



Pullman National Monument

Long-Range Interpretive Plan

September 2021



PULLMAN NATIONAL MONUMENT

LONG-RANGE INTERPRETIVE PLAN



President Barack Obama signed a Presidential Proclamation establishing Pullman National Monument on February 19, 2015.

Prepared for
Pullman National Monument, Chicago, IL

by
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*On the cover: Workers leaving the Pullman Palace Car Works.
From *The Story of Pullman* promotional booklet, 1893.*

Images courtesy of NPS unless otherwise noted.

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Pullman National Monument boundaries extend from 103rd to 115th Street.



Pullman Palace Car Factory, 1890. Detroit Publishing Company collection. Library of Congress.

Foundation for Planning

Introduction: The Planned Community of Pullman

Charismatic individuals, labor and civil rights history, impressive architecture and technology, social experimentation, urban design and greenspace – all these come together in Pullman National Monument, a 203-acre historic neighborhood on Chicago's South Side. The Pullman community, a planned industrial and residential setting dating back to



George Pullman

1880, was conceived by railroad car entrepreneur George Pullman as a pleasant, orderly, and innovative pedestrian-scale urban village where housing choices reflected social and economic status and employees could walk to work. With the Pullman Palace Car Company as landlord, Pullman's resident-workers enjoyed unaccustomed amenities and fared well – until company actions during an economic depression spurred a historic labor strike.

Following an 1898 Illinois Supreme Court ruling that negated the company's ability to manage rental housing, the residences in the Pullman neighborhood began transitioning to private ownership. Although the Pullman Company still thrived, the town declined as its rowhouses, once the height of modernity, began showing their age. Like many other urban neighborhoods in the early 20th century, Pullman's appeal fell with the rise of the automobile and the slow demise of the streetcar.

Today the Pullman community stands as a living example of the changing fortunes of America's urban neighborhoods: demographic shifts and economic inequities, followed by a renewed interest in economic revitalization, historic preservation, and adaptive reuse. Although time, limited public funds, and arson have damaged some of the Pullman factory buildings and left others boarded up and vacant for long periods, the basic design and street layout, landscaping, and red brick Queen Anne architecture of the historic Town of Pullman have remained largely intact. At this juncture, many of Pullman's surviving large factory structures are protected by public or non-profit ownership in various stages of renovation and preservation, while others are privately owned and used commercially. Individual residences in the community range from needing extensive repairs to being fully restored.

In 2015, the National Park Service became the latest public entity to become a Pullman partner, when President Barack Obama signed a presidential proclamation establishing Pullman National Monument as the first National Park Service unit in the city of Chicago. As in many other urban NPS sites, the NPS ownership footprint is small: 0.24 acres. The

NPS owns only the Administration Clock Tower Building, renovated in 2021 to serve as the Pullman National Monument Visitor Center and park offices. The remaining land within the monument boundaries is owned and/or designated by others, including hundreds of individual homeowner households and businesses and, notably, the state of Illinois, the city of Chicago, and non-profit entities.

Through its Illinois Department of Natural Resources Historic Preservation division, the state of Illinois owns and operates Pullman State Historic Site, which includes the grounds around the Administration Clock Tower Building, the intact front car shops, the rear erecting shop, and the four-story Hotel Florence (under renovation).

Most of the land area within the monument boundary holds City of Chicago Landmark status. This designation gives the city the responsibility for reviewing any proposed alterations, demolitions, and new construction within the landmark areas.



After decades of damage and neglect, the giant clock atop the restored Pullman Administration Clock Tower once again keeps perfect time.

About this Long-Range Interpretive Plan

Unlike financial plans, management plans, or facilities plans, interpretive plans have an external, rather than an internal, focus: Interpretive plans focus on visitors. What do visitors do, see, explore, learn about, and enjoy as they engage with a site? What kind of programming or services can site staff provide to enrich visitors' experiences? Should these programs and services be different for different kinds of visitors? Should site partners share, replicate, or divide storytelling to aid visitors expecting a seamless, "one park" experience?

A long-range interpretive plan draws on the insights of partners, community stakeholders, and NPS staff to recommend a thoughtful, balanced approach. Ideally, the plan produces an achievable menu of interpretive services to be developed over the next seven to ten years. This menu includes personal services (ranger- or volunteer-led tours, living history, artisans and crafters, reenactors, guest lecturers), as well as a range of interpretive media, from printed brochures to on-demand digital programming, wayside panels and kiosks, and large-scale interactive and immersive exhibits.

The interpretive planning recommendations in this document grew out of a series of stakeholder workshops conducted online (due to pandemic restrictions) using the Zoom platform in 2020-2021. Workshop participants reviewed the park's themes and identified "essential questions" for each theme, brainstormed dozens of interpretive programming ideas, discussed collaborative strategies, and worked together to craft the long-range interpretive plan. (A list of participants appears in Appendix A.)

The plan is presented in three parts:

- *Section One: Foundation for Planning* summarizes the foundational elements of Pullman National Monument. These elements are expected to remain valid for the life of the plan.
- *Section Two: Recommendations* provides specific recommendations for interpretive services, media, and other aspects of interpretive programming.
- *Section Three: Implementation Chart* prioritizes and assigns cost ranges for recommendations to be implemented in three phases from years 1 through 10 covered by the plan.

Because of the long-range scope of this plan, it is expected that some recommendations and implementation schedules will need to be adjusted in future years as funding, staffing resources, and other circumstances require.

Background and Establishing Legislation

The story of the Pullman site's survival from the 1880s until the present day is a cautionary tale of many successes, interspersed with irreparable losses and near-misses that could have meant the end of the neighborhood. (For example, the Arcade, the largest non-factory building in Pullman, with stores, offices, a theater, the library, the post office, and lodging rooms, was torn down in 1927; Market Hall was destroyed by fire three times, the last in 1973.)

In 1960, threats of demolition and urban renewal galvanized Pullman residents to form a strong Pullman Civic Organization, followed by an energetic Historic Pullman Foundation (founded in 1973) to protect their neighborhood. The foundation raised funds and purchased the historic Hotel Florence, a fading shadow of its former grandeur, in 1975. Building on that success, the foundation went on to acquire other structures and spaces, including Market Hall, the Florence Lowden Miller Historic Pullman Center (the foundation's headquarters), and the 1953 American Legion building on the site of the original Arcade. This building served as the Historic

Pullman Foundation Visitor Center and housed a temporary NPS visitor contact station until late 2021; it will become the HPF Pullman Exhibit Hall after the NPS moves into the Administration Clock Tower building.

In 1991, the state of Illinois bought the Hotel Florence from the foundation and also acquired the Administration Clock Tower Building and surrounding 12-acre site to develop Pullman State Historic Site. When the colossal, long-abandoned Clock Tower building was nearly destroyed by an arson fire in 1998, its vacant shell stood, barricaded and ghostly, for more than five years until the state of Illinois secured enough funding to repair the building and install a replica clock tower in 2005.

A Proclamation: Pullman National Monument

Pullman National Monument was established by presidential proclamation by President Barack Obama on February 19, 2015. Upon creation of the monument, the state of Illinois transferred ownership of the Administration Clock Tower Building to the National Park Service. The full text of the proclamation appears in this plan as Appendix B.

Pullman: A Preservation Timeline

1957	The Pullman factory closes, leaving the Administration Clock Tower Building and factory workspaces vacant and deteriorating.
1960	The Pullman Civic Organization is founded.
1969	South Pullman becomes an Illinois Historic District.
1971	The entire Pullman district, from 103rd to 115th Streets, receives National Historic Landmark District designation.
1972	South Pullman becomes a City of Chicago Landmark District.
1973	The Historic Pullman Foundation is formed.
1991	The state of Illinois purchases Hotel Florence and Pullman Factory buildings, establishing the Pullman State Historic Site.
1993	North Pullman receives City of Chicago landmark status, combining both north and south into a single city historic district.
1998	Fire strikes the factory site and destroys most of the Clock Tower structure and a 1910 factory building (later demolished).
2000	The Illinois Historic Preservation Agency begins extensive preservation work on the Hotel Florence and the factory site.
2005	A rebuilt clock and tower are installed on the reconstructed Administration Building, substantially rebuilt after the 1998 fire. The building remains vacant.
2008	Ryerson, a metal processor and distributor, shuts down, leaving the last 165.5 acres of the Pullman Company's original manufacturing complex vacant.
2015	Pullman National Monument is established by Presidential Proclamation, making the National Park Service the newest agency involved with the site.
2018	Environmental contamination mitigation begins on the factory grounds.
2019	Construction begins on converting the Administration Clock Tower Building into an NPS visitor center and offices for the monument.
2021	The new NPS Pullman National Monument Visitor Center is scheduled to open in the refurbished Administration Clock Tower Building.

Purpose Statement

NPS purpose statements summarize the essential purpose of a site, as described in its Presidential proclamation. Purpose statements are a key foundational element for interpreting the site. The Pullman National Monument purpose statement is as follows:

Pullman National Monument fulfills the following purposes for the benefit of present and future generations:

- 1) to preserve the historic resources;
- 2) to interpret the industrial history and labor struggles and achievements associated with the Pullman Company, including the rise of and the role of the Brotherhood of Sleeping Car Porters; and
- 3) to interpret the history of urban planning and design of which the planned company town of Pullman is a nationally significant example.

Significance Statements

Park significance statements explain why a park's setting and resources are nationally significant and warrant being protected and managed part of the National Park Service system. The 2017 Pullman National Monument Foundations Document listed seven significance statements for the monument, with no differentiation as to levels of importance. These significance statements are reprinted here:

- The Pullman Company transformed passenger rail travel in America. The comfortable facilities and consistently exceptional level of service of the Pullman Company was unprecedented; it became an international model for luxury. Pullman was a brand name equated with opulence and consistency, and is still recognized worldwide.
- What is today the Pullman neighborhood was the first completely planned major industrial model community in America. The community was recognized by some as “the perfect town,” and influenced later planned communities. The architecture (by Solon Spencer Beman), landscape architecture (by Nathan Franklin Barrett), and



Private owners have renovated many historic Pullman residences for 21st-century living.

sanitation (by Benezette Williams) of the development were thoughtfully designed to provide good living conditions for workers, a significant departure from previous worker housing models and an improvement on what was generally available to workers in the free market in American cities at the time.

- George Pullman's factory town is a powerful example of the concept of corporate paternalism. Amenities provided to employees to encourage loyalty and workforce retention were meant to be both good for workers and profitable for the company. The Pullman workers' experiences were a mix of benefits and limitations. Employees in the community, comprised of European immigrants and migrants from the South and other parts of America, had to conform to the company's expectations. The Pullman Company town influenced later similar efforts by other industrialists.
- The Pullman Company and its employees played a pivotal role in the American labor movement. The 1894 strike was national in scope and highlighted the emerging strength of unions in America. Clarence Darrow and Eugene V. Debs, major figures in U.S. labor history, played roles in the Pullman strike. President Cleveland used the Sherman Anti-Trust Act to end the strike, the first time it was ever used against a union. Though already

adopted by nearly half of the states, the enactment of the national Labor Day holiday was spurred by the Pullman Strike.

- The Pullman porter job was pivotal for the growth of the black middle class in America, and porters played a large role in the civil rights movement. By 1937 the Pullman Company had been the nation's largest employer of African Americans for more than 20 years, and Pullman porters composed 44% of the Pullman Company workforce. Jobs with Pullman contributed to the Great Migration of African Americans.
- Formed by A. Philip Randolph, the Brotherhood of Sleeping Car Porters (BSCP) was the first black union to be recognized by the American Federation of Labor and to achieve a bargaining agreement with a major corporation. The BSCP union had a major influence on the American civil rights movement. The Pullman historic district is home to the National A. Phillip Randolph Pullman Porter Museum.
- The business economy of Pullman's industries allowed the company to be successful for a long period, despite legal and labor challenges. The Pullman Company was vertically integrated for maximum profit. It controlled the manufacturing process and staffing for its products and services. It leased its products and tightly controlled the consistency of the experience it provided.

