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Message from Superintendent Joseph T. Avery

FY 2002 was a momentous year at Manhattan Sites. It began with two of the sites closed to visitors following the attack on America September 11, 2001. Federal Hall, which had sheltered 250 people fleeing the dust of the falling World Trade Center, underwent a thorough cleaning before re-opening on October 15, 2001. Unfortunately, it was also determined that additional structural damage had been sustained at Federal Hall, which will necessitate major repair in the near future. Battery Park served as a military camp for the Army National Guard providing security in lower Manhattan, and the entire area including Castle Clinton was closed until October 22. Even after re-opening, visitation at most New York City attractions remained well below previous levels until mid-summer.

Manhattan Sites' recovery from September 11 began immediately, and was greatly assisted by personal visits from President George W. Bush, Interior Secretary Gale Norton, Assistant Secretary Lynn Scarlett, Assistant Secretary for Fish, Wildlife and Parks Judge Craig Manson, NPS Director Fran Mainella, Deputy Director Don Murphy, Chief Curator Ann Hitchcock, Regional Director Marie Rust and many of their staffs. Especially important was an extensive tour of Federal Hall and Castle Clinton by the senior staff of the House and Senate Appropriations and Authorization Committees. As a result, the Congress appropriated \$16.5 million for the repair and rehabilitation of Federal Hall. Preparations are now being made for the architectural and engineering studies that will precede the structural repairs.

As the nation became aware of the need for heightened security at national landmarks, counter-terrorism funding made possible the installation of surveillance camera equipment at Castle Clinton and Federal Hall. Security guards, along with magnetometers and x-ray machines, were employed to screen visitors to Federal Hall. A radio system was purchased for park communications, and two emergency response vehicles were acquired. The United States Park Police provided an additional security presence as well.

Responding to requests to share my insights as a manager in the aftermath of September 11, I drew upon my personal experience and the remarkable photographs taken by the U. S. Park Police to make presentations titled "The 9/11 Experience and Its Implication for Managing Safety" at two conferences: The NPS Risk Management Program Occupational Safety and Health Conference and the Federal Agencies in Partnership 4th Annual Federal Workers Compensation Conference.

By June, preparations were being made for two major exhibitions at Federal Hall. "A Slave Ship Speaks: The Wreck of the Henrietta Marie" told the story of the early history of the trans-Atlantic slave trade with artifacts recovered by marine archaeologists off the Florida Keys. A special effort was made to inform the community of this major contribution to African American history, and it was very successful. The second exhibit, titled "Remember, Rebuild, Renew," sponsored by the Lower Manhattan Development Corporation and the Port Authority, offered the public an opportunity to review and

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comment upon six proposals for rebuilding the World Trade Center Site. It attracted 17,700 visitors to Federal Hall between July 24 and August 30, along with extensive media coverage.

At the same time, we were planning for the Joint Commemorative Session of the United States Congress, which took place at Federal Hall on September 6. Sixty-nine Senators and 240 Representatives attended the session, along with Vice President Richard Cheney. Live coverage was provided by C-Span and carried by CNN. The fact that in 1789 Federal Hall had been the site of the meeting of the First U. S. Congress was mentioned in all reports, linking the historic significance of the site to the present Congress's commemoration of the victims of September 11. A lasting result of the Congressional session was the permanent installation in Federal Hall of the "Washington Stone." This important artifact from the original Federal Hall was where George Washington stood as he took the first Presidential Inaugural oath.

As the following pages illustrate, the stewardship of important historic resources and broad range of services to the public have continued, and indeed expanded, at Manhattan Sites in this year of challenges to our nation. Perhaps that is our most important message: that the National Park Service preserves our national heritage so that it may continue to inspire and instruct every new generation. It is here, in the National Parks, that we can learn what it truly means to be an American.

Joseph T. Avery
Superintendent
Manhattan Sites

Stewardship

A thorough cleaning of both the interior and exterior of Federal Hall National Memorial was required following September 11. This included all stairs, floors, columns, carpets, restrooms, and roof. Asbestos was removed from service areas in the basement. In preparation for the Joint Congressional Session restrooms, hallways, galleries and entrances were painted. The elevator controls were upgraded and made more secure, as well as ADA accessible. An extensive surveillance camera system was installed which is monitored in the site supervisor's office. Magnetometers and x-ray machines at both Pine Street and Wall Street entrances assisted security guards to screen all visitors and deliveries.

