

Note the following:

Page 15: Partnerships - “A challenge INDE faced in 2007 was finalizing long-term agreements with both the Independence Visitor Center Corporation (IVCC) and the National Constitution Center (NCC). Because of the complexity of these agreements, they are still under review in the Departments Office of the Solicitor. The IVCC and NCC continue to operate under Special Use Permits.”

Page 16: Cooperating Agreement - “In 2007, INDE managed 12 Commercial Use Permits...**The park successfully worked with the IVCC to respond to complaints from tour operators, who are competing for prime locations within the building to advertise their tours.** While this problem will likely persist until the space within the Independence Visitor Center has been reorganized a project that will take place during 2008 through a series of meetings with the tour operators the park is continuing to address their concerns.”

INDEPENDENCE NATIONAL HISTORICAL PARK SUPERINTENDENT’S ANNUAL NARRATIVE REPORT October 1, 2006 – September 30, 2007

Introduction

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

Independence National Historical Park continued to work on several multi-year, multi-faceted projects including the commemoration of the President’s House Site, the security plan for the Liberty Bell Center and Independence Square, the Long Range Interpretive Plan, the rehabilitation of Franklin Court and finalizing partnership agreements.

This year has been full of success and accomplishment as evidenced by special recognition and awards that park staff and resources have received. On October 30, 2006, the Liberty Bell was designated a Historical Landmark by ASM International (formerly the American Association of Materials). The park was also well represented at the Philadelphia Federal Executive Board Awards Luncheon and Ceremony. Education Specialist Amber Kraft accepted a gold medal award on behalf of the park for its partnership with the National Park Foundation and Ball State University for production of an electronic field trip to INDE. The senior management team received the silver medal for Improved Federal Image for their work with community groups on the President’s House Site and the Icon Security Project. Several INDE employees received silver medals for their participation in Hurricane Katrina relief. Two employees received bronze medals for their individual achievements: Public Affairs Officer Jane Cowley for Supervisory Rookie of the Year and Park Ranger Larry McClenny for Outstanding Professional Performer. The park also received an award from the Preservation Alliance for preservation work on the Second Bank of the United States.

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

Administration

Congressional Relations

Independence continues to recognize and appreciate the benefits of good Congressional relations. The park's Congressional delegation was notified of park activities such as the icon security plan and the related Environmental Assessment and Finding of No Significant Impact and public meetings and forums about the Centennial Initiative and appropriate uses of Washington Square. INDE was proud to host the Senate Appropriations Committee staff visit on October 2, 2006. The park responded to 4 pieces of assigned Controlled Correspondence.

Budget

The INDE budget for fiscal year (FY) 2007 was \$22,971,000 in ONPS dollars. Of that total amount, \$15.2 million were used for labor costs, \$3.2 million for the security guard contract (Wackenhut), \$2.0 million for utilities throughout the park, \$850,000 for the Independence Visitor Center, and the remaining \$1.721 million for various contracts, materials, and supplies. Although our budget increased by \$247,000 from FY 2006 levels, due to salary increases and other increases in fixed expenses, the amount available for our various contracts materials and supplies ended up being \$553,000 less than our FY 2006 level. This is a troublesome predicament and could possibly be more difficult in the future if more fixed type expenses continue to rise and the park does not receive a budgetary increase. In FY 2006, INDE had an increase in utilities of 12.8% or \$210,000, and FY 2007 proved almost as expensive with utilities expenses costing an extra \$115,000 or 6.2 % over the FY 2006 levels. In just the past two years, utilities costs have increased \$325,000 or 19.9%. This shortfall was able to be funded by payroll savings. This fiscal year, INDE received a total of approximately \$1.665 million in one-year or two-year money, which was used for the Volunteer-in-the-Parks Program, various Repair/Rehabilitation projects, Collections Cataloging money, and Equipment Replacement funds. All expiring funds were obligated by the end of the fiscal year. ONPS dollars were obligated within \$50 of our budget.

Personnel

There were several significant personnel changes, including senior management positions, in FY 2007. The most notable was the promotion of Park Superintendent Dennis Reidenbach to Northeast Regional Director in September. Since his departure, Deputy Superintendent Darla Sidles has served as Acting Superintendent. Earlier in this fiscal year, the park hired Eileen White as the Chief of Administration.

Cultural Resources Management (CRM) was fortunate to have a Diversity Intern under the NPCA program. Elissa Ho worked in the park archives and in the Independence Living History Center (ILHC) laboratory for 10 weeks during the summer. She processed an archival collection and she designed and installed a new exhibit on New Hall in the lab. Two archeologists, William Hoffman (Laboratory Director) and Deborah Miller (Outreach Coordinator and Assistant Laboratory Director), also joined the CRM division under term appointments. New employees to the Maintenance Division included Hattie Harris (data clerk), Brian Fulton (tractor operator) and John Ault (laborer). In January, Rosemarie Erwin-Davis was promoted from a custodial worker to custodial leader position.

Concessions

The INDE concession, City Tavern, continues to be a great benefit to the park. The park participated in a meeting about the aging and failing fire alarm system and produced a plan of action to be taken by City Tavern for a Building Improvement Fund (BIF) request. The Safety Officer worked with the Alarm Technicians on a scope of work for the project. The park reviewed 17 BIF requests for projects totaling \$101,573. The Safety Officer accompanied the United States Public Health Sanitarian on two food inspections and performed the annual life safety inspection of the building to ensure that patrons, concession employees and park employees were in a safe environment. During the past year, our concessionaire, Walter Staib, received the Knights Cross of Merit from the Federal Republic of Germany and the Cornerstone Humanitarian Award from the National Association of Restaurants for the State of Pennsylvania.

Contracting

Contracting awarded nearly \$6,000,000 in contracts (including modifications) and purchase orders last year. Of these, 43% (excluding modifications) were awarded to minority contracts. Some of the larger contracts awarded were:

President's House Archeology	\$767,524
VoIP Telephone system	305,880
Replace First Bank Cornice	274,583
Bishop White Roof	204,548
Independence Hall Repointing	147,840
Bringham House Repairs	123,192
Emergency repairs to ILHC HVAC	91,191
Deshler-Morris Archeology Project	75,731
Bond House sewer repair	44,160
Replace doors at ILHC and LBC	39,887
Repair ILHC fire alarms	31,847
Replace irrigation systems, 2nd Bank	29,157
EDAL Plaster Survey	23,660
Liberty Bell Steam Station Repairs	21,425
Paint Analysis, EDAL	15,445

Modifications:

Guard Services	\$3,170,806
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INDE also worked on the following contracts for other parks:

Knox Quarters, VAFO	\$325,291
Replace Cast House Roof, HOFU	140,975
VoIP Telephone system, VAFO	133,527
Paint Cast House, HOFU	82,570

Leasing

The park has worked on several leasing projects during this year including:

- Second Street parking garage
- City Tavern
- First Bank of the United States
- Locust Street properties.

