

LONG-RANGE INTERPRETIVE PLAN

**MINUTE MAN NATIONAL
HISTORICAL PARK
1999**



SCANNED

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LONG-RANGE INTERPRETIVE PLAN

**MINUTE MAN NATIONAL
HISTORICAL PARK
1999
MASSACHUSETTS**

**PREPARED BY
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE**

**Minute Man National
Historical Park**

**Harpers Ferry Center
Interpretive Planning**

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INTRODUCTION

What do we mean by the American Revolution? Do we mean the American War? The Revolution was effected before the war commenced. The Revolution was in the minds and hearts of the people; a change in their religious sentiments of their duties and obligations.

-John Adams

On April 19, 1775, British Regulars, colonial militia, and minute men faced off at the North Bridge in Concord, Massachusetts. Ralph Waldo Emerson coined the phrase "the shot heard 'round the world" to describe the significance of the brief battle that took place. What had begun as a struggle between the British authorities, determined to enforce the will of Parliament, and the people of Massachusetts, determined to retain their rights as English citizens, soon grew into a war for independence that lasted more than eight years.

Today Minute Man National Historical Park--including the North Bridge, the Battle Road, and the Minute Man statue--protects and interprets the features, events, historic structures, and landscapes associated with the opening of the American Revolution on April 19, 1775.

The story of Minute Man National Historical Park is more than just the events that took place at the North Bridge and on the Battle Road. Minute Man NHP symbolizes and embodies the evolution of the ideals of freedom and liberty. Minute Man NHP commemorates new horizons in democratic experimentation and citizen responsibility that continued to affect American society generations after the end of the Revolutionary War. Inspired by the Revolution's ideals, later generations carried the logic of liberty further to argue for the abolition of slavery, women's rights, and the right of working people to organize. The authors who lived in The Wayside in the 19th-century--Nathaniel Hawthorne, Louisa May Alcott, Bronson Alcott, and Margaret Sidney--took inspiration from the events and ideas of the Revolution as they helped lead an American literary revolution and renaissance. The ideals of both revolutions continue today, and serve as an inspiration to people throughout the world, especially those striving for freedom.

THE PLANNING PROCESS

The goal of the interpretive planning process is not the creation of a plan. The ultimate goal is the development of a cost-effective, tightly focused, high quality park interpretive program that effectively addresses all audiences and achieves management goals.

This Long Range Interpretive Plan (LRIP) identifies park themes, describes visitor experience goals, and recommends a wide array of interpretive services, media, programs, and outreach activities to communicate in the most efficient and effective way the park's purpose, significance, themes, and values. It recommends actions that should occur over the next 8-10 years. It will join a park-produced

Annual Interpretive Plan, which outlines the interpretive program and projects for the year, and an interpretive database to make up a Comprehensive Interpretive Plan for Minute Man National Historical Park (NHP).

Work on this LRIP began in June of 1998 when a Harpers Ferry Center interpretive planner traveled to Minute Man NHP for a scoping trip and met with park staff. Park staff and the interpretive planner then selected the planning team to include park staff, support office staff, interpreters from other parks, and a representative from Eastern National. This plan is the result of a two-day interpretive planning workshop and three focus groups that took place in Concord, Massachusetts in November 1998, and a follow up day in Concord in February 1999. A list of planning team members and focus group participants is attached in Appendix A.

Barring legislative change or major new research, the planning foundation expressed in this LRIP (purpose, significance, themes, and visitor experience goals) will remain constant over the life of this plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology or resource conditions change. Further design documents will need to be prepared to implement some of the goals and recommendations in this plan.

THE PLANNING FOUNDATION

BACKGROUND

Minute Man National Historical Park is located 16 miles west of Boston in the towns of Concord, Lincoln, and Lexington Massachusetts. The region surrounding the park has grown and developed from a semi-rural area to a high-tech suburban one and is experiencing all the pressures of such growth. The park contains 967 acres in three units:

*No bit of ground in all the world
... holds equal place in the mind
and imagination of free peoples.*
-Thomas Boylston Adams,
describing the Battle Road.

- The **Battle Road Unit** encompasses the first four miles of the road along which the first battle of the Revolutionary War was fought on April 19, 1775. This unit is located in the towns of Concord, Lincoln, and Lexington. Key sites in this unit where intense fighting occurred include Meriam's Corner, Brooks Hill, the Bloody Angle, and Fiske Hill. Segments of the historic road and some of the historic landscapes and features along the route have been rehabilitated. This unit contains many archeological resources and historic structures and sites including the Hartwell Tavern, the William Smith House, the Meriam House, and the Paul Revere Capture Site.
- The **North Bridge Unit**, located in Concord, contains the site of the bridge that was home to the famous "shot heard 'round the world." On April 19, 1775, "embattled farmers," more commonly known as Minute Men, crossed this bridge in a march of protest for individual rights and freedoms guaranteed to them as Englishmen. Today the North Bridge and the Minute Man Statue, done by Daniel Chester French in 1875, play host to thousands of visitors from all over the world, visitors who come to see the sight upon which the fight for a united, independent America began. Park headquarters is located in the North Bridge Visitor Center (Buttrick Mansion) in the North Bridge Unit.
- The **Wayside Unit** in Concord includes The Wayside, a house dating to the early 18th century. Once the home of Samuel Whitney, muster master for the Concord Minute Men, The Wayside gained fame in the 19th century when important reformers, writers, and preservationists--the Alcotts, the Hawthornes and Lothrop--called it home. Louisa May Alcott penned her first published writings at The Wayside and her childhood there inspired scenes in Little Women. Nathaniel Hawthorne named it The Wayside--it was the only home he ever owned. Margaret Sidney, author of Five Little Peppers, preserved this "Home of Authors" for present and future generations.

LEGISLATIVE BACKGROUND

Planning focuses first on why a park was established and what conditions should exist there before delving into details about specific actions.

Minute Man National Historical Park was established on September 21, 1959 to...

preserve for the benefit of the American people certain historic structures and properties of out-

standing national significance associated with the opening of the War of the American Revolution.

The same law authorized the Secretary of the Interior to...

enter into cooperative agreements ... for the preservation and interpretation of historic sites, structures and properties along the entire route where significant events took place on the 18th and 19th of April 1775.

In 1991, Congress amended the 1959 act restating Minute Man NHP's purpose as:

the preservation and interpretation of 1) the historic landscape along the road between Lexington and Concord, 2) sites associated with the causes and consequences of the American Revolution, and 3) The Wayside ... the home of Nathaniel Hawthorne, Bronson Alcott, Louisa May Alcott, and Margaret Sidney, whose works illustrate the nineteenth century American literary renaissance.

PURPOSE

The **purpose** of Minute Man National Historical Park, based on legislation, is to:

- Preserve and interpret the significant historic sites, structures, properties, landscapes, and events associated with the opening of the American Revolution which lie along the route of the Battle of April 19, 1775 and interpret the ideas, causes and consequences of the opening of the American Revolution.
- Preserve The Wayside, Home of Authors and interpret the 19th-century American Literary Renaissance.
- Work in cooperation with others to achieve these goals.

Purpose statements describe why an area was set aside and what are the purposes of the area today. Significance statements describe the importance or distinctiveness of the area.

SIGNIFICANCE

Minute Man National Historical Park has national **significance** for the following reasons:

- Minute Man National Historical Park--including the North Bridge, the Battle Road, and the Minute Man statue--is a global symbol of humanity's *universal struggle for liberty* and is the nation's memorial to the events of April 19, 1775.
- The Wayside was the home of Nathaniel Hawthorne, Louisa May Alcott, and Margaret Sidney whose lives and works illustrate and contribute to the development of a unique American literary identity.

INTERPRETIVE THEMES

Meaningful interpretation doesn't cost anything; it just requires a theme.

Primary interpretive themes are those ideas or concepts that every visitor to Minute Man National Historical Park should understand. They are the key ideas through which the park's national significance is conveyed to the public. These themes provide the foundation for interpretive programs and media at the park. The themes do not include everything we may wish to interpret, but rather the ideas that are critical to a visitor's understanding of the park's significance. All interpretive efforts should relate to one or more of the themes, and each theme should be addressed in the overall interpretive program.

1. Minute Man National Historical Park was the starting place of the American Revolution; here the resolve of citizens willing to seek, stand up for, and die for the ideals of liberty and self-determination was instrumental in the formation of the American identity.

While a series of laws, events, and ideas set the stage for what happened at Concord and Lexington, the shots at the North Bridge were a watershed event in the evolution from diplomacy to armed conflict, and from ideology to action. The Revolution that ensued was the impetus for other political actions around the world. The citizen-soldier risking his life to defend his rights has become a fundamental component of the American character.

2. The people of Colonial New England developed political, economic and social community structures that fostered an identity different from Britain and led them to challenge British authority.

The English colonists came to North America for religious freedom and economic opportunity, and to build homes and a new life. While there were many similarities between Great Britain and the American colonies, 150 years of colonial experience created a society different from Great Britain with its own laws, social structures, religious practices, economy, politics, agriculture, communication, and educational structures. The revolutionary effort was shaped by the interplay of individual choices and collective effort. While hindsight may give the impression that the outcome of the events at the North Bridge was a foregone conclusion, at the time the individuals involved faced uncertainty and had to make their own choices, including choosing to make economic or physical sacrifices. When the war began, the individuals involved--men, women, and children, slaves and free, farmers and British soldiers, patriots and loyalists--had their own opinions as to what they were defending.

3. The landscapes shaped by the New England colonists, including features such as stone walls, roads, fields, orchards, woodlots, and homes, affected the course of the events of April 19, 1775; segments of these landscape elements can be experienced today.

The country was an amazing strong one, full of hills, woods, stonewalls, etc. which the rebels did not fail to take advantage of for they ... were so concealed there was hardly any seeing them.

