



Audiovisual Arts

Waysides

HARPERS FERRY CENTER

Exhibits

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Annual Report

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Publications

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“I am very pleased to learn that those directly involved with the people, resources, and issues of our Southwestern parks found the new Harpers Ferry Center film, *Breath of Life*, to be successful in treating those issues in an accurate and sensitive manner. The Harpers Ferry Center is striving to produce interpretive media of all types that deal with park issues forthrightly, and in a manner that ensures that different perspectives, the so-called, forgotten stories, are not ignored.”

Robert Stanton
 Director
 National Park Service

WHY PUBLISH an ANNUAL REPORT?

This document is the second of an annual reporting on Harpers Ferry Center activities. There are three principle purposes of the *Harpers Ferry Center Annual Report*:

1. Accountability The Harpers Ferry Center (HFC) was established to serve the national parks. Because nearly half of HFC's funding is derived from park project monies, it is important that our project clients who provide this funding understand how HFC functions and how their project funds are utilized.

2. Information Sharing Harpers Ferry Center is a dynamic operation. During the past two years, many changes have occurred in organization, process, personnel, technology, and services. We expect that more changes are likely. It is vital that everyone connected with HFC in any way is aware of these changes and their impacts on the National Park Service (NPS).

During the course of many meetings between HFC and park interpreters, park superintendents, regional and support office staff members, and the HFC External Advisory Board, we have learned that HFC has contributed to the significant lack of understanding about how the Center is funded, how its work priorities are established, and about the range of products and services that

HFC provides. The *Harpers Ferry Center Annual Report* is a means by which HFC intends to reduce this "information gap."

3. Forecasting It is not possible to predict all change. Yet, when we initiate change, we need to let our park clients know about it. This applies to organizational changes, new processes, new products, and new services or improvements on existing services. This Annual Report contains information on changes being finalized for Fiscal Year 2000 or other changes under consideration.

The Internet We have chosen to deliver the *Harpers Ferry Center Annual Report* via the Internet because we believe this medium will expand as the method of information delivery for both private and public sectors. The NPS will benefit from increasing its use of the Internet for this reason. We also reduce annual report costs associated with printing, binding, handling, and mailing. In the process, paper and other products used to produce a printed document are eliminated.

Comments on the Annual Report

It is important that the *Harpers Ferry Center Annual Report* proves useful to our clients. In this regard, we appreciate any comments you have, including ideas on format, readability, level of information, or any changes you would like to see incorporated into the next edition. At the end of the document, you will find an evaluation sheet. Please take a few minutes to fill it out and send to:

Manager
Harpers Ferry Center
National Park Service
Annual Report Comments
Post Office Box 50
Harpers Ferry, WV 25425

HFC MANAGER'S UPDATE: FY '00 Forecast

This Harpers Ferry Center Annual Report is a historical document that describes the Center's activities during Fiscal Year 1999. However, history is always a work in progress, and it does not go on hold while we compile data for the report. Many events have occurred between the October 1, 1999, closeout and the time you read this report in 2000. Those that will significantly affect HFC in FY '00 are summarized below.

- Andy Kardos, HFC's Associate Manager for Interpretive Planning and the Acting Deputy Manager, retired on February 3, 2000. Andy played not only an important role in improving the quality and effectiveness of interpretive planning, but also was a key influence in instituting needed changes within the Harpers Ferry Center. His absence as a capable leader, manager, and intellectual force is felt greatly at the Center.
- Frank Seng, the National Park Service Management Officer, completed a thorough management review of the HFC Audiovisual Depot, requested by the Center's manager through the Director on March 17, 2000. The review analyzed the actual costs of AV repair and replacement as well as the current inventory of HFC-owned AV equipment. The report identified the need to improve AV-related

information sharing among NPS functions and identified the need for HFC to produce AV media that are generally unrestricted for broadcast. Also identified was the need for HFC to offer AV expertise to other NPS programs so that HFC can continually identify and account for its clients and services. Seng recommends the following actions:

- Obtain long-term base funding (e.g., 5-year appropriations) for HFC to develop long-term AV systems planning.
- Establish National Park Service AV equipment standards to provide parks with preventative maintenance, continuing and reliable AV operation, and the economies of efficiencies of quantity discounts and nationwide procurement.
- Increase the on-call AV technical staff to provide parks with support services required for sophisticated, computer-controlled AV systems.
- Limit expensive and labor-intensive warehousing of AV equipment by converting to a "just-in-time" AV supply system to support the parks.
- Update HFC AV production policies so that NPS AV media are generally unrestricted for public broadcast.



Harpers Ferry Center location

"I do want to thank you and your staff for your kindness to me and for the effort it took to locate the photos. It is people like you and those who work with you who represent the best in government service."

Mr. Jack Simmons
Park Visitor

continued on next page

HFC MANAGER'S UPDATE: FY '00 Forecast

- Harpers Ferry Center had a base increase request in motion for Fiscal Year 2001. The effect of the \$6.9 million dollar increase would be the creation of a stable financial platform from which the Center could affect changes necessary to provide faster and less costly services to the parks. Overhead charges no longer would be levied against projects. The Audiovisual Equipment Depot business practices would improve. A Client Services Division would be established to coordinate projects, improve communications with parks/clients, and the Major Rehab Program could be reconstituted. At the last moment, the HFC base increase was removed from the National Park Service budget request. At this writing, HFC is still assessing the impacts of this action. It is likely that the program most affected will be the Major Rehab program.
- The Associate Manager for Client Services position was advertised and a certificate of eligibles was prepared. However, the loss of the anticipated base funding mentioned above resulted in the cancellation of this recruitment action.
- On March 30, 2000, representatives from the Denver Service Center (DSC) and HFC met at the Center to discuss project management and

development of improved channels of communication so that DSC and HFC can better coordinate their efforts on line-item projects. This meeting established ambitious action items that will align the work of the two service centers with resultant improvements in communication and service to the parks.

- The Director has assigned a major component of the National Park Service "Messaging Project" to HFC. During Fiscal Year 2000, HFC will produce a set of design standards for all National Park Service visual communication items including reports, news releases, site bulletins, business cards, and permanent and temporary orientation signage. The eventual product will be a so-called "NPS Style Guide."
- The Director has also assigned major responsibilities to HFC concerning *Discovery 2000*, the National Park Service general conference scheduled for early September 2000 in St. Louis, Missouri. These responsibilities include the production of a video that will become an NPS employee orientation video, conference design, the conference web site, and the conference trade show, "Expo 2000," which will feature a variety of products and services available to park visitors and supporters.

EXPERIENCE
YOUR
AMERICA



NATIONAL PARK SERVICE GENERAL CONFERENCE
September 11-15, 2000 • St. Louis, Missouri

Gary Cummins
HFC Manager

FY '99 ACCOMPLISHMENTS

DEPARTMENT OF AUDIOVISUAL ARTS

Completed the following projects:

- 5:00-minute exhibit-related video program “Light of Liberty” for Thomas Jefferson Memorial
- 12:00-minute video program titled “Lost, But Found” for The Association of National Park Rangers
- 8:00-minute video tour of the upper floors of the Main House for James A. Garfield National Historic Site
- Conversion of “Living Waters of the Big Cypress” from film to video with captions and installation
- Edited “Capulin Mountain” film; recorded new narration and new music; had show captioned and put on laser disc; programmed SuperBox, a controller for optical disc players
- Added “Under These Fields” to “The Hohokam” master; had both shows captioned and put on laser disc; programmed SuperBox for Casa Grande Ruins National Monument
- Conversion of Harry S. Truman National Historic Site sound/slide show from Arion equipment to compact disc
- Added “Push Button” frames to master and had laser discs made; programmed SuperBox for Odyssey Production-produced video for Herbert Hoover National Historic Site
- Added “The Lowell Plan onto the D2 master of “The Industrial Revelation – Center Screen;” had both shows captioned and new discs made; programmed SuperBox
- Conversion of “Checkmate on the Hudson” from film to video for Saratoga National Historical Park
- Audio tour for Western Historic Trails Center of exhibit area to provide access for persons with vision impairments
- 7:00-minute audio program on Spanish military music and a 5:00-minute audio program on Spanish language commands/soldiers drilling for San Juan National Historic Site
- Audio message for Casa Grande Ruins National Monument
- Eight outside audio messages for Herbert Hoover National Historic Site
- Audio program for Amistad National Recreation Area
- Interactive map program for Cabrillo National Monument
- Corrected the Mirror Tunnel program for Everglades National Park



Harpers Ferry NHP touch screen program

FY '99 ACCOMPLISHMENTS

- Interactive video for Chisos Basin, Big Bend National Park
- Videotaped the fireworks event for Harpers Ferry National Historical Park
- Transferred slide show to video for North Cascades National Park
- Consulted with Redwood National Park on contract for video production
- Converted "Arkansas Post Revisited" to video
- Provided digital transfer of "Scotty's Castle" for Death Valley National Park
- Transferred "Frederick Douglass – An American Life" and "Fighter for Freedom – The Frederick Douglass Story" to video
- Edited "Fire Preparedness" class tape for Harpers Ferry Center, Department of Conservation
- Captioned "The Free Land" for Homestead National Monument of America and transferred to video
- Converted Thaddeus Kosciuszka National Memorial sound-and-slide program to English and Polish and transferred it to video for Independence National Historical Park
- Revised "Home of the Mountain Goat" sound-and-light show and converted it from Arion to compact disc for Mt. Rainier National Park

- Created data tape of sound effects for Glendale/Malvern Hill fiber optic map program for Richmond National Battlefield Park

Scheduled/Started/Completed location filming for:

- Martin Luther King National Historic Site, "Discovery Station"
- Jean Lafitte National Historical Park and Preserve "French Quarter" programs
- Cape Hatteras National Seashore
- Zion National Park
- Great Smoky Mountains National Park
- Martin Luther King National Historic Site
- Fort Smith National Historic Site
- San Juan National Historic Site
- Department of Interior, United States Geological Services

Completed the following installations:

- Saguaro National Park
- Great Smoky Mountains National Park
- Big Cypress National Preserve
- Salinas Pueblo Missions National Monument
- Great Falls Park, a unit of George Washington Memorial Parkway
- Frederick Douglass National Historic Site

FY '99 ACCOMPLISHMENTS

- Jean Lafitte National Historical Park and Preserve
- Harpers Ferry National Historical Park
- Manassas National Battlefield Park
- Brown vs Board of Education National Historic Site
- Andrew Johnson National Historic Site
- Biscayne National Park
- John Day Fossil Beds National Monument

Visited the following parks and provided training and assistance:

- Ellis Island, (Statue of Liberty National Monument)
- Biscayne National Park
- Everglades National Park
- Martin Luther King National Historic Site
- Andersonville National Historic Site

Participated in the following Interpretive Planning trips:

- San Francisco Maritime National Historical Park
- Death Valley National Park
- Castillo de San Marcos National Monument
- Fort Matanzas National Monument
- Mt. Rainier National Park
- Isle Royale National Park

Attended planning meeting for:

- Wrangell- St. Elias National Park and Preserve
- Dayton Aviation Heritage National Historical Park
- Fort Smith National Historic Site
- Valley Forge National Historical Park
- Lake Mead National Recreation Area
- Zion National Park
- Olympic National Park
- National Constitution Center, Philadelphia

Involved with theater planning for:

- Death Valley National Park
- Great Smoky Mountains National Park
- Dayton Aviation Heritage National Historical Park
- Badlands National Park

Tested equipment and programmed SuperBox for:

- Fort Laramie National Historic Site
- Salinas Pueblo Missions National Monument
- Ellis Island, (Statue of Liberty National Monument)
- Jean Lafitte National Historical Park and Preserve
- Statue of Liberty National Monument
- James A. Garfield National Historic Site



New movie for Salinas Pueblo Missions NM

FY '99 ACCOMPLISHMENTS

- White Sands National Monument
- Homestead National Monument of America
- The White House
- Independence National Historical Park
- Biscayne National Park

Attended NAI Conference

Assisted with (staging) setting equipment for presentations and speakers at Ranger Rendezvous (Tucson, Arizona)

DEPARTMENT OF CONSERVATION

The Department's staff has remained professionally active during the year by presenting papers at professional conferences, submitting articles for publication, and conducting training. A sampling of these activities include:

Completed treatment and installation of objects for exhibits at the following parks:

- Salinas Pueblo Missions National Monument
- Manassas National Battlefield Park
- Edison National Historic Site
- Cabrillo National Monument
- Appomattox Court House National Historical Park

Provided training:

- Association of African American Museums (two sessions)
- University of Delaware, Art Conservation Department

Made oral presentations at:

- American Institute for Conservation annual meeting
- Washington Conservation Guild
- Frank Lloyd Wright Conservancy annual meeting
- New York University
- Smithsonian Institution
- California State Parks

Published professional papers in:

- CRM Bulletin
- American Institute for Conservation
- National Park Service Conserv-O-Grams

Contributed articles to a special issue of the CRM Bulletin devoted to conservation in the National Park Service.

Received a Cultural Resources Training Initiative grant in February to conduct a "Carved Pole Preservation" training course in conjunction with the Wrangell Museum, Wrangell, Alaska.

"Please thank Barbara (Barbara Cumberland, HFC Conservator) for her invaluable services. She came highly recommended by Carol DiDalvo, IPM Specialist, WASO. She certainly lived up to that reputation."

Anthony Schetzle
Superintendent
Grant-Kohrs Ranch
National Historic Site

FY '99 ACCOMPLISHMENTS

Received a \$15,000 grant in May, 1999 from the National Center for Preservation Technology and Training to cover the production costs of the *"Exhibits Conservation Guidelines"* CD-ROM

Completed writing and production of a 370-page manual titled *"Exhibit Conservation Guidelines."* The manual is the first of its type in the United States and draws on the experience available at Harpers Ferry Center. The manual will be issued as a CD-ROM and sold through the Harpers Ferry Historical Association

Launched the Department of Conservation web site on ParkNet.

Hosted three postgraduate internships. Stipends for the interns were provided through grants from the White House Historical Association and the Getty Conservation Institute.

The Office of Reference Services, in conjunction with the Harpers Ferry Historical Association, applied for and received a grant of \$6,400 to digitize, catalog, and make available on the Internet additional images from the National Park Service Historic Photo Collection and to develop an on-line requesting system.