In addition to the installation of surveillance camera equipment at Castle Clinton National Monument, that site also received a new public address system. This system provides visitors with program information about this national monument, and also provides ticketing and scheduling information for those planning to visit the Statue of Liberty and Ellis Island. A small structure was built within the Castle for use by the security staff screening visitors boarding the ferryboats to the Statue and Ellis.

At General Grant National Memorial new railings were installed in both reliquary rooms to replace those damaged and removed in 1997. It is anticipated that they will protect the vulnerable painted wall maps from contact by visitors. The marble floors of the memorial were thoroughly cleaned. The exterior steps were re-pointed through the assistance of the Gateway Sandy Hook Unit maintenance staff.

Some stabilization of the foundation and rear porch of Hamilton Grange National Memorial was accomplished, but this site remains in need of significant repair if it is to be relocated and fully restored.

The staircase in the historic tower at St. Paul's Church National Historic Site was reinforced. Additional evergreen trees were planted along the rear boundary of the property to create natural screening of the non-historic structures nearby. Through the assistance of the NPS Building Conservation Branch approximately 50 historic gravestones were stabilized to protect them from further weather-related damage.

A great deal of interior cleaning and renovation was done at Theodore Roosevelt Birthplace National Historic Site, much of it for the first time since the 1976 renovation. Carpet was removed from three flights of stairs, landings, and two historic rooms. Historic doors were removed, new carpet installed throughout, and doors were re-hung and painted. All museum artifacts, furniture and decorations were removed or covered and secured in the period rooms in preparation for sanding, repairing, staining and painting the wooden stairs and risers. All doors, doorframes, and wooden molding in the hallways on three floors were re-painted. Following the renovation, dust was removed from floors, walls, ceilings, chandeliers, radiators and other fixtures in all rooms.

Two new computers were installed at this site, along with telephone lines to accommodate access to the NPS network. Improvements were made to the electrical system in order to install additional outlets and light fixtures to enhance visitor safety. Workspace was prepared for a new office for NPS Rivers and Trails personnel.

Program Highlights

President George W. Bush chaired an economic conference at Federal Hall NM in early **October** and delivered an address concerning the events of September 11, 2001. NPS Director Mainella addressed the staff on the NPS response to those issues. Interior Secretary Norton inspected this site and Castle Clinton, along with members of her staff.

The 225th anniversary commemoration of the 1776 New York campaign included several events related to the American Revolution. New York City Parks Commissioner Henry Stern, Manhattan Borough President C. Virginia Fields, State Senator David Patterson, and City Councilman Robert Jackson addressed the annual encampment at Harlem Heights. Five firefighters from Ladder Company 23 were honored for their rescue work at Ground Zero.

The annual Revolutionary War encampment at St. Paul's Church NHS included demonstrations of colonial crafts, as well as costumed interpretation of the life of a soldier. A candlelight concert was given in the historic church, followed by an evening tour of the cemetery. American and German military officers presented memorial wreaths at the American and Hessian graves in the churchyard. These events were attended by 1200 students and 350 adults over three days.

The Manhattan Sites Chief of Interpretation gave a presentation titled "New York in the American Revolution" to a meeting of the New York State Heritage Trail Program. Five academic speakers conducted a symposium on the American Revolution at St. Paul's Church.

In **November**, Veteran's Day was observed with a military time line exhibit by staff and volunteers at Grant's Tomb. The first of several Memorial Task Force meetings was held at Federal Hall. It was decided that Manhattan Sites staff would collect images related to September 11 from all New York Harbor Parks in order to produce a poster for the remembrance journal project. Approximately 45 persons, including MASI staff, attended a two-day Comprehensive Interpretive Planning meeting for the Statue of Liberty National Monument held at Theodore Roosevelt Birthplace.

Pulitzer Prize winning author Professor Edmund Morris was interviewed by the New York Times for an in-depth review of the second volume of his biography of Theodore Roosevelt. Professor Morris and his assistants had used the research facilities at the Roosevelt Birthplace extensively, and NPS staff assistance is acknowledged in the book.

The Holiday Season began with the New York Stock Exchange tree-lighting and reception at Federal Hall for families of the victims of September 11. Manhattan Sites sponsored a concert by members of the New York Philharmonic Orchestra at Federal Hall. NPS staff assisted the Theodore Roosevelt Association, along with Theodore Roosevelt V and Cordelia Roosevelt, to distribute teddy bears to hospitalized children. Visitors to St. Paul's Church attended a holiday organ concert featuring the historic 1833 instrument in the church. The American Civil Liberties Union presented a symposium at that site marking the 210th anniversary of the adoption of the Bill of Rights.

