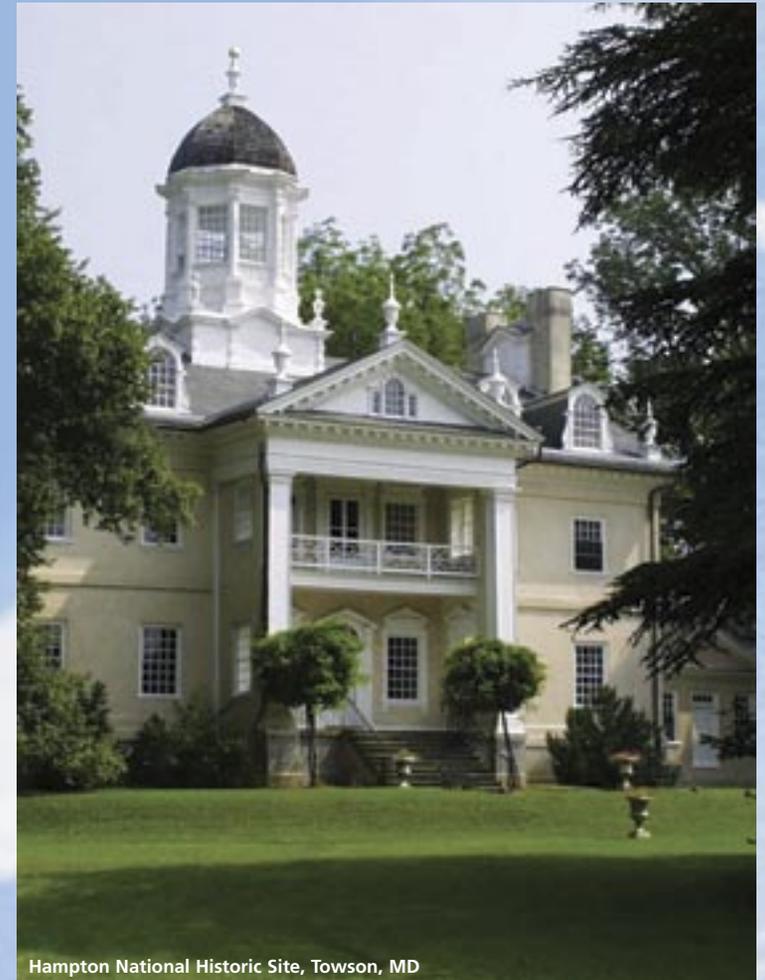




Fort McHenry National Monument and Historic Shrine and Hampton National Historic Site *Business Plan*



Fort McHenry National Monument and Historic Shrine, Baltimore, MD



Hampton National Historic Site, Towson, MD

Park Maps



Introduction

The purpose of business planning in the National Park Service is to improve the abilities of parks to more clearly communicate their financial status with principal stakeholders. A business plan answers such questions as: What is the business of this park unit? How much money does this park need to be operated within appropriate standards? This plan demonstrates the functional responsibilities, operational standards, and financial picture of the park.

The business planning process is undertaken to accomplish three main tasks. First, it provides the park with a synopsis of its funding history. Second, it presents a clear, detailed picture of the state of current park operations and funding. Finally, it outlines park priorities and funding strategies.

A common methodology is applied by all parks developing business plans. Park activities are organized into five functional areas, which describe all areas of business for which a park is responsible. The functional areas are then further broken down into 31 programs. This allows the park to move beyond the traditional National Park Service method of reporting expenditures in terms of fund sources, and instead report expenditures in terms of activities. As a result, the park can communicate its financial situation more clearly to external audiences. Furthermore, using the same 34 program structure for all parks provides a needed measure of comparability across park units.

This process is aided by the use of an Electronic Performance Support System, a web-based application that allows parks to complete the data collection, analysis, and document production with step-by-step instruction.

Completing the business plan process not only enables a park to produce a powerful communication tool, but also provides park management with financial and operational baseline knowledge for future decision-making.

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Superintendent's Foreword

“Let us act with one heart, and with one hand; let us show to an admiring world, that however we may differ among ourselves about some of our internal concerns, yet in the great cause of our country, the American people are animated by one soul and one spirit . . .”

—Joseph Nicholson, defender of Fort McHenry in 1814 and brother-in-law of Francis Scott Key



Gay Vietzke, Superintendent of Fort McHenry NMHS & Hampton NHS

America’s national parks embody that “one soul and one spirit” of our nation. Fort McHenry National Monument and Historic Shrine, birthplace of “The Star-Spangled Banner,” and Hampton National Historic Site, one of the most significant Georgian plantations in the nation, share elements of our collective heritage.

Through the resources of Fort McHenry and Hampton the stories of our country unfurl. In these two sites we can see colonial beginnings, early industrial underpinnings, our second war for independence, the making of an American identity and symbols, the rise and fall of slavery, and the preservation of our nation’s history. They represent a specific moment of inspiration and a microcosm of the American experience. They are both treasures from which we can examine the past while contemplating our present.

Staff and volunteers take the stewardship of these places very seriously. For years, they have delivered a wonderful visitor experience, even as the purchasing power of our base funding was diminishing. They worked diligently to ensure the public did not notice our funding shortfalls—always providing superior service, even as we absorbed new costs and left job vacancies unfilled. The easy cuts have been made, and we now face a far more serious financial picture. We must develop new strategies to accomplish our park missions—strategies that are creative and cost-effective. We also must allow ourselves to share the real situation with our many friends, partners and constituents, and give a clear explanation of the parks’ current situation and future plans

The National Park Service’s Business Plan Initiative offers a way for us to analyze these two park unit’s financial resources and communicate their current needs. Drawing on private sector business fundamentals, the business planning model forces us to describe our work in very tangible, specific ways. This plan is not a “pie

in the sky” document, but a realistic description of the business of these two national parks—what we need to truly accomplish our work and to set priorities for future decision-making.

This plan comes at a crucial time for both parks. Fort McHenry is poised to be at the center of the nation’s and Maryland’s commemoration of the Bicentennial of the War of 1812. We are now planning a new visitor center/administration building, which is necessary to serve visitors and to appropriately celebrate the 200th anniversary of “The Star-Spangled Banner.” At Hampton, an extensive upgrade of the HVAC system in the mansion and installation of fire suppression—the largest capital improvement in the site’s history—will ensure enhanced preservation of the site’s tremendous cultural resources while dramatically improving visitor comfort and safety. These major projects, already underway at both sites, are critical for the NPS to preserve, protect, and make meaning from the nationally significant resources of Hampton and Fort McHenry—yet both bring new operational costs.

This plan is an important step for Hampton and Fort McHenry; it articulates our current status and our needs for the future. My sincerest thanks to all who have contributed to its development.

A handwritten signature in black ink, reading "Gay Vietzke". The signature is stylized and includes a long horizontal line extending to the right.

Gay E. Vietzke
Superintendent

Executive Summary

In 2006 the National Park Service staff at Fort McHenry National Monument and Historic Shrine and Hampton National Historic Site undertook a comprehensive review and planning process with assistance from two independent consultants. Based on the financial condition and staffing levels of these parks in FY05, this business plan describes the current financial situation and proposes strategies as the staff charts a shared course over the next five years. Specifically, this plan describes operational expenditures and investments, identifies funding gaps, and outlines key operational and investment priorities for the future. It also describes potential strategies for increasing efficiencies and generating new revenue. Notable findings from this plan include the following:

Fort McHenry and Hampton are both small park units which have already taken numerous steps to increase their efficiency and maintain a high level of resource protection and visitor services. These parks have decreased their fixed costs through attrition, increasing utilization of seasonal staff, contracting out certain operations, and sharing resources with other parks. As the cost of doing business continues to increase, it will be difficult to meet budget obligations without curtailing visitor services or further decreasing staff.

Fort McHenry and Hampton identified their top mission priorities as (1) preserving and protecting their natural and cultural resources; and (2) ensuring that visitors safely



enjoy interpretive and educational programs which are compelling and relevant. The financial analysis in the plan demonstrates large operational deficits in Maintenance and Resource Management—functional areas that directly support these mission priorities. Overall, the parks share a deficit of 6.8 full-time equivalent positions (FTEs) and \$666,220.

Both parks are poised for change and increased visitation, but at a price: Fort McHenry and Hampton face significant investment projects to improve visitor enjoyment which

will generate increased operational costs that park budgets must absorb. Budget projections of future funding and anticipated costs indicate that the parks will have to reduce costs by the equivalent of 1.3 to 9.29 FTEs (depending on the funding allocations) over the next five years just to break even.

This plan's Priorities and Strategies section

confronts the challenge of fulfilling park missions in the face of these fiscal realities. While opportunities for further cost reductions are few, park staff collaborated to suggest strategic efficiencies and revenue-generating possibilities they can explore as these parks evolve over the next five years. The result is a series of recommendations focused on becoming organizationally streamlined to direct more staff to frontline functions and ideas for generating more funding to ensure exceptional public service and resource preservation.

