



Foundation Document

Pullman National Monument

Illinois

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Greenstone Church. 2012. NPS Photo.

Mission of the National Park Service

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

The NPS core values are a framework in which the National Park Service accomplishes its mission. They express the manner in which, both individually and collectively, the National Park Service pursues its mission. The NPS core values are:

- **Shared stewardship:** We share a commitment to resource stewardship with the global preservation community.
- **Excellence:** We strive continually to learn and improve so that we may achieve the highest ideals of public service.
- **Integrity:** We deal honestly and fairly with the public and one another.
- **Tradition:** We are proud of it; we learn from it; we are not bound by it.
- **Respect:** We embrace each other's differences so that we may enrich the well-being of everyone.

The National Park Service is a bureau within the Department of the Interior. While numerous national park system units were created prior to 1916, it was not until August 25, 1916, that President Woodrow Wilson signed the National Park Service Organic Act formally establishing the National Park Service.

The national park system continues to grow and comprises more than 400 park units covering more than 84 million acres in every state, the District of Columbia, American Samoa, Guam, Puerto Rico, and the Virgin Islands. These units include, but are not limited to, national parks, monuments, battlefields, military parks, historical parks, historic sites, lakeshores, seashores, recreation areas, scenic rivers and trails, and the White House. The variety and diversity of park units throughout the nation require a strong commitment to resource stewardship and management to ensure both the protection and enjoyment of these resources for future generations.



The arrowhead was authorized as the official National Park Service emblem by the Secretary of the Interior on July 20, 1951. The sequoia tree and bison represent vegetation and wildlife, the mountains and water represent scenic and recreational values, and the arrowhead represents historical and archeological values.

Introduction

Every unit of the national park system will have a foundational document to provide basic guidance for planning and management decisions—a foundation for planning and management. The core components of a foundation document include a brief description of the park as well as the park’s purpose, significance, fundamental resources and values, and interpretive themes. The foundation document also includes special mandates and administrative commitments, an assessment of planning and data needs that identifies planning issues, planning products to be developed, and the associated studies and data required for park planning. Along with the core components, the assessment provides a focus for park planning activities and establishes a baseline from which planning documents are developed.

A primary benefit of developing a foundation document is the opportunity to integrate and coordinate all kinds and levels of planning from a single, shared understanding of what is most important about the park. The process of developing a foundation document begins with gathering and integrating information about the park. Next, this information is refined and focused to determine what the most important attributes of the park are. The process of preparing a foundation document aids park managers, staff, and the public in identifying and clearly stating in one document the essential information that is necessary for park management to consider when determining future planning efforts, outlining key planning issues, and protecting resources and values that are integral to park purpose and identity.

While not included in this document, a park atlas is also part of a foundation project. The atlas is a series of maps compiled from available geographic information system (GIS) data on natural and cultural resources, visitor use patterns, facilities, and other topics. It serves as a GIS-based support tool for planning and park operations. The atlas is published as a (hard copy) paper product and as geospatial data for use in a web mapping environment. The park atlas for Pullman National Monument can be accessed online at: <http://insideparkatlas.nps.gov/>.



Administration Clock Tower Building and steel mill artifacts. 2012. NPS photo.

Part 1: Core Components

The core components of a foundation document include a brief description of the park, park purpose, significance statements, fundamental resources and values, and interpretive themes. These components are core because they typically do not change over time. Core components are expected to be used in future planning and management efforts.

Brief Description of The Park

Pullman National Monument (the monument) was established by presidential proclamation on February 19, 2015. The boundaries of the monument include much of the historic Pullman neighborhood, which was designed as a model factory town in the late 19th century and is a thriving community today. The town design, street layout, architecture, and landscaping are mostly intact and give the community a strong visual identity.

The monument boundary includes historic and active residences and businesses. There are several places for visitors to experience Pullman history and resources, including the Historic Pullman Foundation Visitor Information Center, Pullman State Historic Site at the Hotel Florence, the National A. Philip Randolph Pullman Porter Museum, and the Pullman neighborhood itself. The National Park Service does not own or manage these places. Visitors are encouraged to enjoy the monument's architecture and public spaces while respecting the privacy of Pullman residents and private businesses.

There are several overlapping designations and authorities in the Pullman neighborhood. See the map on the following page regarding the area boundaries of these designations.

- At the time of this publication, the National Park Service owns only the historic Administration Clock Tower Building, which served as the hub of the former Pullman factory. NPS management policies and federal regulations apply where the National Park Service has an ownership interest in the property.
- The Illinois Historic Preservation Agency (IHPA) owns and operates Pullman State Historic Site within the boundaries of the monument. IHPA ownership includes the grounds around the Administration Clock Tower Building, the North Factory Wing, the Rear Erecting Shop, and the four-story Hotel Florence. State regulations apply to these properties.
- The majority of the land within the monument boundary is a City of Chicago Landmark, within the boundaries of which the city reviews proposed alterations, demolitions, and new construction as part of the permit review process using *The Secretary of the Interior's Standards for the Treatment of Historic Properties*. The city has zoning authority and the ability to enforce landmark and building code violations through administrative hearings or circuit court. The city's oversight has and will continue to play an important role in the preservation of Pullman.
- There is also a national historic landmark district boundary overlaying the monument. Designation as a national historic landmark helps recognize, preserve, and protect important locations in American history. Most national historic landmarks are privately owned and are governed by local preservation laws, but the designation provides additional protections from federally assisted development projects. Properties inside the national historic landmark boundaries may be eligible for preservation grants and technical preservation assistance.
- Local, city, and state regulations apply within the boundaries of the monument to all properties except those owned by the federal government.

- The federal government has limited ability to influence privately owned property inside the monument boundary, aside from provisions related to the national historic landmark district when a federal agency funds, authorizes, or carries out a program or project.

As a new unit of the National Park Service, Pullman National Monument is at the beginning stages of developing partnerships with existing Pullman organizations, defining and developing visitor services, and creating interpretive media. The way this monument will thrive is through active collaboration efforts among the National Park Service, Pullman residents, and partners. Many actions will depend on partner energy, attention, and funding.



District boundaries in the Pullman neighborhood. From AIA Chicago and National Parks Conservation Association “Positioning Pullman: Collaborative Ideas Workshop for America’s Newest National Monument” 2015.

Overview of The Pullman Story

George Mortimer Pullman founded the Pullman Palace Car Company (Pullman Company) in 1867, and it quickly gained a large share of the market by buying up smaller competitors. The railcars transformed the experience of passenger railroad travel for those able to afford it, setting a new national and global standard. The luxurious sleeping cars, as well as hotel cars, parlor cars, reclining room cars, and dining cars that the company produced were expensive for railroads to purchase outright so Pullman's business model was to lease sleeping cars to the railroads and provide the employees necessary to serve passengers.

Many of the early train service employees were recently freed, formerly enslaved, domestic workers, thus creating new employment opportunity in the industrial north. The onboard service crew remained predominantly African American throughout the company's duration. Pullman's factories employed a mostly white workforce of laborers, cabinetmakers, upholsterers, and other workers in constructing the lavish railroad cars.

Pullman and his industrialist peers could not fail to see the poor sanitary conditions and the "social ills" of the time. The widening gulf between management and workers contributed to labor unrest that was experienced in the Chicago area every year between 1870 and 1880. Pullman convinced that capital and labor should cooperate for mutual benefit, sought to address the needs of his workers using business efficiency.

The need for a new manufacturing center for sleeping cars gave Pullman the opportunity to apply his ideas about the role of the employer in the living conditions and betterment of his workers. Vacant land south of Chicago was chosen for a new, meticulously planned company town. The Pullman Company purchased 4,000 acres for its town and factory between Lake Calumet and the Illinois Central rail line south of Chicago. All but 500 acres were transferred to the Pullman Land Association, the entity which would control all nonmanufacturing real estate, though the division between the car company and the land association was merely a legal fiction.

The task of constructing an entire company town at once was a unique endeavor. Pullman hired three professionals to oversee the work. Architect Solon Spencer Beman was commissioned to design the many buildings of the town including the factory buildings, church, theater, market, water tower, hotel, and more than 1,300 housing units. Landscape architect Nathaniel Franklin Barrett's charge was the layout of the town, design of the streets and parks, and even an artificial lake. Benzette Williams, Chicago's former superintendent of sewage, took on water, sewer, gas lines, and site drainage.



George Mortimer Pullman.
Photo: Library of Congress.



Water tower and shops entrance, Pullman, between 1890 and 1901.
Photo: Library of Congress.



