

INDEPENDENCE NATIONAL HISTORICAL PARK SUPERINTENDENT'S ANNUAL NARRATIVE REPORT October 1, 2008– September 30, 2009

Introduction

The Superintendent and staff of Independence National Historical Park (INDE) share the stewardship of some of the most important symbols of our nation's heritage: the Liberty Bell, Independence Hall, Congress Hall and Franklin Court. They also share responsibility for Edgar Allan Poe National Historic Site (EDAL), Thaddeus Kosciuszko National Memorial (THKO) and Gloria Dei (Old Swedes') Church National Historic Site (GLDE).

INDE reached a major milestone in fiscal year (FY) 2009, with the completion of the security project that involved removal of bicycle barricades from Independence Square and replacement with attractive bollards and chains. Also, major work of note includes the rehabilitation and completion of three new exhibits in EDAL, THKO and the Germantown White House (GEWH), formerly Deshler Morris House. INDE continued to work on several multi-year, multi-faceted projects including the City partnership constructing the commemoration of the President's House Site; three American Recovery and Reinvestment Act (ARRA) projects; planning for a proposed \$18 million partnership project for the Franklin Court Museum; and a three-way land-exchange with the American Revolution Center (ARC) and Valley Forge National Historical Park (VAFO).

This has been a year of success and accomplishment, as evidenced by special recognition and awards that park staff and resources have received. The First Bloom team (Joanne Schillizzi, Stephen Murphy and Susan Edens) was awarded a silver medal at the annual FEB Excellence in Government award ceremony. Three employees were selected to attend Gilder-Lehrman seminars this year. The park historian, Coxey Toogood, received a White House History Fellowship co-sponsored by the Organization of American Historians and the White House Historical Association.

An important transition occurred with the departure of deputy superintendent, Darla Sidles, to be superintendent of Saguaro National Park, and the hiring of a new deputy superintendent, BJ Dunn, from the superintendency of Saint-Gaudens National Historic Site. INDE started the core ops process, including setting up a position management review.

The following report captures in brief a year in the life of "the Best Park in History." The following information is broken down by each park division, but as always, all park accomplishments are the result of successful shared work between all of the divisions.

Administration

Congressional Relations

INDE continues to recognize and appreciate the benefits of good Congressional relations. The park's Congressional delegation was kept informed of the status of ARRA-funded projects, notified of concerns on the part of the federal courthouse regarding the Duck Boats, and provided with detailed explanations of National Park Service (NPS) policies on Special Use Permits and Commercial Use Authorizations and the draft Independence Visitor Center Corporation (IVCC)-NPS agreement. The park responded to four pieces of assigned Controlled Correspondence. Senator Barrasso (R-WY) visited the park in September 2009.

Budget/Fiscal

The INDE budget for FY 2009 was \$24,569,371 in ONPS dollars. Of that total amount, \$15.734 million were used for labor costs, \$3.236 million for the security guard contract (Wackenhut), \$2.033 million for utilities throughout the park, \$850,000 for the Independence Visitor Center (IVC), and the remaining \$2.718 million for various contracts, materials, and supplies.

Expenses on contracts, materials and supplies were higher than normal; park funds were expended on contracts/projects, such as the comprehensive sign plan (\$252K), the monthly transportation checks (\$213K), Washington Square's cultural landscape review (\$132K), funding the education program shortfall in Interpretation and Visitor Services (I&VS) (\$113K), the additional work needed on the Market Street Homes (\$90K), the interpretive mall project (\$86K), carpeting at New Hall and the East Wing (\$59K), the Pergola Replacement at Franklin Court (\$37K), the permanent change of station to relocate the deputy superintendent (\$36K), the alarm system at Deshler Morris House (\$34K), the Library Street steam leak repair for (\$32K), and the position management review (\$25K). We were able to accomplish these projects and meet these expenditures using lapsed salary funds.

This FY, INDE received a total of approximately \$980,000 in "soft" one-year or two-year money. Almost half of this went to funding roof replacement for our properties on Market Street. The remainder was used for other repair/rehabilitation projects, equipment replacement, the Volunteer-in-the-Parks Program, and the continuation of the Archeological Collections Cataloging. All expiring funds were obligated by the end of the FY.

Personnel

The Park continued its tradition in the staff turnover arena, which gave us the opportunity to fill or recruit for some key positions. In FY 2009, there were several significant personnel changes, including the deputy superintendent's position. Darla Sidles left the park in June and Debbie Douglas served as acting deputy superintendent from June 14th through the end of the FY. BJ Dunn was hired to be deputy superintendent and reported October 26, 2009.

In the Administration Division, Reynard Small was hired as a human resources specialist. Mr. Small came from VAFO and was converted from a Student Career Enhancement Program (SCEP) appointment to a permanent upward mobility position. Barb Murphy continues to serve as a re-employed annuitant on a part-time basis with contracting. We also hired a Drexel University intern for five months in the information technology (IT) branch, Harry Ching, who was a great help in troubleshooting IT problems. The human resources branch was fortunate to have contractor Gloria DeSilva for four months. Gloria was instrumental in purging Official Personnel Folders for INDE, Steamtown National Historic Site and Fredericksburg and Spotsylvania National Military Park, in preparation of the new Electronic Official Personnel Folder (OPF) process. She reviewed each OPF and purged those documents that were not required to be maintained in OPFs.

In the Cultural Resources Management (CRM) Division, Bryan Shinehouse of Cabrini College worked throughout 2009 with the museum branch performing historical research and assisting with museum collections care activities. During the summer, Emily Korn of the University of

Pennsylvania researched Independence Hall as a site of protest as a project to develop future web exhibit ideas. From June through early August, CRM hosted a Student Conservation Association Diversity Intern, Emily Rugar, from the University of North Carolina. She provided research and collections care assistance with the park's architectural study collection for which a new exhibit is currently in development. The historian position remained vacant.

In the Maintenance Division, two new permanent subject-to-furlough tractor operators, Jason Bair and William Spyles, were hired as well as two permanent subject-to-furlough laborers, Gerald Roche and Paris Blackwell. In addition, a permanent air conditioner equipment mechanic, Carlos Pomales, and custodial worker supervisor, Keith Parris, were hired during this period, and then, both left the park in this timeframe.

In the Interpretation and Visitor Services Division (I&VS), recruitment was still active at the end of the FY to replace Supervisory Park Rangers Joseph Becton, who retired February, and Cherie Butler, who transferred to African Burial Ground Monument in July.

In the Resource and Visitor Protection Division (R&VP), we hired a new chief of operations, Paula Risell from VAFO. Alan Saperstein was detailed twice to the Northeast Regional Office (NER) Collection Management Team, once to Fort McHenry and the other to Boston. The Division also promoted Merrick Moody to supervisory park ranger. Upon retirement of the telecommunications manager, Sandi Little, we selected one of our dispatchers, Selvin Robin, as her replacement. A new telecommunications operator, Kathryn Morris was transferred to INDE on a dual spouse appointment, as Jason Morris, her husband, was hired to serve as Park Ranger LE. We continued to hire new protection rangers as others transferred or retired. Six permanent law enforcement rangers and one dispatcher were brought on board. The hiring process continued as rangers moved on to other parks or agencies. An open continuous park ranger announcement was posted and supervisors are still active in the hiring process, attempting to fill vacant park ranger positions.

The park funded 39 centennial hires. We were successful in hiring temporary laborers, custodial workers, painter, motor vehicle operators, visitor use assistants and park guides. We were able to welcome back 17 centennial hires from last year. These staff members helped us tremendously, especially in I&VS and Maintenance.

We continue to have turnover in most divisions. This is a constant struggle without a staffing specialist; we contract out a majority of the actual hiring work, but must coordinate and follow up at the park level. The hiring is planned to be done within the NPS once the SHRO is functional.

