



# HFC *on* MEDIA

May / June | 2005

Issue 7

## From the Manager

*Change is the law of life. And those who look only to the past or present are certain to miss the future.*

—John F. Kennedy

If you are a member of the National Park Service or, for that matter, if you are a federal employee, you are affected by change. Like its colleagues in the field and program offices, Harpers Ferry Center is changing. And like change anywhere, the experience is at once exciting, and unsettling. As HFC Manager, my task is to ensure that we manage change in a manner that ensures we meet all our commitments to the parks, that we ensure the highest possible levels of both quality and accountability, and that all of us at HFC always remember that this center exists only for the purpose of serving the parks.

In the coming months, you will see Harpers Ferry Center move from being a producer of interpretive media to becoming a facilitator of the production of interpretive media. There will be a much greater reliance on contractors and a focus on a project management approach to all our work. We will improve our communication with all parties before, during, and after projects.

*If you want to make enemies, try to change something.*

—Woodrow Wilson

Change is neither easy nor comfortable. While we will try to restrict the discomfort to within HFC, there are issues that we and the parks must work together to solve. Through our experience in a recent month-long OMB PART (Program Assessment Rating Tool) undertaking, we have been clearly warned that like it or not, we must find ways to measure the effect of NPS interpretive programs, both personal and non-personal. We need to keep expectations reasonable, and we need to listen to one another with understanding and trust.

One way that you can help HFC effect change in a way that benefits the National Park Service is to let us know your feelings about this newsletter. Does it meet your needs? If not, what would you like to see in HFC *on*MEDIA? Email me at [gary\\_cummins@nps.gov](mailto:gary_cummins@nps.gov).

— Gary Cummins

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# D-Day Remembered

## *The Normandy American Cemetery Interpretive Center*

**On March 23, 2005, representatives of the American Battle Monuments Commission (ABMC) and a team of Harpers Ferry Center media specialists scrutinized architectural plans, site drawings, and proposed exhibit displays for the new Normandy American Cemetery Interpretive Center. The structure, scheduled to open in 2007, will sit adjacent to the Normandy American Cemetery and Memorial on a bluff overlooking Omaha Beach and the English Channel in Colleville-sur Mer, France. The meeting was the culmination of a three-year process begun in 2003 to provide ABMC with advice and guidance on the design and development of that organization's first ever interpretive center.**

The American Battle Monuments Commission was established by Congress in 1923 to honor the accomplishments of the American Armed Forces where they have served since World War I. The Commission administers, operates, and maintains twenty-four permanent American burial grounds on foreign soil. The Commission also administers, operates, and maintains twenty-five memorials, monuments or markers, including the National World War II Memorial on the Mall in Washington, D.C. Designing and building an interpretive center, however, was something completely new to ABMC, and Congress recognized this. In the FY 2002 appropriation bill for the new Normandy facility, Congress directed ABMC to work with the National Park Service, recognizing that this agency has extensive experience in designing and developing interpretive media for battlefields and military parks across the country.

### **Assembling the Troops**

In March 2003, ABMC invited Harpers Ferry Center Museum Curator Bill Brown

to attend a design charette for the new interpretive center. Based on his own involvement in developing exhibits for Gettysburg National Military Park and other American Revolution and Civil War battlefield sites, Brown recommended interpretive treatments including exhibit displays, artifact displays, and audiovisual content. The group explored various approaches to help connect visitors to the momentous events of D-Day, June 6, 1944.

ABMC subsequently contracted with the Smith Group, an architectural firm in Washington, D.C., to design the new interpretive center. The Smith Group, in turn, brought in Gallagher & Associates, an exhibit planning and design firm (and a National Park Service Indefinite Delivery-Indefinite Quantity contractor). Bill Brown attended a second planning meeting in March 2004. Denver Service Center agreed to review architectural plans and specifications. David Guiney of the HFC Interpretive Media Institute (IMI) and Paula Beale, an HFC exhibit

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The National Park Service cares for special places saved by the American people so that all may experience our heritage.

