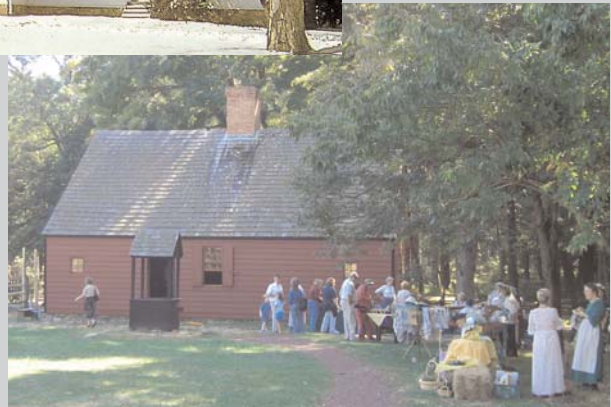
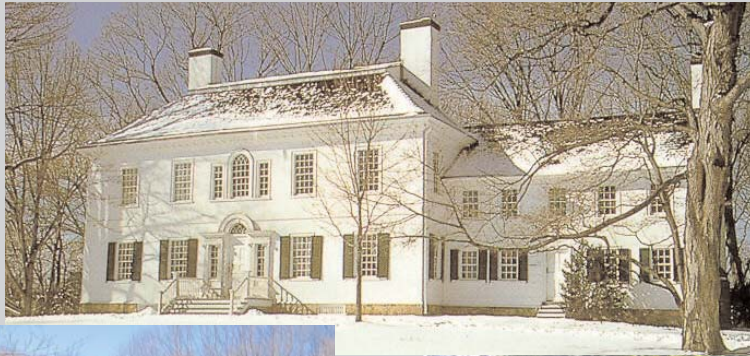




Morristown National Historical Park

Long-Range Interpretive Plan



Cover Photos: *Scenes from
Morristown National Historical Park,
NPS Photos*

Morristown

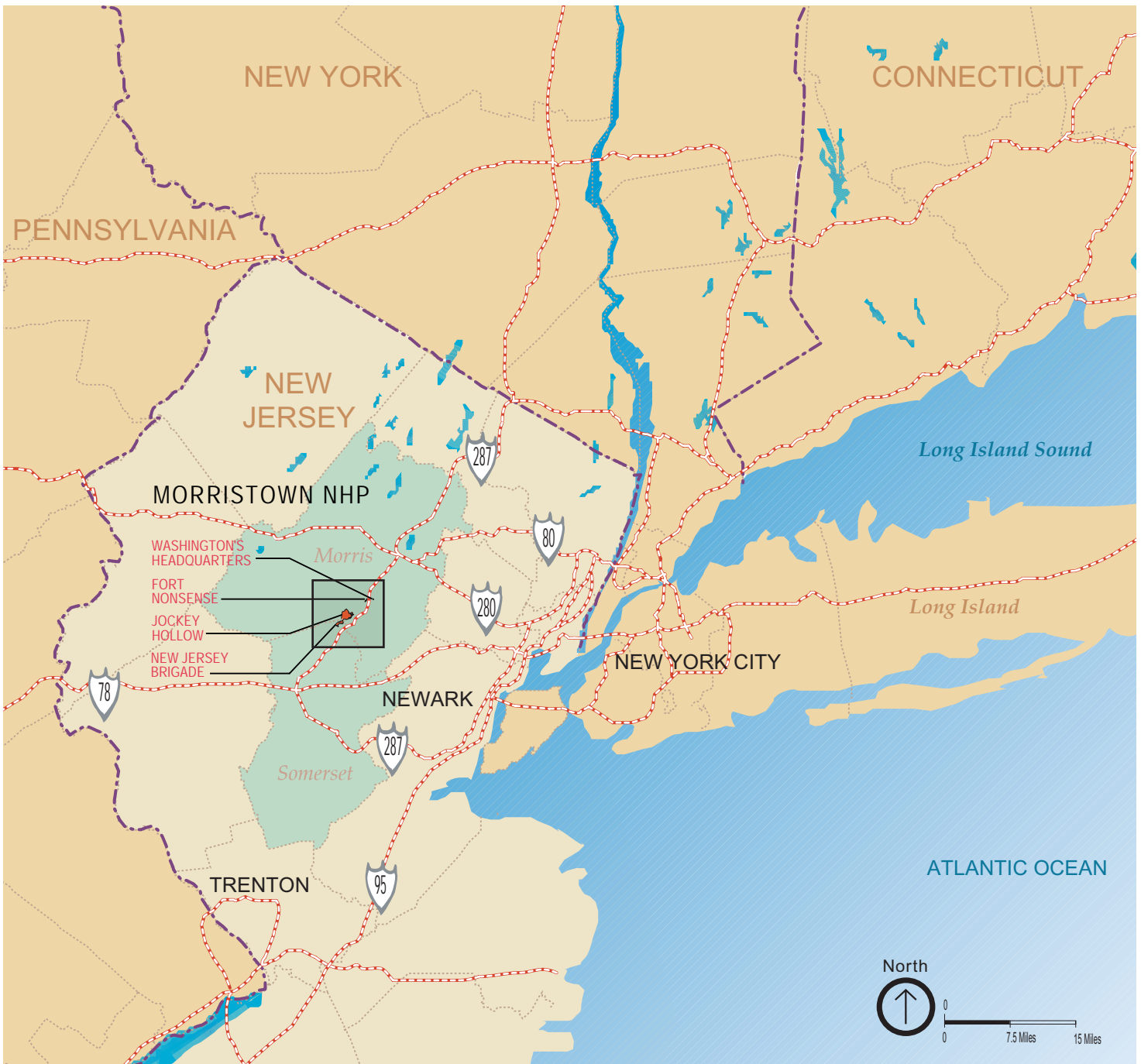
National Historical Park

Long-Range Interpretive Plan

Prepared by the Department of Interpretive Planning
Harpers Ferry Center
and
Morristown National Historical Park

January 2007

National Park Service
U.S. Department of the Interior



REGIONAL CONTEXT

Figure 1



**MORRISTOWN
NATIONAL HISTORICAL PARK
NEW JERSEY**
February 2003

National Park Service · Boston Support Office U.S.D of the Interior

Additional detailed maps illustrating park sites in the local Morrystown, New Jersey vicinity are located in Appendix J.



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INTRODUCTION AND BACKGROUND



General George Washington listens to three soldiers concerning the suffering of the troops encamped at Jockey Hollow in Morristown, New Jersey.

Introduction

The United States Congress passed legislation on March 2, 1933 authorizing the establishment of Morristown National Historical Park to protect sites associated with the 1777 and 1779-1780 winter encampments of the Continental Army during the American Revolution in Morristown, New Jersey. This landmark legislation brought into the National Park Service the first historic site to be administered by the Service and established a partnership role with the Washington Association of New Jersey, the local citizens group that had the foresight to acquire key lands, buildings and associated American Revolutionary War memorabilia in mind with donating them to the American public.

Today the lands, facilities and programs of Morristown National Historical Park (NHP) reflect more than seventy years of National Park Service stewardship. The park is comprised of four separate areas totaling 1711.7 acres. Each site protects significant Revolutionary War resources and offers visitors unique experiences. The units are Washington's Headquarters, Jockey Hollow, Fort Nonsense, and the New Jersey Brigade. Overnight accommodations, restaurant facilities, and other visitor amenities are located outside the park boundary in the surrounding communities. The park is open 362 days a year, seven days a week.

The National Park Service initiated planning with partners to develop a General Management Plan to guide all aspects of resource protection (lands, historic structures, and collections), facility development and maintenance, interpretive programming, partnerships and fundraising. Approved in March 2003, Morristown NHP's General Management Plan (GMP) expands the parks interpretive themes to address both the encampment period and longstanding ongoing preservation and commemorative efforts. Recommended actions that will most likely develop under the auspices of the GMP include the:

- Rehabilitation of the Washington's Headquarters Museum (now underway at this writing), an update of the Jockey Hollow Visitor Center and an upgrade of related interpretive exhibits, way-sides, and audiovisual programs for the aforementioned areas, Fort Nonsense and the New Jersey Brigade site;
- Development of a cultural landscape treatment plan that integrates cultural and natural resource management objectives to protect cultural resources, historic character and sustain the park's mixed hardwood forest.
- Institution of a park-town shuttle developed with park partners. The proposed shuttle will provide visitors easier access to three of the

four disjointed park units (Washington's Headquarters, Fort Nonsense and Jockey Hollow); and, reduce traffic and related noise intrusions within the forests of Jockey Hollow – the primary 1779 - 1780 encampment site.

- Providing a leadership role in regional initiatives particularly related to any coordinated effort to promote and protect American Revolution War sites in the state of New Jersey.

Following the completion of the general management planning process two interpretive planning workshops were held in October 2002 and November 2003 to develop recommendations for future interpretive services, facilities, media, and partnerships to support the delivery of the interpretive program. These workshops resulted in the development of this Long-Range Interpretive Plan. Together national park staff, partners, stakeholders, historians, curators and media specialists worked to develop this 10-year plan. The goal is to promote the park's resource values through specially planned visitor experiences and excellence in interpretation.

The Planning Process

The goal of the interpretive planning process is the development of a cost-effective, tightly focused, high quality park interpretive program that effectively addresses all audiences and achieves management goals.

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next 10 years. It identifies park themes, describes visitor experience goals, and recommends a wide array of interpretive services, media, programs, and outreach activities to communicate in the most efficient and effective way the park's purpose, significance, themes, and values. It will join a park produced annual interpretive plan and interpretive database to make up the Comprehensive Interpretive Plan for Morristown National Historical Park.

Barring legislative changes or major new research, the planning foundation expressed in this LRIP – purpose, significance, themes, and visitor experience goals – will remain constant over the life of this plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents will need to be prepared to implement some of the goals and recommendations in this plan.

Executive Summary

Morristown National Historical Park preserves the story of the Continental Army struggling to survive during the American Revolution. During two critical winters the town sheltered the main encampment of the Continental Army. General George Washington overcame desertion and disease to rebuild an army capable of taking the field against the British Army. In 1779-80 the hardest winter in anyone's memory – the military struggle was almost lost amid nakedness, starvation, and mutiny on the bleak hills of Jockey Hollow. Never was the leadership of Washington more evident as he held together the ragged army that represented the country's hope for independence.

Brief Historical Summary

The keys to our national identity and ideals are revealed through those that struggled, endured and succeeded at Morristown, NJ during the American Revolution. General George Washington chose Morristown for the main quarters of his troops because the area offered several strategic advantages, among them its location between the Continental Congress in Philadelphia and the British army in New York City. At Morristown, Washington demonstrated his superb leadership and strategic skills by not only holding the Continental Army intact, but also by using his forces to effectively restrict

and hamper British operations under the most adverse conditions. During the winter of 1779-80, the Continental Army suffered through seemingly overwhelming difficulties associated with weather, logistics, supplies, and morale. Their triumph over such harsh conditions, later led to victory at Yorktown, Virginia on October 19, 1781 — securing the independence of the American colonies from Great Britain and forever changing the course of world history.

From the time of the Nation's Centennial in the 1870s to the Great Depression in the 1930s, public-spirited citizens acquired lands, buildings and artifacts associated with the Morristown encampments to honor the memory of those who sacrificed to establish the United States of America. The Ford Mansion, where Washington made his headquarters, was preserved in the late 19th century by the Washington Association of New Jersey (WANJ) to protect historic documents, structures, and artifacts associated with General Washington and the Continental Army's activities at Morristown. Founded in 1873, the WANJ is one of the oldest preservation organizations in the United States.

On March 2, 1933, over 150 years after the encampments at Morristown, Congress authorized the establishment of Morristown National Historical Park (NHP).

The National Park Service would take over administration of the key sites associated with the winter encampments at Morristown; and, in turn, WANJ would serve as a partner in perpetuity to guide future preservation and fundraising efforts. This landmark legislation is also significant in the history of the National Park Service — the federal agency authorized to administer the nation’s scenic and historic treasures — because with its passage, this new park became the first national historical park to join the national park system.

Morristown National Historical Park Today

Morristown NHP is located in Morris and Somerset Counties, in the town of Morristown, and in Bernards, Harding, Mendham, and Morris Townships. Nearby population centers include Morristown, Madison, New Vernon, Basking Ridge, Bernardsville, and Mendham. The park is located in New Jersey’s 11th congressional district. Overnight accommodations, restaurant facilities, and other visitor amenities are located outside the park boundary in the surrounding communities. The park is open 362 days a year, seven days a week.

Today the lands, facilities and programs of Morristown NHP reflect more than seventy years of National Park Service stewardship. The park is comprised of four separate areas totaling 1,711.7 acres. Each site

protects significant Revolutionary War resources and offers visitors unique experiences. The units are Washington’s Headquarters, Jockey Hollow, Fort Nonsense, and the New Jersey Brigade. The park provides visitors the opportunity to discover the challenges faced by General Washington and the Continental Army, the impact this army had on the region’s civilian population and the American Revolution’s legacy for Americans today. It also provides an opportunity to learn about ongoing efforts in historic preservation and commemoration.

The National Park Service initiated planning with partners to develop a General Management Plan to guide all aspects of resource protection (lands, historic structures, and collections), facility development and maintenance, interpretive programming, partnerships and fundraising. Approved in March 2003, Morristown NHP’s General Management Plan expands the park’s interpretive themes to address both the encampment period and longstanding ongoing preservation and commemorative efforts.

Following the completion of the General Management Plan, two interpretive planning workshops were held in October 2002 and November 2003. These workshops resulted in the development of this Long-Range Interpretive Plan

(LRIP). This plan is congruent with all other park planning documents. The intended audience for the Morristown NHP LRIP includes park and Northeast Regional Office staff, partners, stakeholders, media specialists, and future contractors.

In order to achieve the interpretive vision outlined in the LRIP, the plan recommends actions that should occur over the next 10-years. It identifies park themes, visitor experience goals and recommends a wide array of interpretive programs, media, services and partnership activities to communicate in the most efficient and effective way the park's purpose, significance, themes and values. Achievement of this vision is funding dependent.

Summary of Long-Range Interpretive Plan Recommendations

During the development of the Long-Range Interpretive Plan, workshop participants consistently identified seven areas that require the most significant emphasis to interpret park themes and achieve park management goals for interpretation and visitor services. This plan recommends:

- *Changing the focus of interpretation to a message that reveals the success of the Morristown encampments through the courage and fortitude of the Continental soldiers and the inspiring leadership of General*

Washington, in spite of extremely adverse conditions at

Morristown. The story of

Morristown is a success story, not a failure. This message does not come across that way now in any current interpretive media. This is a critical issue to address immediately with personal services; and, as soon as funding is possible, in the design of all future interpretive media.

- *An infusion of funds to rebuild and restructure permanent interpretive staffing levels.* For most of the site's history, Morristown National Historical Park was considered a regional icon. Today the staff recognizes that the park no longer holds this status. Recent planning efforts reinforce a commitment to revitalize local and regional support. Recommendations outline a strategy that includes an emphasis (1) to connect with new audiences; (2) provide compelling media and personal services guided by current scholarship reflecting diverse points of view; (3) and to work with strong partners who share mutual goals to build interest, appreciation, and support for the park.

- ***A complete replacement of exhibits and audiovisual programs in the museum and visitor center.*** Today the legacy and immediacy of the American Revolution is lost to most visitors. The facilities at the Washington's Headquarters Museum and the Jockey Hollow Visitor Center provide the best opportunity to treat the story holistically. Well-scripted inspirational films and informative and interactive exhibits are needed to communicate interpretive themes and provide requisite context to the broader story of the American Revolution.

- ***Retaining the Ford Mansion and Wick Farm House as fully furnished historic house museums.*** Two significant historic structures survive: the Ford Mansion used by General Washington as his residence and Headquarters for the Continental Army; and the Wick Farm House in Jockey Hollow used by General Arthur St. Clair. Both historic structures are restored to their 1779 – 1780 appearance and vividly portray the past.

- The Ford Mansion requires an updated addendum to the furnishing plan for a more historically accurate environmentally controlled museum presentation.
- This plan also recommends an addendum to the Wick House Furnishing Plan in order to implement a museum experience that is more compatible with the

living history and curriculum-based education programs. The addendum would support a more interactive visitor experience where visitors are encouraged to handle reproduction furnishings.

- ***Continuing the long-standing living history program. And, when new levels of funding occur to reinforce interpretive program staffing levels, this plan recommends an expansion of this popular and effective interpretive program.*** Much of the historic scene is lost today, particularly in the re-forested Jockey Hollow Unit. Living history programs help visitors experience and “hear” the voices of the past.

- ***Developing a signage and wayfinding master plan for the park.*** Each unit requires a well-planned arrival experience. The experience starts with strategically located NPS signs that follow Servicewide identity and messaging standards. Once on park property it should be clear to visitors that they are at a unit of Morristown National Historical Park, and, through the placement of interpretive waysides, bulletin boards or outdoor sculptural elements (such as a scale model of the encampment area), it should be evident that the site visited is one of four non-contiguous units comprising Morristown NHP; and, that the park preserves important American Revolutionary sites.

•*Parkwide replacement of way-sides in order to provide site specific interpretation and context with the broader story of the park and the American Revolution.* Significant messages must be out in the park where most visitors are recreating. Through use of illustrations, maps, and graphics, new interpretive media will help visitors “see” on the landscape what now can not be seen.

Realization of these recommendations will be achieved only if the appropriate level of funding occurs. The park will work with Harpers Ferry Center to develop cost-estimates for the NPS’ Project Management Information System (PMIS) in support of future interpretive media upgrades. The park will also work with the Northeast Region’s Interpretive and Human Resources Office staffs in order to develop cost-estimates to seek a funding increase for interpretive personnel through the Operations Formulation System (OFS). During the life of this plan, the park will update LRIP recommended PMIS and OFS entries annually. This measure will help to insure that park management and interpretive program goals are achieved because the projected staff/project costs reflect inflation rates over time.

Legislation

Morristown National Historical Park, the first national historical park in the national park system, was established on March 2, 1933 for the purpose of preserving the lands and features associated with the grim winter encampments of the Continental Army during the War for Independence.

In addition to identifying key lands and buildings that comprised the park, the enabling legislation established the Washington Association of New Jersey (WANJ) as a park partner in perpetuity to ...act as a board of advisors in the maintenance of said park,” and it directed that the museum archives and collections received from the WANJ be maintained as part of Morristown National Historical Park.

Other Planning Considerations

A tangible result of the park’s post Revolutionary War history and subsequent actions to create the park is a legacy of stewardship, partnering, and collaboration with park neighbors. Currently there are many planning efforts underway that impact interpretation and visitor services. It is important for interpretive staff and park partners to be knowledgeable of these efforts in order to maximize future interpretive opportunities.

Major planning efforts currently underway that will impact MORR’s interpretive operations include the following:

Rehabilitation of the Washington’s Headquarters Museum and Grounds

Rehabilitation and expansion of the Washington’s Headquarters Museum began in the spring of 2005. While the project is underway the Washington’s Headquarters unit of the park remains open with the visitor services functions main-



Ford Mansion, NPS Photo

tained from a trailer near the Ford Mansion. The park received \$5 million dollars in NPS construction money. The project goal is to meet requisite standards for the preservation and display of the collection; improve visitor access including orientation, information and handicap accessibility; and upgrade the behind the scenes facilities necessary to operate a national park. Design and construction of new exhibits is a later project phase. Proposed design concepts will greatly impact the visitor experience at the Headquarters unit.

Two design firms were hired. Einhorn Yaffee Prescott

Architecture and Engineering Firm developed the design plans for the rehabilitation and expansion of the Washington's Headquarters Museum (WHM) building and surrounding landscape. Contractor Haley Sharpe Design developed schematics for a complete redesign of interpretive exhibits and visitor orientation elements. This project also includes the complete rehabilitation of the park's headquarters/staffing facilities, park library, and collection storage facility.

The park is undertaking the project with its legislated partner the Washington Association of New Jersey (WANJ). WANJ will raise funds for new exhibits and \$300,000 for a small entry pavilion and adjoining arcade for visitor orientation.

- The cost for the building renovation now underway is \$5 million

- The park has prepared additional PMIS entries for audiovisual and exhibits elements to match funds to be raised by WANJ.

Crossroads of the American Revolution Special Resource Study

The Park Superintendent, Regional Office planning staff, and many New Jersey public officials and private sector organizations worked to produce the August 2002

“Crossroads of the American Revolution Special Resource Study”. This study recommends the establishment of a Heritage Area to tell the story of the State of New Jersey's key role in the successful outcome of the American Revolution, the impact the conflict had on the people living in New Jersey, and the Revolution's legacy for Americans today. Legislation has been introduced in the Senate authorizing the creation of this new affiliate area. While the legislation designates that the proposed Heritage Area will be operated by the non-profit management entity known as the “Crossroads of the American Revolution Association, Inc.”, it also identifies a significant partnership role for Morristown National Historical Park. If this legislation comes to fruition, the park might house the legislated headquarters for the Heritage Area and possibly provide operational assis-

tance that is appropriate for the purpose of supporting the implementation of the Heritage Area's management plan. The Crossroads Special Resource Study identifies that a strong educational and interpretive program will be crucial to the successful preservation of Heritage Area resources and the development of widespread public understanding, appreciation and support. The challenges and opportunities this proposed new park role places on the interpretive program at Morristown NHP will require continued planning and coordination.

Transportation Study

The park contracted with the U.S. Department of Transportation's John A. Volpe National Transportation System Center to develop an "Alternative Transportation System Planning Study" as part of the general management planning (GMP) process. Morristown NHP has four separate units that are difficult to find due to area traffic patterns. The transportation study explores transportation needs within the local communities of Morristown, Morris Township, and Harding Township, New Jersey and the park; and, recommends several route alternatives and operations plans if a future partnership venture were pursued between the park and the surrounding communities. Both funding and partnering will dictate whether or not the recommendations of the transportation plan are

achieved, but continuing support from the Morristown Town Council and the Morristown Parking Authority make the likelihood of implementation possible.

Historic Furnishing Assessment

As part of the GMP process the park worked with the Northeast Region's Museum Services Center to assess the interpretation of the park's primary interpretive themes through the presentation of the park's two primary historic structures the Ford Mansion located within the Washington's Headquarters unit and the Wick House located in Jockey Hollow. The December 2003 "Historic Furnishings Assessment" provides a detailed history of the research guiding the physical presentation of the historic house museums through an analysis of the history of ownership and scholarship used to develop site furnishing plans. It discusses the history of objects acquired to furnish the houses and charts the movement of the collection to reflect ongoing research. The Furnishings Assessment also:

- Explores the relationship between ongoing research, preservation and restoration treatments for the buildings and surrounding landscape, the interior furnishing plans, and the presentation of all of these elements through the guided tours that are provided by interpretive staff.

- Assesses the relationship between buildings that serve in an information/orientation capacity — the Jockey Hollow Visitor Center and the Washington’s Headquarters Museum (WHM) – and the historic structures they interpret – Wick House and Ford Mansion respectively. (Essentially the WHM functions as both the visitor center for the unit and the overall park visitor center). This document also addresses the reproduction log hut in the Jockey Hollow Visitor Center. And,

- Outlines several interpretive exhibit options (furnishing plan treatments) for the historic structures and exhibit topics for the visitor centers. The recommendations parallel General Management Plan alternatives. The Assessment also makes specific recommendations regarding whether or not new furnishing plans are required for the historic structures and suggests what minor modifications can be made to the existing furnishing plans in the interim – prior to the receipt of funding for new plans.

