

D-1953

general management plan
development concept plan

september 1982

MAGGIE L. WALKER



NATIONAL HISTORIC SITE / VIRGINIA

ON MICROFILM

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7/1/2003

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July 28, 1982

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D-1953

File:
Maggie L. Walker



general management plan
development concept plan

**Maggie L. Walker
National Historic Site**

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Home of Maggie L. Walker, Richmond, Virginia.

PLAN SUMMARY

EMPHASIS

Provide traditional visitor use, interpretation, facilities, resource protection, maintenance, and a management staff.

MAGGIE L. WALKER HOUSE

Restore and reestablish historic decor of the lower and upper front portions of house. Provide exhibits for first level rear areas and utilize second level rear areas for NPS offices and storage. Utilize carriage house for NPS maintenance and storage. Install a new elevator adjacent to original elevator to provide for full visitor access.

112 E. LEIGH

Continue tenancy as per terms of purchase agreement (25 years) or until mutually dissolved, then expand visitor contact station and/or utilize for NPS housing.

114 E. LEIGH

Fully restore exterior facade and through adaptive construction, convert interior for year-round use as the visitor contact lobby. Second level will house a library, meeting room, and staff office area.

116-118 E. LEIGH

Fully restore exterior facades; stabilize and remodel interiors for lease to "legacy" or commercial organizations.

600-602 N. SECOND STREET

Rehabilitate facades. Subject to architectural and engineering determinations, adapt first floors for use as multipurpose conference hall with restrooms, storage, and utility support areas. Utilize second floors for additional storage space.

YARD AREA

Remove garage behind 112 E. Leigh and, in conjunction with yard area of 114 E. Leigh, develop greenspace and/or informal courtyard. Utilize area for tour route to Maggie L. Walker house, for interpretive orientations, and for special events.

PARKING

Acquire, through donation or purchase, vacant service station at N. Second and E. Leigh streets for a parking facility that will accommodate 15 cars and two buses.

HISTORIC SETTING

Maintain historic facades on all structures in the 100 block of E. Leigh Street to ensure historic street scene; encourage Old and Historic District preservation/restoration in Jackson Ward and purchase facade easements if necessary.

LAND ACQUISITION

Acquire, through donation or purchase, vacant service station at Second and E. Leigh streets for parking facility. Purchase facade easements on all structures on north and south sides of 100 block East Leigh Street if necessary.

BOUNDARY ADJUSTMENTS

Seek legislation to adjust Maggie L. Walker National Historic Site boundary at the eastern portion of the vacant service station lot at Second and East Leigh streets; include the facades on 100 block of East Leigh Street.

JURISDICTION

Seek concurrent jurisdiction; seek deputization of NPS rangers.

PUBLICATIONS

In addition to traditional NPS publications, seek cooperating association to fund and produce quality, relevant literature.

SOUVENIRS

Provide souvenirs that are theme-related or historically relevant to Maggie L. Walker and Jackson Ward.

VISITOR USE

Expected annual visitation will be 25,000 people. Visitors to the site will be mostly interested individuals, school and church groups, and bus tours. Visitors utilizing park facilities for special events and meetings will be included in the annual count.

HANDICAPPED ACCESS

Provide access to all public use facilities via ramps, hand rails, and elevator (in the house); when necessary, physical assistance by trained park personnel will be available at the site.

INTERPRETATION

Emphasize Maggie L. Walker's personal life, her career accomplishments, and Jackson Ward (an influential black business and residential community in Richmond).

STAFF

Ultimately, provide permanent staff at the site with one historian or site manager, one museum specialist/protection ranger, one clerk typist, two park ranger interpreters, and two maintenance workers.

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INTRODUCTION

Maggie Lena Walker (1867-1934) was a prominent civic leader and businesswoman whose career and accomplishments aided the causes of black Americans, in notable ways. Maggie L. Walker National Historic Site was authorized by Congress in November 1978 to commemorate her life and career. In Richmond, Virginia, the site is within Jackson Ward, a 19th century center of black social and business life which is now a national historic landmark district.

This General Management Plan is both a manager's guide for meeting the objectives established for Maggie L. Walker National Historic Site and a public statement of National Park Service management intentions. The plan establishes long-range strategies for resource management, visitor use, and development, all integrated into a framework for future programs, facilities, and management actions. This plan is expected to remain valid through the 1980s, although some aspects of it may be amended from time to time in response to emerging needs or problems. Because of the relatively small size of the park and the detail of this plan, this document will also serve as a development concept plan.

The plan has been prepared by a planning team through a two-year process that solicited ideas and guidance from the public and complied with legislation and executive orders pertaining to the site. Private citizens, organizations, and public officials were asked to participate at two key phases: the beginning planning stage to identify issues and opportunities (April 1981); and at the alternative stage when six alternatives were presented in the Environmental Assessment (January 1982). A selection of alternatives and Finding of No Significant Impact were made in May 1982, based upon careful consideration of public response and National Park Service "Management Policies." The plan elaborates on the selected combination of alternatives.

PURPOSE OF AND NEED FOR ACTION

The enabling legislation for Maggie L. Walker National Historic Site (appendix A) requires that a general management plan be submitted to Congress by September 30, 1982. This plan is to address "(i) facilities needed to accommodate the health, safety, and education needs of the public; (ii) the location and estimated costs of all facilities; and (iii) the projected need for any additional facilities."

The present statement for management for the national historic site provides general objectives for management:

To commemorate the life and times of Maggie Lena Walker

To interpret historic events that significantly influenced black business and community life in Richmond and the United States during a changing era for the race and the nation

To provide facilities for educational, cultural, and compatible community programs

To accomplish these objectives, the National Park Service will utilize resources of the site which include the Maggie L. Walker house and furnishings, adjacent buildings, and the surrounding neighborhood. The historic character of the house and environs will be restored and maintained to reflect the period of her career height from 1925 to 1934.

This plan will provide the necessary documentation and planning concepts to implement these objectives and fully open the site to the public. The following issues, which have been identified through study of existing site conditions and public workshops, are addressed in the plan.

Visitor Use and Interpretation

Types and numbers of users, capacity of site

Types of access (foot, public transportation, tour/school bus, private auto), parking

Visitor arrival points and circulation

Handicapped accessibility to visitor areas and programs

Interpretive themes and subthemes

Resources Management

Management of cultural resources (preservation, stabilization, restoration, or adaptive use of house, furnishings, personal belongings, other buildings, or archeological artifacts)

Future research needs

Operations and Security

Security of physical site

Protection of visitors

Staff requirements

General Development

Facilities to accommodate interpretation, visitor activities, and operations

Architectural, historical, and structural limitations for facilities

Surrounding Environment

Protection of historic setting

Boundary adjustments

Services

High-quality, relevant publications

Possible relevant souvenirs

Cooperative agreements

THE ENVIRONMENT

A detailed description of the historic site and its environment was given in the Environmental Assessment (January 1982). The following discussion highlights the description presented in that document.

NEIGHBORHOOD SETTING

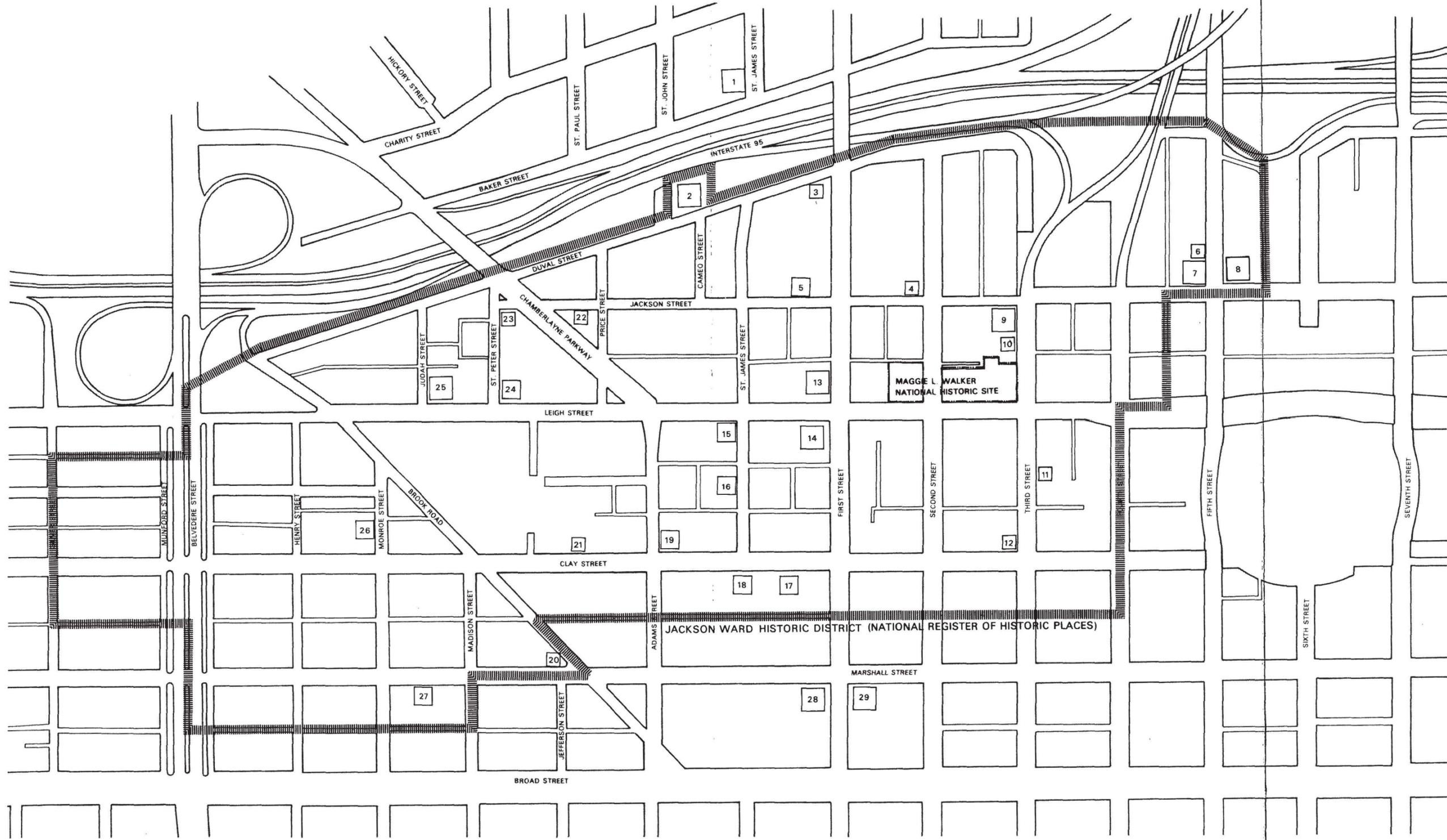
The national historic site is within the Jackson Ward Historic District (see Neighborhood Setting map). Jackson Ward was a 19th century residential neighborhood (composed of single residences and row houses), which was the center of black social and business life in Richmond. Around 1900, when Richmond had powerful credentials as the foremost black business community in the nation, the ward was the hub of black professional and commercial activities. Black fraternal institutions, cooperative banks, and insurance companies developed in this neighborhood. Many of the houses, churches, and other late 19th century structures remain.

