



Andersonville National Historic Site Long-Range Interpretive Plan



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Introduction

The Long-Range Interpretive Plan

Within the planning hierarchy of the National Park Service (NPS), an individualized General Management Plan (GMP) provides broad management guidance for each national park unit. At Andersonville, the first General Management Plan was produced as a joint General Management Plan/Development Concept Plan/Environmental Assessment document in June of 1988. With some adaptations, the recommendations set forth in this document resulted in the construction of a new park entrance and new visitor center in the 1990s.

Comprehensive Interpretive Planning (CIP) is also one of the strategic components of each park's planning cycle. Unlike the broader operational and managerial scope of the GMP, interpretive planning focuses on identifying and delivering the park's essential stories and messages to visitors. A park's comprehensive interpretive plan includes three components: (1) a Long-Range Interpretive Plan (LRIP) that provides guidance for a park's interpretive programming for the next seven to ten years; (2) an Annual Implementation Plan; and (3) an Interpretive Database.

At Andersonville National Historic Site, the most recent documents relating to interpretive plans and programs before the present effort were created in late 1989 and 1990. A detailed "Statement for Interpretation" (an annual NPS document phased out in the 1990s) describing annual interpretive programs was produced in late 1989 for fiscal year 1990, and a broader document, titled "An Interpretive Prospectus for [the] Prisoner of War Visitor Center/Museum" and prepared by the Southeast Regional Office, was issued in 1990. This comparatively short (18-page) plan presented the case for building the new visitor center and National Prisoner of War Museum.

This 2009 LRIP, then, is the first broad-based interpretive planning effort to be undertaken since the opening of the site's new visitor center and museum in 1998. This LRIP identifies park themes, describes visitor experience goals, and recommends specific personal and non-personal interpretive services and outreach activities that planning stakeholders believe will best communicate Andersonville National Historic Site's purpose, significance and themes to its next generation of visitors.

Work on this LRIP began in October 2008, when an interpretive planner from the Harpers Ferry Center and a contracted consultant team met with park staff for a scoping trip and site visit. The consultant team conducted a stakeholder open house and workshop on January 14-15, 2009, followed by recommendations workshops in June of 2009.

Barring legislative changes or major new revelations, the foundational elements expressed in this LRIP – purpose, significance, themes, and visitor experience goals – are expected to remain constant over the life of the plan.

Executive Summary

Andersonville National Historic Site began as a stockade built about 18 months before the end of the U.S. Civil War to hold Union Army prisoners captured by Confederate soldiers. Located deep behind Confederate lines, the 26.5-acre Camp Sumter (named for the south Georgia county it occupied) was designed for a maximum of 10,000 prisoners. At its most crowded, it held more than 32,000 men, many of them wounded and starving, in horrific conditions with rampant disease, contaminated water, and only minimal shelter from the blazing sun and the chilling winter rain. In the prison's 14 months of existence, some 45,000 Union prisoners arrived here; of those, 12,920 died and were buried in a cemetery created just outside the prison walls.

The cemetery site serving Camp Sumter was established as Andersonville National Cemetery on July 26, 1865. By 1868, the burial grounds interred the remains of more than 13,800 Union soldiers whose bodies had been retrieved after their deaths in hospitals, battles, or prison camps throughout the region. Andersonville National Cemetery has been used continuously since its founding and currently averages 130 to 150 burials a year. The cemetery and associated prison site became a unit of the National Park Service in 1970.

Today, Andersonville National Historic Site comprises three distinct components: the former prison site of Camp Sumter, the Andersonville National Cemetery, and the National Prisoner of War Museum, which opened in 1998 to honor all U.S. prisoners of war in all wars.

The Long-Range Interpretive Plan

This Long-Range Interpretive Plan offers guidance for enriching interpretive programming and improving visitor experiences at Andersonville National Historic Site over the next ten years. The recommendations in the plan derive from a series of workshops conducted in mid-2009 with a range of Andersonville NHS stakeholders, including representatives from the Andersonville Trust, park volunteers, donors, educators, community leaders, and former prisoners of war. Working together, the team developed interpretive themes, identified appropriate interpretive delivery systems and media, and provided valuable input for interpretive planning, staffing, and programming on Andersonville National Historic Site.

Primary Themes

- The three distinct locations making up Andersonville National Historic Site – the prison site, the museum, and the cemetery – are unique resources for understanding the story of prisoners of war during the U.S. Civil War.
- The National Prisoner of War Museum, located on the grounds of one of the most deadly wartime prisons on U.S. soil, examines and interprets the role of prisoner-of-war-camps and honors all U.S. prisoners of war throughout history.
- The surviving landscapes, reconstructions, monuments, archival collections, and museum installations at Andersonville commemorate the sacrifices of all Americans who perished, and those who survived, captivity in wartime prison camps around the world.
- The Andersonville National Cemetery, its monuments, and its memorialization history – as well as its continued active status for military burials – stand as valuable reminders of our nation's debt to its military veterans of all eras.

Recommendations for Interpretation

The plan presents a number of interpretive staffing, programming, outreach, and media recommendations to revitalize the site's interpretive offerings in support of its four newly identified primary interpretive themes. In addition, the plan ranks the recommendations as short-, mid-, and long-term implementation strategies throughout the next ten years.

Short-term (1-3 years) recommendations include:

- Expanding the park's community and educational outreach, including upgrading K-12 curriculum guides
- Planning Andersonville-related programming, a temporary exhibit, a brochure and website entries for the Sesquicentennial (150th anniversary) of the Civil War in 2011-2015
- Increasing the frequency and variety of personal interpretation, including ranger- and volunteer-led programs, roving rangers, and living history practitioners
- Assessing the need for new wayside exhibits and a parkwide wayside plan
- Updating park publications and adding a self-guided map, a cemetery brochure, and site bulletins for the park's three distinct locations
- Updating the park website
- Working to assist the park's partners in expanding their memberships and involvement with the park
- Filling vacant positions (including the chief of interpretation) and assessing future interpretive staffing needs
- Adding STEP (student intern) and Teacher-Ranger-Teacher employees to assist in interpretation, education, and outreach
- Introducing an evaluation component into all interpretive programming for the site

Mid-term (4-6 years) recommendations include:

- Working with local tourism operators (bus, train) to add interpretive programming about the site
- Creating a new audio tour and self-guided, web-accessible tour materials for use on visitors' personal devices
- Creating a major traveling exhibit on POWs
- Planning and publicizing events and programming for the NPS Centennial in 2016
- Continuing to support park partners and help these groups recruit new members among post-POW generations
- Creating a comprehensive, web-accessible database of all U.S. POWs in all wars
- Expanding educational offerings and adding an education specialist to the staff

Long-term (7-10 years) recommendations include:

- Updating the POW Museum's main exhibit
- Installing a multi-use kiosk at the cemetery
- Funding a building a new research and education facility



Lithograph of Camp Sumter, "Andersonville Prison," by Private Thomas O'Dea



Foundation for Planning

"A spring of purest crystal water shot up into the air in a column and, falling in a fan-like spray, went babbling down the ground into the noxious brook. Looking across the deadline, we beheld with wondering eyes and grateful hearts the fountain spring."

- John T. Maile, 8th Michigan Infantry

The foundation for interpretive planning includes guiding legislation, park purpose and significance statements, public input, existing management plans and previous interpretive efforts, primary interpretive themes, and other relevant documents or findings from park partners and the community.

Legislative Background

Andersonville National Historic Site as it exists today was established by Public Law 91-465, 84 Stat. 989, approved October 16, 1970. This Act authorizes “the establishment of the Andersonville National Historic Site in the State of Georgia, and for other purposes. . . . in order to provide an understanding of the overall prison-of-war story of the Civil War, to interpret the role of prisoner-of-war camps in history, to commemorate the sacrifice of Americans who lost their lives in such camps, and to preserve the monuments located therein. . . .”

In 2002, Public Law 107-357 amended the 1970 legislation to allow the park to increase its size from 500 to 520 acres. The additional acreage was acquired by the Friends of Andersonville for donation to the park to create a safer and more appropriate entrance dedicated solely to Park traffic.

Previous Governance

In the 105 years between the closing of the Andersonville prison and its establishment as a unit of the National Park Service, the cemetery and prison site underwent several phases of ownership and care.

The cemetery site itself was established as Andersonville National Cemetery on July 26, 1865, with some 13,000 graves of prisoners who died at Camp Sumter. By 1868, the cemetery interred the bodies of more than 13,800 Union soldiers who had died in hospitals,

battles, or prison camps throughout the region. One of only two National Cemeteries operated by the National Park Service, Andersonville National Cemetery has been used continuously since its founding, averaging some 130 to 150 burials a year over the past decade.

The prison site, however, had a somewhat less stable guardianship. For a brief period after the Civil War (1875 to 1890), the site reverted to private ownership, but in 1890 it was purchased by the Georgia chapter of a Union veterans’ organization called the Grand Army of the Republic. Lacking the funds to maintain the property, the G.A.R. sold the site to its national auxiliary, the Woman’s Relief Corps for \$1.00. In 1910, the Woman’s Relief Corps donated the site to the U.S. government, where it was administered by the War Department and its successor, the Department of the Army. In 1970, the Army transferred both the prison site and cemetery to the National Park Service.

Park Purpose and Significance

Park Purpose statements describe why an area was set aside as a unit of the national park system and what specific purpose exists for the area today. Purpose statements may reflect traditional purposes of preservation and enjoyment, linkages between the management unit and its cultural and natural resources, connections with groups and areas external to the park, and the language of the enabling legislation.

