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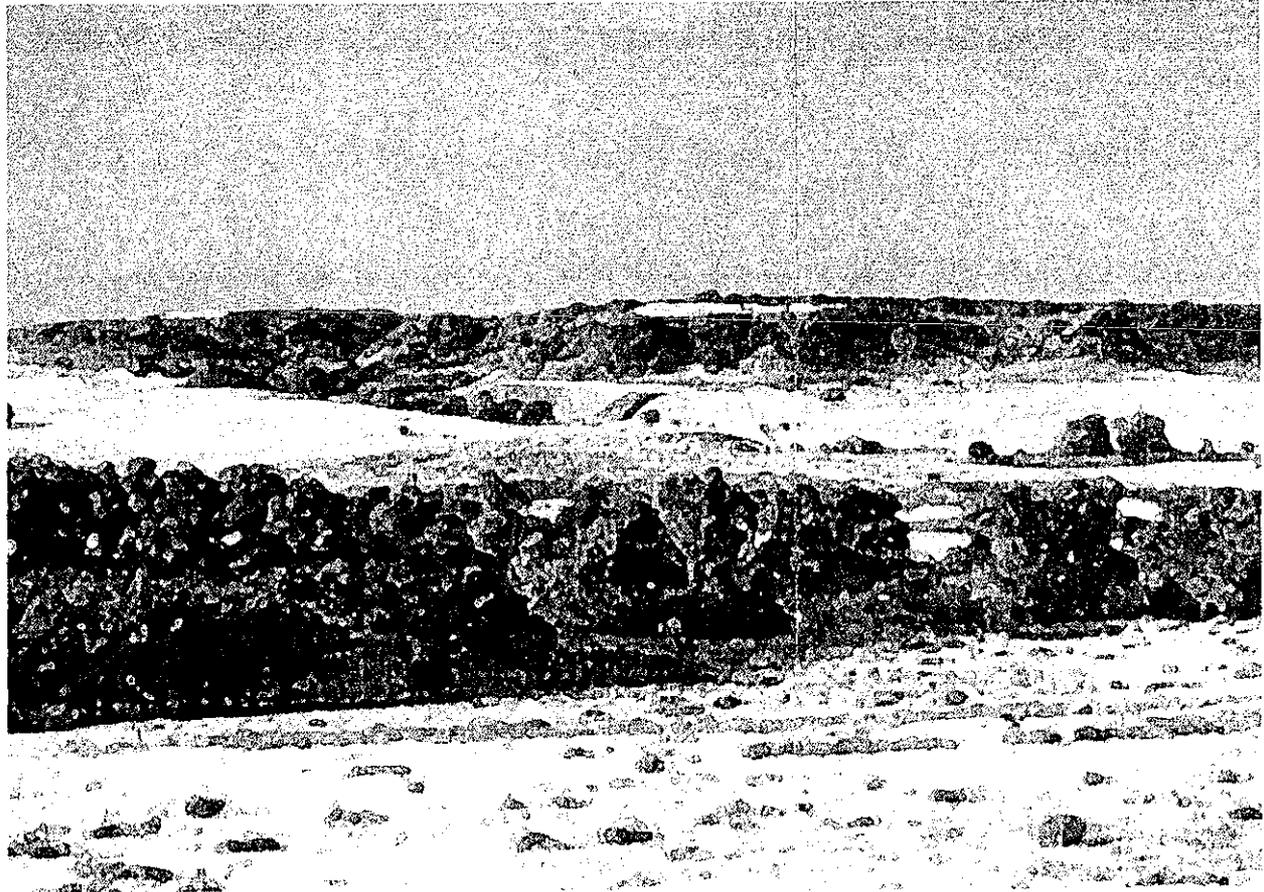
**LONG-RANGE INTERPRETIVE PLAN**

**WASHITA BATTLEFIELD NATIONAL  
HISTORIC SITE**

**COMPREHENSIVE INTERPRETIVE PLAN**

**SECTION I: LONG-RANGE INTERPRETIVE PLAN**

**MAY 2001**



NATIONAL PARK SERVICE



SCANNED  
1/16/2002

# **LONG-RANGE INTERPRETIVE PLAN**

## **WASHITA BATTLEFIELD NATIONAL HISTORIC SITE**

**Comprehensive Interpretive Plan  
Section I: Long-Range Interpretive Plan**

**May 2001**

**Prepared by  
Washita Battlefield National Historic Site**

**Intermountain Support Office  
Interpretation and Education**

**Harpers Ferry Center  
Department of Interpretive Planning**

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# PART 1: FOUNDATION

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## INTRODUCTION

Congress established the Washita Battlefield National Historic Site (NHS) in Cheyenne, Roger Mills County, Oklahoma, as a unit of the National Park System on November 12, 1996 (Public Law 104-333). The 315-acre historic site is listed on the National Register of Historic Places (1966), and is included in a larger 12-square-mile National Historic Landmark (1965). The park, administered by the National Park Service (NPS), protects and interprets the site of the Southern Cheyenne village of Peace Chief Black Kettle that was attacked by the 7th U.S. Cavalry under Lieutenant Colonel George Armstrong Custer at dawn on November 27, 1868. The major features of the site are the Washita River and its floodplain, the area where the Cheyenne village is believed to have been located.

Limited site development occurred in the 1960s, corresponding with the national landmark designation. Parking lots, sheltered picnic areas, and an overlook were constructed for visitor use.

Since its establishment in 1996, the park has been operating under an interim operating plan (1996) and a strategic plan (1998), which was updated in 2000. A *General Management Plan* (GMP) is currently being developed; completion is expected in 2001. The draft GMP recommends construction of a combined visitor center/administrative and maintenance facility to be shared between the NPS and the Black Kettle National Grassland, part of the Cibola National Forest, administered by the U.S. Forest Service (USFS). The complex will be located on a parcel of USFS land approximately one mile from the historic site.

An Oklahoma Historical Society (OHS) facility, the Black Kettle Museum in Cheyenne, currently serves as the park's information and visitor center. This museum is expected to close or change interpretive focus upon the completion of the new NPS/USFS Visitor Center.

Initial interpretive planning for the park occurred in 1998. Two interpretive planning workshops were held on May 12 and August 2 to gather consensus foundational information on Washita Battlefield NHS's significance and purpose, and apply that information to the development of the desired future interpretive program for the historic site. These were the key meetings that led to the park's first *Comprehensive Interpretive Plan* (CIP), of which this *Long-Range Interpretive Plan* (LRIP) is a part. The first workshop was attended by the entire planning group cited below. The second workshop, attended by the core team, developed sections of this plan based on the work generated in the

first workshop. Interpretive planners Kim Sikoryak and Richard Kohen from the Intermountain Support Office, Denver, facilitated both workshops

Washita Battlefield NHS would like to take this opportunity to thank all of the participants, who gave freely of their time and expertise to forge this document. As the vision for the park's interpretive efforts over the next five to ten years, the LRIP will be a much more effective and inclusive document due to their contributions.

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Bill Lees	Oklahoma Historical Society
Bob Duke	Black Kettle Museum
Bob Rea	Fort Supply Historic Site (Oklahoma Historical Society)
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Gerard Baker	Chickasaw National Recreation Area
Gordon L. Yellowman, Sr.	Cheyenne and Arapaho Tribes of Oklahoma
Harrison Fletcher	Westword Newspaper
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In 2001, an interpretive planner with the Harpers Ferry Center (HFC) worked with the park staff to update the work initiated in 1998, and to finalize this LRIP, which will serve as the long-range vision of the park's interpretive program for the next five to ten years. Together with the park's *Annual Implementation Plan* and Interpretive Database, components of the CIP, this goal-driven document defines and guides a parkwide interpretive program consistent with the management direction provided through the GMP, and goals outlined in the *Strategic Plan*. [See Appendix A for stakeholder issues and suggestions, developed during the May 12, 1998, workshop.]

# **PURPOSE & SIGNIFICANCE**

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## **PARK PURPOSE**

*Park purpose statements summarize the reasons why the Washita Battlefield NHS was established. These statements are based on the 1996 legislation. The purpose statements, together with the significance statements below, provide the foundation for the park's mission.*

The purposes of Washita Battlefield NHS are:

- To recognize the attack by Custer and the 7th U.S. Cavalry on the Cheyenne encampment of Chief Black Kettle as a nationally significant element of United States Government Indian policy and the struggles of the Cheyenne and other Southern Great Plains tribes to maintain control of their traditional homelands.
- To protect, preserve, and interpret the cultural and natural resources of the national historic site through collaborative efforts of the United States Government and the Cheyenne-Arapaho Tribe.

## **PARK SIGNIFICANCE**

*Statements of significance clearly define the most important things about the park's resources and values. They serve as the basis for identifying primary parkwide interpretive themes and desirable visitor experiences. Significance statements help park managers and staffs focus on the preservation and enjoyment of those attributes that directly contribute to the purpose of the park and that must be protected.*

- The attack at Washita was the first implementation of a strategic policy adopted by the U.S. Army to strike encampments of Plains Indians in winter when they were most vulnerable.
- The attack at Washita was a milestone in the struggle of the Great Plains tribes to maintain the freedom of their traditional lifeways.
- The attack at Washita greatly impacted two prominent individuals: Chief Black Kettle, widely known for his pursuit of peaceful co-existence with whites, lost his life; Lieutenant Colonel George Custer, already known for his exploits during the Civil War, gained a reputation as an aggressive Indian fighter.
- Washita has special significance for the Cheyenne people who regard the site as hallowed ground because of what transpired there.

*PURPOSE & SIGNIFICANCE*

- The cultural landscape of the Washita site possesses a high degree of integrity.
- The attacks at Sand Creek, Washita, and Little Bighorn document the escalation of hostilities between whites and Plains Indians resulting from the failures of the treaty system.

# MISSION STATEMENTS

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## NATIONAL PARK SERVICE MISSION STATEMENT

The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

## PARK MISSION STATEMENT

Washita Battlefield National Historic Site interprets the struggle between the Southern Great Plains Indian tribes and the United States Government as demonstrated by the tragic events at the Washita and how that struggle forever altered a culture and a nation.



# INTERPRETIVE THEMES

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*Interpretive theme statements convey park significance. Primary parkwide interpretive themes are the key ideas through which the park's nationally significant resource values are conveyed to the public. They connect park resources to the larger ideas, meaning, and values of which they are a part. They are the building blocks--the core content--on which the interpretive program is based. Each primary theme may connect to a number of specific stories or subthemes. These elements can be helpful in designing individual services ensuring that the main aspects of all primary themes are available to all audiences.*

The attack at Washita was the first implementation of a strategic decision by the U.S. Army, who had been unsuccessful in engaging Indian combatants, to launch a "total war" campaign against Southern Plains Indians by striking winter encampments when Indian communities were most vulnerable.

Many people labeled the attack at Washita a massacre, unprovoked and unjust, while the United States military and others hailed it as a great victory in the struggle to reduce Indian raids on the frontier.

Chief Black Kettle's life was filled with irony: he was a major proponent for peace, signing three treaties between 1861 and 1867, yet he was attacked twice, at Sand Creek and Washita.

General Philip Sheridan felt that Lieutenant Colonel George Custer's aggressiveness was key to the successful implementation of the Army's new strategy against the tribes of the Southern Plains; the reports of Custer's victory catapulted him into the public imagination as a great Indian fighter and, ironically, encouraged the headstrong behavior that led to his death at Little Bighorn.

The attack at Washita and the resulting death of Chief Black Kettle were pivotal events in the evolving relationships between the Cheyenne people, white settlers, and the United States Government.

The sacred ground of Washita provides opportunities to understand the resiliency of the human spirit and the struggle of societies to maintain cultural identity.

Washita is one of over 380 National Park Service sites that protect your nation's natural and cultural heritage.

## INTERPRETIVE SUBTHEMES

*These ideas are no less valid or important; they serve to add detail and are less overarching than the themes cited above.*

The attack at Washita was a tragic link in the escalation of hostilities between whites and Plains Indians that grew out of the failure of the treaty system to recognize cultural differences and engage in true government-to-government negotiations.

The policies and actions of the United States military that led to Washita were heavily influenced by the power struggle between the War Department and the Interior Department for control of Indian affairs.

Lieutenant Colonel George Custer's behavior, in attacking a noncombatant village and in failing to support Major Joel Elliott's command when it came under attack, raised questions and doubts among a number of his officers and men; these actions further polarized those around Custer into increasingly antagonistic supporters and detractors.

The U.S. Army's killing of the Indian horses "ponies" at Washita exemplifies that the attack was aimed at destroying the very lifeways of the Cheyenne people.

The significance of the Lodge Pole (Washita) River as a travelling and camping area is integral to the Washita attack and the traditional lifeways of the Cheyenne people.

The cultural landscape of Washita possesses a high degree of integrity, offering good opportunities for visitors to visualize and understand the dramatic events that took place there.

# MANAGEMENT GOALS

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## MANAGEMENT GOALS FOR VISITOR EXPERIENCE

*The park's 2000-2005 Strategic Plan contains the following mission and long-term goals for the desired visitor experience. These mission goals also appear in the park's draft GMP/EIS (January 2001).*

### **Mission Goal IIa:**

Visitors to Washita Battlefield National Historic Site safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

### **Long-Term Goals:**

#### *IIa1-WABA-10 Visitor Satisfaction*

By September 30, 2005, 75% of visitors to Washita Battlefield National Historic Site are satisfied with appropriate park facilities, services, and recreational opportunities.

#### *IIa2-WABA-11 Visitor Safety*

By September 30, 2005, the visitor accident/incident rate at Washita Battlefield National Historic Site is maintained at 0.

### **Mission Goal IIb:**

Park visitors and the general public understand and appreciate the preservation of Washita Battlefield National Historic Site and its resources for this and future generations.

### **Long-Term Goals:**

#### *IIa1-WABA-12 Visitor Understanding and Appreciation*

By September 30, 2005, 65% of Washita Battlefield National Historic Site's visitors understand the significance of the park.

## MANAGEMENT GOALS AND SUPPORT FOR INTERPRETATION

*Interpretation operates within the larger environment of park management. A clear statement of what park management expects interpretation to contribute to the larger whole is requisite to the design of an interpretive program that will work in concert with other park operations to achieve the overall goals of the park.*

### **The mission and role of interpretation:**

- The mission of interpretation is to increase visitor understanding and appreciation of the significance of park resources.
- Interpretive services provide opportunities for people to forge their own intellectual and emotional connections with the ideas and meanings inherent in the resources of the park.

