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Auburn University Community Planning Program

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## INTERPRETATIVE PLAN

Final Report

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## Preface

Browsing through the well-documented history of slave trade, the chronological history of civil war in America, the emancipation and freedom of slaves and the eventual accounts of civil rights movement, it seemed like there was little that had been done to shed light on the medical history, medical apartheid pre and during civil war era, largely because these stories are undocumented and tampered with. There is a need in our era of technology and possibilities to bring focus into these themes that are the building blocks of medical history of America, especially in order to enrich a discussion in the social disparities in health care system that is prevalent in the 21<sup>st</sup> Century including the stories of medical experiments that usually do not come up in the conversations. The medical history in Montgomery has the potential to provide a well-founded, sense provoking history to today's generation and it needs to be harnessed and interpreted effectively.

## The purpose of Interpretative Plan

The key purpose of the interpretative plan focused in slavery/civil war for Montgomery, Alabama will be to provide an intimate, educational and on-site experience for the varied range of visitors with different interests looking to dig into the roots of medical history emanating from a place that was a central hub for slave trade during the 17th and 18th century.

Montgomery is a fitting location for an interpretative plan that focuses on the medical contributions of the enslaved people because the city already has many resources that the audiences can reach out to in order to learn more about the history in its the most authentic form. Similarly, to how the city has been successful in portraying the lives of the enslaved people, with an interpretative plan that focuses in their medical contribution, the audiences can better connect and emotionally relate to these stories and help bring forth the untold stories of the past.

## Vision statement

“The interpretative plan aims to enhance the historical experience in Montgomery, Alabama”

The vision of interpretative plan that is focused around bringing into forefront the medical experiments of the slavery era is not just limited to foster interest in the lesser known facts of history among a large spectrum of audiences. It is also directed towards stimulating a much-needed

conversation about social inequalities that is still prevalent in our world today and make the audiences critically think about how the healthcare system today has or has not changed over the years and how we can still tie some of the components of medical researches back to their roots in the slavery period of America.

## Project Process

To keep the project in order and help the students understand the process of making an interpretative plan, the students were given the tasks in different stages. The structure of this report follows these stages as its main body. The stages articulated were:

Stage 1: Interpretative plan examples' Analysis

Stage 2: Proposal for the interpretative plan

Stage 3: Inventory of places and cultures (Survey)

Stage 4: Goals and Objectives

Stage 5: Design Schemes

## Prelude to Stage 3

After coming up with the proposal for the interpretative plan for Montgomery, Alabama, the next step to the process of the studio project was to conduct a site-by-site inventory of places and cultures that will play a role in the interpretative plan that each student is specifically proposing. The key focus of the interpretative plan that I am proposing circles around the slavery/ civil war era of Montgomery and digs into the medical history that changed the face of medicine as we know it today. My proposal for the interpretative plan not only aims to evoke a sense of appreciation of the medical history, bring in light the abuses that were incurred by the enslaved people in the name of medical advancement to the larger public and younger generations to come, but to also empower the visitors to better relate the historical facts to the current state of affairs in terms of health system in the 21<sup>st</sup> Century.

Also, in light with the key purpose of the plan, I had devised different themes to carry the message to the audiences in my plan. These themes included were:

- People in medicine
- Medical practices in Montgomery
- Female Patients
- Slaves Contributions to Surgery
- Hospitals & Gravesites
- Symbols of Contention
- Symbols of Respect

### Stage 3: Inventory

In line with the interpretative themes outlined above, my inventory was concentrated towards all the places, people and culture that provides physical attributes to the message that needs to be received by the audience through this plan. Hence, the list of my inventory is based on the specific themes that I have chosen.

#### People in Medicine

‘People in Medicine’ will include the physicians that were in practice of their profession during the antebellum and civil war era who contributed to the advancement in medicine. The interpretative plan will continue to connect through research and study, the figures in the line of medicine who practiced in Montgomery during that period of history to their respective contributions and utilize different methods to interpret them. With regards to the theme, there are two prominent figures that jumps out from the pre and civil war era of Montgomery.

- Dr. James Marion Sims
- Dr. Luther Leonadis Hills Jr.

### Dr. James Marion Sims

Dr. James Marion Sims was a prominent figure in the pre and civil war era of Montgomery, Alabama. He is a 19<sup>th</sup> century Physician who is credited as the “father of modern gynecology” for his contribution in women’s reproductive health. He was hailed as ‘one of the most original and gifted of American surgeons’ by his contemporaries and early historians as he was able to perform the first successful operation to repair a medical condition in female patients called “vesicovaginal fistulas” (Tavares 2012, 9). He is notable for the invention of specific medical techniques that is instrumental in helping the doctors examine the condition referred to as “Sims Posture” and also the invention of a medical instrument called “speculum” that is used for the examination.

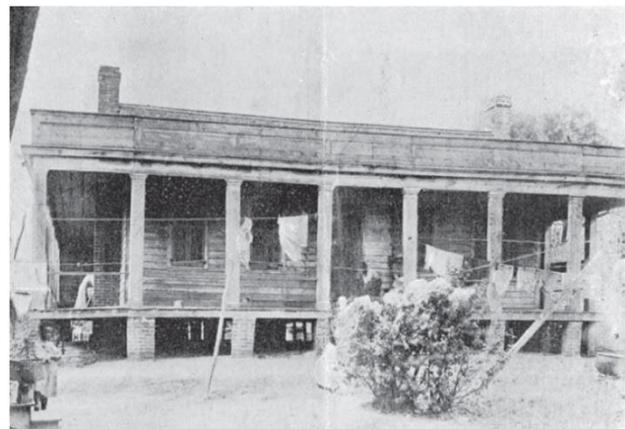
He was born in Lancaster County, South Carolina on January 25<sup>th</sup>, 1813. He was the first of the eight children borne to John Sims and Mahala Mackey. During his time of medical practice as a physician in Montgomery, he practiced as a physician to enslaved black people working in local plantations. He opened his eight-bedroom hospital at his backyard of his home in Mt Heigs in 1845 where he continued to experiment on his female patients to finally discover a way to cure vesicovaginal

fistula. His office site was located in South Perry Street, Montgomery, Alabama. He is notoriously known to have perfected his technique by continuously conducting painful experiments on his enslaved black patients with fistula for over 3 years. His three known patients whom he particularly



*Source: Medical Bondage: Race, Gender, and the Origins of American Gynecology by Deidre Cooper Owens*

*Figure 1 Dr. James Marion Sims portrait*



*Source: Medical Bondage: Race, Gender, and the Origins of American Gynecology by Deidre Cooper Owens*

*Figure 2 Dr. J. Marion Sims eight-bedroom Hospital in the backyard of his residence*

operated on many times were Anarcha [his first patient], Betsy and Lucy. The known number of his enslaved black patients is 11.

After his successful operations and numerous seminal paper publications, he moved to New York City where he established the Woman's Hospital which was the first hospital committed to gynecology in the United States (10). He later found fame in Europe as well where he received the opportunity to care for the French Royal Family and also practiced as the chief surgeon in the Anglo-American Ambulance Corps in 1870. Being elected as the president of American Gynecological Society in 1880 were one of his many positions that he held during his time.

He died on November 13, 1883 when he was 71 years old. A life-sized statue was erected of him in his honor in Bryant Park in New York City commemorating his contributions in the medical field. However, over the years, due to his inhumane methods utilized on his enslaved black patients without the use of anesthesia garnered a lot of controversy over the years and today he stands as the most controversial figure in the history of medicine. His statue was taken down from the Park after the demonstration of protests against his act of conduct and to highlight the contribution of his women patients who worked as nurses or healthcare workers in his hospital without receiving any recognition for their work. The historians, researchers and the general public deemed it disrespectful to the women patients whom he experimented on to regard him as the father of gynecology.

### Dr. Luther Leonadis Hills Jr.

Dr. Luther Leonadis Hills Jr. was another prominent figure of the late 19<sup>th</sup> century and early 20<sup>th</sup> century hailing from Montgomery, Alabama. He is regarded as the pioneering surgeon of heart surgery who performed the first successful open-heart surgery on a wounded young boy's heart. He was born in Montgomery in January 22, 1862. After finishing his medical education in Jefferson Medical College in Philadelphia in 1882 with the focus in surgery, he returned to Montgomery, Alabama to begin his medical practices (Encyclopedia of Alabama). He became reputed as the first American heart surgeon after he was able to successfully operate on a living heart of an African American boy who had been stabbed in the heart.



*Source: encyclopediaofAlabama.org*

*Figure 3 Portrait of Dr. Luther Leonadis Hills Jr.*

He passed away in April 4, 1946 in Montgomery. He shared the same office location as Dr. Sims in Montgomery downtown and today has a historic marker denoting his significance in medical field.

Although he does not hold a controversial history as Dr. James Marion Sims, Dr. Luther Leonadis would be a crucial figure not to be missed through this theme of the interpretative plan because the office he used for his practice was the same office building built by Dr. Sims.

### Medical Practices in Montgomery

'Medical Practices in Montgomery' will feature the backdrop to the pre and civil war era medical practices and the progression of buying enslaved people for specific purposes including for conducting medical experiments. This theme of the interpretative plan will highlight the medical injustice that was ubiquitous to the enslaved black population during that era which included having the custom of hailing for the doctor only during serious injuries and the doctors specifically practicing as physicians for enslaved people in plantations. The theme will also touch primarily on the treatment that they received as a black patient versus the treatment one would receive as a patient from the white community. It will also shed light on the physician's process of acquiring

an enslaved person from the slave market for medical purposes, what it meant for that person and their journey through the medical experimentations.

