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# Introduction

In 1750, few Bostonians—imagined looking for liberty by separating from Britain. They did not imagine independence. Within two decades, however, most Bostonians were resisting the policies of the British government. Quickly, their resistance turned to revolution. In the span of a generation, they came to see themselves and their relationship to Great Britain in new ways. This change of thought had profound implications for the country, as Bostonians set out on a path that would lead to revolution, independence and the hope for a freer, more democratic nation.

Today the sites of Boston National Historical Park include the scenes of critical events in the story. For example, resolutions in defense of colonial rights were made in town meetings at Faneuil Hall. The Boston Massacre occurred in front of the Old State House. The Old South Meeting House hosted a mass meeting preceding the Boston Tea Party. And, at the Charlestown Navy Yard, later Americans developed and supported a navy to defend America's freedom.

Boston National Historical Park is a collection of sites that includes federally-owned, private, and municipally owned sites. Together, these sites share the challenge of telling a coherent story of the city's role in the nation's history, from the early stirrings of American independence through the growth and development of the United States. Most of the park sites are linked by the Freedom Trail, a 2 ½ mile trail past many of Boston's historic sites that winds its way through Boston and Charlestown.

Many park visitors are walking the Freedom Trail and visiting multiple sites, including some park sites, in one day. Others visit just one site. As they pass from site to site, visitors are passing through different layers of federal, private, and municipal ownership, with complex interrelationships. While visitors can not necessarily distinguish between the entities that manage each site, they may be confused by a lack of coordination and continuity in their experience. Stories are told in piecemeal fashion, there is no one place for central information about programs and special events. The Freedom Trail and the park are experienced as a collection of sites with no clear interrelationship.

Much of the strength of Boston National Historical Park is its ability to collectively and synergistically tell the story of the birth of the American Revolution and the growth and development of the nation as reflected in Boston. The challenge of this plan is finding a way to use the variety and vitality that results from each site's unique mission and situation to tell a comprehensive story to visitors.

# The Planning Process

The goal of the interpretive planning process is not the creation of a plan. The ultimate goal is the development of a high-quality, cost-effective, tightly focused park interpretive program that effectively addresses all audiences and achieves management goals.

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next eight to ten years. It describes visitor experience goals and recommends ways to achieve those goals through facilities, interpretive media and programs, and access to resources. It describes the park's primary interpretive themes and recommends ways to communicate those themes to park visitors and audiences. It will join a park-produced annual interpretive plan and an interpretive database to make up a comprehensive interpretive plan for Boston National Historical Park.

In 1995 the National Park Service contracted Goody, Clancy and Associates to study the Freedom Trail to provide a framework for discussion of its problems and future potential. *The Freedom Trail: A Framework for the Future* was released in May 1996 and provides some general recommendations for interpretation. This plan is meant to be a refinement of the Freedom Trail study, providing elaboration on the interpretation recommendation developed in that plan.

Work on this LRIP began in February of 1999 when the Harpers Ferry Center Team Captain traveled to Boston National Historical Park to gather information, and meet with park staff. Park staff then selected the planning team to include members of park staff, park partners, representatives from other National Park Service sites, and Harpers Ferry Center. The purpose, significance, themes, and visitor experience goals were developed in a two-day interpretive planning workshop that took place at Boston NHP in November of 1999. A second workshop was held in March of 2000 to develop recommendations and partnerships. A final workshop was held in March of 2002 to set priorities and develop implementation strategies.

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

# Site Background

Boston National Historical Park is an association of federal, municipal, and private non-profit agencies and organizations that work together to preserve and interpret the history of Boston through a variety of structures and sites. The federal government owns four sites: 15 State Street – the location of the downtown Visitor Center, Dorchester Heights, a portion of the Charlestown Navy Yard, and the Bunker Hill. The rest of the historic sites that constitute the park – Faneuil Hall, Old South Meeting House, Paul Revere House, Old North Church, and Old State House – are municipally or privately owned or managed. Cooperative agreements between the National Park Service and each site assist in the coordination of management and maintenance responsibilities.

Seven of the eight sites of Boston NHP are located on the Freedom Trail, a two and one-half mile route through downtown Boston and Charlestown marked by a red painted or brick line on the sidewalk. The eighth site, Dorchester Heights Monument, is located two miles south of downtown Boston in the residential neighborhood of South Boston.

# Legislative Background

- Congress established Boston National Historical Park in 1974 to “preserve for the benefit and inspiration of the people of the United States ... certain historic structures and properties of outstanding national significance located in Boston, Massachusetts and associated with the American Revolution and the founding and growth of the United States.” This legislation included within the park Faneuil Hall, the Paul Revere House, the Old North Church, the Old State House, Bunker Hill, the Old South Meeting House, and portions of the Charlestown Navy Yard, including USS *Constitution*. The legislation authorized the Secretary to enter into cooperative agreements with “the City of Boston, the Commonwealth of Massachusetts, or any private organization to mark, interpret, restore, and/or provide for the preservation and interpretation of any of these properties.”
- In 1978, the legislation was amended adding Dorchester Heights to the park.
- In 1980, the Ropewalk and Tar House, and the Chain Forge in Charlestown Navy Yard were added to the park.

# Purpose

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

The **purpose** of Boston National Historical Park, based on legislation, is to:

- Preserve, protect, and interpret for the benefit and inspiration of all people, the historic structures and properties of outstanding national significance located in Boston and associated with the American Revolution and the founding and growth of the United States.

# Significance

Boston National Historical Park has national **significance** for the following reasons:

- At Faneuil Hall, the Paul Revere House, the Old North Church, the Old State house, the Old South Meeting House, Dorchester Heights, and Bunker Hill, key events associated with the outbreak of the American Revolution occurred and citizens and patriots first debated and struggled for the cause of American liberty.
- Old North Church, Paul Revere, as represented by Paul Revere House, Bunker Hill and USS *Constitution* have become American icons and represent continuing struggles to define freedom.
- The oldest commissioned warship afloat and one of the first ships authorized by Congress, the undefeated USS *Constitution*'s brilliant naval career established her as a symbol of American maritime strength.
- As one of the original United States navy yards, the Charlestown Navy Yard symbolizes two centuries of the nation's commitment to defend the republic and is one of few remaining examples of a major historic maritime industrial site.

# Interpretive Themes

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

*Wisdom is not a knowledge of many things, but the perception of the underlying unity of seemingly unrelated facts.*

-John Burnet

The themes have been numbered for reference purposes; numbering is not meant to indicate priority.

- 1. Boston was a major port, an urban economic center, and a hub of political activity and resistance; when occupied by British troops, this resistance grew, flourished, and was exported to other communities, leading to war and independence.**

A cradle of ideas and a gathering place of patriots, 18<sup>th</sup> century Boston became a center of intense political discourse. These characteristics have their roots in Boston's fundamental radical Protestantism as well as the political, social and economic systems of Boston and New England. In Boston, citizens came into direct contact with British soldiers, catalyzing hostilities, and making Boston the target of more British "tyranny," creating a cycle of ever-increasing rebellion and resentment.

- 2. Diverse communities of Bostonians played important roles in the birth of the American Revolution proving to later Americans that part of the price of citizenship is the need to participate in public life and to take personal risks in order for society to evolve.**

The events leading to the revolution were a combination of individual choices and collective effort. Although most Bostonians sided with the Patriots, a very sizable number of Bostonians remained loyal to the British Crown or were at least undecided. While hindsight may give the impression that the Revolution was a foregone conclusion, at the time individuals took enormous personal risks that pitted townspeople against each other as well as against Great Britain. People had different motivations, ideals, and notions of what they were fighting for.

**3. The willingness of Bostonians to debate and stand up for their “rights and liberties” continues to inspire Americans to expand the definition of and to defend that liberty.**

Inspired by the Revolution’s ideals, later generations carried the logic of liberty still further to argue for the abolition of slavery, for women’s rights, and for the right of working people to organize. For many people around the world the principles that the Revolution embodied have served as models of self-government and personal freedom.

“*Serving the fleet since 1800.*”  
– Slogan from masthead,  
Boston Naval Shipyard  
News, 1956-1974

**4. As one of the six original US navy yards, the Charlestown Navy Yard – a historical naval industrial site – built and repaired warships, advanced naval technology, and supplied the Navy for over two centuries, symbolizing the nation’s commitment to defend the republic and assert American power.**

The Charlestown Navy Yard, USS *Constitution*, and USS *Cassin Young* are physical reminders of the willingness of citizens to defend the republic and represent two centuries of the national military and industrial growth. The U.S. government established Charlestown Navy Yard in 1800 as the newly formed republic was meeting early challenges to its merchant shipping. Since Boston was a city shaped by the sea and had a long tradition of shipbuilding and maritime trade, it was fitting location for a navy yard. Various advances in naval technology and industrial processes were developed in the Navy Yard’s 174-year history, and the yard is an example of a 19<sup>th</sup> and 20<sup>th</sup>-century military industrial site modified by adaptive reuse.

**Navy Yard Subthemes:**

- a. For 174 years, as wooden hulls and muzzle-loading cannon gave way to steel ships and sophisticated electronics, the Charlestown Navy Yard help develop and implement new technology to meet the changing needs of a changing navy.
- b. The yard evolved over time and its buildings vary significantly in architectural style and materials, and their character is the result of changes they have undergone in response to changing needs over time.
- c. Boston’s tradition of shipbuilding, Boston’s status as a major town and port with a protected harbor, ready availability of supplies and materials, and politics helped make Boston the site of one of the nation’s first six Navy Yards.

