and ruins often present challenging problems at battlefields.

- Many of the same roads that were important to troop movements in the Civil War are still in use today. There is increasing pressure to expand such roads to the detriment of the parks and historic landscapes.

Education - The National Park Service will foster exceptional learning opportunities that connect people to parks.

Findings from Civil War Sesquicentennial Plan:

- Visitors to Civil War parks often find outdated facilities and exhibits. Many exhibits are more than fifty years old and feature both outdated technology and scholarship. Some facilities are not energy efficient and present accessibility challenges. In addition, many are located on primary historic resources.
- Current visitors come to the parks with less knowledge about the Civil War than previous generations. Park interpretive media and the NPS website do not now provide information for understanding sites in the overall context of the war.

- Diverse perspectives concerning the causes and consequences of the Civil War are not presented by interpretive media in parks.

- New technologies, such as the internet, are not adequately utilized to tell park stories or reach audiences at a distance.
- Many parks do not have curriculum-based education programs.
- While over seventy parks have Civil War themes, they are not tied together thematically in NPS interpretive efforts.
- In the five years from 2001 to 2006, site-based visitation to National Military Parks dropped 14%. This has an effect not only on the number of visitors parks can serve, but also on local economy's industries.
- Parks lack staff to adequately cooperate with the travel industry to promote visitation.
- Older facilities often lack full accessibility for visitors with disabilities.

Professional Excellence - The National Park Service will demonstrate management excellence worthy of the treasures entrusted to our care.

Findings from Civil War Sesquicentennial Plan:

- In recent years the number of

professional historians has declined alarmingly in Civil War parks, decreasing the knowledge base and scholarship available to do research, answer visitor inquiries, and create effective interpretive programs.

- Interpretive media in the parks do not reflect current scholarship.
- Only about 15% of park visitors are able to attend ranger-led park programs and parks need to rely increasingly on non-professionals to perform interpretive Park Ranger functions.
- Few parks have up-to-date planning documents, including General Management Plans and Long Range Interpretive Plans.
- Although the parks contain the nation's premier Civil War resources and outstanding curatorial and research collections, they are often not managed as centers of scholarship.

### **3 Civil War Sesquicentennial**

The 150th anniversary of the Civil War will occur during the period of the present plan's implementation. Fort Donelson National Battlefield must consider the NPS Civil War Sesquicentennial goals (referenced above) and service-wide plan when making recommendations for future programs and media.

### **4 Acquisition of New Property**

In the next five to ten years, Fort Donelson National Battlefield must develop soon-to-be-acquired new property for visitors, and create programs and media to interpret its resources and meanings. The new land will preserve the most significant portion of the battlefield from the standpoint of casualties. The park has also recently acquired Fort Heiman in Calloway County, Kentucky. This site will require new interpretive facilities, media, programming, and staff. The present plan must consider incorporating interpretation of these new lands into the overall Fort Donelson interpretive program.

### **5 Significance and Relevance to the American Public**

Despite the wide visibility of and interest in the Civil War among Americans, the National Park Service has not sufficiently used its sites to convey the true significance and breadth of America's Civil War experience. Nor has the NPS demonstrated the relevance of Civil War resources to educate all Americans, of this and every generation. This unfortunate reality has its roots in both history and tradition.

In the aftermath of national trauma, we as a nation (consciously or unconsciously) have assigned the rights of memory to a few select groups. In the aftermath of the Civil War,

we accorded the rights to the memory of the conflict to the veterans on both sides. They, in turn, fostered a swift but incomplete reconciliation—one that pasted over but did not extinguish lingering bitterness, one that was based on selective memory and forged, in part, at the expense of liberty for free blacks and newly freed slaves.

Most of the legislation for America's battlefield parks is a legacy of the commemorative and reconciliatory efforts of veterans—conceived in a period where a visitor's understanding of context was assumed, when the ownership of the war's memory, legacy, and meaning was unchallenged. Though the veterans are now gone, their descendants (and indeed the National Park Service) have faithfully carried on the veterans' traditions. We, as a nation, still use our battlefields to define the nation's Civil War experience in largely military terms—through the eyes of the participants of battle. We emphasize military outcomes, with little discussion of the relationship of those military events to social, economic, and political evolution of the nation.

As a result, large segments of the population fail to see the war's relevance. Stated another way, the NPS has failed to find ways to engage large segments of Americans in ways that demonstrate how the war is relevant to them. They fail to see the many human

experiences and perspectives that comprised the war: the trials of civilians, the triumph of newly freed slaves, the prodigious efforts of women North and South, the political and managerial leadership (or not) at every level of government. Thus, the public is far more knowledgeable about the experience of soldiers and the detail of battles than the significance of those battles to the war or the development of this nation. This single-minded focus on battlefield sites and military aspects of the Civil War understates the conflict's significance and relevance.

### **6 *New Stewart County Welcome Center***

Stewart County has grant money for a new welcome center that must be built in 2010. The park should collaborate with the County Chamber of Commerce to augment the tourist information and exhibits for the new center.

### **7 *Engaging the Local Community and Ethnically Diverse Community Members***

Fort Donelson currently enjoys a good relationship with its neighboring communities and partners. The present plan must capitalize on these relationships and continue to enhance them, becoming an even more integrated part of the local community. It is especially important for the park to engage ethnically and racially diverse community members, because they have traditionally

not benefited from the park, and their stories are an important part of American history. Relationships with gateway communities to national parks are critical to park preservation, tourism, and enhanced visitor experiences. National parks should be a source of local pride for everyone, and park neighbors should want to help steward park resources. These issues must be addressed in the present plan.

### **8 *Staff/Funding Shortage***

All NPS parks have experienced severe budget cuts over the past ten years. Currently the interpretive staff at Fort Donelson is extremely limited with three permanent full-time positions. Creative use of volunteers, seasonal staff, interns, and partners must be considered in fulfilling the goals and objectives of this plan.

### **9 *Remote/Rural Location***

Fort Donelson National Battlefield is a remote park in an economically depressed area. Poverty and unemployment rates in both Stewart and Calloway counties are above the national average. Attracting destination visitors is a challenge. The present plan must consider tourism initiatives and partnerships with the town of Dover, Stewart and Calloway counties, the Tennessee Civil War Heritage Area, the US Fish and Wildlife Service, US Forest Service Land Between the

Lakes National Recreation Area, The Friends of Land Between the Lakes, state and local parks, the local chamber of commerce, and other groups to market the site and encourage visitation. The plan should also consider opportunities for virtual visits to the park and the use of distance learning technology to reach audiences that may never visit the park or the region.

### **10 *Eagles' Nest on Earthworks***

There is a pair of bald eagles that routinely return to nest in the center of the fort's earthworks. This causes both opportunities and difficulties for the Fort Donelson interpretive operation. On the positive side, the eagles attract visitors to the site because they are so clearly visible. On the negative side, the presence of the eagles limits the types of interpretive living history programs that can be conducted on site. The eagles do not appear to be moving out, so the present plan must consider ways to capitalize on their presence at the fort.

**11 Trees on Earthworks—look of battlefield in 1862**

Over the past 150 years, trees have been allowed to grow on the battlefield; therefore the terrain and landscape look considerably different than they did at the time of the battle. The vegetation helps prevent erosion and protect archeological artifacts. The interpretive operation must play a role in the resource management decisions and planning related to restoration of the historic scene and cultural landscape.

**12 Expansion on US Route 79**

During the period of this plan, US Route 79 will be widened, increasing traffic in the area, but also increasing park visitation. The present plan must consider and address the implications of this expansion on park resources, travel, and tourism.

**13 Recreation versus Purpose of Park**

Many park visitors use the peaceful setting and open space of the park for recreation. The present plan should address appropriate types of recreation on the battlefield, and ways to help recreating visitors connect with the history and meanings of the park.

**14 Programmatic and Physical Accessibility**

The park has serious accessibility limitations

that must be overcome. The visitor center, bathrooms, and exhibits in particular require updating to universal design standards.

**15 Requests to Expand and Enlarge the National Cemetery**

The Park continues to receive requests to enlarge and expand the national cemetery for additional burials. Increased interpretation of the site, not only as a national cemetery, but as a historic resource and cultural landscape (Federal Fort Donelson site during occupation from 1862-1865, Freedom-seeking slave community, War Department era, etc.) will educate public and community in regards to site relevance, significance, and need for preservation “as is”.

**16 Requests to Add Commemorative Works (statue, monument, memorial, plaques, etc.) on the Cultural Landscapes**

The Park receives numerous requests to add commemorative works annually and these are expected to increase with the addition of new lands and units and the approaching Civil War Sesquicentennial commemoration. The visitor services staff should continue to be involved in the implementation of the park’s plan and remain prepared to interpret the value of cultural landscapes and the NPS Management Policies (Chapter 9.6) to the public and Civil War community.