For the purpose of creating the theme, as it is particularly about the medical practices that were widespread during an era that was in the thick of slavery and also to tackle the issues of the mentality of inferiority even through biological and anthropological perspective, my point of reference for this theme extensively were the books specifically dedicated to the topic such as “Medical Apartheid: The dark history of medical experimentation on black Americans from colonial times to the present” by Harriet A. Washington and “Medical Bondage: Race, Gender, and the Origins of American Gynecology” by Deirdre Cooper Owens.

This theme basically will cover the usual medical practices that were prevalent in rural communities during pre and civil war era. Hence, there are three locations that I have included in my inventory which will be the physical representation for the theme.

- Old Alabama Town; Doctor’s office
- Dr. James Marion Sims’ eight-bedroom hospital
- Montgomery Slave Market

#### Old Alabama Town; Doctor’s Office

Doctor Thomas David Duncan’s Office at Old Alabama Town is one of the structures of 19<sup>th</sup> century Alabama with historical and architectural importance. The doctor’s office with other historically important structures have been carefully preserved by the Landmark’s foundation. It is located in Old Alabama Town and the doctor represents as being a very important person in rural communities who took on multiple roles of dentist, pharmacist, and veterinarian to serve the community’s needs (touralabamatown.com). This location would be significant to the visitors to help emotionally connect to what the medical practices had been like in the rural communities and the doctor’s office would present itself as its physical epitome. The old Alabama Town in its entirety reflects the plantation life of the enslaved people. Hence, it will be a great point of reference to help the audience connect to their everyday life and understand what it meant to be a sick patient and be cared for by a doctor who practiced differently when it came to an enslaved person.

The best part of the location is that it is preserved by an already functioning and successful foundation called “The Landmarks Foundation” who gives private tours to the interested visitors inside the premises of these plantation homes. The Landmarks Foundation is funded by the grant awarded to by Alabama Tourism Department.

### Dr. James Marion Sims Hospital

This is another location which would be very important to include in this theme as Dr. Sims is a crucial figure of controversy and can provide an evocative means to the part of the history that the theme is trying to disseminate. His hospital is considered the first all-women’s hospital of United States and portrays itself as the location that housed the founding practices performed by black women nurses and practitioners that were unrecognized during their time. As mentioned above in Dr. James Marion Sims section of ‘People in Medicine’, Dr. Sims built this hospital after making a breakthrough in his attempt to cure the vesicovaginal fistula of one of his enslaved patients. In this hospital, he continued to experiment on many of his patients (some bought from the slave market specifically for experiment purposes) and that led him to successfully develop his famous medical technique and the instrument. He trained his patients to become nurses and perform medical procedures on their fellow staff. Today, much of his controversy is also directed towards the female patients who performed as medical practitioners and nurses and Dr. Sims being the only person recognized for his contributions in the field of gynecology.

### Montgomery Slave Market

Slave Depots were built around Montgomery by the slave traders that operated as active trading grounds to buy, sell and detain enslaved men, women and children. The enslaved people were kept in captivity until they were auctioned at the Court Square. The city of Montgomery had four major slave depot sites with three depots lining Market Street [now called Dexter Avenue] that is located between Lawrence and McDonough. There are three new historic markers added in Montgomery that indicate slave depots which is spread around downtown Montgomery. As most physicians

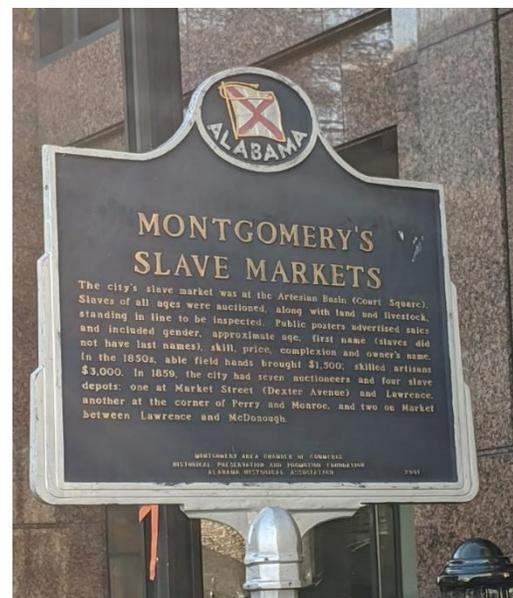


Figure 4 Montgomery's Slave Market Historic Marker

also bought slaves specifically for medical experiments, it will be very important to connect the audiences to these locations.

## Female Patients

Given that the purpose of the interpretative plan is to disseminate significant information and educate people about the lesser known facts of history, this theme will play a vital role in fulfilling that goal. The history of Montgomery for the most part, specifically speaking of pre and civil war era, is well documented and is made well-known to the general public by the means of preservation foundations, museums and memorials. The history that is to be presented to the audiences via this interpretative plan is the same historical facts that is celebrated by the city of Montgomery. The purpose of the plan being giving the audience the look at their history from a different angle and focusing the spotlight to a hidden issue, 'female patients' theme is pivotal for the plan because it will not only speak of the lesser known figures of the history but also help humanize the historical accounts by bringing into forefront the three names of the patients who should be considered the pioneering heroines of medical discoveries and practices in the field of gynecology. This theme has the potential to provide a different perspective on medical researches that have been performed from antebellum era to the 21<sup>st</sup> century. It has the potential to evoke a sense of appreciation to the sacrifices made in the name of medicine in the audiences.

## Anarcha, Betsy & Lucy

Anarcha, Betsy & Lucy are the three known patients of Dr. J. Marion Sims who conducted painful medical experiments on his enslaved patients without the use of anesthesia and was able to develop a specific medical technique to repair vesicovaginal fistula and also invent a medical instrument called 'Speculum'. He perfected his technique by continuously experimenting on the enslaved women patients and also using them as medical staff. The accounts of his medical experiments have been documented in the autobiography "The Story of my life" written by Dr. Sims' himself which is from where the world initially knew of the existence of Anarcha, Betsy and Lucy. Although the book throws just a subtle light on their suffering which was largely obscured by the medical jargons of a 19<sup>th</sup> century's physicians' perspective, there are a lot of authors, researchers and historians who have talked about his book to peel off layers of his accounts and tie in the injustice and apartheid of the time period and expose it for what they really were. Authors like Harriet A. Washington and Diedre Cooper Owens have tried to resound the outcries of his patients'

silent agony who went through the inhumane and excruciatingly painful surgeries from the physician's subtle surgical descriptions. The accounts of these three patients have become the epitome of the medical experiments that were being performed all over the country at the time when being a physician meant a field that could hold economic stability to many of the white families.

My point of reference to outline Anarcha, Betsy and Lucy were the books by the above mentioned authors Harriet and Diedre as they have elaborated on what their experiences meant during that time period and the way these accounts speak volume of how the medical experiments and researches are conducted even to this day and era. These books were good sources of information because it helped me understand the methods that the plan could interpret their history in an emotional and captivating way.

Although their stories have been written and analyzed many times over, they have always been in a textual format. The only depiction of Dr. Sims' experimental surgery on one of his patients Betsy have been in an oil painting by Robert Thom's 'J. Marion Sims: Gynecologic Surgeon'.



*Source: From the collection of Michigan Medicine, University of Michigan*

*Figure 5 Robert Thom's J Marion Sims: Gynecologic Surgeon'*

Dr. J Marion Sims is only the forefront of the physicians who conducted painful experiments on enslaved people, but his account speaks of the long history of physicians performing medical experiments on people that were considered inferior in the name of medical progress. Hence, an interpretative plan could help bring into light the medical practices during those periods and provide a visual platform where these patient's legacy is celebrated for what they stand for.

## Contribution to Science

This theme will highlight the contribution of the enslaved people in the field of surgery and will interpret their history in terms of where these experiments occurred under what settings and what their roles have been as a patient as well as a medical staff. For this theme, the locations that would

provide a tangible experience is the Montgomery historic infirmaries. Along with these infirmaries, the theme will also include confederate-era and segregated hospitals.

- Office site of Dr. J. Marion Sims
- Montgomery infirmary at Mt. Heigs (Dr. Sims eight-bedroom hospital)

### Office Site of Dr. J Marion Sims

The office site of Dr. J Marion Sims is located in South Perry Street between Washington avenue and Dexter Avenue in Montgomery, Alabama. The structure was built in 1845 by the doctor himself. The office site historically has also been used by Dr. Luther Leonadis Hills Jr. who performed his medical practices during the late 19<sup>th</sup> century. Currently the property is being used as a finance office named ‘First Sun Finance’. The physical condition of the property is excellent. Although this building is being used for commercial purposes, it lies within the historic district and have the potential to be converted into a museum to display historical artefacts.



*Figure 6 Dr. J. Marion Sims Office site*

### Hospital and Gravesites

To help understand and acknowledge the living conditions of the enslaved people during the pre and civil war era in Montgomery, Alabama, it is crucial to direct the audiences to various hospitals that entertained segregation throughout the 19<sup>th</sup> and 20<sup>th</sup> century. The grave sites are another important location that need to be connected through the themes to help the audiences have a full experience of what it meant for an enslaved people in Montgomery. Hence, my inventory also includes the Oakwood Cemetery.