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planner, were also brought in to facilitate in-depth review of the planned interpretive exhibits. Collaboration between ABMC and the National Park Service was in full swing.

Paula Beale had recently worked with the American Battle Monuments Commission on another project – as writer-editor of the official park brochure for the National World War II Memorial in Washington, D.C. Here ABMC and the National Park Service entered into a unique collaboration which included Harpers Ferry Center, National Capital Parks, and the National Capital Region. The National Park Service contributed their expertise in design, interpretive writing, and print production. ABMC contributed subject matter expertise, photographs, and reviewed the brochure through every step of the design process. Beale characterizes the collaboration as a “productive partnership, where each organization brought their unique strengths to the table.” The result was a very effective brochure for

visitors to the memorial.

### The Project Roundtable

The March 23, 2005 meeting between HFC and ABMC was suggested and hosted by David Guiney of the HFC Interpretive Media Institute. IMI periodically hosts project roundtables on media development. At these roundtables, project leaders from either within or outside the National Park Service present their interpretive media projects to a panel of interdisciplinary media specialists using narratives, drawings, images, models, audiovisuals, and other display materials. The panel then typically discusses the perceived strengths and weaknesses of the project and offers recommendations for improvements. Guiney thought this would be the perfect forum for ABMC to present the final concept plan for their interpretive center exhibits.

Six media specialists from Harpers Ferry Center participated: David Guiney

### New Employees

#### Dede Feghali

Dede Feghali is HFC's new Deputy Associate Manager for Human Resources. She comes to Harpers Ferry Center from the NPS Denver Administrative Program Center, where she served for eight years as liaison to the Washington Office. There she was responsible for program research and development for the Servicewide Human Resources Program. Recent projects included serving as a member on, and leading sub-teams within, the Departmental Human Capital Team. She was also the NPS Bureau Dispute Resolution Specialist, in charge of program coordination of all Alternative Dispute Resolution (ADR) efforts including workplace disputes, environmental conflict, procurement disputes, public participation policy, and negotiated rulemaking. Earlier in her career, Dede worked for six years in WASO as a senior Staffing Specialist in the HR Policy Office; for the U.S. Fish and Wildlife Service, administering the Ethics Program and providing personnel servicing for all GS-14s and 15s; and for the Bureau of Land Management, where she provided the full range of personnel services for Headquarters and their Eastern States Office.

#### Staci Gorden

Harpers Ferry Center welcomes Staci Gorden, our new Production Assistant for Audiovisual Productions. A native of Washington, D.C., Staci comes to HFC from Issembert Productions, Inc., in Washington, where she helped produce a series of educational videos. She has also worked on several television productions, including the documentary *Nine Men Down* on The History Channel and *To the Contrary*, a public affairs show on PBS. Staci received a B.A. in Economics from the University of Virginia and a M.A. in TV-Radio-Film from Syracuse University.



NPS audiovisual producer Tim Radford (right) argues for a stronger visual and emotional impact in the opening exhibits of the Normandy Interpretive Center, while Ed Boulté (left) and Michael Lacombe look on.

(exhibit planner), Paula Beale (exhibit planner), Michael Lacombe (exhibit designer), Joyce Morris (exhibit producer), Tim Radford (audiovisual producer), and Ed Boutte (audiovisual technical specialist). The representatives from the American Battle Monuments Commission were Tom Sole (Director of Engineering), Mike Norbury (Engineer), and Mike Conley (Director of Public Affairs). Gallagher & Associates participated by conference phone.