### **The superintendent expects interpretation to accomplish the following for the park:**

- Connect visitors to the most important stories of the park.
- Convey the mission of the NPS and how that relates to the ongoing development and management of this new park (such as prairie restoration work).
- Establish the identity of Washita Battlefield NHS as a new component of the National Park System.

### **The superintendent specifically expects the CIP to:**

- Help the public form realistic expectations regarding how the NPS works and how the establishment of Washita will effect the experience of visitors.
- Represent a consensus plan for the desired future interpretive program that includes the participation and cooperation of neighbors and partners.

# **VISITOR EXPERIENCE GOALS**

*The desired outcome of park operations is to manage visitor-resource interactions so that resources will remain "unimpaired for the enjoyment of future generations" while ensuring that opportunities exist for the widest variety of current visitors to forge meaningful connections with those resources. The following list of visitor experience goals serves to guide the development of services that will be offered as the park's desired future interpretive program.*

## **Visitors to Washita Battlefield NHS will have opportunities to:**

- use the site for ceremonial purposes (Cheyenne people).
- see authentic artifacts from the site.
- experience programs that explore multiple perspectives and serve diverse audiences.
- hear the Cheyenne language being spoken.
- experience solitude and quiet contemplation.
- have physical access to the site, with interpretation.
- understand the sequence of events, both the specific local events that transpired on the site and the larger context of those events especially from Sand Creek to Little Bighorn.
- have a spiritual experience at the park.
- hear Cheyenne people interpret their own culture and history.
- ask questions of those knowledgeable about the events (trained interpreters, Cheyenne people, historians).
- learn about Washita events from personalized perspectives and from multiple perspectives.
- learn about the impacts the events had on participants and to have opportunities to empathize with the participants.
- leave the site with a sense of hope for the future.

# ISSUES AND INFLUENCES

## ISSUES AND INFLUENCES AFFECTING INTERPRETATION

*The park interpretation operation is subject to internal and external constraints that affect its ability to accomplish the goal of enhancing public understanding and appreciation of park significance. A review of those issues and influences currently affecting or expected to affect interpretation during the life of this plan provides a benchmark of current conditions and allows the staff to predict and proactively address challenges to effective interpretation.*

### External Issues (outside the park)

#### New Park Facilities

- There is a high level of expectation on the part of the Cheyenne and Arapaho Tribes of Oklahoma, the local community, the USFS, and the congressional representative's office that the park will construct new facilities in the near future.

#### Economic Opportunity

- Local communities and American Indian tribes are cautiously optimistic that the establishment of the park will provide economic opportunities, primarily as a result of increased tourism to the area. This creates some of the pressure for new park facilities mentioned above. The park staff is working to manage these expectations. Increased visitation may indeed result in moderate economic gain.

#### Traffic Flow

- The present state of development at the site and the Black Kettle Museum was designed to serve a fairly modest visitation. Increased visitor numbers will likely require upgrading capacity.
- Attention should also be given the potential effects of increased visitor traffic in the town of Cheyenne. There is considerable truck traffic in town, with the attendant noise and dust that generates. Increased numbers of vacationers on the roads may raise some safety issues. Such impacts are minor at present, but deserve monitoring.

#### Cooperative Agreements

- The park has cooperative agreements in place with the OHS for research, and the USFS (Interagency Agreement) for maintenance. The park provides approximately 20 hours a week staff time during summers at the

Black Kettle Museum to provide orientation and interpretation for visitors prior to their site visit. The park will pursue an agreement with the Cheyenne and Arapaho Tribes of Oklahoma to obtain funding for tribal participation in park projects.

#### **Sand Creek Legislation**

- President Bill Clinton signed congressional legislation establishing Sand Creek National Historic Site (NHS) on November 7, 2000 (Public Law 106-465). Opportunities exist for future joint visitor-use and interpretation due to thematic connections.

#### **Consultation with American Indians**

- Consultation with the Cheyenne and Arapaho Tribes of Oklahoma and others will be government-to-government. Park management will need to become familiar with the governmental organizations and range of individuals representing the tribes consulted.
- Various protocols and standard operating procedures will need to be established, and these are likely to be distinct to individual tribes and may evolve over time.
- The park should also anticipate the cost and time investment that will be necessary to accomplish responsible consultation. Travel funds will be needed on occasion to support the participation of tribal members who are not paid tribal officials.
- The Southern Cheyenne are the park's partners as per the enabling legislation. Both the Northern Cheyenne and Southern Cheyenne groups should be involved in the development of the park. It will be important to remember that the decisions of one group do not necessarily represent consensus with the other.

#### **Military Historians**

- There are a number of individuals and organizations focused on the history surrounding George A. Custer, and on Plains Indian war history. The park manager should stay informed of the activity of these individuals and organizations and establish a positive working relationship with them to the extent consistent with sound management and interpretation.

#### **Internal Issues (inside the park)**

##### **Start-Up Activities**

- There is a strong desire to have the Washita story told from a balanced perspective including both the Cheyenne and the military.
- Base funding availability, until staff is hired, increases the flexibility of park management to accomplish start-up work.

- Currently there is no infrastructure to support the desired visitor experience.
- There is a lack of artifacts associated with the Washita engagement. There is no clear provenance for items thought to be directly associated.

# INTERPRETIVE AUDIENCES

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*Interpretive audiences are those distinct groups of individuals for whom interpretive services are specifically designed. By definition, services designed specifically for one primary audience will be less effective for other audiences. The following is the list of audiences that this park's long-range interpretive plan is designed to take into account. The numbers are used for identification only; they do not denote priority.*

1. **General Audience** - This group includes families from all races and ethnic backgrounds (i.e., tribal members). They come by car and often see the sign on the interstate and pull off to see what the park has to offer. They generally spend about 20 minutes in the Black Kettle Museum and will go on a tour if the tour time is near. This is not a destination for them but a stop on the way to their destination. Most often this group is a parent(s) and children, but there is a large group of grandparents and grandchildren coming to the park. They usually come in the late spring to early fall and around the holidays. They are often from Oklahoma, Texas, or Kansas.
2. **School Students** - While this group is a small one at the present time, it will grow as the Parks-as-Classroom program becomes known. The event at Washita can be covered in both primary and secondary school. In the primary level the park will cover native cultures and westward expansion. In secondary school the events surrounding Washita will be covered. It is estimated that the park will receive at least 90 primary school groups a year once the program is up and running and most likely around the same number for secondary students. These school groups will come from Oklahoma and Texas.
3. **Non-English Speaking Visitors** - The vast majority of this group is made up of German-speaking visitors touring the west. Often traveling on their own or in small groups, they make up a significant number of visitors. The park has already accommodated them by translating the current site bulletin into German and the trail guide will be translated in FY01. As many of these visitors already speak English as a second or third language, the park does not foresee translating the park's film into German once it is completed.
4. **Organized Tours** - This is an ever growing group as the population of the United States ages. Since the park opened in 1998, it has seen a slow but steady rise in the number of organized tours coming to the park. Often part of a theme, such as the Indian Wars, or the American West, these groups spend a lot of time in the current facilities. They are interested in the past and learning. The park sees them also participating in the Parks-

as-Classroom program. They often call months in advance to schedule programs for their groups and see many of the other attractions in the area as part of the tour.

# VISITATION STATISTICS

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Information about past visitation patterns at Washita Battlefield NHS is not available because it is a new park service area. It is assumed that visitation has been increasing since 1996. Since 1999, the park's visitation has been calculated as the number of visitors who enter the Black Kettle Museum. In 1999 this visitation reached 10,000 people. The museum was closed for several months in 2000 for exhibit renovation, reopening in July.

## Visitation to Black Kettle Museum, Cheyenne, Oklahoma

<b>Month 2000</b>	<b>Visitation</b>
July	1,310
August	757
September	727
October	874
November	439
December	153
<b>Month 2001</b>	<b>Visitation</b>
January	165
February	181
March	660
April	603
May	694
June	867
July	816
August	496

**Park Visitation January to August was 8,506 people**

*Source: Bob Duke, Black Kettle Museum*

The amount of visitation to the historic site itself was unknown until 2000, when a traffic counter was installed in the parking lot at the site. From the third week of June until December the vehicle count was 2,536, or 5,073 people. In 2001, the count from January through March was 1,397 people.

# EXISTING CONDITIONS

Established in 1996, Washita Battlefield NHS is in the first stages of planning and development. While current staffing and infrastructure are at a minimum, steps are nevertheless being taken to foster a desired visitor experience and to implement interpretive programming. The conditions described below reflect efforts made in the past four years to provide for a minimal level of visitation to the park.

## **Pre-arrival**

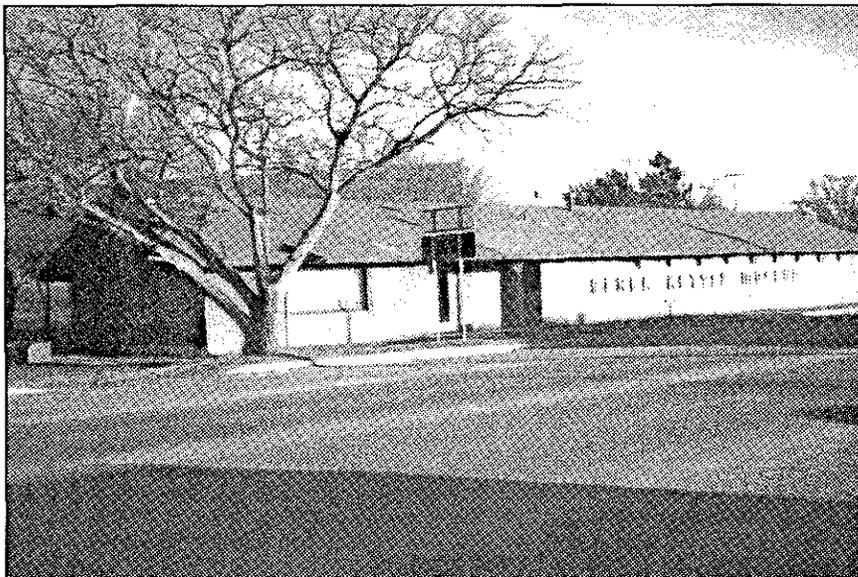
Information about this new unit of the National Park System is being incorporated gradually into tourism materials and travel guides. Visitors planning trips to Washita Battlefield NHS can obtain park information (phone number, address, driving directions, etc.) on the Internet; the park's website can be found at [www.nps.gov/waba](http://www.nps.gov/waba).

## **Arrival**

The park is signed off I-40 at Sayre, Oklahoma, and visitors are directed onto US 283 for the drive into Cheyenne. The park is also signed on Okla. 6 from Elk City, Oklahoma. In Cheyenne, signs direct people to both the Black Kettle Museum and to the historic site.

## **Black Kettle Museum**

The Black Kettle Museum, an OHS facility, currently serves as the interpretive and visitor contact center for the park. The museum is on the southeast corner of the intersection of US 283 and Okla. 47 in Cheyenne. It is signed as "Washita Battlefield Information," in an effort to attract visitors to the museum prior to their site visit.



## EXISTING CONDITIONS

The museum has newly renovated exhibits, installed in 2000. The exhibits consist of text, reproduction artifacts, artwork, illustrations and photographs, and three-dimensional displays of both Cheyenne and U.S. Army material culture.

Exhibit topics include:

- Oklahoma Natural History
- Cheyenne Cultural History
- Treaties
- Events Leading Up to the Encounter
- Sand Creek Massacre
- Biographies of Lieutenant Colonel Custer, and Generals Sheridan and Sherman
- Military Campaign
- Sequence of Events
- Aftermath
- Dawes Act
- Indian Relief
- Establishment of the National Historic Site

An extensive sales area contains Washita and Cheyenne-related published materials and souvenirs. The museum is open daily all year from 9 a.m. to 5 p.m., Monday through Saturday, and from 1 p.m. to 5 p.m. on Sunday. It has public restrooms and a water fountain. During the busy summer months park personnel help to staff this facility. [See Appendix B for text of cooperative agreement between the NPS and the OHS, 1998.]

### **Park Headquarters**

The park headquarters is 100 feet west from the intersection of US 283 and Okla. 47 in Cheyenne. This facility, open from 8 a.m. to 12 noon and 1 p.m. to 5 p.m., Monday to Friday, has a small Southwest Parks & Monuments sales area. Visitors who manage to find and stop at this facility can obtain a trail map and some site orientation from park staff.

### **Historic Site**

From the museum and park headquarters, visitors can drive to the site on Okla. 47 and Okla. 47A, a distance of two miles west. Several site amenities are in place, including a vault toilet, water fountain, and concrete walkways and parking areas. A covered overlook, built of brick, cement and wood, dates from 1965 and provides visitors with an elevation from which to view the historic site to the north. A large granite stone engraved with a map of the area provides

some orientation. A holder for printed site bulletins is at the overlook. Steps lead up to the overlook's viewing platform; it is not accessible for wheelchairs.

To the west of the overlook are two covered picnic areas, with tables. Fences, concrete walkways, and a parking area supports this function.

There are three commemorative markers at the site, placed north of the overlook:

1. A large granite stone engraved with text contains details of the Washita engagement and engravings of Black Kettle and Lieutenant Colonel Custer.
2. A small granite stone holds the site's national historic landmark bronze marker.
3. A piece of jagged granite serves as a marker with the words "Custer's Battle Nov 27, 1868." This marker was placed on site in 1930, replacing a previous marker dating from 1890.





The landscape retains much of its 1868 setting, and few visual intrusions mar the scene. The view from the overlook to the Washita River is unobstructed, as are the vistas to the east, north, and west. Within the historic site are the areas of Black Kettle's encampment, Custer's command post, the site where Cheyenne material goods were burned and horses and ponies killed, and troop and Indian positions.

Visitors can follow a one and a half-mile self-guiding trail system, established by park staff in 1998, to see the historic site. These trails are dirt, winding through mown grass and vegetation. They are not wheelchair accessible. There are two loops - the upper loop is eight-tenths of a mile with seven stops; the lower loop trail is seven-tenths of a mile with five stops. The lower loop trail is closed on occasion for prairie restoration. The stops are marked with painted wooden posts with the stop number.