**5. Emerging national patriotism and the search for an American identity have turned sites such as Old North Church, USS *Constitution*, and Bunker Hill, and individuals such as Paul Revere into American icons; additional meanings continue to evolve through the popular media and culture, myth, and research.**

Over the last 250 years, popular culture has elevated figures and events from Boston history into the national consciousness, often to a degree beyond their actual importance. Popular mythology, often inaccurate, obscures the actual lives of historical figures and the significance of certain sites and events. Popular culture has used these icons for advertising, sales promotions, political symbols, and as a stage for political events.

# Visitor Experience Goals

“Visitor experience” is what visitors take from a park. It is everything that visitors do, sense, feel, think, and learn. Interpretive planning describes desired experiences and recommends ways to facilitate those experiences.

Visitor experience goals describe what physical, intellectual, and emotional experiences should be available to Boston National Historical Park visitors. These experiences will be available to visitors of all abilities, including those with visual, auditory, mobility or cognitive impairments.

Visitors to Boston NHP will have opportunities to:

- Have a positive, memorable and safe experience.
- Easily locate the park and its sites and move between sites by foot and other means of transportation.
- Access park facilities regardless of their physical capabilities.
- Conveniently receive an orientation to the whole park and to all its programmatic offerings so they can make informed decisions about what sites to visit at the park.
- Distinguish between federally-owned sites and private sites and understand that it is a partnership park.
- Learn about all of the sites at Boston NHP without actually visiting the park.
- Be inspired to visit the sites.
- Learn the stories embodied in the themes from multiple points of view through a variety of media and services.
- Learn the stories embodied in the themes appropriate to their interests and developmental level.
- Make intellectual and physical connections between the sites in the park.
- Have opportunities to have their basic needs met (bathrooms, water, etc).
- Acquire information on how to visit Boston, neighboring communities, and other NPS sites.

- Recognize Boston NHP as a National Park site.
- Learn about thematic connections to other NPS sites.
- Experience the sites in the context of the city of Boston, and feel that the park sites are integral to a visit to Boston.
- Acquire materials to expand their knowledge of the sites and themes.

# Visitors and Audiences

*Knowledge of our visitors is our weakest link.*  
- Peter Steele, Deputy Superintendent

The following information about visitors and potential audiences comes from a variety of sources including staff observations, park visitor use statistics, and a 1996 study of Freedom Trail users.

Boston National Historical Park received approximately 3,100,000 visits in 1999. July and August are the busiest months, followed by June and October. Park visitation statistics for Boston NHP are a sum of the visitation of all its sites. Therefore there is probably significant double-counting of visitors since many visitors go to more than one site. Individual site visitation is calculated by a number of means including the number of entrance tickets, electronic eyes, and physical counts of visitors.

While visitation to Boston NHP sites has been fairly constant over time, there is some concern that Boston NHP is losing its market share to other types of visitor destination sites in Boston.

Park managers have limited data about who our visitors are and how they experience the park, what their expectations or desires are. Many visitors do not come to the Boston NHP sites to visit “the park” but rather to visit one or two specific sites. Many do not know they are even in a national park. The following list of visitor groups offers broad generalizations gathered from anecdotal observations about visitors and audiences. Many individual visitors will fall into more than one category or outside the categories listed. Special populations are a part of all of these audiences.

**Non-local Families:** Boston is a major tourist destination so this is the largest visitor group for Boston NHP. Many of these visitors are in the Boston area visiting local family or friends. This use is concentrated in school vacations and in summer. Most of this group spends a day or less in the park walking some of the Freedom Trail. These visitors tend to get their information by word of mouth, from tour books, or, increasingly, from web sites.

**Bus tours:** Tour bus groups are predominantly senior citizens in the fall, and school groups (see below) in the spring, as well as cruise ship passengers that unload onto bus tours. Many of the tours visit Boston NHP as one stop on a larger tour of New England. Where they go in the park is dependent on where parking and bathrooms are available, meaning that many go to the Charlestown Navy Yard. Some of the buses drive as much of the Freedom Trail as possible and stop at a few sites. The buses tend to be on a limited schedule and the tour company controls their itinerary. Many of the motor coach tours bring their own or local guides.

**School groups and youth groups:** The park receives school and youth groups of all ages and levels. Generally the park receives local schools groups in the fall and spring who attend curriculum-based education programs. In addition to these groups, many local and out-of-state “Boston field trip” groups visit the sites in the spring. There is a big difference between these groups in terms of interest and activities. The park is receiving a small but growing number of small groups of homeschool students, many of which demand the same curriculum-based education programs as regular school groups. Youth groups range from summer camps to Boy Scouts to preschoolers.

**International visitors:** Approximately 10-15% of park visitors is international, with the majority of those being Japanese, German and English. International visitors are often better informed, more knowledgeable about history, and more willing to read than other visitors are. Most of the independent international travelers speak or read English but appreciate having information in their own language. Many of those who do not read English are on bus tours.

**Trolley tours:** There are a variety of trolley tours that have permits to operate in the park and this is a growing industry. These trolleys take visitors, often elderly visitors, around the various sites on the Freedom Trail. Some trolley companies drop off visitors at the sites while others do not. The trolleys tend to cluster visitors. Most of these visitors get information and inaccurate maps from the trolley companies.

**Local audience:** In general, the metropolitan Boston area is underrepresented in visitation. Special events tend to draw local residents, many of whom visit the park only when there is something new or they have friends or relatives in town. In general these visitors come to see the sites, not “the park.” Some use park sites for recreational purposes (walking dogs, picnics).

**Veteran and reunion groups:** These groups arrive with a specific purpose and usually want their own service private from the public. Their use is focused on the Charlestown Navy Yard, although individuals may visit other park sites on their own after the service.

**“Virtual visitors”:** Many residents of Massachusetts, the United States, or the world may never physically visit Boston NHP for economic, accessibility, or other reasons. However, they may still have an interest in the park or its resources and may enjoy “armchair” visits and information about the park. The challenge for the park is to convert this audience into real visitors.

**Under-served Audiences:** In general, the following groups are not visiting the park in numbers representative of their population: people with disabilities, minorities (most come in school groups), and lower income audiences. Conference and convention groups and their spouses, a growing market for Boston, rarely visit Boston NHP.

# Issues and Influences

The following safety, resource, and management issues could be addressed through interpretation.

## Safety issues

- Some visitors are not comfortable in an urban environment and have concerns about safety. This is mostly a perception issue rather than a real danger. However, the urban location of Boston National Historical Park brings safety issues associated with large cities such as crossing busy streets, city related crime (theft, car break-ins), and navigational issues (currently exacerbated by the Big Dig).
- Dehydration and overexertion can be a problem, particularly during the summer. This is exacerbated by the lack of adequate bathroom and water facilities.
- Old roads, sites, and facilities have uneven surfaces that pose a tripping hazard and are often not accessible to mobility impaired visitors.
- Crowd control is a challenge for large events, compromising safety, visitor experience, and the resource.

## Resource Issues

- Tour buses have nowhere to park, and often stop and leave their engines running.
- Noise from the city impacts outdoor tours and indoor tours.
- Some visitors do not control or pick up after their dogs.
- Some visitors enter historic buildings with food and drink.
- Vandalism of park resources occurs.

## Management Issues

- Many visitors do not understand the difference between federally and non-federally owned sites and therefore do not understand why they must pay entrance fees at certain sites. Because of this confusion visitors do not know who to go to if they have a problem or complaint.
- Sometimes tour companies arrive all at once, overwhelming staff, space, and the resources, and competing for attention.
- Balancing special event uses to make sure they are compatible with mission of park is tricky.
- There is some conflict between local resident and visitor use, such as dog walking or tour buses.
- Boston is always changing and there are many developments outside the park that can affect the park. The viewsheds of some sites are threatened by development.
- It is often difficult to define the responsibilities of the federal and private partners.
- Other planning efforts for the Freedom Trail have occurred – the relationship between this plan and others is unclear.

# Existing Conditions and Visitor Experience

## SUMMARY

Most visitors to Boston National Historical Park do not have a cohesive park visit typical of other National Park Service sites. Boston NHP visitors are often really “Freedom Trail visitors” that happen, often without their knowledge, to visit sites that are part of Boston NHP. Other visitors visit a specific site or two of the park and are unaware of or uninterested in visiting the other sites in the park.

Because the sites are spread out and managed by different entities, there is no one place to go for an overall introduction to the story or an orientation to the park. Different sites tell different aspects of the story with little coordination, frustrating visitors and losing an interpretive opportunity. The sites are both collaborators in some ways, and competitors for the visitor audience in others. Collaboration between the sites is often hampered by the fact that the different sites have different owners and operators with different missions, constraints, and issues.

## PREVISIT INFORMATION AND ARRIVAL

Information about Boston National Historical Park is available by phone and by mail from both the National Park Service and the partner sites. Many visitors get their information from tour books, from friends or relatives, or from another city or private attraction in the metropolitan Boston area. There is little collective marketing done by the park sites – each site tends to prepare their own publications, special program announcements, and marketing information.

### *Web site*

Information about Boston NHP is available on the park web site. The web site offers basic information on the park, as well as a “virtual visitor center” that provides a virtual tour of the Freedom Trail, including links to some of the sites’ web pages.

### *Arrival and Orientation*

There is little information available to direct visitors to find the park. For example, there are no signs off of highways or major routes that direct visitors to Boston NHP, and no information available at the park “gateways” such as parking garages, water shuttles, or the subway. Many visitors, in fact, may not even be trying to visit “the park,” but rather are attracted to the Freedom Trail or one or more of the park’s individual sites, and may not even know the sites are part of Boston NHP.

