



## FINDING AID

# **INDEPENDENCE NATIONAL HISTORICAL PARK GENERAL MANAGEMENT PLAN RECORDS 1991-1999 AND UNDATED (bulk dates: 1993-1997)**

National Park Service

Catalog Number: INDE 66577

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## ***HISTORY***

Independence National Historical Park (INDE) was authorized by an act of Congress on June 28, 1948, and was formally established on July 4, 1956, "preserving for the benefit of the American people as a national historical park certain historical structures and properties of outstanding and national significance...associated with the American Revolution and the founding and growth of the United States." Located in the Society Hill, Old City, and Germantown neighborhoods of Philadelphia, Independence National Historical Park encompasses not only such famous sites and artifacts as Independence Hall, Congress Hall, and the Liberty Bell, but over twenty other structures, gardens, squares, and cemeteries.

The Independence National Historical Park General Management Plan (GMP) is a guide to the long-term management of the park. The GMP was begun in 1993 and consists of three documents: the Draft General Management Plan/Environmental Impact Statement (1995), the Abbreviated Final General Management Plan/Environmental Impact Statement (1997) and the General Management Plan (1997).

The GMP was developed by an interdisciplinary planning team composed of park staff, state and local government officials, and a number of stakeholder organizations with an interest in the future of the park. Park service officials on the planning team included Park Superintendent Martha Aikens; Assistant Superintendent Dennis Reidenbach; and Mid-Atlantic Regional Office staff members David Hollenberg, Associate Regional Director for Design, Construction, and Facility Management; and Deirdre Gibson, Program Manager for Park Planning and Special Resource Studies. The general public contributed to the creation of the GMP through public meetings, workshops, and surveys organized by Deirdre Gibson and the Public Affairs Office.

In early 1995, the park identified six distinct, potential plans to be incorporated into the GMP. That same year, the park publicized its preference for "Alternative E" in the Draft General Management Plan/Environmental Impact Statement. After much public debate, the park suggested a revised preferred alternative, "Alternative E-1." As part of its plan for the park, Alternative E-1 proposed to redevelop the three blocks comprising Independence Mall to include four new buildings – the Gateway Visitor Center, the Liberty Bell Center, the National Constitution Center, and the Independence Park Institute – as well as relocated restrooms and a café on the Mall.

In February 1997, the park published the Abbreviated General Management Plan/Environmental Impact Statement, and later that year released the final General Management Plan. Using the new GMP as a guide, the park and its stakeholders moved forward to the next major step: redeveloping Independence Mall.

## ***SCOPE AND CONTENT***

INDEPENDENCE NATIONAL HISTORICAL PARK GENERAL MANAGEMENT PLAN  
RECORDS  
1991-1999 AND UNDATED (bulk dates: 1993-1997)

*CATALOG NUMBER* INDE 66577

*VOLUME* 13 LF

*DESCRIPTION* The General Management Plan Records contain documentation relating to the creation of Independence National Historical Park's General Management Plan (GMP). Materials include correspondence, drafts of reports, briefing materials, press releases, newspaper clippings, newsletters, results from public opinion polls and visitor studies. In addition to textual files, the collection includes a number of photographs, slides, and audiocassette tape recordings. The records represent the working files of National Park Service staff, including Park Superintendent Martha Aikens; Assistant Superintendent Dennis Reidenbach; David Hollenberg, Associate Regional Director for Design, Construction, and Facility Management; Deirdre Gibson, Program Manager for Park Planning and Special Resource Studies; and Ann Marie DiSerafino and Phil Sheridan of INDE's Public Affairs Office.

Materials in this collection span the years 1991-1999, with the bulk of the materials dating from 1993-1997.

*ORGANIZATION* This collection is organized into five series: Series I: Superintendent's Office Files, Series II: Public Affairs Office (PAO) Files, Series III: Deirdre Gibson (Program Manager for Park Planning and Special Resource Studies) Files, Series IV: David Hollenberg (Associate Regional Director for Design, Construction, and Facility Management) Files, and Series V: Associated Newsletters and Reports.