DEPARTMENT OF EXHIBITS

Completed exhibit production projects:

- Salinas Pueblo Missions National Monument, Quarai Visitor Center
- Salinas Pueblo Missions National Monument, Gran Quivira Visitor Center
- Jean Lafitte National Historical Park and Preserve, German Cultural Center
- Jean Lafitte National Historical Park and Preserve, 419 Decatur Street Visitor Center
- Thomas Jefferson Memorial, Museum
- Cabrillo National Monument, Defense Room
- Lake Mead National Recreation Area, Alan Bible Visitor Center, Exhibits
- Lake Mead National Recreation Area, Alan Bible Visitor Center, Relief Map
- Russell Cave National Monument
- Amistad National Recreation Area
- Marsh-Billings-Rockefeller National Historical Park , Second Floor
- Manassas National Battlefield Park, Henry Hill Visitor Center, Lobby
- Manassas National Battlefield Park, Henry Hill Visitor Center
- Chesapeake and Ohio Canal National Historical Park, Brunswick Museum



Minute Man NHP exhibits

FY '99 ACCOMPLISHMENTS

Completed Planning & Design Projects:

- Salinas Pueblo Missions National Monument, Gran Quivira Visitor Center
- Salinas Pueblo Missions National Monument, Quarai Visitor Center
- Amistad National Recreation Area
- Zion National Park Visitor Center
- Fort Smith National Historical Site
- Thomas Jefferson Memorial, Museum
- Manassas National Battlefield Park, Henry Hill Visitor Center
- Antietam National Battlefield
- Chesapeake and Ohio Canal National Historical Park, Cumberland Visitor Center
- Chesapeake and Ohio Canal National Historical Park, Brunswick Museum
- Independence National Historical Park - West Wing Case
- Marsh-Billings-Rockefeller National Historic Site
- Lake Mead National Recreation Area, Alan Bible Visitor Center, Exhibits
- Death Valley National Park - Scotty's Castle
- Cabrillo National Monument, Defense Room
- Sequoia and Kings Canyon National Park
- De Soto National Memorial

- Martin Luther King, Jr., National Historical Site - Discovery Station
- Jean Lafitte National Historical Park and Preserve, Islenos Cultural Center
- Chickamauga & Chattanooga National Military Park

Completed Special Projects:

- Horace M. Albright Training Center, Phase I & II
- Harpers Ferry Center Modular Information Desk (available online)
- Fallen Firefighters Memorial, Emmitsburg, Maryland
- Nicodemus National Historical Site
- White House Visitor Center
- Harpers Ferry National Historical Park, Building 43
- Appomattox Court House National Historical Park
- Fort McHenry National Monument and Historic Shrine
- New Jersey Coastal Heritage Trail
- Hawaii Volcanoes National Park
- Great Basin National Park
- Fort Moultrie
- Buffalo Case in main building of the U.S. Department of the Interior
- National Park Service Director's Conference Room



Biscayne NP exhibits

FY '99 ACCOMPLISHMENTS

Participation in Interpretive Planning/ Value Analysis Trips:

- Western Arctic Parklands Long Range Interpretive Plan
- Glen Canyon Visitor Center Rehabilitation
- Lake Mead Long Range Interpretive Plan
- Cumberland Island Long Range Interpretive Plan
- Mount Rainier Long Range Interpretive Plan
- National Constitution Center Long Range Interpretive Plan
- Isle Royale National Park Long Range Interpretive Plan

Participation in Conferences/Seminars:

- American Association of Museums Conference
- Gilder Lehrman Institute of American History Seminar on Slavery
- National Association of Interpretation Conference
- Seven Habits of Highly Effective People, National Conservation Training Center
- Visitor Studies Association Conference

Participation in Professional Training Courses:

- Database Planning Workshop, National Conservation Training Center

- Value Analysis for Interpretive Media Workshop
- Copyright Training
- Fundamental Principles of Administration, National Conservation Training Center
- IDEAS (Procurement Desktop) Training, National Conservation Training Center
- Federal Travel Regulations Training, National Conservation Training Center
- Contracting Officer's Representative Course
- Building Trust (Recognizing the advantages of change), National Conservation Training Center

Discovery Station Development:

Continued to develop and refine the Discovery Station concept. This is a freestanding modular exhibits unit, targeted at children, which allows users to update and change content on media panels and interactive devices. The first version was developed, produced, and shown at the National Association for Interpretation conference in 1998. Funding from Coca Cola Foundation made it possible to develop three more units and continue refinement of the design, lowering costs and making the exhibit more portable. One unit was produced for Martin Luther King National Historic Site and the other two currently under development are for Rock Creek Park and Great

"I wish to commend the Harpers Ferry Center (HFC) exhibit team who worked on our new exhibit – *Conservation Stewardship: People Taking Care of Places*. I hope you have the opportunity to see this exhibit. It is engaging, thought provoking, and visually striking."

Rolf Diamant
Superintendent
Marsh-Billings-
Rockefeller National
Historical Park

FY '99 ACCOMPLISHMENTS

Smoky Mountains National Park. A traveling National Park Service exhibit is being developed for the National Park Service Office of Interpretation.

National Park Service Visitor Center Information Desk:

Developed detailed drawings for fabrication of three versions of a visitor center information desk. These plans were made available to parks on the Harpers Ferry Center Exhibits web page in PDF format, allowing users to choose the version most appropriate for their visitor center, download these drawings, and take them to local firms or park staff to build the desks.

Consultations:

- Provided consultation, advice, and assistance on a regular basis to parks and other organizations.
- Evaluated exhibit design and planning firms for Wright Brothers
- Participated in Value Analysis for a partnership project at Richmond Battlefield and National Constitution Center
- Provided media consultation and review of plans for the Constitution Center and 2nd Bank, Independence NP

- Provided design assistance to Great Smoky NP and actual exhibit design for Fort McHenry NHP
- Developed and produced a case for the Department of Interior to house a full size female buffalo specimen.

Provided assistance to outside entities:

- Corps of Engineers for Fort Peck
- The American Youth Hostel
- Worked with the Florida Division of Forestry to help them develop a Fire Safety CD-ROM similar to our "FireCamp"

Contributions to Professional Publications:

Mary Herber, Harpers Ferry Center Associate Manager - Exhibits; Cathy Beeler, Monocacy National Battlefield, Chief of Interpretation; and Ben Miller, Harpers Ferry Center Staff Curator, "Developing An Educational Outreach Kit: Interpretation Beyond Park Boundaries," was published in the September/October 1999 "Legacy, The Magazine of the National Association For Interpretation." The article described the interactive educational kit developed for Monocacy National Battlefield, which is distributed to area schools. The children learn about the 1864 Civil War Battle of Monocacy near Frederick, Maryland.



Nat'l. Prisoner of War Museum

FY '99 ACCOMPLISHMENTS

DEPARTMENT OF HISTORIC FURNISHINGS

Completed Historic Furnishings Reports for six sites including:

- Longfellow National Historic Site
- Fort Smith National Historic Site
- Natchez National Historical Park
- Valley Forge National Historical Park
- Fort Laramie National Historic Park
- Home of Gifford Pinchot, Grey Towers, Department of Agriculture (Forest Service)

Provided three Historic Furnishings installations:

- Appomattox Court House National Historical Park
- Edison National Historic Site
- Fort McHenry National Monument and Historic Shrine

Launched a new web site "Furnish It!" in 1999, providing information on planning, producing, and installing historic furnishings. Also included were Frequently Asked Questions, work flow, and a photo gallery of completed installations.

Initiated use of the Internet to search for and acquire historic furnishings. Exact duplicates of

historic furnishings stolen from Maggie L. Walker National Historic Site were located and purchased. Internet purchasing reduces staff travel expenses and the search costs for museum objects.

DEPARTMENT OF INTERPRETIVE PLANNING

Continued management of 116 ongoing projects. Started 22 new projects. Completed 20 projects:

- Abraham Lincoln Birthplace Long Range Interpretive Plan
- Barataria Hurricane Protection Levee Resource Study
- Bering Land Bridge National Preserve Long Range Interpretive Plan
- Canaveral National Seashore, Seminole Development Concept Plan
- Cumberland Gap National Historical Park, Long Range Interpretive Plan
- Death Valley National Park, Visitor Center Design, Value Analysis
- Double Trouble Interpretive Plan
- Fredericksburg and Spotsylvania County Battlefield Memorial National Military Park, Long Range Interpretive Plan

"I would like to take this opportunity to convey my sincere appreciation for the excellent work performed by two of your staff members. Bill Brown and Andy Chamberlain (HFC Historic Furnishings) have done an absolutely remarkable job of bringing the McLean House to life!"

Reed Johnson
Superintendent
Appomattox Court
House

FY '99 ACCOMPLISHMENTS

- Grand Canyon National Park, Mather Point Visitor Center Design
- Hovenweep National Monument, Design Value Analysis
- Jimmy Carter National Historic Site (Charette)
- Pu'uhonua o Honaunau National Historical Park, Puhukohola Heiau National Historic Site, Kaloko-Honokohau National Historic Park, Long Range Interpretive Plan
- Lake Clark National Park and Preserve, Long Range Interpretive Plan
- Lowell National Historical Park, Post Occupancy Evaluation
- Lyndon B. Johnson National Historical Park, General Management Plan
- Manzanar National Historic Site, General Management Plan
- Mojave National Preserve, General Management Plan (Northern and Eastern)
- Saint Croix Island International Historic Site, General Management Plan
- Stones River National Battlefield General Management Plan
- Washita Battlefield National Historic Site, Interpretive Plan

Participated in the following:

- Evaluation of Grand Canyon Safety Message
- Interpretive Concept Plan for Civil Rights
- National Association for Interpretation, Cultural Interpretive and Living History Board
- 225th Anniversary of the American Revolution

Provided Interpretive Training to New Jersey State Park superintendent and staff.

Organized and taught "Interpretive Planning for Managers" course, July 7-15, 1999.

Sharon Brown, Harpers Ferry Center Interpretive Planning—three-month detail to the National Constitution Center in Philadelphia to develop an Interpretive Plan.

"Hats off to Interpretive Planner Jack Spinnler for a job well done in preparing Cumberland Gap National Park's Long Range Interpretive Plan (LRIP) . . . The document has already been instrumental in guiding interpretive operations here at the park."

Mark Woods
Superintendent
Cumberland Gap
National Historical Park

Interpretive
PLANNING

FY '99 ACCOMPLISHMENTS

DEPARTMENT OF PUBLICATIONS

Printed and delivered more than 26 million copies of brochures, which included 77 straight reprints, 129 reprints with corrections, and 16 new brochures

Printed the 1999-2001 edition of "The National Parks: Index," three straight reprints of posters, eight straight reprints of handbooks, and five reprints of handbooks with corrections

Created an office-wide procedure manual for publications production

Developed a design template for the production and printing of administrative reports for the Washington Office of the National Park Service

Created and implemented the first electronic job-status database system for the office

Initiated a cross-divisional editorial meeting, which launched the development of the first Harpers Ferry Center editorial style guide for all media

Developed and printed a bookmark, with design assistance from the Department of Wayside Exhib-

its, commemorating the Department of the Interior's 150th anniversary

Published the new Washington, D.C. brochure and posted the first digital version of its exhaustively complex map on-line

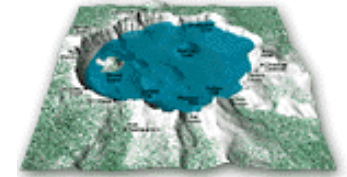
Provided extensive cartographic and editorial assistance to other media departments for many projects:

- Andersonville National Historic Site
- San Juan National Historic Site
- Lower Mississippi River
- National Mall, Washington, D.C.
- Sequoia and Kings Canyon National Park
- De Soto National Memorial
- Marsh-Billings-Rockefeller National Historical Park
- Manassas National Battlefield Park
- Harpers Ferry National Historical Park

Assisted the Department of Wayside Exhibits in the development of a prototype 3-D trail map for trailheads.

Provided extensive cartographic, graphic, editorial, and printing assistance to many parks:

- Boston National Historical Park



Crater Lake NP virtual map

FY '99 ACCOMPLISHMENTS

- Glacier National Park, Waterton-Glacier International Peace Park
- Klondike Gold Rush National Historical Park
- Denali National Park and Preserve
- Pinelands National Reserve
- Isle Royale National Park
- Cape Cod National Seashore
- Lowell National Historical Park
- Katmai National Park and Preserve
- Charlestown Navy Yard, (Boston National Historical Park)
- Shenandoah National Park
- Indiana Dunes National Lakeshore
- Bear Paw Battlefield (Nez Perce National Historical Park)

Provided editorial and design assistance on special projects for the Washington Office of the National Park Service:

- A U.S. National Park Service Assessment - Eco-Tourism and Poverty: Haiti National Parks
- Law Enforcement Assessment report
- Department of the Interior strategic plan
- Overflights Working Group
- "Nature of Sound" campaign package
- National Park Service Wilderness Education plan

- Director's introduction to the Director's Order on Wilderness
- Natural Resource Challenge: The National Park Service's Action Plan for Preserving Natural Resources
- General Conference 2000
- Cumberland Island Long Range Interpretive Plan

Attended:

- National Park Service Electronic Freedom of Information Act workshops
- "Messaging Project" (2) workshops
- Pacific West and National Capital Region workshops
- U.S. Department of the Interior Emergency Medical Services Coordinators Training Conference (as part of Harpers Ferry Center's implementation of protocol, training plans, equipment review, and standard operating procedure for medical emergencies at Harpers Ferry Center)
- North American Cartographic Information Society conference (as presenters)
- Presidential Sites Conference
- Organization of American Historians annual conference
- Education for the Wild symposium (provided introduction at the opening event)

"It is a pleasure to announce the successful completion of the National Capital Region's new, premiere, free folder, *Washington: The Nation's Capital*. Printed and delivered just in time for the 1999 visitor season, it is a stunning departure from the old, which served well for some two decades, but needed a fresh look for the Millennium."

Terry R. Carlstrom,
Regional Director,
National Capital Region

FY '99 ACCOMPLISHMENTS

DEPARTMENT OF WAYSIDE EXHIBITS

The Department completed work on projects for 61 park units, which included 136 new panels and 260 wayside exhibit bases. In addition, the Department provided minor rehab services (replacing and/or updating outdated wayside exhibit panels) for 91 park units, rehabbing 550 panels.