Looking east from the top of the Arcade Building, 1883. Photo courtesy of the Paul Petraitis Collection at Pullman State Historic Site.

Groundbreaking for the new community occurred in the spring of 1880, and work proceeded at a furious pace. Housing for workers was separated from the industrial areas, and took shape primarily as row houses. Indoor plumbing and relative spaciousness put Pullman's accommodations well above the standards of the day, and were a marked improvement over the overcrowded and unsanitary tenements where many industrial workers made their homes in the late 19th century.

In addition to believing that good living conditions could prevent misery and vice, Pullman believed that good design and beauty was ennobling and thus desired buildings and a landscape that would be both practical and aesthetically pleasing. Beman designed housing in the simple yet elegant Queen Anne style, and included Romanesque arches for buildings that housed shops and services. Barrett broke up the monotony of the grid of streets with the curvilinear landscape elements of Arcade Park and Lake Vista, located in front of the Administration Clock Tower Building, and used trees and lights to enliven the streetscape.

For all the beauty, sanitation, and order Pullman wanted to provide to his workers and their families, he did not give away these assets because he believed people did not value things they did not pay for. His workers would benefit from their superior surroundings while paying a rent that Pullman hoped would ensure a return on the company's investment in building the town.

The meticulousness with which George Pullman provided for his workers went beyond social uplift; it amounted to social control. Order was inscribed in the architecture and layout of the community. Home designs reflected varying sizes and amenities, along with varied rents, to accommodate the unskilled, skilled, and management salaries. The only religious building in Pullman, Greenstone Church, was intended to be shared by various denominations, since no one group could afford its high rent. Saloons were not allowed.

George Pullman wanted other companies to locate in his model town, but the only ones that did were those in which he had a direct interest or that were suppliers to the Pullman Company. Housing north of the industrial area was occupied by Pullman employees, as well as employees of the Allen Paper Car Wheel Company and the Union Foundry. Because the foundry and wheelworks tended to employ lower paid, unskilled labor, so simpler row houses designed by Beman were constructed.

Most skilled workers at Pullman's factories were young and male. The company made efforts to employ women in jobs such as sewing and laundry, which stemmed from household tasks. By the fall of 1883, the population of Pullman topped 8,000. Few African Americans lived in Pullman; the population was ethnically diverse but racially homogenous. Less than half of Pullman residents in 1885 were native-born, a percentage that fell steadily. Scandinavians, Germans, Dutch, British, and Irish origins were well-represented among immigrant groups.



Worker with a finished Pullman car on transfer table. Photo courtesy of the Industrial Heritage Archives at Pullman State Historic Site.



View of east side of 11100 block of Champlain Avenue with the original Market Hall in the distance, c.1883. Photo courtesy of the Industrial Heritage Archives at Pullman State Historic Site.

Not all workers at the Pullman factories lived in Pullman proper. Out of necessity or by choice, many lived in the surrounding neighborhoods that developed. These neighborhoods provided opportunities for single-denomination houses of worship, saloons, and property ownership that were not possible in Pullman. Pullman was annexed by Chicago in 1889, but, because the Pullman Land Association continued to own the properties, management and maintenance of the town by the company continued.

Beyond the prospect of profit on the company's investment and the effect of the town on the workers the Pullman Company was able to attract and retain, the town was a showplace to exhibit George Pullman's philosophy. It attracted visitors from near and far, especially during the 1893 World's Columbian Exposition in Chicago. Most praised George Pullman's grand experiment, but the town did have its detractors. Labor leaders were mistrustful of the decidedly capitalist scheme, while other capitalists saw it as inviting trouble.

Although Chicago was on display in 1893 for the World's Columbian Exposition, the grip of financial panic was closing in around the country in general and the railroad industry in particular. Most visitors to Pullman did not see the growing frustration that festered under the surface. As the 1893 economic conditions failed to improve, orders at the factory declined. In an effort to meet investor expectations for dividends, wages decreased without corresponding decreases in rents. Because rents were deducted from paychecks, workers were left with less money, and, as a result, some households were left without adequate heat or food. Discontent and grievance would remain silent no longer.

In June 1893, the American Railway Union (ARU) formed in Chicago with membership open to all white railroad employees of any profession. Although other unions, such as the Brotherhood of Locomotive Firemen, focused on specific professions, the American Railway Union embraced all related professions, including coal miners, longshoremen, and car-builders, as long as they were in the employ of a railroad. Pullman Company employees were eligible to join because the company owned and operated a short railroad line to support manufacturing. The structure of the union was one that encouraged democracy and settlement of grievances by mediation, recognizing that strikes were destructive for both employers and employees and should be avoided. Under the leadership of President Eugene V. Debs, the union won some early victories and ranks swelled to 150,000 members.

Pullman workers, who had formed a grievance committee to negotiate with the company, were unsuccessful, and, although ARU leadership advised against it, a strike broke out at the Pullman factories on May 11, 1894. The timing was unfortunate. The company was able to withstand a work stoppage financially by relying on existing leases rather than building new railcars. The Pullman Company continued to resist any concessions in negotiations with the strikers, trying to wait them out. Consequently, the union decided to take a truly injurious action against the Pullman Company on a national scale—a boycott of the handling of Pullman cars by all ARU workers.



Interior of the Machine Bay, Pullman. Photo: Historic American Engineering Record, Library of Congress, undated photograph.

The boycott crippled rail traffic nationwide because Pullman cars were in such wide use. Workers across the country had also seen wage reductions and had cause to take action. The size and scope of the union threatened the railroads. In response, the General Managers' Association, an industry group representing 24 railroads with terminals in Chicago, organized measures against the boycott. Those who walked off the job were replaced with strikebreakers, and the association tried to sway public opinion against the boycott through methods such as encouraging Pullman cars to be hitched to mail cars to disrupt delivery.

It was through the disruption of the United States mail that the federal government was given an opening to intervene into the boycott and strike. The government was uncomfortable with labor actions in general, part of a growing apprehension about the laboring classes by those in the propertied class during a period of economic hardship. An injunction against the boycott was secured on the grounds of the violent nature of the strike and the threat to interstate commerce, citing the Sherman Anti-Trust Law of 1890, which ironically had been adopted to combat monopoly by big business.

Going over the head of Illinois Governor John Peter Altgeld, thousands of U.S. marshals and U.S. Army troops were deployed in response to the disturbance. In Chicago, protest and destruction of property increased. Back in Pullman, the workers' plight had been overshadowed by the national boycott. Fighting between the military and workers at railyards in the Chicago area left dozens dead and more wounded. The injunction led to the jailing of key leaders, weakening the union and the strike.

With the federal government working to the General Managers' Association's ends, Debs called for other labor groups to join in a general strike, but his efforts did not succeed. The boycott dissolved in mid-July, and the American Railway Union was defeated. Some of the workers who quit the union were reemployed. For refusal to obey the injunction, Debs and others in the ARU leadership were indicted for contempt. In late July, President Grover Cleveland appointed a commission to investigate the strike and boycott.

Though public sentiment had been against the boycott, George Pullman was roundly criticized for the policies that led to the strike and his refusal to enter into arbitration with his workers. The situation for those in Pullman remained dire, and while little effort was made to evict residents or collect rent in arrears, hardship was widespread. If George Pullman entertained any doubts about the wisdom of continuing the company town experiment, they were not reflected in his actions; company ownership and concern with the town's appearance continued under Pullman's direction until his death in 1897.

The impacts of the strike and boycott, known today as the Pullman Strike, were national in scope. The strike demonstrated the power of national labor unions and forced consideration about labor action and corporate paternalism. Legally, the injunction against the strike, later upheld by the U.S. Supreme Court, *In re Debs*, 158 US 564 (1895), affirmed the broad power of the federal government to ensure the free flow of interstate commerce, essentially making national strikes illegal.

In October 1898, the Illinois Supreme Court ordered the Pullman Company to sell all nonindustrial land holdings. The Illinois Central railroad had owned the right-of-way past the front of the factory. Lake Vista was filled and new track and a road installed. The company was granted a deferment on its deadline to sell most of the town, much of which changed hands by 1907 with residents given the first option to buy their homes.

The Pullman Company, no longer a landlord, flourished under the leadership of its second president, Robert Todd Lincoln. Union activity returned to Pullman, and, just 10 years after the explosive strike in 1894, the company locked out union workers, defeating them easily and without larger incident.

In 1900, the company began using metal frames for its cars, and by 1908 the company had converted to all steel construction. Though the company succeeded in the 20th century, the town it once supported floundered as the housing stock uniformly aged and other neighborhoods grew around it. Pullman lost population, a reflection of broader urban trends.