### Oakwood Cemetery

Oakwood Cemetery is a historic cemetery located in Columbus street at Montgomery, Alabama. It was formed in 1819 by Andrew Dexter and General John Scott. It is one of the historic locations of Montgomery. In the early days, it was known as Scott’s Burying Ground. It covers about 140 acres of land. Oakwood Annex was formed in 1938 which is across from the old Oakwood

Cemetery in Stella street. It is home to graves of many soldiers, prominent and controversial figures, free black slaves. Although there were no known grave sites for enslaved people during antebellum and civil war era, this cemetery could provide a tangible expression of the life and death of enslaved people of that period.



Figure 7 Oakwood Cemetery

## Symbols of Contention

In order to capture the controversy surrounding the medical accounts of Dr. J. Marion Sims experiments and the many protests that have been demonstrated on behalf of the painful history, symbols of contention will provide a chronology of different protests that have taken place all around the country and provide the visual presentation of the controversial legacy that he has left behind. In doing so, this theme will also shed light in the much-needed discussion on the social disparities in the health care system that is prevalent in 21<sup>st</sup> century and what the new generations are doing to bring forth to remedy the scars of the past.



Source: [expressdigest.com](http://expressdigest.com)



Source: [nydailynew.com](http://nydailynew.com)

Figure 8 Protests in Bryant Park, New York City to remove the statue of Dr. J. Marion Sims



Source: al.com

Figure 10 Protests in Montgomery, Alabama to remove the statue of Dr. J. Marion Sims



Figure 9 Statue of Dr. J. Sims in front of the Capitol building

There has also been country wide protests and efforts to bring in light the names of the female patients commemorating their contributions. The young generation have stepped up to demonstrate their effort to change the narrative of the history revolving around Dr. J. Sims controversy which can be highlighted within this theme.



Source: iammorethan7053.com

Figure 11 Showing young generations in front of a statue commemorating Anarcha's contribution and their effort to change the narrative



## Symbols of Respect

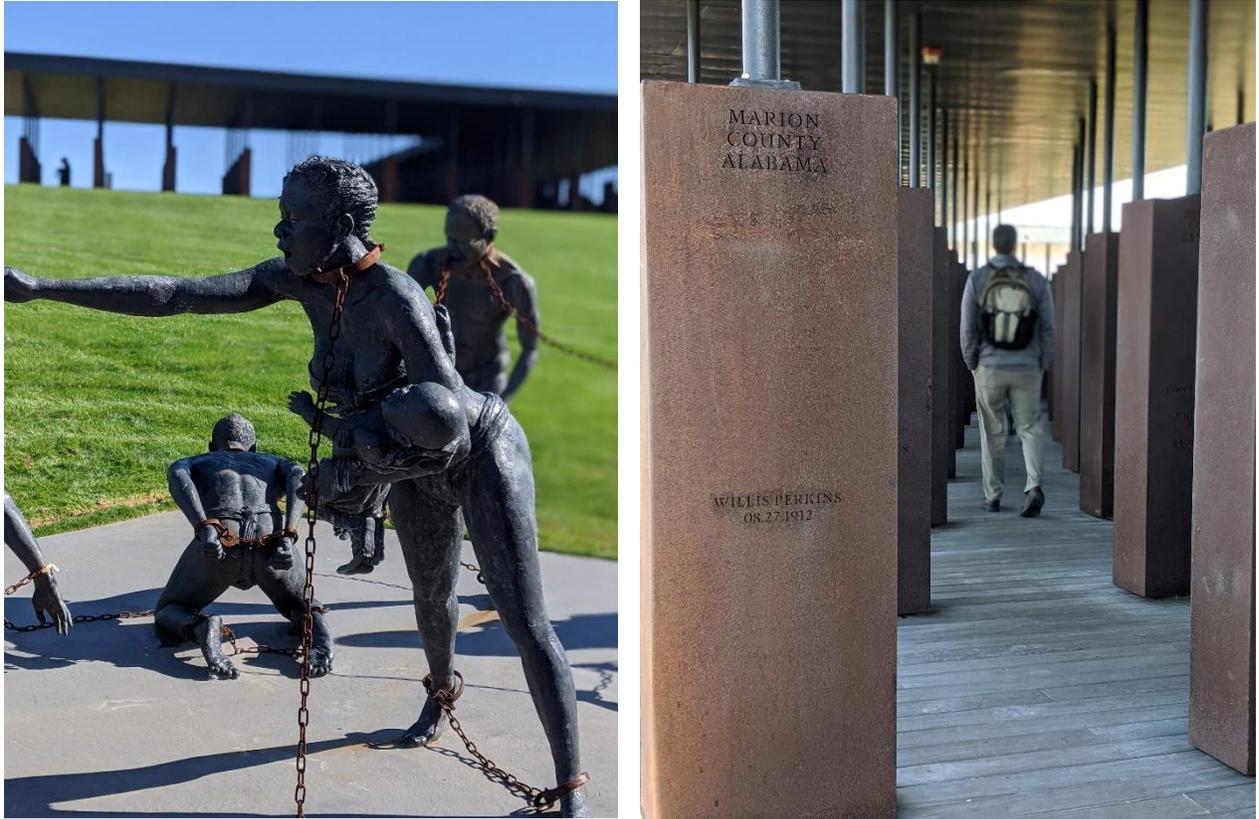
There are many museums, memorials, historic markers and preservation organizations who commemorate and acknowledge Montgomery's history giving them utmost respect and take pride in their presence in their city. This theme of the interpretative plan could link to the efforts that have been made by the city of Montgomery to tell their stories of the past. It will help the audiences come full circle and get a full perspective on what we are trying to achieve through the interpretative plan.

### The legacy Museum & the National Memorial for Peace and Justice

The museum and the memorial are two most important destinations in Montgomery which specifically focuses on the antebellum slave era and the civil rights movement. It is crucial to include them in the interpretative plan as they represent the symbols of respect that is given to the historical accounts of absence of human rights, what it means and the decades of effort that led to civil rights movement.



*Figure 12 The Legacy Museum*



*Figure 13 The National Memorial for Peace and Justice*

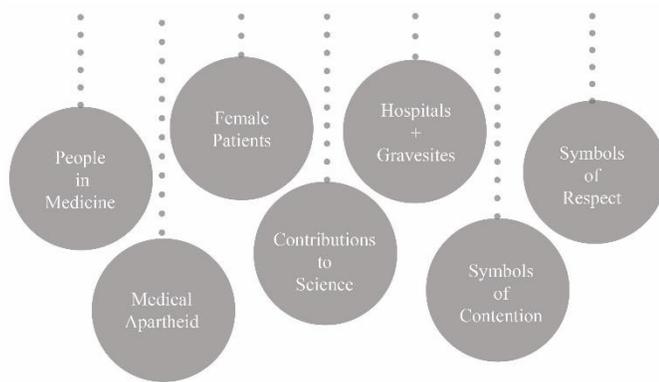
## List of Sources used

The list of sources that have been used for the inventory are:

- Site visits to Montgomery
  - The Legacy Museum
  - The National Memorial for Peace and Justice
  - Office site of Dr. J. Marion Sims at South Perry street
  - Alabama State Archives
- Auburn Library
- Official webpages and journal articles

## Themes

The themes of the interpretative plan will mostly be directed towards narrating untold stories of history and help the audiences decide what they primarily want to know more about and be able to connect it with the time and place of the history.



*Figure 14 Themes of the Interpretation Plan*

It will be centered around the history of medicine, medical apartheid of enslaved people, the untold stories of experiments that were the foundation of medical history. The plan will also have a theme that specifically documents the controversies that persist and the efforts that has been made to shed a light on the contributions of slavery in medicine.

These themes will tie in with the physical structures and locations that are present in and around Montgomery area such as the Dr. J. Marion Sims office site, his eight-bed hospital, his statue located at the ground of Alabama State Capitol, Oakwood Cemetery, and the National Memorial of Peace and Justice, etc.

Similar to how the city has been successful in commemorating the lives that were lost during the slavery, civil war era and civil rights movement, eventually, the interpretative plan will include the stories from around the country in its themes and become a point of attraction for the audiences to come and learn more about the medical histories that have not yet had a platform to be expressed in.

### List of the themes

The themes selected for the interpretation plan focused in commemorating the medical contribution of the enslaved people are:

- People in Medicine
- Medical Apartheid
- Female Patients

- Contributions to Science
- Hospitals and Gravesites
- Symbols of Contention
- Symbols of Respect

### People in Medicine

‘People in Medicine’ will showcase the physicians that were in practice of their profession during the antebellum and civil war era who contributed to the advancement in medicine. The interpretative plan will continue to connect through research and study, the figures in the line of medicine that practiced in Montgomery during that period of history to their respective contributions and utilize different methods to interpret them.

### Medical Practices in Montgomery

‘Medical Practices in Montgomery’ will feature the backdrop to the pre and civil war era medical practices and the progression of buying enslaved people for specific purposes including for conducting medical experiments. This theme of the interpretative plan will highlight the medical injustice that was ubiquitous to the enslaved black population during that era which included having the custom of hailing for the doctor only during serious injuries and the doctors specifically practicing as physicians for enslaved people in plantations. The theme will also touch primarily on the treatment that they received as a black patient versus the treatment one would receive as a patient from the white community. It will also shed light on the physician’s process of acquiring an enslaved person from the slave market for medical purposes, what it meant for that person and their journey through the medical experimentations. This theme basically will cover the usual medical practices that were prevalent in rural communities during pre and civil war era.