Budget projections of future funding and anticipated costs indicate that the parks will have to reduce costs by the equivalent of 1.3 to 9.29 FTEs (depending on the funding allocations) over the next five years just to break even.

NPS Director Mary Bomar (center) with acting Northeast Regional Director Chrysandra Walter, Superintendent Vietzke, and the Fort McHenry Guard

Park Overview

Fort McHenry National Monument and Shrine



Firing a historic cannon at Fort McHenry



Defenders' Day Celebration



Flag change ceremony on historic parade ground

Known as “The Birthplace of the National Anthem,” Fort McHenry is the only National Monument and Historic Shrine in the National Park Service. During the War of 1812, the fort’s garrison stood firm during a severe naval bombardment by British forces. The successful defense of the fort saved the city of Baltimore and raised American morale. Francis Scott Key, an eyewitness to the battle, captured the sights, sounds and emotions in a poem that was quickly set to music and titled “The Star-Spangled Banner.” The popularity of Key’s poem contributed largely toward making the American flag the national icon it is today. A popular national song since 1814, “The Star-Spangled Banner” became the National Anthem in 1931.

Following the Revolutionary War, Fort McHenry was one of the first forts built by the newly independent United States. Named after Secretary of War, James McHenry, it served as the primary guardian of Baltimore’s harbor for over 100 years. Although an active military post, the only time the fort came under attack was during the War of 1812.

The War of 1812, to some “the forgotten war,” stemmed from the growing pains of a young United States. Known as “Our Second War of Independence” by its supporters and “Mister Madison’s War” by its detractors, the War of 1812 was regarded as one of the most controversial wars in American history. Causes stemmed from British seizure of American sailors, interdiction of U.S. trade, Native American issues on the frontier, and a desire by some Americans to annex Canada.

Following the Battle of Baltimore, the fort remained an active military post for over 100 years. During the Civil War, the fort was instrumental in securing Baltimore for the Union cause. Over 10,000 Southern sympathizers and Confederate prisoners were held at the fort during the Civil War. From 1917 until 1923, the fort served as U.S.

Army General Hospital #2. Approximately 30,000 wounded veterans received medical care at Fort McHenry, and the first programs for the disabled American veteran were founded at the hospital at this time. During World War II, portions of the fort served as a U.S. Coast Guard training facility.

While most of the exhibits, displays and artifacts currently at the fort focus on the War of 1812 and the writing of the National Anthem, the architecture and surrounding viewshed of the fort looks as it did during the American Civil War. For example, the “Rodman Battery” outside the fort is one of the most complete collections of Civil War-era seacoast cannons in the United States.

The park’s cultural landscape consists of 43.26 acres. In addition to the historic fort, the Visitor Center, Civil War-era ammunition magazine, classical statue of Orpheus (placed in the park to honor Francis Scott Key), and two memorial tree groves can be found on the grounds. Many local residents use the park for recreational purposes. The mile-long loop trail is popular for jogging and biking. On weekends, the well-mown grounds are a popular spot for picnicking, Frisbee-throwing, and other light recreational sports.

Fort McHenry boasts an impressive museum collection of over 54,000 artifacts. It includes weaponry, archeology, archives, flags, uniforms, photographs, rare documents, and other militaria. The park’s library is comprised of approximately 500 books as well as 70,000 documents. The collection receives heavy research use.

The park staff offers 10 daily ranger-led programs in the summertime, five in wintertime. In addition to guided walks, park staff offers a variety of “hands-on” programs during the course of the year. The large cannons of Fort McHenry were effective in repulsing the British

naval attack, just as the giant 30 x 42-foot Star-Spangled Banner flag promoted national pride. To illustrate this, on weekends, visitors are invited to engage in artillery programs led by park rangers and volunteers. Held on the gun deck of the fort's Water Battery, these programs invite visitors to literally “roll the guns out” as they serve as a cannon crew on the fort’s great guns. This program also forms the basis for a curriculum-based educational program for area schools whereby students learn basics of physics, geometry, and teamwork skills within the context of the Battle of Baltimore.

By far and away, the “Flag Talk” is the most popular program in the park and engages visitors, tour groups, and school students in unrolling a 30 x 42-foot replica of the Star-Spangled Banner. Literally a “flagship” program, the program is given a minimum of twice daily year round and more frequently during spring months. It highlights the role of the flag in the development of the National Anthem. This talk is based on Maryland curriculum standards for grades 4 and 5 and is posted on the park’s website.

Enabling Legislation

Fort McHenry National Monument and Historic Shrine was established by Congress in 1925 “to provide for the restoration of Fort McHenry... and [for] its permanent preservation as a national park and perpetual national memorial shrine as the birthplace of the immortal “Star-Spangled Banner,” written by Francis Scott Key (16 U.S.C. § 437).

Planning has begun for the Bicentennial of the War of 1812 (2012) and the Battle of Baltimore (2014). Strong interest has been shown at the federal, state, and local level. Commemorative activities will include large-scale living history reenactments, scholarly symposia, and educational activities. It is forecasted that the construction of the new park visitor center will be completed before the bicentennial.

Mission Statement

It is the mission of Fort McHenry National Monument and Historic Shrine to preserve the natural and cultural resources of the park, and to foster understanding and appreciation of the events surrounding the writing of “The Star-Spangled Banner” and the development of the Anthem, in concert with the flag, as American symbols.

Inventory

General Information

- 43.26 acres of land
- 21 full time permanent staff
- 19 seasonal staff in FY05
- 450 volunteers donating 28,000 hours of service in FY05
- 645,043 visitors in FY05

Cultural & Natural Resources

- 1 cultural landscape
- 1 18th-century Star Fort with historic earthworks
- 1 Civil War Powder Magazine
- 1 outdoor Water Battery exhibit
- 37 original and 6 replica cannons from various eras
- 4 archeological sites
- 54,301 museum artifacts
- 70,000 archival documents
- 239 species of birds observed
- 1 Bronze statue of Orpheus, honoring Francis Scott Key
- 1 Bronze statue of Major George Armistead
- 2 commemorative groves
- 10 acres of co-managed wetlands

Park Infrastructure

- 1 *Mission 66* visitor center
- 5 non-historic buildings
- 2 employee housing units
- 3/4 mile of Seawall Trail
- 1/3 mile of brick walkways

Park Overview

Hampton National Historic Site



The cupola of Hampton Mansion



Participants in Victorian Games Day

“It has truly been said of Hampton that it expresses more grandeur than any other place in America.”
—Henry Winthrop Sargent, 1859

Hampton National Historic Site, once the center of a vast Maryland land holding and a premiere example of Georgian architecture and landscape design, was a remarkable commercial, industrial, and agricultural estate forged with indentured and enslaved labor. Hampton reflects a central irony in American history; that a nation newly forged on the principles of equality and freedom could accept the institution of slavery. The centerpiece of the park, which preserves the heart of the Ridgely family estate dating back to the 1700s, is the elegantly furnished Hampton mansion set amid formal gardens and shade trees. When it was completed in 1790, Hampton was the largest house in the United States.

In 1745 the first Ridgely to make his mark on this place acquired a 1,500-acre tract which happened to have all the essential elements for iron-making. By 1762, when Charles Ridgely established an ironworks on the land that he referred to as his “Plantation in the Forrest,” iron was one of the most profitable exports in the mid-Atlantic colonies. Buoyed by profitable ownership interests in the ironworks, a shipping fleet, mills, quarries, orchards, and a general merchandising business in Baltimore, Ridgely amassed enough wealth to finance the construction of an elegant country seat, as well as sow the seeds of his heirs’ fortunes. Hampton mansion did not have a formal architect; the master carpenter, Jehu Howell, is credited with much of the design. Local craftsmen, slaves, and indentured servants provided the labor. Hampton mansion reflects classic Georgian symmetry: a large three-story structure connected to smaller wings on either side by hallways, or hyphens. The exterior is constructed of stone quarried on Ridgely property, stuccoed over, and scored to resemble blocks of limestone.

The Ridgelys lived in a manner befitting their stature and illustrated by this elegant country seat. They hosted lavish parties, bred and raced thoroughbreds, bottled Madeira, and consolidated their power through public office. In keeping with their class, the Ridgelys indulged their taste for fine furnishings. The set of Baltimore-made painted furniture in the drawing room reflects a passion for the styles of ancient Greece and Rome. Other Ridgely generations updated the furnishings to high Victorian taste, resulting in today’s significant museum collection of fine arts.