### **17 Commercial Visitor Services**

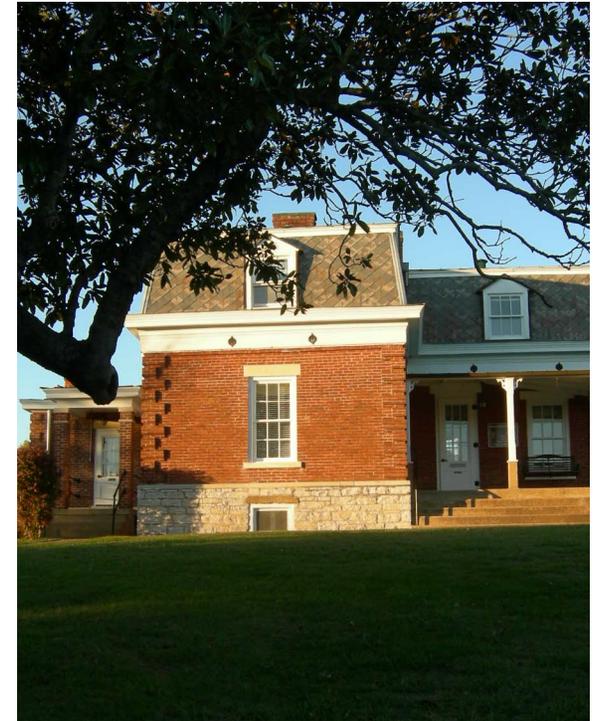
The Park is experiencing an increase in commercial visitor services (such as bus tours and licensed tour guides) and the trend is for these services to intensify in the future. The Visitor Service's staff will need to plan on how to manage and accommodate this audience and service with limited staff availability.

### **18 Other**

In addition to the issues listed above, the present plan should also take into consideration the following challenges and opportunities:

- Civil War site development in Clarksville
- City development of Fort Defiance Park, emphasis on heritage tourism
- River walk sidewalk project in Dover
- Community development and beautification, connections with NPS trail systems
- Battle of Dover
- Continuum of Civil War history, city/county efforts to increase heritage tourism
- Environmental Education Opportunities

- Opportunities for NPS partnerships including USFWS, CORPS, USFS, TN State Parks
- Partnership with Fort Henry USFS Land Between The Lakes and 2004 legislative mandate
- Regional tourism Approach
- Other NPS sites, TN Nat'l CW Heritage Area, TN CW Preservation Trust
- New Civil War Heritage Trail
- Partnership with The Home Place USFS Land Between The Lakes
- Lower Mississippi Delta Initiative
- Paris Landing TN State Park
- Tennessee River Resort Act
- Land Between The Lakes National Recreation Area
- Dover strategic plan
- City, Stewart County Heritage Tourism
- Quilt trail (Underground Railroad)
- Stewart County Arts and Heritage Council, Underground Railroad Network to Freedom (national prog.)
- Underground Railroad Network
- Tennessee Valley Authority partnership
- PEOPLE—Public lands partnership
- U.S. Army Corps of Engineers



## **Profile Summary of Park Visitation: Visitors, Neighbors, Underrepresented Populations**

*This LRIP section describes the set of audiences that must be defined so that the park's interpretive and informational services can most effectively enhance the experiences of visitors. When comprehensively planning an interpretation & education program, the basis for categorizing audiences (for the interpretation & education program) lies in whether or not a particular audience requires communication in a way distinct from that of the general park audience. A subjective balance must be struck between communicating effectively with a greater number of specific audiences, and the limited resources available to the park's program.*

### **Visitation Trends**

Over the past 25 years, park visitation has remained relatively stable, averaging about 242,000. Visitation spiked to 1 million during the Civil War Centennial in the 1960s, and is anticipated to increase during the upcoming Sesquicentennial as well. However, current economic conditions, including the high price of gasoline may prove to be limiting factors.

### **Visitor Profile**

Most visitors to Fort Donelson National Battlefield come to the park in intergenerational family groups as one stop of several in a tour of the region. They stay approximately three hours and attempt to see the highlights of the park during their visit. Ninety-five percent enter the visitor center; 86% view the visitor center exhibits, and 84% go on the self-guided tour of battlefield sites. Visitors reported that they are most interested in the river batteries and the role of the Tennessee and Cumberland Rivers in the Civil War. They would generally like to know more about the connection between Fort Donelson and other Civil War sites. About 14% of visitation consists of repeat visitors who use the grounds for recreation, bird watching, and other activities. (Fort Donelson National Battlefield Visitor Survey, 2007)

### **Visitor Survey Results—2007**

The University of Idaho, Park Studies Unit completed a visitor study at Fort Donelson National Battlefield during July of 2007. The following are highlights of the results:

- Most visitors to the park were in family groups of two or more people. Only 12% were traveling alone, and 5% were traveling with a Civil War enthusiast group.
- Roughly half the visitors surveyed were between the ages of 41 and 65, with 12% over 66 years old and 21% children and youth ages 1 to 15 years.
- Seventy percent of people surveyed were first-time visitors, with 14% having visited four or more times.
- Most US visitors were from the surrounding region with 31% from Tennessee, 12% from Illinois, and 11% from Kentucky. However additional visitors were from 32 other states and Washington, DC, with 1% international visitors.
- Forty-nine percent of visitor groups indicated the park was one of several destinations on their trip.
- Prior to their visit, people most often obtained information about the park through previous visits, word of mouth, and travel guides/tour books. However, the most

## Fort Donelson National Battlefield

preferred source to use on a future visit was the park website (58%).

- The average length of visit was three hours.
- The most common activities visitors participated in were viewing the exhibits in the visitor center (86%) and the self-guided tour (84%).
- The most common sites visited were the visitor center (96%), River Batteries (92%), and Fort Donelson (84%).
- The most important site to the visitors was the River Batteries (46%).
- The most common topics that visitors learned on their visit were importance of the Tennessee and Cumberland Rivers during the Civil War (95%) and tactics/strategies used to take control of the rivers (90%). Preferred topics to learn on a future visit were connection to other Civil War sites (91%) and importance of Tennessee and Cumberland Rivers during the Civil War (91%).
- The most used services/facilities included visitor center exhibits (95%) and visitor center restrooms (83%).
- The services/facilities that received the highest combined proportions of “extremely important” and “very important” ratings included directional signs to find park sites

(92%) and park brochure/map (91%).

- The services/facilities that received the highest combined proportions of “very good” and “good” quality ratings were park website (95%) and assistance from park staff (95%).
- Fourteen percent of visitor groups had members with disabilities/impairments that made it difficult to access or participate in park activities or services.
- Visitors with disabilities/impairments had the most difficulty accessing the trails and picnic areas (76%), the visitor center exhibits (43%), and the outdoor exhibits (19%).
- Eighty-four percent of visitor groups felt additional orientation and information aides at the visitor center would “add to” their experience.
- Eighty-five percent of visitor groups were interested in interpretive programs/information services on a future visit. The programs and services visitors were most interested in for a future visit were historian/expert lectures/talks, living history programs, indoor exhibits, and outdoor exhibits.
- Seventy-five percent of visitor groups reported using services in the local communities including, restaurants, gas stations, and shops.

## Stewart County, Tennessee

Fort Donelson National Battlefield is located in Stewart County, Tennessee. According to the 2006 Census, Stewart County has a population of 12,998. The median household income in 2004 was \$35,923 with, 13.7% of the population living below the poverty level. Children under five years constitute 5.6% of the population, with 22.3% between the ages of 5 and 18, and 14.7% over the age of 65 years. Ninety-four percent of the population is white, with 1.9% African American, 0.7% American Indian, 1.5% Asian, and 1.3% Hispanic.

## Calloway County, Kentucky

New lands associated with the Fort Donelson Campaign include Fort Heiman in Calloway County, Kentucky. According to the 2006 Census, Calloway County has a population of 35,421. The median household income in 2004 was \$31,559 with, 16% of the population living below the poverty level. Children under five years constitute 4.7% of the population, with 17.7% between the ages of 5 and 18, and 15% over the age of 65 years. Ninety-one percent of the population is white, with 4% African American, 0.2% American Indian, 2.3% Asian, and 1.6% Hispanic.

