



HFC *on* MEDIA

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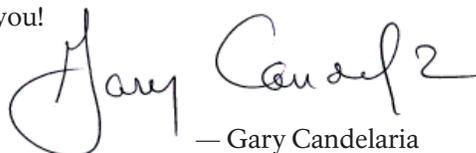


HFC Director Gary Candelaria (far left) and Denver Service Center Director Dan Wenk discuss services for parks and service center collaboration with thirty-three participants at the "Developing Media for Interpretive Centers" course in Denver, Colorado (see page 5).

From the Director

Greetings all! This is my first note to you as the new Director of Harpers Ferry Center. It is a privilege to be asked to lead the talented staff here as they assist you, our colleagues and partners, in fulfilling the mission of the parks. After 30 years in the field, it is a very different view, for me, from the Director's office at HFC. But I have found in the year that I've been here that we all have the same basic goal—to preserve, unimpaired, the wonders of the National Park System for future generations. Harpers Ferry Center is here to serve, and I pledge to you that we will work to fulfill the expectations and trust you have in us to meet your communication and interpretive media needs.

Over the coming months, HFC will be changing many things in the way it does business. All these changes are aimed at and intended to improve our service, and to put effective, quality media into your hands and on the ground, on-time, and on budget. HFC has long been an integral part of the NPS interpretive effort. We intend to deepen and widen our involvement and support for the Service's interpretive mission. We are here to serve you, and I hope you will use and benefit from our years of experience and creative talent. Let us know how we can help you!


— Gary Candelaria

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When Generation Y Asks, Why Vote?

Making the Selma to Montgomery National Historic Trail Relevant for Young People

On March 7, 1965, nearly 600 unarmed marchers set out to cross the Edmund Pettus Bridge in Selma, Alabama, to protest the egregiously unjust and systemic disfranchisement of black voters in Alabama and across the nation.

Local police and Alabama state troopers on horseback waited for the marchers at the bridge, the nostrils of both man and beast flaring with hatred. The marchers faced an onslaught of violence: many were trampled by horses, beaten with cattle prods, and sickened from tear gas. The national media quickly captured the events of this day, which soon became known as “Bloody Sunday.” But like David to Goliath, the marchers held fast to their courage and soon marched to the Alabama state capitol—this time joined by more than 10,000 Americans. They saw victory. On August 6, 1965, President Lyndon Baines Johnson signed the Voting Rights Act, which secured the right to vote for all Americans.

In 1996, the Park Service designated the 54-mile route taken by the marchers as the Selma to Montgomery National Historic Trail. To commemorate this pivotal moment in the civil rights struggle, the Park Service will open a visitor center along the historic trail in 2006.

As the education specialist at Harpers Ferry Center, I was brought aboard the project’s media team in late summer 2003, primarily to coordinate elements for an education resource kit that will include a Web site and DVD of *Never Lose Sight*

... of *Freedom*, the interpretive film to be shown in the visitor center.

I was excited to be working on such a timely topic—just after one of the most highly contested elections in recent memory and just before what was appearing to be another memorable election year. I’ll never forget the team’s excitement as Tim Radford, producer-director of *Never Lose Sight*, articulated his vision for the film. It would be more than a chronicle of the events of the march; instead, it would attempt to address the meaning of the march today.

As Radford envisioned it, a team of students would seek to uncover the story



John Lewis, Martin Luther King, Jr., and Coretta Scott King lead a 50-mile voter rights march to Montgomery, Alabama, on March 21, 1965. (AP)

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Send questions and comments to Gary Candelaria either by email at gary_candelaria@nps.gov or call 304 535 6058. To contact the editorial staff email Dave Gilbert at david_t_gilbert@nps.gov or call 304 535 6102.

Secretary of the Interior

Gale A. Norton

Director, National Park Service

Fran P. Mainella

Associate Director, Partnerships, Interpretation and Education, Volunteers, and Outdoor Recreation

Chris Jarvi

Director, Harpers Ferry Center

Gary Candelaria

Editor

David T. Gilbert

Art Director

Robert Clark,
Office of NPS Identity

Designer

David T. Gilbert

Contributors

Lakita Edwards
David Guiney
Donna Huffer
Bruce Kaiser
Brianna MacDonald
Lauren Morrison
Phil Musselwhite

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

EXPERIENCE YOUR AMERICA™

If we are to reach real peace in this world . . . we shall have to begin with the children.