A large cadre of workers supported this way of life. Hampton’s labor force included free artisans and tradesmen, indentured servants, and convict laborers. By far the most important component of the workforce, however, was slaves. Enslaved workers worked in every capacity. Hampton’s slave population at its height numbered more than 300, making it one of the largest slave plantations in Maryland. Extant structures include three slave quarters, a rarity in historic structures. The museum collection also includes extensive primary source material about Hampton’s enslaved and freed black residents. Slave inventories, including information on ages and family relationships, diaries, family stories, and business accounts provide a picture of black antebellum life on the estate. In the nineteenth century, formal geometric gardens set on terraced earthworks were installed on the south side of the mansion, while on the north side stretched an English-style landscaped park. In the 1830s and 1840s, Ridgely family members enhanced the “natural” landscape with exotic plantings, several of which have grown into Maryland State Champion Trees. Today the gardens exist in a much-reduced state; only one parterre retains the original nineteenth-century pattern.

At the height of their fortune, Ridgely property equaled half the area of present-day Baltimore. Today's park, which preserves the mansion and its immediate surroundings, is just a remnant of the Hampton estate of the early 1800s. It was owned by descendants of the Ridgely family until 1948 when, based on outstanding architectural merit, the mansion and the core of the Hampton property were designated a National Historic Site. In 1978 the 14.02-acre farm site was added to the park, ensuring the stories of the working estate were represented. The site was maintained by the Society for the Preservation of Maryland Antiquities, until the National Park Service took over management of Hampton in 1979.

While fire suppression and climate control systems are being installed in Hampton mansion, the park's interpretive focus has shifted to the Overseer's House and opening the newly rehabilitated Slave Quarters to visitors. This continues a broadening of the story traditionally told at Hampton to reflect three major themes: the Hampton estate was created and evolved through the actions of diverse groups in a nation struggling to define its own concept of freedom; the nature of the estate and the enterprises upon which it depended changed and

evolved to reflect national events and trends; Hampton's structures, cultural landscape, and historic objects reflect the estate's activities, its diverse communities, and their interrelationships.



The music room in the Hampton Mansion

Enabling Legislation

Whereas historic "Hampton" ... one of the finest Georgian Mansions in America, has been acquired by the people of the United States ... [the] Secretary of the Interior ... do[es] hereby designate the[se] ... lands, with the structures thereon, to be a national historic site... (13 F.R. 3783, June 22, 1948).

Mission Statement

It is the mission of Hampton National Historic Site to preserve unimpaired the cultural and natural resources of Hampton, a premiere example of Georgian architecture and landscape design, and to stimulate understanding of how history, culture, and social change are revealed in the site's resources and the interrelationship of the owners and enslaved, indentured, and free workers on the estate.

Inventory

General Information

- 62 acres of land
- 8 permanent staff in FY05
- 12 seasonal staff in FY05
- 100 volunteers donating 12,824 hours of service in FY05
- 24,407 visitors in FY05

Cultural and Natural Resources

- 1 cultural landscape
- 1 Georgian mansion
- 1 overseer's house
- 3 slave quarters
- 3 acres of early 19th-century formal gardens
- 40 other historic structures
- 127,828 museum artifacts
- 97,684 archival documents
- 30 archeological sites
- 3 Maryland State Champion Trees (Pecan, Weeping Japanese Pagoda, and Austrian Pine)
- 1 natural spring

Park Infrastructure

- 1 temporary administration building
- 1 temporary partner building
- 2 non-historic structures for park operations
- 2 employee housing units in historic structures
- 1.05 miles of crushed stone roads

Historical Context

Adjusted Base Budget

The economic pressures the parks face from the slowing of the base funding increases are further compounded by substantial hikes in Maryland electricity rates, the rising expense of permanent federal employee benefits, and high gasoline prices.

Appropriated base funds should cover normal park operational costs including permanent labor and annually recurring non-labor expenses. For Fort McHenry and Hampton, base funds have grown from \$903,000 in FY86 to \$2,731,000 in FY05; an increase of 202%. However, when adjusted for inflation using the Consumer Price Index (CPI), base funding has barely kept pace with inflation. The chart below shows that the true buying power of appropriated base funding has increased very little over the last two decades. Two fiscal years saw increases that deserve highlighting:

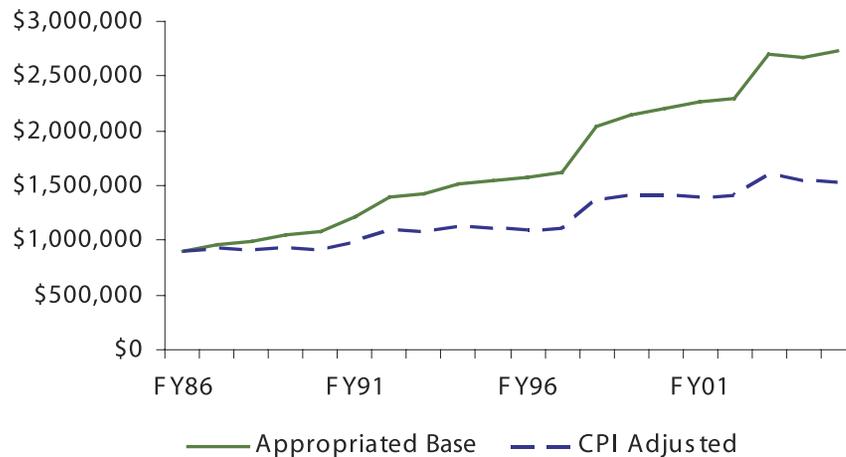
- FY98: The parks received a 26.5% increase in appropriated base funding to improve visitor services and maintain both sites through hiring more seasonal employees and offsetting other increased fixed costs.

- FY03: In part due to a renewed emphasis on security after the attacks of September 11, 2001, the parks received a 17.1% increase in base funding to enhance law enforcement and protection of park resources. Funding was used to purchase Fort McHenry's first dispatch system and to protect and maintain numerous historic structures at Hampton.

In addition to the effects of inflation, the parks have seen a slowing of the rate of increases in base funding in recent years. Over the past 15 fiscal years, base funding increased an average of 6.2%. However, when examining only the last five fiscal years, the rate of increase drops to 4.5%. Adjusting these increases using the CPI shows a growth rate averaging just 3% annually for the last 15 fiscal years and only 1.9% when examining only the most recent past five past fiscal years. The economic pressures the parks face from the slowing of the base funding increases are further compounded by substantial hikes in Maryland electricity rates, the rising expense of permanent federal employee benefits, and high gasoline prices.

After two decades of minimal growth in the real dollar base budget, the parks find it increasingly difficult to sustain basic operations. The parks now struggle to fund personnel costs and other requirements for business, such as utilities and support services. Management sees to maximize the impact of each taxpayer dollar appropriated to accomplish the park missions, while seeking new opportunities to increase efficiency and generate additional revenue. Specific strategies are discussed in detail in the "Priorities and Strategies" section of the business plan.

Appropriated Base Budget History



Fund Source Analysis

Funding for Fort McHenry National Monument and Historic Shrine and Hampton National Historic Site comes from four sources:

- **Appropriated base funding:** authorized by Congress, the primary source for funding the park operations including permanent staff and day-to-day expenses.
- **Appropriated non-base funding:** consists of non-recurring appropriations awarded competitively to support one-time projects.
- **Revenue:** generated through visitor and concessioner fees at Fort McHenry and through donations at both sites.
- **Reimbursable funds:** resulting from cost recovery for services provided to other organizations.

The budget office at Fort McHenry receives two appropriations annually; one for Fort McHenry National Monument and Historic Shrine (FOMC) and one for Hampton National Historic Site (HAMP). As the accompanying chart shows, the parks' appropriated base funding has increased annually since FY96. Certain years brought double-digit increases, but most were more modest (FY04 and FY05 saw increases of 1% and 3%). Due to wide fluctuations in non-base funding, base funding as a percentage of total funding has comprised between 46% and 77% of the parks' budget.

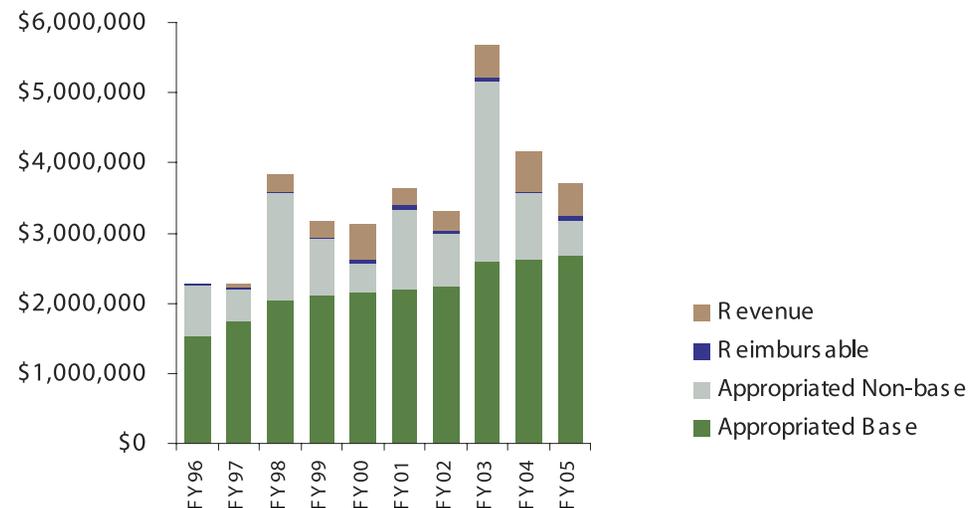
Over the past five years, both Fort McHenry and Hampton received significant one-time allocations of non-base funding to support large-scale capital improvement projects. This money was used to fund important mission-related projects, but due to the costs of project management, also impacted overall park operations. These

infusions of funds are both a blessing and a challenge; they signal increased investment in park resources, but also place significant demands on finite staff time. A limited number of staff must fulfill pre-existing operating needs even as they meet the additional demands of managing, completing, and maintaining new projects.

