Unfunded Investment Needs

The senior management team of Valley Forge NHP has prioritized the specialized project backlog, with its many millions of dollars worth of unfunded proposals, to highlight the top ten most needed investments. Funding requirements for these projects have been determined by PMIS* project costs, and recent studies undertaken to analyze rehabilitation costs for historic structures. The total cost of the unfunded investment needs listed below is $18,619,700.

Preserve Encampment Buildings and Structures $13,040,850**

The rehabilitation and restoration of the historical buildings and structures that were present during the 1777/78 encampment include Lord Stirling's Quarters, Issac Potts' House (Washington's Headquarters), Maurice Stephens' House (Varnum's Quarters), the Philander Knox Estate, and Lafayette's Quarters.

Treat Historic Buildings for Hazardous Materials $1,108,000

Asbestos and lead paint have been discovered in many of the park's historic buildings. Funding is needed to abate the hazardous material and restore the structures according to architectural guidelines.

Preserve Resources and Provide Limited Development--Walnut Hill $2,500,000**

The north side of the park encompasses multiple structures and sites used during the Revolutionary Army's encampment. The costs of stabilizing buildings and related improvements were estimated during a Development Concept Planning process in 1994, but still remain to be funded.

The Mansion at Walnut Hill is in grave need of repair.

Conduct Research $406,500

The story of the encampment at Valley Forge does not begin or end with General Washington. Women, minorities, and both physical and natural resources played significant roles during the encampment. This funding would facilitate focused research to be conducted on these topics to allow us to improve our understanding, preservation, and interpretation of park resources.

**Project Management Information System-National Park Service database to submit investment project funding requests*
***The park will require additional operational resources to maintain these structures after this investment need is met.*

Unfunded Investment Needs (continued)

Care for Collections **$468,000**

Valley Forge's museum and library collections together constitute one of the most significant American Revolution collections. Proper care includes accurate cataloguing, conservation of, and valuation of the individual objects. The largest percentage of this investment need is for General George Washington's marquee tent, which is property of the Valley Forge Historical Society, but on loan to the NPS. The care for the marquee tent can possibly be funded in the future by the partnership between Valley Forge NHP and the National Center for American Revolution.

Preserve Monuments, Earthworks, Ruins, and Walls **$133,750**

Various resources related to both the encampment period and successive layers of use and commemoration need assessment and treatment. Funds are needed to determine the appropriate preservation treatment and carry out the preservation work.

Improve Interpretive Media **$350,600**

The visitor experience at Valley Forge NHP is dependent on the quality of interpretive materials. The visitor orientation film is outdated, and interpretive structures throughout the park are not in the appropriate condition to illustrate the park message.

Reconstructed huts are used to give the visitor a feeling for living conditions during the encampment.

Miscellaneous	**$612,000**
Fence Hazardous Abandoned Quarries and Unsafe Structures	$515,200
Repair and Maintain 5 Foot Bridges	$46,800
Rehabilitate Trails	$50,000

Potential Financial Opportunities

There are many ways to address the park's current and future financial needs, some more feasible than others. Two promising areas for further investigation are in the areas of partnerships and park fees. The following potential opportunities are presented with full recognition that significant research, planning, and public involvement may be necessary prior to any implementation decision.

Partnerships

1. Fully Implement Partnership With The National Center For The American Revolution: In addition to developing a new Visitor Center and museum, the partnership with the National Center for the American Revolution can provide quality educational experiences while generating revenue for the park. Some possibilities include:
   - Increasing visitation* and revenue through a national marketing campaign
   - Promoting the center as a forum for on-site and technology-based distance educational programming about the American Revolution
   - Offering memberships which provide additional benefits at other cultural and retail venues, similar to those given by other museums, public broadcasting stations, and other cultural institutions
   - Developing and marketing a line of high-quality merchandise that capitalizes on the park and the Center "brand," uses strong visual images, and is evocative of the park's sense of place
2. Pursue Alternative Funding Sources: The park and its partners can collaborate in seeking and applying for grants and alternative funding, such as philanthropic foundations, federal programs, state and local grant sources, etc. Successful experiences will generate increased opportunities to attract additional groups who will bring their own resources and want to partner with us.
3. Enhance The Volunteer Program: Valley Forge NHP benefited from over 20,300 hours of volunteer work in 2000. With greater recruiting and organizational efforts by a park partner, the park could widen the scope of volunteer involvement, attract more volunteers, and target their efforts to the park's greatest needs. The partner could benefit from new and/or improved relationships with these volunteers, leading to broader constituencies and closer links with neighboring communities.
4. Alternative Futures For Historic Buildings: Some park buildings, although historic, are not suited for public use. Opportunities exist to nonetheless use these buildings for public benefit. Buildings could be leased or assigned to organizations whose activities complement the park mission. These organizations would, in return, assume responsibility for rehabilitation and/or upkeep of the property to NPS standards.

*In a national travel survey by the Travel Industry Association in August 1998, it was observed that 46% of the 199.8 million U.S. adult travelers in 1998 included a cultural, arts, heritage, or historic activity while on a trip of 50 miles or more, one-way. Visiting a historic site such as a historic community or building was the most popular cultural activity among travelers (31 percent), followed by visiting a museum (24 percent), visiting an art gallery (15 percent) and seeing live theater (14 percent).

Potential Financial Opportunities

Fee Structure

Valley Forge National Historical Park's current fee structure consists of a daily admission pass to visit Washington's Headquarters, sales of federal recreational passes*, special use permit (SUP) fees, and fines for traffic violations. The money that the park receives from fee collection and its ability to use these funds varies by fee type. Standard practice allows special use fees to be expended in the same year, but daily admission fees must be spent in the following year.

Fee	% expended in park	Amount collected
Daily Admission ('00)	80%	$69,440
SUPs (annual avg)	100%	~$4,500
Violation Fines ('00)	0%	$68,620
Total	42%	$142,560

The table indicates that Valley Forge is permitted to expend approximately $60,000 of the total FY2000 fees ($142,560) in FY 2001. The estimated cost of operating daily admission fee collection is $40,700, and the administration of the special use program is estimated to be $17,099** for a total FY2001 cost of $57,800. Therefore, money available to the park, above the cost of operations, is $2,200, a mere 1.5% of the total amount of fees collected on park property.

Currently the benefits of the fee structure are minimal, but with additional research and analysis, several possibilities are available to improve upon the fee structure strategy; and, thus, the benefits to the park.

Alternatives

- Offer the visitor a more diverse and valuable experience with staffing of more park sites, as indicated elsewhere in the Business Plan, and increase the fees where appropriate
- Increase the special use permit fees to more fully cover personnel as well as non-personnel costs of administration
- Market an annual recreational "Friend of the Park" pass for a nominal contribution
- Apply a parking fee in appropriate parking lots
- Place donation boxes strategically throughout the park, including in the park library
- Investigate the possibility of keeping violation fines in the park, and/or recouping some costs of law enforcement from violators.
- Investigate the feasibility and appropriateness of renting out some park facilities when not needed for public or administrative use

Changes in the park's fee structure may require legislation. To assure acceptance by the public, it is essential that the NPS involve local communities and other government agencies in the planning process.

**Sales of all federal recreational passes, such as Golden Eagle, are not included in this analysis because of the small average of annual sales.*
***As indicated in the Business Plan, Visitor Experience and Enjoyment Functional Area, Visitor Use Services sub-program.*