Concessions

Business is reported as slow by the City Tavern for the last two years with report of a loss on its annual financial report. The concessioner, Walter Staib, published his new cookbook "The City Tavern Cookbook: Recipes from the Birthplace of American Cuisine," and has started work on a new children's cookbook.

There were 14 projects completed under the building improvement fund. All were small and included replacement of the bar floor and replacement of the front awning posts, which had become a safety hazard. Ethan McKinley is our new regional contact for concessions and leasing and is working with WASO to convert the concessions contract to a lease.

Contracting

With the loss of the warrant of the contract specialist, all non line item construction projects and the security guard modifications were completed at the Region or at Gettysburg National Military Park. The total cost of all contracts (excluding modifications) was \$1,596,911. There were only two construction projects this year – rehabilitation of the Market Street houses (\$607,200) and replacement of the pergola at Franklin Court (\$36,660).

The contract specialist, Barb Murphy, prepared 17 projects for award by park purchasing agent or regional contracting officer. These included four modifications of cooperative agreements in the amount of \$855,531, purchase of three copiers, purchase of three automobiles, and replacement of the pergola at Franklin Court. She also solicited and prepared for award the emergency replacement of the HVAC at the Valley Forge Education Center.

The purchasing agent, Jennifer Stockton, maintains a \$100,000 warrant. For INDE, she processed 26 actions for at total of \$298,249 and equipment/supplies, and 47 actions for a total of \$326,082. In addition, Jennifer processed 24 equipment/supplies actions for other parks, totaling \$114,743. Sixty-two percent of the orders were awarded to small businesses. Of these, 0.5% went to Service Disabled Veteran-Owned Businesses, 1% to Veteran Small Business and 8% to Women-Owned Businesses. The total amount awarded to large businesses (excluding modifications) was \$367,468. Of this, 37% of the orders were awarded to GSA contractors and 61% went to required vendors such as Dell and Autochoice.

Training

INDE's commitment to providing employee development opportunities were evidenced this year through the park's diverse training program and staff detail assignments. Employee training included "core competencies" offered by the NPS Fundamentals training program. Management continues to encourage employees to participate in Fundamentals. In addition, the park took advantage of NER sponsored training and TEL-training, including Conflict Management and Ethics training. Several managers attended *Crucial Conversations*, which was sponsored by the region. We worked with VAFO to again provide training for supervisors in Human Resources Management for DOI Managers and Supervisors. We were particularly focusing on technical training this year. We provided COTR training for several members of the park throughout all divisions and the Chief of Administration attended Agreements Technical Training. The Chief of Maintenance participated in the MABO Service Level Agreement Meeting in order to set up the roles and responsibilities between the MABO's, BOD and their customer parks, and NER Acquisition Office. The Public Affairs Officer attended the national PAO conference, FOIA training and *Working with Congress*, sponsored by the NER. One of our gardeners, Edwin Ocasio, attended the Arborist Training Program at the Olmsted Training Center. The park continues to be in compliance with Information Technology and Records Management training, with employees completing required Annual Information Technology Security Awareness

Training, No Fear and Privacy Act Training. The human resources office ensured that TEL training continued to be available.

Some staff members had the opportunity to serve in detail assignments. Paula Risell, Chief of Operations, R&VP, served as chief ranger for four months, while the Chief Ranger was on a special assignment. Scott Drake was temporarily promoted to electronics mechanic from electronics worker. John Hopf, Supervisory Park LE -Ranger, served on a detail to FOMC for a special event and Bob Kozak, LE Ranger, served on a detail for approximately one month at ROVA, assisting with staffing due to major staffing shortages at that park. Earl Hutchins was detailed from laborer to motor vehicle operator. Three park guides served in details as park rangers. In addition, two park rangers served as supervisory park rangers.

Other trainings focusing on technical abilities and safety include:

Maintenance

American Sign Language, safe driving, CDL training refresher, lead abatement, pruning training given by the PA Horticultural Society, chainsaw training, fork lift training, high reach training and first aid/CPR training,

Interpretation and Visitor Services

June 28-July 3 – Paul Campbell - the Gilder/Lehrman Seminar “*Slavery in the Time of Revolutions*” at Columbia University.

July 5-9 - Stew Low - the Gilder/Lehrman Seminar “*Creating A Nation: America in the Eighteenth Century*” at the NCC

July 26-August 1 – Jay Hinesley - the Gilder/Lehrman Seminar “*The Age of Thomas Jefferson*” at the University of Virginia.

Other I&VS opportunities:

November 11-16 – Tom Degnan and Holly Johnson - the National Association for Interpreters (NAI) annual workshop in Portland, OR.

November 19 – Renee Albertoli - the NER one-day training session “Digital Natives and Analog Parks: Engaging Young Adults” at Gateway.

June 1-5 – Palmer Forbes - the Now Media Workshop at VAFO

September 15-18 – Ted Johnson - an Underground Railroad Symposium in Indiana

Resource and Visitor Protection

All rangers received their 40 hour mandatory refresher training and some employees participated in more specialized training. The park's EMS coordinator attended the NPS EMS Conference, the Physical Security Assistant attended Equal Employment Opportunity Counselor training, the collateral duty Physical Security Specialist attended the two week Physical Security training at FLETC, multiple rangers and dispatchers attended a Department of Homeland Security Surveillance Detection course, the Chief Ranger and Chief of Operations attended an Office of

Law Enforcement and Security National Monument and Icon Workshop. We also sent two rangers to FLETC and FTEP to obtain their Level 1 Commissions. Both rangers completed their programs successfully.

Cultural Resource Management

This year, the CRM training highlights included the following special subjects: the history of the Mason Dixon Line survey, the latest laser scanning technology used to survey the condition of the stone on the Merchants' Exchange Building, an architectural symposium on iron and steel problems in 20th century buildings, and a panel discussion on the use of Web 2.0 in archives outreach. Professional development opportunities included: archeologists Miller and Hoffman who attended the annual Society for Historical Archaeology meeting in Toronto, curator Ziegler who attended the 2009 Gilder Lehrman Summer Seminar on everyday life in early America held at Yale University, and architect Hart who attended the Campbell Center for Historic Preservation Studies course on specifications writing for historic preservation.

Information Technology

In addition to the normal duties of the IT branch, Administration provided IT equipment and set-up and continuous support services for the FMSS facilities project, located on the second floor of INDE's First Bank. In addition, the IT Branch replaced roughly 25 desktop and six laptop computers. Funds were also available to change-out four aging Network printer/copy/fax machines for new and more efficient models.

Maintenance and Facility Management

\$2.1 million was spent for energy usage park-wide. The funds spent on utility costs equals roughly 10% of the park's annual budget. The costs would have been much higher if not for the energy conservation efforts by the leadership and staff of the Maintenance Division. Energy conservation efforts included keeping the heating at the recommended level of 68 degrees during the winter months and signing a Smart Returns agreement with PECO Energy (PECO). The park's Smart Returns agreement with PECO guarantees to PECO that the park will drop our electrical usage for a savings. In 2009 we placed two buildings, the Independence Living History Center (ILHC) and the Chiller Plant, under the Smart Returns agreement for a customer credit of \$4,000 per building. We are consistently looking for ways to reduce energy costs while remaining committed to using "green" energy and "green" products whenever possible. In FY 2009 the park's use of renewable energy remained at 28%, exceeding the President's call for 7%. The Liberty Bell Center, EDAL, THKO, Merchants' Exchange and GEWH are all operating on 100% renewable energy through PECO.

Almost all of the custodial supplies and products used at the park are 100% green. All cleaning products used are by biodegradable products with high performance. These cleaning products are deodorizers, carpet extraction shampoo, hand soaps, tackles, and much more. Custodial products at INDE are playing an effective part in the park's effort to help clean up the environment.