- It is important to keep in mind that historic sites are restored and interpreted for the public. While many specialists work behind the scenes to insure that the presentation of the historic scene is accurate, based on the most current scholarship, and reflects current historic preservation standards, where it all comes together for the general

public is in the daily presentation of the interpretive program. This Long-Range Interpretive Plan (LRIP) will select recommendations from the “Historic Furnishings Assessment” that best reflect the direction and intent of the GMP and LRIP workshops. This approach will insure that in the public presentation of the site story, the curatorial and interpretive functions are integrated, and a consistent interpretive approach is maintained.

Connecting People to Parks

During 2005 a cross-disciplinary collaborative team of National Park Service staff in the Northeast Region (NER) developed a strategy to foster continued excellence in interpretation. “Connecting People to Parks” identifies eight program goals that parks should integrate in the ongoing planning, implementation, and assessment of interpretive operations. The document voices a need to “engage communities, foster stewardship, and lead to a range of opportunities and experiences that continue to help people make relevant connections with their national parks.” This LRIP mirrors the intent of the Region’s strategic interpretive plan.

Other Plans

Many other plans and projects now in progress will shape park operations. Please refer to Appendix A for a complete listing of pertinent documents and plans that could impact interpretation in the future.

PLANNING FOUNDATION



Colonel Jacob Ford Jr's Mansion, Morristown, New Jersey. The Ford Mansion was occupied as General George Washington's headquarters during the winter of 1779-1780.

Purpose and Significance

The National Park Service Mission is to preserve unimpaired natural and cultural resources and values of the national park system for the enjoyment, education and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. National Park Service Mission Statement

Planning focuses first on why a park was established and what conditions should exist there before delving into details about specific actions.

- Park purpose statements are based on park legislation and legislative history, other special designations, and National Park Service policies. Purpose statements provide the foundation for park management and use.
- Park significance statements capture the essence of the park's importance to the nation's natural and cultural heritage. Significance statements do not inventory park resources; rather they describe the park's distinctiveness and help to place the park within its regional, national, and international contexts. They are the basis for the development of the park's primary interpretive themes and program.

The following purpose and significance statements were developed during the park's general management planning process.

Purpose

Morristown National Historical Park (NHP) preserves, protects, and maintains the landscapes, structures, features, archeological resources, and collections of the Continental Army winter encampments, the headquarters of General George Washington, and related Revolutionary War sites at Morristown for the benefit and inspiration of the public. The park interprets the history and subsequent commemoration of these encampments and the extraordinary fortitude of the officers and enlisted men under Washington's leadership.

Significance

Attracted by Morristown's strategic location, including defensible terrain, important communication routes, access to critical resources, and a supportive community, General Washington chose it as the site for the main Continental Army encampment during two winters of the War for Independence. Morristown NHP encompasses most of the ground occupied by the army during the vast 1779–80 encampment, as well as smaller encampments in subsequent winters, and the site of the fortification from the 1777 encampment.

The winter of 1779–80, the most severe of the century, brought great suffering to the Continental Army at Morristown. Despite this and many other adversities, General Washington demonstrated his leadership by holding the army together as an effective fighting force. The Ford Mansion, where Washington made his headquarters, is an important feature of the park and recalls civilian contributions to the winning of independence.

Morristown's resources of the War for Independence were first preserved by the Washington Association of New Jersey, an important early success of the nation's historic preservation movement. Later public and private efforts, sustained by federal action following the designation of Morristown NHP as the first national historical park, illustrate that the park served as a model for historical parks and represents a turning point for the National Park Service's expansion into public history, living history, and historic preservation.

Interpretive Themes

Primary interpretive themes are those ideas or concepts that every visitor should understand. They are the key ideas through which the park's nationally significant resource meanings and values are conveyed to the public. These themes provide the foundation for interpretive programs and media at the park. The themes do not include everything we may wish to interpret at the park, but rather the ideas that are critical to a visitor's understanding of the park's significance. All interpretive efforts should relate to one or more of the themes; and, each theme should be addressed in the overall interpretive program.

Morristown's primary interpretive themes were outlined in the 2003 General Management Plan and refined by staff and stakeholders during this planning endeavor. Park themes are listed in no priority order, but have been numbered for easy reference.

Overall Theme: The American Revolution

Keys to our national identity and ideals are revealed through the preservation and interpretation of the American Revolutionary War encampment sites and other resources near Morristown, New Jersey. Today, the park also illustrates how successive generations have shown their veneration for General George Washington and

the Continental Army as national icons who demonstrated a grim courage and endured endless adversity at Morristown. This sacrifice for a greater cause is their legacy that continues to touch all Americans.

1. The Encampments

The winter encampments at Morristown are evocative of critical moments during the American Revolution. The Continental Army was the new Nation's main hope for independence from Great Britain. Poorly equipped, ill clad, underfed, and unpaid, the soldiers sought shelter in Morristown to survive the winter and rebuild and refortify the troops for the spring campaigns. In spite of great hardships, the Army emerged from Morristown to sustain key victories and win the war.

Sub-themes

1A. Twice Washington chose Morristown, New Jersey for winter encampment. This underscores the strategic value of its location to monitor British forces based in New York City, continue contact with the Continental Congress in Philadelphia, and train and maintain the troops in a protected area with natural resources to provide for the needs of 10,000 to 13,000 soldiers.

1B. The histories of the encampments at Morristown illustrate

the great costs, personal hardships, and organizational obstacles associated with building and sustaining the army.

Officers and enlisted men endured threats from within and without. Lack of effective support from the Continental Congress, extremely harsh weather, near starvation conditions, and dangerous front-line duty tested the fortitude and courage of officers and soldiers.

1C. The encampments illuminate a key aspect of the overall strategy of the war effort: endurance.

The expiring one-year enlistments and the need to have an army of long-term professional soldiers was a crisis by January 1777. By December 1779 the Continental Army that arrived in Jockey Hollow was the well-developed continental force that would be essential to success in this war of endurance, position, and limited engagement.

1D. During the Revolution the developing Continental Army, the only national organization except the Continental Congress, reflected emerging political philosophies. Through Washington's dedication and demonstration the Army was committed to civilian control (despite habitual shortages and uneven support) and prepared to subjugate individual self-

interest and local/regional loyalty to a larger national good.

Camp conditions at Morristown tested this principal.

1E. The Continental Army was a citizen army that reflected the diversity of the population of the new states. The histories of the individuals who served with the Army during the Morristown encampments shed light on the varied motivations of those who chose independence as well as the contrary positions of those who chose not to serve.

2. A Community During War

The American Revolution was experienced on both the front-lines and the home-front, and it was both a War for Independence and a civil war. The influx of thousands of soldiers during Morristown's two winter encampments resulted in crime, disease, and economic upheaval for the community of about 250 people. The war's toll upon Morristown was dramatic. Morristown was a military capital from 1777 until virtually the end of the war. The people of Morristown faced profound and unprecedented challenges in their homes, business, churches, and in the courts. While Morris County was strongly Patriot, of those who were Loyalist many either fled to the safety of British-occupied New York or were jailed and tried for treason in Morristown.

3. George Washington

George Washington played a critical role in the survival of the Continental Army and thus the new Nation. His leadership inspired his officers and helped to retain the loyalty of his troops even when faced with shortages and deprivation. At Morristown, Washington demonstrated his firm grasp of strategy and his skill in working with civil authorities.

4. Preservation

Today Morristown National Historical Park (NHP) is a landscape layered with elements that survive from the 18th, 19th, and 20th centuries. Landscape elements reflect changing societal attitudes about history, patriotism, historic preservation, and, more recently, open space and management of nature. The changing landscape brings together the continuum of natural succession, and ongoing research and planning to guide park preservation and interpretation.

Sub-themes:

4 A. Attempts to quantify George Washington's accomplishments and commemorate his legacy have occupied the attention of generations of historians and spawned numerous efforts to preserve sites related to him, including Morristown NHP. The preservation of Morristown NHP as an early historic site and as the first National Historical Park owes much to its

association with Washington as national icon and exemplar of the nation's values.

4 B. Because of its early establishment, the Park became a model for federal historic preservation efforts eventually codified in the 1935 Historic Sites Act and the 1966 National Historic Preservation Act. Today visitors see how preservation and interpretation of historic structures, landscapes and people has evolved over time based on the most current research and accepted professional standards and practices.

4 C. Jockey Hollow's existing forest, now protected by the park, hides the tremendous impact the Army had on the landscape. The soldiers harvested approximately 600 acres of trees for log huts and firewood. Although the forest regenerated over time, it now lacks the structure and diversity that probably characterized the pre-encampment forest.

Visitor Experience Goals

Visitor experience goals describe what physical, intellectual, and emotional experiences should be available for visitors to Morristown National Historical Park. While these experiences will be available to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments, visitors will not experience every goal on a single visit.

This section of the document was developed during two workshops: the May 2000 “General Management Plan Workshop: Themes, Visitor Experiences, and Audiences”; and, an October 2002 Long Range Interpretive Plan Workshop conducted by Northeast Regional Office staff. (Regional Office staff stepped in to assist with the project when the first Harpers Ferry Center planner assigned to the project was unable to coordinate the October 2002 workshop, due to a serious illness.) The following visitor experience goals are not listed in any preference order.

Visitors to Morristown National Historical Park will have opportunities to:

- Enter the park via whichever unit is convenient rather than through a single entry point, be provided with sufficient logistical information to discover what the park has to offer, and be introduced to the

particular features of each park unit.

- Travel throughout the park without confusion.
- Use travel time among the units to learn more about park stories and the history of the park’s landscapes.
- Leave their modern vehicles and directly experience some portion of a park landscape or facility.
- Locate and visit thematically or geographically related sites and facilities.
- Complete a visit without injury.
- Find a trained interpreter who can answer questions and expand upon stories introduced by other interpretive media.
- Utilize appropriate interpretive media and park facilities that do not intrude on the historic landscape and encourage discovery and interaction between adults and children.
- Participate in a curriculum-based education program tailored to meet both park and school education objectives.
- Experience some aspect(s) of life in a winter military encampment (environmental conditions, daily routine and living conditions, per-

sonal attire and equipment, etc.).

- Use all of their senses to discover the realities of encampment life.
- “Hear” the diverse voices of the past and figuratively step into the shoes of a variety of 18th century participants (military and civilian) in the Morristown encampments.
- Learn about the mission of the National Park Service and participate in interpretive and stewardship activities rather than just passively observe.
- Link the season of the year to historical events, i.e., how camp life changed with the seasons.
- Find changing interpretation that encourages repeat or seasonal visitation.
- Visit “sacred ground,” the actual locations of historic events, and connect to past events and people.
- See more of the park’s extensive collections and the efforts of preservation professionals.

Learn through exploration of these park-specific topics:

- The importance of the encampments at Morristown to the success of the American Revolution.
- The broad context of the Revolution, including the precipi-

tating events, geography, chronology, and the varied motivations of participants.

- Why General George Washington twice chose Morristown as a winter encampment, underscoring the strategic value of its geographical location, populace, and diverse landscapes and resources.
- The critical interconnection among the different encampment areas of Jockey Hollow, Fort Nonsense, and Washington’s Headquarters at the Ford Mansion
- The crucial role Washington played in the survival of the Continental Army—his character and leadership inspired his officers and helped to retain the loyalty of his troops even when faced with shortages and deprivation.
- That the park’s resources are layered in time: they represent various historical periods and have changed over time. The Washington Association of New Jersey, the NPS, and others all have contributed to the preservation of these resources through their commemoration of the Revolutionary War in Morristown.

EXISTING CONDITIONS



Winter encampment at Jockey Hollow: log huts constructed by the Continental Army sheltered the troops during the terrible winter of 1779-1780.

Interpretive Facilities

Washington's Headquarters Unit

The Washington's Headquarters Unit includes two primary structures situated on 10 acres: the historic Ford Mansion and the Washington's Headquarters Museum. In calendar year 2004, 22,479 people visited the museum with 17,401 (77%) going on a tour of the Ford Mansion. In calendar year 2005 the museum was closed to the public due to the museum rehabilitation and expansion project. However, 12,029 people visited the temporary "Visitor Services Trailer" while 9,882 of them went on a Ford Mansion tour (82%).

Washington's Headquarters Museum

Note: the museum's entire contents were removed and it closed to the public in January 2005 for a major rehabilitation and expansion project. The project is expected to last until approximately 2007. During the renovation, visitor services for the Washington's Headquarters unit are conducted at a temporary trailer near the Ford Mansion. Activities include information, orientation, fee collection and the starting point for the Ford Mansion tour. While waiting for the next tour visitors can chat with interpretive staff and view the orientation film on a 20 inch monitor. During this period, at most 4-6 people can view the film

together, so a very limited number a visitors will see the film.

Before commencement of the project, the museum offered two floors of exhibit galleries, two films, an auditorium, rest rooms, and a bookstore operated by cooperating association Eastern National. A reception desk at the visitor entrance was staffed and served as an information point, fee collection station, and Eastern National sales point. Tours of the Ford Mansion assembled and departed from the museum. The auditorium seats up to 125 people and was used to show the park's 20-minute film, for special events such as 18th-century music concerts, and for community meetings. The Washington's Headquarters Museum was open from 9 AM - 5 PM. The park entrance fee for adults was collected at the Museum's reception desk. Visitors also could purchase the Morristown Annual Park Pass and National Park passes at the reception desk.

Built 1935-37, the museum included, and will continue to include after the rehabilitation and expansion project, a self-guided museum, auditorium, staff offices, curatorial storage, and the archives and library. When operating, this building functions as a visitor center for the park and the unit. The rehabilitation of this structure will be a defining moment for the park and provide an opportunity to address the deficiencies noted below.

Analysis:

This section records general observations of the planning team during the November 2003 workshop. A detailed analysis of the exhibits, audiovisual programs, and signs will follow in the media section of this document.

- The story of Morristown is a success not a failure story. While interpretive media focuses on the endurance of the Continental Army, it does not address why they sacrificed and endured. This lack of context is unfortunate because the viewer is left with a rather depressing message and/or a feeling of “so what?” The need for historical context is critical and should be immediately addressed through personal services; and later, corrected in any future media developed.
- For most of the site’s history, Morristown NHP was a regional icon; it no longer has that status. The park staff needs to connect with new audiences to build understanding, interest, appreciation, and support.
- All visitor options and choices were communicated to the visitor by the ranger at the front desk. Trip planning choices are not made known to visitors outside the building. The staff member at the information desk needs to set visitor expectations and emphasize experience options. Usually staff says at the desk: *“you have 10 minutes until the next tour”, rather than “this is what you can do while you’re here...there’s a movie and exhibits which take about an hour to see, and tours are given of the Ford Mansion every hour. The next tour time is...what would you like to do?”* Consequently, visitors spend 10 minutes in the museum then tour the house. This approach is incongruous with the desire to showcase the collection through the various exhibits presented.
- The relationship between each unit of Morristown NHP to each other is not discussed.
- There is no one place to go to get the big picture of how Morristown relates to the larger story of the American Revolution. This is desperately needed.
- School groups have a tremendous impact on the visitor experience for the general public and vice versa. It is important to have a separate programming space for school groups/and groups with reservations for a more in depth experience.

The Ford Mansion

The Ford Mansion is an original 18th century structure and was built between 1772 and 1774. It is furnished as it might have looked during the winter of 1779-80. The mansion was General Washington's military headquarters for six months during the winter of 1779-80, and also recalls civilian contributions to the winning of independence. Guided tours of the Ford Mansion are offered daily on the hour from 10 AM to 4 PM, with a 12 noon tour offered only when the staffing level permits. The historic house is not accessible to individuals with mobility impairments.

Analysis:

- Mansion tours are well received by the public, the staff provide a gracious, welcoming and informative experience. However, the tour is not driven by a single theme - the theme changes with each ranger. Depending on the skill and experience of the guide, the tour can be object driven. Experienced staff members attempt to touch on all primary themes in one tour. While noble, this attempt is unrealistic – it can be overwhelming for visitors receiving lots of information.
- The importance of the Ford Mansion as the National Headquarters of the Continental Army and its role as the center of military operations is lost.
- The visitor experience goal that addresses the importance of “using all of the senses” is not adequately addressed here. The empty halls seem sterile, with the amount of activity and people living here it would have been noisy and the halls filled with equipage. The carpet to protect the floors and the empty halls doesn't support this feeling. The kitchen does not show food being prepared for 30 people – it looks like what would be served for a family of four.
- The only provision for access for people who come to the site but can't take the tour (either because of time constraints, overbooked tours, or handicap accessibility) is a rather poor photo album that people can look through. This deficiency needs to be addressed.
- On most days there is no tour offered at 12 noon; due to staffing constraints and the need to provide lunch breaks,.
- The current signage does not support the NPS image.
- Interpretation of the historic landscape is limited to discussions with the staff and one rather poor wayside.

Fort Nonsense Unit

This 35-acre unit of the park was the site of an earthwork fortification (the upper redoubt) built by Washington's troops in the spring of 1777 on what was then called Kinney's Hill. Its purpose was to protect the main roads leading north and south and the military storehouses in Morristown. Due to later folklore, the site acquired the name "Fort Nonsense". Site interpretation includes seven wayside exhibits, a bulletin board, a vista clearing overlooking Morristown, and a small monument. The location of the original fort's earthwork walls are outlined on the ground in Belgian block. Picnic tables are available. The site is open daily, 9 AM until sunset, 362 days a year. There are no amenities, water, or restroom facilities. This area is not staffed.

Analysis:

- This is a recreation/contemplative site appealing to both the dedicated visitor and the local visitor. Local people frequently use this site; consider using this location as an opportunity to re-connect them back to park/the story.
- Restore the historic place name – Upper Redoubt. Most visitors do not come here; the faux 19th century myth name does not inspire interest.
- While the name attracts the curious visitor, it is important for the park to do some myth busting — consider doing this at Fort Nonsense and with the Tempe Wick story at Jockey Hollow.
- Most non-local visitors don't travel to Fort Nonsense because of traffic concerns (many confusing one-ways streets to get there). It is very difficult to get there. This site needs a well-thought out arrival experience that establishes a connection to the other units.
- Fort Nonsense was built in 1777 – it's part of the earlier encampment story. It adds another confusing layer. Future interpretive media needs to better address the multi-layered stories.
- The fort's strategic location comes across. However, is there any way to hit New York City with the cannon positioned here? (No.) This is the impression the current information conveys.
- The dates on the commemorative monument are incorrect. A new wayside that points out this inaccuracy would help to eliminate confusion. This new wayside should also interpret the placement of the monument in the context of the preservation theme.
- While the waysides do a good job of emphasizing strategic location, many are not ground oriented and

are badly placed; they need to be improved.

- One theme not addressed in the waysides that should be is “endurance”. Here at Fort Nonsense endurance means continued observation and being ready at all times.
- Recommend leaving the iron works story out. Don’t try to tell too many stories here. There may be a better location to tell this story within the community of Morristown. If possible present documented stories of the individuals who made/manned the forts.

Jockey Hollow Unit

During the historic period this area was mostly a hardwood forest, although five farms had been established by the outbreak of the American Revolution. The Jockey Hollow Unit is historically where most of the Continental Army stayed during the winter encampment of 1779-80, approximately 10,000 to 13,000 soldiers spent the winter here. Placement of the troops was organized by brigade and some officers quartered with farm families in nearby homes.

Today the Jockey Hollow Unit is approximately 1,340 acres with over 27 miles of hiking trails and a paved “tour road”. For the modern visitor the location of where troops stayed is designated by giving that section of the park the name of the brigade

that stayed there. The “tour road” provides access to the primary visitor destinations: the Wick House, the Pennsylvania Line, the New York Brigade, Stark’s Brigade, Hand’s Brigade, and the Grand Parade Field. In calendar year 2005, the park recorded 44,052 visits to the Jockey Hollow unit’s buildings. This figure includes 22,234 people entering the Visitor Center and 15,843 visitors to the Wick House. These figures do not include the “car count” of people who are driving through or in the park. Many visitors to Jockey Hollow are recreational visitors who do not enter the park buildings.

Analysis:

- Somewhere in the visitor center the inspirational piece needs to come out, in order to take the visitor beyond the endurance piece which is now the primary focus.
- George Washington is curiously absent from the story-telling in this unit. He needs to be put on the landscape with the troops, training, solving problems, dealing with disciplinary issues, etc. For example: interpret when he conducted grand reviews on the parade field such as when the French Ambassador came.
- The parade field interpretation is minimal. Explore other opportunities. Perhaps it can also be used as an interpretive location to discuss other stories or to re-enforce

the international implications of the American Revolution.

• **There are important stories missing. Interpretation needs to:**

- Tell the outpost duty story – there is a lot of interpretive potential here. It will show the activity within the camp – the constant pulsing of troops.
- Address the mutinies and people stories. Tell these stories out in the park – not just in the visitor center.
- Discuss the problems of getting and maintaining adequate supplies. And, include George Washington’s ongoing efforts to overcome this obstacle. People relate to people. It is important to connect the visitor to the historic figures.
- Use historical sources and quotes effectively by including letters home, letters from the home front to soldiers stationed at Morristown, and period newspaper articles and literature, etc.

Jockey Hollow Visitor Center

The Jockey Hollow Visitor Center was built in 1975 and serves as the central visitor contact point in the Jockey Hollow Unit of the park. The Visitor Center is open seven days a week from 9 AM – 5 PM, offers a staffed visitor reception desk, a small Eastern National bookstore, and park. In the building the park presents a ten-minute film which depicts the Continental soldier’s life during the Jockey Hollow encampment, a furnished full-scale soldier hut display, and a large wall mural to aid the visitor’s visualization of the 1779-80 encampment. Public restrooms are available, but are not fully wheelchair accessible. Visitors can obtain a color-coded park trail map of the park’s complete trail system at the Jockey Hollow Visitor Center. Tours of the historic Wick House begin at the Visitor Center during severe winter weather conditions. The curriculum-based education program is conducted in the Visitor Center and the Wick House.



Volunteer soldiers raising huts at Jockey Hollow, NPS Photo

In order to address the inadequacies of the Visitor Center, the park’s draft General Management Plan recommends re-evaluating its interior space. The park has submitted a funding request in the Project Management Information System (PMIS) to “Assess and Recommend Improvements for Architectural Program of Morristown NHP

Jockey Hollow Visitor Center”. The end product will be recommendations and a design for the most energy efficient and effective operational use of the interior space. The building was constructed in 1975 and its current layout and use of the interior space no longer support the park’s needs. Park education programs need a dedicated space that won’t interfere with the general public. The visitor center also needs a much larger sales area to satisfy the park’s interpretive and educational goals. The video area consumes a disproportionately large amount of space and does not allow for good permanent and temporary exhibition space. Additionally, the building’s electric, computer, telephone, and LAN needs must be evaluated in terms of the park’s current operations.

Analysis:

This section will record general observation of the planning team. A more detailed analysis of the exhibits, audiovisual programs, and signs will follow in the media section of this document.

- This facility is well located between the parking lot and other park visitor destinations. However, the interpretive approach jumps right in to the middle of the story – the sufferings of Continental Army and the construction of the log huts during the winter of 1779-80. Information on how to enjoy and experience the park, what was

going on in the American Revolution, why Jockey Hollow was selected, where General Washington was located in relationship to his troops, and what happened after Morristown is only provided if a visitor talks with a staff member.

Overall facility design:

- The lighting is very poor in the Visitor Center and the space is very under utilized.
- Proportionally the bookstore operation occupies a large percentage of Visitor Center space.

Visitor Center Desk:

- Due to fee collection duties and bookstore sales, the interpretive staff member is anchored to the entrance area near the Visitor Center Desk. In order to expand interpretive opportunities, it is important to have items out there to interpret. A new design should consider smaller exhibit cases that the interpreter can move to while visitors are in this area.
- Personnel/operations – use of time:
 - (1) the current location of staff office space in an area adjacent to Visitor Center operations does not enable staff the ability to work on projects if visitation is slow.
 - (2) When the Visitor Center is busy, there is insufficient staff to allow for back-up to deal with visitors.