Training

Independence's commitment to providing employee development opportunities was evidenced this year through the park's diverse training program and staff detail assignments. Employee training included core competencies offered by the NPS fundamentals training regimen. Management continues to encourage employees to participate in fundamentals. The INDE Human Resources office assisted the Regional Office with development, planning, and implementation of mandatory diversity awareness training in March/April, 2007 – Diversity – The Real Scene. This training was presented by Onnternor Blount, Equal Employment Specialist of the Northeast Regional Office (NERO). Supervisors attended mandatory disciplinary action training. It was conducted by Kevin Kelly, Human Resource Specialist, NERO. The Administration Division hosted a pilot basic communication course. This was given by Harvey Young, Commissioner, Federal Mediation and Conciliation Service. The attendees consisted of a cross section from each division. It was well received and should be rolled out to the rest of the park in FY 2008. Several Park Supervisors attended Human Resources Management for DOI Managers and Supervisors. This was held at NERO. The Administrative Officer and the Administration supervisors attended the Northeast Region Administrative Symposium, which had a full agenda with many speakers from Washington. The park continues to be in compliance with Information Technology and Records Management training, with employees completing required Annual Information Technology Security Awareness Training, No Fear and Privacy Act Training. The human resources office ensured that TEL training continued to be available.

In addition, five Interpretation and Visitor Services (I&VS) employees were selected to attend Gilder-Lehrman seminars this year:

- "The Colonial Era: Structure and Texture" Yale University, Joanne Schillizzi.
- "The Idea that is America" Woodrow Wilson Presidential Library, Staunton, VA, Matt Ifill.
- "Creating a Republic: From the Revolution to the Constitution" National Constitution Center, Joe Chauncy.
- "The American Revolution" New York University, Tom Daniels.
- "The International Impact of the Declaration of Independence" University of Virginia, Josh Mizerak.

These employees are scheduled to share what they learned with other park staff during special I&VS training sessions in November 2007.

Several park staff participated in long-term training programs to strengthen their skills. Superintendent Dennis Reidenbach was selected for the Department of the Interior Senior Executive Service (SES) Candidate Development Program. Park Guide Lynn Nash was chosen for the Northeast Region's Future Leaders Pilot Program. Park Guide Chris Elbich continued in the Entry Level Employee Development Program (ELEDP). Secretary Claire Rozdilski participated in the USDA Graduate School's Aspiring Leader Program.

Some staff members had the opportunity to serve in detail assignments. Superintendent Dennis Reidenbach served on a detail as Acting Regional Director for approximately 9 weeks throughout November 2006-March 2007. During this time, Deputy Superintendent Darla Sidles was detailed as Acting Superintendent. Darla Sidles was detailed again as Acting Superintendent for approximately 9 additional weeks when Superintendent Reidenbach was participating in training for the SES Candidate Development Program. Chief Ranger Ian Crane was detailed to the Northeast Regional Office's Ranger Services Division to create the Regional Office's continuity of operations plan. Debbie Davis, Administrative Assistant for the Resource and Visitor Protection division (R&VP), accepted a detail assignment as a budget analyst at Flight 93 National Memorial. In November 2006, Supervisory Education Specialist Frances Delmar began a 4 month detail as the Chief of Interpretation at Hopewell Furnace NHP. Chris Elbich began a one day-a-week detail at Hopewell Furnace as part of the ELEDP. Chris assisted the Interpretation Division at Hopewell develop a music program which will culminate in a series of special events at the site. Chris researched appropriate music, recruited musicians, and prepared the group for prime time. Jonathan Miller, Museum Technician, served a long detail to HOFU, providing technical assistance on collections care projects. At the Northeast Regional Office's request, Librarian Andrea Ashby Leraris performed a technical assistance detail to NERO for CRBIB.

Information Technology

The Administration Division sought funds from the Northeast Regional Office to improve information technology by converting to a new Voice over Internet Platform (VoIP) telephone and data system. The INDE VoIP project will establish a Local Area Backbone Network (LABN) which will enable INDE to maintain and operate only one physical network, as opposed to the two the park currently maintains and operates. The park will also be able to "snap on" additional enhanced communications, e.g. wireless voice/data and enable mobile tele-working. The INDE VoIP will integrate with NERO's VoIP network and enable resource sharing and administration of VoIP network. It will also lessen the total cost of ownership for both INDE and NERO. The cost of the project will be approximately \$305,880 and was awarded to Presidio. Of that total amount, \$205,500 was funded by NERO and the balance was funded by the park. This project will be implemented in FY 2008.

Maintenance and Facility Management

This year, the park spent \$2.0 million for utilities throughout the park. As this is roughly 10% of the park's annual budget and has increased by almost 20% over the past two years, the Maintenance Division is constantly looking for ways to reduce energy costs while remaining committed to using "green" energy and "green" products whenever possible. This year, the park's use of renewable energy increased from 13% to 28%. The Poe House, Kosciuszko House, Merchants' Exchange Building, Liberty Bell Center and Deshler-Morris House are all operating on 100% renewable energy. A new style mop that is made from eight 1.5 liter plastic bottles and synthetic fibers and a bamboo handle was tested by the custodial staff. The durable mop was found to work well and the park will be purchasing more in the future. The trees cut down for the landscaping project on Independence Mall were collected by an organization called Citilog. Citilog took the logs to a mill in Lancaster, PA to mill these logs into usable boards.

Chief of Maintenance Jean Marra ensured that Park Project Management Information System (PMIS) projects were updated and sent to the Regional Office.

The Maintenance Division took pride in helping our partners. The park assisted the Independence Visitor Center Corporation with putting flags up inside the Independence Visitor Center. Jean attended a meeting with Chief of Interpretation and Visitor Services Steve Sitarski and Gloria Dei (Old Swedes') Church Reverend Joy Segal to discuss Gloria Dei signage. As a further result of this meeting, hazardous tree removal was performed as well as other maintenance issues.