Fundamental Resources and Values

The 2017 Foundations Document lists the following fundamental resources and values identified for Pullman National Monument.

- *Administration Clock Tower Building.* This structure is the cornerstone of the National Park Service presence at the monument. The Administration Clock Tower Building was the heart of the factory and town. An arson fire in 1998 heavily damaged the building, following which it was partially reconstructed and restored. The National Park Service currently owns only the Administration Clock Tower Building, and the Illinois Department of Natural Resources Historic Preservation Agency owns the grounds and the rest of the Pullman Factory site.
- *Partnerships with community organizations.* With limited NPS ownership, cooperative partnerships with existing and future organized groups and government agencies are fundamental to telling the Pullman story and preserving related resources. The presidential proclamation directs the National Park Service “to use applicable authorities to seek to enter into agreements with others to address common interests and promote management efficiencies,

including provision of visitor services, interpretation and education, establishment and care of museum collections, and preservation of historic objects.”

Related Resources

Related resources are not owned by the NPS but are part of the broader context or setting of Pullman National Monument. The 2017 Foundation Document identified these resources as follows:

- The historic designed landscape of the Pullman factory and neighborhood
- Pullman factory site and the Hotel Florence
- Private properties within the monument boundary
- Public spaces and services within the monument boundary
- The Pullman community
- Pullman stories
- Collections

Many of these resources are discussed as an essential part of interpretive programming for Pullman National Monument. Stakeholders representing many of these resources were active participants in the development of this Long-Range Interpretive Plan.

Interpretive Planning Goals

Interpretive planning goals at Pullman National Monument focus on partner relationships, visitation and visitor experience, and best practices in interpretation.

- Continue to sustain and improve communication and collaboration with PNM partners for the long-term benefit of the monument and its visitors.
- Increase visitation by expanding the monument's appeal among local and regional residents, as well as the broader universe of cultural heritage and special interest tourists from around the world.
- Identify specific audience groups and underserved populations, especially at the local level, and seek to provide interpretive programming and approaches that are inclusive and meet these diverse groups' needs.
- Work to ensure that the NPS staff, partners, and volunteers maintain and exemplify the highest contemporary standards of professionalism in interpretation.
- Work to ensure that PNM employees and volunteers have positive, productive work environments and opportunities for growth.
- Ensure visitor experience options are clearly presented and orientation is effective for advance trip-planning as well as on-site visits.
- Deliver consistent and outstanding information and orientation services.
- Provide opportunity for audiences to be physically and imaginatively engaged in the park's complex stories and historic site resources.



Volunteers in Parks (VIPs) are a vital part of Pullman National Monument.

Primary Interpretive Themes

Interpretive themes summarize the main messages or “big ideas” about a site. To park visitors, these themes are invisible, but for the interpretive team, they form a framework for developing or expanding a park’s interpretive planning and programming.

Interpretive themes are derived from a park’s establishing legislation, purpose, significance, and fundamental resources and values. Ideally, themes help interpreters link universal concepts to the particulars of one unique place, resulting in programs that engage visitors and inspire a sense of personal connection to the site.

As a new NPS unit in an historic site already staffed by well-established partners, the Pullman National Monument interpretive team worked with site partners to develop four primary interpretive themes that reflect both NPS and partner perspectives on Pullman. These themes appear in the 2017 Pullman National Monument Foundation Document and form the basis for NPS and partner interpretative programming on the site.

In workshops for this Long-Range Interpretive Plan, Pullman stakeholders were challenged to go beyond the basic theme statements to consider “essential questions” and other audience-centered methods for engaging 21st-century visitors. As the groundbreaking 2017 NPS

document *Foundations of 21st-Century Interpretation* explains,

Effective interpretation explores controversial and complex issues as a means of finding natural and cultural resources’ evolving relevance in today’s community. Interpretation honors and incorporates different types of truth – forensic/academic, personal, societal, and reconciliatory – and uses essential questions to invite dialogue, foster awareness, probe truths, and encourage collaborative solutions.

Audience-centered programs and media must be dynamic and flexible, with intentional design and clear purpose. A cohesive experience for the audience is achieved by exploring an essential question or relevant idea supported by a purposeful interpretive framework. Essential questions are based on understanding of the resource, audience and the broader social context.

The following theme matrix summarizes the essential questions for each Pullman National Monument primary interpretive theme.

Theme Topic	Interpretive Theme
The Pullman Palace Car Company	The Pullman Palace Car Company revolutionized national (and international) rail travel through the innovative design, construction, marketing, and operation of luxurious Pullman passenger rail sleeping cars. The word “Pullman” became synonymous with standards for luxury, comfort, and service – ideas that impacted the railroad industry around the world.
<i>Essential Questions</i>	• Why was rail travel so important in the U.S. when the Pullman complex was built? • How did Pullman sleeping cars change travel and tourism across the U.S.? • Who could ride in Pullman cars? Why (or why not)? • What innovations made Pullman synonymous with luxury? Why did these innovations come about? What conditions were they responding to? • How did Pullman maintain its service and quality standards nationwide? • How was the Pullman company structured, nationally and internationally? • How did Pullman workers contribute to the success of the company? • How did Pullman market and sell its concept and its railcars? • How did consumers share their experience of traveling by Pullman car? • Were Pullman cars safe to ride in? To work in?

Theme Topic	Interpretive Theme
A Planned Community	Industrialist George Pullman's vision of an integrated manufacturing complex and residential community that was pleasant, efficient, and profitable was a nationally prominent late 19 th -century experiment in social and economic planning. Heralded by some as brilliant, and others as oppressive, this experiment still influences urban planners today.
<i>Essential Questions</i>	• What was typical worker housing like in American cities in the 1890s? How did Pullman housing compare? • How did George Pullman's vision for the town of Pullman compare with the realities of life in that community? • To what extent did other U.S. companies (textile mills, etc.) follow Pullman's lead in providing worker housing? • Why have "planned communities" been attractive – or unattractive – then and now? And for whom? • Were Pullman neighborhoods "inclusive" or "exclusive" in George Pullman's day? How about today?

Theme Topic	Interpretive Theme
Labor History	The Pullman Company and town of Pullman in 1894 were at a critical nexus of U.S. labor history that explored relationships between capital, organized labor, and government in the midst of economic recession.
<i>Essential Questions</i>	• Who were the Pullman workers? What cultures and traditions did they bring to Pullman? • How did Pullman workers have – or create – a voice in their workplace? In their community? • Why did the Pullman strike happen when it did? • Why and how did the Pullman strike get nationwide support? Who participated? Who did not? • Was the Pullman strike successful? • Should the government intervene in labor strikes? • How did the Pullman strike affect other U.S. labor unions and workers? • How did the strike affect Americans' perceptions of capitalism and government regulation? • What long-term impacts, if any, did the strike have on Pullman's national operations? Did labor relations change?

Theme Topic	Interpretive Theme
The Pullman Porters	African American Pullman porters found employment opportunity with the Pullman Company after the Civil War, along with societal limitations. During the 1920s, the porters formed an alliance with A. Philip Randolph that eventually led to the Brotherhood of Sleeping Car Porters, the first black labor union chartered by the American Federation of Labor in 1937. This group also influenced the 1960s civil rights movement.
<i>Essential Questions</i>	• Who were Pullman porters and what did they do on the trains? • How were Pullman porters treated, compared to other Pullman employees? • Where did Pullman porters live? • What status did Pullman porters hold within the African American community? • Who was A. Philip Randolph? • Why did Pullman porters form their own labor union, instead of joining existing unions? • How did the Pullman porters' union experience influence the Civil Rights movement of the 1960s?

Visitors and Visitation

Pullman National Monument lies in Community Area 50, a 2.2-square-mile tract of some 6,500 people within the city limits of Chicago, Illinois, a city of almost 2.7 million. U.S. Census estimates for 2019 show the Chicago metropolitan area population (15 counties in three states) at 9.83 million, making the Chicago Metropolitan Statistical Area (SMA) the third most populous area in the United States after New York City and Los Angeles. With two major international airports and eight interstate highways (as well as Amtrak passenger train service), Chicago is also one of the nation's top travel destinations, hosting 56.7 million visitors in 2018. The city's Millennium Park is the #1 tourist attraction in the Midwest and one of

the top 10 most visited sites in the nation.

In the midst of this expansive, 21st-century metropolis, Pullman National Monument is a unique oasis of red brick architecture and open space where visitors can step back in time. One of two only NPS sites in Illinois and the first in Chicago, Pullman has been projected to attract more than 300,000 visitors a year by the year 2025.

At present, however, visitation understandably lags far below that ambitious projection. After barely five years of operation – years beset by state budget woes and federal government shutdowns, costly environmental clean-up efforts, major construction, and a devastating covid-19 pandemic –



Visitors learn more about Arcade Park from an NPS ranger. Photo: NPCA/SRW

the monument hosts an estimated 40,000 visitors a year. Although data is necessarily anecdotal so far, Pullman staffers and volunteers describe these visitors as quite diverse: local residents; tourists arriving in family groups; older/retiree visitors familiar with the NPS, perhaps in search of one of its newest NPS Passport stamps; U.S. and international visitors with special interests in Pullman topics such as labor history, railroad transportation, urban planning, or historic preservation; academic or creative-industry researchers drawn to Pullman's resources; people attending special events such as the annual House Tour or Labor Day celebration; visitors seeking the African American and Civil Rights experience; and Chicago-area teachers and schoolchildren. The anticipated audiences that appear to be missing at this stage are casual drop-in visitors from Pullman and other Chicago communities, young parents and children, classes from close-by local schools, and visitors who arrive by means other than automobile (i.e., by tour bus, public transit, or bicycle).

Whatever the actual visitation statistics for Pullman at present, the numbers are certain to grow significantly after the opening of the Administration Clock Tower Building and NPS visitor center and as the grounds, the hotel, and other holdings of the state historic site are revitalized.

In the meantime, a look at the NPS experience with other urban parks is

instructive. According to the NPS's Urban Parks and Programs initiative, more than a third of all national park sites are in metropolitan areas, and 36% of all national park visitation occurs in urban parks. Still, as the Urban Parks agenda makes plain, urban parks are different and often require innovative approaches to meet urban visitors' needs:

Urban environments present a higher density and more diverse population, lands that often have past industrial or disturbance legacies, and a complex set of overlapping jurisdictions. These challenge the NPS to look for new models, policies and approaches beyond the traditional experiences born of the large western landscapes.

Visitor Experience

What do visitors expect when they arrive at Pullman National Monument? Do they expect trains and railyards? Cavernous manufacturing spaces? Imposing Queen Anne architecture? Or do they arrive with no expectations at all beyond "a day in the park"?

For the interpretive staff, the challenge is to offer interpretation that can assist all visitors – young and old, local or non-local, history buff or casual walker – in having an engaging, memorable experience visiting whatever part of the monument they choose.

Workshop participants and Pullman staff guided the interpretive planning

team in identifying a set of sitewide, multi-faceted, and universally accessible visitor experience goals for the site. These visitor experience goals are presented in four ways:

- 1) what all visitors should have opportunities to do (experiential goals);
- 2) what all visitors should have opportunities to learn (cognitive goals);
- 3) what feelings might be evoked (emotional goals); and
- 4) how visitors' behavior might change as a result of their experience with Pullman (behavioral goals).

Experiential Goals: What should all visitors have the opportunity to DO on a visit to Pullman National Monument?

- Explore the buildings and grounds of the original Town of Pullman, including its historic administrative building, manufacturing workspaces, luxury hotel, other commercial and recreational spaces, and residential areas.
- Explore the Pullman residential neighborhoods and see different kinds and sizes of planned housing for different levels of employees.
- Examine an authentic Pullman Palace Sleeping Car and imagine being a passenger – or a porter – in this opulent space.
- Experience Pullman as a walking environment where popular destinations can be easily reached without an automobile.

