

**National Park Service
Independence National Historical Park**



**Report on Site Review of Interpretive Programs by
The Organization of American Historians**

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I. Background

With the encouragement of National Park Service Chief Historian Dwight Pitcaithley, Northeast Region's Chief of Staff, John Maounis and Historian Marty Blatt, Mary A. Bomar, Superintendent of Independence National Historical Park [INDE] determined to have an on-site review of the park's interpretive programs by members of the Organization of American Historians [OAH]. This review was facilitated through a Cooperative Agreement between the OAH and NPS (1443CA—193013). With the appointment of a new Chief of Interpretation, Steve Sitarski, the reorganization of park interpretive staff into a single district, the amalgamation of the unit sites into the main park, and the recognition of new constituencies, it was an auspicious time for a review.



*The Liberty Bell in the new
Liberty Bell Center*

Planning for the site visit began in January, 2004. The park worked closely with Susan Ferentinos of OAH to prepare for the review. We are indebted to Ms. Ferentinos for her guidance and coordination throughout this process. Complicated schedules and INDE's high level of visitation during spring and summer placed the review date in October 18-20. This permitted park staff sufficient time to make detailed preparations for the visit.

II. Objectives

The objectives of the visit were to share knowledge and ideas about INDE's present interpretive programs including orientation films, sales items and operations. The team identified areas of success, challenges and offered suggestions for new directions or improvements to existing programs.

III. Methods

Doris Fanelli, Chief of the Division of Cultural Resources Management [CRM], was designated the primary contact and planner for the review. She was joined by Steve Sitarski following his appointment to Chief of the Division of Interpretation and Visitor Services [I&VS]. Susan Ferentinos worked closely with us to identify historians whose specializations were compatible with INDE's themes. The team composition was J. Richie Garrison (University of Delaware and the Winterthur Program in Early American Culture); Emma Lapsansky (Haverford College); Gary Nash (UCLA); and Richard Newman (Rochester Institute of Technology). Susan Ferentinos and Marty Blatt also joined the reviewers.

Park planners benefited from the sample materials and readings that Susan Ferentinos provided. The planners developed the agenda for the three-day visit, the pre-visit reading materials for the review

team, and provided lists of nearby accommodations for out-of-town team members. Copies of the agenda and the list of pre-visit materials are attached to this report.

Our objective was to have the review team see as much of the park as possible in a variety of ways. The scope of investigation included visitor and non-visitor areas. The latter category focused on places and programs that are critical to the park's preservation mission and that support the interpretive programs. Areas visited included collections storage, the library and archives, and the new archeology processing program that is physically situated in the same building as the park's new education program and will also share space with a public program operated by a partner, Historic Philadelphia Incorporated. We also wanted the reviewers to have the opportunity to interact with as many members of the I&VS and CRM divisions as possible. We built a series of meetings with park management into the agenda for the purposes of discussing park operations, answering questions or making course corrections as necessary during the visit. On the final day, after a close-out meeting with management, the park held an informal meeting for park staff and some of our interested partners. At the meeting, the reviewers informally presented their initial impressions. We also issued a media advisory to alert the press of this meeting. Time allowed for a brief question-and-answer period. This meeting was valuable because it injected excitement into the park staff and they have eagerly anticipated the full reports as well as the actions that the park will take on the team's recommendations.

The agenda allowed for the reviewers to tour park sites as a visitor would, beginning at the Independence Visitor Center. There, the team saw the orientation films and visited the park's sales center. After visiting the buildings within the secure area together, the park asked each reviewer to choose a personal tour from a list of thematically grouped sites. On another day, the reviewers took behind-the-scenes tours with park staff of several thematically grouped sites or programs. These peer-to-peer tours offered the opportunity for on-going discussion.

By the completion of their visit, the reviewers had seen all sites in the park with the exception of the Deshler Morris House and the Edgar Allan Poe National Historic Site. The distance of those two houses from the park made visiting infeasible during an already packed schedule.

In addition to consultations with management and tours, the review team had the opportunity to meet informally with groups of supervisors and members of the CRM and I&VS staffs. These discussions enabled the reviewers to gain a 360 perspective on the park.

We are extremely grateful to the reviewers for their patience, energy and endurance which never faltered during a packed schedule that we know extended into after-hours conferences.