Some of the Maintenance employees were able to assist other parks. Rick DiPietro, Larry Mays and Cliff Womack were called out West to perform wild land fire fighting duties during parts of August and September.

Following the tragic death of Marina Giggelman at Padre Island NS, Acting Regional Director Sandy Walter issued a memo requiring parks in the region to conduct internal assessments of All Terrain Vehicles (ATV) for safety issues. INDE complied with this request and conducted assessments of all maintenance vehicles that could be considered ATVs, including the Gator and Cushman. Based on this inspection, two vehicles were removed from use.

The Maintenance Division worked hard throughout the year to make the park facilities look great and operate at the highest level. Some of these "behind the scenes" projects included:

- Moving equipment and storage items from one leased storage location to a newly leased garage;
- Extensive restoring/repairing work on the Bishop White House performed by the carpentry and painting staff;
- Installing a new wayside at EDAL;
- Rebuilding windows for the Second Bank;
- Manufacturing a railing for City Tavern;
- Repairing a sink hole on the First Bank Block;
- Installing a larger irrigation pump in Washington Square.

On Thursday, June 14th a cookout was held at the Maintenance Shop Facility to celebrate the opening of the building 25 years ago. The event was well attended by park staff and certificates were given to those Maintenance employees who were at the park when the shop was built.

Interpretation and Education

Interpretation

The Interpretation & Visitor Services Division completed several major interpretation projects during this fiscal year.

I&VS completed a 2 year planning process with more than 100 park staff and partners to produce the new INDE Long Range Interpretive Plan (LRIP). This important document will guide park interpretation and visitor services planning through 2012. The LRIP seven-year action plan identifies annual goals and the division accomplished several key recommendations this past year including:

- Completed a comprehensive sign plan to enhance NPS identity, assist with way finding, and better identify key park sites;
- Completed a comprehensive Visitor Services Operations Review to improve program access and choice park wide;

- Completed the in-depth Visitor Services Project Survey in conjunction with the University of Idaho;
- Transferred the responsibility of the park websites to I&VS from the Public Affairs Office and selected Park Ranger Eric Knight as the new INDE/DMH/EDAL/THKO/GLDE webmaster;
- Completed an assessment of modern technology tools to enhance visitor services, a comprehensive park website review, and a contract to produce a cell phone program.

I&VS worked closely with Harpers Ferry Center to complete a multiple year planning process for new permanent exhibits at the Germantown White House (Deshler-Morris/Bringinghurst), Edgar Allan Poe National Historic Site and the Thaddeus Kosciuszko National Memorial. Thanks to a generous grant from the National Park Foundation, INDE now has a Junior Ranger activity booklet for sale at park outlets. I&VS completed a variety of other important projects including exhibit upgrades at the Independence Visitor Center and waysides for the President's House Site viewing platform and Robert Morris statue. In an ongoing effort to improve programmatic accessibility, the park upgraded film captioning, purchased assisted listening devices, and had 6 films audio described. I&VS staff also coordinated the completion of the park's policy for the use of electronically propelled assistive mobility devices (which include segway vehicles).

There was a multitude of special interpretation events during FY 2007:

- November 18, 2006 – "Poe and the Philadelphia Origins of the Detective Story" Dr. Richard Fusco of St. Joseph's University explained how Poe used contemporary events in Philadelphia to invent the modern detective story.
- November 2006 – Park Rangers Ray Harshbarger, Steve Perlman and Jane Storsteen presented "Did the Trail of Tears Start Here?" a first person interpretive program that discussed the treaties between the Native People and the Early Republic inside Independence Hall and the House Chamber of Congress Hall.
- February 2007 – Presented a weekend series of special programs on the Underground Railroad and the President's House Site in honor of Black History Month.
- March 2007 – Women's History Month: "Seeds to Suffrage: Women's American Revolution" illustrated program: Women gained their own independence during the Suffrage Movement during the 19th and 20th centuries. "Abigail Adams: In Her Own Words" first person interpretive program: Explores the sacrifices and ideas Mrs. Adams contributed to the birth of our nation and as the wife of the second President.
- April 18-20, 2007 – Steve Sitarski and Doris Fanelli presented a session at the annual George Wright Society Conference titled: "External Review of Interpretation and Cultural Resources by the Organization of American Historians".
- April 27, 2007 – The second annual "Poetry in Motion" program at Spring Garden School. 190 students (4th to 8th grade) were treated to imaginative interpretations of women's poetry from the American Revolution to Rosie the Riveter.
- June 14, 2007 – Another successful EDAL Junior Ranger program ended with an awards ceremony at Spring Garden School. Coordinator Andrew McDougall presented Junior Ranger diplomas and badges and small gifts of appreciation (all paid for through Eastern National funding). This year's field trip was to Statue of Liberty National Monument. In the words of one junior ranger, *"thank you for all you've done for me...helping me learn more...I will miss you...I just want you to know you inspired me to be a better person and ranger. Your Friend TJ"*

- August 29, 2007 – Steve Sitarski and Cherie Butler participated in the “ribbon cutting” ceremony for the new Schuylkill Valley Heritage Program interpretive exhibit at the Independence Visitor Center.
- Throughout the fiscal year – Performances of “Seeds of Freedom: The Life and Legacy of Polish Patriot Thaddeus Kosciuszko” took place at the Independence Visitor Center. Often called the “Hero of Two Continents”, these 30 minute family friendly performances on Kosciuszko are funded through a grant from the Copernicus Society of America.
- Throughout the year, I&VS offered programs on the Underground Railroad in Philadelphia including ranger illustrated talks and summer walking tours, plus a self guided tour booklet. I&VS also offered President’s House Site ranger illustrated talks and first person presentations by an actress portraying Oney Judge.
- Throughout the year, The Friends of Poe and EDAL staff offered seven special events for members and the public including the popular October Candlelight tour, a walking tour of Poe’s Philadelphia, trips to the Free Library Poe Collection and Walt Whitman House.

Education

The park’s education branch within the Interpretation and Visitor Services Division continues to develop programming through the Independence Park Insitute (IPI). During fiscal year 2007 the IPI began moving from its development phase into operational mode. This progress came as the IPI saw attendance at curriculum based education programs increase by 400% and a second learning lab *Benjamin Franklin: Man of Many Talents* completed with outstanding new permanent exhibits. At the same time, the division recognizes that work remains to be done before the IPI can reach its potential.