Printed trail guides are available for purchase (\$1.00) at the park headquarters, Black Kettle Museum, and the Pioneer Museum in the Cheyenne City Park. This 12-page guide features a map, illustrations and interpretive text about the engagement, and its participants. The guide is not available currently at the historic site itself.

### **Publications**

In addition to the trail guide, the park provides two site bulletins for visitor use. One bulletin provides a map of the engagement events, visitation information,

and interpretive text about the engagement and its historical context. A second bulletin focuses on natural resource management at the park. It provides interpretive text about the park's historic landscape and current natural resource management projects, including native prairie restoration, tamarisk tree and other exotic plant removal, biological inventory and monitoring, prescribed burning, and seed collection/revegetation. These printed materials are available at the historic site, at park headquarters, and at the Black Kettle Museum.

### **Personal Services**

The park staff began offering regularly scheduled interpretive programs in 1998, during the summer season. These programs consist of both onsite-guided walks and talks. The walks are offered twice daily and are one to one and a half-hours in length along the trail system. The talks, lasting 20 to 30-minutes, are offered three times daily at the overlook. In these programs the park staff focuses on placing the Washita engagement within the context of the Southern Plains Indian wars, and to discuss NPS management of the site. In summer 1998, 205 programs were presented with 1,896 people attending; in summer 1999, 271 programs were presented with 2,393 people attending; and in summer 2000, 331 programs were presented with 3,144 people attending.

Starting in summer 1998, NPS staff provided visitor contact and orientation assistance in the Black Kettle Museum. This activity is expected to continue.

Currently, the park does not have a formal education program, developed in cooperation with area educators and based upon local/state curriculum. Schools groups arriving at the park, or who contact park staff prior to a visit, are provided a tour or talk onsite. Efforts are underway to develop a curriculum-based program.

### **Outreach**

In November 1998 and 2000, the park sponsored symposiums (held in Cheyenne) that featured speakers addressing various aspects of the Washita engagement. Park dedication was held in 1997. Park employees are often called upon to speak at various civic organization meetings around the state.

# **PART 2: INTERPRETIVE PROGRAM**

## **FUTURE INTERPRETIVE PROGRAM**

These recommendations, when implemented, would support the desired visitor experience at Washita Battlefield NHS. All recommendations support the park's GMP and the following park-wide development and management concept: **Visitors would have opportunities for a comprehensive learning experience onsite and offsite while preserving a reflective mood at the park.**

These recommendations also reflect the preferred alternative for Washita Battlefield NHS visitor facilities, developed through a value analysis process in May 2000. [See Appendix C for preferred alternative text.]

Every attempt would be made to promote full access to interpretive media and programs for people with physical and mental disabilities. All media and signing would follow general standards for accessibility as described in the NPS Programmatic Accessibility Guidelines for Interpretive Media. [See Appendix D for complete guideline text.]

### **Pre-arrival**

- Expand the park's current website on the Internet. Add additional interpretive text providing an overview of all the park's interpretive themes. Add a map of the trails after re-development. Contract the work through a web designer or work with a volunteer to design the site.
- Develop a rack card to provide park orientation and basic visitor-use information. These would be distributed to tour operators, local and regional businesses, chambers of commerce, and other sources of tourism information.

### **Arrival**

- Develop a temporary wayside exhibit at the Black Kettle Museum for orientation to the historic site. This would be removed when the museum closes.
- Upon their arrival in Cheyenne, direct visitors to a new visitor center facility to be developed with the USFS on the Black Kettle National Grassland. This facility would offer views of the historic site/national historic landmark, as well as the grassland.
- Develop a shaded kiosk with a bulletin board outside the visitor center to provide orientation to the historic site, information about programs, and

theme-related text. This kiosk would be available after regular visitor center hours.

- Interpret the view of the historic site/national historic landmark, possibly through wayside exhibits - also available after regular visitor center hours.

### **Visitor Center**

- Provide park and regional orientation and park/grassland information at a staffed information desk. Appropriate media would be developed to assist with this function. Printed materials such as maps and brochures would be available. The historic site would be prominently identified as a unit of the National Park System, and information about the national parks, such as the NPS System Map & Guide, would also be available.
- Provide a sales area where visitors would have the opportunity to purchase theme-related publications, audiovisual products, and other educational items. These publications would include scholarly works, NPS publications and/or magazines.
- Provide visitor services and amenities, such as restrooms, drinking fountains, seating, and public telephones.
- Develop exhibit areas inside the visitor center to focus on four park themes: Theme # 3 public reaction to the Washita event, Theme # 4 Black Kettle, Theme # 5 Custer, and Theme # 7 the resiliency of cultures. These exhibits would also:
  - be woven into the overall visitor center experience
  - present multiple perspectives of the engagement from participants
  - offer varying depths of interpretive text
  - appeal to a range of learning abilities and styles
- Space for temporary exhibits, focusing on related topics or NPS initiatives, would be available.
- Visitor center exhibits are currently (2001) being planned and designed by Howard-Revis Design Services of Washington, D.C.
- Develop an area for USFS Black Kettle National Grassland theme-related exhibits.
- Develop a film to be shown in the park visitor center. This film would be approximately 20-minutes long and would emotionally connect visitors to the Washita events and participants. It would emphasize Theme # 1 the conflict of cultures, and Theme # 6 the evolving relationship between Cheyenne, settlers, and the U.S. Government. The film would highlight Cheyenne culture and would feature the spoken Cheyenne language.

- Develop a shaded area with seating outside the visitor center where visitors would meet and interact with cultural demonstrators.
- Develop a self-guiding trail through the Black Kettle National Grassland surrounding the visitor center to highlight the area's natural resources and ecology.

### **Historic Site**

- Redevelop/redesign the extant overlook to meet accessibility standards and to blend with the landscape. Provide shaded seating, an area for interpretive programs, and parking. Eliminate the extant picnic area, considered to be intrusive and disrespectful.
- Develop a new trailhead with parking, at a previously disturbed home site to the west of the current overlook. Provide visitor services and amenities, such as parking, toilets, drinking fountains, and seating.
- Develop a kiosk with a bulletin board at the trailhead to provide orientation, information, and interpretive text emphasizing Theme # 7 the resiliency of the human spirit. Provide trail guides and/or other printed materials (such as site bulletins).
- Redevelop the extant trail system to meet accessibility standards wherever possible, and to provide access to the Washita River. Provide seating in shaded, protected areas along the trails to allow for rest and contemplation.
- Develop an area with shade and seating for contemplation. This area would offer evocative text, quotes, and images. A simple structure and/or sculptural elements would be possibilities for supporting the reflective mood.
- Develop a low-key, informal amphitheater with seating for interpretive programs.
- Develop wayside exhibits for placement along the historic site trail system. The wayside exhibits would provide orientation to and interpretation of the historic site, emphasizing Theme # 2, the U.S. Army's "total war" campaign against the Cheyenne. These wayside exhibits would consider appropriate inclusion of audio stations featuring the Cheyenne language.
- Develop an audio device for visitor-use on the trail system. This device would provide interpretive narrative about Washita events and landscape, and would feature the Cheyenne language.
- Revise/update the trail guide when park trail system is redeveloped. The revised trail guide would be translated into languages other than English to meet the needs of the park's international visitors.

- Develop a contemplative area at the west end of the historic site. A short trail to the Washita River would be provided, with some seating. This area would not be identified in park literature or highlighted on maps; it is intended to be secluded.

#### **Park-wide Media**

- Develop an Official Map and Guide for the park through the HFC Department of Publications. This publication would provide an overview of the park's themes and multiple perspectives of the Washita engagement. It would provide orientation information and text relating to the NPS mission. And it would be translated into languages other than English to meet the needs of the park's international visitors.
- Develop a CD-ROM program presenting themes and resources from three national parks associated with the Cheyenne people - Sand Creek NHS, Washita Battlefield NHS, and Little Bighorn Battlefield National Monument (NM).
- Develop a program of site bulletins to treat topics of thematic or seasonal interest. These publications would be translated into languages other than English to meet the needs of the park's international visitors.
- Develop a topical handbook presenting themes and resources from three national parks associated with the Cheyenne people - Sand Creek NHS, Washita Battlefield NHS, and Little Bighorn Battlefield NM.

#### **Park-wide Personal Services Programs**

- Provide orientation and park/grassland information at a staffed information desk inside the new visitor center facility.
- Develop cultural demonstration programs to emphasize Themes # 1 and 7 regarding clash of cultures, and cultural identity. These programs would be presented by Cheyenne and other tribal members and by other living history demonstrators in the Outdoor Demonstration Area during the busy summer months. Reproduction artifacts would be available for viewing at times when demonstrators were not present.
- Develop a guided walk, lasting 45 minutes to 1 hour, to be offered daily along the trails at the historic site.
- Develop a 20 to 30-minute talk, to be delivered daily at the historic site overlook and at the visitor center.
- Develop an interpretive talk with props, using items from the park's interpretive collection. This talk would be delivered both on and offsite.

**Offsite Non Personal Services Program**

- Develop a self-guided driving tour of 7th Cavary's route from Camp Supply.
- Develop wayside and driving tour for other villages and camps down stream.
- Develop wayside for Elliott site in the town of Cheyenne.

**Education Programs**

- Develop an education plan to provide guidelines and recommendations for the park's educational programming. This plan would be developed in cooperation with area educators and would be curriculum-based. Elements may include:
  - lesson plans for 5th and 11th grade programs, based upon park themes and resources
  - role playing scenarios and games
  - pre-visit materials for teachers to use prior to a park visit, followed by post-visit materials
  - "travelling trunk" of theme-related reproduction artifacts to send to schools

**Outreach**

- Continue to sponsor symposia involving academic and tribal participants to present ongoing research and oral history information to the general public. Print the proceedings.
- Develop a program of outreach materials, to be used by school and other groups that cannot physically visit the park.
- Work with local and regional tour operators to provide accurate and up-to-date park information, prior to the park visit. Develop theme-related materials for distribution to tour companies. These materials could include press kits and frequently asked questions sheets. Explore possibilities for FAQ, subject matter, and interpretive techniques training.
- Develop portable exhibits on various park themes or special initiatives, which can be displayed at community gatherings or public spaces.
- Develop a Junior Ranger program for children to complete while at the park, reinforcing the site's identity as a unit of the National Park System.

## PROGRAM OVERVIEW

The program overview table below indicates the interpretive services (and the location(s) where they would occur) that Washita Battlefield NHS intends to provide for each theme-audience combination over the life of this plan.

The following abbreviations have been used for service locations:

VC	=	park visitor center
Museum	=	Black Kettle Museum
C of C	=	Chambers-of-Commerce
TV	=	public and/or commercial television stations
CA sales	=	cooperating association sales outlets (including mail-order sales)
Three parks	=	Washita Battlefield NHS, Little Bighorn NM, Sand Creek NHS
Overlook	=	Washita Battlefield overlook
WWW	=	World Wide Web
Trailhead	=	Initiation point of trail system

*Note:* The park has determined that incidental information regarding orientation and safety will be part of all personal services. Though this has not been noted on the Program Overview, it is to be considered a universal component of all personal services presentations.

Washita Battlefield National Historic Site Desired Future Interpretive Program -- Program Overview					
PRIMARY PARKWIDE INTERPRETIVE THEMES	INTERPRETIVE AUDIENCES				
	1: General Audience	2: School Students	3: Non-English-Speaking Visitors	4: Organized Tours	
1: The events at Washita were a product of a clash between two cultures whose beliefs were so different and incompatible that violent conflict resulted.	Park brochure <i>VC, Museum, C of C, mail</i>	Park brochure (for introduction) <i>Schools &amp; VC</i>	Translated site bulletins <i>VC, mail</i>	Talk by NPS or C&A <i>Bus, VC</i>	
	World Wide Web page <i>Homes, libraries</i>	World Wide Web page <i>Schools</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Park brochure <i>Mail</i>	
	Subject-related magazines <i>CA sales, via mail from publisher</i>	Subject-related magazines <i>CA sales, schools, libraries</i>	Translated park brochure <i>VC, mail</i>	Tour operator training <i>Mail, off site</i>	
	Guided walk <i>Park loop trail</i>	Guided walk <i>Park loop trail</i>		Film w/captions / Cheyenne language <i>VC, off site</i>	
	Talk by NPS or C&A <i>VC, overlook</i>	Talk with props <i>VC, schools, overlook</i>			
	Non-NPS books <i>CA sales</i>	Role playing, games <i>VC, schools</i>			
	Newspapers/ press <i>Homes, libraries</i>	Lesson plans <i>Schools</i>			
	Symposia (all 8 themes) <i>Off-site</i>	Travelling trunk <i>Schools</i>			
	Exhibits <i>VC</i>	Exhibits <i>VC</i>			
	CD (3 parks, 8 themes) <i>CA sales, VC</i>	CD (3 parks, 8 themes) <i>Loan to schools</i>			
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>			
	Junior Ranger programs <i>VC, H'W'W (3 parks)</i>	Junior Ranger programs <i>VC, W'W'W (3 parks)</i>			
	Cultural presentation <i>VC, off-site</i>	Cultural presentation <i>VC, schools, on-site</i>			
	Portable Exhibits <i>Community locations</i>	Portable Exhibits <i>Schools</i>			
	Topical handbook <i>VC, 3 parks</i>	Topical handbook <i>Schools</i>			
	2: The attack at Washita was the first implementation of a strategic decision by the U.S. Army, who had been unsuccessful in engaging Indian combatants, to launch a "total war" campaign against the Southern Plains Indians by striking winter encampments when Indian communities were most vulnerable.	Park brochure <i>VC, Museum, C of C, mail</i>	Park brochure <i>Secondary schools</i>	Translated site bulletin <i>VC, mail</i>	Park brochure <i>VC, mail, direct delivery</i>
		Talk by NPS or C&A <i>VC, overlook</i>	Talk by NPS or C&A <i>VC, overlook</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Talk by NPS or C&A <i>VC, overlook</i>
Subject-related magazines <i>CA sales, via mail from publisher</i>		Subject-related magazines <i>CA sales, schools, libraries</i>	Translated park brochure <i>VC, mail</i>	Park brochure <i>VC, mail, direct delivery</i>	
Non-NPS books <i>CA sales</i>		Non-NPS books <i>Secondary schools</i>	Translated trail guide <i>VC, trailhead</i>	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>	
World Wide Web page <i>Homes, libraries</i>		World Wide Web page <i>Schools</i>			
Portable Exhibit <i>Community locations</i>		Portable Exhibit <i>Secondary schools</i>			
Exhibits <i>VC</i>		Exhibits <i>VC</i>			