As part of the renovations of the Deshler-Morris and Bringhurst Houses a modern geothermal system for heating and cooling was installed. This green energy system is just another example of our dedication to helping the environment.

Staff uses the Project Management Information System (PMIS) projects and the Facility Management Software System (FMSS) and has sent updated information sent to the Regional Office. Supervisors and some workers are using handheld devices for FMSS data entry while in the field.

Chief of Maintenance, Jean Marra, took on the task of establishing a new FMSS support office in the second bank to accommodate six new employees.

Motor vehicle supervisor Cliff Womack, gardeners Larry Mays, and Richard Dipietro went to Delaware Water Gap for a prescribed burn.

The Maintenance Division worked on a park ARRA project to install 92 utility meters to measure energy use and allow staff to coordinate and reduce peak use loading in buildings. Automatic meter reading software will be purchased and installed with feedback to the park's server. The data collected will be used to establish protocols for reduction of energy usage and thereby reduce utility costs. The park will know exactly how much energy is being used per building during all times of the year. At the end of FY2009, a request had been forwarded to the National Park Service Washington office for contract completion and award.

The Maintenance Division worked throughout the year to maintain and improve the park facilities. Some of these "behind the scenes" projects included the following:

- The carpentry, electrical, mechanical and painting staffs completed extensive restoration/repair work on THKO. Work at THKO was mainly on the interior with some exterior repairs. This work was accomplished in preparation for the installation of a new exhibit.
- The carpentry, electrical, mechanical and painting staff completed extensive restoration/repair work on the EDAL. Work at EDAL was both on the interior and exterior, and was accomplished in preparation for the installation of a new exhibit. This exhibit was to be installed prior to the 200th Anniversary of Poe's birthday.
- The carpentry, masonry, and painting staffs completed restoration/repair work and extensive interior painting to complement the line item construction project work on the Deshler-Morris and Bringhurst Houses. While at the site, they performed repair/renovation work on the third floor, even though it was not in the original project.
- The grounds staff worked on some major hazardous tree pruning at Independence Square, Washington Square, 4th Street and Deshler-Morris House grounds. This a total of 14 new trees were planted this year.
- The mechanical staff installed a new heating coil for the hot water system at the Liberty Bell Center.
- Second Bank had one chilled water pump rebuilt and replaced.
- The mechanical staff replaced all faucets with hand free type faucets at the rest rooms on the Liberty Bell Center block.

- A BTU meter which determines the heat usage was installed in Carpenters Hall.
- Two humidifiers were installed in the Independence Hall Complex
- The Maintenance Division received a grant from the National Park Foundation - Unilever's Recycling at Work Program for replacement of wooden benches and planters at Christ Church grounds.
- Two new Big Belly Solar Trash Compactors were installed. One Big Belly dual unit with trash and recycling capabilities was placed by the Liberty Bell Center. A trash compacting Big Belly unit was placed by the IVC. These new units store up to four times as much trash as a regular trash can. The Big Billy Units compact the trash using a solar panel as a power source which senses when the trash reaches a certain level of compaction. Using its wireless feature, a signal is sent to the computer to inform staff when the compactor is full and the trash bag needs replacement. One of the benefits for the Park is that there is less fuel consumption by our trash truck since trash pickups are reduced for these areas.
- Maintenance Division staff attended several training classes such as: pruning, AAA defensive driving, high reach operation, fork lift operation, supervisory, wild land fire suppression, computer awareness, electric vehicle operation, safety and first aid.

Interpretation and Education

Interpretation Program

This year the I&VS Division celebrated the opening of three new permanent exhibits: at EDAL, THKO, GEWH and one temporary exhibit at the Independence Visitor Center. The exhibits were researched and designed by the park with the help of the Harpers Ferry Center as project managers and professional design and production companies. All four exhibits opened with special ceremonies involving a number of park partners and extensive media coverage. The EDAL exhibit opening on January 16, was part of our 18-month long celebration of the Bicentennial of Poe's birth (January 19, 1809). The Friends of Poe sponsored a gala reception which included a short play, the awarding of prizes to students for their Poe posters and tours of the new exhibits.

The TKHO exhibits include a new case for historic artifacts on loan from museums in Poland. For the opening event on March 20, besides representatives from the museum in Krakow, Poland, we had a lecture and book signing by noted historian Gary Nash. For the GEWH opening on July 10, we featured a new play about the women of the Washington Household: Martha Washington, her granddaughter Nellie and her enslaved servant Ona (Oney) Judge. On July 3rd, we opened a temporary exhibit in the Independence Visitor Center on the "Roots of the Underground Railroad in Philadelphia". Park partner Michael Coard of "Avenging our Ancestors" participated with his group, who bought over 75 copies of the newly reprinted edition of the *1793 Yellow Fever Narrative* by Absalom Jones and Richard Allen. This exhibit is funded by a grant we obtained from the National Network to Freedom Underground Railroad program, matched by funds from the William Penn Foundation for the Independence Park Institute (IPI). The exhibit will be eventually installed in the IPI classroom on the UGRR.

The park's cell phone program continues to be popular with over 20,000 calls for a total of 45,000 minutes for this year. We replaced our temporary signs with permanent, professionally made signs installed near park buildings. The popular cell phone rack card was reprinted as a

guide to the stops. A new section was added to explain the temporary "Dock Creek" art installation that was installed and maintained by the park partner, the American Philosophical Society, from April through September 2009. *Drawing Dock Creek* was a temporary outdoor art installation that marked the path of a historical tidal stream buried long ago under the streets of Philadelphia. We also added a message about summer programming. Visitor response has been extremely positive.

Total park visitation for the FY was up slightly over last year, while other area attractions saw declines in attendance. We continued to offer our regular park tours and talks, seasonal programming and special commemorations such as the re-enactment of the First Public Reading of the Declaration of Independence at noon on July 8th. This year we offered "Lesser Known Stories of Independence Hall" year round. This 30-minute illustrated talk offers visitors a chance to learn about the history of the building while enjoying the comfort of the Portrait Gallery AV room in the Second Bank. The popular quick tours of Independence Hall and the Todd House at the end of each day in the summer formerly called "Open House" were re-titled "Express Tours" to better match the actual procedure. We added Independence Trading cards to our other four children's programs. In November, we offered special topic tours for Native American Month. On January 20th, we noted the presidential inauguration with a historical re-enactment of the 1797 Adams inauguration in Congress Hall. We partnered with the Northeast Region (NER) Network to Freedom office to offer dramatic presentations of "True Stories of the UGRR" during July and August in the IVC.

Thanks to a grant from NER, we created a new Junior Ranger booklet for the GEWH along with patches and a Junior Ranger badge. This new program in Germantown will help us reach out to the community and school groups, one of the goals on our GEWH Long Range Interpretive Plan. In June, we were able to continue our 10 year tradition of taking the EDAL junior rangers on a field trip. The 30 fifth graders from a neighborhood school visited the Statue of Liberty. The group was led by Park Ranger Andrew McDougall with park partner, Leo Blake, Director of the Walt Whitman House. The Junior Rangers had a great time and it was an excellent way to end the program, enabling the kids to make connections with some of the same themes of freedom and liberty which they experienced at INDE and EDAL. For many of the students this was their first trip away from Philadelphia and they were excited to visit a place they had only seen in pictures.

We made significant progress in our multi-year project to comply with the 2006 Accessibility Directive on Audio Visual media in parks. With the help of a Harpers Ferry Center contract and expertise, we are installing the equipment for audio description for the blind and assisted listening devices in our park theaters. This includes the films at the IVC, the Liberty Bell Center, and Franklin Court Museum. EDAL, GEWH, and TKHO incorporated this technology as part of "Universal Design" standards when the exhibits were installed this year. We find that many visitors, not just those with disabilities enjoy our accessibly elements such as the touchable model of the original Poe house, or the audio description of the exhibits.