—Mahatma Gandhi

and legacy of the voting rights movement, assessing its significance from their own perspectives. They would be “embedded” in history, interviewing participants from the original march and documenting a reenactment of it. The focus would be: From voting rights to human rights—how is the baton of change passed to the next generation? The team made a conscious decision that our participants would be students on the cusp of voting age.

The choice to use high school students caused the project team to really analyze the way the film could serve as an inter-generational bridge around issues of civil rights and civic engagement—topics that are generally assumed to be low priorities in the lives of today’s youth. Of registered voters, those aged 18 to 29 have the lowest voter turnout of all age groups—an unfortunate statistical constant. Furthermore, young people are both technologically and media savvy: will these “digerati” be interested in our nation’s natural and cultural legacy, or will they concentrate on fast-paced media pursuits? To be successful, *Never Lose Sight* had to be a relevant and an engaging experience for these young people.

The Seminar Experience

The National Park Service contracted with the Alabama Center for Law and Civic Education (ACLCE) to develop a recruiting strategy. Application forms were distributed to school system superintendents across Alabama’s Black Belt. Superintendents were asked to nominate a team of students and a teacher. Once the teams were selected, the *Never Lose Sight* seminars began.

In February 2004 the 14 students and their teachers were given binders with photocopies of primary documents and excerpts from books. A CD featuring songs of the civil rights movement aimed to ground them in their field experience.

The Southern Poverty Law Center, a project partner, gave the teachers resource materials from “Teaching Tolerance,” its education outreach program.

The core question of the seminar experience was: What is the right to vote worth? This question was a constant prompt as participants traveled to key places along the Selma to Montgomery Trail. Both students and teachers were asked to keep a journal of their experience.

During the four month period, the students were filmed in seminar rooms, en route on motor coaches, and on-site on the trail. They interacted with both foot soldiers and notable figures of the civil rights movement, including the Reverend C.T. Vivian, a confidante of Dr. Martin Luther King Jr. and an activist during the Freedom Rides of the early 1960s. In a stirring speech to a small crowd at the Dallas County Courthouse, he stated that the disenfranchisement of blacks in Alabama was antithetical to this nation’s foundation. Suddenly, and without warning, Sheriff Jim Clark struck a violent blow across Vivian’s mouth. The film of this event helped usher Selma into the national media spotlight.

When we filmed the seminar experience between Rev. Vivian and the students, I could see students were both transfixed and challenged by Vivian’s charge to find “their own place” in the ongoing struggle for equality and social change. Now they heard it was up to them to find relevance and take ownership of things like civil liberties and freedom.

These young people rose to the challenge. They held small forums to discuss how voting affected their personal rights and what they believed to be the top issues facing their peers, including censorship of self-expression, abuses of academic tracking by school administrators, racial

The NPS National Education Council

The National Park Service National Education Council (NEC) is chartered as an interdisciplinary advisory forum, a leader in advocating the renewal of the education mission nationally and in the field. They make recommendations to the Associate Director for Partnerships, Interpretation and Education, Volunteers, and Outdoor Recreation about ways in which the Service can build capacity, create additional opportunities for learning, and develop or expand educational partnerships.

The National Education Council is directed to facilitate communication with the National Park Foundation (NPF), the National Park System Advisory Board, and others. In order to assure that the Council always remains in communication with these key groups, Council members range from field interpreters to Regional Directors, and will always include representation of groups within and outside the Service. Through the involvement of experts in the fields of education, evaluation, and community involvement, the Council is strengthened. Many skills, many voices, and a variety of perspectives are needed to move us towards our goals.

2003 – In June, the “Renewing Our Education Mission” (REM) paper was released. REM defines the scope of the NPS education program, provides guiding principles, program goals, and priority actions. It calls for the establishment of a National Education Council, and provides the Council charter.