Work began on the labs that will eventually go into 325 Walnut Street, including the removal of hazardous material. The summer teacher’s workshop attendees worked on the lesson plans for the Liberty Bell lab and the program will be field tested in the near future. The Underground Railroad lab preliminary design phase and on site program were finished in the fall of 2007. Finally, an intern for the University of the Arts and one of the IPI’s master teachers worked on the web portion of the Assembly Room lab and on lesson plans for that program.

In partnership with Ball State University and the National Park Foundation, I&VS premiered the electronic field trip (EFT) “Freedom In America: Some Assembly Required” on October 17th, 2006 to 37 million students in all 50 states and several foreign countries. The EFT interactive website enhanced the students’ virtual tour of the park. While all of the park’s divisions had a hand in the success of this event, a special commendation should go to Education Specialist Amber Kraft who coordinated most of this event. The park received the gold medal award for this great partnership at the annual Philadelphia Federal Executive Board Awards Luncheon.

The William Penn redirect requires the IPI to offer adult education programs and programs for families. During this fiscal year, the IPI met that mandate by several new programs. From June through November the IPI offered *First Fridays at the Galleries of Independence*. This series of six lectures explored the collection in the Second Bank Portrait Gallery.

Wednesday Preschool Classes offered a fun filled format for younger children and their parents to discover history. *Friday After School Classes* for elementary age students from 6-8 years old used challenging activities to complement short outings to park buildings. On Saturdays’ the IPI

offered *HisSTORY Time* for children ages 4-8. A picture book reading accompanied craft projects in the IPI learning labs.

In July, twenty teachers from grades 4-8 participated in a week long teachers' institute, *The Liberty Bell: A Symbol for We the People* that gave them both subject matter expertise and hints on how to translate their experience into the classroom. This year's workshop focused on the symbolism of the Liberty Bell and its meaning for a variety of groups and people. The resources and talented staff of Independence helped teachers understand both the subject and how to translate it into the classroom. In addition, the IPI staff offered professional assistance to five other teachers' workshops during the summer of 2007.

The IPI partnered with Historic RittenhouseTown to present *From Paper to the Press* a professional development program centering on the power of the press in 18th century America. Other professional development programs dealt with archeology and the curator's role in museum education.

The on-line lesson plan, "Independence Hall as a World Heritage Site" went up on the NPS Teaching with Historic Places (TWHP) website and was linked to INDE's website. The Cultural Resources Management Division produced this plan through a partnership between the park and WASO TWHP. INDE became the first NPS-managed World Heritage site to produce a lesson plan about World Heritage designation.

Resources Stewardship

Natural Resources

While INDE's enabling legislation omits any reference to outdoor recreation, the park does offer recreational experiences with its miles of sidewalks and historic landscapes. INDE has actively pursued management of park natural resources.

Park gardens are an important part of the historic landscape. The Cultural Resources Management Division and Maintenance Division worked this year to make sure that the park gardens remained beautiful for visitors to enjoy. The Landscape Architect provided direction to Maintenance staff on the Liberty Bell Center Garden and 18th Century Garden plantings. The Rose Garden received extensive work with two dead trees being removed and the repair of brick work was complete. Work in the Magnolia Garden included the installation of an electrical line to the fountain and grounds staff finished planting azaleas as part of a volunteer project.

Landscape Architect Susan Edens developed a cyclic grounds maintenance plan for the park's landscape to serve as a guide for annual grounds maintenance activities and directed work order entries.

Cultural Resources

The Cultural Resources Management Division is home to several distinct disciplines that are vital in preserving and protecting the precious resources of which INDE has stewardship. These include archeology, ethnography, compliance, historic and landscape architecture, archives and collections.

Archeology – President's House Site

The President's House Site project with the City of Philadelphia made significant strides during FY2007. With the Oversight Committee's approval, the City and the park selected Kelly/Maiello's design for the commemoration. Almost immediately, the topic of archeology at the site arose. Jed Levin was asked to prepare a briefing paper on the potential for information that the site held. Despite the paper's less-than-optimistic prediction, the Oversight Committee requested a research dig at the house site. Jed Levin wrote the scope of work for the project and the park advertised the contract using City-donated funds. The winning bidder, URS, formed a diverse team that included Dr. Warren Perry who worked at the African Burial Ground in New York City and Dr. Cheryl LaRoche of the University of Maryland whose specialty is African trade materials in America, as well as local minority firms. Roz McPherson, the City's representative, oversaw a strong educational component that involved the School District of Philadelphia's curriculum specialist. The dig also included a public component in the form of a viewing platform at the site that was staffed by the URS team, NPS interpreters and volunteers. The archeological research dig with Jed Levin as COTR opened on March 21st with a press conference that included Mayor John Street operating equipment to dig the first bucketful of earth. During April, the archeologists uncovered portions of the original foundations of buildings on the property. Three critical foundation areas became the focus of attention: the bay window addition that Washington added to the main house; the kitchen where the slaves and servants worked; and a service passage, heretofore unknown from the documentary record, which provided communication between the kitchen and main house and would have been chiefly the realm of servants and slaves.

This project drew tremendous public attention. WHYY installed a webcam. All major press, news stations and wire services covered the story. The park received numerous public comments that expressed heartfelt connections to the story of race and slavery. The teaching power of the site prompted the public and press to demand that it remain open. The Park and the City took this demand as a charge. The park agreed with the City to extend the dig through the month of July, which was as long as the park dared expose the ruins to damaging elements. On July 31, the park and the City held a ceremony to mark completion of the field portion of the archeology dig and to temporarily fill the site. Several hundred attended and in addition to official speeches, a Yoruba priestess poured a libation at the site in honor of the enslaved Africans who lived and toiled there. The Fire Department of the City of Philadelphia donated specially-made name plaques for each of the 9 known Washington slaves and we buried the plaques with the foundations. Between April and July, the dig had 300,000 visitors to the platform.

Between 4000-6000 artifacts from the research dig are now undergoing processing in the Independence Living History Center public archeology lab. It is too early to definitely link any of the finds to the years of the presidential occupancy.