The OAH/INHP Team--from left, Susan Ferentinos, Organization of American Historians; Richie Garrison; Superintendent Mary Bomar; Gary Nash; Richard Newman; INHP Chief of Cultural Resources Doris Fanelli.

IV. Analysis

Complete copies of the reviewers' reports are in the appendix of this document. What follows are highlights from the reports, divided into three broad categories. Within those categories, the recommendations are informally grouped by operational, general, and site specific ideas. Although not always presented in quotations, many of the statements are taken verbatim from various reports with only minor changes for syntax and flow. Following the extended highlights, an abbreviated analysis of the reports is presented in the LRIP format.

A. Successes

Praise is doubly gratifying when it comes from one's peers. The following list of compliments recognizes the park's achievements and strengths. The topics identify what the park already does well and they should form the basis for future planning.

- All of the reviewers appreciated how much INDE accomplishes with very little financial resources. They understand that the park is under-funded and they have seen the park's new business plan.
- The reviewers attributed the park's accomplishments to its highly qualified, dedicated and motivated staff.
- The Park is encouraged to continue its improved communication both interdivisional and with entities outside of the park.
- The reviewers had high praise for the park's determination to develop a Long Range Interpretive Plan. Their recommendations will be folded into that plan.
- Consider obtaining grants to hold one or two meetings per year that bring the various stakeholders together to discuss one another's concerns. The October 30 President's House forum was an example of a well-run, well-attended community meeting.
- The park's new education program with its own leader is an excellent step forward.
- The Cultural Resources Management Division has been one of INDE's strengths over the years. Staff has conducted valuable research on park themes, sites and collections. Their work can be the starting point for developing programs. James Mueller's "Programmatic Vision Statement" for the park's history program clearly states the park's primary and secondary themes.



The Rising Sun Chair in Independence Hall

- The Interpretive staff cares deeply about their jobs and they are receptive to change.
- The Second Bank exhibit represents the direction that park exhibits should take. The exhibit places the park's collection in a challenging context.
- Another model for visitor services is the Underground Railroad Tour.

- The power point presentation of the President's House is an example of a nuanced, well-researched and lively presentation. More interpretation should follow this model.



The Assembly Room, Independence Hall

- The Kosciuszko House's interpretive program and Long Range Interpretive Plan are excellent examples of a nuanced, deep and broad description of this important person. INDE has the obligation to give a balanced view of why Jefferson refused the executorship of Kosciuszko's will after learning of the Polish hero's death in 1817, a decision that threw the will into federal courts where it remained until 1852. Please also include Kosciuszko's close relationship with Agrippa Hull, the free black man from Stockbridge, Massachusetts, who enlisted at age 18 and served as Kosciuszko's orderly for several years including all of the southern campaigns of 1779-1782.

- The park has demonstrated remarkable strength in broadening its interpretations at Deshler Morris House and plans to use the Bringhurst House as a visitor center are admirable. Presenting programs that focus on women and slavery is a major step in making the house relevant and exciting. Do not, however, underplay how the federal government coped with the catastrophe of the yellow fever epidemic. Perhaps this can reference the "coping with catastrophe" theme to be introduced at the Todd House.

- The park library and archives are vital to the park's mission. The publication selection demonstrates the history program's currency; the archives are relevant to every division. This is where the ideas for programs emerge.



INDE Superintendent Mary Bomar with Assistant Secretary of the Interior Lynn Scarlett and Reverend Jeffrey Leath of Mother Bethel A.M.E. Church.

- The new interpretation at the Deshler Morris House and the Thaddeus Kosciuszko NM are good example of the direction in which the park should head. These new programs incorporate many facets of all of the individuals who resided at the sites.

- Reopening the former Visitor Center and offering a variety of programs, including the archeology processing program is an excellent innovation. Consider making this place a Center of Early American Life where the public can appreciate the diversity of the city and how it has changed over time. Consider beginning with Swedish settlement and bringing the period of time interpreted at the park through the Civil War.
- The tours of Bishop White and Todd Houses were “one of the best historic house tours I have been on.”