	CD (3 parks, 8 themes) <i>CA sales, VC</i>	CD (3 parks, 8 themes) <i>Loan to schools</i>		
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>		
	Topical handbook <i>VC, 3 parks</i>	Topical handbook <i>Secondary schools</i>		
	Symposia (all 8 themes) <i>Off-site</i>	Lesson plans <i>Secondary schools</i>		
	Trail Guide <i>VC, on site, mail</i>			
3: Many people leveled the attack at Washita a massacre, unprovoked and unjust, while the United States military and others hailed it as a great victory in the struggle to reduce Indian raids on the frontier.	Park brochure <i>VC, Museum, C of C, mail</i>	Park brochure <i>Secondary schools</i>	Translated park brochure <i>VC, mail</i>	Talk by NPS or C&A <i>VC, overlook</i>
	World Wide Web page <i>Homes, libraries</i>	World Wide Web page <i>Schools</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Park brochure <i>VC, mail, direct delivery</i>
	Subject-related magazines <i>CA sales, via mail from publisher</i>	Subject-related magazines <i>CA sales, schools, libraries</i>	Translated site bulletin <i>VC, mail</i>	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>
	Non-NPS books <i>CA sales</i>	Non-NPS books <i>Secondary schools</i>		
	Talk by NPS or C&A <i>VC, overlook</i>	Talk by NPS or C&A <i>VC, overlook</i>		
	Symposia (all 7 themes) <i>Off-site</i>	Lesson plans <i>Secondary schools</i>		
	Role-playing <i>VC</i>	Portable Exhibit <i>Secondary schools</i>		
	Portable Exhibit <i>Community locations</i>	Topical handbook <i>Secondary schools</i>		
	Topical handbook <i>VC, 3 parks</i>	Exhibits		
	Exhibits <i>VC</i>	CD (3 parks, 8 themes) <i>Loan to schools</i>		
	CD (3 parks, 7 themes) <i>CA sales, VC</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>		
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>			
	4: Chief Black Kettle's life was filled with irony; he was a major proponent for peace, signing three treaties between 1861 and 1867, yet he was attacked twice, at Sand Creek and Washita.	Subject-related magazines <i>CA sales, via mail from publisher</i>	Subject-related magazines <i>CA sales, schools, libraries</i>	Translated park brochure <i>VC, mail</i>
Talk by NPS or C&A <i>VC, overlook</i>		Talk by NPS or C&A <i>VC, overlook</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Talk by NPS or C&A <i>VC, overlook</i>
Non-NPS book <i>CA sales</i>		Non-NPS books <i>Schools</i>	Translated site bulletin <i>VC, mail</i>	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>
World Wide Web page <i>Homes, libraries</i>		World Wide Web page <i>Schools</i>		
Symposia (all 7 themes) <i>Off-site</i>		Lesson plans (3 parks) <i>Secondary schools</i>		
Park brochure <i>VC, Museum, C of C, mail</i>		Junior Ranger programs <i>VC, WWW (3 parks)</i>		
Exhibits <i>VC</i>		Exhibits <i>VC</i>		
Topical handbook <i>VC, 3 parks</i>		Role playing (Secondary) <i>VC, schools</i>		
Site bulletin		Site bulletin		

	CD (3 parks, 8 themes) <i>CA sales, VC</i>	CD (3 parks, 8 themes) <i>Loan to schools</i>		
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>		
	Cultural presentation <i>VC, schools, off-site</i>	Cultural presentation <i>Secondary schools</i>		
	Portable Exhibit <i>Community locations</i>			
5: General Phillip Sheridan felt that Lt. Col. George Custer's aggressiveness was key to the successful implementation of the Army's new strategy against the tribes of the Southern Plains; Custer's victory catapulted him into the public imagination as a great Indian fighter and, ironically, encouraged the headstrong behavior that led to his demise at Little Bighorn.	Non-NPS books <i>CA sales</i>	Non-NPS books <i>Schools</i>	Translated park brochure <i>VC, mail</i>	Park brochure <i>VC, mail, direct delivery</i>
	Talk by NPS or C&A <i>VC, overlook</i>	Talk by NPS or C&A <i>VC, overlook</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Talk by NPS or C&A <i>VC, overlook</i>
	World Wide Web page <i>Homes, libraries</i>	World Wide Web page <i>Schools</i>	Translated site bulletin <i>VC</i>	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>
	Subject-related magazines <i>CA sales, via mail from publisher</i>	Subject-related magazines <i>CA sales, schools, libraries</i>		
	Symposia (all 7 themes) <i>Off-site</i>	Lesson plans (3 parks) <i>Secondary schools</i>		
	Park brochure <i>VC, Museum, C of C, mail</i>	Junior Ranger programs <i>VC, WWW (3 parks)</i>		
	Site bulletin <i>VC, mail, WWW</i>	Site bulletin <i>VC, school, WWW</i>		
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>		
	Topical handbook <i>VC, 3 parks</i>	Role playing (Secondary) <i>VC, schools</i>		
	Portable Exhibit <i>Community locations</i>	Portable Exhibit <i>Schools</i>		
	Exhibits <i>VC</i>	Exhibits <i>VC</i>		
	Cultural presentation <i>VC, schools, off-site</i>	Cultural presentation <i>VC, schools, off-site</i>		
	CD (3 parks, 7 themes) <i>CA sales, VC</i>	CD (3 parks, 8 themes) <i>Loan to schools</i>		
	6: The attack at Washita and the resulting death of Chief Black Kettle were pivotal events in the evolving relationships between the Cheyenne people, white settlers, and the U.S. Government.	Park brochure <i>VC, Museum, C of C, mail</i>	Park brochure <i>VC, mail, direct delivery</i>	Park brochure translation <i>VC, mail</i>
Guided walk <i>Park loop trail</i>		Guided walk <i>Park loop trail</i>	Trail Guide translation <i>VC, mail</i>	Talk by NPS or C&A <i>VC, overlook</i>
Subject-related magazines <i>CA sales, via mail from publisher</i>		Subject-related magazines <i>CA sales, schools, libraries</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Tour operator training <i>VC, off site</i>
World Wide Web page <i>Homes, libraries</i>		World Wide Web page <i>Schools, homes, libraries</i>		Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>
Non-NPS books <i>CA sales</i>		Non-NPS books <i>Schools</i>		
Talk by NPS or C&A <i>VC, overlook</i>		Talk by NPS or C&A <i>VC, overlook</i>		
Symposia (all 8 themes) <i>Off-site</i>		Lesson plans <i>Schools</i>		
Newspapers/ press <i>Homes, libraries</i>		Role playing (Secondary) <i>VC, schools</i>		
Trail Guide <i>VC, on site, mail</i>		CD (3 parks, 8 themes) <i>Loan to schools</i>		

	Topical handbook <i>VC, 3 parks</i>	Topical handbook <i>VC, schools</i>		
	Portable Exhibit <i>Community locations</i>	Portable Exhibit <i>Schools</i>		
	Cultural presentation <i>VC, schools, off-site</i>	Cultural presentation <i>VC, schools, off-site</i>		
	Exhibits <i>VC</i>	Exhibits <i>VC</i>		
	CD (3 parks, 8 themes) <i>CA sales, VC</i>			
7: The hallowed ground of Washita provides opportunities to understand the resiliency of the human spirit and the struggle of societies to maintain cultural identity.	Park brochure <i>VC, Museum, C of C, mail</i>	Park brochure (for introduction) <i>Schools &amp; VC</i>	Translated park brochure <i>VC, mail</i>	Talk by NPS or C&A <i>Bus, VC</i>
	Subject-related magazines <i>CA sales, via mail from publisher</i>	Subject-related magazines <i>CA sales, schools, libraries</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Park brochure <i>Mail for bus use</i>
	Guided walk <i>Park loop trail</i>	Guided walk <i>Park loop trail</i>		Tour operator training <i>Mail, off-site</i>
	World Wide Web page <i>Homes, libraries</i>	World Wide Web page <i>Schools</i>		Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>
	Non-NPS books <i>CA sales</i>	Talk with props <i>VC, schools, overlook</i>		
	Newspapers/ press <i>Homes, libraries</i>	Lesson plans <i>Schools</i>		
	Symposia (all 8 themes) <i>Off-site</i>	Poster <i>CA sales</i>		
	Talk by NPS or C&A <i>VC, fixed site</i>	Travelling trunk <i>Schools</i>		
	Topical handbook <i>VC, 3 parks</i>	Topical handbook (intro) <i>Schools</i>		
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>		
	Exhibits <i>VC</i>	Exhibits <i>VC</i>		
	Portable Exhibits <i>Community locations</i>	Portable Exhibits <i>Schools</i>		
	Junior Ranger programs <i>VC, WWW (3 parks)</i>	Junior Ranger programs <i>VC, WWW (3 parks)</i>		
	Cultural presentation <i>VC, schools, off-site</i>	Cultural presentation <i>VC, schools, on-site</i>		
	CD (3 parks, 8 themes) <i>CA sales, VC</i>	CD (3 parks, 8 themes) <i>Loan to schools</i>		
	Publication of stories <i>VC, CA sales</i>			
	Audio wayside <i>On-site</i>			
	Publication of stories <i>CA sales</i>			
	Poster <i>CA sales</i>			
	8. Washita is one of over 380 National Park Service sites that protect your nation's natural and cultural heritage.	Guided walk <i>Park loop trail</i>	Guided walk <i>Park loop trail</i>	Non-NPS books in languages other than English <i>CA sales</i>
Subject-related magazines <i>CA sales, via mail from publisher</i>		Subject-related magazines <i>CA sales, schools, libraries</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	Tour operator training <i>On site, off site</i>

	World Wide Web page <i>Homes, libraries</i>	World Wide Web page <i>Homes, libraries</i>	Park brochure translation <i>VC, Museum, C of C, mail</i>	Talk by NPS or C&A <i>VC, fixed site</i>
	Park brochure <i>VC, Museum, C of C, mail</i>	NPS System Map & Guide <i>VC, CA sales</i>		Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>
	Newspapers/ press <i>Homes, libraries</i>	Junior Ranger programs <i>VC, WWW (3 parks)</i>		
	Rack card <i>Museums, Welcome Centers, C of Cs</i>	Talk by NPS or C&A <i>VC, fixed site</i>		
	Topical handbook <i>VC, 3 parks</i>	Film w/captions / Cheyenne language <i>VC, schools, CA sales</i>		
	NPS System Map & Guide <i>VC, CA sales</i>			
	Talk by NPS or C&A <i>VC, fixed site</i>			
	Exhibits <i>VC</i>			
	Temporary Exhibit <i>VC</i>			
	Junior Ranger programs <i>VC, WWW (3 parks)</i>			
	Film w/captions / Cheyenne language <i>VC, TV, CA sales</i>			
	Non-NPS books <i>CA sales</i>			
Orientation & Safety Information	Park brochure <i>VC, Museum, C of C, mail</i>	World Wide Web page <i>schools</i>	Park brochure translation <i>VC, Museum, C of C, mail</i>	Park brochure <i>VC, Museum, C of C, mail</i>
	World Wide Web page <i>Homes, libraries</i>	Junior Ranger programs <i>VC, WWW (3 parks)</i>	Film w/subtitles / Cheyenne language <i>VC, CA sales</i>	FAQ sheets <i>VC, Museum, C of C, Welcome Centers, mail to tour companies</i>
	Press kits <i>Mail, delivery to local &amp; regional users</i>	Lesson plans <i>Schools</i>	Trail Guide translation <i>VC, mail</i>	Tour operator training <i>On site, off site</i>
	Trail Guide <i>VC, on site, mail</i>	Universal signing <i>Parkwide</i>	Universal signing <i>Parkwide</i>	Universal signing <i>Parkwide</i>
	Info desk <i>VC, Museum, C of C</i>			
	FAQ training <i>VC, Museum, C of C, Welcome Centers, local businesses</i>			
	FAQ sheets <i>VC, Museum, C of C, Welcome Centers, local businesses</i>			
	Universal signing <i>Parkwide</i>			
	Rack card <i>Museums, Welcome Centers, C of Cs</i>			
	Wayside & Bulletin Board pair <i>Trailhead, VC</i>			

# PARTNERSHIPS

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Park partners are critical to the support and/or delivery of interpretive services. Identification of current and potential park partners for interpretation, and the ways they can support the attainment of interpretive goals, enhances the park's ability to strategically use resources to serve the public and achieve management goals.

## *Current Partners:*

Cheyenne and Arapaho Tribes of Oklahoma - critical partners for development and government-to-government consultation

Cheyenne Heritage Trail (self-guiding trail and guided) - attract/bring tour groups to the park

Cheyenne Volunteer Fire Department - provide emergency services, structural and wildfire assistance

Legislative Representatives (state and federal) - provide funding and support

Local civic organizations and churches - provide space for meetings, refreshments for events

Local and state media (television and radio stations, newspapers) - provide media coverage

National Resource Conservation Service - assist/direct vegetation restoration

Oklahoma Historical Society (OHS) - primary partner for research

Roger Mills County (including county sheriff) - provide law enforcement

Scouts, 4-H, and other youth groups - provide assistance with special programs, litter pick-up projects

Southwest Parks & Monuments Association (park cooperating association) - critical partner, provide funding, provide interpretive materials

USFS - critical partner for interpretive exhibits and nature trail, provide trail maintenance and fire protection

Washita Battlefield Historical Society - provide funding, advocacy, volunteers

## *Cooperating Association Operations*

The park cooperating association is a critical partner in providing interpretive services and achieving the desired future interpretive program. Southwest

PARTNERSHIPS

Parks & Monuments Association has been selected as the cooperating association for Washita NHS. *A Scope of Sales Statement*, defining how the cooperating association's sales operations contribute to the communication of the park's interpretive themes, should be developed. That document would be included in the Interpretive Database component of the CIP.