2004 – On May 13-14, the National Education Council held its first meeting in Washington, D.C. Their goal: to gain knowledge necessary to develop a vision based on the Board’s recommendations. They selected five areas identified in the REM

continued on next page

profiling, and unfair curfew policies. Based on the qualitative data from these forums, and using the Center for Civic Education's *Project Citizen* curriculum, the students designed and produced service projects with the aim of increasing youth participation in their local government. Also as a result of being in the seminars, many students conducted voter registration drives in their schools to register new voters with their call to action: "Turn 18 . . . Don't Defer the Dream!"

The Bridge Crossing Jubilee

On March 7, 2004 the students linked arms and, with 2,000 others, participated in the 39th Annual Bridge Crossing Jubilee. This commemoration of Bloody Sunday was their culminating activity; as they were filmed, they were imbued with a sense of agency. Just as in 1965, the march started with a communal prayer on the bridge. Unlike 1965, there was no angry swarm of violence awaiting the marchers. Instead there was a quiet uneasiness, in remembrance of those sacrifices made for a struggle that still continues.

The jubilee ended with the dedication of a plaque to John Lewis, now a congressman in the U.S. House of Representatives, who led the marchers on Bloody Sunday. Looking out at the crowd, Lewis said, "Some of us gave our time, some of us gave our blood, and some of us gave our very lives for this cause." There is no question in my mind that the students who participated in the *Never Lose Sight* project knew and would always know that this cause was now theirs.

My Reflections

I was overwhelmed with a sense of hope as I saw the students emerge from grappling with disbelief as they listened to those firsthand accounts of past social atrocities, to embracing an undaunted determination to never lose sight of the sacrifices made by those who came before

them. In essence, these students took a cultural memory and made it their own. One of them later wrote:

I never want to lose sight of freedom now that I have gained sight through this program. . . . I see the importance of voting in a way I never expected. Thanks to you I want to change not only my community, but also the nation. . . . A major goal of mine is to keep civil rights alive and become a Change Agent. . . . I would be honored to come back and share with new recruits my experience and do what I can to help them also become Change Agents.

For the *Never Lose Sight . . . of Freedom* students, the Edmund Pettus Bridge became a bridge to the past and a bridge between generations. I do not think this project could have been meaningful to the students, and ultimately to the viewers of the film, without the oral histories of those who were there and the inspired reactions by those who have benefited from the struggle.

Lakita Edwards is Education Specialist at Harpers Ferry Center.



"Never Lose Sight . . . of Freedom" seminar students participate in the 39th Annual Bridge Crossing Jubilee at Selma, Alabama. (Photo by Lakita Edwards)

Continued from previous page
document for immediate focus:

- Asset Mapping
- Program Evaluation
- Communications Planning
- Financial Strategy for I&E
- Civic Engagement

A work group was established for each area.

2005 – In April, after a year of monthly conference calls, the NEC met in Denver to pull together the work of the five teams and develop a timeline for action. The group welcomed several new members.

On July 22, the Council gave a status report to the National Leadership Council (NLC) and received support for a second meeting in August to draft a strategic plan for implementation of Renewing Our Education Mission.

The NEC met at Mather Training Center on August 9-11 to fulfill their promise to the NLC. They produced an outline for the strategic plan.

Developing Media for Interpretive Centers

Harpers Ferry Center Co-sponsors Course With the Intermountain Region

Thirty-three participants recently gathered in Denver, Colorado for the “Developing Media for Interpretive Centers” course. The four-day course, sponsored by the HFC Interpretive Media Institute (IMI) and the Intermountain Region (IMR), was held July 26-29, 2005.

Using case studies and dialog with media specialists, park managers and interpreters learned what it takes to create park museum exhibits and audiovisual programs for park and interagency interpretive centers. Participants learned the steps involved in developing exhibits, wayside exhibits, museum displays, video presentations, and historic furnishings exhibits. They also received training in media related tasks involving funding, cost estimating, contracting, project agreements, and project strategizing.

HFC instructors presented the lessons learned from the recently completed interpretive center project at Manzanar National Historic Site. Participants also visited the Denver Museum of Nature & Science, where they reviewed the “Explore Colorado” exhibit featuring impressive dioramas of Colorado life zones. The visit included a talk by the museum’s project manager, and a small-group discussion of the quality factors present in the exhibits based on criteria provided by the class instructors.