“The park” functions more as a collection of sites rather than a cohesive experience. Some visitors go directly to one or two sites they want to visit, for example USS *Constitution* or the Old North Church, while others walk part or all of the Freedom Trail. Some

visitors will start their visit at the National Park Service visitor center, located on State Street in the middle of the Freedom Trail. Others start their visit at the “beginning” of the Freedom Trail on the Boston Common. Some also start at the Charlestown Navy Yard where there is parking.

Parking at and accessing the sites is both a perceived and a real problem. Driving in downtown Boston is challenging for visitors who are not familiar with the city. While vehicle parking is available, it is generally expensive, inconvenient or in short supply. Some of the sites in downtown Boston are accessible by subway. Bus parking is extremely limited.

### ***Commercial Tours***

Many visitors to Boston NHP sites are on a commercial tour such as a trolley tour, walking tour, or boat tour. Several companies offer trolley tours, each with a different starting point and route. Some tours allow visitors to disembark and enter the sites while others are simply driving tours. Different companies provide different qualities of information and maps that are generally sub-standard. Several boat companies provide tours of the harbor. These 45-minute tours drop visitors off at the end of Pier One in the Charlestown Navy Yard.

### ***Publications***

A variety of publications about the Boston NHP sites are available at the National Park Service visitor centers and sites. The National Park Service produces Map and Guides for both the Freedom Trail and the Charlestown Navy Yard. National Park Service-produced brochures are also available on Bunker Hill, Faneuil Hall, *USS Cassin Young*, and Dorchester Heights. These publications have no common style. A variety of site bulletins are available including:

African Americans in Colonial Boston  
Boston’s Colonial Tavern Sites  
The Boston Massacre  
The Boston Tea Party  
Charlestown Navy Yard: Architectural and Technological Highlights  
Commandant’s House: Private Home, Public Place  
The Construction of the Bunker Hill Monument  
Dorchester Heights  
Kamikazee Attacks  
Fun on the Freedom Trail Scavenger Hunt for Kids  
“Large Slow Target:” Boston-built LSTs Participate in D Day  
Portal Cranes  
Weathering the Revolution  
What, No Elevator?  
Women in the Revolution

Two National Park Service Handbooks on the park are available for sale through Eastern National: The Charlestown Navy Yard, and Boston and the American Revolution.

## THE FREEDOM TRAIL

The following section describes the “park experience” as a visitor might encounter from the beginning of the Freedom Trail. The narrative focuses on the sites that are part of Boston NHP, particularly those owned by the National Park Service, rather than describing all the Freedom Trail sites.

Many visitors use “The Complete Guide to the Freedom Trail” as their interpretive guide to the Freedom Trail. In general, the red line and new signage system helps people navigate from site to site. However, with the exception of the Freedom Trail guide, there is little interpretation available to help visitors intellectually connect the various sites.

*A 2.5-mile red line in the sidewalk traces a walking trail through Boston which guides visitors to sixteen historic sites. Together the trail and these sites constitute the Freedom Trail – one of this country’s most significant opportunities to experience American history.*

- The Freedom Trail:  
Foundation for Renewed  
Vision

Use of the Freedom Trail is highest in the summer and fall. In this peak period, some of the sites are overcrowded. Lack of basic amenities, for example insufficient rest rooms, benches, etc. – detract from visitor enjoyment.

### ***The Greater Boston Convention and Tourist Bureau information center***

This small information center, located on Boston Common, is where many visitors start their Freedom Trail experience. The information center provides brochures and maps and does not provide any interpretation.

### ***Old South Meeting House***

“Old South,” built in 1729 as a Puritan meeting house, was the largest building in colonial Boston and often served as a town meeting place. The most famous meeting occurred in 1773 when Bostonians met to debate the British tax on tea and launched the “Boston Tea Party.” The Old South Meeting House is owned and operated by the Old South Association.

The Old South Meeting House was recently renovated with assistance from the National Park Service. The interior of the meeting house has pews on the main floor for seating just as it would have had in the 1700’s. A permanent exhibit, “Voices of Protest,” tells the story of Old South Meeting House over three centuries. Audio headsets are available with short vignettes of historic events that took place at Old South. On the lower level there is a space for temporary exhibits and a museum shop. There is an admission fee.

*So large a cup of tea for the fishes.*

-Joshua Wyeth, a 16 year old who participated in the Boston Tea Party.

The Old South Meeting House, in conjunction with various partners, offers a variety of educational and outreach programs ranging from an evening “Inside the Issues” program to town meetings with audience participation.

### *State Street Visitor Center*

The National Park Service visitor center on State Street has been in operation since the 1970’s with no major changes. The visitor center is in the first two floors of a building that houses the National Park Service Boston Support office.

Visitors tend to use the visitor center as resource for information about the whole city, not just Boston NHP. Some visitors happen across the visitor center while others are directed there by a hotel or by the visitor information center on the Common. Other visitors stop at the visitor center on the way into the city from the airport.

The visitor center is primarily an information counter and an Eastern National book sale area. Information is available about many different attractions in New England. The visitor center is always staffed by at least one National Park Service staff member, who is sometimes accompanied by a volunteer, and during the summer, there can be as many as three people staffing the desk.

A few small photographs and exhibits are located around the walls of the visitor center. There is no thematic information or introduction to the park. The visitor center does not do an adequate job of orienting visitors to the park experience.

Upstairs there is space for traveling exhibits and a small auditorium. Theft has occasionally been a problem in this unstaffed exhibit area. An old, faded slide show is available on request. This show, from the point of view of Sam Adams, provides a geographical tour of the Freedom Trail. It is basically a laundry-list description of all the sites and has no apparent theme. The upstairs area is not easily accessible for mobility-impaired visitors.

### *Programs*

National Park Service offers free guided walks of a portion of the Freedom Trail departing from the visitor center. These walks are offered in the spring, summer, and fall, with as many as six walks per day during the summer. These walks backtrack down the Freedom Trail to the Old South Meeting House and continue to the Old North Church. Tours are limited to 25 people, but additional visitors will often try to join the group mid-walk. The tours last 90 minutes, which is more time than some visitors want to dedicate.

### *Old State House*

Built in 1713, the Old State House was the seat of the colonial government. A circle of cobblestones in the street outside marks the Boston Massacre Site, where in 1770 British

soldiers killed five colonists. The Old State House contains a museum about Boston history operated by the Bostonian Society. The permanent exhibits were rehabilitated in 1992 by the National Park Service. A video and gift shop are also available.

*The soldiers did fire without orders and killed five of His Majesty's good subjects. How fatal are the effects of posting a standing army among a free people!*  
- Samuel Adams on the Boston Massacre.

### ***Faneuil Hall***

Built in 1742 and enlarged in 1806, the bottom floor of this building has always functioned as a market, a function that continues today. The second floor meeting hall was dubbed the “Cradle of Liberty” because of the protests against British policy voiced here. The meeting hall still serves the people of Boston as a public meeting place – national issues continue to be discussed from its stage, but more frequently the hall is the site of debates on community issues, high school graduations, and naturalization ceremonies for new Americans. The City of Boston owns Faneuil Hall.

Two small exhibits are located in the retail area on the ground floor. One provides a timeline of Faneuil Hall and the other is an exhibit on the historical market. An information desk, staffed by the National Park Service, is also available.

National Park Service rangers staff the second floor meeting hall daily. Talks are offered throughout the year, every half-hour. A visitor to the retail area may not know that a National Park Service interpreter is available upstairs. Small signs are placed outside the doorway to the second floor announcing that an interpreter is available upstairs.

When the meeting room is booked with private functions and therefore closed to the public, it is hard to provide interpretation of Faneuil Hall.

### ***Paul Revere House***

This house, the oldest in downtown Boston, was built around 1680. During the time in which Paul Revere owned it - from 1770 until 1800 – he produced his famous Boston Massacre engraving and made his historic ride to warn Samuel Adams and John Hancock of the approaching British soldiers. The Paul Revere Memorial Association owns and operates the house. Revere House tours are self-paced, complemented by illustrated text panels and museum interpreters. A variety of interactive educational programs, special tours, outreach programs, and teacher workshops are available on request. In addition, there are special public programs ranging from living history programs to a lecture series. The Association also sponsors an annual research fellowship and has an active publications program. There is an admission charge.

### ***Old North Church***

Built in 1723, “old North” or “Christ Church” is the city’s oldest standing church and is still an operating Episcopal church. From its steeple Robert Newman hung two lanterns

to warn Charlestown that the British were crossing the Charles River on the way to Concord. Docents are available to provide information to visitors. A sales outlet is available next door. Evening programs are provided on occasion.

To continue on the Freedom Trail from the Old North Church in the North End to the Charlestown Navy Yard, independent visitors must either walk across the bridge to Charlestown, a long and unattractive walk, or return to downtown Boston to take a bus or a water shuttle. The continuity of the visitor experience is broken, and visitors often have a difficult time intellectually connecting the experience on the Charlestown side to the experience on the Boston side.

Other visitors arrive by trolley, and are dropped at the west entrance or on a bus tour and enter through the east entrance. Visitors that arrive in private vehicles must park outside the west entrance.