Education Outreach and Partnerships

We continued to work closely with various park partners including Once Upon A Nation-Historic Philadelphia, Inc. (HPI) on summer programs and the seasonal *Gazette* publication, the

Friends of Independence and Poe on various special events including Poe House Bicentennial events, and with American Historical Theater (Stephen Edenbo) to present "Thomas Jefferson" at the Declaration House every Wednesday and Friday in July and August. Eastern National supported the park by sponsoring a number of author's appearances at Congress Hall, EDAL, TKHO, plus they staffed the sales tent for the Lincoln Fair July 1-5 for the Bicentennial of Lincoln's birth.

We worked with a number of other park partners including historians, subject matter experts and interested citizens in creating and reviewing the four new exhibits installed this year. Each of the exhibit openings were held in facilities run by nearby organizations and this encouraged their members to attend and learn about the exhibits. We expect the interest and cooperation to continue and have already gotten some new volunteers from these efforts.

Independence was selected as one of the pilot parks for "First Bloom." The program connects kids with a park through the planting of native plants. In our second year of the program, we partnered with the Girl Scouts of Greater Philadelphia. The program includes monthly sessions where the girls learn about native plants, plant their own seeds as they learn how seeds grow, tour the park to discover the park landscape features and finally design and plant a flower bed in the park. The season-long project was coordinated by Park Ranger Mark Cosgrove with the assistance of Jeff Collins, Steve Murphy and Susan Edens.

An Albright/Wirth grant was awarded to Park Ranger Renee Albertoli to create a new participatory children's activity: Independence Trading Cards. Modeled after traditional baseball cards, ours feature 15 "founding fathers" and park buildings. The grant allowed us to give the cards away for free. Kids receive one at the IVC, but then must visit other park buildings to collect the rest. This was so popular we gave out most of the original 5,000 and had to reprint them. This program encourages families to visit other park buildings besides those on Independence Mall, which is one of our goals in the Long Range Interpretive Plan. Park Ranger Albertoli worked with her coworkers to select historical people for the cards, to write the short text on each card and design the cards.

Coxey Toogood continued her research on George Washington and John Adams paid for with her White House History Fellowship co-sponsored by the Organization of American Historians and the White House Historical Association. Coxey applied for the fellowship because INDE has not one, but two "White Houses," and both are receiving new exhibits and public interest. The research was done primarily in Virginia, Washington DC and Boston. She has compiled a valuable amount of primary research which she is sharing with the staff and President's House Site exhibit designers. One interesting discovery was the exact day enslaved African Hercules seized his freedom from Mt. Vernon: George Washington's Birthday in 1797.

The Independence Park Institute (IPI), the park's education branch within the I&VS Division, is a partnership between the NPS, Eastern National (EN) (which provides fiscal management) and the William Penn Foundation (which provides development funding and an operational endowment). Although originally intended to be completed in 2006, the IPI continues to be in a development stage, with five of six planned educational programs being ready for school groups. Of those five programs two (*Daily Life in the 18th Century* and *Benjamin Franklin*) are

completely designed and built. The other three programs are available to be presented but are in various stages of completion.

In FY 2009, the IPI opened a new facility at 325 Walnut Street. This rehabilitated structure will eventually host three classrooms. By the end of this FY only one classroom had been developed, the classroom for *The Liberty Bell, a Symbol of "We the People."* This program was designed and tested during the spring of 2009. Another classroom in this newly renovated building will house the Underground Railroad program, *Seizing Freedom*. The exhibit panels for this program were developed this year but were installed in the IVC for one year to allow the public to see this exhibit before it is repurposed into this classroom. This exhibit was funded in part by a \$25,000 from the National Park Service Network to Freedom program.

The *Archeology: History Found in Pieces* classroom in the ILHC was scheduled for completion in August 2009. These construction plans had to be cancelled at the last minute because the building housing this classroom was offered in a land exchange to the American Revolution Center. Plans to build this classroom are currently on hold while the details of this land exchange are arranged. The temporary classroom continues to be used to teach the fundamentals of archeology to school groups.

In FY 2009, the IPI provided 74 school programs for 2,135 students. This is slightly less than the 2008 visitation. Like many area museums, the IPI suffered a decline in school group attendance in 2009 due to a variety of reasons, including the economic downturn. The park continues to work on marketing our educational programs.

The IPI also provides teachers with professional development workshops as well as school programs. In FY 2009 we offered 10 teacher workshops and two week- long summer institutes.

Archives and Archeology Workshop: October 4, 2008

This four-hour workshop focused upon the use of archives and archeology in teaching history. Participants received a tour of archeology sites, learned about the park archival collection, spoke with an archeologist, and received lesson plans.

Workshop on teaching American History at LaJoya, Texas: April 18, 2009

This full-day workshop by two rangers provided ideas and techniques for teaching American history.

A Curator's Look at 18th C Life Workshop: April 25, 2009

This four-hour workshop focused upon material culture, providing teachers with an opportunity to talk with a curator, see 18th century objects rarely seen by the public, and tour two historic homes.

Politics of the American Revolution Teacher Workshop: May 16, 2009

This full-day workshop offered teachers a chance to learn about the politics of the American Revolution while visiting places like the Second Bank Portrait Gallery, Franklin Court, Carpenters' Hall, Independence Hall and the Declaration House. Teachers were provided with lesson plans and other materials to use in their classrooms.

Guided Park Tour: June 14, 2009

This 90-minute guided tour for teachers from the Atlanta, GA metro area.

Guided Park Tour: June 23, 2009, July 7, 2009, July 21, 2009

Three and ½ hour park tours were provided to the National Constitution Center for teachers involved in their week-long workshops.

Workshop for Chesterfield County (VA) School Teachers: June 24, 2009

A full-day teaching American history workshop for 52 elementary school teachers.

Workshop for LaJoya (TX) School District: July 29, 2009

A full-day teaching American history workshop for 38 teachers.

Summer Teacher's Institute: July 13-17, 2009 and July 22-26, 2009

The IPI partnered with VAFO to present two one week teacher institutes in the summer of 2009. These professional development workshops were focused upon practical techniques for bringing history to the classroom. The 40 teachers involved in the workshops provided glowing comments in the evaluations, including:

This is the finest kind of professional development. It makes you think!

Thank you so much for the experience this week! I would absolutely recommend the course to my colleagues.

All of the content/programs were great! Wonderful presenters & variety of programs were very much appreciated.

The variety of presenters was excellent. It brought so much richness of perspective and expertise. Well chosen topics and activities made the days fly by! I honestly couldn't believe the day was over each afternoon. It went so quickly because it was so interesting.

This week was worth every penny and every mile I drove from New York!!!

In the summer of 2009, the IPI hosted a teacher-to-ranger-to-teacher (TRT) position. This position is built around a partnership with a school district, the School District of Philadelphia in this case. The park has sought a stronger partnership with the School District of Philadelphia for several years. This TRT position appears to have opened many new doors into a partnership that looks to be growing in FY 2010.

Special Events

Over the past year, INDE hosted a number of special events and important visitors to the park. As well as the events listed below, INDE hosted the Philadelphia Veteran's Advisory Commission Veterans Day Ceremony in Washington Square, the Martin Luther King Birthday Bell Ringing Ceremony, the Kosciuszko Tribute Ceremony, the annual Sons of Union Veterans

of the Civil War Memorial Day ceremony, the Lincoln Bicentennial Festival, a public viewing of the President's inauguration on large screen on Independence Mall, and the Annual Conference of Chief Judges of State Superior Courts. This year, INDE also played host for a live broadcast of the Dr. Phil Show, which brought national coverage to the park. We joined Pennsylvania Governor Edward G. Rendell in welcoming President-Elect Obama, Vice-President Elect Biden, and the National Governor's Association to INDE. The meeting of the National Governor's Association was held in Congress Hall and was closed to the public, press and park officials.