On July 18, the City hosted a charette to discuss the incorporation of the archeological finds into the Kelly/Maiello design. Attendance at the charette included members of the City and NPS teams, the Oversight Committee and invited experts from throughout the country. Although the archeology site is completely covered as a temporary measure to protect the ruins, the park and the City have retained the viewing platform with revised signage that will contribute to interpretation during this hiatus in the design and construction phases. In addition, the park will soon be installing a temporary "outline" of the house site to enhance interpretation until the groundbreaking for the new commemoration is held. The Fire Department of the City of Philadelphia has requested the long-term loan of one object, a large well pump, for exhibition in

their museum, Fireman's Hall, on Second Street in Old City. The department will pay conservation costs. This is a real win-win and a positive partnership. We continue to have excellent publicity about this project.

Dr. Mark Hutter, Professor of Sociology at Rowan University included a discussion of the site in a new textbook he has published, *Experiencing Cities* (Allyn & Bacon, 2007).

Archeology – Archeology Lab

Archeology in the park made further advancements in the Independence Living History Center with the hiring of two archeologists, William Hoffman and Deborah Miller. Their goal is to facilitate the processing of the Block III materials. They accomplished the following:

- *Artifact processing.* With volunteer assistance, washed and labeled approximately 45,000 ceramic and glass artifacts from 3 archeological features and these objects are currently undergoing preparation for cataloging. This brings the total number of artifacts processed in the lab since it opened in 2005 to 103,000. The lab submitted 3,957 ANCS+ catalog records (representing 36,015 objects) to the park registrar.
- *Visitor Contact.* An estimated 31,000 visitors entered the ILHC since February. Archeologists and trained volunteers engaged this diverse group of visitors in informal discussions about their work on the Block III site and also other sites represented in the lab through contract work (PHS) or exhibits (Dexter site).

INDE held its third annual Archeology Symposium in the Independence Living History Center. It was very well attended. One of the highlights was a preview showing of the fifty-minute film on the James Dexter Dig.

Archeology – Miscellaneous

Other accomplishments by the park in the area of archeology include:

- Chief Historian Jim Mueller's "Sampling Methods-Theory and Praxis" chapter was published in the *Encyclopedia of Archaeology* by Elsevier Publishers Inc., London.
- Re-classification, mapping, computer entry of 16 Park sites to meet 2007 GPRA under the Archeological Site Management Information System (ASMIS) was completed;
- NEPA and Section 106 compliance for the draft PA for the National Constitution Center Archeology completion project was completed.

As an outgrowth of the Block III archeology program, Doris Fanelli, working with NER ethnographer Chuck Smythe, initiated contact with two recognized descendant tribes, the Delaware Nation and the Stockbridge Munsee regarding potentially Native American finds. One find appears to be pre-contact and the other post contact, of mixed-cultural origin. This consultation process will continue during FY 2008 and we are hopeful to have a separate Memorandum of Agreement with the tribes regarding identification, treatment and mitigation.

Compliance

The park continued to ensure that proper compliance procedures were followed. Some compliance projects included:

- Completed NEPA and Section 106 compliance for the Visitor Use and Security undertaking;
- Monitored 18 XXX undertakings;

- Ensured compliance in VoIP cabling project;
- Provided orientation to HOFU compliance specialist to the park's compliance files.

Architecture

The park's architecture branch had a busy year ensuring that the park's buildings remained in great condition through a variety of contracts and work orders. The park was proud to receive a Grand Jury Award, along with its partner the University of Pennsylvania, from the Preservation Alliance for the treatment of incipient spalling on the Second Bank of the United States. The Alliance presented the award at its 14th annual awards luncheon. The framed certificate currently hangs in the Superintendent's Office.

Archives

The park archives and library experienced a banner year. Not only had the percentage volunteer hours increased by 50%, the number of users of the archives and library also increased by 14%. The park acquired 115 boxes of material from the Friends of Independence National Historical Park (FINHP), the Poe House, and the American Revolutionary Patriot Fund (the latter accompanied by funding for processing). CRM completed the inventory and finding aid of nearly 40 years of photographs from Park's Office of Architecture begun by Penny Bachelor.

The National Archives and Records Administration selected the park's image and audio-visual collection as a 5-year, pilot preservation project, saving the park much money in storage space, equipment, and supplies.

INDE's CRBIB was put up on the Northeast Region's on-line data base and on WASO's History Division website and on TIC.

Collections

The museums branch cared for park collections through a variety of activities this year:

- Completed the development and approval of Museum Collections emergency Response Plan;
- Completed site survey and site visit for American Association of Museums Reaccreditation Program renewal of park's status;
- Completed implementation of museum Collections Storage Plan for Second Bank;
- Added 4,827 museum object catalog records for 85,717 objects to the National Catalog database;
- Completed conservation treatments of 14 historic museum objects;
- Completed rehab of Franklin Court Underground Museum exhibit;
- Completed reinstallation of historic exhibits in Old City Hall;
- Designed and installed contemporary art exhibit for Public Lands Day program;
- Produced CMR which included 73,442 new archeology records; 1,420 research requests from outside the park; 2,500 requests from inside the park; 17 outgoing loans of 2,676 objects.

INDE was able to add several items to the park's collections this year through generous gifts from single donors and organizations. Through the generosity of FINHP, the Park acquired three important items:

- Portrait print of Zebulon Pike. The print is after Charles Willson Peale's 1808 life portrait of the explorer that is in our collection.

- Whether we call it a new acquisition or a homecoming, the park will once again have the clockworks that astronomer Isaiah Lukens (1779-1846) made for the tower of Independence Hall. Lukens' works were in William Strickland's tower from 1829 until the Centennial when they were removed for the installation of the present works and commemorative bell. Eventually, the City installed the Lukens works installed in the new Germantown Town Hall in 1923.
- On September 29, the park successfully bid at auction on a drawing titled, "Brookland." This framed, 8" x 10.5" graphite picture of a house in a country setting could be a depiction of Bishop William White's country home. We know that the White family inherited a country house called "Brokland" from the Bishop's wife, Maria Harrison White's family. It was located on Islington Lane in Penn Township approximately where 22nd Street and Lehigh Avenue is today. The short notice of this opportunity did not permit the time to perform conclusive research on the drawing. However, its Pennsylvania history and title made it a tempting investment.

The park acquired rare 1848 facsimile of the Declaration of Independence through the generosity of the Samuel L. Cohen Fund.