Purpose Statement:

The purpose of Andersonville NHS is to interpret the role of Prisoner of War camps throughout history and to protect the cultural resources associated with Andersonville Prison and its memorialization period. The site operates an active National

Cemetery that contains the remains of 12,920 Union Prisoners of War and will continue to inter veterans and their dependents until maximum capacity is reached.

Park Significance statements describe the distinctiveness of the combined resources of a particular park unit. These statements can reflect upon natural, cultural, scientific, recreational, inspirational, and other resources. The statements embody the power of the place through a factual representation of what makes this place special, and summarize the essence of the importance of this park's resources to the nation's natural and cultural heritage. Significances may evolve over time as a result of discoveries and updates to our knowledge about this place.

Significance Statements:

Andersonville National Historic Site has national significance for the following reasons:

- The Camp Sumter prison site preserves the grounds, earthworks, and archaeological artifacts from

the site's occupation by some 45,000 Union prisoners of war for 14 months between early 1864 and 1865.

- The National Prisoner of War Museum is the only public and cultural institution in the National Park System dedicated to preserving, interpreting, and serving as a memorial to all American prisoners of war. In addition, Andersonville National Historic Site is the national repository of artifacts and archives of all U.S. prisoners of war.
- The Andersonville National Cemetery, one of only two active National Cemeteries managed by the National Park Service, contains the gravesites of thousands of Civil War soldiers as well as thousands of later U.S. veterans and their dependents. The cemetery is the only active National Cemetery operated and maintained by the NPS in Georgia, with some 130 to 150 burials each year.



Andersonville 1864

- The Andersonville National Cemetery also contains numerous historic monuments and markers created and installed during the post-Civil War memorialization period of the late 19th and early 20th centuries.

Mission Statement:

To provide an understanding of the overall prisoner of war story of the Civil War and to interpret the role of prisoner of war camps in history, and to preserve in perpetuity, for inspiration, and commemoration, the historic landscape, structures, monuments and artifacts that illustrate the American Prisoner of War experience and the role of Civil War prison camps.

Primary Interpretive Themes

A park’s primary interpretive themes are the key concepts, ideas, and stories that illuminate and reinforce its purpose and significance. Ideally, an individual park or unit within a park will have no more than five to six primary themes. Themes form the backbone of a park’s interpretive program, creating a foundation for educating visitors about the park and encouraging them to form intellectual and emotional connections with park resources.

Since its establishment in 1970, Andersonville National Historic Site has used language taken directly from its establishing legislation as its primary interpretive themes. During the 2009 workshops, participants expressed the desire to expand and clarify these statements and add sub-themes and suggested storylines for more interpretive guidance. This need was especially acute for the National Cemetery, which is not mentioned by name in the original legislation.

The following themes and sub-themes have been derived from the 2009 workshops. Several specific storylines are also listed, though

these should in no way be considered limiting or exhaustive. Rather, for front-line interpreters choosing the day’s program, the fundamental question should be: Does this storyline appropriately support at least one or more of the agreed-upon primary themes?

Primary Theme # 1:

The three distinct locations making up Andersonville National Historic Site – the prison site, the museum, and the cemetery – are unique resources for understanding the story of prisoners of war during the U.S. Civil War.

Sub-themes:

- Walking the grounds and exploring the stories of Andersonville can be an unforgettable way for modern visitors to learn more about the Civil War.
 - Storyline: POWs held here were Union soldiers captured in battle and brought to this remote prison site deep behind Confederate lines.
 - Storyline: Andersonville National Cemetery was originally created to honor the graves of some 13,000 Union soldiers who died in the prison here.
- Andersonville was one of a number of Civil War prisons – but due to a combination of circumstances, it was by far the most deadly.
 - Storyline: Thousands of prisoners died at Andersonville of starvation, overcrowding, and unsanitary conditions as the South’s fortunes declined.
- Each individual story of a prisoner of war at Andersonville is also a universal story of the hardships and bravery of U.S. prisoners of war.
 - Storyline: Historic records and archival materials enable us to present many vivid, true stories of prisoners who lived and died here.

Primary Theme # 2:

The National Prisoner of War Museum – located on the grounds of one of the most deadly wartime prison on U.S. soil - examines and interprets the role of prisoner-of-war-camps and honors all U.S. prisoners of war throughout history.

Sub-themes:

- The basic human rights of POWs, their legal/political status and related questions are timeless and remain relevant in world conflicts today.
- Regardless of century or country, the human emotions, uncertainties, and deprivation of basic needs during the POW experience are universal.

Primary Theme # 3:

The surviving landscapes, reconstructions, monuments, archival collections, and museum installations at Andersonville commemorate the sacrifices of all Americans who perished, and those who survived, captivity in wartime prison camps around the world.

Sub-themes:

- The U.S. citizens held as POWs through the years reflect the great diversity of the American population.
 - Camp Sumter itself reflected this diversity, with prisoners of many different ethnicities, including African Americans and American Indians.
- The struggles of U.S. POWs are a stark reminder that “freedom isn’t free.”

Primary Theme # 4:

The Andersonville National Cemetery, its monuments, and its memorialization history – as well as its continued active status for military

burials - stand as valuable reminders of our nation’s debt to its military veterans of all eras.

Sub-themes:

- The 19th- and early 20th-century “memorialization movement” was an important part of national healing after the Civil War.
 - Story line: individual contributions from Atwater, Clara Barton, others
 - Story line: monuments and stories from individual states
 - Story line: monuments and stories from specific military units
- The Civilian Conservation Corps of the 1930s made significant contributions to the development of the prison site.

Visitor Experience Goals

What kind of experience should visitors expect when they come to Andersonville National Historic Site? Ideally, the interpretive programming and materials should enable each visitor to experience some level of physical, intellectual, and emotional connection with the themes and resources here. This “connecting” experience should be available to visitors of all abilities and backgrounds, including those with visual, auditory, mobility, or cognitive challenges.

Visitors to Andersonville National Historic Site should have the opportunity to:

- Locate the site easily from major transportation corridors (Interstate 75 as well as the varying designations for GA 49 - the Andersonville Trail and the Andersonville POW Memorial Trail).
- Access basic information and orientation to the site quickly from all key entry points to the site.

- Explore and make a first-hand connection with some of the key sites and stories of this historic place, where 45,000 Union soldiers endured horrific conditions of imprisonment in enemy territory during the U.S. Civil War.
- Gain a basic understanding of the Civil War and Andersonville’s role in it – in particular, that Andersonville was never a battlefield, and that soldiers arrived here by train after capture at major battles much farther north.
- Visit and become engaged in the themes and stories portrayed in the National Prisoner of War Museum.
- Understand and appreciate that Andersonville National Historic Site is a National Memorial dedicated to all U.S. Prisoners of War in all wars.
- Use self-guided tour materials, museum materials, or assistance from interpreters to pursue some of the many stories and perspectives on Andersonville, the Civil War, or the POW experience according to their own individual interests.
- Participate in educational programs available at the site, through off-site outreach programs, or on the web.
- Be able to access online records and archives relating to individuals, states, or military units known to have been imprisoned or buried at Andersonville.
- Tour the Andersonville National Cemetery and explore its different areas and monuments.
- Enjoy a quiet, peaceful atmosphere conducive to contemplation, solitude, and respect.

Visitor Data

Since its opening in 1972, when it attracted some 133,000 visitors, Andersonville National Historic Site has experienced significant fluctuations in visitation. Some of these fluctuations are readily explainable, such as the jump to 225,000 visitors in 1998, the year the museum opened. Other fluctuations are less clear, although gas prices and declining school field trips may have a role. In 2002, the site attracted 190,000 visitors, only to fall to a low of 132,000 in years 2005 and 2006 before rebounding to 153,686 in 2007 and 159,592 in 2008. In 2009, visitation was 136,267.

Staff members estimate that approximately 70% of all visitors who come to the site arrive with a basic understanding of the site and its purpose; typically, these planned visits last about four hours.

Family Groups

According to the site’s visitor logs, the majority of non-school visitors come primarily from Georgia, Florida, and thirdly, from the Midwestern states. Many of the Georgia visitors are local or regional residents and repeat visitors. Many of the Midwesterners are thought to be “destination travelers” who seek out Andersonville (perhaps while visiting other sites in the southeast or Florida) because they have family members who were imprisoned at Andersonville. (The historical record confirms that many of the prisoners here from the Midwestern states.)

Veterans and Former POWs

Veterans, former Prisoners of War, and family members/descendants of veterans and POWs are an important constituency for Andersonville National Historic Site. Although these visitors cannot be tallied separately from other visitors (except when they

arrive in organized veterans groups), anecdotal evidence confirms that many inter-generational family visitors have veterans, former POWs, spouses, or POW or Civil War descendents in attendance or in the family tree – and this connection is a primary motivating factor for their visit to Andersonville.

School Groups

The park staff has also worked to increase its program offerings and on-site visits for school groups, which in turn attracts more student visits (both field trips and family groups). In the last few years, the park staff reports two interesting trends: first, the site is attracting more and bigger school groups from larger county systems, such as Columbus, Macon, and Leesburg – and fewer visitations from local schools. Second, the school groups are getting younger, with more 4th- and 5th-grade classes visiting.

Military Groups

About 200 visitors each month come from military bases within easy driving

distance of the site. Most of these arrive in organized groups: Officers Candidate School at Ft. Benning in Columbus, Warner Robins Air Force Base, and Ft. McPherson in Atlanta, and Ft. Rucker Army Chief Warrant Officer school in Dothan, AL.