### Kudos All Around

The HFC media specialists were impressed with the overall scope and scale of the Normandy interpretive center exhibits. The exhibit themes of “Competence, Courage, and Sacrifice,” they observed, will help tie the exhibit experience together. Issues the panel discussed included noise from hard interior surfaces, glare from glass and polished steel exhibit surfaces, and the length of some text panels – which appear in both French and English. They also recommended the use of larger graphics and perhaps a few more compelling artifacts to personalize the story of the D-Day invasion. The entire team applauded ABMC for the effort they are making to enrich the visitor’s opportunity to fully understand and appreciate the Normandy cemetery and landing site. One specialist on the panel described the planned exhibits as “rich and clean.”

The team from the American Battle Monuments Commission commended the detailed input they received. Said one participant, “We do a very good job of maintaining and managing American cemeteries and battle monuments, but designing and developing effective interpretive media is a something new to us.” With input from the Interpretive Media Institute project roundtable, and from HFC media specialists over the past three years, ABMC anticipates the Normandy American Cemetery Interpretive Center exhibits will engage visitors of all nationalities in the compelling stories of D-Day, June 6, 1944.



*Above: Aerial view of the Normandy American Cemetery and Memorial in Colleville-sur Mer, France. The cemetery sits on a bluff overlooking Omaha Beach and the English Channel.*

*Below: Southeast perspective of the new Normandy American Cemetery Interpretive Center.*



### Retirees

#### Bob Grogg

Bob Grogg completed a 35-year career with the National Park Service in March 2005. As a writer/editor in the Division of Publications, Bob worked on scores of park brochures and handbooks, and was instrumental in managing the development of the *Underground Railroad* handbook. Bob went on to serve as Deputy Chief of the Division of Publications, Associate Manager of Wayside Exhibits, and, after a recent reorganization of HFC, Associate Manager of Media Development. In November 2005, he started this newsletter, HFC onMedia.

#### Dan Podufal

Audiovisual electronics technician Dan Podufal retired at the end of April. Dan’s career at HFC spanned 19 years and included work at over 300 park sites. Dan has been involved in the design and installation of AV equipment from the old 8-track LaBelles to the latest solid state projection systems. He’s also spent many hours helping parks troubleshoot their existing equipment and finding ways to put things back into operation. Dan’s most challenging project, and perhaps one he enjoyed the most, was the design and installation of AV equipment for Steamtown NHS in Scranton, Pa.

#### Dan Riss

Archeological object conservator Dan Riss retired this past March after a 31-year career at HFC. Dan came to the Center in September 1974, where he served as an apprentice/assistant museum specialist. He was subsequently promoted to museum specialist, and worked primarily on treating objects and on reviewing and recommending lighting and environmental conditions for artifact displays. Among the most notable artifacts Dan worked on were 2,000-year-old objects for Hopewell Culture NHP, lathes and boring machines in the Edison NHP machine shop, and jackhammers used to carve Mount Rushmore.

# Never Judge a Book by its Cover

## Conserving the Fort Stanwix Orderly Book

In 1776, General George Washington issued a summary order to the Continental Army requiring each company to maintain an orderly book. Orderly books provided a daily record of military orders, and would be regularly read to the men so there could be no excuse for misunderstanding or neglecting orders.