### Female Patients

Given that the purpose of the interpretative plan is to disseminate significant information and educate people about the lesser known facts of history, this theme will play a vital role in fulfilling that goal. The history of Montgomery for the most part, specifically speaking of pre and civil war era, is well documented and is made well-known to the general public by the means of preservation foundations, museums and memorials. The history that is to be presented to the audiences via this interpretative plan is the same historical facts that is celebrated by the city of Montgomery. The purpose of the plan being giving the audience the look at their history from a different angle and

focusing the spotlight to a hidden issue, 'female patients' theme is pivotal for the plan because it will not only speak of the lesser known figures of the history but also help humanize the historical accounts by bringing into forefront the three names of the patients who should be considered the pioneering heroines of medical discoveries and practices in the field of gynecology. This theme has the potential to provide a different perspective on medical researches that have been performed from antebellum era to the 21<sup>st</sup> century. It has the potential to evoke a sense of appreciation to the sacrifices made in the name of medicine in the audiences.

Eventually, the interpretation plan in the course of the research and discoveries will include a separate section for each discovered individuals' name on whom the experiments were conducted.

### Contribution to Science

This theme will highlight the contribution of the enslaved people in the field of surgery and science in an overall sense and will interpret their history in terms of where these experiments occurred under what settings and what their roles have been as a patient as well as a medical staff.

### Hospitals & Gravesites

To help understand and acknowledge the living conditions of the enslaved people during the pre and civil war era in Montgomery, Alabama, it is crucial to direct the audiences to various hospitals that entertained segregation throughout the 19<sup>th</sup> and 20<sup>th</sup> century. The grave sites are another important sub theme that the audiences need to be connected to help them have a full experience of what it meant for an enslaved people to be ill in Montgomery.

### Symbols of Contention

In order to capture the controversy surrounding the medical accounts of Dr. J. Marion Sims experiments and the many protests that have been demonstrated on behalf of the painful history, symbols of contention will provide a chronology of different protests that have taken place all around the country and provide the visual presentation of the controversial legacy that he has left behind. It will also shed light in the much-needed discussion on the social disparities in the health care system that is prevalent in 21<sup>st</sup> century and what the new generations are doing to remedy the scars of the past.

This theme can also in time include the heated discussions circling around any experiments that involves human as subjects and how it has led to a lot of changes in legislations.

## Symbols of Respect

There are many museums, memorials, historic markers and preservation organizations who commemorate and acknowledge Montgomery's history giving them utmost respect and take pride in their presence in their city. This theme of the interpretative plan could link to the efforts that have been made by the city of Montgomery to tell their stories of the past. It will help the audiences come full circle and get a full perspective on what we are trying to achieve through the interpretative plan.

## Interpretative methods

The magnet behind determining the interpretative methods that can be utilized effectively to present these themes in their light is based around the fact that their history has been told more in a textual format than in a visual platform. The medical contributions are well hidden in mostly books and are still largely unknown to the common people. To better relate to the reality of the horror and bring the statistics to human scale, the interpretative plan also has a theme that specifically will provide individual names of the enslaved people on whom the experiments had been conducted. Also, it is hard if not impossible to find faces or names that can express the extent of the medical experiments that were conducted to these patients. Hence, most of the interpretative methods explored will revolve around the concept of visual interpretation.

The interpretative methods are categorized into four sections for the purpose of the planning process:

- On-site/In-person interpretation opportunities
  - Abstract Sculptures
  - Abstract Art
  - Exhibits/ Displays of related artifact
  - Interactive tours (Children & Adult specific, etc.)
  - Lectures and focus groups
  - Travel Panels
  - Speakers
- Printed interpretation opportunities
  - Brochures

- Booklets
- Posters
- Magazines
- Electronic media
  - Digital storytelling
  - Official Webpage
  - E-news papers
  - Electronic apps to guide the visitors virtually
- Social media
  - Facebook
  - Instagram
  - Twitter and other relevant social media platforms

## Geographic demarcation of the plan and mapping the themes

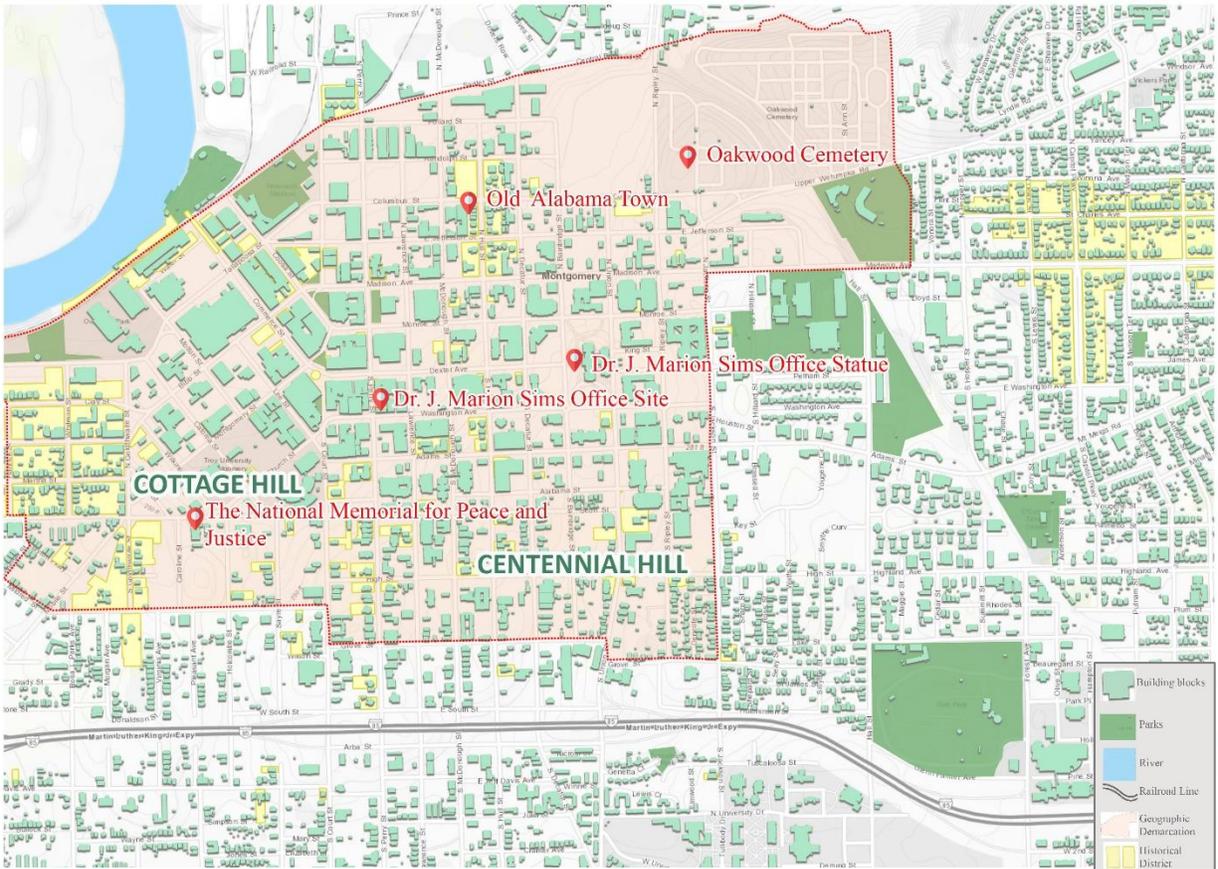


Figure 15 Geographical demarcation of the Plan

My interpretative plan covers the areas in downtown Montgomery, more specifically Centennial Hill and Cottage Hill because they provide a rich historical experience with their well-preserved historic neighborhoods and buildings. There are five locations in Montgomery identified as the physical epitome of the history in discussion that provides a direct connection to the themes of the plan. Apart from the themes' intangible connections, the plan will revolve around these locations because of its direct relevancy to the history and some of them providing a supportive background to the history in question.