-John Barker, British soldier

Minute Man National Historical Park preserves an important historical cultural landscape. This landscape is a reflection of the economic, social, and political system and values of the "embattled farmers," their antecedents, and their descendents and can help explain why the War was fought. Experiencing the landscape helps visitors get a sense of place and helps them forge meaningful connections to the past.

4. The Wayside was home to 19th-century Concord authors who kept the spirit of the Revolution alive through the creation of a unique American literary identity.

The Wayside was home to Nathaniel Hawthorne, Bronson Alcott, Louisa May Alcott, and Margaret Sidney. The Wayside authors lived the ideals of the Revolution, and expanded these ideals to encompass literary and social reforms. Like others in the 19th century, they were inspired by the Revolution's ideals to carry the logic of liberty one step further and argue for the abolition of slavery and the development of women's rights. They took inspiration from the events and ideas of the Revolution as they helped spawn an American literary revolution and renaissance. In addition to their unique relationship to The Wayside, these authors also affected the way we think about and commemorate the North Bridge, the Great Fields, and other sites in the park.

5. Minute Man National Historical Park is one of over 380 National Park Service units that help protect the nation's cultural and natural heritage for this and future generations.

Minute Man National Historical Park was set aside to preserve and interpret historical events and scenes. Because the park is part of the National Park System it is subject to other laws and regulations and policies that affect park resources and visitor experiences. For example, although Minute Man is nationally significant for its historical resources, there are management programs in place to protect wetlands or habitat for endangered species, even though wetlands and endangered species do not figure directly in park purpose and significance statements.

VISITOR EXPERIENCE GOALS

"Visitor experience" is what visitors take from a park. It is everything that visitors do, sense, feel, think, and learn; it includes knowledge, attitudes, and behaviors; it is affected by experiences prior to the visit and affects behavior after the visit. Interpretive planning describes desired experiences, and recommends ways to facilitate those experiences.

Visitor experience goals describe what physical, intellectual, and emotional experiences should be available for visitors to Minute Man National Historical Park. The following contains a list of general visitor experience goals for the park, then visitor experience goals for specific areas of the park.

Visitors to **Minute Man National Historical Park** will have opportunities to:

- find the park from major routes and easily locate park facilities.
- have a positive experience, including enjoying a safe visit to a well-maintained park.
- interact with a representative of the National Park Service.
- learn about Minute Man NHP and its resources without physically visiting the park.
- investigate the clues of the past in the present.
- obtain adequate information about the park before they arrive.
- obtain information about other National Park Service areas, related sites, and local services.
- be able to access park facilities and have their visitor comfort needs met.
- learn where appropriate recreational opportunities are available.
- experience the different units as a holistic park, and appreciate the connection between the units.
- learn the stories and information summarized in the park's primary interpretive themes to be able to understand and appreciate the values the park represents.

Additionally, visitors to the **Battle Road Trail** will have an opportunity to:

- understand that the landscapes shaped by the New England colonists, including features such as stone walls, roads, fields, orchards, woodlots and homes, affected the course of the events of April 19, 1775; segments of these landscape elements can be experienced today (theme 3).
- understand that Minute Man National Historical Park was the starting place of the American Revolution; here the resolve of citizens willing to seek, stand up for, and die for the ideals of liberty and self-determination was instrumental in the formation of the American identity (theme 1).
- be oriented to the site and know where they can get more information.

- feel like they are in a special place, and have a reflective and educational experience.
- view settings similar to those that would have existed around 1775.
- experience the natural landscapes of the area.
- see the "Great Fields" and other areas and understand their connection to the American literary renaissance.
- receive an orientation to the sequence and interplay of events of April 19, 1775.

Visitors to the **Minute Man Visitor Center** will have an opportunity to:

- get an introduction to all the park themes, key areas, and resources.
- find parking and easily access the visitor center.
- feel welcome.
- be inspired to and learn how to experience the park.
- enjoy high quality, appealing, and relevant exhibits and audiovisual media.
- receive accurate information about the area, related sites, and National Park areas.
- access a variety of materials to supplement their visit.
- interact with a National Park Service representative and have questions answered.
- access information about the park's education programs and resources.

Visitors to **Hartwell Tavern** will have an opportunity to:

- understand that the people of Colonial New England developed political, economic and social community structures that fostered an identity different from Britain and led them to challenge British authority (theme 2), and how Hartwell Tavern exemplifies this different identity.
- experience a "window back in time" that provides visitors with an impression of 18th century life.
- experience the sense of activity associated with a public gathering place.
- experience a landscape typical of the period with interpretation appropriate for the setting.
- experience a Colonial era house and home.
- experience the tavern in its historical role on the road and feel like they are patrons.
- meet people engaged in a daily activity representative of Colonial times.

- have a hands-on and multi-sensory experience of colonial life that helps them understand park themes.

Visitors to **North Bridge Unit** will have an opportunity to:

- feel a sense of reverence and have a chance to reflect on the events that took place there.
- experience a contemplative environment and view American icons (the Minute Man statue, the Bridge, and the 1836 monument).
- receive an introduction to park themes and an orientation to the park, its resources, and opportunities.
- receive an orientation to the landscape and the events of the North Bridge.
- have a chance to acquire supplemental materials or information.

Visitors to **The Wayside** will have an opportunity to:

- understand that The Wayside was home to 19th century Concord authors who kept the spirit of the Revolution alive through the creation of a unique American literary identity (theme 4).
- experience the site as a home and not a museum.
- purchase works by and biographies about the authors who lived at The Wayside.
- comfortably experience the site year-round, whether physically or virtually.
- experience the exhibits and the interior, exterior, and grounds of the house and gain an understanding of and appreciation for the preservation of the structure.
- easily visit The Wayside (affordable, not be turned away or have to wait).
- experience an atmosphere of reflection and a window to the 19th century.

INTERPRETIVE PROGRAM STANDARDS

The ultimate goal of interpretation will be to develop stewardship for natural and cultural resources. The following standards describe how the National Park Service will provide interpretation, whether through personal services or interpretive media, at Minute Man National Historical Park.

Yes, I foresee dark consequences; dark days and darker nights; domestic happiness suspended; social enjoyments abandoned; property of every kind put in jeopardy by war, perhaps; neighbors and friends at variance, and eternal separations on earth possible.

-Martha Washington's on the cost of war.

- All interpretation will include multiple perspectives and viewpoints and will have meaning for diverse visitors.
- Interpretation will utilize the stories of real individuals and experiences to dramatize and personalize the themes and stories.
- Interpretation will be designed to appeal to organized groups as well as individuals.
- Appropriate interpretive opportunities will be offered for different age levels, developmental levels, and knowledge bases.
- Appropriate curriculum-based opportunities will be offered to foster life-long learning.
- All interpretation will be based on carefully researched and accurate scholarship.
- Information will be available for a variety of audiences regardless of whether they physically visit Minute Man NHP.
- Theme 5 (Minute Man National Historical Park is one of over 380 National Park Service units that help protect the nation's cultural and natural heritage for this and future generations) will be worked into interpretation at all Minute Man NHP units and will figure in interpretive media and personal service programs as appropriate.

VISITOR AND AUDIENCE PROFILES

The following information on park visitors and potential audiences comes from a variety of sources including staff observations, park visitor use statistics, and a visitor profile study conducted by the Bentley College Department of Economics and Marketing (1995).

Minute Man receives approximately one million visits per year. Visitation has remained basically steady for the last 15 years. Peak visitation occurs in July and August, and again in October because of the fall foliage season. April, May, June, and September are also busy months, but visitation drops significantly from November through March. This follows the general tourism patterns for Lexington and Concord. According to the 1989 General Management Plan, most visitors spend between one and three hours in the park.

More than half of Minute Man visitors are first time visitors. Most visitors are from the United States and many (37%) are from Massachusetts. Approximately 10% of visitors are foreign. Visitors tend to be well educated (69% have a college or postgraduate degree) and fairly prosperous (62% had annual incomes over \$40,000, and 25% had incomes over \$70,000).

Most visitors go to Minute Man because they are interested in the American Revolution. The park is the main site in the area to interpret the events of April 19, 1775. Many visitors go to other historical and literary sites in Lexington, Concord, and Boston in conjunction with their Minute Man visit.

The majority of visitors arrive in private vehicles, but approximately one-fourth of visitors arrive on buses. September and October are the main months for tour buses, when an average of 40 buses visit the North Bridge each day, with as many as 20 buses at one time. Minute Man NHP receives approximately 6000 buses per year.

Minute Man NHP receives a considerable number of school groups in the fall and spring. In 1998 park staff conducted 16 educational programs with a total of 900 students. Park staff estimate that for every school that signs up for a program, there are four schools that show up at the park and visit on their own. Most school groups are from New England (perhaps 80%) with the majority of those from Massachusetts. School groups normally spend one to three hours in the park.

EXISTING CONDITIONS

EXISTING CONDITIONS AND VISITOR EXPERIENCE

SUMMARY

Most visitors go to Minute Man National Historical Park as part of a visit to Lexington, Concord, and the Boston area. The North Bridge is the best-known attraction at Minute Man and a destination for people from all over the world.

*We had always governed ourselves
and we always meant to. They didn't
mean that we should.*

-Minute Captain Levi Preston, on
why the sides went to war.

PREVISIT INFORMATION

According to the 1995 Bentley College visitor survey, most Minute Man visitors said they learned about the park by word of mouth. Additional sources of information identified by the study included the American Automobile Association Tourbook, and newspaper articles.

Information on Minute Man is available on the park's web site, by phone, and by mail. Various other historical, literary and tourist information sites in the Concord and Lexington area offer information about Minute Man of variable accuracy.