Resource and Visitor Protection

As in 2006, balancing security and resource protection with access continued to present significant challenges, as well as opportunities, to the park staff throughout 2007. The management team utilized these opportunities to improve and enhance many of the operations within the Resource and Visitor Protection Division. An Environmental Assessment was conducted for the icons' security and the resulting proposal was to abandon former plans for a 6 foot fence around Independence Square. The Office of Law Enforcement, Security and Emergency Management (OLESEM) approved the park's proposal to implement a system of bollards and chains, enhance technical components of the physical security system, and modify the screening component. This saved more than \$3 million for the NPS. No new construction will be added to the Mall and Old City Hall can be returned to its original awe-inspiring resource rather than a security checkpoint entrance. The Acting Regional Director signed the Record of Decision on the Finding of No Significant Impact on March 23, 2007. The new visitor use area should be implemented in 2008. Technology has increased so much in the last several years that "invisible barriers" will be developed and will alert staff to security breaches without the public even being aware of the security in place. The number and quality of cameras will be increased and the new wireless system can be utilized in future interpretive programs. This is a certain win-win for the visitor: better protection and increased opportunities for education and inspiration.

As the changes in security have been modified so has the division's staffing. The majority of the 11 new law enforcement rangers hired in 2006 have attended FLETC and some have even gone on to other jobs within the Department of the Interior. Additionally, another Wackenhut guard has attended a seasonal academy and the park hopes to pick up this candidate in the near future.

Lapsed funding was utilized for many other park priorities identified through careful scrutiny of the core mission. As in 2006, management continued to share the regional security specialist position and save roughly 46% of a full-time position. This person could then be utilized to

assist the regional staff and other parks within the northeast. It was a win-win situation. The PSS was further shared with WASO giving the region a further 25% savings for this FTE.

Finally, these concepts of sustainability and resource sharing continued to be utilized when planning large events that in the past would have required an emergency law and order funding request. The National Constitution Center celebrated its second and third Liberty Medal Ceremony in FY 2007 and security was coordinated between the United States Secret Service, the Philadelphia Police Department, and INDE assisted by regional parks around Philadelphia. Management identified the need, communicated available resources, and worked effectively with the local jurisdiction to provide for the appropriate gaps in security. No call-outs were made and no hotel reservations were needed, yet another example of INDE's ability to form partnerships and rely on money-saving resource sharing.

The Resource and Visitor Protection Division underwent a Law Enforcement Operations Review from September 10-14, 2007. The purpose of this review was to make recommendations to the Park Superintendent through the Northeast Regional Office about ways to improve the functioning of the R&VP Division. The need for this review is based upon the following factors:

- The results of one Board of Inquiry and one Board of Review in the past year;
- Poor relationship and communication between management and the union within the division;
- Poor relationship and communication between line staff and supervisors at all levels of the division;
- Multiple situations involving discipline for misconduct of LE rangers;
- Threatening statements made within the division to co-workers, supervisors;
- The high turnover rate of rangers at INDE;
- The general perception that the culture of the R&VP division is unfavorable;
- Recruitment and Retention issues;
- Numbers and duties of R&VP rangers and security contract services, and how they are allocated throughout the park;
- Changes as a result of new security measures and enhanced technological capabilities.

The park has already begun some of the recommended changes from the review team and is eagerly awaiting the team's final report.

Safety

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

Senior management participated in a Philadelphia Federal Executive Board exercise called "Liberty Down." This was an intergovernmental continuity of operations exercise for federal agencies in the Philadelphia area.

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

- Reviewing stage set-ups for the two Liberty Medal Ceremonies at the National Constitution Center;

- Reviewing the set up for the swearing in of Director Bomar for safety concerns including trip hazards, occupancy and egress issues;
- Working with Chief Ranger Ian Crane to revise the park's Continuity of Operation Plan;
- Reviewing the THKO Interpretive Exhibit Plan for occupancy and egress issues;
- Reviewing the Finding of No Significant Impact for the Icon security project for safety issues;
- Reviewing the Scope of Work for the President's House Archeology project;
- Completing and distributing the park's Avian Flu plan.

The annual fire extinguisher inspection and maintenance was completed and new fire extinguishers were purchased. AED devices were also installed throughout the park and select park staff received training on how to use these devices.

This year, there was one fatality within park boundaries. A young man was found dead on GLDE grounds. It was believed to have been from a drug overdose.

Park Safety Officer Dawn Harrington worked to keep safety on the minds of all park staff. She sent out 120 safety messages on various topics to all employees throughout the year. Employees were also provided with safety posters and calendars. New employees received safety training and special electrical safety training sessions were held for R&VP and I&VS employees. Emergency contact information for all INDE employees was collected.

Park supervisors completed 1,091 safety audits. Of these audits, 90 unsafe acts and 287 unsafe conditions were identified. Twenty safe acts were identified. These audits and other safety issues were discussed during monthly meetings with the senior management team and union representatives. Meeting minutes were distributed to all park staff. Weekly meetings were held with the Maintenance and Administration divisions to discuss employee accidents and safety issues. During the past fiscal year, 41 SMIS entries were reviewed and edited for accuracy.

Partnerships and Public Affairs

Partnerships

As a large urban park, INDE is fortunate enough to be able to engage in a variety of partnership agreements with many local businesses, not-for-profit organizations, and community groups. In 2007, INDE maintained agreements with Historic Philadelphia, Inc, American Philosophical Society, Carpenters Company, Christ Church, and Gloria Dei. A challenge INDE faced in 2007 was finalizing long-term agreements with both the Independence Visitor Center Corporation (IVCC) and the National Constitution Center (NCC). Because of the complexity of these agreements, they are still under review in the Department's Office of the Solicitor. The IVCC and NCC continue to operate under Special Use Permits.

One of the park's most exciting partnership opportunities this year is the Franklin Court Rehabilitation project that is part of the Centennial Initiative. The park has partnered with The Pew Charitable Trusts on this centennial certified project. The project will put Franklin Court on par with leading biographical museums around the world. The new exhibits will incorporate the latest computer technology and include a theater space for special programming. AEA Consulting and Casson Mann Designers envision a wholly redesigned museum, starting with a redesigned courtyard entrance. Once underground, visitors would be transported back in time,

passing through a virtual 18th century house. These “rooms” would interpret Franklin’s life and legacy, and evoke images and feelings of where Franklin worked and resided (on both sides of the Atlantic Ocean). This project will also replace the failing HVAC, security, fire suppression, fire detection, irrigation and drainage systems, and upgrade the lighting and electrical systems in Franklin Court. The remodeled museum and new exhibits will meet all ADA requirements.