The 1894 strike was not the last time the Pullman Company would be the epicenter of a contentious labor issue. In the early 20th century, Pullman Company porters strove for fair pay and better working conditions, but were excluded from the all-white railroad unions. In 1925 the porters formed a union of their own, the Brotherhood of Sleeping Car Porters (BSCP). This was the first step toward a victory that would go far beyond Pullman porters and have a major impact on the African American community and society on the whole.

The operation of railroads across the country relied on different kinds of workers including conductors and engineers in the operating trades, construction and laborers, and service positions like porters, dining car waiters, and station ushers. Railway jobs were segmented along racial and ethnic lines. Workers in the railroad trades began forming “brotherhoods” in the 1860s and 1870s as a response to health and safety issues. Many of these brotherhoods codified these racial divisions, barring nonwhites from membership.

In general, African Americans were confined to the service positions; therefore, it was in the service positions that black trade unionism on the railroads began. The Brotherhood of Sleeping Car Porters was founded in 1925 in New York City, and for four decades was led by A. Philip Randolph, who had never worked as a porter or even ridden in a sleeping car. From outside the Pullman Company, he was not susceptible to its reprisals, and his powerful public speaking and work editing the Harlem monthly, *The Messenger*, helped prepare him for the task.



Pullman workers at the factory gates, date unknown. Photo courtesy of the Industrial Heritage Archives at Pullman State Historic Site.

By 1937 the Pullman Company had been the nation's largest employer of African Americans for more than 20 years, and Pullman porters composed 44% of the Pullman Company workforce. The porters, owing in part to their cosmopolitan experience, held positions of status and respect in the black community. The union faced tough opposition from a traditionally racist industry, an antiunion corporation, and, initially, from some in the black community who feared economic reprisals because the Pullman Company offered jobs to African Americans and advertised in the black press.

In 1937, the Pullman Company signed a contract with the Brotherhood of Sleeping Car Porters, leading to higher salaries, better job security, and increased protection for workers' rights through grievance procedures. It was the first major labor agreement between an African American union and a corporation. The National Association for the Advancement of Colored People (NAACP) publication, *Crisis*, determined that the victory would have broad influence, stating, "As important as is this lucrative contract as a labor victory to the Pullman porters, it is even more important to the Negro race as a whole, from the point of view of the Negro's uphill climb for respect, recognition and influence, and economic advance." The Brotherhood of Sleeping Car Porters continued to function as a labor union through the 1960s, while being advocates and activists in the African American community, especially in the struggle for civil rights.

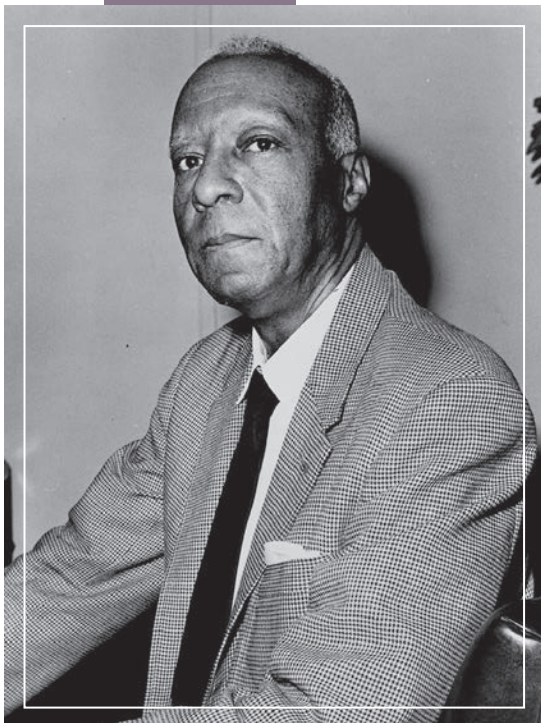
The Pullman Company factories consolidated and downsized through the 1940s, and other changes were the result of legal challenges to the company's near monopoly. The railroads discontinued sleeping car service in 1969, to be reconstituted later in other forms by Amtrak. Cars and highway travel eclipsed passenger rail for short trips and commercial aviation eclipsed passenger rail for long-distance travel. Although the company split apart and rail travel itself waned, the Pullman Company and the labor unrest it ignited remain prominent in the American memory of industrial and labor history. The causes of those developments and upheavals can still be seen in the architecture and landscape of Pullman's model town.

The recent history of Pullman has been marked by strong preservation advocacy and action in the face of destruction or partial destruction, even as neighborhood residents have changed. In 1960, when the neighborhood was slated to be turned into an industrial park, residents reactivated the Pullman Civic Organization to prevent destruction of the community and promote its history.

The district became a national historic landmark district in 1970. The southern portion of the Pullman neighborhood was designated a Chicago city landmark district in 1972. The Pullman district benefits from a diverse and proud residential community. Reflecting broader urban trends, many African Americans moved into north Pullman beginning in the 1950s. The north district of Pullman was designated a Chicago city landmark district in 1993. The north and south districts were administratively joined and renamed the Pullman District by the city in 1999.

Formed in 1973, the nonprofit Historic Pullman Foundation has purchased and safeguarded some of Pullman's prominent historic assets. With guidance and some financial support from the Pullman Civic Organization, many homeowners have preserved and restored their historic homes.

The Administration Clock Tower Building and the North Factory Wing were largely vacant and deteriorating following the factory closure, which was mostly complete by 1957. The now-destroyed south wing of the factory and the Rear Erecting Shop were in use by various steel concerns. The Pullman Factory site and the Hotel Florence were acquired by the State of Illinois in 1991, after which they were established as the Pullman State Historic Site. In 1998, before the Pullman Factory site buildings could be put to use, an arson fire claimed the South Factory Wing and reduced much of the remainder to a shell. Funds were secured to rehabilitate the fire-ravaged structures and reconstruct the Administration Clock Tower Building.



A. Philip Randolph. Photo: Library of Congress.

Park Purpose

The purpose statement identifies the specific reason(s) for establishment of a particular park. The purpose statement for Pullman National Monument was drafted through an analysis of the presidential proclamation that established the unit. The park was established on February 19, 2015. The purpose statement lays the foundation for understanding what is most important about the park.

PULLMAN NATIONAL MONUMENT fulfills the following purposes for the benefit of present and future generations: to preserve the historic resources; to interpret the industrial history and labor struggles and achievements associated with the Pullman Company, including the rise of and the role of the Brotherhood of Sleeping Car Porters; and to interpret the history of urban planning and design of which the planned company town of Pullman is a nationally significant example.



Administration Clock Tower Building, 2012. NPS Photo.

Park Significance

Significance statements express why a park's resources and values are important enough to merit designation as a unit of the national park system. These statements are linked to the purpose of Pullman National Monument, and are supported by data, research, and consensus. Statements of significance describe the distinctive nature of the park and why an area is important within a global, national, regional, and systemwide context. They focus on the most important resources and values that will assist in park planning and management.

The following significance statements have been identified for Pullman National Monument. (Please note that the sequence of the statements does not reflect the level of significance.)

- The Pullman Company transformed passenger rail travel in America. The comfortable facilities and consistently exceptional level of service of the Pullman Company was unprecedented; it became an international model for luxury. Pullman was a brand name equated with opulence and consistency, and is still recognized worldwide.
- What is today the Pullman neighborhood was the first completely planned major industrial model community in America. The community was recognized by some as “the perfect town,” and influenced later planned communities. The architecture (by Solon Spencer Beman), landscape architecture (by Nathan Franklin Barrett), and sanitation (by Benzette Williams) of the development were thoughtfully designed to provide good living conditions for workers, a significant departure from previous worker housing models and an improvement on what was generally available to workers in the free market in American cities at the time.
- George Pullman's factory town is a powerful example of the concept of corporate paternalism. Amenities provided to employees to encourage loyalty and workforce retention were meant to be both good for workers and profitable for the company. The Pullman workers' experiences were a mix of benefits and limitations. Employees in the community, comprised of European immigrants and migrants from the South and other parts of America, had to conform to the company's expectations. The Pullman Company town influenced later similar efforts by other industrialists.
- The Pullman Company and its employees played a pivotal role in the American labor movement. The 1894 strike was national in scope and highlighted the emerging strength of unions in America. Clarence Darrow and Eugene V. Debs, major figures in U.S. labor history, played roles in the Pullman strike. President Cleveland used the Sherman Anti-Trust Act to end the strike, the first time it was ever used against a union. Though already adopted by nearly half of the states, the enactment of the national Labor Day holiday was spurred by the Pullman Strike.
- The Pullman porter job was pivotal for the growth of the black middle class in America, and porters played a large role in the civil rights movement. By 1937 the Pullman Company had been the nation's largest employer of African Americans for more than 20 years, and Pullman porters composed 44% of the Pullman Company workforce. The jobs at Pullman contributed to the Great Migration of African Americans.
- Formed by A. Philip Randolph, the Brotherhood of Sleeping Car Porters (BSCP) was the first black union to be recognized by the American Federation of Labor and to achieve a bargaining agreement with a major corporation. The BSCP union had a major influence on the American civil rights movement. The Pullman neighborhood is home to the National A. Phillip Randolph Pullman Porter Museum.
- The business economy of Pullman's industries allowed the company to be successful for a long period, despite legal and labor challenges. The Pullman Company was vertically integrated for maximum profit. It controlled the manufacturing process and staffing for its products and services. It leased its products and tightly controlled the consistency of the experience it provided.