In addition to the basic workload of planning, designing, producing, and rehabbing wayside exhibits, the Department also:

- Participated in Interpretive Planning efforts (Long Range Interpretive Plans)
- Participated in professional conferences, including Society Environmental Graphic Design and National Association for Interpretation, including organizing and staffing a booth and presenting concurrent sessions
- Presented in-house workshops and information sessions for visiting officials and National Park Service staff
- Distributed wayside informational publications, including the Users Guide, Long Distance Trail Guide, and Information Sheets
- Prepared new Information Sheets and updated outdated ones
- Responded to telephone inquiries from both National Park Service and other agencies
- Maintained and updated the wayside exhibit web site, WaySITE
- Helped design a commemorative bookmark for the U.S. Department of the Interior's 150th anniversary
- Provided cost estimates and various other forms of technical assistance to parks
- Awarded and managed five Indefinite Quantity Contracts available to all National Park Service units. This included an art contract available for and used by several other Harpers Ferry Center departments
- Worked on developing a National Park Service sign system, initiating prototype projects for parks at Mount Rushmore Fire Island, and Grand Canyon, and continued work at Yosemite
- Provided wayside exhibit assistance to other nations
- Provided interpretive assistance to outside entities, such as to Frederick County, Maryland, in their development of a series of cultural history wayside exhibits
- Helped develop the Media Inventory Database System (MIDS)

“Throughout this effort, there has been a *can do* attitude. As Dick recently stated (Dick Hoffman, HFC Wayside Exhibits), ‘Failure is not an option.’ These words were uttered as we faced more challenges in those famous areas of project work time and money. But, thanks to these folks, Harpers Ferry Center has come through.”

Donald A. Falvey
Superintendent
Zion National Park

Wayside

FY '99 ACCOMPLISHMENTS

OFFICE OF ACQUISITION MANAGEMENT

During Fiscal Year 1999, the Office of Acquisition Management, Harpers Ferry Center, obligated and/or received approximately \$13 million dollars in support of the interpretive media units at the Harpers Ferry Center, the Historic Preservation Training Center, and the Appalachian Trail Project Office. With these obligations, the Center manages well over 500 contracts at any one time. This figure includes the Harpers Ferry Center Task Order Assistance Program that assisted 27 Parks in the obligation of \$584,777.

Major contracts and programs completed or in progress in Fiscal Year 1999:

- Multi-agency Uniform Program
- Harpers Ferry Center Fire and Intrusion Alarm System
- Harpers Ferry Center Upgrade and Replacement of the Telephone System
- Harpers Ferry Center Renovation of the Exhibits Ceiling
- Implemented the Interior Department Electronic Acquisition System (IDEAS), a department-wide program developed to allow users to initiate, approve, and process acquisitions electronically, in January 1999. All Harpers Ferry Center requisitioners were trained in June 1999 and are on-line. This is a giant step forward in support of the Center's GPRA Goal IVa4 to reduce the level of administrative time and paperwork by September 30, 2002.
- The Purchase Card Program continues to be a purchasing success despite the troublesome implementation of a new purchase card in November 1998. We are now maintaining approximately 100 certified cardholders and have made an estimated 5,500 purchase card transactions this year. Obligations are estimated at \$1.3 million dollars.
- Developed a Servicewide Policy on "Use and Competition under National Park Service IDIQ Contracts" and a database in concert with the Denver Service Center and Regional Offices. It is hosted on the



G. Washington Birthplace NM
wayside exhibits

FY '99 ACCOMPLISHMENTS

Harpers Ferry Center web site at: <<http://www.nps.gov/hfc/support/idiq.htm>>. As of November 1, 1999, there are 164 IDIQ contracts and 394 sub-consultants listed in the database.

- Surpassed Harpers Ferry Center's increased Special Emphasis Goal established for the Minority Business Program. This includes the 8(a) and Small Disadvantaged Program. Goals for both Small Business and Women-Owned Business Programs were 90 percent met.

HFC
Online

Publications

O B J E C T
Conservation

Waysides

H i s t o r i c
FURNISHINGS

Acquisition Management

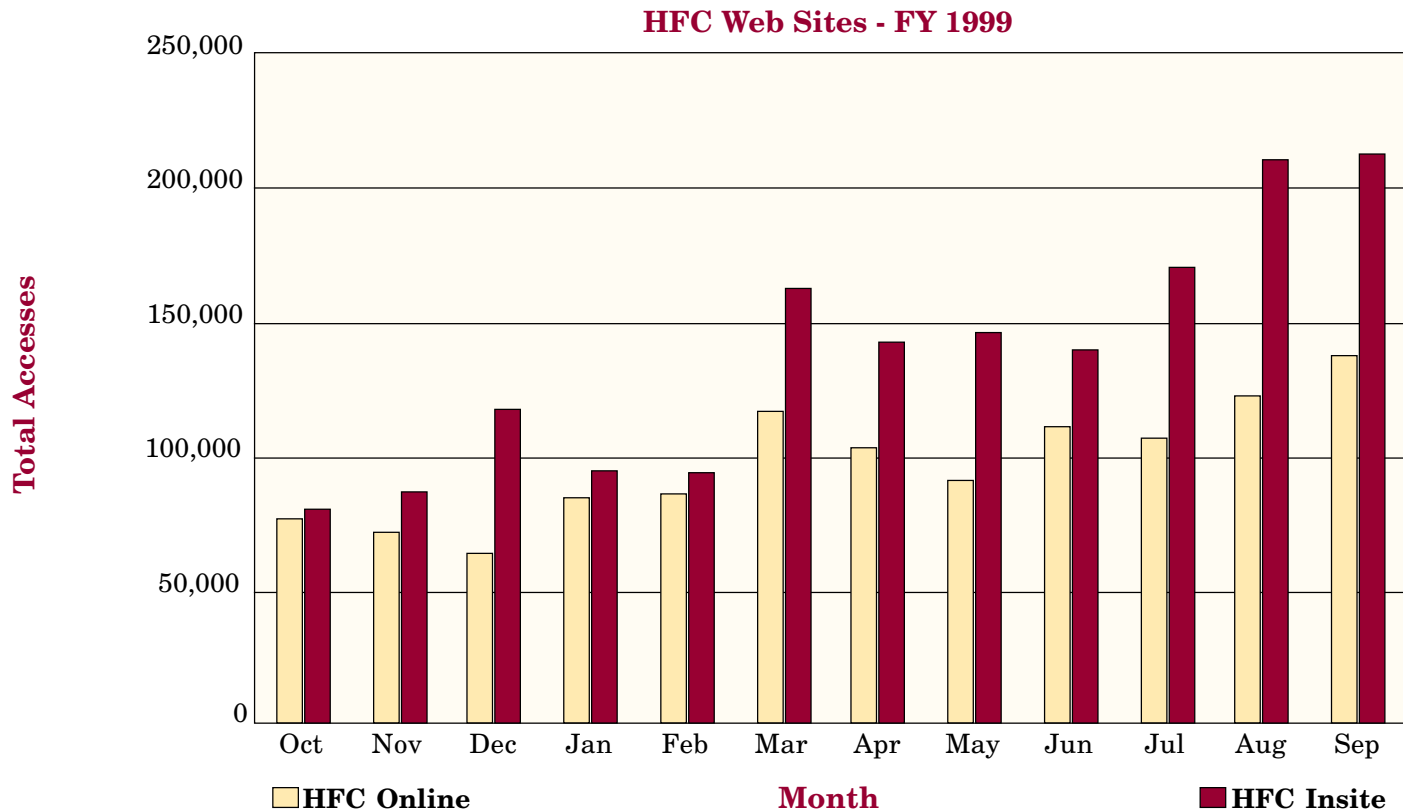
"Wow! We just received our shipment of the Spanish Map and Guides, AND THEY LOOK GREAT!"

Cherry Payne
Chief of Interpretation
San Antonio Missions
National Historical Park

FY '99 ACCOMPLISHMENTS

HARPERS FERRY CENTER WEB STATISTICS FY 1999 (October 1, 1998-September 31, 1999)

Interactive and informative web sites for Harpers Ferry Center continued to help the public and park staff better understand what HFC does and how the Center can assist them. The Internet address for HFC Online is <www.nps.gov/hfc>. The HFC National Park Service Intranet Web address is <www.hfc.nps.gov/hfc-insite>.



FY '99 ACCOMPLISHMENTS

HARPERS FERRY CENTER WEB STATISTICS FY 1999 (October 1, 1998 - September 31, 1999)

HFC Online www.nps.gov/hfc

Month	Accesses	Bytes	Rank
Oct-98	76,476	499,162,344	43
Nov-98	74,190	883,795,632	42
Dec-98	65,134	1,235,968,282	34
Jan-99	80,380	569,443,571	41
Feb-99	80,380	569,443,571	41
Mar-99	117,162	735,951,462	48
Apr-99	104,264	728,790,449	51
May-99	92,865	629,572,613	50
Jun-99	110,581	638,715,616	49
Jul-99	107,417	862,562,615	52
Aug-99	124,437	1,077,086,115	44
Sep-99	137,869	1,108,262,476	42
Totals	1,171,151	9,538,754,746	45

HFC Insite www.hfc.nps.gov/hfc-insite

Month	Accesses
Oct-98	79,332
Nov-98	89,633
Dec-98	122,119
Jan-99	95,695
Feb-99	132,268
Mar-99	159,186
Apr-99	140,410
May-99	146,657
Jun-99	140,214
Jul-99	165,805
Aug-99	211,161
Sep-99	213,444
Totals	1,695,924

“Over the past several months, I’ve been working on a number of exhibit projects, I often find myself logging on to HFC Online and almost always find exactly what I need. It’s a great looking site, easy to navigate, and filled with tons of useful information.”

Alisa Lynch
Interpretive Specialist
Mount Rainier National
Park

HFC
Online

FY '99 ACCOMPLISHMENTS

NPS MEDIA INVENTORY DATABASE SYSTEM

On February 25, 1999 Harpers Ferry Center launched a comprehensive Servicewide inventory of National Park Service interpretive media, including audiovisual programs, exhibits, historic furnishings, and wayside exhibits. The information reported by parks is being collected into **MIDS**—the National Park Service Media Inventory Database System.



James A. Garfield NHS

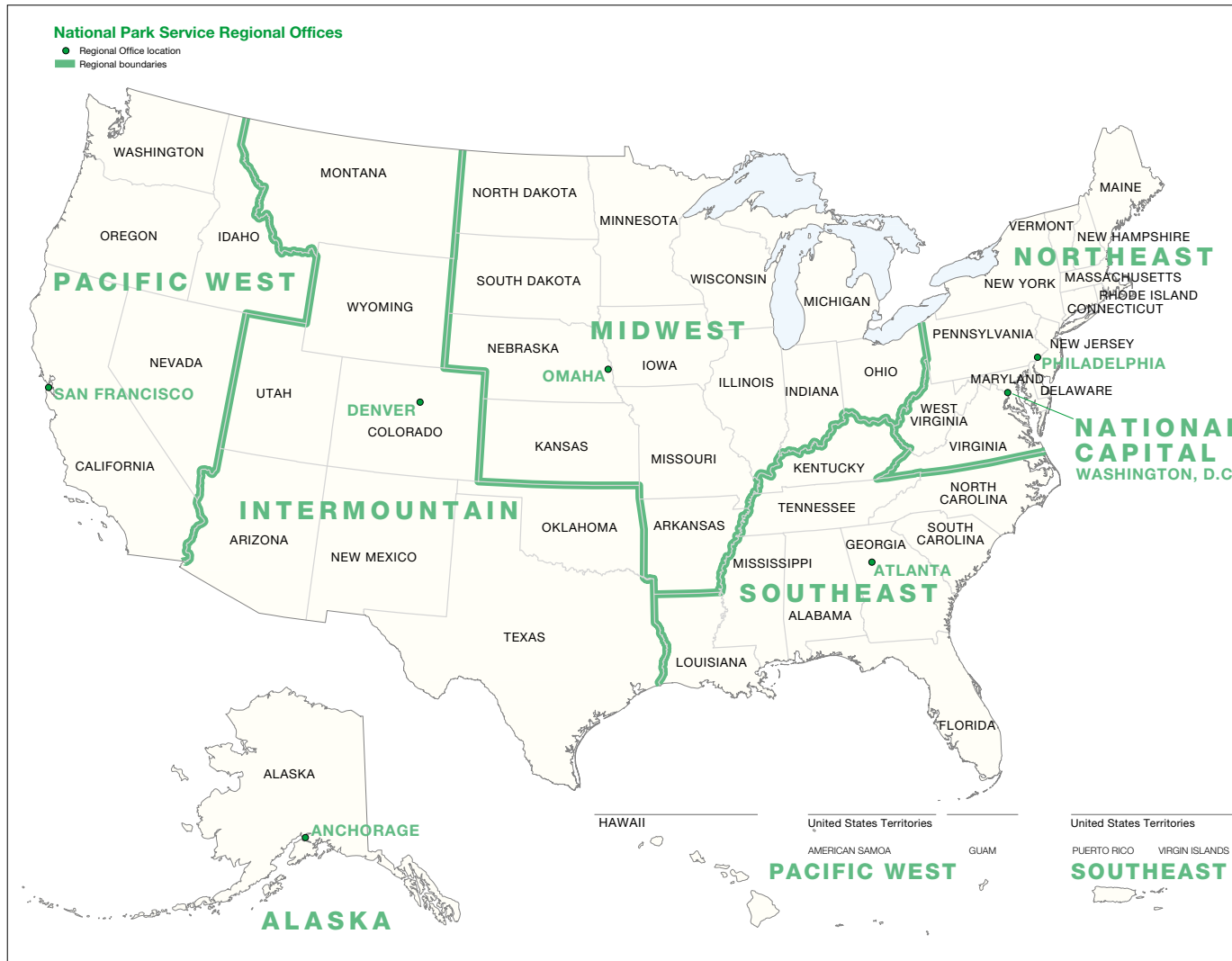
MIDS Record Counts *

Region	Audiovisual Programs	Exhibits	Historic Furnishings	Wayside Exhibits
AR	47	24	9	116
IMR	197	176	69	2,094
MWR	143	113	73	772
NCR	84	53	16	372
NER	227	220	146	1,686
PWR	147	121	55	1,574
SER	153	170	70	1,896
WASO	1	0	0	2
Subtotals	999	877	438	8,512

Total Media Records: 10,826

* Data from period of February 25, 1999, to January 11, 2000.

