



Independence National Historical Park  
Edgar Allan Poe National Historic Site, Thaddeus Kosciuszko National  
Memorial, Gloria Dei (Old Swede's) National Historic Site  
143 South Third Street  
Philadelphia, PA 19106



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# Annual Report

## Fiscal Year 2011



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## *Fiscal Year 2011*

Independence National Historical Park  
Philadelphia, PA





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# A Letter from the Superintendent

At Independence National Historical Park, my staff and I share the stewardship of some of the most important symbols of our nation's heritage, including the Liberty Bell, Independence Hall, Congress Hall, the First and Second Banks of the United States, and others. We manage 17 historic buildings plus additional modern buildings, workshops and storage areas. An accredited museum, the park has almost 3 million items in its collection. Museum collection items range from the best known, such as the Rising Sun Chair and Syng Ink Stand, to lesser known items such as architectural elements from demolished buildings and archeological fragments. We also share responsibility for Edgar Allan Poe National Historic Site, Thaddeus Kosciuszko National Memorial and Gloria Dei (Old Swedes') Church National Historic Site.

Our responsibility to preserve these irreplaceable resources is second only to our responsibility to our visitors. The park attracted 3.6 million visitors in FY2011, from around the country and around the world. Through our wide variety of visitor services, we encourage our visitors to engage with the story of the founding of our nation and the mission of the National Park Service: "to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

This has been a year of great success and accomplishment. Working with our partners, we accomplished a major objective in fiscal year 2011, with the opening of the President's House Site in December 2010, though the park continued to work throughout the fiscal year with the City of Philadelphia on remediating a number of problems with the installation. Another major work of note this fiscal year was the substantial conclusion of the rehabilitation project of Independence Hall Tower, a \$4.4 million project funded through the American Recovery and Reinvestment Act. Park staff also continued to work on several multi-year, multi-faceted projects including a \$23 million partnership project for renovation of the Franklin Court Underground Museum.

An important personnel transition took place this year with the hiring of two new members of the INDE Management Team. Patrick Suddath came on board as the new Chief of Resource and Visitor Protection and Steve Sims joined the park as the Chief of Asset Preservation & Maintenance. This transition occurred while the park was implementing its new organizational structure, which had been approved in FY2010. As part of the new organization, the Maintenance Division has been re-structured as the Division of Asset Preservation & Maintenance and is expanded to include the Project Management Branch (including Historical Architect and Landscape Architect positions).

The following report captures in brief a year in the life of "the Best Park in History." I credit the dedication and hard work of my staff in achieving these accomplishments, but I also know that none of our achievements would have been possible without the strong partnerships we have formed with organizations around Philadelphia and around the nation, and indeed all of our park visitors and constituents. Thank you for your support of our national parks.

Sincerely,  
Cynthia MacLeod



# Park Highlights

## Independence Hall Tower Rehabilitation

The rehabilitation project for the tower of Independence Hall, which started in July 2010, was substantially completed in FY2011. A ribbon cutting event is planned for early 2012.

With this project, the National Park Service is continuing its work of preserving this national icon and World Heritage Site. Independence Hall - the building where the Declaration of Independence was adopted on July 4, 1776, the Articles of Confederation adopted in 1781, and the U.S. Constitution drafted in 1787 - has been restored whenever possible to its original late-18th century appearance, inside and out.

The tower project was funded by \$4.4 million in stimulus funds under the American Recovery and Reinvestment Act.

Thanks to the generosity of the Friends of Independence, a decorative scrim featuring a printed image of Independence Hall Tower projected the building's iconic appearance during the rehabilitation project. The scrim, which covered the scaffolding during the project, served both an interpretive and a safety function (photo at right).

The rehabilitation project gained momentum after an April 2007 investigation revealed significant deterioration of the exterior wooden siding at the fourth, fifth and sixth levels. Over the years, driving rain had rusted the iron rods securing the wooden cladding which, in turn, damaged the pine boards.

In addition to swapping the corroded iron rods for stainless steel and replacing the weathered wood

and bricks, workers stripped de-graded paint and applied new coatings, refurbished the copper urns, installed new lights and stabilized the large clock faces. While the glass in the clock faces, which dated to the 1970s, was replaced, the brass hands and numbers were regilded and returned to their home on the four faces of the tower.

Workers helped the park build an interpretive opportunity for visitors, as mock-ups of the wooden cladding were erected on Independence Square. A wayside explained to visitors how the tower was originally constructed and how it was being repaired.

Other highlights of this ARRA project were the weathervane refurbishment and reinstallation and the removal of the carved capitals of 16 pilasters for conservation.

In the summer of 2011, Independence NHP staff and contractors working on the project caught a glimpse of architectural history. In the process of removing the wood cladding from the Tower, workers exposed the structural framing at the clock face level (photo opposite page). This was the first time anyone had seen the tower framing exposed in this manner since the wood portion of the tower was added in 1828.

The tower visitors see today was designed by William Strickland and erected in 1828. It is one of America's earliest examples of colonial revival architecture. Workmen removed the original tower in the late eighteenth century when it became structurally unsound.



A decorative scrim covered the scaffolding around Independence Hall Tower.

“Thank you for the wonderful photographic article on the decorative scrim that is covering the scaffolding around Independence Hall tower during the 14-month rehabilitation project (Saturday) ... Full credit and gratitude must go to the Friends of Independence National Historical Park, who raised the funds necessary to cover the extra costs associated with the scrim. All of the sponsors brought together by the Friends should be proud of their accomplishment.” Cynthia MacLeod, Superintendent, INHP, “Friends’ towering act of service,” Letter to the Editor, Philadelphia Inquirer, Saturday, December 4, 2010.