- Dr. J. Marion Sims Office Site
- Dr. J. Marion Sims Statue
- Old Alabama Town
- The National Memorial for Peace and Justice
- Oakwood Cemetery

# Mapping Themes

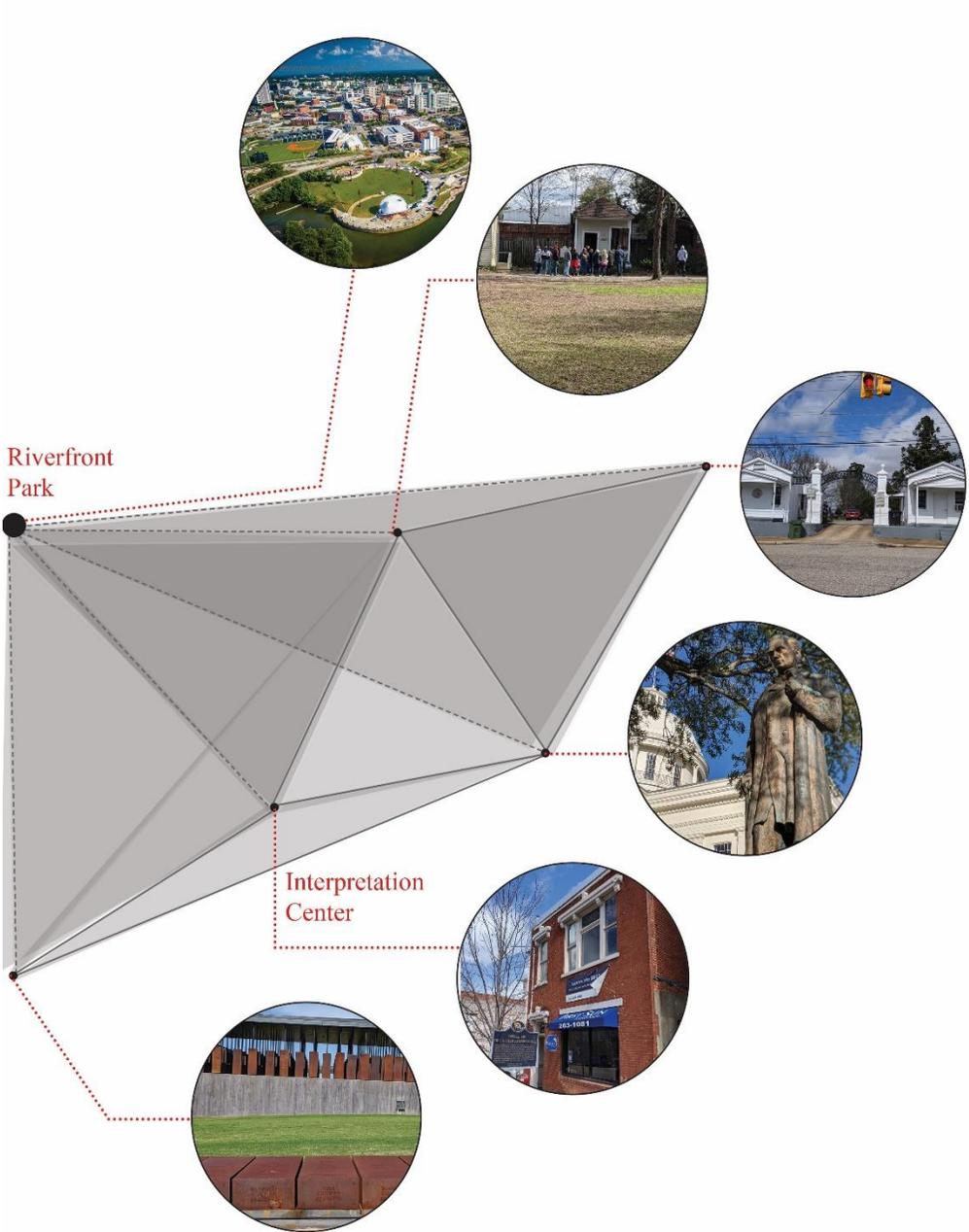


Figure 16 Diagram showing mapping the themes

The themes selected for the interpretation plan will be mapped around the city for the purpose of providing essential basic amenities and also help determine and map the media source that is going to be utilized for the specific themes. While mapping these themes around the city, the crucial determining factor of defining the area will be the five location points of Montgomery that has been identified and have direct physical link to the themes.

The Riverfront Park will be the vantage point of attraction that links the five locations to its direction. The Riverfront focus will help piece out the different areas of purpose that will provide services fulfilling the themes that connect to these locations.

For example,

In the figure here, the section of the city inside the lines connecting Riverfront Park, Dr. J. Marion Sims office site and Dr. J. Marion Sims Statue location can be mapped out as an area of gathering information. This only means that the interpretation plan while allocating infrastructures in the area pertaining to the themes it is planning to serve; the plan will think of this section as the area where the audiences can find services to receive information.

Along that line, Dr. J. Marion Sims office site will be proposed to be converted to an interpretation center where the visitors can come to collect information on guided tours, get tour tickets or receive any information relating to the history. The area of information will be a starting point of the tour and hence could also allocate a parking space for the visitors in that section of the city.

Similarly, the area of exhibits and displays can allocate ideas of portraying the history in a visual form and while the visitors walk around these areas, they can find traces of history installed at different parts of the section.

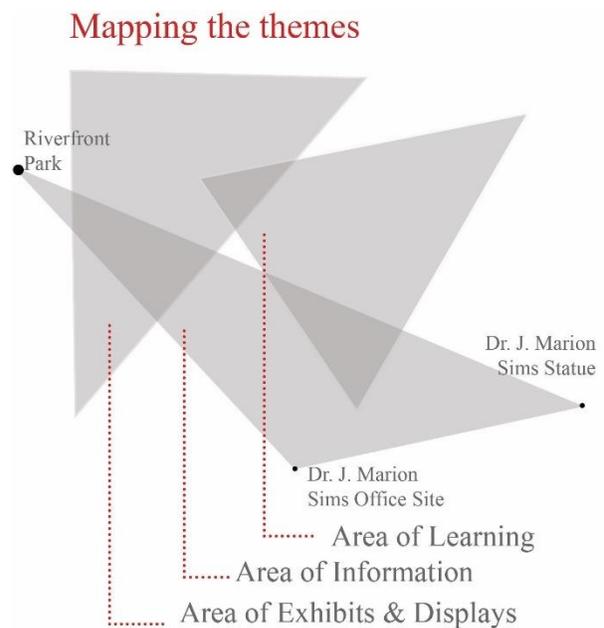


Figure 17 Diagram showing areas of purposes

The area of learning could provide different venues in collaboration with the learning centers present in and around Montgomery such as University of Alabama and different schools around the city where the audiences can interact with professional interpreters to learn about the medical history tied with the slavery period in Montgomery. This area will only contain connections with art centers that can provide the audience the opportunity to collaborate with artists to create a rendition of their own perspective on the history disseminated by the interpretative plan. This could help the community create a national, local as well as international connection with visitors and eventually help spread the name of the city outside of Montgomery.

The purpose of mapping the themes is to help the interpretation plan prioritize the objectives in different sections of the city.

### Design Scheme: Art as tools of engagement

Working with the idea of how the city has been successful in bringing the reality of statistics into human scale by giving each individual a name carved into the wall or collecting the remains of the soil from the grounds of where African Americans were lynched into a jar, the design for the interpretation of these untold stories of contributions will also heavily be based on something that the audiences can touch and feel. This interpretative method will help the audiences resonate with the stories in an emotional level.

#### “Echo of the silenced”

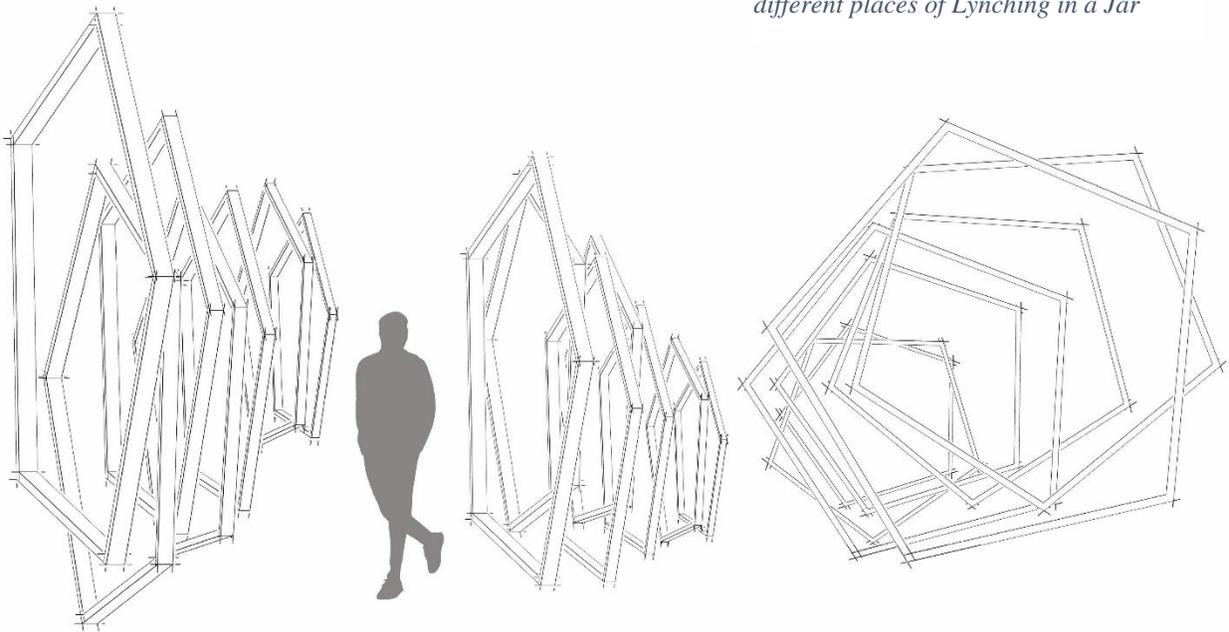
Symbol of Echo is utilized in the form of abstract sculptures to interpret the efforts of making the voices of the silenced heard. The sculptures will be used as landscape features in parks and open spaces disseminating the stories of the enslaved people’s contribution in the historical breakthroughs in medicine. As Riverfront Park will be the vantage point to connect all of the locations, it will display a physical manifestation of the “Echo of Silenced” Art.

