



CHAPTER 1: PURPOSE OF AND NEED FOR A PLAN

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The methodical organization of the encampment reflected General Washington's emphasis on uniformity and regularity as part of his goal of building an army that could stand up to the professional armies of the time. Extending down to the brigade level, soldiers built every hut to exact specifications. Officers' huts sat above the soldiers' huts and the assembly area.

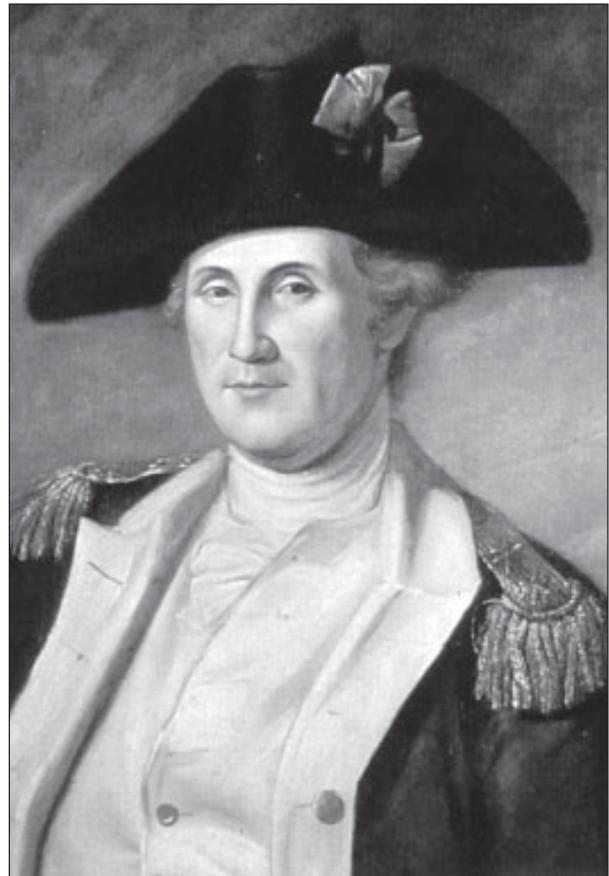


CHAPTER 1: PURPOSE OF AND NEED FOR THE PLAN

INTRODUCTION

The National Park Service has prepared this Final General Management Plan/Environmental Impact Statement (GMP/EIS) to propose a long-term approach to managing Morristown National Historical Park (the park). Chapter 1 describes the purpose and need for the plan, outlining the history of the park, the park's mission, and the planning issues addressed in this document. Chapter 2 presents three alternatives to guide the management of the park over the next 15 to 20 years. They incorporate various zoning and management prescriptions to ensure resource preservation and public enjoyment of the park, and are described in tables and maps. Alternative C is the preferred alternative. Chapter 3 describes the existing conditions within and surrounding the park. The environmental consequences, or impacts, that are anticipated from implementing the various alternatives are described in Chapter 4. Impact topics include natural and cultural resources, visitor experience, socioeconomic environment, and park operations/facilities. Chapter 5 discusses the process of preparing the plan, and Chapter 6 describes the consultation and the coordination of the plan with various organizations, governments, laws, and regulations.

Morristown National Historical Park, the first national historical park in the national park system, was established on March 2, 1933 for the purpose of preserving the lands and features associated with the grim winter encampments of the Continental Army during the War for Independence. General George Washington chose Morristown for the main quarters of his troops because the area offered several strategic advantages, among them its location between the Revolutionary capital at Philadelphia and the British army in New York City. At Morristown, Washington demonstrated his



*Portrait of George Washington by Charles Wilson Peale, c. 1780.
Courtesy West Chester University*

superb leadership by holding the Continental Army intact, keeping the American Revolution alive despite seemingly overwhelming difficulties associated with weather, logistics, and morale.

The park also provides an early example of this nation's historic preservation efforts. The Ford Mansion, where Washington made his headquarters, was preserved in the late 19th century by the Washington Association of New Jersey (WANJ) in an effort to protect historic documents, structures, and artifacts associated with General Washington and

the Continental Army's activities at Morristown. The creation of the park was important in the National Park Service's (NPS) development as an agency with equal responsibility in administering the nation's scenic and historic treasures.

The park is located in Morris and Somerset Counties, and in Morris, Bernards, Harding, and Mendham Townships. Nearby population centers include Morristown, Madison, New Vernon, Basking Ridge, Bernardsville, and Mendham. The park is located in New Jersey's 11th and 12th congressional districts. The park is comprised of four separate units totaling 1,697.55 acres. Each unit protects significant Revolutionary War resources and offers visitors unique experiences. The units are:

- *Washington's Headquarters* (approximately 10 acres), located in the town of Morristown, contains the Ford Mansion (1772), which served as General George Washington's headquarters during the winter of 1779–80. The house is furnished and open to the public. The adjacent museum, completed in 1937, houses the park's extensive collections of Revolutionary War materials, archives, and artifacts, serves as the park's administrative office, and functions as the main visitor contact station for the park.
- *Fort Nonsense* (approximately 35 acres) encompasses a prominent hill approximately 1 mile west of Washington's Headquarters overlooking the town of Morristown. Here soldiers dug trenches and raised embankments in 1777 on the orders of General Washington, who wanted the strategic crest fortified. Visitors enjoy long views from the hilltop and see the footprint of the Upper Redoubt traced in small granite stone blocks.
- *Jockey Hollow* (approximately 1,330 acres), lying approximately 3 miles southwest of Fort Nonsense, is the site of the "log-house city" con-

structed by some 10,000 troops during the severe winter of 1779–80. The Grand Parade field, and the farmsteads of Henry Wick and Joshua Guerin, are also in the unit. The landscape consists of rolling hills covered with a mixed hardwood forest. Visitor services include the restored Wick House, re-creations of several soldiers' huts, a visitor center, parking lots, numerous hiking trails, and a one-way loop road.

- *New Jersey Brigade* (approximately 321 acres) preserves the site of the encampment of 1,000 troops from the New Jersey Brigade in 1779–80. Principally rolling hills supporting a mixed hardwood forest, it is located about a mile southwest of the main encampment area at Jockey Hollow. The former Cross Estate is also part of the unit. Several buildings are used for park operations, and the formal garden is open to the public.

HISTORICAL SUMMARY

The Revolutionary War Period

During two critical winters of the Revolutionary War, 1777 and 1779–80, the rolling countryside in and around Morristown, New Jersey, sheltered the main encampments of the American Continental Army and served as the headquarters of its commander-in-chief, George Washington.

Washington first brought his exhausted army to Morristown in the first year of America's declared independence. For much of 1776, setbacks on the battlefield had threatened to make a travesty of the lofty pretensions expressed in the Declaration of Independence. The American army had been driven ingloriously out of New York City and hounded across New Jersey, melting away as it retreated. On more than one occasion, only the forbearance—or

inertia—of British General William Howe saved the rebel force from seemingly inevitable capture.

Then, in one of the most dramatic reversals in military history, Washington, with his army on the verge of disintegration, struck unexpectedly at the British outpost of Trenton. He then eluded entrapment by Lord Cornwallis and on January 3, 1777 gained another victory at Princeton. Washington would have liked to continue on to seize the British stores at New Brunswick, but his weary little army had reached its limit of endurance. He thus turned northward into the New Jersey hills and reached Morristown on the January 6.

Washington probably did not intend to spend the winter at Morristown, but as the opportunities for other action faded, he perceived the advantages the town offered. Geography had created a strong defensive position, protected by forests and swamps and with the rugged Watchung Mountains forming a barrier against British incursions from their New York base. Morristown was nearly equidistant from the British posts at Newark, Perth Amboy, and New Brunswick and guarded the vital inland communication line through the Hudson Highlands to New England. The surrounding agricultural country was rich, and the hills to the north contained iron ore and the forges and furnaces that could make it into armaments. At a secluded spot along the Whippany River, a small mill belonging to the Ford family made gunpowder for Washington's army. Another consideration was that the residents, mostly of New England stock, were freer of Toryism than those in other parts of New Jersey. The Morris County militia, led by men such as Jacob Ford, Jr., had already proved its value in resisting British thrusts.

Upon their arrival, the troops with Washington, numbering no more than 2,000, sought shelter where they could—in public buildings, private homes, stables, barns, and sheds. Those without benefit of such quarters tried to weather the winter blasts in their tents. According to a 19th century

tradition, the soldiers built huts east of Morristown in the Loantaka (Lowantica) Valley, but this is not supported by documentary or archeological evidence; nor had the army yet adopted the practice of constructing standardized huts.

Washington himself established his headquarters at Jacob Arnold's tavern on the north side of the village green. At the time, the green was simply a large field used for grazing livestock, and the town itself was little more than a handful of buildings, two churches, a courthouse, and a jail with about 250 inhabitants.

Though outnumbered, Washington kept the British on the defensive. He ambushed their foraging parties, harassed them with forays, and in numerous skirmishes schooled and seasoned his troops. On one occasion, a British contingent trying to appropriate flour from a mill near New Brunswick was surprised and scattered, leaving behind 40 wagons, a hundred horses, and a considerable number of cattle. Near Princeton, another American attack netted 96 wagons laden with provisions and 150 British prisoners.

The result was, as Alexander Hamilton wrote, "the extraordinary spectacle of a powerful army straitened within narrow limits by the phantom of a military force and never permitted to transgress those limits with impunity." Phantom was the right word, as men deserted and enlistments expired. With only a few precious Continentals remaining, Washington accomplished miracles with New Jersey militia. Food and other supplies were chronically lacking. In addition, smallpox ravaged the encampment. Washington ordered the inoculation of both soldiers and civilians, and the town's two churches were transformed into hospitals. By winter's end, Washington had so few troops that officers didn't bother filing formal returns, whereas the British had 10,000 healthy troops within a day's march.

The American army of 1776, recruited for one year, was gone and had to be replaced with a new force. By their late successes and their fortitude,

Washington and the patriots of 1776 had kept the cause alive and inspired new recruits to fill the ranks. In the spring of 1777 a restored American army was formed, and Washington led it out of Morristown on May 28. Before departing, the commander had ordered the building of defensive works to guard the supplies remaining at Morristown. Later folklore bestowed the quaint name of Fort Nonsense on these works, in the mistaken belief that they were built mainly to keep the men busy.

Howe opened the 1777 campaign by moving into New Jersey, hoping to lure Washington into a battle under unfavorable conditions. The Americans, occupying a strong position at Middlebrook in the Watchungs, refused the bait. Howe, tiring of the game, pulled back to the coast. Washington was puzzled by this behavior, and his perplexity increased when on July 23 Howe loaded his army on ships for an unknown destination. Meanwhile another British army, commanded by General John Burgoyne, was moving down the historic Champlain invasion route, aiming to capture Albany.

Washington's confusion was understandable, since the British themselves were unclear as to how the two armies were supposed to coordinate. The immediate uncertainty was resolved when Howe appeared at the head of the Chesapeake, targeting the American capital of Philadelphia. Washington felt obligated to defend the capital, but Howe again was victorious in the field, entering Philadelphia and forcing the Americans into a winter encampment at nearby Valley Forge. Once again, Washington had lost battles but preserved an army. Farther north, the results were disastrous for the royal forces. After demoralizing the Americans with the easy capture of Fort Ticonderoga, Burgoyne was slowed, stopped, and finally defeated in battle at Saratoga. Surrounded by overwhelming forces, he surrendered on October 17. This stunning turnabout brought France into the war openly on the American side, converting a feeble rebellion into another international clash of great powers.

In 1778 a new British commander, Sir Henry Clinton, decided to evacuate Philadelphia and concentrate his forces in New York. Fighting at last on relatively equal terms, Washington nearly defeated the British at Monmouth, New Jersey. After that, the war in the north settled into deadlock: Washington lacked the strength to drive the British out of their base in New York City, but Clinton could do little to expand his area of control. At the end of the campaign, the core of Washington's army went into winter quarters at Middlebrook, where they constructed another orderly village of huts, like that of Valley Forge the previous winter.

Accepting the risk that Henry Clinton would remain inactive, Washington authorized an invasion of western New York in 1779 to punish the Iroquois, who had allied with the British in devastating the frontiers. Commanded by General John Sullivan, this was the largest offensive operation yet undertaken by the American army. When the regiments returned from this grueling campaign, Washington selected Morristown for their winter quarters. Once again, the secluded but strategic village, which Washington described as the nearest place "compatible with our security which could also supply water and wood for covering and fuel," became a military capital.

For his own quarters, Washington chose the mansion belonging to Jacob Ford's widow, by far the finest house in Morristown. In the meadow to the southeast, about 50 log huts were built for the commander's personal guard. Other senior officers found quarters in private homes. But the main body of the army, eight infantry brigades (the 1st and 2nd Connecticut, Hand's, 1st and 2nd Maryland, New York, and 1st and 2nd Pennsylvania [also known as the Pennsylvania Line]) totaling some 12,000 men, camped in the wooded hills of Jockey Hollow, south of Morristown. Eventually a city of huts arose, with a population 40 or 50 times larger than the permanent population of Morristown. Two brigades settled in beyond the limits of Jockey Hollow

proper: Stark's Brigade nearby on the slope of Mount Kemble, and the New Jersey Brigade about a mile away near the upper Passaic River. General Henry Knox set up his artillery encampment along the road heading west out of Morristown.

As each brigade arrived, it was assigned a campsite. The men lived in tents as they cut wood for their cabins. Eventually 600 acres of woods were converted into lines of huts, but before all the huts had been erected a three-day blizzard struck in mid-January, burying many men "like sheep," in their tents. Those with tents were fortunate, as Surgeon James Thacher recorded that many "are destitute of both tents and blankets, and some of them are actually barefooted and almost naked." One heavy snowstorm followed another—28 in that season—and on one occasion it snowed four days straight. As the temperature remained below freezing for weeks, the Passaic and Delaware Rivers and even the Hudson, a tidal estuary, froze solid.

Around the American encampment the snow lay six feet deep. Food was already in short supply, and the great depth of snow made it harder to bring in supplies. Washington confirmed that his soldiers were forced to eat "every kind of horse food but hay." One enlisted man recalled, "We were absolutely, literally starved. I did not put a single morsel into my mouth for several days, except for a little black birch bark which I gnawed off a stick of wood . . . I saw several of the men roast their own shoes and eat them, and I was afterwards informed that some of the officers killed and ate a favorite little dog." The situation for clothing was little better, and an officer observed "many a good Lad with nothing to cover him from his hips to his toes save his Blanket."

Valley Forge has become proverbial for the suffering and sacrifice of the Continental Army; yet at Morristown, during the harshest winter in anyone's memory, comparatively few men perished. Washington and his officers, and to some extent Congress, had learned from the ordeal of Valley Forge. Everything from the supply system to disci-

pline and even the details of hut construction had been improved. Still, the formal supply system largely broke down, and only a forced requisition on New Jersey civilians, which obviously fell hardest on those nearest the army, enabled Washington's forces to survive.

The 1777 army might have disintegrated during a winter like that at Morristown, but the army of 1779–80 came through in reasonably good order. Nevertheless, the hardships the army endured cannot be adequately described or appreciated. Miserably clad, chronically underfed, seldom paid, the men grumbled but somehow survived in their smoky, drafty huts. This was a different kind of courage than the momentary ardor that leads a man to stand up to enemy fire on the battlefield, and for us today a more subtle form of inspiration. The Morristown encampment displayed the steady, stubborn, grim kind of courage that drives people to endure endless adversity for some greater cause. "I cherish those dear, ragged Continentals," wrote young Colonel John Laurens, "whose patience will be the admiration of future ages."

Taking advantage of the frozen waterways and probably trying to keep his troops active, Washington launched a large raid on the British base on Staten Island in mid-January. Secrecy was lost and the attack largely failed, after which the British retaliated on nearby villages in New Jersey. Washington lived in constant fear of a larger assault by the British, who were still superior in numbers and equipment. The attack finally came, but not until June 1780. Twice the German General Wilhelm von Knyphausen, standing in for Sir Henry Clinton, who was leading a campaign against Charleston, South Carolina, crossed into New Jersey. Each time he met enough resistance from New Jersey militia and Continentals to persuade him to withdraw. During the second invasion, on June 23, Washington was already in the process of departing Morristown.

When the commander led most of the army toward the Hudson Highlands, the war was no

closer to victory than when he had come to Morristown. Possibly the opposite was true, for Continental finances had collapsed, leaving Congress' ability to carry on the war in doubt. Under Washington's leadership the army had hung on again, but it still lacked the strength to break the stalemate in the north. Indeed, the most active fighting had shifted to the south, and there the news was catastrophic. While still at Morristown on May 30, Washington learned that General Benjamin Lincoln had surrendered Charleston and his entire army, for the time being virtually ending organized resistance in that region. The only bright hope was the news brought by Marquis de Lafayette, who arrived in Morristown on May 10 and confirmed that a French naval and military expedition was on its way to North America.

The 1780 campaign in the north consisted largely of feints and maneuvers, accompanied by the treason of Benedict Arnold, which shocked Washington and further disheartened the army. When winter came, most of the troops remained in the Hudson Highlands, but the Pennsylvania Line returned to Jockey Hollow. Conditions among these soldiers, unpaid and seemingly forgotten, grew worse. Late in the previous encampment, Connecticut troops had been talked out of an abortive mutiny. On New Year's Day of 1781, a more serious disturbance arose among the Pennsylvania soldiers, which even the respected General Anthony Wayne could not suppress. Retaining discipline, the troops marched off to lay their grievances before Congress. Many of their demands were met, and a sizable proportion of the men remained in the army, but the mutiny was an ominous development.

Strategic blunders in the south by General Cornwallis and a rare French naval victory presented Washington with an unexpected opportunity in 1781. Seizing on this conjunction of events, he risked marching a combined French-American army southward and trapped Cornwallis at Yorktown. After this second surrender of an army, British opinion turned against the war, leading to a loss of

support in Parliament. Peace negotiations soon began, although a treaty was not finalized until 1783. In the interim, the United States still had to maintain a credible military force. Morristown served as a military center one last time, when the New Jersey Brigade camped in the existing huts after Yorktown. Later recollections of this deployment probably led to the misconception that the New Jersey troops had occupied huts in Jockey Hollow proper during the larger encampment two years earlier.

Post–Revolutionary War Developments

Military use did not alter land ownership in Jockey Hollow, but the farmers who resumed peacetime pursuits after the troops departed found a vastly changed scene. Rows of log huts and other military support structures stood against a devastated landscape of stumps, brush, and discarded paraphernalia. Privy pits and dumps must have been prevalent, and the land was scarred by temporary roads.

The massive cutting of timber—far more extensive than any individual farmer would have attempted (or been capable of) in a short time—was a mixed blessing. Logs and stones that had been incorporated into huts could easily be converted to fences and firewood. For a few years, little woodcutting would have been necessary, but after that the lack of timber would have been a handicap, as would the fact that a large expanse of forest would mature at the same time. Structures that stood on good agricultural land presented an obstacle that had to be removed.

The few farmers in the area had little time or interest in recording their endless labors, nor did outside visitors document their impressions. We can only surmise how the farmers coped with the ravaged landscape the Continentals left behind. Agriculture remained the basis of life in Morris County through much of the 19th century, though by the end of the century it was in decline. Farming within what is now the park was probably typical of the region. In 1780 the mean farm size in Morris

County was 112 acres. Farms were dispersed throughout the countryside, never more than five miles from a settlement that could provide necessary services. Although the 18th-century settlement pattern persisted well into the next century, the practice of agriculture slowly became more efficient and market-oriented. A notable example, as farmers responded to the demand for cider and applejack, was a great expansion of orchards.

The major farms in Jockey Hollow remained in the hands of the families that had owned them in Washington's time well into the 19th century—the Wicks until 1871, the Kembles into the 1830s, and the Guerins until 1887. However, the Wick and Kemble properties were subdivided within the family, so that more homesteads were created. Furthermore, the Kemble Mansion that had been present in 1779 was relocated around 1840 to make way for a grander residence. Pursuing economic trends, owners of the present Wick Farm turned conspicuously to apple production, with an orchard of 900–1,000 bearing trees in 1815.