*RESTRICTIONS* NO

*ASSOCIATED  
MATERIALS*

Independence National Historical Park Archives:

- Independence Mall Records
- Public Affairs Office Records

***HIERARCHY***

- I. SERIES I: SUPERINTENDENT'S OFFICE FILES, 1991-1999, undated
  - A. SUBSERIES A: PUBLIC CORRESPONDENCE FILES, 1995-1997, undated
  - B. SUBSERIES B: GENERAL RECORDS, 1991-1999, undated
- II. SERIES II: PUBLIC AFFAIRS OFFICE (PAO) FILES, 1993-1998, undated
- III. SERIES III: DEIRDRE GIBSON (PROGRAM MANAGER FOR PARK PLANNING AND SPECIAL RESOURCE STUDIES) FILES, 1993-1996, undated
- IV. SERIES IV: DAVID HOLLENBERG (ASSOCIATE REGIONAL DIRECTOR FOR DESIGN, CONSTRUCTION, AND FACILITY MANAGEMENT) FILES, 1993-1997
- V. SERIES V: ASSOCIATED NEWSLETTERS AND REPORTS, 1993-1997, undated

## ***SERIES DESCRIPTIONS***

### ***I. SERIES I: SUPERINTENDENT'S OFFICE FILES, 1991-1999, undated***

This series is organized into two subseries: Subseries A: Public Correspondence Files and Subseries B: General Records.

Series I contains records created and collected by park Superintendent Martha Aikens and Assistant Superintendent Dennis Reidenbach in the process of developing the General Management Plan. The materials reflect both park service planning and the public participation process, and include a variety of materials such as correspondence, public comment response cards, reports, and legal documentation.

#### ***A. SUBSERIES A: PUBLIC CORRESPONDENCE FILES, 1995-1997, undated***

This subseries is arranged alphabetically by correspondent's last name.

Subseries A is composed of correspondence from private individuals regarding the GMP planning process. Notable correspondents include city planner Edmund Bacon, former Mayor of Philadelphia Edward Rendell, and Senator Arlen Specter. In some cases, Superintendent Martha Aikens's reply letter is included in the file with the original correspondence.

#### ***B. SUBSERIES B: GENERAL RECORDS, 1991-1999, undated***

This subseries is unarranged.

Subseries B contains records produced and collected by the Superintendent's Office over the course of the GMP planning process. Materials include reports, draft planning documents, public comment response cards, meeting minutes, newsletters, news clippings, lease agreements, and land transfer documentation. This subseries also contains GMP-related briefing materials for officials in Washington, as well as documentation from Congressional hearings related to the GMP. Audiocassettes containing recordings of public meetings can also be found here. Researchers should note that this series contains additional documentation on related park projects, including files on transportation planning, the renovation of Washington Square, the Sound and Light exhibit, and new tourism options for the City of Philadelphia.

### ***II. SERIES II: PUBLIC AFFAIRS OFFICE (PAO) FILES, 1993-1998, undated***

This series is unarranged.

Series II contains material utilized by the Public Affairs Office to publicize the General Management Plan planning process. Records include background information, correspondence, news clippings, press releases, press kits, and slides from public workshops.

*III. SERIES III: DEIRDRE GIBSON (PROGRAM MANAGER FOR PARK PLANNING AND SPECIAL RESOURCE STUDIES) FILES, 1993-1996, undated*

This series is arranged by subject, and further chronologically.

Series III contains the working files of Northeast Regional staff member Deirdre Gibson, Program Manager for Park Planning and Special Resource studies. Materials include correspondence, research files, phone responses from the GMP's public comment period, and photographs from public workshops.

*IV. SERIES IV: DAVID HOLLENBERG (ASSOCIATE REGIONAL DIRECTOR FOR DESIGN, CONSTRUCTION, AND FACILITY MANAGEMENT) FILES, 1993-1997*

This series is unarranged.

Series IV contains the working files of David Hollenberg, Associate regional Director for Design, Construction, and Facility Management for the Northeast Region. Materials include correspondence, notes, meeting minutes, memoranda of agreement, briefing materials, news clippings, and documentation regarding the Gateway Visitor Center. Files related to the original conceptual design for Independence Mall by Venturi, Scott Brown and Associates can also be found here.

*V. SERIES V: ASSOCIATED NEWSLETTERS AND REPORTS, 1993-1997, undated*

This series is arranged alphabetically.

Series V contains newsletters and reports published by the National Park Service throughout the General Management Plan process. This series also contains related reports that were completed and reviewed prior to the implementation of the GMP.