## Design Concept

The city of Montgomery with EJI foundation have used the concept of encapsulating the difficult history of slavery and civil rights movement by collecting the remains of the soil from the grounds of where African Americans were lynched. This method of interpretation is about providing a tangible essence of the historic experience for the audience to connect emotionally and psychologically to its magnitude. Touching base on this method as an inspiration, these abstract echo structures also will provide a tangible platform for the audiences to connect emotionally with their senses of touch and build a realization of its magnitude.



*Figure 18 Showing EJI foundation's concept of encapsulating the soil from different places of Lynching in a Jar*



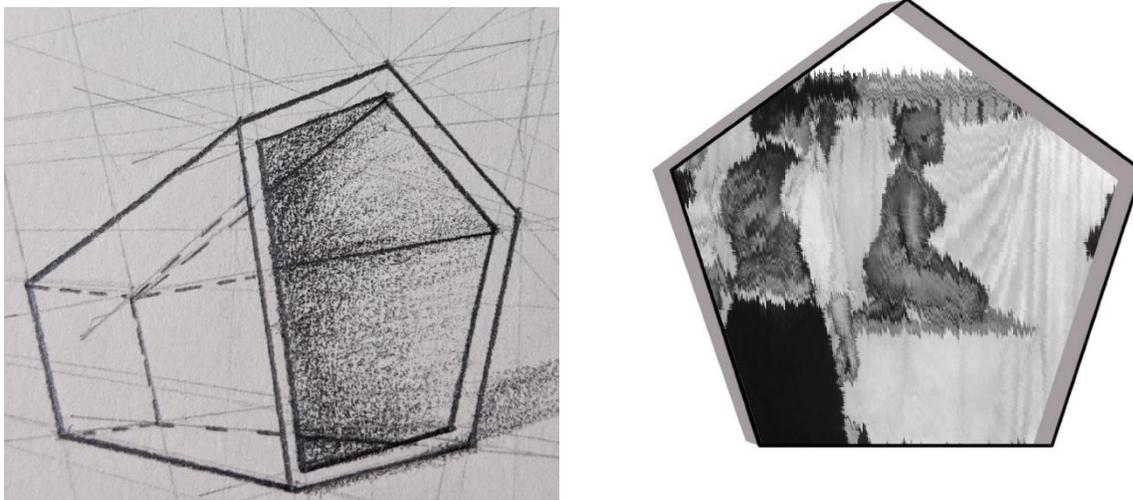
*Figure 19 Showing the "Echo of the Silenced" sculpture designs*

In my example, the basic form of a pentagon is utilized for the "echo of the silenced art" depicting the history of contributions of the enslaved people in medicine. However, the actual manifestation of the concept need not be in the form of a pentagon. Hence, the concept could be explored in many various ways using the medium of charrette meetings where a multidisciplinary panel of artists, architects, landscape architects, city managers, tourism boards, medical researchers, etc.

could discuss on which design interprets the message the best or it could be explored by conducting design competitions that would open the platform for creativity to the university to school level students of Montgomery. This community engagement approach could potentially help bind the city with a strong sense of community.

The concept behind this artform is that through research made by the interpretation center particularly dedicated to discovering the names of the victims of medical experiments or those who contributed to medical advancement in any ways, these structures of pentagon will grow in numbers with each name discovered. Their names will be carved in each of the structure added and will be dedicated to that individual. The individual pentagon structure will also grow in size depending on where the experiments took place or where they came from depicting the loudness of the silenced echo that is heard in Montgomery from different states. The structure will provide a platform for every discovered experiment that expands decades up till now and will be displayed in Montgomery as a symbol of respect and commemorating their sacrifices. The goal of this type of display will be to increase the tourism in the city and eventually attract domestic as well as international visitors. These displays will be of human scale and help the audiences interact with them and act as a tool of engagement.

### Pentagon Structure projecting hologram



*Figure 20 Sketch of a pentagon structure displaying hologram*

A pentagon physical structure will be designed to project hologram images of historical accounts of the cases discovered or their related history. The hologram will also display a pre-recorded actor portraying a historical person giving an account of their experience. This method plays around the mix of electronic and interactive media to engage the audiences in the history.

### Light Sculpture

A light sculpture is a visual reflection art that illuminates, and casts alphabets pressed out of a thick metal cylinder on to the surrounding during the nighttime and creates an ambience around it entirely saturated in shining words and letters. This kind of light sculpture can be used to disseminate historical information and commemorate the voices of the unheard patients and at the same time provide a playful and visually striking attraction at different parts of the city. This method can be utilized to present the history in different languages for more inclusivity and interest from different cultures as well.



Source: [clas.uiowa.edu](http://clas.uiowa.edu)



Figure 21 Examples of Light Sculpture at University of Iowa, School of Journalism and Mass Communication

## Collaboration with Hospitals

A collaboration with historic hospitals will help the interpretative plan extend and reach in and outside of the city of Montgomery and help disseminate the historical facts that need wider range of audiences. One of the suitable hospitals for this method of interpretation is Saint Jude's hospital in West Fairview Avenue in Montgomery which was the first integrated hospital in southeastern united states. The interpretative center will



*Source: encyclopediaofalabama.org*

*Figure 22 Saint Jude's Hospital*

collaborate with the hospital in partnership to provide space for visual displays of the designs such as the light sculpture, the abstract art or a garden sculpture dedicated for the history in discussion. The interpretative plan will also reach out to the researchers, doctors, communication staff and the hospital management to provide assistance in other methods of interpretation such as interactive tours, lectures and focus groups, travel panels and speakers, etc.

## Goals & Objectives

### Goal Statement

“To commemorate the medical contributions of the enslaved people.”

The goal of the plan is to enhance the historical experience of Montgomery by extending the platform for the untold stories of contributions that were made by the enslaved population during the slavery era in America. It encompasses the effort to bring together the experiences; known and unknown of the medical history and help shed a different light to the same history that the audiences might think they know so well.

Table 1 Goals and Objectives

| Goal      | Objectives   | Policies  | Implementation (Actions)   |  |
|-----------|--|---|--|--|
| <b>G1</b> | G.1) Enhance the historic experience around the Montgomery historic sites by creating a walking/biking trail | 1) Install signages around the demarcated area                              | a) Review the standard formats for signages including texts and icons that can be utilized               | i. Identifying different stakeholders that can make an impact on the signage design & allocations of the signages. |
|           |  | 2) Install way finding signages to show directions                          | b) Research on categories of signs available and required  | ii. Conduct charrettes   |
|           |  |   | c) Identifying locations of the signs  | iii. Conduct community workshops to determine which areas are in need of signages                                  |
|           |  |   | d) Looking at the materials  | iv. Proposing and convincing the city & the community of the new/proposed signages.                                |
|           |  |   | e) Types of design and sizes   |  |
|           | 3) Designing trail layouts   | f) Work with the stakeholders for existing/new signages                     |  |  |
|           |  | g) Identifying resources and funding  |  |  |
|           |  | a) Find the existing trails   | i. Creating an inventory of the existing trails  |  |
|           |  | b) Review existing standard formats used                                    | ii. Identify stakeholders  |  |
|           |  | c) Find out if new formats can be used & proposed                           | iii. Identify the existing infrastructures & facilities in the existing trails                           |  |
|           |  | d) Identify the locations of the theme sites                                | iv. Conduct charrettes with the identified stakeholders  |  |
|           |  | e) Create a map design for the trail  | v. Create a taskforce to carry out the responsibilities of doing the inventory and conducting charrettes |  |
|           | 4) Enhance accessibility to sites  |   | vi. Hold a public meeting to receive feedbacks from the general public.                                  |  |
|           |  | a) Review city codes & regulations  | i. Create an accessibility plan of different site  |  |
|           |  | b) Review city's comprehensive plan to identify similar objectives          | ii. Get the plan approved by the city government   |  |
|           |  | c) Identify the lacking infrastructures in roads and sites                  | iii. Conduct meetings & co-ordinate with the city officials.   |  |
|           |  | d) Review accessibility guidelines under ADA standards                      |  |  |
|           |  | e) Review Guidelines for pedestrian facilities                              |  |  |
|           |  | f) Review existing transportation facilities                                |  |  |
|           | 5) Design paper pamphlets & maps of the trail  | a) Look at different case studies for pamphlet designs and standard formats | i. Conduct design workshops  |  |