Historic Wick House

The Wick House was built c. 1750. It served as military headquarters for Major General Arthur St. Clair during the 1779-80 Jockey Hollow Encampment of the Continental Army. The Park Service restored the Wick House in the mid 1930s. It is furnished as it might have looked during the winter of 1779-80.

There are no formal tours of the Wick house, but rather, staff members in period costume are present to interpret to the public on an informal basis. Eighteenth-century cooking or crafts demonstrations as well as other thematic programs are offered occasionally at the Wick House on weekends. Adjacent is the kitchen garden, maintained by the Northern New Jersey Chapter of the Herb Society of America. Wick House hours of operation are 9:30 AM - 4:30 PM daily with the house closing at lunchtime so the Visitor Center can remain open while the staff takes its lunch breaks. A portion of the curriculum-based education also is conducted in the Wick House on Tuesdays – Fridays from approximately November to late May. While the school program is being conducted, the house is partially available to walk-in visitors. The Wick House has limited accessibility to individuals with mobility impairments.

Analysis:

- The opening of this historic structure requires a staff member on site. When closed there is very

limited access to the story, (an outdated and inaccurate wayside nearby). Visitors love this site.

However, the Wick House is the first structure closed to the public if the interpretive staff is short-handed. This happens when there is a school program, for a one-hour period daily to accommodate staff lunch breaks, and during periods of staff shortages.



The Historic Wick House, NPS Photo

- The staff has related a variety of problems with visitor interactions when conducting the living history program here.

Interpretation should set visitor expectations, establish the historic scene, and explain the program before visitors arrive at the front door of the historic house. A wayside could do this. It is important to give the public a cue regarding what to expect.

- Remove the current wayside approaching the Wick home; it is inaccurate.
- This site requires a clearly identified theme to target service delivery. A staff member dressed in reproduction period clothing covers this structure. Staff/volunteer training for this type of interpretation is very limited because the experienced historian/ranger is on the line covering another aspect of the operation. Unfortunately current staffing levels limit effective

mentoring. Although the site attracts college interns and volunteers the site lacks the capacity to adequately train them.

- The grounds surrounding the Wick house look very bucolic and do not completely support the story. Future interpretation needs to do a better job of getting out the dark side of war – the disruption, chaos, and sacrifices demanded.

Pennsylvania Line

Located along the Pennsylvania Line are five reproduction Continental Army soldier huts that were built as demonstration exhibits in the 1960s. They represent hundreds of huts once located on this site during the 1779-80 winter encampment. Visitors can see the



Volunteers repairing Pennsylvania Line Huts, NPS Photo

huts daily, from park opening until closing, regardless of staffing. There are no amenities, water, or restroom facilities in this area. The soldier huts are at the top of a hill and can only be reached by a steep walking trail. In the past, the huts

were staffed on weekends throughout the entire year and seven days a week June through August. Personal services are provided only during special programs/events or when staff and volunteers are working to repair the huts.

Analysis:

- The five reconstructed log huts at the Pennsylvania Line do not

impart the extent of hut encampments that once occupied the hillside. Workshop participants agreed that the huts do not speak for themselves: unless accompanied by a knowledgeable staff member, their current appearance and the level of information conveyed is not worth the trudge up the hill

- The waysides at the base of the hill where the huts sit are very ineffective and provide only a hint of the story. New waysides are required both inside the huts and outside as well.

- Until the park solves the accessibility issue this area remains very problematic.

- The park staff needs to seriously consider that if indeed the huts are “the heart of the story”, then determine how the number of staff required to support this area can be developed through staff and volunteer re-enactors.

- Future site interpretive planning/development must also address visitor comfort issues such as access for mobility impaired and nearby restrooms.

- The current presentation in the park bulletin board system is sloppy and does not attract interest or use.

New York Brigade Area and Trail Head Center

This area includes two sites - the New York Brigade Area comfort station and the Trail Head Center. The New York Brigade Area Comfort Station site has a small parking lot, waysides, a bulletin board, and restrooms. The Trail Head Center is located ¼ mile down the road from the New York Brigade Comfort Station which includes a parking lot, waysides, and a bulletin board. The Trail Head Center provides access to most of the 27 miles of park trails. Activities in these two areas are primarily recreational.

Analysis:

- The New York Brigade comfort station has an orientation exhibit dating from the Bicentennial. The exhibit is in poor condition and in need of replacement
- The current presentation in the park bulletin board system does not attract interest or use.
- There is a need to orient the visitor to the whole park at this location and outline options and choices. Explain historical terms such as “line”.
- In addition to providing orientation to trail hikers and requisite safety information there is an important Revolutionary War story to tell here. Although visitors need to be able to find their desired destination, there are important connections to be made to the resource and its story. For example, which trails that exist today are actually historic trails?
- This is the area where local visitors arrive first – many never come into the visitor center unless they have out of town guests. Consider how to connect the park story to visitors using this trail for recreational purposes. For example: “You are following in the footsteps of the Continental Army”. Look at current trail names – is there a historical angle to consider renaming trails to support the delivery of the park story? Tie hiking interest to historical interest to length of hike.
- The “New York Brigade Area” is essentially the site of the public restroom as it is now presented. Due to the deteriorated conditions of the facility, it does not look or feel safe – it feels very creepy. As part of the driving tour, there seems to be no real reason to stop here. Consider as a possible story to interpret the British occupation of New York City.
- The planning team observed that visitors are stopping to read what is out there. Consider waysides with seasonal changes that mirror the park story. Change quarterly, yearly, and/or bi-annually, however funding permits. Keep bulletin boards updated.

- A protection message is needed: at trailhead bulletin boards there is no mention of the need to leave untouched any archeological resources encountered during a walk, and that their removal is a federal offense. In addition to regulatory information future interpretation should convey that these resources are important because the story of the soldiers (and by extension, Washington) is encapsulated in the park's archeological remains. Consider an interpretive message that directs visitors how to communicate observations along the trails to park staff.
- The "Aqueduct story" does not tie to 18th century park history – it's confusing; there are too many stories.
- The "Trail Center" name describes activity use. For historical clarity or re-enforcement the park might rename this site for the nearest brigade — 1st Maryland.

New Jersey Brigade Area / Cross Estate and Gardens Unit

This unit (approximately 321 acres) has two adjacent sites with distinctly different resource experiences:

- 1.The New Jersey Brigade area preserves the 1779-1780 encampment site of 1,000 troops from the New Jersey Brigade. Sheltered beneath the forest canopy, the site contains rough outlines of several soldier huts with their hearth stones loosely refitted. The area gives visitors another opportunity to imagine the soldier experience. The encampment site is 1-mile southwest of the main encampment area at Jockey Hollow. Visitor access to this site is indirect. Visitors can hike to the site from Jockey Hollow via the "Patriots Path". Or they can drive on municipal roads to the New Jersey Audubon Society Scherman-Hoffman Sanctuaries. From the Audubon Society's parking lot visitors can hike in to the encampment area from a trail head. There is a bulletin board at the trail head and waysides to interpret the encampment area. The trail is not a "through" trail or a loop trail. When the trail ends visitors must turn around and retrace their steps. There are archeological resources here.
- 2.Acquired to protect the lands where the New Jersey Brigade quartered, the former Cross

Estate, an early 20th century home, is also part of this unit.

The Cross Estate mansion is used for staff housing, offices, meeting and training space, and storage.

The Cross Estate gardens are open to the public and maintained by volunteers from the New Jersey Historical Garden Foundation.

Through a park special use fee-permit the house and gardens are available for community meetings and functions.

- The Cross Estate requires wayside panels to explain what it is, why it is part of Morristown NHP, and outline site orientation/visitor experience opportunities.

Analysis:

- There is a perception that no-one goes here; however it is a designated Boy Scout hiking trail and the facility is also used by both dedicated hikers and Revolutionary War buffs who know the story.
- The park has the opportunity to interpret and connect to visitors through a partnership with Audubon.
- There are several well-documented stories unique to this area. Oliver Cromwell, an African-American was a member of this unit. This helps illustrate the diversity of the Continental Army. There is also the Samuel Shelly story – a draft dodger.
- One story that is not getting out right now is that all brigades shared “Outpost duty” – this may be a story effectively told here and/or at other brigade sites.

Interpretive Media

This section is organized by media type as follows: audiovisual programs, exhibits, publications, signs, waysides. Within each topical area, site specific media will be addressed by unit.

Audio Visual Programs

Washington's Headquarters Unit

The park has submitted PMIS project requests to address its audiovisual and exhibit needs at the Headquarters Museum. When funds have been successfully raised (a combination of partner fundraising efforts and PMIS project monies) the park intends to replace all audiovisual and exhibit elements. The Haley Sharpe design schematics call for the integration of AV components into exhibits in order to provide a more comprehensive view of Morristown's role in the American Revolution.

Washington's Headquarters Museum Orientation Film:

The 20-minute film "Washington's Headquarters, 1779-1780", also known as the "Officer's Life" film was produced in 1976.

Analysis:

The park acknowledges that the current orientation film does not place the role of Morristown, New Jersey in the proper context of the entire American Revolution, and it fails to give a good overview of all of

the park's resources or explain why they are nationally significant. The film presents an unbalanced perspective of the events at Morristown and does not take advantage of the most up-to-date historical scholarship and historiography. From a technical perspective the existing film is reasonably well-produced and adequately photographed (in 16-mm film) some of the footage could possibly be repurposed into a new production.

There is no one single interpretive product (other than the park brochure) that provides a brief and compelling overview of the park and its history. The interpretive video would be an ideal medium for this, especially given that the majority of visitors to Washington's Headquarters (excluding school groups) spend two hours or less at the site. A recent study by the NPS Social Science Program (*Visitor Use and Evaluation of Interpretive Media*, September 2003) notes that AV programs are the most widely used form of interpretive media among visitors spending less than two hours on a park visit. The report states that AV programs "may be one of the few ways to effectively communicate about park resources and stories to visitors during a short stop." An interpretive video would also be appropriate given the large numbers of families who visit Washington's Headquarters. The NPS study reports that AV programs are the third most important

media type among family groups, behind park brochures and self-guided tours. (Visitor center exhibits ranked seventh among families.)

During the LRIP workshop all participants agreed that it was critically important for the park in the future to continue providing an orientation film at the Washington's Headquarters Unit, and when funds become available, to replace the existing film. The recommendations section will outline the goals of a new film.

Before the renovation project the orientation film was shown on the hour and half-hour in the museum's multi-purpose auditorium. If the film is shown in the auditorium after the renovation project, then safety lighting needs to be installed there. There are two periods - just before the film begins, and just after it finishes - when the theatre is totally dark before the house lights come up. This situation creates a visitor safety hazard.

Other Audiovisual Elements

Washington Headquarters Unit

Headquarters Museum Musket Film

A four-minute film on muskets, rifles and cannons played in a small alcove in the Arms Room. The film

was produced by Harpers Ferry Center in 1976 and also is used at Gettysburg and several other military parks. Though a bit long for an exhibit video, it serves its purpose fairly well and part or all of it could be integrated into the new exhibits.

"War Comes to Morristown" Exhibit

Several audio stations were included in the "War Comes to Morristown" exhibit (now in storage). Visitors could push a button and hear recorded quotes from various townspeople including a war widow, physician, merchant, loyalist and slave. These elements serve their purpose and could remain in service when the exhibit is updated.

Jockey Hollow Unit

Orientation Film Jockey Hollow Visitor Center

The 15-minute film "Winter Encampment, 1779-1780, Jockey Hollow", also known as the "Soldier's Life" film was produced in 1976. Visitors can watch it on demand by pressing a button. The staff has noted that rarely does any visitor or visitor group stay to watch the entire film. The park has submitted a PMIS request to fund an updated video for the Visitor Center.

Analysis:

Like the film shown at the Headquarters Museum, the film at the Jockey Hollow Visitor Center

does not give a good overview of the Morristown story or present a balanced perspective. Worse, the current film never gets to the inspirational piece of why the soldiers endured; or, what positive things happened at Morristown. This negative focus may answer why visitors do not stay to see the entire film. The film is overwhelming depressing and certainly not compatible with an audience coming to the park for a recreational experience or seeking relaxation or inspiration.

Audio Program for the Soldier Hut Exhibit

The reproduction soldier hut interprets the “Pennsylvania Line” in Jockey Hollow. Visitors can push a button and hear a brief message from a soldier who describes the hut and the various activities that took place there. The audio station is effective; however, there are some historical inaccuracies in the narrative. These mistakes should be corrected. When this project is undertaken other improvements could be made (see Recommendations section).

Fort Nonsense, Cross Estate, and New Jersey Brigade Site

No on-site audiovisual elements are recommended due to the lack of nearby electrical power and the possibility of vandalism that occurs at these un-staffed areas (Fort Nonsense and New Jersey Brigade Site). In the future additional inter-

pretation could be provided through a parkwide audio tour program. (Please note, while the Cross Estate is used as an office and as public facility available to groups by permit, no personal services are provided here. The interpretive program is carried out through interpretive media only.)

Wick House/Pennsylvania Line

Audiovisual elements are not feasible for these areas due to the lack of nearby electrical power and the desire to maintain the historic scene as much as possible.

Audiovisual interpretation of these sites can best be provided at the Jockey Hollow Visitor Center. An audio tour might also be developed to interpret these and other park sites. The tour possibly could be delivered via cell phones or other technology.

Exhibits

Washington's Headquarters Museum

The galleries occupied approximately 4100 square feet of space and included the "War Comes to Morristown" exhibit installed in 1994 on the lower level. On the upper level was the "Arms Room" (or Weapons Room) exhibit installed in 1975, and the "Colonial Life" exhibit gallery and upper gallery area which were both updated in 2002.

An earlier building renovation changed the original visitor flow patterns. The museum renovation project now underway will restore the original entrance, visitor flow pattern and upgrade all utilities and structural elements. The building design and landscape plan also will facilitate handicap access and provide a logical starting point for the Ford Mansion tours.

This unit is unique among the sites that comprise the park in that most of the visitors who come here are interested in learning what the Headquarters Unit is about, unlike Jockey Hollow or Fort Nonsense where it appears that many visitors come primarily for recreational pursuits. Visitors to this unit have come to experience the Ford Mansion and the interpretive media presented within the Headquarters Museum. The opportunities to present the visitor with an overview

of the park and its major themes are abundant at this location.

Analysis:

- The museum exhibits lacked cohesive development of the overall theme of the American Revolution. The orientation to and sequence of the exhibits did not sufficiently place the Morristown encampment story in the context of the American Revolution and the development of the country. The exhibits represented a compilation of loosely linked themes within a building circulation pattern that was never meant to operate as it did.
- The current exhibits are object driven. Workshop participants agreed that the most important specific resource messages were hard to find in the exhibit.
- The exhibits lacked opportunities to engage visitors of all ages, cultural backgrounds, and learning styles.
- Plans to relocate the existing exhibits the on main level is a universal design principle that will facilitate the sequencing and flow of the exhibits while making them more understandable to all visitors.
- Future plans to introduce hands-on exhibits, audiovisual elements, and a variety of levels of text and graphics will increase the overall accessibility of the exhibits. The

new exhibit plan should include more tactile things and an interactive area for self-learning.

Ford Mansion

The historic house museum furnishing exhibits are guided by a 1974 Furnishing Plan. The 2003 “Historic Furnishings Assessment” recommends that the plan be updated. In the interim, the plan outlines specific simple changes that will improve the accuracy of the historic setting.

Jockey Hollow Visitor Center

The exhibits in the Visitor Center include a furnished full-scale soldier hut, a large wall mural to aid the visitor’s visualization of the encampment of 1779-80, and a few miscellaneous exhibit panels on the wall opposite the soldier hut that provide information on encampments. The hut display is designed for visitors to look down into from a cut-away roof. The only visitors permitted to walk into the hut are school children participating in the curriculum-based education program. Access to the inside of the hut requires staff to take the children through a back storage room/ utility area.

Please note: the park also hopes to have the interior space of the Visitor Center analyzed through a PMIS project (mentioned in the “Facilities” section).

Analysis:

- The large artistic rendering of the log hut city that hangs over the fireplace behind the Visitor Center (VC) desk sets the scene as a prop. However, for comprehensive understanding it requires an interpreter. This visual exhibit was originally designed to invite conversations between the visitor and the interpreter. Today this kind of exchange is limited due to the responsibilities of the staff member at the VC desk which include collecting the park entrance fee, processing bookstore sales, and dispensing information. There is nothing to interpret the mural if the interpreter is busy with VC Desk transactions.

- Visitors need to know how the landscape depicted in the mural relates to the present-day landscape and which of those natural and cultural resources depicted are currently managed by the park.

- In order to reinforce the connection to the overall Revolution some time-line reference in the visitor center would be very helpful. For example visitors don’t bring with them an understanding of how what happened in Morristown relates to events in Boston or Yorktown. Basic orientation is also required for military/Revolutionary terms commonly used. For example how big is a brigade?

- The danger of front-line duty does not come across in the Visitor Center – exhibits could help with this and answer “why was there a mutiny?” Visitors need to understand why soldiers were sent out, (to monitor British troop movements and to protect approaches to the winter encampment and the road to Philadelphia where the Continental Congress was located).

- The Jockey Hollow unit of the park sees over twice as many visitors as the Washington’s Headquarters unit (according to 2004 visitation figures). It is important that both facilities present all of the main park themes. The current exhibits in this facility only begin to address this need. The exhibits lack organization around a central park theme. The main exhibit is the log hut cut-away; this element lacks supporting exhibit media, and essentially stands on its own. Other exhibit elements such as the encampment lines mural and soldier uniforms are positioned so an interpretive ranger can refer to them without leaving the front desk. These exhibit elements are missing the supporting interpretive panels to make them meaningful to most visitors without a ranger telling them what they are looking at; visitor independence and understanding is hindered. Exhibits here have the potential to fill in many of the gaps in visitor understanding of the events that

took place at Morristown and in relation to the Continental Army and the American Revolution.

“Pennsylvania Line”

Reproduction Log Hut Exhibit

This exhibit is the best part of the visitor center experience helping people to visualize daily life in the huts.

- Some of the things that the narration addresses the observer can’t see.
- This exhibit provides a great connection to the resource, and the visitor to the Revolution.
- Visitors can push a button at the reproduction soldier hut exhibit and hear a brief message from a soldier who describes the hut and the various activities that took place there. The audio text is dated; historical inaccuracies need to be corrected.
- The three paintings and corresponding text on the wall opposite the log huts provide documentation on the log huts. This is located in a very poorly lit area. Most visitors do not stop and read the exhibits. The text explaining the paintings is much too small to invite readership.

Publications

Unigrid Brochure

The park's full-color, glossy unigrid style brochure, "Morristown", provides a historical background of the 1777 and 1779-80 Morristown winter encampments of the Continental Army. The brochure also includes a map and general information on touring the park.

Analysis:

Overall the park is very pleased with the brochure. One change is requested in the next reprint cycle: the park's website address should be featured more prominently rather than buried in the "Administration" section of the brochure. The brochure should direct people to look at the website for general information on the park and for the park's calendar of events listings.

The park needs to consider if it wants any foreign language brochures. It currently has handouts available in Chinese, French, German, Italian, Japanese, and Spanish. The handouts are simple 8 ½ x 11" typed information sheets and are not a direct translation of the park brochure, but rather, they provide basic information on the park's history. The handouts are clearly inferior to the glossy unigrid brochure, and the park needs to consider upgrading them in some manner. The Spanish handout seems to be requested the most; however, the request usually is not

from foreign visitors, but from local Hispanic families bringing an elderly family member. Park visitation indicates that other language handouts/ brochures should be considered: including Dutch, Korean, and Russian brochures.

Site Bulletins & Junior Ranger Booklet

The park has the following site bulletins available in unigrid style, however none of them are in the most up-to-date NPS "Message Project" correct format: "The Aqueduct Trail: Self-Guided Interpretive Trail", "Morristown: Equestrian Guide", "Morristown: Winter Activities", and "Trail Maps: Jockey Hollow & New Jersey Brigade". In the past, the park had separate bulletins for the Ford Mansion, Fort Nonsense, and the soldier huts. These probably were done in the 1970s as a result of interpretive planning done then. These bulletins are no longer available to the public.

Over the years the park ranger/historian and other interpretation staff members have produced about 10-20 site bulletins on various topics related to interpretive special events or programs. Titles include "Washington at Morristown 1777: Rebuilding and Army-Sustaining the Cause" and "November 1779: Finding a Place for the Winter Camp". These site bulletins currently are not used on a regular basis.

The Junior Ranger booklet is written so it can be used by elementary school children of all ages. It is available at the visitor contact point at the Washington's Headquarters Unit of the park, in the Jockey Hollow Visitor Center, and upon request a PDF version can be e-mailed to the public.

Analysis:

- The "Aqueduct Trail" bulletin needs to be updated and reprinted since the supply has run low and it currently is not available to visitors. The "Aqueduct Trail" itself needs to be assessed for any possible missing markers, etc.
- The "Trail Maps" bulletin is heavily used and it should be assessed for any possible necessary changes, such as adding topographic lines, before the supply runs out. Staff members have observed that it is difficult for visitors to read.
- For the "Morristown: Equestrian Guide", and "Morristown: Winter Activities" bulletins, the park should consider whether or not it wants to update and print them, or update and put their contents on the park's web page. If the bulletins' information is posted on the park's web page only, then hard-copies of the information will need to be available to visitors when they walk in the Jockey Hollow Visitor Center and ask for information.

Publications For Purchase

Three NPS produced unigrid brochures "American Revolution at a Glance" and "NPS Map and Guide" and booklet "Morristown Official National Park Handbook" (Handbook 120) are sold in the Eastern National sales areas at the Washington's Headquarters unit and the Jockey Hollow Visitor Center. Additionally, Eastern National sells a wide variety of educational books and booklets relating to the Morristown story and the Colonial and Revolutionary eras. The selection includes items for children and both the serious scholar and the amateur.

Signage

For visitors who have never been to Morristown National Historical Park navigating through the city of Morristown and to the four park units is daunting. The units are not contiguous to each other and are located along several vehicular spines: the I-287 corridor; Mount Kemble Avenue/Route 202; and Western Avenue. The primary visitor access to all sites is from I-287. Approaching from the southwest, Exit 30B allows access to the Jockey Hollow Unit and the New Jersey Brigade Encampment and Cross Estate. Exit 36, Morris Avenue, six miles farther north allows access to Washington's Headquarters and Fort Nonsense.

Park staff typically direct visitors to use I-287 when traveling from Washington's Headquarters to Jockey Hollow and vice versa. Alternate routes to the various sites include Mount Kemble Avenue/Route 202 and Western Avenue. Mount Kemble Avenue runs parallel to I-287 and intersects with the city of Morristown's "Morristown Green". Western Avenue intersects with Washington Street in the city of Morristown. Western Avenue provides access to Fort Nonsense and is the only road leading from the park that provides direct access to the Jockey Hollow Unit. This route traverses city streets through the busy downtown area of Morristown. It should be noted that the city of Morristown is very confusing to drive through and providing driving directions to Mount Kemble Avenue and to Fort Nonsense off of Western Avenue is problematic.

There is no single starting point for an exploration of the various sites. Almost all visitors begin at either Jockey Hollow or Washington's Headquarters. It would be almost impossible for a visitor to start at the New Jersey Encampment or Fort Nonsense. Both are "buried" sites and a visitor would have to know their location specifically to reach them. While it cannot be known for certain where a visitor begins their park visit, it is probably based on his or her direction of travel on I-287.