- Explore the work settings, technology, and hands-on activities that give a sense of the skilled laborers who worked at Pullman.
- Visit historical exhibits at the visitor center, the A. Philip Randolph Pullman Porter Museum, Pullman Exhibit Hall, and other locations within the monument.
- Explore the Pullman story further by purchasing books and DVDs in the Eastern National bookstore or visiting the NPS library at the monument visitor center.

Cognitive Goals: What should all visitors have the opportunity to LEARN on a visit to Pullman National Monument?

- Learn about George Pullman and how his luxury brand of railroad car revolutionized railroad travel.
- Examine George Pullman's vision, new business model, and real-world social experiment with a company-owned, planned community.
- Understand the Town of Pullman as a pedestrian-focused urban village where people could easily walk to work, school, church, grocery stores, and other local businesses.
- Learn about the labor history embodied in Pullman, from the dramatic railroad strike of 1894 to the formation of an influential African American labor union in 1937.

- Gain first-hand knowledge of Pullman’s historic preservation success stories, as well as its challenges.

Emotional Goals: What should all visitors have the opportunity to FEEL on a visit to Pullman National Monument?

- Be awed by the vast scale and power of the Pullman manufacturing operation, compared to the “people power” and human scale of the neighborhood.
- Feel a sense of ownership and stewardship for these historic resources that tell stories of the struggles of the American workforce.
- Feel welcomed, included, and encouraged to find personal connections with various aspects of the Pullman story and its themes.
- Be inspired by the labor history and self-determination exemplified by the workers at Pullman.
- Get a sense of the struggles of Pullman workers as they organized for higher pay, better working conditions, and fewer societal constraints through the Pullman Company.
- Feel challenged by complexities of the Pullman enterprise – the good and the bad, the innovative and the paternalistic, the hierarchical and the inequitable.

Behavioral Goals: What should all visitors have the opportunity to BE CHANGED BY on a visit to Pullman National Monument?

- Recognize and respect workers of all backgrounds and skills as valuable, individual members of the workforce and their communities.
- Respect Pullman National Monument and the Pullman Historic District as a living, present-day neighborhood of residents and businesses.
- Be inspired by innovative ideas from Pullman for modern adaptation in urban/small-scale houses and gardens.
- Research and learn more about Pullman and its key themes on your own by seeking out books, films, historic photographs, and other sources about Pullman.
- Come back again to enjoy and explore more aspects of Pullman.
- Bring friends and family members to Pullman and other cultural heritage sites.
- Learn about and visit other NPS sites across the United States.
- Volunteer and advocate for parks and public lands in your own area and at state and national levels.



Pullman visitors enjoy a ranger tour through autumn gold and green.

Existing Conditions

Sites and Facilities for Interpretation

- The Administration Clock Tower Building is the only building within the monument boundaries owned and operated by the National Park Service. Public funds as well as private donations through the National Park Foundation are being used to stabilize the building and develop public interpretive exhibits, a multi-purpose classroom, restrooms, and park offices. The building is expected to open to the public in late 2021.
- The Hotel Florence, a part of Pullman State Historic Site, is being restored.
- The National A. Phillip Randolph Pullman Porter Museum, owned and operated as a private not-for-profit organization, occupies an historic rowhouse in Pullman. The museum is open to the public. Fee is required.
- Market Hall, the rear erecting shops, the historic stables, the fire station, the Greenstone church, hundreds of residential rowhouses, and other historic structures remain standing throughout the district. Although the exteriors of these structures can be easily viewed on a walking tour, their ownership, condition, current uses, and potential for public visitation vary greatly.
- The grounds of Pullman, especially those places originally designed as public-facing areas, are gradually being restored and/or adapted for contemporary public use.



The long-awaited "Grand Opening" of the renovated Administration Clock Tower Building arrived on Labor Day Weekend of 2021. Once the heart of the Pullman Company – and now the NPS headquarters and visitor center for Pullman National Monument – this historic building once again welcomes visitors from all over the world.

Personal Services

Both the covid-19 pandemic and major construction on the Administration Clock Tower Building greatly impacted park operations, including personal interpretive services, in 2020. Under normal circumstances, the interpretive team seeks to offer the following activities, which may be resumed in 2021 as circumstances permit:

- Regularly scheduled 45-minute walking tours of major features in Pullman adjacent to the shared Visitor Information Center.
- Hour-long walking tours of the manufacturing site ruins, in collaboration with Pullman State Historic Site.
- On-site special events on Labor Day, National Park Week, Get Outdoors Day, and other milestones, typically staged with park partners.
- “Bark Ranger” walks with a ranger, dog owners, and their pets.
- Staffed “Pop-up Park” installations at various locations within the monument boundaries to reach more residents within the Pullman community.
- Occasional “Coffee with a Ranger” morning programs.

- Staffed off-site programs with city partners such as the Forest Preserves of Cook County and the Chicago Park District.
- Specialty group tours for convention attendees, general tour groups, and education groups.

Staffing

In 2021, Pullman National Monument’s interpretive staff includes the following:

- Chief of Interpretation
- Interpretive Ranger (G-9 position now vacant)
- Interpretive Guide (permanent)
- Interpretive Guides and Park Rangers (seasonal)
- Teacher-Ranger-Teachers on year-to-year availability/funding
- Historically Black Colleges and Universities Internship program (HBCUI) intern on year-to-year availability/funding

The monument also benefits immensely from the help of volunteers. In addition, the Historic Pullman Foundation provides collaborative staffing for the Shared Visitor Center, and other partners provide staffing and volunteers for special events and programming.

Interpretive Media

Interior Exhibits

Both interior and exterior exhibits at Pullman National Monument are evolving.

- The Historic Pullman Foundation has curated exhibits in the Shared Visitor Center on 112th Street since the center opened in the 1970s.
- The National A. Philip Randolph Pullman Porter Museum has exhibits in its museum on 104th Street.
- With the opening of the NPS Pullman National Monument Visitor Center in 2021, visitors can explore numerous aspects of the Pullman story through immersive exhibits (including a Pullman car exhibit) in a new 1,600-square-foot exhibit gallery.

Exterior Exhibits

Until 2021, the Pullman historic district has had only a few exterior interpretive waysides installed by Pullman State Historic Site.

In 2021, the NPS managed the development of six interpretive waysides in collaboration with Pullman State Historic Site on the state grounds outside the NPS Visitor Center. Titles are:

- Invention and Innovation
- Image and Reality
- People-powered
- The Walk In, the Walk Out
- From Wood to Steel
- Machines and Workers

Print Media

- Pullman National Monument unigrid brochure with map
- Pullman Junior Ranger Book
- Self-guided walking/driving tour pamphlet (partner publication: The Historic Pullman Foundation)

Audio-Visuals

A 15-minute introductory video viewable at the Historic Pullman (Shared) Visitor Information Center showcases the town's history and preservation efforts since the 1960s.

Digital (online) Media

At present, digital/online offerings from NPS are limited to the NPS website for Pullman National Monument at www.nps.gov/pull, which contains essential visitor information as well as basic background material on Pullman's history and primary themes.

Other sites, however, have quite extensive online resources, including an in-depth website and archival materials on Pullman history at (www.pullman-museum.org) and www.pullmanil.org

In addition to park and partner websites, the Pullman neighborhood and many aspects of the Pullman story are well-represented in online tourism and user-driven forums such as Yelp, TripAdvisor, and Wikipedia.

Social Media

In January 2021, the official NPS Pullman National Monument Facebook page has approximately 4,600 likes and 4,800 followers. The page is maintained with regular entries and images, though not managed for visitor feedback or two-way communication due to lack of staffing at present.

Youth and Education

Until the interruptions of the covid-19 pandemic, existing youth and education programming at Pullman was provided by the NPS staff at no cost and by the Historic Pullman Foundation and the National A. Philip Randolph Pullman Porter Museum at an education rate. Both these partners have existing relationships with schools and teachers across Chicagoland.

However, with no centralized system for booking class visits and limited ability to provide customized or subject-focused tours, Pullman educational offerings can vary widely.

To date the monument and its partners have tried various approaches for equipping teachers with curriculum-based resources for class visits, while recognizing that there is no “one size fits all” answer for curricular needs. With seven Chicago public schools in or adjacent to the Pullman historic district, the monument is also working on building relationships leading to more class visits and partnerships with local schools.



During the covid-19 pandemic, rangers developed a number of creative online presentations for young viewers.

Pullman National Monument Partners

Within the National Park Service, Pullman National Monument is identified as a partnership park – a site where the NPS owns very little property but functions as the federal partner holding administrative responsibility for a much larger area within legally designated boundaries. The NPS staff at Pullman is fortunate to have a roster of highly capable partners with deep experience in operating and maintaining historic and cultural heritage sites for public enjoyment. The principal partners in Pullman National Monument are highlighted below.

Landowner Partners

The Illinois Department of Natural Resources (DNR) Historic Preservation Division owns and manages **Pullman State Historic Site**, which includes approximately 12 acres within the monument boundaries. Pullman SHS includes the historic Hotel Florence, which is being renovated.

The Historic Pullman Foundation, founded in 1973 as an outgrowth of a Pullman Civic Organization committee, is a vital resource for leadership, fundraising, and visitor services in the Pullman community. The foundation held \$1.3 million in assets in 2018.

According to its website, the mission of the Historic Pullman Foundation is “to facilitate the preservation and restoration of original structures

within the Town of Pullman and to promote public awareness of the significance of Pullman as one of the nation’s first planned industrial communities, now a designated City of Chicago, State of Illinois and National landmark district.”

Historic Pullman has operated the Historic Pullman Visitor Center in southern Pullman on the site of the former Arcade Building on Cottage Grove Avenue since the late 1970s. Until completion of the new NPS Visitor Center in the Administration Clock Tower Building in late 2021, the foundation collaborated with Pullman National Monument’s NPS staff to operate the Cottage Grove space as a shared visitor information center for the monument. Once the NPS leaves, the space will be HPF’s Pullman Exhibit Hall.



The Hotel Florence, owned by the Illinois Department of Natural Resources, is a prominent part of Pullman National Monument.

The National A. Philip Randolph Pullman Porter Museum was founded in 1995 with the mission to "promote, honor and celebrate the legacy of A. Philip Randolph, Pullman Porters, the Brotherhood of Sleeping Car Porters and contributions made by African-Americans to America's labor movement; with a significant focus on the African American Railroad Employee."

The museum offers exhibits and insight about A. Philip Randolph (1889-1979), founder of the Brotherhood of Sleeping Car Porters, the first labor organization led by African Americans to receive a charter in the American Federation of Labor (AFL). The museum also has exhibits and programs on the Pullman company, the Great Migration, and the American Civil Rights Movement.



Pullman partners gather to celebrate the monument on Labor Day 2019.

The Bielenberg Historic Pullman House Foundation, organized as a 501(c)(3) non-profit in 2007, fulfills the legacy wishes of David J. Bielenberg, a longtime Pullman resident, to restore several Pullman residential properties illustrating life in the original Town of Pullman. The Foundation owns or has interest in five Pullman residential properties (with plans to acquire more) and is launching "The Pullman House Project – At Home in Pullman" to interpret the life of Pullman workers and their families. So far, two exhibit units have been developed and shown as part of the annual Pullman House Tour. The group expects to open other houses for public visitation by spring of 2022 and operate the Pullman Welcome Center on 111th Street.

The Greenstone United Methodist Church occupies the 1881 serpentine green limestone church building originally designed and built as a non-denominational church for the Town of Pullman. The property, which lies within the monument boundaries, became a Presbyterian church in the early 1900s before being sold to the Methodist denomination in 1906.

Non-Landowner Partners

The Pullman Civic Organization, founded in 1960, includes residents and homeowners in the Pullman community from 111th to 115th Street. According to its overview statement, members “band together to promote the general welfare of the community, preserve its historical significance, and educate and promote the significance of the area.” The civic organization initiated historic preservation efforts 60 years ago and continues to be an active community organization in Pullman.