### ***Charlestown Navy Yard***

The navy yard, opened in 1800 to build, service, and supply ships for the US Navy, was one of the first naval shipyards in the nation. The yard and it

*We all felt that we were doing our job, and the harder we worked, the faster we would get the ships out and the faster it would get over. Deep down, everyone was very serious about it, because 99 out of 100 people had a husband or a brother or somebody close to them that was overseas.*

*-Gloria Brandenburg,  
WWII Charlestown navy  
yard worker*

annexes reached peak operation during World War II when its work force numbered 50,000 men and women. Damaged ships were repaired and a record number of vessels built. When the Yard was closed in 1974, approximately 30 of the original 130 acres became part of Boston NHP. The rest of the Yard was turned over to the City of Boston and is being adaptively reused by the Boston Redevelopment Authority for a variety of uses including commercial office space, housing, and retail.

Interpretation at Charlestown Navy Yard is not a cohesive experience. Several of the attractions such as USS *Cassin Young* and USS *Constitution* are interpreted as objects rather than examples relating to the Navy Yard. As a result, the larger significance of the Charlestown Navy Yard is lost. The only thematic introduction to the Navy Yard available year-

round is an outdated audiovisual program that is shown at the Navy Yard Visitor Center. Since most visitors do not stop at that building, it is difficult for visitors to get oriented to the Yard's history or to know which buildings and facilities are open to the public.

The yard is home to USS *Constitution*, the oldest commissioned warship afloat in the world. Most visitors that come to the Charlestown Navy Yard come to see USS *Constitution*. The ship is maintained and staffed by the US Navy. Below deck tours are offered every 30 minutes, and the top deck is open to visitors on a limited self-guided basis. The navy has recently introduced a "speed line" offering 10-minute tours of the upper deck

only. This has reduced waiting time which, during peak season, can be up to several hours in the hot sun.

The USS Constitution Museum is located in the Charlestown Navy Yard across from USS *Constitution* and is operated by a private foundation. The museum interprets the ship's history from her birth to the present day. It focuses on USS *Constitution's* federal period context in order to interpret the significance of both the ship and those who built her, sailed her, and preserved her. The museum provides exhibits, formal and informal education programs, publications, and outreach activities.

#### *Charlestown Navy Yard Visitor Center*

The Charlestown Navy Yard Visitor Center occupies the former Raytheon Bunker Hill Pavilion at the west entrance to the Navy Yard. Because trolleys drop off at Gate 1 and buses enter the Navy Yard through Gate 4, many of these visitors never enter the visitor center.

The main room in the visitor center is a combined lobby, information desk, and Eastern National sales outlet. There is minimal exhibitry and no thematic interpretation. The visitor center does not do a good job of orienting visitors to the Charlestown Navy Yard or park themes. An outdated film on the Navy Yard and a film on kamikazee attacks on USS *Cassin Young* are available on request. Eastern National shows *The Whites of Their Eyes*, a 20-minute mixed-media audiovisual production, from April 1 through November 30 in a special auditorium at the back of the building. This show, while outdated, provides an overview of the events that occurred during the Battle of Bunker Hill. The location of its showing is not convenient to the monument and battle site itself, which is located a 10-minute walk up the hill and is a separate experience from the Navy Yard. There is an admission charge for *The Whites of Their Eyes*.

Building 125, located next to Dry Dock 2, contains an exhibit titled "Serving the Fleet." This exhibit focuses on the technological processes and innovations of the Charlestown Navy Yard. The exhibit is only open during the summer or on request. Building 125 is off the beaten track, well away from other attractions, and does not capture very many visitors. There is little information promoting the availability of this exhibit.

USS *Cassin Young* is a World War II destroyer, typical of the type built and repaired at the Charlestown Navy Yard. In the 1950's, *Cassin Young* docked at the Navy Yard regularly for modernization and maintenance. Many visitors tour the *Cassin Young* when the line at USS *Constitution* is too long. The main deck is open daily for self-guided touring (weather permitting) and compartments are interpreted with small panels. Aft berthing compartment is open in the summer time and includes a small exhibit about the history of the ship. 45-minute guided tours of the rest of the vessel (not including the engineering compartments) are offered year round but are limited to 12 people due to the small compartments below deck.

Because of the decision to interpret *Cassin Young* as an active navy ship, and the subsequent lack of exhibit space aboard, there is no physical orientation offered year-round on the ship's history, its relationship to the yard, or the yard worker's relationship to the vessel, other than a brochure. Although the USS *Cassin Young* is a World War II destroyer, it is currently in its Korean War configuration. A furnishings plan, being written by Harpers Ferry Center, will make recommendations to furnish the vessel to its 1958 in port status.

The rope walk and forge shop currently have no public experience or interpretation.

Wayside exhibits are located in several places in the yard.

### *Programs*

National Park Service tours of the Charlestown Navy Yard are offered during the summer. During the fall, winter, and spring, however, there is minimal interpretation of the Navy Yard as there are no tours, and building 125 is closed. Currently there are no demonstrations of any of the skills, such as ship building or repair, which made the Charlestown Navy Yard significant.

### ***Bunker Hill Monument***

Bunker Hill Monument commemorates the first major battle of the Revolution, fought here on June 17, 1775. The lodge at the base of the monument has a small exhibit room with dated "temporary" exhibits about the battle. Visitors may view the city from the top of the monument by climbing 294 steps.

*If we have eight more such victories, there will be nobody left to bring the news.*

- British comment when word of victory at Bunker Hill reached London.

Rangers present scheduled historical talks at the monument during the summer and on request, year-round. A small Eastern National bookstore provides theme-related materials during the summer. During the summer musket-firing demonstrations are offered Thursday through Sunday. Living history demonstrations are presented during special event weekends.

### ***Dorchester Heights Monument***

The Dorchester Heights Monument marks the hillside where the Continental Army forced the British evacuation of Boston in March of 1776. This was the first, and bloodless, victory for the Continental Army. The Dorchester Monument is open to the public only during the summer and on limited hours and days.

## Summary of Visitation to Boston NHP sites

<b>Site</b>	<b>1999 Visitation</b>
Boston NHP (total)	2,703,815
Bunker Hill Monument	188,396
Faneuil Hall	322,997
Old North Church	556,400
Old South Meeting House	86,597
Old State House	80,926
Paul Revere House	229,289
Constitution Museum	284,778
USS Constitution	551,105
USS Cassin Young	351,247
Charlestown Navy Yard	975,475

## OUTREACH AND EDUCATION

### Special events

Boston NHP hosts approximately 500 special events per year, ranging from huge festivals to community meetings and retirements. Harborfest, Boston's July 4<sup>th</sup> celebration on Boston Harbor, features a variety of programs throughout the holiday weekend. The Charlestown Navy Yard has an active international visiting ships program.

In general, each site develops and advertises special events separately. There is no one place where visitors can pick up a list of special events offered at all the sites.

### Education Programs

Boston NHP has been active in the *People and Places* education program since 1984. This program offers free curriculum-based educational programs that introduce Boston students to the city's history. Through pre-visit activities and hands-on programs, students see the past through the eyes of people from all walks of life and visit places where memorable events occurred.

In 1998-99, *People and Places* opened participation to all elementary and middle school classes. Many of the privately owned sites also participate in this program. Examples of programs offered include *Merchants and Farmers in Battle* (at Bunker Hill), *What's Behind a Monument?* (at Dorchester Heights), and *Rosie the Riveter* (at Charlestown Navy Yard). Boston NHP sites also offer these and additional curriculum-based education pro-

grams to school groups not participating in the Boston school-based *People and Places* program.

Despite the availability of organized curriculum-based education programs, school groups still arrive unannounced. These groups frequently exceed the carrying capacity of the structures and facilities, overwhelm staff, and are unprepared for a quality experience.

A junior ranger guide to Boston National Historical Park is available with activities for each of the sites.

## **Staffing**

The Division of Interpretation currently has the following staff:

Chief of Interpretation, GS-13

Supervisory Park Ranger Interpreters (4), GS-11

Public Information Coordinator, GS-12

Public Information Specialist, GS-9

Special Events Coordinator, GS-9

Commandant's House Special Events Coordinator, GS-9, part-time

Park Ranger Interpreters (6), GS-9

Program Assistant, GS-7

Park Ranger Interpreters, Guide (2), GS-5 or 7

Park Ranger Interpreters, Seasonal (23)

Each privately operated site has its own staff. Currently there is no regular formal forum for inter-site communication about interpretation or interpretive issues, although informal systems do exist.

In general, the National Park Service staff does not have enough time to do research or keep up to date on current historical thought. There is not enough communication between professional researchers and interpreters and interpretive materials.

## **Training**

There is no cross training available among National Park Service, private and municipal sites, minimizing interpreters ability to connect the story of their sites to other Boston NHP sites. Cross-training National Park Service employees from the Boston district and the Charlestown Navy Yard district has helped combat this within the National Park Service-owned sites.

National Park Service interpretive employees are participating in the new NPS interpretive curriculum. This has had a direct impact on improving the quality of interpretive programs.

# Recommendations

A visitor survey and analysis is needed to learn more about park and site visitors.

## PRE-VISIT INFORMATION AND ARRIVAL

Information about Boston NHP and all its sites will continue to be available by phone and by mail. A training session about the park and its resources could be given for employees of local hotels, conference centers, information kiosks, or other tourist attractions.

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

Park staff will work with the city, state, and Freedom Trail Foundation to get Boston NHP information incorporated into tourism and marketing materials. This strategy will include marketing the Freedom Trail as a way to access the sites, not as an activity in and of itself. That is, it will focus on marketing the sites as the experience, not following the red line of the Freedom Trail. The park will need to develop creative partnerships with Boston area commercial businesses, hotels, and restaurants to publicize information about Boston NHP.