(Left) Level 2 round windows were disassembled and evaluated for preservation. (Right) Exposed structural framing for Independence Hall Tower at the clock face level.



(Left) Mock-ups of the Tower's wooden walls placed on Independence Square served to educate visitors and help carpenters predict the wood's behavior after exposure to the elements. (Right) Carpenter installing wood shake roof.



(Left) On June 1, contractors installed the new stainless steel spindle, which supports the weather vane, ball, and crown, in addition to the highest lightning rod aerial. A crane lifted the 30-foot-long, 700-pound spindle approximately 240 feet into the air to center it for the drop in, working with only 5/8" clearance to navigate the spindle down through the spire framing and anchoring it properly. (Right) Rehabilitated elements of the tower.



“Philadelphia’s historic site devoted to the legacy of Benjamin Franklin will get a long-awaited makeover.” Peter van Allen, Philadelphia Business Journal, Thursday, April 14, 2011, page 1,30.



A ceremonial groundbreaking marked the start of an 18-month project to renew and refurbish the underground museum in Franklin Court dedicated to the Life and Legacy of Benjamin Franklin. Rosalind Remer, Page Talbott, Suzanne Biemiller, Cynthia MacLeod, Benjamin Franklin (Portrayed by Bill Robling), Donald Kimelman, James Cuorato, Chuck Maltbie and Pearce Keating broke ground for the Franklin Museum.



## Construction and Renovation: Franklin Court



The underground museum at Franklin Court is undergoing renovations, the first since the biographical exhibit opened its doors for Philadelphia’s bicentennial celebration. Its grand reopening is scheduled for early 2013.

Audio-visual design/build contracts for interactive computer elements, videos and animation were awarded in March to Memory Collective (Boston) and Blue Cadet (Philadelphia).

An exhibit fabrication contract was awarded in June to Maltbie (New Jersey).

A construction contract was awarded to the Daniel J. Keating Company (Pennsylvania) in September 2011.

Park staff are working closely with QuinnEvans (architects), Casson-Mann (exhibit designers) and Remer and Talbott (guest curators), along with a wide array of special consultants for HVAC, electrical, IT, security, sound, and lighting design.

Dedicated to the life, times and legacy of Benjamin Franklin, the revitalized world-class museum facility

will feature interactive displays exploring his life as a private citizen and statesman. Individual rooms will reflect the different aspects of Franklin’s personality, which often correspond to different periods of his life.

One room will focus on his trade as a printer, others on his roles as scientist, diplomat and founder of civic institutions. The library is the final room. Intended to be a recreation of Franklin’s own library, which included not just books but inventions and gifts from high-ranking friends and colleagues, this room will contain what Franklin himself would have wanted people to know about him.

Twenty-first century additions to the underground museum include interactive elements like touch screen kiosks, a computerized glass armonica and two-minute animated vignettes designed to help visitors understand critical turning points in Franklin’s life.

The print shop and other Market Street buildings will remain open to the public throughout the construction, though a construction

fence will close off the southern section of Franklin Court.

The courtyard itself will not be affected substantially, as most work will take place below ground, with the exception of the change to the visitor entrance space at the courtyard level. The current outside shaded area will be incorporated to create a lobby and gathering space inside, as shown in the rendering above.

The iconic “ghost house” structure and courtyard created by internationally renowned architects Robert Venturi and John Rauch, with Denise Scott Brown, will be preserved.

The renovation was made possible through a public-private partnership with the Pew Charitable Trusts, Gerry Lenfest, the William Penn Foundation, the John S. and James L. Knight Foundation, the Commonwealth of Pennsylvania, the City of Philadelphia, and the Independence Visitor Center. Funds from these sources more than doubled the construction funds available through federal dollars from the NPS.

# Volunteer and Youth Programs

## ProRangers

INDE continues to play a key role in the successful ProRanger program.

ProRanger Philadelphia is an academic and training program that is cooperatively administered by the NPS and Temple University. The program was established to recruit and train park rangers for the National Park Service.

Students accepted into the program start with an internship at a national park. ProRangers spend time with each division at the park, but focus their work in Resource & Visitor Protection, providing assistance with a variety of visitor services and resource protection tasks.

Upon completion of the program, participants are placed in permanent law enforcement park ranger positions with the NPS.

The first two ProRangers to be placed from the program, Giancarlo Graziani and Layla Schade, have joined the Division for Resource and Visitor Protection at INDE on a full-time permanent basis. The park has also hired Melissa Burch from the first graduating class of ProRangers.



ProRanger Layla Schade, Resource & Visitor Protection



ProRangers Melissa Burch and Giancarlo Graziani, Resource & Visitor Protection, engage visitors

Sarah Rutter and Dan Sweeney were two of the 20 Temple University students enrolled in the 12-week partnership internship program this year.

They were stationed at Independence NHP for the summer and rotated between divisions to better understand not only the park's historical significance, but also its inner-workings.

They had opportunities to work with the divisions of Asset Preservation & Maintenance, Cultural Resources Management, and Interpretation and Education, very much the front line of operations at the park. In addition to shadowing National Park Service rangers, controlling the lines and absorbing as much historical information as possible, Sarah and Dan staffed the ranger desk at the Independence Visitor Center.

While there, the duo witnessed the 20-millionth visitor to the center, marked by a big celebration. Mayor Nutter spoke, the Mummer's performed and the ProRangers walked away with a new appreciation for the visitor experience.

## Youth Programs

The park hosted three student interns from the nearby Mastery Charter School who worked part-time during the school year with the maintenance and education divisions on developing data-entry skills and providing administrative support help.