A sign system functions as a coherent, organized way of communicating information to an external audience. By presenting the NPS in a professional manner, we communicate a complete message about who we are and what we do. The current signs at Morristown NHP do not evidence a coherent hierarchy or family of sign types. Individual signs suffer from neglect and other problems associated with the growth of a city that surrounds the park sites. The majority of signs are based on the 1975 NPS-Sign Specification Standards (NPS-SSS) and the 1998 NPS-SSS specifications. In addition, a secondary family of identity and directional signs was developed during the 1976 Bicentennial. The Bicentennial signs include different site logos for Jockey Hollow and Washington's Headquarters.

An effective sign system creates standards for displaying various types of user required information. This information includes site and facility identity, wayfinding, and visitor and regulatory information. A sign hierarchy creates a framework for displaying information and sign sizes and styles that are relative to each other. In this way visitors learn to recognize the different sign types and the kinds of information or directions they provide.

Road guide signs within the Jockey Hollow Unit are consistent with NPS-SSS specifications for size and

content. Most of the wayfinding problems are found in the trailblazer and off-site directional signs found along Mount Kemble Avenue, Western Avenue and Tempe Wick Road. Three different systems are in use for off-site directional signs: The standard NPS-SSS road guide; the Bicentennial signs; and a Morristown city trailblazer system. The white framed Bicentennial signs are used as directional signs and unit identification at Jockey Hollow and Washington's Headquarters. The Morristown city trailblazer system attempts to direct visitors to a multitude of places including Morristown NHP sites. The signs are extremely difficult to read and the message sequence is inconsistent. With so many systems it is very difficult for a visitor to know what sign to read and which directions to follow.

All the signs in place lack a clear message hierarchy. Message hierarchy involves what message to give to visitors and in what order. Sites within the Morristown NHP are identified by their unit or place names. For example, signs from I-287 direct visitors to Jockey Hollow or the Jockey Hollow Area. Jockey Hollow, as part of Morristown NHP, is conspicuously absent as is the National Park Service identity. In another example, signs along Mount Kemble Avenue and Exit 36 on I-287, direct people to Washington's Headquarters. Once again, there is no way for visitors to

connect this site to others within Morristown NHP.

Entrance signs at Jockey Hollow are 1976 Bicentennial signs. These signs display a specific site logo (soldier in snow). Sign messaging is sequenced by site name, a direction component, and at the bottom, the overall park name. An overall National Park Service identity is absent. The direction "Entrance" is the largest typographic element on the sign, while the overall park name is the smallest. The use of "Entrance" on the sign is redundant as it occurs at the physical entrance to the area. All these examples make it difficult for visitors to recognize that these sites are part of a collection of places within Morristown NHP and fail to identify the park as part of the larger National Park System.

Message sequencing is the consistent application of a message along a path of movement. A consistent sign type with a consistent message along a highway or road functions as visual "bread crumbs" that help visitors find their way. Messages placed on signs must be consistent. Trailblazers along the route from I-287 to the Jockey Hollow entrance mix message types. In the route to the Jockey Hollow Unit, Jockey Hollow and Morristown NHP are used interchangeably to describe the same place. This message is inconsistent and can be very confusing for visitors. Because these

signs have distinctly different graphics, color, layout, typography and sequencing, the sign system simply fails to provide the key information visitors need to make sound wayfinding decisions.

Bulletin Boards are used in areas within Jockey Hollow, Fort Nonsense, and the New Jersey Encampment Area. The postings are typical and include the NPS Arrowhead, park regulations, interpretive programs, small maps and other information. The park makes an effort to present the materials in an orderly fashion but the presentation leaves visitors wondering what to read first. The boards are placed in parking areas and are titled based on the brigade that occupied the site — for example: “The Pennsylvania Line”. However, there is no information presented to relate this name to the site or the soldiers who camped there.

The trails are an important resource and are frequently used for recreation. Trailhead signs contain a small map under a Plexiglas cover. The single posts support some directional arms and small regulatory signs like “No Bicycles” and “Pets on Leash”. The maps are black and white and very difficult to read. In some instances it is impossible for a first-time visitor to orient oneself within the park.

A road guide sign located at the intersection of Jockey Hollow Road and Cemetery Road directs visitors to the Visitor Center and the “Morristown Tour Road”.

It is easy to bypass the visitor center and hop on the 3-mile tour road. However, the tour of Jockey Hollow is self-guided. The park brochure and trail map serve as the primary guide and waysides are located at some of the designated stops.

- The tour route experience is not explained outside of the visitor center or anywhere along the tour loop.
- Visitors that bypass the visitor center miss picking up the self-guiding brochure.
- No brochure boxes are put out at the bulletin boards en route.
- The existing interpretive panels provide little if any interpretive information at encampment areas making “Tour” a misleading term.
- Message sequencing is inconsistent as handicap parking facilities for the Wick House are not indicated on this sign but are shown on the sign at the entrance to the Wick House parking area.

Tempe Wick Road is the primary access for the Jockey Hollow area and the New Jersey Encampment/Cross Estate and Gardens . Trailblazer or directional signs do not list the New Jersey Encampment until the visitor is past the entrance to Jockey Hollow. The first sign is a road guide located on

Tempe Wick Road at the Jockey Hollow entrance. The sign is oriented parallel to the road and is difficult to see. This is the only sign until the turn at Leddell/ Jockey Hollow Road.

All NPS Arrowheads are the 1952 version and have not been updated.

The fact that the signs are a mixture of graphic styles and messages requires staff to provide specific directional information. While this can be viewed as a normal part of visitor interaction, a sound sign system should function as a stand alone wayfinding component allowing visitors to freely navigate between sites. The current Morristown NHP signage does not meet this free navigation standard or foster visitor ease of use and independence.

Wayside Exhibits and Outdoor Bulletin Boards

The park has 34 wayside exhibits and five encased outdoor bulletin boards. The park has submitted a PMIS project to fund replacing the existing waysides. While the content of many of the waysides is good, the information is presented in a variety of wayside exhibit styles.

Analysis:

Park waysides are placed along the Jockey Hollow tour road, near the Ford Mansion, and along the trail loop at Fort Nonsense. Most were produced and installed in 1974; however, some date to the late 1950s or early 1960s. A newer set (with the now standard NPS bases) was created in 1991 for Fort Nonsense. All sets of waysides primarily depend on “quick-and-dirty” sketch art for graphics, which was the cost effective solution then. There are no large, sweeping panoramic pieces of art out in the various brigade encampments that could help visitors imagine the full impact of the arrival of the main body of the Continental Army on this rural New Jersey countryside. Where no good graphic was available, the earlier wayside design team used generic symbols, like muskets, or a spray of apple blossoms, to stand in the place of a more complex (and expensive) site-specific image that could help really tell the story. A park-specific logo of a Continental soldier struggling in the

snow is placed on many waysides.

Visitors exploring Morristown NHP will also encounter large format, park-built, rough wooden bulletin boards with railroad station-style location titles. These bulletin boards are serving the same function that fully developed upright trailhead waysides do in many NPS areas. There are additionally trail maps on posts at many trail heads and trail junctions in the Jockey Hollow unit.

Wayside exhibits normally serve park visitors best when they accomplish three key communication functions: site-specific interpretation, site-specific orientation, and identity. Morristown NHP's non-standard waysides and massive home-built bulletin boards accomplish the first function in a limited manner. Although the bulletin boards all include maps, they fail to keep visitors well oriented because most maps seen on the bulletin boards are not ground oriented. They follow the publications convention of north orientation to the top of the paper. This creates confusion on a wayside or a bulletin board that is serving in the place of a wayside if the map does not match the view immediately seen. All wayside maps for trailheads can not be oriented north-up, since sometimes the exhibits face east, south, and west. Unique maps are needed at trailheads that match the view to communicate successfully.

The present set of waysides, trail markers, and bulletin boards seen around Morristown NHP do not either establish or reinforce in visitors' minds that this place is a national park. Esthetically, Morristown NHP's Bicentennial-era, non-standard wayside bases are more physically massive than the slender, minimalist wayside bases now used in most NPS areas. Their dated bulk visually intrudes into the cultural landscape.

The National Park Service now uses common principles of visual design to establish and reinforce NPS identity in the American public's mind. Morristown NHP's waysides lack the visual elements that remind visitors at every tour stop and wayside that this is a national park.

Except for the most recent wayside work — seen at Fort Nonsense — park wayside exhibits do not use NPS standard bases. They don't employ the standard Unigrid visual design used by the NPS for park publications and waysides since the 1970s. Nor do Morristown NHP's waysides employ the standard sizes of panels in either porcelain enamel or fiberglass-embedded screen prints. This creates two significant problems:

- Quick replacement of a sun-damaged or vandalized panel is impossible.
- Non-standard bases and panels give Morristown NHP no chance to update content if new scholar-

ship should create the need to adjust interpretive text or the opportunity to improve graphics. Today electronically produced standard panels allow for easy content modification. They are easy to produce. Installation of a set of fresh new panels into standard-sized frames takes a few minutes per wayside. This type of exhibit panel replacement in the park's current wayside bases would in some cases take many months.

The planning team recommends a complete replacement of all existing waysides, bulletin boards, the addition of new waysides where appropriate, and the creation of new artwork. A new parkwide wayside proposal for Morristown NHP will take time and forethought. Careful evaluation of each wayside now in-ground is the next step in the replacement process. This job is a distinct, separate, and significant piece of work that should precede a new parkwide planning/replacement project. The goal of this evaluation process would be to determine which waysides work well, which are obsolete, analyze their content quality, identify new topics to interpret, and evaluate the need for graphics with a list of possible sources. Once completed, this assessment will capitalize on the investment made 30 years ago, and keep the best portions of that Bicentennial-era wayside work in harness, serving Morristown NHP's visitors today.

Website

The park's webpage is maintained by the museum specialist and a park guide and the "Events Calendar" feature is kept up-to-date. While the park does not have an expanded webpage, the basic one includes the "Nature & Science" feature, written by the park's natural resource staff, press releases and other items of note in the "News & Events" section, and appropriate partners included in the "Links" section.

Analysis:

- The curatorial staff member assigned to manage the website has done an admirable job in maintaining the website and keeping it current. Assignment of this responsibility to the curatorial branch was based primarily on the fact that at the time the website was launched, the staff member had greater access to a computer than any of the interpretation staff members. The interpretive staff would like this key communications/interpretive function transferred to their programmatic responsibility.
- The park needs to expand its website to include information on the archives and research facilities, how to make a research appointment, and provide future electronic access to previously produced printed materials such as site bulletins and brochures, *Clio's Courant*, and some historical information that has been written for interpretation.

Personal Services

Staffing for Interpretation and Visitor Services

A GS-11 Chief of Interpretation manages the interpretive program and supervises seven or eight staff members. The staff includes a GS-9 park ranger/ historian, a GS-9 park ranger/ education specialist, and five or six GS-5 permanent, subject-to-furlough park guides. One of the guides also serves as the fee program coordinator for the Federal Recreation Fee Program. Front-line duties including manning the information desks, conducting formal tours of the Ford Mansion, interpreting at the Wick House, collecting entrance fees, conducting Eastern National sales, and leading the curriculum-based education program offered to area 4th and 5th grade students. The Chief of Interpretation assists in the front-line when the operation is short-staffed.

Staff members wear the NPS ranger uniform when stationed at the Washington's Headquarters Unit entrance station/visitor desk, at the Jockey Hollow Visitor Center, and when giving tours of the Ford Mansion. When stationed in the Wick House and conducting the curriculum-based education program, staff members wear reproduction period clothing. The interpretive technique used daily for the general public at the Wick House is

costumed interpretation (the staff member wears the dress of the time period but speaks to visitors recognizing they are in the 21st century). For special programs and events the staff and volunteers provide living history interpretation. (Living history interpreters take on the identity of someone who lived in the past and talk with visitors as if they are living in the 18th century.)

Programs for the General Public

In addition to the daily program experience offered at the historic houses, the staff conducts special thematic interpretive programs on many weekends throughout the year and on other special occasions. Some of the recent offerings include "5-Mile History Hike", "Chores of War", "Kids Tour the Ford Mansion", and "Daily Life at Headquarters". These programs are offered at no additional cost above the basic entrance fee and do not require reservations. The programs sometimes are cancelled due to unforeseen staff shortages. The park ranger/historian researches and conducts most of the special interpretive program offerings, and he assists other staff members with preparing their programs. These programs are advertised locally and on the park website.

Programs by Appointment for School Groups

Since the 2000-2001 school year the park has conducted at the Jockey Hollow Unit of the park a formal, curriculum-based education program for 4th and 5th grade students entitled “From Farming Village to Log Hut City: Morristown During the American Revolution, 1779-1780”. The program is offered November-May, four days a week, to one class per day. Participating teachers are required to attend a one-day workshop before their classes’ visit, and a fair amount of pre-visit student preparation is involved. The program is very popular and immediately after Labor Day quickly fills up for the entire school year. Evaluation materials are provided to the participating teachers and students to complete. Evaluations received by the park have been overwhelmingly positive. In FY 2005 the staff delivered 64 formal school programs to 1230 school children. This program is managed by the park ranger/education specialist.

Before the Headquarters’ Museum closed for the construction project, a large number of school groups that did not participate in the formal, curriculum-based program also visited the park. Most of them went on tours of the Ford Mansion, some visited the Ford Mansion and the Jockey Hollow Unit, while a smaller number visited Jockey Hollow only.

The park staff attempted to manage these groups by completing “reservation” forms to try to ensure that two large groups do not come at the same time. While it did not happen often, there were times when school groups arrived at the park without previously notifying the park. In these cases, the park staff attempted to accommodate them in some manner. Because of the limited facilities (operating out of a small trailer, no flush toilets for visitors, etc.) during the museum construction project, the park attempts to limit group tours to groups of 12 or fewer people. This has greatly reduced the number of visitors to the Headquarters Unit of the park. When the Washington’s Headquarters Museum reopens the park will be able to accommodate more and larger groups at the Headquarters unit.



Kid's drill, NPS Photo

Living History

First person events and programs are a unique experience requiring both a staff member trained to conduct a living history program in period costume and an NPS staff member in uniform to provide necessary 21st century interface. Currently two staff members conduct living history programs - the GS 9 park ranger/historian and the GS 9 park ranger/education specialist. These first person programs are conducted on July 4th, as special programs during the course of a

regularly-scheduled Ford Mansion tour, and as special programs in the Wick House or the Jockey Hollow Visitor Center. Except for July 4th, the special programs generally are prefaced by an introduction by a uniformed staff member or volunteer. Documented personalities portrayed include a farmer, Continental Army officer, and a general soldier at the Wick House. The personality most frequently portrayed at the Ford Mansion is an aide de camp who comments upon a variety of topics including the Headquarters living experience, women, etc.

Historic Weapons Program

The park ranger/ historian is a certified historic weapons safety officer. He serves as an instructor every two years at the NPS certification course, and occasionally assists other parks (such as Saratoga NHP) for their big special events. At Morristown NHP weapons firing is only done by reenactors during encampments and the July 4th special event. In the past park staff could conduct firing demonstra-

tions at the soldier huts, but the park currently does not have enough staff trained to do this.

Roving Interpretation

The interpretation staff is not specifically assigned to conduct roving interpretation. The staff does engage in informal interpretation while duty-stationed at the Headquarters Museum reception desk, the Jockey Hollow Visitor Center, and at the Wick House. Work load, the physical layout of the park and its various units, and existing staff levels prevent scheduling staff for this type of interpretation at the present time.

Outreach Services

Due to limited staff availability, the staff does not seek out off-site interpretive opportunities. However, when the requests come to the park, the staff tries to fulfill them. This service includes visits to schools, programs for civic organizations and senior citizen housing complexes, and presentations at professional conferences. In calendar year 2005 the staff contacted 470 people via off-site programs.



Living history demonstration, NPS Photo

Special Events

Some of the recurring large annual special events that have occurred in the past include:

- Music concerts featuring Colonial and Revolutionary War era music
- Spring Encampments
- July 4th Public Reading of the Declaration of Independence
- Fall Militia Musters or Colonial Fall Festivals
- Holly Walk in December co-sponsored with other Morristown, New Jersey historic sites.

At Jockey Hollow, until about the mid 1990s, the park conducted encampments twice a year, in the spring and fall. These special events used military re-enactor units to demonstrate life in the army during the American Revolution. In April 2005 the park had a large encampment to commemorate the 225th Revolutionary War events. The encampments generally drew large crowds to the park (about 1000 per day over the April 2005 weekend) and bring positive media attention to it.

Public Inquiries

The staff routinely fulfills requests for information received via telephone and mail. The staff person working at the museum desk (or visitor services trailer during the museum renovation project) usually fulfills these simple requests for park brochures and other basic information. Information requests that originate from the park's web

site are sent to the chief's e-mail address. Then the Chief disseminates these inquiries to the proper staff member to answer. The park received approximately 270 inquiries via e-mail during fiscal year 2005. Many of the questions are of an historical nature and are forwarded to and answered by the park ranger/ historian who, additionally, receives 1-2 phone inquiries per week.

Analysis of Personal Services:

- The interpretive staff does not have enough full time permanent employees to keep the primary sites of interest open at all times during published visiting hours. Both historic houses close daily to accommodate staff lunch breaks.
- Staff coverage is so limited that it is unusual for any interpretive staff member to have scheduled research time to plan and develop new programs, or update and improve existing ones.
- Daily scheduling is difficult due to extremely limited back-up ability. This adversely affects staff participation in training and the scheduling of planned leave. Consequently, the Chief Interpretation spends far too much time ensuring front-line duties are covered instead of investing time in program planning, evaluation, staff training and supervision. Another unfortunate consequence



Costumed volunteer talks to Boy Scouts outside the Wick House, NPS Photo

is the loss of the contributing expertise of the park historian and education specialist to other critical park projects. This is caused by their need to consistently cover basic operations — tours or the visitor center desk.

- Program evaluation does not occur.
- Living history requires enormous expertise on the park and the period, as well as presentation ability. The park has written guidelines that outline program standards; these parallel standards set by the NPS for interpretation and living history. However, site specific standards are tucked away in the interpretive files and need to be computerized and updated. There is not the staff to do this at the moment. These standards are now conveyed verbally to staff and volunteers.

Park staff is concerned about the possibility of making the living history program a volunteer run program. The expertise required takes years to acquire. It is unrealistic to expect that volunteers would deliver this service in an unpaid capacity with the regularity required in a multi-faceted planned interpretive program. Variance in re-enactor quality is also problematic – it depends upon who participates. Just because someone is interested in this type of volunteer service does not mean

he or she has the skills or talent.

When parks pursue living history as an interpretive tool it must be recognized that the staff member(s) that have responsibility for this program require ongoing professional development. There is a need to interact with other interpreters delivering this type of service to learn “best practices”.

- There is a tremendous amount of typed interpretive material that needs to be converted to electronic files to enable the staff to repurpose materials for a variety of program needs, and insufficient staff time or tools to accomplish. This places a burden on the staff and is a loss for the public.
- The planning team found consistently that the park staff provides a quality interpretive experience. The public is graciously received at the park’s initial contact stations and has the opportunity to attend well-researched and presented programs and tours. The staff should take pride, be recognized, and rewarded for their continued excellence in service. Moreover, in spite of the aforementioned deficiencies the staff has created a well-received new curriculum-based education program.

Partnerships

Morristown NHP has a number of ongoing partnerships with institutions that support the park's natural and cultural resource management and interpretive goals. Listed below are key partners that support and are tied to the delivery of the interpretive program.

Crossroads of the American Revolution Association, Inc.

In September 2006, the U.S. Congress designated the Crossroads of the American Revolution National Heritage Area in New Jersey. A local management entity, Crossroads of the American Revolution Association, Inc., has been established to undertake the purposes and activities of the NHA. The Crossroads of the American Revolution NHA will highlight the strategic importance of New Jersey in the American Revolution. It also will help provide funding for developing and implementing a management plan to preserve and protect important Revolutionary sites, buildings, vistas, and landscapes for conservation and educational and recreational purposes.

The potential for future partnership projects with the Crossroads NHA is great. As stated in the bills, some of the purposes of the proposed NHA will be:

- To strengthen the value of Morristown National Historical Park as an asset to the region by establishing a network of related

historic resources, protected landscapes, educational opportunities, and events depicting the revolutionary landscape of New Jersey.

- To strengthen partnerships among Morristown National Historical Park and other public and privately owned resources in the heritage area, that together represent the strategic fulcrum of the American Revolution, as assets in the quality of life in the region.

Eastern National Bookstores

Eastern National, a not-for profit cooperating association, operates the bookstores in the Headquarters Museum and the Jockey Hollow Visitor Center. Revenues generated through sales are donated back to the park's interpretive and volunteer programs. In addition to the books mentioned above in the "Interpretive Media, Publications: For Purchase" section, the bookstore offers educational items such as pins, postcards, prints, music CDs, videos. The Jockey Hollow Visitor Center sales area also includes nature-oriented items. Cooperating Associations are considered a direct extension of the interpretive program. All park items offered for sale are guided by a Scope of Sales Statement that relates directly to park themes. Coordination of this functional responsibility is now the responsibility of a staff member in the Superintendent's Office. The interpretive staff would like to have

this responsibility transferred to their division to reduce fragmentation of a service directly tied to front-line operations. They operate the bookstores and make recommendations for new theme related items. This change would foster a more cohesive operation.

Morris County Visitors Center and Historic Sites Administered by Morris County Park Commission

The Morris County Visitors Center actively promotes the park by displaying park event posters and distributing the park's brochure. In turn, the park displays in the Headquarters Museum and has available upon request at the Jockey Hollow Visitor Center the "Morris County Guide", the "Historic Morristown New Jersey Walking Tour" brochure, and brochures of the various historic sites administered by the Morris County Park Commission.

During the first weekend in December, the park partners with about five of those historic sites plus others in the Morristown, New Jersey area to co-sponsor "Holly Walk". The Holly Walk event gives people the opportunity to visit all of the sites with one admission ticket and see the sites decorated for Christmas or winter events.

Newark and Plainfield, New Jersey Public Schools

In the past the park worked with a contact at the Newark public schools, and it currently works with the Plainfield public schools, to ensure that some slots are set aside for the schools to participate in the park's curriculum-based education program of 4th and 5th grade students. The Newark and Plainfield public school students represent members of large urban populations that did not visit the park prior to the development of the education program.

Volunteers

The Management Advisor coordinates the parkwide Volunteer-in-Parks Program, while the park ranger/ education specialist coordinates the interpretive volunteers. The interpretive division supervises a handful of individual volunteers who assist with conducting formal tours of the Ford Mansion and working in the Wick House. Additionally a number of organized groups assist the park on a regular basis. Volunteers from the New Jersey Historical Garden Foundation maintain the Cross Estate garden in the New Jersey Brigade Area of the park, while the Wick House garden in the Jockey Hollow unit is maintained by volunteers from the Northern New Jersey Unit of the Herb Society of America. For reenactment weekends and other special events the park receives

assistance on a regular basis from a few reenactment groups including, most consistently, the 2nd New Jersey Regiment, Helms' Company, Lamb's Artillery Company, and Morgan's Rifle Company.

Washington Association of New Jersey (WANJ)

The WANJ, one of the oldest preservation organizations in the country, formed in 1873 to acquire and preserve the Ford Mansion.

Lloyd Smith, an early leading member of the WANJ, also was instrumental in the preservation of the Jockey Hollow encampment grounds. The park's 1933 enabling legislation denotes the WANJ as an official advisor to the park. The WANJ funded most of the "War Comes to Morristown" exhibit installed in the Headquarters Museum in 1994. The Association works closely with the park's upper level management on major planning projects such as the museum rehabilitation/ expansion project.

Additionally, the WANJ sponsors and co-sponsors a number of interpretive events each year for both its members and the general public. Typical events include lectures, book-signings, and historical reenactments such as "Martha Washington Alive: A Presentation of the Life and Character of Martha Washington".