Manhattan Sites staff members were interviewed for the NPS oral history project commemorating September 11. Transcriptions of several of these interviews were posted on the NPS remembrance web site. Staff also participated in the "Wall Street Rising" reception at the Regent Hotel on Wall Street. Approximately 150 downtown museums, restaurants, and hotels offered information and examples of programs in support of the regeneration of tourism in Lower Manhattan. Information about Federal Hall, Castle Clinton, the Statue of Liberty, and Ellis Island was distributed to 1500 guests. MASI staff participated in a briefing for NBC television prior to the "Today" program coverage of the re-opening of the ferry service to the Statue of Liberty.

The 245th anniversary of Alexander Hamilton's birthday on **January 11th** was commemorated with programs at Hamilton Grange. Costumed interpretive staff

presented discussions of Hamilton's role in the origin of American political parties, in creating the professional army of the United States, and the protocol and social significance of dueling in Hamilton's time. Tours of the home were given, two musicians performed period music, and refreshments were served.

Terry Jones, Director of the Wolf Trap Farm Park for the Performing Arts, met with NPS staff and New York City and State representatives to review the architect's proposal for renovating Castle Clinton. Mr. Jones offered useful insights into many issues related to operation of a performance space within a national park unit. Members of the Rainbow Coalition and their guests were greeted at Federal Hall prior to attending a reception at the New York Stock Exchange. The first of several planning meetings was held in preparation for an Underground Railroad Gathering, which was held in New York City in May.

In **February**, Black History Month was observed with an exhibit at Federal Hall titled "Pursuit of Freedom" and a program at Grant's Tomb on African Americans in the Civil War, presented to 100 cadets and guests from the United States Military Academy. The Asian American Business Development Corporation sponsored a Lunar New Year reception at Federal Hall. The American Legion held an observance of George Washington's birthday at that site. The Chief of Interpretation hosted a tour for members of the Board of the Mount Vernon Ladies Association and gave an interview to Fox News regarding the history of memorials in New York City. A President's Day program brought visitors to St. Paul's Church.

Federal Hall, Hamilton Grange, and St. Paul's Church were designated sites on the Revolutionary War Heritage Trail by New York Governor George Pataki. These sites will be included on the state's official web site, on promotional literature, and will be identified on historical markers. The West Harlem Art Fund and local elected officials held a Legislative Forum at Hamilton Grange to discuss issues related to the proposed Harlem Heights Heritage Area.

In **March**, an exhibition of paintings by artist Patter Helstrom titled "Monuments: Sisters in Spirit" opened at Federal Hall. Wells Fargo & Company held a reception at the same site in honor of the 150th anniversary of that company. Wells Fargo had been established originally on Wall Street near Federal Hall. A small exhibit on the company's history accompanied the event and remained for one month. The New York State Board for Historic Preservation met at Theodore Roosevelt Birthplace. The Columbia University cycling club held a race in the area surrounding General Grant NM.

The National Parks and Conservation Association held a press conference at Federal Hall to announce their list of the twelve "most endangered" national parks, which included Federal Hall.

Fifteen NPS staff and stakeholders participated in a two-day Comprehensive Interpretive Planning workshop for Manhattan Sites held at Theodore Roosevelt Birthplace in **April**. They developed a partial draft of Part I of a long-range interpretive plan for each of the

six Manhattan Sites, concentrating on interpretive themes and issues. The Theodore Roosevelt Association held an evening reception at that site in support of the annual campaign to provide teddy bears for hospitalized children. Professor Morris, author of Theodore Rex, was the principal speaker.

The 180th anniversary of the birthday of Ulysses S. Grant on April 27 was commemorated at Grant Memorial. Approximately 400 Girl Scouts, representatives from the Peoples Republic of China, and other visitors enjoyed a daylong Civil War encampment featuring demonstrations of infantry, cavalry, and artillery drill, hospital care, recruiting, and music of the period. A wreath-laying ceremony included presentations by U. S. Congressman Charles B. Rangel, recently appointed New York City Park Commissioner Adrian Benepe, Grant family representative Ulysses Dietz, Grant historian Professor John Y. Simon, and Colonel David Bedey of the U. S. Military Academy. The Sons of Union Veterans of the Civil War commemorated Grant's birthday the following day at this site. Members of the Aztec Club, descendants of Mexican-American War veterans who served with Ulysses S. Grant, also held a wreath-laying ceremony.