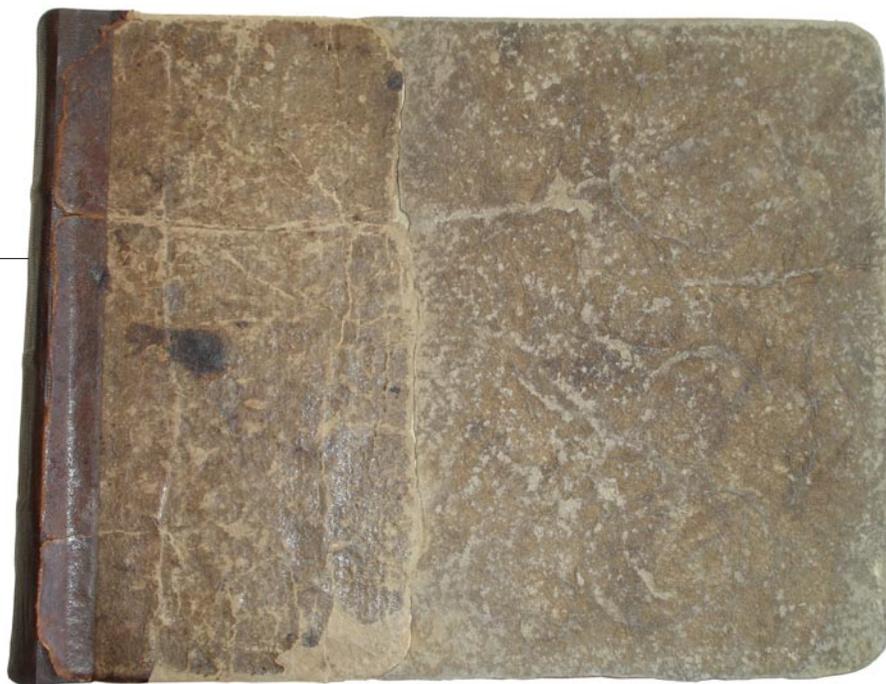
One prime example is the orderly book of Major John Graham's Company of the 1st New York Regiment that was kept at Fort Stanwix, N.Y. from August 9, 1779 to July 12, 1780. Over the years this unique, hand written record of daily events at the fort had suffered extensive damage and was in poor condition. Through a series of complex steps and exacting treatment procedures, the paper conservators at Harpers Ferry Center successfully completed the conservation of this irreplaceable document that contains "all Orders which are necessary to be communicated to the Men."

### A Team Effort

When the Fort Stanwix orderly book arrived at the paper conservation laboratory, half of the front cover was missing and much of the leather from the spine was detached and lost. Numerous pages were dirty, damaged, tattered or torn. The sewing threads that once bound the book together were now fragile and loose.

This condition threatened the structural stability of the book. Preserving this important document required a team of experts, including NPS paper conservators Nancy Purinton and Theresa Shockey, contract book conservator Janice Stagnitto Ellis, and international conservation interns from the Taiwan National College of Arts.

The conservation treatment began with a careful visual examination and microscopic analysis of the artifact. The conservators documented in detail the nature and extent of damage, identified the materials used to fabricate the object, and determined the structure of the book. During their investigation, they found that the sewing pattern used to



*Top to bottom: After carefully examining the Orderly Book, a conservator removes sections of pages, called "gatherings," for conservation treatment. These gatherings are later bound back together with special linen thread. When the Orderly Book arrived at the conservation laboratory, half of the front cover was missing and many pages were dirty, damaged, tattered or torn. During conservation treatment, a new section was created for the front cover and attached to the remains of the original cover.*

bind the book together follows an English trade technique used at the end of the 18th century to the beginning of the 19th century for sewing large books. This information helps to validate the dates that the orderly book was kept.

Once written and photographic documentation was complete, the book was carefully disbound, or taken apart, into its separate elements which included front and back covers, sections of pages (called gatherings), and spine. The spine is the flexible leather hinge that holds the front and back covers together. Given the extent of damage and fragility of the materials, delicate tool skills and very sensitive tactile abilities were required of the conservators. All the fragments of paper, leather, and original sewing thread from the book were saved for further research. Investigation showed that the threads were 3-ply linen thread.

### From Paper to Pixels

After the book was disbound, the conservators proceeded with the treatment of each individual page. Over a period of several weeks, dirt was carefully removed from the pages under a microscope. Tears in the paper were mended with laboratory prepared wheat starch paste and thin, but strong, handmade tissue. After all the pages were cleaned and mended, the conservators took the opportunity to digitally scan each of the pages. By so doing, the conservators have greatly expanded access to the information while prolonging the preservation life of the object by reducing the need for handling.