Visitor Profiles

The following is based on years of staff observation. It is not substantiated by any formal visitor survey. Observations on visitors to the Fort Nonsense Unit are not specified in each of the various categories of visitors due to the fact that staff aren't there often enough to make any sustained observations. Visitor statistics for the Fort Nonsense Unit are collected via traffic count.

The average for park visitation from fiscal year 2000 to fiscal year 2004 was approximately 390,315 visitors per year. This figure represents all types of visitors including recreation visits and traffic count over certain roads in the park. The number of visitors to the Washington's Headquarters Unit or the main visitor contact points in the Jockey Hollow Unit (Visitor Center and Wick House) is probably each about 1/10 that amount (approximate average 39,000 visitors to each).

The figure of 390,315 comes from the car counters at Jockey Hollow, the New Jersey Brigade Area and Fort Nonsense. The majority of these visitors come for recreation: dog walking, hiking, jogging, biking, skiing etc. Also, a portion of this number is commuters passing through the park in the morning and afternoon on their way to and from work.

In general, visitors to the park tend to be white, white collar, and middle class to upper middle class.

However, staff members have observed a small increase in the last few years in visitors from the growing local Hispanic community.

HQ = Washington's Headquarters Unit

JH/NJ = Jockey Hollow Unit/ New Jersey Brigade Area

Families

HQ: The majority of non-educational group visitors are family groups. Perhaps half or more of the visitors to the HQ area are families on weekends, school holidays and summer vacations. The only families that visit during the week during the school year are home school groups. In the summer and around Christmas the park gets families from all over the United States. On weekends throughout the year the families come from the regional area (New York City, northern and central New Jersey).

Prior to the museum renovation project, most families visited the HQ unit for two hours. They took the tour, watched the movie, looked in the museum and visited the bookstore and rest rooms.

Most family groups know little about the Revolutionary War. They visit to educate their children, work on a school project or just for something to do. The park has offered a handful of special interpretive pro-

grams at HQ geared toward kids and families. These events include: "Kids Tour the Ford Mansion" and "The Warm-up for the Declaration of Independence".

JH/NJ: Like HQ, area families visit these units on weekends throughout the year. The families also come on weekdays during school holidays and summer vacation. Many families visiting Jockey Hollow and the NJ Brigade Area come for recreational purposes. This includes mothers walking kids in strollers on weekdays, families biking on the tour road, sledding or cross country skiing in the winter, and hiking or walking the dog. Families also comprise the largest proportion of visitors to the soldier huts. Special interpretive programs that have been offered in Jockey Hollow geared for families and kids include: "Continental Army for Kids", "Storytelling", "18th Century Games" and encampments.

Incidental Visitors:

HQ: The park often gets delivery people or others who are lost and looking for the Headquarters Plaza Hotel in downtown Morristown, New Jersey. They stop at HQ because of the similar name or they hope to get directions. They usually only stay a few minutes, but often take information for a future visit. The park also frequently receives visitors who see signs on Interstate 287 and just stop in. This includes businessmen in the area for meet-

ings or training, people stopping on the way to the Newark airport, or after visiting someone at Morristown Memorial Hospital. These visitors stay for two hours or less depending on their schedule. As with all parks, Morristown NHP occasionally gets visitors collecting the stamps for Eastern National's "Passport to Your National Parks" promotional program. Some visitors get their stamp and leave without visiting the park.

JH/NJ: In addition to the visitor description provided above many of the incidental visitors that come to Jockey Hollow are looking for a bathroom and occasionally a pay phone. Some staff members have noted that when these visitors learn there is an entrance fee they merely look around the bookstore and leave. The park also gets a number of lost visitors. The majority are looking for the adjacent Girl Scout Camp or the group camping area at the adjacent Lewis Morris County Park.

International Visitors

HQ: The park receives a good number of international visitors. This probably is due to several factors. The large international corporations in the area bring in international employees for meetings, training, or to work in the area for a couple of years. Also, members of the area's wealthy population often escort foreign visitors to the park. Finally, Morristown's close proximi-

ty to New York City and Interstate 287 also encourages foreign visitation, however the bulk of the foreign visitors come for the first two reasons. Almost all of the international visitors come to the park as a destination rather than incidentally. A few interpretive staff members have observed that the number of international visitors to the park seems to be down since September 11, 2001.

A good portion of Morristown NHP's international visitors come from the United Kingdom, Germany, Holland, Russia, Scandinavia, Australia and New Zealand. The park also receives visitors from Asia including, Japan, Korea and China. The park does get international visitors from Mexico, Central and South America but in smaller numbers than the European visitors. International students occasionally visit the park. Additionally, the park receives visits from a small number of young women from other countries who are live in the area to work as nannies for local wealthy families. They usually visit with their "charges". Morristown NHP also has some international visitors who are nuns training at various convents in the area. This might be due to the presence of the College of Saint Elizabeth a few miles away. Most of the Headquarters Unit international visitors come to learn about American history.

JH/NJ: The same as above except some who visit these areas come to recreate.

Local Residents

HQ: Like most historic sites, local residents usually don't visit the park but instead travel far away.

However, the park gets local residents when they have company and are looking to entertain their guests. A good number come the day after Thanksgiving and between Christmas and New Years Day. The park has a small group of "special event fans" who have their Morristown NHP annual passes and come to the different special events.

JH/NJ: These areas get a greater portion of local residents compared to HQ. One interpretive staff member who has worked at several NPS sites across the country notes that this is one of the few parks she's worked at that has quite a bit of local support. The local residents visit Jockey Hollow and the NJ Brigade primarily for recreation. They rarely participate in any of the historical activities, although some come to the special events. A small portion of local residents come to Jockey Hollow, the New Jersey Brigade Area and Fort Nonsense to engage in sexual activities. The back parking lots also are used by "locals" who are killing time between sales calls etc. Some staff members have noted that with the introduction in January 1998 of the

Federal Fee program in Jockey Hollow, there are fewer local residents who just "drop by" during their workday lunch breaks, etc. Some local visitors try to avoid the fee by not walking inside the Visitor Center, while others have purchased an annual park pass so they can continue to come to the park on a casual basis to jog, walk their dog, etc.

At both the Headquarters Unit and Jockey Hollow, some local residents drop by to purchase books or other items from the Eastern National sales area.

Regional Visitors

Most regional visitors come from northern and central New Jersey. A smaller portion of the regional visitors come from New York City and southern New York State.

HQ: Regional visitors come to learn history or because they are looking for a day trip. These folks often will visit Jockey Hollow as well as HQ, depending upon their available time. During certain holidays, such as Passover week, the park gets a large number of Jewish families from the New York City boroughs, New York State, and New Jersey.

JH/NJ: Regional visitors to these areas include folks coming for history and others coming for recreation.

School Groups

The majority of school group visits to the park come from northern New Jersey, primarily from Morris and Bergen counties. Most groups will not travel for more than an hour to visit the park. Morristown NHP rarely gets groups from New York City or Pennsylvania. Most schools that come are from wealthy or middle-class towns. Poor urban schools usually can't afford the bus required to get to the park.

HQ: In the past the park offered a school program at the Ford Mansion, but it currently does not. However, before the museum construction project, this did not stop schools from visiting the HQ area. Around the holidays and from April to June much of the weekday visitation was school groups. The students were usually 4th or 5th graders, though those as young as kindergartners and as old as college students also visited. In most cases the group has studied the Revolutionary War. On some occasions school groups came with no subject matter knowledge related to the Revolutionary War, but instead were English-as-a-Second-Language classes or special education classes. While many school groups to HQ specifically and exclusively targeted it for a visit, many visited the HQ Unit to fill out their day after visiting Jockey Hollow, the Morris Museum or the Seeing Eye, a dog guide training facility in Morristown, New Jersey.

Since there is no formal school program offered at HQ at this time, school groups attend the Ford Mansion general public tour. If a school group's arrival coincides with a general public tour conducted by a long-time staff member, the staff member will adapt the public program. Students will receive a shortened version of the old Ford Mansion school program.

When the museum reopens it is expected that school group visits to the Headquarters Unit will increase significantly. The park staff hopes eventually to have a new curriculum-based school program at the Ford Mansion and/ or Washington's Headquarters Museum.

JH/NJ: Since the 2000-2001 school year the park has conducted at Jockey Hollow a formal, curriculum-based education program for 4th and 5th grade students entitled "From Farming Village to Log Hut City: Morristown During the American Revolution, 1779-1780". It is offered November-May, four days a week, to one class per day. The program is very popular and immediately after Labor Day quickly fills up for the entire school year. In FY 2005, the staff delivered 64 formal school programs to 1230 school children. With the curriculum-based program fewer schools are able to visit the park for a "school program" (as opposed to the type of visit described above in the HQ section), but the quality of

their visit is now much higher. A smaller number of school groups that don't participate in the formal education program also visit Jockey Hollow. These groups visit the Wick House if possible (they can't get in the Wick House if a school participating in the formal program is there) and view the exhibits and video in the Visitor Center. Some of them hike and a smaller number go up to the soldier huts at the Pennsylvania Line. College students occasionally visit Jockey Hollow and the NJ Brigade Area to study natural history. They usually visit on their own, but some of them arrange to meet the park's biologist.

Home-School Visitors

The number of home-school visitors has increased over the years. Most come as a group with other home-school students though the park has had individual families visit. They visit HQ and Jockey Hollow, and usually stay for most of a day. These can be difficult groups for the interpreters because the group will range in age from babies to 16-year-olds. The groups also seem to be less disciplined.

JH/NJ: In the four years that the park has offered the curriculum-based program, only two or three home school groups have participated in it. However, some home-school leaders ask for and are given the accompanying packet of curriculum materials.

Subject Matter Specialists / Revolutionary War Enthusiasts

These visitors are small in number compared to the overall visitors. This type of visitor can be subdivided into those who are interested in military history and those who are interested in material culture (antiques). This group includes people who are re-enactors and come in conjunction with encampment special events, and state or national park staff members. The Freedom's Foundation, located in Valley Forge NHP, has brought in the summertime a bus load of school teachers who are studying Revolutionary war sites. On rare occasions military groups, such as officers from Picatinny Arsenal or students from West Point, visit the park. These visitors are knowledgeable and expect a knowledgeable staff. Some subject-matter specialist visitors are researchers who've made an appointment to conduct research in the park's archives, although this number seems to be smaller than in the past. Overall, subject-matter specialist visitors spend a good deal of time visiting the sites and spend money in the bookstore.

College Field Study Groups

HQ: A small number of individual college students working on a report or project visit the park. They tend to be from area colleges. Seton Hall University's History Club members have visited periodically.

JH/NJ: About two or three college field study groups primarily interested in forestry or another area of biology visit these areas of the park each year.

Scout Groups

HQ: A small number of Cub Scouts groups visit the HQ Unit during the week for the 4 p.m. (after school) tour or on weekends. The HQ Unit also gets a small number of Boy Scouts who visit on weekends as part of the Jockey Hollow Trail work. These groups tend to come in the fall more than other seasons.

JH/NJ: Boy Scouts visit Jockey Hollow almost every weekend throughout the fall and spring and comprise of majority of Jockey Hollow's morning business. They also make up the largest portion of groups that visit the soldier huts. The park occasionally gets Cubs Scouts at Jockey Hollow, but it's usually Boys Scouts hiking in order to complete a question-and-answer sheet to earn a badge. This program is run by the area Patriots' Path Council of the Boy Scouts of America, seems to have been devel-

oped without park input, and has unknown interpretive value. The park's only involvement is allowing the use of the trails and rubber-stamping the scouts' answer sheets to prove that they visited. The Cub Scouts have a similar program which was developed from some input from park staff. Girl Scouts visit the Wick House and Visitor Center during the summer as part of a summer camp program at their nearby camp. The Girl Scouts also use Jockey Hollow as part of a fund raising march (*1000 Woman Hike*) in the spring.

Military Personnel

The park receives a small number of individual visitors who are retired veterans interested in military history and an even smaller number of active service men. Military groups rarely visit. Since no battle was fought at Morristown, the park doesn't get the traditional military terrain walks that study old battles. The park very infrequently receives groups or individuals from Picatinny Arsenal in Morris County, New Jersey and the National Guard Armory which is right down the road from Jockey Hollow.

Mobility or Sensory-Impaired Individuals

In general, access in the park is poor for individuals with disabilities.

Consequently, the park doesn't get too many of these visitors. Those who do visit usually come as part of a family. Sometimes groups of mentally challenged visitors from a local mental health facility visit the park; they tend to visit Jockey Hollow, with its recreation opportunities, more than the HQ Unit. The park occasionally receives visits from small groups of individuals (4 or 5) and their dogs from the Seeing Eye, Inc., a guide dog training facility in downtown Morristown, New Jersey. Some of the human trainers are sighted and some are blind. While the point of their visit is to train the dogs to maneuver them safely around public spaces, and not for an experience at a historical park, it would be nice if there were more in the museum and Visitor Center that they could touch, smell, and hear. The exhibit specialist who worked on the hut rehabilitation project reported that visitors to the huts with sight impairments seem to appreciate the opportunity to touch and smell what they safely can.

Senior Citizens

Like most museums, the bulk of the park's senior citizens visit as individuals in April/May and September/October when kids are in school. When the Headquarters Museum is open to the public, the HQ Unit occasionally received senior bus groups from the region. Senior hiking groups regularly visit Jockey Hollow, however, most senior citizens come to see the historic sites rather than to recreate.

Tour Groups

Tour groups only visit occasionally. Those that do usually make a reservation, but some arrive unannounced and the park staff accommodates them as best it can. Tour groups are difficult for the park to handle because they overwhelm the limited spaces in the historic houses.

Virtual Visitors

In FY 2002, the park received 47,167 hits to its web page.

Issues and Influences

During the fall 2003 long-range interpretive planning workshop, the park staff and stakeholders discussed three management issues affecting the park and its interpretive program. The following text is a brief summary of the issues discussed. The planning team's recommendations will follow in the Recommendation Section of this document.

Discussion Topic 1: Reconstructed Soldier Huts at the Pennsylvania Line

There are five reconstructed soldier huts at the Pennsylvania Line of the park's Jockey Hollow unit that were constructed during the 1960's.

While an effective interpretive tool, there are many interpretive issues involving the reconstructed huts that the staff has identified. (1) An ongoing challenge for the interpretive staff is how to convey through a small scale reproduction site the extent of the Pennsylvania Line during the historic period, daily life of the Continental soldier, and the impact of the construction of the "log city" on forest ecology to park visitors. (2) The soldier huts represent a primary interpretive theme at the Jockey Hollow Unit. However this area is staffed only during special events. How can interpretation enhance the effectiveness of this area? (3) The location of the soldier huts is not handicap accessible. (4) Time constraints and winter condi-

tions prevent a visit to this site during the staff conducted curriculum-based education program.

Discussion Topic 2: Living History Program

The park utilizes reproduction period clothes in the delivery of some of its interpretive programs. Staff members provide living history programs (first person) on some occasions, and at other times, they merely interpret in period dress (costumed interpretation). How effective are these techniques? Are both approaches suitable at Morristown NHP? Should the park be doing living history on a regular basis? Does the park have the resources (personnel and otherwise) to tackle the challenges of presenting a good living history program? Should the park only present living history for special events? At what locations should the park present living history programs? Should the park "only" do costumed interpretation rather than living history? Where should the park do costumed interpretation? When and where should the staff do interpretation while wearing the NPS uniform? Are first-person presentations ever appropriate? What guidelines and program recommendations should be considered?

Discussion Topic 3: Expansion of the Parks as Classroom Program

The NPS Parks as Classrooms program provides learning opportunities for school-age children that take advantage of the unique resources of the national parks. Resources include: curriculum-based education programs, audiovisual materials, teacher training, workshops, traveling trunks and kits, and teacher and student resource guides. NPS personnel work with educators to provide learning materials and experiences that are consistent with and accentuate curriculum requirements. Morristown NHP has recently developed a fourth and fifth grade curriculum for the Jockey Hollow unit and would like to develop a curriculum-based program for middle and/ or high school students. How should the park staff approach the expansion of their curriculum-based education program?

RECOMMENDATIONS



General Washington, on horseback, leads troops through snow to Morristown, New Jersey.

Recommendations: Key Elements

Interpretive planning analyzes significant needs and recommends a wide array of interpretive services, facilities, programs, and opportunities for partnerships to communicate in the most efficient and effective way the park's purpose, significance, and values.

During the development of the Long-Range Interpretive Plan several areas were consistently identified as the areas requiring the most significant emphasis to interpret park themes and achieve park management goals for interpretation and visitor services:

- The story of Morristown is a success story, not a failure. This message does not come across that way now in any current interpretive media. This is a critical issue to address immediately with personal services and as soon as funding is possible, in the design of all future interpretive media.
- For most of the site history, Morristown National Historical Park was considered a regional icon. Today the staff recognizes that the park no longer holds this status. Recent planning efforts reinforce their commitment to revitalize local and regional support.

Recommendations outline a strategy that includes an emphasis (1) to connect with new audiences; (2) provide compelling media and personal services guided by current scholarship reflecting diverse points of view; (3) and carried out with strong partners who share mutual goals to build interest, appreciation, and support for the park.

- The legacy and immediacy of the American Revolution is lost to most visitors today. The facilities at the Washington's Headquarters Museum and Jockey Hollow Visitor Center provide the best opportunity to treat the story holistically. Well-scripted inspirational films and informative and interactive exhibits are needed to communicate interpretive themes and provide requisite context to the broader story of the American Revolution.
- Much of the historic scene is lost today, particularly in the re-forested Jockey Hollow Unit. Through the development of new illustrations, maps and graphics, interpretive media will help visitors "see" on the landscape what now can't be seen. While an expanded living history program will help visitors experience and "hear" the voices of the past.
- Each unit requires a well-planned arrival experience. The experience starts with strategically located NPS signs that follow Servicewide

identity and messaging standards. Once on park property it should be clear to visitors that they are at a unit of Morristown National Historical Park and through the placement of interpretive waysides, bulletin boards or outdoor sculptural elements (such as a scale model of the encampment area), it should be evident that the site visited is one of four non-contiguous units comprising Morristown NHP; and, that the park preserves important American Revolutionary sites.

- Significant messages must be out in the park where most visitors are recreating. New waysides will provide site specific interpretation and connect with context with the broader story of the park and the American Revolution.

Common to All Interpretation

The following principles will apply to all interpretation at Morristown National Historical Park:

- All interpretation will address physical and programmatic accessibility.
- Where possible, interpretation will use historic objects and documented personal examples to bring the story alive for visitors and illustrate diverse points of view.
- When possible, the park will partner with historians, universities,

nearby land management agencies, and neighboring institutions to develop programs, media, share research, etc.

- The park will implement recommendations from the National Park Service Identity Project as signs and interpretive media are upgraded.
- Where possible, “virtual visitors” will have opportunities to view key park vistas and to access new research, studies, management plans, and historical information.

The following recommendations describe programs and media designed to realize the visions, objectives, themes, and visitor experiences previously described for Morristown National Historical Park. The recommended methods of presentation will guide the development of personal services or media design. For ease of reading and clarity, the document has been organized in the following order:

- Parkwide Media Recommendations;
- Unit Specific Media Recommendations;
- Personal Services; and
- Partnerships.

Realization of this vision will be achieved only if the appropriate level of funding occurs.

The park will work with Harpers Ferry Center to develop cost-estimates for the NPS’ Project Management Information System

(PMIS) in support of future interpretive media upgrades. The park will also work with the Northeast Region's Interpretive and Human Resources Office staffs to develop cost-estimates to seek a funding increase for interpretive personnel through the Office Formulation System (OFS). During the life of this plan, it is essential that the park update LRIP recommended PMIS and OFS entries annually. This measure will help to insure that park management/interpretive program objectives are achieved because the projected staff/project costs reflect inflation rates over time.

Parkwide Recommendations

Interpretive Media

Audiovisual

- Develop an audio tour that will provide historic information, reenactments, readings, interviews with historians, and travel tips, etc. This could be produced in several different languages and made available for purchase or rental from the cooperating association. If the park was successful in acquiring a partner transit service the audio tour could be adapted to this delivery format as well. The advantage of the audio program is that it would provide more in depth interpretation at sites that have no staff coverage such as Fort Nonsense, the Pennsylvania Line, and the New Jersey Brigade Unit, and take advantage of the driving time between these areas. (See Appendix G for information regarding new cell phone tour technology.)

Publications

- Update site bulletins, convert to electronically produced media and follow the new NPS Identity Standards correct format on an as-needed basis. Have printed materials available and the park visitor center and museum; and provide as a download option on the park's website.

- Identify staff member(s) to have primary responsibility for creation of printed media.
- Purchase software and provide requisite training to support this work.
- Develop an interpretive site bulletin for each of the four units of the park.
- Identify which publications are required for foreign language translations. Hire a firm to translate and produce electronic files for production and ease of updating.

Signs

Short-term:

- Use new Servicewide Sign Standards when replacing lost or damaged signs.

Long-term:

- Seek funding to create a signage and wayfinding master plan for the park. This plan would document all the signs in use and make recommendations for updating the signs to conform to the new National Park Service UniGuide Sign Standards. The new master plan would introduce new sign designs that cover a broader range of identity and visitor information than could be accommodated in the old NPS-SSS specifications. The new standards cover Park and Facility Identity, Road Guide and

Trailblazer Signs, new Visitor Information Signs, and Regulatory Signs. It should be noted that many of the signs that need to be replaced are along state and city road corridors which require coordination between park and local officials. The master plan will define individual sign standards and enable park staff to develop sound cost estimates for replacement from the Harpers Ferry Center contractor. Following the development of the master plan, prioritize replacement needs and develop PMIS funding requests to initiate implementation. During the development of the sign master plan, consult with Office of Strategic Initiatives, Harpers Ferry Center. Please note: site specific sign recommendations developed during the Sign/Wayfinding assessment are located in Appendix C.

Wayside Exhibits and Outdoor Bulletin Boards

Short-term:

- Identify a single staff member who will have responsibility for maintenance of the outdoor park bulletin board system in order to maintain accountability, visual quality, and currency. Bulletin boards should be checked weekly by this staff member. The Chief of Interpretation should coordinate with all other Division Chiefs and the Superintendent's Office to insure that parkwide communica-

tions/posting needs are met in the field through this designated employee.

- Evaluate the existing waysides to determine their effectiveness and the number of new waysides needed; this work should be accomplished in tandem with the submittal of the PMIS wayside project funding request to insure a more accurate cost estimate.

Experienced interpreters should judge if each panel now in service still performs a *relevant* interpretive function. The evaluation includes:

- Consider the viewshed. Can you still easily see the view that the existing wayside was designed to interpret? Or has the view disappeared with the maturing of forests or a generation meadow plant succession?

- Evaluate text and graphics: if the story is still vital to good interpretation at that specific site, and there is a view still maintained, the next question to explore is "are there now better graphics in existence available to tell that particular site-specific story than the originals?" Is the text as now seen adequate, or should it be adjusted? Are there new quotes available due to more recent research that could strengthen the impact of the wayside?