The significance of our historical site draws prestigious visitors from around the country and around the world. Notable visitors over the past year have included: First Lady Michelle Obama and children; Consul Generals of Italy, Finland, Japan and England; ambassadors of Latvia, Sweden, and Italy; the Princess of Thailand; the Archbishop of Jerusalem; and 15 members of the President's Commission on the Arts and Humanities. This year's July Fourth festivities were made special by the celebration of Lincoln's Bicentennial with a festival on the Mall, which ran from July 2 - 5 and drew thousands of visitors. The 2009 July 4th celebration started on July 3rd with an event sponsored by the Avenging the Ancestor's Coalition at the President's House Site. After that afternoon event, July 3rd and 4th were celebrated with music and pageantry, starting with the Philadelphia Pops! Concert in front of Independence Hall on July 3rd, an event organized with park partners Historic Philadelphia, Inc. and the Independence Visitor Center Corporation. Independence Day saw the elegant Independence ceremony in the morning, organized by the City of Philadelphia, followed by the City's Independence Day parade and the stirring Let Freedom Ring Ceremony in the afternoon.

In addition to the events above, there was a multitude of commemorative and interpretive special events including:

- The 65th annual National Freedom Day Ceremony
- Daughters of the American Revolution Memorial Day ceremony in Washington Square
- The park's first Flag Day ceremony in front of Independence Hall
- Good Morning America live July 4th broadcast from Independence Mall
- July 8th public reading of the Declaration of Independence on Independence Square
- Friendly Sons of St. Patrick welcome of the captain and crew of the Irish Naval Flagship LE Eithne with a ceremony at the Statue of John Barry on Independence Square
- Masonic Lodge annual conference in Congress Hall
- After Hours opening of the Liberty Bell Center for the National Conference of State Legislatures.
- The U.S. Army Mid-Atlantic Recruiting Battalion Change of Command ceremony on Independence Mall
- A Preview of Ken Burns "America's Best Idea" feature on National Parks

In all, over 72,000 people participated in special events in the park in the 2009 calendar year.

Resources Stewardship

In keeping with the interdisciplinary nature of cultural resources management, members of the CRM Division worked together on a variety of projects that incorporated the disciplines of

archeology, collections management, ethnography, history, historic architecture, historic cultural landscape architecture, archive and library management.

Natural Resource Management

While INDE's enabling legislation omits any reference to outdoor recreation, the park does offer recreational experiences with its many green spaces, gardens, miles of sidewalks, and historic landscapes.

Cultural Landscape Architect, Susan Edens, completed preparation for soliciting for a Cultural Landscape Report for Washington Square. The winning firm, Pressley Associates, will begin this important project in FY 2010. In preparation for documenting Washington Square, volunteer Bill Double contributed expertise in graphics research. Mr. Double was able to publish his valuable work in a photographic history, *Washington Square*, by Arcadia Press. He will work closely with Pressley Associates as a *pro bono* graphics expert.

On other projects, Ms. Edens provided plant lists to park gardeners and contributed work orders on the management of several gardens. With I&VS and park Maintenance staff, she worked on the First Bloom project. Working with outside donors, Ms. Edens secured the donation of two native and two hybrid American Chestnut trees which were planted in the park at the end of October, 2009. Finally, she began planning the rehabilitation of De Silva Court, an ARRA project that will restore the original cobblestone courtyard of an 18th century stable

Cultural Resource Management

Installations

The members of the Museum Branch installed new exhibits in EDAL, THKO, Deshler Morris and Bringhurst Houses. Each installation involved INDE collections as well as loan objects. For THKO, CRM staff worked with the I&VS division to create a five-year international loan agreement between NPS and collections from several Polish museums. The first phase of the loan program is now installed. Rare Poe loan documents enhanced the new EDAL exhibit. The new Deshler Morris installation sharpens the focus on the 1794 period of the property's occupancy, and includes references to the enslaved members of the Washington household who stayed with them in Germantown. The Bringhurst House exhibit reviews the Deshler Morris house's significance within the context of its neighborhood and describes the property owners.

These new installations involved transporting collections from temporary storage, inventorying every item and making location changes for over 1,000 items in our catalog records. We also provided staff and guide training when appropriate. In addition to these major permanent installations, the museum staff installed a loan exhibition on the Great Seal of the United States in the ILHC.

Division members also participated in planning sessions for the upcoming Franklin Court exhibition in the underground museum and in potential changes to the courtyard above ground.

Collections Registration

Registrar Gloria Eddins completed all park inventories, loan renewal documents and incorporated 197 history and 44,236 archeology catalog records into the ANCS+ database; the

latter included 20,000 records by contract and 22,236 records by staff in the Independence Living History Center public Archeology lab. There were 87 objects accessioned representing 35 incoming loans, 22 outgoing loans consisting of 157 objects, three field collections, two purchases and 47 gifts. At the conclusion of 2009, the park had 2,855,642 items in its collections, 33.46% of which is cataloged.

Collections Care

The museum technical staff provided collections care for objects installed in 17 historic buildings, five modern buildings and four museum storage areas. With the reopening of the Deshler Morris Bringham complex, technician David Mitchell began providing on-site care and inspection of the site every other week. This new practice has met a number of collections safety and security needs.

The curators and technical staff improved archeology storage conditions by purchasing 16 new storage cabinets and transferring collections to them. The staff removed the obsolete cabinets.

Curation

Park curators contracted for conservation of a chest of drawers, a shaving stand, four ceramic figures, a portrait miniature and a map. Karie Diethorn oversaw extensive research on the Stewart coin collection that is on long-term loan to the US Mint. This research resulted in correction to the scholarship about the collection and updated our catalog information. Ms. Diethorn also oversaw extended research into our historic Bird transit instrument for loan to the Maryland Historical Society. This research will contribute to our reinterpretation of its installation in the Governor's Council Chamber of Independence Hall.

Historic Architecture Program

Under the coordination of Chief Architect, Charles Tonetti, the final draft of the contracted Historic Structures Report (HSR) for Independence Hall tower was completed. Working with Contractor Bargman Henry and sub-contractor Keast & Hood, Mr. Tonetti applied the HSR information to project development for the rehabilitation of the tower, an ARRA project. During FY 2009, the project moved through design development. As an experiment, Keast & Hood had a mockup of the tower's unique wood paneling built on Independence Square as a test to determine the ease of dismantling it and replacing selected boards. The results of this test will help determine the treatment of tower levels 4, 5 and 6. The CRM Division added an interpretive wayside to the mock up site for visitor education. In addition, Mr. Tonetti and the division provided research and guidance to the Friends of Independence National Historical Park who began a fund-raising campaign for a decorative scrim that will cover the scaffolding during the rehabilitation project. The Chief Architect also contributed to the Powerpoint for the superintendent's DAB presentation.

We continued the Pennsylvania Blue Marble Project with contracted selected cleaning and repairs to the Merchants' Exchange Building exterior stone, and performance of a test on the Second Bank columns to determine methods for future repairs. A University of Pennsylvania graduate student completed her Master's thesis on scanning methods using the reclining lions on the east end of the building as examples. She has given presentations on her project and will publish an article in a refereed journal.

Architect Todd Hart completed reproofing of Bishop White House and 311-317 Walnut Street buildings as well as selected exterior repairs. Mr. Hart also obligated funds for roof replacement and carpentry repairs to the Franklin Court Market Street houses. He also reviewed projects for the building improvement fund.