Signs direct visitors to Minute Man from nearby exits on Interstate 95/128 and Route 2, and from Concord Center. Most visitors arrive at the park from the east and would naturally encounter the Battle Road Unit, including the Minute Man Visitor Center, first. However, a significant portion of visitors go directly to the North Bridge Unit.

THE BATTLE ROAD UNIT

The Battle Road Unit encompasses the first four miles of the road along which the first battle of the Revolutionary War was fought on April 19, 1775. The unit contains the primary visitor center for the park, several historic structures, the recently completed Battle Road Trail, and rehabilitated landscapes and landscape features. The unit is bisected by Route 2A, a major commuter route that in some places sits directly on the route of the historic Battle Road. Traffic noise and visual intrusions from Route 2A adversely affect the historical scene and compromise the visitor experience. Other visual intrusions inside the park and beyond its boundaries include modern residential and commercial developments, other roads, and power lines. The Hanscom Air Force Base/Massport air field, located adjacent to the park, is the second busiest airport in New England. Noise and visual intrusions from the airfield affect the visitor experience.

Although there are entrance signs for Minute Man NHP on Route 2A and Lexington Road at either end of the Battle Road Unit, it is often hard for visitors to realize or remember that they are in a National Park. This is partly due

to the fact that the visitor is driving on a major road with a lot of traffic and modern features. There are a variety of unsigned entrances to the Battle Road Unit from secondary roads.

The Battle Road Unit: The Battle Road Trail

The new 5 ½-mile Battle Road Trail was opened in 1998 and runs the length of the Battle Road Unit from Fiske Hill to Meriam's Corner. The trail is open to hikers, bicyclists, and cross country skiers and is wheelchair accessible. In several places, the trail follows the original path of the Battle Road; in other places the trail deviates from the Battle Road and often follows the routes of various minute companies as they passed through fields and wetlands. Where the trail is on the original path of the Battle Road, the trail approximates the features of the original road in terms of width and surface. Elsewhere the trail is seven feet wide and surfaced in stone dust.

The trail provides excellent opportunities to experience historical landscape features such as farming fields, original stone walls, and historic homes and foundations as well as various natural landscapes. In some portions of the trail, particularly where it is distant from route 2A, the visitor can feel like he or she is stepping back into colonial times and can see scenes similar to those of the Revolutionary era.

A system of waysides and trail markers has been designed for the trail and will be installed in the upcoming year. The waysides trace the movement of the troops and describe the running battle along the Battle Road. They also discuss the way colonial people used, altered, and were affected by the natural environment.

Several parking areas and trailheads were modified or developed at key points along Route 2A to provide parking for and access to the trail.

Because the trail is new, it is too early to analyze exactly how visitors are using it. Visitors use segments of the trail, most often those near parking areas, the Minute Man Visitor Center, or the Hartwell Tavern. A significant number of local residents use the trail for recreational purposes such as hiking, bicycling, and jogging.

Personal Services

Park staff provides guided tours of the Battle Road Trail from end to end on Sundays during the summer and fall. The tour is by foot and bicycle on alternate weeks and requires a three-hour time commitment. Rangers from the protection division patrol the Battle Road Trail on a regular basis. These rangers provide the public with interpretive information, answer questions, and give programs.

The Battle Road Unit: Minute Man Visitor Center

The Minute Man Visitor Center, formerly called the "Battle Road" Visitor Center, is the primary visitor center for the park. The building was completed in 1975 and is situated just off Interstate 95/128, along Route 2A. Despite its location, the visitor center has not traditionally captured the majority of park visitors and, until this year, has not been open year round.

Visitors who know Minute Man is a National Park Service area are likely to stop at the visitor center for information and fan out to the park from there. Other visitors bypass the visitor center because they have difficulty finding it, do not know it exists, or are on a tight schedule. The visitor center is not visible from the parking area, and a 0.14 mile walk is required from the parking area to the facility, which discourages some visitors from going to the facility. Bus groups, which tend to be on tight schedules, often bypass the visitor center and go directly to the North Bridge. The completion of the Battle Road Trail, the renovation of the exhibits, and the availability of the multimedia show may change the way visitors use the Minute Man Visitor Center.

The Visitor Center includes an information desk, an Eastern National sales outlet, an exhibit space, two auditoriums, restrooms, and a small office for staff. The building does not have a distinct lobby; the visitor walks right into the exhibits upon entering the front door.

Exhibits

The exhibits in the Minute Man Visitor Center were replaced in 1997. The exhibits give an overview of the causes and events of the war, and an introduction to some of the key figures of the war. High on the wall across from the front door is a 40 x 15-foot mural depicting a scene of fighting along the historic Battle Road. Some visitors do not notice the mural. The introductory exhibit, which is directly to the left of the front door, is easy to miss. The exhibits contain a wealth of information, but do not relate directly to a theme and are fairly detailed. They are not particularly suited for children.

Orientation and Information

Park interpreters, volunteers, and Eastern National employees staff the information/sales desk, answer questions, orient visitors, and assist visitors with purchases.

An orientation/introduction exhibit for Minute Man is located around the corner from the information desk near the back of the building. The exhibit includes a map with an introduction to what there is to see and do at the park. It is not in a prominent, well trafficked location.

Publications

The Minute Man Messenger, a newspaper put out once per year, provides program schedules for the spring, summer, and fall, hours of operation for and information about the various units, a map, safety and resource protection messages, a children's activity page, and an update on current developments at the park. It is available at all the staffed park locations and at other visitor attractions in Concord and Lexington.

The park, with support from Eastern National, has prepared the following publications: 1) *Traces of the Past*, a guide to many archeology sites in the park, 2) *Muster Rolls of the Participating Companies of American Militia and Minute Men*, a list of colonial participants of the battle. 3) Walking tour guides

of the North Bridge area and a stretch of the Battle Road near the Minute Man Visitor Center. 4) *History Begins at Home, The Story of Margaret Lothrop and The Wayside*. 5) *The Wayside, Its history, the authors, in photographs and prose*.

Site bulletins are available for the Hartwell Tavern and Samuel Hartwell House. Informational handouts are also available on the British Soldiers, Paul Revere, and the Minute Men.

Audiovisual

A 25-minute multimedia show "Road to Revolution," completed in 1998 introduces visitors to the events of April 18th and 19th, 1775. The show incorporates visual settings from the area, characters from the time, and a large illuminated map that shows the movement of the troops from Boston to Concord and back. A clock shows the relative timing of the events and helps visitors understand the sequence of events. The multimedia show is in a dedicated theater, and is shown every half-hour when the visitor center is open. The show provides an excellent orientation to the events of those two days.

"To Keep Our Liberty," a 22-minute laser disc program produced in 1975 is shown in the other auditorium every half-hour. This program gives an overview of the causes of the American Revolution and the thoughts and emotions of the colonists. It is very detail oriented, explaining the multitude of political acts and laws that led up to the Revolution. The presentation style, using costumed actors, and the delivery is dated, but it covers material important to understanding the causes of the events commemorated at the park.

The Battle Road Unit: Hartwell Tavern

The Ephraim Hartwell Tavern, built around 1733, sits along the Battle Road. It was both the home and tavern of Ephraim and Elizabeth Hartwell and their children, and played a significant role in the community as a meeting place, bar, and restaurant during the time of the Revolution. The house and the landscape around it have been rehabilitated, and the interior is furnished with replica period items. Because the Tavern sits on a rehabilitated section of the Battle Road set back from 2A and the parking area, and because it is staffed by costumed interpreters, it provides an excellent opportunity for visitors to feel like they are in Colonial times.

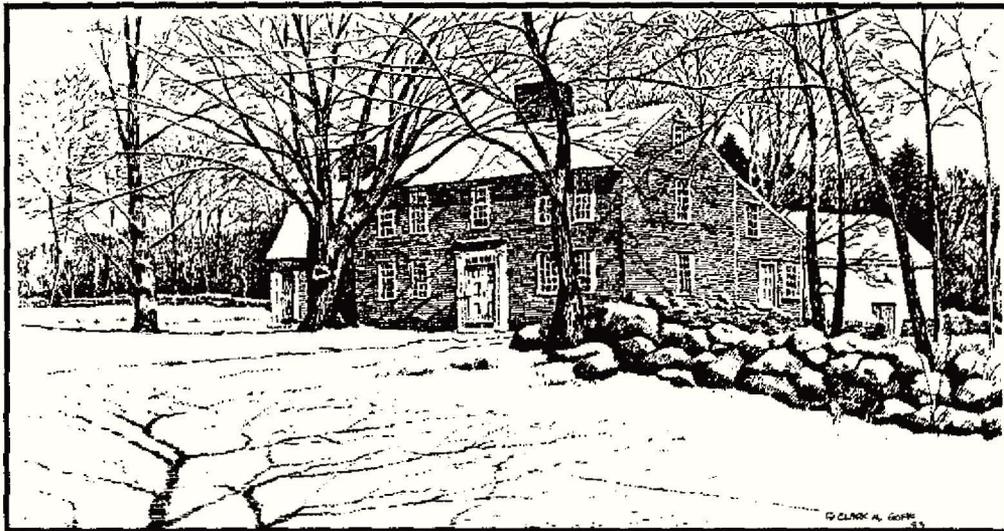
Information about Hartwell Tavern is available in the "Minute Man Messenger," and to a small degree in the park's Map and Guide. A site bulletin is available.

Personal Services

Hartwell Tavern is open daily during the spring, summer, and fall and staffed by interpreters dressed in period clothing. Interpreters demonstrate colonial activities, give explanations of colonial life, explain the tavern's role on April 19, 1775, and answer questions. Because there are new events taking place throughout the summer, Hartwell Tavern receives a significant number of repeat visitors.