Course Evaluation Comments

I think I will find the information and binder—which demystified the media development process—to be practical, usable guides that will be referred to again and again. The opportunity to interact with a variety of HFC staff was a wonderful way to understand the different specialties and to put a human face on HFC.

The knowledge of the instructors was excellent. They were very helpful and wanted to make sure everybody understood what they were talking about.

Good order, strong speakers with lots of knowledge. Relevant case studies are helpful. Kept on track. Great field trip. Tons of ideas and great interchange. Rarely could a speaker not answer questions. That was refreshing. Encouraged good interaction between instructors and participants and between participants.

The session in which park personnel presented their projects and provided tips—this was extremely valuable to show real world examples of media work.

Presenters did a thorough job of delivering information effectively.

Above: Neil DeJong, Chief of Interpretation for the Intermountain Region, and Justin Radford of Harpers Ferry Center talk between sessions. Below: Course participants learn about the details of interpretive media development. (Photos by David Guiney)



Laminated Inkjet Panels

New Technologies and Materials for Wayside Exhibits

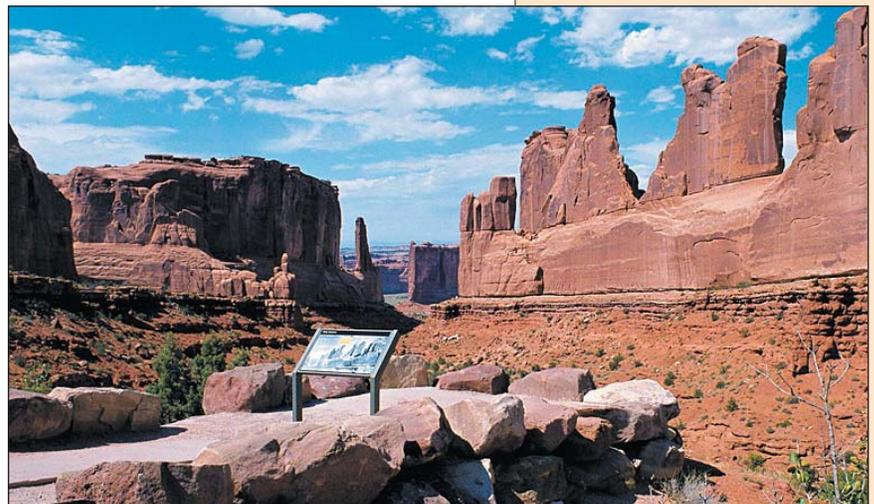
HFC production staff continue to review new technologies and panel materials available for outdoor interpretive use. A recent arrival on the scene is the laminated inkjet print which, when fabricated from improved materials, is the first laminate panel with real prospects of lasting outdoors for three or more years. Harpers Ferry Center is now using these laminated inkjet panels, but only under certain circumstances.

Inkjet prints are not new to HFC's list of endorsed panel types. Inkjet prints have the advantage that they may be easily corrected and updated with content and graphic changes when a routine panel replacement occurs. But, until now, the only way to obtain more than a few months of longevity with inkjet prints was to embed the print in a material such as Fiberglass or HPL (high pressure laminate). While these panels would not experience delamination and could last five years outdoors, they were monolithic in size.

The advantage of the new "three year" laminated inkjet panels are that they can be fabricated in as little as two weeks, as opposed to two months or more for other types of panels. Laminated inkjet panels are also priced competitively, with a typical 3-foot by 2-foot panel costing just over \$200 (not including image-scanning, image manipulation, proofing, and shipping costs).

No outdoor panel will last forever. All outdoor panels must be replaced at regular intervals. Efficiency is accomplished through selection of the panel type best suited to the specific environment, interpretive needs of the exhibit, and park maintenance considerations. All of the panel types recommended by HFC, when used in appropriate situations, are a good value for the money.