Various influences have changed the composition of Jackson Ward considerably since Maggie Walker's time. Highway construction, traffic patterns, the decline of the central business district, and suburban growth have contributed to the loss of residential and business prestige and cohesiveness. The neighborhood population has changed to older, more transient, lower income people. Much business and residential property is vacant, and crime is a problem. Several current forces in Jackson Ward are, however, changing these trends: Project One, a hotel/convention center/office complex; the Second Street commercial revitalization study; the Central Wards conservation plan; the Arts District and related market study; the city of Richmond Old and Historic District; neighborhood organizations; and the Maggie L. Walker National Historic Site.

THE NATIONAL HISTORIC SITE

Maggie L. Walker

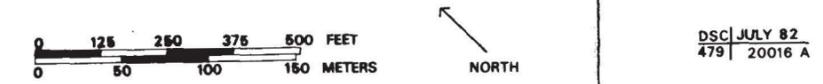
Maggie Lena Walker (1867-1934) was a prominent civic leader and businesswoman whose career and accomplishments aided the causes of black Americans, in notable ways. Her professional career began in Jackson Ward of Richmond, Virginia, when she joined the Independent Order of St. Luke, a fraternal society whose primary aim was to provide for the care of its members in the event of sickness, old age, and death. Under her leadership, the order grew in membership and financial stability and moved in innovative directions. Her most noteworthy accomplishment was the founding of the St. Luke Penny Savings Bank in 1903. As its director, she was one of the nation's earliest woman bank presidents and certainly the first black woman to achieve that distinction. The St. Luke Penny Savings Bank, renamed the St. Luke Bank and Trust Company in 1923, merged with two other black banks (Second Street Savings Bank in 1930, and Commercial Bank and Trust Company in 1931) to become the Consolidated Bank and Trust Company, which is still a prospering bank in Richmond.



IMPORTANT JACKSON WARD HISTORIC DISTRICT SITES

- 1 INDEPENDENT ORDER OF ST. LUKE
- 2 SIXTH MT. ZION BAPTIST CHURCH
- 3 TOWNHOUSES
- 4 RICHMOND BENEFICIAL INSURANCE COMPANY
- 5 TOWNHOUSES
- 6 DR. JAMES H. JOHNSTON HOUSE (TOWNHOUSE)
- 7 E. R. CARTER HOUSE (TOWNHOUSE)
- 8 FIFTH STREET BAPTIST CHURCH
- 9 THIRD STREET BETHEL AME CHURCH
- 10 TUCKER COTTAGE
- 11 JOHN MITCHELL, JR. HOUSE
- 12 SOUTHERN AID LIFE INSURANCE BLDG.
- 13 SHARON BAPTIST CHURCH
- 14 ARMSTRONG HIGH SCHOOL
- 15 ST. PHILLIP'S P. E. CHURCH/ALL SAINTS PENTECOSTAL CHURCH
- 16 DR. JAMES P. JONES HOUSE
- 17 FRIENDS MEETING HOUSE/MOSBY MEMORIAL BAPTIST CHURCH
- 18 DILL HOUSES (TOWNHOUSES)
- 19 HOOD TEMPLE AME CHURCH
- 20 STEAMER COMPANY NO. 5
- 21 TAYLOR HOUSE
- 22 105 W. JACKSON FIRST BLACK BANK
- 23 MEREDITH HOUSE
- 24 FIRST BATTALION ARMORY
- 25 EBENEZER BAPTIST CHURCH
- 26 GREEK REVIVAL HOUSES
- 27 BARHAM HOUSE
- 28 CONSOLIDATED BANK & TRUST
- 29 FORMER SITE OF ST. LUKE PENNY SAVINGS BANK

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**MAGGIE L. WALKER NATIONAL HISTORIC SITE
 NEIGHBORHOOD SETTING**



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In addition to serving as chairman of banking operations, Mrs. Walker edited the order's newspaper, the St. Luke Herald; developed a juvenile department, which was designed to instill in Richmond youth the values of morality and diligence; and directed the building of St. Luke's Hall at 900 St. James Place, which serves as the order's national headquarters today.

Maggie Walker was a dynamic leader in both Jackson Ward and in national affairs. She served on the board of trustees for Virginia Union University (Richmond, Virginia) and on the board of directors for Hartshorn Memorial College (Richmond, Virginia) and the National Training School for Girls in Peaks, Virginia. She was also an active member of the board of directors for the NAACP and the National Urban League. As founder of the Richmond chapter of the Council of Colored Women, she raised funds for the preservation of the Frederick Douglass home in Washington, D.C., which is now a unit of the National Park System. Her many books, photographs, and diaries describe her association with contemporary black leaders, including Mary McLeod Bethune, W.E.B. Dubois, Marcus Garvey, and Booker T. Washington.

Site Boundary

The Maggie L. Walker National Historic Site covers portions of two city blocks that include the Maggie L. Walker house at 110-1/2 East Leigh Street and five NPS-owned structures to the east (see Site Boundary map). A portion of the block between Second and Third streets also lies within the boundary, but no property has been acquired.

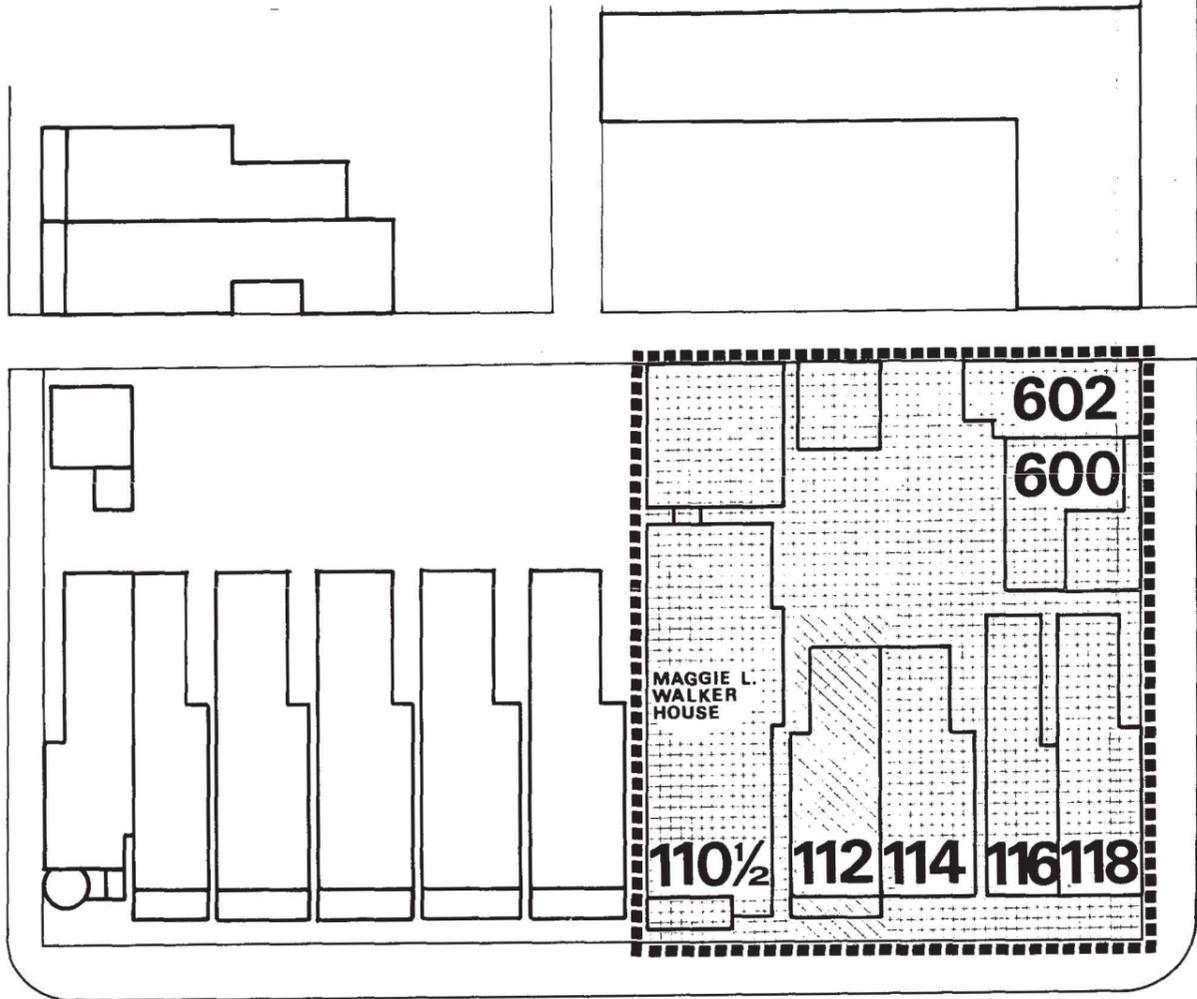
Cultural Resources

The house on 110-1/2 East Leigh was constructed about 1883 and purchased by the Walkers in 1904. The structure is a Victorian-Italianate style with a Colonial Revival porch added during the Walker period. Local records indicate that Maggie Walker periodically expanded and remodeled her house, probably to accommodate her growing family. The large two-story brick structure, which stretches from the front sidewalk to the alley, has more than 20 rooms.