Volunteer re-enactor groups provide living history demonstrations at Hartwell Tavern during the spring, summer, and fall. Activities include marching, drills, market days, music, storytelling, and demonstrations of colonial life. Hartwell Tavern normally receives 400-600 visitors per day during a summer weekend, but can receive 1,000 visitors per weekend for special events. Press releases are issued to publicize special events.

Interpreters offer 40-minute guided walks from Hartwell Tavern to the Captain William Smith House along the rehabilitated battle road. A variety of themes are discussed. Approximately 50% of these walks have participants and actually go out.



Hartwell Tavern on the Battle Road in Lincoln

THE NORTH BRIDGE UNIT

The North Bridge area is the primary attraction of Minute Man National Historical Park, and approximately 80% of Minute Man visitors go there. The North Bridge, actually a replacement built in 1956, and Daniel Chester French's Minute Man statue attract visitors from all over the world. The surroundings around the North Bridge contain many 19th century commemorative elements, such as the Minute Man statue, the marker at the grave of the British soldier, the 1836 monument, and the tree-lined walk leading up to the bridge.

Staff estimate that 25% of North Bridge visitors have been to the Minute Man Visitor Center before they arrive at the North Bridge.

Traffic records show that three out of four visitors park at the Monument Street parking area to access the bridge. One wayside in the parking area provides visitors with a park map, and four waysides located along the tree-lined walk to the bridge provide an introduction to the events that took place at the North Bridge. While containing good information, the waysides mar this commemorative area and do not relate visually to anything the visitor can see. There is

also an audio station with a three-minute synopsis of the events of April 19th. For many visitors, this is the only interpretation or park service presence that they experience. After visiting the bridge, some visitors cross the bridge and make their way up to the North Bridge Visitor Center.

The North Bridge Unit: Bus Tours

The North Bridge is a popular destination for bus groups, particularly in the fall. With the improvements in the Minute Man Visitor Center, park staff has noticed an increase in the number of bus groups that stop at the Visitor Center. Some groups receive interpretation from their bus company, but others do not receive any interpretation at all during their Minute Man visit. The quality of the interpretation from bus companies varies.

The North Bridge Unit: North Bridge Visitor Center

The North Bridge Visitor Center is located in the 1911 Buttrick Mansion on a hill above the North Bridge. Visitors can walk up to it from the bridge, or drive around to it. Due to weight limits on a nearby bridge, buses must drive a circuitous route to get from the North Bridge parking area to the Visitor Center. Approximately one-fourth of visitors to the North Bridge Unit park at the North Bridge Visitor Center. Some of those visitors are local residents who come to make purchases at the Eastern National outlet. People doing business at the administrative headquarters also park there.

The visitor center contains exhibits, a video room, restrooms, and a bookstore.

Exhibits

The exhibits in the North Bridge visitor center are outdated, nonthematic, and almost nonexistent. The lobby contains maps with photographs of various historic sites in Concord and Lexington. The main room of the visitor center is an Eastern National sales outlet with a combined information and sales desk. A small adjacent exhibit room contains a limited number of artifacts and two dioramas.

Audiovisual

"April Fire," a 12-minute laser disc video program is available on a self-serve basis. Originally produced as a slide show in the 1960's, this program gives an overview of the events of April 19th, with a focus on Concord and the North Bridge. The presentation style, using stationary drawings, is very dated. The Road to Revolution at Minute Man Visitor Center presents the same subject matter much more effectively. The park removed this program for about a month in 1998 due to visitor complaints about its quality, but numerous complaints from tour bus operators who appreciate the program's short length and ready availability led to its reinstallation.

Personal Services

Regularly scheduled guided walks to the North Bridge from the North Bridge Visitor Center were offered four times a day in the summer of 1998. Approximately 50% of the walks had visitors and went out, with about four to six people per walk. Once the walk arrived down at the North Bridge, other visitors usually joined in.



The North Bridge In Concord

THE WAYSIDE UNIT

The Wayside was the only house ever owned by Nathaniel Hawthorne, the childhood home of Louisa May Alcott, and later occupied by Margaret Sidney (Harriett Lothrop). Built before 1700, The Wayside was also the home of Minute Man Samuel Whitney at the start of the American Revolution. The Wayside is a National Historic Landmark.

Visitors arrive at The Wayside for different reasons. Many have an interest in American literature, others love old houses, while some just stumble upon the place. The Wayside is open Thursday--Tuesday by tour only, and is closed from November to April. It receives approximately 40-50 visitors per day.

The Wayside Barn, located next to the house, serves as a visitor center and the departure point for the tours. It contains exhibits, a small Eastern National sales area, a restroom, and a small park office.

The Wayside, as long as it is unchanged, has much to tell those who, with the ears and the eyes of imagination, can hear the murmurs of the pines and spruces on the terraces, the sound of children at play, and the gentle voices of its honored authors.

-Margaret Lothrop, The Wayside: Home of Authors.

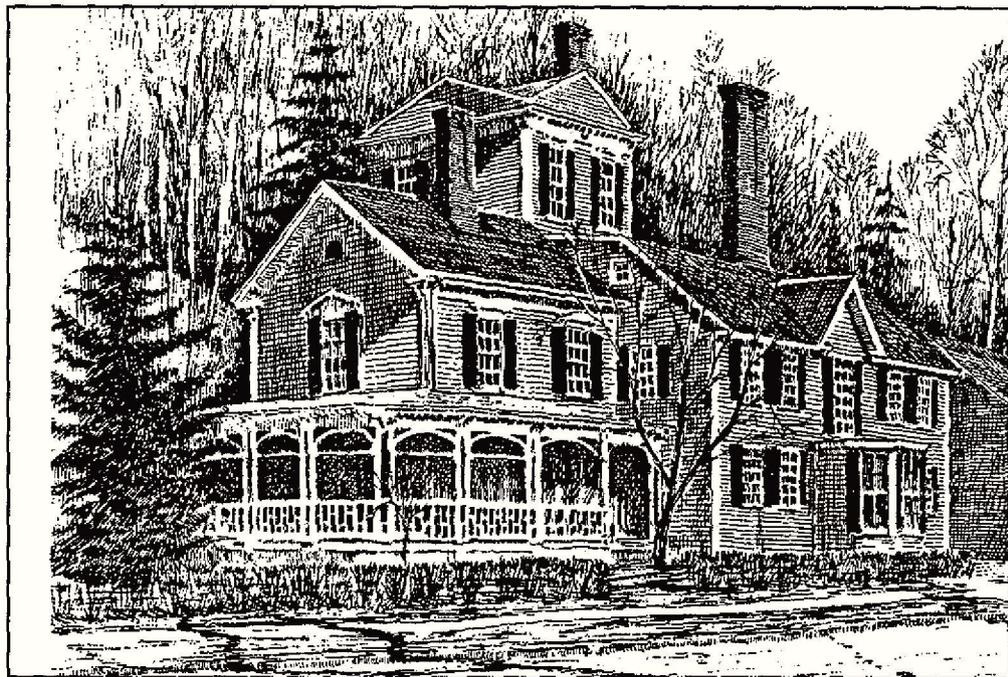
Exhibits

The exhibits in the Wayside Barn were replaced in 1996. The exhibits were intended to show a connection between the authors, the larger literary circle, and trends in over 300 years of American history. The exhibits include life-sized cast figures of Hawthorne, Bronson Alcott, Louisa May Alcott, and Margaret Sidney. Each of the figures has an associated audio program in which the authors speak in their own words on various issues.

The exhibits contain a wealth of information. However the exhibits describe how the authors were affected by and affected historical events. There is little introductory information that introduces the authors and their significance. A visitor unfamiliar with the authors can easily fail to understand why they were important to American literature and history and therefore be confused by or not be interested in the subsequent exhibits.

Personal Services

Tours of the Wayside are offered 8 times per day, with a desired limit of 10 people per tour. Tours last 45 minutes, and cover different themes and topics. Most visitors (park staff estimate at least 60%) go on an interpretive tour, with the rest just looking in the exhibit and book sale area. A fee is charged for the tour.



The Wayside in Concord

EDUCATION PROGRAMS

Onsite educational programs are offered three days per week and three times per day from April to June. In 1998, Minute Man conducted 16 programs with a total of 900 students. The education program is not fully subscribed. The programs are not currently widely advertised, and teachers find out about them by word of mouth. Park staff estimates that for every school that signs up for a program, there are four schools that show up at the park and visit on their own. Most school groups spend one to three hours in the park and stop at both the Minute Man Visitor Center and the North Bridge Visitor Center.

Starting in 1999 educational programs will be offered year-round as a fee-demonstration program.

Teachers can choose from a menu of four programs including two curriculum-based colonial history programs, a general National Park Service program, and a program on the author's view of the events of 1775. The colonial history programs are the most requested. In addition to these fee programs, there is a free self-guided packet of educational activities to accompany the Minute Man Visitor Center exhibits and film. This packet is geared for school groups and activities.

In conjunction with the National Park Foundation, the park has published and made available for sale *Bridges to the Past, a Teacher's Guide to Minute Man National Historical Park*. It has not been updated since the Battle Road trail has been open.

STAFFING

Minute Man NHP's permanent interpretive staff includes the Chief of Interpretation and three permanent interpreters (4 FTE). During the summer season, approximately 13 seasonals are hired (6.4 FTE).

From May to October the staff operates two visitor centers, open daily, and the Wayside Barn contact station, open six days per week. Approximately 56 guided tours are offered each week at The Wayside. Interpreters staff Hartwell Tavern on a daily basis and offer approximately 20 guided tours of the Battle Road Trail per week. North Bridge tours were offered 28 times per week in 1998. Special events are offered throughout the summer.

During the winter, the North Bridge and Minute Man Visitor Centers are staffed on a daily basis. Nine educational programs were available per week during the spring of 1998.