By the end of the 19th century, traditional family farming had become unrewarding in this section of Morris County, giving farmers a strong incentive to sell their lands. Wealthy outsiders, mostly from New York City, assembled vast swaths of land into country estates. Much of the Jockey Hollow land was absorbed into these estates, but the mansions themselves generally were located beyond present park boundaries (the former Kemble Estate and Luther Kountze's Delbarton). Due to subsequent land acquisitions, the park obtained two of the home complexes—the Bensel/Cross and the later Jenks/Warren properties. In addition, the Morris Aqueduct Co. purchased considerable property in the Jockey Hollow area as part of its water supply system for Morristown.

For several decades the Ford property followed much the same trajectory as the Jockey Hollow lands. Still on the periphery of Morristown, it continued to be agricultural and remained in Ford family ownership until 1873. After the war, the

widow Theodosia Ford and her family resumed a more normal existence in the mansion. In 1805 Gabriel Ford (1765–1849), one of the boys who lived in the mansion while Washington made his headquarters there, purchased his siblings' interest in the property. He modernized the house by adding dormer windows, new furniture, and heating stoves. An enthusiastic horticulturist, he improved his land with plantings and a garden near his house. An 1804 map shows various outbuildings and utility buildings around the house and along the roads, and Gabriel Ford added others. (Most of these were located on land not now part of the park.)

Gabriel's son, Henry Augustus Ford (1793–1872), inherited the property and moved into the family home on his father's death. He was an attorney like his father, but, unlike Gabriel Ford, did not maintain an office in the Ford Mansion. By the time of his tenure, Morristown was changing rapidly. Accelerated by the arrival of the Morris & Essex Railroad in 1835, the town emerged as a premier exurban, then suburban, residential locale and developed into an important business center. As such, it diverged steadily from still-rural Jockey Hollow. Urban development spread until the Ford Mansion was no longer separated from the town center.

Henry Augustus Ford began the process of subdividing the family estate. He died on April 22, 1872, and as none of his seven children expressed interest in acquiring the old house, his will directed that the property be subdivided and sold. Aware of the historic value of the "Headquarters," he stipulated that it be set off on a three-acre lot and sold separately at public auction.

At Fort Nonsense the Revolutionary War era earthworks remained visible through the 19th century. Much of the site returned to forest, but urban residential encroachment occurred around the periphery. On the New Jersey Brigade site, a sawmill operated on part of the tract through much of the 19th century, but most of the area remained unoccupied. The area was more active at the beginning of the century than at its end.

Historic Preservation

Awareness of Morristown's historical importance had never been lost, but the concept of historic preservation was slow to develop. Except for isolated incidents and occasional laments for lost landmarks, there was no real historic preservation movement in the U.S. until the second half of the 19th century. Attempts to heal the rift of the Civil War, followed by the approach of the national centennial, fueled the movement, but even then the emphasis was often on erecting statues and memorials, rather than on preserving resources. Leaders in preservation typically came from wealthy, long-established families and gave priority to honoring the great men of the Revolutionary era.

Given the narrow focus of preservation concern and the immature state of the field, Morristown was in a fortunate position. The Ford Mansion came up for sale just as interest in the centennial was intensifying, and it claimed an unbeatable association with Washington. The two last Ford owners had turned the house into an informal museum, welcoming unscheduled visitors and offering impromptu tours, so the historic value of the site was widely appreciated.

In the absence of a formal historic preservation movement, heightened interest in the Ford Mansion did not automatically translate into a plan to save it. As the auction date of June 25, 1873 neared, there was reason for concern about the future of the property. At the auction, four prominent New Jersey men, one a former governor, came forward to purchase the property for \$25,000.

After it became apparent that neither the State of New Jersey nor the New Jersey Historical Society was interested in taking over the building, the four owners formed the Washington Association of New Jersey on March 20, 1874. Historic preservation was then one of the few acceptable public outlets for upper-class women, and a predominantly male organization was unusual. Although the association structured itself so that the State of New Jersey would eventually gain a controlling interest in the

Headquarters, it administered the site from 1874 to 1933. During that period it made substantial changes to the property. It acquired adjoining lots; erected two buildings: a caretaker's cottage and Lafayette Hall, used as meeting space; and performed extensive landscaping. Meanwhile, the surrounding area became steadily more suburban and residential. One exception was the 38-acre estate of Henry W. Ford, a son of Henry A. This property, with its mansion, survived until 1948.

The Washington Association began to assemble a collection of historical "relics," not necessarily associated with Washington or the Revolutionary War, and displayed them in the Headquarters. In the 1920s the association met with increased financial difficulties. After World War I, visitation at the Headquarters nearly tripled, while maintenance costs increased. Leaders of the organization concluded that the best solution to their problems would be to transfer the property to the Federal Government.

Active interest in documenting and preserving encampment remains dates to Rev. Joseph Tuttle, c.1871. Some efforts, including building a replica soldier's hut, took place in Jockey Hollow. On February 19, 1895 George W. Howell read a paper before the Morristown Association for Public Improvement, proposing the establishment of a 300-acre park to embrace Washington's Headquarters, the Morristown Green, the Morris Aqueduct land in Jockey Hollow, and Fort Nonsense. Howell's idea was not pursued at the time, but an expanded form of the concept re-emerged in the 1920s.

In its early years the Washington Association took an interest in Fort Nonsense, commissioning Major Joseph Farley to survey and plot the remains in 1886. Two years later, it erected a memorial boulder on the site. In 1914 Francis E. Woodruff bequeathed the property to the town, which developed it as a municipal park and opened a road to the summit.

In the late 1920s several trends converged to make federal ownership of Morristown's Revolution-

ary resources appear desirable. In 1929, responding to the threat that Jockey Hollow would be cut up into building sites, Morristown Mayor Clyde Potts appointed an historical commission to investigate the possibilities of saving 1,000 acres for the benefit of future generations. The chairman of this commission was Lloyd W. Smith, an active member of the Washington Association. Using \$250,000 of his own money, Smith purchased the 1,000 acres in Jockey Hollow “for the sole purpose of preserving this land for future generations by the creation of a park which would have national importance.” An additional 300 acres in Jockey Hollow was owned by Morristown and held for purposes of water supply.

Through the early 1930s Potts worked steadily for the creation of a national park. During a time of severe economic depression, he believed a national park would bring new jobs to Morristown. In 1932, the bicentennial of George Washington’s birth, the National Park Service made two investigative surveys. The first was conducted by Verne E. Chatelain, chief historian of the Park Service. In November he was joined by Director Horace M. Albright. Reporting on his first visit, Chatelain advised Albright that Morristown “possessed every possible qualification for a first-class historical park.” The Town of Morristown was willing to donate Fort Nonsense, and Lloyd Smith was willing to donate land in Jockey Hollow, but some question remained as to whether the Washington Association would transfer ownership of the Headquarters.

On March 2, 1933, as one of his final acts before leaving office, President Herbert Hoover approved a bill that established Morristown National Historical Park as the first national historical park in the nation. One clause provided that lands for the proposed park must be secured only by public and private donation. After a majority of the Washington Association stockholders approved the act, the Headquarters was formally added to the park. Charles McAlpin, owner of the former Kemble property, donated a 124-acre parcel, which contained the Connecticut Brigade camps.

National Park Service Administration

Morristown National Historical Park was officially dedicated on July 4, 1933. One of NPS Director Horace Albright’s main objectives was to make his organization more active in owning and managing historical parks. Morristown, with its undisputed historical significance and strong local support, suited his purposes, and the fact that no land purchases were necessary facilitated the park’s smooth addition to the national park system. In its first years, Morristown NHP was one of the places where the NPS developed techniques of research, planning, and preservation of historic resources.

Fortuitously, efforts to deal with the effects of the Great Depression resulted in the dramatic growth of the NPS, a development that was crucial at Morristown. In particular, the establishment of the Civilian Conservation Corps (CCC) and Public Works Administration (PWA) became pivotal to the growth of the NPS historical program. The CCC arrived in Morristown in the summer of 1933 and set up a camp in Jockey Hollow. CCC workers performed restoration and reconstruction, as well as road building and woodland maintenance. They also conducted the first archeological investigations of the park’s Revolutionary-era sites. With NPS historian technicians, they began a systematic campaign to gather baseline historical data. During this period of unparalleled dynamism, highly motivated employees laid a foundation for future investigation and built an infrastructure that served the park for decades afterward. The burst of extraordinary achievement came to an abrupt end when the U.S. entered World War II and terminated Depression-era agencies such as the CCC. It was followed by a time of stagnation and retrenchment in the NPS from which the agency did not begin to emerge until the initiation of the Mission 66 program of the late 1950s.

Early development of Morristown NHP was guided by a general plan adopted in 1934. In this plan park managers grappled with issues and alternatives that in some cases have persisted to the present.

The plan also identified prime parcels of land that should be added to the park to preserve a fuller complement of related historical resources and present a more complete account of its history. The vital Stark Brigade site, comprising 281 acres, was added in 1937. Periodic land acquisitions have been approved since then to round out park boundaries or protect historic resources.

Park enabling legislation required the NPS to provide a library and museum. Designed in the Colonial Revival style by John Russell Pope, this building was constructed 1935–37 and dedicated February 22, 1937. Two flanking pavilions that were intended to complete the plan were deferred at the time, largely because the NPS was unable to obtain a key parcel of land. In 1956–57 a less visible library addition to the museum was constructed to house the Lloyd W. Smith collection of books and manuscripts, as specified in his bequest.

Moving the Washington Association collections out of the Ford Mansion allowed restoration of the structure to proceed. The intent was to restore it to the 1779–80 period, but the persistent problem of inadequate information became apparent. As a result, NPS architects took a relatively conservative approach to the restoration. Land acquisition was pursued until the entire block surrounding the Ford Mansion was added to the park. Lafayette Hall was demolished in 1935.

Although intense opposition to the construction of Interstate 287 (I–287) succeeded in altering the original plan slightly, the highway was still built along the western boundary of the Headquarters unit in the 1960s. An overwhelming illustration of automotive dominance, the highway had an enormous impact on the unit. Changes in traffic flow reversed the orientation of the visitor experience that had been in place since the construction of the museum, so that visitors now entered the rear of the building. The new arrangement also led to the gradual abandonment of the formal landscaping

plan that had been intended to form a visual link between the museum and the mansion.

In Jockey Hollow, Park Service managers, guided by the 1934 plan, sought to restore encampment-era conditions but also wanted to preserve the forest serenity that Director Albright had observed. These objectives were reconciled in adopting the proposal by an NPS historian “to restore the area to that of the period when the cabins were just being completed and before too great a devastation had been effected on the woodland.”

Defining the function of the Wick House and farm within the park program became a subject of considerable discussion. Eventually management adopted a policy of treating them as a representative farm to illustrate social life, rather than emphasizing the strictly military aspect. If inadequate data had been a problem at the Ford Mansion, it was more so at the Wick and Guerin houses and still more acute with respect to farm outbuildings and soldiers’ huts, despite a sometimes fruitful collaboration between historians and archeologists. Both houses and some outbuildings were restored or reconstructed in the 1930s, but the lack of firm evidence in many cases forced a reliance on conjecture. Due to persistent uncertainties, some of the Wick outbuildings were not rebuilt after a fire in 1957.

Another compromise involved the reconstruction of huts. It was decided to construct a few representative huts at key locations, rather than attempt to build the full complement of huts and related structures that would be present even in one brigade. The CCC erected several huts and reconstructed a log hospital based on conjectural designs. The remaining huts were replaced in the 1960s, using more recent historical evidence, while the hospital was demolished after an NPS historian concluded that a building of this kind had not existed in Jockey Hollow.

Preparing for the national bicentennial, the Tempe Wick Road bypass, a loop road, and a new visitor

center were completed in the 1970s. Related alterations in traffic flow made Jockey Hollow Road less of a thoroughfare and restored some of the serenity that had been valued by the park founders. The discontinued portion of Tempe Wick Road was treated and interpreted as an historic trace.

CCC workers reconstructed the earthen parapets of Fort Nonsense and created a new entrance to the site. By the 1960s doubts about the authenticity of the fort had gained credence, and legislation was obtained to retrocede the site to the town. During this period the earthwork was “accidentally” leveled by a contractor hired to remove dilapidated structures. After a competent archeological investigation in 1989 discovered evidence of the 18th-century fort and finally laid to rest long-standing uncertainty, some rehabilitation of the Fort Nonsense site occurred.

Early plans had called for a parkway along the ridge to connect Fort Nonsense and Jockey Hollow. This was never built, and linkage among the three park units remained tenuous. The difficulties resulting from the separate units became more acute when the New Jersey Brigade encampment site was acquired in 1969. Private researchers had rediscovered and amplified the work of early park historians to disprove 19th century misconceptions and place this unit correctly at a location along the Passaic River somewhat detached from Jockey Hollow proper. Subsequently, the NPS acquired large tracts of land to link the New Jersey Brigade site with the related encampments in Jockey Hollow. One of these tracts, the Cross Estate, included a complex of buildings unrelated to park themes that has proved problematical to park management.

A problem relating to forest management in Jockey Hollow, largely unanticipated by park founders, has come to the fore in recent years. The initial assumption that natural succession would result in reforestation similar to that which followed the encampment has proved inaccurate. Few seedlings of native tree species are surviving, while invasive nonnative species are prevalent and the deer population has grown. Changes to the character of the historic landscape have compelled a reexamina-

tion of management policies and called into question the policy of passive forest management.

This realization has taken place against a background of profound change in the surrounding region. Especially since World War II, explosive suburban growth in Morris County has radically altered the rural and small-town environment that prevailed when the park was established. What was then a relatively routine landscape has become valued open space and a refuge from pervasive urbanization.

PURPOSE OF THE PLAN

The purpose of a general management plan/environmental impact statement (GMP/EIS) is to set forth a basic management philosophy for a park and to provide a framework for future decision making. NPS Director's Order 2: Park Planning requires a GMP/EIS to clearly describe (1) the specific resource conditions and visitor experiences to be achieved, and (2) identify the kinds of use, management, and development that will be appropriate in achieving and maintaining those conditions.

By NPS policy, EISs are usually prepared with the GMP. This allows for compliance with the National Environmental Policy Act (NEPA) that requires that an EIS be prepared for all major federal actions with the potential to significantly affect the quality of the human environment. An EIS also provides a framework for public participation, the development of alternatives, and evaluation of their environmental consequences.

GMPs take a comprehensive approach to planning for how to carry out the mission of the NPS and each individual park. The NPS has a mandate in its 1916 Organic Act (39 STAT.535, as amended, 16 U.S.C.§1) and other legislation to preserve resources unimpaired for the enjoyment of future generations. Park planning helps define how to best achieve that mandate.

General management planning constitutes the first phase of tiered planning and decision making. It

focuses on why the park was established and what resource conditions and visitor experiences should be achieved and maintained over time. GMPs take the long view, which may be many years into the future. The plan considers the park holistically, in its full ecological and cultural contexts, as a unit of the national park system and as part of a surrounding region. It identifies the importance of partnerships with others in protecting park resources and providing appropriate visitor services.

Five-year strategic plans, annual performance plans, and project implementation plans comprise the other tiers of NPS planning. Decisions about site-specific actions discussed in the GMP are addressed in these other plans. More detailed, site-specific analyses of implementation plan alternatives will be conducted before any major action is undertaken.

GMPs address four general concerns: (1) preservation of the park resources, (2) the types and general intensities of development, (3) visitor carrying capacities, and (4) potential boundary modifications (P.L. 95–625). Planning is based on an adequate analysis of existing and potential resource conditions, visitor experiences, environmental impacts, and costs of alternative courses of action.

In reaching the decisions concerning future management of park resources, the planning teams seeks, to the extent possible, to reach agreement among the park staff, the NPS leadership, other agencies with jurisdiction by law or expertise, and the public.

NEED FOR THE PLAN

The current master plan for the park was completed in 1976; although the plan continues to be used as a general guide for operations, it is no longer adequate to address the policy and operational issues now facing the park's managers. This new Final General Management Plan/Environmental Impact Statement (GMP/EIS) presents and analyzes reasonable alternatives for resource

preservation and public use and enjoyment at Morristown NHP that respond to the park's mission and goals.

The Environmental Impact Statement (EIS) has been prepared to satisfy the requirements of the National Environmental Policy Act (NEPA) of 1969, as amended. NEPA procedures have been used to inform the public about possible undertakings with the potential to affect properties listed on or eligible for listing on the National Register of Historic Places. This was done in conjunction with the Advisory Council on Historic Preservation's regulatory provisions on coordination with Section 106 of the National Historic Preservation Act (1995 programmatic agreement with the NPS).

This GMP/EIS is a programmatic statement. The proposed action and alternatives consist of a basic management framework for decision making; therefore, site-specific details and recommendations are not always included. Consequently, the EIS presents an overview of potential impacts relating to the proposed program for each alternative. In the future, if NPS determines that specific actions called for by the approved plan require further consultation with the state historic preservation officer (SHPO) or additional analysis of impacts, more detailed Environmental Assessments (EAs) of impacts may be prepared. These documents would be tiered to this environmental impact statement.

I. SUPPORTING STUDIES

In the process of preparing this GMP/EIS, the NPS conducted new research and analysis on several topics. These included the following:

- Management Objectives Workshop, with park staff, Northeast Region representatives, academic advisors, the Washington Association, New Jersey State Historic Preservation Officer, and local citizens.
- Adjacent Lands Study to identify those parcels which, if built upon, have the potential to cause adverse impacts to park resources, or to adversely affect the visitor's experience, by the Boston Support Office and park staff.

- Conceptual plan for expanding the museum at Washington's Headquarters, by ICON Architects, Boston Support Office, and park staff.
- Initial phase of research on resources at Washington's Headquarters in advance of museum rehabilitation, including: a historic structure report, cultural landscape report and treatment plan, preliminary archeological assessment, and continued development of the park's long-range interpretive plan, by NPS Northeast Region staff and consultants.
- Collections Management Plan to document existing curatorial operations, analyze current collections management methods, review curatorial programs, and make suggestions for overall programmatic growth and improvement, by the NPS Northeast Museum Services Center.
- Visitor's Experience Workshop to reexamine interpretive themes and develop potential improvements to the public's enjoyment and satisfaction, facilitated by Ron Thompson.
- Integrated Cultural Resources Report, which includes an overview and assessment of archeology, an overview of the park's cultural resource research program, a cultural landscape report, cultural land use study, and narratives of the history of Morristown, coordinated by the University of Massachusetts.
- Feasibility study for a park-town alternative transportation system (shuttle), by the Volpe Center for Transportation Planning.
- Preliminary assessment of the utilization of the Cross Estate and its leasing potential, by the Boston Support Office.
- Cultural Landscape Inventories for the significant landscapes of the park, by the Olmsted Center for Landscape Preservation.
- Historic Orchard Management Plan for the orchard at the Wick Farm, by the Olmsted Center for Landscape Preservation.
- Historic furnishings assessment for the Ford Mansion and Wick House, in draft, by the NPS Northeast Museum Services Center.

- Ecological study of management options for the forests at Jockey Hollow, by Emily Russell, Ph.D., including an examination of tree seedling mortality.
- Water Resources Scoping Report describing resources and their condition, and discussing issues and concerns, by NPS Water Resources Division.
- Study of the feasibility of a fertility control program (immunocontraception) for white-tailed deer, by Brian Underwood, Ph.D. (study in progress).

Information developed in these studies is essential to understanding the issues facing the park, and helped the planning team to identify appropriate actions for the GMP alternatives.

II. PLANNING ISSUES

Since the completion of the 1976 master plan there have been a number of significant changes in the park's resources, visitors, and setting—in addition to changes in NPS policy. The GMP/EIS planning process identified immediate and long-term issues relating to these conditions. These issues are presented below in relationship to the park's four broad categories of goals: (I) resource preservation, (II) public enjoyment and satisfaction, (III) partnerships and outreach, and (IV) organizational effectiveness. The goals themselves are discussed later in this chapter, and more background on the issues is given in Chapter 3: Affected Environment.

Issues Related to Resource Preservation *Cultural Resources*

Morristown NHP protects and preserves many unique and valuable resources. The cultural resources that date to the period of the encampments are outstanding. Structures such as the Ford Mansion and Wick House directly communicate key stories of the Continental Army at Morristown. Archeological resources, including remnants of log huts, are present in the Jockey Hollow and New Jersey Brigade units. The collections, an integral part of the park, as cited in the 1933 enabling legislation, are particularly valuable. The museum holds some 350,000 objects related to the encampments, George Washington, the Revolutionary War, and other themes.