Cooperating Agreement

Other partnerships include a Cooperating Agreement with Eastern National (EN). EN is a 501(c)3 organization working to help connect people with the park through the sale of quality educational products and services. EN operates a book store in the Pemberton House, sales outlets at Franklin Court, the Declaration House, the Kosciuszko House and Edgar Allan Poe NHS. EN had operated a book store in the Independence Visitor Center since the building opened in November 2001. However, the IVCC chose not to renew EN’s contract for 2007 and EN’s last day in the visitor center was December 31, 2006.

The Friends of Independence National Historical Park, a 501(c)3 organization, has continued to be of great benefit to the park. This year, the FINHP staff moved to offices within the park headquarters in the Merchants’ Exchange Building. One significant project that has been managed by the FINHP is the creation and production of a promotional video for the park that will feature park staff and different areas within the park. The video is scheduled to be completed in 2008. The park participated in FINHP’s Philadelphia Open House program by providing two tours. INDE and FINHP are in the final stages of renewing their cooperative agreement.

In 2007, INDE managed 12 Commercial Use Permits. Park partners that now operate under Commercial Use Permits include: Lights of Liberty, Ride the Ducks, Penn Ducks, River Ducks, Philly Ducks, Philadelphia Trolley Works, Olde City Carriage Co., Ben Franklin Carriage Co., Connective Tours Carriage Co., ‘76 carriage Co., Independence Carriage Co., and Philadelphia Carriage Co. **Relations between holders of Commercial Use Permits have not always been easy, and over the past year park staff were repeatedly challenged to find ways to successfully manage these various, competitive groups.** The park successfully worked with the IVCC to respond to complaints from tour operators, who are competing for “prime” locations within the building to advertise their tours. While this problem will likely persist until the space within the Independence Visitor Center has been reorganized – a project that will take place during 2008 through a series of meetings with the tour operators – the park is continuing to address their concerns.

Community Involvement

INDE has continued to increase and strengthen its community involvement. Sometimes community involvement can be as simple as hosting annual commemorative events for local organizations. In 2007, INDE offered a venue for annual events for the following organizations:

- Martin Luther King Association
- Sons of the American Revolution
- Daughters of the American Revolution
- Sons of Union Veterans of the Civil War
- Philadelphia Juneteenth Coalition
- American Friends Service Committee

- Descendents of the Signers of the Declaration of Independence
- Friendly Sons of St Patrick.

In 2007, INDE's involvement with community groups was often associated with groups' requests for public assembly permits. While some of these requests were unique events, frequent requests for such permits were made by Falun Gong and Chestnut Hill Friends. In total, INDE approved 530 Special Use Permits, including First Amendment Activities. As a result of the many requests for these permits on First Amendment grounds, INDE management refined and further developed INDE's policy on granting these permits. The revised policy will be incorporated into the 2008 Superintendent's Compendium.

Because of INDE's leading role in the city and region, much of our community involvement has centered on working with City and Commonwealth organizations. INDE has successfully managed agreements and ceremonies with a variety of city offices, including the Philadelphia Veterans Advisory Commission, Sunoco Welcome America!, the Managing Directors Office, Streets Department, Division of Public Property and City Council.

Not only does INDE serve as a host for special events and annual commemorative ceremonies, but INDE's website has also served as a resource for our community, neighbors and visitors. This year, INDE reorganized management of the website, which now provides more up-to-date and in-depth interpretive materials on buildings and locations around the park. Over the past year INDE staff responded to 1950 website emails and inquiries.

During the past year, the park also participated in the following activities with different community groups:

- Provided the lead on Old City District request to replace Franklin lights on 3rd Street. Met with Streets Department concerning request;
- Worked with Society Hill Civic Association on creation and installation of Lilly Pad Sculpture for Washington Square;
- Reviewed 12 Philadelphia Historical Commission Architectural Committee and Commission meeting agendas;
- Met with local developers and property owners on projects including the Chemical Heritage Building, the Ayres Building and the National Museum of American Jewish History;
- Met with representatives of St. George Church and a billboard company concerning tree rimming and provided direction to church staff on development of church's ADA accessibility plan;
- Provide study on deicing impacts to Old City Hall water table for the City of Philadelphia Streets Department & Historical Commission.

Cooperative Activities

INDE has spent the past year becoming increasingly involved in cooperative activities with Philadelphia tourism agencies. INDE management and staff have worked closely on tourism marketing projects with the Greater Philadelphia Tourism Marketing Corporation (GPTMC), including testing a new branding initiative for the historic district in Philadelphia. The purpose of this initiative is to expand tourism beyond Independence Mall to other tourist destinations within the historic area of Philadelphia. The park worked actively with GPTMC to promote this because it fully supports the park's goal of increasing visitation to lesser known areas within the

park, for example buildings such as the Independence Living History Center. The summer 2007 trial run of the initiative was successful, and we look forward to continuing this effort in 2008.

Special Events

Over the past year, INDE has been proud to host a number of special events and important visitors to the park. INDE was honored to be the site of the swearing in of former INDE Superintendent and former Northeast Regional Director Mary Bomar as the 17th Director of the National Park Service on October 17, 2006 in Congress Hall. Secretary of the Interior Dirk Kempthorne administered the oath which was witnessed by many of the Northeast Region's superintendents and many of the park's partners.

The significance of our historical site draws prestigious visitors from around the country and around the world. Notable visitors over the past year have included the British Ambassador to the U.N., Sir Emyr Perry, Secretary of the Interior, Dirk Kempthorne, Deputy Undersecretary of Defense, LTG William Boykin, Dr. Emil Constantinescu, Former president of Romania (1996-2000), His Majesty Abumbi, Cameroon, Africa, the Executive Council on Diplomacy (which included Ambassadors from Ecuador, Laos, Malta, Mauritius, Serbia, and Tanzania), and Dr. Moller, Danish Foreign Minister.