*Future Partners*

Tremendous potential exists for future partnering to provide or support visitor services and interpretation because Washita Battlefield NHS is a new NPS area. The chart below identifies possibilities for types of assistance that could be provided by current and future partners in support of park goals.

A Strategic Display of the Park's Interpretive Partnerships							
Partner	Types of Assistance						
	Fundraising	Staff	Advocacy	Research	Distribution of Information	Special Events Assistance	Labor for service projects
Southwest Parks and Monuments Association	X	X	X	X	X	X	
United States Forest Service		X		X	X	X	X
Oklahoma Historical Society			X	X	X	X	
Cheyenne and Arapaho Tribes	X	X	X	X	X	X	
Oklahoma Dept. of Transportation				X			
Washita Battlefield Historical Society	X		X		X	X	
National Park Foundation	X		X				
Legislative Reps. Federal & State	X		X		X		
City of Cheyenne			X		X	X	
Cheyenne Chamber of Commerce	X		X		X	X	
Roger Mills County						X	X
US Fish and Wildlife Service				X	X	X	
Regional Schools					X	X	X
Regional Colleges & Universities				X	X	X	X
Tour Industry					X		
National Parks and Conservation Association	X		X		X	X	
Local civic groups and churches	X		X		X	X	
Indian War history groups	X		X	X	X		
Cheyenne Heritage Trail			X		X		
Local and State Media			X		X		
Scouts, 4-H and other youth groups						X	X
Agricultural Extension Services			X		X	X	X
Natural Resources Conservation Service				X		X	X
Oil and Gas Industries	X						

# **LIBRARY & COLLECTIONS NEEDS**

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*Resources supporting the interpretive effort and actions to strengthen that support are described below.*

## **Library**

- There is a small library collection at present; primarily copies of the OHS friends' group sales items. The park is pursuing the addition of other books and maps.
- Ethnographic oral histories are an important part of the park library. The park has copies of oral history audiotapes and transcripts of interviews conducted by Mary Jane Warde of the OHS in 1999. Another series of interviews with members of the Cheyenne and Arapaho Tribe of Oklahoma is underway in 2001, being conducted by Loretta Fowler of the University of Oklahoma. Future interviews will be conducted with members of the Kiowa, Plains Apache, and Comanche tribes; as well as with local landowners and community members. Oral history information could also be part of a searchable database.
- The park needs to obtain video materials available that could support interpretation, such as Arts & Entertainment's biography of Custer and Ken Burns' video, "The West."
- The park needs to identify other collections, including those of the OHS, which can serve as resources for reference.
- The Cheyenne Cultural Center in Clinton, Oklahoma, is currently under development, but is open for visitation. This center could serve as a resource for research.

## **Image Collection**

- There currently are only about a dozen photos in the park collection; these are copies of every photograph known to be connected to the Washita engagement.
- Sources of information and images about Washita include: OHS, Little Bighorn Battlefield NM, the Western History Collection of Oklahoma University, Denver Public Library, National Archives, Smithsonian Institution, Buffalo Bill Museum in Golden, Colorado, and the National Cowboy Hall of Fame.
- An image management database will be established to enhance usefulness of the collection as it develops.
- The park needs to develop standard operating procedures for use of images.

- Copyrights, ownership, and use right for images all need to be considered.

#### **Interpretive Collection**

- The park will develop a collection of reproduction items for interpretive use. The park already maintains a herbarium.

#### **Museum Collection**

- Collateral curatorial duties have been assigned to the park's chief of interpretation.
- A Scope of Collection Statement was completed in 1999.
- There are 165 items in the park's collections that were located during an archeological field study in 1995. These items were donated to the park by the landowner. The vast majority of these are shell casings; there are also two buckles, two buttons, and ten bullets. The OHS has approximately 40 artifacts associated with the Washita engagement that will be transferred to the NPS. These artifacts were retrieved from the historic site and have been accessioned. Additionally, the Black Kettle Museum has a few artifacts, picked up from the site and donated.
- It is anticipated that offerings will be left at the site. The park needs to consult the Cheyenne regarding the development of standard operating procedures on how to deal with such items. Some of the items anticipated to be left at the site would be left by non-Indian visitors.
- The park needs to become familiar with Native American Graves Protection and Repatriation Act responsibilities and establish effective communication with the Cheyenne and Arapaho Tribe of Oklahoma, and others regarding these issues.

# **RESEARCH/STAFFING NEEDS**

## **RESEARCH NEEDS**

The following research and planning projects, when completed, would support implementation of this LRIP at Washita Battlefield NHS:

Collection Management Plan

Education Plan

Ethnographic Overview - underway by Loretta Fowler

Oral Histories as part of ethnographic overview

Natural Resource Inventory

Scope of Sales Statement

Wayside Exhibit Proposal and Plan

Visitor Studies

## **STAFFING NEEDS**

The park's draft GMP/EIS (January 2001) recommends the addition of five interpreters to the current park staff (one position - chief of interpretation) to implement the vision of the preferred alternative. The park's interpretive division would thus consist of six GS-025 Park Ranger positions, (one chief position and five front-line interpreters) for a total of six FTEs.

## **INTERPRETIVE PROGRAM COSTS**

Funding sources for the recommendations made in this LRIP are as follows:

Parks-as-Classrooms

Interpretive Cyclic

Fee Demonstration (20%)

Southwest Parks & Monuments Association

Americans with Disabilities Act

National Park Foundation

Challenge Cost Share Program

# **IMPLEMENTATION PLAN**

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The phasing of long-range actions are used to coordinate the planning and development of the interpretive services needed to accomplish the desired future interpretive program.

## **First Phase:**

Visitor Center development

Exhibits

Film

Shaded Kiosk

Wayside exhibits

Black Kettle Museum

Historic Site Overlook

Outdoor Demonstration Area

Historic Site development

West End Contemplation Area

## **Second Phase:**

Historic Site development

Overlook

Trail and Trailhead

Wayside Exhibits

Amphitheater

Evocative Area

# **PREPARERS/CONSULTANTS**

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## **PREPARERS**

### **NATIONAL PARK SERVICE**

#### **Washita Battlefield National Historic Site**

Sarah Craighead, Superintendent

Stephen Black, Chief of Interpretation/Historian

#### **Intermountain Support Office**

##### **Interpretation and Education**

Kim Sikoryak, Interpretive Specialist/Planner (1998)

Richard Cohen, Interpretive Specialist/Planner (1998)

#### **Harpers Ferry Center**

##### **Department of Interpretive Planning**

Sharon A. Brown, Interpretive Planner (2001)

## **CONSULTANTS**

Joe Big Medicine, Cheyenne and Arapaho Tribes of Oklahoma (2001)

Lee Pedro, Cheyenne and Arapaho Tribes of Oklahoma (2001)

Gordon Yellowman, Sr., Cheyenne and Arapaho Tribes of Oklahoma (2001)

# BIBLIOGRAPHY

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## PLANNING BIBLIOGRAPHY

Department of the Interior, National Park Service

*Draft General Management Plan/Environmental Impact Statement, Washita Battlefield National Historic Site, January 2001 (Denver: Denver Service Center)*

*Strategic Plan for Government Performance and Results Act, Washita Battlefield National Historic Site (October 1, 2000-September 30, 2005)*

## REFERENCE BIBLIOGRAPHY

### Books

Hoig, Stan, *The Battle of the Washita The Sheridan-Custer Indian Campaign of 1867-69* (Lincoln: University of Nebraska Press, 1976).

Custer, George A. *My Life on the Plains; or Personal Experiences with Indians* (Norman:University of Oklahoma Press, 1962).

Grinnell, George Bird. *The Fighting Cheyennes* (New York: Charles Scribners Sons, 1915).

Ibid., *The Cheyenne Indians*, 2 vols. (New York: Cooper Square, 1923).

Afton, Jean, et al. *Cheyenne Dog Soldiers, a Ledgerbook History of Coups and Combat* (Boulder: University Press of Colorado, 1997).

### Other materials

The Chronicles by the Oklahoma Historical Society (articles about Washita)

Washita Order of Battle by Neil Mangum (in park files)

Miscellaneous loose files in park research files

# APPENDIX A

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## Stakeholder Issues and Suggestions May 1998

During an initial interpretive planning workshop on May 12, 1998, a forum was provided for a stakeholder-park dialogue regarding the park's interpretive program. These observations and suggestions contribute to the informed environment within which the park's desired future interpretive program is constructed and upon which future actions are based.

### **How will someone just getting off the road understand the spiritual essence of Washita Battlefield National Historic Site?**

- Sequence the visit: first, have people experience the visitor center where they can receive a level of orientation and introduction to the significance of the site. Second, provide access to the site itself.
- Set a part of the site off-limits, for instance by using a fence. Use the off-limits area as an opportunity to interpret the idea of hallowed ground.
- Develop the mood and attitude of the public contact staff so that their behavior exemplifies respect for the site.
- Site facilities so as to provide opportunities for visitors to find solitude.
- Consider removing or relocating some of the current facilities at the site (such as picnic areas and parking) so that the integrity of the historic landscape is maximized.
- Provide for good visitor flow through the site. It was noted that at present, it is hard to turn around in the parking lot.
- Prohibit inappropriate activities. It was felt that camping sites would be inappropriate. In addition, many recreational activities would not be fitting at the site. There was discussion that appropriate behavior should be communicated to visitors via media and personal contacts, with enforcement being a last resort.

**The interpretive staff at the park will need professional knowledge of both Cheyenne and white cultures (including the cultures of the U.S. Army, the Department of the Interior, and the historic War Department).**

### **How will the National Park Service respond to clearly disrespectful behavior?**

- Public contact staff would talk with people engaging in such activities and explain appropriate and inappropriate behavior, clarifying the need for respect.

- Criminal activity would be reported promptly to local law enforcement authorities for action.

**How do we involve the Cheyenne people in the park? How do we hire Cheyenne people?**

- Formal relations between the park and the Cheyenne people will be through government-to-government agreements.
- Both parties must understand their responsibilities to work together and participate in the development of the park.
- The park will work to help the Cheyenne, the local community, and other stakeholders understand the public participation and document review process of the National Park Service.
- The National Park Service must understand how Cheyenne society operates, so that contacts will be appropriate and effective when the park needs to communicate and make decisions.

**Oklahoma Historical Society (OHS):**

- OHS wants to maintain good ties with the community, and between Fort Supply, Fort Reno, Fort Sill, and Washita Battlefield National Historic Site.
- OHS is establishing a heritage plan with Washita Battlefield National Historic Site as the hub site.
- The Black Kettle Museum needs updating and better exhibits. Visitor expectations have not been met; it is time to upgrade the museum.

**Congressman Frank Lucas' Office:**

- The Cheyenne should consider allowing the National Park Service to talk to Cheyenne people beyond formal government-to-government channels.

**Newspapers reported that Cheyenne elders would be interviewed, but that has not happened yet.**

- Oklahoma Historical Society will be starting an oral history project soon, initially interviewing five or six elders.
- OHS needs a list of Cheyenne people to contact for this project.
- The park is using its base (ONPS) budget to help fund the OHS project.

**Colorado Historical Society (CHS):**

- CHS will continue to lend support to help the development of the park.
- CHS feels that this planning session was well managed. Legislation is

expected soon regarding Sand Creek. Legislators have tasked CHS to locate the Sand Creek site.

- It will be more challenging to present all sides of the story at Washita than at Sand Creek because at Sand Creek some of the white soldiers refused to fire.

#### ADDITIONAL THOUGHTS OF PARK PARTNERS

Visitors often talk with those performing ceremonies at Bear Butte (Devils Tower National Monument). Will the situation be the same at Washita?

Should visitors be permitted to ride bicycles on the trails at Washita?

Minimize use of the word "battle" to describe the events that took place since the Cheyenne and others consider what happened here to have been a "massacre."

Remember the "sacredness" of Washita. The context of the Oklahoma City bombing can be helpful in building an understanding of the significance of Washita.

Is it appropriate to open the site daily with a ceremony?

- If so, this should not be a public ritual.
- The Northern Cheyenne suggest that the blessing be a seasonal event, taking place at the start and end of the main visitor seasons, spring and fall.

What is the evidence for the currently identified encampment site?

- Keep searching for archaeological evidence.
- Don't say more than we actually know.

Could some area, bounded by natural settings, be set aside as holy ground?

- Don't bound this area with a fence.

The truth should be known about why Black Kettle was killed.

- It has been suggested by some Cheyenne that U.S. Army troops were trailing Kiowas, who were actually responsible for the raids immediately preceding the Washita clash.

Discontinue use of the term "Peace" Chief Black Kettle.

- Chiefs' duties include being peacemakers.
- Black Kettle was one of 44 Cheyenne chiefs.

The concept that the U.S. Army had adopted a policy of "total war" against the Cheyenne is important. Don't lose this.

The Cheyenne ancestral homeland was the Black Hills area. Neighbors from the Minnesota area were known as "Sutai." The Cheyenne in the Black Hills invited the Sutai to join them. This led to the "Northern Cheyenne" (related to the Sutai) and the "Southern Cheyenne" (those from the Black Hills).

Park staff should consult the book by William Chalfant regarding a plot by the Federal Government to target the Cheyenne starting in the 1850s.

The park should include the oral tradition of the Cheyenne into the interpretive program, as well as relying on research and library references.

The park should include local sources of information such as individuals whose families have lived in the area.

*\*\*Note: Complete notes from the May 12, 1998 interpretive planning workshop are available at the park.*

# APPENDIX B

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1443CA125098002

COOPERATIVE AGREEMENT  
between  
National Park Service  
Washita Battlefield National Historic Site  
and  
Oklahoma Historical Society

## ARTICLE I: BACKGROUND AND OBJECTIVES

This Cooperative Agreement between the UNITED STATES DEPARTMENT OF THE INTERIOR, NATIONAL PARK SERVICE, (hereinafter NPS), and THE OKLAHOMA HISTORICAL SOCIETY (hereinafter OHS) is entered into by authority of:

- The Historic Sites Act of 1935 (16 U.S.C. 461 et seq.)
- Div. A, tit. I, § 101(d) of the Omnibus Consolidated Appropriations Act of 1997, Pub. L. No. 104-208, codified at 16 U.S.C.A. § 1g (West supp. 1997).