The 1976 master plan does not adequately address:

- Improved protection and use of the park's collections. The collections are housed in substandard facilities, under conditions that represent a threat to their long-term preservation, offer little scope for the use of the collections in exhibits, and restrict public access. Recent studies indicate that an additional 2,120 square feet is needed for storage and approximately 5,000 square feet for display.
- Management of the park's cultural landscapes, particularly at the Wick Farm and Washington's Headquarters. These resources reflect the encampment period and later commemorative era, generally 1873–1942. Cultural landscapes were not recognized as distinct resources when the plan was completed, and no treatment plans have been developed for their management. This is particularly problematic for the important commemorative resources from post-encampment periods.
- Protection of the setting, character (solitude and tranquility), and scenic beauty of park lands. The previous plan did not consider the impact of the introduction of I-287 in the late 1970s—eight lanes of traffic running alongside the Washington's Headquarters unit—or the increase in airplane overflights from busier regional airfields (Newark and Morristown are the two busiest airports in New Jersey), or growing pressure to site wireless communication towers in the park.
- Management of lands added to the park since 1976. The Warren Property, North Tract, and Cross Estate, with several substantial structures and landscape features, have no management direction under the 1976 plan.
- Maintenance of the 27-mile network of trails throughout the Jockey Hollow and New Jersey Brigade units.

Natural Resources

The park also contains robust natural resources of considerable diversity. The Jockey Hollow and New Jersey Brigade units contain mature forest stands somewhat similar in appearance to the 18th-century forest encountered by the Continental Army. The

Passaic River and Primrose Brook represent surface waters of remarkably high quality. Air quality is also good in these two units. Park inventory and monitoring programs record the presence of a variety of birds, mammals, amphibians, reptiles, and fish.

The 1976 master plan does not adequately address:

- Sustainable management of the forest as a dynamic resource. The concept of sustainability, along with evidence that the forest may not be regenerating itself, due to many factors, was not well understood at the time. The prospects for sustaining the mixed hardwood forest in the Jockey Hollow and New Jersey Brigade units are uncertain, given current passive management practices.
- Management of the park's natural resources in relation to the cultural landscape. Little guidance is provided on how to care for these highly integrated resources. The plan does not address the local or regional ecological importance of the park lands.
- Protection of park lands from sound and air pollution, especially that generated by traffic on I-287 at the Washington's Headquarters unit. The intensity of these impacts was severely underestimated in the previous plan; and the expectation of a cover being placed over the roadway has not been realized. In contrast, the highway has been widened and traffic has dramatically increased.
- Protection of special water resources. The plan does not provide guidance for protecting the headwaters of the Passaic River and Primrose Brook—designated as waters of statewide importance and ecologically linked to the Great Swamp National Wildlife Refuge—and other parts of the Upper Passaic River watershed. The plan does not recognize water resources as a significant factor in Washington's selection of the Jockey Hollow area for the encampments.
- NPS policy on environmental leadership. The recent systemwide emphasis on demonstrating environmental leadership extends to Morristown NHP and other parks whose national significance derives principally from their cultural resources.

Boundaries

When established in 1933 Jockey Hollow's context was largely rural in character, consisting of large estates and horse farms. By the post-World War II period, the estates and farms were already giving way to residential subdivision. The last decades have seen continued erosion of the rural character through dense residential development and the proliferation of corporate headquarters. Morristown NHP has become an island of green in a sea of development.

The continuation of these processes threatens the park's purpose and significance by undermining aspects basic to its character—its beauty, tranquility, historic integrity, and its ability to reveal this important time in American history.

The 1976 master plan does not adequately address:

- Protection of fundamental qualities, such as solitude, tranquility, scenic beauty, and ecological health, from the impacts of adjacent development. Large suburban developments are now proposed, and some have been undertaken, on properties adjacent to the park previously thought to be protected or undevelopable due to site constraints. Acquisition of land is restricted to 8.56 acres by the existing acreage ceiling. This may not be adequate to protect important resources and prevent development from encroaching upon the historic setting.
- Protection of resources related to park themes but not contained within the park. No provisions were made in the plan to facilitate preservation or interpretation of such properties as the Schuyler-Hamilton House, the Pluckemin site, or the location of the military hospital near Basking Ridge.

Issues Related to Public Enjoyment and Satisfaction

The existing master plan and the 1975 interpretive prospectus (or plan) guide interpretation and education. The park is well visited, and surveys suggest visitors are satisfied with the services and activities available. However, dramatic changes in regional demographics, the character of the surrounding landscape, and the increase of themes the park may interpret, show the existing plans to be inadequate. Further, a shuttle system planned in

1975 as a unifying interpretive device was never fully implemented. These issues are addressed to considerable depth in this GMP, and a comprehensive interpretive plan is underway to replace the interpretive prospectus.

The 1976 master plan and 1975 interpretive prospectus do not adequately address:

- Treatment of overlapping interpretive themes of the Revolutionary War encampments, the commemorative era (including the early historic preservation movement, park establishment, and the treatment of resources by the CCC/PWA), science-based resource management, and environmental leadership for an increasingly urban and culturally diverse population. The existing plans restrict interpretation to the encampment period.
- Interpretation of the historical aspects of the park to visitors principally interested in its scenic and recreational qualities. A growing segment of visitors routinely enjoys Jockey Hollow for walking, visits with pets, jogging, bicycling, and cross-country skiing. There was only limited acknowledgment of the growing recreational use in the 1976 plan.
- Providing improved public access to the collections for research and educational purposes. The plan made no provision for making the very diverse collections more available to the public.
- Expanding the role of the museum in visitor orientation and interpretation of the park and Morristown as a whole. The plan does not consider opportunities to provide a comprehensive overview of the park or inform visitors of other opportunities in the local area.
- Desirability of an alternative transportation system (shuttle bus) or other access improvements. Describing only a shuttle in the Jockey Hollow unit, the plan makes no provision for integrating transit with other sites in the local area, which could have benefits for visitor safety and enjoyment. Vehicular access is confusing at most units, but is particularly dangerous at the Washington's Headquarters unit. At this unit, the pedestrian circulation pattern provides little orientation to the important resources.

- Public use possibilities for the Cross Estate. The use of several structures for park operations, and the rehabilitation of the garden as an attraction, were not contemplated.
- Protecting visitors from impacts due to noise and air pollution and other conditions that detract from the historic character of the park and diminish the quality of the visitor experience.

Issues Related to Partnerships and Outreach

Opportunities exist for the park to participate in a number of new regional planning initiatives. Morristown NHP is central to the NPS Crossroads of the American Revolution Heritage Area Feasibility Study. This study evaluates central New Jersey for possible designation as a national heritage area. Bills pending in the legislature feature the park as an important anchor in the proposed heritage area. The NPS also has a servicewide initiative concerning the Revolutionary War theme and is commemorating the war's 225th anniversary. Morris County, with state support and assistance from the NPS Rivers and Trails Conservation Assistance program (RTCA), is undertaking a regional east–west pedestrian transect, “The Liberty–Water Gap Trail,” that may utilize park paths. There is also opportunity to engage in regional transportation planning projects, such as a shuttle, particularly as the park may compete strongly for TEA–21 funds. Furthermore, the park is also working with neighboring conservation agencies, including the New Jersey Audubon Society, the Great Swamp National Wildlife Refuge, the Great Swamp Watershed Association, the Passaic River Coalition, and the Whippany River Watershed Association to preserve and interpret important natural systems and resources.

The 1976 master plan does not adequately address:

- The park's role in a potential alternative transportation system managed by federal, state, and local agencies.
- The park's role in historical, recreational, and conservation initiatives in the region.
- The park's potential to work cooperatively with

the Morris Area Girls Scout Council to provide special opportunities to youth populations.

Issues Related to Operational Effectiveness

These issues are not typically part of the GMP process; however, staff reductions and increased management responsibilities have presented the park with difficulty in fulfilling its other goals.

The 1976 master plan does not adequately address:

- The need for additional staff, and filling vacancies in a region with a very high cost of living and tight housing market.
- Adequate funding through the NPS, and the possibility of local/national alternative funding sources.
- Participation in the program (Recreation Fee Demonstration) that provides limited authority for units of the NPS to retain portions of fees they collect and use them for deferred maintenance and other projects.

III. DECISION POINTS

Like the issues above, decision points are the major questions that must be answered in the GMP. These were distilled from previous studies, public input, and discussions with park staff, interest groups, and other agencies. They are intended to communicate the tension or competing choices the NPS faces in charting the park's future. The GMP also addresses other less contested issues not captured in the decision points.

Resource Preservation

Museum and Collections

How should the park preserve, protect, and take greater advantage of its strong museum and archival collections, principally located in the museum at Washington's Headquarters?

Forest Management

In what ways should park woodlands, significant for their cultural values, be managed to sustain their ecological values?

I-287

How should the park protect its important resources adjacent to Interstate 287 in Morristown from the effects of the road?

Boundary Expansion

Should the park expand its boundary to protect its existing park resources, and/or expand to include other related resources?

Cross Estate

Should the park continue to utilize the principal buildings of the Cross Estate for operations, or should it seek alternative uses that could reduce the park's maintenance costs associated with them?

Public Enjoyment and Satisfaction

Interpretation

Should park resources be interpreted and managed to focus exclusively on the period of the Revolutionary War winter encampments (1777–82), or should they be interpreted and managed to also represent changing attitudes toward that history as expressed in later commemorative actions?

What is the appropriate general level of interpretation at the park, and what are the appropriate locations for these services?

Access and Circulation

Should the park establish or participate in a public transportation system among and within park units, or should access be principally by private vehicles?

Recreation

To what extent should the park's resources be managed to accept increased recreational uses not directly related to its history?

Solitude

How should the park protect opportunities for visitors to enjoy solitude and tranquility?

Partnership and Outreach

Leadership

To what extent should the park take the lead in

establishing active partnerships with thematically related organizations and sites?

Operational Efficiency

Staffing and Budget

How would the park's staff and budget be affected by additional resource management and visitor-related activities?

MISSION AND GOALS

I. MISSION

The park's mission statement explains its purpose and national significance. The mission grew out of the park's specific authorizing legislation and legislative history, as interpreted by park staff and scholars, and under the overall guidance of the National Park Service Organic Act of 1916. The Organic Act directs the NPS to "conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

Morristown NHP's mission statement was defined by a focus group including park staff, NPS historians, and local experts in a January 1996 workshop. The GMP team reevaluated the statements in similar forums, and presented interim versions in newsletters and public meetings. The statement was refined to reflect more clearly the significance of the resources contained within the park, notably those relating to commemoration and historic preservation.

Purpose

Morristown NHP preserves, protects, and maintains the landscapes, structures, features, archeological resources, and collections of the Continental Army winter encampments, the headquarters of General George Washington, and related Revolutionary War sites at Morristown for the benefit and inspiration of the public. The park interprets the history and subsequent commemora-

tion of these encampments and the extraordinary fortitude of the officers and enlisted men under Washington's leadership.

Significance

Attracted by Morristown's strategic location, including defensible terrain, important communication routes, access to critical resources, and a supportive community, General Washington chose it as the site for the main Continental Army encampment during two winters of the War for Independence. Morristown NHP encompasses most of the ground occupied by the army during the vast 1779–80 encampment, as well as smaller encampments in subsequent years, and the site of the fortification from the 1777 encampment.

The winter of 1779–80, the most severe of the century, brought great suffering to the Continental Army at Morristown. Despite this and many other adversities, General Washington demonstrated his leadership by holding the army together as an effective fighting force. The Ford Mansion, where Washington made his headquarters, is an important feature of the park and recalls civilian contributions to the winning of independence.

Morristown's resources of the War for Independence were first preserved by the Washington Association of New Jersey, an important early success of the nation's historic preservation movement. Later public and private efforts, sustained by federal action following the designation of Morristown as the first national historical park, illustrate that the park served as a model for historical parks and represents a turning point for the National Park Service's expansion into public history, living history, and historic preservation.

II. GOALS

Mission goals are based on the National Park Service's servicewide goals and the park's authorizing legislation, as expressed in its mission, purpose, and significance statements. The goals are expressed in terms of desired resource conditions and appropriate visitor experiences. These resource conditions and

visitor experiences are, in many cases, also prescribed by federal laws, regulations, and NPS policies. The mission goals update the 1976 master plan and interim 1996 management objectives for the park, and follow the current servicewide organizational format. The goals articulate in very broad terms the ideal conditions the National Park Service will strive to attain at the park. They correspond to the servicewide NPS Strategic Plan and are reflected in Morristown's current Strategic Plan and Annual Performance Plan.

The alternatives in this GMP investigate different ways that park managers may achieve these goals. These goals have been used to develop and organize the alternatives presented in this draft GMP.

The overriding goals for Morristown NHP are:

Resource Preservation

Goal A: The significant landscapes, structures, features, archeological resources, and collections of Morristown NHP are protected, preserved, and maintained in good condition. They are managed within their broad cultural and ecological contexts.

This goal encompasses the legislative mandate of the National Park Service and related legislation specific to Morristown National Park, established to commemorate Morristown's place in the American Revolution. It tells park managers to consider the broad context of historic events, the area's strategic location, regional landscape characteristics, and ecological values when protecting park resources. To respond to this mission goal park managers must understand park resources, the resource conditions that should be attained, and how they are related to conditions beyond park boundaries.

Management prescriptions related to Goal A provide more specific guidance regarding the conditions to be attained in order to protect historic landscapes, structures, features, archeological resources, and collections that are relevant to the purpose and significance of the park.

Goal B: Morristown NHP contributes to knowledge about cultural and natural resources and

associated values. Management decisions about park resources and visitor use are based on adequate scholarly information.

This goal underscores the importance of an ongoing research program for resource preservation and interpretation. Research is performed by NPS staff and park partners. The park is committed to building public understanding of its resources, including research findings, through its educational program and peer review publications. Examples of current research are listed in the sections Supporting Studies, and Relationship with Other Plans and Projects.

Public Enjoyment and Satisfaction

Goal A: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and recreational opportunities compatible with the park's mission.

Park programs, facilities, and services affect the quality of the visitor experience. Convenient park facilities that do not harm or infringe upon significant park resources, and services and interpretive opportunities that are available when visitors need them, are important to the enjoyment of the park. It is also important to develop diverse facilities, programs, and services to provide a range of appropriate activities for park visitors. Park facilities and resources should be accessible and available to special populations. Recreational opportunities must be consistent with the park's mission and interpretive goals, and not harmful to resources or people.

Management prescriptions related to Goals A and B describe the visitor experience that should be attained and the types of facilities, level of visitor use, management, and development that are appropriate for achieving and maintaining the desired visitor experience.

Goal B: The public understands and appreciates the national significance of Morristown NHP, its regional context, and appreciates the preservation of park resources for this and future generations.

Information, orientation, interpretation, and education are activities that help visitors discover intellectual and emotional connections among park resources and the intangible values and meanings that the resources represent. Interpretive outcomes express what should be achieved for visitors as a result of their visit to the park. These were developed by an interdisciplinary team comprised of park staff, interpretive planners, historians, and other professionals familiar with the park and history of Morristown. Working from the 1976 interpretive prospectus and current scholarship, the team developed the following five interpretive themes:

The American Revolution: Visitors understand the importance of the encampments at Morristown to the success of the American Revolution. Visitors understand the broad context of the Revolution, including the precipitating events, geography, chronology, and the varied motivations of participants. The encampments at Morristown occurred at critical moments in the American Revolution. The survival of the army during these times ensured the possibility of achieving independence. During the Revolution, the Americans developed an army that reflected emerging political philosophies—it was committed to civilian control, despite habitual shortages and uneven support, and prepared to subjugate individual self-interest and local and regional loyalty to a larger national good. The histories of individuals who served with the army during the Morristown encampments shed light on the varied motivations of those who chose independence, while other local stories convey the contrary positions of those who did not.

The Encampments: Visitors understand why General George Washington twice chose Morristown for a winter encampment, underscoring the strategic value of its geographical location, populace, and diverse landscapes and resources. Visitors understand the critical interconnections among the different encampment areas of Jockey Hollow, Fort Nonsense, and Washington's Headquarters at the Ford Mansion. Morristown's encampments, and the effect that they had on both soldiers and civilians, illustrate the great

costs, personal hardships, and organizational obstacles associated with building and sustaining an army.

General George Washington: Visitors understand the critical role Washington played in the survival of the Continental Army—his character and leadership inspired his officers and helped to retain the loyalty of his troops even when faced with shortages and deprivation. Attempts to appreciate Washington’s accomplishments and commemorate his legacy have inspired numerous efforts to preserve sites related to him, including Morristown.

Preservation: Visitors understand that the park’s resources are layered in time: they represent various historical periods and have changed over time. Features that survive from the Revolutionary War period often bear the marks of later generations and may reflect changing societal attitudes about history, patriotism, and, more recently, open space and management of natural systems. Visitors understand the condition and significance of encampment period resources in light of the efforts by the Washington Association, the NPS, and others to commemorate the Revolutionary War at Morristown and preserve these very resources.

Regional Network: Visitors understand the vital interconnections among Morristown NHP and thematically related regional resources.

Partnerships and Outreach

Goal A: The park strengthens and expands its network of partners and works cooperatively to preserve and interpret resources related to Morristown NHP and the larger context of the park in relation to the American Revolution.

The park needs partners to achieve its long-term goals. Like other national parks, Morristown NHP struggles to find the human and fiscal resources to meet the increasing needs for preservation of its resources and to fulfill the expectations of its visitors. With a long history of cooperative relationships at

Morristown, partnerships are a logical way to help find solutions to the dilemma of increasing demands and insufficient means. Partnerships and cooperative programs will continue to be a part of successful park management. The park currently has many important partners and will work to improve the effectiveness of these relationships and expand efforts to build new ones.

Management prescriptions that result from Goal A help define the partnership activities that are appropriate, necessary, and desirable in order for the park to attain the resource conditions and visitor experiences desired. The prescriptions also help define partnerships that aid in the preservation and interpretation of related resources in the community and across the region.

Note that Goals B and C are intended for the NPS as a whole, not Morristown NHP alone.

Goal B: Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.

Goal C: Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.

Organizational Effectiveness

Goal A: Morristown NHP uses effective management practices, systems, and technologies to accomplish its mission.

Goal B: Morristown NHP increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

Goal C: Adequate staffing, housing, and related facilities needed to successfully operate and maintain the park are provided.

In order for the park to be managed successfully it must have an appropriate number of qualified staff, satisfactory working environments, well-functioning facilities, and available, affordable housing. This will help ensure quality park management, resource and visitor protection, education, and maintenance in a manner that ensures the health of the park and a quality visitor experience.

Management prescriptions that result from Goal C identify the necessary staff, housing, administrative needs, and the general scale and location of park maintenance and operation facilities.

RELATIONSHIP WITH OTHER PLANS AND PROJECTS

Several plans and projects now in progress help shape the context for the park's GMP. To varying degrees these have implications for the park and the GMP. The order in which these plans and projects are presented does not necessarily relate to the scope of implications or the importance placed upon them by the NPS.

Parks as Classrooms

The NPS Parks as Classrooms program provides learning opportunities for school-age children that take advantage of the unique resources of the national parks. Resources include: curriculum-based education programs, audiovisual materials, teacher training, workshops, traveling trunks and kits, and teacher and student resource guides. NPS personnel work with educators to provide learning materials and experiences that are consistent with and accrete curriculum requirements. Morristown has recently developed a fourth grade curriculum for the Jockey Hollow unit and is in the process of developing a high school curriculum for Washington's Headquarters.

NPS Crossroads of the American Revolution

The park is hosting the congressionally authorized "Crossroads of the American Revolution" heritage area feasibility study. It explores strategies to preserve

and interpret the historic and natural resources associated with the American Revolution in New Jersey, including possible designation as a national heritage area. The State of New Jersey's Green Acres Program and Parks and Forestry Department are active participants. Among their objectives are promoting tourism for Revolutionary War sites, land acquisition, and environmental protection. It is expected that the park would take a lead role in the heritage area, if designated.