- Collect the most commonly asked questions from the park staff members who spend the most time face to face with visitors. Often this set of questions is a fertile jumping-off point for identifying potential new wayside exhibit storylines. Park staff will uncover gaps in the stories presented while wayside evaluation is underway. Once determined, discuss “where is the best location to interpret”, and identify what graphics are needed to tell the story. Add these waysides to the inventory identifying the number of waysides to fund.
 - Update PMIS cost estimate to reflect total number of waysides and bulletin boards needed. During cost-estimating process, consider the need to interpret specific areas of the park seasonally and determine the number of change out panels required. Seasonal interpretation at Jockey Hollow will create a more dynamic interpretive experience for returning local park users.
 - Work with local community to remove historically inaccurate plaques. One approach might be to include the appropriate community member in the park wayside exhibit evaluation team. Exhibit evaluation could expand beyond the park boundary. Pre-identification of community wayside exhibit needs might lead to additional partner-funded waysides that could be considered with/or following the park’s wayside exhibit replacement project.
 - Remove the current wayside approaching the Wick home; it is inaccurate.
- Long-term:**
- Seek funding to support the replacement of all park waysides, bulletin boards and frames through the development of a wayside exhibit proposal/plan. Future wayside work at Morristown NHP should address two distinct needs: 1) to plan new waysides to interpret any new stories and 2) to replace the present waysides, bringing them up to national standard. This project will require new art:
 - Exhibits should be produced in fiberglass-embedded screen print (36x24 or 42x24) panels so that Morristown NHP can tap the HFC automatic replacement system when vandalism or sun fading occurs.
 - New standard frames should be set at the various overlooks, so that replacement panels can be easily slid into place.
 - Work with park maintenance staff in design phase to consider installation needs during the planning cycle. Consult with a landscape planner to develop a site plan if waysides are used with sculptural

elements (see site specific recommendations).

- Obtain use rights to any new graphics created during the project design process so that the NPS or other educational organizations will have no limitations on their future use. Any new art or electronic simulations of the encampments on a grand, panoramic scale should be created first with the need in mind to be effective as waysides. There will be ample opportunity to include the products in future publications, curricula, websites, or other visual venues.

Bulletin Boards

- Plan, design and construct new bulletin boards. There are two design formats to consider: (1) construct new interpretive kiosks with large interpretive panels to provide information and orientation with a separate bulletin board panel for posting needs (this would be accomplished through a new wayside exhibit plan/project). (2) Rehabilitate the existing bulletin boards with permanent UniGuide sign panels and incorporate a smaller space for bulletin board posting needs.

At some trailheads bulletin boards may not be needed and UniGuide signs may be more appropriate. In these locations construct permanent sign panels that could present specific site information as well as post-

ings for trails, park regulations pet regulations, and information on hazards such as ticks and Lyme disease.

It is important to note: designers must take into account that map literacy in the US population is falling rapidly. Military sites have traditionally leaned heavily on maps to tell the stories. Now media testing reveals that fewer and fewer people get much benefit of the effort (and expense) that goes into creating a map, particularly for a wayside. Devices other than standard flat maps with multi-colored spaghetti lines are better options for solving this problem for 21st-century audiences.

Future waysides should be designed to help visitors *see what can't be seen*. New art or electronically created images could insert scores of log huts in a line into the present viewsheds. Once created graphic designers would use these images as wayside exhibit panel artwork. For example: it is nearly impossible for visitors now to imagine the scope of the effort to quickly build winter shelters for so many thousands of soldiers in a matter of weeks. New images — out on the sites that show 80-90 huts in triple lines along the hillside contours will underscore what an awesome task confronted Washington's army. This kind of visual reminder needs to be present in all the various brigade areas.

Website

Short-term:

- Expand website to include information on the archives and research facilities, how to make a research appointment.
- Keep management of park website with the cultural resource program until a position has been designated and/or funded under the interpretive program.

Long-term:

- Identify the interpretive staff position that will have responsibility for keeping the website current. This may require the funding of a specific interpretive media position. Provide requisite training to this designated staff member then transfer the management of the park website to the Chief on Interpretation who will coordinate parkwide communications needs with all other Division Chiefs and the Superintendent's Office.
- Provide future electronic access to previously produced printed materials such as site bulletins and brochures, *Clio's Courant*, and some historical information that has been written for interpretation.
- Improve website to incorporate new AV elements including audio and video clips, virtual tours and 3D electronic graphics. A web component could be developed to augment the existing "Parks as Classrooms" program. If technical

assistance is required seek a cost estimate from Harpers Ferry Center for either web design consulting services or for the design and development of a new park website with interactive components.

Personal Services

- Consult with the Regional Personnel Office to develop an approved staffing plan for interpretation in order to provide basic interpretive services and support program goals. (Prior to request for Regional assistance Superintendent will conduct an in-house assessment of parkwide needs. This will cue how to develop a specific interpretive strategy to fill requisite positions; and insure that park requests for funding increases are coordinated.) When in-house agreement is reached on the key interpretive positions to fund, develop a realistic strategy to sequence requests to increase the park's base budget through the Operations Formulation System. Develop Regional support to fund. This Long-Range Interpretive planning process has identified the following positions needs:
 - Convert the GS 5 subject-to-furlough guides to full-time positions
 - Add a GS 9 Ranger/Media Specialist to manage the park website and design and produce all printed and electronic interpretive media and care of park bulletin boards.
 - Add a GS 9 Exhibit Specialist (historic preservation/interpretation) to repair and build soldier huts, organize the bi-annual encampments, and provide interpretation. Consider the possibility of this position coming from the preservation trade/ crafts field and also working with maintenance for a portion of the year to maintain the Ford Mansion, Wick House, and other historic structures. (This position is referenced later in the Pennsylvania Line recommendations.)



Costumed Reenactor, NPS Photo

- Develop a dedicated position that includes a written position description outlining demonstrated background and experience in first person interpretation, 18th century clothing, and black powder certification. This could be a new position or a new element identified in the park historian’s position description. (Note: addition duties might be grade enhancing. This position is also described in a later section of the document: living history program recommendations.)
- Transfer the operation and maintenance of the park website to the Chief of Interpretation when the GS 9 media position is filled.
- Consult with regional fee program coordinator to assess fee program coordinator position grade level and determine if the position should remain in interpretation.
- Transfer coordination of Cooperating Association Coordinator responsibilities to the Chief of Interpretation.

Additional personnel actions recommended to support the delivery of interpretation:

- Upgrade Chief of Interpretation’s position description to reflect full scope of GS 12 duties. Later, a desk audit (or position description rewrite) may be required to upgrade again when/if Heritage Area partnering responsibilities are added to the park as anticipated in the future.
- Continue the work of the Long-Range Interpretive Plan through the development of an Education Plan. The goal: chart the expansion of the curriculum-based education program based on parkwide interpretive program commitments. (This plan would be a satellite plan to the LRIP).
 - 1.The first step would be to evaluate the existing curriculum-based program “Farming Village to Log Hut City” to continue delivering



Interpretive Program, NPS Photo

and improving this program. Implement recommendations; continue to re-evaluate progress as part of the Annual Interpretive Program review.

2. Ask the NER Education Specialist to assist with plan development. The plan should outline a specific strategy of what to do next for the next 5 years: how to reach more 4th/5th grade students with the existing program. How to go about expanding the curriculum-based education program to middle and high school students. This plan must be developed in light of staff levels and other program commitments.
3. Include teachers every step of the way. Seek a “Parks as Classroom” grant to provide funds for teacher stipends to serve on a program development team.

- Update the interpretive training program for new staff members to support the delivery of services and provide training opportunities for “master level” interpreters.
 1. Identify and deliver what subjects should be covered for specific staff assignments.
 2. Convert training materials now in files to electronic documents and use video to document well done examples of interpretation to train future staff members.
 3. Set aside funds in interpretive budget to support training needs.

- Expand recruitment of interpretive volunteers to support daily operations when staffing levels expand enough to make investment in this resource realistic. Keep names of interested parties on file; consider training volunteers with new employees to maximize efforts.

- Continue to experiment with new programming. For example:
 1. Consider closing Ford Mansion to general visitors on the least visited mornings during the school year and use the historic house museum for educational programming.
 2. Try using station interpretation on busy days at the Ford Mansion to expand number of visitors served.

- Keep the Living History program as a staff supervised and operated program at Morristown NHP:

Short-term:

- Send permanent interpretive staff members conducting living history programs to seminars to learn the latest scholarship and techniques so this information can be applied on-site.
- Develop a computerized inventory of living history costumes and equipment supplies, track replacement needs and set aside an annual interpretive budget allotment to fund.

Long-term:

- Develop a dedicated position that includes a written position description outlining demonstrated background and experience in first person interpretation, 18th century clothing, and black powder certification. This could be a new position or a new element identified in the park historian’s position description (note: addition duties might be grade enhancing).
- Develop standards and training for new staff, college interns and volunteers interested assisting the park in program expansion.

Partnerships

Continue all partnership efforts to support the delivery of the interpretive program. Including:

- Work closely with legislated partner, the Washington Association of New Jersey (WANJ), to develop an annual partnership work plan. Plan should include all joint commitments including fundraising and special interpretive programs – any effort that is undertaken jointly. It is critical that each partner moves in tandem to effectively reach established goals. Recommend either quarterly or semi-annual reviews with the Board in order to evaluate progress and re-prioritize or re-strategize goals if necessary.
- Review Eastern National’s Scope of Sales Statement in light of the

new interpretive themes, following transfer of association coordinator duties to the Chief of Interpretation. Jointly develop new Statement with Association Agent.

- Explore partnership opportunities with the Second New Jersey Regiment, Helms’ Company reenactment group, the Great Swamp Watershed Association, the New Jersey Historical Garden Foundation, the Audubon Society and the Boy Scouts and Girl Scouts. Determine if there are potential stewardship opportunities through a reinvigoration of the Boy Scout’s badge/trail program in Jockey Hollow and the New Jersey Brigade Unit.



Partnerships, NPS Photo

Unit Specific Recommendations

Washington's Headquarters Unit

Recommendations will implement alternative 3B in the 2003 "Historic Furnishings Assessment": formal exhibits in the museum will complement the fully furnished 1779 – 1780 interior at the Ford Mansion.

When the renovation of the museum and surrounding grounds is completed some elements of the interpretive media used before the renovation might be re-installed into the Washington's Headquarters Museum. The park is working with its partner, the Washington Association of New Jersey, to raise funds to plan, design, and install new interpretive media. In addition, the park developed companion funding requests in the PMIS program to supplement the cost of new media.

The following recommendations are sequenced to parallel park program goals. Recommendations also recognize that the museum serves several functions: site specific orientation, parkwide orientation, the need to provide historical context – connecting Morristown to the broader American Revolutionary story, and the staging of the guided tours of the Ford Mansion.

Arrival Experience

- Plan strategically located NPS signs that follow Servicewide identity and messaging standards to direct visitors from I-287 and the community of Morristown. On park property, it should be clear to visitors that they are at a unit of Morristown National Historical Park.

- Locate an outdoor informational kiosk/wayside between the parking lot and the Washington's Headquarters Museum to welcome visitors to the site. Present information so visitors can do basic trip planning before entering the facility or receive information if the museum is closed. The wayside kiosk should:

- Describe the unit's significance and the visitor experiences offered on site.
- Include a map of all park areas managed by Morristown NHP. Through text and graphics it should be evident that the site visited is one of four non-contiguous units comprising Morristown NHP.
- Convey that the park preserves important American Revolutionary sites and is part of the National Park system.
- Make the site more inviting to local residents through landscape design elements. The staff has indicated a need to re-establish the site as a regional icon. There are people

who use the local restaurants in the commercial district four blocks away who can't provide directions to lost visitors because they don't know what or where the site is. Review landscape plans to determine if a screened area with picnic tables could be added to the lower parking area, or other appropriate location.

- Add waysides along grounds of Ford Mansion to interpret the historic scene for strolling residents and visitors; outdoor exhibits are important for story access. These waysides may help reconnect the park to the community fostering future visits.

Washington's Headquarters Museum

Audiovisual Programs

Short-term:

- The museum closed to the public in January 2005 for the rehabilitation and expansion project, and is not expected to reopen until summer 2007.

Long-term:

- Provide captioning and an audio description for existing orientation film.
- Install safety lighting in the auditorium. This is needed for when any special programs are presented in the auditorium or if the general orientation film is shown there.

• Obtain new cost estimate and seek funding to create two inspirational orientation films - one for the Washington's Headquarters Museum, the other film for Jockey Hollow. Both units require new orientation videos; it would be more cost-effective to film both videos at the same time due to production costs. The new orientation film for the Washington's Headquarters Museum should accomplish the following:

- Place the park in context with the overall American Revolution;
- Through an explanation of what happened at Morristown visitors will understand the relationship of the separate units that comprise Morristown NHP today.
- Explain why General Washington and the troops endured in spite of the tremendous adversity they faced.
- Emphasize General Washington's contributions. Why is his leadership of the Army so highly regarded? What kinds of situations did he defuse or fix? How did he work to alleviate the stress on the Morristown community of 250 when 10,000 to 13,000 soldiers arrived in the winter of 1779 – 1780?

In essence the film should explain why Morristown is a success story, and why so many worked to preserve this site to honor General Washington and create a national park. (See specific recommendation for the Jockey Hollow film in that section of the document.)

- Upgrade the video projector, screen, playback equipment, amp and speakers to high definition media standards and install acoustic treatments to auditorium.

Audiovisual Elements in Museum Exhibits

Short-term:

- If the “Weapons” program is used after the museum rehabilitation project, upgrade the program’s monitor, speakers and pushbutton interface, and add a user-selectable captioning option.
- Develop an exhibit audio tour if their replacement is delayed due to fundraising constraints. This is particularly important considering the park’s proximity to the school in Morristown, New Jersey that trains “seeing eye” dogs for the visually impaired.
- Consult with Harpers Ferry Center for cost-estimates for all audiovisual elements in the PMIS exhibit project request. When several different elements and multiple equipment stations are required, the production and hardware costs can add up quickly. Exhibit plans should factor in future equipment needs and costs.

Exhibits

Short-term:

- Consult with Harpers Ferry Center to assist with the develop-

ment of a cost estimate for a PMIS statement for exhibit planning, design and fabrication for the rehabilitation and expansion of the Washington’s Headquarters Museum. The current estimate is too low.

- Recommend that the exhibit PMIS request include the cost of all proposed audiovisual elements and equipment.
- Develop a separate PMIS statement for the orientation film and equipment.

These are really two separate projects. If the park would like to undertake both projects at the same time in order to coincide with a special event or “grand opening” consult with Harpers Ferry Center Workflow Management for assistance with the development and sequencing of cost-estimates. Notify the Center immediately when funding is realized to take advantage of the full planning/funding cycle.

- Move the *War Comes to Morristown* exhibit to the main floor within the sequence of the current exhibits in order to give them context. This exhibit presents a main theme and is important for visitors to see before other exhibits.

Long-term:

- Develop new exhibits (when funding goals are achieved) that focus on expanding accessibility to audiences physically, cognitively, and

culturally. Reaching out to all segments of the population will further the park education and preservation mission. (Please note: specific comments on the Haley Sharpe Exhibit Design alternatives are in Appendix B.)

- Create an orientation experience at the museum entrance. While this entry needs to perform the functions of meeting the public, fee collection and a bookstore sales area, it also should begin to make the visitor aware that they are at a special place that has played a pivotal role in the national identity. Once the visitor enters the museum, an orientation experience should be dedicated to creating the context for what the visitor is about to experience. Orientation to all the units of the park should also happen here. Didactic exhibits should not be the only approach taken; informal exhibit media and architectural design can do much to set the mood for the overall experience.

- Sequence exhibits to introduce the visitor to the overarching theme of the American Revolution. These exhibits set the scene for the subsequent exhibits that develop the story of Morristown and the army encampments. Ample space should be allotted to this section to explain the organization of the Continental Army and its relation to civilian entities and individuals.

- Create an exhibit dedicated to the Ford Mansion and its use as Washington's headquarters. This exhibit should be located where visitors will begin their tour of the Ford Mansion. Such an exhibit would prepare visitors for the tour of the mansion and answer many of the common questions that visitors have. It would also serve that segment of visitors that can not take the tour. This exhibit should discuss the ongoing preservation of the site and provide an overview of the periods of restoration from the earliest days of the Washington Association of New Jersey through to present day NPS management. The exhibit should include a photo album or audiovisual presentation of the restored Ford Mansion room interiors.

It is critical that the interpretation of former periods of restoration are presented in the context of the continuum of ongoing research and illustrate the growing understanding of how best to restore the historic house and landscape as the profession of historic preservation has matured. This is preferable to an approach that highlights incorrect interpretations or mistakes just for the sake of pointing them out. Generally what the public is most interested in when visiting historic sites is: what happened here; and, of what is seen, how much is original? The personal services program can address individual questions of returning visitors by noting

changes made since an earlier visit.

Consider in future exhibit planning use of an interpretive viewfinder/device that superimposes the historic scene over the existing landscape to interpret visually the changes to the historic scene over time – theme 4. Place this device looking toward the Ford Mansion. There is a system known as Virtual Time Traveler that utilizes a computer and a view scope and allows visitors a fully interactive experience. This device requires a controlled environment, and tends to be quite expensive. A less costly passive alternative is to use a scope with an overlay image of the historic scene.

- Develop a new weapons exhibit that relates to what occurred at Morristown. Or use the weapons throughout exhibits to support/illustrate the park themes.
- Create an open storage exhibit with a “discovery” area that explains the preservation process via signage or audio. This will bring visitors into the experience of preserving park resources. The extensive park collections and the need to exhibit a sampling of their extent and depth warrant the establishment of a dedicated temporary exhibit space and/or some form of open storage. The high cost of mounting a large temporary exhibit should be considered in the design of a temporary exhibit

space. With built-in cases, sections of temporary exhibits could be changed on a piecemeal basis without extensive reconfiguration of the space as a whole.

- Consider during exhibit planning process exhibits that convey the following ideas or topics:
 - 1.Include Morristown’s role in the American Revolution beyond the encampments. Discuss Morristown as a military hospital, supply depot, militia rallying point, jail for POWs, and loyalists.
 - 2.Add a children’s discovery room where they can try on clothes and handle reproduction items.
 - 3.Include changing exhibit space. Future topics to explore:
 - Decorative Arts
 - Maps, Paintings and Prints
 - “Treasures from Our Collection” - a park greatest hits collection
 - “Morristown’s Attic”: items collected by WANJ before a scope of collections document was a common museum practice.
 - “How do you measure up to your ancestors”: dealing with people’s heights.
 - Clothing of the 18th Century
 - “Mind of Washington”: a computer game where you try to solve some of the problems Washington faced and can compare your answer to what Washington did. (This could be developed with the Association and marketed as a companion

sales item. A potential huge fundraiser to be marketed at other related Washington sites too.)

Ford Mansion

The historic house museum is fully furnished to reflect the 1779 – 1780 appearance. General public tours of the Mansion should focus on theme 3: George Washington’s leadership and contributions. The restored historic house museum should be used as a backdrop to convey Washington’s use of the house as Continental Army Headquarters. Tours will highlight Washington’s experience and situations encountered there. Through documented anecdotes convey how he handled problems – feeding the troops, frustrations with the Continental Congress or military forays against the British. Reveal unit connections through Washington. For example: discuss how frequently General Washington travels to Fort Nonsense or Jockey Hollow and explain why he’s going there. The secondary emphasis would be the impact Washington’s presence had on Mrs. Ford and her family. This discussion can bridge to a conversation about the impact of war on the civilian population. Use furnishings as props to tell the story or set the scene.

Historically Furnished Exhibit **Short-term:**

- Maintain the interior of the historic Ford Mansion as a fully furnished/restored interpretive presentation to reconstruct the winter 1779-1780 appearance.
- Implement individual room recommendations regarding the removal or addition of furnishings outlined in the Assessment Report to give the house a more historically accurate appearance.

Long-term:

- Seek funding to update the current furnishing plan. The scope of work should outline how rooms should be furnished seasonally to support the delivery of the ongoing interpretive special events program. The Chief of Interpretation and Park Historian must be designated to assist the curator/Chief of Cultural Resources in the development and review of the plan.
- Seek funding to add a soundscape with voices, clanging pots and pans, footsteps, doors opening and closing, etc. to suggest the chaos of 30 people living in close quarters to mitigate the somewhat sterile museum experience. The audio program will have a manual volume control/override so that the audio can compliment the ranger tours provided.

Fort Nonsense Unit

- Maintain the stones that trace the fortifications original location as the primary representation of the historic structure.
- Add the 18th century historical name “Upper Redoubt” to printed media, signs and waysides, and address the use of a 19th century misnomer due to a local legend. Interpret the “Fort Nonsense” legend on-site on a wayside and when programs are conducted there. These actions will help provide the site the historical integrity it requires.

Arrival Experience

- Place strategically located NPS signs that follow Servicewide identity and messaging standards to direct visitors from I-287 and the community of Morristown. On park property, it should be clear to visitors that they are at a unit of Morristown National Historical Park.
- Explore renting a year round handi-cap accessible porta-john; locate it in an area that is easily accessible but does not detract from the historic scene. This basic visitor amenity will make the site more inviting to local residents and foster increased use of site for personal services program delivery.

At fort location:

- Develop a site concept plan that considers overall site planning needs. The plan should:

- Define visitor path ways to be maintained: to and from the parking lot, around the stone-defined fort feature, and to other views or points of interest on site.
- Address what viewsheds should be maintained.
- Provide guidance for the placement of future exhibits such as outdoor sculptural elements, an arrival bulletin board/informational kiosk, and new waysides.

There are many interpretive possibilities and alternatives at this location. It is crucial to consider all media at the same time to prevent a “hodge-podge” effect. Following the development of an overall site plan, the individual components can be planned and funded separately. Future elements to include:

1. Locate an outdoor informational kiosk/wayside between the parking lot and the outline of the fort to welcome visitors to the site. Present information so visitors can do basic trip planning if a first-time visitor to Morristown NHP; or frequent users can learn about an upcoming program. The bulletin board/interpretive kiosk unit should:
 - Describe the unit’s significance and the visitor experiences offered on site.
 - Include a map of all park areas managed by Morristown NHP. Through text and graphics it should be evident that the site visited is one of four non-contiguous units comprising Morristown

NHP.

- Convey that the park preserves important American Revolutionary sites and is part of the National Park system.
- Post standard regulations.
- Include bulletin board space for temporary program advertisement or law enforcement needs.

Design alternatives for this element include: (1) retrofitting the existing bulletin boards with UniGuide sign standards; or (2) replace bulletin boards as part of the wayside exhibit plan.

2. Construct a topographic relief exhibit model of the crest of the hill that shows the fort as it might have appeared in 1777; provide sighting tubes for other signal fire hill locations and a model of a signal fire—or include the signal fire on the fort/hill topo model. All of these exhibits should be supported by new waysides.
3. Develop new wayside exhibits for this location. Important topics to address: historically inaccurate and permanently placed monument, historic name of Fort, documented activities and people associated with site.
4. Include site in parkwide audio tour program.

Jockey Hollow Unit

The Jockey Hollow Unit cultural landscape commemorates the 1779 – 1780 encampment period and includes later modifications made to preserve and interpret the park. Current landscape treatments provide a sense of the patterns of field, forest, orchards, and roads consistent with the 18th century landscape. The 18th century Wick Farm and Pennsylvania Line reproduction soldier huts are primary interpretive elements. Most of the hardwood forest felled by the Continental Army has reforested over time, although it does not retain the original species diversity. Management of the forest (beyond major interpretive sites) supports the evolution of a sustainable and diverse hardwood forest.

The following recommendations recognize the criticality for new interpretive media to help visitors visualize and understand what no longer can be seen due to the growth of the forest. Recommendations also recognize that the visitor center serves several functions: site specific orientation, parkwide orientation, the need to provide historical context – connecting the encampments at Jockey Hollow to the broader parkwide story, the American Revolution and provision of basic visitor comfort needs.

The recommendations outlined below are discussed by media type for each individual program site within Jockey Hollow.

Recommendations are sequenced by short and long-term program and funding requirements.

Arrival Experience

- Plan strategically located NPS signs that follow Servicewide identity and messaging standards to direct visitors from I-287 to Jockey Hollow. On park property, it should be clear to visitors that they are at a unit of Morristown National Historical Park.
- Locate an outdoor informational kiosk/bulletin board between the parking lot and the Jockey Hollow Visitor Center to welcome visitors to the site. Present information so visitors can do basic trip planning before entering the facility or receive information if the building is closed. The kiosk should:
 - Describe the unit's significance and the visitor experiences offered on site.
 - Include a map of all park areas managed by Morristown NHP. Through text and graphics it should be evident that the site visited is one of four non-contiguous units comprising Morristown NHP.
 - Convey that the park preserves important American Revolutionary sites and is part of the National Park system.
 - Post standard regulations.
 - Include bulletin board space for temporary program advertisement or law enforcement needs.