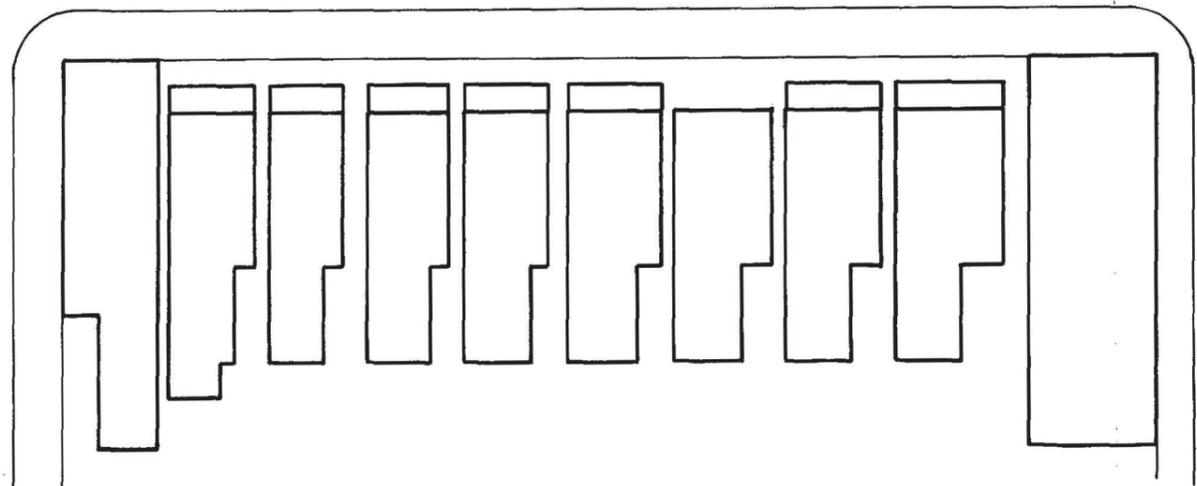
The first floor of the house contains a living room, music room, library, sitting room, dining room, kitchen, playroom, laundryroom, and several smaller rooms. A brick carriage house is to the rear of the house. Between the carriage house and the main residence is a hand-operated two-landing elevator (invalid lift), which was added in 1928 to accommodate Mrs. Walker during her confinement to a wheelchair. An enclosed front porch, also added by Mrs. Walker, is on the second floor. This enclosure extends about 3 feet farther onto Leigh Street than other houses on the block, offering clear views of activities east and west on the street. There are eight bedrooms and two bathrooms on the second floor.

Most of Maggie Walker's personal belongings, including rare books, personal papers, photos, furniture, and clothes, have been placed in storage. Restoration of the house and furnishings is underway by the Park Service.

FIRST STREET



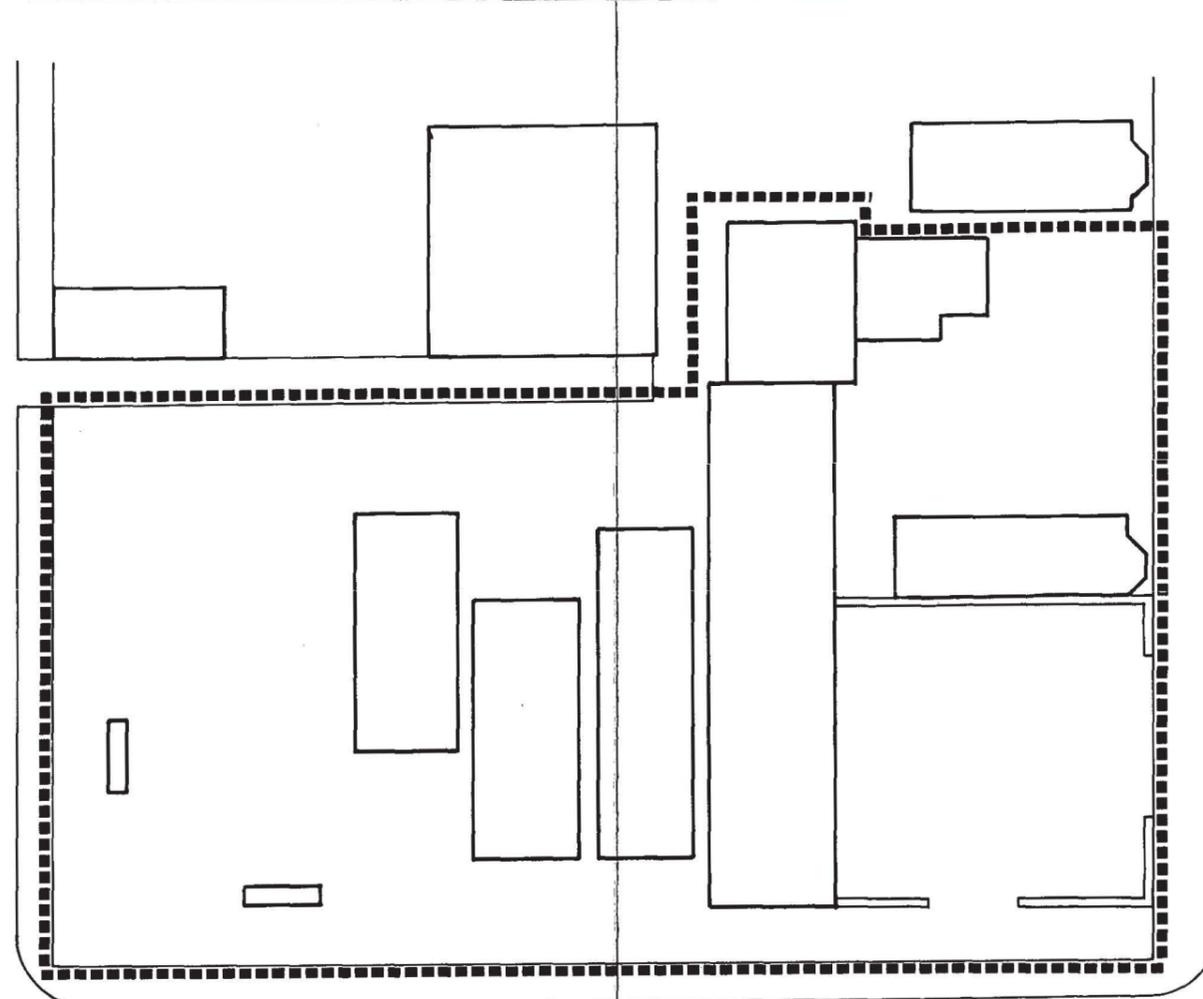
EAST LEIGH STREET



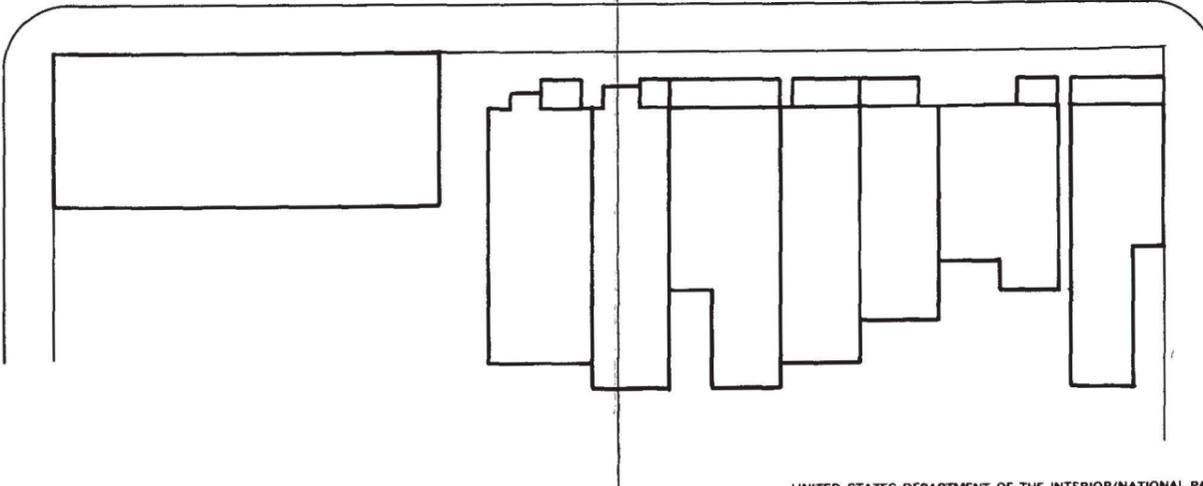
LEGEND

- NPS BOUNDARY
- NPS ACQUIRED LAND
- ▨ LIFE TENANCY

SECOND STREET

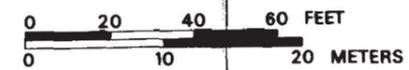


THIRD STREET



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MAGGIE L. WALKER NATIONAL HISTORIC SITE
SITE BOUNDARY

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The other five buildings owned by the National Park Service have no known association with Maggie Walker. They existed during the Walker residency but have since been remodeled both inside and out for business and residential uses. Building 112 is occupied by a tenant through an agreement, and the rest are vacant. The significance of these buildings lies in the contribution of their facades to the historic setting. The other buildings in the authorized boundary are vernacular commercial and residential. The area east of Second Street has also been altered by modern construction, including a gas station.

The 100 block of East Leigh Street provides a historic setting for the Maggie L. Walker National Historic Site. The block today significantly resembles its appearance when Mrs. Walker resided there, making it a valuable resource.

Visitor Use

The Maggie L. Walker National Historic Site is not currently open to the public, but visitor use projections for the site have been developed using statistics from Richmond vicinity museums and similar NPS areas. Local interest in Maggie Walker--her role in the community and her home and furnishings--is expected to generate a large portion of visitors. There are 100,000 students in public schools around the greater Richmond area, and many classroom groups will be interested in visiting the site. The site is already attracting national attention. Group bus tours are also expected, as a drive by the house is already included on the Richmond Grayline tour. Community groups will be another important segment of visitors. Information about the site is already available throughout the nation and from state and local tourist organizations and information centers.

Present Operations

The Maggie L. Walker National Historic Site is a satellite unit of Richmond National Battlefield Park. Although the park provides some services to the site, the site has a staff of four.

THE PLAN

EMPHASIS

The emphasis of the plan is to provide traditional National Park Service visitor use, interpretation, facilities, resource protection, maintenance, and management staff. This strategy reflects the mission of the site, specific goals and objectives presented in the Statement for Management, and National Park Service "Management Policies."