The park was also selected to participate in the NPS Youth Development Pilot for the Network for Innovation and Creativity. This project is ongoing and provides park staff with training and suggestions for developing and improving youth programs and activities.



ProRangers Sarah Rutter and Dan Sweeney



Junior Rangers in Philadelphia connect virtually with Junior Rangers at Badlands National Park in South Dakota.

## Independence Park Institute

The park's Independence Park Institute presented 145 educational programs serving 4478 students in FY2011.

Independence Park Institute organized and presented 19 teacher professional development workshops serving over 500 teachers. It continued its collaboration with Valley Forge National Historical Park on the two week intensive summer workshop "The American Revolution." This year the park also created and presented a week long workshop entitled "Promises and Paradoxes: African-American life in 18<sup>th</sup> c. Philadelphia." The new workshop was well received, garnering many positive emails and comments. A waiting list has already started for the next session scheduled for summer 2012.

The newly created school group planning committee began meeting in August to examine current Independence Park Institute operations and make recommendations for future improvements. One of the new improvements that resulted from the work of this committee was the creation of an online, web-based reservation system for the Edgar Allan Poe National Historic Site.

The Education program was successful in securing two grants to underwrite transportation costs for local schools: a grant from the Pennsylvania Association of Student Councils to provide bus transportation for 23 classes; and an NER education grant of \$2500 to provide bus transportation for 12 classes to visit the park.



Independence Park Institute



The park received project funding in a \$16,000 grant under the NPS Youth Partnership Program for the Poe Junior Ranger program. Now in its eighth year, the program maintains our successful partnership with Spring Garden Elementary fifth graders involving programs and activities in the park, in the classroom and field trips to other NPS parks in Baltimore and New York.



## Junior Ranger Program

Urban students have made personal connections to national parks thanks in part to the Junior Ranger program at Edgar Allan Poe National Historic Site. The ten week partnership between the Edgar Allan Poe NHS and Spring Garden Elementary School in North Philadelphia incorporates classroom sessions, guest speakers and field trips to help students learn about the NPS mission and organization. Program leaders worked to instill a sense of confidence in the students as well as a commitment to our National Parks.

Students also learned about NPS career opportunities. National Park Service Rangers serve as role models for youth participating in the program, connecting them to the historical and natural treasures in our national parks.

Participants in the program come from the underserved community of North Philadelphia. Spring Garden is a title one school with over 87% of the students receiving free or reduced price lunch. In 2011, many of the students resided in a nearby Salvation Army shelter and would not have had the opportunities to visit National Parks without the program.

New to the program in 2011 was the use of technology and electronic media to connect Junior Rangers in Philadelphia with Junior Rangers at Badlands National Park in South Dakota. Philly Junior Rangers learned about scenic spaces, wildlife and fossils while those in South Dakota learned about historic sites throughout the Northeast Region.

# Interpretation & Education

The park offered a variety of new programs for the public this year, including:

**Veterans' Day and Memorial Day** saw new military-themed programs and walking tours to Washington Square on "Revolutionary Heroes: Known and Unknown," and "Soldiers of the Revolution."

**January birthday celebrations** were held for Ben Franklin with new programs entitled "Ben Franklin: Reluctant Revolutionary," special almanac printing demonstrations, and a lecture on "Publishing during colonial times in Philadelphia." Edgar Allan Poe was celebrated with a Poe film festival hosted at the Edgar Allan Poe House, including armonica musical accompaniment provided by professional musician Carolinn Skyler.

**Black History Month** included a living history performance at the President's House site by a Historic Philadelphia, Inc. (HPI) costumed re-enactor portraying Oney Judge, followed by a special lecture presentation and films at the visitor center moderated by Joe Becton (a former park employee). Park interpreters also provided walking tours on the Underground Railroad in Philadelphia and worked with children completing the Underground Railroad Jr. Ranger activity booklet.

**Women's History** was presented through powerpoint lectures and two walking tours: "Seeds to Suffrage," focusing on the rights of women in the colonial period, and "Votes for Women," covering Philadelphia history related to passage of the 19<sup>th</sup> Amendment.

**NPS Week and Jr. Ranger Day** – In April the park presented a variety of programs during the national week-long celebration of NPS Week. Activities were "kid friendly" and centered around Franklin Court including a special visit by Ben Franklin, armonica demonstrations, new Jr. Ranger activities on learning about NPS parks where children could earn Jr. Ranger pins and patches, a "Poe in Philadelphia" jeopardy game, and postcard printing demos at the Franklin Printing Office.



Park Ranger Joe Chauncy on Junior Ranger Day

**"Summer of George Washington"** programs were presented to compliment the George Washington exhibit at the National Constitution Center. Interpretive Rangers presented hourly talks on the exhibits at the President's House Site, led "Washington" themed walking tours, created a new Portrait Gallery tour "Washington and His Band of Brothers," and presented Congress Hall tours focused on Washington's administration. The park co-hosted a quilt exhibit at the visitor center with the African American Museum in Philadelphia.

**Freedom Week** – staff created a series of programs leading up to July 4<sup>th</sup> festivities including powerpoint presentations and special lectures on "The Committee of Five," "The Declaration as Rhetoric," and "How America celebrates the 4<sup>th</sup>."

For **Founders' Day** in August, the park hosted a discussion between a modern Park Ranger and Thomas Jefferson (portrayed by HPI re-enactor Steven Edenbo) on the importance of preserving history and park lands.

For **Hispanic Heritage Month**, the park hosted Dr. Thomas Chavez, Director Emeritus of the National Hispanic Cultural Center and the Santa Fe Palace of the Governors, who gave a special lecture in Congress Hall entitled "Spain and American Independence."