Washington–Rochambeau Historic Trail Study

The NPS is conducting a study of the 600-mile route through Connecticut, Delaware, Maryland, Massachusetts, New Jersey, New York, Pennsylvania, Rhode Island, and Virginia, used by Generals Washington and Rochambeau during the Revolutionary War. The Continental and French forces marched along the route in 1781, leading to the successful and decisive siege of Yorktown, Virginia, and the surrender of British forces under General Cornwallis. The study's purpose is to identify the range of resources and themes associated with the route; identify alternatives for NPS involvement with the route's preservation and interpretation; and provide cost estimates for any acquisition, development, interpretation, operation, and maintenance associated with the alternatives. The historic route includes Morris Avenue passing the Ford Mansion, and portions of Mount Kemble Avenue/Route 202 as it passes through Morristown and runs adjacent to the Jockey Hollow unit.

Lighting Freedom's Flame: 225th Anniversary of the American Revolution

This NPS initiative is designed to heighten public awareness and understanding of the Revolutionary War. Begun in 2000 and extending to 2008, the NPS is developing a program of educational materials and special events that celebrate the American Revolution principally at NPS sites, such as Morristown NHP. No permanent facilities or other programs will be developed at the park; however, increases in visitation at special events, such as reenactments of encampments, are anticipated.

At the state level, the New Jersey Department of State 225th Anniversary of the American Revolution Commission, established by executive order, hosts efforts to promote celebration of the anniversary.

American Battlefield Protection Program: Revolutionary War and War of 1812 Study

Congress authorized the NPS study because many sites of the period are at risk from rapid urban or suburban development. The goals of the study are (1) to gather current information about the significance of, current condition, and threats to the sites, and (2) to present preservation and interpretation alternatives for the sites. Through research and public comment, the NPS has identified 2,742 sites of battle actions and historic places associated with both wars. These sites are in 31 states and the District of Columbia, and include Morristown NHP and several nearby sites. Data gathered during field surveys will help the NPS evaluate the current level of preservation at these sites and make recommendations for further protection and interpretation. Morristown NHP staff served as local data collectors.

Natural Resource Challenge

The NPS began the Natural Resource Challenge program in 1999, recognizing a lack of scientific information about the complex ecosystems and natural resources in parks. The service-wide program aims to apply good science to park management.

The Natural Resource Challenge seeks answers to the following key questions:

- What are we protecting and preserving in parks?
- What is the condition of park resources?
- How does the condition of our resources change over time?
- What is the condition of resources outside of park boundaries (air, water, nonnative and migratory species)? And, What impact do these resources have on park resources?
- What are the implications of these findings to parks and to the larger systems in which they reside?

- What actions need to be taken for preserving the species?
- How can this information be best communicated to the broader society?

Ten strategies have been identified to sustain the resources. They include protecting native and endangered species and their habitats; aggressively controlling nonnative species; enhancing the use of parks for scientific research; and enhancing environmental stewardship.

As part of the program, Morristown NHP is participating in “Vital Signs,” a regional network of parks monitoring key environmental variables that indicate ecosystem health. Projects at the park include inventories of reptiles, amphibians, and fish, and mapping vegetation. The park is part of the Northern Temperate Forest network.

The Cultural Resource Challenge is a parallel program, recently proposed to address similar cultural resource issues.

U.S. Forest Service Study of the New Jersey Highlands

The Highlands Region encompasses over two million acres stretching from western Connecticut across the Lower Hudson River Valley and into east central Pennsylvania, including Morristown NHP. Congress directed the Forest Service to improve upon a 1992 study that collected and analyzed data on land, water, and people in the Highlands. The study includes assessing watershed conditions, forest fragmentation, and biological diversity. Jockey Hollow is within the area designated as the Highlands.

New Jersey State Development and Redevelopment Plan

The State of New Jersey adopted a new comprehensive development and redevelopment plan on March 1, 2001. The plan is intended to guide public and private sector investment in New Jersey's future. It is a policy document for state, regional, and local agencies. The plan advances the idea of sustainable development, identifying several

key planning concepts. Park units fall under two designations. Category 1: Metropolitan includes Washington's Headquarters and Fort Nonsense; and Category 5: Environmentally Sensitive includes Jockey Hollow and the New Jersey Brigade unit. Infrastructure to support development is discouraged in Category 5 areas.

Most of the park is also included in the Highlands region, New Jersey's first special resource area, possessing unique characteristics and resources of statewide importance. The plan reemphasizes the state's protection of "Critical Environmental Sites and Historic and Cultural Sites" such as the park, and focuses redevelopment in "Regional Centers" such as Morristown.

New Jersey Department of Environmental Protection Green Acres Program: Central New Jersey Land Acquisition

The Green Acres Program was created in 1961 to meet New Jersey's growing recreation and conservation needs. Since then, New Jersey's voters have overwhelmingly approved over \$1.4 billion for land acquisition and park development. Green Acres is committed to preserving New Jersey's rich natural, historic, and cultural heritage. By 1998, over 390,000 acres of conservation and recreation land had been or were being preserved, and hundreds of public parks created.

Morris Township Master Plan Reexamination

Morris Township, which includes portions of the Jockey Hollow and Fort Nonsense units, recently completed a five-year update of its comprehensive master plan. A proposed change in the land use designation and zoning of a parcel adjacent to Jockey Hollow (the Saint Mary's Abbey/Delbarton parcel) to permit construction of a large retirement facility (240 independent living units, 24 assisted-living units, and 48 skilled-nursing beds on 41 acres) is controversial. If constructed, the facility would likely have substantial adverse effects on park resources and visitor experiences. No other changes in the plan are likely to impact the park.

The reexamination was recommended by the Morris Township Planning Board and a subsequent ordinance was approved by the Township Committee in September 2002, changing the zoning for the Saint Mary's Abbey parcel from Open Space/Government Use (OS/GU) to Continuous Care Retirement Community (CCRC). The CCRC zone may include multi-story (50 ft.) multiple-habitation units and commercial uses. Site plans are under development at the same time that the Township's decision is facing legal challenge.

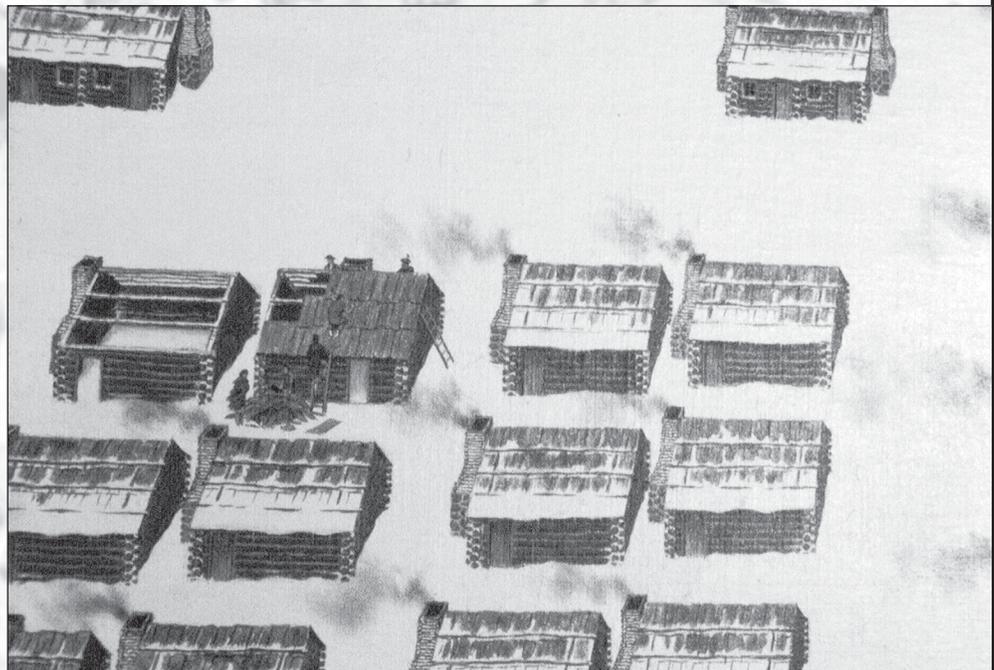


CHAPTER 2: ALTERNATIVES

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Major General John Kalb commented in February 1780, "Those who have only been in Valley Forge and Middlebrook during the last two winters, but have not tasted the cruelties of this one, know not what it is to suffer."



CHAPTER 2: ALTERNATIVES

INTRODUCTION

This section describes the three alternatives—A, B, and C—considered to guide the park for the next 15–20 years. Each alternative provides a cohesive rationale or philosophy that directs or shapes a vision for the park’s resources and its visitors. Although the organizing philosophies are different, each alternative is consistent with the park’s authorizing legislation, supports the park’s mission, and is feasible. In most cases the differences reflect different responses to the Decision Points described in the previous chapter.

In all alternatives, the NPS is required to protect the resources in its care under all applicable laws, regulations, and policies. NPS Management Policies (2001) express the following:

Cultural Resources

The NPS will preserve and foster appreciation of the cultural resources in its custody, and will demonstrate its respect for the peoples traditionally associated with those resources, through appropriate programs of research, planning, and stewardship.

Boundaries

As part of the planning process, the NPS will identify and evaluate boundary adjustments that may be necessary or desirable in order to carry out the purposes of the park. Boundary adjustments may be recommended to (1) protect significant resources and values, or to enhance opportunities for public enjoyment related to park purposes; (2) address operational and management issues, such as the need for access or the need for boundaries to correspond to logical boundary delineations such as topographic or other natural features or roads; or (3) otherwise protect park resources that are critical to fulfilling park purposes.

Natural Resources

The NPS will preserve the natural resources, processes, systems, and values of units of the



During the winter of 1799–80, the Continental Army built over 1,000 huts in Jockey Hollow. Photo by Walt Schafer.

national park system in an unimpaired condition, to perpetuate their inherent integrity and to provide present and future generations with the opportunity to enjoy them.

Visitor Activities and Services

National parks belong to all Americans, and all Americans should feel welcome to experience the parks. The NPS will promote and regulate appropriate use of the parks, and will provide the services necessary to meet the basic needs of park visitors and to achieve each park’s mission goals.

Interpretation and Education

Through interpretive and educational programs, the NPS will instill in park visitors an understanding, appreciation, and enjoyment of the significance of parks and their resources. Interpretive and educational programs will encourage the development of a personal stewardship ethic, and broaden public support for preserving park resources.

It is important to note that each alternative assumes that adequate staffing and budget will be provided to park managers, and no distinction should be made among alternatives in this regard.

The three alternatives are explained in several ways. First a brief summary explains the organizing philosophy and broadly states the objectives for management of resources and visitors. Second, a table of management zones is paired with maps showing their application within the park. Management zoning divides land into areas depending on the (1) desired resource conditions, (2) desired visitor experience, (3) management activities, (4) kinds and levels of visitor use, and (5) kinds and levels of development. These zones guide implementation of the alternative. Each alternative proposes a unique description of zones in a distinct geographical pattern. The zones used in the alternatives are described below.

Third, tables describe the management prescriptions—the park’s objectives. The tables are organized by the park’s goals (described in the previous section) and units. (Because of the similarity of their resources, the Jockey Hollow and New Jersey Brigade units are treated together. The Cross Estate, part of the New Jersey Brigade unit, is treated separately because its resources are very different from the rest of the unit.) The tables provide examples of specific actions that could be taken to achieve the management prescriptions. Note that listing specific actions is intended to help explain the ways the park could be managed under the prescription, but does not obligate the park to undertake those actions, and does not include all possible actions that might be undertaken.

At the end of the tables, estimated costs for park operations; research, planning, and construction; and land acquisition are presented. These are conceptual-type (Class “C”) estimates for long-range budgetary planning. They are presented for comparative purposes.

A note about funding: The National Park Service develops five-year deferred maintenance and capital

improvement plans. These plans are developed by a systematic process of evaluating proposals from the field to determine which projects are of greatest need in priority order focusing on critical health and safety issues and critical resource protection requirements. Actions that add specific projects to the five-year plans inevitably result in other projects being displaced when budgets are limited.

Capital development, maintenance, and staffing proposals in this plan will need to be evaluated in light of competing priorities for this park and other units of the national park system. Because emphasis in the budget process is currently being placed on addressing needs to maintain existing infrastructure, funding for new development is not likely within the next five years. However, the potential for implementing development and operational proposals in this plan may be improved if funding is available from partnerships that do not rely on the National Park Service’s budget.

Lastly, A summary table compares the three alternatives with the Decision Points described earlier.

Note that Alternative C is the *proposed action* and also the *environmentally preferred alternative*.

This chapter ends with descriptions of alternatives that were initially considered but have been eliminated from further study. Reasons for elimination include: technical or economic infeasibility, severe environmental impact, duplication with other less environmentally damaging alternatives, and conflict with other plans or policies.

I. MANAGEMENT ZONES

Developed/Park Operations

This zone typically contains visitor parking areas, walkways, park maintenance/utility areas, and other visitor and park support facilities. Under all alternatives, resources would be maintained in good

condition to provide safe and convenient access to the park. Because these zones are intensively developed, the potential to introduce new facilities is very limited.

Historical

Comprised of the park's most important historical resources, such as the Ford Mansion, the hilltop at Fort Nonsense, and the Pennsylvania Line in Jockey Hollow, these zones receive heavy visitation. Under all alternatives, resources in this zone are preserved and are the focus of interpretation and education. The alternatives propose different treatments within this zone. However, each alternative seeks to preserve the historic character of these areas. In general, due to the integrity of these areas, the potential to introduce new facilities is limited.

Museum Development

Employed only at the Washington's Headquarters unit under Alternatives B and C, this zone encompasses the area necessary for development of a new addition to the museum and related landscape rehabilitation measures. Upon completion of the work, the area would be treated as part of the historical zone.

Forest

This zone is only used to describe forest management outside the developed and historic zones under Alternative A. Resources would be maintained in good conditions, and low levels of visitation would be supported. This zone does not differentiate among the diverse types of resources in the forest, or prescribe the range of management practices necessary to address the environmental changes in the forest. Appropriate facilities in the zone would include unsurfaced trails, orientation signs, and features to support research such as small deer exclosures.

Sustainable Forest

In contrast with the Forest zone under Alternative A, this zone prescribes the range of management practices necessary to address the environmental changes in the forest. Under Alternatives B and C, management would seek to sustain a mixed hardwood forest in this zone. Low levels of visitation,

providing a reflective and tranquil experience, would be supported. Given the objective of sustaining the forest, the potential for introducing new development in this zone would be low. Appropriate facilities in the zone would include unsurfaced trails, orientation signs, and features to support research such as small deer exclosures.

Hut Area

Employed within the Sustainable Forest zone, this zone encompasses the archeological sites of each of the brigades in the forested areas of the Jockey Hollow and New Jersey Brigade units. Archeological resource protection would be very high, but in places lacking integrity, new interpretive exhibits and trails could be developed.

Water Quality Protection

Employed within the Sustainable Forest zone, this zone encompasses the surface water features in the Jockey Hollow and New Jersey Brigade units. Management would seek to protect the high level of water quality. New facilities to support visitation, such as bridges or stream access points, would be very limited.

ALTERNATIVE A

I. PHILOSOPHY

The National Environmental Policy Act (NEPA) requires consideration of a so-called "*no action*" alternative. This alternative represents a continuation of current practices with current plans remaining in force. All projects under approved plans could be carried out; however, it might be difficult to respond to conditions that have changed since the adoption of the Bicentennial-era master plan. This alternative should be considered the baseline for comparison with the *action* alternatives B and C.

Resource Preservation

As directed by its Mission Statement and legislative history, the park would continue to focus on protecting its primary resources relating to the Revolutionary War: the archeological resources,

landscapes, structures, and collections. Facilities would continue to be provided for the display, storage, and research access to the park's collections.

Under this alternative there would be little active management in the forested areas. Monitoring would be continued, as well as limited removal of invasive nonnative plants, but further action to ensure forest sustainability might be problematic, since that was not recognized as a concern when existing plans were formed. To the extent possible, park management would try to identify and prevent undesirable intrusions on lands surrounding the park.

Public Enjoyment and Satisfaction

Interpretation would continue to seek to integrate the different park units and to place Morristown within its larger contexts.

Partnership and Outreach

The park would seek to maintain and expand partnerships with other historical organizations, in particular the Washington Association. Shuttle service in Jockey Hollow, already authorized, might be provided, possibly with the assistance of partners, to improve the visitor's experience and offer an alternative to dependence on private automobiles.

Operational Effectiveness

Goals would remain as outlined in the park's 1996 management objectives report and in the Service-wide 2000–2005 NPS Strategic Plan. As with the other alternatives, the NPS is required to protect the resources in its care under all applicable laws and regulations. Each alternative assumes that adequate staffing and budget will be provided to park managers, and no distinction should be made among alternatives in this regard.



Figure 3



Figure 4

Management Zones: Alternative A (see accompanying maps)

Developed / Park Operations

Desired Resource Conditions: All resources are maintained in good condition: access roads, visitor parking areas, paths, utility areas, and other visitor and park staff support facilities

Desired Visitor Experience: Provides for safe and direct vehicular and pedestrian access and park support activities

Management Activities / Treatment: Moderate levels of resource and visitor management

Treatment is preservation

Kinds and Levels of Visitor Use: High levels of visitor and staff use

Kinds and Levels of New Development: Minimal

Historical

Desired Resource Conditions: Historical and cultural resources are preserved or restored to reflect historical conditions: visitor centers, museums, historic structures, interpretive exhibits, limited restorations, archeological digs, narrow historical roads, trails, and other visitor facilities

Desired Visitor Experience: Highly interpreted and educational

Management Activities / Treatment: Intensive management of resources and visitors

Treatment is preservation

Kinds and Levels of Visitor Use: High to moderate levels of sightseeing and hiking; low levels of scenic driving

Kinds and Levels of New Development: Minimal

Forest

Desired Resource Conditions: Forest resources are maintained in good condition: woodlands, water features, trails, interpretive exhibits, and scientific devices such as deer enclosures

Desired Visitor Experience: Reflective, tranquil; little interpretation

Management Activities / Treatment: Low level of forest management directed by NPS policy

Treatment is preservation

Kinds and Levels of Visitor Use: Low levels of hiking, horseback riding, and other non-motorized recreational uses as appropriate

Kinds and Levels of New Development: Minimal

Management Prescriptions: Resource Preservation

Alternative A

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes, Structures, Archeology, and Collections	1. Natural and cultural resources and associated values are protected, restored, and maintained in good condition, and managed within their broader ecosystem and cultural context.	<p>Historic landscapes, structures, visitor facilities, grounds, and roadways contribute to the park's historical significance and are maintained in good condition.</p> <p>Existing and restored features are preserved. Representative portions of selected lost features are reconstructed. Archeological remains are stabilized for their protection and continued interpretive value.</p> <p>Security and protection would be provided for all physical features of the park.</p> <p>Known cultural features outside the Revolutionary War period could be preserved.</p>
	2. Park resources enhance the visitor's appreciation of their association with the Revolutionary War and represent, to the greatest extent possible, a setting that is designed to give the visitor a strong feeling of a living, vibrant atmosphere.	See park units below for actions.
	3. The park contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.	Continue broad research programs to fulfill the purpose of the park, using available resources of the NPS, and when advantageous, competent outside professional personnel and institutions.
Boundaries	4. The local community and owners of lands adjoining the park cooperate with the NPS in perpetuating the historic character and the rural, non-commercial atmosphere, particularly with respect to lands in the vicinity of the Jockey Hollow and New Jersey Brigade units. The park's acreage ceiling limits acquisition to 8.56 acres.	<p>Efforts are made to protect the park from adverse development of the large private land holdings in the Jockey Hollow and New Jersey Brigade areas.</p> <p>Complex boundaries, as along Route 202, are simplified, principally through acquisition.</p>

Management Prescriptions: Resource Preservation

Alternative A

Washington’s Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	See Parkwide #1 and 2, above.	Remove the Dick House and re-landscape the grounds in harmony with the historic scene. Concur in the plan to “cover over” I-287 adjacent to the Ford Mansion.
Structures	See Parkwide #1 and 2, above.	Continue preservation of the Ford Mansion and museum. Museum continues to house park administration, collections, exhibits, and other visitor services.
Archeology	See Parkwide #1 and 2, above.	Archeological remains of encampment period outbuildings are protected.
Collections	1. The collections focus on the 1777 and 1779–80 encampments at Morristown, with substantial anomalies.	Continue programs to maintain the existing collections and museum exhibits. No acquisitions of materials outside the scope of collections are permitted. Some responsible de-accessioning may occur. Certain anomalies in the collections, such as Washingtoniana, are recognized and retained.