MANAGEMENT ZONING

Management zoning defines how various parts of the site will be managed. Zones were developed from the significance of cultural resources, visitor and administrative needs, and management objectives. The two major zones are the historic zone, with emphasis on the preservation, protection, and interpretation of cultural resources and their settings; and the park development zone, with emphasis on development to support the site. The following information describes how each subzone will be managed, and is illustrated on the Management Zoning and Land Protection map.

HISTORIC ZONE

Preservation/Facade Subzone

Preservation or restoration of historic building facades will reflect the period of 1925 to 1934 for interpretation and public enjoyment.

Preservation/Restoration Subzone

Areas of the historic building will be fully restored and preserved, including furnishings, to reflect the period of 1904 to 1934 for interpretation and public enjoyment.

Preservation/Visitor and Administrative Services Subzone

Areas of historic buildings will be preserved or restored for historic qualities; however, slight modifications, such as modern exhibits or restroom facilities for visitor use or mechanical systems for administrative use, may be made.

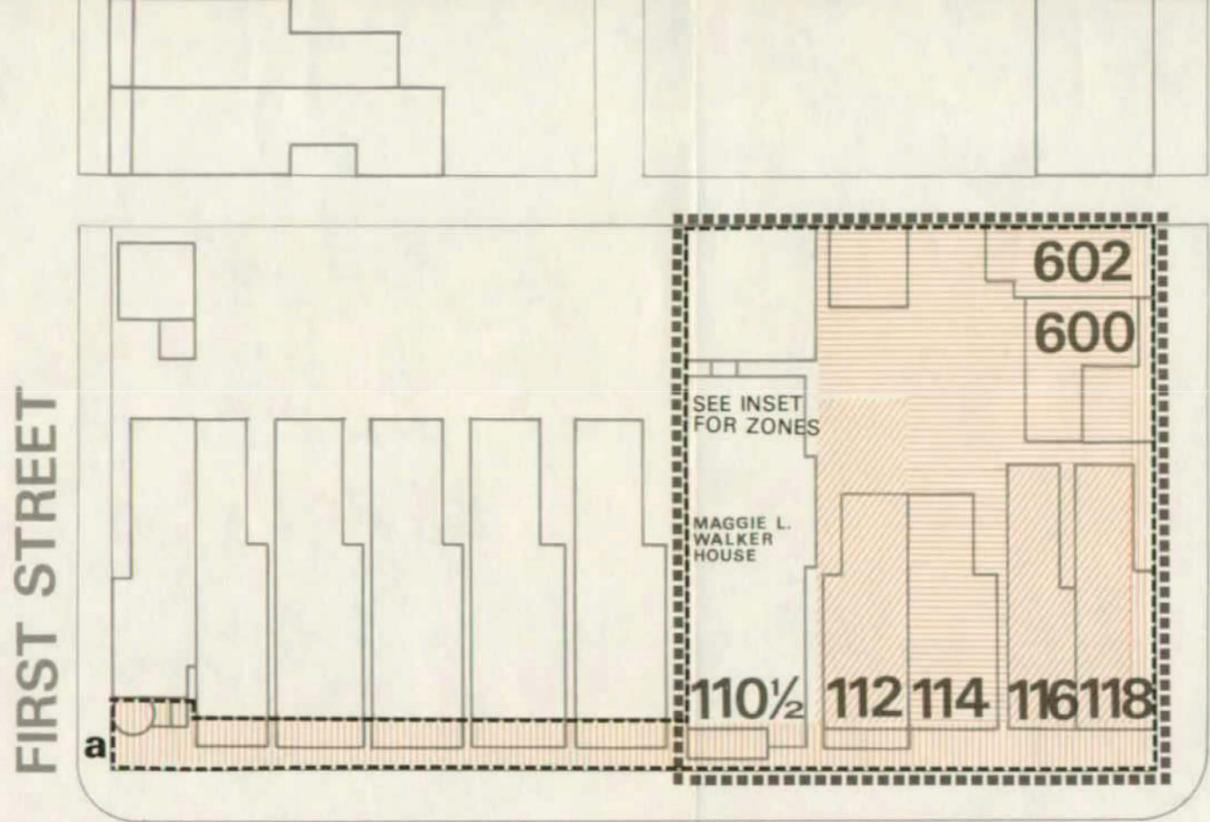
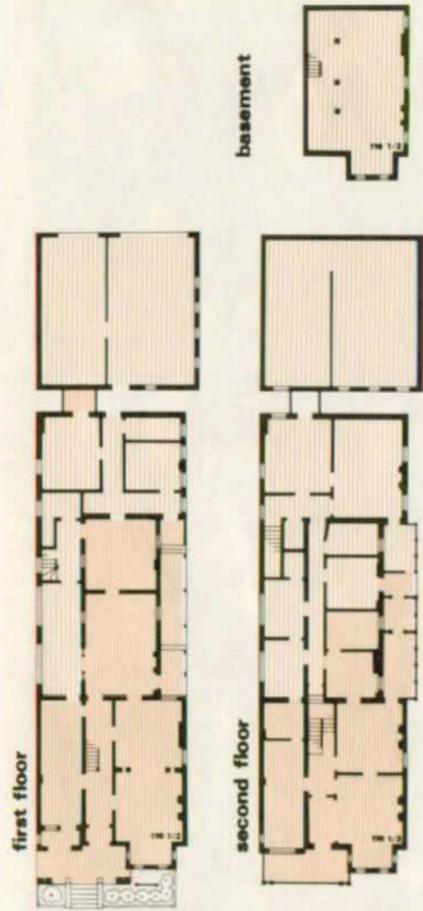
Adaptive Use/Visitor and Administrative Services Subzone

Areas of the historic zone which are not historic in terms of their relevancy to Maggie L. Walker will be adaptively remodeled in a manner compatible with surrounding historic qualities for visitor and administrative use.

Adaptive Use/Special Use Subzone

Areas of the historic zone which are not historic in terms of their relevancy to Maggie L. Walker will be remodeled in a manner compatible with surrounding historic qualities for lease to legacy organizations, commercial use, or residential use.

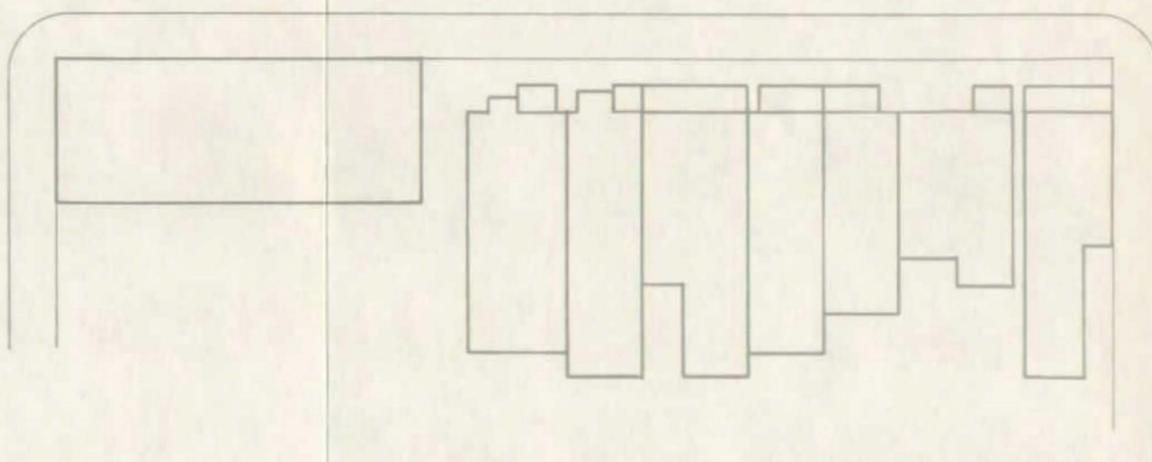
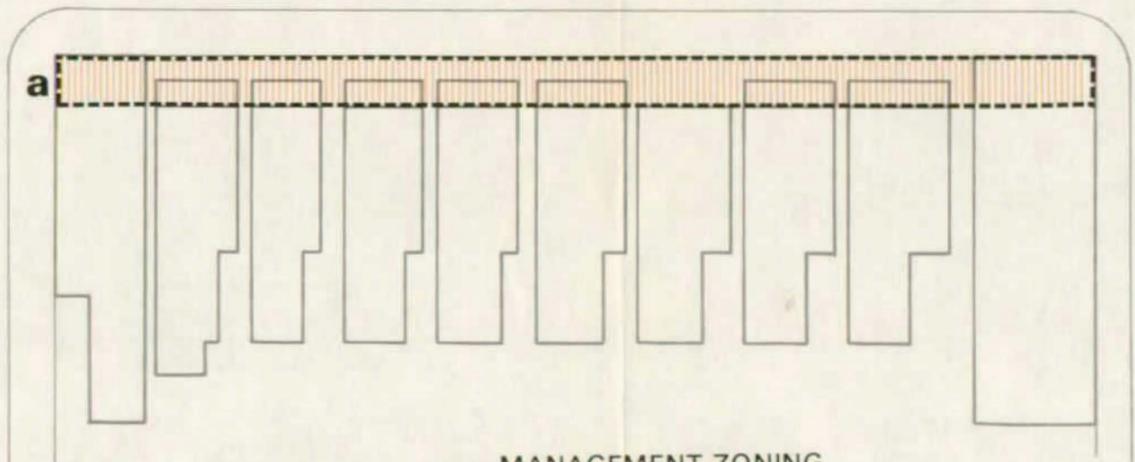
INSET
MAGGIE L. WALKER HOUSE



SECOND STREET

THIRD STREET

EAST LEIGH STREET



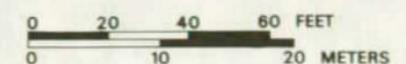
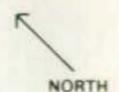
BOUNDARY ADJUSTMENTS
 - - - - - EXISTING NPS AUTHORIZED BOUNDARY
 - - - - - PROPOSED NPS BOUNDARY

LAND ACQUISITION
a FACADE EASEMENTS (IF NECESSARY)
b ABANDONED SERVICE STATION FOR VISITOR PARKING AND BUS DROP-OFF

MANAGEMENT ZONING HISTORIC ZONE
 - - - - - PRESERVATION/FACADE SUBZONE
 - - - - - PRESERVATION/RESTORATION SUBZONE
 - - - - - PRESERVATION/VISITOR AND ADMINISTRATIVE SERVICES SUBZONE
 - - - - - ADAPTIVE USE/ VISITOR AND ADMINISTRATIVE SERVICES SUBZONE
 - - - - - ADAPTIVE USE/ SPECIAL USE SUBZONE

PARK DEVELOPMENT ZONE
 - - - - - VISITOR SERVICES SUBZONE

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 MAGGIE L. WALKER NATIONAL HISTORIC SITE
MANAGEMENT ZONING AND LAND PROTECTION



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PARK DEVELOPMENT ZONE

Visitor Services Subzone

Areas will be reserved for necessary visitor services facilities.