Funerals and Funeral Guests

Andersonville National Cemetery conducted 148 funerals for veterans and their dependents in 2008; a total of 5,640 people attended these events. In the recent past, the number of burials has ranged from a low of 126 in 1993 to a high of 178 in 1999. Andersonville is the only active National Cemetery in Georgia operated by NPS.

Special Events Visitors

Andersonville National Historic Site hosted a total of 17 special events attended by 4,544 visitors in 2008. These events ranged from the park's annual observance of Memorial Day to candlelight tours, living history presentations, and an Echo Taps ceremony in the cemetery.



National Prisoner of War Museum

Other Planning Considerations

Andersonville National Historic Site receives significant support for its interpretive programming from its cooperating association (Friends group) and from several veteran-related organizations. While support and relationships with these organizations remain strong at present, many of these groups' longstanding champions and active members are well into the late retirement phase of their lives, and there are concerns about the future vitality of the organizations and the "passing of the baton" of leadership to younger generations.

- **The Friends of Andersonville**, a non-profit 501(c)(3) organization of volunteers, is the official Friends group for Andersonville National Historic Site. The Friends organization administers The Andersonville Trust, an endowment

fund that helped finance the construction of the National Prisoner of War Museum and has made more than \$270,000 in donations to the site since 1996. Working with park management to identify and prioritize funding needs, the Andersonville Trust contributes tens of thousands of dollars in support of park programs, marketing, special events, and other activities each year.

- **Veterans Service Organizations**
Andersonville National Historic Site also draws support from a number of veterans' organizations. Chief among these is the American Ex-Prisoners of War association, which partnered with the Friends group to help fund the museum. Other interested groups include all former POW associations, such as the Korean War Ex-POW, American Defenders of Bataan and Corregidor, and the NAM-POWs group.



Existing Conditions

"Turn you to the stronghold ye prisoners of hope..."

- Zechariah 9:12

Pre-visit and Arrival Information

Media Outreach

The park informs the public of upcoming events, news updates, and special programs through press releases sent to local newspapers, television and radio stations, organizations, magazines and posted on the park's web site.

Administrative Services

Park staff members process requests for information via letters, phone calls, and e-mails. Most requests are for basic information (brochures, pamphlets, etc.), group reservations, teacher resource packets, POW and genealogical research, and park hours and directions.

Directional and Wayfinding Signs

Except for local visitors, most travelers arrive at Andersonville National Historic Site by way of Interstate 75, a major north-south corridor leading through Georgia to Florida. The site and its exit numbers are appropriately signed on I-75. In addition, Georgia 49, the road leading to the site, is designated and marked by the state of Georgia as the Andersonville POW Memorial Trail.

As visitors approach the park entrance, they are again reminded of the AM radio transmission providing essential park information and setting the stage for their visit.

Website

The park website provides virtual visitors with information about the park, its sites and resources, directions, and interpretive and educational materials including the Junior Ranger booklet. The NPS website also links to the Friends of Andersonville website.

Sites and Facilities for Interpretation

Andersonville National Historic Site has three distinct sites for interpretation:

- the Camp Sumter Civil War prison landscape, including historic earthworks, monuments, and several reconstructed structures;
- the National Prisoner of War Museum; and
- Andersonville National Cemetery, located about a quarter-mile from the prison site and visitor center. The cemetery includes Civil War gravesites and monuments as well as 21st-century burial spaces.

A common visitor center within the museum building serves all three locations with a staffed reception desk, regularly scheduled interpretive tours, self-guided tour materials (print and CD), and a bookstore/gift shop. The visitor center also houses a small research library and archives, although with limited capacity for public access.

Interpretive Programming

Current interpretive programming at Andersonville National Historic Site includes a variety of options, including personal tours by a trained staff interpreter or volunteer, an immersive exhibit experience in the museum, two regularly shown short films, self-guided audio tours of the grounds, and wayside signs.

Still, depending on how visitors approach the site – and depending on whether they are “new” or local visitors – they may not necessarily avail themselves of the full range of interpretive offerings. In fact, as one workshop participant put it: “Of course everybody knows generally about the site – but I’m not sure most people in Sumter County even KNOW about the museum.”

For All Audiences

Visitors entering the visitor center can talk directly with a staff person, pick up a self-guided audio tour, or accompany a staff or volunteer interpreter on one of the guided tours offered daily at 11:00 a.m. and 2:00 p.m.

The exhibit experience in the National Prisoner of War Museum is recommended for visitors aged third-grade and above.

Two films, *Echoes of Captivity* and *Voices from Andersonville*, are also shown at hourly intervals.

***Special Programs for Youth/
Educational Groups*****On-site Class Visits**

Roughly 30% to 40% of Andersonville's annual visitation is by organized school groups. Although the park would prefer that groups book time in the fall as well as the spring, most schools choose to visit between February and May.

The park requests a minimum two-week lead time for reservations and

recommends that a school visit to Andersonville be a minimum of two hours, allowing time for a visit to the museum as well as a ranger-led tour.

Although the site does not have a dedicated education specialist on staff, the current interpretive staff works closely with educators to prepare and present relevant materials for student groups. A field trip to Andersonville supplements aspects of Georgia Social Studies objectives for grades 5, 8, and 11, during the presentation of U.S. and Georgia history; the best fit is for 8th-graders studying Georgia history. Within the Georgia Educational Standards for Social Studies, Andersonville fits into the following: SS5H1, SS8H6 (where Andersonville is specifically noted), SSUSH9, SSUSH19, SSUSH20 and SSUSH25.

Junior Rangers

Youth visiting the park can also enjoy the learning experiences of the Junior Ranger program. The published Junior Ranger booklet is available at the park and also for download from the park website.



Youth Participants in the Park's Discovery Camp

Andersonville Prison Historical Trail, Boy Scouts of America.

The Andersonville Prison Historical Trail, administered by Boy Scout Troop 27 of Americus, offers youth a 3-mile historical hiking tour through the park site and downtown Andersonville. Hike details and an application for a Hiking Patch are available at the visitor center and also on the website for download.

Interpretive/Educational Outreach

Over the years, Andersonville NHS management has been very successful at integrating and coordinating the National Historic Site's programming, special events, and outreach efforts with compatible and complementary cultural tourism efforts within Sumter County and the towns of Andersonville and Americus. (Outreach efforts seem to have been slightly less successful in neighboring Macon County.)



Living Historians at Andersonville National Historic Site

Other outreach activities include the following:

- Andersonville staff members make occasional visits to area schools but have no formal arrangements for regular programs. When they do find the time to present at schools, they report excellent response at the school and in subsequent class and/or family visits to the site.
- The superintendent of Andersonville NHS authors a regular guest column for the Ex-POW Bulletin, a publication issued nine times a year by the American Ex-Prisoners of War to its 10,000+ members.

Volunteers

Volunteers are essential to the successful operation of Andersonville National Historic Site. In 2008, a total of 476 volunteers contributed 7,442 hours to the park. While the majority of these volunteers performed short-term tasks, a small core group of long-term volunteers serve the park year-round and shoulder significant responsibility, especially for visitor services, interpretation, and communications.

The site also welcomes the occasional services of former POWs, as part of the site's "POW Host" program, which visit at intervals and share their personal experiences to park visitors and work on other interpretive projects.

Interpretive Media

Audiovisual Presentations

- Two high-quality films, *Echoes of Captivity* and *Voices from Andersonville*, help visitors understand the hardships of captivity and the connections between the prisoners of war at Andersonville and other U.S. POWs. Both films, roughly 30 minutes each, were produced in 2005 with funding from the Friends of Andersonville.
- Audio driving tours on the prison site and the cemetery enable visitors to follow their own self-guided automobile and/or walking tour of the site.
- In 2008, the two audio tours were combined and modified slightly to serve as the narration for a 45-minute CD program, “View Behind the Valor: A Narrated Photographic Tour.”

Exhibits

The National Prisoner of War Museum, ten years old in 2008, occupies 8,000



Communication Room at the National Prisoner of War Museum

square feet within the visitor center for Andersonville National Historic Site. Employing an immersive style with dramatic lighting, sound effects, and numerous artifacts, the museum offers nine thematic halls with exhibits honoring American POWs from all conflicts, from the Revolutionary War to the current conflicts in Iraq and Afghanistan.

Overall, visitor response to the museum has been very positive. In response to technical issues and a need for updating, the first gallery, *Who Is A POW?*, was renovated in 2004. An August 2008 evaluation by the NPS Southeast Regional Office gave the exhibit area high marks overall, although the reviewer pointed out “concerns with overall lighting of the area. . . two areas that were very dark. . . made it very hard to read the text.” The reviewer also added a “testimony and response” area for visitors to record their reactions and emotions after exiting the exhibit.

Staff observers had additional notes. “A lot of people just run through the museum,” said one staff member in the workshop sessions. “The kids go through and punch buttons, but often the old folks don’t get it (the interactives). Maybe we need audio assistance in the museum.”

Publications

Printed materials available for visitors at Andersonville NHS include:

- The standard #10-size NPS Site Bulletin for the park;
- The *Andersonville Cemetery Ramble* (described as a “Parks as Classrooms” resource book and designed for Grades 4-7); and
- A two-sided, four-color #10-size card

Wayside Signs

At present, the park has twenty-eight (28) wayside exhibits at designated stops along the prison site auto tour and walkways. Park interpretive staff and management confirmed in the workshop sessions that they feel the site has an adequate number of interpretive signs; they do not anticipate creating more in the near future. The site has plans (PMIS submitted) for adding approximately ten solar audio stations to some of the wayside exhibits.