These page scans are being used right now for an interactive touch-screen kiosk program currently being developed by Harpers Ferry Center. This kiosk will provide access to selected orderly book pages, text transcriptions, accompanying interpretive information, and images of the entire conservation process. Using

the touch-screen kiosk, scholars, students, and other visitors to Fort Stanwix National Monument will be able to access a digital record of history at the fort, from punishment handed out for disobeying orders to the protocol soldiers observed for celebrating the anniversary of British General Burgoyne's defeat at the battles of Saratoga.

### Putting It All Back Together

After conserving the individual pages, the book was expertly reassembled by the conservators and the conservation interns. Because the book was originally sewn together, the old, now mended, sewing holes were re-used. To compensate for half of the missing front cover of the book, a new section was created out of archival quality materials and attached to what remained of the original cover. Because the original spine leather was damaged beyond use, a new piece of leather was thinned before inserting it underneath the original leather fragments.

It took a team of HFC paper conservators, a book conservator, and a group of conservation interns trained in book conservation to bring this important document back to life. Through their expert handling of the conservation treatment and foresight in digitizing the information, the orderly book of Major John Grahm's Company of the 1st New York Regiment can continue to elevate our understanding of military life in the Continental Army in general, and at Fort Stanwix in particular.

The orderly book will be on display in the new Marinus Willett Collection Management and Education Center at Fort Stanwix National Monument in Rome, New York. The interactive touch-screen kiosk program will accompany the display. The new center opens in July 2005.



*Top: Under a microscope, dirt is removed from the pages of the Orderly Book. Bottom: A conservator carefully sews the page "gatherings" back together.*

# HFC Films Receive Awards

## International Wildlife Film Festival

Two recent Harpers Ferry Center films have received First Place awards at the 28th Annual International Wildlife Film Festival. This is a very prestigious competition – other winners this year include National Geographic, Discovery, BBC, and NHK/Japan Broadcasting.

### *Mosaic of Diversity* (Olympic National Park)

Credits: Tim Radford (Producer/Director), Chuck Dunkerly (Producer/Editor/Production Manager), Steve Ruth (Cinematographer), Amber Perkins (Production Assistant), Michele Hartley (Production Assistant), Steve Cannon (Production Assistant /Assistant Editor), Eric Epstein (equipment specialist), Mary Ann Kave (mastering/captioning/audio description), Ed Boutte/Warren Duke (theater advisors), Delia Garza/Jeanette Fravel/Cindy Hall (administrative assistance).

- Best Nonbroadcast Program
- Merit Award for Editing
- Merit Award for Photography
- Merit Award for Unique Footage

*View from Blue Mountain in Olympic National Park. Photo by Fiona Harrison.*

### *Remembered Earth* (El Malpais National Monument)

Credits: John Grabowska (Producer/Director/Writer), Steve Ruth (Cinematographer), Val Coffey (Production Assistant), Michele Hartley (Production Assistant), Mary Ann Kave (mastering/captioning/audio description), Warren Duke (equipment specialist), Delia Garza/Jeanette Fravel/Cindy Hall (administrative assistance).

- Best Government Agency Program
- Merit Award for Script
- Merit Award for Photography
- Merit Award for Music

## Worldfest International Film Festival

### *Stones River: A Hard Earned Victory* (Stones River National Battlefield)

This interpretive video, produced and directed by Anne Tubiolo, has received the Platinum Remi Award (best in category) at the Houston Worldfest International Film Festival. Congratulations to Anne and the project team, which also includes Val Coffey, Steve Cannon, Eric Epstein, Delia Garza, Michele Hartley, Mary Ann Kave, Beverly Rinaldi-Alt, Lisa Royse, Steve Ruth, and Tony Sciantarelli.

## Education Matters: *Communicating the NPS Education Mission*

On April 26-28, HFC education specialist Lakita Edwards attended the National Park Service Education Council meeting to help draft a short-term action plan, budget, and timeline that will accompany the Council's charter, *Renewing Our Education Mission*. According to Edwards, this action plan will focus the work done by Education Council work groups and lay out a strategy to engage the NPS and its education partners more broadly. One priority action item of this strategy involves communication.