***Specific Audience Segments for Special Attention***

- Family Groups—a high percentage of visitors come to Fort Donelson in intergenerational family groups.
- Seniors—roughly one fifth of Fort Donelson visitors are seniors.
- First Time Visitors—most visitors to Fort Donelson are first-time visitors.
- Civil War Enthusiasts, History Clubs and Related Groups—these groups’ visitation is likely to increase in the next ten years during the period of the Civil War Sesquicentennial.
- Nature Enthusiasts—Fort Donelson is a lovely place for nature walks, birding, and eagle viewing. Due to its close proximity with other public lands managed by the US Fish and Wildlife Service and the US Forest Service, nature lovers, hunters, and campers are likely to combine a trip to these locations with a visit to Fort Donelson. Also, the nesting eagles on the fort allow for up-close viewing and are attracting visitors.
- Recreationists—the local community uses the park for walking, jogging, and picnicking. People camping or vacationing in the region are likely to enjoy a trip to the park, as well.
- Virtual Visitors—increasingly, national parks are gaining a world-wide audience regardless of their location, due to the Internet. This is a tremendous opportunity to reach people.
- Neighbors/Local Community—roughly 14% of visitors are repeat visitors from the local area. This audience requires ongoing, changing opportunities to benefit from the park.
- Schools (particularly 4th and 8th grades studying Civil War history and home schools)—the park is a great living classroom for school and university audiences and can offer teaching materials and distance learning services to enhance history and social studies curricula.
- New Immigrants—this segment of the population should receive a special invitation to learn about their new country and benefit from their national parks.
- Communities of Color—visitation from African Americans, Latinos, and other communities of color is currently low. The park would like to create a more welcoming environment for people of color so they too will benefit from and enjoy their parks.
- Church Groups—there is an opportunity for greater community engagement through outreach to local church groups.
- Tour Groups (Delta Queen)—the park currently collaborates with tour groups on the Delta Queen river boat. Other tour groups and companies could also make better use of the park and its interpretive services.



### **Summary Assessment of Existing Conditions: Interpretive and Educational Programs, Media, and Facilities**

*It is useful to obtain a snapshot of the park's current interpretive operation, programs and media to gain a sense of what might be improved to make the interpretation & education program more efficient and effective over the next five to ten years.*

#### **Personal Services**

Currently there are only three permanent FTE on the interpretive staff, all with additional collateral duties. A standard array of personal services is offered as limited staffing allows, including river battery talks, battlefield talks, and cemetery talks. Tours and roving interpretive services are also available. In addition, an interpreter will often board a tour bus and provide visitors with an interpretive driving tour. When possible, cannon and musket drills are offered, as well as off-site programs for adults and special groups.

#### **Volunteer Program**

In 2006 Fort Donelson National Battlefield's volunteer program consisted of 245 individuals providing 2,758 hours of service to the park. Sixty-seven percent of volunteer time was devoted to interpretation. This amounts to less than one FTE of volunteer assistance, much of which accrues during special living history events.

#### **Visitor Center and Bookstore**

The visitor center at the Fort Donelson National Battlefield was built in 1962. It is small, cramped, and has serious accessibility issues for people with mobility and other types of impairments. The bookstore, exhibits, and restrooms are located on different levels of the building with only an antiquated handrail-mounted wheelchair lift providing accessible connection between levels. The building's location is currently good, but with the acquisition of new property and the expansion of Route 79, there may be a better location for the facility that is more prominently visible from the highway. However, the center should remain near the park's main entrance. The bookstore is adequate, but should be expanded. The scope of sales contains a good mix of books, objects, and educational souvenirs designed to extend learning opportunities beyond a visit to the site. The scope of sales could be expanded to better meet the needs of

newer audiences, and take into consideration current challenges and opportunities listed above.

**Film**

The park’s orientation film is only two years old. It does an excellent job of telling the park’s stories from multiple points of view and incorporating African American stories effectively as well as orienting visitors to the battle and its meanings. Overall, the film is very good and will serve the park well for the next five to ten years.

**Exhibits**

Visitor center exhibits are approximately 40 years old and in serious need of rejuvenation and updating. Exhibits are not interactive and not designed to tell diverse stories, engage children, or be accessible to people with visual or hearing impairments. Several interpretive panels on African American themes were added in the past ten years to provide a more comprehensive and diverse interpretive story. However, the site needs new exhibits in its visitor center to interpret park themes and address modern concerns and challenges in a highly accessible manner.

**Wayside Exhibits**

The site has brand-new wayside exhibits that will do an excellent job of on-site interpretation. (The waysides, however,

do not incorporate accessibility strategies currently being explored by Harpers Ferry Center for wayside exhibits.) There are also historical War Department tablets and state historical markers on the property.

**Tour Roads**

Tour roads are in good condition, but do not include routes to new lands.

**Trails and Recreational Resources**

The site has an excellent set of trails, some picnic areas, an amphitheater, and an organized youth group camping area. Not all trails are accessible for people with mobility impairments. Hiking trails connect the visitor center, fort site, cannon battlements overlooking the river, sections of earthworks, fort cabin, and the cemetery. They provide opportunities for recreational hiking, trail-running, bird-watching, and enjoyment of the natural setting.

**Dover Hotel**

The Dover Hotel is the only remaining surrender house of the Civil War. It is also the only remaining structure in the town of Dover that is pre-Civil War. The rest of the town was destroyed. This historic structure is often closed due to staffing issues. Sometimes it is staffed with volunteers and can be opened on weekends. Currently the hotel’s entrance area is furnished as a 19th

century tavern. An additional room on the first floor is used for showing an antiquated interpretive film. The upstairs is used for meetings and temporary park housing. The Hotel has accessibility issues, and there is no documentation of what its interior was like at the time of the surrender. An audio wayside exhibit is located in front of the Hotel. Its message is a little long, but adequate.

**New Properties including Fort Heiman**

Currently not developed for visitor access or interpretation.

**National Cemetery**

Restrooms at the National Cemetery are not wheel chair accessible. A new wayside for the site has been designed and is currently being fabricated.

**Historic Museum Collection**

The park’s museum collection is extremely limited. Very few artifacts are specific to Fort Donelson itself, and what is available is already on display at the visitor center.

### ***Print Materials***

The park folder is well done and current. It interprets the main stories of the site well and provides basic orientation materials. However, it will need to be updated to incorporate the new lands as stops on the self-guided tour. In addition, the staff periodically creates site bulletins on various topics.

### ***Audio-Car Tour***

Development of an audio-car tour is underway. It will be available on CD and will also be downloadable from the website. It will also need to be updated with additional tours stops to interpret new lands.

### ***Curriculum-based Education Programs***

Fort Donelson has several good curriculum-based programs, an award-winning film developed for school audiences and an excellent and popular traveling trunk program with nationwide distribution. Currently, programs are designed for kindergarten through eighth-grade, serving 9,500 students and teachers in 2006. Park rangers do some outreach programs at local schools, and some educational materials are available on the park website.

### ***Junior Ranger Program***

The park's Junior Ranger booklet is current and of good quality but does not include new lands, Surrender House, or Fort Heiman.

### ***Website***

The park has an expanded website, but it could use enhancement to better meet the needs of specific audiences such as children, teachers and students, ethnically and racially diverse audiences, and technologically savvy audiences--especially youth.

### ***Interpretive Technology***

The site does not have cell phone tours, hand-held technology, or other state of the art interpretive media.

### ***Community Engagement***

Special events geared for the community are offered on Memorial Day, Labor Day and the battle anniversary. These include living history interpretation. The park also helps support the Civil War Quilt Trail project. In addition, the park operates a Youth Conservation Corps program and participates in the STEP program employing local youth. A friends group has recently been reestablished and is beginning to get organized. Volunteers assist with living history programs, staffing the hotel and the visitor center, and maintenance.

### ***Tourism and Marketing***

The park staff provides press releases for programs and events, and works with the Stewart County Chamber of Commerce to promote the park. There is a Fort Donelson page on the Stewart County website with a link to the to the park website. Tourist rack cards are provided to area attractions, and the park participates in cross promotion with Land Between The Lakes National Recreation Area, and other venues including local tourist sites. Curriculum-based programs and services are directly marketed to schools and teachers.

## Recommendations: Future Interpretive and Educational Programs, Media, and Facilities 2009-2018

*The following goals and recommendations are based on the foundational information detailed in this document, and the ideas generated at the second stakeholder workshop. Together, they outline a vision for Fort Donelson National Battlefield's future Interpretation and Education Program, and the steps necessary to achieve that vision.*

### **Ten Year Measurable Goals**

The following are ambitious goals for the park's interpretation and education program. However, with the upcoming Civil War Sesquicentennial and the National Park Service Centennial on the near horizon, the time is right to set the bar high. Newly acquired lands, the park's growing partnership with the Stewart and Calloway County Chambers of Commerce, the revival of a strong friends group, the development of a new welcome center in Stewart County, and the expansion of US Route 79 all will contribute to attaining these goals. With a modest investment, the National Park could enhance the quality of life in the region and, at the same time, benefit from a more engaged public that cares about park resources, historic preservation, and shared heritage.