The Historic Pullman Garden Club maintains the flowerbeds in Arcade Park and other areas south of 111th Street and consults on landscaping integrity throughout the monument.

The Illinois Labor History Society, formed in 1969, advocates for protection of important Illinois labor history sites, including Pullman. Society members also conduct and

publish research on labor history and provide programs and tours for union members, students, teachers, and the general public.

United Pullman is a civic association for Pullman residents from 103rd to 107th Street. The group advocates for bringing more jobs, services, and community benefits to their area.

Other significant organizations with stakeholder interests in Pullman National Monument include various city-affiliated offices, economic development organizations such as Chicago Neighborhood Initiatives, and cultural heritage organizations including Pullman Arts, the National Parks Conservation Association, the Calumet Collaborative, the Calumet Heritage Area, and the Illinois and Michigan Canal National Heritage Area.



Federal, state, city, non-profit, and civic leaders met at the Hotel Florence in February 2020 to celebrate construction kickoff for site work and exhibits on the Car Works grounds.

Issues and Influences

Every National Park Service unit exists and operates within a unique local context, as well as within the larger context of the National Park system and the U.S. Department of the Interior. One function of a Long-Range Interpretive Plan is to identify or acknowledge various issues and influences that affect the overall interpretive programming at the site.

A Park-in-Progress

Perhaps the biggest issue affecting interpretation at Pullman National Monument is simply that as a unit of the National Park Service, it is still very new – although the site it encompasses has long had partners providing interpretation. The NPS infrastructure at Pullman, from staffing to major facilities construction, is still a work in progress. Not only does this start-up/developmental stage affect daily operations; it also means that to the public, much of the area still looks like an abandoned factory site, largely boarded-up and vacant, even though the monument was designated more than five years ago.

Happily, this situation will change dramatically as the renovated Administration Clock Tower building reopens in 2021, complete with a new NPS visitor center and exhibit gallery. This new interpretive facility will provide space for a stronger NPS presence and greater functionality for NPS interpretive

programming, from large-scale exhibits to ranger talks and classroom visits.

A Living Neighborhood

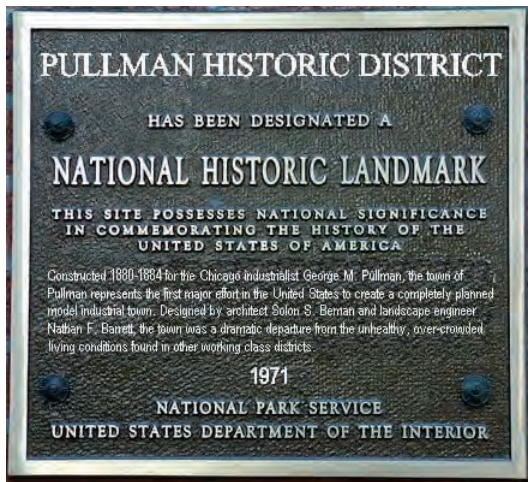
Pullman National Monument is a national park and a National Historic District, but it is also living, contemporary neighborhood. Visitors touring the site, as well as employees working at the park, are expected to be considerate of the privacy and everyday activities of residents. For the most part, visitor/resident encounters seem to be very positive, with residents spontaneously sharing their stories (and sometimes their living rooms) with visitors touring the area. Furthermore, the presence of the NPS and its high visibility in national and international tourism has already brought additional economic investment to the neighborhood.

As visitation increases, many more Pullman residents will recognize – and react to – their own status within Pullman National Monument. This growing awareness opens the door to improved communication and mutual park/community support in myriad ways yet to be explored.

The Many Faces of Pullman

To speak of “the Pullman community” implies a unity of goals and opinions within the Pullman neighborhoods. In fact, the Pullman community long been divided into southern and northern sections, with the original town plan calling for distinct residential areas with houses

of varying sizes and rental rates based on Pullman workers' different skills and wages. Although the entirety of Pullman received National Historic Landmark Status in 1971, the City of Chicago awarded Landmark District status in 1972 only to South Pullman, home to the factory complex and core of the historic Town of Pullman. Yet the northern neighborhood, with equally historic houses and a foundry site, was not awarded City of Chicago Landmark status until 1993.



A city-sponsored North Pullman Tax Increment Financing (TIF) program has been in place since 2009 to attract more investment for renovation and adaptive reuse of historic buildings and spaces above 99th Street. In 2019, according to the Positioning Pullman group, “Nearly half of the projects not yet underway in the (2015) Positioning Pullman Action Plan are in north Pullman.” Over the years, this disparity has been a point of concern for many current and potential stakeholders. This issue hovers in the background of any discussions about the need for

more collaboration, inclusion, and other aspects of the site.

Location and Access

Pullman National Monument is located on the South Side of Chicago, approximately twelve miles from the downtown loop. The neighborhood lies along the Metra Electric Line, with stations at 103rd, 107th, 111th, and 115th streets. Historically, the 111th Street station served as the passenger rail gateway into Pullman, although today visitors use the 115th and 103rd Street stations as well.

A comprehensive City of Chicago Pullman Transportation Plan has identified numerous improvements, some of which have already been implemented. For example, Metra replaced the old 111th Street station with a new structure with a historic design and also made platform, viaduct, and lighting improvements. The Chicago Department of Transportation extended the #4 bus route to 115th Street, redeveloped S. Cottage Grove Avenue for traffic calming and pedestrian crossings, and introduced Divvy bike share installations and added bike lanes. The city is also working on pedestrian crossings and traffic calming on east 111th Street.

For visitors arriving from outside the city, the site is accessible by automobile via interstate and surface streets; however, highway signage directing people to the monument has yet to be installed. A monument-wide internal wayfinding sign system

has been developed and is expected to be installed within 2021.

Beyond transportation access, however, lies the uncomfortable issue of potential visitors' negative perceptions of crime and rundown infrastructure on the South Side of Chicago, coupled with the historic racial divides still present in many large American cities. While crime, racism, and economic inequities are systemic societal problems not unique to Chicago's South Side, the existence and perception of these issues may affect Pullman's future visitation and some aspects of its interpretation.

Small Footprint, Big Expectations

Although NPS has a small physical footprint – fewer than four permanent employees and only one building under NPS ownership – in Pullman National Monument, community and other stakeholder expectations regarding NPS influence and capabilities are high. Clearly, the NPS brings a wealth of

agency expertise to launching and managing a large, multi-faceted industrial and cultural heritage site like Pullman, and having the NPS influence at a site immediately elevates its visibility and validity as a place of national significance.

Federal budgeting for national parks has lagged significantly in recent years. As a partnership park, Pullman National Monument is fortunate to have partners with multiple resources; federal, state, city, non-profit, and other entities can leverage their strengths for funding and staffing.

Yet the NPS unit at Pullman can only accomplish so much. The state of Illinois, the other public entity and largest landholder in the monument, has suffered from severe budget difficulties, leaving its staffing capacity and property maintenance and upgrades woefully underfunded. To realize Pullman's future as a vibrant, attractive cultural heritage and recreation destination will require the NPS to work collaboratively and creatively with this key partner to leverage resources and maximize collective capacity to serve visitors and achieve common goals.



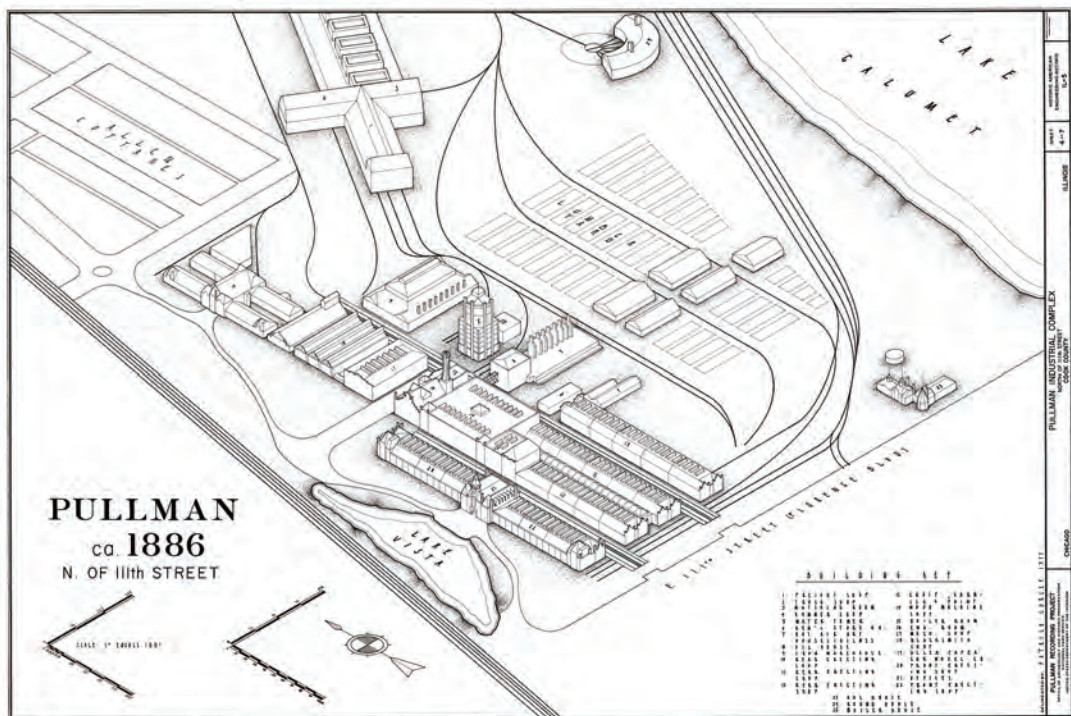
The Pullman firehouse is among several historic structures in the monument awaiting restoration and adaptive reuse.

Archives and Collections Concerns

Pullman National Monument benefits from extensive archives and collections documenting its history. However, the NPS does not hold these resources; they are owned by other institutions. At present, these collections must be searched individually because no aggregate Pullman database exists.

Pullman collections held by partners include archives, photos, films, company records, Pullman town records, oral histories, archeological artifacts, objects, genealogical records, and other items curated by multiple organizations and private individuals related to Pullman. Among the major repositories for these items are these institutions:

- Art Institute of Chicago
- Chicago History Museum/Chicago Historical Society
- Chicago Public Library
- Historic Pullman Foundation
- Illinois Digital Archives
- Illinois Labor History Society
- Illinois Railway Museum
- Lake Forest College
- Library of Congress
- National A. Philip Randolph Pullman Porter Museum
- The Newberry Library
- Pullman State Historic Site and Industrial Heritage Archives
- Smithsonian Institution
- South Suburban Genealogical and Historical Society
- Union Pacific Railroad Museum



The Pullman Industrial Complex was photographed, measured, and meticulously drawn to scale in the 1970s. The full set of drawings can be found in the Library of Congress's Historic American Building Survey and Historic American Engineering Record (HABS-HAER) collections. Delineator: Patrick Curry, 1977.



Pullman Arcade Park, 1890. Detroit Photographic Company Collection, Library of Congress.

Recommendations

Interpretive Recommendations for Pullman National Monument

In looking at the future of the interpretive program at Pullman National Monument, it is clear that the decade of the 2020s will be one of tremendous challenge and change. In 2021 alone, despite the disruptions of the covid-19 pandemic, the monument has undergone major site and landscape improvements as well as the renovation and celebratory reopening of the Administration Clock Tower Building as the NPS Pullman National Monument Visitor Center for Labor Day.