Web Offerings

At present, Andersonville National Historic Site’s website is minimal, with the requisite number of web pages to be found at the expected NPS url (www.nps.gov/ande) and the standard NPS template. However, staff and volunteers are working on the site as they have the time, and plans include eventually uploading visual representations of much of the archival collection online.

The website also features a link to the Friends of Andersonville website – which in turn features a number of other useful links, including a number of interested veterans’ and family POW groups.

Media and Cultural Assets

Media and cultural assets include park resources such as documents and artifacts that available to support the design of personal services programs or interpretive media and a large oral history collection.

Andersonville NHS is the national repository for all American POW collections dating from the Revolutionary War to the present day. The park acquires objects based on its Scope of Collection Statement. The site is mandated to preserve its museum collection and maintain the collection in a designated storage

facility that meets both NPS and AAM accreditation standards. This facility is not open to the public, but access may be granted based on museum collection access policy. Among these holdings are a wealth of oral history materials (approximately 1,000 separate interviews) on audio or videotape.

Museum Collection

	Total	Catalogued
Archaeology:	5313	1272
History (3-D Objects):	6665	4785
Archives/ Manuscripts:	28166	24899

Library

Approximately 1400 to 1500 volumes are cataloged and housed in the research library. The library also includes over 2500 vertical files that include Andersonville prisoner files, other POW camp materials from all wars and miscellaneous related information. (A large number of volumes have been culled but not deleted from Procite.)

In May 2008, the Friends of Andersonville began exploring options to reinvigorate an earlier proposal that would create a separate, state-of-the-art Education and Research Center to house the site’s vast and growing collections.



Issues and Influences

"...to provide an understanding of the overall prisoner-of-war story of the Civil War, to interpret the role of prisoner-of-war camps in history, to commemorate the sacrifice of Americans who lost their lives in such camps..."

- Andersonville National Historic Site Enabling Legislation

The Aging of Military America

Working together, Andersonville National Historic Site and its Friends group have a strong history of identifying and solving problems.

However, the biggest problem these two long-time collaborators will face in the next ten years is inevitable and unavoidable: age.

“POWs are the most important resource we have, and they are aging... they are going,” says a staff member. With the average age of World War II POWs now at 86 and the Vietnam generation approaching its mid-60s, it comes as no surprise that those who care most about Andersonville worry about its future.

In fact, post-World War II conflicts have seen far fewer numbers of American POWs. While there were 124,079 U.S. military personnel held as POWs in Europe and Asia during World War II, POW numbers dropped to 7,140 in the Korean conflict of the 1950s, 926 during the Viet Nam era, 21 in the first Gulf War, and 15 to date in Iraq and Afghanistan.

Recent decades have also witnessed a general diminishing of the role and pervasiveness of the military in American life, with far smaller numbers serving in the Armed Forces and the advent of a volunteer (non-draft) military. Even the Civil War re-enactment trend has abated a great deal, as its enthusiasts in the 1980s are now 20 years older, and their children have not taken up the challenge.

Educational Concerns

Since the passing of the No Child Left Behind act, schools across the country have been cutting back on field trips to spend more time on meeting standardized testing goals. To counteract this drop-off in attendance, Andersonville NHS is currently engaged in upgrading its educational packet for teachers.

Interestingly, the park reports generally better and more predictable relationship with schools in Americus/ Sumter County than in Montezuma/ Macon County. (Though the two counties are adjacent, their per capita incomes and demographics are quite different.)



Honoring American Veterans on Memorial Day

In the past year several Junior ROTC units have visited the park, with good results, and park management anticipates that more such groups will visit. Typically, these units have additional funding and more flexibility to travel, and they also have a built-in interest in military history. The park perceives these groups as a growth market that, to date, is largely untapped.

Local Issues

As several participants in the stakeholder workshops expressed, there is a general sense among locals that many local people do not know about the POW museum; they think of Andersonville as having only the prison site and the cemetery.

Several participants alluded to a rather touchy relationship at times with nearby Village of Andersonville. The village has a Andersonville Historic Fair every year on the first weekend in October, with mock Civil War battles and reenactors, arts and crafts vendors, live entertainers, etc. According to park



Remembering a Fallen Soldier

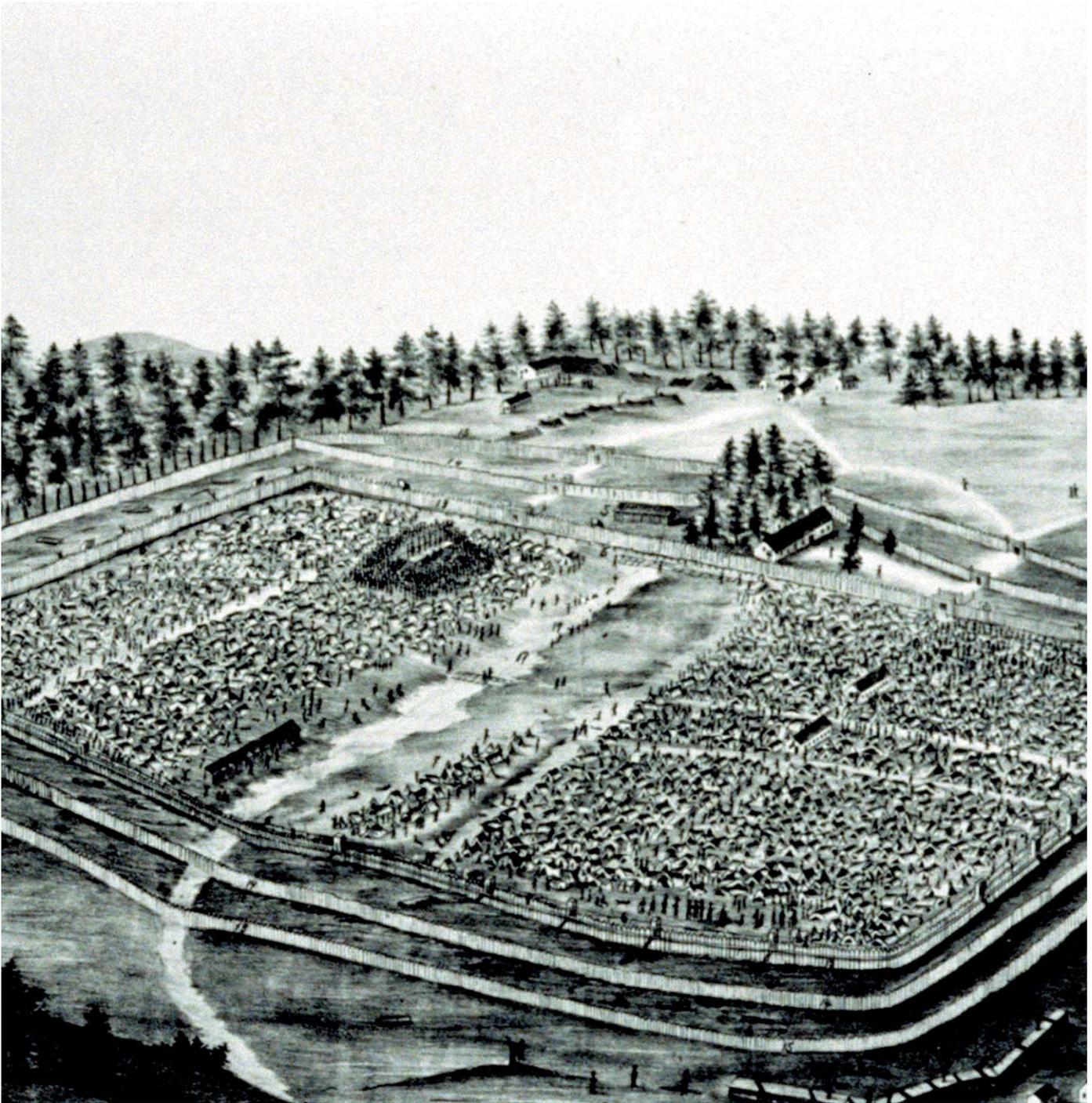
management, Andersonville National Historic Site is specifically asked NOT to stage anything special that would siphon guests away from the fair.

According to park management, the historic site has very little contact with its nearest neighbors – a large kaolin plant employing 600 to 700 people from across the region. The plant’s smoke stacks are visible from the historic grounds. In this regard, a 2004 National Parks Resource Assessment report expressed serious concerns about the presence of several large kaolin mining and processing plants in the vicinity, specifically the concern that industrial pollution would damage the site’s historic marble and other stone monuments and markers.

A Need for Marketing

Although a marketing plan is outside the scope of a Long-Range Interpretive Plan, participants’ desire for increased marketing for Andersonville surfaced repeatedly in the workshops and in informal conversations with stakeholders and staff. Common goals were to market and promote the site to encourage more visitation – both for the site itself and for the locality in general. (Clearly, Andersonville National Historic Site is perceived among local civic leaders as a major tourist draw for the area.) Among the ideas were tram or trolley tours from Americus, creating an RV park for overnight guests, and hosting events such as fireworks displays, action tours, kite festivals, astronomy nights, or senior “Volksmarchers.”

Independently of these concerns, park management has set a goal of increasing site visitation by 5% in 2009. In addition, the park hopes to reach 30% of all visitors with interpretive programming, up from its current program delivery reaching approximately 16% (26,000) of the site’s 160,000 annual visitors.



Recommendations

"Five hundred weary men moved along slowly through double lines of guards. Two massive wooden gates, with heavy iron hinges and bolts, swung open as we stood there, and we passed through into the space beyond. We were in Andersonville."