Laminated inkjet prints are broadly appropriate for many short-term and some long-term needs. Please refer to "Wayside Exhibit Panel Materials" on the Harpers Ferry Center website at www.nps.gov/hfc/products/waysides/way-product-panels.htm for information on important considerations when selecting a panel material. Remarkably, prorated annual costs tend to be similar among all of the available panel materials, including laminated inkjets, embedded inkjets,



embedded screen prints, and porcelain enamel. Around \$100 per panel, per year, is typical for long term applications for a 3-foot by 2-foot panel.

Bruce Kaiser is a Senior Production Manager at Harpers Ferry Center.

Guidelines for Using Laminated Inkjet Panels

HFC personnel have compared a range of available laminated inkjet panels with the following conclusions:

- The inkjet printer that is used must have sufficient image resolution to render clearly legible text and have an acceptable graphic reproduction. Machines from 600-1200 dpi have produced good results.
- The ink should be either solvent-based pigmented inks or UV curing inks (not merely UV resistant). The substrate can be aluminum, polystyrene, or Lexan from 1/16-inch to 1/8-inch thick. An "anti-graffiti" overlamine is recommended for the surface.
- Actual scratch testing showed that overlaminates of 5-15 mil thickness were superior in "hardness" to unlaminated, spray laminated, or "soft" (3 mil or less) overlaminates, which were all more easily scratched.
- The combination of materials should carry a warranty of at least three years outdoors.

Wayside exhibit at Arches National Park, Utah.

Shaping the System

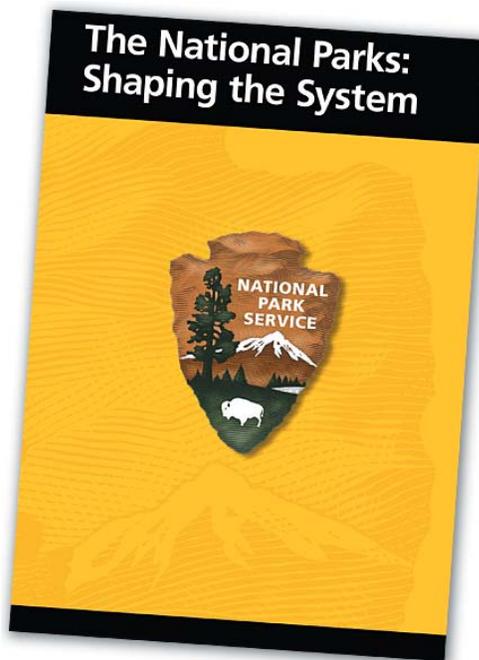
New Handbook Details Evolution of National Park System

The National Park Service announces publication of *The National Parks: Shaping the System*. The 128-page handbook, richly illustrated with maps and historic photographs, tells the story of the evolution of the U.S. National Park System, the first of its kind in the world.

Director Fran P. Mainella's foreword sets the stage. In Part 1, former Bureau Historian Barry Mackintosh discusses the origins of the System and describes the complexity of its more than 25 categories of park areas. In Part 2, Mackintosh chronicles the step-by-step growth of the System from its beginnings to its 388 areas at the beginning of 2005. Part 3 features maps showing the extent of the System and its growth over time, a list of all National Park Service directors with their tenures, a profile of individuals who helped make the System what it is today, and some suggestions for further reading. An index completes the book.

This is the third print edition of *The National Parks: Shaping the System*, which was first published in 1985. The text has been updated by Bureau Historian Janet McDonnell. HFC staff members include: Richard DeVries, designer; Nancy Haack, cartographer; Jane Hanna, editor; Linda Meyers, production manager; Mark Muse, digital pre-press specialist; and Ed Zahner, editor.

Released on July 11, 2005, *Shaping the System* is part of the award-winning National Park Handbook series. The series, winner of one of the first Presidential Design Awards, was selected for an international exhibition in Paris and has been featured



in several international graphic arts magazines

National Park Handbooks support management programs and promote understanding and enjoyment of the more than 380 parks in the National Park System. Handbooks are sold at parks and can be purchased by mail from: U.S. Government Printing Office, Stop SSOP, Washington, DC 20402-0001 or online at bookstore.gpo.gov. The price of *Shaping the System* is \$12.00 per copy and \$241.00 for 50 copies; includes shipping.