Management Prescriptions: Resource Preservation

Alternative A

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	See Parkwide #1 and 2, above.	Investigate the historical accuracy of the current pattern of field and forest. Remove features dating from outside the encampment period such as the black locust stand adjacent to the Wick orchard. Enhance and extend restoration of Tempe Wick Road as a historical trace.
Structures	See Parkwide #1 and 2, above.	Protect remnants of the Morristown aqueduct.
Archeology	See Parkwide #1 and 2, above.	Provide adequate security for archeological resources in cantonment areas.

Management Prescriptions: Resource Preservation

Alternative A

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	See Parkwide #1 and 2, above.	Clear and maintain selected vistas.
Archeology	See Parkwide #1 and 2, above.	Stabilize archeological resources related to the historic fort.

Management Prescriptions: Resource Preservation

Alternative A

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	See Parkwide #1, above.	<p>The estate serves as an operational center. Its structures provide offices, meeting space, and accommodations for staff and interns. Repairs and modifications are made as needed.</p> <p>Gardens serve as horticultural exhibit largely maintained by a partner organization.</p>

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative A

Parkwide

	Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Park visitors and the general public understand and appreciate the preservation of its resources for this and future generations.	Retain and enhance visitor education and interpretive programs. Plan a living-history program at the Pennsylvania Line huts to create a more viable visitor experience during the summer season.
	2. The stories of Morristown NHP will be interpreted for visitors through four historical themes: a) Daily life, training, organization, supply, equipment, morale, housing, and discipline of the Continental Army during the winters of 1779–80 b) Role of George Washington as commander-in-chief during the winters of 1777–78 and 1779–80; the personal qualities that made him a great leader; his abilities in coping with a host of military, political, and diplomatic problems; his contribution to the cause of American independence c) Life in Morristown as a typical village caught up in the Revolution—its way of life, and its relationship to the army encamped at its doorstep; the total role of New Jersey as the “cockpit state” to the war; military outposts and related military events d) Pre-1777 and post-1780 stories of the Revolutionary War at Morristown.	Visitors are encouraged to visit multiple park units, with interpretation in each unit coordinated with and related to the complete park story.
	3. Visitor enjoyment is maximized by comprehension of the composite historic theme—the events that took place in the park, in the town, and in the surrounding region.	Continue to provide space for informational pamphlets from related regional sites. Develop exhibits that provide greater orientation to the region.
	4. Interpretation creates in the visitor’s mind an awareness of the atmosphere and environment of Morristown in 1779–80.	Minimize the impact of intrusions surrounding the resource.
Visitor Activities and Services	5. Visitors safely enjoy and are satisfied with the availability, accessibility, diversity and quality of park facilities, services, and appropriate recreational facilities.	Maintain and enhance existing visitor services including visitor contact stations, circulation patterns, and parking facilities. Coordinate and operate transit systems to lessen the need for automobiles in the park. Bicycling is permitted only on park roads; not on trails. Informal picnicking is permitted in non-historic areas, such as the Jockey Hollow visitor center parking area. Continue resource management program to remove invasive vines that detract from the historic appearance of the park.

continued

Management Prescriptions: Public Enjoyment and Satisfaction, *continued*

Alternative A

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Visitor Activities and Services	6. Provide visitor services in keeping with user trends and the day-use area concept.	Access to the park is controlled and visitor services are provided during scheduled hours only.
	7. Groups may be accommodated for special occasions on sites designated by the park superintendent, as long as they do not damage the historic resource or natural environment, or infringe upon the use and enjoyment of persons owning adjacent private property.	Reenactments of the encampment and Scouting overnights may be held on the Grand Parade grounds or Pennsylvania Line; large group picnics and competitive sports are not permitted.
	8. Some winter use may be permitted, dependent on snow cover and ice conditions, but no special developments for these activities should be developed. Sledding, coasting, cross-country skiing, hiking, and photography are the extent of permitted winter activities.	Limited winter activities are permitted. Snowmobiling, and other activities that would disturb the serenity of the area, are not permitted.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative A

Washington's Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Interpretation at Washington's Headquarters presents an overview of the park and emphasizes themes of the Continental Army, George Washington, and Life in Morristown.	Retain and enhance current exhibits in the museum, on the grounds, and in the Ford Mansion. Presentations are made by costumed interpreters.
	2. Interiors of Ford Mansion represent the 1779–80 encampment period as described in the 1976 historic furnishings plan.	Generally, continue interpretation of the Ford Mansion as currently performed.
Visitor Activities and Services	3. Visitors have the opportunity to take a guided tour of the Ford Mansion and see historical objects in the museum.	Retain the guided tour program. Retain existing exhibits, bookstore, and film in the museum. Improve, but do not expand, the existing museum.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative A

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Interpretation at Jockey Hollow emphasizes themes of the Continental Army and Life in Morristown.	Interpreters wear period military and civilian costumes. Retain exhibits, bookstore, and film in the visitor center. Construct and maintain examples of soldiers and officers huts in the Pennsylvania Line cantonment area to provide a compelling re-creation of the site. Remove the non-historic Wildflower Trail.
	2. Interiors of the Wick House represent the 1779–80 encampment period as described in the 1974 historic furnishings report.	Continue interpretation of Wick House furnished interiors as currently performed, with modifications by park staff.
	3. Interpretation treatment of the New Jersey Brigade unit is coordinated with the educational program of the adjacent Scherman-Hoffman Wildlife Sanctuary, so visitors may experience the total environment—animals, plants, history, and the memories and sensations of the soldiers.	Provide limited interpretive exhibits and waysides.
Visitor Activities and Services	See Parkwide #5, above.	Purchase vehicles or establish concession for operation of a park shuttle on the tour road. Limit automobile access to the tour road when the shuttle is in operation. Do not construct a parking area on Hardscrabble Road to support visitation of the New Jersey Brigade unit. Explore using the Scherman-Hoffman Wildlife Sanctuary parking lot.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative A

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Interpretation utilizes the hilltop unit as a key orientation point, locating and relating the separate units of the park and the Watchung Mountains. Emphasis is placed on 1777 aspects of the Continental Army and Life in Morristown themes.	Retain the wayside exhibits, stone commemorative marker, and stone outline of the Upper Redoubt to relate the history of the hilltop. Views to the surrounding area are maintained in narrow vistas.
Visitor Activities and Services	See Parkwide #5, above.	Trails are available for hiking. Informal picnicking is permitted on the hilltop. Maintain a paved access road from the town and a small parking lot on the hilltop.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative A

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	See Parkwide #1, above.	Maintain the interpretive wayside and trailhead kiosk.
Visitor Activities and Services	See Parkwide #5, above.	Maintain the small parking lot at the trail head to provide access to the New Jersey Brigade unit, the Jockey Hollow unit, and other area resources via the Patriots Path trail.

Management Prescriptions: Partnership and Outreach

Alternative A

Parkwide

	Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
	<p>1. The park strengthens and preserves natural and cultural resources, and enhances recreational opportunities managed by partners.</p>	<p>Continue to acknowledge the cooperating services of the board of trustees and executive committee of the WANJ as a board of advisors in maintenance of the park; keep them advised; and consult with them frequently on all aspects of park management and programming.</p> <p>Extend partnership with the DAR, SAR, and Morris County Historical Society.</p> <p>Seek donated funds to improve the accessibility of the original manuscript collections for public use.</p> <p>Continue to develop cooperative relationships with Lewis Morris County Park, the Scherman-Hoffman Wildlife Sanctuary, and the Morris Area Girls Scouts Council.</p> <p>Continue to involve the New Jersey Herb Society in the Wick Farm garden.</p> <p>Continue to work with the New Jersey Historic Garden Foundation on the Cross Estate Garden.</p> <p>Continue trail work with the Appalachian Trail, New York/New Jersey Trail Conference.</p>
	<p>2. Far-reaching, visionary planning, in cooperation with all entities bordering the park, will avoid incompatible land uses and adverse influences on the environment of the historical park.</p>	<p>Coordinate the Crossroads of the American Revolution special resource study linking Revolutionary War historic sites with land conservation to better understand the scope of the revolution in New Jersey.</p> <p>Collaborate with the Great Swamp Watershed Association on protection of the Upper Passaic and Primrose Brook areas.</p>
	<p>3. The park increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.</p>	<p>Continue and expand volunteer and internship programs.</p> <p>Continue and expand Adopt-A-Trail programs.</p>

Management Prescriptions: Operational Effectiveness

Alternative A

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	1. The park uses effective management practices, systems, and technologies to accomplish its mission.	<p>Administer the four units of the park as one entity, with each complementing the others.</p> <p>Overcome the flat budget and declining staffing levels to fill vacancies in several key professional positions.</p> <p>Improve the central utility area/maintenance facility.</p> <p>Collect fee revenues consistently.</p> <p>Ensure housing is adequate for park operations.</p>

Costs: Alternative A

Estimated Costs	Amount
Operational costs, estimated annual	\$2,350,000–\$2,800,000
Research, planning, and construction costs, estimated	\$2,800,000–\$3,350,000
Land acquisition costs, estimated	\$1,500,000–\$2,000,000

ELEMENTS COMMON TO ALTERNATIVES B AND C: THE ACTION ALTERNATIVES

There is strong consensus among the planning team, park staff, NPS resource advisors, and the local community on the future direction of the park in several critical areas. The management prescriptions and examples of actions presented below address these areas of agreement. Alternatives B and C both propose new management prescriptions and actions to:

Resource Preservation

- Increase efforts to preserve all resources, with particular emphasis on forest resources
- Expand collections storage, exhibit space, and other public facilities at the Washington's Headquarters unit
- Adjust the park's acreage ceiling and develop a land protection plan that responds to current threats and opportunities

Public Enjoyment and Satisfaction

- Improve public enjoyment and satisfaction through new facilities and interpretive programs

Partnership and Outreach

- Collaborate with government and private parties on transportation alternatives for park visitors
- Expand partnerships with appropriate organizations in the region

While having this in common, Alternatives B and C differ in several ways. One of the most fundamental differences is the proposed treatment of the period of significance. Alternative B focuses preservation and interpretation on the encampment period (1777–82) alone, de-emphasizing the commemorative era. Alternative C proposes to preserve and interpret both. This, and other differences between Alternatives B and C, preclude the development of a common set of management zones or maps. Please refer to the sections on these alternatives for the specific management zone charts and maps.

The following management prescriptions, together with the management prescriptions described separately under Alternatives B and C, will guide park management.

Management Prescriptions: Resource Preservation

Common to B and C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes, Structures, Archeology, and Collections	1. The cultural and natural resources and associated values of the park are protected, restored, and maintained in good condition, and managed within their broad cultural and ecosystem contexts.	<p>Continue NHPA and NEPA compliance activities to protect cultural and natural resources. Complete a revised National Register documentation for the whole park.</p> <p>Consider employing techniques such as increased surveillance and vegetation management to prevent archeological resource degradation through soil erosion, tree tilt-ups, and pot-hunting. Continue archeological inventory and site stabilization efforts.</p> <p>Provide adequate security and protection for all physical features of the park.</p> <p>Implement or revise the 2001 Collections Management Plan to meet the direction of the chosen alternative.</p> <p>Provide public access to the collections consistent with their protection.</p> <p>Responsibly deaccession materials that do not meet the scope of the collection, excepting anomalies, as defined in the chosen alternative.</p>
	2. Management decisions about resources and visitors are based on adequate scholarly and scientific information.	<p>Take an interdisciplinary approach to park management, involving ongoing consultation of staff, NPS support professionals, and partners.</p> <p>Complete Historic Structures Reports for all significant park structures.</p> <p>Complete study of carrying capacity for key resources such as the Ford Mansion, Wick House, Jockey Hollow loop road, and horse trails.</p> <p>Complete the Cultural Landscape Reports and Landscape Treatment Plans for all park units.</p>
	3. Forests are important resources blending critical cultural and natural values. As such, the forests are actively managed to meet both cultural and natural resource protection objectives. Cultural resource objectives are derived from the park enabling legislation and mission that seeks to protect: archeological sites, the historic character of a mixed hardwood forest, scenic quality, and recreational values. Natural resource objectives would be based on broad scientific criteria for sustainability, such as diversity of species, density, structure, and water quality. Conflicts between objectives would be resolved on a case-by-case basis.	<p>The Olmsted Center for Landscape Preservation and the NPS Northeast Region natural resource program collaborate to develop a cultural landscape treatment plan to sustain the forest cover and its associated values. The plan addresses factors such as protecting historic character, deer browse, soil chemistry, invasive vegetation, and invertebrate species. Integrate the treatment plan with those for other landscapes and programs for deer control, native plant restoration, control of invasive species, and a comprehensive, long-term vegetation inventory and monitoring program that provides management with sound information to document threats, evaluate trends, and make decisions.</p> <p>Establish special management procedures for the Upper Passaic Watershed (including Indian Grove Brook) and Primrose Brook corridors, such as limiting the construction of bridges and trails.</p> <p>Maintain fields to protect their habitat value for grassland bird species.</p> <p>Coordinate a program to control the spread of invasive nonnative plants with neighboring property owners.</p>

continued

Management Prescriptions: Resource Preservation, *continued*

Common to B and C

Parkwide

	Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
Boundaries	<p>4. Park resources and visitor experience are protected from negative intrusions on lands outside the park boundary.</p>	<p>Adjust the park's acreage ceiling to allow acquisition of up to 500 acres.</p> <p>Develop a land protection plan based on the 1999 Adjacent Lands Study: rank properties based on criteria for boundary adjustments, and establish guidelines for coordination with neighboring communities. Acquisitions would be on a willing-seller basis.</p> <p>Establish conservation easements or acquire properties adjacent to Washington's Headquarters, on a willing-seller basis, to avoid adverse effects on the Ford Mansion and to enhance its setting.</p> <p>Acquire the Schuyler-Hamilton House, significant to both the encampment period and commemorative era, through donation and explore the possibility of reorienting it to face Morris Street.</p> <p>Establish conservation easements or acquire properties adjacent to the Jockey Hollow and New Jersey Brigade units, including lands owned by the Girl Scouts, the Leddell's mill and forge sites, and the historically significant and most visible portions of the Saint Mary's Abbey/Delbarton property. Place particular emphasis on protecting the historic character and non-commercial atmosphere, and on better linking the two encampment units.</p> <p>Consider acquiring a property adjacent to the Jockey Hollow unit to provide a more central location for park administrative functions.</p> <p>Establish conservation easements or acquire properties along Route 202, including the historic Kemble site, to protect significant Revolutionary War resources, an important park gateway, and improve management of existing park resources adjacent to the route.</p> <p>Establish conservation easements or acquire properties adjacent to Fort Nonsense, possibly reestablishing a pedestrian connection between the Fort and Jockey Hollow.</p>

Management Prescriptions: Resource Preservation

Common to B and C

Washington’s Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	No additional Management Prescriptions.	No additional Actions.
Structures	See Parkwide #1, above.	Rehabilitate and/or expand the museum to improve collections storage facilities, enhance exhibit space, provide better educational facilities and improved visitor circulation. Rehabilitation should also provide for improved administrative facilities, possibly in another facility or unit.
	See Parkwide #2, above.	Formally document the museum as a contributing resource of the park.
Archeology	No additional Management Prescriptions.	No additional Actions.
Collections	See Parkwide #1, above.	Rehabilitate the existing collections storage facilities in the museum or relocate the collections to a new addition. Pursue accreditation with the American Association of Museums.

Management Prescriptions: Resource Preservation

Common to B and C

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	See Parkwide #3, above.	Initiate an inventory and monitoring program to help determine present impacts to soils and predict future impacts. Protect water quality by limiting activities in stream corridors, and maintaining and upgrading drainage structures along roadways and trails crossing stream corridors.
Structures	No additional Management Prescriptions.	No additional Actions.
Archeology	No additional Management Prescriptions.	No additional Actions.
Collections	No additional Management Prescriptions.	No additional Actions.

Management Prescriptions: Resource Preservation

Common to B and C

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	1. Views illustrate the character-defining features and strategic nature of the site.	Open extensive vistas characteristic of the fortified hilltop to key historical features including vistas east toward New York City, Morristown Green, the Ford Mansion, and the protective Watchung Mountains; northwest toward the iron-producing region; and southwest along Mount Kemble toward Jockey Hollow and the historic roads (Route 202).
Structures	No additional Management Prescriptions.	No additional Actions.
Archeology	No additional Management Prescriptions.	No additional Actions.
Collections	No additional Management Prescriptions.	No additional Actions.

Management Prescriptions: Resource Preservation

Common to B and C

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	No additional Management Prescriptions.	No additional Actions.
Structures	See Parkwide #1, above.	The architectural significance of the main building is evaluated.
Archeology	No additional Management Prescriptions.	No additional Actions.
Collections	No additional Management Prescriptions.	No additional Actions.

Management Prescriptions: Public Enjoyment and Satisfaction

Common to B and C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Park visitors and the general public understand and appreciate the preservation of its cultural and natural resources for this and future generations.	<p>Expand programs for school-aged children that integrate history and conservation; for example, communicating the use and conservation of trees, water, and wildlife in the encampments and in later times.</p> <p>Utilize archeological projects in the educational and interpretive program as appropriate.</p>
	2. Visitors understand and appreciate the national significance of Morristown NHP: its place in the American Revolution, the series of Continental Army encampments, the role of General Washington, the history of its preservation, and the park's regional context.	<p>Develop a Comprehensive Interpretive Plan to support visitor understanding, employing a broad range of treatments and media, including reconstruction, personal services, exhibits, film, waysides.</p> <p>Encourage visitors to visit all four park units, with interpretation in each unit coordinated and related, providing visitors with a holistic park story.</p> <p>Provide new orientation exhibits in each park unit to enable visitors to understand the connections among the park units and the related encampment period sites that exist beyond the park boundaries.</p>
Visitor Activities and Services	3. Visitors of all ages and physical abilities safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and recreational opportunities compatible with the park's mission.	<p>Develop a visitor shuttle system connecting park units, related historical sites, and other key locations in the Morristown region.</p> <p>Redesign the system of park signage to improve visitor orientation to all park units and recognition of their management by the NPS. Priority efforts may include additional directional signs to Washington's Headquarters, and replacing the 1976 signs at each unit that have distinct non-NPS logos.</p> <p>Traditional activities, such as dog walking, horseback riding, and cross-country skiing, do not infringe on the enjoyment of the park by other visitors, do not impact resources, and are consistent with the contemplative and commemorative nature of the park and with the mission of the park. Competitive group athletic events are generally inconsistent with the mission of the park and are not permitted.</p> <p>Winter activities, such as sledding, coasting, cross-country skiing, snow-shoeing, and photography, are encouraged where appropriate and as compatible with the mission of the park.</p> <p>Bicycling on paved park roads is allowed where compatible with the mission of the park.</p> <p>Informal picnicking is permitted where compatible with the mission of the park, such as in non-historic areas.</p> <p>Special events, such as reenactments or Scouting overnights, are permitted where compatible with the park mission.</p>

continued

Management Prescriptions: Public Enjoyment and Satisfaction, *continued*

Common to B and C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Visitor Activities and Services	(3. <i>continued</i>)	<p>Work with Morris County Parks to extend the Patriots Path trail from the New Jersey Brigade to Washington’s Headquarters via Jockey Hollow and Fort Nonsense.</p> <p>Improve accessibility of all visitor facilities, including trails as appropriate.</p> <p>Locate park signs along all major highways at appropriate distances from the park in concert with NJDOT.</p>
	4. Visitor activities, numbers, and vehicular traffic are controlled in the park to provide a tranquil and safe experience.	<p>Visitors are encouraged to explore the park on foot along park trails, or by shuttle, car, and bicycle along park roads.</p> <p>Improve pedestrian safety at key locations, such as at crosswalks and sidewalks around Washington’s Headquarters, at the Patriots Path crossing of Tempe Wick Road, and at the Mendham–Elizabethtown historic trace’s crossing of Jockey Hollow Road.</p> <p>Western Avenue gate is closed during the day to prevent access by private motor vehicles. Access by pedestrians, bicyclists, equestrians, and other park users is unchanged.</p> <p>Coordinate park hours with operation of the visitor shuttle.</p>
	5. Entrance fees and other visitor fees are collected in a logical and businesslike manner. Visitors are provided information about the use of fees at the park and in the national park system.	<p>Consider constructing a fee collection booth at the Tempe Wick entrance to Jockey Hollow. Cease collecting fees in the Jockey Hollow visitor center.</p>

Management Prescriptions: Public Enjoyment and Satisfaction

Common to B and C

Washington’s Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Visitors understand the importance of George Washington’s occupation of the Ford Mansion and its use as headquarters for the Continental Army from December 1779 through June 1780.	No Common Actions.
Visitor Activities and Services	See Parkwide #3, above.	Expand visitor facilities at Washington’s Headquarters to improve visitor orientation to the unit, the region, the Revolutionary War, and the park as a whole; increase space for exhibits, educational programs, a bookstore, and research in the collections and archive. Improve vehicular and pedestrian circulation by developing a small parking and drop-off area off Washington Place, to enable visitors to enter the unit between the Ford Mansion and museum. Redesign paths from the lower parking area towards the front entry (south) of the museum. Extend Patriots Path from the Whippany River to the Ford Mansion.
	2. Visitor access is logical, direct, and safe.	No Common Actions.