Partners and other stakeholders interested in the future of the monument met in early 2021 to discuss and share their interpretive recommendations for serving park visitors over the next seven to ten years. Their discussions inform the following recommendations in this Long-Range Interpretive Plan. In particular, the planning workshop participants identified eight primary areas of concentration:

- **Partnering for Success**
- **Identity and Outreach**
- **Special Events**
- **Interpretive Training and Staffing**
- **Interpretive Media**
- **Youth and Education**
- **Facilities and Sites**
- **Research Needs in Support of Interpretation**

Partnering for Success

As noted earlier, Pullman National Monument consists of land areas owned by many different entities. Hundreds of private citizens own residential and commercial properties, while other sites are owned by the state of Illinois, the Historic Pullman Foundation, the National A. Philip Randolph Pullman Porter Museum, the Bielenberg Foundation, and the National Park Service. All these groups consider themselves partners in the monument, but to date, the term “partner” has been loosely defined.

- Define a core of key partners who have ownership and/or essential PNM resources. Collaborate closely to plan and execute historic preservation activities, visitor experience amenities, and residential quality-of-life concerns within the monument boundary. Key partner destinations/facilities will have a mutually agreed-upon authorized tagline or identity, such as “A Pullman National Monument Partner,” for use in all facilities and activities.
 - Such a designation will help offset anticipated non-partner use of PNM for commercial and marketing use in the future, as well as clarify decision-making hierarchies within the monument.
- Celebrate and support the launch and mission of the Pullman National Monument Friends Group, emphasizing its commitment to concrete, mutually agreed-upon projects and goals every year.
 - Allocate time for interpretive team members to work with the Friends Group as needed for specific projects.
- Facilitate creation of a partner coordinating committee to work together on all aspects of visitor services, from transportation and parking to bathrooms to food vendors. Ideally, this group will meet regularly (online or in person) to discuss and plan solutions that improve visitor experiences across the park, as well as aid and support interpreters and interpretive opportunities. For example:
 - Analyze and streamline the process for visitor groups wishing to book either general or site-specific tours of the monument.
- Seek equitable, non-hierarchical ways to build and/or share needed capacity among partners, such as short-term task forces to improve volunteer recruitment and management, create or upgrade exhibits, compile curriculum support materials, etc.
- Develop realistic assessments and ground rules from each partner regarding their current and future capacity – or lack of capacity – to accomplish agreed-upon visitor services goals year-by-year.
- Encourage creation of a partnership team or Interpreters Roundtable focused specifically on interpretation.
 - This team might have two units – one on personal interpretation, and another on media. (See page 34.)

Identity and Outreach

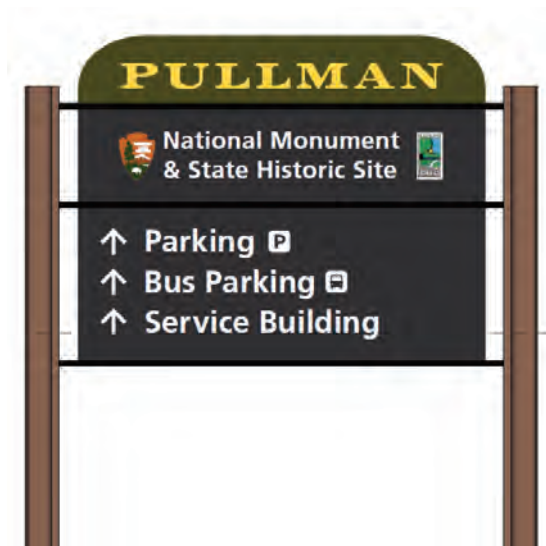
Who, what, and where is Pullman?

The boundaries of Pullman National Monument are clearly defined in the Presidential Proclamation that established the park, but public perceptions of what constitutes “Pullman” vary widely, even among the geographic and historic neighborhoods known as Pullman.

- Finalize and implement the proposed Pullman National Monument identity graphic (currently envisioned as a line-drawing of a railroad car) that can be used by all sites, programs, and interpretive materials developed by “official” Pullman National Monument partners.
- Develop and distribute Pullman National Monument rack cards at major tourism centers across the region, as well as at regional federal, state and city recreational sites.
- Work with partners and other local non-profits to develop a sustainable community outreach strategy to assist underserved Pullman neighborhoods in benefiting from the park. For example:
 - o Seek ways to incubate new, locally owned tourist-oriented businesses in the area.
 - o Work with local youth organizations such as Scouts, Boys and Girls Clubs, church groups, and Chicago Park District and the Forest Preserves of Cook County, to

introduce Pullman youth to the monument, its greenspace, and its stories.

- Continue to push for essential park locator and identity elements such as federal highway signage, monument boundary signage, city signage, and other locational and identity elements across Chicagoland and the region.
- Continue to develop and refine the park’s internal wayfinding system currently in development.
 - o Test the effectiveness and update information on this wayfinding system at two-year intervals or as needed as renovated spaces and facilities open to the public.



Prototype wayfinding signs were developed in 2020-21 as the first step in a cohesive, parkwide Pullman National Monument wayfinding system. Consistent wayfinding signage will improve monument identity and assist visitors in navigating the site. *Drawing by Quinn Evans/Main Street Design.*

- Develop a consistent identity for Pullman National Monument as “Chicago’s National Park” in appropriate public-facing interactions, publications, and media contacts.
- Build credibility, awareness, and potential resource sharing for Pullman National Monument by networking and participating in organizations of museum and cultural heritage tourism professionals in the region.
- Collaborate with partners to create and distribute a short Pullman National Monument fact sheet and supporting materials – essentially, a brief one-stop “media kit” – to provide accurate basic information about the monument, its partners, facilities, and land area.
 - o Print a limited or on-demand copies of the kit to distribute to all news media visiting or asking about the monument.
 - o Package the kit in an easily downloadable format on all partner websites and for easy emailing as an attachment by all partners and volunteers.
- Establish a protocol with partners to monitor and correct other entities’ inaccurate information about Pullman across online and print/broadcast media, including news media, travel and tourism sources, and social media.
- Work with partners and NPS resources to design and administer a series of visitor surveys and evaluations at pre-determined intervals over the next few years.

Special Events

The variety and popularity of special events in the Pullman area long pre-date the establishment of Pullman National Monument in 2015.

Although the annual tour of homes and other events raise Pullman’s profile across Chicagoland, they are labor- and resource-intensive activities that require a great deal of commitment and preparation.

- Plan and celebrate the reopening of the Administration Clock Tower Building as the NPS Pullman National Monument Visitor Center on Labor Day, 2021.
- Develop a consistent official PNM events/activities calendar that is usable by all partners, with the goal of communicating and updating facilities hours, interpretive programming schedules, and special events throughout the monument.
 - o Depending on web hosting capability, this calendar might start as an internal online tool before being considered for public use.
- Create a public-facing Special Events calendar and distribute it widely (online and on-demand in print) to both internal and external audiences.
- Establish clear protocols and processes for organizing and staffing collaborative PMN special events, especially those requiring support from the PMN interpretive team.
 - o Institute an “after action” review among partners after

- each special event to assess what could be done more efficiently and how visitor experiences could be improved.
 - o Assess the need for a permitting process in the future to accommodate outside groups seeking to use PMN spaces for special events.
- Document and use the organizational template and lessons learned from the celebratory grand opening plan for the new PNM visitor center on Labor Day of 2021 for future special events.
- Consider launching a series of semi-private special events, perhaps two times a year, for targeted audiences similar to the tourism industry's "fam tours" (familiarization tours) for selected groups. These events might include:
 - o An Educator Day for teachers and their families, with programs showcasing aspects of Pullman that support STEM and STEAM curriculum needs;
 - o Community Days highlighting local neighborhoods and residents;
 - o A First Responders Day for police and firefighters and their families;
 - o A News Media Day for print and broadcast media and their families; or
 - o Employee Days for potential corporate partners or supporters with a large workforce in the region or with relevance to the Pullman site, such as CSX Illinois.



Both local residents and tourists enjoy special events that invite a closer look at the Pullman factory buildings, historic residences, and area affiliated events.

Interpretive Training and Staffing

The National Park Service's long history in the interpretive profession makes it uniquely suited to facilitate and coordinate interpretive training for front-line interpreters for all partners in the monument.

Interpretive Training

- Work with the newly formed Interpreters Roundtable to develop standards, guidelines, and minimum training levels for all partner-affiliated individuals doing in-person interpretation on-site within Pullman National Monument.
- Offer on-site, in-person interpretive training at least once a year to all partners' frontline interpretive staff and volunteers.
- Institute annual cross-training days within the monument, enabling partners and volunteers to shadow each other in their respective interpretive lanes to see first-hand what all partners offer to provide visitors a more cohesive, seamless experience.
- Encourage partners and volunteers to explore interpretive training resources such as those through the National Association for Interpretation (NAI) and the Eppley Institute.
 - o Consider a monument-wide training fund to send front-line interpreters (volunteers as well as staff) to regional and national conferences and training opportunities.
- Develop ways to foster primary resource learning to enhance interpreters' in-depth knowledge of PNM resources.

Personal Services Interpretation

- Expand "Pullman Pop Up Park" and "Bark Ranger" programs in frequency and locations throughout monument boundary to enhance resident and visitor understanding of monument themes and resources.
- Develop a "Bicycle Ranger" program to enhance resident and visitor understanding of monument themes and resources.
- Explore ways to deliver personal services more kinetically (doing instead of telling) that foster critical thinking skills and improve understanding of complex Pullman stories.
- Research and develop PSHS on-site programs for individuals and group tours utilizing the newly landscaped state grounds and exterior buildings.
- Plan and execute a robust volunteer program to support interpretation.
 - o Phase 1: Expand volunteer support in information and orientation at the information desk; as greeters for visiting groups; and as support for staff during special events.
 - o Phase 2: Develop volunteer capabilities in presenting tours, conducting research, supporting outreach, and building the park's image gallery.

- Work with the Interpreters Roundtable to recommend, model, and perform spot-check monitoring of personal services interpretation for all categories of interpreters working in the monument to ensure that agreed-upon standards are met.
- Examine and adjust NPS personal services interpretation schedules and delivery approaches at regular intervals to ensure that diverse audiences' needs are met.
- Integrate audience-centered experiences (ACE) techniques into personal services interpretation across the monument and model these techniques for partners and volunteers.
- Allow opportunities for visitors to engage in conversation, take selfies, ask questions, and share their experience or perspective as they tour the monument.
- Implement “roving rangers” prepared with short, flexible pocket programs as staffing permits.
- Collaborate with partners to provide technical expertise and interpretation as future partner sites and historic structures throughout the monument open to visitation.
- Incorporate Spanish language capability into staffing whenever possible.
- Build volunteer capacity, including languages other than English, for activities such as staffing the reception desk in the visitor center.
- Build volunteer capacity for specialized interpretive expertise, hands-on craft demonstrations, and other aspects of the Pullman story.
- Assess staffing needs (including language skills) annually in order to grow the NPS interpretive staff as Pullman visitation grows.
 - o Consider adding a volunteer and partnership coordinator position.
 - o Consider adding an education specialist position.



College interns Matthew Pittman and Kristina Greenlaw, both from Chicago, joined the Pullman team in 2021 through the NPS Historically Black Colleges and Universities internship program.

Staffing

- Boost NPS staffing seasonally through use of seasonal hires, interns, teacher-ranger-teachers, and other alternately funded means to the fullest extent possible.

Interpretive Media

Historically, each partner in the monument has planned and produced its own interpretive exhibits. As Pullman National Monument gains visibility and attracts more visitors, a cohesive approach to interpretive media can help visitors explore their own interests and understand the monument as a whole.

Sitewide Interpretive Media Planning

- Facilitate creation of an Interpretive Media Roundtable or task force with a seat (and a voice) for all monument partners, with the goal of identifying and supporting best practices in interpretive media planning, production, and installation across the monument. Media Roundtable tasks might include the following:
 - o Identify and communicate clear “storytelling lanes” in which all key partners have opportunities to present their own in-depth interpretation and unique perspectives on the Pullman story.
 - o Ensure that all monument interpretive elements are accessible for persons with disabilities, including wheelchair access or video/webcam alternatives and audio descriptions for the visually impaired.
 - o Guide partners in mutually assessing diverse visitors’ needs for new interpretive

elements across the park in ways that are inclusive and that complement and enhance all partner offerings, while avoiding duplication, confusion, or factual contradictions.