B. Challenges

Following is a list of challenges that the park faces:

- The park staff is overburdened. Help staff find time to upgrade and augment their skills.
- It will be challenging to implement change while continuously providing daily services to visitors.
- Devise ways to understand and balance multiple requests or needs.
- Security issues consume park staff’s time and budget.
- A significant part of the park’s budget must go to facilities maintenance for visitors; this does not address real preservation needs of the park’s inventory of historic structures, gardens and collections.
- Conditions in the park have changed and the park must rethink its approach. These changes break down into internal factors, external factors and visitor factors.
- The bookstore has little funds for inventory.
- Cultivate various parties interested in the park so that they become allies instead of obstructionists.
- The “park without borders” challenges tourists and residents alike to be alert to their location in a national park.
- The park is bound by the “inertia of tradition.” Find a way to give “punch” to canonical stories without diminishing the traditional themes.
- Interpretation at the park core is inflexible. Visitors get a better, nuanced tour when they leave the icons and move to the edges.



Crowds at the Independence Visitor Center

- The park must ensure that the inclusion of wider stories does not result in distortions, exaggerations, imbalances or inaccuracies.
- Find more realistic interpretive goals that empower interpreters. No ranger can possibly give an audience of 85 people the history of what occurred in Independence Hall in 15 minutes.
- Avoid interpretive tokenism by segregating diverse stories into special tours; integrate those stories throughout all of the tours.
- The underground museum in Franklin Court is the Park Service's version of EPCOT Center. This needs major rethinking. Consider making it a museum about pamphleteering and the press and Franklin's scientific experiments.
- Find ways to link the many park sites together in the visitor's mind. Walking tours are an important aid here. Consider borrowing from "Following in Franklin's Footsteps" and offer "Following in the Footsteps of Thomas Paine" or "Following in the Footsteps of the Pembertons."
- Interpreters in Independence Hall feel caught among, "Park service interpretive goals, the tyranny of time, bureaucratic inertia and public indifference."



C. Opportunities:

The reviewers made the following suggestions. Many are intended to overcome some of the challenges listed above.

- Find ways to give the public greater access to stored collections such as the architectural study collection which is currently available by appointment only.
- The opportunities to bring together groups with disparate concerns and unite them around the unified goal of invigorating and improving downtown Philadelphia are endless.
- Develop ways to bring staff together for mutual benefits of discussion and training on a variety of topics. Consider an "in-service" day during the slow months. Also consider sharing staff-written reports, book reviews and book discussions as well as discussions on challenges and tricks to presenting certain topics such as "Teaching the Presidents."



Pausing at Independence Hall during their tour are (from left) Marty Blatt, NPS Historian, Boston National Historical Park; Richard Newman, Rochester Institute of Technology; Gary Nash, UCLA; J. Richie Garrison, University of Delaware and the Winterthur Program in Early American Culture.

- Keep watch over what scholars are in town and invite them to a brown bag lunch for informal discussion with staff.
- Consider being more aggressive about contributions. Maybe a sign that says suggested amounts.
- Broaden the story of the Revolution by modernizing and “thickening” the traditional interpretations of “freedom” and “unfreedom”.
- Offer a “deeper, multivariate interpretation of discrete entities that make up the park’s [material] inventory.” There is an opportunity for the park to enlarge its audience and to bring more people into its boundaries by enlarging the stories to include contested ones. The stories need to be told from more than one voice.
- Revitalize the offerings at the bookstore. Some reviewers offered to send lists of “must have” publications that should sell well. In that same vein, it is time to rewrite and republish the park’s handbook, “Independence: A guide to Independence National Historical Park.” The present edition is 22 years old. It might also be opportune to rethink the orientation film.
- Consider offering longer, special topic tours or team-lead tours.
- Don’t ignore the two other important revolutions of the era, the French and the Haitian. Both had lasting impacts on American life and government.
- Reward staff for intellectual exploration and development. In the immediate area there are many free scholarly lectures that interpretive staff might be able to attend, particularly during the slow season.
- Use slow season for training. Suggestions were made about bringing furloughed staff back for training during this time.
- Complicate visitor thinking by shifting the ground from names, dates and founding legislation to the implications of their principles to everyday life. Consider asking questions:
 1. What does it mean to be free?
 2. Where do humans locate the balance between liberty and order?
 3. Who decides?
- Embrace ambiguity, paradox, controversy and the dark side of American History.
- All reports advocated the use of technology for supplementary interpretations. Everything from LED signs to special tours through cell phones was suggested. Cell phones can access a special website that is useful for guiding and expanding interpretation. Use technology to establish updated way stations (History Kiosks) outside Independence Hall on key issues like state



Colin Powell at the annual Martin Luther King Day Liberty Bell Ceremony

constitution-making or early abolitionism in Pennsylvania. Use way stations to guide visitors through the park after they leave Independence Square. Younger audiences in particular will appreciate use of technology to learn about the past. Use technology to present information in NPS reports in innovative, web-based programming.