The Grand Lodge of Free and Accepted Masons of the State of New York re-enacted the inauguration of George Washington at Federal Hall on April 30 with the participation of MASI staff.

In **May**, an interpretive program and exhibit was presented at St. Paul's Church titled "The Storm of War: the American Revolution in Westchester County." The staff at that site also produced a guide to Westchester in the Revolution. MASI staff assisted with the New York Bikeathon at Fort Wadsworth, Gateway NRA. PBS television filmed part of a program titled "Other Islands of New York" at Castle Clinton.

Memorial Day commemorations were held at both General Grant NM and at St. Paul's Church. At Grant's Tomb, a Civil War encampment was presented, with infantry, quartermaster, hospital, and non-firing weapons demonstrations. The traditional placing of flowers on the graves was conducted in the crypt containing the remains of General and Mrs. Grant, following a ranger-led talk on the history and traditions of Memorial Day. A minute of silence was observed. At St. Paul's Church, ten trees were planted along the rear boundary of the cemetery. There was a minute of silence followed by a reception for visitors in the museum.

In **June**, MASI staff assisted with the Governor's Island Flotilla and Festival in support of Governor's Island National Monument. The Eastman Kodak Corporation held a workshop for photographers at the Grant Memorial. WGBH public television taped a segment at Federal Hall for a program on George Washington. A Rivers and Trails symposium was held at Theodore Roosevelt Birthplace.

MASI staff participated in the Underground Railroad Gathering at 26 Federal Plaza. Gathering participants then attended a preview of an exhibit at Federal Hall titled "A Slave Ship Speaks: The Wreck of the Henrietta Marie." The Mel Fisher Maritime

Heritage Foundation organized this large exhibition, which remained at Federal Hall for four months. It comprises some of the thousands of artifacts recovered by marine archaeologists from the wreck of a British slave ship, which sank off the Florida Keys in 1702. Additional interpretive elements in the exhibit include audio and videotapes, life-sized reproductions of the ship's interior and a large number of interpretive panels depicting the entire economic structure of the trade, linking British merchants, African slaves and slave traders, and plantations in the Americas.

A public information meeting was held at Federal Hall regarding the environmental impact statement for redevelopment of Castle Clinton National Monument. Representatives from Manhattan Community Board #1, the Conservancy for Historic Battery Park, the New York Economic Development Corporation, the Federal Highway Administration, and Phillip Habib Associates attended this meeting.

Musician James Taylor's performance at Grant Memorial was taped for the Macy's July 4th fireworks broadcast. The New York Veteran Corps of Artillery conducted a ceremonial flag raising and salute at Castle Clinton. A traditional Independence Day celebration was held at St. Paul's Church with music, patriotic speeches, and refreshments.

In August, Governor George Pataki and representatives of the World Wrestling Federation held a rally on the steps of Federal Hall to encourage voter registration, civic volunteerism, and awareness of the United States Constitution. Peter Jennings taped the introductory segments for an ABC News series titled "Spirit of America" at Federal Hall.

Preceded by extensive planning and preparations, the United States Congress held a Joint Commemorative Session in Federal Hall on September 6. Sixty-nine Senators and 240 Representatives, as well as Vice President Richard Cheney, attended the session. A resolution was read in commemoration of those lost on September 11, 2001. Following the session, members attended a wreath laying at the former World Trade Center site, known as Ground Zero. The Chief of Interpretation provided information on the historic background of the site for WNBC-TV, WCBS, NYC-TV, C-SPAN, CNN, and the BBC World Service.

Many MASI staff members attended a memorial service at 26 Federal Plaza commemorating those Federal workers lost on September 11. The Nite Lite Foundation offered a daylong program of poetry readings at Castle Clinton.

MASI presented a Revolutionary War encampment in St. Nicholas Park as part of the annual commemoration of the Battle of Harlem Heights (September 16, 1776.) Speakers at the event included State Senator David Patterson, New York Secretary of State Randy Daniels, New York City Parks Commissioner Adrian Benepe, and Barnard College President Judith Shapiro.

Dr. Edward Linenthal presented a workshop at Federal Hall and Fort Wadsworth for NPS staff titled "History Matters: Promises and Problems of Public History." Comparisons

were made between the creation of a memorial for the Oklahoma City bombing and the creation of a memorial for the World Trade Center site.

The Chief of Interpretation assisted in taping a segment on recruiting, enlisting, and training a civil war soldier at Fort Wadsworth for the Northeast Region Educational Center distance-learning program.