|           |  |  |   |  |
|-----------|--|--|---|--|
|           |  |  | <ul style="list-style-type: none"> <li>b) Existing map designs</li> <li>c) Determine contents to include in the pamphlets</li> <li>d) Determine the printing materials</li> </ul>   | <ul style="list-style-type: none"> <li>ii. Create a design taskforce to come up with different design options</li> <li>iii. Hire a design consultant</li> </ul>  |
|           |  | 6) Create web page for information on the themes | <ul style="list-style-type: none"> <li>a) Review city's/organizations' official webpage design</li> <li>b) Research on different web page designs</li> <li>c) Determine the contents &amp; texts to include on the page</li> <li>d) Take photographs of the related sites</li> <li>e) Find resources and funding</li> </ul>   | <ul style="list-style-type: none"> <li>i. Hire web page designer</li> <li>ii. Conduct charrettes to relay information &amp; concept of the webpage</li> </ul>  |
| <b>G2</b> | G.2) Provide and enhance access to information | 1) Propose an interpretation center / gallery    | <ul style="list-style-type: none"> <li>a) Review Zoning/ land use maps of the city</li> <li>b) Look at the city's building codes and regulations</li> <li>c) Look for any rehabilitation criteria</li> <li>d) Requirements &amp; infrastructures needed for an interpretation center/gallery</li> <li>e) Guidelines of gallery designs</li> <li>f) Guidelines for accessibility to a gallery</li> </ul>   | <ul style="list-style-type: none"> <li>i. Prepare a proposal writing</li> <li>ii. Prepare a grant proposal</li> <li>iii. Consult with the city officials</li> <li>iv. Put together a taskforce of architects, interior designers &amp; planners</li> <li>v. Conduct charrette to receive feedbacks from associated stakeholders</li> <li>vi. Co-ordinate/convince the existing tenant/owner for the transformation of the current office building into an interpretation center</li> <li>vii. Conduct case studies on interpretation centers &amp; their purposes</li> <li>viii. Allocate taskforce responsible to manage the interpretation center</li> </ul> |
|           |  | 2) Increase discoverability                      | <ul style="list-style-type: none"> <li>a) Review required guidelines of gallery designs &amp; information centers</li> <li>b) Inventory/case studies of the type of collections/artifacts needed in an image gallery</li> <li>c) Inventory of the infrastructures needed in an information center</li> <li>d) Guidelines to connect the information center to the theme sites identified</li> <li>e) Guidelines for design layouts &amp; accessibility</li> </ul> | <ul style="list-style-type: none"> <li>i. Create a taskforce responsible to collect/manage different artifacts to be included in the gallery</li> <li>ii. Create an inventory of artifacts</li> <li>iii. Conduct content focused meetings with different stakeholders</li> <li>iv. Create a user-friendly map of the gallery</li> <li>v. Create a list of assets required for the interpretation center</li> </ul>   |

|  |                                       |  |   |
|--|---------------------------------------|--|---|
|  |                                       |  |   |
|  | 3) Expand public/information outreach | <ul style="list-style-type: none"> <li>a) Research on resources &amp; funding available</li> <li>b) Identify any existing focus groups</li> <li>c) Research on the availability of artefacts that can be included in the gallery from different facilities around the country and make connections.</li> </ul> | <ul style="list-style-type: none"> <li>i. Connect/work with partners/ stakeholders to build networks and keep expanding the available resources</li> <li>ii. Create regional coordinated networks among communities and related organizations</li> <li>iii. Conduct/participate in different expositions/meetings/symposiums to build connections</li> <li>iv. Expand participatory events to spread the message and promote public awareness</li> <li>v. Use public event platforms to promote historic-related events</li> <li>vi. Share historic resources and survey findings with the elected officials and local residents</li> <li>vii. Increase the involvement of historic preservation organizations at community meetings and events.</li> <li>viii. Expand connections with existing museums, local historic societies and relevant resource centers</li> </ul> |
|  | 4) Create & expand digital experience | <ul style="list-style-type: none"> <li>a) Research on innovative methods to enhance the online services to the public</li> <li>b) Research on the contents to be included in the digital media to enhance the information gathering ability of the public</li> </ul>   | <ul style="list-style-type: none"> <li>i. Create a user-friendly, easy to access and interactive digital search engine and platform for the audiences</li> <li>ii. Increase the collaboration across different platforms disseminating information</li> <li>iii. Create a GIS based interactive maps and platforms for the audience to be able to navigate their tours and historic locations relevant to the themes</li> <li>iv. Publicize online resources for information and guidance</li> </ul>  |

|           |  |   |  |  |
|-----------|--|---|--|--|
|           |  | 5) Create user-focused contents   | <ul style="list-style-type: none"> <li>a) Research on the best practices on how and what the audiences want to see and learn</li> <li>b) Review the standard formats to disseminate the contents to the public</li> </ul>  | <ul style="list-style-type: none"> <li>i. Create a focus group with the participation of public representing different age groups, ethnicities, gender, etc. to receive essential feedbacks on what they want to learn.</li> </ul>   |
| <b>G3</b> | G.3) Protect and enhance the physical character and economic vitality of the preserved historically relevant buildings | 1) Enhance the rehabilitation and maintenance skills of the staff/stakeholders involved   | <ul style="list-style-type: none"> <li>a) Review city's preservation laws and regulations for protecting the buildings, sites and artifacts</li> <li>b) Review existing efforts made by the city to preserve the historic sites</li> <li>c) Review guidelines to the preservation of historic sites</li> </ul> | <ul style="list-style-type: none"> <li>i. Create a taskforce of preservation professionals to train the contractors, facility managers, property owners on how to carry out repairs and maintenance that are preservation friendly.</li> <li>ii. Conduct hands-on technical workshops at learning centers, colleges and other educational facilities regarding preservation of historic sites</li> <li>iii. Provide class sessions related to preservation efforts to school students to enhance the knowledge of preserving the buildings</li> </ul>  |
|           |  | 2) Utilize best practices of preservation to preserve and appropriately enhance the artifacts and the existing conditions of the site | <ul style="list-style-type: none"> <li>a) Look at state-adopted building codes for the preservation of historic buildings and sites</li> <li>b) Look at different important methodologies of preservation</li> </ul>   | <ul style="list-style-type: none"> <li>i. Develop preservation stewardship plans to encourage owners to address preservation concerns by undertaking additional preservation activities such as improvements, maintenance and managements.</li> <li>ii. Provide educational sessions to the construction professionals, state and local code enforcement officials about the constraints and flexibility within the building codes for historic sites and buildings.</li> <li>iii. Enhance public engagement in improvements of the historic sites and buildings</li> <li>iv. Organize events to promote and encourage public involvement and</li> </ul> |

|           |   |   |  |   |
|-----------|---|---|--|---|
|           |   |   |  | <p>support for the preservation of the sites</p> <ul style="list-style-type: none"> <li>v. Create a taskforce that manages the repair and maintenance of the sites</li> <li>vi. Connect the taskforce with the city-elected officials and relevant professionals in order to keep the taskforce updated with current efforts of the city.</li> </ul>  |
|           |   | 3) Install abstract sculptures, arts, exhibits/displays of related artifacts                              | <ul style="list-style-type: none"> <li>a) Review the comprehensive plan of the city to understand the city’s efforts to enhance parks and recreational facilities.</li> <li>b) Look at different case studies of sculpture designs, abstract arts appropriate for the design concept of the theme</li> </ul> | <ul style="list-style-type: none"> <li>i. Create an inventory of the proposed sculptures according to their significance</li> <li>ii. Hire a sculpting consultant to work on the required sculptures</li> <li>iii. Prepare proposals to allocate funds and grants</li> <li>iv. Conduct a charrette with relevant professionals and stakeholders to determine the design and scale of the sculptures and arts.</li> <li>v. Make connections with the local art commissions to improve the display concepts</li> </ul>  |
| <b>G4</b> | G.4) Protect the visitors and improve the visitors’ experiences | 1) Provision of infrastructures that are inclusive, accessible, barrier-free and offers alternative modes | <ul style="list-style-type: none"> <li>a) Review the city’s bicycle and pedestrian plan or transportation plan</li> <li>b) Review the city’s comprehensive plan</li> <li>c) Review ADA standards for barrier-free designs</li> </ul>   | <ul style="list-style-type: none"> <li>i. Create an inventory of available and existing conditions of the sidewalks, ramps, stairs, rails, etc. in and around the historic sites</li> <li>ii. Propose new methods to improve and enhance the walkability of the neighborhoods</li> <li>iii. Propose new and creative designs for the foot path of the trails.</li> <li>iv. Create a taskforce responsible for the inventory and management of the existing/ proposed new infrastructures.</li> <li>v. Build network connections with city-elected officials and relevant professionals to open access to grants and funding.</li> </ul> |

|           |   |   |   |   |
|-----------|---|---|---|---|
| <b>G5</b> | G.5) Strengthen the funding sources and opportunities   | 1) Expand the available funding opportunities   | <ul style="list-style-type: none"> <li>a) Review the grant and funding availability from federal, city and local government</li> <li>b) Review the criteria to meet the requirements to receive the grants</li> </ul> | <ul style="list-style-type: none"> <li>i. Expand the scope of local government programs and grants</li> <li>ii. Review, re-iterate and address the obstacles and barriers of receiving funding for preservation projects and projects implemented under the interpretation plan</li> <li>iii. Expand the use of funding to non-traditional preservation projects that can have a complementary impact on preservation project outcomes</li> </ul>   |
|           |   | 2) Allocate the use of funding to essential projects  |   | <ul style="list-style-type: none"> <li>i. Advocate with policymakers to increase the availability of preservation-friendly policies and incentives viz. tax incentives, etc.</li> <li>ii. Decrease the barriers impacting the speed of redevelopment and preservation projects</li> </ul>   |
| <b>G6</b> | G.6) Increase and improve the public knowledge of the information disseminated through the themes | 1) Increase and expand the types of services available to receive the information and knowledge | <ul style="list-style-type: none"> <li>a) Review the standard formats for travel panels including texts and graphics that can be utilized</li> <li>b) Review the contents required to speak on a topic</li> </ul>     | <ul style="list-style-type: none"> <li>i. Provision of audience request-oriented lectures on a specific relevant topic</li> <li>ii. Provision for the travel panels for all age groups to discuss the specific topic related to the historic themes identified</li> <li>iii. Provision of a platform for a focus group or a club for social networking and discussions.</li> <li>iv. Provide the services of speakers who will talk about a specific relevant topic from the chosen themes</li> <li>v. Create a group that manages the travel itinerates for the speakers and manages travel panels as well.</li> </ul> |

The goals and objectives listed above are for the overall interpretation plan proposed. The diagrams below represent which goals and objectives will serve the specific themes of the interpretation plan.