MANAGEMENT OF CULTURAL RESOURCES

Maggie L. Walker House

The primary cultural resource and visitor attraction of the site is Maggie L. Walker's house, including furnishings and personal belongings. They will receive first priority in management of the site. Front portions of the first and second floors will be fully restored and refurnished with Mrs. Walker's belongings to the period from 1904 to 1934. These rooms were selected because there is enough information and furniture to restore accurately these areas, and because they hold the greatest interpretive potential. The first floor back rooms will be used for interpretive exhibits. The room adjacent to Mrs. Walker's elevator will be slightly modified by the addition of a modern elevator. Mrs. Walker's elevator cannot be upgraded to meet modern codes and will remain in place as an exhibit. Handicapped access to the second floor is particularly important as Mrs. Walker spent so much of her later life there in a wheelchair. The second floor back rooms will be used for staff offices, curatorial workspace, and storage as there is not enough historic furniture or interpretive need for these rooms. The basement of the house will contain mechanical systems, and the carriage house will be used for maintenance, curatorial workspace, and storage.

The National Park Service will continue to seek furnishings and personal items that belonged to Mrs. Walker. Those associated with her house will be placed in their proper location. Other items, such as office equipment, will be displayed in another building. Replicas and period items not directly associated with Maggie L. Walker will not be actively sought.

Since acquisition of the site, the National Park Service has modernized many of the basic systems of the house for protection. A new roof, new wiring, plumbing, heating, and security devices have been installed. Further measures--such as climate control and weatherizing--will be needed in the near future. Any changes or additions will be implemented with utmost care and preservation of historic fabric.

All actions proposed for the house will be guided by the approved historic structures report. The preliminary report provides a history of the house--its owners, changes made, analysis of materials, and integrity (Mickler and Dickey).

Other NPS Buildings

The facades of buildings 112, 114, 116, and 118 East Leigh Street are in various states of alteration, but they contribute to the historic setting of the site. Windows, cornices, porches, yards, and colors will be restored to their 1925-1934 appearance, as determined by photographs in the

historic structure report. The facades of 600-602 North Second Street have been structurally changed. These facades will be improved to stabilize and enhance the historic portions and to reduce the visual intrusion of the modern addition as it is developed for visitor facilities.

The interiors of these structures are not considered historic because of their vernacular nature and the drastic alterations that have taken place. They will be virtually gutted and developed for a variety of uses, with respect for adjacent historic facades and the Maggie L. Walker house. Similarly, the courtyard will receive modern treatment to accommodate visitors while being sympathetic with its historic setting. This development will require an advance archeological sampling survey to determine what features it held such as pit privies, outbuildings, and gardens. Such information may influence design and may be incorporated into interpretation.

The garage behind 112 East Leigh was present in Mrs. Walker's prime era but will be removed to provide space for visitors. It will be fully recorded and documented before removal.

Historic Setting

The rest of the facades on the 100 block of East Leigh Street are also important cultural resources contributing to the historic setting of the site. The National Park Service will continue to monitor the progress of preservation efforts in the area--the city of Richmond Old and Historic District program and the local historic preservation foundations. If these do not provide adequate protection, the National Park Service will seek facade easements on this block. Easements will be purchased on a willing seller basis, emphasizing maintenance of existing conditions and following NPS Guidelines for any changes made by the owner. These guidelines will be developed from photographs and documentation in the historic structure report regarding the 1925-1934 appearance of porches, windows, cornices, yards, colors, and plants. The National Park Service will provide this technical expertise, while the owner will provide materials and labor. The estimated cost of such an easement ranges from 10 to 20 percent of assessed property value. Once purchased, the easement remains attached to the deed.

The rest of the historic setting on the 100 block of East Leigh Street includes landscape elements--brick, trees, telephone poles, and overhead wires--similar to the landscape in Maggie L. Walker's period. The National Park Service will seek cooperation with the city to maintain these historic elements and to ensure that future changes are compatible. A historic grounds report is needed to further identify the landscape elements of the historic period.

Research

A part of cultural resources management is ongoing research by park staff, outside contracts, and interested organizations and institutions. Future research needs include a complete biography of Maggie L. Walker,

a historic resource study, a historic furnishing report, a collection preservation guide, and a historic grounds report.

VISITOR USE, INTERPRETATION, AND GENERAL DEVELOPMENT

Interpretation

The overall theme for the Maggie L. Walker National Historic Site is to commemorate the life and career of Maggie Lena Walker, the impact of her accomplishments during a period of change for the black race in the United States and for the nation, and the significance of the continuing organizations she influenced. This theme will be projected throughout visitor activities, tours, programs, special events, and publications. The following subthemes have been identified to support the primary interpretive theme.

Maggie Walker as a bank president

- Starting a bank, surviving the depression, viable bank today
- Oldest surviving black bank
- Bank policies as an integral neighborhood force
- Thrift and money as a key to respect and power and therefore an important educational goal

Maggie Walker as a fraternal leader

- Independent Order of St. Luke organization, history, offices, and foundations
- Role of fraternal organizations in society
- Mrs. Walker's leadership and direction for the St. Luke organization

Maggie Walker as an educator and influence on children

- Early teaching career
- Juvenile program in St. Luke
- School boards of directors on which she served and educational philosophy (thrift, morals, hygiene)
- Influences between her and contemporaries (Booker T. Washington)

Maggie Walker as a newspaper editor

- St. Luke Herald purpose, style, importance

Maggie Walker as a part of Jackson Ward

- National significance of Jackson Ward as a black business hub
- Mrs. Walker's influence on business and education
- Mrs. Walker's political struggles, voting problems, similarity to the rest of the country

Maggie Walker as a matriarch

- Personal life and family, responsibility for children living with her
- Mrs. Walker's personality

- Mrs. Walker as a successful woman
 - Women in business, her views, her library
 - Mrs. Walker's presidency of Richmond Chapter of National Council of Colored Women, her leadership and philosophy related to women as an important cohesive force in black culture
 - Mrs. Walker's direction to girls' schools
 - Influences between Mrs. Walker and Mary McLeod Bethune

- Mrs. Walker's national activities
 - Association and influence with other national figures
 - Mrs. Walker's role and influence in the National Association for the Advancement of Colored People

- Mrs. Walker's handicap
 - Her affliction and struggle to cope with her handicap
 - Her adaptations to environment and lifestyle

- Mrs. Walker in black culture
 - Lifestyle in Jackson Ward during Mrs. Walker's era
 - Upper middle-class black culture

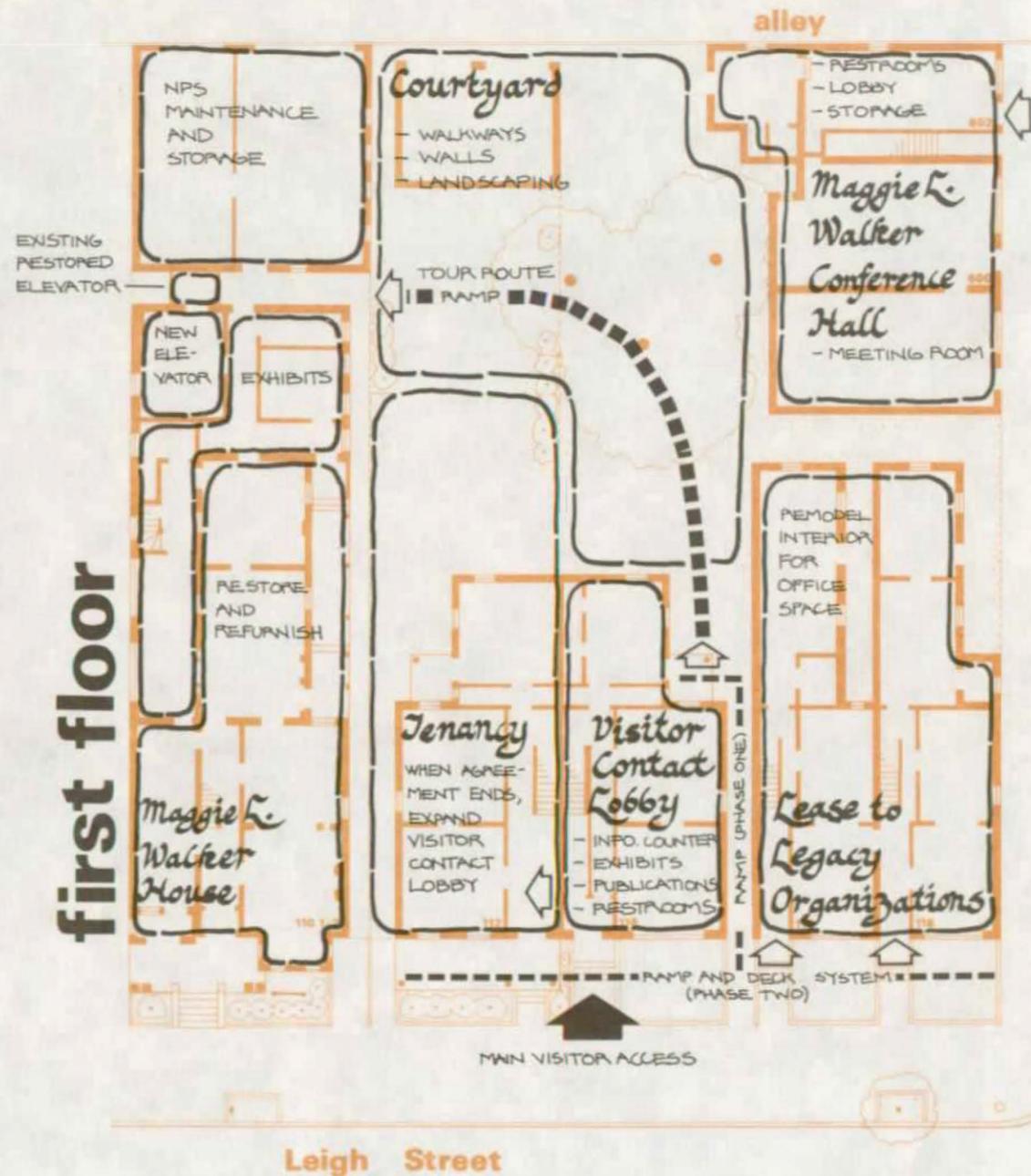
The emphasis of interpretation will be on Maggie Walker's personal life, her career accomplishments, and Jackson Ward. The house and furnishings will provide the major vehicle for conveying her personal life. Her career accomplishments and Jackson Ward history will be conveyed through exhibits and programs in the visitor contact lobby and programs and events in the Maggie L. Walker conference hall. Publications will provide in-depth information on specific themes and subthemes. Souvenirs will be limited to items linked to the interpretive program, such as postcards or replicas of small combs or buttons Mrs. Walker distributed from the Independent Order of St. Luke. An interpretive prospectus will refine the interpretive program.