- Develop a way to have visitors design their own thematically based tours through the park on such topics as military history, or African American history. Develop ways to refocus and channel the visitor throughout the park, not merely from a central place like the visitor center.

- There is an opportunity for increasing sophistication in all handouts. Consider using the “Gazette” as a vehicle for presenting interesting historical themes and ideas.

- Consider offering handouts of various staff members’ reports or publications in the bookstore.

- “There are so many landscapes to think about.” Interpret the landscapes, both evidence of the developing city (Dock Creek) and the present designs.



- Consider new approaches to the past: the restaurant metaphor in the Assembly Room; viewing the past as a complex landscape and populate it with people and objects; make the objects in the collection work as forms of evidence for you rather than function as a stage set; compare and contrast the courtrooms and public spaces to those of churches as a way of understanding the church/state relationship.

- Park sites have ties to different stories. Independence Hall is where the Pennsylvania government passed the world’s first gradual abolition law; Congress Hall was the site of the very first African American petitions to Congress on slavery and the slave trade; the Federal Patene Office was the site of the first patented pamphlet in African American history in 1794 (Richard Allen and Absalom Jones’ Yellow Fever document).

- Use the park’s many opportunities for presenting race and slavery to audiences. The President’s House site, for instance is an opportunity to present not only slaves in Washington’s household but the issue of slavery in Washington’s world.

- Bring the history of religion in America back into the story through active interpretation at the Free Quaker Meeting House, the Bishop White House and link to surrounding historic churches.



V. Conclusion

INDE has benefited by this opportunity for external peer review. We intend to make this report both the basis for the upcoming Long Range Interpretive Plan and for documentation of park needs.

Using the LRIP planning format, this is a summary of the significant recommendations made by the OAH review team:

Visitor Experience

In addition to communicating primary park themes, it is important to review our basic interaction with targeted audiences. What will the initial contact be like? How will the visitor be oriented? What activities and programs reinforce the park themes? How can visitors actively participate in learning? How can we encourage reflection and inspiration? What will create positive memories and nurture stewardship and support?

Theme Reinforcement

Interpretive programming will be most effective in reinforcing the primary park themes when we...

- *Interpret events within the context of their times.
- *Tell the story from multiple perspectives.
- *Are inclusive but balanced in our interpretation (don't replace one bias with another)
- *Reinforce links between objects and stories.
- *Use modern technology (e.g. history kiosks, cell phone tours)
- *Compliment formal tours (e.g. Independence Hall) with special topic handouts.
- *Use archeology to interpret 18th century daily life.



People of Independence exhibit in Second Bank of the United States

Orientation & Way Finding

Interpretive programming will be most effective in helping visitors with park orientation and way finding when it...

- *Offers a new orientation film at the Independence Visitor Center
- *Creates a park wide directional signage plan.
- *Develops thematic tours to link park sites beyond the Mall.

Thought, Reflection, Inspiration & Stewardship

Interpretive programming will be most effective in encouraging visitor reflection and foster inspiration and stewardship when ...

- *Founding documents (Declaration & Constitution) ideals and principles link the story with the 21st century.
- *We focus on ideas (What does it mean to be free, what is the balance between liberty and order, and who decides?).



Recharging their batteries at a local coffee bar are (from left) Richie Garrison, Richard Newman, Gary Nash and Emma Lapsansky, Haverford College.

Audiences

Existing audiences

INDE had 5 million visits in 2004. Most visitors arrive at the Independence Visitor Center and limit their tour (based on time/interest) to sites along Independence Mall.

Audience includes a cross section of people, including 400,000 school age students, commercial tour groups, families, individuals, neighbors, office workers, and international (approximately 15%) visitors.

5 Year Focus

Intended audiences for interpretive programming can have an important impact on both recommended programs and techniques. Reviewers recommended that the following groups receive priority over the next 5 years.

- *Students & Teachers - develop formal curriculum based education programs
- *Minorities - offer program topics to attract a more diverse audience.
- *Park Partners - coordinate visitor services and programming.
- *Internet - fully develop park web-site.