# Visitor & Resource Protection

## Visitor Safety and Security

The park successfully managed a number of large events and incidents using the NPS Incident Command (IC) System. The IC System was used for the park's Fourth of July celebrations and was also activated during preparations for Hurricane Irene in August. Park staff supported relief efforts by sending staff to other park areas that were affected by Hurricane Irene.

The park continued to train all staff in Operational Leadership, hosting classes in both the spring and fall. Over 100 park employees were trained in the principles of Operational Leadership this year.

The park moved to create operational efficiencies and increase security monitoring park-wide by initiating a contract to move the camera room onto the main floor of the Dispatch Center. The park also initiated a review of the access control plan that will be used for a key re-coring project to be completed in FY 12.

## Resource Protection

The park continues to provide protection through a contract with SecTek, Inc, a Reston, VA-based professional security service company. The contract with SecTek was effective on October 1, 2010. SecTek serves as the contracted security firm for visitor screening and for armed, posted positions throughout the icon areas, a highly visible position that includes some visitor interaction. The contract is managed by the COTR, a Supervisory LE Park Ranger, and secondary COTR, an LE Ranger.

## Law Enforcement

A number of legal cases that tested the NPS permit and public assembly process this year had a direct effect on park policies and practices regarding public assemblies.

In particular, the park revised all policy documents, including the Superintendent's Compendium and Special Use Permit application form, to reflect revised NPS regulations concerning public assemblies in parks. Demonstrations involving 25 persons or fewer no longer require a permit, provided that the other conditions required for the issuance of a permit are met and the group does not make use of stages, platforms or structures.

The park managed several instances in which groups that chose to gather in the same space had competing goals that posed potential visitor safety issues. Each occasion was managed without incident. While challenging, these instances provided park management and staff with unique opportunities to weigh the impact of various regulations and identify areas for improved management of first amendment activities.



Ed Welch & Thomas Jefferson (portrayed by Steve Edenbo) at the Founders Day Program



Park Ranger Helen McKenna-Uff at the July 8 Public Reading of the Declaration



Dr. Chavez of the National Hispanic Cultural Center



## Visitation Statistics Independence National Historical Park FISCAL YEAR 2011

<b>Total Visitors</b>	<b>3,572,767</b>	<b>Congress Hall</b>	<b>232,787</b>
		<b>Carpenter's Hall</b>	<b>118,273</b>
<b>Independence Visitor Center</b>	<b>2,338,400</b>	<b>Second Bank</b>	<b>101,550</b>
<b>The Liberty Bell Center</b>	<b>2,045,680</b>	<b>City Tavern</b>	<b>99,552</b>
<b>National Constitution Center</b>	<b>817,227</b>	<b>Printing Office</b>	<b>92,606</b>
<b>Independence Hall</b>	<b>689,723</b>	<b>Franklin Court</b>	<b>58,639</b>

# Maintenance & Preservation

## Buildings & Utilities

The buildings and utilities branch accomplished several major projects to improve the condition of park facilities, including:

- » repairs to emergency telephones in park elevators (in conjunction with IT)
- » emergency cleanup and repair response to a broken sprinkler pipe in 325 Walnut Street
- » contracts awarded for the replacement of the air handler at New Hall, upgrade to the chiller plant BMS control system, replacement of the maintenance facility HVAC condenser, and the repair of the variable speed drive on Chiller #1 at Chiller Plant
- » painting of Congress Hall stairs and exterior of the First Bank
- » improvement and upgrade of 96 walkway light fixtures on Liberty Bell and Independence Visitor Center blocks.

All wood windows, doors and cornices were repaired and painted for 319-225 Walnut Street. The wooden picket found at Pemberton House garden was completely rebuilt. The work included new foundations for the fencepost and the manufacture and installation of new pickets. The exterior door and window wood trim of the First Bank of the U.S. was pressure washed, repaired and painted. The woodcrafting team at INDE was recognized in a report on KYW NewsRadio 1060, which highlighted the many different kinds of woodwork accomplished by staff around the park.

Four heavy stone benches salvaged from the area of the new President's House Site were relocated to Chestnut Street. The placement of these benches added to visitor comfort and the security measures along the Chestnut St. sidewalk.

The environmental conditioning in 314-322 Market St. was improved by the replacement of the obsolete pneumatic control system with a Direct Digital Control (DDC) system. The upgraded system communicates directly to the central chiller plant allowing remote monitoring.

The Kosciusko House received its first fire suppression system. The system included a dry-pipe system with fire pump and new enunciator panel compatible with the existing fire-detection system.



Thaddeus Kosciusko National Memorial

## Cleaning Up and Going Green

- » Park staff have installed flora that embraces the "Xeriscape" concept of using only indigenous plants that require a lower amount of water consumption.
- » Over 400 cu. yd. of combustible fuel load was removed from Gloria Dei/Old Swedes Church. This multi-year debris pile was adjacent to the historic site.
- » The crew managed the pruning of hazardous trees throughout the park. The proactive approach to pruning likely saved numerous trees and property from damage by weather events.
- » The Grounds Maintenance staff introduced park-wide use of organic mushroom mulch, which will lower the fertilizer requirement of the entire park and retain a greater amount of moisture in the soil profile. (This is in accordance with Pennsylvania Law HB 437 stating that the State must lower Nitrogen run-off by 34% and Phosphorus run-off by 31%) Mandatory annual soil testing has been implemented at all 18 locations. This will identify the soil pH and lower fertilizer application requirements.