Fundamental Resources and Values

Fundamental resources and values (FRVs) are those features, systems, processes, experiences, stories, scenes, sounds, smells, or other attributes determined to warrant primary consideration during planning and management processes because they are essential to achieving the purpose of the park and maintaining its significance. Fundamental resources and values are closely related to a park's legislative purpose and are more specific than significance statements.

Fundamental resources and values help focus planning and management efforts on what is truly significant about the park. One of the most important responsibilities of NPS managers is to ensure the conservation and public enjoyment of those qualities that are essential (fundamental) to achieving the purpose of the park and maintaining its significance. If fundamental resources and values are allowed to deteriorate, the park purpose and/or significance could be jeopardized.

At Pullman, most of the resources within the monument boundary and the national historic landmark district boundary are in private ownership and are most appropriately classified as related resources, as described below. Only those resources under direct NPS ownership or control can be considered fundamental to the park.

The following fundamental resources and values have been identified for Pullman National Monument:

- **Administration Clock Tower Building.** This structure is the cornerstone of the National Park Service presence at the monument. The Administration Clock Tower Building was the heart of the factory and town. An arson fire in 1998 heavily damaged the building, following which it was partially reconstructed and restored. The National Park Service currently owns only the Administration Clock Tower Building, and the Illinois Historic Preservation Agency owns the grounds and the rest of the Pullman Factory site.
- **Partnerships with Community Organizations.** With limited NPS ownership, cooperative partnerships with existing and future organized groups and government agencies are fundamental to telling the Pullman story and preserving related resources. The presidential proclamation directs the National Park Service “to use applicable authorities to seek to enter into agreements with others to address common interests and promote management efficiencies, including provision of visitor services, interpretation and education, establishment and care of museum collections, and preservation of historic objects.”



North Factory Wing and Administration Clock Tower Building. 2014. NPS photo.

Related Resources

Related resources are not owned by the National Park Service. They may be part of the broader context or setting in which park resources exist, represent a thematic connection that would enhance the experience of visitors, or have close associations with park fundamental resources and the purpose of the park. Related resources represent a connection with the park that often reflects an area of mutual benefit or interest and collaboration between the National Park Service and the owner/stakeholder.

The resources and values of Pullman National Monument extend to areas outside of direct NPS management. Many of the resources within the monument boundary are on land owned and managed by other entities. These resources are important in telling the story of the park and in enhancing resource protection efforts.

The presidential proclamation establishing Pullman National Monument states that “the management plan shall, among other provisions, set forth the desired relationship of the monument to other related resources, programs, and organizations within its boundaries, as well as at other places related to the Pullman Company and the stories associated with it.” This section of the document identifies those related resources with which future management planning will address relationships. Resources related to Pullman National Monument include:

- **Historic Designed Landscape of the Pullman Factory and Neighborhood.** The development patterns, construction methods, and distinctive design of the monument have long been recognized as iconic elements and important resources at Pullman. They largely retain their historic integrity, helping to tell the Pullman story. This resource is shared by public and private owners, and was a key feature of the national historic landmark and city landmark designations. The historic designed landscape is protected by the National Park Service and the State of Illinois for property they own, and by the Commission on Chicago Landmarks for properties within the Pullman Chicago Landmark District. The National Park Service is involved in protecting the historic designed landscape through the national historic landmark program as part of certain federally funded or permitted projects and through technical assistance.
- **Pullman Factory Site and the Hotel Florence.** These properties are owned by the State of Illinois and operated by the Illinois State Historic Preservation Agency.



Hotel Florence. 2015. NPS Photo.

- **Private Properties within the Monument Boundary.** Most of the land inside the monument boundary is privately owned and is expected to remain so. Privately owned residences, businesses, museums, historic buildings, other structures, and related archeological resources all contribute to the history, integrity, and vibrancy of the historic Pullman neighborhood. Several properties in the district are owned by cultural institutions with a preservation and education mission: the Historic Pullman Foundation, National A. Philip Randolph Pullman Porter Museum, and Bielenburg Historic Pullman House Foundation.
- **Public Spaces and Services within the Monument Boundary.** This includes sidewalks, parks, signage, schools, infrastructure, and community buildings inside the boundary. Some art and murals are publicly owned, while others are privately owned. Many of these resources, some of which are part of the historic town's design, help people to experience the Pullman National Monument and are important to the functioning of the neighborhood.
- **The Pullman Community.** Pullman has been occupied continuously since its creation in the 1880s, and the community has changed over time. A shared preservation ethic and pride in Pullman is important to maintain its standing as a City of Chicago landmark district, state historic site, national historic landmark, and national monument.
- **Pullman Stories.** The personal experience of living and working at Pullman has been documented over time by employees, residents, and their descendants. Stories, recipes, songs, photographs, and other media are ways of preserving the story of Pullman.
- **Collections.** This includes archives, photos, films, company records, Pullman town records, oral histories, archeological artifacts, objects, genealogical records, and other collections curated by multiple organizations and private individuals related to Pullman. Major repositories of Pullman records include the Pullman State Historic Site and Industrial Heritage Archives, the Newberry Library, the Illinois Labor History Society, the South Suburban Genealogical and Historical Society, and the Chicago Public Library. (See appendix B for a more comprehensive list.)



Visitor to the National A. Philip Randolph Pullman Porter Museum. Photo courtesy of NAPRPPM

Interpretive Themes

Interpretive themes are often described as the key stories or concepts that visitors should understand after visiting a park—they define the most important ideas or concepts communicated to visitors about a park unit. Themes are derived from, and should reflect, park purpose, significance, resources, and values. The set of interpretive themes is complete when it provides the structure necessary for park staff to develop opportunities for visitors to explore and relate to all park significance statements and fundamental resources and values.

Interpretive themes are an organizational tool that reveal and clarify meaning, concepts, contexts, and values represented by park resources. Sound themes are accurate and reflect current scholarship and science. They encourage exploration of the context in which events or natural processes occurred and the effects of those events and processes. Interpretive themes go beyond a mere description of the event or process to foster multiple opportunities to experience and consider the park and its resources. These themes help explain why a park story is relevant to people who may otherwise be unaware of connections they have to an event, time, or place associated with the park.

The following interpretive themes have been identified for Pullman National Monument:

- The Pullman Palace Car Company revolutionized rail travel through the innovative design, construction, marketing, and operation of Pullman passenger cars. The word “Pullman” became synonymous with standards for luxury, comfort, and service – ideas that nationally impacted the railroad industry.
- Industrialist George Pullman’s vision of an integrated manufacturing complex and residential community that was pleasant, efficient, and profitable was a late 19th-century experiment in social and economic planning. Heralded by some as brilliant, and others as oppressive, this experiment still influences urban planners today.
- The Pullman Company and town of Pullman in 1894 were at a critical nexus of U.S. labor history that explored relationships between capital, organized labor, and government in the midst of economic recession.
- The African American Pullman porters found employment opportunity with the Pullman Company after the Civil War, along with societal limitations. During the 1920s, the porters formed an alliance with A. Philip Randolph that eventually led to the Brotherhood of Sleeping Car Porters becoming the first black labor union chartered by the American Federation of Labor in 1937. This group also influenced the 1960s civil rights movement.



Residential street, Pullman. 2012. NPS Photo.

Part 2: Dynamic Components

The dynamic components of a foundation document include special mandates and administrative commitments and an assessment of planning and data needs. These components are dynamic because they will change over time. New special mandates can be established and new administrative commitments made. As conditions and trends of fundamental resources and values change over time, the analysis of planning and data needs will need to be revisited and revised, along with key issues. Therefore, this part of the foundation document will be updated accordingly.