Issues

INDE has many assets upon which to build an effective interpretive program but faces challenges as well. New programming should inform, provoke discussion and strengthen visitor interactions with existing and potential audiences. Reviewers encourage the park to...

- *Embrace controversy
- *Diversify thematic interpretation
- *Minimize impact of enhanced security
- *Offer a seamless visitor experience with park partners
- *Effectively deal with rising visitation, limited staffing and flat budgets
- *Encourage I&VS/CRM interaction
- *Increase staff training/research opportunities
- *Replace outdated Franklin Court Museum exhibits

Submitted by
Doris Devine Fanelli
Steve Sitarski





Appendices

1. List of pre-visit reading materials provided.
2. Agenda for the visit.
3. Historians' reports.

Appendix 1.

Dear _____ :

This transmittal documents the enclosed package of materials for you to read in preparation for your participation in the OAH review of Independence National Historical Park's (INDE) interpretive program. The following items are in this package:

- The agenda for our meeting.
- INDE's current General Management Plan
- Copies of Chapters 5 (Cultural Resources Management) and 7 (Interpretation and Education) of NPS Management Policies (2001) to give you an idea of the criteria that govern our work in the park and the division of responsibilities in the Park Service.
- Copy of an article, "The Curator as Social Historian," that I wrote for a special issue of CRMBulletin (1995) which explains the curator's role at historic sites with special reference to INDE installations.
- A plastic bag containing a sample of promotional literature by and about INDE, example pages from the Interpretive Program Data Base and sample program outlines, and Long Range Interpretive Plans for the Thaddeus Kosciuszko National Memorial and the Deshler Morris House. The last two items will give you an idea of the typical content of an interpretive plan.

From OAH:

- Copy of article by Alfred F. Young, "Revolution in Boston? Eight Propositions for Public History on the Freedom Trail," *The Public Historian* 25 (2: 17-41).
- Review of Little Bighorn National Historic Site
- Review of Valley Forge National Historical Park

We're very grateful to you for taking time away from your busy schedule to visit and offer us the benefit of your experience. Please don't hesitate to call me if I can provide further information prior to your visit.

I look forward to seeing you on Monday, October 18. I am sending an identical package to Martin Blatt, NPS Historian who will be joining us for the review.

With best wishes, I remain

Sincerely yours,

Doris Devine Fanelli, Ph.D., Chief
Division of Cultural Resources Management
215-597-7087 (voice)
doris_fanelli@nps.gov

cc: Mary A. Bomar
Dennis Reidenbach
Steve Sitarski
Martin Blatt
Susan Ferentinos



Appendix 2.

Agenda for OAH Historians Visit

Monday, October 18, 2004

A.M.

8:30 Convene in Merchants' Exchange Building, 143 South Third Street. Please check in with receptionist and ask for Doris Fanelli.

Upon arrival, order lunch which will be delivered to building.

Introductory meeting with park staff: Mary Bomar, Superintendent; Dennis Reidenbach, Assistant Superintendent: Welcome and review of agenda; accomplishment of Park goals listed in the GMP; INDE business plan presented as an encapsulated view of the state of the park, our hopes for this review; Steve Sitarski, Chief, Division of Interpretation and Visitor Services [I&VS] will review park's primary themes, overview of visitor services, critical issues, short and long-range planning needs; Doris Fanelli, Chief, Division of Cultural Resources Management [CRM] will review cultural resources management and its interdisciplinary nature in the NPS, standards and guidelines for each discipline. Major projects projected or underway within the division.

10:30 BREAK

10:45 Meet staff [each staff person gives 5 minute presentation of a brief explanation of various areas as they relate to History and the Division of Interpretation.; then open for questions, discussion] I&VS:

Sue Glennon, Education Specialist; Missy Hogan, Chief of Operations; Coxe Toogood, Historian, Mary Jenkins, Interpretive Specialist

CRM:

Karie Diethorn, Chief Curator; Charles Tonetti, Chief Historical Architect; Jim Mueller, Chief Historian

Partnership Office: Frances Delmar

P.M.

12 noon Lunch as a group. Discussion continues.

1 p.m. – 5 p.m. Tour the park as a visitor to gain our visitor's perspective.