- Private John McElroy, 16th Illinois Calvary

Future Interpretive Program

The development of this long-range interpretive plan at Andersonville National Historic Site comes at a pivotal time in the site's administrative history. A new park superintendent arrived in July 2009 to follow the previous superintendent's 19-year tenure, and in September 2009, the site's chief of interpretation retired after working at ANDE for 31 years.

At the same time, Andersonville's visitor demographic, like that of many national parks, is aging, and park supporters recognize the need to "pass the torch" to future generations. In core group and management discussions, participants addressed key concerns identified in the "Issues and Influences" section of this document (pp.15-16) and recommended a number of ways to keep the Andersonville experience relevant to future visitors. These wide-ranging, productive discussions yielded insightful recommendations in several broad categories, such as:

- Outreach to the ex-POW/ Veterans Groups and Families
- 21st Century Media
- Upgrade Existing Facilities/ Media/ Exhibit/ Waysides
- How to Continue and Expand Personal Services?
- More Local Involvement/ Community Partnerships
- Curriculum Based Educational Outreach
- Building Volunteer Base

The recommendations in this LRIP address the park's interpretive programming needs by type, location, and ranking for short-, mid- or long-term implementation. A matrix of themes, locations and interpretive services (page 26) presents personal and non-personal interpretive services and themes as they relate to specific park locations. The final section is an implementation guide (pp. 30-31) listing all recommended interpretive services, providing cost ranges, and prioritizing each entry for short-, mid-, or long-term implementation.



Filming of the movie "Andersonville" by Turner Network Television

Outreach Activities

“Community outreach” can go by many different names, including marketing and public relations, community relations, and partnership activities. In the context of interpretive planning, outreach activities include the wide range of interpretive programs and events, educational activities, and communications that take place beyond the physical land area of the site. As LRIP team participants made clear in their discussions of Andersonville NHS, outreach activities include distribution of information, service project assistance, special events support, and many other ongoing initiatives that market and position the interpretive mission of the site.

The following outreach activities, performed consistently over time, will help enrich and strengthen Andersonville NHS’s interpretive program in multiple ways.

- Create, maintain, and publicize a regular calendar of all events occurring on-site or associated with Andersonville NHS. Ideally, the calendar can appear on the website, as a printed or digital display within the Visitor Center, on an email blast to Friends and partners, and in regular media and community outlets, with seasonal news releases highlighting upcoming events as appropriate. If there are no major events for a given quarter or season, smaller or more interpretive calendar entries could still be generated (i.e., a comparison of current weather to what the Camp Sumter prisoners endured, a visitor-oriented park or cemetery maintenance item, listings of recent group visits from schools or veterans groups, etc.). This regular communications vehicle will help keep the site in people’s minds even during times when there are no “hard news” events.

- Plan and publicize events and programming for the Sesquicentennial (150th Anniversary) of the Civil War in 2011-2015, with a particular emphasis on 2014-2015, when Andersonville Prison operated.
- Plan and publicize events and programming for the celebration of the NPS Centennial in 2016.

Educational Outreach

- Hire a local teacher from a local Title I school to work at the park in the summer through the NPS Teacher-Ranger-Teacher program. (See website at: <http://www.nps.gov/learn/trt/>.) This relatively new NPS program enables teachers to work in parks in the summer and take their experience back to their classrooms during the school year. Although Teacher-Ranger-Teachers can work in various capacities under the program, interpretative and/or educational services are a natural fit for many teachers and could be of great benefit to Andersonville NHS in curriculum development, visitor services, and community relations as well.
- Upgrade the existing curriculum guides to meet current Performance Standards for the Georgia Department of Education. PMIS requests for “Parks as Classrooms” funding have been submitted to upgrade curricula for grades 5, 8, and 10 in FY 2011 and again in 2014 when/if the state revises their standards again. Another request for FY 2013 has been submitted to fund a “Teacher-to-Ranger-to-Teacher” who will work in the park during the summer, then incorporate POW themes into his or her classroom during the school year.

- Upgrade the existing curriculum for the National Register of Historic Places/NPS “Teaching with Historic Places” curriculum for Andersonville, available online at www.nps.gov/nr/twhp/wwwlps/lessons/11andersonville/11andersonville.htm.
- Work with living history practitioners, reenactors, and local theater talent as needed to develop several different living history presentations for the site. Portrayals could offer various perspectives and occur in various locations on the site; relevant examples might include: a Camp Sumter POW from a Midwestern state; a local Confederate guard, railway operator or local citizen; a soldier in the U.S. Colored Troops; Clara Barton or Dorence Atwater describing how the graves were numbered and identified, etc. When these presentations are ready, the park should schedule and publicize the introductory programs of each of these as a special event, and then integrate them into ongoing programming as feasible.

Personal Services

“The National Park Service should restore and sustain permanent and seasonal Interpretation and Education positions necessary to accomplish core functions and to meet operating standards. A successful Interpretation and Education Program requires the National Park Service to maintain a highly skilled ranger staff.”

Interpretation and Education Program
Business Plan
Fall 2006, p. 45

Like many smaller NPS sites, Andersonville National Historic Site has been limited in the past by staff size: An interpretive staff of three, plus one regular volunteer, often has to multi-task – i.e., run the visitor center desk, work with educators and lead school groups, organize events, nurture partnership relations, and handle support and administrative details. Many of the following recommendations for enhanced personal services will require additional staff (as recommended elsewhere in this LRIP).

- Expand the interpretive programming to include a wider array of shorter presentations that relate directly to sub-themes and storylines in the LRIP, using portions of the 1990 Individual Service Plans (ISPs) as a guide. (While ISPs have been discontinued, many of the programs described in yearly ISPs remain relevant to interpretive needs.)
- Re-institute the practice of assigning a roving interpreter on the site during seasons of highest visitation.
- Provide interpretive training (online, on-site, or at conferences) for all NPS staff and volunteers involved in interpretation. One inexpensive source for such training is the Interpretation and Education Distance Learning and Credentialing Program, an NPS collaboration with the Eppley Institute for Parks and Public Lands at Indiana University. This curriculum is available online at: <http://www.eppley.org>.
- Commemorate the Civil War Sesquicentennial with a series of special interpretive programs and events. Collaborate with public, private, and non-profit partners at the local, state, regional, and national level, including, but not limited to the Center for the Study of Georgia History at Augusta State University (director, Dr. Lee Ann Caldwell; lcaldwel@aug.edu) and the Civil War Center at Kennesaw

State University (<http://www.kennesaw.edu/civilwarera/>). Work with NPS regional and national CW150 coordinators and tourism bureaus to place Andersonville’s activities on event calendars.

- Expand the program of guest “host” opportunities – and broaden ANDE’s interpretive reach - by seeking partners and potential supporters to address different aspects of the Civil War or the POW experience in creative ways. For example, the ANDE interpretive team could:
 - expand the existing book signing events,
 - organize an “Ex-POW in Residence” series with guests on-site for a week or so at a time,
 - host POW or subject-expert visits to schools and community events, or

- host other guests with specialized knowledge on unique aspects of Andersonville’s primary themes. For example:

- a local or social historian could talk about the farm families and enslaved Georgians living in the countryside surrounding Andersonville, and how the prison’s needs affected their daily lives.
- A medical historian or physician/amateur collector could talk about the state of medicine during the Civil War and show a collection of early medical devices.

- Start an “Ask the Ranger” program at the Georgia Welcome Center in downtown Americus (in the Windsor Hotel), possibly in concert with rangers from Jimmy Carter National Historic Site. Also consider additional presentations at Georgia Southwestern University and South Georgia Technical College.

- Continue and expand the practice of conducting occasional “town hall” style talks off-site, perhaps in partnership with local schools, the tourism board, etc. For example, a “Stump a historian” event (a favorite of the Atlanta History Center for many years) or an “All About Andersonville” trivia night could elicit lively audience participation.

- Examine the possibility of working with local transportation and tourism partners to provide interpretive programming and linked service via tourist-oriented shuttle bus and/or railroad transportation serving the region. The SAM Shortline Train Excursion Train runs west from I-75 at Cordele



Community Outreach at the Rylander Theatre in Americus, Georgia

through Americus, but visitors currently have to negotiate their own way the eleven miles north from Americus if they wish to visit Andersonville. A contracted or park-provided shuttle service could deliver these visitors directly to Andersonville.

- Interpretive programming on ANDE delivered directly on the train or shuttle (from a ranger or volunteer ex-POW) would be a “value-added” service to entice potential visitors to pay for transportation to the site.
 - Develop and offer pre-visit materials and ranger-led “staff rides” throughout the park for visiting military groups. Prepare a curriculum packet of maps and suggested readings for military groups and not simply provide guided talks. Optimally, ANHS would use the Center for Military History’s publications on staff rides (www.cgsc.army.mil/carl/resources/csi/robertson/robertson.asp) to create something comparable to the NPS’ Maryland Campaign Staff Ride as a starting point (<http://www.nps.gov/anti/planyourvisit/upload/Staff%20Rides.pdf>)
- ## Non-Personal Services/ Interpretive Media
- ### Audio-visual Media
- Create a new audio tour of the site, based on the existing prison site and cemetery tours but incorporating possible newer scholarship and perspectives, as well as newer technology developed since the tour’s original creation in the 1980s. (The audio text still uses the word “tape,” although the tour is now on CD.) For example, consider including professional dramatization of historical first-person narratives, readings from contemporary newspaper accounts, and other techniques to help modern-day visitors connect with the site.
 - The planning team discussed several methods of content delivery for the audio tour, including cell phones, CDs for automobile use, or delivery via park-provided playback devices (wands or mini-discs) like those used in art museums.
 - Create a new self-guided audio tour designed especially for download to personal electronic devices and allowing visitors to self-select their areas of interest. As suggested for the revised CD program, this program should be professionally produced and engage visitors through high-quality dramatic readings, sound effects, etc.
 - Investigate the feasibility, potential usefulness, and appropriateness of installing webcams at strategic locations on the site for distance learning.
 - Consider creating a short promotional DVD summarizing the site and use it for marketing

purposes or to send to groups as a pre-visit tool.