This foundation document is unique because Pullman National Monument had been in existence for less than a year at the time this document was developed. The dynamic components of a foundation document will be revisited and updated in the future as more is known about the park and its resources and as conditions change.

Special Mandates and Administrative Commitments

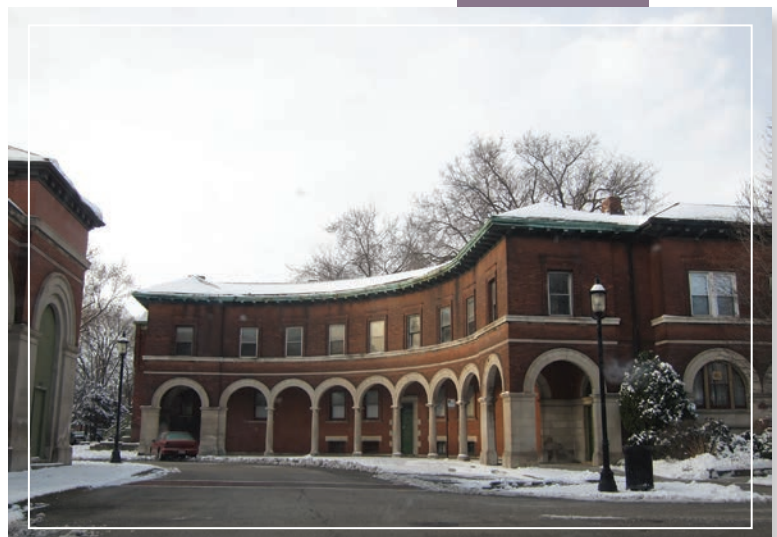
Many management decisions for a park unit are directed or influenced by special mandates and administrative commitments with other federal agencies, state and local governments, utility companies, partnering organizations, and other entities. Special mandates are requirements specific to a park that must be fulfilled. Mandates can be expressed in enabling legislation, in separate legislation following the establishment of the park, or through a judicial process. They may expand on park purpose or introduce elements unrelated to the purpose of the park. Administrative commitments are, in general, agreements that have been reached through formal, documented processes, often through memorandums of agreement. Examples include easements, rights-of-way, arrangements for emergency service responses, etc. Special mandates and administrative commitments can support, in many cases, a network of partnerships that help fulfill the objectives of the park and facilitate working relationships with other organizations. They are an essential component of managing and planning for Pullman National Monument.

Special Mandates

- The presidential proclamation states that the National Park Service “is directed to use applicable authorities to seek to enter into agreements with others to address common interests and promote management efficiencies, including provision of visitor services, interpretation and education, establishment and care of museum collections, and preservation of historic objects.”

Administrative Commitments

- The National Park Service has an agreement with the Illinois Historic Preservation Agency regarding access to the Administration Clock Tower Building.
- The National Park Service has an agreement with the Illinois Historic Preservation Agency to provide office space for NPS employees in the Hotel Florence.
- The National Park Service has an agreement with the Historic Pullman Foundation for the use of their visitor center as the NPS temporary visitor contact station.



Market Square apartment block. 2015. NPS Photo.

Assessment of Planning and Data Needs

Once the core components of part 1 of the foundation document have been identified, it is important to gather and evaluate existing information about the park's resources and values, and develop an assessment of the park's planning and data needs. The assessment of planning and data needs section presents issues, the planning and projects that will address these issues, and the associated information requirements, such as resource inventories and data collection, including GIS data.

Typically there are three sections in the assessment of planning and data needs:

1. analysis of fundamental resources and values
2. identification of key parkwide issues and associated needs
3. identification of planning and data needs

At the time this document was developed, however, the park unit was newly established and the fundamental resources and values and planning and data needs had not been analyzed. Operational needs of the newly established monument were included at this time. These sections will be revisited in a future update.



Administration Clock Tower Building, 2012. NPS Photo.

Identification of Key Parkwide Issues and Associated Needs

This section considers key parkwide issues to be addressed in planning and management. A key issue focuses on a question that is important for a park. Key issues often raise questions regarding park purpose, significance, and fundamental resources and values. For example, a key issue may pertain to the potential for a fundamental resource or value in a park to be detrimentally affected by discretionary management decisions. A key issue may also address crucial questions that are not directly related to purpose and significance, but which still affect them indirectly. Usually, a key issue is one that a future planning effort or data collection needs to address and requires a decision by NPS managers. This needs assessment is not exhaustive and will be updated and revisited from time to time as projects are undertaken and as new issues emerge.

Pullman National Monument is newly established and does not yet have full staffing and partnering capabilities. How the National Park Service will operate and work with others needs to be determined and executed in order to make the site ready for visitation by the public. The following is a list of strategies to address this key issue:

- Increase and improve coordination among partners for volunteer coordination, developing public programming, visitor opportunities, and funding requests. The National Park Service and partners need to build additional connections for maximum exposure and efficiencies.
- Increase the presence and identity of the monument. Develop programming and materials to make this a visitor destination. Develop basic informational materials to distribute at other locations to encourage visitation. Work with hotels, visitor and convention bureaus, tour companies, and others to direct people to the monument.
- Build permanent staffing onsite to manage the park and support visitors, volunteers, and residents. NPS staffing is dependent on Congressional budget authority and must be managed in keeping with the uncertainty of the annual federal budget. The slow process of building NPS staff over time needs to be supplemented by the state presence and coordinated volunteer staffing.
- Develop and implement coordinated signage for the monument, including partner organizations and other destinations. Develop, improve, and coordinate historical interpretive signage. Include wayfinding and circulation guides for visitors. Scholarly narrative needs to be developed to inform these efforts.
- Use the principles of universal design in developing programs and information that everyone can access.
- Support where appropriate the provision of visitor amenities throughout the monument to encourage visitors to extend their stay.



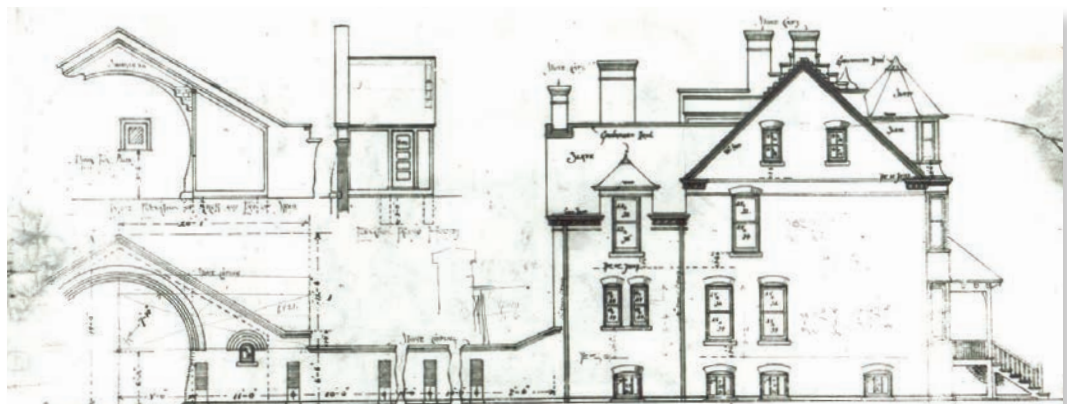
Lake Vista, Administration Clock Tower Building and South Factory Wing, Hotel Florence, Arcade Building, and train depot, c.1885. Photo courtesy of Pullman State Historic Site.

Operational Needs of the Newly Established Monument

The following operational needs and opportunities were identified by the National Park Service and partners. It is a more comprehensive and detailed list of needs than the key issues identified above. This needs assessment will be updated and revisited from time to time as projects are undertaken and as new issues emerge.

The items listed should be discussed with partners to develop potential strategies to address needs, which are not prioritized at this time. Many actions will depend on partner energy, attention, and funding.

- **Administration Clock Tower Building.** The National Park Service is working with partners to prepare this building for visitors. It is expected that this building will accommodate a visitor center in the future, and become the center of NPS operations at the monument.
 - The National Park Service is currently working with the Illinois Historic Preservation Agency and the Illinois Environmental Protection Agency (IEPA) to determine how best to remediate the factory grounds and supply utility services to the Administration Clock Tower Building.
- **Collections.** The National Park Service does not intend to become the primary repository of Pullman-related collections. Many institutions and organizations have such collections, including but not limited to the Pullman State Historic Site and Industrial Heritage Archives, Newberry Library, Illinois Labor History Society, South Suburban Genealogical and Historical Society, and Chicago Public Library. (See appendix B for a more comprehensive list.) The National Park Service intends to collaborate with these entities to:
 - Create a master inventory of all Pullman-related collections in different holdings.
 - Develop a comprehensive finding aid for all collection materials in different holdings.
 - Support efforts to digitize existing records
 - Support efforts to publish collection records online
 - Link online collection sites to one another to assist visitors in accessing multiple sites.
 - Provide information on conservation treatment standards to support other parties' efforts to preserve collections.
 - Communicate the monument's scope of collection statement to clarify what types of objects and records the National Park Service may be interested in acquiring.