Management Prescriptions: Public Enjoyment and Satisfaction

Common to B and C

Jockey Hollow & Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Visitors appreciate the hardships experienced by the Continental Army and their motivations to endure them during the severe winter of 1779–80.	<p>Develop exhibits (outline the encampment area and/or construct a hut) at Hand's Brigade to better serve school curricula and take advantage of accessibility to the visitor center.</p> <p>Develop interpretive exhibits at the Guerin House and consider opening it to visitors.</p>
Visitor Activities and Services	2. Visitors experience a sense of reverence and tranquility in the forest, and are afforded occasion to reflect on the sacrifices of the Continental Army.	<p>Maintain a network of park trails in forested areas; determine carrying capacity, and manage trail conditions and levels of visitor use.</p> <p>Establish the carrying capacity of the loop road, considering the experience and safety of pedestrians when mixed with bicycle and automobile traffic.</p> <p>Explore possible extension of Patriots Path trail south of the New Jersey Brigade unit.</p>
	See Parkwide #3, above.	Rehabilitate or expand the Jockey Hollow visitor center to improve visitor services and interpretation, including support for educational programs.

Management Prescriptions: Public Enjoyment and Satisfaction

Common to B and C

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Visitors understand the strategic importance of the hilltop, its role in protecting Morristown, and its spatial relationship to the other elements of the encampments.	No Common Actions.
Visitor Activities and Services	No additional Management Prescriptions.	No additional Actions.

Management Prescriptions: Public Enjoyment and Satisfaction

Common to B and C

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	No additional Management Prescriptions.	No additional Actions.
Visitor Activities and Services	No additional Management Prescriptions.	No additional Actions.

Management Prescriptions: Partnership and Outreach

Common to B and C

Parkwide

	Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
	<p>1. The parks will work with a broad network of partners and cooperators, including the Washington Association as specified in the establishing legislation, and other local and regional organizations to preserve and interpret important resources related to the park.</p>	<p>Collaborate with the Morris County Visitor Center and the Morristown Partnership to enhance local and regional heritage tourism programs that promote the park and town.</p> <p>Collaborate with partners and neighbors on the management of natural resources, especially forest, wildlife, soundscape, night-sky, and air and water quality. Examples include Morris County Parks Commission, Great Swamp Watershed Association, Morris Area Girl Scouts Council, and the Scherman-Hoffman Audubon Sanctuary.</p> <p>Collaborate with the town of Morristown to build safe, pleasant, and convenient sidewalks, crosswalks, and street furnishings for pedestrians walking between the town and the Washington’s Headquarters unit along Morris Avenue and Morris Street.</p> <p>Improve pedestrian access to the Washington equestrian statue and interpretative marker about Washington’s “Life Guard” encampment east of Morris Avenue.</p> <p>Collaborate with the WANJ on plans to improve interpretation of Fort Nonsense.</p>
	<p>2. The park plays an active and integral role in regional initiatives.</p>	<p>If the heritage area is designated, collaborate with the Crossroads of the American Revolution Association to link Revolutionary War historic sites with land conservation and highlight the importance of New Jersey in the American Revolution.</p> <p>Provide technical and financial assistance to New Jersey sites associated with the American Revolution. Possible sites include: Pluckemin, Burnham Park, and Monmouth Battlefield State Park.</p> <p>Participate in the Joint Fire Science Project to study the effect of combined use of fire and mechanical treatment to reduce the competitiveness of Japanese barberry.</p> <p>Participate in the extension of Patriots Path, the Liberty-Gap Trail, and other initiatives with the “Skylands” state tourism program.</p>
	<p>3. The park contributes to knowledge about natural and cultural resources and associated values.</p>	<p>Develop educational approaches to communicate the dynamics and importance of managing the park and regional ecosystems.</p> <p>Establish a long-term archeological research program or field school with a partner academic institution.</p>
	<p>4. The park increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.</p>	<p>Continue and expand internship, volunteer, Adopt-A-Trail, and similar programs.</p> <p>Continue to pursue T-21 and T-3 amenity grants.</p>

Management Prescriptions: Operational Effectiveness

Common to B and C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	<p>1. Morristown NHP uses efficient management practices, systems, and technologies to accomplish its mission.</p>	<p>Administer the four units of the park as one entity, with each complementing the others.</p> <p>Increase the budget to expand resource preservation and interpretive programs. Positions to be added include historian, exhibit specialist, museum curator, archeologist, archeological technician, natural resources specialist, seasonal field crews, education specialist, and community planner.</p> <p>Modernize administrative and utility/maintenance facilities where not in conflict with resource preservation or interpretive programs.</p> <p>Consider relocating administrative functions from the museum to other units and facilities, or to existing residential properties located adjacent to the Jockey Hollow unit.</p> <p>Visitor fees are collected in a cost-effective manner.</p> <p>Expand sustainable practices in all park operations.</p> <p>Maintain housing adequate for park operational needs, especially protection/law enforcement.</p>

Costs: Common to B and C	
Estimated Costs	Amount
Operational costs, estimated annual	\$2,600,000–\$3,120,000
Research, planning, and construction costs, estimated	\$9,300,000–\$11,150,000
Land acquisition costs, estimated	\$0–\$35,000,000

ALTERNATIVE B

I. PHILOSOPHY

This alternative would suggest, to the fullest extent possible, the character of the park during the encampment period of 1777–82. The park would employ interpretive methods such as programs, exhibits, and other media, and extensive rehabilitation of the landscape to present to visitors a scene evocative of the period. Lost features could be replaced or reconstructed (subject to adequate documentation), and features introduced after the encampments could be selectively removed or de-emphasized to provide visitors the direct experience that is being sought. This alternative thus attempts to create a meaningful visitor experience through direct contact with the physical landscape conditions encountered during the military encampments.

However, it recognizes that a completely faithful restoration of those conditions is unattainable considering the limited documentation of specific historic conditions, and the intervening changes to the forest such as the demise of chestnut trees in the early 20th century. In some ways a full restoration is undesirable considering, for example, the environmental damage associated with the extensive clearcutting practiced during the encampments.

Paradoxically, although this alternative seeks to evoke a less complex time, it could entail the most extensive alteration of existing conditions.

Resource Preservation

Emphasis would be placed on the park's collections, and facilities would be improved and expanded through rehabilitation of the museum and construction of an addition to provide for exhibits, storage, and research access. This addition would be located to the rear (north) or sides of the museum, and be made as inconspicuous as possible to accomplish its functions, and in order not to detract from the primary importance of the Ford Mansion. This alternative provides the opportunity to remove later

buildings (the Caretaker's Cottage, its garage, and Dick House), which would facilitate a landscape that is more representative of the Ford Mansion's 18th-century setting. A small parking and drop-off area could be constructed off Washington Place to enable visitors to enter the site closer to the Ford Mansion.

In corridors approximately 200 feet wide, encompassing historic roads and buildings in Jockey Hollow, the forest would be actively managed to create vignettes suggesting aspects of the encampments. Environmental change since the 18th century, concern for minimizing environmental impacts, and lack of knowledge about specific conditions during the encampment, prompt the park to limit the scope of landscape alteration to the road corridors and historic sites. The remainder of the land would be managed to sustain a mixed hardwood forest as a cultural and natural resource, with special protection for archeological resources. Management would employ expanded scientific inventory and monitoring to provide information on biological diversity, sustainability, and potentially adverse changes.

To the fullest extent possible, park management would try to identify and prevent undesirable intrusions on lands surrounding the park. This could be accomplished through a range of conservation methods and authorization to acquire up to 500 acres on a willing-seller basis.

Public Enjoyment and Satisfaction

Interpretation would focus almost exclusively on the encampment period. However, interpretation would treat all stages of the encampments in greater depth, and be thematically broad, placing the Morristown encampments within wider context of the American Revolution. Research would develop new knowledge of the encampment period.

Partnership and Outreach

Partnerships, especially with the Washington Association, would remain vital in attaining park

goals. A park–town shuttle service might be provided, possibly with the assistance of partners, to integrate the town and the different park units and to reduce the presence of automobiles in the historic scene.

Operational Effectiveness

As with the other alternatives, the NPS is required to protect the resources in its care under all applicable laws and regulations. However, this would be a new plan, and new park goals and a new strategic plan would be formulated to carry out its policies. Each alternative assumes that adequate staffing and budget will be provided to park managers, and no distinction should be made among alternatives in this regard.

Management Zones: Alternative B (see accompanying maps)

Developed / Park Operations

Desired Resource Conditions: All resources are maintained in good condition: access roads, visitor parking areas, paths, utility areas, and other visitor and park staff support facilities

Desired Visitor Experience: Provides for safe and direct vehicular and pedestrian access and park support activities

Management Activities / Treatment: Moderate levels of resource and visitor management

Treatment is preservation

Kinds and Levels of Visitor Use: High levels of visitor and staff use

Kinds and Levels of New Development: Minimal: orientation signs

Historical

Desired Resource Conditions: Resources reflect historical conditions: visitor centers, museums, historic structures, interpretive exhibits, limited restorations, archeological digs, narrow historical roads, trails, woodlots, fields, and other historic features and visitor facilities

Desired Visitor Experience: High to moderate levels of interpretation; experience is often tranquil, contemplative, and educational

Management Activities / Treatment: Intensive management of resources and visitors

Within 150–200 feet of historic roads, and adjacent to historic structures, forest resources are intensively rehabilitated to reflect historical character as directed by archeological and historical research

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Moderate to high levels of sightseeing and hiking; low levels of scenic driving; horseback riding and other recreational uses as appropriate

Kinds and Levels of New Development: Minimal: interpretive exhibits and park shuttle stops

Museum Development

Desired Resource Conditions: Resources reflect historical conditions: museum, interpretive exhibits, and other visitor facilities

Desired Visitor Experience: High to moderate levels of interpretation; experience is educational

Management Activities / Treatment: Intensive rehabilitation of structures and landscapes

Intensive management of visitors

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Moderate to high levels of sightseeing

Kinds and Levels of New Development: High to moderate: Rehabilitated and new museum facilities, interpretive exhibits, and other visitor facilities, consistent with the Secretary of the Interior's Standards for Historic Properties

Sustainable Forest

Desired Resource Conditions: Mixed hardwood forest is sustained, naturally regenerating, reflecting historic character, biodiversity, and natural processes: woodlands, buffer zones, fields, interpretive exhibits, trails, and scientific devices

Desired Visitor Experience: Reflective, tranquil, solace; little interpretation

Management Activities / Treatment: Predominantly moderate level of management, with limited areas of intensive management, directed by the results of ecological research

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Low levels of hiking, horseback riding, and other non-motorized recreational uses as appropriate

Kinds and Levels of New Development: Limited scientific devices and new small-scale interpretive wayside exhibits

continued

Management Zones: Alternative B, continued (see accompanying maps)

Hut Area

Desired Resource Conditions: Cultural resources are preserved: encampment period archeological features

Desired Visitor Experience: Varies from reflective and tranquil to highly interpreted in selected areas

Management Activities / Treatment: High level of protection and varied level of research

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Varies from high to low levels of sightseeing

Kinds and Levels of New Development: Varies from extensive interpretive exhibits where resources lack integrity, to minimal development where integrity is high

Water Quality Protection

Desired Resource Conditions: No degradation of water quality as measured by biota and chemical parameters

Desired Visitor Experience: Reflective, tranquil, very low interpretation

Management Activities / Treatment: Moderate levels of resource and visitor management, including water quality monitoring and maintenance of narrow trails, bridges, and limited stream access points

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Low levels of hiking; fishing in accord with state regulations

Kinds and Levels of New Development: Minimal



Figure 5



Figure 6

The following Management Prescriptions are in addition to those identified in the section “ELEMENTS COMMON TO ALTERNATIVES B AND C.”

Management Prescriptions: Resource Preservation

Alternative B

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes, Structures, Archeology, and Collections	1. Overall treatment is rehabilitation: selected features are repaired, rehabilitated, restored, or reconstructed in a condition representative of the encampment period (1777–82). Park resources portray the encampment period. Post-encampment resources are treated as intrusions and are selectively removed or de-emphasized.	Features extant during the encampment period are preserved, restored, rehabilitated, or reconstructed. Archeological research is used to develop limited reconstructions or interpretive exhibits that avoid impacts to significant archeological resources. An intensive level of archeological research is performed at all units, related to specific questions focused on the encampment period.
Boundaries	2. Significant Revolutionary War period resources outside park boundaries are affiliated with the park.	Establish conservation easements, affiliations, and/or acquire portions of the historic Kemble Farm, the Pluckemin site, Leddell’s Pond parcel, the Schuyler-Hamilton House, and the “Jockey Hollow Top 6” parcels.

Management Prescriptions: Resource Preservation

Alternative B

Washington's Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	1. Character-defining features of the encampment period landscape that existed during General Washington's occupancy (1779–80) are highlighted and made more evident.	<p>Selectively rehabilitate features of the Ford Mansion landscape, possibly removing the bricks in the semicircular walk and the asphalt paths. Consider screening the museum from the Ford Mansion.</p> <p>Remove the Caretaker's Cottage, its garage, and the Dick House. Rehabilitate the grounds to better reflect the Ford Mansion's 18th-century setting.</p> <p>Install sound-control measures adjacent to I-287, and continue to concur on plans to cover the highway.</p> <p>Acquire additional properties on Washington Place to enhance the setting of the Ford Mansion.</p>
Structures	See Common Management Prescription #1, above.	To improve collections storage and other objectives at the museum, employ a combination of interior rehabilitation and construction of an addition toward the rear (north) or sides of the museum, in compliance with the Secretary of the Interior's Standards for Historic Sites.
	See Parkwide #1, above.	Continue to preserve the Ford Mansion to support visitation. Reevaluate physical modifications by owners, occupants, and custodians since 1780.
Archeology	See Parkwide #1, above.	<p>Focus research so one can better understand where outbuildings, gardens, roads, barns, and other facilities were located during the encampment period.</p> <p>Develop research to understand the lifestyles of the Ford family and farm, Washington, and his staff.</p>
Collections	2. The collections focus on the 1777 and 1779–80 encampments in the Morristown area.	No new acquisitions of material that are outside this specific scope. Substantial de-accessioning may be undertaken. Certain anomalies in the existing collections should be recognized and retained.

Management Prescriptions: Resource Preservation

Alternative B

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	1. Landscape character portrays the encampment period (1779–82). Rehabilitation provides a sense of the patterns of field, forest, orchard, garden, road, trail, clearing, etc., consistent with a historic working landscape.	<p>Manage 150–200-foot-wide corridors along historic roads and at key interpretive sites to portray forest and field conditions representative of the encampment period. This could include clearing to reintroduce field-forest patterns, reduction of vines and nonnative understory plants, and replanting, guided by archeological and historical research.</p> <p>Cut trees in selected areas for the purposes of demonstrating the hutting process. Appropriate areas may be the Pennsylvania Line, New York, and 2nd Maryland Brigade cantonment areas where archeological resources lack integrity due to post-encampment agricultural uses, and Hand's Brigade for its accessibility from the visitor center.</p> <p>Rehabilitate select features of the Wick Farm, including the apple orchard and kitchen garden, to reflect 18th-century conditions.</p> <p>Aggressively remove invasive plants in selected areas along corridors and in key areas, such as the black locust stand adjacent to the Wick orchard, leaving it as a woodlot or replacing it with representative native species, such as oak and hickory.</p> <p>Selectively screen or remove intrusive elements in the landscape, such as Quarters 35 and the adjacent parking area north of the Wick House.</p> <p>Investigate possible deer control measures to minimize impacts on historic vegetative resources.</p>
	2. The historic military network of encampment land uses is visible.	<p>Selectively clear forests so visitors can see the links between the encampment sites, the Grand Parade, the roads, fields, and other elements of the encampment landscape.</p> <p>Give priority to maintenance of historic trails and roads.</p> <p>Consider removing asphalt from historic roads such as Sugar Loaf and Jockey Hollow.</p>

continued

Management Prescriptions: Resource Preservation, *continued*

Alternative B

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Structures	See Parkwide #1, above.	<p>Emphasize features surviving from the encampment period at the Wick Farm (house, garden, orchard, and field). Retain accurate reconstructions like the well and privy. Remove major intrusive features like flagstone walk and patio.</p> <p>Enhance treatment of historic roads such as Mendham–Elizabethtown trace to better reflect historic conditions.</p> <p>Study the feasibility of buying, leasing, or using other preservation methods to preserve the historic Kemble Farm site at the intersection of Route 202 and Tempe Wick Road. Consider moving the house to its historic location and restoring it.</p>
Archeology	See Parkwide #1, above.	<p>Implement a high level of site stabilization, particularly at cantonment areas.</p> <p>Create an archeological management plan that defines where more sampling and research should be completed.</p> <p>Focus research so that researchers can more fully understand such concerns as the siting of encampments, comparing characteristics of sites and brigades (e.g., architecture, officers/enlisted men, lifestyles, artifacts, physical configuration of encampments, and support systems) through archeological evidence.</p> <p>Develop research questions to support a Landscape Treatment Plan, especially related to historical forest-field patterns.</p>

Management Prescriptions: Resource Preservation

Alternative B

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	See Common Management Prescriptions #1, above.	See Common Actions, above.
Archeology	See Parkwide #1, above.	Research the 1777 Upper Redoubt extensively—preserving, to the greatest extent feasible, evidence of the fortification. Locate and preserve the suspected Lower Redoubt.