FY '99 PROJECTS by NPS REGION



VIEW HFC PROJECTS LIST by NPS REGION

Select an NPS Region on the map at left when viewing this document in Adobe Acrobat Reader.

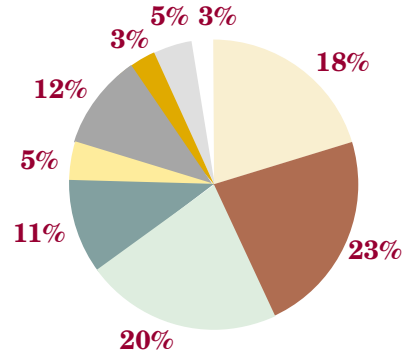
Each area of the map is hyperlinked to a list of Harpers Ferry Center projects according to NPS Region.

Review FY '99 projects for specific parks and use the BACK ARROW to return to the map.

A printed version of this document contains the list of Harpers Ferry Center projects in [Appendix C](#).

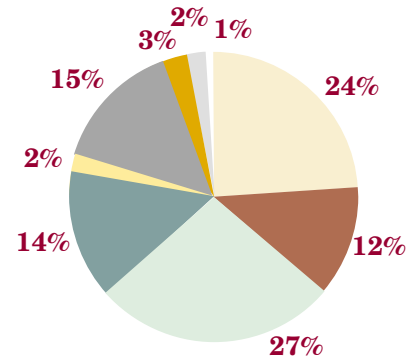
FY '99 SUMMARY of HFC OPERATIONS

GROSS AUTHORIZED AMOUNT PER FUND SOURCE in MILLIONS



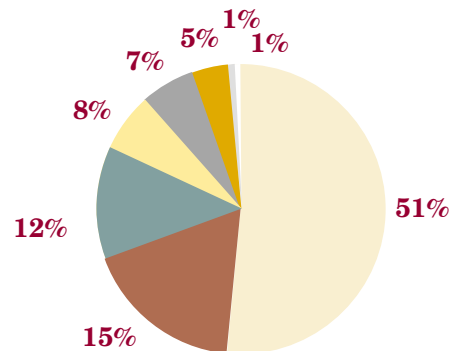
Total - \$28.4 Million

OBLIGATIONS/ EXPENDITURES PER FUND SOURCE in MILLIONS



Total - \$21.8 Million

NUMBER OF PROJECTS PER FUND SOURCE

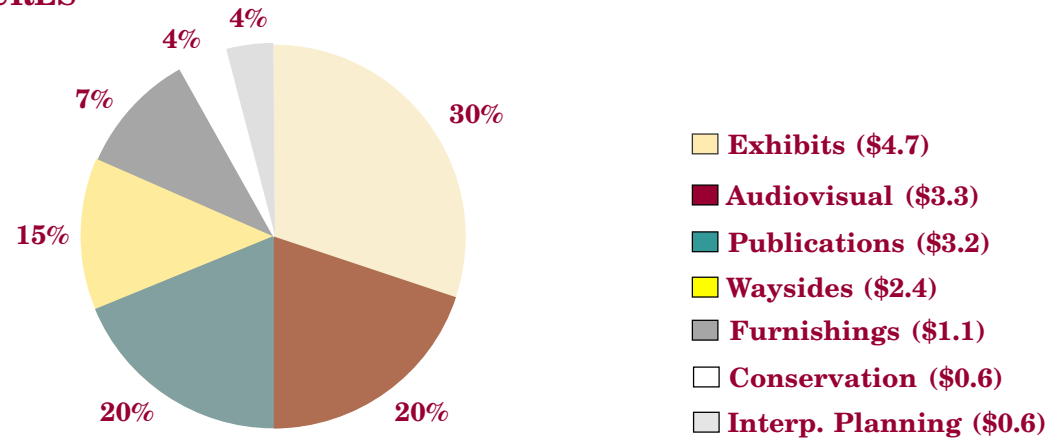


Total - 628 Projects

	GROSS	OB/EXP	PROJ
Cross Charge	(\$5.1)	(\$5.1)	(309)
Line Item Const.	(\$6.7)	(\$2.5)	(93)
Major Rehab	(\$3.1)	(\$3.1)	(80)
Donations	(\$1.4)	(\$0.5)	(52)
Publications	(\$3.2)	(\$3.2)	(46)
Line Item Planning	(\$0.8)	(\$0.8)	(35)
Reimbursables	(\$1.4)	(\$0.5)	(8)
Fee Demo	(\$0.8)	(\$0.3)	(4)
Federal Highway	(\$0.03)	(\$0.02)	(1)
ONPS Base	(\$5.8)	(\$5.8)	

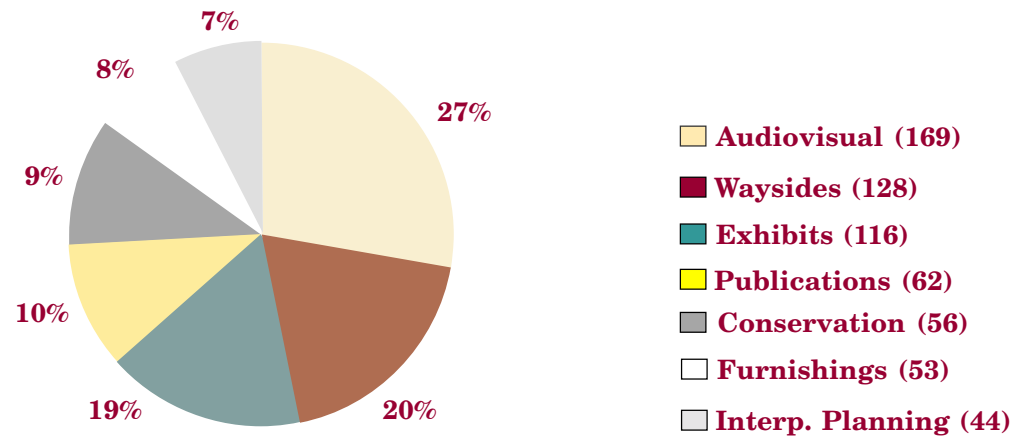
FY '99 SUMMARY of HFC OPERATIONS

OBLIGATIONS/EXPENDITURES PER MEDIA UNITS in MILLIONS



Total - \$15.9 Million

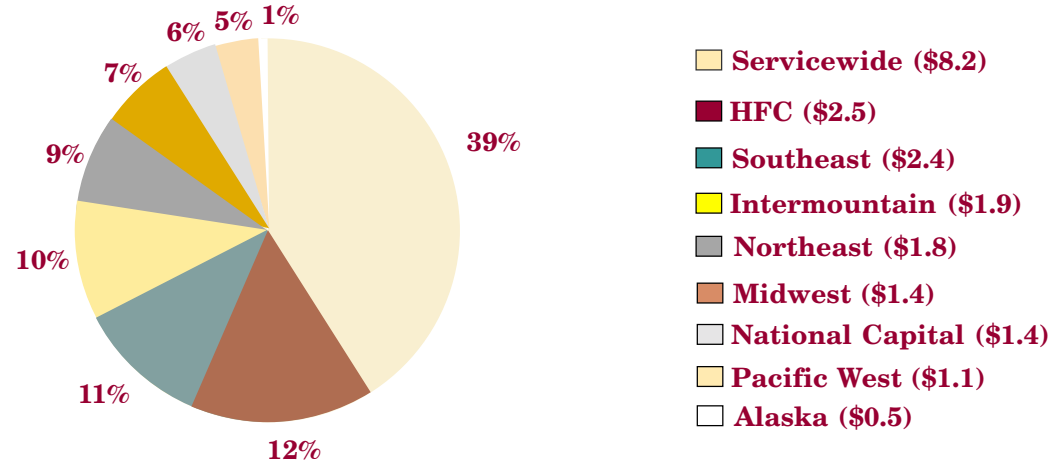
NUMBER OF PROJECTS PER MEDIA UNITS



Total - 628 Projects

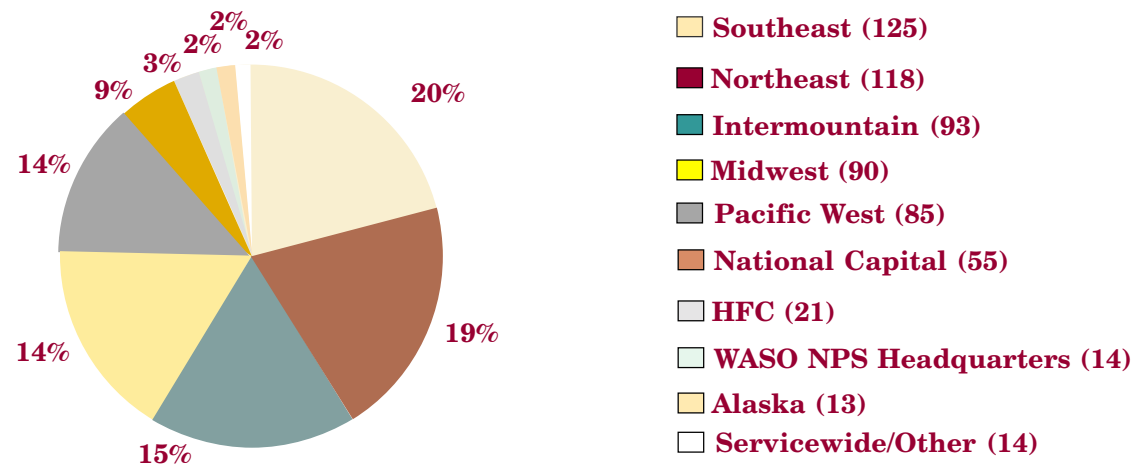
FY '99 SUMMARY of HFC OPERATIONS

OBLIGATIONS/EXPENDITURES BY REGION in MILLIONS



Total - \$21.2 Million

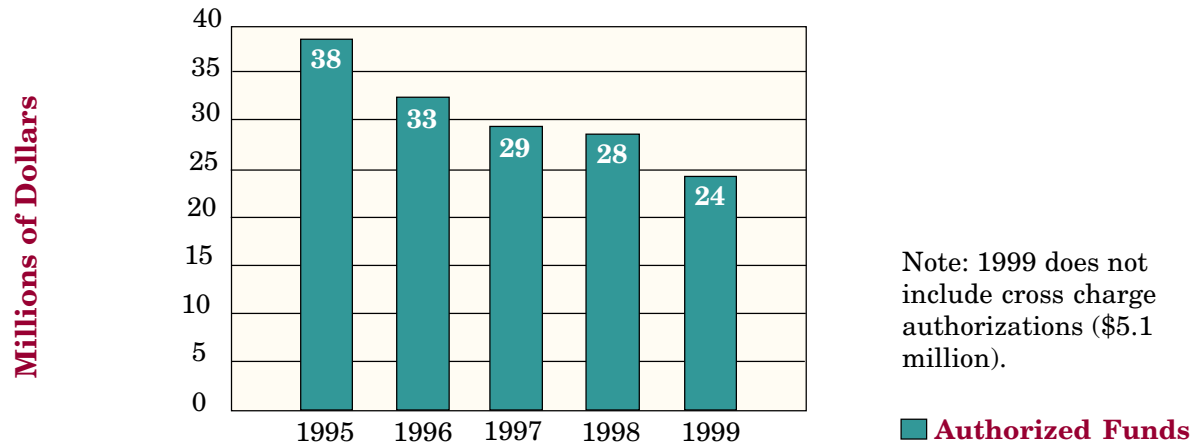
NUMBER OF PROJECTS PER REGION



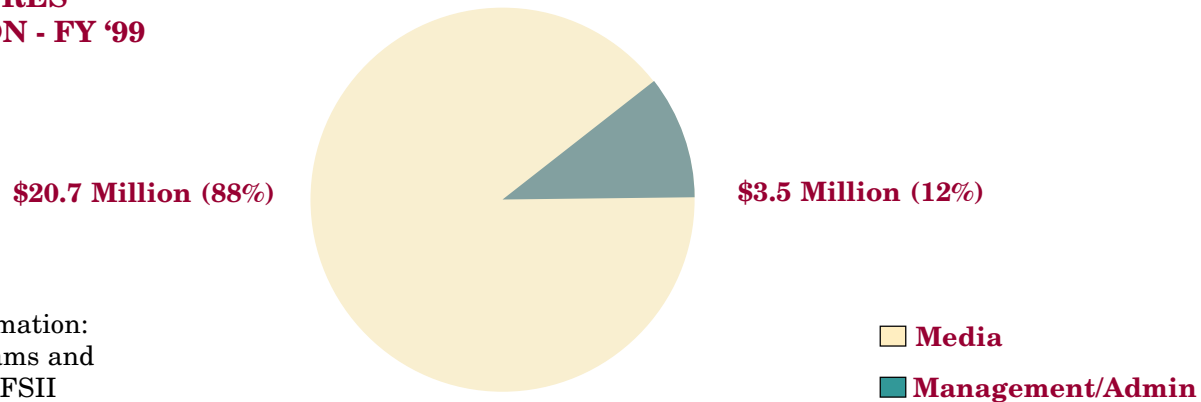
Total - 628 Projects

FY '99 SUMMARY of HFC OPERATIONS

HARPERS FERRY CENTER AUTHORIZED FUNDS - FY '95 - '99 (In Millions)



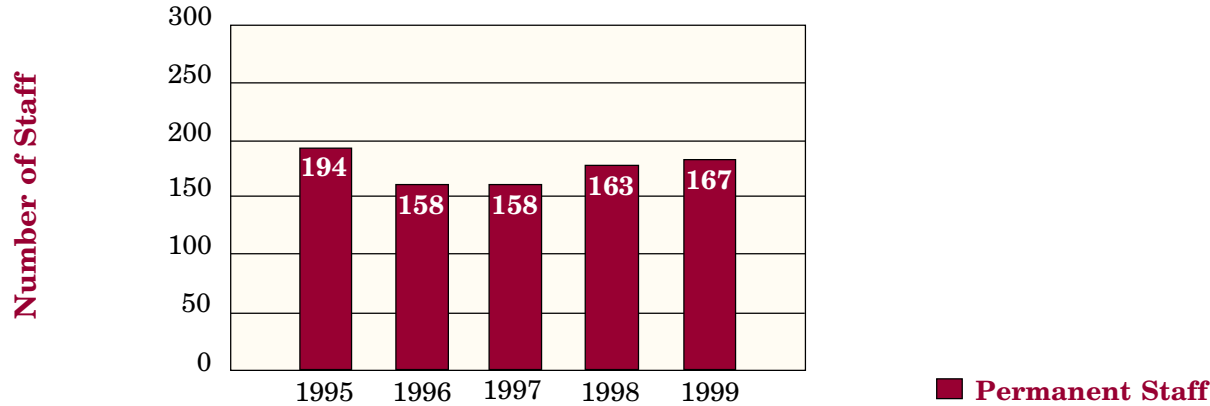
HARPERS FERRY CENTER EXPENDITURES by FUNCTION - FY '99