PARK LIBRARY AND COLLECTIONS

The holdings of the library have been selected to reflect the interpretive themes of the park. Four broad categories of books, reports, and other materials exist. The categories are: Colonial History up to 1775, the Revolutionary War with particular emphasis on the Battle of April 19, 1775, American nineteenth century literature with emphasis on the literature and lives of the authors who

lived in Concord, and professional studies of park cultural resources. Included within the professional studies category are historic structure reports, historic ground reports, archeology reports, and cultural landscape reports.

The major component of the park museum collection is the archeology collection with over 205,000 artifacts. The items in this collection were excavated at sites within the park that are associated with structures that were extant in 1775 but which no longer exist.

Several archival collections are part of the museum collection. The largest one, and the second largest segment of the total museum collection, is the Harriett and Margaret Lothrop collection, consisting of over 11,000 items. Documents associated with Harriett include handwritten short stories, story fragments, and chapters of her Pepper books, as well as articles, poems, and correspondence.

Another archival collection is the Allen French Papers. In 1925, French wrote *The Day of Concord and Lexington*, the first well-researched history of the Battle of April 19, 1775. Although more recent studies of the battle have eclipsed his work, his papers include primary materials from the colonial era as well as other materials he collected for his research for this book and others.

The collection contains 102 documents related to the Hartwell Family. Thirty of these, mainly deeds and wills, date from the 18th century. Most of the other materials in the Hartwell Family collection are from the 19th century and relate to the descendants of the Hartwells.

The park's photograph collection consists of several hundred historic photographs, stereographs, and glass plate negatives. Depicted are interiors and exteriors of The Wayside, nineteenth and twentieth century views of the North Bridge, of The Minute Man statue, of historic buildings that are now in the park and of other significant buildings in Concord and Lexington. A postcard collection contains hundreds of views of the North Bridge, The Minute Man statue, The Wayside and other significant sites in Concord and Lexington.

The Wayside furnishings collection includes furniture, textiles, books, prints, ceramics, artwork, decorative objects and utilitarian items. Most of the furnishings are associated with Harriett and Margaret Lothrop.

ISSUES AND INFLUENCES

The following issues affect visitors or could be addressed through interpretation.

Safety issues

- The combination of bicycles and pedestrians on the Battle Road trail can be dangerous. Some bicyclists do not walk their bikes across boardwalk sections of the trail increasing the possibility of injuring themselves or others. The Hanscom Road crossing has not been completed and surface crossing is dangerous here. Some visitors worry that there may be personal safety issues on the trail.
- At The Wayside and the North Bridge, visitors must cross busy town roads to get from the parking area to the park sites.
- Traffic on Route 2A can be heavy and visitors may find it difficult to safely stop, slow down, or navigate.
- Musket demonstrations must be carefully managed to ensure the safety of both visitors and re-enactors.
- Poison ivy, ticks, mosquitoes, and yellow jackets (often attracted by trash) are ever present.
- The stairs to the tower in The Wayside are steep and difficult to negotiate. The room at the top of the tower can get uncomfortably hot and stuffy.
- There is poor lighting for evening events.



Visitor-related resource issues

- While not widespread, vandalism and removal of park resources, dumping of trash and toxic materials, illegal hunting, and littering occurs.
- Visitors wander off trails into sensitive resource areas or onto private property or active farm fields.
- Flower and plant picking, and dogs off leash are widespread.

Other management and resource issues

- There are demands for recreational opportunities that are not necessarily compatible with the park experience and protecting park resources (i.e., Horseback riding, snowmobiling).
- There are intrusions on the visitor experience from outside the park, and in some cases within the park, including noise, visual intrusions, and landscape intrusions.
- Development of community support and understanding is an ongoing process and is critical to park management and resource protection.
- Education programs need to reflect state and local standards, which change, and need to reflect ongoing communication with schools and teachers.
- Agricultural activity (special use permits) occurs throughout the park, near or immediately adjacent to the Battle Road Trail. This creates several issues such as protection of crops, pesticide use, visual impacts, and safety issues.

RECOMMENDATIONS

The following is a description of programs and media proposals designed to realize the goals, themes, and visitor experiences previously described for Minute Man National Historical Park. The discussion of each program or media proposal identifies its purpose, special considerations, and sometimes the suggested theme or method of presentation.

However, these suggestions are merely suggestions and should not limit creativity in the media design stage.

Interpretive planning analyzes all needs and recommends a wide array of interpretive services, facilities, and programs to communicate in the most efficient and effective way the park's purpose, significance, themes, and values.

PREVISIT INFORMATION

Information about Minute Man will continue to be available by mail and phone. A training session about the park and its resources and programs could be offered for people that work at information kiosks and other area attractions. Park information will be made available at area hotels.

A universal sign plan for the park will be developed. It could be part of a universal sign plan for Concord and Lexington that would utilize symbols for literary and historical sites. Better entrance signs will be developed for the park and utilized at all three of the park units.

Web site

The web page will include introductions to all park themes as well as trip planning information. It will also correct commonly held myths about the events of April 19th.

THE BATTLE ROAD UNIT

The park will continue to work towards removing modern intrusions along Route 2A and rehabilitating cultural landscapes. Ideally Route 2A would be made to look and function like a parkway. The park will continue to work with partners to reduce traffic and speed. The park will continue to work with private landowners and park neighbors to reduce visual and auditory intrusions.

The Battle Road is a long road leading even to the present day: and beyond. Its first five miles are more worth preserving than any other five miles of country road in the United States.

-Thomas Boylston Adams.

The Battle Road Unit: Battle Road Trail

The Battle Road trail, with its associated historic buildings and landscapes is the most tangible evidence at Minute Man that allow visitors to imagine the past. The trail will continue to be managed to provide visitors with a sense of place. While appropriate recreational use will be permitted and encouraged, the trail will be managed to help visitors understand the April 1775 events, setting, and context. Management actions will include restoring cultural land-

RECOMMENDATIONS

scapes along the trail to suggest the historic scene, encouraging living history presentations along the trail, and providing interpretation that is compatible with the historic scene.

The waysides and markers will be installed as planned. Interpretation of the natural resources along the trail will be done in the context of the major park themes, not as an end in and of itself.

A self-guided trail could be developed along a portion of the Battle Road Trail that would interpret the landscapes shaped by the colonists and how these landscapes affected events on April 19 (theme 2). This could be in the form of a brochure or an audio guide. The literary theme can also be tied in as is currently being done through the Thoreau and Friends project.

Personal Services

The Battle Road trail provides an excellent setting for a variety of personal service programs based on park themes, in particular the landscape theme (theme 3) and the starting of the Revolution theme (theme 1). Other themes can be tied in. Programs can initiate at the Minute Man Visitor Center, at Hartwell Tavern, or at any of the other parking areas along the trail. Interpretive programs should be geared toward a variety of user groups including hikers, bicyclers, and cross country skiers.

Park staff need more information on how colonial people utilized the natural resources, and what natural resources existed along the trail during colonial times. Periodic staff training, attending special programs, making guidebooks available, and providing field time can help meet this need.

Subject matter experts from the community will be recruited to give special programs along the trail, including farmers, local historians, well-known scholars, or experts from other agencies. This could be turned into a "lecture" series on the trail. Portions of these programs could be taped and made into audio or written guides for the trail.

Living history demonstrations can be spread out at different points along the trail, particularly for special events or on busy weekends. This allows visitors to "come across" British troops marching down the road, or allow them to "discover" a local farmer engaging in his business. This would help visitors feel like they were experiencing a "window back in time."

Rangers from the interpretive division and the protection division will continue to collaborate to rove the trail, provide interpretive information, answer questions, and give programs along the trail.

The Battle Road Unit: Minute Man Visitor Center

The park will continue to work to encourage visitors to start their visit at the Minute Man Visitor Center. The entrance to the Visitor Center and the approaches from Route 95 and 2A should be relandscaped, opened to the view, and signed so that visitors arrive more predictably at the Visitor Center. Encouraging visitors to start their visit at the Visitor Center will involve a

process of readjustment, particularly for repeat visitors and organized tours. The park will need to guide visitors toward the best ways to experience and use the park. This can be done through working with staff at other Lexington/Concord attractions, through park publications, through the web site, and through signage.

Ideally the parking area would be moved closer to the visitor center to encourage more visitors to enter the center. At a minimum, a drop-off area for buses and passenger cars should be developed. This would encourage use of the visitor center by bus tours, and elderly, handicapped, and time constrained visitors.

If the five-minute walk is still maintained from the parking lot, it should be used for interpretive purposes to encourage visitors to take the walk and learn something along the way. Waysides could be utilized to introduce the landscape theme and act as "teasers" encouraging visitors to walk to the visitor center. Reproductions of the cutouts from the exhibits in the Visitor Center or figures from the multimedia show could be placed in the parking lot at the beginning of the trail to the Visitor Center. These figures would have an invitation to visitors to walk to the Visitor Center to discover the events of April 19, 1775.

For the Minute Man Visitor Center to serve as a starting point for park visitors, it needs to do a better job of introducing all the park themes and providing a good orientation to the park and its opportunities.

Exhibits

The exhibits in the Visitor Center need to give an introduction to all five themes, an in-depth look at theme one (Minute Man was the starting place of the American Revolution and the birthplace of the American identity), and an orientation to the park. Overall there needs to be a stronger introduction to park themes and a stronger orientation to the park. Because the exhibits were just replaced, a major overhaul is not practical. Following are some suggestions on how these goals could be achieved.

Orientation

- A new, more prominent location for the orientation panel should be found closer to the front desk and the major visitor flow.
- Orientation information and lists of daily programs and opportunities should be put on a board that would be placed outside during good weather.
- In 1999, orientation information will be put in the parking area as part of the Battle Road Trail wayside plan.