Park staff will develop a press-packet that can be sent to guidebook publishers or the media. It will include information about the park and the sites, emphasizing that Boston NHP is a unit of the National Park system. This information will state that Boston NHP takes a full day to enjoy, and recommend that visitors start their visit at the State Street Visitor Center. Boston NHP's public affairs office will be restructured to accomplish some of these tasks.

The park will liberally distribute copies of the official NPS Map and Guide brochure to the park sites and to orientation centers in the Boston area. Park staff will develop a rack card, with basic information about the park, and distribute it liberally to area information centers, attractions, hotels, and other parks. Many visitors currently use the map tear sheets – tear off maps of the Freedom Trail – to navigate around the park. The park will add a thematic introduction to the park to these sheets.

### *Web site*

The web site for Boston NHP will be a community of web sites, including links to all the sites' web pages. The sites will be organized thematically as well as geographically (as they are arranged on the web site now). The web sites will provide an introduction to all the park themes. As a first step, all the existing site bulletins could be posted on the web site.

The park web site will be linked to other thematically-related web sites such as World War II or Revolutionary War web sites. Links will also be provided to the Greater Boston Convention and Visitors Bureau (GBCVB) and other Boston area information sites.

The web site will include safety information and information about which sites are accessible. Special information will be provided for groups that are planning trips, including information for tour group guides. The web site should be accessible to all visitors.

### ***Arrival and Orientation***

Because Boston NHP does not have a real entrance or starting point, it is hard to use highway signs to guide visitors to “the park.” Signs would need to guide visitors to all the sites in the park, which would be extremely confusing to visitors. The park will put directions and parking information in a printable format on the web site. The park will also collect information about parking specials at downtown parking garages to pass this information on to visitors. Volpe transportation center is currently working on a plan for highway signs for parks in the Boston area – when completed, these recommendations will need to be implemented.

Park staff will design and develop welcome / information signs to be placed at the major “gateways” to the park, for example North Station, South Station and Back Bay train stations, subway and bus stops in the downtown area, and nearby parking garages. These signs will introduce visitors to the park, orient visitors to how to visit the park, and provide brochure racks where visitors can pick up maps. These signs will include information about Boston African American National Historic Site and information on transportation from Charlestown back to Boston. Part of the Volpe transportation plan will cover this.

The sites that charge an entrance fee at Boston NHP will consider developing a combined entrance ticket. This would encourage visitors to visit more than one site and would prevent visitors from feeling “nickel and dimed,” when in reality the total cost of visiting all the sites is very reasonable. Regardless of whether a combined entrance ticket is available, park sites will inform visitors of the total cost of visiting the sites in Boston NHP. (Resurrect discussion on this topic of one fee for all sites.)

The park needs a sign committee for the park to develop more consistent signs and help with better placement of signs. The sign coordinator will develop a prototype “entrance” sign with a Boston NHP logo that could be posted at the entrance to all the Boston NHP sites. A special additional logo could be added to the signs at non-federal sites. The signs might include a slogan about what the park is. The sign committee can look to New Bedford Whaling National Historical Park for examples, and should work closely with park partners to make sure we don’t end up with too many signs. All new signage should be incorporate guidelines from NPS messaging project.

### ***Commercial Tours***

Park staff will need to work with tour operators and tour guides to inform them about the park, its themes, and how to visit the park. Park staff will do this by working through Boston Area Tour Guides Association. The park will develop a brochure for tour guides and operators about how to visit the park. This information will also be available on the park web site. The park and its sites will consider setting up a central reservation system for group visits to any of the sites.

Visitors who arrive at Boston NHP sites on commercial tours are often under time constraints. A rack card for this audience will be developed that can be reproduced inexpensively. It will include an introduction to the park and its themes.

### ***Publications***

Park staff will revise the text of the Official Map and Guide and the National Parks Index to reflect the park themes developed in this plan. Right now, the Map and Guide is basically a guide to the Freedom Trail and not specific to Boston NHP. Park staff will also develop a color code or other key to indicate which sites are federal and which are non federal on the map of Boston NHP. Future discussion with partners is needed. Revisions would include text on the connecting themes rather than a re-write of the park guide.

The park will work to develop one standard look for all park publications. This will help create a sense of identity for Boston NHP and will be coordinated with the messaging project.

The park will promote distribution of the existing site bulletins – right now, visitors need to know to ask for them. The new site bulletins need to be based on the NPS messaging project. Either more copies will be printed so that they can be left out on the counter for people to take, or a list of available site bulletins will be produced and put on display. The park will reevaluate existing site bulletins to be sure they address the park themes – texts may need to be revised or additional site bulletins developed.

Park staff and staff from the sites will work to develop a Boston NHP-wide guide to the park that would include operating hours, regularly scheduled tour times, admission information, information on available exhibits, and special events. This would include descriptions of the “kid friendly” activities that are available at each site. This guide would need to be updated on a monthly basis. It could be available as a site bulletin and posted at visitor centers, the sites, on the web site, and in restrooms. A low-tech seasonal newsletter could be developed that includes "kid friendly activities", special events, hours of operations, interpretive programs, etc.

The park will develop a “gateway” publication that includes basic orientation information, and answers to visitors’ most common questions. It would be produced in black and white and in a format inexpensive to reproduce. It would be produced in mass quanti-

ties and distributed at park gateways such as train stations, subway stations, information centers, and hotels.

The park and the sites will develop a park-wide guide to accessible facilities (both physical and programmatic) at Boston NHP. This would be made available to the public and also sent to appropriate organizations to encourage visitors to utilize these services and facilities. This information should be on the web site and included in the seasonal newsletter.

The park will work with Eastern National to revise the scope of sales for Boston NHP. Sales items should be based on the park themes. Some publications that may currently be lacking from the inventory include publications on: the historiography of the icons; the loyalist perspective; the British perspective; children's publications related to the themes; patriots of color. If there are no existing publications on these topics, the park may work with Eastern National, the sites and professional authors to develop these publications.

Eastern National will consider displaying publications according to the park themes, or integrating book displays with relevant exhibits. A bibliography of publications relevant to the themes, even if not available for purchase in the bookstore, will be available at each of the Eastern outlets. This will help visitors know where to find additional information if desired.

Park staff will work with Eastern National to translate the Freedom Trail brochures into other languages, perhaps accomplishing one translation per year. Park staff and Eastern National will consider developing an NPS produced guide to the Freedom Trail (right now there are several commercial ones for sale). This publication would be able to address all the park themes. Additional trail guides focusing on different themes could be developed. Various interpretive techniques could be used, such as having visitors follow an identity along the trail similar to the Holocaust Museum in Washington DC. These guides would be included on the web site.

## **THE FREEDOM TRAIL**

### ***The Greater Boston Convention and Visitor Bureau visitor center***

The park will consider a greater presence at the GBCVB visitor center on the Boston Common. Many visitors that go to visitor center think they must be on a trolley tour to see the park. The purpose of park presence at the GBCVB would be to let visitors know they can see park on their own if they want and give them the tools they need to do so if they desire. Visitors need to be able to make an informed choice. There are a variety of options for expanding the NPS presence at the GBVCB. Options include putting an introductory wayside exhibit there, ensuring the GBCVB always has park brochures, or training GBCVB personnel to give good information about the park.

Park staff will work with the Metropolitan District Commission rangers and Boston City Park rangers, who are often present on the Boston Common, to ensure they are well informed about the park and have park brochures.

### *State Street Visitor Center*

The current State Street visitor center has some fundamental problems that compromise its ability to meet the required functions. Its location below street level is not very visible. The visitor center is inconveniently split between two levels and is too small for its functions. It is currently a massive information desk and Eastern sales outlet that does not provide much of a thematic introduction to the park. Yet it is the only park-wide visitor center in Boston NHP.

The State Street visitor center location has some benefits. Its location in the middle of the trail is appropriate considering visitors do not start their visit at any one point along the trail. Its location makes it possible for visitors and staff members to conveniently reach the various sites in Boston NHP.

There has been some interest over the last several years in relocating the visitor center. This could include developing a new building or renting an existing building in downtown Boston. No matter what location is ultimately selected, the downtown visitor center would need to meet the following functions:

- Orient visitors to Boston NHP and the Freedom Trail as a whole, but highlight Boston NHP sites.
- Create a comfortable environment.
- Orient visitors to other NPS sites in the region (could be through panel or through a brochure).
- Establish an NPS identity.
- Help visitors plan their visit.
- Warn visitors of safety issues.
- Entice visitors to visit the sites.
- Orient visitors to the park's primary themes.
- Be conveniently located and accessible.
- Provide for visitor comfort – restrooms, phones, running water.
- Provide information for visitors to take with them (sales outlet).
- Provide a launching place for interpretive programs.
- Provide visitors with one-stop shopping for finding out about programs at all the sites.
- Provide access to an orientation about the city of Boston (could be by GBCVB or a touch screen interactive with printable capability).
- Help visitors distinguish between federally and non-federally owned sites at Boston NHP.

If the visitor center remains in the current location, some renovations and alterations would help it meet the above functions better. First of all, the visitor center needs to be better promoted in park and non-park literature. Better signage to the visitor center needs to be developed. The existing NPS sign outside the visitor center is too high and many visitors do not see it. The park will experiment with putting a statue or billboard out on the street to draw attention and encourage visitors to come in. A map / orientation panel and bulletin board should be installed outside the entrance to the visitor center to allow after-hours visitors to get basic information.