Awards

The Nez Perce National Historical Park unigrid brochure has received an interpretive media award from the National Association for Interpretation (NAI). The award, which will be presented at this year's National Interpreters Workshop (NIW), recognizes excellence in the field of interpretive media. The following HFC staff members worked on the Nez Perce folder: Ray Baker (writer/editor), Angie Faulkner (designer), and Nancy Haack (cartographer).

Retirees

Jan Gauthier, Associate Manager for Business Management at Harpers Ferry Center, retired on August 1st. Jan began her National Park Service career at Voyageurs National Park, Minnesota in 1972. She served in a variety of administrative positions at this new national park. She also met her husband, Gar, at Voyageurs. In 1985 they moved on to Apostle Islands National Lakeshore, Wisconsin followed by St. Croix National Scenic Riverway.

In 1994 Jan graduated from the Executive Leadership Program and served as interim Superintendent of George Washington Carver National Monument, Missouri. In 1996 she became the first Servicewide Training Manager for Administration at the Mather Training Center in Harpers Ferry, West Virginia, where she received two Crystal Owl Awards for achievements in training and development. In 2004 Jan became the Business Manager for Harpers Ferry Center.

"I have been so privileged during my career to have my life touched by so many wonderful people throughout the National Park Service. It has been an honor to work alongside so many talented and dedicated people supporting the mission of this great organization."

NPS Sign Program Accelerates

Sign Orders Exceed Expectations

As it typically is at the end of the fiscal year, Harpers Ferry Center has been exceptionally busy for the past several months. This is especially true of HFC's Office of NPS Identity (which manages the new NPS Servicewide Sign Program) and the Office of Acquisition Management.

Since the signing of a contract with Bunting Graphics on June 30, 2005 (see the July/August 2005 issue of **HFC onMEDIA**) scores of orders for signs have been received. It appears that, by September 30, nearly 50 separate orders will have been processed representing over \$450,000 worth of signs. Orders range in size from only a few signs to as many as 750, and in the type of signs needed. Parks have placed orders for motorist guidance and traffic regulatory signs, entrance and facility identification signs, and a host of other, smaller signs relating to safety, resource protection, park regulations, and interpretation. Signs ordered in July are now starting to be delivered. The very first order, in fact, was received by Mount Rainier Sign Maker Ralph Bell on August 19. Bell reports that he is "very happy" with the quality of the traffic regulatory signs that he received.

The Rainier shipment was made quickly because it involved a limited number of "catalogue" signs that were ordered directly from Bunting Graphics using a purchase card. Eventually, procedures currently being developed will enable parks to place many orders directly, even some large orders for signs that require layout assistance. For now, however, and until the end of the calendar year, such orders should be placed through Harpers



Ferry Center. This will enable program managers to monitor and troubleshoot current orders, to assist with sign selection and layouts, and to create order forms and sample scopes of work to streamline future purchasing.

To find out more about how signs should be ordered (now and in the future) and to learn about other aspects of the sign program, please read the following "frequently asked questions." For additional information about the program, or to discuss a specific project, call NPS Sign Program Manager Bob Clark at 304 535 5022 or Harpers Ferry Center at 304 535 5050.

Should parks begin to use the new standards now?

Yes. The UniGuide Standards were approved by the Director on September 29, 2003. Now that a contract with a Servicewide supplier has been signed, parks are required to use the standards and obtain their signs from the mandatory source.

Are parks expected to convert all of their signs to the new standards right away?

No. Director's Order #52C states that "Superintendents are expected to expeditiously convert . . . to the new standard to the extent permitted by available funding." The DO also states that "existing

Wayside Exhibit Bases

Will wayside bases purchased from Bunting be noticeably different from the park's existing wayside bases?

No. As depicted in the drawings below, new wayside bases look very similar to bases previously purchased from other sources.



The new wayside hardware:

- is consistent with hardware used for other informational signs.
- allows many more sizes of wayside panels than previously possible.
- is made of steel, which is stronger than aluminum and (if galvanized or oxidized rather than painted) is more durable. However, if a more finished surface is desired, steel can be easily painted.
- allows wayside panels to be more easily replaced. As indicated in the drawing below, the new wayside hardware features a top rail (held in place by tamper-resistant set screws) that is much easier to remove than the traditional frame (which is held in place with pop rivets).