Introduction to all park themes

While the existing exhibits introduce the events of April 19th they do not introduce park themes. Several ideas to solve this problem include:

RECOMMENDATIONS

- An addition could be built on to the visitor center to allow more room to treat the major themes.
- The existing exhibits could be modified to be more thematic. This could be done subtly, for example by creating displays in the Eastern National sales area that introduce the authors of *The Wayside* and give a statement about their importance. Some of the existing texts could be made more thematic.
- A new and more prominent introductory panel could be created that would introduce the park themes.
- An outdoor exhibit could be created that would introduce all the park themes.
- The ties between the existing exhibits and theme one needs to be made more assertively (Minute Man NHP was the starting place of the American Revolution; here through the resolve of citizens willing to seek, stand up for, and die for the ideals of liberty and self-determination was instrumental in the formation of the American identity). This could be accomplished by altering some of the exhibit text.

Two other recommendations for the exhibits include:

- The diversity of colonial peoples needs to be better represented in the exhibits.
- The packet of activities designed for organized groups and families should be promoted.

Audiovisual

Personal introductions will be provided for all screenings of the multimedia show. The park newspaper, signs, and staff interaction will continue to be used to encourage visitors to watch the films.

A new film should be produced to introduce the causes of the war and the events leading up to April 19th. This would replace "To Keep our Liberty." Other films would be made available, such as a film about *The Wayside*.

Eastern National

Eastern National will continue to provide a robust product mix of sales items relevant to park themes. The displays in the bookstore should be arranged to emphasize park themes. Small text or photo displays can be incorporated into these book arrangements. Eastern National will continue to sponsor special events relevant to park themes such as book signings, book clubs, and scholars' discussion groups.

A catalog of Eastern National sales items will be made available at all park units and on the park web site.

Publications

A prominent "welcome" article in the Minute Man Messenger will provide an introduction to the primary park themes.

The park's Map and Guide will be revised to explicitly incorporate park themes.

Personal Services

To make visitors feel welcome in the visitor center and encourage them to have personal interaction with NPS staff, all visitors will be greeted with a friendly greeting when they walk in the door. A uniformed ranger will be on duty in the visitor center at all times.

Personal service programs should be offered from the visitor center, such as tours to Paul Revere's capture site, walks along portions of the Battle Road Trail, or patio talks. Regular ranger talks and special events should be held in the auditorium. A conscious effort will be made to have the Visitor Center be a center of activity and programs, thereby attracting more visitors there to see the exhibits and the audiovisual shows.

Personal service programs should be offered at the Minute Man Visitor Center that introduces park themes other than theme 1. For example, programs could be offered on The Wayside authors, or how Minute Man fits into the National Park system. This would help the Visitor Center orient visitors to all park themes.

The Battle Road Unit: Hartwell Tavern

Better informational signs will be placed either along Route 2A or in the Hartwell parking lot that will alert visitors to the fact that living history demonstrations are occurring (i.e., "special event") and encourage them to visit the Tavern. The atmosphere at the entrance to the parking lot and the trailhead needs to be inviting and needs to give visitors a sense that "something is here." In 1999, a wayside about Hartwell Tavern will be placed in the parking lot encouraging visitors to walk down to the house. This will remove the need for a wayside to be placed in front of the Tavern, disrupting the historical scene.

The Hartwell Tavern experience will continue to be an evocative and interactive "window back in time." All signs and interpretation need to blend with the landscapes and be compatible with the historical scene. Park managers will continue to take actions to restore the historical landscapes around Hartwell Tavern through actions such as restoring pastures and orchards. Ghost structures could be developed of the other houses that were historically located along the Battle Road to show the colonial pattern of settlement in the area.

The army of the King marched up in fine order and their bayonets glistened in the sunlight like a field of waving grain. If it hadn't been for the purpose they came for I should say it was the handsomest sight I ever saw in my life.

-attributed to Mary Hartwell

RECOMMENDATIONS

Actions will be taken to make the house and landscape seem more alive and less sterile. For example, herb or vegetable gardens could be planted and tended to by volunteers, re-enactors, or local garden clubs. Farm animals could be acquired if staffing or volunteer levels permit. Replica 18th century diaries, almanacs, newspapers, and broadsides can enliven the interior of Hartwell Tavern and help it seem like a real tavern and home. These items can also serve as interpretive props.

Hartwell Tavern will continue to function in its original role as a center of activity and communication. Hartwell can also function as a rest spot for visitors using the Battle Road Trail (an authentic historical use) as well as a place for visitors to interact with National Park Service staff and get their questions answered. While information on park events and introductory material for the park will be available, it will not intrude on the historic scene. While visitors may have specific questions about the house or expect a tour of the house, interpretation will not focus on giving a tour of the house. Interpretation will focus on how the people, events, and lifestyles portrayed at the Tavern affected or were affected by the War (theme 2). Themes 1 and 3 will be interpreted where appropriate.

Costumed interpretation will continue to be utilized as much as possible to create an atmosphere of a "window back in time." Visitors will have the opportunity to participate in a variety of activities such as food preparation, crafts, debates, "running the tavern," and participating in the chores of a Colonial home. Water, cider, or other refreshments could be made available as they were in historic times to allow visitors to experience the tavern in its historical role. Crafts could also be available for sale, perhaps through Eastern National or other entities.

Heating and electricity limitations and a lack of winter visitation preclude Hartwell Tavern being open on a daily basis in the winter. However, special events appropriate for the season should continue to be offered in the winter. Programs should be developed that target cross country skiers or other winter users of the trail. Educational programs targeting schools should also be offered in the winter.

Personal Services

Additional thematic special events should be expanded, such as story telling or concerts with colonial musicians. Vignettes such as town meetings, debates, and the like will be scheduled or occur spontaneously on weekends. A panel giving the date and time could be created that would set the tone for whatever events were going on that day. For example, an April 20, 1775 date could be used for a vignette of local residents debating the implications of the events of April 19. Special events should expand outside of the house to utilize the barn.

Education

In addition to the ideas stated above, the Hartwell Tavern provides many opportunities for use by school groups. A self-guided activity guide should be

developed for teachers so that they can conduct activities with or without a National Park Service introduction or presence. A backpack of reproduction items and activities could be checked out to teachers or group leaders at one of the Visitor Centers. Students could investigate the different roles of people that might have been present at the Hartwell Tavern--for example the patrons, community members, and the Hartwells themselves--and then use these identities, roles, and perspectives for role playing.

The Battle Road Unit: Historic structures

There are a variety of historic houses located along Route 2A and the Battle Road Trail. Some of these houses have been restored and some have not. Some are currently being used for park housing. In many cases, this is an interim use. Historic leasing is being actively pursued but some staff housing will be required for the foreseeable future. While budget and staffing preclude restoring, interpreting, furnishing, or opening all of the houses to the public, there are other uses the park could pursue for the houses that would be consistent with park policy, preservation guidelines, and interpretive programs.

Some of the structures could be leased to a museum, educational institute, or other local institution to use as an educational facility. Others could be made into an overnight facility, either leased as a bed and breakfast, or used as an overnight educational facility in conjunction with a nonprofit or other educational institution. Park houses could be used for volunteer housing, or volunteer work group housing (like a Sierra Club or historical group work camp).

The Smith House, located down the Battle Road trail from Hartwell House, is an ideal house for alternative uses. The only draw back is that there is no parking area adjacent to the house. There is considerable information about the owner of the house, William Smith, who was captain of the Lincoln Minute Man Company and brother of Abigail Adams, which could be interpreted to the public. Its story ties well into other National Park Service areas and New England area history. The house could be used for special events, particularly by nearby corporate offices and Hanscom Air Force Base. The house could be used for volunteers, educational groups, or school groups. The house could be used for special tours, or for concerts of colonial music, or these two uses could be combined in one event. Partnerships with Hanscom Air Force Base, with the town of Lincoln, with schools, or with Minute Man companies could help to convert the function of the house or operate the house in its new function.

THE NORTH BRIDGE UNIT

The opportunities, challenges, and issues confronting the visitor experience at the North Bridge transcend the scope of this plan. Some of the issues such as visitor access, facility development, protection of historical and landscape resources, and

*By the rude bridge that arched the
flood, Their flag to freedom's breeze
unfurled, Here once the embattled
farmers stood And fired the shot
heard 'round the world.*

-Ralph Waldo Emerson

RECOMMENDATIONS

coordination with the Town of Concord and other partners, may require public involvement and compliance work to be effectively addressed. Therefore, a Development Concept Plan (DCP) needs to be completed for the North Bridge Unit. This plan should address visitor access to the Bridge, visitor experiences at the Bridge, location of appropriate interpretive facilities to convey the park themes, use of the North Bridge Visitor Center, compliance issues, and resource and landscape protection issues.

Interpretive and visitor experience planning will be an important part of the North Bridge DCP. The North Bridge is the primary visitor attraction at Minute Man, and the experiences available to visitors need to do justice to the significance and popularity of the site.

Several comments on the interpretive functions that need to take place at the North Bridge follow with some suggestions on how these functions might be met. However, these functions and experiences will need to be further developed through the DCP process.

North Bridge

The North Bridge has the potential to interpret all park themes. Because most visitors access the Bridge from Monument Street, efforts should focus on improving the visitor experience for visitors who arrive from that side of the bridge. Functions that need to be accomplished somewhere between the parking area and the Bridge include:

- Welcome visitors and provide a National Park Service presence.
- Orient visitors to Minute Man NHP.
- Introduce the national significance of the North Bridge (theme 1).
- Orient visitors to what happened at the Bridge.
- Provide visitors a chance to transition from the modern day parking lot to the historical scene, where they will experience an atmosphere of contemplation and respect.