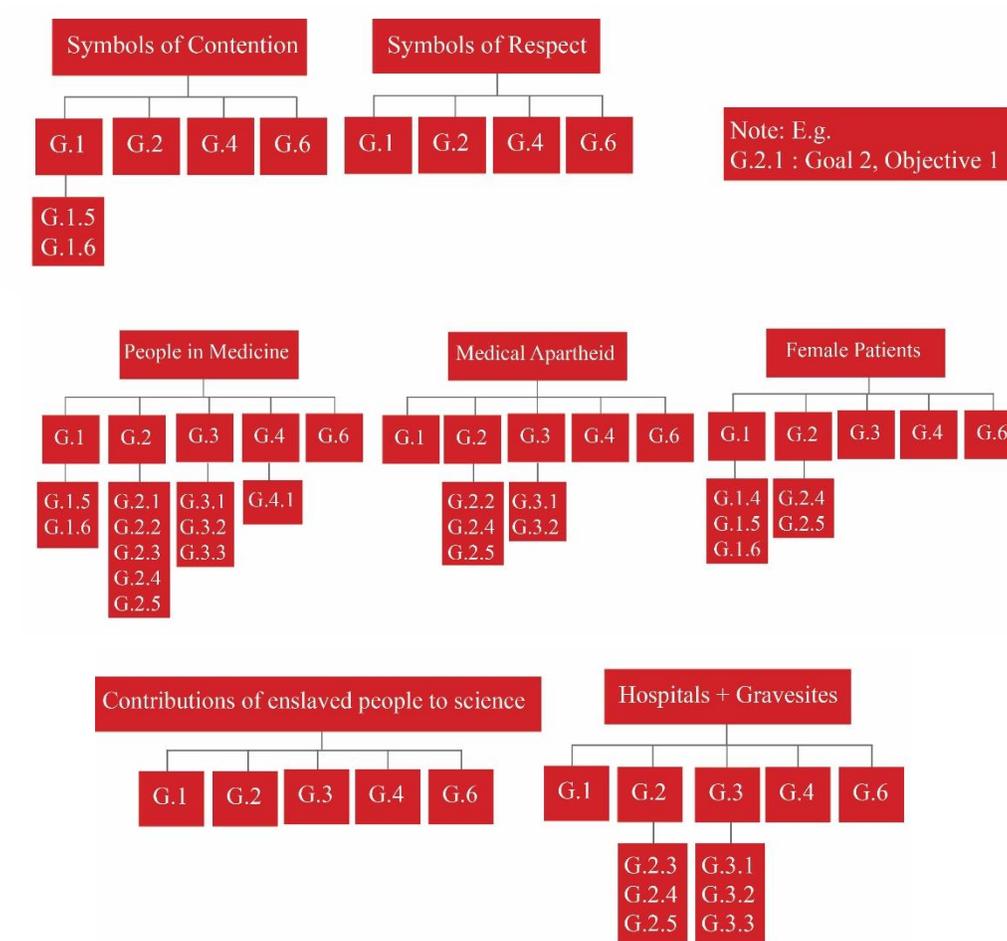


Figure 23 Goals and Objectives according to themes

## Media Matrix

A media matrix is developed for the interpretation plan in order to determine how the themes can be interpreted effectively to the audiences.

Table 2 Media Matrix for different themes of the interpretative plan

| Tools/Media              | People in Medicine | Medical Apartheid | Female Patients | Contribution of enslaved people to Science | Hospital + Gravesite | Symbols of Contention | Symbols of Respect |
|--------------------------|--------------------|-------------------|-----------------|--|----------------------|-----------------------|--------------------|
| Abstract Art form        |                    | ✓                 | ✓               |  |                      | ✓                     | ✓                  |
| Exhibits of artifacts    | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Interactive Guided tours |                    | ✓                 |                 |  | ✓                    |                       |                    |
| Lectures & Focus Groups  | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Travel Panels            | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Speakers                 | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Brochures                | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Booklets/ Posters        | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Digital Storytelling     | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| Official webpage         | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| E-news letters           | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |
| E- apps                  | ✓                  | ✓                 | ✓               | ✓  | ✓                    | ✓                     | ✓                  |

## Preparing the Planning Table

The table below explains what type of audiences each of the goals of the interpretation plan will serve and the outcomes that is expected from them. The table also outlines the challenges and opportunities.

Table 3 Outlining challenges and opportunities

| Goals                            | Strategic Audiences /Stakeholders  | Goal Outcomes   | Themes                  | Opportunities  | Challenges   |
|----------------------------------|--|---|-------------------------|--|--|
| Enhance the historic experience  | All visitors who are interested in on-site/in-person interpretative services | Visitors have a holistic experience inclusive of personal interaction and engagement.   | All themes              | <p>The location of the sites in a walkable distance to each other.</p> <p>Presence of many historic buildings well preserved all over downtown area.</p> <p>The historic structures have direct connections to the themes involved</p>                   | <p>Connecting various historic locations cohesively to the themes.</p> <p>Brainstorming the creative ways to bring the stories in a physical form.</p> |
| Propose an interpretation center | The city, EJI foundation, etc.   | <p>To establish an office that manages and implements the objectives of the plan.</p> <p>A center where the visitors can receive brief information on the services available.</p> |                         | <p>The Dr. J. Marion Sims office building is currently in use as an office building.</p> <p>The downtown area of Montgomery uses form- based codes.</p> <p>Can partner up with EJI foundation in the creative process and for funding opportunities.</p> | <p>To convert the office into an interpretation center.</p> <p>To establish a community group that manages the center.</p>                             |
| Protect the resources            | Self-guided visitors, School children,                                       | To establish an office that manages and   | All themes that require |  | To protect the resources from weathering   |

|                      |  |  |                       |  |   |
|----------------------|--|--|-----------------------|--|---|
|                      | Educational groups,<br><br>Tour participants | implements the objectives of the plan.                       | tour around the city. | All themes that require tour around the city.  | effects, vandalism, etc.<br><br>To establish a department solely responsible for the protection of the resources. |
| Protect the visitors | All visitors                                 | To provide a safe and inclusive environment for the visitors | All themes            | Can collaborate with the city government to enhance the walkability and bikeability of the city. | The current condition of the streetscape that needs improvement.  |

**Opportunities and challenges that can impact the interpretative Plan**

**Opportunities**

- Well-documented history of slave trade and the civil war
- Well-established museums, memorials and events organized.
- Presence of Montgomery Historic Society Preservation Associations.
- Availability of different types of grant programs such as state preservation program, historic preservation fund grants, local preservation, African American Civil Rights Grants, etc.

## Challenges

- Connecting different historic locations cohesively.
- Research on the undocumented victims and stories of medical apartheid.
- Generating foot traffic in all the locations.
- The vastness of the historic trail if any which could be all around Montgomery.
- Providing infrastructure, accessibility, medium of disseminating information.
- Collecting data that is prevalent to the themes of the interpretative plan and organizing them accordingly.

## Identifying target audiences and potential audiences

Identifying the target and the potential audiences is one of the crucial parts of the interpretative plan because it gives us a head start on what kind of audiences will be most interested in what type of historical themes. Identifying these audiences helps us understand what kind of services are needed and can enhance their overall experience.

To identify these audiences, we can address some of the specific questions to the stakeholders and partners such as:

- What type of audiences do we want to see grow?
- What are those services that can attract their attendance?
- How can we target those groups?
- What types of tools can help market to these groups?
- Who will be responsible to do the marketing?

## Target Audiences

The target audiences for this particular concept in the interpretative plan are:

- Residents
- Historians
- Medical Researchers
- Doctors and physicians
- Medical and non-medical college students
- School students
- Visitors – national, local and international
- Media

## Identifying potential stakeholders

The potential stakeholders for the interpretation plan who can contribute in the planning process and benefit from the outcomes are:

- University of Alabama
- Hospitals
- Recreational Facilities like destination hotels
- Community and neighborhoods
- Non-profit organizations
- Social services
- Museums/ Memorials
- Preservation trusts

- Businesses
- Laboratories
- Medical care system
- Montgomery Area Chamber of Commerce Historical Preservation and Promotional Foundation Alabama

## Identify the infrastructure development required to recreate the themes

Creating important infrastructure that can support the themes is another step to take in the interpretative plan. If we are talking about heritage walk around the neighborhood, we will make arrangements of bus services for the tourists or visitors to have easy accessibility to these sites or identify the possible routes and sidewalks that leads to these different venues.

## Creating an Action plan

Once all of the objectives and goals of the interpretative plan have been laid out, the interpretative plan will need to create an action plan in order to strategize the actions that need to be taken over time. The action plan will include reviewing the overall plan, setting priorities, determine the capacity of resources available or in need of, estimating costs of attaining the set goals, assigning the responsibilities to the respective departments and creating a timeline of the actions to be taken.

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