**By 2018 Fort Donelson National Battlefield will:**

1. Increase real and virtual visitation and increase local community repeat visitation.
2. Enhance real and virtual visitor experience satisfaction and understanding of Fort Donelson National Battlefield's significance and primary interpretive themes.
3. Increase local and regional community engagement, stewardship, and education through expanded volunteer and education programs.
  - a. Increase volunteer program.
  - b. Increase education programs.
5. Expand support for tourism and economic development in Stewart and Calloway Counties and surrounding region. Increase the economic benefit (money spent, jobs created, personal income generated) Fort Donelson National Battlefield contributes to the region.

## Major Recommendations to Accomplish Goals

### ***Build new visitor center/book store on newly acquired lands adjacent to US Route 79.***

Due to the park’s relatively small size, limited staffing, and focused battlefield-based visitor experience, 95% of park visitors make use of the visitor center facilities, exhibits, and services. The visitor center is the primary location where visitors seek advance organizing information to orient themselves to the park. It is also the one place visitors are ensured of contact with an interpretive ranger, and can be introduced to all the park’s primary interpretive themes through print, exhibits, and the park film. Therefore, it is important for the visitor center to be universally accessible, of the highest quality, and house optimal orientation and interpretive exhibits. Further, the visitor center houses the park bookstore allowing audiences to extend their interpretive experience beyond their visit to the park. The current center is too small to optimally serve all the functions required, or meet the needs of the vast majority of visitors to Fort Donelson National Battlefield. Perhaps most critically, the center has significant accessibility issues that would be difficult to address or remedy in the existing building.

The visitor center should be relocated to lands recently acquired by the Civil War Preservation Trust outside the historic area of the Battlefield, in a prominent location on the newly expanded US Route 79. In this location, be easy to find, visible, and will attract attention from people passing through the area. The new structure should be environmentally sustainable, and include space for an expanded bookstore operation, enhanced orientation and interpretive

exhibits, outdoor interpretation/orientation media for 24/7 access, a small auditorium/ multi-purpose space, and office space for all park staff. This will allow staff to work together more efficiently. It will also allow better preservation and interpretive use of the historic building at the National Cemetery, now serving as park headquarters. Further, it will allow headquarters offices to meet universal accessibility standards.

### Acquire Funding:

Component ID	Component Title	Funding Request	Planned FY / Requested Funding FY	Formulated FY
115002A	Rehab Visitor Center, Provide Curatorial Storage Space, Provide New Exhibits/Media, Expand Offices	\$4,953,325.00	2005 / 2011	-
115002B	Professional Architecture and Engineering Design, Fees, Support	\$350,000.00	2006 / 2011	-
115002C	Construction Management/ Supervision	\$275,000.00	2006 / 2011	-
115002D	Fire Suppression and Security for Newly Renovated Visitor Center	\$125,000.00	2006 / 2011	-

**Repurpose current visitor center to an education center and multi-purpose program space.**

Fort Donelson National Battlefield has an excellent curriculum-based education program, and benefits from partnerships with schools and universities in the area that could be significantly enhanced and expanded. Creating a dedicated education center at the park would provide facilities to stage programs for schools and other organized groups, and create workshops and exhibits specifically for educational audiences. The facility would also house a distance learning media center for reaching schools across the country. In addition, the facility could provide a library and multi-purpose space for symposia, special events, and other in-depth interpretive functions. It would serve as the staging location for the traveling trunk program, and provide adequate storage for interpretive and educational props and materials.

**Create up-to-date, engaging, interactive, accessible interpretive exhibits within new visitor center.**

The current visitor center exhibits are more than 40 years old. Eighty-five percent of park visitors view these exhibits, which are a principal means of conveying the park’s primary interpretive themes. Currently, the exhibits are outdated, inappropriate for a wide range of visitor learning styles, not interactive or attractive to children, and not programmatically accessible for people with disabilities. These exhibits must be replaced in time for peak visitation expected during the

Civil War Sesquicentennial and the Centennial of the National Park Service. Exhibits could be enhanced by expanding on the causes of the Civil War from a Tennessee perspective. Tennessee was the only state to secede using its legislature; all the other states called a state secession convention. Tennessee was also one of only three states that allowed the people to vote on secession. In addition, the eastern portion of Tennessee threatened to secede from Tennessee and stay in the United States because the state vote for secession was manipulated in favor of the secessionists.

**Acquire Funding:**

Component ID	Component Title	Funding Request	Planned FY / Requested Funding FY	Formulated FY
101427B	Develop an Exhibit Plan and Install Exhibits at the Park’s Visitor Center and Historic Dover Hotel	\$120,000.00	2004 / 2009	2009
101427C	Develop an exhibit plan and install exhibits at the park’s visitor center and historic Dover Hotel	\$120,000.00	2004 / 2010	2010
101427D	Develop An Exhibit Plan and Install Exhibits at the Park’s Visitor Center and Historic Dover Hotel	\$420,000.00	2004 / 2011	2011

**Enlarge Bookstore and Expand Scope of Sales in Relocated Visitor Center.**

The current bookstore is, by necessity, physically small and therefore has a limited scope of sales. To effectively extend the interpretive experience beyond the park visit, the book store should offer a wide range of books and related items that will appeal to the park’s current and target audiences and relate to all the park’s interpretive themes. Offering replica Civil War artifacts and locally made crafts from Tennessee and Kentucky for sale in the bookstore will also help visitors find souvenirs that have interpretive messages and relate to the park and the regional heritage.

**Enhance use of historic structures—Surrender House (Dover Hotel) and Cemetery Lodge (Keeper’s Quarters) and Carriage House.**

The three most prominent historic buildings at Fort Donelson National Battlefield are the Dover Hotel Surrender House, the last remaining original surrender house of the Civil War, the National Cemetery Lodge, which currently houses park administrative offices, and the associated Carriage House. Interpretation, (both personal and non-personal services) should be renewed and enhanced at the Surrender House so that story may be told more prominently with the aid of the primary historic setting. The

upper floor should be retained and used as park temporary housing for interns or project staff. Administrative offices should be moved out of the Cemetery Lodge. The first floor of the Lodge or Carriage House could be used to interpret the National Cemetery, United States forces occupation, and the Refugee/

Contraband Camp story through exhibits and media, including a genealogy element. The second floor should be used for cultural resources management and archival storage or a related function.

**Acquire Funding:**

Component ID	Component Title	Funding Request	Planned FY / Requested Funding FY	Formulated FY
49742A	Install Fire Detection and Suppression Equipment in Historic Structure and Museum Collection Area	\$64,000.00	2004 / 2009	2009
109463A	Repair National Cemetery Comfort Station (Restroom)	\$21,449.00	2004 / 2009	2050
119328D	Prepare Cultural Landscape Report for FODO Dover Hotel (Surrender House)	\$25,000.00	2009 / 2011	-
130797A	Add Security Gate and Fencing at National Cemetery	\$72,600.00	2007 / 2009	2010
141273A	Restore Historic Structure Interior: Carriage House, National Cemetery	\$24,000.00	2008 / 2010	-
141273B	Provide National Cemetery Orientation/Visitor Services	\$7,000.00	2008 / 2011	-
141273C	Provide Interpretive Media and Visitor Services at National Cemetery Carriage House	\$90,000.00	2008 / 2012	

***Incorporate new lands into interpretive operation and complete infrastructure for Fort Heiman.***

To accommodate the new lands acquired by the Civil War Preservation Trust adjacent to the current reservation, the park will need to add directional signage, trails, bus turn-around, and make other accommodations for visitors to access the property. In addition, the park will need to change its self-guided auto tour, park map and guide, and orientation exhibits. Waysides should be added to enhance interpretation of the additional lands.

**Acquire Funding:**

Component ID	Component Title	Funding Request	Planned FY / Requested Funding FY	Formulated FY
138237A	Rehabilitate New Lands, Fort Heiman	\$41,000.00	2010 / 2009	-
130766A	Signs for Fort Heiman (New acquired property)	\$31,020.00	2007 / 2009	-
112336A	Prepare Cultural Landscape Inventory for Fort Heiman	\$72,000.00	2005 / 2010	-
112343A	Archeological Overview and Assessment and Identification Study of the Fort Heiman Property	\$60,000.00	2005 / 2009	

***Improve advance organizing, orientation, and information signs, services, and materials to enhance trip planning, way-finding, and the overall visitor experience at Fort Donelson.***

A variety of changes should be made to improve advance organizing, orientation, and way-finding at the park, such as better directional signs on US Route 79, an expanded website, partnerships with the local chambers of commerce and local businesses, and more.