Public Services

In 2002 the MASI interpretive staff included 17 permanent and 5 temporary FTE. They operated six visitor contact stations, offered 6,500 site tours and other formal programs, and presented 285 education programs. Seventy permits were issued for special park events or film and photography shoots, each of which required participation or supervision by staff. Outreach included 55 community programs and 68 museum loans.

MASI partnered with Franko Middle School in Mt. Vernon and Eastchester Middle School to hold a summer interpretive mentoring program introducing students to methods of interpreting an historic site. MASI staff provided technical support for a Civil War encampment at Springfield Armory NHS, twelve in-school programs on Civil War medicine, a lecture for the Society of Military Historians at West Point, two in-school presentations on African American soldiers in the Civil War and a lecture at the Newburg Historical Society. Theodore Roosevelt Birthplace hosted meetings of the New York City Board of Education, the Underground Railroad planning group, the Boy Scouts of America Council, the New York Police Department Theodore Roosevelt Awards, and the Theodore Roosevelt High School Speech Contest, a three-day event.

Exhibits included Theodore Roosevelt's Congressional Medal of Honor, "Pursuit of Freedom" in honor of Black History Month, "Monuments: Sisters in Spirit" in honor of Women's History Month, the 150th anniversary of Wells Fargo Company, "A Slave Ship Speaks: The Wreck of the Henrietta Marie" and "Remember, Rebuild, Renew," an exhibit of proposals for redevelopment of the World Trade Center site.

A publication titled "A Guide to Westchester in the American Revolution" was produced.

The historic weapons program offered 98 small arms and 7 artillery firing demonstrations, providing 1890 park visitors a better understanding of these weapons and their use in the American Revolution and Civil War.

Partnership and Support

Fifty-two volunteers donated 3,400 hours of assistance in the areas of interpretation, curation, and maintenance.

The Lower Manhattan Development Corporation and the Port Authority of New York and New Jersey sponsored an exhibition titled "Remember, Rebuild, Renew: at Federal Hall. This exhibit offered visitors an opportunity to review and comment on six

proposals for development of the World Trade Center site. Although it now appears that none of these designs will become the final choice, many of the environmental and public use factors described in this exhibit are relevant to any plan for the site. Over 17,700 visitors viewed the exhibit during a six-week period. The circular exhibit structure was donated to the NPS for future use, along with funding which allowed Federal Hall to open seven days a week for the duration of the exhibit.

The Battery Park Conservancy and the Downtown Alliance sponsored five weekly evening concerts featuring a variety of American musical traditions at Castle Clinton. Approximately 6,000 listeners attended.

The Empire State Development Corporation provided funding for cleaning and painting Federal Hall prior to the Joint Congressional Session, as well as for installation of a carpet in the rotunda and exhibition mounting of the Washington stone for permanent display.

The New York Stock Exchange donated a magnetometer and x-ray machine to assist in screening visitors and deliveries to Federal Hall.

The Constitution Works education program conducted 21 workshops serving 131 teachers. Sixty-six schools participated in the constitutional education programs, which served 5,445 students.

The Theodore Roosevelt Association provided support for the distribution of teddy bears to hospitalized children. Over 47,500 teddy bears have been distributed since this program began in 1987 at Theodore Roosevelt Birthplace.

Eastern National sales at MASI totaled \$271,182, an 8% increase from FY 2001. The Eastern percentage donation account provided \$52,143 in support of the park's interpretive program.

Concerns

Increased funding and FTE are needed at Manhattan Sites in order to allow this park to respond to the demands of cultural resource protection and preservation, visitor and staff safety, education and interpretation programs, and improved organizational effectiveness. Specific areas of concern include the following:

- ❖ Outdated and inadequate exhibits at Federal Hall NM require replacement.
- ❖ Planning for relocation of Hamilton Grange NM should be expedited.
- ❖ Flagstone surrounding General Grant NM needs to be replaced.
- ❖ Planning for a visitor center and ADA accessibility to the Grant Memorial should be expedited.
- ❖ Taxidermy treatment is needed for specimens in the Roosevelt collection.
- ❖ Theodore Roosevelt Birthplace NHS requires an upgrade of the security and telephone systems, as well as a new HVAC system.

- ❖ At St. Paul's Church NHS, many additional gravestones require stabilization, and the entire property should be fenced to improve both site security and appearance.
- ❖ Additional protection staff is needed in order to provide adequate security at several sites.

Manhattan Sites Annual Report – 2002

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