Visitor Use and General Development

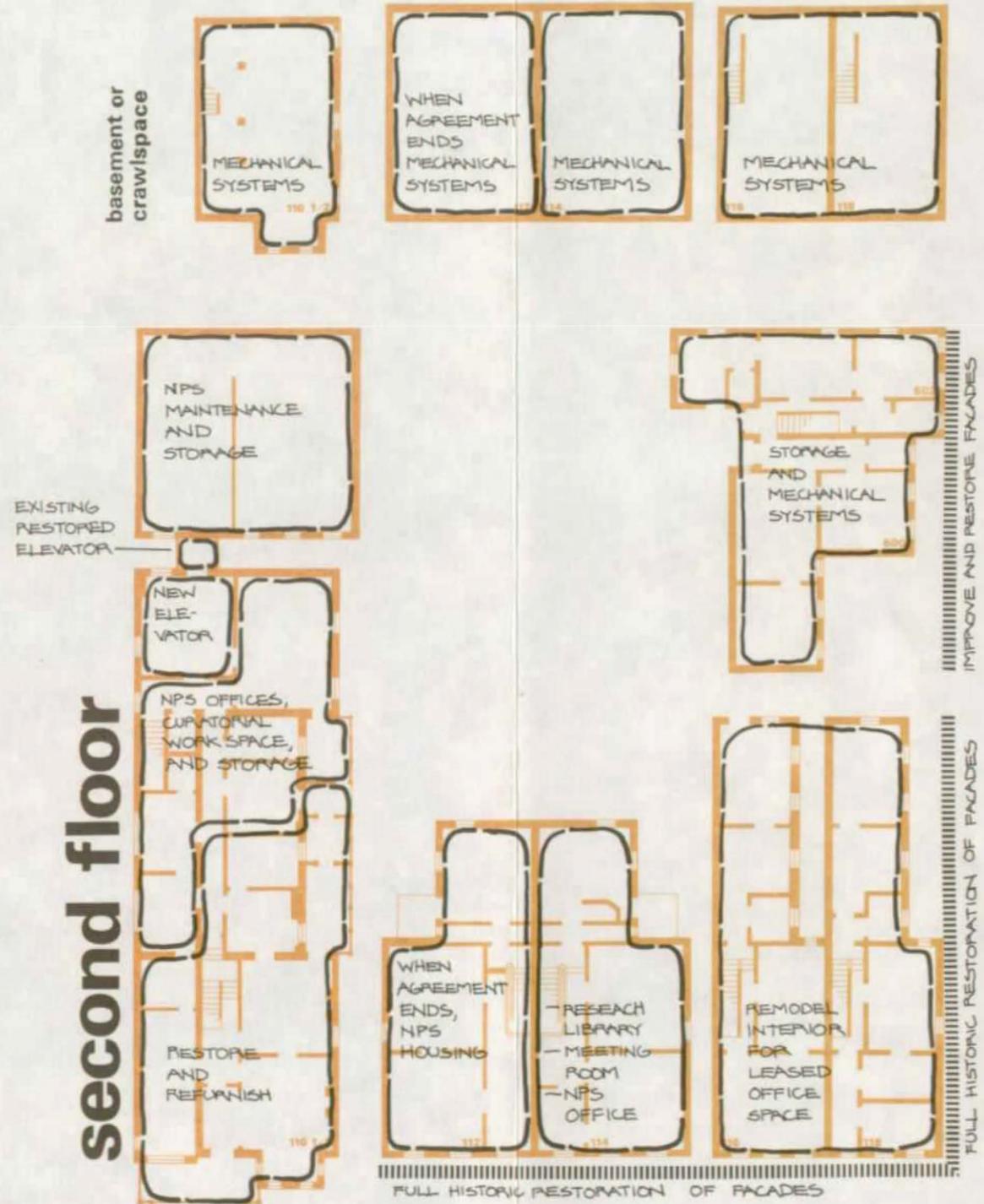
Arrival and Parking. Visitors attracted to the site will be interested individuals, school and church groups, bus tours, and those attending special events. People arriving in buses and individual cars will park at the NPS constructed parking area at Second and Leigh streets, the site of the abandoned service station. This facility will have an area reserved for 15 cars and two buses, which will be protected for visitors. It will be designed to screen the intrusion of cars near the historic site. In cooperation with the city, curb cuts will be made at the corners of Second and E. Leigh streets for full accessibility (wheelchairs).

Building 114 East Leigh Street: Visitor Contact Lobby. Most visitors will arrive at the visitor contact lobby at 114 East Leigh Street, adjacent to the Maggie Walker house. This facility will have a lobby, exhibits, restrooms, and publications sales downstairs with a meeting room, research library, and staff office upstairs. Individuals will gather in the lobby for a house tour; groups will assemble in the lobby and split into tours of no more than 15 people at a time. Exhibits, publications, and other programs will be offered in the lobby.

first floor



second floor

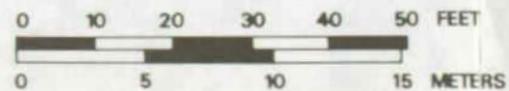


UNITED STATES DEPARTMENT OF THE INTERIOR/NATIONAL PARK SERVICE
MAGGIE L. WALKER NATIONAL HISTORIC SITE

THE PLAN

ON MICROFILM

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The meeting room upstairs will provide an opportunity for small community organizations to meet; however, since access is through the visitor lobby, NPS supervision will be necessary to protect the facility. The research library will contain Mrs. Walker's books, letters, diaries, and photographs. These items will be available to researchers on the premises by appointment with park staff.

To accommodate these activities, the interior of the building will be rearranged and modified, and a new roof, heating, plumbing, and wiring will be installed. The crawlspace beneath the house will be used for mechanical systems.

During the first phase of development full access will be provided to the first floor via the gangway on the side of the building to the courtyard. With the development of adjacent buildings in the second phase, a ramp will connect to one reconstructed porch, and connections between porches will provide full access to buildings 112, 114, 116, and 118 East Leigh Street.

Yard Area: Courtyard. The backyard area will be developed into a courtyard for a variety of activities. The garage behind 112 East Leigh will be removed and the area enclosed by a fence or wall. A ramp through the courtyard to the back of the Maggie L. Walker house will provide full access and serve as the main entrance for all visitor tours. The courtyard will also hold extra visitors of large groups in good weather and will provide a place for special events. The site will require regrading the land, paving circulation routes, and landscaping.

Maggie L. Walker House. This is the prime resource of the site and focus of visitor activities. Treatment of the house was discussed under Management of Cultural Resources. Tour sizes will be limited to 15 people because the refurnished house will be packed with articles, which will require close NPS supervision for protection. Most tours will begin at the ramp at the back of the house, the main tour route. Tours will emphasize her personal life, utilizing the refurnished parts of the house and exhibits in the first floor back rooms. The new elevator in the back of the house will provide full access to both floors for visitors. A variety of tours will be developed to meet the different interests of potential visitors (especially children) and to provide more information to repeat visitors.

Buildings 600-602 North Second Street: Maggie L. Walker Conference Hall. These buildings on Second Street will be remodeled into the Maggie L. Walker conference hall. This hall will meet the management objective "to provide facilities for educational, cultural, and compatible community programs within the historic site." The conference hall will be available to community groups and organizations sponsoring programs that relate to Maggie L. Walker, her philosophy, and her accomplishments. Programs may include lectures, conferences, performing arts, and exhibits. The hall will also be used by the Park Service for programs, school groups, and special events.

The lower portion of building 600 will be developed into one large, open room through structural bracing of the upper portion because this type of

room will offer the greatest flexibility. Folding tables and chairs, audiovisual equipment, and other equipment will be stored in building 602. The first floors of both buildings will be fully accessible. The buildings will require massive stabilization and rehabilitation, such as structural bracing, new roofs, plumbing, heating, and wiring. Upper portions will be used for mechanical systems and storage. Up to 75 people could be accommodated in this facility.

Buildings 116-118 East Leigh Street: Lease to Legacy Organizations. These buildings will be remodeled for lease to legacy organizations. The Park Service will restore the exterior and stabilize the dwelling with a new roof. The interior will be rehabilitated with new plumbing, wiring, and heating, and a modern office space will be developed. Full access to the first floors will be provided when the buildings are developed, as described under Building 114 East Leigh.

Criteria for leasing will give first priority to legacy organizations--modern, continuing organizations that Maggie Walker fostered such as the Independent Order of St. Luke; National Association for the Advancement of Colored People; National Council of Colored Women; Urban League, or Consolidated Bank and Trust. The second priority will be given to modern organizations that reflect Mrs. Walker's philosophy of education, thrift, and self-help such as philanthropic organizations; branch of a vocational school; the Maggie L. Walker Foundation; the Afro-American newspaper; student apartments; congressional field office; or police or fire department community relations office. These organizations will become an integral part of the site, demonstrating Maggie L. Walker's continuing legacy. Renters may be provided with relevant photos, displays, and exhibits as backdrops for their offices. Visitors will be encouraged to visit these organizations.

If the legacy organizations sought do not want to lease space on the site, the buildings will be available for commercial lease. The Economic and Market Analysis, Second Street Revitalization Study (John E. Scott and Associates) identifies the area as feasible for commercial development. Businesses such as a grocery, restaurant, barber shop, beauty shop, pharmacy, shoeshine stand, souvenir shop, cleaners, newsstand, hardware store, photography studio, or professional offices may be potential lessees. Preservation of the area and adaptive commercial use will help reestablish the vital Jackson Ward setting of Mrs. Walker's era.