- Create web-based virtual tour of National Prisoner of War Museum.

Bookstore

As with many NPS sites, Andersonville is fortunate to have a cooperating association bookstore supporting the interpretation and education mission of the park.

- Continue to work closely with Eastern National staff to complement basic NPS visitor services such as orientation, information, and informal interpretation.
- Pursue opportunities for publication development with Eastern National.
- Consider other avenues that Eastern may want to pursue with the park to enhance the visitor experience.

Interior Exhibits

- Assess the need for updating the POW Museum’s main exhibit, which turns 12 years old in 2010. Consider ways to update the presentations to address all themes of the site, as well as concerns frequently addressed by visitors and highlighted by the NPS Southeastern Regional Office in summer 2008. These improvements include a visitor response area for visitors to record their reactions. In addition, informal observations from the staff indicate that many visitors overlook the self-accessed audio components within the museum
 - Explore the suggestion of issuing visitors a “ticket” for the Museum modeled on a military dogtag/ID from a known POW in a particular conflict; as they exit the Museum, they learn the fate of “their” POW.
 - Discussion: This technique for engaging visitors is perhaps best-known from its use in the U.S. Holocaust Memorial Museum but has since been introduced in



Eastern National Bookstore in the National Prisoner of War Museum

many different settings. The park should seek advice from ex-POW groups on the sensitivities inherent in such an approach.

- Complete a major traveling exhibit representing the National Prisoner of War Museum. Planning for this exhibit was completed in FY08. Design will be completed in FY10. Fabrication is scheduled for FY11, pending receipt of NPS funding and matching monies raised by project partners the Friends of Andersonville and the American Ex-Prisoners of War.
- Create a temporary exhibit, brochure and website featuring Andersonville in commemoration of the Sesquicentennial of the Civil War, which begins in 2011.



Temporary Displays in the National Prisoner of War Museum

Exterior Exhibits

- Consider the installation of an expanded, multi-use kiosk at the cemetery to interpret cemetery-related themes and sub-themes as well as provide access to the Veterans Administration electronic database for locating individual gravesites. [Note: This installation would need approval by the Veterans Administration.] The electronic database, including comprehensive listings for Andersonville NHS, is currently available at http://gravelocator.cem.va.gov/j2ee/servlet/NGL_v1 and is accessible by web-enabled personal electronic devices.
 - Given the likely expansion of smart phones and other web-capable devices in the coming decade, the park may determine that a web-accessible computer within the kiosk is unnecessary – future visitors may prefer to use their own handheld personal devices. To evaluate this need, park management should consider a visitor/stakeholder survey (perhaps an on-site handout or a simple online questionnaire), bearing in mind that while some of today’s visitors may still be uncomfortable with personal electronic devices, future visitors will rarely travel without them.
- Review and replace some or all of the 28 existing porcelain enamel wayside exhibit panels on the site with new panels and bases. The park has already initiated the funding for this project (PMIS 134016), which at this writing is limited to reproducing the exact signs and posts already in the field, with no changes to interpretive content.
 - Before proceeding on this endeavor, the park should examine the interpretive content

of these signs and determine if a wayside exhibit plan is needed to bring the wayside installations in line with the interpretive themes as revised in this LRIP, and possibly to reduce and/or relocate the total number of signs. A wayside exhibit plan can be an informal review done in-house or a more formal exercise conducted by HFC or a qualified outside consultant or vendor.

Discussion: Although outdoor porcelain enamel panels normally have a lifespan guarantee of about 30 years, these signs are showing considerable wear and fading at only ten years, apparently due to the environmental pollution caused by the mining activities immediately adjacent to the site. If the park has not done so already, management should seek advice from the Harpers Ferry Center on perhaps switching to less-expensive phenolic resin signs if they must be replaced frequently. Longevity is the foremost advantage of porcelain enamel signs. Phenolic resin signs are also an industry standard but cost approximately one-fourth as much as porcelain enamel signs. The park also needs to determine whether the support posts need to be replaced; standard NPS posts are designed to allow change-out of interpretive panels without replacing the posts.

- Begin using the NPS Facility Management Software System (FMSS) for interpretive media. Enter Interpretive Media Locations and Assets into the FMSS to ensure that regular condition assessments are conducted, preventative maintenance work orders are issued, repairs are

made as needed, and that funding requests for replacements (as needed) are generated. As of this writing, only Exhibits and Waysides can be entered into FMSS, but it is anticipated that other forms of interpretive media may be added to the system in the future.

- The Chief of Interpretation will need to oversee FMSS for Interpretive Media data and activities in coordination with Maintenance, Resource Management, and Administration.

Publications

Despite the exciting capabilities of electronic media, high-quality printed materials remain crucial to an effective interpretation program.

- Complete the new cemetery brochure (in progress FY10).
- Work with the Harpers Ferry Center to redesign and upgrade the existing unigrid park brochure (Official NPS Map and Guide).
- Prepare a self-guided map of the site, with information and visitor stops tracking the proposed new downloadable program and the revised CD-based self-guided tour. In other words, offer visitors a “master” printed map with numbered stops, but provide them with various options (brochure, CD, web download, handheld device) for accessing the information.
- Consider introducing a short, emailed quarterly newsletter to partners and supporters, after identifying specific distribution goals and venues to measure and expand its reach.

- Expand the current education curriculum to meet Georgia Performance Standards, as described above.
- Create standard NPS interpretive Site Bulletins for each of the three distinct historic sites within Andersonville National Historic Site. These Site Bulletins should be available for download from the website, distribution at the Visitor Center, and possibly in the proposed kiosk(s) at the cemetery.
- Create a consistent and informative format for attributing (sourcing) all articles posted on the website. This simple bibliographical aid could be accomplished easily with a simple running footer and an author's tagline on all articles. (Example: Manuscript footer to say: Archaeology at Andersonville, commissioned by Andersonville NHS, xx/xx/09. Author's tagline to say: John Doe is a member of the Friends of Andersonville.) If the article is reprinted from a newspaper or newsletter, that information should go in the footer: Macon Telegraph, 01/01/09.

Website

For thousands of visitors today, a park's website is the first stop in preparation for a visit. A strong website is a critical – but often overlooked – interpretive tool for a park.

- Andersonville NHS must institute a process for keeping its website calendar and news releases up-to-date and for developing other exciting, theme-related website interpretive assets. To accomplish this, the park should assign this responsibility to a designated staff member and, most importantly, give that individual the time, training, and support the task requires.
- Post new K-12 curriculum materials on the web for download when available.
- Amend the “Collections” entry to show the date, publication venue, and author tagline on Chuck Lawson's article.
- Amend the “Preservation” entry to show the publication venue and author tagline on Jay Womack's article.
- Expand the “People” section, which currently has only one article (on African American soldiers held at Camp Sumter) available.
- Add links to other appropriate websites, including websites of conflict-specific partner organizations that are currently posted on the Friends website.

Themes, Locations, and Interpretive Services Matrix For Andersonville National Historic Site

Interpretive Service	Theme: ANDE's three locations are unique resources for understanding POWs during the Civil War	Theme: The National POW Museum interprets the role of POW camps and honors U.S. POWS in all wars.	Theme: The landscape and features of ANDE commemorate the sacrifices of all prisoners around the world.	Theme: The Andersonville National Cemetery and its facilities and history remind the nation of its debt to its military veterans of all eras.
PERSONAL SERVICES				
Ranger-led tours	All exterior sites	N/A: Museum is self-guided	Prison site, cemetery	Cemetery
Roving contacts	All exterior sites	N/A	All exterior sites	All exterior sites
Educational/special interest group tours	All exterior sites	N/A	All exterior sites	Cemetery
Living History	All exterior sites	N/A	All exterior sites	All exterior sites
Ask a Ranger	Community; special venues	Community; special venues	Community; special venues	Community; special venues
Town Hall talks	Community; special venues	Community; special venues	Community; special venues	Community; special venues
NON-PERSONAL SERVICES				
Audio-visuals/ Electronic Media				
Audio tour of site	All exterior sites	N/A	All exterior sites	All exterior sites
Visitor Center films	All park sites	All park sites	All park sites	All park sites
Self-accessed electronic media	All exterior sites	N/A	All exterior sites	All exterior sites
Website	All park sites	All park sites	All park sites	All park sites
Exhibits				
Exterior/wayside exhibits	Prison site	N/A	Prison site, cemetery	Cemetery
Exhibits – Interior	Museum	Museum	Museum	Museum
Publications				
Brochures	All park sites	All park sites	All park sites	All park sites
Site Bulletins	All park sites	All park sites	All park sites	All park sites
K-12 Curriculum Materials	All park sites	All park sites	All park sites	All park sites

Partnerships and Volunteers

In workshop exercises for this LRIP, core group participants identified a multitude of partners and potential partners for Andersonville NHS. Strengthening these partnerships and ensuring their sustainability in the future will be critical in supporting and enriching Andersonville's future interpretive programming.