The Oklahoma Historical Society was established May 27, 1893 with the intent to "preserve and perpetuate the history of Oklahoma". OHS is made up of 17 museums and 17 sites throughout the state of Oklahoma. The mission of the Black Kettle Museum, located in Cheyenne, Oklahoma, is to interpret the Battle of the Washita, as well as local history.

The NPS is working with state, local, and private entities to recognize the importance of the Washita event as a nationally significant element of frontier military history and as a symbol of the struggles of the Southern Great Plains tribes to maintain control of their traditional use areas and to develop a national historic site for visitation. Interpretation of the period and of the site is

needed to describe significant themes and events of the period and their relation to the site of the attack to the public, cooperators, schools, and other institutions.

The task authorized by this cooperative agreement will provide the historical interpretation to understand the layers of events that occurred in the Washita Battlefield National Historic Site area during the time period that affected the Cheyenne and Arapaho Tribes. The interpretation will orient NPS and cooperators to the area's history and help understand the significance of the area's cultural resources and environment. The interpretation will provide the groundwork for future management and will build a constituency for the park, and provide historic information useful for the NPS and cooperator in their goal to educate the general public about the Plains Indian Wars period.

The objectives of this project is:

Interpret historical data from secondary and primary sources about Washita Battlefield National Historic Site and associated areas.

Article II: STATEMENT OF WORK

The Oklahoma Historical Society agrees to:

1. Actively promote and engage in the interpretation of cultural resources within the associated with Washita Battlefield National Historical Site, in accordance with the attached budget or modification.
2. Staff the Black Kettle Museum on a full-time basis.
3. Provide tours of the Washita site in conjunction with the NPS.
4. Recognize qualified National Park Service personnel as cooperating members of the project.

The Service agrees to:

1. Provide financial support to OHS for work performed as outlined in this agreement.
2. Participate with the OHS to supervise staff in order to interpret and protect the cultural resources of Washita Battlefield National Historic Site.
3. Provide technical assistance and education about significant resources associated with but not within Washita Battlefield National Historic Site.
4. Provide expertise and training, on interpretive methods and techniques used by NPS.
5. Designate a Government Technical Representative who shall act as a technical liaison between the NPS and OHS. The Service's liaison will provide assistance and collaboration, where needed, on the project.

Both NPS and OHS agree to:

1. Cooperate to the fullest extent in all activities related to this agreement in order to ensure a mutually desirable and useable product. The parties will meet or converse frequently for the purposes of discussing individual actions on the project and to assess progress made on the project.
2. Abide by the terms of Executive Order #11246 on nondiscrimination and will not discriminate against any person because of race, color, religion, age, sex, or national origin. The parties will take affirmative action to ensure that participants are invited without regard to their race, color, religion, age, sex, or national origin.

#### ARTICLE III: TERM OF AGREEMENT

1. This agreement will commence upon the date of

the final signature of this document and shall be concluded on September 30, 1999 or until terminated as provided in Article IX. The agreement may be renewed on a yearly basis for four one-year option periods. Funding for each Fiscal Year will be made by modification to this agreement, subject to availability of funds.

2. This agreement may be modified by mutual agreement of both parties. Additional modifications which are related to this provide may be added to this agreement. Each modification shall specify details of effort in a project proposal or scope of work.

ARTICLE IV: KEY OFFICIALS

National Park Service:

Ramon Cintron,  
Agreements Officer  
Intermountain Support Office  
National Park Service  
P.O. Box 728  
Santa Fe, New Mexico 87504  
505-988-6010

Sarah Craighead, Superintendent  
Washita Battlefield National Historic Site  
P.O. Box 432  
Cheyenne, OK 93628  
(580) 497-2742

Robert L. Spude, Ph.D.  
Government Technical Representative  
Intermountain Support Office  
National Park Service  
P.O. Box 728  
Santa Fe, New Mexico 87504  
505-988-6770

Oklahoma Historical Society:

Dr. Robert Blackburn  
Deputy Executive Director

Oklahoma Historical Society  
2100 N. Lincoln Blvd.  
Oklahoma City, OK 73105  
(405) 522-5240

ARTICLE V: AWARD

The NPS will obligate the amount of \$6,233.00 to OHS in accordance with the attached budget, through account numbers 7720-IZY. All work performed by the Cooperator is outlined in the attached budget, made part of this agreement. The Service will make reimbursements upon submission of Form SF270 in accordance with 43 CFR Part 12, subpart F (12.922).

An SF270 must be submitted for payment to Robert L. Spude, Government Technical Representative, National Park Service, P.O. Box 728, Santa Fe, New Mexico 87504-0728, who will review and recommend payment to the Agreement Officer. The Cooperative agreement number and any applicable modification numbers should be cited. Any future modification to this agreement will be mutually agreed upon and executed in writing by both parties and will be subject to the availability of funds appropriated by Congress and allocated by the NPS for the purpose(s) of the modification.

ARTICLE VI: PRIOR APPROVAL

Changes in budget (reallocations over 5% of a specific line item expenditure), scope (subject matter or product alteration), or schedule (change within the allotted time) of an Agreement or Modification must be mutually agreed upon and approved by the Agreement Officer.

ARTICLE VII: REPORTS

N/A

ARTICLE VIII: PROPERTY UTILIZATION AND DISPOSITION

OMB Circular A-110 and the Common Rule, 43 CFR, part 12, subpart F, paragraphs- 12.932 through

12.937 establish property management standards which include the requirement for biennial inventory of Government furnished property.

ARTICLE IX: TERMINATION

This agreement may be terminated at any time by either Cooperator upon sixty(60) days written notice to the other party. Any costs incurred prior to such termination will be reimbursed and any products that were to be submitted will be delivered in their status at the time of the termination. Termination of this agreement must comply with OMB Circular A-110 and the "Common Rule", 43CFR12, subpart F, Paragraph 12.960, 12,961 and 12.962.

ARTICLE X: GENERAL PROVISIONS

The general provisions incorporated by reference are the requirements of OMB Circular A-110, and A-122, as codified by 43 CFR Part 12, Subpart F, "The Common Rule."

Additional Provisions include:

- a. Drug-Free Workplace Requirements (Grants), 43 CFR Park 12, Subpart D, Chapter 12.600 through 12.630.
- b. Government Debarment and Suspension (Non-Procurement), 43 CFR Park 12, Subpart D, Chapter 12.100 through 12.510.
- c. Restrictions on Lobbying Disclosure Requirements (43 CFR Park 12).
- d. MBE/WBE Utilization Under Federal Grants, Cooperative Agreements, and other Federal Assistance Agreements, 505 DM 3.6(E) (2).
- e. Limitations on Payments to Influence Certain Federal Transactions, FAR 52. 203-12.
- f. Civil Rights Assurance requirements. Title VI, Civil Rights Act of 1964. (43 U.S.C.C.2000d.1)

The following certifications are required in accordance with the above additional provisions and are

attached hereto and made a part of this agreement.

- a. Drug-Free workplace
- b. Certification Regarding debarment, Suspension, Ineligibility, and Voluntary Exclusion, Primary and Lower Tiered Covered Transactions.
- c. MBE/WBE Utilization Under Federal Grants, Cooperative Agreements, and Other Federal Assistance Agreements.
- d. Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions, FAR 42.203-11.
- e. USDI--Civil Rights Assurance Certification.

SPECIAL PROVISIONS (NOTE: These are the new special provisions given to us by WASO. Please review and ensure that those that apply are used.)

1. NON-DISCRIMINATION: All activities pursuant this agreement and the provisions of Executive Order 11246; shall be in compliance with requirements of Title VI of the Civil Rights Act of 1964 (78 Stat.252 42 U.S.C.SS 200d et.seq.); Title V, Section 504 of the Rehabilitation Act of 1973 (87 Stat. 394; 29 U.S.C. SS794); the Age Discrimination Act of 1975 (89 Stat. 728; 43 U.S.C. SS6101 et. seq.); and with all other Federal laws and regulations prohibiting discrimination on grounds of race, color, national origin, handicap, religious or sex in providing or facilities and service to the public.
2. CONSISTENCY WITH PUBLIC LAWS: Nothing herein contained shall be deemed to be inconsistent with or contrary to the purpose of or intent of any Act of Congress establishing, affecting, or relating to the Agreement.
3. APPROPRIATIONS (Anti-Deficiency Act, 31 U.S.C. 1341): Nothing herein contained in the Agreement shall be construed as binding the Service to expend in any one fiscal year any sum in excess of appropriations made by Congress, for the purposes of this Agreement for that fiscal year, or

other obligation for the further expenditure of money in excess of such appropriations.

4. OFFICIALS NOT TO BENEFIT: No Member of, Delegate to, Resident Commissioner in, Congress shall be admitted to any share or part of this Agreement or to any benefit to arise therefrom, unless the share or part benefit is for the general benefit of a corporation or company.
5. LOBBYING PROHIBITION: The parties will abide by the provisions of 18 U.S.C\* 1913 (Lobbying with Appropriated Moneys), which states:

No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, to favor or oppose, by vote or otherwise, any legislation or appropriation of any bill or resolution proposing such legislation or appropriation: but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to Members of Congress on the request of any Member or to Congress, through the proper official channels, requests for legislation or appropriations which they deem necessary for the efficient conduct of the public business.

#### ADVERTISING AND ENDORSEMENTS

PUBLICATIONS OF RESULTS OF STUDIES: No party shall unilaterally publish a joint publication without consulting the other party. This restriction does not apply to popular publication of previously published technical matter. Publication pursuant to this Agreement may be produced independently or in collaboration with others, however, in all cases proper credit will be given to the efforts of those parties contributing to the publication. In the event no Agreement is reached concerning the manner of publication or interpretation of results, either

party may publish data after due notice and submission of the proposed manuscripts to the other. In such instances, the party publishing the data will give due credit to the cooperation but assume full responsibility for any statements on which there is a difference of opinion.

#### PROMOTIONS

Oklahoma Historical Society shall not publicize, or otherwise circulate, promotional material (such as advertisements, sales brochures, press releases, speeches, still and motion pictures, articles, manuscripts or other publications) which states or implies Governmental, Departmental, bureau or Government employee endorsement of a produce, service, or position which the Oklahoma Historical Society represents. No release of information relating to this agreement may state or imply that the Government approves of the Oklahoma Historical Society work product to be superior to other products or services.

#### LIABILITY PROVISION

LIABILITY: The University shall be fully responsible for the acts and omissions of its representatives, employees, contractors, and subcontractors connected with the performance of this Agreement. The University, in furtherance of and as an expense of this Agreement, shall:

- a. procure public and employee liability insurance from a responsible company or companies with a minimum limitation of One Million Dollars (\$1,000,000) per person for any one claim, and an aggregate limitation of Three Million Dollars (\$3,000,000) for any number of claims arising from anyone incident. The policies shall name the United States as an additional insured, shall specify that the insured shall have no right of subrogation against the United States for payments of any premiums or deductibles due thereunder, and shall specify that the insurance

shall be assumed by, be for the account of, and be at the insured's sole risk. Prior to beginning the work authorized herein, the contractor shall provide the Service with confirmation of such insurance coverage; and

- b. Pay the United States the full value for all damages to the lands or other property of the United States caused by such person or organization, its representatives, or employees; and
- c. Indemnify, save and hold harmless, and defend the United States against all fines, claims, damages, losses, judgments, and expenses arising out of, or from, any omission or activity of such person organization, its representatives, or employees.

ARTICLE XI. RELATED DOCUMENTS (NOTE: These documents will be attached to the agreement once it is forwarded to the Cooperator)

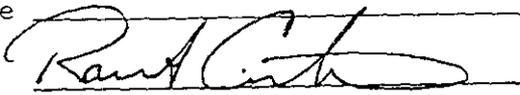
The following are attached hereto and made part of this agreement:

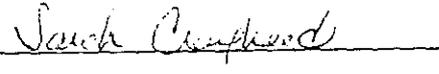
1. SF 424, Application for Federal Assistance SF269A, Financial Status Report, SF 270 Request for Advance or Reimbursement.
2. DI-2010, Certification regarding debarment, suspension, and other responsibilities and matters, drug free work place requirements and lobbying.
3. Program Budget Summary

ARTICLE XII: AUTHORIZING SIGNATURES

Agreed upon and approved by:

DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

Signature   
Name Rand Cuth  
Title Agreements Officer  
Date 3/4/98

Signature   
Name Sarah Craighead  
Title Superintendent  
Date 4/30/98

OKLAHOMA HISTORICAL SOCIETY

Signature   
Name Bob L. Blackburn  
Title Deputy Director, Oklahoma Historical Society  
Date 3-31-78

# APPENDIX C

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## Description of Preferred Alternative Washita Battlefield Visitor Facilities

*\*\*Note: This preferred alternative was developed through a value analysis workshop held in Cheyenne, Oklahoma, on May 9-10, 2000.*

### **SUMMARY**

Visitors will learn about the interpretive themes through a combination of intense learning experiences at the dual agency visitor center on the U.S. Forest Service (USFS) site, and an onsite overlook and trailhead experience. The visitor center experience will focus on setting a respectful and contemplative mood, and helping visitors get the background information they need to appreciate the site. It will also encourage visitors to get out to the actual site. Once on site, visual imagery from the visitor center will be carried to the overlook and the trailhead helping people connect their onsite experiences with the mood set at the visitor center. A combination of wayside exhibits and visual elements will be used for onsite interpretation - the overall mood will be reflective and contemplative.

### **THE VISITOR CENTER**

Overall, the visitor's experience at the visitor center should be to begin decompressing from their travel and getting into a respectful and contemplative mood. Building design, site design, and exhibit design will be crucial to achieving these functions. The architecture of the visitor center will be developed through a functional analysis of the building and site based on the interpretive content and proposed visitor experience. The design of the building will be accomplished simultaneously with the design of the interpretive media. Cheyenne and other tribal representatives will be involved with the building design and development of the interpretive content.

The visitor center will be located at the north end of the USFS site to take advantage of the views that site provides. The visitor's experience begins from the entrance into the parking lot. It is important that parking is easy and the walk toward the visitor center is comfortable.

Between the parking lot and the visitor center, a shaded kiosk with wayside exhibits and a bulletin board will introduce the park, the NPS, and the USFS. The kiosk would also provide after-hours information, orientation, and an introduction to the interpretive themes. Interpretive programs would be posted on the bulletin board. An additional wayside exhibit or two could interpret the view from the visitor center and the National Historical Landmark.