In accordance with PL 96-515 (1980 amendments to the Historic Preservation Act) revenues collected from leasing these buildings at fair market value can be retained at the site for maintenance and operation of historic structures rather than be returned to the general treasury.

Building 112 East Leigh Street: Tenancy. The tenancy of 112 East Leigh will continue according to terms of the purchase agreement (25 years) or until mutually dissolved. At that point, it will be used to expand the visitor contact station on the first floor and provide NPS employee housing in an apartment on the second floor to protect the site. Full access to the first floor will be accomplished as described for building 114 East Leigh.

Visitor Use: General

Special events may be held at the site, such as a celebration of Maggie L. Walker's birthday, Independent Order of St. Luke parades, or black history week. These events may be cosponsored by interested organizations and other museums.

Offsite activities may be conducted by NPS staff, such as walking tours of Jackson Ward or staff visits to schools. In times of limited funds, these activities will be a lower priority than onsite activities.

The National Park Service will provide up-to-date information about the historic site to organizations and agencies that distribute tourist information to the public. The Metropolitan Richmond Chamber of Commerce, Richmond on the James, and the Virginia State Travel Service will distribute tourist information, including the current Maggie L. Walker National Historic Site brochure.

Based on a comparison with similar NPS areas and local attractions, 25,000 visitors will be expected annually. Visitors utilizing park facilities for special events and meetings will be included in the annual count.

Development: General

All proposed access ramps and interior remodeling will make such facilities accessible to all people in accordance with the existing official standard (General Services Administration accessibility standard, 1980) for making buildings and facilities accessible and usable by the physically handicapped. Applicable sections of the Rehabilitation Act of 1973 will be followed, and up-to-date guides and codes will be incorporated as they are established.

All actions proposed in this plan have been discussed with the Virginia State Historic Preservation Officer and the Advisory Council on Historic Preservation in accordance with the 1981 Programmatic Memorandum of Agreement. These actions will also comply with NPS "Management Policies" and the "Cultural Resources Management Guidelines" (see appendix B).

Actions that will disturb any grounds will be evaluated by a professional archeologist to determine the appropriate level of archeological investigations required and to comply with section 2(b) of Executive Order 11593 and the above-mentioned policies and guidelines.

The following energy conservation strategies will be applied to the structures: reduction of infiltration, increased insulation, improved ventilation, solar hot water systems, shading, and humidity reduction (see appendix C).

LAND PROTECTION STRATEGIES

To accomplish the proposed management of cultural resources, provide proposed facilities, and clarify management of the site, adjustments to the

land base are needed. Acquisition of one parcel and adjustments to the boundary are proposed.

Land Acquisition

The National Park Service will seek to acquire (through purchase or donation) the vacant service station at the northeast corner of North Second and East Leigh streets. This parcel, which is within the authorized boundary, will be used for a parking facility. In accordance with the Payment In-Lieu-of-Taxes Act, the National Park Service will pay in-lieu taxes on the property when acquired.

If the National Park Service seeks the facade easements for the 100 block of East Leigh Street as described under the Management of Cultural Resources, they would be purchased from willing property owners. Facades lie outside the authorized boundary.

Boundary Adjustments

To purchase facade easements outside of the authorized boundary, the boundary will need to be extended to include the fronts of the buildings to the sidewalks along the 100 block of East Leigh Street.

Through the planning process, the National Park Service has not identified any need now or in the future for the unpurchased land in the authorized boundary east of the proposed parking area. Excluding this land from the authorized boundary will clarify NPS intentions to those landowners.

If facade easements are sought, a legislative package to both extend and reduce the boundary, as described above, will also be sought. Boundary adjustments and land acquisition are shown on the Management Zoning and Land Protection map.

OPERATIONS

Staff

Based on the proposed level of visitor use and development, the ultimate level of permanent staff will be one historian or site manager, one museum specialist/protection ranger, one clerk typist, two park ranger interpreters, and two maintenance workers.

Jurisdiction

To improve visitor protection over existing proprietary jurisdiction, the Park Service will seek to change jurisdiction to concurrent and deputize NPS rangers. Concurrent jurisdiction will conform with title 16, section 1a-3 which states where practicable, the National Park Service should seek to acquire concurrent jurisdiction. This will provide better

protection of visitors and property, as both the Richmond police and NPS rangers will have authority on federal land. A change in jurisdiction will be sought from the Virginia state legislature.

Since federal land does not include the sidewalks and the streets, improved authority will be needed to protect visitors. Deputization of NPS rangers will be sought from the Richmond police in a limited zone around the site. With additional training and deputization, NPS rangers may enforce state laws in the defined zone. Primary law enforcement responsibility will continue to remain with the Richmond police.

Security

Existing physical security and electronic alarm systems to protect the Maggie L. Walker house from fire and burglary will continue to be modified and improved as necessary. As other buildings on the site are developed, they will require various levels of security. The visitor contact lobby will require careful measures similar to those at the main house, as it will contain original articles in exhibits and in the library. The conference hall and leased space will require less security because original articles or other highly valuable equipment will not be stored in the hall.

Cooperation

To operate this site at its fullest potential, the support of a wide variety of organizations and agencies will be needed. Legislation establishing the national historic site urges that cooperative agreements or contracts be established with states, municipal subdivisions, corporations, associations, or individuals to maintain, operate, restore, or rehabilitate the site. A cooperative agreement is a document signed by two parties which enumerates the responsibilities of each. While there is one existing cooperative agreement for some operational support, the site manager will conscientiously search for additional cooperative agreements or contracts within the surrounding community and organizations to effecuate parts of this plan, particulary those described below.

There is an existing five-year cooperative agreement between the National Park Service and the Maggie L. Walker Foundation for mutual cooperation and assistance. Provisions of the agreement are that meetings may be held on the site, and that the foundation provide appropriate sales and/or concession items (subject to NPS approval) and advice to NPS management. Their assistance will particularly be sought to develop and maintain the research library. Publications and souvenirs may be supported by the foundation, or if tasks are too great, the support of additional cooperating associations.

Publications and souvenirs relevant to the interpretive themes of the site will be allowed. Both items must meet the high standards of the National Park Service, and advance funding must be provided by the producer. Volunteers from cooperating associations may work at the sales counter.

Because the site is in the city of Richmond, close cooperation will continue between the National Park Service and the city. Police and fire protection are particularly important, as described under Operations. Protection of the historic setting will require cooperation through the Old and Historic District program and maintenance of the sidewalks and streets. Any future needs for clarification of responsibilities may be handled in cooperative agreements between the National Park Service and the city of Richmond.

Richmond has a wealth of museums and cultural attractions that draw many visitors and have resources related to the Maggie L. Walker National Historic Site. Communication with these organizations will continue, and cooperative programs may be established.

While first priority parts of the plan will probably be implemented in the next few years, limited funds may delay the rest of the plan indefinitely. Sponsors will be sought among the private foundations and business community for construction and/or operation of the Maggie L. Walker conference hall and the legacy organizations' building.



200

VISITOR PARKING

EAST LEIGH STREET LOOKING NORTH

A



118 (EAST LEIGH)

600

602

LEASE TO LEGACY ORGANIZATIONS

MAGGIE L. WALKER CONFERENCE HALL

NORTH SECOND STREET LOOKING WEST

MAGGIE L. WALKER NATIONAL HISTORIC SITE

1981 PHOTOGRAPH WITH PLANS FOR SITE



100

102

104

106

108

110

110 1/2

112

114

116

118

FACADE EASEMENTS (IF NECESSARY)

MAGGIE L. WALKER HOUSE

TENANCY

VISITOR CONTACT LOBBY

LEASE TO LEGACY ORGANIZATIONS

EAST LEIGH STREET LOOKING NORTH



119

117

115

113

111

109

107

105

103

101

FACADE EASEMENTS (IF NECESSARY)

EAST LEIGH STREET LOOKING SOUTH

IMPLEMENTATION

The sequence of actions, steps needed to accomplish each action, and cost estimates for implementing the plan are described below. Some actions may occur simultaneously or their priorities may change.

IMPLEMENTATION SEQUENCE

| <u>Phase One (First Five Years)</u> | <u>Costs</u> | <u>Total</u> |
|--|--------------|--------------|
| Ongoing plans and studies (throughout phase one) | | \$105,000 |
| Interpretive Prospectus | \$ 5,000 | |
| Biography of Maggie L. Walker | 25,000 | |
| Historic Resource Study | 30,000 | |
| Historic Furnishing Report | 20,000 | |
| Collection Preservation Guide | 10,000 | |
| Historic Grounds Study | 25,000 | |
| Improve visitor protection (throughout phase one) | | |
| seek concurrent jurisdiction from Virginia state legislature | | |
| seek deputization of NPS rangers from city of Richmond | | |
| Open Maggie L. Walker House to public | | \$ 80,000 |
| complete restoration, refurnishing, install climate control, install exhibits | \$55,000 | |
| indirect costs ^a | 25,000 | |
| Construct visitor contact lobby in building 114 E. Leigh Street | | \$225,000 |
| comprehensive design, working drawings, specifications ^b | | |
| fully restore facade; remodel interior for visitor lobby, exhibits, publications, restrooms, research library, meeting room, staff office, full access ramp; utilities, mechanical systems, roof, security | \$155,000 | |
| indirect costs ^a | 70,000 | |
| Construct courtyard | | \$ 23,000 |
| archeological survey ^b | | |
| comprehensive design, working drawings, specifications ^b | | |
| grading, walks, full access ramp to house, walls, landscaping | \$ 16,000 | |
| indirect costs ^a | 7,000 | |