- o Ensure that principles of universal design, diverse learning styles, and different cognitive and movement capabilities are integrated into interpretive exhibits and programming.
- o Make print and audio interpretive elements in the park available in multiple languages for non-English speaking visitors.
- o Offer guidance to all partners on accurate, effective sound bites or teasers for all parts of the monument, so that visitors have access to a full Pullman experience no matter where they enter the site.
- o Establish a flexible yet cohesive design template or standards for wayside and other exterior exhibits, including consistency in use of identifiers (logos, typefaces, color palette, etc.), as well as reading levels and word length.

Digital Media

- Help introduce and promote the NPS PULL app launched in April 2021, as well as the forthcoming Pullman Navigator app from NAPRPPM.
- Continue to improve and maintain the PNM Facebook and

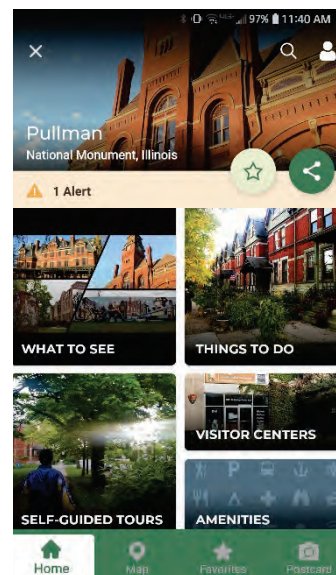
Instagram social media presence, collaborating with partners as needed.

- o Evaluate cost/benefit ratio and visitor metrics quarterly.
- Establish a protocol with partners to monitor, respond to, and correct information about Pullman National Monument on popular user-fed websites such as Wikipedia, TripAdvisor, or Yelp.
- Continue work on the PNM oral histories collection.
- Ensure availability of partners' digital media and films at the PNM visitor center for use when partner sites are closed.
- Work with partners to develop a series of short audio podcasts sharing different partner perspectives for visitors to download to their smartphones as they explore the park.
 - o Once a podcast is produced, promote in it the visitor center and on the landing page of the PNM website so visitors can find it easily.
- Create a partners-only database for maintaining and cataloging digital assets such as interpreter/volunteer photos used on Facebook, special events photography, and high-resolution images used in exhibits and other interpretive media. (All too often, these assets remain in personal files and are irretrievable by others.)
 - o All images in the database should be in the public domain for general use without copyright restrictions.

- Develop a new PNM overview film for use at the NPS visitor center, on YouTube, and other locations to be determined.

Print Publications

- Develop an NPS-imprint rack card for Pullman National Monument and distribute it widely throughout the region.
- Create an inexpensive, convenient tear-off map pad for use at all visitor-accessible stops within the monument, printed in both English and Spanish.
- Distribute the NPS official Pullman National Monument brochure (the unigrid) on-site at the NPS Visitor Center.
- Update the PNM guided walking tour map currently provided by the Historic Pullman Foundation.
- Explore a seasonal newspaper or "official" NPS product (perhaps with shared funding) for more in-depth on-site trip planning, including partner contributions.



The 2021 NPS app is a new interpretive tool for visitors exploring the monument.

Interior Exhibits

- Explore ways to use the NPS VC second floor for changing exhibits that complement and support NPS and PNM goals. Possibilities for changing exhibits include:
 - o Professionally curated traveling exhibits by other NPS units, the Smithsonian's SITES program, or other museums
 - o Community-curated exhibits
 - o Displays by local schoolchildren
 - o In-depth topical exhibits from PNM partners and friends, such as the Illinois Labor History Society
 - o Juried photography or art events relevant to the Pullman story
- Create several portable or table-top exhibit setups for partners to check out and use at community events, school festivals and career days, conferences, and similar activities.
- Develop a pop-up cart for interpretive use on the grounds of PNM.
- Explore opportunities for a Pullman interpretive promotional display or traveling exhibit to be installed at O'Hare and Midway airports, major interstate rest stops, and visitor welcome centers throughout the area.
- Purchase a PNM custom van and outfit it for interpretive use locally and across the region.

Exterior Exhibits

- Share NPS wayside exhibit guidelines with all PNM partners as they plan and develop their own exterior exhibits. [See Wayside Exhibit Design - Harpers Ferry Center (U.S. National Park Service) (nps.gov)].
- Support and participate in the PNM Media Roundtable's development of guidelines for effective interpretive wayside exhibits.
- Work with partners through the Media Roundtable to continue development of the comprehensive, phased-in exterior exhibit plan for the entire Pullman National Monument, based on the April 2020 Site Signage and Interpretation package by Main Street/Quinn Evans for the factory grounds behind the Administrative Clock Tower.
 - o Using the MS/QE hierarchical template, partners will need to determine additional signage placement and content for locations within the monument boundaries beyond the Clock Tower:
 - (1) large, vertical information and interpretive overview and you-are-here map panels/kiosks at key visitor gathering or turning points,
 - (2) engaging place-based low-profile wayside exhibits at specific sites, and
 - (3) facility/site identifiers as needed.

Youth and Education

A site rich in cultural history and technological innovation, Pullman National Monument has the potential for in-depth educational experiences on subject areas ranging from engineering to civil rights. As popularity and visitation increase, programs aimed at school groups and young visitors will require additional development.

Curriculum-based Programming

- Clarify and streamline the process for booking school groups to visit the monument so groups get the type of tour and visitor experience they need.
- Work with partners to develop a best practices strategy that recommends who will do educational outreach to which schools and districts.
- Develop and donate grade-appropriate “traveling trunks” as permanent department resources in each of the schools within or adjacent to the monument, as well as duplicate trunks that can be lent out to other area educators.
- Explore college-level/adult learning opportunities in relevant fields (urban planning, labor history, etc.) with higher-ed institutions.
- Work strategically with partners, volunteers, and educators to research and assemble relevant sets of original source materials from Pullman to be used as curriculum support at K-5, middle school, and high school grade levels.
 - o Focus on middle school needs for the first 2 years, then K-5, and then high school.
- Identify, set goals for, and replicate the park’s three most effective educational outreach approaches at three-year intervals.
 - o Evaluate and eliminate labor-intensive and less successful programs.
- Build on successful, efficient classroom outreach ideas such as ranger-tour videos for pre-visit use in multiple classrooms.



Student visitors start the day with a ranger-led tour as part of curriculum-based programming at the monument.

- Organize Pullman resource materials in broad categories (science, social studies, math, art) and as pdf folders online for easy download by teachers and students.
 - o Reevaluate the usefulness of this approach every three years to ensure that teachers and students are benefitting from the rich resources Pullman has to offer.
- Develop/refine an engaging, multi-faceted “pocket program” youth on career opportunities in the National Park Service and other public lands for use in a variety of settings.
 - o Integrate this program and a printed flyer into all visitor contacts with youth groups.
 - o Deliver this content – either in person or in a short video – during all school visits by PMN personnel.
 - o Expand the program for delivery during career days at local schools.
 - o Create an upbeat, appealing short video on this content for youth audiences.
- Develop internships and opportunities for high-school work-study at PNM.

Youth Programming

- Complete the multi-age PNM Junior Ranger booklets and make it available online for download as well as in print.
- Distribute other Junior Ranger booklets related to Pullman subjects, such as those associated with labor history or railroads.



Young Pullman visitors crowd around a ranger and volunteers to engage in hands-on learning activities at the park.

Research Needs in Support of Interpretation

Scholars and interpreters researching the “Pullman Experiment” find a wealth of resources. Many of these resources remain largely unexplored, and some remain uncatalogued, reposing safely as raw materials in archival boxes but inaccessible for general use. Meanwhile, the stories of Pullman continue to yield new insights as 21st-century scholars bring new perspectives to the field.

How can the monument best encourage and use existing and new scholarship?

- Identify Part 4 of the NPS Historic Resource Study of Pullman National Monument as the master list of online repositories and web addresses of Pullman research materials and make this list easier to find on the NPS PNM website and easier to link for partners’ use.
- Establish an NPS park library for interpreters’ and visitors’ use.
- Work with partners to develop an online finding tool or aggregate database for Pullman-related archival materials housed in many different locations, using the 2020 Historic Resource Study as a baseline.
- Develop a protocol for capturing and integrating new scholarship and newly discovered archival materials about Pullman into the master list of online repositories and collections described in the 2020 Historic Resource Study.
- Work with Eastern National to develop a short reading list of in-print books about Pullman to keep in stock as part of the scope of sales for the EN retail outlet in the new NPS visitor center.
- Work with Eastern National, the Historic Pullman Foundation, and others to explore options on revised or new editions of key books about Pullman (Buder, Beberdick/HPF, etc.).
- Seek ways to inspire new, inclusive, and diverse scholarship on the Pullman story. For example:
 - o Explore co-sponsoring and/or hosting an academic conference with a college or university with strong programs in labor history or another relevant field.
 - o Create a scholar-in-residence program to draw academic interest to less-researched aspects of the monument.



Hotel Florence, 1890. Detroit Photographic Company Collection, Library of Congress.

Implementation

This implementation chart is designed to help Pullman National Monument make measurable progress on the recommendations in this plan over the next five to seven years. Given the difficulties of predicting funding resources, it is understood that implementing these recommendations will be a gradual process, and that park decision makers will need to reevaluate and adjust the plan periodically as circumstances change. This is as it should be: At its best, a long-range interpretive plan is a flexible, living document that inspires, rather than locks in, a park's continuing step-by-step progress toward realizing its interpretive goals.

The following chart summarizes the recommendations and places them in three categories:

- 1) Short-term recommendations are proposed for action within the next three years.
- 2) Mid-term recommendations are proposed for action within the next four to six years.
- 3) Long-term recommendations are proposed for action within seven to ten years or more.

Recommendations with checks in all three categories should be viewed as ongoing, continuous activities.

The cost projection column provides a rough estimate of the relative costs of each recommendation. The dash (–) symbol denotes activities that can be completed without outside expenditures. The symbol \$ estimates a moderate cost (under \$100,000) per year or per project; the \$\$ indicates expenditures of \$100,000 to \$200,000; and the \$\$\$ indicates major expenditures, usually capital projects such as facilities construction or remodeling, exhibit installations, visitor transportation vehicles, or other big-ticket items or projects.