The downstairs area could be improved with the addition of a giant map on the wall of all the sites in Boston NHP. This would help visitors orient themselves, could provide a very short introduction to each site, and could indicate which sites are federally owned. A better brochure rack needs to be developed as well as better brochure storage. Decisions need to be made on the scope of the brochures to be distributed – information on all of New England, or just those attractions and sites that are related to the park and its themes?

The current slide show is being upgraded by Harpers Ferry Center. A new audiovisual program should be developed that would provide a more thematic orientation to the park rather than just a geographical laundry-list of sites.

The park will plan and design new exhibits for the upstairs room. These exhibits will provide a thematic orientation to the park and its sites. They will need to represent the full diversity of colonial peoples.

The park will consider some changes to better address safety issues. The park will acquire and loan to the public wheelchairs that are suitable for city use. Park staff and Eastern National will consider selling bottled water at the Eastern outlet in the State Street visitor center. Park staff will work with Boston area social agencies to learn about the resources available to help homeless individuals who loiter in the visitor center.

Existing plans to remodel the restrooms and provide changing stations at the State Street visitor center no longer exist due to funding restrictions. The restrooms in the North End opened in December, 2001 and the city has placed additional restrooms throughout the Freedom Trail.

For the duration of the Central Artery construction, up to date driving directions need to be available to park visitors. The park needs to designate a person to update these directions on the web site. The information can then be downloaded for use by park staff.

### *Programs*

The existing Freedom Trail tours are too long for many park visitors. In the future, the park will experiment with providing a greater variety of tours. Park staff could offer one

90-minute trail tour in the morning, then a variety of shorter tours throughout the rest of the day each with different themes, or focused on different individuals, with different starting and ending points along the trail. Or, the park could focus personal services on providing periodic short, thematic introductory talks at the State Street visitor center. In the future, the park could work with the Freedom Trail foundation to have them provide the tours, or have them provide additional tours for the park. However, the quality of the tours would need to be assured.

Freedom Trail talks need to encourage visitors to take advantage of the various exhibits, tours, and information available at sites all along the trail. For example, tours could promote the recently installed exhibits at Old South, which do a good job of interpreting the changing meanings of liberty (theme 3).

Other ideas of the Freedom Trail tours include developing audio tours using random access wands. These tours could provide different levels of interpretation, interpretation in foreign languages, or programs for different ages, depending on the program selected. A service such as this would probably need to be operated by a concession or Eastern National. In the meantime, audio taped talks will be provided in other languages on a cassette player in the State Street visitor center.

### ***Faneuil Hall***

Faneuil Hall, perhaps more than any other Boston NHP site, has the potential to tell all park themes. With its location next to the highly-trafficked Quincy Market, it has the potential to reach a large audience. This potential is not currently being reached.

A wayside exhibit panel will be developed for outside of Faneuil Hall that introduces Boston NHP and encourages visitors to enter the building. Whenever possible a ranger will be stationed outside the building inviting visitors upstairs. This ranger can also warn visitors that food and drink are not allowed upstairs. When there is not a ranger available for outside duty, a big sign will be placed in front of the front door inviting visitors upstairs and warning them that food and drink are not allowed.

The current upstairs exhibits focus on archeology and architecture and do not reflect park themes. These exhibits could be replaced with exhibits about the changing meaning of liberty (theme III). Where possible, archeological artifacts could be incorporated into the exhibit. The existing brochure about Faneuil Hall will need to be revised to reflect park themes.

The existing Faneuil Hall interpretive talks are of high quality, but a public address system needs to be installed so that talks can be heard. The park will look into a wireless sound system for the public talks. Because a large part of the audience for Faneuil Hall talks has stumbled into Faneuil Hall, talks should explain that Boston NHP is part of the National Park System. Talks should also promote other nearby park sites such as Old

State and Old South. For special events, develop programs using living history (1<sup>st</sup> or 3<sup>rd</sup> person) and/or vignettes. When Faneuil Hall is closed due to special events, presentations could be offered outside the hall.

The park needs to work more closely with the City of Boston to coordinate scheduling of events in the Great Hall.

### ***North End Contact Station***

A new contact station is under development in the Michaelangelo School in the North End. This contact station, funded by Housing and Urban Development, will be neighborhood-run. The contact station will focus on the North End and the Freedom Trail in the North End. It will include an exhibit that outlines the history of the North End and encourages visitors to explore the North End. The contact station will have restrooms, water, and an information station.

While this contact station will focus mostly on the North End, Boston NHP and the sites will play a role. There is the opportunity for the park and sites to capture some space and have a presence. At a minimum, information on Boston NHP and the sites should be available.

### ***Transition from Boston to Charlestown***

Visitors' reluctance to cross the bridge from Boston to Charlestown may be more of a perception issue. The bridge looks longer on the park map than it is in real life. Park staff and park publications will alert visitors to the fact that it only takes a few minutes to walk across the bridge. Park staff will work with the Metropolitan District Commission (MDC) as they consider providing some kind of improvements or visitor kiosk on the Boston end of the bridge.

Park staff will work with the city of Boston in its plans to improve the bridge. Park staff will work with the MDC or the Department of Environmental Management to develop interpretive wayside exhibits along the bridge linked to theme 4. These waysides would introduce the Charlestown Navy Yard and encourage visitors to cross the bridge.

The park will continue to encourage development of a water shuttle between the North End and Charlestown. Paul Revere's route out from Charlestown will be indicated by signs.

### ***Charlestown Navy Yard***

The Historic Resource Study underway for the Charlestown Navy Yard is likely to find that the Yard no longer must focus on 1974 (when the yard was decommissioned). This will give more flexibility for interpretation. However, the park will need to be careful that this interpretation is appropriate – ie. costumed interpreters from the 19<sup>th</sup> century should

not be standing in front of USS *Cassin Young*. A Cultural Landscape report is currently being conducted.

The Charlestown Navy Yard must be made more inviting and more visitor-friendly. It is too hard to tell which buildings are open. Visitors often feel like they are walking into an off-limits area. The park will develop and install wayside exhibits at the water shuttle dock and at the West entrance (trolley stop) that welcome visitors, establish an National Park Service identity, and orient visitors to the Yard. Benches will be provided in these locations as well as throughout the Yard. Better signage will be developed to indicate which buildings are open to the public. Historic markers will be placed on Yard buildings both inside and outside the park boundaries noting what their former functions were.

The existing Charlestown Navy Yard visitor center is inadequate. It does not capture a large percentage of visitors. It does not provide an introduction to the park themes or the Navy Yard. The building style and layout does not blend with the rest of the Navy Yard and is not conducive to a visitor center.

The park is considering options for relocating the Charlestown Navy Yard visitor center to the first floor of building 5. Trolley drop-offs could be moved to in front of the visitor center.

The new Charlestown Navy Yard visitor center, wherever located, would contain the following elements (total of about 8500 square feet):

- Visitor contact area: information desk, information board
- Sales area / book store
- A/V space for an orientation to the National Park Service in Charlestown and to the Navy Yard (theme 4). This would be an 8-10 minute presentation. Not a huge theater space, but a large version of the Smith School video space.
- Moving the “Serving the Fleet” exhibit, with some improvements such as oral histories and activities to engage children. The exhibit could include a virtual visit to the Rope Walk and Chain Forge.
- Rest rooms
- Staff space
- Storage space for a/v equipment, brochures, etc.

Self-guided tours off the Freedom Trail could provide “glimpses” of the Navy yard during different time periods including using marks on the pavement to show where the Navy Yard boundaries in different periods. Audio tours of the Yard could be developed.

The *Nobska* should be removed from the dry dock and replaced with a ship relevant to the history of the navy Yard for use as an interpretive tool.

Charlestown Navy Yard walking tours have not historically been well attended. One of the major advantages of the tours is that they take visitors to the *Serving the Fleet* exhibit. This exhibit should be moved to Building 5 for the proposed new Navy Yard visitor center. The park will need to try offering shorter tours, and try new starting points for the tours such as USS *Constitution* rather than the existing visitor center. Tours could be primarily self-guided with guided tours once per week on weekends. Dry dock tours can be added. All interpretation at the Navy Yard will need to support park themes, rather than be an architecture or ship-building tour.

Costumed interpreters could be used in the Yard. Living history presenters or craftsmen could give performances. All Navy Yard re-enactments and interpretive events will need to support park themes.

Limited tours of the Rope Walk and Chain Forge could be provided, or in their absence, a virtual visit through a publication, a video, or the web site. More activities, such as those in Building 24, should be made open to the public.

The Yard could be made an embarkation point for the Harbor Islands, thereby including the Yard on tours of the Harbor Islands. Short interpretive programs could be offered on the water shuttle related to theme 1.

#### USS *Constitution*

A shade structure should be developed for the USS *Constitution* line. The park will continue to encourage the Navy to develop more tour options so visitors do not have to wait in line. The Navy could also consider advance tickets sales, or allowing visitors to purchase tickets for specific times. Instead of having to wait in line visitors could walk through the Navy Yard or visit the Constitution Museum.

Park interpreters or navy staff could give short talks to visitors standing in the USS *Constitution* line. These talks would introduce the Navy and Yard and relate USS *Constitution* to the Yard. Portable exhibits could be placed along the line including, for example, the Old Ironsides poem. Exhibits or models along the line or on the pier could show what kinds of ships were fabricated at the Yard.

The Navy is currently developing a new brochure on USS *Constitution*. Park staff will continue to be available to provide technical advice on this and other interpretive projects and programs. Navy staff will be encouraged to interpret upriggings.