An outdoor demonstration area would be visible from the walkway into the building. Ideally, visitors would go into the visitor center first for an orientation to the site and story, then stop by the outdoor demonstration area after their visitor center experience. This area would be covered and provide some shade as well as seating. Here, Cheyenne and other tribal members, as well as other living history demonstrators, would be encouraged to give cultural demonstrations to show the similarities and differences between European and Native American cultures (Theme # 1) and the resiliency of cultures (Theme # 7). Interpretive media such as a wayside exhibit or a few replica artifacts would be available when demonstrators were not present. The NPS will consult with demonstrators to develop specific messages and to find out what facilities (storage, changing area, etc) they need to support demonstrations.

## **LOBBY**

Upon entering the visitor center, visitors will have immediate sight contact with an NPS/USFS representative at an information desk. This representative will provide information on both Washita Battlefield and Black Kettle National Grasslands, as well as information on the local area. Book sales will also occur at this desk.

An orientation area will be adjacent to the desk. This could include a map of the local area and a small exhibit that orients visitors to other recreational opportunities in the area including nearby lakes, museums, and other attractions. Brochures and possibly a computer station with access to certain web-sites (on hard drive) will augment this information. This orientation area will be positioned so that it is not the first thing a visitor sees when walking in the front door. Goals of this information are to orient visitors to desired services and keep people in the local area longer.

A Southwest Parks and Monuments Association (SPMA) sales area will also be located adjacent to the lobby. Park staff will work with SPMA management to determine appropriate space requirements for this function.

Visitors should easily be able to find the restrooms, drinking fountains, a pay phone, and seating areas from the lobby. The exhibits will also be visible from the lobby, and some may spill out into the lobby so that they are visible from the front door. Where possible, views toward the site will be incorporated into the lobby. Some exhibits could be part of the viewing window; others may require a darkened space.

## **EXHIBITS**

The exhibits will be woven into the overall visitor center experience rather than separated. Twelve hundred square feet of exhibit space will focus on three

NPS themes: Black Kettle (Theme # 4), Custer (Theme # 5), and public reaction to the event (Theme # 3). These exhibits will also dispel myths about Native Americans and soldiers, for example, by depicting what soldiers and Native Americans really wore.

A separate area will house USFS exhibits. These exhibits might include photographs of the dustbowl era, exhibits on noxious/exotic species, a history of land use in the local region, and people as part of the ecosystem. This is estimated to be around 200 square feet. The USFS will do some interpretive planning to develop themes and their exhibit needs. Natural resource interpretation will be addressed in the USFS themes. The Washita interpretation will weave in ecosystem and landscape elements as appropriate and relevant to the primary interpretive themes.

### **THEATER AND MULTIPURPOSE ROOM**

Much of the visitor center experience is focused on a film. The film is meant to emotionally connect visitors to the story, and to set an appropriate mood for their visit to the site. The film, approximately 20-minutes long, will introduce the conflict of cultures (Theme # 1) and the evolving relationship between Cheyenne, settlers, and the government (Theme # 6). Some Cheyenne cultural information will appear in the film as well as audio portions of the spoken Cheyenne language.

The theater will be a dedicated theater, given the importance of the film in helping to set a mood for the site. The theater will have approximately 50 fixed seats, a projection booth, and a sloped floor.

In addition to a theater, a multipurpose room will provide a space for indoor demonstrations, classroom activities, staff training, and other activities. This room will have moveable chairs and tables, and room for about 50 people. It will be available to civic groups for their use during the evenings.

### **VISITOR CENTER TRAIL**

Behind the visitor center, a nature trail will weave through the restored prairie introducing the Black Kettle Grasslands and the changing ecology of the plains. USFS themes will be interpreted. This interpretation should not duplicate what is done in the visitor center.

A trail from the parking lot will connect to the overlook and trailhead, providing visitors a safe opportunity to walk to the site.

### **OVERLOOK**

The existing overlook will be completely redesigned. A new entrance sign will be developed. Parking will be provided for up to ten cars and two RV's or

buses, but will be designed to be expandable if visitation warrants. This parking could be along the road or in a lot. A water fountain will be available, but the restrooms will be removed.

The existing overlook structure will be removed and replaced with a structure that fits in better with the landscape. Earth berms and native vegetation may be used to hide the structure and parking area from view. Berms will need to be carefully used so that the structure does not end up looking like a fort. The development will stay within the existing footprint as defined by the split rail fence.

The new structure will provide shade and a viewing area, perhaps elevated. Seating for 15 people will be provided, preferably with a view of the site. This seating will allow people to contemplate the view, or allow a ranger to give a short orientation program. The new structure will be fully accessible.

Wayside exhibits will orient visitors to the site, the significant battle features that are visible, orient visitors to the battle, and provide an introduction to Theme # 2 (total war campaign). The NPS identity will also be reinforced. Visual clues and design elements from the visitor center (etchings, photos, quotes) will be repeated here to reinforce the mood established at the visitor center.

## **TRAILHEAD**

The trailhead will be constructed at the formerly disturbed home site a few hundred yards down the hill from the overlook. An entrance sign and a parking area for 20 cars and 2 RVs/buses will be constructed. A gate and traffic counter will be placed at the entrance to the lot. Vault toilets (2 hole) and a drinking fountain will be available. A kiosk located near the parking lot will provide a brief introduction to the park and the trail, an introduction to the rules, regulations, and appropriate safety information, and an introduction to the resiliency of the human spirit (Theme # 7). Trail guides and other brochures will be available here.

Visitors will then walk a short distance down the trail to an area ("the mood room") with repeat images and/or visual reminders from the visitor center to create (or recreate) a mood and give the feeling that visitors are entering a special place. It is important that the same team and consultants designing the visitor center should design this structure. It is important that an exhibit designer be involved in the design of this space from the beginning. This area will have shade and will possibly have multiple rooms. It will contain primarily evocative rather than explanatory text, and could contain images, sculptural elements, quotes, or other visual images. Some seating will be provided.

A simple amphitheater for 40 people will also be provided at an area that will not disturb other visitors. Park staff will give short programs at this area or do an introduction for a guided walk of the trail. Native vegetation will be used to screen facilities if necessary.

### **TRAIL**

The trail to the river will be accessible - some sections may include boardwalk. The rest of the one and a half-mile loop trail will have boardwalk where necessary in wet areas. Low profile waysides along the trail will provide personal accounts from individuals who were there during the event, will identify key features and sites, and will interpret Theme # 7 (resiliency of the human spirit). Benches will also be provided along the trail in shaded areas to encourage visitors to rest and contemplate.

### **WEST END CONTEMPLATIVE AREA**

A six to eight car gravel parking area with wheel stops will be located here. Native vegetation will be used to screen the parking area. Benches and a trail to the river will be provided.

# APPENDIX D

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## Special Populations: Programmatic Accessibility Guidelines for Interpretive Media

National Park Service  
Harpers Ferry Center

June 1999

Prepared by  
Harpers Ferry Center  
Accessibility Task Force

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## STATEMENT OF PURPOSE

This document is a guide for promoting full access to interpretive media to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks. Just as the needs and abilities of individuals cannot be reduced to simple statements, it is impossible to construct guidelines for interpretive media that can apply to every situation in the National Park System.

These guidelines define a high level of programmatic access which can be met in most situations. They articulate key areas of concern and note generally accepted solutions. Due to the diversity of park resources and the variety of interpretive situations, flexibility and versatility are important.

Each interpretive medium contributes to the total park program. All media have inherent strengths and weaknesses, and it is our intent to capitalize on their strengths and provide alternatives where they are deficient. It should also be understood that any interpretive medium is just one component of the overall park experience. In some instances, especially with regard to learning disabilities, personal services, that is one-on-one interaction, may be the most appropriate and versatile interpretive approach.

In the final analysis, interpretive design is subjective, and dependent on aesthetic considerations as well as the particular characteristics and resources available for a specific program. Success or failure should be evaluated by examining all interpretive offerings of a park. Due to the unique characteristics of each situation, parks should be evaluated on a case by case basis. Nonetheless, the goal is to fully comply with NPS policy:

**"...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the quality of the park experience for everyone."**

NPS Special Directive 83-3, Accessibility for Disabled Persons

## AUDIOVISUAL PROGRAMS

Audiovisual programs include video programs, and audio and interactive programs. As a matter of policy, all audiovisual programs produced by the Harpers Ferry Center will include some method of captioning. The Approach used will vary according to the conditions of the installation area and the media format used, and will be selected in consultation with the parks and regions.

The captioning method will be identified as early as possible in the planning process and will be presented in an integrated setting where possible. To the extent possible, visitors will be offered a choice in viewing captioned or uncaptioned versions, but in situations where a choice is not possible or feasible, a captioned version of all programs will be made available. Park management will decide on the most appropriate operational approach for the particular site.

### **Guidelines Affecting Visitors with Mobility Impairments**

1. The theater, auditorium, or viewing area should be accessible and free of architectural barriers, or alternative accommodations will be provided. UFAS 4.1.
2. Wheelchair locations will be provided according to ratios outlined in UFAS 4.1.2(18a).
3. Viewing heights and angles will be favorable for those in designated wheelchair locations.
4. In designing video or interactive components, control mechanisms will be placed in accessible location, usually between 9" and 48" from the ground and no more than 24" deep.

### **Guidelines Affecting Visitors with Visual Impairments**

Simultaneous audio description will be considered for installations where the equipment can be properly installed and maintained.

### **Guidelines Affecting Visitors with Hearing Impairments**

1. All audiovisual programs will be produced with appropriate captions.
2. Copies of scripts will be provided to the parks as a standard procedure.
3. Audio amplification and listening systems will be provided in accordance with UFAS 4.1.2(18b).

### **Guidelines Affecting Visitors with Learning Impairments**

1. Unnecessarily complex and confusing concepts will be avoided.
2. Graphic elements will be chosen to communicate without reliance on the verbal component.
3. Narration will be concise and free of unnecessary jargon and technical information.

## EXHIBITS

Numerous factors affect the design of exhibits, reflecting the unique circumstances of the specific space and the nature of the materials to be interpreted. It is clear that thoughtful, sensitive design can go a long way in producing exhibits that can be enjoyed by a broad range of people. Yet, due to the diversity of situations encountered, it is impossible to articulate guidelines that can be applied universally.

In some situations, the exhibit designer has little or no control over the space. Often exhibits are placed in areas ill suited for that purpose, they may incorporate large or unyielding specimens, may incorporate sensitive artifacts which require special environmental controls, and room decor or architectural features may dictate certain solutions. All in all, exhibit design is an art which defies simple description. However, one central concern is to communicate the message to the largest audience possible. Every reasonable effort will be made to eliminate any factors limiting communication through physical modification or by providing an alternate means of communication.

### Guidelines Affecting Visitors with Mobility Impairments

Note: The Americans with Disabilities Act Accessibility Guidelines (ADAAG) is the standard followed by the National Park Service and is therefore the basis for the accessibility standards for exhibits, where applicable.

1. Height/position of labels: Body copy on vertical exhibit walls should be placed at between 36" and 60" from the floor.
2. Artifact Cases:
  - a. Maximum height of floor of artifact case display area shall be no higher than 30" from the floor of the room. This includes vitrines that are recessed into an exhibit wall.
  - b. Artifact labels should be placed so as to be visible to a person within a 43" to 51" eye level. This includes mounting labels within the case at an angle to maximize its visibility to all viewers.
3. Touchable Exhibits: Touchable exhibits positioned horizontally should be placed no higher than 30" from the floor. Also, if the exhibit is approachable only on one side, it should be no deeper than 31".
4. Railings/barriers: Railings around any horizontal model or exhibit element shall have a maximum height of 36" from the floor.
5. Information desks: Information desks and sales counters shall include a section made to accommodate both a visitor in a wheelchair and an employee in a wheelchair working on the other side. A section of the desk/counter shall have the following dimensions:
  - a. Height from the floor to the top: 28 to 34 inches. (ADAAG 4.32.4)
  - b. Minimum knee clearance space: 27" high, 30" wide and 19" deep of

clearance underneath the desk is the minimum space required under ADAAG 4.32.3, but a space 30" high, 36" wide and 24" deep is recommended.

- c. Width of top surface of section: at least 36 inches. Additional space must be provided for any equipment such as a cash register.
  - d. Area underneath desk: Since both sides of the desk may have to accommodate a wheelchair, this area should be open all the way through to the other side. In addition, there should be no sharp or abrasive surfaces underneath the desk. The floor space behind the counter shall be free of obstructions.
6. Circulation Space:
- a. Passageways through exhibits shall be at least 36" wide.
  - b. If an exhibit passageway reaches a dead-end, an area 60" by 78" should be provided at the end for turning around.
  - c. Objects projecting from walls with their leading edges between 27" and 80" above the floor shall protrude no more than 4" in passageways or aisles. Objects projecting from walls with their leading edges at or below 27" above the floor can protrude any amount.
  - d. Freestanding objects mounted on posts or pylons may overhang a maximum of 12" from 27" to 80" above the floor. (ADAAG 4.4.1)
  - e. Protruding objects shall not reduce the clear width of an accessible route to less than the minimum required amount. (ADAAG 4.4.1)
  - f. Passageways or other circulation spaces shall have a minimum clear head room of 80". For example, signage hanging from the ceiling must have at least 80" from the floor to the bottom edge of the sign. (ADAAG 4.4.2)
7. Floors:
- a. Floors and ramps shall be stable, level, firm and slip-resistant.
  - b. Changes in level between 1/4" and 1/2" shall be beveled with a slope no greater than 1:2. Changes in level greater than 1/2" shall be accomplished by means of a ramp that complies with ADAAG 4.7 or 4.8. (ADAAG 4.5.2)
  - c. Carpet in exhibit areas shall comply with ADAAG 4.5.3 for pile height, texture, pad thickness, and trim.
8. Seating - Interactive Stations/Work Areas: The minimum knee space underneath a work desk is 27" high, 30" wide and 19" deep, with a clear floor space of at least 30" by 30" in front. The top of the desk or work surface shall be between 28" and 34" from the floor. (ADAAG 4.32, Fig.45)

### **Guidelines Affecting Visitors with Visual Impairments**

- 1. Tactile models and other touchable exhibit items should be used whenever

possible. Examples of touchable exhibit elements include relief maps, scale models, raised images of simple graphics, reproduction objects, and replaceable objects (such as natural history or geological specimens, cultural history items, etc.).