Revenue sources generated an average annual amount of \$399,650 over the last five fiscal years from entrance fees and concessions at Fort McHenry and donations at both parks. Revenue funding can be used to support projects and the costs of collecting fees, but may not fund permanent operational expenses. Reimbursable funding is not a significant source of revenue for either park, and comprises less than 2% of the parks' total budget in any given fiscal year.

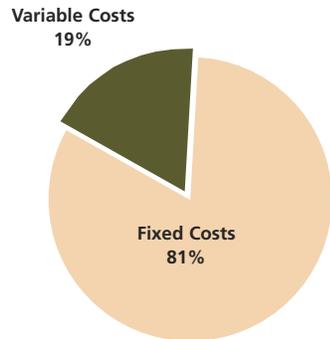
Both parks have received significant one-time allocations of non-base funding. These infusions of funds have proven to be both a blessing and a challenge.

Historical Expenditures by Fund Source



Base Funding Analysis

Appropriated Base Expenditures by Type FY05



Base funding (defined as permanent employee salaries and benefits, recurring services contracts, utilities, and fuel for Department of Interior vehicles) is intended to cover the daily operational costs of national park units. For many park units, fixed costs consume the majority of base funds and leave little room for flexibility in the park's discretionary spending.

The National Park Service recommends that parks maintain fixed costs below 80 percent of total base funds. Over the last 10 years, fixed costs accounted for between 74 and 82 percent of total base expenditures for Fort McHenry and Hampton—a ratio that the parks wish to sustain. However, fixed costs continue to rise for reasons that the parks cannot control, including:

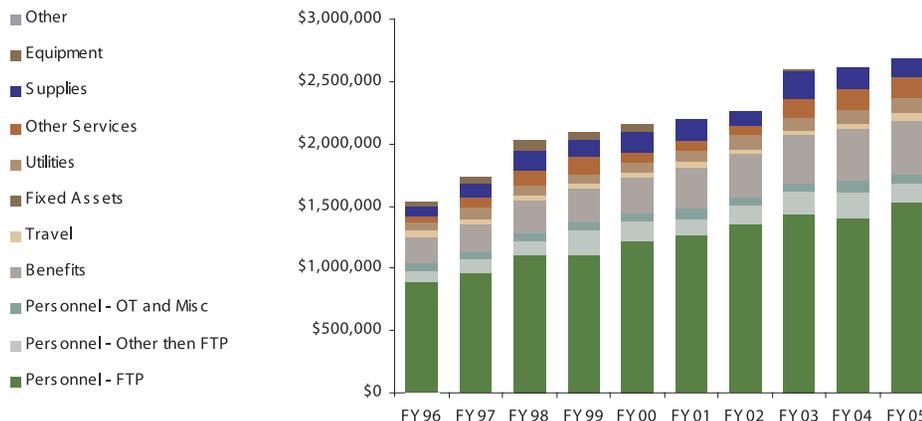
- Federally mandated pay increases: Mandated, but often unfunded, pay increases have added to expenses. As an example, all federal employees received a 4.7% raise in FY 2000 and a 3.6% increase in 2001. By contrast, the park's budget increased by less than 1.9% in FY 2000 and by less than 3% in FY 2001.**

- Implementation of FERS: Mandated changes in the employee retirement system drastically altered the government's contribution of benefit costs. In FY05, park employees enrolled in the old system (CSRS) were paid at a benefit rate of 20.8%, while FERS employees required 34.5%. All new hires must be paid under FERS.**
- Maryland Utility Costs: In FY2005/2006, the State of Maryland deregulated its utilities, causing a substantial jump in utility costs at both parks (an estimated 58% increase for power and 82% increase for water and sewer). This was further exacerbated by very high gas prices nationally.**

Knowing that these factors continue to impact the budget, the park staff has worked diligently to maintain fixed costs at less than 85% of total expended base funds. In order to preserve as much flexibility in base funding as possible, Fort McHenry and Hampton have decreased the number of permanent positions on the staff—leaving many jobs unfilled when vacated. Simultaneously, the parks have increased the use of seasonal and temporary staff who can be paid from non-base dollars and can work more flexible schedules, as needed. Moreover, there has been a shift towards renewable energy (solar and geothermal systems) and more efficient heating and cooling infrastructure to reduce utility costs.

Despite these efforts, a negative effect has begun to emerge. The parks have a growing decreased capacity to consistently complete cyclical work, particularly in maintenance, because there are fewer employees linked to base funding. While non-base funded project work and capital investments continue, there is less permanent staff available to maintain those improvements systematically.

Appropriated Base Expenditures by Category



Non-Base Funding Analysis

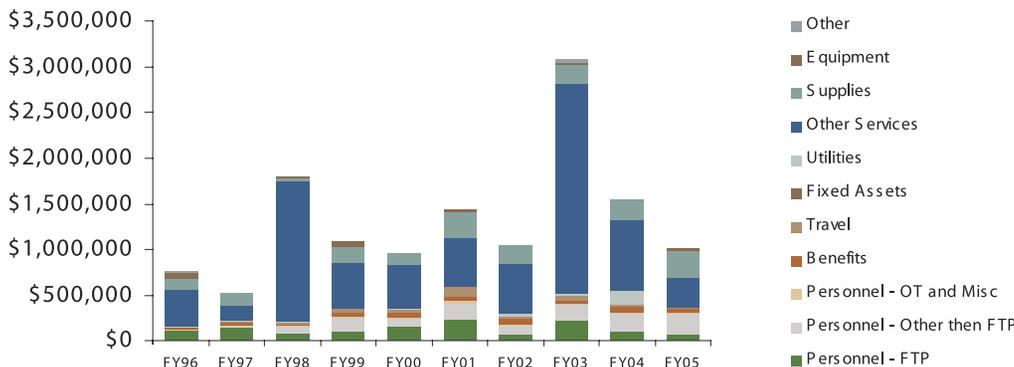
In addition to annual base funds, units of the National Park Service receive non-base funding, which is granted annually for one-time projects and special needs. This funding is intended to address one-time or specific project needs, and not support core mission operations. The amount of non-base funds Fort McHenry and Hampton receive varies greatly from year to year and cannot be used to pay for permanent staff.

These funds must be used within a given timeframe (often within the same fiscal year that they are received), and they are generally expended within the categories of equipment, supplies, other services (such as contracts), utilities, fixed assets (land acquisition, new structures and improvements), travel, benefits, and personnel costs. Because the amount of this money varies significantly each fiscal year, planning for future years can be difficult. As is illustrated below, FY98 and FY03 were very busy project years at Fort McHenry and Hampton, but project funding levels were not maintained consistently. FY98 projects included \$782,800 for restoration of fort buildings and \$122,483 to pave the main road and boundary trail at Fort

McHenry—both major investments. In FY03, \$324,300 was expended in planning the new Fort McHenry visitor center; \$1,254,000 was expended to completely reconstruct the historic seawall; and \$130,000 was expended to prepare for the fire suppression system installation at Hampton.

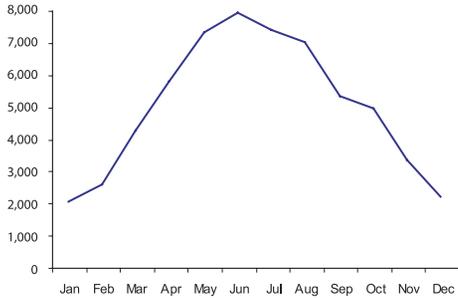
Non-base funding enables parks to complete many necessary projects through the use of contracts and seasonal workers—work which they would not otherwise be able to do with their existing permanent staff. However, it is incumbent upon the parks’ permanent employees, who must manage this money, to ensure completion of project work while maintaining ongoing operations. Relying on contract services to complete many of these projects allows the parks to keep their “Personnel—FTP (full time permanent)” costs as low as possible—a strategy which Fort McHenry and Hampton are already successfully implementing. However, the permanent workforce must also be maintained at a certain level to ensure the capacity necessary to manage these funds to their maximum benefit and maintain the investment they represent, once projects are complete.