The development of a communications strategy ensures the NPS is consistent in its commitment to education, and that the public sees the parks as resources for learning. Communications strategies must be developed to reach both priority internal and external audiences. The Internet was championed by the charter and the Council as a key tool to connect people with the places that protect and preserve our natural and cultural heritage. The Council's charter specifically states: "Our website, NPS.gov, must be recognized as a primary and unmatched method of communicating with the general public. We must take full advantage of its multi-media capabilities and its inherent ability to reach targeted audiences with specific information."

The Education Council advocates the need to support research and development with this medium that has truly changed how the world communicates. More importantly, how we use the Internet may very well affect how the National Park Service maintains its relevance in the 21st century.

For more detailed information on the education items put forth in the Education Council's Charter, please refer to this online PDF document: [www.nature.nps.gov/LearningCenters/new/renewmission\\_jun03.pdf](http://www.nature.nps.gov/LearningCenters/new/renewmission_jun03.pdf)



# Before and After

## Jefferson Rock Recovers from Vandalism



*(Inset) January 2005: HFC objects conservator Greg Byrne tests a variety of solvents as he begins the process of removing the red paint vandals had sprayed on Jefferson Rock. Initial investigation ensured that he would find a solvent that would remove the paint, but not discolor the rock.*

*April 2005: Byrne and Barbara Cumberland successfully complete removal of paint from Jefferson Rock.*

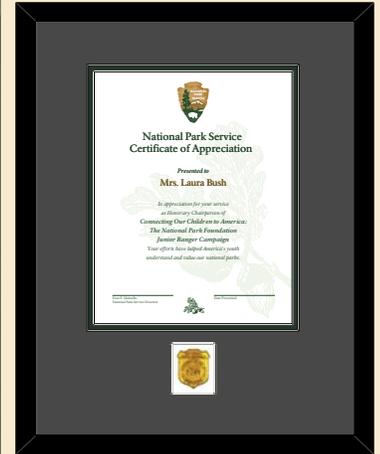
As reported in the February 2005 issue of **HFC onMEDIA**, historic Jefferson Rock in Harpers Ferry NHP was damaged by vandals, who sprayed the landmark with red paint and covered nearby rock faces with graffiti. Greg Byrne, HFC objects conservator, was called in to assess the damage and provide guidance on appropriate methods for removing the paint without further damaging the landmark. Byrne subsequently began the process of removing the paint, using solvents that didn't discolor the rock.

We're happy to report that Byrne's work was completed this spring and that virtual-

ly all remnants of paint have successfully been removed from Jefferson Rock. In addition, three young men were arrested on federal felony indictments stemming from the December 2004 incident. Two indicted brothers, 18 and 20, face penalties of up to 15 years imprisonment and a fine of up to \$500,000, if convicted, and the third man, 22, faces up to five years and a \$125,000 fine for allegedly trying to help the brothers escape punishment.

### Identity News

*Certificate created for first lady*



Harpers Ferry Center's Office of National Park Service Identity recently designed and managed the fabrication of an award for First Lady Laura Bush. The award was presented to Mrs. Bush by NPS Director Mainella on April 21, 2005 during ceremonies at the Jefferson Memorial. Mrs. Bush was being recognized for her service as honorary chairperson of the National Park Foundation's Junior Ranger Campaign.

The award was designed by University of Cincinnati design student Zach Norman during his three month tenure as an intern at HFC. Norman worked under the supervision of Bob Clark, the Senior Designer in the Office of NPS Identity.

The award features a framed certificate designed to reflect new NPS graphic identity standards. The certificate includes an acorn motif background that reflects a similar design once worn as a brassard (patch) by NPS superintendents and other park personnel. The award also includes an official National Park Ranger badge.