- Start the interpretive experience when people leave their vehicles to come into the visitor center by placing en route a theme appropriate outdoor exhibit element. This could be a bronze sculpture of Revolutionary War soldiers or a parkwide topographical encampment relief map in order to heighten visitor interest and foster early connections with the park story.

This unit of the park is where the greatest diversity of soldiers stayed. Another possible visual element would be the display of all brigade flags for the units that stayed at Jockey Hollow outside the visitor center. Then later reinforce this story within the park by placing flags at actual brigade sites. This placement of flags would facilitate several things: site identification - a visual reminder to the modern visitor of arrival at a destination, and a cue that although covered by forest today, this place is a historic encampment site.

Jockey Hollow Visitor Center

Short-term:

- Install "Visitor Center" sign above entrance on both sides of the facility.
- Increase the PMIS cost estimate for the architectural assessment of the Jockey Hollow Visitor Center to include a Harpers Ferry Center exhibit planner and designer. New exhibit media development will

have to analyze how the space is being utilized. The hall that currently is devoted to exhibits presents problems for future development. Given the current space limitations and the need to address most of the parks primary interpretive themes, certain areas of the story will need to be limited in their coverage to allow a focus on the central stories of the Jockey Hollow Unit. The proposed architectural program assessment for the Jockey Hollow Visitor Center needs to take a close look at how space is currently being used and what can be done to make that use more efficient, and/or document the need to construct an addition to the building. If financially feasible the expansion of this structure will allow for a more comprehensive approach to the story of the encampment and how it related to the American Revolution. During assessment also explore whether it is possible to enclose the alcove where the film is shown to limit sound transference through the rest of the visitor center. It is critical that audiovisual elements and exhibits work together in the visitor center to provide visitors general orientation to the park story, features and in depth interpretation – having adequate space to tell the story through a variety of media is a critical component.

Audiovisual Programs

Long-term:

- Include Jockey Hollow Unit in the development of a parkwide audio tour. If a future transportation service was added at the unit, segments of the program could be adapted for an automated narrated bus tour.
- Create new orientation film for the Jockey Hollow Unit. Seek cost estimate to film both the Jockey Hollow and Washington's Headquarters videos at the same time to reduce production costs. The Jockey Hollow film should:
 - Place the park in context with the overall American Revolution.
 - Through an explanation of what happened at Morristown visitors will understand the relationship of the separate units that comprise Morristown NHP today.
 - Emphasize the soldier experience at the encampments; the video should highlight not only what they endured, but why.
 - Show the diversity of the Continental Army and explain why this diversity helped to foster independence.
 - Provide some background on how the camps were organized and explain the daily routine at Jockey Hollow.
 - Include Generals Washington, Hand and St. Clair in the presentation to add context for the



Volunteers constructing reproduction log huts at Jockey Hollow, NPS Photo

remainder of the park experience. In essence the film should explain why Morristown is a success story, what happened and why so many worked to preserve this site to honor the Continental Army and create a national park.

Since visitation to the Jockey Hollow Visitor Center is fairly relaxed, recommend that in the future visitors are also given the option to see the film presented at the Washington's Headquarters Unit. This would facilitate an alternate experience if out-of-town visitors are pressed for time and can't get to Washington's Headquarters on the same day. If interested, visitors could self activate the video. Please note: if funding the complete package for two productions is unrealistic, the new orientation film for Washington's Headquarters could be offered as an alternate feature to the existing "Soldier Film". This would at least provide visitors access to a film based on recent scholarship and connect the unit to other sites that comprise Morristown NHP.

- Upgrade any new audiovisual equipment needed at the time of the installation of the new orientation film.

Audiovisual Exhibit Elements:

- Correct the historical inaccuracies in the soldier hut audio program. Add additional voice selections to provide differing viewpoints. Add

ambient sound effects to this exhibit space. Time this rehabilitation of text with the renovation of the exhibit. (See next section "Exhibits" which outlines addition recommendations for the soldier hut.)

- Add a touch screen kiosk to help visitors understand what Jockey Hollow looked like during the encampments. The interactive kiosk could allow visitors to apply several different layers of electronically-generated images to a baseline landscape. Huts could be added, trees could be removed, snowfall could accumulate, etc. The kiosk should provide an interactive map of the various park units and the surrounding countryside to illustrate why Morristown was a strategically sound location for the winter encampments. (This could also be done as an interactive exhibit component, if space is available, see exhibit section.)

- Create a kiosk touch screen unit for the Wick House. This program would be especially useful when the house is closed due to limited staffing or programs. Visitors could watch a videotaped tour of the house by a costumed reenactor, or take an interactive tour with 360-degree views of the various rooms as well as photos and descriptions of the objects found inside.

Exhibits

Short-term:

- Install supporting exhibit media for existing exhibit elements.
 - Construct a reader rail in front of the encampment mural.
 - Produce some inexpensive panel exhibits that support the park-wide themes and some supporting exhibits for the soldier hut.
- Add an interpretive sign at the soldier hut exhibit to explain what the exhibit represents. This sign would assist hearing impaired visitors, and provide alternate interpretation when the audio program is not working.
- Install more lighting where necessary.

Long-term:

- Develop new interactive exhibits to expand accessibility to audiences physically, cognitively, and culturally. The potential to draw a diverse audience of recreational users from the surrounding metropolitan area is enormous due the appeal of the forested park area. New indoor exhibits that appeal to a variety of learning styles will be more inclusive for adults, children, and the mobility, sensory and learning impaired visitors. Exhibits that can be experienced on multiple sensory levels appeal to larger segment of the visiting public and encourage visitors to become involved in the exhibit experience.

- Create an orientation experience at the entrance. While this entry needs to perform the functions of meeting the public, fee collection and a bookstore sales area, it also should begin to make the visitor aware that they are at a special place that has played a pivotal role in the national identity. Once the visitor enters the visitor center, the orientation experience creates context for what the visitor is about to experience. Space should be allotted to explain the organization of the Continental Army and its relation to civilian entities and individuals.
- During the design phase explore how to make the visitor center desk accomplish two functions: (1) basic visitor center operational needs (fee collection, point of sales for book store, provide visitor information/orientation); and (2) for use as an interpretive project work space when visitation is slow.
- The new design should consider smaller exhibit cases near the visitor center desk that include items the interpreter could discuss with visitors during slower periods.
- Interpret all four park themes in the visitor center, be sure to address theme 4 C. This theme deals with the integrity of the Jockey Hollow forest ecology. Given the high number of recreational visitors at this unit who have an interest in preserving this

resource, the integration of theme 4 C into the exhibits is a natural tie to visitor experience and interest.

- Introduce and interpret the Pennsylvania Line site in the visitor center. One of the workshop goals was to suggest ways that the extent of the Pennsylvania Line could be imparted to visitor. Recent work done by a Harpers Ferry cartographer involving animation of 3-D map visualizations holds some potential for imparting this information in an exhibit format. The wedding of synthetic and map data in a virtual indoor exhibit would certainly create a compelling presentation of the Jockey Hollow encampments - with extra effort and money it could be made interactive. (See audiovisual recommendations for kiosk in previous section.)
- Retain the log hut exhibit any new exhibit design for the Jockey Hollow Visitor Center. Follow the 2003 “Historic Furnishings Assessment” recommendations and consult with Harpers Ferry Center for the updating of the log-hut exhibit – specifically regarding military uniforms and furnishings. This exhibit renovation should coincide with the upgrading of the exhibit audio component.
 - Correct the historical inaccuracies in the soldier hut audio program.
 - Add additional voice selections to provide differing viewpoints.
 - Add ambient sound effects to this exhibit space.
- Consider during exhibit planning process exhibits that convey the following ideas or topics:
 - Exhibits that deal with the common soldier. Perhaps a series of panels that include a variety of topics such as clothing, food, drill, fatigue duty, and leisure time.
 - “People of the Continental Army” an organizational chart that shows from Washington down to the “camp followers”. Visitors don’t understand how the army was organized. The park has access to images and quotes that would help put a face on the army. This could be an interactive exhibit if additional funding is available.
 - Archeology: interpret what the park has learned from the various studies conducted and convey the importance of leaving in place artifacts seen during a hike.
 - Address some of the important stories missing in the current exhibit including:
 - The outpost duty story – there is a lot of interpretive potential here. It will show the activity within the camp – the constant pulsing of troops.
 - The mutinies.
 - Discuss the problems of getting and maintaining adequate supplies. And, include George Washington’s ongoing efforts to overcome this obstacle. People relate to people. It is important to connect the visitor to the his-

toric figures. Use historical sources and quotes effectively by including letters home, letters from the home front to soldiers stationed at Morristown, and period newspaper articles and literature, etc.

- Include a snow-depth indicator to show conditions the winter of 1779-80.

Historic Wick House

Implement alternative 4B from the 2003 “Historic Furnishing Assessment”: visitors will be able to handle and use all of the objects on exhibit except for those being used in the fire. This option changes the relatively static displays into active learning opportunities for visitors and fits more adequately with the interpretive program that has evolved on site over the last 20 years. This recommended furnishing treatment also corresponds more appropriately to the goals of the curriculum based education program delivered in the Wick

House. This change in approach requires an addendum to the furnishing plan and the purchase of reproduction objects.

The focus of the personal services program should be to address theme 2: the hidden side of war – the impact of the war on the civilian community. Considering this theme, the interpreter should convey to visitors in the following priority:

- Who in the Wick family occupied the house in 1779-80 with General St. Clair?
- Why was St. Clair there – what were his responsibilities and typical daily challenges?
- What is known about the relationship between General St. Clair and the Wicks to illustrate and elaborate on the hardships of war – particularly for civilians?
- Living conditions and practices that support why the winter encampment was so difficult for



Historic Wick House, NPS Photo

the soldiers and the resulting stress this placed on the Wicks.

- The Tempe Wick legend.

Period crafts should only be used as a tool to bring visitors into the story. They are not the story. For example, once the thematic story is clearly grounded, then the interpreter can use demonstration activities such as carding wool to help establish that this was an agricultural community when the war came to Morristown. Then continue to relate the impact the war had on the Wick family when General St. Clair rented and shared their home.

Short-term:

- Maintain the Wick House as a historically furnished interior to show its occupation by the Wick family and General St. Clair during the winter of 1779 – 1780.
 - Implement individual room recommendations regarding the removal or addition of furnishings outlined
- Videotape well conducted programs. This will accomplish several objectives: (1) the documentation of the current programming. (2) Repurpose material to use for interpretive training. This can be very empowering – a picture paints a thousand words. (3) If an interpretive kiosk on the Wick House is developed, use video programs of activities in the visitor center to provide “access” when the site is closed.
 - Provide in-depth interpretive training to new interpreters and volunteers to support the delivery of the theme. New staff and volunteers require more in-depth subject matter background. The veteran staff needs to demonstrate for new staff/volunteers how to use the his-

in the 2003 “Historic Furnishings Assessment” to give the house a more historically accurate appearance.



Historic Wick House Staff and Volunteers, NPS Photo

toric setting and objects at hand to tell the story, so the props don't dominate the message.

Long-term:

Seek funding to research and write the recommended addendum to the site furnishing plan in order to install a combination of reproduction and easily replaceable period objects so that the restored Wick home is a completely "hands-on" exhibit. The goal of the addendum would be to:

- Outline specific changes to the furnishing plan required.
 - Develop a cost-estimate to implement the plan with enough leeway that easily broken or stolen items have several back-up replacements.
 - Develop a map for each room that charts where furnishings should rest, so as they are moved during the day, interpreters are aware of their historic positions and functions and can explain any variations to curious visitors when movement occurs. And, return the pieces to their proper location whenever possible.
 - Recommend the amount of money that should be set aside annually to replace pieces. This recommendation must correspond to the park's budget.
- Seek funding to implement the recommendations developed in the proposed addendum to the 1974 "Wick House Historic Furnishings Plan" (this would fund the actual

purchase of reproduction furnishings and objects).

- Train staff in any new security/procedural requirements. (In order to keep furnishings in adherence with the furnishing plan the interpretive staff will need historical background training on how the room should be presented; and, have responsibility for restoring order when visitors move pieces.)
- Provide for accessibility when the structure is closed: develop a parkwide audio tour and include a segment on the Wick House and/or an interactive exhibit/kiosk in the visitor center.
- Future interpretation needs to do a better job of getting out the dark side of war – the disruption, chaos, and sacrifices demanded. This should be addressed in personal services, exhibits, and the restored landscape. Currently, the grounds surrounding the Wick house look very bucolic.

Pennsylvania Line

Here the park should be addressing theme 1A – E: the encampments.

Short-term:

- Maintain current huts to support living history and costumed interpretation program delivery, maintain historically accurate representation, and keep safe for visitor use.
- Develop sculptural and wayside exhibits for the base of the hill where the current waysides interpret the reproduction log huts. This new exhibit presentation requires the integration of exhibit and landscape planning. This area would make the story accessible for those not able to climb the hill to the huts and explain what the huts attempt to convey in a very limited fashion. This site must include a wayside with art that illustrates what the Pennsylvania Line actually looked like and its impact on the forest during that period. (See wayside exhibit recommendations.) It should also explain the term “Pennsylvania Line” since all other designated troops areas are named as brigade sites.
- Film the hut construction process and make this one of the choice options to learn about in a future visitor center interpretive kiosk or exhibit.

Long-term:

- Seek funding to develop a second hut location in the Hand’s Brigade area. This location is close to the

visitor center and restroom. The site was farmed in the 19th century so there might not be any archeological constraints, it is an accessible area for the mobility impaired, and strategically it is more suited to the delivery of the park’s education program.

- Seek funding to establish a permanent position to maintain the reproduction huts. This position should require both the knowledge and technical skill to build and maintain historically accurate reproduction huts; and, excellent people skills so that interpretation could occur during projects when visitors arrive on site. If funded, this staff member could take the lead in organizing the annual encampment programs and other specialized interpretive programs dealing with the Continental Army’s soldier experience.

New York Brigade Area and Trail Head Center

On-site supporting interpretive media should identify who occupied the area and convey documented stories that bring the encampment site alive to modern day visitors. This might be information about a major event, routine daily activity, or a quote from a soldier that illustrates conditions.

- Develop a new orientation exhibit panel for the New York Brigade site. This exhibit – located at the comfort station site - needs to

address general orientation to Morristown NHP. This area is essentially an outdoor site at the restroom facility. The exhibit needs to be able to withstand all weather conditions. Phenolic resin embedment panels (brand names include Izone, Rhinocore, Folia) are a strong possibilities for this application.

- Develop for the New York Brigade comfort station a ground oriented tactile topographic relief model of Jockey Hollow. This is one area where it is hard to sense location in relationship to the rest of the park. The model can help with orientation and provide accessibility to sight impaired visitors.
- Rename “trailhead center” to “Maryland 1st Brigade” and create new locator sign. Keep name locators consistent throughout park. All park media should indicate that it is in this location where most trails originate. Create site-specific interpretive media that foster a connection to the soldier experience through the favored activity of hiking, for example: “You are walking in the footsteps....”
- Locate an outdoor informational kiosk at smaller parking lot near trail head. Unit and park-wide orientation needs to occur here, since this is where many local visitors start their visit. Present information so visitors can do future trip planning or frequent users

can learn about an upcoming program. The bulletin board/interpretive kiosk unit should:

- Describe the unit’s significance and the visitor experiences offered on site.
 - Include a map of all park areas managed by Morristown NHP. Through text and graphics it should be evident that the site visited is one of four non-contiguous units comprising Morristown NHP.
 - Convey that the park preserves important American Revolutionary sites and is part of the National Park system.
 - Post standard regulations and fee information.
 - Include bulletin board space for temporary program advertisement or law enforcement needs.
 - Include a brochure rack for tent cards or the unit’s trail brochure.
- Design alternatives for this element include: (1) retrofitting the existing bulletin boards with UniGuide sign standards; or (2) replace bulletin boards as part of the wayside exhibit plan.
- Post UniGuide sign at trailhead to reinforce park regulations and safety.
 - Include these areas as stops in the proposed parkwide audio program.

New Jersey Brigade Area and Cross Estate and Gardens

Arrival Experience

Desired future experience: from the Jockey Hollow Unit and communities near the New Jersey Brigade site and Cross Estate, visitors can easily find their way via NPS signs that follow Servicewide identity and messaging standards and retrace their path at the end of their visit. On park property it is clear to visitors through signage that they are at a unit of Morristown National Historical Park. At both locations, between the parking lot and primary point of interest, an interpretive kiosk/bulletin board will be constructed to:

- Describe the unit's significance and the visitor experiences offered on site.
- Include a map of all park areas managed by Morristown NHP. Through text and graphics it should be evident that the site visited is one of four non-contiguous units comprising Morristown NHP.
- Convey that the park preserves important American Revolutionary sites and is part of the National Park system.
- Post park regulations.

New Jersey Brigade Site

Interpret theme 1 A: why the army selected this area and the vastness of the brigade site; and theme 4 C: The establishment of the park area.

There is an opportunity here to talk about preservation and how the area came into the park system. This is a recent story. The area was threatened with the development of a reservoir and dam. In the 1960s area residents Fred and Isabel Bartenstein and others worked to locate and document the New Jersey Brigade site, thus helping preserve it. Although this area is not a core experience, it is a state brigade area.

- Construct a 3-D model here to highlight size and scope of encampment.
- Develop a site bulletin and also post it on the website as an option for a more "in-depth experience."
- Upgrade waysides to tell the interpretive story here. Include the well-documented stories unique to this area:
 - Oliver Cromwell, an African-American was a member of this unit. This helps illustrate the diversity of the Continental Army.
 - There is also the Samuel Shelly story – a draft dodger.
 - One story that is not getting out right on the encampment landscape is that all brigades shared "Outpost duty". This story could be effectively told here and/or at other brigade sites.

Cross Estate

Focus interpretation on the preservation story – all information presented should tie to theme 4 C:

preservation. There is a need to explain why this early 20th century estate is now part of the park.

- Provide waysides to interpret structures and explain the “Golden Age” when the affluent spent their summers here. Provide some information about the two families that lived here: the Benzel and Cross families.
- Add location to the NPS official unigrid map and guide (park brochure).

APPENDICES



Continental Army soldiers marching in snow, some feet are shod and some are bare and bloody.

Appendix A: Other Plans to Consider

Several other plans and projects now in progress will shape park operations. The order in which these plans and projects are presented does not necessarily relate to the scope of implications or the importance placed upon them by the NPS. The plans and projects listed below could impact interpretation in the future.

Washington–Rochambeau Historic Trail Study

The NPS is conducting a study of the 600-mile route through Connecticut, Delaware, Maryland, Massachusetts, New Jersey, New York, Pennsylvania, Rhode Island, and Virginia, used by Generals Washington and Rochambeau during the Revolutionary War. The Continental and French forces marched along the route in 1781, leading to the successful and decisive siege of Yorktown, Virginia, and the surrender of British forces under General Cornwallis. The study's purpose is to identify the range of resources and themes associated with the route; identify alternatives for NPS involvement with the route's preservation and interpretation; and provide cost estimates for any acquisition, development, interpretation, operation, and maintenance associated with the alternatives. The historic route includes Morris Avenue passing the Ford Mansion, and portions of

Mount Kemble Avenue/Route 202 as it passes through Morristown and runs adjacent to the Jockey Hollow unit.

Lighting Freedom's Flame: 225th Anniversary of the American Revolution

This NPS initiative is designed to heighten public awareness and understanding of the Revolutionary War. Begun in 2000 and extending to 2008, the NPS is developing a program of educational materials and special events that celebrate the American Revolution principally at NPS sites, such as Morristown NHP. No permanent facilities or other programs will be developed at the park; however, increases in visitation at special events, such as reenactments of encampments, are possible.

At the state level, the New Jersey Department of State 225th Anniversary of the American Revolution Commission, established by executive order, hosts efforts to promote celebration of the anniversary.

American Battlefield Protection Program: Revolutionary War and War of 1812 Study

Congress authorized the NPS study because many sites of the period are at risk from rapid urban or suburban development. The goals of the study are (1) to gather current infor-

mation about the significance of, current condition, and threats to the sites, and (2) to present preservation and interpretation alternatives for the sites. Through research and public comment, the NPS has identified 2,742 sites of battle actions and historic places associated with both wars. These sites are in 31 states and the District of Columbia, and include Morristown NHP and several nearby sites. Data gathered during field surveys will help the NPS evaluate the current level of preservation at these sites and make recommendations for further protection and interpretation. Morristown NHP staff served as local data collectors.

Natural Resource Challenge

The NPS began the Natural Resource Challenge program in 1999, recognizing a lack of scientific information about the complex ecosystems and natural resources in parks. The service-wide program aims to apply good science to park management.

The Natural Resource Challenge seeks answers to the following key questions:

- What are we protecting and preserving in parks?
- What is the condition of park resources?
- How does the condition of our resources change over time?
- What is the condition of resources outside of park boundaries (air,

water, nonnative and migratory species)? And, what impact do these resources have on park resources?

- What are the implications of these findings to parks and to the larger systems in which they reside?
- What actions need to be taken for preserving the species?
- How can this information be best communicated to the broader society?

Ten strategies have been identified to sustain the resources. They include protecting native and endangered species and their habitats; aggressively controlling nonnative species; enhancing the use of parks for scientific research; and enhancing environmental stewardship.

As part of the program, Morristown NHP is participating in “Vital Signs,” a regional network of parks monitoring key environmental variables that indicate ecosystem health. Projects at the park include inventories of reptiles, amphibian, and fish, and mapping vegetation. The park is part of the Northeast Temperate Network.

The Cultural Resource Challenge is a parallel program, recently proposed to address similar cultural resource issues.

U.S. Forest Service Study of the New Jersey Highlands

The Highlands Region encompasses over two million acres stretching from western Connecticut across the Lower Hudson River Valley and into east central Pennsylvania, including Morristown NHP. Congress directed the Forest Service to improve upon a 1992 study that collected and analyzed data on land, water, and people in the Highlands. The study includes assessing watershed conditions, forest fragmentation, and biological diversity. Jockey Hollow is within the area designated as the Highlands.

New Jersey State Development and Redevelopment Plan

The State of New Jersey adopted a new comprehensive development and redevelopment plan on March 1, 2001. The plan is intended to guide public and private sector investment in New Jersey's future. It is a policy document for state, regional, and local agencies. The plan advances the idea of sustainable development, identifying several key planning concepts. Park units fall under two designations. Category 1: Metropolitan, which includes Washington's Headquarters and Fort Nonsense; and Category 5: Environmentally Sensitive, which includes Jockey Hollow and the New Jersey Brigade unit. Infrastructure to support

development is discouraged in Category 5 areas.

In 2004 the New Jersey Legislature passed the "Highlands Water Protection and Planning Act." Most of the park is included in the "New Jersey Highlands Region." The region is identified as a special resource area, possessing unique characteristics and resources of statewide importance. The plan reemphasizes the state's protection of "Critical Environmental Sites and Historic and Cultural Sites" such as the park, and focuses redevelopment in "Regional Centers" such as Morristown, New Jersey.

New Jersey Department of Environmental Protection Green Acres Program: Central New Jersey Land Acquisition

The Green Acres Program was created in 1961 to meet New Jersey's growing recreation and conservation needs. Since then, New Jersey's voters have overwhelmingly approved over \$1.4 billion for land acquisition and park development. Green Acres is committed to preserving New Jersey's rich natural, historic, and cultural heritage. By 1998, over 390,000 acres of conservation and recreation land had been or were being preserved, and hundreds of public parks created.