Historical Non-Base Expenditures by Category

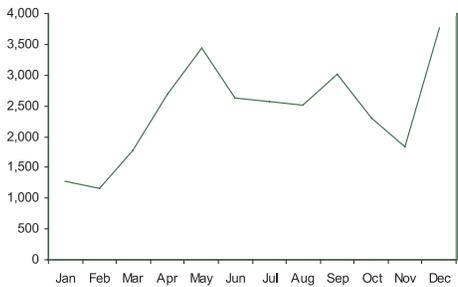


Visitation Analysis

Fort McHenry NMHS Monthly Visitation Trends



Hampton NHS Monthly Visitation Trends



Fort McHenry and Hampton experience very different visitation volumes. Annual visitation has varied at both parks over the last 20 years. Fort McHenry averages over 612,000 visitors per year, while Hampton’s average is just over 27,500.

Historical Visitation

FY93 was Fort McHenry’s lowest visitation year in recent history. The main bridge leading to the park was closed, and visitors had difficulty following the detour route. Visitation steadily increased each subsequent year, until FY00, when it leveled off. The events of September 11, 2001, and increased fuel costs reduced numbers over the last five years—as per the trend nationwide.

Hampton’s visitation patterns are also illustrated here. The deepest one-year decline in visitation followed the closing of a favorite local attraction, the Tea Room, in FY99. The Tea Room at Hampton opened on March 3, 1953, serving lunch and tea in the mansion’s original kitchen. For 45 years, the facility hosted thousands of patrons annually, until it was closed by the National Park Service in December 1998 due to safety and resource preservation risks. December 1998 was also the last time

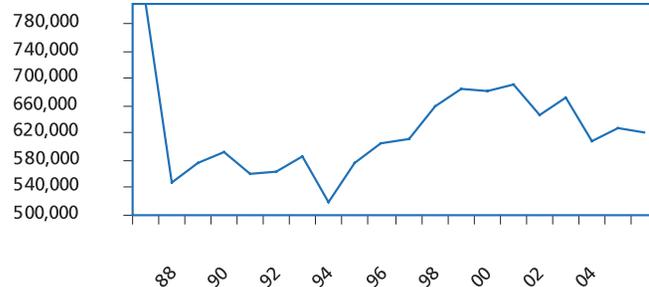
the park held *Yuletide*, a popular evening event featuring the mansion decorated for the holidays. In 2005 visitation decreased again when the mansion was closed to visitors in order to prepare for the installation of an HVAC and fire suppression system.

Average Monthly Visitation

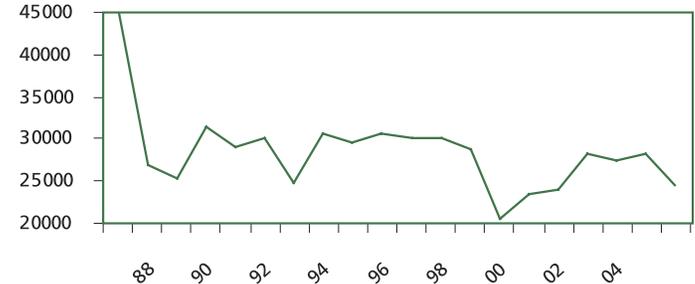
Fort McHenry’s highest visitation occurs in the summer months when signature events take place and out-of-town visitors travel to the park while on vacation. Until the mid- to late 90s, Hampton’s visitation highs traditionally occurred in the months that signature events were held—*Heritage Days* in April or May, and *Yuletide* in December. These events were very popular among local residents.

Both sites feature multiple entry points, and Hampton’s boundaries are not gated. Visitors walking dogs and exercising on foot, popular at both sites, are also difficult to tally accurately. As a result, it is difficult to count every visitor who enters the park.

Fort McHenry NMHS Annual Visitation Trends



Hampton NHS Annual Visitation Trends



Volunteer Analysis

Volunteers play a crucial role in the operations of Fort McHenry and Hampton. In FY05 volunteers contributed 28,522 hours at Fort McHenry and 12,824 at Hampton. At the NPS Valuation Rate of \$17.55 per volunteer hour, this equates to a benefit to the parks of approximately \$725,600—more than 24% of the parks' operating budget.

Volunteers in the Parks (VIP) Program

Visitor Services: Fort McHenry and Hampton are fortunate to have many active volunteers who contribute time to all areas of visitor services throughout the year. These volunteers serve in the visitor center, lead guided activities, patrol the park grounds, and initiate visitor contacts in the historic areas. During special events, they assist in park operations by parking cars and providing crowd control and security details. Visitor services volunteers form the core of the parks' VIP program.

Fort McHenry Guard: In FY05, 65% of all volunteer hours at Fort McHenry were contributed toward interpretation by the Fort McHenry Guard, the park's living history volunteer group. Visitors can learn about the daily life of the War of 1812 soldier, sailor, and citizen through guard members dressed in period clothing. The guard conducts drills, barracks activities, and artillery and musket-firing demonstrations, and also demonstrates typical period civilian activities such as cooking and tending to the daily needs of soldiers.

Wednesday Wonders: This retired group of friends have painted several historic buildings at Hampton, repaired the Fort McHenry Guard carts and guns, and packed furnishings for the closing of the mansion.

Telephone Pioneers: These retired telephone company employees have installed phones, fiber optic circuitry for the computer LAN systems, the FM Loop self-guided tour wand system, and primary wiring for the alarm systems.

They've also reworked traffic counters, maintained systems, and completed hundreds of work order requests at both parks.

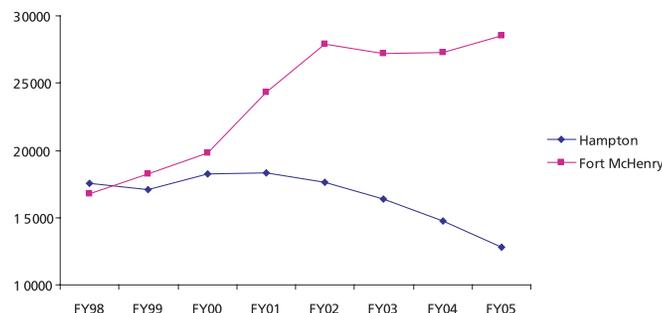
Community Service Projects

In conjunction with The National Aquarium of Baltimore, up to 200 individuals clean the wetlands adjacent to Fort McHenry four times per year. Eagle Scouts have built wheelchair ramps and walkways at both parks. A local landscape architecture firm brings their entire staff to Hampton one day per year to assist with grounds maintenance.

Trends in Support

Volunteer hours at Fort McHenry have increased from 15,000 to more than 28,000 during the last five years. With the exception of FY00 and FY01, Hampton volunteer hours have consistently decreased over the past seven years. These trends illustrate the aging volunteer population at Hampton and the increasing reliance on dedicated volunteers at Fort McHenry.

Historical Volunteer Hours



Award Winning Volunteers

In 2003 James "Jim" Peters received the first annual "outstanding individual volunteer" Hartzog Award, the National Park Service's highest recognition of volunteer efforts. Jim was recognized for his daily contribution to the restoration and maintenance of a 10-acre tidal wetland adjacent to Fort McHenry's boundary. At that time, he was volunteering six days a week, and had dedicated over 2,800 hours to maintaining and observing the wetlands and documenting more than 170 birds found at Hampton.

The Fort McHenry Guard received the Hartzog Award for "outstanding volunteer service by a group" in 2005—again, the highest award in the Service. The Guard provides absolutely top-notch living history programming. They are "on duty" every weekend during the summer months, contributing more than 18,000 volunteer hours per year. The group has also played a leading role in providing 1,300 Baltimore inner-city school children with curriculum-based educational programs, and they are always a crowd favorite at annual *Defenders Day* activities.