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- Folder 6: Correspondence regarding planning, draft, and final General Management Plan, 1995-1997
- Folder 7: Martha Aikens planning and notes for General Management Plan, 1995-1997
- Folder 8: Staff meeting handouts, 1996
- Folder 9: Record of Decision, April 1997

#### Box 16

SERIES II: PUBLIC AFFAIRS OFFICE (PAO) FILES, 1993-1998, undated  
(Additional materials can be found in Drawer 167)

- Folder 1: News clippings, 1994-1998
- Folder 2: Interpretive Plan themes, 1993-1995
- Folder 3: Planning and completion information, 1993-1997
- Folder 4: Draft Alternatives concepts and comments, 1994
- Folder 5: Alternative E and announcement of preference, 1995
- Folder 6: Statistics regarding special events, 1994
- Folder 7: Press releases, 1993-1994
- Folder 8: Press conferences regarding the Agreement between the National Park Service and the City of Philadelphia for cooperation on the General Management Plan, May 1994
- Folder 9: Workshops, June 1994
- Folder 10: Public meeting invitation, October 1994
- Folder 11: Workshops, September 1994
- Folder 12: Workshops, October 1994
- Folder 13: Working group meetings and walkabouts, 1994-1995
- Folder 14: Televised Town Meeting, September 1994
- Folder 15: Announcement of Alternatives, 1995

#### Box 17

- Folder 1: Public meetings, October 1995
- Folder 2: Comments from City of Philadelphia officials, 1994-1997
- Folder 3: Comments from government officials, 1995
- Folder 4: Public comments, 1994-1995
- Folder 5: Public comments, 1995-1996
- Folder 6: Public comments, 1996-1997
- Folder 7: Public and intra-park service comments, 1995
- Folder 8: Correspondence regarding planning of the General Management Plan, 1994-1996
- Folder 9: Media plans for the General Management Plan, 1994-1995
- Folder 10: Press briefing by Ann Marie DiSerafino, September 1996
- Folder 11: Press kits, September 1996

- Folder 12: Press kits, September 1997
- Folder 13: Public meetings, September 1996
- Folder 14: Supplemental Draft and Environmental Impact Statement, 1995-1996
- Folder 15: Correspondence regarding planning of the General Management Plan, 1994-1995
- Folder 16: Traffic Operations Study of the closure of the 500 Block of Chestnut Street, 1994
- Folder 17: General Management Plan/Environmental Impact Statement scoping newsletter results, August 1993
- Folder 18: Visitor surveys, August 1994
- Folder 19: Draft fundraising strategy, May 1996

#### Box 18

- Folder 1: Gateway Visitor Center and Pew involvement, 1994-1996
- Folder 2: Independence Park Institute, 1995-1996
- Folder 3: National Constitution Center, 1994-1997
- Folder 4: Correspondence regarding the National Constitution Center, 1994-1997
- Folder 5: Mailing lists, 1995-1996
- Folder 6: Correspondence regarding Pew Charitable Trusts, 1995-1996
- Folder 7: Venturi, Scott Brown and Associates, Inc., 1996
- Folder 8: Slides of public workshops, June 1994
- Folder 9: Audio tapes – Interviews (WHYY) with Edmund Bacon, Martha Aikens, and Ann Marie DiSerafino and comment tapes from the first public comment period, 1994

#### SERIES III: DEIRDRE GIBSON (PROGRAM MANAGER FOR PARK PLANNING AND SPECIAL RESOURCE STUDIES) FILES, 1993-1996, undated

- Folder 10: Correspondence regarding planning for the General Management Plan, March-June 1994
- Folder 11: Correspondence regarding planning for the General Management Plan, July-December 1994
- Folder 12: Correspondence regarding planning for the General Management Plan, January-March 1995
- Folder 13: Correspondence regarding planning for the General Management Plan, April-December 1995
- Folder 14: Correspondence regarding planning for the General Management Plan, January-August 1996

#### Box 19

- Folder 1: Correspondence regarding public comments, January-April 1995
- Folder 2: Correspondence regarding the National Constitution Center, September-December 1994
- Folder 3: Correspondence regarding the National Constitution Center, January 1995
- Folder 4: Correspondence regarding the National Constitution Center, February 1995
- Folder 5: Correspondence regarding the National Constitution Center, March 1995-March 1996