Volunteer retired architect, Barbara Koor, contributed her services to scan and label over 1,000 slides from the Penny Batcheler collection.

Compliance Program

With the January retirement of Jim Mueller, Division Chief Doris Fanelli attempted to fill the loss for the remaining FY with assistance from NER. The park held its annual meeting with the SHPO in November. We met with the SHPO again in May for the biennial meeting on the NCC archeology project, per the programmatic agreement, and in June to introduce them to the tower rehabilitation project. We also took the tower project to the Philadelphia Historical Commission in February, provided guided on-site tours for them in April, and presented more information to the Commission in May and June. We received approval to move forward on all aspects of the project with staff review of drawings and with the exception of the determination of the treatment of levels 4, 5 and 6.

Another major compliance project has been the land exchange among INDE, VAFO and the ARC. This process began in July and will conclude on June 29, 2010. The park has managed the project through PEPC. We held a public meeting and invited public comments as well as comments from the park's traditionally-associated groups. We have also invited our tribal contacts to formal consultation. CRM has also contributed language and drawings to portions of the suggested deed restrictions.

In addition, we also consulted with the Philadelphia Streets Department to voice objections on the installation of signalization boxes near historic properties in the park. While not entirely satisfactory in its outcome, the consultation afforded new ways to negotiate changes to park landscapes in areas of overlapping domain. When the Streets Department began a project to upgrade curb cuts to new accessibility standards, they initiated consultation prior to the work. We reached a resolution wherein INDE's landscape architect will work with the City's contractor to design new curb cuts to our materials specifications within the park.

We held two meetings with the NCC and the SHPO in accordance with the terms of our Programmatic Agreement for partial resolution of adverse effects for the construction of the NCC.

Archives and Library

During 2009, the library had 587 patrons consisting of 353 staff and 232 public researchers. Andrea Ashby, the park's library technician, responded to 23 reference inquiries from park staff and six from the public. Circulation included 129 books as well as 574 consulted in the library. Through our photographic services program, Ms. Ashby filled 91 orders for 223 items and granted 84 permissions plus 40 permission renewals. She also reproduced 260 drawings for 19 orders as well as five Adobe reports. Ms Ashby catalogued 172 books and uploaded 401 items to

Voyager, the NPS library program. She issued two "recent arrival" notices of books and journals to park staff. These notices included titles of 65 newly-purchased books and 18 donated items as well as 198 journals. She also issued bindery orders for 25 volumes and seven archival packs.

Under archivist Karen Stevens' guidance, volunteer, intern and detail staff projects produced 22 inventory/re-housing and box lists for accession/control files.

Ms. Stevens specified and managed three photographic documentation for park exhibit projects as well as existing conditions photography for the I&VS comprehensive sign plan and mall interpretive element projects. She wrote a draft Archives Emergency Response Plan and the archive portion of the Scope of Collections Statement which are now in review. The archives collection control files project is 50% completed. For the INDE Drawings Logbook Project, Ms. Stevens identified and sent 20+ park project-generated drawings to TIC for assignment of identification numbers and down loading to the E-TIC database. Under backlog cataloging, Ms. Stevens prepared the Morris Family Papers for transportation to NMSC for processing. She coordinated the 2008 CRBIB database cataloging and the INDE CRBIB Guide.

Ms. Stevens responded to 239 archives research inquiries. She assisted with graphics selection for three academic publications and coordinated image procurement for seven park installations. As her position carries a strong teaching component, Ms. Stevens offered training to seven special workshop attendees or professional groups from around the world.

Also the INDE Records Manager Ms. Stevens handled four records disposition/transfer requests consisting of 22 linear feet plus 60 boxes.

Archeology

CRM planned and produced the fourth annual Archeology Seminar in partnership with Philadelphia Archeology Forum in celebration of Archeology Month, October. Some 64,000 artifacts were initially processed (washed, labeled, mended). Forty-four volunteers contributed 6,014 hours. Lab staff began training some volunteers to work in public interpretation. Lab staff and two volunteers participated in a public archaeology conference in Canada where they described the on-going lab project here at INDE. The staff also provided a pre-conference tour for scholars attending the Winterthur Ceramics Conference. Lab manager Willie Hoffman produced a draft lab manual and volunteer coordinator Debbie Miller wrote a draft Volunteer Manual. Both publications will be important reference guides for this lab and for others in the field. Staff served four scholars and conservators working on portions of the collection. They updated and filed the annual ASMIS report. NER archeologist Jed Levin wrote a scope of work for report preparation, software improvement and cataloging a portion of the NCC collection. The NCC, who will pay \$645,000 for this work, advertised it and selected a team. We anticipate the contract's execution in December, 2009. Mr. Levin also monitored the construction excavation at the President's House Site. All three staff members plus selected volunteers provided public interpretation to approximately 45,000 visitors. Moving the public lab to the First Bank as a result of the upcoming land exchange will be a major component of the staff's workload in FY 2010.

Ethnography

During the FY, INDE ethnographer Doris Fanelli made contacts with members of the following traditionally-associated groups: the White, Deshler and Morris families; Independence Hall Association; Sons of Union Veterans; PA SAR; DAR; Society of Free Quakers; National Freedom Day Association; Delaware Tribe; Delaware Nation; Stockbridge Munsee; and the Friendly Sons of St. Patrick. Dr. Fanelli also worked with the Pennsylvania Bible Society to invite Bishop White descendants to the Society's anniversary celebration. She also worked with the board of Mikveh Israel Cemetery to plan their rededication ceremony and had her staff advise them on plantings and memorial care.

President's House Site Division Chief, Doris Fanelli worked with I&VS and HFC to hold a charette on accessibility for the design team. She reviewed and coordinated park comments on schematic and design development phases of the construction portion of the project and submitted her review comments on the text and interpretive portion to the Chief of I&VS. She brought conservator Brigid Sullivan from NEMSC to evaluate the conditions proposed for the ruins in the exhibition area and continues to support Ms. Sullivan's comments. Dr. Fanelli offered morning briefings to I&VS staff when exploratory drilling began. She held a kick-off meeting with the City of Philadelphia and the contractor to begin construction. She continues to interface with the City's point of contact for the construction portion of the project and to provide review and comment for the text and video portion. The project continued to provide material for controversy, which is handled by the City's consultant, Roz McPherson.

Resource and Visitor Protection

The R&VP division continued to provide a balance between resource and visitor protection with that of ensuring a safe and high quality visitor experience. As a result of a decision in 2007 to modify the parks physical security issues, beginning late in 2008 the park implemented a new, technologically advanced, multi-layered security system that included state of the art Closed Circuit TV (CCTV) monitoring of several new security cameras in and around the Icon areas. This modification allowed for 24/7 coverage and the replacement of bicycle type barricades to a bollard and chain system. In addition, R&VP is actively working with the Philadelphia Police Department (PPD) and the Department of Homeland Security on a partnership that will hopefully expand the CCTV capabilities and information sharing between the agencies.

R&VP was directly involved with Anti-Terrorism Advisory Council (ATAC) meetings sponsored by the PA District Attorney's Office. INDE was also a part of the National Icon Parks Security Council in conjunction with the US Park Police. Other resource protection participation includes Homeland Security Surveillance Detection, Homeland Security Protecting Critical Infrastructure and Key Resources, and local meetings of Police District Advisory Council (PDAC).

The division also has progressed with the hiring of three critical positions, which include a chief of operations, a supervisory park ranger, and a telecommunications manager. These hires have had positive effects on improving accountability and communications, plus overall management of the staff and workload. As the park's R&VP division staff continues to be an undeniable beginning place for scores of rangers just starting their careers, the division is constantly looking at ways to retain staff, and hiring continues to be a priority for the division.