NPS Scorecard



Fort McHenry staff

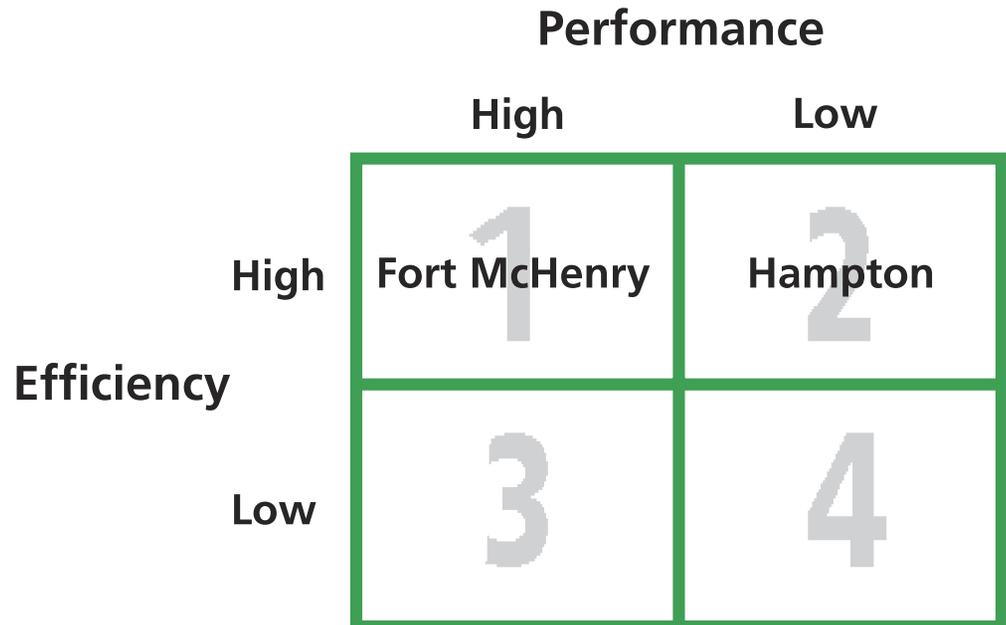


Hampton staff

The NPS Scorecard is a Servicewide tool developed to facilitate a more systematic and transparent approach to budget prioritization while evaluating performance and efficiency across all NPS units. The Scorecard also provides a snapshot of each park's situation in any given fiscal year. It translates 33 financial, organizational, and strategic performance indicators into efficiency and performance scores that allow the NPS to begin to effectively compare diverse park units.

In FY2005 Fort McHenry and Hampton both scored above average for efficiency measures. Fort McHenry was rated average for performance, while Hampton was considered below average in this category; of course, the closure of the Hampton mansion affected performance measures at the park in 2005. Fort McHenry was ranked 7th regionally and 55th nationally, putting it in the top quadrant of scores in the NPS. Hampton ranked 21st regionally and 124th

nationally, putting it in the second quadrant or top half of all parks in the Service. The scorecard was not designed to evaluate parks with joint management strategies and overlapping staffs, which may account for the discrepancies in scores between the two parks. However, the important message from this tool is that both parks are well-managed and produce terrific results related to the preservation of resources and the education of the public. Both park units represent strong quality investments for the National Park Service, demonstrating that funding and resources are already used responsibly and yield positive impacts when measured Servicewide. It is assumed that further investments in Fort McHenry and Hampton would yield even greater performance.



Current Park Operations

The business plan differentiates between two types of expenditures: Operations and Maintenance and Investments. Operations and Maintenance requirements are those funds needed to carry out everyday operations at a park unit. Some examples include annual payroll costs, janitorial operations, and managing a telecommunications network. On the other hand, investments are significant, one-time costs that parks incur in order to fix current problems or provide for future park development. Investments may include projects such as a resource inventory necessary to establish a credible baseline before beginning a monitoring program as well as constructing a new building.

This section of the plan focuses on the Operations and Maintenance activities of the park. In order to describe park operations for this business plan, park activities were divided into five functional areas, which describe the five areas of business for which the park is responsible. The five functional areas are:

- Resource Management
- Visitor Experience and Enjoyment
- Facility Operations
- Maintenance
- Management and Administration

These are then further broken down into 31 programs that more precisely describe park operations. Programs are general in order to cover a broad suite of activities that should be occurring in the park.

The next component of the business planning process is the completion of a detail sheet for each program. These forms describe the day-to-day activities occurring in the park and the totality of financial need associated with them.

Statements of work are developed to describe the suite of activities encompassed by the program. Operational standards are generated to describe the duties and responsibilities required to meet the critical functions of the programs as outlined in the statement of work. These standards are then used to determine the total financial resources required to perform the standard task of the program. The final step is to compare current park activities to the operational standards in order to identify the gaps between required and available resources. The following pages discuss each of the functional areas in detail.



A Fort McHenry ranger offers an interpretive talk.

This business plan differentiates between two types of expenditures: Operations and Maintenance, and Investments. Operations and Maintenance expenditures are those funds needed to carry out everyday operations at a park unit. In order to describe park operations for this business plan, park activities were divided into the five following functional areas:

Resource Management: encompasses all activities related to the management, preservation and protection of the park's cultural and natural resources. Activities include research, restoration efforts, species-specific management programs, wildland fire management, archives and collections management, and historic site protection.

Visitor Experience and Enjoyment: includes all park activities directly related to providing visitors with a safe and educational experience while at the park. It includes all interpretation, visitor center management, interpretive media, in-park concessions management, fee collection, and visitor safety services.

Facility Operations: includes all activities required to manage and operate the park's infrastructure on a daily basis. Buildings, roads, trails, utilities, and campgrounds require a range of operational activities from basic sanitation to snow plowing to water testing.

Maintenance: includes activities directed solely to prolonging the life of park assets and infrastructure through substantial repair, replacement, or rehabilitation of park assets, such as buildings, roads, trails, utilities, fleet vehicles, and equipment.

Management and Administration: encompasses all park-wide management and administrative support activities. It includes all park communications and external affairs activities, park-level planning, human resource management, information technology, park leadership, and financial management.

Summary Financial Statement

This financial statement has been prepared from the books and records of the National Park Service in accordance with NPS accounting policies. The resources available reflect the total operations and maintenance expenses incurred by the park during the last complete fiscal year. The resources required represent the funding needed to operate the park while fully meeting operational standards as defined in business plan supporting documentation. Program requirements are presented as a five-year planning tool based on salary and wage tables from the same fiscal year, given current resource inventories, and the current park infrastructure. Investments, one-time projects, and capital improvements are also represented in the statement. A detailed description on Funded Investments can be found on page 28.

The value of donated materials and in-kind services is not included on the statement. For a further discussion of the use of and benefit from these resources, see page 13.

FUNCTIONAL AREAS AND PROGRAMS	REQUIRED		AVAILABLE		SURPLUS (DEFICIT)	
	FTE	Funds	FTE	Funds	FTE	Funds
Resource Management						
Cultural resource management	5.4	\$370,176	2.57	\$210,313	(2.83)	(\$159,862)
Natural resource management	0.2	\$20,815	0.39	\$25,542	0.19	\$4,727
Resource protection	0.6	\$46,222	1.07	\$79,476	0.47	\$33,254
Resource management m&a	1.0	\$85,428	0.91	\$66,300	(0.09)	(\$19,128)
Subtotal	7.2	\$522,641	4.94	\$381,631	(2.26)	(\$141,009)
Visitor Experience and Enjoyment						
Concessions management	0.2	\$19,584	0.00	\$0	(0.20)	(\$19,584)
Education	1.4	\$98,020	1.05	\$56,722	(0.35)	(\$41,298)
Fee collection and permitting	2.6	\$146,393	1.81	\$91,454	(0.79)	(\$54,940)
Interpretation	5.0	\$314,790	5.07	\$296,001	0.07	(\$18,789)
V E E management and administration	1.4	\$117,615	1.93	\$138,644	0.53	\$21,029
Visitor center operations	3.8	\$172,505	2.75	\$127,792	(1.05)	(\$44,713)
Visitor Safety Services	1.0	\$80,337	1.44	\$97,967	0.44	\$17,630
Subtotal	15.4	\$949,244	14.05	\$808,580	(1.35)	(\$140,664)
Facility Operations						
Buildings operations	2.3	\$160,150	1.17	\$77,591	(1.13)	(\$82,558)
Facility operations management and administration	1.4	\$124,926	0.74	\$58,448	(0.66)	(\$66,478)
Fleet operations	0.3	\$42,607	0.50	\$61,460	0.20	\$18,853
Grounds operations	3.2	\$254,657	3.89	\$229,156	0.69	(\$25,500)
Janitorial operations	0.5	\$107,237	0.71	\$111,300	0.21	\$4,062
Roads and channels operations	0.4	\$21,278	0.70	\$33,204	0.30	\$11,927
Utilities operations	0.0	\$120,600	0.00	\$118,237	0.00	(\$2,363)
Subtotal	8.1	\$831,455	7.71	\$689,397	(0.39)	(\$142,058)
Maintenance						
Buildings maintenance	4.6	\$384,721	3.01	\$256,167	(1.59)	(\$128,554)
Fleet maintenance	1.0	\$68,259	0.10	\$8,671	(0.90)	(\$59,588)
Maintenance management and administration	1.3	\$109,678	0.38	\$30,841	(0.92)	(\$78,837)
Roads and channels maintenance	0.1	\$15,939	0.53	\$34,504	0.43	\$18,566
Utilities maintenance	0.5	\$35,882	0.29	\$25,680	(0.21)	(\$10,202)
Subtotal	7.5	\$614,479	4.31	\$355,864	(3.19)	(\$258,615)
Management and Administration						
Communications	1.0	\$82,206	1.21	\$95,232	0.21	\$13,026
External affairs	0.8	\$74,087	0.56	\$49,020	(0.24)	(\$25,067)
Financial management	0.8	\$66,479	1.16	\$84,478	0.36	\$17,998
General administration	1.2	\$74,659	1.61	\$96,555	0.41	\$21,896
General management	1.3	\$132,174	1.64	\$190,468	0.34	\$58,294
Parkwide safety	0.3	\$35,360	0.25	\$31,876	(0.05)	(\$3,484)
Partnerships	1.6	\$139,491	1.38	\$116,449	(0.22)	(\$23,042)
Planning	0.8	\$79,380	0.40	\$35,886	(0.40)	(\$43,494)
Subtotal	7.8	\$683,836	8.21	\$699,963	0.41	\$16,127
Total for Park Operations	46.0	\$3,601,654	39.22	\$2,935,434	(6.78)	(\$666,220)
Total Investment				\$719,493		
Grand Total	46.0	\$3,601,654	39.22	\$3,654,927		

For the purposes of the business plan, all park activities are grouped into one of the five functional areas defined in the sidebar on page 15. These broad functional areas are further divided into 31 program areas that more precisely describe activities required to operate and maintain the parks. Dividing park operations this way, rather than using the park administrative divisions, allows business planners to capture activities that cross traditional divisions and to use activity-based accounting to measure the cost of park activities.