The planning team brainstormed several ideas of how the functions could be accomplished. A kiosk with waysides could be placed in the parking area (although space is limited). Or, a small kiosk or contact station could be established across the street where the bathrooms are currently located. Or, the approach to the Bridge from Monument Street could be changed routing visitors behind the current bathrooms into a clearing where there is a side view of the bridge and the landscape. Orientation panels could be placed here that introduce visitors to the landscape and the events of the North Bridge. This could create a loop trail from the parking area to the bridge.

Signs in the parking lot and the feel of the parking lot need to be changed. Visitors arriving at the parking lot should feel like they are in a special, important place. An appropriately designed wayside or a marker in the parking area could introduce the significance of the North Bridge and give a simple expla-

nation of why the place is important. It should be designed to give a commemorative feeling and provide information in a dignified way.

The existing waysides along the road to the bridge will be removed once the information they convey is located elsewhere.

Non-personal interpretation at the North Bridge itself needs to be carefully considered with respect to how waysides, kiosk, or audio programs would affect the historical scene and the contemplative environment.

North Bridge Visitor Center

There was considerable disagreement among the planning team regarding what interpretive presence is required in the current North Bridge Visitor Center. Possible uses of the North Bridge Visitor Center that were discussed include:

*All eyes are turned upon the
tragic event of the 19th... We
are unanimous in the resolution,
to die, or be free.*

-letter from New Englander,
April 25, 1775

- Design and install exhibits that are a "bridge to future" that would be designed to be experienced after a visit to the bridge, since most people visit the North Bridge Visitor Center after visiting the Bridge. These exhibits would interpret the legacy or aftermath of the events of North Bridge. They would focus on provoking visitors to think about the legacy and consequences of the Revolutionary War. Note: this idea had more support than the following ideas.
- Move all interpretation to the Major John Buttrick House (which dates to the Revolutionary period) across the street and convert the North Bridge Visitor Center completely into administrative use.
- Make the North Bridge Visitor Center into a park-wide interpretive center that introduces all major park themes.
- Place more emphasis on interpreting the sites and landscapes around the building.
- Remove the interpretive function and convert the North Bridge Visitor Center completely to administrative use.

This issue needs to be addressed as part of the DCP for the North Bridge Unit. Decisions on what NPS presence is appropriate at the North Bridge Visitor Center will depend on whether access to the North Bridge changes and whether there will be any new interpretive facilities at the Monument Street end of the Bridge. There needs to be a National Park Service presence at the North Bridge--the DCP will need to consider whether this is at the North Bridge Visitor Center, at the Monument Street end of the bridge, at both, or at some other location.

The area around the North Bridge Visitor Center needs to be more inviting. Small waysides or a self-guided trail should interpret the structures, colonial era foundations, the Major John Buttrick House, the muster field, and the his-

toric vistas. Waysides should be placed at the overlook behind North Bridge Visitor Center, which would provide an introduction to the landscape and events of the North Bridge. A self-guided loop trail should be developed that would tour the structures and vistas around the North Bridge Visitor Center, the muster field, the historic vistas, and the archeological sites in the area.

Personal Services

Interpreters will be on duty at the North Bridge during all daylight hours. They will provide roving interpretation or give talks. They could be in costume or in uniform. Tours would no longer be offered from the North Bridge Visitor Center.

The North Bridge Unit: Bus tours

The National Park Service will develop several recommended tour bus "visits" or itineraries that can be offered or suggested to tour companies. Park staff will need to coordinate with tour buses through the National Tour Association (NTA), a nonprofit organization of almost 700 tour companies. Park staff will attend one or more NTA meetings or trade show events to talk with tour operators, find out how they work, and find out how they get their information. Then, information on the itineraries will be developed and provided to tour operators. A mailing list of bus companies will be compiled so that periodic updates can be sent.

A training class for tour operators and guides will be offered. A printed "Guide's guide" will be developed that will include information for bus guides. A cadre of step on guides could be trained, managed, and regulated by the park. Brochures could be developed specifically for use by tour bus visitors.

THE WAYSIDE UNIT

Previsit information

Visitors to Concord and Lexington will be made aware of The Wayside through brochures, signs, and the park web site. Information and a small exhibit on The Wayside will be incorporated into the Minute Man and North Bridge visitor centers. Tickets for the guided tours of The Wayside should be available at both visitor centers to facilitate visitors planning their visit. A carrying capacity study will need to be done to figure out how many visitors the Wayside can handle without damage to resources.

The Wayside

Visitors to the Wayside will experience a home, and not a museum. Some changes that would make the place more home-like include placing open books on tables, putting replica flowers in vases, putting replica manuscripts on a desk, using historical clothing more creatively, and providing good lighting. A balance between providing quality visitor experiences and protecting the house's resources will need to be maintained. Interpreters will welcome visitors into a home, and not just a house. Because the windows in the tower are sealed with UV filters, they cannot be opened and the heat in the tower becomes oppressive. Methods will be explored to keep the tower cool for visitors in summer, consistent with resource protection.

Interpretation at The Wayside will continue to focus on the works and lives of the authors who lived there, and not on the actual house and furniture itself (see theme 4). For those who are interested in the specifics of the house or furniture, books or brochures will be made available on those topics. This will free interpreters from giving furniture tours. Or, special tours could be organized and promoted that would focus on certain aspects of The Wayside--for example, the furniture, the architecture, its role in the underground railroad, or the life and times of a certain author. Special tours could be marketed toward certain groups--i.e., an architectural tour for architecture students.

The Wayside will continue to be open only when staffed. This could be by guided tour, or could be with interpreters stationed in various rooms. If it were not on guided tour, there would need to be provisions made for resource protection. Personal service interpretation will focus on theme 4.

The Wayside Barn

A video of The Wayside should be created and made available to handicapped or other visitors as a "virtual tour." This could be shown on a monitor in The Wayside Barn or at the Minute Man Visitor Center, or made available for loan or sale to schools. This would be available as a "virtual tour" when the Wayside is closed during the winter. A monitor could also utilize the "virtual tour" that is on the Wayside web site.

The exhibits in the Wayside Barn need to be altered to be more thematic. A new introductory panel should be created that would introduce theme 4.

The exhibits could be open for more of the year, or on request for groups or schools.

Education Programs

A lesson plan like the "Teaching with Historic Places" lesson plans should be developed for The Wayside. These lesson plans would be put on the internet, or made into a curriculum guide for The Wayside. Offsite programs on the literary theme should be developed and presented in schools, particularly during the school year when The Wayside is closed. The Wayside could be opened for tours for small student groups. This could be part of the fee demonstration program. Students could play the role of the real children that lived in the house (like Louisa May Alcott). Educational programs could be done in conjunction with other literary sites in Concord such as Orchard House.

PERSONAL SERVICES

Most personal services recommendations have been stated above in the recommendations section. All personal services programs at Minute Man need to be thematically based. All staff interpreters should have passed the appropriate competencies.

Education Program

The park will expand and alter the existing education program to make it a theme based, goal-oriented, curriculum-based educational program.

RECOMMENDATIONS

The park will develop an educational plan. Consulting with local teachers and school districts will be fundamental to determine what themes to target, how to fit into the recently changed Massachusetts curriculum, what grade level to target, and how the park can most effectively work with the schools. This consultation can be done through meeting with curriculum coordinators, tapping into teachers' in-service workshops, and meeting informally with teachers. Up-front teacher buy-in and advice will be critical to a successful program. An advisory group of teachers should be formed to help with this process.

All education programs need to tie into park themes. Once the theme and goals of the program have been established, the park will need input from the schools and teachers to determine the most effective way to deliver the message. The program will need to include pre- and post-visit activities, but could include ranger visits to classrooms, onsite programs, an activity guide, a traveling trunk, or teacher workshops or training. Once a decision is made on what kind of program will be offered and how, the park will need to be rigorous in focusing on implementing that program rather than responding to other requests.

The park will need to develop marketing materials or strategies for the educational program to educate teachers about what Minute Man NHP has to offer and how to participate in the program. This could be in the form of a letter to all schools, a web site, a teacher meeting, a brochure, or a mail-out packet.

Preliminary research and conversation with teachers indicates the park should target elementary schools, particularly 3rd, 4th, and 5th grades, for onsite programs. Colonial history is a more appropriate topic for this age than literary themes. Hands-on programs would be ideal for students, and can serve as an introduction into more conceptual themes. High school classes do not take as many field trips, but students can use Minute Man for individual projects. Minute Man could offer suggestions for individual research projects, on-line educational programs, or offsite programs for high school students.

A Colonial education center has been considered for the Major John Buttrick House located across the street from the North Bridge Visitor Center. If an educational center is created, it needs to be a part of the overall educational strategy for the park, and needs to be developed with teacher input and thought as to the staff necessary to operate it. The education center could be located anywhere that was easy to access, handicapped accessible, and convenient for staff to open. Alternately it could be located in the North Bridge Visitor Center or other historic park houses. It would be curriculum-based and geared towards school groups but would be open for use by families during summer and school vacations.

Grants for materials, transportation, curriculum development, or staff time may be available from Parks As Classrooms, partnerships with school districts, or educational grants such as "Thoreau and Friends."

Outreach Activities

Parks cannot survive as islands. Many resource issues transcend park boundaries and need the support of local and national communities to be effectively addressed. This is particularly true at parks such as Minute Man that contain nonfederal land, are located within established towns, are adjacent to modern development and a variety of private landowners, and are subject to growth pressures from outside the park.

The park will work with the existing local, state and special interest news and media publications to send out information on the park's themes, park activities, resource issues, and events. The park will compile a database of media agencies and publications to use as a mailing or fax list. The information could be sent out in a variety of formats including a regular media newsletter, press releases, or media packets.

A newsletter for park neighbors (private, corporate, federal, and state) and partners should be developed and distributed by mail or posted in gathering places (post office, grocery stores, public meeting sites) in local communities. The newsletter would contain articles about park developments, resource protection issues, planning meetings, or volunteer opportunities. It could be a cooperative effort with the Minute Man National Park Association.