- Begin a wide-ranging effort to expand the membership of the Friends of Andersonville (currently at about 200 members) in order to ensure the organization's continuity and viability in the coming decades. Among these efforts:
 - Determine a sensitive and appropriate way to capture contact information and share information with potential Friends members who have loved ones buried at the national cemetery.
 - Determine an effective method for reaching out to general visitors to Andersonville to publicize the Friends group and encourage membership and support.
 - Determine an effective method for reaching out to specialized groups, such as military schools in the region, large national (non-POW) veterans groups, etc., who might have an interest in joining or supporting the Friends of Andersonville.
- Similarly, begin working with other interested partners such as the American Ex-POWs to broaden their membership base to include families/descendants/friends in order to ensure these organization's continuity and viability in the coming decades.
- Implement a system for rotating partner organizations as hosts for special events, in order to share volunteer opportunities and strengthen the various groups' connections to the site.
 - Host partners and activities for "Andersonville Revisited" Living History Program in March.
 - Host partners and activities for National POW Day in April.
 - Host partners and activities for Memorial Day in May.
 - Host partners and activities for POW/MIA Recognition Day in September.
- Work with Elderhostel (now Exploritas), AARP, and other senior organizations to identify partnerships that could provide future assistance to the park in accomplishing shared long term goals. (Centennial Strategy recommendation.)
- Explore "volunTourism" opportunities for Andersonville NHS. According to the May 2007 report *The Future of America's National Parks*, increasing volunTourism is a service-wide Centennial Goal: "Establish



Volunteers Present Echo Taps on Armed Forces Day

‘VolunTourism’ excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.” Andersonville NHS should seek to build its volunTourism program based on the program now under development for the NPS Centennial.

- Establish a designated staff person and a designated individual in each partnership to be the points of contact for the groups dedicated to each military conflict. Keep written notations of contact information and changes.
- Explore opportunities for off-site housing for ex-POWs who might want to visit the site and be “volunteers in residence” for a short time (2-10 days).

Research Needs

- Continue collecting oral histories from ex-POWs.
- Create a web-accessible database of all U.S. POWs in all wars. A PMIS request for \$75,000 for this effort has been requested for FY 2010.
- Continue the project to preserve filmed Vietnam-era POW materials donated to ANDE by the Navy. These materials include audiotapes, videotapes, and reel-to-reel film, all of which are being transferred to DVD. As of 2009, a contract for this work is in place. [Finalize paperwork as necessary and resolve question as to whether – or to what extent – visitors will be able to access information, considering potential copyright and privacy issues with medical information.]
- Revise the new research and education facility funding proposal, based on a targeted Grand Opening date of 2020 to coincide with

the park’s 50th anniversary. This facility should include expanded museum storage and curatorial work space, educational space, meeting and conference space, a distance learning studio (for two-way satellite broadcasting, including but not limited to ranger-classroom interactions, and other educational opportunities), and research space both for scholars and visitors seeking family information related to ANDE.

- Create and implement an evaluation program for the Interpretive and Education Program. Include a process for obtaining reliable visitor feedback on interpretive programming at the site. Beyond the annual visitor survey cards and periodic in-depth visitor studies by the Park Studies Unit (University of Idaho), devise tools (e.g., more specific visitor response cards, informal observations and conversations, focus groups, and online surveys) to measure how effectively Andersonville’s personal and non-personal services are creating opportunities for visitors to make intellectual and emotional connections to the meanings and significant aspects of the resources.

Staffing Needs

- Re-fill the permanent Chief of Interpretation and Education in FY10.
- Review current interpretive staffing and compare to ideal ranger/visitor ratios and management goals for visitation; seek to restore permanent and seasonal staff to an optimal level of FTE’s.
- Convert at least one of the three Park Guide positions on the current organizational chart to a full-performance GS-5/7/9 Park Ranger. Continue to use the Student

Temporary Employment Program (STEP) and/or the Student Career Employment Program (SCEP) to recruit and develop new talent, but balance entry-level employees with experienced NPS interpreters.

- Add a summer interpreter through the NPS Teacher-Ranger-Teacher program, which brings K-12 teachers from Title I schools to work at the site during the summer and then sends them back to the classroom as “Ambassadors” for the National Park System. Typically, the teacher-ranger-teacher hosts site visits to his/her school by NPS personnel during National Park Service Week each spring. (The TRT program began in Colorado with Denver teachers at Rocky Mountain National Park in 2003; by 2007 it had expanded to national parks across the country, employing 90 teachers across the nation. See website at: [http://www.nps.gov/learn/trt/.](http://www.nps.gov/learn/trt/))
- Add an educational specialist to the staff.

Implementation Plan

Implementing a long-range interpretive plan is often a stop-and-go process that depends heavily on funding and other available resources that vary from year to year. Flexibility is essential. In following LRIP implementation guidelines, park management should not hesitate to alter the implementation schedule to take advantages of unanticipated opportunities. Rather, the LRIP should serve as a useful assessment tool for aligning interpretive efforts and resources with desired outcomes, and as a guide eliminating or avoiding wasteful or unproductive approaches. The following matrix presents the planning team’s recommendations in three phases over the next ten years.

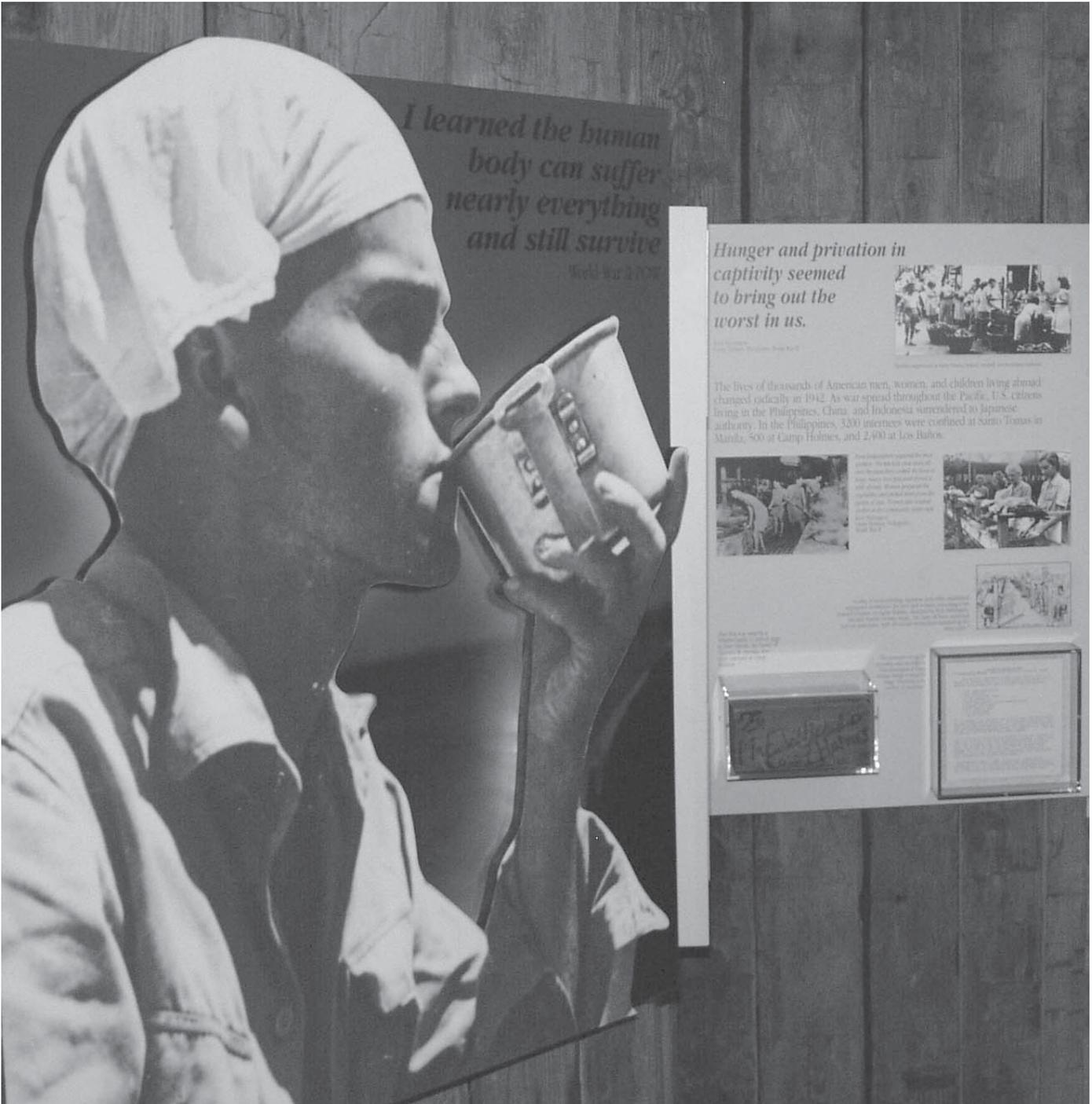
Short, Medium and Long-term Implementation Goals and Cost Indicators

This chart lists interpretive planning recommendations by category, with indicators (xx) describing each recommendation as a short-term, mid-term, or long-term goal. (Entries with xx across all three timeframes should be considered as continuous, ongoing activities.)

The cost projection column provides a rough guide to the estimated costs of each recommendation. The symbol \$ estimates a moderate annual cost (under \$50,000); the \$\$ indicates annual expenditures estimated between \$50,000 and \$100,000; and the \$\$\$ indicates major expenditures, usually capital expenditures such as facilities remodeling, exhibit installations, visitor transportation vehicles, etc.