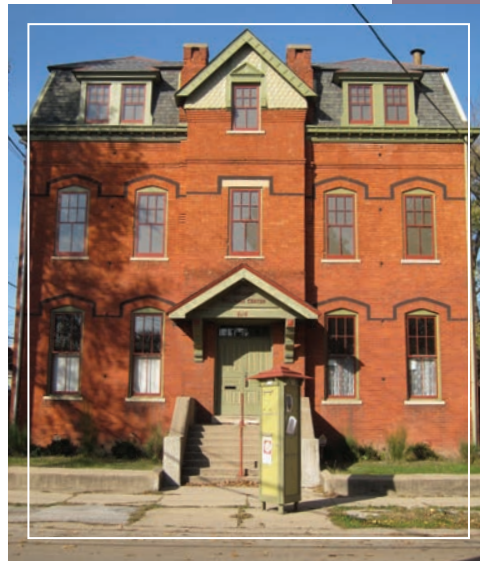


Town houses for the Pullman Palace Car Company from the offices of Solon Spencer Beman. Photo courtesy of the Industrial Heritage Archives at Pullman State Historic Site.

- **Private Properties within the Monument Boundary.** As noted earlier in the document, there are several layers of designations and jurisdictions within the boundary of the monument. Even so, the majority of property in the boundary is privately owned, with little federal authority. City, county, and state regulations apply to these parcels. Because there is limited state and federal ownership in the monument, the activities of private property owners will be key to success in the future.

The National Park Service will coordinate and engage with property owners, local officials, citizens, and organizations, to achieve the following:

- Develop a land protection plan. Land protection plans determine and publicly document what lands or interests in lands are appropriate for NPS ownership and what means of protection are available.
- Develop a tract map for use by partners.
- Use and distribute the Pullman Civic Organization Beman Committee's "Homeowners Guide" that shares the rules and best practices for preservation and modification within the national historic landmark boundary and the Chicago landmark district. Encourage development of a "Homeowner's Guide" for North Pullman.
- Develop a desired style guide / streetscape plan / visual goal for the monument; include lighting, sidewalks, shrubs, facades, and more to ensure there is a design guide for all future development/changes (applies to public and private spaces).
- Develop an inventory of use categories and zoning overlays within the boundary to provide clarity on land use decision-making processes within the monument.
- Support, where appropriate, visitor amenities throughout the monument to improve the visitor experience and encourage visitors to extend their stay.
- Support the Chicago Neighborhood Initiative mission to expand their work of improving housing stock within the monument boundary.
- Produce an archeological study of properties within the monument boundary.



Historic Pullman Center. 2012. NPS Photo.



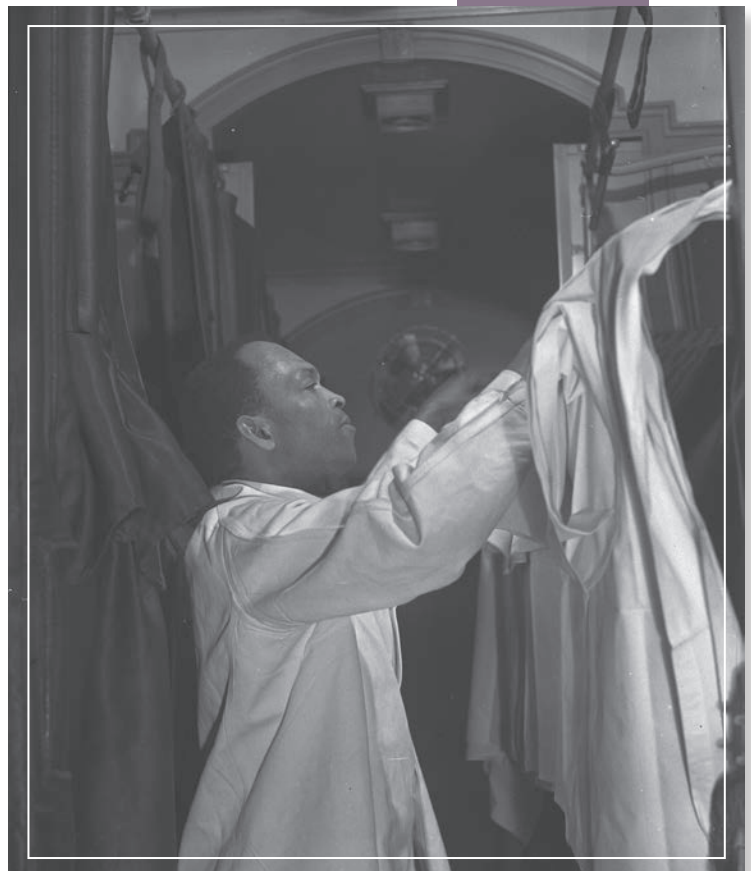
National A. Philip Randolph Pullman Porter Museum sculpture and Wheel Works Building. 2012. NPS photo.

- **Public Spaces and Services within the Monument Boundary.** The National Park Service will coordinate with local officials, citizens, and organizations to achieve the following:
 - Inventory public spaces, rights-of-way, and other nonprivate locations with the potential for future interpretation, visitor services, or other appropriate uses.
 - Improve the community linkages to the Chicago Transit Authority Red Line “El” and buses.
 - Connect the public spaces/sidewalks/routes for easy understanding and access by visitors.
 - Improve and modernize the 103rd and 111th Street Metra commuter rail stations.
 - Develop a desired style guide / streetscape plan / visual goal for the monument; include lighting, sidewalks, shrubs, facades, and more to ensure there is a design guide for all future development/changes (applies to public and private spaces).
 - Develop landscape treatment goals and strategies for the railroad lines and highways.
 - Participate in Chicago’s capital improvement planning process for Pullman projects.
 - Mark or distinguish the boundaries of the monument through the use of streetscape components to provide a sense of arrival in the neighborhood.
 - Support development of vehicle weight and height requirements to protect street infrastructure, trees, and neighborhood soundscape.
 - Improve the visual character and safety of the viaducts and other gateways to the monument.
 - Increase visitor amenities/facilities such as public restrooms; work with private owners to provide these services, if feasible, and map these locations.
 - Develop a wayfinding guide to assist visitors in navigating the monument and neighborhood.
 - Develop a traffic/circulation guide for visitors. Include current train access, bus access, parking locations, one-way streets, bike-friendly streets, and best pedestrian routes to and within the monument.
 - Conduct a safety assessment to identify potential problem areas to be improved.
 - Look for opportunities to unify North and South Pullman.



Mural at Historic Pullman Foundation Visitor Center. 2015. NPS Photo.

- **The Pullman Community.** The National Park Service will coordinate with local officials, citizens, and organizations to achieve the following:
 - Facilitate discussion of community values related to the preservation and maintenance of historic properties.
 - Encourage local community enforcement and self-enforcement of preservation ordinances and local initiatives.
 - Coordinate volunteer initiatives among organizations and seek to increase volunteerism.
 - Improve outreach to new property owners and residents to introduce them to the community and its history.
 - Encourage civic organizations and local initiatives to work in both North and South Pullman.
 - Engage Pullman youth in all activities; ensure that they are active participants in events and initiatives to encourage them to stay in Pullman in the future.
 - Engage neighborhood schools in the development of curricula and programs around Pullman stories.
- **Pullman Stories.** The National Park Service will coordinate with local officials, citizens, and organizations to achieve the following:
 - Capture stories of the Pullman community and find ways to share them; consider oral histories, radio reports, bulletins, newsletters, StoryCorps, etc.
 - Encourage and assist research on Pullman census data, genealogies, etc.
 - Record and share the historic and contemporary music, recipes, and other sensory aspects of Pullman.
 - Encourage projects to find unique ways to engage the senses of visitors at Pullman.
 - Use technology to develop new tools to tell the stories of residents.
 - Encourage additional Pullman community events, tours, talks, discussions, etc.
 - Improve communication and partnership regarding scheduling and managing large events to maximize exposure and to minimize negative impacts.



Pullman porter, 1942. Photo: Library of Congress.