| | <u>Costs</u> | <u>Total</u> |
|---|------------------------|--------------|
| Stabilize and improve other NPS building exteriors | | \$117,000 |
| comprehensive design, working drawings, specifications ^b | | |
| replace all roofs 116, 118, 600, 602 | \$ 58,000 | |
| fully restore facades 116-118; improve facades 600-602 with paint, repair | 23,000 | |
| indirect costs ^a | 36,000 | |
| Implement energy strategies on Maggie L. Walker House, building 114 E. Leigh Street | | \$ 74,000 |
| comprehensive design, working drawings, specifications ^b | | |
| reduce infiltration, apply insulation, improve ventilation, install solar hot water heaters, improve shading, and reduce humidity | 51,000 | |
| indirect costs ^a | 23,000 | |
| Land Protection Strategies | | \$167,000 |
| acquire gas station | \$ 65,000 ^c | |
| archeological and historic resource survey of land to be excluded from boundary ^b | | |
| prepare legislative package to adjust boundary, seek legislation from Congress ^b | | |
| acquire facade easements ^a | \$ 62,000 ^c | |
| indirect costs ^a | \$ 40,000 | |
| <u>Phase Two (Second Five Years)</u> | | |
| Construct Maggie L. Walker conference hall in buildings 600-602 N. Second | | \$220,000 |
| comprehensive design, working drawings, and specifications ^b | | |
| structurally brace upper 600 with interior steel frame, remove cross wall | \$ 25,000 | |
| remodel interiors for conference hall, restrooms, lobby, storage; mechanical systems, utilities; folding chairs, tables, and audiovisual equipment. | \$127,000 | |
| indirect costs ^a | 68,000 | |
| Construct Parking Area | | \$152,000 |
| comprehensive design, working drawings, and specifications ^b | | |
| remove gas station, develop 15-car and 2-bus parking lot, resurface, wall, curb cuts | \$105,000 | |
| indirect costs ^a | 47,000 | |

| | <u>Costs</u> | <u>Total</u> |
|--|--------------|---------------|
| Construct offices to lease to legacy organizations in buildings 116-118 E. Leigh comprehensive design, working drawings, and specifications ^b | | \$187,000 |
| remodel interiors for office space; utilities, mechanical systems, ramp for full access | 129,000 | |
| indirect costs ^a | 58,000 | |
| Install modern elevator in Maggie L. Walker House | | \$ 49,000 |
| comprehensive design, working drawings, and specifications ^b | | |
| install elevator | 34,000 | |
| indirect costs ^a | 15,000 | |
| When tenancy ends in building 112 E. Leigh Street, then expand visitor contact lobby and provide NPS employee housing | | \$173,000 |
| comprehensive design, working drawings, and specifications ^b | | |
| remodel interior for visitor contact lobby, employee housing; repair facade and porch; roof, mechanical systems, and utilities | 119,000 | |
| indirect costs ^a | 54,000 | |
| Implement energy strategies for buildings 112, 116, 118 E. Leigh and for 600-602 N. Second | | \$ 74,000 |
| comprehensive design, working drawings, and specifications ^b | | |
| Reduce infiltration, apply insulation, improve ventilation, install solar hot water heaters, improve shading, and reduce humidity | 51,000 | |
| indirect costs ^a | 23,000 | |
| <u>ANNUAL COSTS OR REVENUES</u> | | |
| Operating costs | | \$223,000/yr. |
| personnel services | 135,000/yr. | |
| supporting costs | 88,000/yr. | |
| Potential rent revenue from leasing buildings 116-118 E. Leigh | 15,000/yr. | |
| Potential energy savings from implementing all energy strategies | 9,000/yr. | |

TOTAL COSTS

| | | |
|--------------------------------------|--------------------------|-------------|
| <u>Phase One (first five years)</u> | | \$1,883,000 |
| construction costs | \$ 519,000 | |
| land acquisition costs | 167,000 | |
| operating costs | 1,115,000 | |
| plans and studies | 105,000 ^d | |
| potential energy savings | 23,000 ^d | |
| | | |
| <u>Phase Two (Second Five Years)</u> | | \$1,850,000 |
| construction costs | \$ 855,000 | |
| operating costs | \$1,115,000 ^d | |
| potential energy savings | 45,000 ^d | |
| potential rent revenue | 75,000 ^d | |
| | | |
| <u>Total Cost of Plan</u> | | \$3,733,000 |

a indirect costs cover such items as surveys, design and planning services, preparation of construction documents, contract award administration, construction supervision

b part of indirect costs

c based on assessed value

d counted as income against total costs

APPENDIX A: LEGISLATION

92 STAT. 3510

PUBLIC LAW 95-625—NOV. 10, 1978

MAGGIE L. WALKER NATIONAL HISTORIC SITE

| | |
|---|---|
| Establishment. 16 USC 461 note. | SEC. 511. (a) The Secretary is authorized to establish the Maggie L. Walker National Historic Site (hereinafter in this section referred to as the "historic site") in the city of Richmond, Virginia. |
| Description. | (b) The historic site shall comprise the area extending east from the western boundary of the Maggie L. Walker House at 113 East Leigh Street in Richmond, Virginia, to Third Street and extending north from an east-west line which coincides with the front property line of such house to an east-west line which coincides with the north side of the alleyway immediately at the rear of such house. Following timely notice in writing to the Committee on Interior and Insular Affairs of the House of Representatives and the Committee on Energy and Natural Resources of the Senate of his intention to do so, the Secretary may make minor revisions in the boundaries of the historic site by publication of a map or other revised boundary description in the Federal Register. |
| Boundary revisions, notice to congressional committees and publication in Federal Register. | (c) Within the boundaries of the historic site, the Secretary may acquire lands and interests therein by donation, purchase with donated or appropriated funds, exchange, or transfer from any other Federal agency. Any property within such boundaries owned by the State of Virginia or any political subdivision thereof may be acquired only by donation. |
| Notice, publication in Federal Register. | (d) When the Secretary determines that lands and interests therein have been acquired in an amount sufficient to constitute an administrable unit, he shall establish the historic site by publication of a notice to that effect in the Federal Register. Pending such establishment and thereafter, the Secretary shall administer the historic site in accordance with the Act of August 25, 1916 (39 Stat. 535), as amended and supplemented (16 U.S.C. 1, 2-4), and the Act of August 21, 1935 (49 Stat. 666), as amended (16 U.S.C. 461 et seq.). Funds available for the historic site shall be available for restoration and rehabilitation of properties therein in accordance with cooperative agreements entered into pursuant to section 2(e) of the Act of August 21, 1935, supra. |
| Administration. | (e) (1) There are authorized to be appropriated such sums as may be necessary to carry out the provisions of this section, but not more than \$795,000 for acquisition of lands and interests in land and not more than \$500,000 for the development of essential facilities. |
| Appropriation authorization. | (2) Within three complete fiscal years from the date of enactment of this section, the Secretary shall develop and transmit to the Committees referred to in subsection (b) a general management plan for the historic site consistent with the purposes of this section. Such plan shall indicate— (i) facilities needed to accommodate the health, safety, and educational needs of the public; (ii) the location and estimated cost of all facilities; and (iii) the projected need for any additional facilities. |
| Plan, transmittal to congressional committees. | |

93 STAT. 664

PUBLIC LAW 96-87—OCT. 12, 1979

TITLE IV

National Park System. SEC. 401. The National Parks and Recreation Act of 1978, approved November 10, 1978 (92 Stat. 3467), is amended as follows:

92 Stat. 3510. 16 USC 461 note. (l) Section 511(b), re: Maggie L. Walker National Historic Site, is amended by changing "at 113 East Leigh Street" to "at 110 A East Leigh Street".

APPENDIX B: CULTURAL RESOURCES COMPLIANCE

Because Maggie L. Walker National Historic Site is included in the National Register of Historic Places, it is entitled to the protection afforded by section 106 of the National Historic Preservation Act and its implementing regulations promulgated by the Advisory Council on Historic Preservation (36 CFR 800). Compliance with section 106 of the National Historic Preservation Act has been completed in accordance with the Programmatic Memorandum of Agreement (PMOA) on the National Park Service planning process executed, pursuant to 36 CFR 800 between the National Park Service, the National Conference of State Historic Preservation Officers, and the Advisory Council on Historic Preservation on September 11, 1981. The PMOA requires that the Park Service invite the council and appropriate state historic preservation officer to participate in the development of its planning documents for parks containing significant cultural resources. The Virginia SHPO and the council participated in the development of the general management plan/development concept plan (GMP/DCP) for Maggie Walker NHS, and on July 6, 1982, and July 23, 1982, respectively, notified the Park Service of their concurrence in the selected alternative that will become the basis for the GMP/DCP for Maggie Walker National Historic Site. Receipt of their concurrence provides final documentation of compliance with section 106 in accordance with the PMOA.

APPENDIX C: APPLICABLE ENERGY CONSERVATION STRATEGIES

Infiltration

Major effort should be made to reduce infiltration. Although this is only fifth in priority for new buildings, it is the most cost effective for existing structures. 32% of the heat loss in Building 110 1/2 is through infiltration. This could be reduced by half by caulking, weatherstripping, and otherwise tightening up the building envelope.

Insulation

Significant energy savings could be obtained by increasing building insulation. In Building 110 1/2, additional roof insulation would be of less value than for the others, however the present R12 insulation is still below reasonable levels. R19 fiberglass batts could be added to all buildings in the attic spaces. The largest, single element of heat loss in building 110 1/2 is the walls, accounting for 40% of the total. Great energy savings could be made by insulating the walls in all buildings; this is, however, a more expensive operation than other conservation techniques. Furthermore, it would alter the historic appearance and/or reduce the amount of useable floor space.

Ventilation

Significant improvement in comfort can be obtained by providing induced ventilation. This could be done with fans or without using electricity by means of turbine vents and/or solar thermal chimneys. These could be unobtrusively mounted on the roof of each building.

Sunshine

Although there is ample sunshine for solar systems, both passive and active, historic and structural constraints rule out all but small, hot water systems. Individual systems of two to four collectors could be placed inconspicuously on the roof of each building. Larger systems would require prohibitively expensive structural alterations.

Shade

If allowed by historic constraints, outside awnings, shutters, or other forms of sun screens should be placed on the southeast and southwest (front) windows during the summer. This will significantly extend the comfortable period within.

Humidity

When weather conditions become so severe that ventilation no longer provides comfortable conditions, air conditioning or dehumidification can be used. Passive solar dehumidification can reasonably be obtained by use of historic dessicant systems. These work by placing barrels of dessicant salts in the space being conditioned. The salts absorb humidity until saturated. They can then be dried out in solar heaters in the yard or on the roof, and then reused. Effectiveness can be improved by integrating with the ventilation system.

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As the nation's principal conservation agency, the Department of the Interior has basic responsibilities to protect and conserve our land and water, energy and minerals, fish and wildlife, parks and recreation areas, and to ensure the wise use of all these resources. The department also has major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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