Goals/Tasks	Short-term 1 - 3 years 2010-2013	Mid-range 4 – 6 years 2014-2016	Long-term 7 – 10 yrs 2017-2020	Cost projection
OUTREACH ACTIVITIES				
Create an events calendar	XX			\$
Plan events for NPS Centennial in 2016	XX			\$\$
Implement Teacher-Ranger-Teacher program	XX			\$
Upgrade curriculum guides to Georgia Performance Standards	XX			\$
Revise “Teaching with Historic Places” curriculum	XX			\$
PERSONAL SERVICES				
Create a calendar of events for ANDE and related activities	XX			\$
Expand interpretive programming to include shorter presentations	XX			\$
Add living occasional history practitioners	XX			\$
Re-institute roving rangers	XX			\$
Provide interpretive training to partners/volunteers	XX	XX		\$
Add interpretive programming on tourist-oriented transportation serving the region		XX		\$\$
NON-PERSONAL SERVICES				
Audio-visuals				
Create a new audio tour of the site for distribution at the VC		XX		\$ - \$\$
Create a new self-guided audio tour designed especially for download to personal electronic devices		XX		\$ - \$\$
Consider installing webcams at strategic locations for distance learning			XX	\$ - \$\$
Bookstore				
Provide materials relevant to all three themes.	XX			\$
Interior Exhibits				
Update the POW Museum’s main exhibit			XX	\$\$\$
Create a major traveling exhibit about POWs		XX		\$\$
Create a temporary exhibit, brochure and website for Civil War Sesquicentennial	XX	XX		\$\$
Exterior Exhibits				
Install multi-use kiosk at the cemetery to interpret cemetery-related themes and provide gravesite locator			XX	\$\$\$
Review the 27 existing porcelain enamel wayside exhibit panels; consider need for wayside exhibit plan	XX	XX		\$\$
Publications				
Complete the new cemetery brochure	XX			\$
Update unigrid brochure	XX			\$
Update K-12 curriculum materials for print and online	XX			\$\$

Goals/Tasks	Short-term 1 - 3 years 2010-2013	Mid-range 4 – 6 years 2014-2016	Long-term 7 – 10 yrs 2017-2020	Cost projection
Prepare a self-guided map of the site	XX			\$
Prepare Site Bulletins for the three distinct sites within the park	XX			\$
Website				
Institute a process for keeping its website calendar and news releases up-to-date	XX			\$
Create a consistent format for attributing sources of web materials	XX			\$
Mount new K-12 curriculum materials on the web		XX		\$
Add links to other appropriate websites	XX	XX	XX	\$
PARTNERSHIPS				
Hire a partnership coordinator		XX		\$\$
Work to expand the membership of the Friends of Andersonville	XX	XX	XX	\$
Work to expand membership of American Ex-POWs and other partners	XX	XX	XX	\$
Begin rotating partner organizations as hosts of special events	XX	XX	XX	\$
Host Memorial Day commemoration	XX	XX	XX	\$
Host POW/MIA Recognition Day	XX	XX	XX	\$
Work with Elder Hostel and other senior groups to develop partnerships and volunteer base	XX	XX	XX	\$
Explore “volunTourism” opportunities	XX	XX	XX	\$
Develop and maintain points of contact for the groups	XX	XX	XX	\$
Find housing for ex-POWs to visit the site for programming	XX	XX	XX	\$
RESEARCH NEEDS IN SUPPORT OF INTERPRETATION				
Capture oral histories from ex-POWs as available	XX			\$
Create a web-accessible database of all U.S. POWs in all wars		XX		\$\$
Preserve filmed Vietnam-era POW materials	XX			\$\$
Fund and build a new research and education facility			XX	\$\$\$\$
Seek reliable visitor feedback on interpretive programming	XX	XX	XX	\$
STAFFING NEEDS				
Fill the position of chief of interpretation	XX			\$\$
Review current interpretive staffing to determine ideal levels	XX			\$\$\$
Hire a student intern through STEP	XX	XX	XX	\$
Hire a Teacher-Ranger-Teacher	XX	XX	XX	\$
Add an education specialist to staff		XX		\$



Appendices

"Who is a POW? For those who are captured, the answer to 'Who is a POW?' quickly becomes all too real."

- National Prisoner of War Museum

Appendix A: Planning Team and Consultants

National Park Service

Andersonville National Historic Site

Fred Boyles, Superintendent, 1990 – July 2009

Bradley Bennett, Superintendent, July 2009 – present

Fred Sanchez, Chief of Interpretation (1979 - August 2009/retired)

James Schenck, Acting Chief of Interpretation & Education (January – February 2010)

Mike Weinstein, Acting Chief of Interpretation & Education (February 2010 – present)

Cashea Arrington, Park Guide

Bridget Beers, Curator

Kim Douglas, Lead Interpretive Ranger

Alan Marsh, Chief of Cultural Resources

Lamar Mathis, Chief of Grounds Maintenance

Lindsey Phillips, Chief of Administration

John Gray, Cemetery Administrator

Harpers Ferry Center

Paul Lee, Interpretive Planner & Contracting Officer (retired)

Sam W. Vaughn, Interpretive Planning Supervisor

Peggy Scherbaum, Interpretive Planner & Contracting Officer

NPS Southeast Regional Office

Katherine Brock, Park Ranger, Jimmy Carter NHS

Melissa English-Rias, Interpretive Planner

Park Partners – Workshop Participants

Camille Bielby, Montezuma Development Authority

Charles Crisp, Sumter Historic Trust

Melanie Grace, Executive Director, Americus/Sumter Department of Tourism

Kevin Frye, Park Volunteer, Friends of Andersonville and Andersonville Trust

Al Johnson, Park Volunteer

Lindsay G. Johnson, Middle Flint Regional Development Council

Lynda Lee Purvis, Georgia Southwestern State University

Bill Robinson, American Ex-POW

Glenn Robins, Associate Professor, Georgia Southwestern State University

Patricia Simmons, USDA Rural Development

Gerald L. Smith, American Ex-POW

Cynthia Stormcaller, Andersonville Guild

John Stovall, School of Business, Georgia Southwestern State University

Lane Tyson, Sumter Historic Trust

Consultant Team

Faye Goolrick, Certified Interpretive Planner, Goolrick Interpretive Group

Shannon Kettering, Vice President, Ecos Environmental Design, Inc.

Alison Smith, Ecos Environmental Design, Inc.

Allison Duncan, Ecos Environmental Design, Inc.

Appendix B: Enabling Legislation

An Act to authorize the establishment of the Andersonville National Historic Site in the State of Georgia, and for other purposes. (84 Stat. 989)

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, in order to provide an understanding of the overall prisoner-of-war story of the Civil War, to interpret the role of prisoner-of-war camps in history, to commemorate the sacrifice of Americans who lost their lives in such camps, and to preserve the monuments located therein, the Secretary is hereby authorized to designate not more than five hundred acres in Macon and Sumter Counties, Georgia, for establishment as the Andersonville National Historic Site.

SEC. 2. Within the area designated pursuant to section 1 of this Act, the Secretary of the Interior may acquire by donation, purchase with donated or appropriated funds, transfer from any Federal agency, or exchange lands and interests therein for the purposes of this Act. When an individual tract of land is only partly within the area designated, the Secretary may acquire the entire tract by any of the above methods to avoid the payment of severance costs. Land so acquired outside the designated area may be exchanged by the Secretary for non-Federal lands within such area, and any portion of the land not utilized for such exchanges may be disposed of in accordance with the provisions of the Federal Property and Administrative Services Act of 1949 (63 Stat. 377), as amended (40 U.S.C. 471 et seq.). In exercising his authority to acquire property by exchange, the Secretary may accept title to any non-Federal property within such area, and in exchange therefore he may convey to the grantor of such property any federally owned property in the State of Georgia under his jurisdiction which he classifies as suitable for exchange or other disposal. The values of the properties so exchanged either shall be approximately equal, or if they are not approximately equal the values shall be equalized by the payment of cash to the grantor or to the Secretary as the circumstances require. Notwithstanding any other provision of law, Federal property designated for the purposes of the national historic site may, with the concurrence of the head of the agency having custody thereof, be transferred, without a transfer of funds, to the administrative jurisdiction of the Secretary of the Interior for the purposes of this Act.

SEC. 3. The Secretary of the Interior shall administer Andersonville National Historic Site in accordance with the Act of August 25, 1916 (39 Stat. 535), as amended and supplemented (16 U.S.C. 1 et seq.), and the Act of August 21, 1935 (49 Stat. 666; 16 U.S.C. 461-467).

SEC. 4. There are authorized to be appropriated not more than \$363,000 for the acquisition of lands and interests in lands and not more than \$1,605,000 (March 1969

prices), for development, plus or minus such amounts, if any, as may be justified by reason of ordinary fluctuations in construction costs as indicated by engineering cost indices applicable to the types of construction involved herein.

Approved October 16, 1970.

Legislative History

House Report No. 91-1394 (Committee on Interior and Insular Affairs).

Senate Report No. 91-1258 (Committee on Interior and Insular Affairs).

Congressional Record, Vol. 116 (1970) :

Sept. 14, considered and passed House.

Oct. 7, considered and passed Senate.

Harpers Ferry Center
National Park Service
U.S. Department of the Interior



Andersonville National Historic Site
496 Cemetery Road
Andersonville, GA 31711

229-924-0343

www.nps.gov/ande