A traveling exhibit with an introduction to the major Minute Man themes should be developed to send to local schools, town meetings, community events, other museums or NPS sites, and other venues. Contacts with teachers and schools can serve as a way to connect with the local community.

An annual open house should be held for motel operators, employees from other Concord and Lexington attractions, information booth representatives, and residents of the neighboring towns.

Living History

When related to park themes, living history programs help bring the park to life and enrich a visitor's experience. They can help visitors imagine the lives, thoughts, experiences and decisions of the people involved in the events of April 1775.

All living history demonstrations and interpretation of colonial life will focus on how colonial life and social structures related to the war, not just be a demonstration of colonial life. That is to say, all demonstrations need to relate to park themes. While theme 3 would be the primary theme, themes 2 and 4 will also be interpreted.

In order to provide the kinds of experiences described, partnerships with local re-enactor groups will need to continue and expand. Many re-enactor groups exist locally that have members with extensive knowledge of and skills in colonial life. These and other volunteers can help staff and "create" major events, or can help staff sites on a daily basis. A full-time volunteer coordinator should be designated for the park to coordinate this increasingly complex

and large task. This coordinator should meet periodically with re-enactor groups to organize and schedule events, get feedback from the groups, brainstorm new ideas, and evaluate how the programs are working.

Staffing

To fully implement the proposals in this plan--and meet the National Park Service objectives of providing for visitor enjoyment and the long-term protection of park resources--the staff dedicated to interpretation and education will need to increase. In particular, an education coordinator will be needed to develop and manage an expanded educational program for the park. Additionally, a volunteer and outreach coordinator is needed to coordinate the many special events, re-enactors, and demonstrations. Finally, additional seasonals are needed to staff the various visitor centers and historic houses, and to provide programs during the spring, summer, and fall.

Everyone involved in interpretation at Minute Man NHP, whether permanent or seasonal interpreters, park staff from other divisions, Eastern National employees, volunteers, or re-enactors, must have an understanding of park resources, themes, and objectives. Training and evaluation should be provided on an ongoing basis. Partnering with other historical sites and entities and other local National Park Service areas can expand the breadth of training opportunities. Interpreters should be encouraged to continually research and learn through special projects, research time, or cross-training. All employees conducting interpretive programs should be competent in interpretive skills.

PARK LIBRARY AND COLLECTIONS

The park collection is generally underutilized for exhibit and research purposes. Some suggestions on how the collection could be better utilized follow.

Margaret Lothrop's papers include extensive research notes that she compiled to write her book, *The Wayside: Home of Authors*. Her research materials cover the lives of the other occupants of the house, the history of Concord and changes in the structure and décor of the house. Margaret Lothrop's notes can provide interpreters with a wealth of information about *The Wayside*, its history and the authors. Interpreters should be encouraged to access her papers when they are preparing programs for *The Wayside*.

The collection of documents related to the Hartwell Family, which includes thirty that date from the eighteenth century, is of value to the interpretive program. The eighteenth century documents are mainly deeds and wills. However, some of these documents could help the interpreters enrich the programs presented at the Hartwell Tavern.

A small number of photographs in the collection are of the occupants of *The Wayside*. Copies of photographs of Daniel Lothrop, Harriett as a young woman, Harriet's family, Margaret as a child and friends of Margaret could be placed in frames and displayed in appropriate rooms of *The Wayside* just as a family displays photographs of family and friends in its home.

Some Wayside materials, such as clothing and other personal items belonging to Harriett and Margaret, utilitarian objects, such as coffee pots and plungers, and decorative items, are not on exhibit. Some artifacts, such as Harriett's wedding gown, the christening gown of Margaret, a broach from Harriett and other personal items, could be placed in the house to help make these people real to the visitor. Setting the dining room table with a tablecloth from the collection and using the silverware and china that belonged to Harriet and are in The Wayside could also help personalize the house.

The museum collection contains few eighteenth century military objects. A Brown Bess musket with bayonet, a cartridge box, bullet mold, several musket balls and a British officer's sword are all of the military items in the museum collection. These artifacts are on exhibit in the North Bridge Visitor Center. The use of these artifacts will need to be revisited pending the future of the North Bridge Visitor Center.

Other than archeology items, eighteenth century artifacts are not well-represented in the collection. A Betty Lamp, pewter plates and candle molds are some of the few eighteenth century artifacts that could help a visitor understand life in that time period. Currently these items are not on exhibit.

Like photographs, postcards provide a visual record of how areas within the park have looked at different periods of time. These images could be used for special exhibits.

A collection of over a hundred original drawings created by the American Impressionist, Childe Hassam, and by the illustrator, Herman Heyer, for the Lothrop publications for children, including the Pepper series, also exists. These drawings have not been utilized because there is no gallery space in the park to exhibit them. The high cost of matting and framing the drawings also prevents the park from developing an exhibit that could be loaned to other institutions.

PARTNERSHIPS

Implementation of elements of this interpretive plan depends on the continuation and expansion of existing partnerships and the development of new ones. Some of these cooperative efforts have been proposed in other sections of the plan but will be summarized here.

The ultimate outcome of planning for national parks is an agreement among the National Park Service, its partners, and the public on why each area is part of the national park system, what visitor experiences should exist there, and how those conditions can best be achieved.

The partnership with Eastern National will be important for the development of educational materials about the park. This partnership will help tell the park story, develop interpretive activities and programs, develop interpretive sales items, and support research.

Partnerships with the towns of Lincoln, Concord, and Lexington and with other key stakeholders will be important to resolve regional growth planning issues, for educational programs, and to promote local stewardship.

RECOMMENDATIONS

Partnerships with living history and re-enactor groups will be critical to the park's ability to provide living history demonstrations and special events. The park will support living history and re-enactor groups with training, seminars, public relations and marketing, and equipment. The park will continue to support these groups' efforts to tie into park themes and help visitors have a cohesive and meaningful park visit.

By working closely with other museums and local attractions in the Concord and Lexington area, all of the entities involved can take advantage of new research or scholarship, ensure that efforts are not being duplicated, and ensure that staff at each attraction can provide accurate information about other attractions in the area. Working with other local institutions can expand audiences through joint marketing and can enhance and enrich the program offerings.

The Minute Man National Park Association is a nonprofit park support association that supports park mission goals and can help work creatively with local communities.

Because Route 2A often overlays the historic Battle Road, ongoing cooperation with the Massachusetts Highway Department and other state agencies will be necessary to protect and manage this historic corridor.

Partnerships with other National Park Service units through such efforts as the Regional Director's Boston Area Parks Strategy can expand audiences through joint marketing, can enhance and enrich the program offerings at the cooperating parks, and can improve awareness of the National Park Service in the Boston area. Cooperating with other related non-NPS historical sites and entities such as the Paul Revere House, the Old South Meeting House, other Freedom Trail sites, and the Massachusetts Historical Society can expand staff training and enrichment programs, expand outreach opportunities, and provide opportunities to learn from each other's successes.

Cooperating with local schools and educational institutions will be critical to the success of the park's educational programming. These partnerships should include both local schools and regional schools, including urban schools. Schools and educational institutions can be a source of volunteers. Partnerships with universities can help meet staffing needs through development of an internship program, and can help students gain knowledge of park resources and experience in interpretation.

Partnerships with the National Park Foundation, Parks as Classrooms, Thoreau and Friends, and other nonprofit educational groups and funding sources can help develop and implement education programs.

Private land conservation and historic preservation organizations abound in the region surrounding Minute Man NHP. The results of their efforts and stewardship enhance public understanding and appreciation of the park and its stories. Continued partnership and mutual support are important to the park's success.

IMPLEMENTATION PRIORITIES

1. Complete a Development Concept Plan (DCP) for the North Bridge Unit. The DCP will address, among other things, visitor access and experiences, resource and landscape protection issues, and appropriate facilities. The DCP will a) recommend strategies to improve signage, the visitor experience, and visitor understanding from the Monument Street side of the North Bridge; b) make recommendations on appropriate visitor experience and administrative use of the North Bridge Visitor Center, the Major John Buttrick House, and their surrounding area; and c) outline a strategy for historic, commemorative, archeological and natural resource rehabilitation and protection.
2. Take actions to increase the percentage of visitors that enter Minute Man Visitor Center. In particular, access needs to be improved for visitors who are under time constraints or who have mobility impairments. Strategies for study include: moving the parking lot closer to the visitor center; moving the vehicle access to the visitor center; creating a drop off area for bus visitors and visitors with mobility impairments; improving signage for the visitor center; improving signage and interpretation along the walk from the parking area to the visitor center. See the "Recommendations" section of this plan (page 26) for more information.
3. Alter the interpretive media in and around the Minute Man Visitor Center to: a) make the interpretation more thematic; b) ensure that the Visitor Center provides an overview to all park themes; and c) ensure that Minute Man Visitor Center provides an orientation to the whole park. Strategies are included on page 27 of this plan.
4. Develop and base fund the park's educational program. Strategies are included on page 35 of this plan.
5. Increase visitors' and locals' awareness of the existence of the Wayside, and make the Wayside more welcoming. Strategies are included on page 34 of this plan.
6. Work with living history re-enactors to expand the living history program and ensure all programs are tied to park themes. Strategies are included on page 37 of this plan.
7. Improve signage for Hartwell Tavern and promote its existence and special events that take place there. Strategies are included on page 29 of this plan.
8. Work with bus tour companies to provide better information and experiences for bus visitors. Strategies are included on page 34 of this plan.

APPENDIX A

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APPENDIX B

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APPENDIX C

Accessibility

Every attempt will be made to promote full access to interpretive media and programs to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks. This is in compliance with the National Park Service policy:

"...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the quality of the park experience for everyone."

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media.