Ongoing Efforts

Several of the needs listed in the Operational Needs and Key Issues sections are being addressed by the National Park Service and partners. Planning and design are underway to transform the Administration Clock Tower Building into a visitor center. Site planning and environmental remediation discussions are ongoing. Transportation improvements are being coordinated by the city and state. An interpretive planning process involving park partners and the public is underway to shape the key messages and stories told at the monument. Finally, multiple visioning exercises, such as the Positioning Pullman collaborative ideas workshop, have sparked the interest and imagination of residents and partners.

The National Park Service looks forward to working with partners on these and other efforts as the monument continues to develop.

NPS Administrative Priorities for Pullman National Monument		
Activity	Priority Level	Notes
Prepare the Administration Clock Tower Building for visitor use	High	Design and remediation work is in progress; fundraising is in progress. This will be a substantial effort.
Complete remaining site remediation and develop a site plan to allow for future potential uses	High	Several parcels inside the monument need to be evaluated and remediated; results may influence potential uses at certain locations. Collaborative site planning will help determine possible future uses.
Develop programs to attract, entertain, and educate visitors	High	Work with partners to supplement, not overlap, programming efforts. The goal is to provide different types of experiences to visitors.
Build capacity to support monument operations and projects	High	The National Park Service must be innovative in supporting the operations and project work at the monument due to limited operational budget. There is immediate demand for this support.
Develop strategies for how to best work with partners	High	With a large number of potential partners and limited staffing, it will be a challenge to clearly define roles and responsibilities for all parties regarding management, communication, and coordination. The goal is a comprehensive network of support with a simple structure that minimizes the burden on existing staff.

Part 3: Contributors

National Park Service

Kathy Schneider, Superintendent, Pullman National Monument

Patricia Trap, Deputy Regional Director, Midwest Regional Office

Robert Bryson, Associate Regional Director, Midwest Regional Office

Nancy Finley, Associate Regional Director, Midwest Regional Office

Paul Labovitz, Superintendent, Indiana Dunes National Lakeshore

Sue Bennett, Chief of Visitor Services, Pullman National Monument

Tokey Boswell, Chief of Planning, Midwest Regional Office

Natalie Franz, Planner, Midwest Regional Office

Phyllis Ellin, Partnerships Liaison, Midwest Regional Office

Diane Banta, Rivers, Trails, and Conservation Assistance Program, Midwest Regional Office

Alesha Cerny, Historian, Midwest Regional Office

Mike Bremer, Supervisory Park Ranger, Indiana Dunes National Lakeshore

Liz McConnell, Administrative Officer, Indiana Dunes National Lakeshore

Judith (Judy) Collins, Historical Architect, Indiana Dunes National Lakeshore

Lynda Lancaster, Public Coordinator, Indiana Dunes National Lakeshore

Wyndeth Davis, Associate Manager (former), Interpretive Planning, Harpers Ferry Center

Tim Townsend, Historian, Lincoln Home National Historic Site

Melody Bentfield, Contract Librarian, Denver Service Center – Planning Division (former)

Nancy Shock, Foundation Coordinator, Denver Service Center – Planning Division

Pam Holtman, Quality Assurance Coordinator, WASO Park Planning and Special Studies

Ken Bingenheimer, Contract Editor, Denver Service Center – Planning Division (former)

John Paul Jones, Visual Information Specialist, Denver Service Center – Planning Division

Illinois Historic Preservation Agency

Alyson Grady, Manager of Historic Sites (former)

Mike Wagonbach, Site Manager, Pullman State Historic Site

Mindy Johnston, Board of Trustees

Linda Bullen, Curator, Pullman State Historic Site

Additional Contributors

David Peterson, National A. Philip Randolph Pullman Porter Museum
Dr. Lyn Hughes, National A. Philip Randolph Pullman Porter Museum
Mike Shymanski, Historic Pullman Foundation
Pat Shymanski, Bielenberg Historic Pullman House Foundation
Annie Liralmurrillo, Historic Pullman Garden Club
Susan James, Historic Pullman Garden Club
Sherry Meyer, Calumet Heritage Partnership
Jennifer Sandy, National Trust for Historic Preservation
Larry Shure, City of Chicago Department of Planning and Development
Tom McMahan, Pullman Civic Organization
Paul Petraitis, Pullman Civic Organization
Melva Jean Tate, The House of Chloe, Inc.
Mark Bowman, The Field Museum
Beverly Ash Larson, Pullman Arts and Friends of Pullman State Historic Site
Paula Robinson, Black Metropolis National Heritage Area Commission
Sherry Williams, Bronzeville Historical Society
Tracy Murray, Office of Alderman Anthony Beale, 9th Ward
Jaime Zaplatosch, Openlands
Ders Anderson, Openlands
Ana Koval, Canal Corridor Association
William Peterman, Calumet Heritage Partnership
Julia Bachrach, Illinois Historic Preservation Agency Board of Trustees and Chicago Park District
Lee Foley, National Parks Conservation Association
Lynn McClure, National Parks Conservation Association
Lauren Howard, Ton Farm Underground Railroad Site
Larry Spivack, Illinois Labor History Society
Stephanie Seawell, Illinois Labor History Society
Marie Robinson, Pullman Wheelworks Resident Organization
Shirline Tiggs, Pullman Wheelworks Resident Organization
Rebecca Sanders, National Audubon Society
John Beckman, Izaak Walton League
Patrick Watson, Office of Alderman Anthony Beale, 9th Ward
Erica Bauer, Gwendolyn Brooks College Prep

Appendixes

Appendix A: Presidential Proclamation for Pullman National Monument

Proclamation 9233 of February 19, 2015

ESTABLISHMENT OF THE PULLMAN NATIONAL MONUMENT

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

The Pullman National Historic Landmark District (Pullman Historic District) in Chicago, Illinois, typifies many of the economic, social, and design currents running through American life in the late 19th and early 20th century, yet it is unlike any other place in the country. Industrialist George Mortimer Pullman built the model town to house workers at his luxury rail car factories. Although his goal was to cure the social ills of the day, the tight control he exercised over his workers helped spark one of the Nation's most widespread and consequential labor strikes. The remaining structures of the Pullman Palace Car Company (Pullman Company), workers' housing, and community buildings that make up the Pullman Historic District are an evocative testament to the evolution of American industry, the rise of unions and the labor movement, the lasting strength of good urban design, and the remarkable journey of the Pullman porters toward the civil rights movement of the 20th century.

The model factory town of Pullman was created in the 1880s by the Pullman Company to manufacture railroad passenger cars and house workers and their families. Company founder George Pullman saw the positive incentives of good housing, parks, and amenities as a way to foster a happy and reliable workforce. Pullman and his wealthy industrialist peers could not fail to see the poor living conditions in which many of their workers lived. The industrial revolution drew hundreds of thousands to urban areas, which led to a rise in slums and social ills. The widening gulf between management and workers contributed to labor unrest, which was acutely felt in Chicago. Pullman was convinced that capital and labor should cooperate for mutual benefit and sought to address the needs of his workers using his philosophy of capitalist efficiency. He attempted an uncommon solution to the common problems of the day by creating a model town.

Pullman engaged young architect Solon Spencer Beman and landscape architect Nathan F. Barrett to plan the town and design its buildings and public spaces to be both practical and aesthetically pleasing. Beman designed housing in the simple yet elegant Queen Anne style and included Romanesque arches for buildings that housed shops and services. Though he strove to avoid monotony, Beman imbued the town with visual continuity. The scale, detailing, and architectural sophistication of the community were unprecedented. Barrett broke up the monotony of the grid of streets with his landscape design. Trees and street lights enlivened the streetscape. Unified, orderly, and innovative in its design, the model town of Pullman, then an independent town south of Chicago's city limits, became an internationally famous experiment in planning and attracted visitors from far and wide.

The model factory town of Pullman is considered the first planned industrial community in the United States, and served as both an influential model and a cautionary tale for subsequent industrial developments. The beauty, sanitation, and order George Pullman provided his workers and their families were not without cost. Pullman believed people did not value the things they did not pay for. The Pullman Company owned every building and charged rents that would ensure a return on the company's investment in building the town. He also created a system of social control and hierarchy discernible in the standards of conduct for residents and in the architecture and layout of the community that can still be seen today in the well-preserved Pullman Historic District. For example, the larger, more ornate, and finely finished houses on Arcade Row were reserved for company officers, while junior workers resided in smaller, simpler row houses, and single and unskilled workers resided in tenement blocks with less ornamentation located farther away from the town's public face.