Mike Dixon helps a student volunteer from McCall Elementary School

The cultural landscape staff, maintenance staff and interpretive staff once again collaborated on the park's First Bloom project, funded in part by a grant from the National Park Foundation. Cultural Landscape Architect Susan Edens performed research and design for project. Ms. Edens initiated monthly, interdivisional meetings to discuss plans and projects, helping the volunteers develop a plan to restore the eastern end of Dock Creek to its original planting plan.

"[The program helps] to engage youth groups in gardening projects that promote conservation, stewardship, national parks and native plants." NPS Ranger Holly Johnson on WHYY's "You Bet Your Garden" with Mike McGrath, May 7, 2011.

With the expert help of park Maintenance staff, our First Bloom Coordinator (Park Guide Holly Johnson), worked with the Girl Scouts of Eastern Pennsylvania for two volunteer days, first planting the gardens then leading volunteers in the proper care and maintenance of the garden. The First Bloom troops also staffed an information table to inform and educate the public on why native plants and national parks are important through conservation and stewardship. To promote native plant use in home gardens, the Girl Scouts helped each visitor plant a native seed cup to take home and germinate.

"As the trees on Independence Mall mature, that part of the park will become more inviting than ever. With diversity of venues, indoors and outdoors, Philadelphia is a perfect fit for all budgets and a very attractive option for people in these lean economic times," Superintendent Cynthia MacLeod, *Philadelphia Business Journal*, "Park sites readying for tourist influx," Peter van Allen, April 14, 2011.



Superintendent MacLeod helps students plant while the WPVI cameraman captures the moment

"The Society Hill Civic Association invites the students each year to participate in the preservation effort, and the National Park Service says it's the perfect way to show the kids how to be good neighbors. 'It teaches them teamwork, for one thing, and it teaches them how fun it is to get your hands dirty,' Independence National Historical Park Superintendent Cynthia MacLeod said." WPVI "Students help clean up Washington Square" Alicia Vitarelli, May 9, 2011.



On National Public Lands Day (September 24, 2011), the park planted the new 'Moon Tree' in Washington Square. The new planting was performed in a ceremony that included the removal of the original (but deceased) moon tree, planting of the cloned moon tree, and comments by Colonel Christopher Roosa (son of Astronaut Stuart Roosa who carried hundreds of tree seeds to the Moon on Apollo XIV), Anthony S. Aiello (Director of Horticulture and Curator, Morris Arboretum of the University of Pennsylvania), and the park Superintendent.



# Cultural Resource Management

## Historic Architecture and Cultural Landscapes Highlights

- » completed value analysis for repairs of Merchants' Exchange Building exterior stone
- » contracted for Title I services for rehabilitation of First Bank
- » documented conditions in the carriageway of Franklin Court (a largely intact feature from Franklin's occupancy)
- » worked with the University of Pennsylvania on a multi-year Pennsylvania Blue Marble Project. A non-invasive examination of the columns of the Second Bank revealed that there may be merit to the rumor that some of the drums are held together with repurposed cannon balls.
- » completed accessibility improvements to the Free Quaker Meeting House
- » oversaw design and installation of new fire detection and suppression system in THKO and began overseeing a contract to make exterior repairs to the structure
- » completed Washington Square Cultural Landscape Report and developed tree replacement plan for Washington Square
- » prepared specifications and oversaw a contract to repair and expand the irrigation system in Washington Square.

## History and Archeology

The park celebrated Archeology Month in October 2010 with its 7<sup>th</sup> annual seminar. The full-day event, sponsored in partnership with the Philadelphia Archeological Forum, was held in the National Constitution Center and drew 175 people.

After the closure of the archeology lab in the Independence Living History Center, the park mounted an exhibition of archeological materials in the First Bank. Volunteers contributed over 2,000 hours to this project.

The park continued to monitor the ruins within the President's House Site, post opening, to document conditions. Particular concerns included a shattered glass panel on the roof of the vitrine, water infiltration into the ruins area due to leaks and soil dampness, biotic growth and salt deliquescence.

## Outreach and Ethnography

The park hosted a World Heritage Fellow, Gonzalo Rodriguez, from a World Heritage site in Peru (Caral and Aspero) for 6 weeks. The park used this opportunity to edit its Retrospective Statement of Outstanding Universal Value required for a periodic report on the World Heritage Site, Independence Hall.

INDE exercised our right to comment on projects on our borders. These included the Lafayette Building, Chemical Heritage Museum and Wachovia Bank. The park also placed restrictions on a private cellular company that installed a device on a light fixture in the park without a permit.



Punch bowl on display in the "Fragments of Franklin Court" exhibit made from tin-glazed earthenware called Delft made in Bristol, England around 1730-40



Archeology exhibit on display in a temporary exhibit in the First Bank



Graphic description of the ruins visible at the President's House Site

Park staff pursued a variety of educational activities in the park and in the region. Park staff offered lectures to members of the Friends of Independence, teachers' workshops from Independence NHP, NCC, Penn State University, park partners, University of Pennsylvania and the University of Massachusetts Center for Heritage & Society. Staff presented papers at meetings of professional societies including the Society for Historical Archeology and the Society for Pennsylvania Archeology and published in *Construction Today*, NPS websites on diversity tourism in parks and on the Civil War.

The park continued its cataloguing process for all INDE collections. In FY2011, the following catalog records were created:

- » Archeology: 9,539 records for 44,370 archeological objects
- » 3 records for 200,800 archival objects
- » 104 records for 105 historical objects

The park maintained 16,000 objects on exhibit within the park. All park collections were once again well-used by park staff and other institutions.