[sign] stocks will be used until exhausted” and that “nothing in this policy will affect the continued use of entrance and other signs that have historic significance.” It is *not* correct to assume that the introduction of new sign standards will compel the immediate replacement of all signs in a park. The UniGuide standards will require years to implement fully.

Must I purchase all signs from the Servicewide supplier?

Yes. Bunting Graphics, Inc. was issued a “requirements” contract, which means that it is mandatory that all signs purchased by the National Park Service be acquired from them.

Are there any exceptions to the requirement that park purchase from Bunting Graphics?

Yes, there are two exceptions: 1: Signs needed for emergencies dealing with life, health, and/or safety may be purchased from other sources. (Bunting is, however, capable of providing quick turn-around for signs needed in emergencies.) 2: Park entrance signs that have significant historic value do not need to conform to the UniGuide standards. (Again, Bunting could be considered as a source for these non-standard signs by including them in your procurement competition.)

Must wayside exhibit production be purchased from Bunting?

Yes. It is mandatory that wayside bases and panels be purchased from Bunting.

Must wayside exhibit planning and design be purchased from Bunting?

The contract with Bunting includes planning and design, but as an option, not as a requirement. Parks also have other options for wayside planning and design. They may: arrange for HFC staff to do it; contract with a professional design firm through the HFC IDIQ contract program; or do the planning and design themselves.

No matter which option is selected, all waysides should be planned and designed according to NPS cartographic, editorial, graphic, and production standards. To decide which of these options is best for you call, Harpers Ferry Center at 304 535 5050 or NPS Sign Program Manager Bob Clark at 304 535 5022.

This park has purchased wayside panels from the same sources for many years? Will those vendors still be available to us?

Many will. Although Bunting will manufacture wayside bases, it will obtain wayside panels from a nationwide network of subcontractors that specialize in various imaging technologies. These sources include companies like Windsor/Fireform, KVO Industries, Pannier, iZone, and Folia that parks are familiar with. Bunting will compete most jobs among these vendors to ensure that prices are competitive, and will archive digital production files so that panels can be reordered quickly.

I have initiated a sign purchase from a source other than Bunting. May I continue with this purchase, or must I use the new contract?

If you were well into the process of purchasing signs from another source when the contract with Bunting was signed, you may obtain a waiver to continue. To discuss this possibility, call NPS Sign Program Manager Bob Clark at 304 535 5022 or the HFC Office of Acquisition Management (Kim Strite at 304 535 6485 or Brian Sprague at 304 535 6285).

Does the requirement to use Bunting mean that park sign shops can no longer make signs?

No. The contract relates to the purchase of signs, not to in-house fabrication. Park sign shops may produce any sign they have the technical capability to manufacture, as long as they are produced in accordance with UniGuide Sign Standards.

Testing the Sign Standards

The UniGuide Standards have been the subject of considerable laboratory analysis and field observations.

Human Factors Studies - In March 2001, a study of prototypical sign panels developed for Yosemite National Park was conducted by the Virginia Polytechnic Institute and State University. The Virginia Tech study was conducted jointly by the school's Department of Resource Recreation and Tourism, and the Department of Industrial and Systems Engineering. Preliminary lab studies were conducted at the University, followed by field evaluations of signs in the North Pines Campground and Yosemite Falls trailhead at Yosemite. The results of both studies were helpful in understanding the importance of sign placement, the proper amount of narrative and illustrative content, and the value of maps. The findings of this study have been incorporated into the new standards.

Analysis of Sign Typography - In 2001, tests were conducted to determine the relative effectiveness of the new NPS standard "Roadway" typeface. The tests were conducted by the Pennsylvania Transportation Institute (PTI) at Penn State University. Researchers evaluated NPS Roadway against the old NPS standard typeface (Clarendon) and against two federal highway alphabets. The Penn State tests were conducted on a track using human subjects to determine the readability of these fonts against retroreflective sign sheeting during the day and at night. The tests concluded that NPS Roadway "results in 10.5% greater legibility distances and equal recognition distances compared with NPS Clarendon." The study also found that words created with Roadway "are 11.5% shorter than the same words created with NPS Clarendon," thus

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Capabilities vary from park to park. Some sign shops can produce Motorist Guidance and Traffic Regulatory signs and Park Entrance and Facility Identification signs. Visitor Information signs employ specialized mass-produced components available from Bunting that can be used to support sign panels made in parks.