1. Suggested thematic half day tours for Reviewers (4 participants);

Begin by seeing the Independence Visitor Center exhibits, then see Liberty Bell Center, Independence Hall and documents exhibit on Independence Square as a group. These are our most visited sites and the core of our mission.

Then, divide for single tours (select one):

- American Revolution – Carpenters' Hall, New Hall, Franklin Court Underground Museum (and film), Declaration House. Other sites to note: Independence Square, Washington Square.

- Capital City –Congress Hall, Old City Hall Todd & Bishop White Houses, Aurora Office, Franklin Court. Note President’s House Site, home and Executive Branch of Washington and Adams See exterior of First Bank of the United States as you leave from/return to Merchants’ Exchange Building.
- Daily Life – Declaration and K houses (boarders and transiency), Franklin Court ghost structures, ruins, landscape marking archeological sites, 318 Market Street, Todd & Bishop White Houses.

Marty and Susan meet with Doris, Steve and whoever else is interested for daily wrap-up and course corrections.

Dinner: Review Team

Tuesday, October 19, 2004

A.M.

8:30 Convene in Merchants’ Exchange Building INDE staff will be on hand to answer questions you may have from Day I.

9:30 Interviews with park staff regarding the interpretive program.

Suggested staff interviews include:

Sue Glennon for the education plan, Missy Hogan for visitor services operations, Coxe Toogood as staff historian. Field staff interviews should include Mary Jenkins to explain IVC partnership and Independence Hall ticket system, Cherie Butler for daily front line supervision, Jerry Murphy for the union’s perspective, Bill Caughlin, Renee Albertoli, Terry Brown for the park rangers, Amber Kraft, Ted Johnson, Lynn Nash for the park guides.

These will be group interviews with the OAH team.. Interviews with CRM staff should include Charlie Tonetti, Karie Diethorn, Jim Mueller and Jed Levin, possibly Susan Edens to understand the full range of disciplines involved in various aspects of History in the park.

11:00 Begin behind-the-scenes tours. Pick one. Tours will begin before lunch; break for lunch and continue after lunch:

- Second Bank of the United States (the new major portrait exhibition under construction in newly-rehabilitated National Historic Landmark); architectural study collection in First Bank of U.S.; Old Visitor Center archeology project, educational programs, and future partnership with HPI. Suggested guides: Charles Tonetti, Karie Diethorn, Sue Glennon, Bob Grau, Frances Delmar.
- Underground Railroad Tour (Terry Brown); President’s House Power point presentation (Joe Becton); Steve Sitarski: Briefing on Deshler Morris Bringhurst rehab and exhibits and interpretive media; THKO exhibit project.
- Bishop White, a seven-level town house (includes basement, third floor and attic, areas normally not on tour); Todd House tour and discussion of restudy project with Isabel Jenkins, Patricia Schaffenburg, Doris Fanelli. Archives and library, Karen Stevens. Sample of INDE-specific studies on display along with copy of CRBIB. Brief explanation of NPS databases as resources.



- Designed, cultural landscapes, context, overview of present ways interpreters weave the stories with the landscapes and the sites' potential for expanding interpretive possibilities. Robert Venturi's Welcome Park (note City Tavern as you pass it) as an example of intention and reality—what was envisioned when INDE originally conceived and what we have today; park core colonial revival landscape; Robert Venturi's Franklin Court; INDE Square and its present rehabilitation project; Washington Square our newest historic cultural landscape; Rose and Magnolia Gardens; Independence Mall by Laurie Olin, our newest landscape. Includes examination of interpretive signage and acknowledgement of past landscapes using a variety of techniques. Susan Edens, Susan Ballistreri.

All tours include rest stops for coffee.

P.M.

12:30 Lunch. MEB

1:30-5:00 Continue behind-the –scene tours and/or retour parts of the park with staff

Marty and Susan meet with Doris, Steve and whoever else is interested for daily wrap-up and course corrections.

Dinner

Wednesday, October 20, 2004

A.M.

8:30-10:00 Meet with park staff and present preliminary assessment of interpretation and its relation to current scholarship and current exhibition strategies.

10:30 Independence Visitor Center Theater. INDE has issued a media advisory of this opportunity to learn about the review and the reviewers' preliminary conclusions . In addition to the press, we have invited some of our community consultants.

11:30 Conclusion



Moving the Liberty Bell for the Bicentennial, January 1, 1976