Throughout the year, R&VP has coordinated and worked together with multiple local and federal agencies and partners that include the US Secret Service, US Marshal's Service, Federal Protective Service, Federal Bureau of Investigation, US Department of State, Homeland Security, PPD, PPD Dignitary Protection Unit, and PPD Civil Affairs Division. The collaborative efforts involved ensuring a safe environment and protection of visiting dignitaries and VIP's such as President Elect Barack Obama, First Lady Michelle Obama and children, former Vice President Dick Chaney and family, former President Bill Clinton, the National Governor's Association, and 2009 Liberty Medal recipient Stephen Spielberg.

Law Enforcement

The park has recorded over 3000 case incident reports for 2009, up from 1200 reports in 2008. These reports range from simple visitor assists to felony assaults. One visitor death was recorded by accidental drug overdose at the park's visitor center. A homeless issue still remains in both the park and surrounding areas. We continue to utilize "Project Home", social services, City of Philadelphia and non-profit agencies to reduce numbers.

Three INDE rangers were assaulted while in the performance of their duties. In case number one, the suspect was observed throwing a rock through a park owned vehicle. As the ranger tried to make contact, the suspect resisted and assaulted the ranger in the process. The suspect was charged and is serving 22 months incarceration. In case number two, the suspect was under the influence of drugs and was observed hitting citizens and visitors. While one ranger attempted to subdue the suspect, the suspect punched the ranger in the mouth/jaw. This case incident is still pending. In the third incident, the responding ranger was injured during a scuffle. Both ranger assault incidents were committed by homeless individuals.

R&VP continued our partnerships with the Federal Reserves Bank and Ft Dix, NJ for firearms training and qualifications. Training has expanded at Ft. Dix, NJ by gaining access to advanced training facilities for advanced tactical training with live ammunition. We implemented a taser program in July. All rangers are trained and issued tasers. Member from division participated in the Board of Review responding to a ranger involved shooting at VAFO.

Safety and Security

The safety and security of the park's visitors and employees are of paramount importance to the management team at INDE. To this end, a variety of safety meetings, activities and training sessions were held throughout the year to ensure that the entire park staff follows safe practices and provides a safe environment for park staff and visitors.

Senior management began preparation for an exercise which will take place in April 2010. This interagency exercise will focus on the recovery stage of our Continuity of Operations Plan (COOP). Participation in this exercise will provide the park with valuable information. The park will be providing expertise during this event that will provide guidance for other agencies on dealing with historic buildings and artifacts.

A multitude of park projects were reviewed by Park Safety Officer Dawn Harrington to ensure that safe practices were being followed. Some of these projects included:

- Reviewing stage set-ups for the Liberty Medal Ceremony at the National Constitution Center and the annual 4th of July event in front of Independence Hall;
- Reviewing the drawings and specifications for the Independence Hall Tower project;
- Reviewing the construction work at the Deshler Morris and Bringham Houses for egress and fire safety issues and producing punch-list items;
- Reviewing the drawings and specifications for the Presidents House Site and attending the construction meetings to discuss safety issues;
- Review of the roofing project at Franklin Court

The annual fire extinguisher inspection and maintenance was completed and new fire extinguishers were purchased to replace the fire extinguishers that have reached the end of their life span. Park employees were trained in basic first aid, cardio-pulmonary resuscitation (CPR), and the proper use of automatic external defibrillators (AED).

Park Safety Officer Dawn Harrington worked to keep safety on the minds of all park staff. She sent out over 150 safety messages on various topics to all employees throughout the year. Employees were also provided with safety posters and calendars. New employees received safety training and park staff received training on fire extinguishers, Hazard Communication and asbestos awareness. Emergency contact information for all INDE employees was updated and information was collected for new employees.

Park supervisors completed 819 safety audits. Of these audits, 46 identified unsafe acts and 176 identified unsafe conditions. This year we emphasized the importance of using the correct personal protective equipment, following the proper procedures and completing the task. Supervisors also took the opportunity to identify sixteen safe acts that they witnessed and congratulated the employees on working safely. These audits and other safety issues were discussed during monthly meetings with the senior management team and union representatives. Meeting minutes were distributed to all park staff and are posted in bulletin boards throughout the park. During the past FY, 48 Safety Management Information System (SMIS) entries were reviewed and edited for accuracy and updated in the database.

When the death of two western firefighters occurred, the park instituted a "Safety Stand Down" exercise. All divisions took specific measures to meet with their staff and senior management to discuss how to improve safety in their divisions and recognize the two fallen firefighters.

Volunteer Program

The Volunteer Program at INDE continues to be a key component of operations. The park maintains a full-time Volunteer Coordinator position, located in the Interpretation and Visitor Services Division. Approximately 100 individuals donated their time on a regular basis to the park this year, while another 255 participated in one-time or special activities. This year, we honored four Presidential Award winners who accumulated 4,000 hours of volunteer time. The park hosted its fourth annual National Public Lands Day event on September 12. This year's event combined maintenance and clean-up projects with a volunteer appreciation ceremony. Volunteers also planted flowers and shrubs in Washington Square.

Volunteer groups in the park take care of the Rose Garden, Magnolia Garden, GEWH, 18th Century Garden and the Todd House Garden. The park partners with the Society Hill Civic Association maintained and improved the Washington Square planting beds. In addition to special events, the park hosted five gardening events this FY. In total, the park logged over 26,408 volunteer hours.

The ILHC Archeology Laboratory Volunteer Program successfully completed its third year. This year, volunteers processed approximately 100,000 artifacts of the one million artifacts found during the construction of the NCC.

The museum branch used volunteers to move and record museum quality artifacts for storage and later exhibit. Other CRM volunteer activities included cataloguing historic books, completing various research projects and researching Washington Square.

The park's long-standing and experienced corps of volunteers within the division of I&VS continue to give talks and tours in all park buildings. Most work year round and are especially appreciated during busy visitation times such as spring and fall school visits, summer family vacations and holidays. The division coordinators offered training to our new interpretive volunteers on the park story and methods for interpretation. Several I&VS volunteers provided special services, such as 18thC woodworking and period furniture repair for the Franklin Court Printing Office including making custom woodcuts to use on our reproduction printing presses. Washington Square received roving interpretation for the first time this summer thanks to a new core of four student volunteers. The volunteers attended training on the history of the square, plus techniques to use in talking to visitors. Visitors to the square, both local residents and out of town people benefited from this new service.

This year the GEWH was closed until June for a major repair and rehabilitation project which included new exhibits and an expansion on the interpreted story. We offered special training sessions this spring to the volunteers on the new exhibits, refurbished historic house and more diverse story. Eight new volunteers have been recruited to work the re-opened site. The seasoned volunteers have voiced questions and concerns about the new arrangement, which NPS staff have worked to answer and accommodate.

The maintenance division, landscape architect and a park ranger partnered with the Girl Scouts of Greater Philadelphia for the second year of "First Bloom" a volunteer gardening project. The Girl Scouts provided 382 hours of service and helped introduce native plants to a flower bed near Carpenters' Hall. The maintenance division continues to work with other horticultural and historical organizations. Strong relationships have been built with the Daughters of the American Revolution, the Society Hill Civic Association, and the Garden Club of America who provide volunteers for annual one-day gardening events.