A significant event for the park was the January 2007 visit of the Prince of Wales and the Duchess of Cornwall. This visit brought a number of partners together, including the City of Philadelphia, the Commonwealth of Pennsylvania, and the Honorary British Consul. Park staff worked with these partners, as well as other groups involved in the visit – from the Four Seasons Hotel to the Moore College of Art – to organize an elegant and successful visit. The visit to the park resulted in a brief meeting between the Governor, Mayor, Director of the Park Service and the Royal Couple in the Governor's Council Chamber in Independence Hall. It also provided an opportunity for members of the public to come out and see the Royal Couple as they visited the park.

As always, the park celebrated the Fourth of July in style. The 2007 celebration started with the June 30 Taste of Philly event. The park worked closely with Sunoco Welcome America! to provide a venue for this gathering of Philadelphia restaurants. July 3rd and 4th were celebrated with music and pageantry, starting with the Philadelphia Pops! Concert in front of Independence Hall on July 3rd, an event organized with park partners Historic Philadelphia, Inc. and the Independence Visitor Center Corporation. Independence Day saw the elegant independence ceremony in the morning, organized by the City of Philadelphia, followed by the stirring Let Freedom Ring Ceremony in the afternoon. Despite ongoing construction and landscaping work on Independence Mall, the park was able to provide sufficient seating area for the thousands of visitors to these events. Park staff worked diligently to ensure that all seating areas were clearly marked and safely lit. The Friends of Independence provided 40 volunteers who helped direct visitors to appropriate areas. Because of the significance of the Let Freedom Ring Ceremony, which is the congressionally mandated symbolic tapping of the Liberty Bell, park staff will be working closely with event organizers (the Descendants of the Signers of the Declaration) in 2008 to ensure a smooth, well-organized event.

During this fiscal year, two annual Liberty Medal Ceremonies were held at the National Constitution Center. The 18th Annual Liberty Medal Ceremony was held on October 5, 2006. Former Presidents George H.W. Bush and Bill Clinton were honored for their joint effort raising

funds for Hurricane Katrina and the 2005 Tsunami in Southeast Asia. Pop singer Bono of the band U2 and the organization DATA (Debt, Aids, Trade, Africa) were awarded the Liberty Medal in the 19th annual ceremony on September 27, 2007 for their humanitarian efforts in Africa. INDE Protection Rangers and Public Affairs staff assisted with both of these events.

Other special events the park hosted in 2007 include: the Martin Luther King day bell ringing ceremony, the Kosciuszko Tribute Ceremony, Washington's Birthday commemoration, 100th anniversary of Barry statue commemoration, 119th annual Sons of Union Veterans of the Civil War Memorial Day ceremony, FEMA safety fair, Correctional Peace Officers Memorial Service, two graduation ceremonies for Philadelphia Correctional Officers, 1st Marine Division Memorial Service, and the Washington-Rochambeau Revolutionary Route Parade. These events were organized by outside parties, and park staff worked with these groups to ensure events were effectively coordinated and managed. The park also coordinated the filming of a United States Marine Corps recruitment video and a naturalization ceremony in Independence Hall.

The park organized and hosted six major public and press events in 2007. These included the successful March 2007 Centennial Challenge listening session, which brought together members of the public from around the corner and across the region to express their thoughts and ideas for the NPS Centennial Challenge. Other press conferences held by the park included a press conference for the unveiling of the Forever Stamp, with a picture of the Liberty Bell, by the U.S. Postal Service, and the announcement of the new location for the Civil War and Underground Railroad Museum in the First Bank of the United States. The park also organized two press and public events to announce the opening and closing of the archeological dig at the President's House site. Both of these events, which were organized with the City of Philadelphia, brought members of the public together to celebrate and remember the historic site. The park also organized a press conference in which Secretary of the Interior Dirk Kempthorne and NPS Director Mary Bomar announced the inclusion of the Franklin Court Underground Museum on the list of potential projects for the Centennial Challenge.

The park also provided tours for special visitors throughout the year including: Barbara Streisand tour of Independence Hall; Chinese Delegation from the Administration for Cultural Heritage (SACH); Eisenhower Fellowship recipient Ratish Nanda; Symposium for Building Information Management; Association Preservation Technology/Delaware Chapter tour of Presidents House Site; AIA Historic Resources Committee National Chapter; Drexel Student Class of Computer Aided Lighting Design Analysis; UPenn class Architectural Archeology; UPenn Graduate Incoming Preservation student tour class Introduction to Building Conservation at INDE; Debby Kearney, General Counsel for the Commissioner of Education for Florida; and Randy Biallas, NPS Assistant Director, Cultural Resource Programs.

Volunteer Program

The Volunteer Program at INDE continues to thrive. The park maintains a full-time Volunteer Coordinator position, located in the Office of Public Affairs and Partnership Activities. Approximately 500 individuals donated their time to the park this year. Of those 500, sixty-three volunteers have contributed 4,377 hours this year working in the Archeology lab in the Independence Living History Center. The volunteer program completed implementation of an effort to grow an urban gardening corps, thereby increasing visitation to lesser known areas of the park, with the support of a grant from the National Park Foundation. The park hosted its second annual National Public Lands Day event on September 29, 2007. This year's event

combined an “Art-in-the-Park” volunteer program, which brought artists to the park throughout the summer months to paint garden scenes of the park, and maintenance and clean-up projects. The day’s activities brought together 66 volunteers, including artists and those participating in the maintenance clean-up projects. 1,424 visitors saw the art that was displayed, with over 300 spending extra time to walk through the display. Volunteer groups in the park take care of the Rose Garden, Magnolia Garden, Deshler-Morris National Historic Site Garden, 18th Century Garden and the Todd House Garden. The park is partnership with the Society Hill Civic Association to maintain and improve the Washington Square planting beds. In addition to special events, the park hosted five gardening events this fiscal year. In total, the park logged over 15,000 volunteer hours. The park hosted its annual Volunteer Appreciation Luncheon during National Park Week.

Conclusion

2007 has been another banner year. While much has been accomplished on the park’s multi-year projects, much still needs to be completed. In 2008, the park will look forward to the announcement of the selection of an alternative for the commemoration of the President’s House Site that will incorporate the findings of the archeology dig; the finalization of the security plan for the Liberty Bell Center and Independence Square; the completion of the Mall landscaping project (excepting the President’s House Site) that has been ongoing for 10 years; further implementation of the Long Range Interpretive Plan; and finalizing partnership agreements. The park is eager to begin work on the Franklin Court Museum project and awaits Congressional approval of the Centennial Challenge. The park looks forward to facing these challenges and more in 2008.