#### USS *Cassin Young*

USS *Cassin Young* will be used as a tool to interpret the Navy Yard, and not as an object in and of itself. An orientation exhibit should be developed and located off the ship. Visitors would walk through the exhibit before boarding the ship. The exhibits will introduce

theme 4, the Navy, and the Charlestown Navy Yard. Visitors would then board the *Cassin Young*, which would be furnished as if it were in the Navy Yard being rehabilitated in the 1950's.

### ***Bunker Hill Monument***

A new museum is currently being planned and developed across from the Bunker Hill Monument. The planning process will be a public planning process held in conjunction with the community. Currently, the City of Boston owns the building and the Charlestown Historical Society operates the museum. National Park Service dollars are paying for the rehabilitation of the building and the development of exhibits. Ownership and the operation of the building needs to be determined.

The museum should tell a portion of theme 1, possibly through an audiovisual presentation. The museum will provide the context for the events leading up to the battle, will tell the story of the Battle itself and its continuing commemoration, the story of the Bunker Hill Monument and the history of the Charlestown community as it relates to these stories. Exhibits should engage the visitor and should focus on the changing meanings of liberty (theme 3). The museum will need public restrooms and a pay phone. It will also house a sales outlet. The community has expressed an interest in a meeting room and a temporary exhibit space in the building.

The existing exhibits in the lodge at the base of the Monument will be moved to the new museum if appropriate. The lodge building will be returned to its 19<sup>th</sup> century appearance, and be used as a reflective space and place for interpretive talks. Interpretive talks in the lodge should focus on the people who fought in the battle and the commemoration of their efforts.

A wayside exhibit plan will be developed for Bunker Hill to help place exhibits that help visitors imagine the landscape and the battle. Consideration should be given to better identify the outline of the redoubt, if this information is available. Wayside exhibits will be particularly important for after-hours visitors and recreational/local visitors. More benches will be placed around the site.

Weapons demonstrations, colonial re-enactments and craft demonstrations at Bunker Hill must be relevant to the themes, and not an end in and of themselves. Other types of talks in place of the musket-firing demonstrations will be considered to more effectively convey those themes that are relevant to the battle site and monument (e.g. battlefield walks).

A periodic campaign about responsible dog ownership (keeping dogs on leash, picking up after dogs) will be initiated every spring, with the support of community groups and the division of protection. Cards will be distributed to dog owners about proper behavior and why this behavior is important. Press releases will be sent to local papers as part of this campaign.

Many visitors come to Bunker Hill late in the day, past the current operational hours of 9-5. These hours should be extended seasonally to 6 pm to accommodate these visitors. This can be done on a trial basis to see if the demand exists.

### ***Dorchester Heights Monument***

The wayside exhibits that have been planned and designed for Dorchester Heights will be fabricated and installed.

Dorchester Heights will not be permanently staffed. Interpreters will be on hand for special events, guided activities, or targeted community activities. Re-enactors will be used when possible and when they can support park themes. Program with local schools will continue.

Park staff will attempt to link Dorchester Heights more strongly with Bunker Hill. For example, personal service tours to Dorchester Heights could begin at Bunker Hill.

The same dog ownership campaigns described above for Bunker Hill will also occur at Dorchester Heights.

## **Personal Services**

Most personal service recommendations have been stated above in the appropriate section. All personal service programs need to be based on park themes. A quick safety message should be incorporated into the beginning of every program. Interpreters will encourage visitors to visit other sites at Boston NHP during the program.

The National Park Service and the sites of Boston NHP will collectively market personal service programs. This marketing will include the publication of the monthly schedule of activities (see *publications*). The sites will collectively market physically and programmatically accessible programs.

Ranger guided activities will be developed that encompass both the Charlestown and Boston districts. The timing and themes of ranger tours in both districts should be coordinated so that people who are walking the trail can participate in activities in both districts.

Park staff will reevaluate Freedom Trail tour content, and tour starting and ending locations to ensure that National Park Service is complementing the interpretive efforts of the individual sites.

Park staff will work with the Freedom Trail Players and other actors and living history demonstrators to get them to support park themes and to ensure accurate and quality performances. The Freedom Trail Foundation can help the park do this. The park will

encourage actors and living history demonstrations that represent the diversity of colonial peoples. Costumed interpretation should be used to emphasize park themes. “Vignettes” of scenes from Colonial or Navy Yard history can be used to do this.

### ***Special Events***

Special events take an extraordinary amount of staff time to organize, supervise, and execute. They have the potential to draw in audiences that would not normally visit the park. Over time, these events should be required to be related to the mission of the park as a condition of acceptance.

In the meantime, at both theme related and non-theme related special events, the following suggestions can help audiences learn about Boston NHP and its mission during special events.

- For large special events, do a uniformed staff introduction including park significance.
- Have as many uniformed staff at large events as possible.
- Place static displays, posters, handouts, or arrowheads in rooms or areas that host a lot of special events.
- Encourage veteran and reunion groups to visit the sites. Offer them an orientation to the park.
- Encourage or promote more theme-related events.

### ***Community outreach***

Parks can not survive as islands. Many resource issues transcend park boundaries and need the support of local and national communities to be effectively addressed. This is particularly true at parks such as Boston NHP that contain partnership sites, are located in an urban area adjacent to a variety of landowners, and subject to growth and development pressures outside the park.

Park staff will work to increase the park profile with the relevant Chambers of Commerce and Tourism Departments, including wearing a uniform when meeting with them. This will include publicizing economic statistics that show the park’s contribution to the local economy. The park and the sites will develop a collaborative Boston NHP presence for community events and functions. Any materials developed through the National Park Service Message projects could supplement this effort.

The public affairs office will develop public service announcement to put on the radio and local cable stations, and work with local media to attract local residents. Park staff will develop a mailing list of libraries, businesses, residents at the Charlestown Navy Yard, and other local residents and send out press releases or calendars of events. All the sites at Boston NHP can collectively come up with new ideas for media events. For example, they could launch an “explore your backyard” campaign. All the sites can

encourage articles in non-NPS publications such as airline magazines, newspapers, magazines, or history journals, or special exhibits at area museums.

Park interpreters will give short lunchtime programs in Post Office Square or Quincy Market about the park. All the sites will develop family-friendly programming and promote it through the local media. Changing exhibits, when possible, encourage local residents to return for repeat visits. An annual or periodic award could be offered to someone from the community who embodies changing meanings of liberty.

### ***Education programs***

The park will continue to provide curriculum-based educational programming. Some of this programming may need to change to reflect the themes in this plan.

The park will develop an education plan tied to the themes with partners separate from this plan. Consulting with local teachers and school districts will be fundamental to determine what themes to target with educational programs, how to fit into the evolving Massachusetts curriculum, what grade levels to target, and how the park can work most effectively with schools. Up-front teacher buy-in and advice will be critical to the success of the educational program.

All educational programs need to tie into park themes. Theme-directed programs should be offered for school groups in lieu of the 90-minute Freedom-Trail walk, Bunker Hill battle talk, or Cassin Young tour. Additional strategies should be developed to communicate these themes such as traveling trunks or kits for school children.

The Junior Ranger program will be revised to reflect the park themes. It could include activities encouraging children to reflect on the changing meaning of liberty, or individual choices and sacrifices.

### ***Staffing***

To fully implement the proposals in this plan – and meet the National Park Service objectives of providing for visitor enjoyment and resource protection – the staff dedicated to interpretation and education will need to increase. (Note: There will be specific recommendations developed once priorities are set.)

The park will need to hire a diverse staff that reflects Boston and encourages local residents to visit the park. The park will need to continue to hire employees with other language skills, and promote the fact that they speak other languages.

Park staff will continue to encourage the Freedom Trail Foundation to get interpreters that speak other languages.

## ***Training***

Everyone involved in interpretation at Boston NHP, whether permanent or seasonal interpreters, park staff from other divisions, Eastern National employees, volunteers, re-enactors, or staff from other sites, must have an understanding of park resources, themes, and objectives. Training and evaluation should be provided on an ongoing basis. Internal seminars for NPS and site staffs will be provided where interpreters can read and discuss new research, discuss new interpretive techniques, or coordinate new programs. .

All National Park Service interpreters should participate in Interpretive Development Program by submitting products for certification.

Park staff will provide interpretive training and subject-matter training to the trolley company guides. Fact sheets will be made available to them periodically. National Park Service interpreters will be available to audit trolley programs and provide model ranger-led tours.

## **Research**

The following research needs have been identified for Boston NHP:

- Administrative history of Boston NHP
- Charlestown Navy Yard: Complete the Historic Resource Study, Cultural Landscape report for the Charlestown Navy Yard; get information on the Yard's role during the Cold War (as this information is declassified); information on shipyard workers: who was here, what skills and crafts they did, who was being hired, what life was like; oral histories and video tapes of workers from the yard; ; complete a Historic Structures report on the Clough House; Complete Historic Structure reports on the Chain Forge and Rope Walk..
- Information on who Boston NHP visitors are, how they visit the park, and what their needs and desires are.
- Bunker Hill information: what is in the collection, what happened to the area around Bunker Hill after the battle.
- Revolutionary war history including: British and loyalist perspectives about the war; a history of events and speakers at Fanueil Hall; information on the colonial slave trade; information on every day life in Boston (from a woman's perspective, a child's perspective); information on African American and Native American participation in the Revolution
- Icons: historiography of the icons and how they have been used and reinterpreted over time.