***Upgrade all facilities, programs, and media, to meet universal accessibility standards.***

It is critical that facilities and programs are retrofitted or replaced to meet universal accessibility standards, not only to comply with federal regulations, but to make the park easier to access and the interpretive operation more accessible to all audiences, particularly visitors with physical or learning disabilities. Current conditions are not in compliance with laws and regulations

**Acquire Funding:**

Component ID	Component Title	Funding Request	Planned FY / Requested Funding FY	Formulated FY
136898A	Provide Large Text and Braille Versions of Interpretive Brochures/ Media to include CW 150th themes	\$12,000.00	2010 / 2010	-
136902A	Provide Audio Described Tour of Visitor Center Museum	\$17,800.00	2010 / 2010	-
138237C	Provide Accessible, Inspiring and Safe Park Unit for People to Enjoy	\$78,000.00	2010 / 2011	-
121467B	Complete compliance to accommodate visitor services at newly acquired property	\$45,924.00	2006 / 2009	2009

***Expand website and include new technology in menu of interpretive media offerings.***

The park’s website must be enhanced to attract and engage virtual visitors to Fort Donelson National Battlefield. In addition, due to its remote location, the park should invest in distance learning technology so that students all over the country can benefit from virtual field trips to the park. Twenty-first Century audiences are also expecting an expanded menu of interpretive media to include new technologies of interest to them such as cell phone tours, PDA tours, podcasts, online games and activities, and multi-media exhibits. The park must consider adding a limited menu of these items to enhance the current array of media available to visitors. Also, new GPS technology is available that can help visitors visualize historic landscapes, structures, and events. This technology could augment the visitor experience at the river batteries and help interpret the ironclad gunboats, central to the Fort Donelson story. One approach to enhancing web presence and technology is to develop a consortium of Civil War Battlefields and pool resources to prepare for the 150th anniversary. Working together, sites could do more with technology than they could individually. Also, there is great opportunity to enhance and enrich the website using primary source documents.

**Invest in education and volunteer coordination.**

The simple act of increasing the full time permanent interpretive staff by one FTE dedicated to coordination of educational programming and volunteer management will reap significant benefits for the park and region. Dedicating time and energy to volunteer recruitment, training, and supervision will allow the park to benefit from increased labor in all areas of park operations. Similarly, dedicating more staff time to the education program will allow it to grow, serving Tennessee and Kentucky school systems, as well as schools across the country through distance learning technology. Investing in two education seasonal or college interns during the school months will allow a significant increase in school programming and outreach. This will increase visitation, awareness, and understanding of park resources, not just at Fort Donelson National Battlefield, but for other Civil War parks and protected areas the county.

**Acquire Funding:**

Component ID	Component Title	Funding Request	Planned FY / Requested Funding FY	Formulated FY
80917G	Conduct a Youth Conservation Corps Program in FY 2009	\$10,800.00	2008 / 2009	-
80917H	Conduct a Youth Conservation Corps Program in FY 2010	\$10,900.00	2009 / 2010	-
80917I	YCC-Conduct a Youth Conservation Corps 2011	\$11,600.00	2004 / 2011	-
112183D	Provide Funds for Volunteer in Park Base Program-FY2009	\$2,700.00	2005 / 2009	-
112183E	Provide Funds for Volunteer in Park Base Program-FY2010	\$2,700.00	2005 / 2010	-
123554C	Update for Parks in Classrooms programming	\$25,000.00	2008 / 2010	-
123554A	Parks in Classrooms	\$30,000.00	2007 / 2009	-
136684A	Teaching Civil War History with the Arts (Arts in the Park)	\$25,000.00	2009 / 2009	-
136699A	Interpretive Renaissance - Linking Educators to Public Lands	\$15,370.00	2009 / 2009	-

**Make museum collection more visible.**

The park's museum collection serves as an interpretive and educational resource in and of itself. The park will continue to make the museum collection more accessible and visible, while ensuring its long-term preservation.



## Specific Recommendations: Interpretive Facilities

### **Visitor Center**

Move the Visitor Center to new lands adjacent to US Route 79 for greater visibility. Incorporate universal access and sustainable green building practices into new structure. Visitor Center will house information desk, expanded orientation and interpretive exhibits, small auditorium/ multi-purpose space, expanded bookstore, and all park offices.

### **Education Center**

- Convert current Mission 66 visitor center into an education center.
- Include a library/ media lab with distance learning/ teleconferencing equipment.
- Include a classroom/ workshop space designed specifically for school groups.
- Include a flexible multipurpose space for seminars, temporary exhibits, and other uses.
- Include storage space for traveling trunks, interpretive props and materials.
- Renovate restrooms for universal access.

### **Surrender House—Dover Hotel**

Update the historic furnishing plan/ treatment for Surrender House—consider featuring kitchen and dining area. Use Plexiglas inside doors to allow visitors to view historic furnishings even when staff or volunteers are not available. Maintain upper floor for temporary park housing.

### **National Cemetery**

- Renovate Cemetery Lodge House to accommodate universal access, and exhibit/ multi-purpose space on the first floor, and archival storage for museum and historic documents collection on the second floor.
- Renovate Cemetery Lodge to accommodate universal access and exhibit/ multi-purpose space on the first floor, and remove administrative offices.
- Lease first floor of Cemetery Lodge for special events.
- Make Cemetery bathrooms and shed universally accessible.
- Restore trail for universal accessibility.

### **Amphitheater**

- Add cover to amphitheater.
- Add picnic pavilion adjacent to amphitheater.

### **Specific Recommendations: Earthworks**

- Establish an earthworks management plan that accommodates the eagles' nest but protects the earthworks from tree damage.
- Consider historic landscape restoration.
- Consider limiting automobile access to the earthworks area.
- Create universally accessible trail.

### ***Organized Youth Group Campsite***

Upgrade camp site for universal accessibility, and institute a fee program for its use by organized youth groups.

### ***Picnic Areas***

Maintain picnic areas and insure universal accessibility.

### ***National Cemetery Spur Trail***

Rehabilitate trail.

### ***New Lands in Dover***

- Expand tour roads to new lands, add overlook and bus turn-around.
- Develop multi-use accessible trail.

### ***Entrance and Directional Signs***

- Replace main park entrance sign, National Cemetery and Dover Hotel signs for greater visibility and to meet NPS national sign standards.
- Improve directional signs on highway and leading through the tour stops. Make signs larger with better logos. Include better directional signs from I-24.

### ***Fort Heiman***

- Develop Fort Heiman to include improved tour road, multi-use trails, visitor contact station, restrooms, and parking area, all universally accessible and using sustainable, green building practices.
- Add fences, and gates.
- Develop tour stops.
- Develop/implement sign plan.

## **Specific Recommendations: Personal Services**

### ***Staffing***

- Increase interpretation and education staff—The operation of Fort Heiman and the addition of new lands acquired by the Civil War Preservation Trust will require additional staff to operate effectively, at a minimum, two GS05 subject-to-furlough interpretive guides should be added to manage the Fort Heiman visitor contact station. In addition, one full time GS09 park ranger should be added to the staff with 50% educational program and community engagement coordination, and 50% volunteer coordination responsibilities. The addition of two education seasonals or interns during the school months will also greatly increase the number of students and teachers the park can serve. This investment will result in an expanded and more lucrative volunteer program for the park as well as significant increases in visitation and community engagement due to educational outreach. All vacancies occurring on the interpretive staff should be filled in a timely manner with no positions lapsed. The staff is so small that a lapse in even one position will impact the ability of the team to serve the public. If possible, recruit bi-lingual interpreters to fill new positions.

- Expand volunteer program—Dedicating staff time and funding to increase the volunteer program will result in significant return on investment through contributions of labor to the park. In addition, volunteering is a primary means through which people develop a deep connection to the meanings and significance of park resources and engage in stewardship behaviors that benefit the park and carry over into their communities. In addition, volunteers are more likely than average visitors or community members to join the park's friends group and make financial contributions to help preserve the park. Expanding the volunteer program will allow the park to expand all the other interpretive and education programs and services offered, accommodating increased visitation and community engagement activities.

- Develop internship program—In collaboration with local universities, the park should establish an internship program for college and graduate students in history, education, museum studies, and other related fields. Using the apartment in the Dover Hotel to house interns, this program could provide valuable experience for students and economically feasible project work for the park. A partner organization such as the Student Conservation Association could assist with recruiting and logistics.