Management Prescriptions: Resource Preservation

Alternative B

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	1. Responsibility for the maintenance of the main building and garden is transferred from the NPS to an appropriate organization, retaining encampment period resources as part of the New Jersey Brigade Unit.	Relocate access to the trailhead parking lot and historic trails to avoid conflicts with non-NPS operation of the leased facilities.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative B

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Interpretation reinforces the encampment period of significance, making the encampment more visible and understandable while acknowledging but de-emphasizing the other eras.	See specific park units below for actions.
Visitor Activities and Services	2. Visitor experience is largely shaped by contact with encampment period resources and activities.	See specific park units below for actions.
	See Common Management Prescription #3, above.	Park–town shuttle encompasses area Revolutionary War sites.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative B

Washington's Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Interpretation and exhibits express the broad scope of activities at the Ford complex during the encampment (1779–80).	Construct new outdoor exhibits and waysides.
	2. The Ford Mansion historic furnished interiors represent the winter months that George Washington spent in the house in 1779–80.	Implement approved furnishings plan (Craig 1976, Craig and CMP 2001). Remove material that is not appropriate to time of day and year identified in the furnishings plan; for example, green vegetables in the kitchen.
	3. Museum exhibits focus entirely on the encampment events in Morristown in 1777; 1779–80.	Develop new exhibits in the rehabilitated museum. Create new exhibit plan highlighting encampment period artifacts and stories replacing, for example, the "Objects of 18th-Century Life" exhibit.
Visitor Activities and Services	See Common Management Prescription #3, above.	<p>Create a strong pedestrian link among historical resources in downtown Morristown, the Schuyler-Hamilton House and the Ford Mansion along Morris Avenue, similar to the historic movement pattern.</p> <p>Develop a trail connection to the Ford Powder Mill archeological site.</p> <p>Create a new pathway system that directs visitors from the museum to the front of the Ford Mansion.</p>

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative B

Jockey Hollow & Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Encampment resources are interpreted in a visually compelling manner based on archeological data expressing the broad scope and magnitude of military activities.	<p>Develop exhibits to interpret the processes of creating winter quarters: role of quartermaster in laying out the brigade sites, timber clearing, hut construction, provision of firewood and water.</p> <p>Field exhibits identify the physical extent of encampment sites. The scale and layout of all the cantonments are expressed. Details, like vaults/pit toilets, are interpreted to provide a clear understanding of a soldier's life.</p> <p>Enhance interpretation of military features and activities such as the signal network, defensive measures, supply routes, use of roads and trails, commissary, hospital, and drilling and parading.</p> <p>Enhance interpretation of the Pennsylvania Line huts, possibly using devices to mark the extent of the encampment.</p>
	2. Visitors understand the agricultural context of the Jockey Hollow area at the time of the encampments.	<p>The three farms in existence during the encampment period (Guerin, Kemble, and Wick) are highlighted in the interpretive program.</p> <p>Acquire the Kemble Farm and home site. Interpret its use by the Continental Army. Consider developing a new visitor contact station at that location.</p> <p>Acquire Leddell's Pond, mill, forge, and house and interpret their use during the Revolutionary War.</p>
	3. The Wick House historic furnished interiors represent the encampment period of 1779–82.	<p>Implement approved 1974 furnishings plan for the Wick House. Remove material that is not appropriate to time of day and year identified in the furnishing plan; for example, green vegetables in the kitchen.</p>
Visitor Activities and Services	4. Visitors of all ages and physical abilities can participate in common 18th-century civilian and military activities.	<p>Interpretive programs include living history, reenactments, musket firings, overnights, and winter activities.</p> <p>Visitors can cut wood in selected areas as part of rotational cutting program, and participate in apple harvest and cider production at the Wick Farm.</p>

continued

Management Prescriptions: Public Enjoyment and Satisfaction, *continued*

Alternative B

Jockey Hollow & Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Visitor Activities and Services	5. Motorized traffic is minimized on all park roads, and pedestrian, bicycle, and transit use is encouraged.	<p>Shuttle circulates on tour road within Jockey Hollow, and connects to Fort Nonsense, Morristown, and Washington’s Headquarters.</p> <p>Existing visitor parking at the visitor center is maintained. Satellite parking areas along tour road are eliminated.</p> <p>Walking trails are expanded or relocated away from park roads. Their use by soldiers during the encampments is interpreted.</p> <p>Encourage use of Patriots Path trail connection to Lewis Morris County Park.</p> <p>Enforce one-way route and reduce motorized traffic along Sugar Loaf Road; encourage its use for hiking and bicycles.</p> <p>Close the park gate to Lewis Morris County Park for automobiles; retain access for pedestrians and bicycles.</p> <p>Close non-historic Grand Parade Road to motorized vehicles and consider removing the asphalt and making it a trail.</p>
	6. Where feasible, roads and trails reflect historic character.	<p>Convert Jockey Hollow Road to a historic trace between New York Brigade comfort station and visitor center.</p> <p>De-emphasize interpretation of the Aqueduct Trail.</p> <p>Convert the segment of Sugar Loaf Road from Grand Parade Road to Lewis Morris County Park entry to a trail or narrow dirt road.</p>

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative B

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Visitors understand the significance of the Upper Redoubt and its construction during the spring of 1777.	Construct a large three-dimensional interpretive exhibit to illustrate the 1777 Upper Redoubt, based on available documentation, and additional scholarship and archeology. Provide interpretive programs to support the exhibit.
Visitor Activities and Services	2. Access to the hilltop and visitor services reflect the site's historic character.	A trail connects the hilltop with the Green, and limited picnicking is available at the top. A more historic road surfacing is utilized on the existing access road and parking area.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative B

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	The principal buildings and gardens are not interpreted.	Retain the orientation kiosk at trailhead to describe history, trails, and programs at other units.
Visitor Activities and Services	No visitor activities and services are available.	Retain historic trails and the small parking lot at the trailhead. No staff or visitor use of other facilities (houses and garden).

Management Prescriptions: Partnerships and Outreach

Alternative B

Parkwide

Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
See Common Management Prescriptions #1, above.	Initiate volunteer or lease programs to revive historic land uses, including timber cutting and grazing.

Management Prescriptions: Operational Effectiveness

Alternative B

Parkwide

Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
See Common Management Prescriptions, above.	See Common Actions, above.

Costs: Alternative B

Estimated Costs	Amount
Operational costs, estimated annual	\$2,750,000–\$3,250,000
Research, planning, and construction costs, estimated	\$11,000,000–\$13,250,000
Land acquisition costs, estimated	\$0–\$35,000,000

ALTERNATIVE C: THE PROPOSED ACTION

I. PHILOSOPHY

Alternative C would emphasize the encampment period; however, it would also recognize the efforts of successive generations (1873–1942) to protect, interpret, and commemorate the encampments. The park would employ interpretive methods, such as programs, exhibits and other media, and focused rehabilitation of the landscape, to present to visitors a scene evocative of the encampment period. This alternative would also preserve selected 19th- and 20th-century conditions and features added to the historic scene, and might draw on them to illustrate the important and complex history of park resources.

Resource Preservation

Emphasis would be placed on the park's collections, and facilities would be improved and expanded through rehabilitation of the museum, and construction of an addition that respects the character of the existing building, to provide for exhibits, storage, and research access. This addition would be located toward the front (south) or sides of the museum. It would be more visible, highlighting the importance of the museum, while not detracting from the primary importance of the Ford Mansion. A small parking and drop-off area could be constructed off Washington Place to enable visitors to enter the site closer to the Ford Mansion. This alternative provides greater opportunity to improve the linkage between the Ford Mansion and the museum, improve vehicular and pedestrian access to and around the site, as well as buffer road noise from I-287.

Beyond established interpretive areas, such as the Wick Farm and Pennsylvania Line, lands would be managed to sustain a mixed hardwood forest as a cultural and natural resource, with special protection for archeological resources. Management would employ expanded scientific inventory and monitoring to provide information on biological diversity, sustainability, and potentially adverse changes.

To the fullest extent possible, park management would try to identify and prevent undesirable intrusions on lands surrounding the park. This could

be accomplished through a range of conservation methods and authorization to acquire up to 500 acres on a willing-seller basis.

Public Enjoyment and Satisfaction

Interpretation would emphasize the encampment period, but would be thematically broad, placing the Morristown encampments within the wider contexts of the Revolutionary War and the history of related land use in the surrounding region. Research would be directed toward increasing knowledge of park resources from the encampment period, as well as those associated with later nationally and locally important efforts to protect and memorialize these resources. Additional interpretive emphasis would be placed on the changing meaning and evaluation of the Revolutionary War period by later generations, from the founding of the Washington Association in 1873 through the termination of the Depression-era federal agencies in 1942, as they sought to commemorate those events. This alternative would provide a greater opportunity to demonstrate and discuss concepts of sustainability.

Partnership and Outreach

This alternative would rely heavily upon successful partnerships, especially with the Washington Association, but also with other related organizations. In partnership with such organizations, the park would seek to inform visitors of the area's related historical resources, perhaps through a regional orientation center. A park–town shuttle service might be provided, possibly with the assistance of partners, to integrate the town and the different park units and to offer an alternative to dependence on private automobiles and to reduce the presence of automobiles in the historic scene.

Operational Effectiveness

As with the other alternatives, the NPS is required to protect the resources in its care under all applicable laws and regulations. However, this would be a new plan, and new park goals and a new strategic plan would be formulated to carry out its policies. Each alternative assumes that adequate staffing and budget will be provided to park managers, and no distinction should be made among alternatives in this regard.

Management Zones: Alternative C (see accompanying maps)

Developed / Park Operations

Desired Resource Conditions: All resources are maintained in good condition: access roads, visitor parking areas, paths, utility areas, and other visitor and park staff support facilities

Desired Visitor Experience: Provides for safe and direct vehicular and pedestrian access and park support activities

Management Activities / Treatment: Moderate levels of resource and visitor management

Treatment is preservation

Kinds and Levels of Visitor Use: High levels of visitor and staff use

Kinds and Levels of New Development: Minimal: orientation signs

Historical

Desired Resource Conditions: Historical and cultural resources reflect historical conditions: visitor centers, museums, historic structures, interpretive exhibits, limited restorations, archeological digs, narrow historic roads, trails and other visitor facilities

Desired Visitor Experience: High to moderate levels of interpretation; experience is often tranquil, contemplative, and educational

Management Activities / Treatment: Intensive management of resources and visitors

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Moderate to high levels of sightseeing and hiking; low levels of scenic driving; horseback riding and other recreational uses as appropriate

Kinds and Levels of New Development: Minimal: interpretive exhibits and park shuttle stops

Museum Development

Desired Resource Conditions: Resources reflect historical conditions: museum, interpretive exhibits, and other visitor facilities

Desired Visitor Experience: High to moderate levels of interpretation; experience is educational

Management Activities / Treatment: Intensive rehabilitation of structures and landscapes

Intensive management of visitors

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Moderate to high levels of sightseeing

Kinds and Levels of New Development: High to moderate: Rehabilitated and new museum facilities, interpretive exhibits, and other visitor facilities, consistent with the Secretary of the Interior's Standards for Historic Properties

Sustainable Forest

Desired Resource Conditions: Mixed hardwood forest is sustained, naturally regenerating, reflecting historic character, biodiversity, and natural processes: woodlands, buffer zones, fields, interpretive exhibits, trails, and scientific devices

Desired Visitor Experience: Reflective, tranquil, solace; little interpretation

Management Activities / Treatment: Predominantly moderate level of management, with limited areas of intensive management, directed by the results of ecological research

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Low levels of hiking, horseback riding, and other non-motorized recreational uses as appropriate

Kinds and Levels of New Development: Limited scientific devices and new small-scale interpretive wayside exhibits

continued

Management Zones: Alternative C, continued (see accompanying maps)

Hut Area

Desired Resource Conditions: Cultural resources are preserved: encampment period archeological features

Desired Visitor Experience: Varies from reflective and tranquil to highly interpreted in selected areas

Management Activities / Treatment: High level of protection and varied level of research

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Varies from high to low levels of sightseeing

Kinds and Levels of New Development: Varies from extensive interpretive exhibits where resources lack integrity, to minimal development where integrity is high

Water Quality Protection

Desired Resource Conditions: No degradation of water quality as measured by biota and chemical parameters

Desired Visitor Experience: Reflective, tranquil, very low interpretation

Management Activities / Treatment: Moderate levels of resource and visitor management, including water quality monitoring and maintenance of narrow trails, bridges, and limited stream access points

Treatment is rehabilitation

Kinds and Levels of Visitor Use: Low levels of hiking; fishing in accord with state regulations

Kinds and Levels of New Development: Minimal



Figure 7



Figure 8

The following Management Prescriptions are in addition to those identified in the section “ELEMENTS COMMON TO ALTERNATIVES B AND C.”

Management Prescriptions: Resource Preservation

Alternative C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Historic Landscapes, Structures, Features, Archeology, and Collections	1. The park’s cultural and natural resources illustrate the encampment period (1777–82) and commemorative era, which includes actions of the Washington Association, the Town of Morristown, and certain individuals (1873–1933), and the National Park Service (1934–42) and other Depression-era federal agencies. Resources dating from outside these time frames are selectively removed or de-emphasized.	<p>Preserve, rehabilitate, and maintain features representative of the encampment period and commemorative era. Preserve and rehabilitate most existing landscape treatments.</p> <p>Develop an archeology program to provide an understanding of the encampment and the preservation history of the park. Continue research on the encampment period, extending work to later commemorative era. Archeological activities articulate the relationships and linkages among the encampment and their commemoration, and explain how they reveal a continuum of land use at the park.</p> <p>Locate sites at each park unit suitable for long-term, ongoing digs that explore and investigate the site’s evolution and the links to other areas.</p> <p>Become a center, or clearinghouse, for regional archeology on the American Revolution and historic preservation.</p>
Boundaries	2. Significant Revolutionary War period resources and commemorative era sites outside park boundaries are considered for affiliation with the park.	Similar to Alternative B, establish a broad network of affiliations with related Revolutionary War and historic preservation sites. However, less emphasis is placed on acquisition. Sites representative of the commemorative era, though not entirely related to the Revolution, include Fosterfields and Historic Speedwell.

Management Prescriptions: Resource Preservation

Alternative C

Washington’s Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	1. The character of the unit reflects the period of General Washington’s occupancy (1779–80), as modified by successive generations during the commemorative era (1873–1942).	Rehabilitate the landscape, preserving significant features that existed during early NPS management, such as the brick semicircular path in front of the Ford Mansion. Consider rehabilitating the axial path and garden between the Ford Mansion and the museum as completed in 1937. Consider rehabilitating portions of the Ford Mansion grounds to reflect its appearance under the early management of the Washington Association (1873–1933).
Structures	See Common Management Prescription #1, above.	Continue to preserve and rehabilitate the Ford Mansion to retain its historic qualities and to allow for continued visitation. To improve collections storage and other objectives at the museum, employ a combination of interior rehabilitation and construction of an addition toward the front (south) or sides of the museum, in compliance with the Secretary of the Interior’s Standards for Historic Sites. Consider relocating functions from the museum to other park facilities, such as the Cross Estate. Remove the Dick House and Caretaker’s Cottage garage as part of museum development.
Archeology	See Parkwide #1, above.	Same as in Alternative B, with additional investigation of post-encampment resources and reevaluation of commemorative-era archeology.
Collections	2. The collections focus on the 1777, 1779–80 encampments in Morristown, and the Washington Association, Morristown, and NPS commemorative era of 1873–1942.	Implement scope recommendations of the Collections Management Plan of 2001. Minor de-accessioning may be necessary. Most anomalies in the existing collections would be recognized and retained.

Management Prescriptions: Resource Preservation

Alternative C

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	1. Landscape character portrays the encampment period (1779–80), accepting later modifications made during the commemorative era. Treatments provide a sense of the patterns of field, forest, orchard, road, clearing, etc., consistent with an 18th-century working landscape.	<p>Retain most existing landscape features, such as trails, the Wick herb garden, orchard, stone paths, and other CCC works in their current condition. Removal of modern wire fencing at the garden and orchard may be possible if deer are controlled through another management action or plan.</p> <p>Forested areas beyond major historical or interpretive features are managed for natural resource values and sustainability. Possible actions include aggressive removal of invasive plants, deer control, and reforestation.</p>
Structures	See Parkwide #1, above.	<p>Rehabilitate selected Wick Farm structures to create a sense of the 18th-century farm as portrayed during the living history experiment, c. 1938.</p> <p>Complete historical and archeological research to determine scope of preservation activities completed by the CCC.</p> <p>Retain the Mendham–Elizabethtown Road in its current historical location and condition.</p> <p>Retain the Guerin House, garage, and other historic structures in their current location and condition.</p>
Archeology	See Parkwide #1, above.	<p>Determine the extent of CCC work in conserving the encampment period resources.</p> <p>Determine the location of the CCC camp for protection and interpretation.</p>

Management Prescriptions: Resource Preservation

Alternative C

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Landscapes	See Common Management Prescriptions #1, above.	See Common Actions, above.
Archeology	See Parkwide #1, above.	Research the series of redoubts (1777, circa 1935 NPS, current outline) extensively—preserving, to the greatest extent feasible, evidence of the 1777 fortification. Identify reconstruction treatments employed by the NPS.

Management Prescriptions: Resource Preservation

Alternative C

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	1. Not significant to the encampment or representative of the commemorative era, the Cross Estate serves park operations.	Structures provide park offices, meeting space, and accommodations for staff, with interns and temporary/seasonal employees in the main building. Rehabilitation of several structures potentially accommodates functions relocated from the museum. Partners restore and manage the gardens to serve as a horticultural exhibit.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	<p>1. Visitors understand the encampment period (1777–82) in the context of societal and environmental change. Interpretation of the commemorative era (1873–1942) allows visitors to become engaged in other aspects of Morristown’s history, reinforcing the significance of the encampment period. Interpretation assists visitors to understand the encampments in the broad context of regional history.</p>	<p>Develop exhibits to interpret the locational advantages of the region related to the use of the area by the Continental Army, for example, defensible terrain, Philadelphia–New York context, forests, waters, iron, demographics.</p> <p>Develop exhibits to interpret the settlements, paths, and agricultural fields established by Native Americans, their reuse by the colonists and the Continental Army, and their persistence to the present.</p> <p>Develop exhibits to interpret the scope and motivations for the patriotic efforts, including substantial donations of collections, lands, and structures, undertaken to perpetuate the memory of the encampments and make them accessible to the American public.</p> <p>Develop exhibits to interpret relationships between the actions of the Washington Association and the town of Morristown in donating park lands with contemporary motivations for land conservation.</p> <p>Develop exhibits to interpret the development of a federal role in historic preservation and the importance of the park as the first national historical park.</p> <p>Develop exhibits that highlight regional sites where non-encampment land uses can be better understood, for example, Fosterfields for agriculture.</p>
Visitor Activities and Services	<p>2. Visitor experience is largely shaped by interpretive programs and calls on the visitor’s imagination to re-create the historical scene.</p>	<p>Expand and enhance interpretive programs with new exhibits and personal services in all park units.</p>
	<p>See Common Management Prescription #3, above.</p>	<p>Park–town shuttle encompasses area’s Revolutionary War and historic preservation sites.</p>

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative C

Washington's Headquarters

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. The visitor understands the importance of the geographic location, the Ford family, and George Washington's role. Interpretation of earlier and later time frames provides the context for appreciating the encampment period.	Develop new interpretive exhibits.
	2. Interior space of the Ford Mansion is used to tell an expanded narrative of the Ford family, Washington's use during the winter of 1779–80, and why those events inspired subsequent generations to save the property and share its story.	A new furnishings plan would be developed to assess furnished interiors and consider use of interpretive exhibits, vignettes, didactic hands-on displays. Include historical data on the mansion under the tenancy of the WANJ. Many furnished rooms may remain. Provide exhibits that interpret how and why period rooms and furnishings changed over time. Plan and fabricate new exhibits and interpretive media.
	3. The museum introduces the visitor to the events in Morristown in 1777 and 1779–80, and later commemorative efforts (1873–1942).	Develop a new exhibit to interpret the contributions of the WANJ, Town, NPS, and CCC. Include interpretation of Lloyd W. Smith's collection and John Russell Pope's plan for the museum.
Visitor Activities and Services	4. A regional orientation center informs visitors about the park's resources and related sites beyond the park's boundaries. Development and management is shared with park partners.	Add regional orientation functions to the expanded museum, or house them at a separate location. Possible locations include central Morristown or a cover over I-287. If feasible, create a pathway system that directs visitors from the regional orientation facility to the front of the Ford Mansion.
	See Common Management Prescriptions #2, above.	Retain existing walks that remain viable if parking and visitor access is changed. If feasible, provide parking and access so visitors can easily enter through the front doors of the Ford Mansion and the museum.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative C

Jockey Hollow & New Jersey Brigade

	Management Prescriptions	Examples of Appropriate Actions That May Result from the Management Prescription
<p>Interpretation and Education</p>	<p>1. Visitors understand the large 1779–80 encampment and the later, smaller encampments, and can appreciate the activities of successive generations to commemorate the encampments.</p>	<p>Maintain and improve the Pennsylvania Line hut exhibits and update interpretative waysides at all cantonment areas.</p> <p>Highlight in the interpretive program the three farms that existed during the encampment period (Guerin, Kemble, Wick) and their later history.</p> <p>Develop exhibits to interpret the relationships among the encampments, the Morristown aqueduct system, and park establishment.</p> <p>Develop interpretive exhibits at the Passaic River mill sites to communicate their connection to the encampments.</p> <p>Exhibit the collection of photographs documenting CCC activities at the Wick Farm to illustrate the condition of Jockey Hollow when it was received by the NPS, and the processes of restoration.</p> <p>Interpret the 1930s hut replicas that existed at each brigade site.</p> <p>Interpret the CCC camp near the Pennsylvania Line.</p> <p>Reintroduce “living history” programs about the encampment in the spirit of the NPS/CCC demonstrations.</p>
	<p>2. The Wick House is used to tell an expanded narrative of early agriculture in the area, the Wick family, use by the Continental Army, and the aftermath.</p>	<p>A new furnishings plan would be developed to assess furnished interiors and consider use of interpretive exhibits, vignettes, and didactic hands-on displays.</p> <p>Develop exhibits to interpret the legend of Tempe Wick’s horse and other myths, what inspired them, and why they resonate with people today.</p> <p>Interpret the history and integrity of existing facilities (house, barn, herb garden, and orchard) and additional buildings lost to fire or later management actions.</p> <p>Open up small sections of an interior wall in the Wick House to show the material that remains from the encampment period.</p> <p>Keep the interior and exterior interpretation unified, for example, communicate that the Wick garden and house both illustrate 1930s efforts to depict encampment conditions.</p>

continued

Management Prescriptions: Public Enjoyment and Satisfaction, *continued*

Alternative C

Jockey Hollow & New Jersey Brigade

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Visitor Activities and Services	3. Visitors participate in a range of agricultural, military, and historic preservation activities.	Initiate programs for visitor participation in harvesting apples from the orchard, laying out mock encampments, and repairing hut replicas.
	4. Motorized traffic is minimized and pedestrian, bicycle, and transit use is encouraged.	<p>Retain a tour loop road system, parking at the visitor center, and satellite parking lots related to historical interpretive zones.</p> <p>The park–town shuttle circulates on the tour loop road, connecting Jockey Hollow to the other park units, Lewis Morris County Park, and other locations in the region.</p> <p>Consider reorganizing tour loop road to improve conditions for pedestrians, closing Grand Parade Road to vehicles, and utilizing Sugar Loaf Road for one-way park traffic.</p> <p>Walking trails are expanded or relocated away from park roads. Retain and interpret the Wildflower Trail.</p> <p>Connect park to paved bike path(s) in Lewis Morris County Park.</p> <p>Reduce non-park motorized traffic along Sugar Loaf Road and encourage use for hiking and bicycles.</p>

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative C

Fort Nonsense

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Visitors understand the significance of the Upper Redoubt, its construction during 1777, and its archeological investigations and commemoration.	Develop new field exhibits to interpret the 1777 Upper Redoubt and the several post-encampment plans for the site: 1888 WANJ stone marker, Washington Park, NPS parkway, circa 1935 reconstruction of the redoubt, its removal and current stone outline.
Visitor Activities and Services	2. Visitor uses and facilities reflect the unit's urban context and outstanding interpretive value.	Retain the existing access road and consider expanding the parking area for school buses Develop a larger picnic area with a comfort station. Provide greater personal services.