2. Typography - Readability of exhibit labels by visitors with various degrees of visual impairment shall be maximized by using the following guidelines:
  - a. Type size - No type in the exhibit shall be smaller than 24 point.
  - b. Typeface - The most readable typefaces should be used whenever possible, particularly for body copy. They are: Times Roman, Palatino, Century, Helvetica and Universe.
  - c. Styles, Spacing - Text set in both caps and lower case is easier to read than all caps. Choose letter spacing and word spacing for maximum readability. Avoid too much italic type.
  - d. Line Length - Limit the line length for body copy to no more than 45 to 50 characters per line.
  - e. Amount of Text - Each unit of body copy should have a maximum of 45-60 words.
  - f. Margins - Flush left, ragged right margins are easiest to read.
3. Color:
  - a. Type/Background Contrast - Percentage of contrast between the type and the background should be a minimum of 70% .
  - b. Red/Green - Do not use red on green or green on red as the type/background color combination.
  - c. Do not place body copy on top of graphic images that impair readability.
4. Samples: During the design process, it is recommended that samples be made for review of all size, typeface and color combinations for labels in that exhibit.
5. Exhibit Lighting:
  - a. All labels shall receive sufficient, even light for good readability. Exhibit text in areas where light levels have been reduced for conservation purposes should have a minimum of 10 footcandles of illumination.
  - b. Harsh reflections and glare should be avoided.
  - c. The lighting system shall be flexible enough to allow adjustments on-site.
  - d. Transitions between the floor and walls, columns or other structures should be made clearly visible. Finishes for vertical surfaces should contrast clearly with the floor finish. Floor circulation routes should have a minimum of 10 footcandles of illumination.

6. Signage: When permanent building signage is required as a part of an exhibit project, the ADAAG guidelines shall be consulted. Signs, which designate permanent rooms and spaces, shall comply with ADAAG 4.30.1, 4.30.4, 4.30.5, and 4.30.6. Other signs, which provide direction to or information about functional spaces of the building, shall comply with ADAAG 4.30.1, 4.30.2, 4.30.3, and 4.30.5. Note: When the International Symbol of Accessibility (wheelchair symbol) is used, the word "Handicapped" shall not be used beneath the symbol. Instead, use the word "Accessible".

#### **Guidelines Affecting Visitors with Hearing Impairments**

1. Information presented via audio formats will be duplicated in a visual medium, such as in the exhibit label copy or by captioning. All video programs incorporated into the exhibit, which contain audio, shall be open captioned.
2. Amplification systems and volume controls should be incorporated with audio equipment used individually by the visitor, such as audio handsets.
3. Information desks shall allow for Telecommunication Devices for the Deaf (TDD) equipment.

#### **Guidelines Affecting Visitors with Learning Impairments**

1. The exhibits will present the main interpretive themes on a variety of levels of complexity, so people with varying abilities and interests can understand them.
2. The exhibits should avoid unnecessarily complex and confusing topics, technical terms, and unfamiliar expressions. Pronunciation aids should be provided where appropriate.
3. Graphic elements shall be used to communicate non-verbally.
4. The exhibits shall be a multi-sensory experience. Techniques to maximize the number of senses used in the exhibits should be encouraged.
5. Exhibit design shall use color and other creative approaches to facilitate comprehension of maps by visitors with directional impairments.

### **HISTORIC FURNISHINGS**

Historically refurbished rooms offer the public a unique interpretive experience by placing visitors within historic spaces. Surrounded by historic artifacts visitors can feel the spaces "come alive" and relate more directly to the historic events or personalities commemorated by the park.

Accessibility is problematical in many NPS furnished sites because of the very nature of historic architecture. Buildings were erected with a functional point of view that is many times at odds with our modern views of accessibility.

The approach used to convey the experience of historically furnished spaces will vary from site to site. The goals, however, will remain the same, to give the public as rich an interpretive experience as possible given the nature of the structure.

### **Guidelines Affecting Visitors with Mobility Impairments**

1. The exhibit space should be free of architectural barriers or a method of alternate accommodation should be provided, such as slide programs, videotaped tours, visual aids, dioramas, etc.
2. All pathways, aisles, and clearances shall (when possible) meet standards set forth in UFAS 4.3 to provide adequate clearance for wheelchair routes.
3. Ramps shall be as gradual as possible and not exceed a 1" rise in 12" run, and conform to UFAS 4.8.
4. Railings and room barriers will be constructed in such a way as to provide unobstructed viewing by persons in wheelchairs.
5. In the planning and design process, furnishing inaccessible areas, such as upper floors of historic buildings, will be discouraged unless essential for interpretation.
6. Lighting will be designed to reduce glare or reflections when viewed from a wheelchair.
7. Alternative methods of interpretation, such as audiovisual programs, audio description, photo albums, and personal services will be used in areas which present difficulty for visitors with physical impairments.

### **Guidelines Affecting Visitors with Visual Impairments**

1. Exhibit typefaces will be selected for readability and legibility, and conform to good industry practice.
2. Audio description will be used to describe furnished rooms, where appropriate.
3. Windows will be treated with film to provide balanced light levels and minimize glare.
4. Where appropriate, visitor-controlled rheostat-type lighting will be provided to augment general room lighting.
5. Where appropriate and when proper clearance has been approved, surplus artifacts or reproductions will be utilized as "hands-on" tactile interpretive devices.

### **Guidelines Affecting Visitors with Hearing Impairments**

1. Information about room interiors will be presented in a visual medium such as exhibit copy, text, pamphlets, etc.
2. Captions will be provided for all AV programs relating to historic furnishings.

### **Guidelines Affecting the Visitors with Learning Impairments**

1. Where appropriate, hands-on participatory elements geared to the level of visitor capabilities will be used.

2. Living history activities and demonstrations, which utilize the physical space as a method of providing multi-sensory experiences, will be encouraged.

## **PUBLICATIONS**

A variety of publications are offered to visitors, ranging from park folders, which provide an overview and orientation to a park, to more comprehensive handbooks. Each park folder should give a brief description of services available to visitors with disabilities, list significant barriers, and note the existence of TDD phone numbers, if available.

In addition, informal site bulletins are often produced to provide more specialized information about a specific site or topic. It is recommended that each park produce an easily updatable "Accessibility Site Bulletin" which could include detailed information about the specific programs, services, and opportunities available for visitors with disabilities and to describe barriers which are present in the park. A template for this site bulletin will be on the Division of Publications website for parks to create with ease, a consistent look throughout the park service. These bulletins should be in large type, 16 points minimum and follow the large-print criteria below.

### **Guidelines Affecting Visitors with Mobility Impairments**

1. Park folders, site bulletins, and sales literature will be distributed from accessible locations and heights.
2. Park folders and Accessibility Site Bulletins should endeavor to carry information on the accessibility of buildings, trails, and programs by visitors with disabilities.

### **Guidelines Affecting Visitors with Visual Impairments**

1. Publications for the general public:
  - a. Text
    - (1) Size: the largest type size appropriate for the format.  
(preferred main body of text should be 10pt)
    - (2) Leading should be at least 20% greater than the font size used.
    - (3) Proportional letterspacing
    - (4) Main body of text set in caps and lower case.
    - (5) Margins are flush left and ragged right
    - (6) Little or no hyphenation is used at ends of lines.
    - (7) Ink coverage is dense
    - (8) Underlining does not connect with the letters being underlined.
    - (9) Contrast of typeface and illustrations to background is high (70% contrast is recommended)

- (10) Photographs have a wide range of gray scale variation.
- (11) Line drawings or floor plans are clear and bold, with limited detail and minimum 8 pt type.
- (12) No extreme extended or compressed typefaces are used for main text.
- (13) Reversal type should be minimum of 11 point medium or bold sans serif type.
- b. The paper:
  - (1) Surface preferred is a matte finish. Dull-coated stock is acceptable.
  - (2) Has sufficient weight to avoid "show-through" on pages printed on both sides.
- 2. Large-print version publications:
  - a. Text
    - (1) Size: minimum 16 point type.
    - (2) Leading is 16 on 20pt.
    - (3) Proportional letterspacing
    - (4) Main body of text set in caps and lower case.
    - (5) Margins are flush left and ragged right.
    - (6) Little or no hyphenation is used at ends of lines.
    - (7) Ink coverage is dense.
    - (8) Underlining does not connect with the letters being underlined.
    - (9) Contrast of typeface and illustrations to background is high (70% contrast is recommended)
    - (10) Photographs have a wide range of gray scale variation.
    - (11) Line drawings or floor plans are clear and bold, with limited detail and minimum 14 pt type.
    - (12) No extreme extended or compressed typefaces are used for main text.
    - (13) Sans-serif or simple-serif typeface
    - (14) No oblique or italic typefaces
    - (15) Maximum of 50 characters (average) per line.
    - (16) No type is printed over other designs.
    - (17) Document has a flexible binding, preferably one that allows the publication to lie flat.
    - (18) Gutter margins are a minimum of 22mm; outside margin smaller

but not less than 13mm.

b. Paper:

(1) Surface is off-white or natural with matte finish.

(2) Has sufficient weight to avoid "show-through" on pages printed on both sides.

3. Maps:

a. The less clutter the map, the more visitors that can use it.

b. The ultimate is one map that is large-print and tactile.

c. Raised line/tactile maps are something that could be developed in future, using our present digital files and a thermaform machine. Lines are distinguished by lineweight, color and height. Areas are distinguished by color, height, and texture.

d. The digital maps are on an accessible web site.

e. Same paper guides as above.

f. Contrast of typeface background is high. (70% contrast is recommended)

g. Proportional letterspacing

h. Labels set in caps and lower case

i. Map notes are flush left and ragged right.

j. Little or no hyphenation is used as ends of lines.

k. No extreme extended or compressed typefaces are used for main text.

l. Sans-serif or simple-serif typeface.

4. The text contained in the park folder should also be available on audiocassette, CD and accessible web site. Handbooks, accessibility guides, and other publications should be similarly recorded where possible.

5. The official park publication is available in a word processing format. This could be translated into Braille as needed.

#### **Guidelines Affecting Visitors with Hearing Impairments**

Park site bulletins will note the availability of such special services as sign language interpretation and captioned programs.

#### **Guidelines Affecting Visitors with Learning Impairments**

1. The park site bulletin should list any special services available to these visitors.

2. Publications:

a. Use language that appropriately describes persons with disabilities.

- b. Topics will be specific and of general interest. Unnecessary complexity will be avoided.
- c. Whenever possible, easy to understand graphics will be used to convey ideas, rather than text alone.
- d. Unfamiliar expressions, technical terms, and jargon will be avoided. Pronunciation aids and definitions will be provided where needed.
- e. Text will be concise and free of long paragraphs and wordy language.

## **WAYSIDE EXHIBITS**

Wayside exhibits, which include outdoor interpretive exhibits and signs, orientation shelter exhibits, trailhead exhibits, and bulletin boards, offer special advantages to visitors with disabilities. The liberal use of photographs, artwork, diagrams, and maps, combined with highly readable type, make wayside exhibits an excellent medium for visitors with hearing and learning impairments. For visitors with sight impairments, waysides offer large type and high legibility.

Although a limited number of NPS wayside exhibits will always be inaccessible to visitors with mobility impairments, the great majority are placed at accessible pullouts, viewpoints, parking areas, and trailheads.

The NPS accessibility guidelines for wayside exhibits help insure a standard of quality that will be appreciated by all visitors. Nearly everyone benefits from high quality graphics, readable type, comfortable base designs, accessible locations, hard-surfaced exhibit pads, and well-landscaped exhibit sites.

While waysides are valuable on-site "interpreters," it should be remembered that the park resources themselves are the primary things visitors come to experience. Good waysides focus attention on the features they interpret, and not on themselves. A wayside exhibit is only one of the many interpretive tools which visitors can use to enhance their appreciation of a park.

### **Guidelines Affecting Visitors with Mobility Impairments**

1. Wayside exhibits will be installed at accessible locations whenever possible.
2. Wayside exhibits will be installed at heights and angles favorable for viewing by most visitors including those in wheelchairs. For standard NPS low-profile units the recommended height is 30 inches from the bottom edge of the exhibit panel to the finished grade; for vertical exhibits the height of 6-28 inches.
3. Trailhead exhibits will include information on trail conditions which affect accessibility.
4. Wayside exhibit sites will have level, hard surfaced exhibit pads.
5. Exhibit sites will offer clear, unrestricted views of park features described in exhibits.

**Guidelines Affecting Visitors with Visual Impairments**

1. Exhibit type will be as legible and readable as possible.
2. Panel colors will be selected to reduce eyestrain and glare, and to provide excellent readability under field conditions. White should not be used as a background color.
3. Selected wayside exhibits may incorporate audio stations or tactile elements such as models, texture blocks, and relief maps.
4. For all major features interpreted by wayside exhibits, the park should offer non-visual interpretation covering the same subject matter. Examples include cassette tape tours, radio messages, and ranger talks.
5. Appropriate tactile cues should be provided to help visually impaired visitors locate exhibits.

**Guidelines Affecting Visitors with Hearing Impairments**

1. Wayside exhibits will communicate visually, and will rely heavily on graphics to interpret park resources.
2. Essential information included in audio station messages will be duplicated in written form, either as part of the exhibit text or with printed material.

**Guidelines Affecting Visitors with Learning Impairments**

1. Topics for wayside exhibits will be specific and of general interest. Unnecessary complexity will be avoided.
2. Whenever possible, easy to understand graphics will be used to convey ideas, rather than text alone.
3. Unfamiliar expressions, technical terms, and jargon will be avoided. Pronunciation aids and definitions will be provided where needed.
4. Text will be concise and free of long paragraphs and wordy language.

# **LONG-RANGE INTERPRETIVE PLAN**

## **WASHITA BATTLEFIELD NATIONAL HISTORIC SITE**

### **COMPREHENSIVE INTERPRETIVE PLAN**

#### **SECTION I: LONG-RANGE INTERPRETIVE PLAN**

**MAY 2001**



NATIONAL PARK SERVICE