- Folder 6: Correspondence regarding planning for the Draft General Management Plan, November 1993-February 1994
- Folder 7: Correspondence regarding Draft and Final General Management Plan, 1995-1996
- Folder 8: General Management Plan phone responses, January 1995
- Folder 9: Independence National Historical Park General Management Plan workshop comments, 1995
- Folder 10: Independence Mall proposals, 1996
- Folder 11: Research articles for the General Management Plan regarding the Fairmount Park Art Association, undated
- Folder 12: Research articles for the General Management Plan, "The Sky Line; Philadelphia and Historic Philadelphia", undated
- Folder 13: Research articles for the General Management Plan regarding interviews with Edmund Bacon, undated
- Folder 14: Research articles for the General Management Plan, description for Independence National Historical Park National Register Form, undated
- Folder 15: Research articles for the General Management Plan regarding Friends of Independence National Historical Park and architects in the park, undated
- Folder 16: Research articles for the General Management Plan regarding Independence Mall, undated
- Folder 17: Research articles for the General Management Plan regarding City of Philadelphia ordinances and House of Representatives hearings on public lands, undated
- Folder 18: Research articles for the General Management Plan regarding Independence Mall, undated
- Folder 19: Philadelphia City Planning Commission "Destination Philadelphia" booklet, February 1993
- Folder 20: Photographs and negatives of public workshops, June 1994
- Folder 21: Photographs and negatives of public workshops, June-September 1994
- Folder 22: Photographs of public workshops, September 1994
- Folder 23: Photographs and negatives of public workshops, September 1994
- Folder 24: Photographs for color Newsletter No. 4, September 1995
- Folder 25: Photographs for color Newsletter No. 4, September 1995
- Folder 26: Photographs, undated
- Folder 27: Photographs, undated
- Folder 28: Photographs and negatives, undated

Box 20

SERIES IV: DAVID HOLLENBERG (ASSOCIATE REGIONAL DIRECTOR FOR DESIGN, CONSTRUCTION, AND FACILITY MANAGEMENT) FILES, 1993-1997

- Folder 1: Briefing materials for Martha Aikens, 1995-1997
- Folder 2: Independence Mall design competition, 1993-1994
- Folder 3: Correspondence from Edmund Bacon, 1995
- Folder 4: Planning process, 1993-1995
- Folder 5: Venturi, Scott Brown and Associates, October 1995

Folder 6: Draft and notes of Memorandum of Agreement between the National Park Service and the Pew Charitable Trusts, December 1995

Folder 7: Planning for the Gateway Visitor Center, October-December 1995

SERIES V: ASSOCIATED NEWSLETTERS AND REPORTS, 1993-1997, undated

Folder 8: Abbreviated Final General Management Plan/Environmental Impact Statement. National Park Service, February 1997

Folder 9: Addendum Analysis of Impacts of Chestnut Street Closure at Independence Hall. National Park Service, June 1996

Folder 10: Analysis of Impacts of Chestnut Street Closure at Independence Hall. National Park Service, April 1995

Box 21

Folder 1: Draft Environmental Assessment: Rehabilitation and Improvement of Utilities. National Park Service, January 1994

Folder 2: Draft General Management Plan/Environment Impact Statement. National Park Service, CRBIB #407028, June 1995

Folder 3: Draft General Management Plan/Environment Impact Statement. National Park Service, CRBIB #403139, August 1995

Folder 4: General Management Plan. National Park Service, June 1997

Folder 5: General Management Plan Newsletters 1-5, General Management Plan, 1993-1996

Folder 6: Interpretive Media Plan (Draft). National Park Service, 1995

Folder 7: Interpretive Program Review. National Park Service, August 1995

Folder 8: National Constitution Center Feasibility Study. National Constitution Center, CRBIB #407102, undated

Folder 9: Traffic Data and Analysis Final Report. Orth-Rodgers & Associates, Inc., February 1995

Folder 10: Traffic Data and Analysis Technical Appendix. Orth-Rodgers & Associates, Inc., May 1996

Folder 11: Visitor Utilization Study. Alan Graefe, John Confer, and Hans Vogel song for Vitetta Group, September 1995

Oversize Materials

Drawer 167

Series I: Superintendent's Office Files  
Presentation materials, 1996

Series II: Public Affairs Office (PAO) Files  
Planning and Environmental Impact Statement presentation timeline, undated