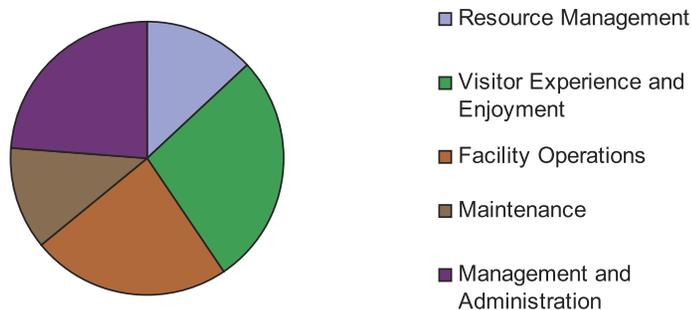
During the business planning process, a detail sheet was developed for each of these 31 programs. These in-depth profiles describe the day-to-day activities occurring in the parks and capture the financial needs associated with them. On the detail sheets, park staff ranked their day-to-day activities according to how essential they were to achieving the parks' missions: an activity that helped the parks to achieve their missions ranked high priority, while an activity that merely enhanced the program ranked low.

Summary Financial Statement:

The table on the opposite page is the summary financial statement for the parks' five functional areas and 31 programs. From left to right, the first two columns indicate the required staff represented in full-time equivalent (FTE) positions and funds needed in FY05 to meet the operational standards of each program. The second group of columns (Available) indicates the staff and funds that were actually expended in FY05. Finally, the last two columns (Surplus(Deficit)) indicate either what additional staff and resources are required to meet the park's core needs, or what staff or resources can be reallocated to other program areas.

Combined, the parks are operating with an overall deficit of 6.8 FTEs and over \$666,000. These figures do not include the large expenditure which went to investment projects in FY05 (\$719,493). The parks' maintenance activities operate with the largest deficit in both FTEs and funding. Maintenance's deficit of 3.26 FTE equals 48% of the parks' entire FTE deficit, while its shortfall of \$258,615 equals 39% of the parks' overall funding deficit. Facility operations, resource management, and visitor experience and enjoyment also have FTE and funding deficits which are needed to meet their high priority operational standards. Management and Administration is the only area with a surplus of FTE and funding that can be reallocated.

Expenditures by Functional Area



Resource Management



An artifact is prepared for storage at Hampton.



A Hampton archivist processes documents.



The cultural landscape is preserved at Fort McHenry.

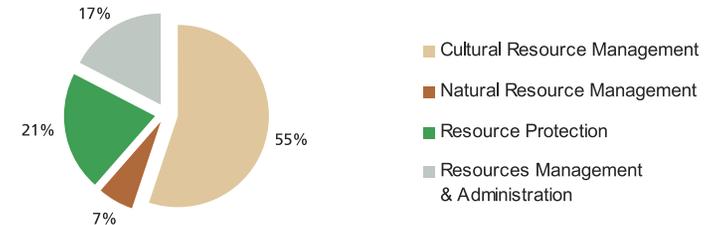
The landscape, historic buildings, museum objects, archives, and archeological resources of Fort McHenry and Hampton are at the center of why these two parks were designated and exist today; they are the evidence of our past. The Resource Management Functional Area encompasses the activities dealing with the management, preservation, and protection of the nationally significant natural and cultural resources of both park units. The accompanying chart illustrates that 55% of expenditures in this area are used for routine maintenance, preservation, and restoration of these resources. This analysis also revealed cultural resource management to have the highest dollar shortfall among the programs in this functional area—\$159,862—as well as the highest shortfall across all 31 programs in the parks. This shortfall has the greatest impact on cultural landscapes and the parks’ museum collections and archives.

Cultural Landscape Management

Both parks—105 acres collectively—are considered nationally significant cultural landscapes in their entirety. As such, they require a special level of care and preservation. At Fort McHenry, the cultural landscape includes historic structures and earthworks, archeological resources, specimen trees, ornamental plantings, manicured lawns, meadows, and commemorative features. At Hampton, the cultural landscape is composed of spectacular specimen trees including three Maryland State Champions, terraced gardens, remnants of an English-style landscape park, meadows, and historic stone roads. A hierarchy of historic buildings ranging from the mansion to the Overseer’s House to the Mule Barn form an axis through this highly designed landscape.

The most notable casualties of a lack of funding in this area are the formal designed garden “parterres” set on terraced earthworks at Hampton. Formal gardens require a high level of expertise to maintain. For many years, the NPS

**Resource Management
FY05 Expenditures by Program**



Total Required		Total Available	
FTE	Funds	FTE	Funds
7.15	\$522,640.69	4.94	\$381,631.33

managed these gardens in partnership with the Federated Garden Clubs of America. Due to an aging volunteer base and a lack of NPS funding and staff, however, the three acres of formal gardens have fallen into disrepair. Once known for their horticultural opulence, these formal gardens are now compromised of weeds, deteriorating and overgrown vegetation, and deer and other wildlife. The gardens no longer complement the Georgian mansion in beauty and impact, as they once did. The park is currently working to find a stewardship solution for this important resource that is compatible with current and projected NPS funds and staff.

Collections and Archives

Fort McHenry’s museum collection consists of over 55,000 artifacts, including weaponry, archeology, archives, flags, uniforms, photographs, and militaria. Hampton’s collection includes 127,828 museum artifacts and 97,684 archival documents relating to the Ridgely family and

life on a Maryland plantation. Due to staff shortfalls, however, Hampton has been unable to catalog much of its archival collection; fully 88% of the catalogue backlog consists of archives. Lack of central documentation severely limits research use and means that materials are not easily accessible to park staff for use in the ongoing management of the park's natural and cultural resources. Hampton would be even further behind, however, were it not for the help of Historic Hampton, Inc. (HHI). Through a cooperating agreement with HHI, one part-time museum registrar works at Hampton on the collection, while another HHI-affiliated staff member, the historic furnishings coordinator, currently underwrites her own salary with grant funding. These two staff members provide invaluable curatorial capacity for Hampton, but as non-NPS staff, their work—or worth—is not reflected in the park's budget. Should either of these individuals choose to stop working at Hampton, the park would be unable to fill their vacancies. The essential work that these two non-NPS positions accomplish is reflected in the high FTE (2.21) deficit under resource management.

Natural Resources

Natural resources at the parks are managed to encourage native biological diversity and protect the quality and character of the parks' cultural resources. Though overall spending in this program area is small in comparison to cultural resource management, the goals of each program are intertwined; managing non-historic trees, monitoring Hampton's natural spring, and controlling invasive species contribute to the stewardship of both the natural and cultural landscape. This shared effort is mirrored in the increasingly integrated resource management staff; both parks share a horticulturist and a grounds crew.



Two of Hampton's famous Finlay chairs



Quarterly cleanup day in the wetlands at Fort McHenry

The Hampton Collection

Seven generations of the Ridgely family lived in Hampton Mansion. The furnishings and decorative objects they amassed over the years form the basis of Hampton's extensive collection.

The Hampton collection includes 750 pieces of American, European, and Chinese furniture, including the nation's most important intact suite of Baltimore painted furniture, made for Hampton's drawing room by John Finlay in 1832. The collection also features major works of silver and a ceramics collection that includes a Paris porcelain dinner service featuring the Ridgely coat of arms, and enormous early 19th-century Chinese porcelain temple vases.

The textiles collection includes the nation's largest collection of historic slipcovers (over 200 examples), and features one of the few surviving examples of an English "tapestry velvet" carpet. Hampton's archival collections include nearly 5,000 photographic images of all types. The collection suggests a way of life and standard of living not known to us any more. It serves as a tangible window into Hampton's incredible past, and gains even more significance when displayed in its original context of mansion and landscape.