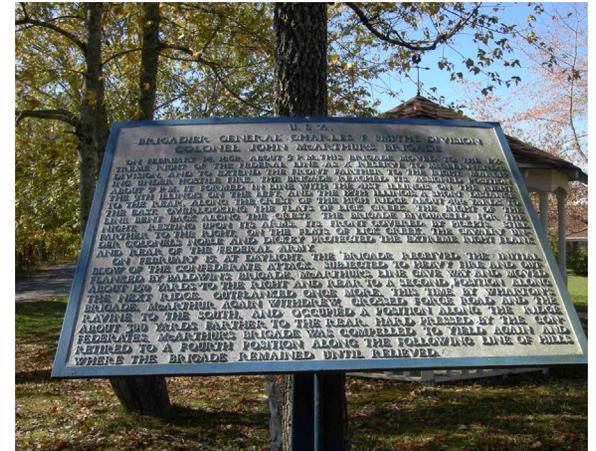
- Participate in the Teacher to Ranger to Teacher Program—The Teacher to Ranger to Teacher program originated in the Intermountain Region and is now spreading throughout the National Park System. School teachers spend their summer vacation as uniformed park rangers supplementing the park's interpretive operation, developing education programs, and learning about park resources. During the school year, they bring their students to the park for educational programs. In addition, during National Park Week, they wear their uniforms to school and provide programs and lessons about the park for students. In this way, teachers enhance their content knowledge in history, social studies, or science and learn how to use parks as classrooms. At the same time, parks gain valuable ambassadors in their communities, and get education projects accomplished by professional educators.

### ***Programming***

- Ensure programmatic accessibility for personal services—The Park should adopt accessibility standards for personal services interpretation and invest in assistive equipment. Up-to-date TTY equipment, hearing assist devices, lavalier microphones, written scripts or summaries of interpretive talks, props and opportunities for tactile experiences, wheel chairs, a small electric golf cart and other assistive devices should be available.

- Enhance and expand programs—With increased interpretive staff, volunteers, and interns, as well as help from the Friends of Fort Donelson National Campaign, the park can expand its menu of personal services programs and events. A wider menu of programs with expanded content, and ever-changing events will appeal to local community members, encouraging a higher level of repeat visitation, as well as serving the needs of first time visitors. These can be gradually introduced and increased as staff, volunteers, and visitation increases. Stakeholders generated a partial list of program ideas including the following:
  - Focus on universal concepts—family, war, bravery, loss
  - Increase programming on causes and consequences of the war including themes on reconstruction and Tennessee politics.
  - Increase living history and costumed interpretation programs and events
  - Offer duck-boat water tours that allow visitors to see the river batteries from the point of view of the gunboats, and interpret the water level at the time of battle
  - Provide costumed interpretation at the Surrender House
  - Develop a walking tour of the Town of Dover

- Increase the number of interpreter-led hikes and programs (fall and spring are under-utilized)
  - Provide monthly evening programs including guest lecturers, museum-theater, period music, etc.
  - Increase roving interpretation at the fort earthworks and river batteries
  - Provide first-person stories at the graves in the National Cemetery
  - Offer museum theater programs/work with drama clubs
  - Expand tours off-site, near the park
  - Develop refugee/ contraband camp programs
  - Develop Underground Railroad programs
  - Increase Black Powder demonstrations—away from eagle’s nesting site
  - Begin providing scheduled programs/tours at new lands and Fort Heiman—even before these lands are officially developed for visitors
  - Offer visual arts/ cultural arts programs
  - Provide binoculars for check out at visitor center



## **Specific Recommendations: Curriculum-based Education Program**

### ***Coordination/On-going Evaluation***

Establish an Education Steering Committee of school administrators, teachers, university professors, and students to guide the development of the new education center and new/revised educational programs and materials.

### ***Programming***

- Programs should reflect national and state standards for curriculum, requiring continual updates.
- Invest in a deeper partnership with Stewart and Calloway County Schools, offering programs at every grade level for all county students.
- Expand programs to all educational levels (elementary, middle, high school, and college)
- College/University course developed for training social studies and Civil War History teachers to use “Parks as Classrooms”
- Professional development for teachers—related to existing park programs, educational uses of park

- Credit for teachers (continuing education)—summer teacher institute
- Develop collaboration park/teachers in school districts—Tennessee, Kentucky, and Missouri
- Continued updates of existing educational materials and new ones developed
- University history and education department partners
- Upgrade collaborative efforts with educational cooperatives, federal (Teaching American History grants), school districts, Partner with TAHOE grant
- Collaborate with other park systems: State, US Forest Service, US Fish & Wildlife Service-National Wildlife Refuge
- Add Teaching with Historic Places lesson plans
- Continue and develop the “Teaching Civil War History with the Arts Program”

### ***Distance Learning***

- Maintain and enhance traveling trunk program.
- Develop library/ media lab for students, teachers, and staff to use.
- Invest in distance learning technology/teleconferencing equipment similar to equipment used at Homestead National Monument of America.
- Expand website resources for teachers and students.

## Specific Recommendations: Interpretive Media

### *Exhibits*

Replace visitor center exhibits—insure exhibits are universally accessible:

- Orientation—what to do at Fort Donelson/ Fort Heiman
- Interpret all primary themes
- Gunboat exhibit—partial life size boat/ video depiction of gunboat battle
- Role of the rivers in the Battle of Fort Donelson and the Civil War/ Civil War naval story
- Electronic Battlefield Map
- Timeline with pictures, text, and artifacts
- Touchable model of earthworks, gun battery and rivers
- More tactile and hands on experiences (try to build an earthworks, etc.)
- Connections with other Civil War sites and National Park System
- Connections with other local points of interest and tourist attractions
- Durable multi-sensory/multi-media exhibit elements
- Orientation/wayfinding exhibit outside visitor center for after hours use

### *Surrender House*

- Historic furnishings depicting kitchen/ dining area—view through Plexiglas when staff not available.
- Outdoor orientation and way-finding exhibit for after hours use

### *Cemetery Lodge House*

- Genealogy and historical research center
- Exhibits interpreting the Cemetery and commemoration, and the refugee/contraband camp
- Outdoor orientation and way-finding exhibit for after hours use
- Computer kiosk in Carriage House with software for people to find specific gravesites

### *Fort Heiman*

- Orientation and Way-finding exhibit outside visitor contact station
- Small museum exhibit inside visitor contact station interpreting Fort Heiman's role in the Fort Donelson Campaign—focus on primary interpretive theme number one.
- Fort Donelson exhibit in new Stewart County Welcome Center

### *Wayside Exhibits*

- Install recently completed waysides.
- Complete a wayside exhibit plan for Fort Heiman.
- Update wayside at Surrender House—shorter audio with first person account of surrender

### *Print Media*

- Revise and reprint park map and guide/ self guided tour brochure to incorporate new lands and Fort Heiman
- Publish park handbook in time for 150th Battle Anniversary
- Develop with other Tennessee Civil War sites and the Tennessee Civil War Heritage Area a brochure on Tennessee during the Civil War that would cover the causes of the war (from the Tennessee viewpoint) through the United States occupation of the state early in the war through Andrew Johnson's appointment as military governor through Reconstruction.
- Develop self-guided tour of chronological events
- Develop self-guided nature walk brochure that links natural features and topography with the Battle story

## Fort Donelson National Battlefield

- Update Junior Ranger booklet to include Surrender House, refugee/contraband camp story, new lands, and Fort Heiman
- Develop site bulletins on a variety of stories related to the primary interpretive themes, as well as the eagles
- Develop bird and plant lists
- Create large print and Braille version of park interpretive brochures and wayside exhibits for visually impaired visitors

### ***Audio-visual/Multi-media***

- Develop new short video for Surrender House
- Show existing film at Fort Heiman visitor contact station
- Complete CD audio tour and make available for sale.
- Convert audio tour to a cell phone tour.
- Develop PDA tour—new technology is available using GPS and hand-held computers that allow a person to stand in front of a location such as the river batteries and receive audio-visual interactive data on a hand-held computer. This technology allows visitors to see an artist's representation of what a landscape looked like at a particular point in time, see a video clip, or listen to sounds, first person interpretation, or narration. This

technology will help make the battlefield and its stories more tangible. PDA's could be available at the Visitor Center and Visitor Contact Station for rent.

- Equip cemetery Carriage House with computer software system that will allow cemetery visitors to find information on the veterans interred there, as well as burial location in the cemetery.