- » 38 outgoing loans representing 199 objects
- » 16,000 objects on exhibit
- » 2,060 research requests from within park
- » 4,197 research requests from outside the park
- » 614 visitors to Library and Archives, including 408 staff and 214 non-staff
- » 106 books catalogued
- » 36 appointments with NPS staff for reference services and 32 appointments with non-NPS staff.
- » 86 photo orders for 285 items; 86 permissions to use materials and 52 permissions to reuse materials granted

## Collections

Curatorial staff installed new seating upholstery in the Bishop White House and a new bed in the Germantown White House, to replace a bed that was no longer available on extended loan. The bed is an exact reproduction of Washington's bed at Mt. Vernon, which was fabricated in Philadelphia during the 1790s.

Noteworthy Accessions included:

- » 8 dining chairs owned by David Deshler, Philadelphia, c. 1780 (\$20,000) for the Germantown White House
- » a 2" square textile sample from the first flag flown over Independence Hall which may have been from the 34-star flag flown when Lincoln gave his speech in 1861
- » The Aitken Bible was conserved and replaced in the Assembly Room
- » a pair of early nineteenth century French vases was donated by the descendants of Isaac Franks and will be installed in the Bishop White House

During the Fall 2010 university semester, Archivist Karen Stevens provided archival services to 38 students enrolled in Professor Frank Matero's "Theories of Historic Preservation" class at the University of Pennsylvania. The class focused its research on the development of the park and students made extensive use of park Archives. Superintendent MacLeod, Archivist Karen Stevens and Chief, CRM Doris Fanelli attended the students' final presentations and provided commentary.

# Partnerships

As a large urban park, Independence NHP is fortunate to be able to engage in a variety of partnerships with many local businesses, not-for-profit organizations, and community groups.

In 2011, the park maintained partnership agreements with The City of Philadelphia, the Independence Visitor Center Corporation, the Friends of Independence, Carpenter's Company, American Philosophical Society, Christ Church, the National Constitution Center, Historic Philadelphia Incorporated, Franklin Institute, the Bond House, Penn Mutual Company, St. George's Methodist Church, St. Joseph's R.C. Church, Gloria Dei Church and Mikveh Israel.

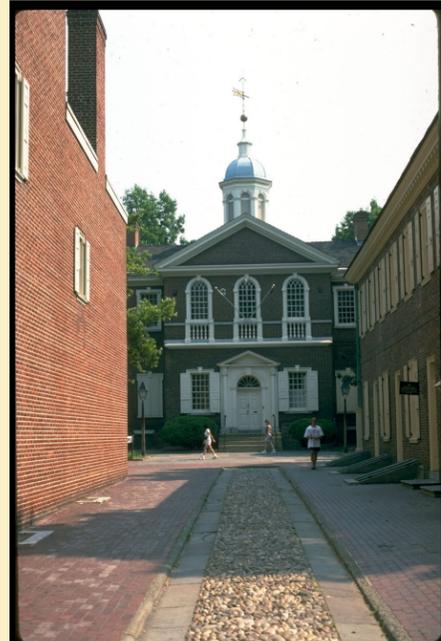
This FY the park also started the process of revising the agreement between the NPS and Historic Philadelphia, Inc. (HPI). HPI programs supplement the park's interpretive services, enhancing the visitor experience and learning opportunities at the park through interpretation, interactive experiences, and evening programming. The park intends to collaborate closely with HPI in carrying out the activities and programs and is therefore moving forward with developing a cooperative agreement to reflect the closer relationship between the NPS and HPI.



Independence Visitor Center; above right, Carpenters' Hall

The park maintains close relationships with a number of organizations by having a representative of the park attend board meetings as a liaison. While not a member of these boards, the superintendent attends board meetings of the Independence Visitor Center Corporation, the National Constitution Center and the Friends of Independence. The superintendent also sends a delegate to attend board meetings of the Old City District. The superintendent is a member of the board of the Philadelphia Convention and Visitors Bureau and the City of Philadelphia's Welcome America board.

In 2011, the park issued and managed 7 Commercial Use Permits. These include: Philadelphia Trolley Works, Olde City Carriage Co., Ben Franklin Carriage Co., '76 carriage Co., Independence Carriage Co., Philadelphia Carriage Co, and Ride the Ducks. Relations between holders of Commercial Use Authorizations have not always been easy, and over the past year park staff were repeatedly challenged to find ways to successfully manage these various, competitive groups. This year, the park reviewed and updated all policies surrounding these CUAs, including how they are issued and fees charged, to ensure park compliance with all NPS policies regarding commercial activities in parks.



Park staff work closely every day with the staff of the Independence Visitor Center Corporation (IVCC) on staffing and program management at the park Visitor Center. The park has been coordinating all public announcements regarding programming in the visitor center, park hours and park special programs with IVCC communications staff. The visitor center has been providing assistance to the park with running the video equipment for films shown in the visitor center theaters. The park will be working with the IVCC in coming years to raise funds to update these films and the equipment.

Independence NHP has continued to increase and strengthen its community involvement.

In 2011, the park's involvement with community groups was often associated with groups' requests for public assembly permits, which is the park's way of ensuring space for competing activities and for ensuring safety of visitors, staff, and participants. While some of these requests were unique events, frequent requests for such permits were made by Falun Gong and Chestnut Hill Friends. In total, the park approved 565 Special Use Permits, including 129 First Amendment Activities, and 82 Special Attention Requests.

In 2011, the park offered a venue for annual events for the following organizations: Martin Luther King Association; Avenging the Ancestors Coalition; Sons of the American Revolution; Daughters of the American Revolution; Sons of Union Veterans of the Civil War; Society Hill Civic Association; Descendants of the Signers of the Declaration of Independence; and the Friendly Sons of St Patrick.