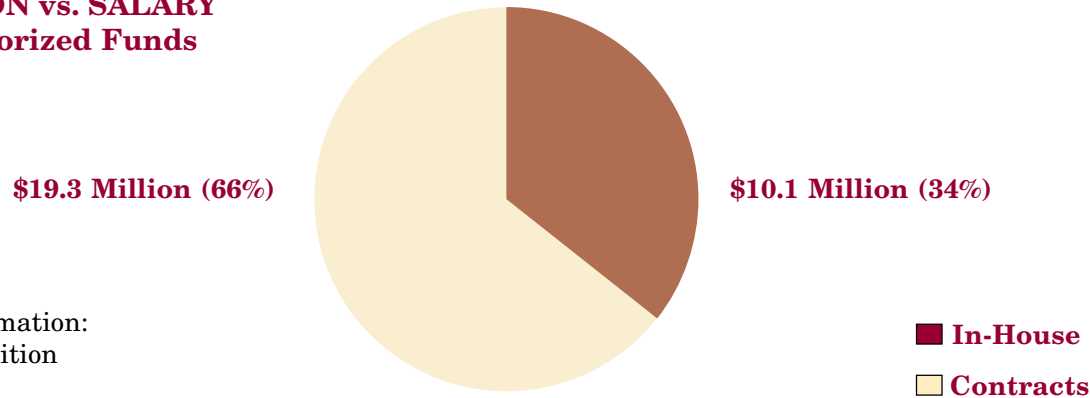
Source of Information:
Office of Programs and
Budget FFS - AFSII

FY '99 SUMMARY of HFC OPERATIONS

HARPERS FERRY CENTER FULL TIME PERMANENT STAFF - FY '95 - '99



HARPERS FERRY CENTER ACQUISITION vs. SALARY FY '99 (Authorized Funds in Millions)

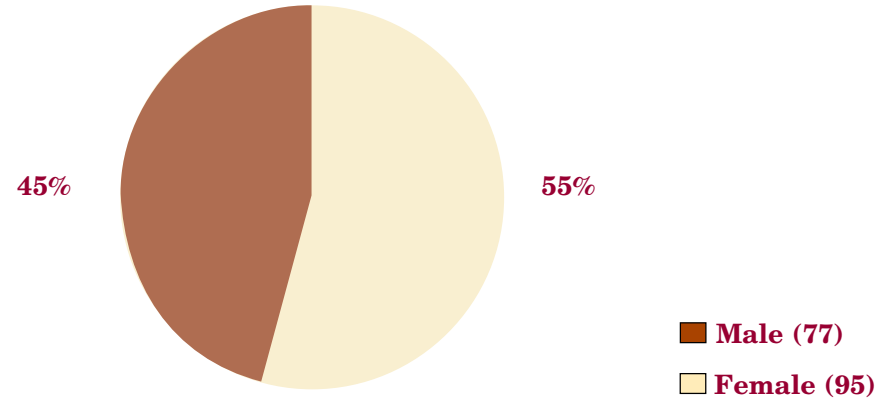


Source of Information:
Office of Acquisition
Management

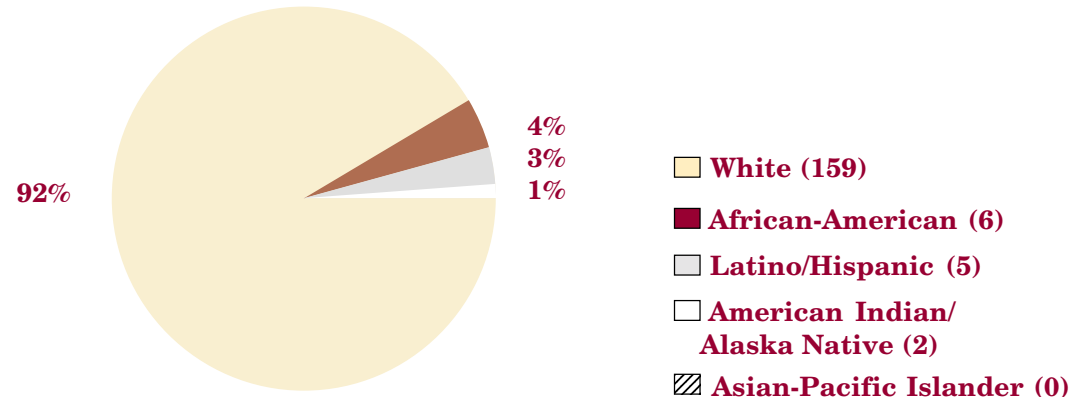
FY '99 SUMMARY of HFC OPERATIONS

HARPERS FERRY CENTER 1999 MALE/FEMALE EMPLOYEE RATIO

Total Employees - 172



HARPERS FERRY CENTER 1999 EMPLOYEE DIVERSITY



HARPERS FERRY CENTER REALIGNMENT PLAN

Approved in June 1998, Harpers Ferry Center's Realignment Plan calls for fundamental changes in the Center's organizational culture by increasing employee involvement in decision-making, by opening its operating procedures to the parks, by creating a dynamic, proactive approach to improving NPS interpretive media throughout the system, and by improving the degree of contact and effective communication with the parks.

The plan calls for full implementation by the end of Fiscal Year 2000. It includes a feedback mechanism through the creation of two advisory boards: the Internal Advisory Board (IAB) and the External Advisory Board (EAB).

The IAB's job is responsibility for assisting the Manager in implementation of the Realignment Plan and for making recommendations to the Manager regarding the reconsideration of any component of the plan that is not working satisfactorily. The EAB is comprised of seven representatives from the field, one from each NPS Region, including Regional Office staff, park superintendents, and senior park interpreters. The EAB's role is to gauge the impact of HFC

actions on the parks, and to recommend changes to the Realignment Plan that would be beneficial to the parks.

The managers of the various HFC divisions were formed into the Media Board, which functions in a manner similar to a board of directors. Each member maintains the same line authority over the employees supervised previously. The difference is that each manager functions to represent the interests of the NPS and the Harpers Ferry Center, rather than only the interests of their divisions. Their titles were changed to "Associate Managers," and their Performance Evaluation Criteria were rewritten to place a primary focus on Centerwide management and cooperation.

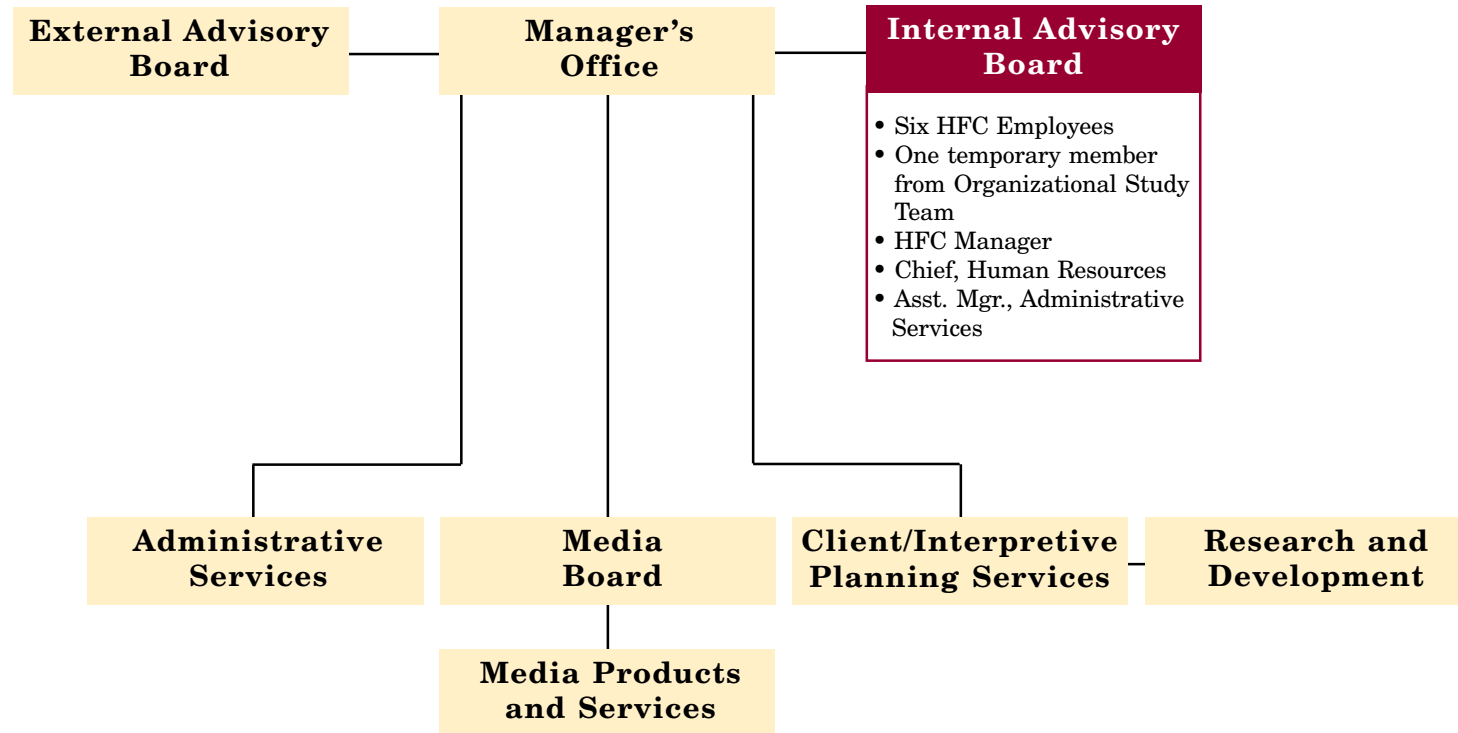
The organizational structures of the Internal Advisory Board, External Advisory Board, and Media Board are detailed on the following pages.



Conservation of George Washington's tent

INTERNAL ADVISORY BOARD

Mission: To implement the goals and actions of the *HFC Realignment Plan*; to monitor, evaluate, and adjust the realignment process through corrective actions as necessary.

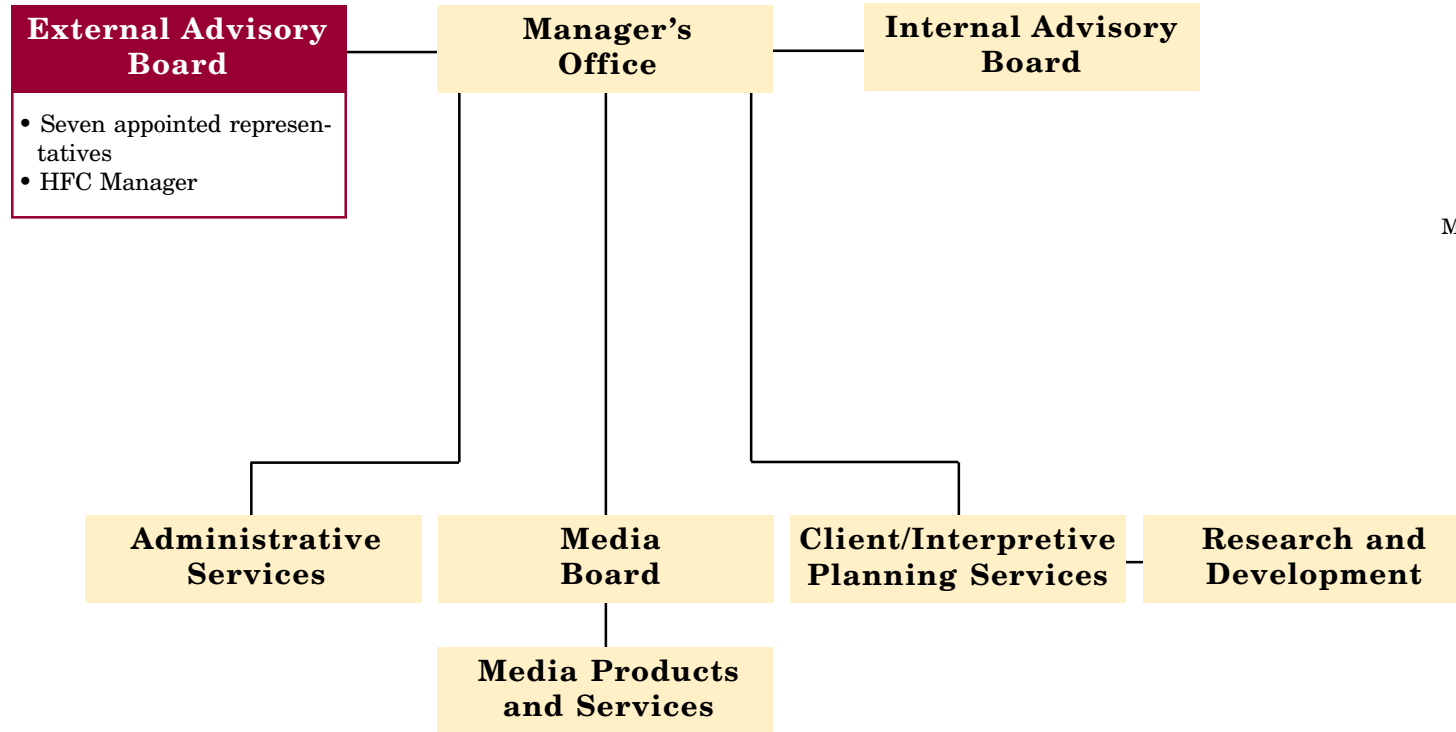


Current Internal Advisory Board Members

- Gary Cummins**
HFC Manager
- Michael Paskowsky**
Audiovisual Arts
- Bob Grogg**
Publications
- Nancy McLoughlin**
Publications
- P.J. Lewis**
Exhibits
- Anita Smith**
Exhibits
- Patressa Lindsay**
Historic Furnishings
- Teresa Vazquez de Vado**
Reference Services
- Fonda Jackson**
Administration
- Allen Sparks**
Information Management
- Shirley Caniford**
Human Resources

EXTERNAL ADVISORY BOARD

Mission: To establish an ongoing exchange between the parks, NPS Regions, and Harpers Ferry Center concerning issues, problems, new media ideas, business practices, and HFC's realignment.