Organizations Key

BHPHF:	Bielenberg Historic Pullman House Foundation
EN:	Eastern National (NPS cooperating association/bookstore)
HPF:	Historic Pullman Foundation/Friends Group
IDNR:	Illinois Department of Natural Resources/Pullman State Historic Site
ILHS:	Illinois Labor History Society
NAPRPPM:	National A. Philip Randolph Pullman Porter Museum
NPS:	National Park Service/Pullman National Monument
NPF:	National Park Foundation

Recommendations	Support Needed	Costs	Short-term (1-3 years)	Mid-term (3-5 years)	Long-term (5+ years)	Complete
Partnering for Success						
Define key partners and establish public identity tagline.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
Celebrate launch of PNM Friends Group.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X			
Facilitate creation of partner committee for visitor services: access/universal design, parking, restrooms, etc.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
Seek ways to share specific capacities among partners.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X		
Develop realistic annual visitor services goals within each partner's capacity, with goal of year-round access.	NPS, IDNR, HPF, BHPHF, NAPRPPM ILHS	–	X	X	X	
Facilitate an Interpreters Roundtable for PNM.	NPS, IDNR, HPF, BHPHF, NAPRPPM ILHS, NAI, other interpreters in region	\$	X	X	X	
Support the launch and collaborate with the Pullman National Monument Friends Group.	NPS, IDNR, HPF	\$	X	X	X	

Identity and Outreach						
Finalize the Pullman National Monument identity graphic (logo).	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X			
Develop and distribute PNM rack cards across the region.	NPS	\$	X			
Develop community outreach strategies for underserved neighborhoods.	NPS, volunteers, interns	–	X			
Continue to push for park location/identity thru highway signage, boundary signage, city signage, etc.	NPS, Federal Highway Admin, Illinois DOT, City of Chicago	\$\$\$	X	X		
Continue work on the park's internal wayfinding system.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X	X	X	
Emphasize PNM to public as "Chicago's National Park."	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Build credibility for PNM by networking with museum and cultural heritage industry in region.	NPS, IDNR, HPF, BHPHF, NAPRPPM, other Chicago sites	–	X	X	X	
Collaborate with partners on a PNM media kit.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
Design and administer PNM visitor surveys and evaluations.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	

Special Events						
Plan and celebrate the reopening of the Administration Clock Tower Building as the NPS Pullman National Monument Visitor Center on Labor Day, 2021.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X			
Develop a consistent official PNM events/ activities calendar for use by all partners.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X		
Create a public-facing Special Events calendar for wide distribution.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X		
Establish protocols and processes for organizing and staffing collaborative PMN special events.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X		
Develop an organizational events-planning template based on the grand opening for use by all partners.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–		X		
Consider launching a series of special-emphasis events for targeted audiences such as educators, first responders, etc.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X		

Interpretive Training and Staffing						
Training						
Help new Interpreters Roundtable to develop standards, guidelines, and minimum training levels for in-person interpretation within PNM.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
Offer on-site, in-person interpretive training to all partners' frontline interpretive staff and volunteers.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
Institute annual cross-training days for all PNM interpreters.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Encourage partners and volunteers to explore interpretive training resources at NAI, Eppley, etc.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Develop ways to foster primary resource learning to enhance interpreters' in-depth knowledge of PNM resources.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Personal Services						
Expand "Pullman Pop Up Park" and "Bark Ranger" programs in frequency and locations throughout monument boundary.	NPS	-	X			
Develop a "Bicycle Ranger" program. These programs will enhance residents and visitor understanding of	NPS	-	X			

monument themes and resources.						
Explore ways to deliver personal services more kinetically (doing instead of telling) that foster critical thinking skills and improve understanding of complex Pullman stories.	NPS, IDNR, HPF, BHPHF, NAPRPPM	-	X	X		
Research and develop PSHS on-site programs for individuals and group tours utilizing the newly landscaped state grounds and exterior buildings.	NPS, IDNR, HPF	\$	X	X	X	
Execute robust volunteer program to support interpretation.	NPS, IDNR, HPF	\$	X	X	X	
Expand volunteer support for the information desk, as group greeters, and at special events.	NPS, IDNR, HPF	\$	X	X		
Develop volunteer capabilities in presenting tours, conducting research, supporting outreach, and building the park's image gallery.	NPS, IDNR, HPF	\$		X	X	
Work w/ Interpreters Roundtable to develop a review sheet for best practices in personal interpretation.	NPS, IDNR, HPF, BHPHF, NAPRPPM	-	X	X	X	

Adjust NPS personal interpretation schedules and delivery approaches regularly to meet diverse audiences' needs.	NPS	–	X	X	X	
Integrate audience-centered experiences (ACE) techniques into personal services and model these techniques for partners and volunteers.	NPS	–	X	X	X	
Allow opportunities for visitors to take selfies, ask questions, and share their perspectives as they tour PNM.	NPS	–	X	X	X	
Implement “roving rangers” prepared with short, flexible pocket programs as staffing permits.	NPS	–	X	X	X	
Collaborate to provide technical expertise and interpretation as future partner sites and historic structures open to visitation.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X	X	X	
Staffing						
Boost NPS staffing through seasonal hires, interns, teacher-ranger-teachers, and other alternately funded positions.	NPS	\$	X	X	X	
Incorporate Spanish language capability into staffing whenever possible.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	

Build volunteer capacity, including languages other than English, for activities such as staffing the reception desk in the visitor center.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
Build volunteer capacity for specialized interpretive expertise, hands-on craft demonstrations, and other aspects of the Pullman story.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
Assess staffing needs (including language skills) annually to grow NPS interpretive capacity as Pullman visitation grows.	NPS	\$\$	X	X	X	
Consider a volunteer and partnership coordinator position.	NPS	\$		X		
Consider an education specialist position.	NPS	\$		X		

Interpretive Media						
Sitewide Media Planning						
Facilitate creation of an Interpretive Media Roundtable or task force with a seat (and a voice) for all monument partners.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
<i>Interpretive Media Roundtable goals:</i>						
Identify and communicate clear “storytelling lanes” for each partner.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
Ensure that all interpretive elements in the park are accessible for persons with disabilities.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X	X	X	
Guide partners in assessing diverse visitors’ needs.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Ensure that principles of universal design, diverse learning styles, and different cognitive and movement capabilities are integrated into interpretive exhibits and programming.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X	X	X	

Develop listing of strong historic Pullman images and copyrights approval processes to support all interpretive products.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
Make print and audio interpretive elements in the park available in multiple languages for non-English speaking visitors.	NPS, IDNR, HPF, BHPHF, NAPRPPM			X		
Offer guidance to partners on effective sound bites or teasers for the monument, so visitors can access the full Pullman experience wherever they enter the site.	NPS, IDNR, HPF, BHPHF, NAPRPPM			X		
Establish flexible yet cohesive and consistent design standards (word length, reading level, graphics) for exterior exhibits.	NPS, IDNR, HPF, BHPHF, NAPRPPM		X			

Digital Media						
Help introduce and promote the NPS PULL app launched in April 2021, as well as the forthcoming Pullman Navigator app from NAPRPPM.	NPS	–	X	X	X	
Continue to improve and maintain the PNM Facebook and Instagram social media presence, collaborating with partners as needed.	NPS	–	X	X	X	
Evaluate cost/benefit ratio and visitor metrics quarterly.	NPS	–	X	X	X	
Establish a protocol with partners to monitor and correct information about PNM on user-fed websites such as Wikipedia, Yelp, TripAdvisor, and Expedia.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Continue work on the PNM oral histories collection.	NPS	\$	X	X	X	
Ensure availability of partners' digital media and films at the PNM visitor center for use when sites are closed.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
Work with partners on short audio podcasts to give visitors different partner perspectives.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X		
Explore developing an audio walking tour and map for PNM.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$		X		

Create a partners-only database for maintaining and cataloging digital assets.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X	X	
Develop a new PNM overview film for use at the NPS VC, on YouTube, and other locations TBD.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$		X	X	
Printed Publications						
Develop and distribute an NPS-imprint rack card for PNM.	NPS	\$	X			
Create an inexpensive tear-off map pad (in English and Spanish) for use at all visitor stops in PNM.	NPS	\$	X	X	X	
Distribute the NPS official Pullman NM park brochure (unigrid) on-site at the NPS Visitor Center.	NPS	\$	X	X	X	
Update the HPF guided walking tour map.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X		
Explore a three-season newspaper or "official" NPS product for in-depth on-site trip planning, with official partner contributions.	NPS	\$		X		
Interior Exhibits						
Explore ways to use the VC second floor for changing exhibits that support NPS and PNM goals.	NPS	—	X	X	X	
Create portable or table-top exhibit setups for partners to use at community	NPS	\$\$		X		

and school events, etc.						
Develop a pop-up cart for interpretive use on the grounds of PNM.	NPS	\$		X		
Explore opportunities for a Pullman interpretive display or traveling exhibit at airports and other major tourism entries across region.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$			X	
Purchase a PNM custom van and outfit it for interpretive use locally and across the region.	NPS, HPF	\$\$			X	
Exterior Exhibits						
Share NPS wayside guidelines with all partners.	NPS	–	X	X		
Support the PNM Media Roundtable's development of guidelines for waysides.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	
Work with Media Roundtable on an exterior exhibit plan (waysides, etc.) for the entire PNM.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X	X	X	

Youth and Educational Programming						
Curriculum-based programming						
Clarify and streamline the process for booking school groups to visit PNM.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
Work with partners to recommend who will do educational outreach to which schools and districts.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–	X			
Develop and donate grade-appropriate “traveling trunks” to local schools.	NPS, NPF	\$\$	X			
Explore college-level/adult learning opportunities in relevant fields (urban planning, labor history, etc.) with higher-ed institutions.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X	X	X	
Work with partners, volunteers, and educators to compile original Pullman source materials as curriculum support.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X	X	X	
• Focus on middle school needs for the first 2 years.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$	X			
• K-5 needs for the next 2 years.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X		
• High school needs for the next 2 years.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$			X	
Develop and donate grade-appropriate digital “traveling	NPS, NPF	\$\$		X		

trunks” to local schools.						
Identify, set goals for, and replicate the park’s 3 most effective educational outreach approaches for 3-year intervals.	NPS	-		X		
Evaluate and eliminate labor-intensive and less successful programs.	NPS	–		X		
Build on efficient classroom outreach ideas such as ranger-tour videos for pre-visit use in multiple classrooms.	NPS	\$		X	X	
Organize Pullman resource materials in categories (science, social studies, math, art) as pdf folders online.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X	X	
Reevaluate this approach every 3 years.	NPS, IDNR, HPF, BHPHF, NAPRPPM	–		X	X	
Youth Programming						
Complete the multi-age PNM Junior Ranger booklet and make it available in print and online for download.	NPS	\$	X			
Distribute other Junior Ranger booklets related to Pullman subjects, such as labor history or railroads.	NPS	–	X			
Develop/refine a multi-faceted “pocket program” for youth on career opportunities in the National Park	NPS	\$\$	X			

Service and other public lands.						
Integrate this content and a printed flyer into all visitor contacts with youth groups.	NPS	\$	X			
Deliver this content in person or by video during all school visits by PMN personnel.	NPS	–	X	X	X	
Expand program for career days at local schools.	NPS	–	X	X	X	
Create an upbeat, appealing short video on this content for youth audiences.	NPS	\$		X		
Develop internships and opportunities for high school work-study at PNM.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$		X		

Research Needs in Support of Interpretation						
Identify Part 4 of the NPS Historic Resource Study of Pullman National Monument as the master list of online repositories of Pullman research materials.	NPS	–	X			
Make this list easier to find on the NPS PNM website and easier to link for partners' use.	NPS	–	X			
Establish an NPS park library for interpreters' and visitors' use.	NPS	\$	X			
Work with partners to develop an online finding tool or aggregate database for archival materials related to Pullman and housed in different locations.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X		
Develop a protocol for capturing and integrating new scholarship and newly discovered archival materials about Pullman into the master list of online repositories and collections.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$		X		
Identify and stock a short reading list of in-print books about Pullman that fit Eastern National's scope of sales for the NPS visitor center.	NPS, EN, IDNR, HPF, BHPHF, NAPRPPM	\$	X			
Work with EN, HPF, and others on	NPS, EN, IDNR, HPF,	\$\$		X		

options for revised or new editions of key books about Pullman.	BHPHF, NAPRPPM					
Seek ways to inspire new, inclusive, and diverse scholarship on the Pullman story.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$	X	X	X	
Explore co-sponsoring or hosting an academic conference with a college or university with programs in labor history or another relevant field.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$		X		
Create a scholar-in-residence program to draw academic interest to less-researched aspects of the monument.	NPS, IDNR, HPF, BHPHF, NAPRPPM	\$\$			X	