Appendix B: Comments on Exhibit Design

This section refers to the exhibition schematic design developed by Haley Sharpe Associates.

The plans to expand and rehabilitate the Washington's Headquarters Museum will change the way visitors enter and experience the museum exhibits. The design will provide an opportunity to present currently under represented themes in a more logical way. The preliminary schematic plan submission presents two alternatives that currently differ mainly in the designated museum entry point for visitors. Depending on the entry point, the sequencing of exhibits will have to be modified, as both plans show the same arrangement at this point.

The introduction to the American Revolution and Preserving Memory exhibits is shown in the two arcades that lead to the pavilions. (Construction of the arcades and pavilions is now delayed until funds are raised to complete this aspect of the project.) The arcades are just over six feet wide as shown. This is an insufficient amount of space for circulation not to speak of the doing justice to the exhibits.

An accompanying PMIS statement replaces the stand-alone park orientation film and "weave[s] audiovisual presentations throughout the exhibit". The two PMIS projects

taken together are \$738,000 but should be approximately 75% higher. The integration of the AV elements will offset some of the shortfall for exhibits, but the AV will need to be carefully crafted to make the same kind of impact as a dedicated orientation film. In addition equipment costs for the audiovisual presentation are not included in the exhibit PMIS statement.

Cost-estimate

- Consult with Harpers Ferry Center Workflow Management at 304-535-5050 to assist with the development of a cost estimate for a PMIS statement for exhibit planning, design and fabrication for the rehabilitation and expansion of the Washington's Headquarters Museum. The current estimate is too low.
- Recommend that the exhibit PMIS request include the cost of all proposed audiovisual elements and equipment.
- Develop a separate PMIS statement for an orientation film and equipment.

These are really two separate projects. If the park would like to undertake both projects at the same time in order to coincide with a special event or "grand opening" consult with Harpers Ferry Center Workflow Management for assistance with the development and sequencing of cost-estimates. Notify the Center immediately when funding is realized to take

advantage of the full
planning/funding cycle.

Appendix C: Site Specific Sign Recommendations

I-287 Interstate Corridor/Secondary Roads

1. Replace Road Guide signs at both directions on I-287 at Exit 30B. Signs should carry an NPS Arrowhead. Sign should identify Morristown National Historical Park, followed by Jockey Hollow Unit and New Jersey Brigade.
2. Provide new Trailblazers on 202 for Jockey Hollow Unit and New Jersey Brigade. Sequence the signs at intervals to reinforce visitor wayfinding. Establish a reverse trailblazer system to return visitors to I-287.
3. Provide new Trailblazers on Tempe Wick Road for Jockey Hollow Unit and New Jersey Brigade. Sequence the signs at intervals to reinforce visitor wayfinding. Establish a reverse trailblazer system to return visitors to I-287.
4. Provide new Trailblazers on Leddell/ Jockey Hollow Road for New Jersey Brigade. Sequence the signs at intervals to reinforce visitor wayfinding. Establish a reverse trailblazer system to return visitors to Jockey Hollow Unit and I-287.
5. Replace Road Guide signs at both directions on I-287 at Exit 36. Signs should carry an NPS Arrowhead. Sign should identify Morristown National Historical Park, followed by Washington's Headquarters.
6. Provide new Trailblazers on Morris Avenue for Washington's Headquarters. Sequence the signs at intervals to reinforce visitor wayfinding.
7. Provide new Trailblazers from Washington's Headquarters to Fort Nonsense. Sequence the signs at intervals to reinforce visitor wayfinding. This will require close cooperation with City of Morristown to achieve.
8. Provide new Trailblazers on Western Avenue to Jockey Hollow Unit and New Jersey Brigade from Fort Nonsense. Sequence the signs at intervals to reinforce visitor wayfinding. Establish a reverse trailblazer system to return visitors to Fort Nonsense and Washington's Headquarters.
9. Provide new Trailblazers on 202 to Washington's Headquarters. Sequence the signs at intervals to reinforce visitor wayfinding. Establish a reverse trailblazer system to return visitors to Jockey Hollow Unit and New Jersey Brigade. This will require close cooperation with City of Morristown.

Washington’s Headquarters Unit

- 1.Design and install new Park/Area identity signs. Signs will carry the NPS Identity with Arrowhead, Morristown National Historical Park, and Washington’s Headquarters. Locate one sign along Morris Avenue and one at the entrance to the parking area.
- 2.Provide directional signs for accessible entrance into the Museum.

Fort Nonsense

- 1.Design and install new Park/Area identity signs. Signs will carry the NPS Identity with Arrowhead, Morristown National Historical Park, and Fort Nonsense.
- 2.Retrofit existing bulletin boards with UniGuide standard Visitor Information Panels. Organize the panels to provide key information first: map to aid in visitor orientation site specific information which could supplement new interpretive panels; resource protection information; warnings; and park regulations. Reorient boards wherever possible to allow visitor to face the encampment site or area of interest. The boards are large enough to carry visitor information, an interpretive panel, and bulletin board space needed for interpretive program and law enforcement posting temporary needs.

Please note: The other option here is to fund the complete replacement of the bulletin boards through the wayside exhibit proposal/plan process. Wayside exhibit designers can work with the park staff to develop informational kiosks that accomplish the needs outlined above and include a bulletin board for program posting requirements.

When developing the implementation plan consider which project the park will pursue first – the replacement of wayfinding signs through the uniguide system or the development of new interpretive and information/orientation wayside exhibits. The order chosen may dictate when the upgrading of the bulletin board system will occur. If planned in tandem, both systems can be explored and compared to determine what design choice best fits the park needs. Since visitors for the most part don’t distinguish between sign types pursuing the signs and waysides together would enhance the complimentary development of an overall park plan to better meet visitor needs. Each plan should work together to better serve park visitors.

Jockey Hollow Unit

- 1.Design and install new Park/Area identity signs. Signs will carry the NPS Identity with Arrowhead, the Park Identity, and then the Unit or Area identity. New signs to be

located at the park entrance on Tempe Wick Road and at the intersection of Jockey Hollow Road and Sugar Loaf Road.

- 2.Design and install new Facility Identity sign at Visitor Center. Sign will carry the NPS Identity with Arrowhead, the Park Identity, and Visitor Center identity.
- 3.Replace existing road guide signs. Remove language referring to “tour road”. Direct visitors instead to the Visitor Center and Encampment sites. Provide accessible parking directions and symbol to the Wick House.
- 4.Consider use of place names. If possible, for ease of navigation be consistent and use the same name designator - for example Pennsylvania Brigade Area, New York Brigade Area. If there is some historical reason for place name differences, then additional interpretation is needed on site.
- 5.Retrofit existing bulletin boards with UniGuide standard Visitor Information Panels. (Or replace bulletin boards through a new design as part of the wayside plan.) Organize the panels to provide key information first: map to aid in visitor orientation; site specific information which could supplement new interpretive panels; resource protection information; warnings; park regulations, and program posting needs. Reorient

boards wherever possible to allow visitor to face the encampment site or area of interest. The boards are large enough to carry visitor information and an interpretive panel.

- 6.Provide new trailhead signage to include full color maps, directional components with distances to other trails, resource protection information, and regulations.
- 7.Provide new boundary markers at the two locations where Tempe Wick Road enters the Jockey Hollow Area.

New Jersey Brigade/Cross Estate Gardens

- 1.Design and install new Park/Area identity signs. Signs will carry the NPS Identity with Arrowhead, Morristown National Historical Park, New Jersey Brigade, and Cross Estate Gardens
- 2.Retrofit existing bulletin boards with UniGuide standard Visitor Information Panels. Or replace bulletin boards through as part of the wayside plan. Organize the panels to provide key information first: map to aid in visitor orientation; site specific information which could supplement new interpretive panels; resource protection information; warnings; and park regulations. Reorient boards wherever possible to allow visitor to face the encampment site or

area of interest. The boards are large enough to carry visitor information and an interpretive panel.

Appendix D: Accessibility

Every attempt will be made to promote full access to interpretive media and programs to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to national parks. This is in compliance with the National Park Service policy:

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

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media.

Appendix E: The Annual Interpretive Plan - Interpretive Program Implementation

The planning team discussed and identified important future projects to undertake during the next 10-years. Some program expansion can occur within existing staff and funding levels. Other recommended projects require the addition of a new interpretive position and/or project funding. The Chief of Interpretation will work with the Superintendent and other staff members to develop annual interpretive plans that address the recommendations in this Long Range Interpretive Plan.

Appendix F: References

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"Morristown NHP Alternative Transportation System Planning Study", prepared by John A Volpe National Transportation Systems Center, December 2001.

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A Concise History of the American Revolution, National Park American History Series, by David C. G. Dutcher, Eastern National, 1999.

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Act of March 2, 1933 Establishing Morristown National Historical Park

2006 National Park Service Management Policies

Sourcebook for Director's Order on Park Planning

Intermountain Region Comprehensive Interpretive Planning Guide

Visitor Use and Evaluation of Interpretive Media, September 2003, The National Park Service Visitor Services Project and Harpers Ferry Center

Appendix G: Briefing: The Future of Cell Phone Tours

Parks have expressed interest in using cell phone technology as a means for providing audio tours. Minute Man National Historical Park provides cell phone tours through Spatial Adventures, Inc., a company based in Ashburn, VA (www.spatialadventures.com). The audio tour is a fee-provided service. Three 25-30 minute cell phone tours mirror the park's primary themes. The text is a mixture of scripted text providing historical information, period music, sound effects and interviews. Mark Southern, Deputy Associate Manager for Audiovisual Arts, Harpers Ferry Center, interviewed Lou Sideris, Chief of Interpretation for Minute Man National Historical Park (MIMA) regarding the product. The following summary outlines how the service is provided to the public, how the product was created, and analyzes the technology and product potential.

How the Service Is Provided To the Public

The tour is a collaborative product developed by the park interpretive staff and Spatial Adventures, Inc. The tour is stored on Spatial Adventures' computer server. Visitors access the tour through their personal cell phone; no equipment is provided by the park. Visitors call in to a central telephone number and provide their credit

card to rent the tour. The cost of the cell phone tour is \$5.99 for 60 minutes. The caller can disconnect and rejoin the tour at any time within 24-hours, or depending on their location in the park, follow the tour in whatever order interests them. The total time to follow all three tours is actually 70 minutes. For the complete park experience visitors are required to pay an additional \$2.99. The park advertises the tour by posting flyers and rack cards in the Visitor Center and on park bulletin boards. Tour signs serve both as location identifiers and advertise the availability of the cell phone tour.

The park is very happy with the product; however sales and revenues have been disappointing. For each tour rented, Spatial Adventures donates 50 cents to the Minute Man Park Association, the park's Friends group. While no formal visitor evaluation of the product has been conducted, Sideris thinks there are at least two reasons why sales have been slower than expected: (1) Park visitors may be reluctant to give their credit card number over the telephone. (2) Cell phones are an inherently personal medium, and most MIMA visitors come to the park in family groups. Some cell phones have a speakerphone feature that would allow more than one person at a time to hear the tour, but this is a less-than-optimum solution for a variety of reasons (including that it's cumbersome for

the user and potentially intrusive for other park visitors).

How Was The Product Created?

The park paid no up front money to create the product – the investment was in the salaries of the park staff providing technical expertise. The Chief of Interpretation estimates that he spent three to four work days assisting with script development and review; and the park Administrative Officer spent a day working to finalize business arrangements with Spatial Adventures and the park’s Friends group.

Using the park’s primary interpretive themes, long-time MIMA staff member Sideris planned and presented three walking tours which were taped by a writer/editor hired by Spatial Adventures. The park had two opportunities to review the script: they reviewed the scriptwriter’s first draft, and they also reviewed the rough cut of the recorded tour before the sound mix was finalized. Some of Sideris’ original comments can be heard in the final show; the rest of the script is read by a professional narrator.

Analysis of the Technology and Product Potential

Many zoos, museums and cities are turning to this new technology to reach new audiences. Another company out there is Candide

Media Works, Inc. www.talkingstreet.com. This company has produced cell phone tours for Boston, MA, New York, NY and Washington, DC using popular movie and music industry celebrities as narrators.

Success of cell phone audio tours is based on the availability of good cell phone reception. Minute Man park staff worked with Spatial Adventures to select and test tour locations with good reception; one area was rejected based on this criteria. During the development of the MIMA tour there was a discussion of whether or not to have multiple tour stops and tie the audio tour to the park’s newly installed waysides. The park chose not to go in this direction. Each tour has three designated stops that have no relationship to waysides. The park reports there have been no technical problems to date. Mark Southern commented that the technology for this product is not that difficult. The real cost is the investment of time that comes with script development – having good interpretive content with navigational aids to assist visitors en route. It should also be remembered that the cell phone industry has other charges that are transferred to users depending on their provider’s contract — such as roaming charges or additional minutes if the user’s monthly contracted time has expired.

For future projects, Southern encourages park staffs to consider re-purposing possibilities at the onset of a project. For example: the cell tour could also be made available as a CD sales item in the park bookstore, or as a digital audio file that people could download from the park website or local kiosk into their IPod, PDA and/or cell phone. Another option: plan for an integrated upgrade to interpretive media by developing park waysides and the audio tour together. Joint development of interpretive media may present some additional planning complexities; it can also provide a range of visitor experience options. For visitors desiring a quick point-to-point tour, waysides provide story access to all visitors. For returning visitors, visitors with more time or visitors interested in a more in-depth experience, the audio tour provides many interpretive options and the ability to provide tours in multiple languages.

There are many possibilities with this new medium; consider all options during project scoping.

Appendix H: The Planning Team

Morristown National Historical Park

Randy Turner, Superintendent

Anne DeGraaf, Chief of Interpretation

Eric Olsen, Park Ranger/Historian

Tom Winslow, Park Ranger/Education Specialist

Joni Rowe, Museum Specialist

Other National Park Service Staff

Brian A. Aviles, Landscape Architect, Northeast Regional Office

Kathy Dilonardo, former Northeast Region (NER) Chief of Interpretation

Noelle Conrad Gilson, former Education Specialist, NPS, Northeast Center of Education Services and Chief of Interpretation, Valley Forge NHP

Joseph Green, former Deputy Superintendent and Chief of Interpretation, Morristown NHP

Mathew Grubel, former Exhibit Specialist, Morristown NHP

Michael Henderson, former Superintendent, Morristown NHP

Laurel Racine, curator, NPS Northeast Museum Services Center

Russ Smith, former NER Chief of Interpretation & Visitor Services, now Superintendent, Fredericksburg and Spotsylvania National Military Park

Joanne Blacoe, Northeast Region Interpretive Specialist

Bob Clark, Wayfinding Specialist, Harpers Ferry Center

Mark Johnson, Wayside Exhibit Planner, Harpers Ferry Center

Michael Lacome, Exhibit Planner, Harpers Ferry Center

Mary Mallen, Park Ranger-Interpretive Planner, Harpers Ferry Center

Mark Southern, Associate Director, Audiovisual Arts, Harpers Ferry Center

Tom Tankersley, former Interpretive Planner, Harpers Ferry Center

Amy Maslak, Administrative Assistant, Harpers Ferry Center

Park Partners

Bonnie-Lynn Nadzeika, Director, Morris County Historical Society

Sharon Reider, former Executive Director, Washington Association of New Jersey

Clifford Starrett, former President, Washington Association of New Jersey

Kevin Tremble, President, Crossroads of the American Revolution Association, Inc.

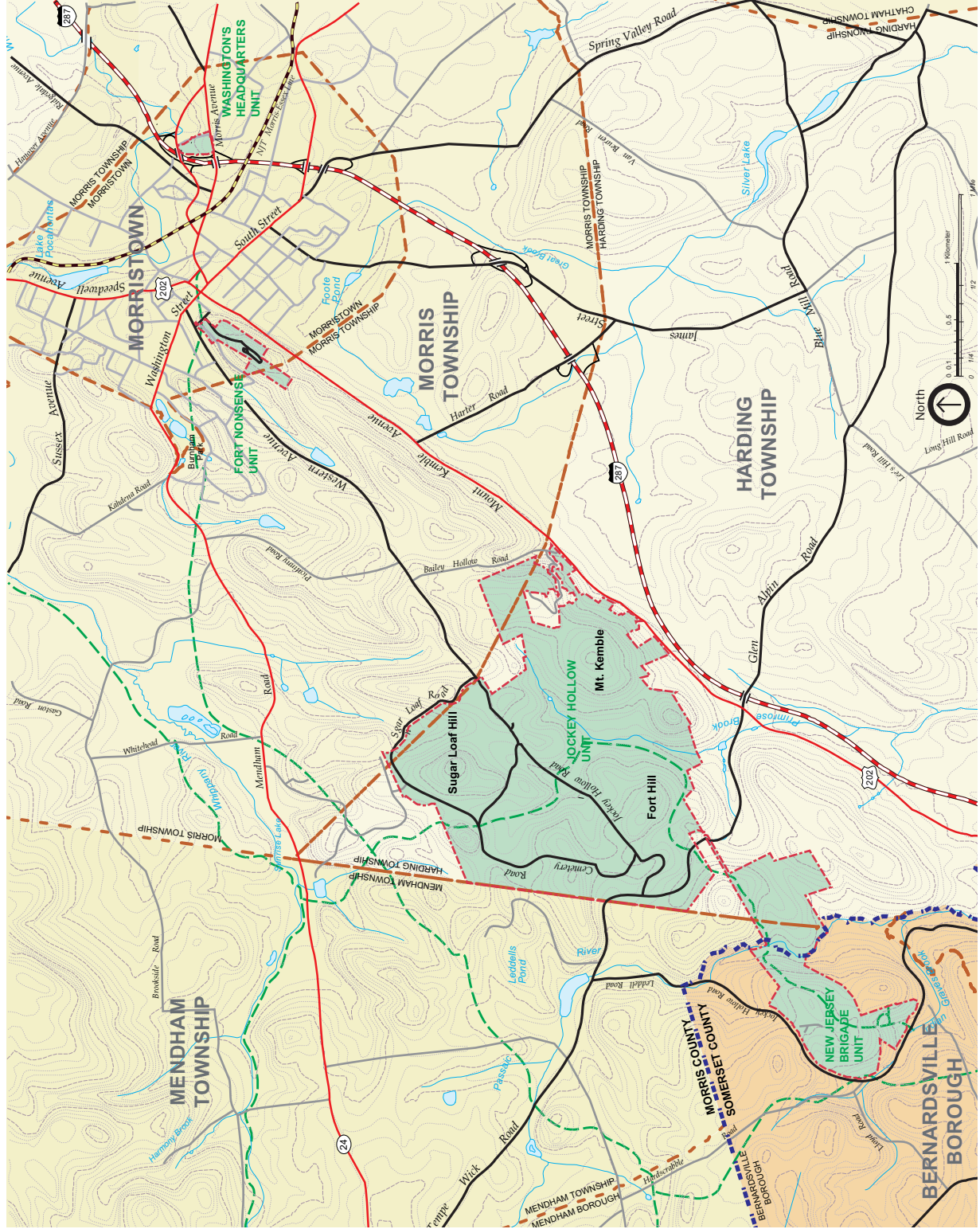
Appendix I: Graphics Credit

Scattered throughout the document are pen, ink and watercolor sketches done by artist Dan Nevins for Morristown National Historical Park. The images are from the Harpers Ferry Center Commissioned Art Collection.

Appendix J: Maps

PARK VICINITY

Figure 2



**MORRISTOWN
NATIONAL HISTORICAL PARK**
NEW JERSEY
FOUNDED 2003

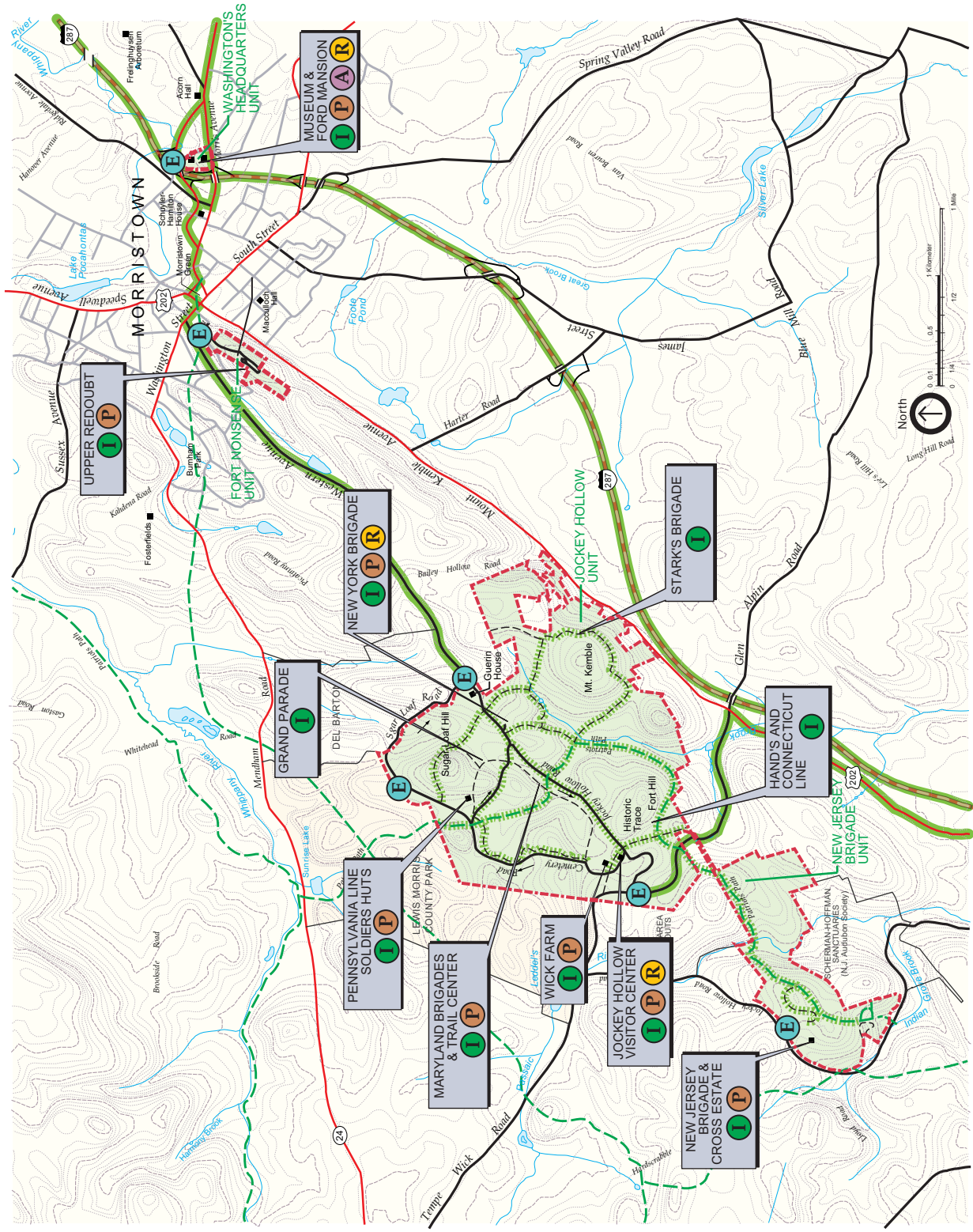
National Park Service Boston Support Office
U.S. Department of the Interior



**SHAPINS
ASSOCIATES**

VISITOR EXPERIENCE: FACILITIES

Figure 14



Legend

- I** Interpretive Facilities & Sites
- P** Parking
- R** Restrooms
- E** Entrances
- A** Archive
- Principal Trails
- Major Roads



MORRISTOWN NATIONAL HISTORICAL PARK
NEW JERSEY
February 2000

National Park Service · Boston Support Office
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