### ***Website and Internet Technology***

- Develop expanded website—either through the park or through a link to the Friends of Fort Donelson. The site should include the following:
  - Extensive-user tested trip planning, way-finding, and orientation services
  - Links to Google Maps and the Stewart and Calloway County Chambers of Commerce
  - Online Junior Ranger activities
  - Downloadable maps
  - Catalog of articles
  - Primary source material
  - Links to other Civil War Sites
  - Link to the Tennessee Civil War Heritage Area

- Materials for teachers
- Materials for students
- Link to the Library of Congress
- Eagle Cam and links to US Fish and Wildlife Service information about Eagles
- Online collections, archives, maps, exhibits, tours
- Podcasts on various subjects (these can be created by students at the high school or university level using the Fort Donelson Education Center media lab)
- Translations of the park map and guide, site bulletins, and other print resources into other languages for down-loading
- Genealogical information and links
- Interactive timeline
- Blogs related to the Fort Donelson Campaign and park events/programs
- Reservation system for school programs, camp site, facility rentals, etc.

### **Specific Recommendations: Community Engagement**

- Maintain existing events and programs such as Anniversary celebration, reenactment ball; Memorial and Labor Day activities, Partners in Education on Public Lands, YCC Program, STEP Program
- Support growth of Friends of Fort Donelson and invest in a strong working relationship with them
- Expand the bookstore scope of sales to include a changing stock that appeals to all ages, with replica artifacts for collectors, and locally made crafts—hand made in Tennessee or Kentucky
- Add additional living history encampment events to the park calendar
- Establish a living history event focusing on the refugee/contraband camp story
- Offer Elderhostel courses
- Establish a strong partnership between the Dover Library and the park education center. Allow the park education center to be open to the public—use of the library and media lab.
- Establish stronger partnerships with local historical society

- Encourage art done by the local community about the site—display in the visitor center and education center
- Establish an Eagle Fest event
- Encourage community to walk for health by establish a walking club that includes an interpretive element
- Promote use of park to local church groups
- Establish an email list and send out quarterly virtual park newsletter/ calendar
- Provide programs for nursing homes, assisted living, senior centers

### **Specific Recommendations: Marketing and Tourism**

- CD/DVD to be given out to tourists—Stewart County developing
- Enhance relationship with Tennessee and Kentucky Public Radio and local newspapers and TV stations
- Subscribe to a press clipping service
- Partner with the new Stewart County Welcome Center
- Magazine ads, billboards targeted at Civil War Buffs/ Sesquicentennial
- Establish opt-in virtual mailing list for e-blasts
- Advertise in AARP local newsletter
- Advertise the website address on park vehicles
- Place a marketing focus on Nashville to attract first time visitors
- Cross promote site with other agencies such as US Fish and Wildlife Service, Land between The Lakes, etc.
- Place map and guide in local hotels and restaurants
- Partner with Channel One that broadcasts to school classrooms

## **Specific Recommendations: Evaluation and Research Needs**

### ***Social Science Research***

- Conduct visitor studies every three years
- Conduct economic benefits study every five years

### ***Historical Research***

- Dover Hotel historic furnishings plan
- Research on Confederate steamships that were present at Forts Henry/Heiman
- Historic records related to Fort Heiman
- University student papers and research—partner with universities
- Cultural Landscape Studies and Reports
- Archeological Overview and Assessments

### ***Accessibility***

- Invite National Center for Accessibility to assess programmatic accessibility at Fort Donelson and make recommendations for new programs, media, facilities, exhibits, etc.

### ***Evaluation***

- Include formative evaluation and user testing in planning and development of new visitor center and all new exhibits/media

- Develop an Education Steering Committee for ongoing evaluation of educational programs
- Include evaluation/feedback form in traveling trunks
- Provide a box for visitor comment cards at visitor center, education center, Surrender House, Cemetery Lodge House, and Fort Heiman visitor contact station
- Create an element in all exhibits that allow visitors to share their own thoughts and interpretation of the meanings of park resources
- Institute a strong audit/coaching program for interpretive staff, volunteers, and interns

## **Specific Recommendations: Professional Development Needs**

- Encourage interpretive staff, volunteers, and interns to participate in the NPS Interpretive Development Program working toward completion of all 10 modules for certification
- Send staff to National Center for Accessibility courses on program accessibility and universal design
- Join the National Association for Interpretation as an institutional member, encourage staff to attend NAI workshops

- Subscribe to the Journal of American History and/or Civil War History.
- Send volunteer coordinator to NPS volunteer training and participate in statewide association of volunteer coordinators
- Provide staff with training opportunities in website design, podcast development, and other interpretive technology

## **Specific Recommendations: Partnerships Related to Interpretation, Education, Information, and Orientation**

- Friends of Fort Donelson—Volunteerism, philanthropy, website
- City of Dover (City will connect Fort Donelson with downtown Dover—walking trail)—Facilities, infrastructure, marketing and tourism
- Historical Society in Stewart County—Interpretation, volunteerism
- Sons of Confederate Veterans—Interpretation, volunteerism
- Sons of Union Veterans—Interpretation, volunteerism
- Tennessee Civil War Heritage Area—Research, evaluation, marketing, education, interpretation, website, publications, and other services

- Lower Mississippi Delta Initiative—In 1994 Congress directed the NPS to undertake the Lower Mississippi Delta Initiative. The goals of the LMDI are to preserve the region's cultural and natural resources and to enhance heritage tourism within the region. Fort Donelson NB is a designated site.
- Stewart County Chamber of Commerce—Marketing and tourism, economic development
- Calloway County Chamber of Commerce—Marketing and tourism, economic development
- Murray State University—Education, evaluation, research, interns, online magazine
- Austin Peay State University—Education, evaluation, research, interns
- Stewart County School System—Education, evaluation, research, interns
- Calloway County School System—Education, evaluation, research, interns
- Civil War Preservation Trust—Land acquisition, interpretation
- US Fish and Wildlife Service—Natural resources preservation, cross promotion, education, tourism
- US Forest Service—Land Between The Lakes—Natural resources preservation, cross promotion, education, tourism, recreation
- Tennessee Valley Authority—Natural resources preservation, cross promotion, education, tourism, recreation
- Local businesses—Marketing and tourism, economic development
- Local, newspaper, TV and radio stations—Marketing and publicity
- Channel One—Broadcasting to school classrooms
- Eastern National—Bookstore expansion and publishing
- Cherokee State Park in Kentucky—Historically black park—marketing to African Americans
- Art Heritage Council—Integrating visual and cultural arts
- Delta Queen and other tour groups—Marketing
- Civil War Roundtable/ other Civil War groups—Marketing, volunteerism, philanthropy

## Implementation Plan 2009-2011

Note—Staff should review the LIRP annually. In addition to following the implementation plan below, staff should consider the personal services programming and event ideas listed in the body of the LIRP during their annual interpretive planning process.

<b>ACTION</b>	<b>LEAD STAFF</b>	<b>ESTIMATED COST</b>	<b>POTENTIAL PARTNERS</b>
Add GS09 Park Ranger FTE to staff (education/volunteer coordinator)	Superintendent	\$75,000 annually	
<b>OR</b> Convert vacant GS-09 position and combine with Historian position to create a supervisory master interpreter position	Superintendent	Net Savings	
Develop college internship program	Chief Ranger	\$10,000 annually	Area universities Student Conservation Association
Initiate Teacher to Ranger to Teacher Program	Education Coordinator	\$6000 annually	Southeast Regional Office
Expand Volunteer In Parks Program	Volunteer Coordinator	\$3000 annually	Washington Office Volunteer Coordinator
Increase staff training and participation in Interpretive Competency Development	Chief Ranger	\$20,000	
Purchase/ upgrade accessibility equipment and devices/ lavalier microphones/ TTY/ wheel chairs/ etc.	Chief Ranger	\$10,000	National Center for Accessibility Harpers Ferry Center Southeast Regional Office
Develop, print written scripts and summaries of interpretive talks for hearing impaired visitors	Chief Ranger	\$12,000	National Center on Accessibility
Develop in-house large print version of map and guide, site bulletins, etc. for visually impaired visitors	Chief Ranger	\$12,000	National Center on Accessibility