In the past I have purchased signs from Federal Prison Industries (UNICOR). Do I need to get a waiver to go to Bunting?

No. Now that UNICOR is not a required source, parks do not have to get a waiver to go to Bunting. Regulations require that UNICOR be "considered" as a source, which was done during the formal procurement process. Comparisons of traffic regulatory and motorist guidance signs revealed that UNICOR's prices were generally higher, and that delivery times were considerably longer. A copy of the UNICOR Value Analysis is available from the HFC Office of Acquisition Management to include in your contract file(s). Contact Kim Strite at 304 535 6485 or Brian Sprague at 304 535 6285 for a copy.

Will the new sign program save the National Park Service money?

Yes. A Value Analysis of the sign program conducted in the Spring of 2003 found that the program would save the agency from \$25-30 million over the next 24 years. Savings will be realized in a variety of ways. UniGuide signs typically use heartier materials in stouter dimensions, thus improving durability and lowering maintenance and replacement costs. Having standards will also significantly lower sign costs by reducing the repetitive custom design of similar signs. Likewise, planning costs will be lowered by using signs developed for similar applications (safety, resource protection, campground etiquette, etc.) at multiple parks.

Savings will also be realized by reducing

Service-wide procurement costs. Rather than initiating and managing the acquisition of signs at 388 parks, purchases will be made through a single source. Having a single contract also enables Harpers Ferry Center to eliminate the multitude of Indefinite Delivery / Indefinite Quantity (IDIQ) contracts it has historically maintained for wayside exhibit panel and hardware production.

Finally, in addition to the savings cited by the Value Analysis, the new sign program will reduce costs associated with tort claims. In fact, the U.S. Army Corps of Engineers has reported that adopting similar sign standards in the 1980s helped reduce drownings from 500 to 183 annually. This allowed significant reductions in claims paid, especially considering that the average claim is \$7 million.

Are the new style wayside exhibits less expensive?

The contract prices for the various types of digital panels (HPL, fiberglass embedded, or overlaminated) from Bunting are in line with prices that parks have traditionally paid. Prices for porcelain enamel panels are not fixed by the contract. Instead, Bunting has agreed to compete porcelain prices.

Prices for wayside bases will be higher. This is because the new bases are made of steel. Because steel is more rugged and can be used outdoors without painting (in a weathering or galvanized finish), it requires less maintenance than aluminum, which is the material traditionally used for wayside hardware. In addition to being more durable, the new bases will come in a wider range of sizes and will allow panels to be changed more easily.

If the cost of steel continues to rise (it doubled from Dec. 2003 to Dec. 2004), aluminum will be reconsidered for wayside bases and other sign hardware.

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enabling signs that allow more space around the words and further increasing readability.

Evaluation of Prototypes - A number of sign prototypes have been fabricated, including some that have been installed in parks. A variety of sign types were placed in Yosemite Valley in 1998 and on the South Rim of the Grand Canyon in 2000. Important lessons were gained from each installation that prompted numerous revisions to the standards. For example, difficulties at Yosemite in installing and replacing certain signs led to the redesign of a primary component of the sign's structure. The installation at Grand Canyon prompted the design of several new sign types and highlighted the need to maintain quality control of hardware manufacture. Additional prototypes are planned and adjustments to the sign hardware design are anticipated now that a Service-wide sign manufacturer has been selected.

Value Analysis - In 2003, a formal Value Analysis of the UniGuide standards was conducted by NPS Value Analysis Program Manager Rich Turk. The analysis team included professionals from the NPS, the U.S. Army Corps of Engineers, and the private sector that analyzed the proposed standards concept, proposed changes to improve performance and reduce costs, and proposed implementation strategies. The study team found that overwhelming benefits were to be gained by implementing the new standards. Among the greatest benefits cited was that, consistently applied, the UniGuide standards could expand and improve communications and the NPS identity program.