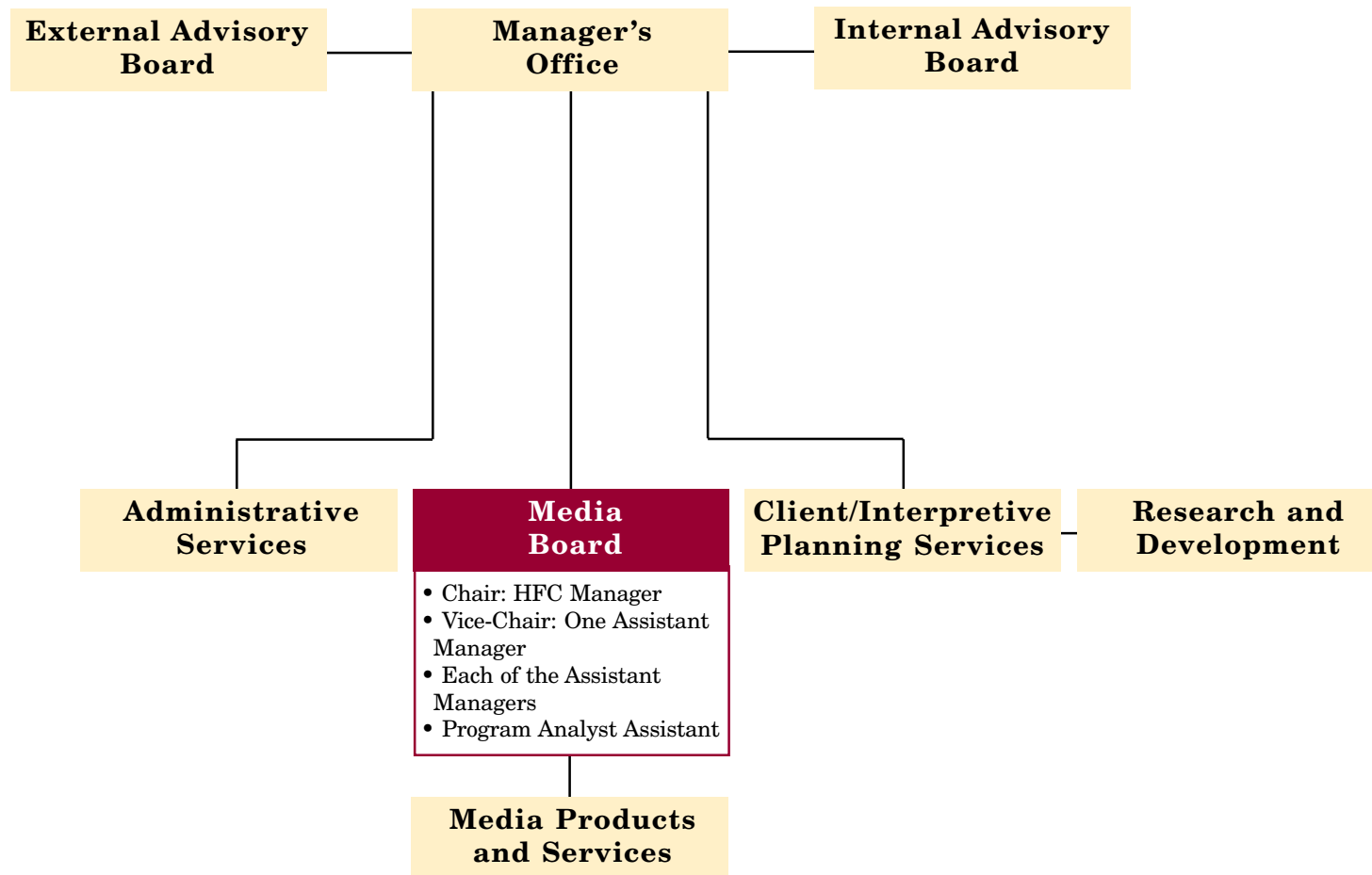


Current External Advisory Board Members

- Northeast Region**
Russ Smith, Team Leader
Park Operations and Education
- National Capital Region**
Cathy Beeler, Chief Interpreter
Monocacy National Battlefield
- Southeast Region**
Mark Corey, Superintendent
Andrew Johnson NHS
- Midwest Region**
Myra Dec, Chief of Resource
Management, Apostle Islands NLS
- Intermountain Region**
Ann Rasor, Superintendent
Tumacacori NHS
- Pacific West Region**
Lynne Nakata, Interpretive
Specialist, Pacific West RO
- Alaska Region**
Diane Jung, Team Manager EEI,
Alaska Regional Office

MEDIA BOARD

Mission: To guide HFC toward an interdisciplinary approach of project management by breaking down divisional lines and barriers, sharing resources and personnel, improving communications, exchanging ideas, and increasing the professionalism among all Center employees.



Current Media Board Members

- Gary Cummins**
HFC Manager
- Mary Herber**
Assoc. Mgr. Exhibits
- Don Kodak**
Acting Assoc. Mgr.
HFC Interpretive Planning
- Fonda Jackson**
HFC Administrative Officer
- Melissa Cronyn**
Assoc. Mgr. HFC Publications
- Terry Lindsay**
Acting Assoc. Mgr.
HFC Wayside Exhibits
- John Brucksch**
Assoc. Mgr.
HFC Historic Furnishings
- Martin Burke**
Assoc. Mgr. HFC Conservation

A P P E N D I X A : Harpers Ferry Center Overview

The Harpers Ferry Center is headquartered in Harpers Ferry, West Virginia, with an outlying facility in nearby Charles Town, West Virginia, that contains the Division of Conservation and the NPS Audiovisual Equipment Depot. An additional small office is located in Denver, Colorado, that provides interpretive planning services, project value analysis, interpretive media evaluation, and liaison with the Denver Service Center.

The Harpers Ferry Center mission is to provide services to the national parks that enable them to offer the highest possible quality of interpretive and educational media to the visiting public. Such media include films, videotape and disk programs, audio programs, interactive video and computer programs, museum and visitor center exhibits, outdoor or wayside exhibits, conservation services for objects included in exhibits, historically accurate furnished rooms in historic structures, and publications including park guides, maps, and handbooks.

Harpers Ferry Center also provides interpretive planning assistance to the parks, allowing park staff to make the most economical and effective media choices. HFC provides thousands of hours of service to parks in the form of contract assistance, guidance on media standards, technical

advice and assistance, and emergency assistance without charge. Finally, HFC manages the NPS Audiovisual Equipment Depot that provides audiovisual equipment to the parks along with quick-response repair and replacement.

Historic Context During the 1960s the National Park System underwent an explosive growth in parks and visitation. Soon it was apparent the NPS could not keep pace with the volume or quality of interpretive and educational media such as films, exhibits, and publications required to serve the parks. In 1964 NPS Director George Hartzog created the Division of Interpretation and directed its first chief, Bill Everhart, to fix the problem. Everhart brought together NPS specialists in exhibit planning and design, museum object conservation, historic furnishings, audiovisual products and services, and publications under one roof. This became the Harpers Ferry Center, which opened its doors in March 1970.

In 1970 the NPS was much more centrally organized and managed than it is now. At that time the NPS had a level of control that **required** parks to obtain their interpretive media (slide programs, motion pictures, audio programs, outdoor exhibit panels, museum exhibits, and publications) at HFC. In addition, HFC was a

HFC also provides interpretive planning assistance to the parks, allowing park staff to make economic and effective media choices.

A P P E N D I X A : Harpers Ferry Center Overview

full service facility responsible for the planning, design, **and** fabrication of all interpretive media products.

By 1976 the Harpers Ferry Center had 136 employees. Its total budget (base and project funding) was \$12,388,000. By 1986 these numbers had increased to 229 employees with a \$14,500,700 annual budget. The HFC workforce reached its maximum level of 264 in 1993 just before the NPS restructuring and downsizing.

The National Park Service Restructuring and Harpers Ferry Center The NPS restructuring and downsizing affected the Harpers Ferry Center in two ways. In 1993-1994 HFC's workforce was reduced from 264 to 180 with significant effects on work capacity. This led to greater use of contracted services, primarily in the areas of design and production. In 1993 contracted work accounted for 19 percent of **all** HFC funding. In 1998 this had increased to 25 percent of all funding. This percentage is expected to increase further in 1999 (see charts pages 14-15).

The NPS restructuring also affected HFC through the elimination of three NPS Regional Offices and personnel reductions in the remaining seven Regional Offices. Before restructuring,

HFC essentially served 10 primary customers—the 10 Regional Chief Interpreters. These staff members acted as liaisons between HFC and the parks by helping parks better understand and justify their needs for interpretive media. In the process, the liaisons helped HFC understand park resources, visitor impacts, and management issues. When the Regional Chief of Interpretation positions were eliminated during the restructuring process, HFC began to work directly with the parks. In effect, HFC's customers increased from 10 to 376.

HFC's organizational structure has always been based on products. Divisions of Interpretive Planning, Exhibits, Conservation, Wayside (outdoor) Exhibits, Historic Furnishings, Audiovisual Arts, and Publications each had their own manager who reported to the HFC Manager. An administrative system that included Offices of Procurement and Contracting, Human Resources, and Programs and Budget supported the HFC Manager. In addition, a Support Services Office was responsible for building maintenance, telecommunications, information management (computer operations), the Audiovisual Equipment Depot, and Reference Services (Library and Graphics Research). Over time this has resulted in what management consultants call a "silo effect." Each division tended to be an independent

Before restructuring, HFC essentially served 10 primary customers—the 10 Regional Chief Interpreters. In effect, HFC's customers increased from 10 to 376.

APPENDIX A: Harpers Ferry Center Overview

entity, experiencing little contact with other divisions. By 1997 HFC was becoming less of a Center than a confederation of separate offices. It had become evident that HFC's organizational structure and more importantly, its organizational culture was out of step with the restructured NPS.

Harpers Ferry Center after the NPS

Restructuring In late 1996 Dave Wright, the long-time Harpers Ferry Center manager, retired. In July 1997 Gary Cummins arrived from Grand Canyon National Park to assume the job of managing HFC.

Immediately before Cummins' arrival, HFC had contracted with management consultant Peterfreund and Associates in Amherst, Massachusetts. Peterfreund conducted a series of studies of employees as well as park customers, and presented his findings to Cummins in July 1997. These studies painted a picture of a workforce that had been demoralized by the recent downsizing, by the resulting increased work load, and by its decreasing ability to work effectively with the parks after the NPS restructuring.

The park customers gave HFC high marks for the quality of its work, but were critical of the

Center's ability to communicate effectively with them, and about the amount of time required for project completion.

In November 1997 Cummins created a task force comprised of a mixture of veteran HFC managers, mid-level supervisors, and non-supervisory staff to develop a plan that would reinvigorate HFC's employees, remove barriers to cooperation between divisions, keep HFC current with advances in electronic, exhibit, and publication media technology, find more cost-effective and efficient ways to conduct its business, and improve the Center's relationships with the parks. In June 1998, NPS Director Stanton approved the *Harpers Ferry Center Realignment Plan*.

Implementation Progress By January 1999 the following actions outlined in the Realignment Plan had been completed.

- Administrative services including budget, personnel, and procurement were combined under an Administrative Officer.
- Regular formal reviews of all HFC projects within each NPS Region were implemented in face-to-face meetings with Regional Directors and



Andersonville NHS wayside exhibit

APPENDIX A: Harpers Ferry Center Overview

their staffs, along with park superintendents, where necessary. Each Region will have at least one such review annually.

- The Internal Advisory Board was appointed and began functioning on a regular basis.
- The External Advisory Board was named and conducted its first meeting in January. It has already assisted HFC in the implementation of a major initiative, an inventory of all interpretive media throughout the National Park System.
- A system of concise project agreements for each HFC project has been implemented. The project agreement is a contract that states in explicit terms the nature of the project, the personnel involved, the responsibilities of each party, the estimated time needed for the project and the total project cost.
- An agreement with the Cooperative Park Studies Unit of the College of Forestry, Wildlife, and Range Sciences at the University of Idaho has been entered into by HFC to develop methods for evaluating the effectiveness of various interpretive media (exhibits, signs, films, and publications) in park settings. A similar agreement is underway with Colorado State University that will focus on specific media items.
- HFC established an intern program whereby park interpreters at the GS-7–9 levels are brought to HFC for three- to six-month periods. When they return to their parks, they are able to become more effective in local planning and design of interpretive media, thus saving money and time.
- An initial work load capacity study has been carried out and is now under evaluation.
- All HFC employees are undergoing training that supports interoffice and interpersonal cooperation and trust.
- A policy has been implemented that results in an HFC contact with each park in the National Park System at least once annually.
- A Position Management Review Board was established to consider all proposed new positions as well as established vacant positions to ensure they remain consistent the Realignment Plan goals.
- An interactive and informative web site for Harpers Ferry Center was implemented to help park staff better understand what HFC does and how the Center can assist them at the park level. The web address is <www.hfc.nps.gov/hfc-insite>.



Hampton NHS marble conservation

APPENDIX B: Technical Support Costs

SLIDING SCALE FOR COMPUTING TECHNICAL SUPPORT FOR UNPROGRAMMED PROJECTS PER PARK REQUEST (INCLUDES ONPS, FEE, CYCLIC, DONATIONS).

COST ESTIMATES	PERCENT FOR TECHNICAL SUPPORT
\$20 - \$25,000	25%
\$25,000 - \$100,000	20%
\$100,000 - \$250,000	15%
\$250,000 - \$500,000	10%
\$500,000 - _____	5%



Harpers Ferry NHP historic furnishings plan

Note: There are always circumstances where technical support is lower than the above figures or no technical support is taken at all. This is because of the availability of park funds and the urgency of park needs.