Because of the park's leading role in the city and region, much of our community involvement has centered on working with City and Commonwealth organizations. Independence NHP has successfully managed agreements and ceremonies with a variety of city offices, including the Philadelphia Veterans Advisory Commission, WaWa Welcome America!, the Managing Directors Office, Streets Department, Division of Public Property and City Council.

Led by a visit from NPS Deputy Director Mickey Fearn, the park reached out to the City of Philadel-

phia Fairmount Park Commissions. Through a day-long consultation that included a special tour of the President's House Site and other Philadelphia recreation and historic sites, park and city officials considered ways to form linkages between the two entities.

The Friends of Independence National Historical Park, a 501(c)3 organization, has continued to be of great benefit to the park. The Friends raised funds for and supported park efforts in a number of curatorial projects. The Friends also sponsored a number of special programs held in the park, including a members-only Building of the Year Tour (Germantown White House) and monthly education programs including author presentations and presentations by park curators.

The park also worked successfully with Eastern National (EN), the park's Cooperating Association. Eastern National has been particularly helpful with the park's Trading Card program, which continues to grow and is one of the most popular programs for children. Eastern National is designing a special "collectors" book with plastic pockets for storing and displaying the cards. Eastern National will also be selling Civil War 150 books and educational items and history books specifically focused on African American History. The Eastern National Donation Account was used by the park to pay for the brochure for the President's House Site, and luncheon to reach out to park volunteers, and for actors (historical re-enactors) for park sponsored events.

The park responded to 15 Freedom of Information Act requests; of these, 6 were from one requestor.

The park continues to participate as an active member of Historic Germantown Inc., the marketing and interpretive/educational program cooperative with 15 member organizations and historic sites in Germantown. I&E staff attended monthly Board meetings and participated in cooperative programming among member institutions for school children and special events, including the annual "Battle of Germantown" event at Cliveden. Staff assisted with the drafting and review of a developmental grant to Pew Charitable Trust which was funded and allowed for the hiring of a new Executive Director and restructuring of the board.



Flag Day 2011



General Howe at the Germantown White House

# Special Events

## Lincoln's Inaugural Journey Springfield, IL - Washington, DC February 11-23, 1861

In February, the park hosted the NPS Lincoln Inaugural Journey, part of the National Park Service commemoration, "Civil War to Civil Rights: Experience Your America: 2009-2015."

Working with the NPS Coordinators, National Constitution Center, Philadelphia Flag Day Association, Historical Society of Frankford, Union League of Philadelphia, and Civil War History Consortium of Greater Philadelphia, the park reenacted Lincoln's historic visit to Independence Hall in Philadelphia.

Although a snow storm limited the number of participants, the event went forward as planned. Visitors were invited to learn the story behind Lincoln's visit to Philadelphia, then visit other park sites to learn about the significance of icons like Independence Hall and the Liberty Bell for the development and growth of the civil rights movement.

### A Conversation Between Scientists

In April, the park partnered with the Environmental Protection Agency to create a program about Benjamin Franklin and Green Science.

EPA's top scientist and the 'Father of Green Chemistry,' Dr. Paul Anastas, held a public conversation with the nation's first preeminent scientist and inventor, Benjamin Franklin, as part of a science education event of the Philadelphia Science Festival. Park visitors and local college and university students joined the scientists' conversation on innovation and invention.



Peter Nero and the Philly Pops Perform on July 3



Wawa Welcome America Fourth of July parade



Descendants of the Signers of the Declaration and new citizens tap the Liberty Bell



Park Ranger Will Watson portrays Colonel John Nixon

## Freedom Week

July 1 - July 8, 2011

Freedom Week events kicked off on July 1, 2011, with a naturalization ceremony for 30 new U.S. citizens hosted with the United States Citizenship and Immigration Services (USCIS). The ceremony took place in Congress Hall.

Thanks to Congressman Robert Brady (D-PA), Peter Nero and the Philly Pops once again performed in front of Independence Hall on July 3. This annual tradition is a favorite with Philly locals.

The City of Philadelphia's Fourth of July parade came back to historic Philadelphia for the third year in a row. This celebratory parade was a great success in drawing crowds from the region as well as visitors from around the world.

July 4th events included the City of Philadelphia morning ceremony and the annual Let Freedom Ring and Liberty Bell Tapping ceremonies, sponsored by the Pennsylvania Society of Sons of the Revolution and the Descendants of the Signers of the Declaration of Independence.

The park wrapped up Freedom Week with our annual reenactment of the first public reading of the Declaration of Independence on Independence Square by Colonel John Nixon on July 8.



Secretary of Defense Robert Gates



PA Supreme Court with Park Staff and Superintendent



The Science of Going Green Event on Independence Mall



Lincoln's Inaugural Journey, 2011

## September Events

On September 11, on Independence Mall, Philadelphia Mayor Nutter and Superintendent MacLeod hosted a commemorative event on the ten year anniversary of the attack on the United States by Islamic terrorists.

On September 22, the National Constitution Center presented the Liberty Medal to Former Secretary of Defense Robert Gates. The event was moved indoors due to the weather, which limited public attendance, but as always, it attracted major media attention.

On September 30, INDE hosted the Opera Company of Philadelphia for a simulcast of its opening night of "Carmen." The free event attracted over 5,000 in attendance, despite rainy weather.

Also in September, Chief Justice of Pennsylvania Ronald D. Castille and the Pennsylvania Supreme Court held the first day of its September session in the historic Supreme Court Chamber in Old City Hall. Proceedings were open to the public and arguments were covered by the Pennsylvania Cable Network (PCN). This historic event was part of the park's commemoration of Constitution Week, September 12-17, 2011.

In addition to the events described above, there was a variety of commemorative and interpretive special events held in the park. In all, approximately 75,000 people participated in special events in the park in the 2011 fiscal year.