<b>ACTION</b>	<b>LEAD STAFF</b>	<b>ESTIMATED COST</b>	<b>POTENTIAL PARTNERS</b>
Develop and implement use of new technologies: Podcast/cell phone tours, internet media, long-distance learning, etc.	Chief Ranger	\$50,000	National Center on Accessibility Harpers Ferry Center Southeast Regional Office
Provide Audio Described Tour of Visitor Center Museum	Chief Ranger	\$18,000	National Center on Accessibility
Establish Education Steering Committee	Education Coordinator	N/A	Stewart and Calloway County Schools Area universities, TCWHA
Plan, fabricate, and install exhibit for Stewart County Welcome Center	Chief Ranger	\$50,000	Stewart County Chamber of Commerce Town of Dover, TCWHA
Improve directional signs to Fort Donelson on I-24 and I-79	Superintendent	\$40,000	Tennessee Department of Transportation/Highway Authority
Improve/replace tour stop signs	Chief Ranger	\$20,000	Staff, contract
Repair/renovate National Cemetery comfort station*	Facility Manager	\$22,000	National Center for Accessibility Southeast Regional Office
Add security gate and fencing at National Cemetery*	Facility Manager	\$73,000	
Restore National Cemetery Trail for universal access*	Facility Manager	\$50,000	National Center for Accessibility Southeast Regional Office
Rehabilitate National Cemetery Spur Trail*	Facility Manager	\$60,000	YCC, Friends of Fort Donelson, Boy Scouts
Add cover to amphitheater*	Facility Manager	\$25,000	
Add accessible picnic pavilion adjacent to amphitheater*	Facility Manager	\$25,000	
Develop earthworks management plan*	Superintendent	\$15,000	Southeast Regional Office

Fort Donelson National Battlefield

<b>ACTION</b>	<b>LEAD STAFF</b>	<b>ESTIMATED COST</b>	<b>POTENTIAL PARTNERS</b>
Create universally accessible trail at River batteries and earthworks where can be accomplished within grade and slope	Facility Manager	\$50,000	National Center for Accessibility Southeast Regional Office
Upgrade campsite and picnic areas for universal accessibility*	Facility Manager	\$25,000	National Center for Accessibility Southeast Regional Office
Revise and expand bookstore scope of sales	Chief Ranger	N/A	Eastern National
Complete new historic furnishings plan for Surrender House—Historic Dover Hotel*	Chief Ranger	\$30,000	Harpers Ferry Center, TCWHA Universities
Plan, fabricate, and install new exhibits/ furnishings for Surrender House—Historic Dover Hotel*	Chief Ranger	\$120,000	Harpers Ferry Center TCWHA Friends of Fort Donelson
Complete planning and construction drawings for new visitor center*	Superintendent	\$350,000	Denver Service Center Friends of Fort Donelson
Complete exhibit plans for new visitor center	Chief Ranger	\$100,000	Harpers Ferry Center Friends of Fort Donelson
Complete planning and renovation drawings for education center*	Superintendent	\$10,000	Denver Service Center Friends of Fort Donelson Education Steering Committee
Complete education workshop and lab planning for education center	Education Coordinator	\$30,000	Education Steering Committee University of Maryland Kids Co-Design Team, Friends of Fort Donelson, Harpers Ferry Center
Complete planning and renovation drawings for cemetery carriage house*	Superintendent	\$10,000	Denver Service Center Friends of Fort Donelson
Complete exhibit plans for cemetery carriage house*	Chief Ranger	\$25,000	Harpers Ferry Center Friends of Fort Donelson
Plan roads, trails, comfort station, and visitor contact station for Fort Heiman*	Superintendent	\$100,000	Denver Service Center

<b>ACTION</b>	<b>LEAD STAFF</b>	<b>ESTIMATED COST</b>	<b>POTENTIAL PARTNERS</b>
Plan exhibits for Fort Heiman visitor contact station	Chief Ranger	\$15,000	Harpers Ferry Center
Develop sign, auto-tour stop, and wayside exhibit plan for Fort Heiman*	Chief Ranger	\$5,000	Harpers Ferry Center
Plan roads, bus turn-around, and trails for new lands at Fort Donelson*	Superintendent		
Develop sign plan for new lands at Fort Donelson	Chief Ranger		
Plan and Implement Interpretive Strategy for Fort Henry site, USFS, Land Between The Lakes NRA	Superintendent Chief Ranger	\$40,000	USFS, Land Between The Lakes NRA
Plan and implement interpretive strategy and media for Fort Defiance (Montgomery Co, Clarksville, TN) and other state, regional, and local historic sites	Superintendent Chief Ranger	\$40,000	Various Partners
Plan and implement CW150/Sesquicentennial Action Plan	Superintendent Chief Ranger	Undetermined	Various Partners
Plan and implement NPS Centennial Initiative projects and celebration	Chief Ranger	Undetermined	Various Partners

## Implementation Plan 2012-2014

<b>ACTION</b>	<b>LEAD</b>	<b>ESTIMATED COST</b>	<b>POTENTIAL PARTNERS</b>
Construct new visitor center and install new exhibits	Facility Manager	\$5,000,000	Denver Service Center/Harpers Ferry Center
Revise scope of sales for new expanded bookstore	Chief Ranger	N/A	Eastern National
Renovate old visitor center into new education center	Facility Manager	\$50,000	
Fabricate and install workshops/labs/exhibits in education center	Education Coordinator	\$150,000	Harpers Ferry Center
Restore historic interior: cemetery carriage house	Facility Manager and Park Historian	\$24,000	Harpers Ferry Center
Fabricate and install new exhibits in cemetery carriage house	Chief Ranger	\$100,000	Harpers Ferry Center
Construct roads, trails, comfort station, visitor contact station at Fort Heiman	Facility Manager	\$200,000	Denver Service Center Friends of Fort Heiman
Fabricate and install exhibits at Fort Heiman visitor contact station	Chief Ranger	\$50,000	Harpers Ferry Center
Fabricate and install signs and wayside exhibits at Fort Heiman	Facility Manager	\$30,000	Contract
Planning, compliance and construct new roads, bus turn-around, and trails on new lands at Fort Donelson	Facility Manager	\$200,000	Tennessee Department of Transportation, Stewart County Highway Department, Contract
Fabricate and install new directional and tour-stop signs and wayside exhibits on new lands at Fort Donelson	Facility Manager	\$20,000	Contract

<b><i>ACTION</i></b>	<b><i>LEAD</i></b>	<b><i>ESTIMATED COST</i></b>	<b><i>POTENTIAL PARTNERS</i></b>
Fabricate and install new main park entrance sign	Facility Manager	\$20,000	Contract
Add directional signs leading to Fort Heiman on state and federal highways	Superintendent	\$20,000	Kentucky Department of Transportation/Highway Authority
Plan and implement CW150/Sesquicentennial Action Plan	Superintendent Chief Ranger	Undetermined	Various Partners
Plan and implement NPS Centennial Initiative projects and celebration	Chief Ranger	Undetermined	Various Partners

\*Complete required NEPA/Section106 Compliance

## Implementation Plan 2015-2018

<i><b>ACTION</b></i>	<i><b>LEAD</b></i>	<i><b>ESTIMATED COST</b></i>	<i><b>POTENTIAL PARTNERS</b></i>
Develop new Long Range Interpretive Plan	Chief Ranger	\$40,000	Harpers Ferry Center
Conduct Visitor Study	Chief Ranger	\$15,000	Visitor Services Project

# Appendix I

## Workshop Participants

<i>Participant</i>	<i>Title</i>	<i>Organization</i>
Terry Crutcher	President	Stewart County Chamber of Commerce
Debbie Austin	Park Ranger	Fort Donelson National Battlefield
Cindy Earls	Heritage Interpreter	Land Between the Lakes-Homeplace
Pam Ford	Librarian	Stewart County Library
Andy Gannon	Professor	Murray State University
Sam Gant	President	Sons of Union Veterans
Debbie Grasty	Principal	North Stewart Elementary School
Michael Gavin	Historian	Tennessee Civil War National Heritage Area
Susan Hawkins	Park Ranger	Fort Donelson National Battlefield
Laura Holder		Tennessee Civil War National Heritage Area
Robert Holiday	Heritage Interpreter	Land Between the Lakes-Homeplace
Jim Jobe	Historian	Fort Donelson National Battlefield
Patricia Lassiter		West Kentucky Education Cooperative
Mike Luton	Teacher	Stewart County Schools
Mike Manning	Chief Ranger	Fort Donelson National Battlefield
Joan Stevens		US Fish and Wildlife Service
Wade Tosh	Administrator	Town of Dover, Tennessee
Sam Vaughn	Chief of Interpretive Planning	US National Park Service
John Walsh	President	Friends of Fort Donelson
Sharon Waltrip	Heritage Interpreter	Land Between the Lakes, US Forest Service
Carroll Van West	Director	Tennessee Civil War National Heritage Area
Ski Witzurtsky	Member	Friends of Fort Donelson
Charles Davis	Principal	Edquist Davis Exhibits
Julia Washburn	Principal	Trillium Resources Group

# Appendix II NPS Logic Model

## National Park Service Interpretation and Education Program Logic Model

DRAFT v.3b (10/2/06)

*Premise: If the NPS offers high quality interpretive, curriculum-based, and informational programs to a diverse public, the public will have better quality of life and will be better equipped to help preserve and protect the National Park System for future generations.*