APPENDIX C: Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	
ALASKA REGION			RETURN to MAP
Glacier Bay NP & Preserve	Audiovisuals	Video Prod. Equipment (cc 80%)	
Klondike Goldrush NHP	Historic Furnishings	Acquisition/Moore House	
Klondike Goldrush NHP	Publications	Folders	
Wrangell-St. Elias NP&P	Audiovisuals	Acquisition V.C. Theater Equipment	
Wrangell-St. Elias NP&P	Audiovisuals	Plan New V.C. AV Programs	
Wrangell-St. Elias NP&P	Audiovisuals	Produce 18 min. Video	
Wrangell-St. Elias NP&P	Conservation	Conservation Exhibit Artifacts	
Wrangell-St. Elias NP&P	Exhibits	Plan New V.C. Exhibits	
Wrangell-St. Elias NP&P	Wayside Exhibits	Plan Wayside Exhibits	
Wrangell-St. Elias NP&P	Wayside Exhibits	Produce Wayside Exhibits	
INTERMOUNTAIN REGION			RETURN to MAP
Bandelier NM	Wayside Exhibits	Parkwide Waysides	
Big Bend NP	Audiovisuals	Acquire Interactive Equip	
Big Bend NP	Audiovisuals	Produce Interactive Exhibit Program	
Big Thicket N Preserve	Audiovisuals	Plan Exhibit-Related AV Program	
Big Thicket N Preserve	Audiovisuals	Produce 20 Minute Interp. Video	
Big Thicket N Preserve	Exhibits	Plan New V.C. Exhibits	
Bighorn Canyon NRA	Audiovisuals	Acquire AV Equipment	
Bighorn Canyon NRA	Audiovisuals	Produce 9 V.C. Exhibit Videos	
Glen Canyon NRA	Wayside Exhibits	Alcove Ruins (cc park ONPS)	
Canyonlands NP	Wayside Exhibits	Produce 22 Exhibits Needles	
Dinosaur NM	Publications	Folders	
El Malpais NM	Exhibits	Plan New V.C. Exhibits	
El Malpais NM	Exhibits	Multi-agency Exhibits (cc reimb.)	
Fort Davis NHS	Publications	Handbook	

cc = cross charge

continued on next page

APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT
INTERMOUNTAIN REGION (Part 2)		
Fort Laramie NHS	Historic Furnishings	Acquire/HS Qtmst.
Glacier NP	Audiovisuals	Produce 2-5 min Video (cc fee 80%)
Glacier NP	Publications	Waterton Folders
Grand Canyon NP	Wayside Exhibits	General Site Analysis (cc fee 80%)
Grand Teton NP	Exhibits	Site Visit/Punch List (cc fee 80%)
Grand Teton NP	Wayside Exhibits	Replace 8 w/s Panels (cc park ONPS)
Hovenweep NM	Publications	Folders
Lyndon B. Johnson NHP	Audiovisuals	AV Port. Projector/Lens (cc park ONPS)
Lyndon B. Johnson NHP	Audiovisuals	Acquire V.C. Equipment
Lyndon B. Johnson NHP	Exhibits	Prod Exhibits Hosp
Rocky Mountain NP	Wayside Exhibits	55 exhibit panels(cc fee 80%)
Saguaro NP	Wayside Exhibits	Fabricate Trailhead (cc donations)
San Antonio Missions NHP	Exhibits	Produce Exhibits for San Jose
San Antonio Missions NHP	Wayside Exhibits	Wayside Project (cc donations)
San Antonio Missions NHP	Audiovisuals	New AV Program (cc Donations)
San Antonio Missions NHP	Exhibits	Plan & Design Hdqtrs. (cc Park ONPS)
San Antonio Missions NHP	Exhibits	Exhibits for Grand Quiviara
San Antonio Missions NHP	Audiovisuals	Produce 2 films
San Antonio Missions NHP	Audiovisuals	Acquire Film Equipment
San Antonio Missions NHP	Wayside Exhibits	Parkwide Wayside Exhibits
San Antonio Missions NHP	Conservation	Mount Exhibit Artifacts
Timpanogos Cave NM	Wayside Exhibits	Proposal for Cave Trail (cc fee 80%)
Washita Battlefield	Historic Furnishings	Washita Symposium (park ONPS)
Washita Battlefield	Interpretive Planning	Salary (IP) (cc GMP)
Yellowstone NP	Exhibits	Canyon Rim Exhibit Plan
Yellowstone NP	Audiovisuals	Plan AV Program Canyon Rim V.C.

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APPENDIX C: Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	RETURN to MAP
INTERMOUNTAIN REGION (Part 3)			RETURN to MAP
Yellowstone NP	Waysides	Parkwide Wayside Exhibits	
Yellowstone NP	Audiovisuals	Old Faithful Film (cc donations)	
Zion National Park	Audiovisuals	Acquire AV Equipment	
Zion National Park	Audiovisuals	Acquire AV Equipment	
Zion National Park	Audiovisuals	Plan V.C./Zion Museum AV Programs	
Zion National Park	Audiovisuals	Plan V.C./Zion Museum Theater Equip.	
Zion National Park	Audiovisuals	Produce 3 V.C. videos	
Zion National Park	Audiovisuals	Produce People in the Land	
Zion National Park	Conservation	Conservation Exhibit Artifacts	
Zion National Park	Conservation	Conservation Exhibit Artifacts	
Zion National Park	Exhibits	Plan V.C./Zion Museum Exhibits	
Zion National Park	Exhibits	Produce V.C. Exhibits	
Zion National Park	Exhibits	Produce Zion Museum Exhibits	
Zion National Park	Wayside Exhibits	Plan Wayfinding Exhibits	
Zion National Park	Wayside Exhibits	Produce Wayfinding Exhibits	
Zion National Park	Exhibits	4 sculptured animals (cc donations)	
Zion National Park	Interpretive Planning	Salary (IP) (cc GMP)	
MIDWEST REGION			RETURN to MAP
Agate Fossil Beds NM	Wayside Exhibits	Produce Wayside Exhibits	
Cuyahoga Valley NRA	Exhibits	Mustill Store Exhibits	
Cuyahoga Valley NRA	Exhibits	Mustill Store (cc park ONPS)	
Cuyahoga Valley NRA	Wayside Exhibits	8 Porcelain Panels (cc park ONPS)	
Dayton Aviation Htg NHP	Audiovisuals	AV Plan/WIC	
Dayton Aviation Htg NHP	Historic Furnishings	Furnishing Report (cc park ONPS)	
Dayton Aviation Htg NHP	Exhibits	Consult. Wright Flyer (cc park ONPS)	

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APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	RETURN to MAP
MIDWEST REGION (Part 2)			
Dayton Aviation Htg NHP	Publications	Graphic Research Svc. (cc park ONPS)	
Dayton Aviation Htg NHP	Audiovisuals	AV Plan/WIC	
Dayton Aviation Htg NHP	Historic Furnishings	Historic Furnishings Plan/WIC	
Dayton Aviation Htg NHP	Conservation	Conservation Assistance/WIC	
Fort Scott NHS	Wayside Exhibits	Panel "Free to Learn" (cc don/ONPS)	
Fort Smith NHS	Audiovisuals	Plan and Production (cc fee 80%)	
Fort Smith NHS	Exhibits	Fruland & Bowles (cc park ONPS)	
Fort Smith NHS	Wayside Exhibits	4 WS Exhibits (cc donations)	
Fort Smith NHS	Audiovisuals	Acquisition AV Equipment	
Fort Smith NHS	Audiovisuals	Plan AV Programs Jail/Courthouse	
Fort Smith NHS	Audiovisuals	Produce AV programs	
Fort Smith NHS	Exhibits	Plan Exhibits. Jail/Courthouse	
Fort Smith NHS	Exhibits	Prod Exhibits Jail/Courthouse	
Fort Smith NHS	Historic Furnishings	Acquisition Historic Furnishings/Jail	
Fort Smith NHS	Historic Furnishings	HF Plan Jail/Courthouse	
Herbert Hoover NHS	Publications	Handbook	
Homestead NM	Audiovisuals	Svc. Supplies (cc park ONPS)	
Ice Age NSR	Exhibits	Produce Exhibits Chippewa	
Ice Age NSR	Wayside Exhibits	Produce Parkwide Waysides	
Indiana Dunes NLS	Audiovisuals	4 Diversity CD Slides (cc park ONPS)	
Indiana Dunes NLS	Wayside Exhibits	Travel/TH Panels (cc park ONPS)	
James A. Garfield NHS	Audiovisuals	Acquire AV Equipment	
James A. Garfield NHS	Audiovisuals	Acquire AV Equipment	
James A. Garfield NHS	Exhibits	Produce V.C. Exhibits	
James A. Garfield NHS	Exhibits	Produce Interpretive Exhibits	
James A. Garfield NHS	Historic Furnishings	Acquire Historic Furnishings	

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APPENDIX C: Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	
MIDWEST REGION (Part 3)			RETURN to MAP
James A. Garfield NHS	Publications	Folders	
Jefferson NEM	Conservation	Indian Peace Medals (cc donations)	
Lincoln Home NHS	Publications	Folders	
Mt. Rushmore NM	Wayside Exhibits	Site Signage (cc park ONPS)	
Pea Ridge NMP	Audiovisuals	V.C. Program (cc fee 20%)	
Pea Ridge NMP	Interpretive Planning	Salary (IP) (cc GMP)	
Scotts Bluff NM	Exhibits	Plan V.C. exhibits	
Scotts Bluff NM	Wayside Exhibits	2 wayside exhibits (cc fee 80%)	
Sleeping Bear Dunes NL	Wayside Exhibits	Produce 31 Parkwide Waysides	
Ulysses S. Grant NHS	Audiovisuals	Park Video (cc fee 20%)	
Wilson's Creek NB	Interpretive Planning	Salary (IP) (cc GMP)	
William Howard Taft NHS	Audiovisuals	Complete Taft Video	
NATIONAL CAPITAL REGION			RETURN to MAP
Chesapeake /Ohio Canal NHP	Audiovisuals	Plan AV Visitor Contact Station	
Chesapeake /Ohio Canal NHP	Exhibits	Plan Exhibits V.C. Contact Station	
Frederick Douglass NHS	Audiovisuals	Install AV (fee 20%)	
George Washington MP	Conservation	Conservation of Sartain Print (cc LI)	
Harpers Ferry NHP	Audiovisuals	Acquire AV Equipment	
Harpers Ferry NHP	Conservation	Bookcase Storer College (cc ONPS)	
Harpers Ferry NHP	Audiovisuals	Bldg 33 Production of AV videos	
Harpers Ferry NHP	Audiovisuals	Bldg 43 AV Programs	
Harpers Ferry NHP	Audiovisuals	Produce AV programs	
Harpers Ferry NHP	Audiovisuals	Produce CD-ROM	
Harpers Ferry NHP	Audiovisuals	Produce Machine Shop Video	
Harpers Ferry NHP	Exhibits	Exhibits	

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APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT
NATIONAL CAPITAL REGION (Part 2)		
Harpers Ferry NHP	Exhibits	John Brown Museum Rehab (cc LI)
Harpers Ferry NHP	Exhibits	Produce Exhibits
Harpers Ferry NHP	Exhibits	Produce Machinery Exhibits
Harpers Ferry NHP	Exhibits	Rehab Town Model
Harpers Ferry NHP	Historic Furnishings	Acquisition Dry Goods Store
Harpers Ferry NHP	Historic Furnishings	Acquisition Roeder's House
Harpers Ferry NHP	Historic Furnishings	Acquisition White Hall Tavern
Harpers Ferry NHP	Historic Furnishings	Acquisition Window Décor
Harpers Ferry NHP	Historic Furnishings	Bldg 12 Acquisition Furns Lyc
Harpers Ferry NHP	Historic Furnishings	Bldg 40 Acquisition Clothing St
Thomas Jefferson NM	Publications	Folders
Lincoln Memorial	Exhibits	Produce Exhibit Dean House
Manassas NBP	Exhibits	Rehab V.C. (cc park ONPS)
Manassas NBP	Audiovisuals	Exhibits Video
Manassas NBP	Audiovisuals	Video Equipment
Manassas NBP	Conservation	Exhibit Related Artifacts
Manassas NBP	Wayside Exhibits	Waysides
Manassas NBP	Exhibits	Henry Hill V.C.
National Capital Parks Ctrl	Audiovisuals	AV Equipment Design
National Capital Parks Ctrl	Audiovisuals	Jefferson Memorial AV Videos
National Capital Parks Ctrl	Audiovisuals	Plan 3 Exhibit AV Videos
National Capital Parks Ctrl	Audiovisuals	Plan Program/Exhibit AV Elements
National Capital Parks Ctrl	Exhibits	Plan Interp. Exhibits Jefferson Mem.
National Capital Parks Ctrl	Exhibits	Produce Interpretive Exhibits
President's Park	Wayside Exhibits	Plan & Design (cc park ONPS)
Rock Creek Park	Audiovisuals	Speaker System-day (cc park ONPS)

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APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT
NORTHEAST REGION		
White House	Exhibits	V.C. Rehab (cc ONPS)
Allegheny Portage RR NHS	Historic Furnishings	Lemon House Historic Furnishings
Allegheny Portage RR NHS	Historic Furnishings	McLean House
Allegheny Portage RR NHS	Historic Furnishings	Artifacts Treatment McLean House
Colonial NHP	Wayside Exhibits	Plan/Proposal (cc donations)
Delaware Water Gap NRA	Wayside Exhibits	Produce Waysides Penna Dist
Edison NHS	Historic Furnishings	Furn. for Home/Heavy Machine Shop
Edison NHS	Conservation	Treatment of Historic Furnishings
Eleanor Roosevelt NHS	Audiovisuals	Convert Video to disk (cc fee 80%)
Fire Island NS	Wayside Exhibits	Waysides (cc park ONPS)
Fort McHenry NM &HS	Audiovisuals	Film Tree Conversion (cc fee 80%)
Fort McHenry NM &HS	Exhibits	Armistead Exhibit (cc fee 80%)
Fort Necessity NB	Audiovisuals	National Road V.C. Film
Fort Necessity NB	Exhibits	National Road V.C. Exhibit
Fort Necessity NB	Historic Furnishings	HFP Mt. Washington Tavern
Fort Necessity NB	Wayside Exhibits	Produce Wayside Exhibits
Gateway NRA	Exhibits	Bldg 210 Exhibits
Gateway NRA	Audiovisuals	Video Lighthouse (cc line item)
Gateway NRA	Exhibits	Education Center (cc line item)
Gettysburg NMP	Conservation	Hat Conservation (cc park ONPS)
Gettysburg NMP	Wayside Exhibits	Waysides (cc park ONPS)
Hampton NHS	Conservation	Artifacts Treatment (cc storm funds)
Hampton NHS	Wayside Exhibits	Reprint Orientn. WS (cc park ONPS)
Hopewell Furnace NHS	Historic Furnishings	Barn Loft, T. House
Independence NHP	Conservation	Conserve/Document Case
Independence NHP	Exhibits	Plan Exhibits West Wing