Appendix A: Long-Range Interpretive Planning Workshop Participants

Sue Bennett, Pullman National Monument, NPS
Mark Bouman, Field Museum of Natural History
Lorraine Brochue, Historic Pullman Garden Club
Bob Bushwaller, community volunteer/retired educator
Jane Bushwaller, community volunteer/retired educator
Brandon Drapier, former teacher-ranger-teacher
Cleopatra Watson Drapier, United Pullman
Malik Fowler, former NPS-HBCUI-GYF intern
Teri Gage, Pullman National Monument, NPS
Kathleen Harter, Keweenaw National Historic Park, NPS
Erick Huck, Illinois Department of Natural Resources
Dr. Lyn Hughes, National A. Philip Randolph Pullman Porter Museum
Reggie Hughes, United Pullman
Grace Kruse, Pullman National Monument, NPS
Rob Lippert, high school educator and former ranger
Eleanor Mahoney, Labor History/WASO Mellon Fellow
Pastor Luther Mason, Greenstone United Methodist Church
Mike Matejka, Illinois Labor History Society
Mark Mesle, National Parks Conservation Association
Ve'Amber Miller, Pullman National Monument, NPS
Todd Ravesloot, Pullman National Monument, NPS
Jane Rhetta, Illinois Department of Natural Resources
Erica Rowade, Pullman Arts
Jennifer Sandy, National Trust for Historic Preservation
Stephanie Schneider, Pullman National Monument, NPS
Pat Shymanski, Bielenberg Historic Pullman House Foundation
Mike Shymanski, Historic Pullman Foundation
Rachel Smith Kovarsky, Pullman Civic Organization
Larry Spivak, Illinois Labor History Society
Joe Szabo, Historic Pullman Foundation
Tiffany Tolbert, National Trust for Historic Preservation
Madeleine Tudor, Field Museum of Natural History
Martin Tuohy, Illinois Department of Natural Resources, Pullman
State Historic Site

Appendix B: Legislation

Presidential Proclamation for Pullman National Monument

Proclamation 9233 of February 19, 2015

ESTABLISHMENT OF THE PULLMAN NATIONAL MONUMENT

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA
A PROCLAMATION

The Pullman National Historic Landmark District (Pullman Historic District) in Chicago, Illinois, typifies many of the economic, social, and design currents running through American life in the late 19th and early 20th century, yet it is unlike any other place in the country. Industrialist George Mortimer Pullman built the model town to house workers at his luxury rail car factories. Although his goal was to cure the social ills of the day, the tight control he exercised over his workers helped spark one of the Nation's most widespread and consequential labor strikes. The remaining structures of the Pullman Palace Car Company (Pullman Company), workers' housing, and community buildings that make up the Pullman Historic District are an evocative testament to the evolution of American industry, the rise of unions and the labor movement, the lasting strength of good urban design, and the remarkable journey of the Pullman porters toward the civil rights movement of the 20th century.

The model factory town of Pullman was created in the 1880s by the Pullman Company to manufacture railroad passenger cars and house workers and their families. Company founder George Pullman saw the positive incentives of good housing, parks, and amenities as a way to foster a happy and reliable workforce. Pullman and his wealthy industrialist peers could not fail to see the poor living conditions in which many of their workers lived. The industrial revolution drew hundreds of thousands to urban areas, which led to a rise in slums and social ills. The widening gulf between management and workers contributed to labor unrest, which was acutely felt in Chicago. Pullman was convinced that capital and labor should cooperate for mutual benefit and sought to address the needs of his workers using his philosophy of capitalist efficiency. He attempted an uncommon solution to the common problems of the day by creating a model town.

Pullman engaged young architect Solon Spencer Beman and landscape architect Nathan F. Barrett to plan the town and design its buildings and public spaces to be both practical and aesthetically pleasing. Beman designed housing in the simple yet elegant Queen Anne style and included Romanesque arches for buildings that housed shops and services. Though he strove to avoid monotony, Beman imbued the town with visual continuity. The scale, detailing, and architectural sophistication of the community were unprecedented. Barrett broke up the monotony of the grid of streets with his landscape design. Trees and street lights enlivened the streetscape. Unified, orderly, and innovative in its design, the model town of Pullman, then an independent town south of Chicago's city limits, became an internationally famous experiment in planning and attracted visitors from far and wide.

The model factory town of Pullman is considered the first planned industrial community in the United States, and served as both an influential model and a cautionary tale for subsequent industrial developments. The beauty, sanitation, and order George Pullman provided his workers and their families were not without cost. Pullman believed people did not value the things they did not pay for. The Pullman Company owned every building and charged rents that would ensure a return on the company's investment in building the town. He also created a system of social control and hierarchy discernible in the standards of conduct for residents and in the architecture and layout of the community that can still be seen today in the well-preserved Pullman Historic District. For example, the larger, more ornate, and finely finished houses on Arcade Row were reserved for company officers, while junior workers resided in

smaller, simpler row houses, and single and unskilled workers resided in tenement blocks with less ornamentation located farther away from the town's public face.

In 1893, the worst economic depression in American history prior to the Great Depression hit the country in general and the railroad industry in particular. Orders at the Pullman Company declined. The Pullman Company lowered its workers' wages but not the rents it charged those workers for company housing. These measures angered the workers and sparked the Pullman strike of 1894. The American Railway Union, led by Eugene V. Debs, had formed the year prior in Chicago, with membership open to all white railroad employees of any profession. In solidarity, American Railway Union members nationwide boycotted Pullman cars, disrupting rail traffic across much of the Nation. Thus, the strike that began as a local walkout on May 11, 1894, grew into one of American history's largest labor actions, paralyzing most of the railroads west of Detroit and threatening the national economy.

On June 27, 1894, as the Pullman strike was growing, the Congress passed legislation designating Labor Day a Federal holiday, and President Grover Cleveland signed it the next day. Thirty-one States had already adopted the holiday, but it was the Pullman strike of 1894 that spurred final Federal action in an attempt to placate workers across the Nation.

At its peak, the Pullman strike affected some 250,000 workers in 27 States and disrupted Federal mail delivery. The United States secured a court injunction declaring the strike illegal under the Sherman Antitrust Act, and President Cleveland ultimately intervened with Federal troops. The strike ended violently by mid-July, a labor defeat with national reverberations.

George Pullman did not loosen his tight control of the town of Pullman after the strike ended. Illinois sued the Pullman Company in August 1894, alleging that the company's ownership and operation of the town violated its corporate charter. The Illinois Supreme Court agreed in an 1898 decision, and ordered the company to sell all non-industrial land holdings in the town. By that time, Robert Todd Lincoln, the oldest son of President Abraham Lincoln and general counsel of the Pullman Company during the 1894 strike, had succeeded George Pullman as president of the company. In 1907, the company finally sold most of its residential properties to comply with the Illinois Supreme Court's order.

The Pullman Company would again be the focus of a nationally important labor event when, in 1937, the Brotherhood of Sleeping Car Porters (BSCP), an influential African American union founded by A. Philip Randolph, won a labor contract for the Pullman porters from the company. The Pullman Company leased its cars to railroads and directly employed the attendants—porters, waiters, and maids. At its founding, the company hired recently freed former house slaves as porters. The porters remained a group of exclusively African American men throughout the company's history, playing a significant role in the rise of the African American middle class. By 1937, the Pullman Company had been the Nation's largest employer of African Americans for over 20 years and Pullman porters composed 44 percent of the Pullman Company workforce. The 1937 contract was the first major labor agreement between a union led by African Americans and a corporation and is considered one of the most important markers since Reconstruction toward African American independence from racist paternalism. The agreement served as a model for other African American workers and significantly contributed to the rise of the civil rights movement in the United States. The Pullman Historic District is an important site for understanding the iconic historic connection between the Pullman porters, the BSCP, and the Pullman Company.

The architecture, urban planning, transportation, labor relations, and social history of the Pullman Historic District have national significance. The Pullman Historic District tells rich, layered stories of American opportunity and discrimination, industrial engineering, corporate power and factory workers, new immigrants to this country and formerly enslaved people and their descendants, strikes and collective bargaining. The events and themes associated with the Pullman Company continue to resonate today as employers and workers still seek opportunities for better lives.

WHEREAS section 320301 of title 54, United States Code (known as the “Antiquities Act”), authorizes the President, in his discretion, to declare by public proclamation historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest that are situated upon the lands owned or controlled by the Federal Government to be national monuments, and to reserve as a part thereof parcels of land, the limits of which shall be confined to the smallest area compatible with the proper care and management of the objects to be protected;

WHEREAS the Pullman Historic District was designated a National Historic Landmark on December 30, 1970, establishing its national significance based on its importance in social history, architecture, and urban planning;

WHEREAS the Governor of Illinois, Members of Congress, the City of Chicago, other State, local, and private entities, including Pullman neighborhood organizations, and others have expressed support for the establishment of a national monument in the Pullman Historic District and its inclusion in the National Park System;

WHEREAS the State of Illinois Historic Preservation Agency has donated to the United States certain lands and interests in lands within the Pullman Historic District, including fee title to the Administration Clock Tower Building and an access easement thereto, for administration by the Secretary of the Interior (Secretary) through the National Park Service in accordance with the provisions of the Antiquities Act and other applicable laws;

WHEREAS it is in the public interest to preserve and protect the historic objects in the Pullman Historic District, Chicago, Illinois;

NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by the authority vested in me by section 320301 of title 54, United States Code, hereby proclaim the objects identified above that are situated upon lands and interests in lands owned or controlled by the Federal Government to be the Pullman National Monument (monument) and, for the purpose of protecting those objects, reserve as a part thereof all lands and interests in lands owned or controlled by the Federal Government within the “National Monument Boundary” described on the accompanying map, which is attached to and forms a part of this proclamation. These reserved Federal lands and interests in lands encompass approximately 0.2397 acres, together with appurtenant easements for all necessary purposes.

All Federal lands and interests in lands within the “National Monument Boundary” described on the accompanying map are hereby appropriated and withdrawn from all forms of entry, location, selection, sale, leasing, or other disposition under the public land laws, from location, entry, and patent under the mining laws, and from disposition under all laws relating to mineral and geothermal leasing.

The establishment of the monument is subject to valid existing rights. Lands and interests in lands not owned or controlled by the Federal Government within the “National Monument Boundary” described on the accompanying map shall be reserved as a part of the monument, and objects identified above that are situated upon those lands and interests in lands shall be part of the monument, upon acquisition of ownership or control by the Federal Government. The “National Monument Boundary” described on the accompanying map is confined to the smallest area compatible with the proper care and management of the objects to be protected within those boundaries.

The Secretary shall manage the monument through the National Park Service, pursuant to applicable legal authorities, consistent with the purposes and provisions of this proclamation. The Secretary shall prepare a management plan for the monument within 3 years of the date of this proclamation. The management plan shall ensure that the monument fulfills

the following purposes for the benefit of present and future generations: (1) to preserve the historic resources; (2) to interpret the industrial history and labor struggles and achievements associated with the Pullman Company, including the rise and role of the Brotherhood of Sleeping Car Porters; and (3) to interpret the history of urban planning and design of which the planned company town of Pullman is a nationally significant example.

The management plan shall, among other provisions, set forth the desired relationship of the monument to other related resources, programs, and organizations within its boundaries, as well as at other places related to the Pullman Company and the stories associated with it. The management planning process shall provide for full public involvement, including coordination with the State of Illinois and the City of Chicago and consultation with interested parties including museums and preservation and neighborhood organizations. The management plan shall identify steps to be taken to provide interpretive opportunities and coordinate visitor services for the entirety of the Pullman Historic District to the extent practicable and appropriate for a broader understanding of the monument and the themes that contribute to its national significance.

The National Park Service is directed to use applicable authorities to seek to enter into agreements with others to address common interests and promote management efficiencies, including provision of visitor services, interpretation and education, establishment and care of museum collections, and preservation of historic objects.

Nothing in this proclamation shall be deemed to revoke any existing withdrawal, reservation, or appropriation; however, the monument shall be the dominant reservation.

Warning is hereby given to all unauthorized persons not to appropriate, injure, destroy, or remove any feature of this monument and not to locate or settle upon any of the lands thereof.

IN WITNESS WHEREOF, I have hereunto set my hand this nineteenth day of February, in the year of our Lord two thousand fifteen, and of the Independence of the United States of America the two hundred and thirty-ninth.

BARACK OBAMA



An early-evening spotlight illuminates the restored Administration Clock Tower Building and its signature historic masonry work, now recast in modern materials. As George Pullman intended, the word PULLMAN once again greets all who approach the site – by train, bicycle, school bus, car, or on foot.

Back cover: An NPS ranger leads visitors on a tour of the monument.

Pullman National Monument

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