## Special Guests

The significance of these historical site draws prestigious visitors from around the country and around the world.

Notable visitors over the past year included:

- » Georgia Athanasopoulos, Consul General of the Republic of Panama in Philadelphia, and the Honorable Gerardo Solis, Magister of the Electoral Tribunal of Panama
- » senior Israeli government and Israeli Defense Force officials
- » members of the Military Band of the People's Liberation Army of China
- » the Honorable Ferruccio Capone, Mayor of Montella, Italy
- » Jejomar Binay, Vice President, Philippines
- » His Excellency Ebrahim Rasool, Ambassador of South Africa to United States
- » General Wesley Clark
- » Senators of the Czech Republic
- » Minister of Environment for the German state of Lower Saxony, Mr. Hans-Heinrich Sander

# Budget

FY2011 Budget \$25,446,000

## Expenses (in millions)

Labor Expenses	\$16,033
Non Labor Expenses	\$9,424
Guard Contract (SecTek)	\$3,030
Park Utilities	\$1,791
Independence VC	\$0.850
Other contracts, materials & supplies	\$3,753

## FY 2011 Staffing

- 210 full time permanent employees.
- 52 seasonal employees, accounting for \$846K in expenses
- key positions filled this fiscal year detailed on opposite page

In total, INDE processed 45 separations (including retirements) and made 22 new appointments (including new seasonal hires, rehires and students).

## Park Concession

City Tavern's Chef Proprietor, Walter Staib, continues to provide an interpretive 18<sup>th</sup> century dining experience, offering an educational and enlightening experience to school groups, visitors and locals alike. Since 1994, he has an authentic menu, costumed servers and maintains the site with historical ambiance.

A total of \$30,987.67 in Building Improvement Funds were spent on City Tavern in FY2011. The largest project completed was the bay window and shutters project for \$12,945.00.

Plans to change the City Tavern from a concession to a lease were initiated in 2011. The plans were not finalized as there were no responsive bidders for the lease, and to date, the City Tavern is still a concession.

The FY2011 budget, funded through NPS Operation funds, was \$25,466,000. Expenses are detailed in the box to the left. Expenditures and obligations towards other contracts, materials & supplies included a number of bigger ticket items, such as archival cataloging, replacing roofs at park housing units, installing an irrigation system at Washington Square, and training and employee development.

This fiscal year, INDE received a total of approximately \$1.7 million in one-year or two-year money, which was used for the Volunteer-in-the-Parks Program, various Repair/Rehabilitation projects, Collections Cataloging money, and Equipment Replacement funds.

The park committed \$8.3 million for the Franklin Museum restoration, funds that were used to match generous donations totaling from the Pew Charitable Trusts, Gerry Lenfest, the William Penn Foundation, the John S. and James L. Knight Foundation, the Commonwealth of Pennsylvania, the City of Philadelphia, and the Independence Visitor Center. Funds from these sources more than doubled the funds available through federal dollars from the National Park Service.



Rick Dipietro works in Washington Square

## Contracting

The transfer of contracting services from the park to the Central MABO was completed during FY2011. Managed at the level of the regional office, the Major Acquisition Buying Offices (MABO) formalizes workload management and technical oversight processes in all parks. The MABO provides technical oversight to all NPS acquisition job positions. The Central MABO is now responsible for soliciting and awarding park contracts. Project managers and business services employees continue to work very closely with the region to manage contracts and to ensure that projects are submitted by requested deadlines.

Between the park and the MABO sixty-six (66) contracts were completed for a total of \$1.72 million, not including the security guard contract, which is approximately \$3 million. SecTek was awarded the contract at the end of the last fiscal year and completed their first year successfully.



Tom Daniels leads discussion in Congress Hall



Ted Johnson interprets the story of the Liberty Bell

# Staffing

## New Chief of Asset Preservation & Maintenance



Steven Sims joined Independence National Historical Park in August 2011 as the new Chief of Asset Preservation & Maintenance. In this position, he is responsible for a division that has been reorganized and expanded. As part of the reorganization, the Maintenance Division was re-structured as the Division of Asset Preservation & Maintenance and was expanded to include the Professional Services Branch (including the Cultural Landscape Architect/Historical Architect positions).

Steve served as an Army Engineer for six years before officially starting his National Park Service ca-

reer. Since February 2007, Steve has been working at the National Mall and Memorial Parks in Washington, D.C. He began there as a Civil Engineer and later became the Branch Chief for Facilities Maintenance at the park. In 2009/10, Steve graduated from the NPS Facility Managers Leader Program.

After graduating from West Point Military Academy, Steve went on to obtain his Master's in Engineering Management from Missouri University of Science and Technology (formerly University of Missouri). He is also certified as a Professional Engineer.

## New Chief of Visitor & Resource Protection

Patrick Suddath joined INDE as Chief Ranger, Resource & Visitor Protection, in June 2011.

Patrick's career began at Mesa Verde NP in Colorado, followed by seasonal work in Grand Canyon NP, Dinosaur NM and Mount Rainier NP. His first permanent position was as back-country ranger in Grand Canyon NP, stationed at Phantom Ranch.

After a detail as Grand Canyon's fee program manager, he accepted a district ranger position in Joshua Tree NP, where he also served as

the emergency services manager.

Patrick joined Glacier NP in 2003, serving as a district ranger on both the east and west side of the park, before becoming the Branch Chief of Ranger Activities. He oversaw Glacier's public safety and law enforcement programs, including wilderness and wildlife management, back-country permits and dispatch operations.

Patrick has a BA in English and a minor in Archeology from New Mexico State University.