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APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT
NORTHEAST REGION (Part 2)		
Independence NHP	Exhibits	Produce E Wing Exhibit
Independence NHP	Audiovisuals	Slide tray to disk (cc donations)
Longfellow NHS	Historic Furnishings	Furnishings Report
Lowell NHP	Publications	Folders
Lowell NHP	Exhibits	Plan and Design Svc. (cc fee 20%)
Marsh-Billings Rockefeller	Audiovisuals	Acquire AV Equipment
Marsh-Billings Rockefeller	Audiovisuals	Produce Exhibits AV Program
Marsh-Billings Rockefeller	Exhibits	Plan Interpretive Exhibits
Marsh-Billings Rockefeller	Exhibits	Produce Interpretive Exhibits
Marsh-Billings Rockefeller	Publications	Folders
Maggie L. Walker NHS	Historic Furnishings	Reproductions (cc park ONPS)
New Jersey Coastal Heritage	Wayside Exhibits	Embedments/Backups (cc ONPS/LI)
Petersburg NB	Audiovisuals	Battle Map Upgrade (cc park ONPS)
Petersburg NB	Historic Furnishings	Travel IP/HF (cc ONPS)
Richmond NB Park	WS/Exh/Consv	Exhibits and AV (cc park ONPS)
Roosevelt-Vanderbilt HQ	Audiovisual	Redo Narration (cc fee 80%)
Roosevelt-Vanderbilt HQ	Conservation	Pckg./Consv. Objects (cc park ONPS)
Roger Williams NM	Publications	Folders
Sagamore Hill NHS	Audiovisuals	Plan AV Program
Sagamore Hill NHS	Exhibits	Exhibits for Old Orchard Museum
Salem Maritime NHS	Exhibits	Produce Exhs Salem Her
Salem Maritime NHS	Exhibits	Produce Multi-Site Interp. Exhibit
Salem Maritime NHS	Historic Furnishings	Hist Furnishings Plan
Salem Maritime NHS	Audiovisuals	Installation/Travel (cc park ONPS)
Salem Maritime NHS	Historic Furnishings	Historic Furnishings/Friendship
Salem Maritime NHS	Wayside Exhibits	Wayside Exhibit Rehabilitation

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APPENDIX C: Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	
NORTHEAST REGION (Part 3)			RETURN to MAP
Salem Maritime NHS	Audiovisuals	Acquire V.C. Theater	
Salem Maritime NHS	Audiovisuals	Produce Multimedia Visitor Info.	
Salem Maritime NHS	Audiovisuals	Produce New Film/1 Exhibit	
Salem Maritime NHS	Wayside Exhibits	Plan 7 V.C. Wayside Exhibits	
Shenandoah NP	Audiovisuals	Video/Site Visit (cc storm ONPS)	
Shenandoah NP	Conservation	Digitize/Stabilize Exhibits (cc ONPS)	
Shenandoah NP	Wayside Exhibits	5 bulletin cases (cc fee 80%)	
Statue of Liberty NM	Audiovisuals	Travel/Tape Shipment (cc park ONPS)	
Statue of Liberty NM	Publications	New Folders	
Thomas Stone NHS	Exhibits	Produce Exhibit House	
Thomas Stone NHS	Historic Furnishings	Acquisition Historic Furnishings	
Upper Delaware Scenic River	Wayside Exhibits	Parkwide Proposal (cc fee 20%)	
Valley Forge NHP	Historic Furnishings	Historic Furnishings	
Valley Forge NHP	Audiovisuals	AV Plan	
Weir Farm NHS	Historic Furnishings	Historic Furnishings Plan	
PACIFIC WEST REGION			RETURN to MAP
Cabrillo NM	Audiovisuals	Plan/Produce AV program	
Cabrillo NM	Audiovisuals	AV Equipment	
Cabrillo NM	Exhibits	Produce Exhibits Radio Room	
Channel Islands NP	Publications	Folders	
Death Valley NP	Exhibits	Scotty's Castle Exh. (cc fee 80%/ONPS)	
Death Valley NP	Wayside Exhibits	Harmony Borax Exh. (cc park ONPS)	
Fort Clatsop NM	Audiovisuals	AV Captioning Project (cc fee 20%)	
Fort Pulaski NM	Publications	Folders	
Golden Gate NRA	Publications	Folders	

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APPENDIX C: Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT
PACIFIC WEST REGION (Part 2)		
Golden Gate NRA	Historic Furnishings	Furnishing Report (cc donations)
Great Basin NP	Audiovisuals	Site Visit (cc park ONPS)
Hagerman Fossil Beds NM	Wayside Exhibits	Fabricate Exhibits (cc park ONPS)
Haleakala NP	Wayside Exhibits	Site Visit (cc fee 80%)
Hawaii Volcanoes NP	Audiovisuals	Orientation Interpretive Film
Hawaii Volcanoes NP	Audiovisuals	Music Born of Fire (cc donations)
Hawaii Volcanoes NP	Exhibits	Visit Center (cc fee 80%)
Hawaii Volcanoes NP	Waysides	35 WS Exhibits (cc fee 80%)
John Day Fossil Beds NM	Audiovisuals	Produce Video Program
John Day Fossil Beds NM	Exhibits	Plan Exhibits Cant Ranch
John Day Fossil Beds NM	Interpretive Planning	Site Visit (cc line item)
John Day Fossil Beds NM	Wayside Exhibits	Plan and Design Exhibits (cc fee 80%)
Kaloko-Honokohau NHP	Publications	Folders
Kaloko-Honokohau NHP	Wayside Exhibits	24 Wayside Exhibits (cc fee)
Lava Beds NM	Wayside Exhibits	Schonchin Butte Exhibits (cc ONPS)
Lake Mead NRA	Audiovisuals	Plan/Produce AV Alan Bible V.C.
Lake Mead NRA	Audiovisuals	Geology Animation (cc ONPS)
Lake Mead NRA	Wayside Exhibits	Produce Phase 2 Wayside Exhibits
Lake Mead NRA	Exhibits	Produce Exhibits Alan Bible V.C.
Lassen Volcanic NP	Wayside Exhibits	Wayside Exhibit (cc fee 80%)
Mojave National Preserve	Wayside Exhibits	2 Digital Panels (cc ONPS)
Mojave National Preserve	Publications	Folders
Mount Rainier NP	Audiovisuals	AV and Equipment (cc fee 80%)
Mount Rainier NP	Interpretive Planning	Salary for IP (cc GMP)
Nez Perce NHP	Publications	Folders
North Cascades NP	Wayside Exhibits	Happy Fall/Gorge Overlook (cc reim.)

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APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	RETURN to MAP
PACIFIC WEST REGION (Part 3)			RETURN to MAP
Olympic NP	Audiovisuals	Plan/Produce Film and Equipment	
Pu'uhonua o Honaunau NHP	Publications	Folders	
San Francisco Maritime NHP	Publications	Folders	
San Juan Island NHP	Wayside Exhibits	Robert Redoubt Exhibit (cc ONPS)	
Sequoia/Kings Canyon NP	Audiovisuals	Acquire AV Equip	
Sequoia/Kings Canyon NP	Audiovisuals	Plan Exhibit-Related AV Programs	
Sequoia/Kings Canyon NP	Audiovisuals	Produce Exhibit AV Program	
Sequoia/Kings Canyon NP	Conservation	Conservation Exhibit Artifacts	
Sequoia/Kings Canyon NP	Exhibits	Plan Sequoia Museum Exhibits	
Sequoia/Kings Canyon NP	Exhibits	Produce SEKI Museum Exhibit	
Sequoia/Kings Canyon NP	Interpretive Planning	Project Mgmt/IP Coordination	
Sequoia/Kings Canyon NP	Wayside Exhibits	Plan 76 Parkwide Wayside Exhibits	
War in the Pacific NHP	Audiovisuals	Auditorium AV equipment	
Whiskeytown-S.-T. NRA	Wayside Exhibits	Tower House Exhibit (cc reim.)	
Whitman Mission NHS	Audiovisuals	Convert Sound Slide Prog. (cc ONPS)	
Whitman Mission NHS	Wayside Exhibits	Replace Panels (cc fee 20%)	
Yosemite NP	Audiovisuals	Film Specs. (cc donations)	
SOUTHEAST REGION			RETURN to MAP
Biscayne NP	Audiovisuals	Produce Visitor Center Film	
Biscayne NP	Wayside Exhibits	Complete Plan/40 Parkwide Waysides	
Castillo de San Marcos NM	Wayside Exhibits	Produce 9 Waysides Ft. Matansas	
Cane River Creole NP	Historic Furnishings	Historic Furnishings Report	
Chickamauga/Chatanooga	Audiovisuals	Plan AV Program and Equipment	
Chickamauga/Chatanooga	Conservation	Cons. gun collection/mount artifacts	
Chickamauga/Chatanooga	Exhibits	Plan Exhibit for V.C.	

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APPENDIX C : Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT
SOUTHEAST REGION PARKS (Part 2)		
Congaree Swamp NM	Exhibits	Exhibit Plan Concept (cc park ONPS)
Congaree Swamp NM	Exhibits	Develop Exhibit Concept
Cumberland Gap NHP	Wayside Exhibits	Wayside Project (cc line item)
Cumberland Island NS	Conservation	Outdoor Metal Artifacts(cc ONPS)
Cumberland Island NS	Interpretive Planning	Interpretive Plan (cc ONPS)
De Soto NM	Audiovisual	Produce New Film (cc ONPS)
Dry Tortugas NP	Wayside Exhibits	WS Panels (cc donations)
Fort Caroline NM	Wayside Exhibits	WS Exhibits (cc park ONPS)
Fort Raleigh NHS	Wayside Exhibits	Fiberglas Panels (cc ONPS)
Fort Sumter NM	Exhibits	Plan Tour Boat Facility Exhibits
Fort Sumter NMv	Waysides Exhibits	4 WS Exhibits (cc park ONPS)
Fort Sumter NM	Audiovisuals	Ft. Moultrie Labels/Sleeves (cc ONPS)
Fort Sumter NM	Exhibits	Discuss IP Displays (cc ONPS)
Great Smoky Mountains NP	Audiovisuals	Sugarland Movie/Equip. (cc Fee 80%)
Great Smoky Mountains NP	Exhibits	Site Visit (cc park ONPS)
Great Smoky Mountains NP	Wayside Exhibits	Log Cabin WS (cc ONPS/donations)
Great Smoky Mountains NP	Publications	Folders
Guilford Courthouse NMP	Exhibits	Replace Exhibits (cc park ONPS)
Guilford Courthouse NMP	Wayside Exhibits	Plan/Design Waysides (cc park ONPS)
Gulf Islands NS	Wayside Exhibits	Battery Cooper Exhibits (cc LI/ONPS)
New Orleans Jazz NHP	Historic Furnishings	Salary IP (cc GMP)
Jean Lafitte NHP & P	Exhibits	Produce Interpretive Exhibits
Jean Lafitte NHP & P	Audiovisuals	Film Revision (cc ONPS)
Jean Lafitte NHP & P	Exhibits	Produce Interpretive Exhibits
Jean Lafitte NHP & P	Audiovisuals	Laser Disc System (cc donations)
Jean Lafitte NHP & P	Exhibits	Produce Interpretive Exhibits

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APPENDIX C: Harpers Ferry Center FY '99 Projects by NPS Region

PARK	DIVISION	PROJECT	RETURN to MAP
SOUTHEAST REGION PARKS (Part 3)			
Jimmy Carter NHS	Waysides	Plan 3 Wayside Audio Stations	
Kennesaw Mountain NBP	Audiovisuals	Plan 15-Minute AV Program	
Kennesaw Mountain NBP	Conservation	Conserve Artifact (cc park ONPS)	
Kings Mountain NMP	Publications	New Folders	
Kings Mountain NMP	Wayside Exhibits	Wayside Exhibit Planning (cc fee 20%)	
Mammoth Cave NP	Publications	New Handbook	
Martin Luther King Jr NHS	Audiovisuals	Discovery Station	
Martin Luther King Jr NHS	Exhibits	Produce Discovery Station	
Martin Luther King Jr NHS	Historic Furnishings	Acquire Historic Furn. Birth Home	
Martin Luther King Jr NHS	Historic Furnishings	King Inventory (cc ONPS)	
Natchez NHP	Conservation	Textile Workshop (cc ONPS)	
Natchez NHP	Historic Furnishing	Antique Forum (cc ONPS)	
Natchez Trace Parkway	Historic Furnishings	Historic Furnishings Report	
Padre Island NS	Wayside Exhibits	Wayside Panels (cc park ONPS)	
San Juan NHS	Audiovisuals	Plan/Prod. AV Prog./Theater Equip.	
San Juan NHS	Exhibits	El Morro/San Cristobol Exhibits	
San Juan NHS	Wayside Exhibits	2 Wayside Replacements (cc fee)	
Stones River NB	Wayside Exhibits	Produce Waysides Fortress	
Stones River NB	Exhibits	Planning and Design	
Virgin Islands NP	Exhibits	Plan V.C. Exhibits (cc storm funding)	
Virgin Islands NP	Wayside Exhibits	Revise 4 Wayside Exhibits (cc ONPS)	
Wright Brothers NM	Publications	New Handbook	
Wright Brothers NM	Exhibits	Travel for Meeting (cc park ONPS)	

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COMMENTS on the 1999 HFC ANNUAL REPORT

We appreciate any comments you have, including ideas on format, readability, level of information, or any changes you would like to see incorporated into the next edition of the *Harpers Ferry Annual Report*. Please take a few minutes to fill it out this evaluation sheet and send to:

**Manager, Harpers Ferry Center
National Park Service
Annual Report Comments
Post Office Box 50
Harpers Ferry, West Virginia 25425**

You may also submit your comments or questions to Magaly Green at Harpers Ferry Center via email at Magaly_Green@nps.gov or phone 304-535-6003.

Name: _____

Title: _____

NPS Location: _____

Additional Comments:

Please check the box that applies to your evaluation of this report.

Level of Information:

- fair
- good
- excellent

Format:

- fair
- good
- excellent

Readability:

- fair
- good
- excellent