Management Prescriptions: Public Enjoyment and Satisfaction

Alternative C

Cross Estate

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
Interpretation and Education	1. Visitors understand the story of the Cross family's involvement with the establishment of the park.	Develop a small interpretive exhibit to tell the story of the Crosses' involvement in the creation of the park, the development of the garden, and the acquisition of the estate.
Visitor Activities and Services	2. Limited visitor activities and services are available.	Provide good access to the historic trails, limited parking, and a self-guided tour of the estate.

Management Prescriptions: Partnerships and Outreach

Alternative C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	See Common Management Prescriptions, above.	<p>Collaborate with partners on development and management of a regional orientation center to help visitors understand the park's place in the richly layered history of the Morristown region.</p> <p>Invite a partner to explore the feasibility and environmental impacts of operating a limited horse program.</p>

Management Prescriptions: Operational Effectiveness

Alternative C

Parkwide

Management Prescriptions		Examples of Appropriate Actions That May Result from the Management Prescription
	See Common Management Prescriptions, above.	See Common Actions, above.

Costs: Alternative C	
Estimated Costs	Amount
Operational costs, estimated annual	\$2,750,000–\$3,250,000
Research, planning, and construction costs, estimated	\$10,000,000–\$12,000,000
Land acquisition costs, estimated	\$0–\$35,000,000

Comparison of Alternatives by Decision Point

Resource Preservation

Museum and Collections

How should the park preserve, protect and take greater advantage of its strong museum and archival collections, principally located in the museum at Washington's Headquarters?

Alternative A: Existing facilities in the museum would be modestly improved to store and display the collections. New programs for visitors and researchers would be developed within constraints of existing staff and facilities. The historic significance of the museum may remain undetermined.

Alternative B: Facilities and programs would be improved and expanded to store, display, and support public enjoyment of the collections through rehabilitation of the museum and construction of an addition to the rear (north) or sides of the museum, consistent with the Secretary of the Interior's Standards for Historic Sites.

Alternative C (preferred): Similar to Alternative B, except construction of an addition would be toward the front (south) or sides of the museum. As in B, the addition would also be consistent with the Secretary of the Interior's Standards for Historic Sites.

Forest Management

To what extent should park forests, significant for their cultural values, be managed to sustain their ecological values?

Alternative A: Current NPS policies require parks to exercise natural resource stewardship and demonstrate environmental leadership; however, the lack of staff and specific treatment plans that reflect the integrated nature of the Morristown NHP's cultural and natural resources would continue to limit the effectiveness of resource management programs in forested areas.

Alternative B: The park would rehabilitate a corridor adjacent to historic roads in Jockey Hollow, and at Fort Nonsense, to create landscape vignettes that reflect historic forest conditions.

The park would develop cultural landscape treatment plans to manage the forests beyond the Jockey Hollow corridors and Fort Nonsense as an integrated cultural and natural landscape. Treatment would seek to sustain the forests mixed hardwood composition and enhance their ecological value within the local network of undeveloped lands.

Alternative C (preferred): Unlike Alternative B, the park would manage all forests as integrated cultural and natural landscapes, to sustain their mixed hardwood composition and enhance their ecological value.

I-287

How should the park protect its important resources adjacent to Interstate 287 in Morristown from the effects of the road?

Alternative A: The park would concur with 1970s proposals to cover I-287 to reduce high noise levels, but remain concerned about possible adverse effects on the setting of the Ford Mansion due to the introduction of structures to cover the highway.

Alternative B: Same as in Alternative A.

Alternative C (preferred): Same as Alternative A; however, concerns about adverse effects would be extended to the setting of the museum. Additionally, development of an addition to the museum could create a sheltered garden with reduced noise levels more appropriate for visitor use and enjoyment, and in keeping with the character of the unit.

Boundary Expansion

Should the park expand its boundary to protect its existing park resources, and/or expand to include other related resources?

Alternative A: The park's acreage ceiling would limit acquisition to 8.56 acres. In general, the park could not look to expand its boundary; however, it would respond to opportunities to protect resources on a case-by-case, willing-seller basis, through special Congressional action.

Alternative B: The park would seek authority to increase the acreage ceiling, allowing acquisition of up to 500 acres. A land protection plan would identify priorities for land acquisition and protection, and employ a range of conservation tools including easements and purchase in fee, all on a willing-seller basis. Priorities would be lands with encampment-period resources or that are important to the stewardship of park resources, including the protection of historic character and solitude.

Alternative C (preferred): Same as in Alternative B.

continued

Resource Preservation, *continued*

Cross Estate

Should the park continue to utilize the principal buildings of the Cross Estate for operations, or should it seek alternative uses?

Alternative A: All principal buildings would be retained for operations, and would be treated as cultural resources eligible for listing on the National Register.

Alternative B: The park would seek approaches such as leasing or cooperative agreements to reduce its maintenance expenditures. If successful, only limited portions of the estate grounds and structures would be open to public use. If found infeasible, the park would consider demolition of the principal buildings. Until then, the buildings would be treated as cultural resources eligible for listing on the National Register.

Alternative C (preferred): Similar to Alternative A, principal buildings would be retained for park operations. The principal buildings would be rehabilitated for administrative purposes, and would be treated as cultural resources until a determination of eligibility for the National Register was made.

Comparison of Alternatives by Decision Point

Public Enjoyment and Satisfaction

Interpretation

Should park resources be interpreted and managed to focus exclusively on the period of the Revolutionary War winter encampments (1777–82), or should they also be managed to represent changing attitudes toward that history as expressed in later commemorative actions?

And, what is the appropriate general level of interpretation at the park, and what are the appropriate locations for these services?

Alternative A: Existing interpretive plans focus on the encampment period, but many interpretive devices are outdated and some park resources illustrate periods that are not interpreted.

Little interpretation of the connections between park units would be provided. Interpretation would continue to be focused at Jockey Hollow and Washington's Headquarters.

Alternative B: Interpretation would focus exclusively on the encampment period, treating additional military and civilian themes. Interpretive media in each unit would be updated and would seek to integrate themes evident in other units.

Features from later time periods would be removed and the sites rehabilitated to facilitate interpretation.

Alternative C (preferred): Similar to Alternative B, interpretation would focus on the encampment, but new exhibits and programs would address themes associated with the commemorative era where appropriate, and where such interpretation would better reflect resource conditions.

As in Alternative B, interpretive media in each unit would be updated and seek to integrate themes evident in other units.

Contrasting with Alternative B, features from later time periods would be retained to improve visitor understanding of present resource conditions.

continued

Public Enjoyment and Satisfaction, *continued*

Access and Circulation

Should the park establish or participate in a public transportation system among and within park units, or should access be principally by private vehicles?

Alternative A: The park may implement an interpretive shuttle on the tour road in the Jockey Hollow unit; however, access to Jockey Hollow and other units would be principally through private motor vehicles.

Alternative B: In partnership with state and local governments and private and public organizations, the park would seek to establish a shuttle system to provide visitor access to all units and various locations in the Morristown area. The park would also seek to reduce motor vehicle traffic on roads in Jockey Hollow, and could close all or part of the loop system to restore historic conditions, enhance the visitor experience, and improve visitor safety. Access consistent with the mission of the park would be encouraged. The park would also seek to improve circulation and orientation to the Washington's Headquarters unit.

Alternative C (preferred): Same as in Alternative B, but with greater emphasis on shuttle connections to local non-NPS sites thematically related to the commemorative era.

Recreation

To what extent should the park's resources be managed to accept increased recreational uses not directly related to its history?

Alternative A: The park would support current levels of passive recreation, consistent with the mission of the park and which would not endanger or detract from the experience of other visitors, or have the potential to impair park resources.

Alternative B: Same as in Alternative A.

Alternative C (preferred): Same as in Alternative A.

Solitude

How should the park protect opportunities for visitors to enjoy solitude and tranquility?

Alternative A: Current NPS policies and the park's enabling legislation require the park to protect the existing tranquil, contemplative visitor experience, quiet natural soundscape, and dark night sky conditions. However, no park plans specifically target these values or prioritize actions to protect them.

Alternative B: Approaches would be developed to protect the tranquil and contemplative visitor experience, soundscape, and night sky where possible and appropriate. Such programs would include a land protection plan to avoid the introduction of modern intrusive structures or noise or light sources from new development on adjacent lands; efforts to reduce noise levels associated with traffic on I-287 and airplane overflights; and monitoring carrying capacity, particularly on trails.

Alternative C (preferred): Same as in Alternative B, but the baseline levels for noise and light might, in places, reflect the commemorative era rather than the encampment period.

Comparison of Alternatives by Decision Point

Partnership and Outreach

Leadership

To what extent should the park take the lead in establishing active partnerships with thematically related organizations and sites?

Alternative A: The park actively participates in planning with its neighbors and a network of regional organizations to preserve and interpret resources.

Alternative B: Same as in Alternative A, but with additional staff, the park would expand its activities in the region. Broader collaborative efforts would include a park–town shuttle, regional environmental leadership through watershed and land protection, providing direct and technical assistance to sites within the proposed Crossroads of the Revolution Heritage Area, establishment of an archeological field school, and expanding outreach to minority and inner-city youth. The park would also initiate volunteer programs to revive historic agricultural and woodlot management land uses.

Alternative C (preferred): Same as in Alternative B, but the park would collaborate with partners to develop a regional orientation center, outside the park, to help regional visitors understand and appreciate the richly layered history of the Morristown region.

Comparison of Alternatives by Decision Point

Operational Effectiveness

Staffing and Budget

How would the park's staff and budget be affected by additional resource management and visitor-related activities?

Alternative A: The park would continue to administer the four units as one entity and address the flat budget, key vacancies, fee collection, and housing.

Operational costs are estimated at \$2,350,000–\$2,800,000 annually.

Research, planning, and construction costs are estimated at \$2,800,000–\$3,350,000.

Land acquisition costs are estimated at \$1,500,000–\$2,000,000.

Alternative B: Funding would be increased to support new positions, projects, and land acquisition.

Operational costs are estimated at \$2,750,000–\$3,250,000 annually.

Research, planning, and construction costs are estimated at \$11,000,000–\$13,250,000.

Land acquisition costs are estimated at \$0–\$35,000,000.

Alternative C (preferred): As in Alternative B, funding would be increased to support new positions, projects, and land acquisition.

Operational costs are estimated at \$2,750,000–\$3,250,000 annually.

Research, planning, and construction costs are estimated at \$10,000,000–\$12,000,000.

Land acquisition costs are estimated at \$0–\$35,000,000.

ALTERNATIVES ELIMINATED FROM FURTHER STUDY

Provide Greater Support for Active Recreation

Acknowledging that demands for recreation at the park are increasing as the surrounding area becomes more urban, and in particular that there have been vocal demands to permit the use of mountain bikes, this proposal would accept the reality of increased recreational use and support it by various means. Some actions that might result would be to accommodate bicycles by allowing them on park trails and closing some park roads to private motor vehicles. Greater acceptance of recreation might actually lead to a gain in overall visitation to the park.

This proposal was dismissed because an adjacent county park, Lewis Morris County Park, is already set up to provide much fuller opportunities for recreation than anything Morristown NHP would be able to offer. Expanding recreational activity at the park would be unnecessarily duplicative. Moreover, it is likely that an expansion of recreational activity, particularly mountain biking, would have a negative impact on the environment, as seems to have been the case with respect to trails at Lewis Morris County Park. The most compelling argument against this proposal is that it would conflict with the defined purpose and significance of Morristown NHP, and in particular would be inconsistent with the tranquil, contemplative character of the park that was emphasized at the time of its establishment by Congress.

Create a Heritage Area

Known as the “Cockpit of the Revolution,” New Jersey contains an aggregation of sites significant in that conflict. At present these sites are not well coordinated, so that opportunities for preservation, tourism, and education are lost or not fully exploited. A heritage area designation would expand opportunities to provide technical assistance and other forms of cooperation, which would benefit all of the Revolutionary War period sites in New Jersey, Morristown NHP included.

Treating this proposal as a separate alternative in the GMP would be redundant, because a concurrent feasibility study for creating a heritage area, the Crossroads of the Revolution, was recently completed. The potential of a heritage area was assessed as part of a separate study. If a heritage area is established, it is likely that the park would be prominent in it, probably the central resource. Conversely, treating the park administratively as only a part of a heritage area would not fully express the significance of its resources.

Restore Park to 1930s Appearance

This proposal originates in the belief that the integrity of park resources is highest to the 1930s. As the first national historical park, Morristown could be interpreted as a model of NPS management philosophy. Actions that might result could include restoration of features the NPS constructed at that time, such as replica huts, Fort Nonsense earthworks, and the formal landscape at Washington’s Headquarters.

Overwhelming arguments led to the dismissal of this as a potential alternative. The significance and integrity of 1930s-era resources have not been fully assessed and are not uniform throughout the park. An emphasis on this era would almost certainly interfere with the primary period of significance of the park (1777–82), as recognized in its legislation. NPS managers in the 1930s were not seeking to create a distinct cultural landscape in Jockey Hollow, but were trying to the best of their ability to recreate 18th-century conditions. Adopting this management approach would perpetuate the limitations of technology and scholarship that prevailed in the 1930s. While perhaps compelling to NPS personnel, this management focus might be difficult to explain to the public and would probably be of limited interest. Insofar as the story of this era is important, it can be conveyed through interpretive methods, as proposed under Alternative C.

Fully Re-create the Encampment Scene

The park's enabling legislation stresses the encampment period, and much of its interpretation emphasizes the hardships undergone by the soldiers during an exceptionally harsh winter. At that time the forest would have been heavily cut over to provide wood for building huts and for fuel. A landscape with cut-down trees might evoke encampment conditions more accurately than the present fairly dense and attractive forest cover. This alternative would probably also result in large-scale reconstruction of huts and other encampment features.

This proposal was dismissed because of the massive environmental damage that heavy deforestation (estimated at 600 acres) would cause, for the lack of comprehensive knowledge about specific 18th-century environmental conditions in the park, as well as for other reasons. The environmental impacts, such as erosion, would be permanent, unlike the original encampment. Deforestation would damage the scenic quality and biodiversity of the park. This alternative would be economically unfeasible because of the enormous cost of creating and maintaining an unnatural static appearance. It is unlikely that commercial loggers would find it profitable to clearcut the park, as the Continental Army was obliged to do in 1779. Even if this alternative were adopted in theory, it would probably be impossible to execute. Our knowledge is not sufficient to make detailed decisions about precisely which areas would be cut and to what degree. Furthermore, this alternative primarily addresses Jockey Hollow and would be even less applicable to the other park units. Washington's Headquarters, now surrounded by intensive urban development, was then a sprawling farm. It would hardly be feasible to restore encampment-era conditions there or at Fort Nonsense.

Restore the Pre-encampment Ecology of the Forest

As in the previous dismissed alternative, this concept would mainly address Jockey Hollow. Since this unit is a large tract of forested land within a sea of suburbia, it could serve as a valuable reservoir for

species and ecological processes that characterized the landscape before European settlement. It should not detract from surrounding land, such as by harboring nonnative species or large deer herds. This alternative would employ active scientific management, including experimental exclosures and reforestation of fields, to achieve maximum diversity of native species and other aspects of the pre-colonial forest.

While some of these goals may appear attractive, this proposal was dismissed because of technical and economic infeasibility. Our knowledge of the pre-colonial forest is not sufficient to restore the species composition that existed at that time. Even if we had this knowledge, some species that thrived before 1600, such as the passenger pigeon, have become extinct; while others, such as the American chestnut, were stricken by blight and are no longer viable. These species cannot be replaced, and the consequences for forest dynamics of the elimination of these important components are unknown. Reduction of the deer herd would have to be carried out on a continuing basis to achieve acceptable density. Similarly, the introduction of nonnative species from surrounding lands would require continual costly monitoring and removal efforts.

Given regional restraints (including climate change) and the lack of a complete species pool, this approach would create an artificial "living museum." It would thus be difficult for future managers to know whether to step in to interfere with processes they observed. As in the preceding proposal, this concept would not be readily applicable to the Washington's Headquarters and Fort Nonsense units.

Minimize Management of the Forest

This proposes nearly the opposite approach as the preceding concept. Recognizing that the forest as it appears today is the result of a continuum of land management, it would avoid active intervention and "allow nature to take its course." The forest today provides a visible record of past uses and practices and therefore has some historical interpretive value. Since no one can predict changes in the forest,

whether actively managed or not, this “hands-off” approach would avoid errors and inconsistencies and allow for small-scale experiments to test various outcomes.

This laissez-faire approach, while inexpensive in the short term, is not acceptable. A forested landscape, even if not a precise replica of the encampment era, remains an important goal of park management, clearly derived from Congressional intent. As studied by Russell and Ehrenfeld, trends over the last several decades have created substantial doubt about forest sustainability. Some degree of informed forest management seems unavoidable, even though, as with any management decision, there is no guarantee against error. A total abandonment of study and intervention could lead to damage that was irreversible or extremely costly to repair.

ENVIRONMENTALLY PREFERRED ALTERNATIVE

The environmentally preferred alternative is *Alternative C*. This alternative promotes the national environmental policy expressed in NEPA (Sec. 101 (b)). This alternative best:

- fulfills the responsibilities of each generation as trustee of the environment for succeeding generations.
- ensures for all Americans safe, healthful, productive, and aesthetically and culturally pleasing surroundings.
- attains the widest range of beneficial uses of the environment without degradation, risk of health or safety, or other undesirable and unintended consequences.
- preserves important historic, cultural, and natural aspects of our national heritage and maintains, wherever possible, an environment that supports diversity and variety of individual choice.
- achieves a balance between population and resource use that will permit high standards of living and a wide sharing of life’s amenities.

- enhances the quality of renewable resources and approaches the maximum attainable recycling of depletable resources.

In sum, *Alternative C* will cause the least damage to the biological and physical environment; and will also best protect, preserve, and enhance historic, cultural, and natural resources. A more detailed assessment of environmental consequences for each alternative follows in Chapter 4. At the conclusion of Chapter 4 a table summarizes and compares impacts for the alternatives.