Partnerships

As a large urban park, INDE is fortunate to be able to engage in a variety of partnerships with many local businesses, not-for-profit organizations, and community groups. In 2009, the park maintained partnership agreements with The City of Philadelphia, the Friends of Independence, Carpenter's Company, American Philosophical Society, Christ Church, Franklin Institute, the

Bond House, Penn Mutual Life Insurance, St. George's Methodist Church, St. Joseph's R.C. Church, Gloria Dei Church and Mikveh Israel. In 2009, INDE also completed a long-term agreement with the National Constitution Center, an independent nonprofit organization that is housed in a park building. This agreement strengthened a partnership that had been operating through a series of short-term Special Use Permits. INDE is in the process of finalizing a long-term agreement with the Independence Visitor Center Corporation (IVCC). Because of the complexity of this agreement pursuant to federal legislation, which will create a partnership unique within the NPS, it still is being drafted by the partner and the Department's Office of the Solicitor. The IVCC continues to operate under a Special Use Permit. The lack of a signed agreement between the IVCC and the NPS and friction between a tour operation and the IVCC were cited by the tour operator who initiated a lawsuit against the IVCC, the NPS, and current and former superintendents. The lawsuit was pending at the end of the FY. The FY also saw the end of the previous agreement between the NPS and HPI. Thanks to the success and growth of HPI as an organization that provides first person historical interpretation in INDE and VAFO, the agreement with HPI is being significantly revised for FY 2010, to incorporate the extensions of the HPI program within INDE.

INDE had the opportunity to pursue a number of unique partnerships this year. The three Philadelphia area national parks, INDE, Hopewell Furnace National Historic Site (HOFU), and VAFO, partnered with our local PBS Affiliate (WHYY) to create a sustainable youth media program connected to Ken Burns' series, *The National Parks: America's Best Idea*. The first phase of the project, which was completed in April and May, brought WHYY Learning Lab, park staff and local teachers and students together in the WHYY Learning Lab. Here, participants were taught how to manage youth media programs. Instruction ranged from techniques for filming with a video camera, to types of shots appropriate for telling a story, to skills required for editing the completed videos. These video storytelling techniques help participating students tell their own stories of the history of or their experiences in their neighboring parks. In the second phase, park staff and teachers worked directly with local students, teaching them the skills they had learned during their training, at times visiting the WHYY learning lab to get extra help from their staff, and sometimes learning something about video-making from the students themselves! Each of these three groups produced a short video about their local park. The three videos were combined into one student-made video by WHYY staff. The completed videos were featured at a preview screening of *The National Parks: America's Best Idea* in Independence NHP in Philadelphia on September 11. Ken Burns spoke at the event, which was well attended. Despite bad weather that forced the event to move indoors, into the IVC, the event was standing room only. A second theater was opened on the lower level of the IVC to accommodate overflow seating. Students also received DVD copies of their videos, and their videos are available for viewing on the whyy.org website.

Thanks to an informal partnership that began in January 2008 and was developed over the course of the year, INDE joined Lincoln200 to celebrate President Lincoln's 200th birthday on Independence Mall. The Bicentennial Festival ran from Friday, July 3, through Sunday, July 5. The Festival theme, "Lincoln Then and Now," shined the spotlight on period and contemporary takes on artistic, cultural, and culinary works, innovations in technology, and healthcare, and connects the lasting legacy of Lincoln to today's world. By working with the organizers from the creation of the idea through the implementation, INDE avoided a number of potential

problems that sometimes arise with permitted events. Thanks to this event, INDE was able to provide family-friendly activities and programs on Independence Mall throughout the Fourth of July weekend.

In 2009, INDE managed 12 Commercial Use Permits. These include: Lights of Liberty, Ride the Ducks, Penn Ducks, River Ducks, Philly Ducks, Philadelphia Trolley Works, Olde City Carriage Co., Ben Franklin Carriage Co., Connective Tours Carriage Co., '76 carriage Co., Independence Carriage Co., and Philadelphia Carriage Co. Relations between holders of Commercial Use Permits have not always been easy, and over the past year park staff were repeatedly challenged to find ways to successfully manage these various, competitive groups. In particular, conflicts arose this year regarding the safety of allowing the motorized Duck Boats to park on 6th Street, directly across the street from the federal court house. The park has been actively engaging with the IVCC, tour operators, and stakeholders (including Federal Judges and the City of Philadelphia) to respond to competing interests for the motorized tour operators. The park has succeeded in serving as an intermediary between these conflicting parties and is looking forward to a resolution of the issues in FY 2010.

Freedom of Information Act

The park responded to 29 Freedom of Information Act requests, of these 21 were from one requestor.

Community Involvement

INDE has continued to increase and strengthen its community involvement. Sometimes community involvement can be as simple as hosting annual commemorative events for local organizations. In 2009, INDE offered a venue for annual events for the following organizations:

- Martin Luther King Association
- Sons of the American Revolution
- Daughters of the American Revolution
- Sons of Union Veterans of the Civil War
- Abraham Lincoln Foundation
- Descendents of the Signers of the Declaration of Independence
- Friendly Sons of St Patrick.

In 2009, INDE's involvement with community groups was often associated with groups' requests for public assembly permits, which is the park's way of ensuring space for competing activities and for ensuring safety of visitors, staff, and participants. While some of these requests were unique events, frequent requests for such permits were made by Falun Gong and Chestnut Hill Friends. In total, INDE approved 536 Special Use Permits, including First Amendment Activities, and 63 Special Attention Requests. The completion of the Mall landscaping project in 2007 has had the effect of attracting more and larger events onto Independence Mall. The most noteworthy event was the public screening of the inauguration of President Obama on January 20.

Because of INDE's leading role in the city and region, much of our community involvement has centered on working with City and Commonwealth organizations. INDE has successfully managed agreements and ceremonies with a variety of city offices, including the Philadelphia

Veterans Advisory Commission, Sunoco Welcome America!, the Managing Directors Office, Streets Department, Division of Public Property and City Council.

Cooperative Activities

The Friends of Independence National Historical Park, a 501(c)3 organization, has continued to be of great benefit to the park. This year, INDE worked with the Friends to develop and put on a special inauguration re-enactment. Performed by actors with the American Historical Theater and funded by the Friends of Independence, this performance re-enacted the inauguration of John Adams, which took place in Congress Hall in 1797. This special event was a unique opportunity to teach park visitors about the significance on that early inauguration, as it was the first peaceful transfer of power between American presidents. The performance was so successful it was performed not only on inauguration day, but again on March 4, the day in 1797 that Adams was inaugurated.

INDE also worked successfully with EN, the park's Cooperating Association. EN agreed to operate a sales outlet at the newly restored GEWH. New exhibits and sales centers were installed at the EDAL and THKO this year. The EN staff fully supported these three exhibit openings by staffing the sales centers for the opening receptions.

In FY 2009, EN reprinted the 1793 yellow fever epidemic *Narrative of the Late Awful Calamity...* by Absalom Jones and Richard Allen. Long out of print, it now has a colorful cover with portraits of the authors on it. On July 3, at the opening of the Underground Railroad exhibit at the IVC, 75 copies were sold in 30 minutes. EN's publication department worked hard to get it reprinted with the improved cover in time for the opening.

EN installed credit card readers at EDAL and the Declaration House where Jefferson lived in 1776. The machines are popular with the public and staff and have increased sales dramatically. This summer EN agreed to staff the successful sales tent at the Lincoln 200 fair outside of the IVC over the July 4th holiday weekend. Thousands of visitors bought dozens of Lincoln books and other sales items during the four days.

EN donations support valuable interpretive programs such Thomas Jefferson (actor Steven Edenbo) at the Declaration House two days a week in July and August, new books and periodicals for the park library and the Junior Ranger program for students at an EDAL neighborhood school.

Conclusion

While much has been accomplished on the park's multi-year projects, much still needs to be completed. In 2010, the park will look forward to conclusion of work at the President's House Site; further implementation of the Long Range Interpretive Plan; and finalizing agreements, including with the Independence Visitor Center and the American Revolution Center. The park is eager to begin work on the Franklin Court Museum project. The INDE Hall tower project will initiate construction in 2010. Many of our management and organizational challenges will be addressed through the position management review, which will generate a template in FY 2010. This process should provide suggestions for improving park efficiency and saving costs. The park looks forward to facing these challenges and more in 2010.