Some of these research needs could be met by getting a visiting scholar that can be shared by all the sites. The sites can do a better job of sharing articles, existing research, and training opportunities from site to site.

## Library and Collections

The National Park Service has a large collection at Boston NHP, most of which is 20<sup>th</sup> century items related to the Charlestown Navy Yard. The National Park Service needs the assistance of a curator and an archivist to help assess and utilize the collection. These staff members could also assist the individual sites with their collections.

The National Park Service collection and library at Boston NHP and the collections and libraries of the individual sites of Boston NHP are managed by several different organizations. Staff members are unaware of what other sites have in their collections and libraries. Some sites have catalogued their collections, and some have not. Some sites have computerized databases of their collections and libraries while others do not. As a result the collections and libraries are underutilized.

Park staff and site staff will create a finding aid to the collections of Boston NHP so that these collections can be better utilized within the park and by outside scholars. The National Park Service will put their library on PROCITE. A summary list of each site's library materials will be made available with names and phone numbers of the person in charge of each site's library. Park and site staff will then have an idea of what is in the other libraries, what the use restrictions are, and who to contact about utilizing these materials.

In the more distant future, a cross-site database of the libraries could be established. An intern from Simmons could help with this.

# Partnerships

Implementation of elements of this interpretive plan depends on the continuation and expansion of existing partnerships and the development of new ones. Some of these cooperative efforts have been proposed in other sections of the plan, but will be summarized here.

The ultimate outcome of planning for national parks is an agreement among the National Park Service, its partners, and the public on why each area is part of the National Park System, what visitor experiences should exist there, and how those conditions can best be achieved.

While all partnerships are important, the relationship between the National Park Service, the sites, and the Freedom Trail is critical to all the sites' ability to effectively tell their stories and provide a comprehensive, quality visitor experience. The relationship between the park, the sites, and the Freedom Trail Foundation needs to be better defined. Responsibilities for each party for marketing, interpretation, funding, and other issues need to be resolved. Communication must be improved so that sites and staff can learn from each others' experiences, successes and failures, and can stay apprised of current events and activities at other sites.

Increased communication and partnership with other related site – both National Park Service such as Minute Man, Lowell, or Adams – and non-National Park Service will help Boston NHP tell a complete and comprehensive story to a wide variety of visitors. It will also allow these sites to do cooperative programming about common themes.

The partnership with Eastern National will be important for the development of educational materials about the park. This partnership will help tell the park story, develop interpretive activities and programs, develop interpretive sales items, and support research. In the future, increased communication between Eastern National and the sites' museum stores and bookstores could benefit all parties.

Park staff will need to stay abreast of other planning efforts within the Boston metropolitan area that could have an impact on the park or which Boston NHP could play a role in. This will allow Boston area entities to cooperate with and support each other. Examples for potential cooperation include: the contact station planned for the North End; the proposed Boston History Museum; Society for the Preservation of New England Antiquities plans to develop new exhibits or use their collections; Big Dig planning, especially what will happen with the land after construction is completed and where the passageway to North End will be.

The park will partner with the Convention Center and MOTT to develop materials to serve international and national audiences. The park will work with the city of Boston to provide safe parking and passenger drop-offs for buses.

# Implementation / Priorities

The following items were given top priority by the planning team. Numbers within this list do not indicate priority. The park will need to reprioritize on a yearly basis to see what has been accomplished, what is next on the priority list, where to find funding, and identification of responsible parties. Following each item is a list of possible funding sources, responsible parties, and, in some cases, notes on how this project might be accomplished.

- **Conduct visitor surveys.** A first step would be to compile existing information about park visitors from the sites or other entities. This would help identify where information gaps are. A marketing and survey committee (see below) would need to carefully identify what information the survey was looking to acquire – demographic information, information on what kind of programming visitors like or content of interpretive program, information on how best to market to the audience, etc. The NPS call for visitor surveys could be a way to get some of the visitor information needs met. As a first step the committee needs to verify what NPS regulations guide visitor surveys.
- **Market Boston NHP sites** (note: include Boston African American National Historic Site in this effort). This effort will be directed by a marketing committee composed of representatives from each of the Boston NHP sites, and could ultimately include the services of a marketing firm. Committee work could begin with a brainstorming session. Some ideas discussed included developing a solid Boston NHP logo and discussing a way to develop graphic materials that unify the sites yet still preserve the identity of the individual sites. Possible funding sources include a MOTT grant, the “proud partner” program, and corporate targets (particularly related to the “patriots” theme).
- **Produce and install “gateway” signs** These wayside exhibit/kiosk type signs would provide maps, orientation information, transportation information, and information on how to visit the park. They could be installed at subway and train stations, outside parking garages, at major stops along the Freedom Trail, outside the downtown Visitor Center, and at the park sites. The relationship of these signs to existing signs would need to be determined. The BOST park planner is the lead person on the project, with assistance from site staff and the park interpretive staff. Possible funding sources include cyclic replacement funds and fee demo funds. A first step would be to develop a PMIS statement for this project.
- **Develop a new downtown visitor center** Efforts to develop a new downtown visitor center have been underway for years and will continue. The need for a new facility grows every year, and efforts will be made to keep the justification complete, up-to-date, and reflective of all the site needs. In the meantime, park staff will work to make

some of the improvements to the State Street VC suggested in this plan, as it is unknown when and if a new downtown visitor center will ever be developed. In particular, those improvements that could be moved to a new location will be given priority. A combined call request will be developed for this project.

- **Plan and install highway directional signs to Boston NHP** In order to complete this project, consensus will need to be reached on what the signs should say and where they will direct people to (CNY, Boston Common, a new downtown VC, or somewhere else). The Volpe plan will possibly help answer some of these questions. In particular signage will be necessary once the Central Artery project is completed. The BOST park planner will coordinate this project with assistance from the sites. Alternative transportation funding could possibly pay for some of these signs.
- **Provide a variety of Freedom Trail tours** The park interpretive staff will continue to experiment with providing different length, theme, and starting and ending points for interpretive tours. In particular the park will look to offering more tour options and shorter tours. The visitor survey will help inform these adjustments. The BOST Chief of Interpretation will help coordinate this for NPS staff led tours, while the Paul Revere House staff will help coordinate these efforts for non-ranger led tours.
- **Develop a monthly guide to park events** An internet-based park-wide interpretive calendar system will be developed that all the sites can enter data into. Each site will be responsible for updating their own data. A template and word limit will be developed, and the NPS (information specialist and interpretation office) will help develop the publication format and template. This system will need to be as simple as possible. Each site will be responsible for printing and distributing these calendars at their own site. This guide could be printed weekly in the summer and monthly in the off season.
- **Provide periodic interpretive training to site and NPS personnel** A training committee will be developed with representation from the NPS division of interpretation, cultural resources, and sites. This committee will set up the annual training needs and schedule. Training of different levels will need to be developed including annual operations, subject matter training and cross training across sites, and interpretive skills and public relations training.
- **Develop sales publications** The park is currently working with Eastern to update Eastern's scope of sales. The park education coordinator, interpretive staff and Eastern can identify what publications might need to be developed, seek Eastern grants to develop these publications, identify potential authors, and help fill these gaps. Coordination across sites would help increase volume for potential sales items, and where appropriate, store managers will be encouraged to meet periodically to improve purchasing power and coordinate marketing.
- **Develop and implement an Education plan for Boston NHP** This effort will be coordinated by the park's Education coordinator working with the sites. This effort would ideally ultimately establish a dedication education coordinator position for the

park. Possible funding sources include Parks as Classroom, and grants from the Department of Education such as the Teaching American History grant program.

# Appendix I – The Planning Team

## **Boston National Historical Park**

Ethan Beeler, Bunker Hill Site Manager  
Celeste Bernardo, Charlestown Navy Yard Site Manager  
Marty Blatt, Chief of Cultural Resources  
David Brouillette, Deputy Superintendent  
Sheila Cooke-Kayser, Supervisory Park Ranger  
Bill Foley, Chief of Interpretation  
Matthew Greif, Park Ranger  
Vincent Kordack, Park Ranger  
John Manson, Supervisory Park Ranger  
Ruth Raphael, Park Planner  
Terry Savage, Superintendent  
Peter Steele, Deputy Superintendent

## **Other National Park Service Staff**

Kate Hammond, Interpretive Planner, Harpers Ferry Center  
Gay Vietzke, Acting Director, Northeast Museum Services Center  
Bernadette Williams, Supervisory Park Ranger, Boston African-American NHS

## **Park Partners and Cooperating Sites**

Stephen Ayres, Vicar, Old North Church  
Valerie Caragianes, Eastern National  
Emily Curran, Director, Old South Meeting House  
Charlie Deans, Director, Naval Historical Center - Boston  
Anne Emerson, Director, The Bostonian Society  
William Foster, Commanding Officer, USS *Constitution*  
Dr. William Fowler, Executive Director, Massachusetts Historical Society  
Susan Goganian, Director of Public Programs and Education, The Bostonian Society  
Ann Grimes Rand, Deputy Director, USS *Constitution* Museum  
Gretchen Lightfoot, Development Coordinator, The Freedom Trail Foundation  
Betsie Lind, Regional Manager, Eastern National  
Burt Logan, Executive Director, USS *Constitution* Museum  
Linda McConchie, Executive Director, Freedom Trail Foundation  
David Smith, USS *Constitution*  
Nina Zannieri, Director, Paul Revere House

## Appendix II – Accessibility

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

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

NPS Special Directive 83-3, Accessibility for Disabled Persons

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

## Appendix III – Bibliography Used

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