In 1893, the worst economic depression in American history prior to the Great Depression hit the country in general and the railroad industry in particular. Orders at the Pullman Company declined. The Pullman Company lowered its workers' wages but not the rents it charged those workers for company housing. These measures angered the workers and sparked the Pullman strike of 1894. The American Railway Union, led by Eugene V. Debs, had formed the year prior in Chicago, with membership open to all white railroad employees of any profession. In solidarity, American Railway Union members nationwide boycotted Pullman cars, disrupting rail traffic across much of the Nation. Thus, the strike that began as a local walkout on May 11, 1894, grew into one of American history's largest labor actions, paralyzing most of the railroads west of Detroit and threatening the national economy.

On June 27, 1894, as the Pullman strike was growing, the Congress passed legislation designating Labor Day a Federal holiday, and President Grover Cleveland signed it the next day. Thirty-one States had already adopted the holiday, but it was the Pullman strike of 1894 that spurred final Federal action in an attempt to placate workers across the Nation.

At its peak, the Pullman strike affected some 250,000 workers in 27 States and disrupted Federal mail delivery. The United States secured a court injunction declaring the strike illegal under the Sherman Antitrust Act, and President Cleveland ultimately intervened with Federal troops. The strike ended violently by mid-July, a labor defeat with national reverberations.

George Pullman did not loosen his tight control of the town of Pullman after the strike ended. Illinois sued the Pullman Company in August 1894, alleging that the company's ownership and operation of the town violated its corporate charter. The Illinois Supreme Court agreed in an 1898 decision, and ordered the company to sell all non-industrial land holdings in the town. By that time, Robert Todd Lincoln, the oldest son of President Abraham Lincoln and general counsel of the Pullman Company during the 1894 strike, had succeeded George Pullman as president of the company. In 1907, the company finally sold most of its residential properties to comply with the Illinois Supreme Court's order.

The Pullman Company would again be the focus of a nationally important labor event when, in 1937, the Brotherhood of Sleeping Car Porters (BSCP), an influential African American union founded by A. Philip Randolph, won a labor contract for the Pullman porters from the company. The Pullman Company leased its cars to railroads and directly employed the attendants—porters, waiters, and maids. At its founding, the company hired recently freed former house slaves as porters. The porters remained a group of exclusively African American men throughout the company's history, playing a significant role in the rise of the African American middle class. By 1937, the Pullman Company had been the Nation's largest employer of African Americans for over 20 years and Pullman porters composed 44 percent of the Pullman Company workforce. The 1937 contract was the first major labor agreement between a union led by African Americans and a corporation and is considered one of the most important markers since Reconstruction toward African American independence from racist paternalism. The agreement served as a model for other African American workers and significantly contributed to the rise of the civil rights movement in the United States. The Pullman Historic District is an important site for understanding the iconic historic connection between the Pullman porters, the BSCP, and the Pullman Company.

The architecture, urban planning, transportation, labor relations, and social history of the Pullman Historic District have national significance. The Pullman Historic District tells rich, layered stories of American opportunity and discrimination, industrial engineering, corporate power and factory workers, new immigrants to this country and formerly enslaved people and their descendants, strikes and collective bargaining. The events and themes associated with the Pullman Company continue to resonate today as employers and workers still seek opportunities for better lives.

WHEREAS section 320301 of title 54, United States Code (known as the “Antiquities Act”), authorizes the President, in his discretion, to declare by public proclamation historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest that are situated upon the lands owned or controlled by the Federal Government to be national monuments, and to reserve as a part thereof parcels of land, the limits of which shall be confined to the smallest area compatible with the proper care and management of the objects to be protected;

WHEREAS the Pullman Historic District was designated a National Historic Landmark on December 30, 1970, establishing its national significance based on its importance in social history, architecture, and urban planning;

WHEREAS the Governor of Illinois, Members of Congress, the City of Chicago, other State, local, and private entities, including Pullman neighborhood organizations, and others have expressed support for the establishment of a national monument in the Pullman Historic District and its inclusion in the National Park System;

WHEREAS the State of Illinois Historic Preservation Agency has donated to the United States certain lands and interests in lands within the Pullman Historic District, including fee title to the Administration Clock Tower Building and an access easement thereto, for administration by the Secretary of the Interior (Secretary) through the National Park Service in accordance with the provisions of the Antiquities Act and other applicable laws;

WHEREAS it is in the public interest to preserve and protect the historic objects in the Pullman Historic District, Chicago, Illinois;

NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by the authority vested in me by section 320301 of title 54, United States Code, hereby proclaim the objects identified above that are situated upon lands and interests in lands owned or controlled by the Federal Government to be the Pullman National Monument (monument) and, for the purpose of protecting those objects, reserve as a part thereof all lands and interests in lands owned or controlled by the Federal Government within the “National Monument Boundary” described on the accompanying map, which is attached to and forms a part of this proclamation. These reserved Federal lands and interests in lands encompass approximately 0.2397 acres, together with appurtenant easements for all necessary purposes.

All Federal lands and interests in lands within the “National Monument Boundary” described on the accompanying map are hereby appropriated and withdrawn from all forms of entry, location, selection, sale, leasing, or other disposition under the public land laws, from location, entry, and patent under the mining laws, and from disposition under all laws relating to mineral and geothermal leasing.

The establishment of the monument is subject to valid existing rights. Lands and interests in lands not owned or controlled by the Federal Government within the “National Monument Boundary” described on the accompanying map shall be reserved as a part of the monument, and objects identified above that are situated upon those lands and interests in lands shall be part of the monument, upon acquisition of ownership or control by the Federal Government. The “National Monument Boundary” described on the accompanying map is confined to the smallest area compatible with the proper care and management of the objects to be protected within those boundaries.

The Secretary shall manage the monument through the National Park Service, pursuant to applicable legal authorities, consistent with the purposes and provisions of this proclamation. The Secretary shall prepare a management plan for the monument within 3 years of the date of this proclamation. The management plan shall ensure that the monument fulfills the following purposes for the benefit of present and future generations: (1) to preserve the historic resources; (2) to interpret the industrial history and labor struggles and achievements associated with the Pullman Company, including the rise and role of the Brotherhood of Sleeping Car Porters; and (3) to interpret the history of urban planning and design of which the planned company town of Pullman is a nationally significant example.

The management plan shall, among other provisions, set forth the desired relationship of the monument to other related resources, programs, and organizations within its boundaries, as well as at other places related to the Pullman Company and the stories associated with it. The management planning process shall provide for full public involvement, including coordination with the State of Illinois and the City of Chicago and consultation with interested parties including museums and preservation and neighborhood organizations. The management plan shall identify steps to be taken to provide interpretive opportunities and coordinate visitor services for the entirety of the Pullman Historic District to the extent practicable and appropriate for a broader understanding of the monument and the themes that contribute to its national significance.

The National Park Service is directed to use applicable authorities to seek to enter into agreements with others to address common interests and promote management efficiencies, including provision of visitor services, interpretation and education, establishment and care of museum collections, and preservation of historic objects.

Nothing in this proclamation shall be deemed to revoke any existing withdrawal, reservation, or appropriation; however, the monument shall be the dominant reservation.

Warning is hereby given to all unauthorized persons not to appropriate, injure, destroy, or remove any feature of this monument and not to locate or settle upon any of the lands thereof.

IN WITNESS WHEREOF, I have hereunto set my hand this nineteenth day of February, in the year of our Lord two thousand fifteen, and of the Independence of the United States of America the two hundred and thirty-ninth.

BARACK OBAMA

Appendix B: Institutions with Significant Pullman-Related Collections

These are institutions with archival and research collections related to Pullman. This list is incomplete and still developing.

- Art Institute of Chicago
- Chicago History Museum/Chicago Historical Society
- Chicago Public Library
- Historic Pullman Foundation
- Illinois Labor History Society
- Illinois Railway Museum
- Library of Congress
- National A. Philip Randolph Pullman Porter Museum
- The Newberry Library
- Pullman State Historic Site and Industrial Heritage Archives
- South Suburban Genealogical and Historical Society
- Union Pacific Railroad Museum



Historic rowhouse, now the National A. Philip Randolph Pullman Porter Museum.
Photo courtesy of NAPRPPM.

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Midwest Region Foundation Document Recommendation Pullman National Monument

June 2017

This Foundation Document has been prepared as a collaborative effort between park and regional staff and is recommended for approval by the Midwest Regional Director

Kathleen E. Schneider

6/5/2017

RECOMMENDED

Kathleen E. Schneider, Superintendent, Pullman National Monument

Date

C. H. Sholly

6/5/2017

APPROVED

Cameron H. Sholly, Regional Director, Midwest Region

Date



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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