Visitor Experience and Enjoyment



Flag program at Fort McHenry

This functional area includes all program activities that contribute to an enjoyable and safe visitor experience. Many of these programs differ between the two parks due to their unique natures. Located in an urban environment, Fort McHenry caters to a large, diverse audience whereas Hampton offers small, intimate tours to specific audiences interested in Georgian architecture and social history. Both parks employ interpretive and law enforcement rangers to meet their visitor services needs. Core Operations and Business Plan analyses both indicate this functional area can increase its efficiencies by integrating Fort McHenry and Hampton staff into one Visitor Services Team.



Living history at Hampton's farm

In FY05 programs in this area equaled 26% of park operational expenditures—more than any other functional area. This area also received a tremendous amount of support in the form of volunteer hours and grant funding that is not represented in this financial summary. However, the deficit of 1.4 FTEs and \$140,664 in this area indicates that additional funding is still needed in order for the parks to accomplish all their high priority activities. Additional resources would ensure relevant, regularly scheduled formal and informal interpretive programs, staff training, and up-to-date printed materials and websites.

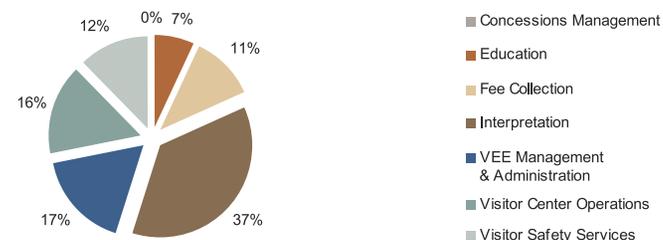
Management and Administration

Responsibilities in this program area include all personnel and budget management needed to support visitor services. A large portion of Visitor Experience and Enjoyment expenditures (17%) supported management and administration in FY05. A program surplus of .48 FTE and \$21,029, supports a park decision made at the end of FY05 to eliminate one of the supervisory positions at Fort McHenry. Core Operations Analysis further recommended combining supervision of interpretation between the two parks while increasing capacity in volunteer management. These staffing changes will decrease expenditures and re-allocate the program surplus to the partnerships program,



A forty-bus day at Fort McHenry

Visitor Experience & Enjoyment
FY05 Expenditures by Program



Total Required		Total Available	
FTE	Funds	FTE	Funds
15.45	\$949,244.17	14.04	\$808,579.76

which is currently operating at a .22 FTE deficit. Re-allocated staff resources would specifically focus on the volunteer function of the partnerships program.

Visitor Center Operations and Fee Collection and Permitting

These two program areas account for 26% of total Visitor Experience and Enjoyment expenditures in FY05. Expenditures in these areas support the management and staffing of a visitor center at Fort McHenry and a visitor contact station at Hampton. The Fee Collection and Permitting program includes collection of entrance fees at Fort McHenry and fees collected for special use permits at both parks. A deficit of 1.84 FTEs and almost \$100,000 reflects the need for more staff and resources to accommodate these operations at both parks.

Visitor Safety Services

Law Enforcement (LE) Rangers support three major priorities identified during Core Operations Analysis—preservation, protection, and safety. Three full-time LE Rangers, (two at Fort McHenry and one at Hampton), are able to cover all high priority activities according to business plan analysis. Sharing these three LE Rangers between the parks will ensure stronger LE coverage at both sites.

Concessions

One concessioner runs the gift shop at Fort McHenry. The Superintendent and Supervisory Park Ranger spend limited time in this area, mainly during contract negotiations or new product approvals. The deficit of .2 FTE and \$19,584 illustrates the need for more dedicated staff time in this area, particularly with proposals to include food service and a larger gift shop in the new Fort McHenry visitor center.

Interpretation

Interpretation accounts for 37% of FY05 Visitor Experience and Enjoyment expenditures. Interpretation is essential to provide a quality visitor experience and ensure the public enjoys Fort McHenry and Hampton, therefore, this large percentage is justifiable. (See sidebar for program details.)

Education

The British attack on Baltimore in 1814 is part of the Maryland Public School curriculum for grades 4 and 8. This inspires the state's teachers to choose Fort McHenry as a field trip destination. The park accommodates up to 60 buses a day during the height of field trip season (May/June and October). Hampton also provides an excellent opportunity for teachers to help their students understand many important aspects of American history. Approximately 100 groups visit the site each year. Both sites provide teacher resources on their websites, although

they would like to offer more. For example, Baltimore City Schools do not visit often, due to budgetary constraints: the parks would like to increase outreach to this audience. In FY05 only 7% of the parks' expenditures were dedicated to the development and operation of a comprehensive education program, which would include working with schools and related constituent groups. A deficit of .35 FTE and \$41, 298 in this area indicates that more resources are needed to develop a significant education program. (See *Investment Priorities.*)



Thurgood Marshall Middle School participates in Fort McHenry's pilot Civic Engagement program.

Enhancing Visitor Experience Through Interpretive Programming

At Fort McHenry, 15 regularly scheduled tours of the Star Fort occur daily. Topics include: the Battle of Baltimore, which inspired the composition of "The Star-Spangled Banner;" the history of the United States Flag; the history of the fort; children's programs; Water Battery demonstrations; and Civil War-era activities. All visitors have an opportunity to view the popular 15-minute interpretive film that concludes with viewing the United States flag flying over Fort McHenry accompanied by a recording of the National Anthem sung by the U.S. Naval Academy Choir.

Ranger or volunteer-accompanied tours take place each hour at Hampton. Guides teach visitors the story of the Ridgely family, owners of the vast 1700s estate, and of the many people, both free and enslaved, who operated the complex. Tours include information about the entire estate: the family cemetery, newly-restored Slave Quarters, formal gardens, and Overseer's House. The highlight for most visitors is the elegantly furnished Georgian mansion. Special events supplement both sites' daily interpretive schedules. Rangers supplement programs with informal contacts by roving the site and responding to visitor inquiries.

Facility Operations



Painting the Flag Pole at Fort McHenry



Meadows are mowed twice each year.



Grounds crews are responsible for snow removal.

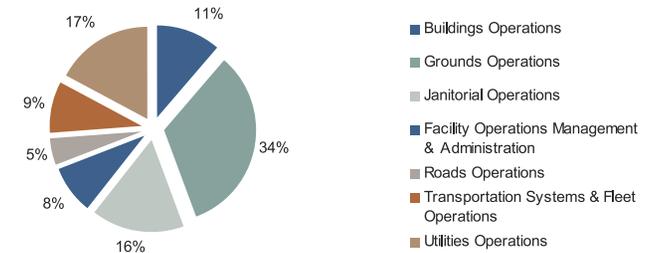
Facility Operations at Fort McHenry NMHS and Hampton NHS includes all activities required for the day-to-day operation of the parks' buildings, picnic areas, roads, vehicles, and utilities. This is a considerable undertaking, given that these two unique park units are located 20 miles apart and must share limited staff resources. Facility Operations is headquartered at Fort McHenry and has a supplemental facility at Hampton. Both facilities are serviced by a very active "mobile workforce." This mobile unit consists of a cargo van equipped with necessary tools and supplies, a flatbed tractor trailer for transporting large equipment, and several pick-up trucks. It allows park maintenance staff to work efficiently and effectively wherever and whenever they are needed without wasting time on advance scheduling, packing, and reorganizing.

In FY05 park staff dedicated to this area totaled 7.71 FTEs. Actual expenditures exceeded \$689,000, which represented 23% of the parks' total expenditures, excluding investments. Required resources to meet all high priority operational standards are \$831,455 and 8.1 FTEs, resulting in an operational deficit of \$142,058 and .39 FTE. This is a low deficit, considering the numerous full-time positions that are currently vacant in this area. Management has already shifted many responsibilities from full-time positions to seasonal workers.

Grounds Operations

Activities in Grounds Operations include mowing, pruning of trees and shrubs, weeding, watering trees, and other essential tasks to beautify the parks for visitors and to preserve features of the cultural landscape. Each park is mowed weekly during the spring and summer months of April through October. It takes three full days to mow the total 77 acres between both parks. Twenty acres of land are left untouched to become meadows thereby reducing park costs, enhancing natural habitat, and preserving the historic scene. The meadows are mowed two times per

Facility Operations
FY05 Expenditures by Program



Total Required		Total Available	
FTE	Funds	FTE	Funds
8.1	\$831,454,60	7.71	\$689,396.56

year. On non-mowing days, the team waters, weeds, plants, spreads mulch, and sprays herbicides. During the non-mowing season, the crew replaces park benches and trash cans, repairs and paints fences, and completes a variety of annual projects indoors. This crew may also be responsible for snow removal during the winter. A large portion of the staff and funds dedicated to Grounds Operations (34%) are utilized for mowing. Analysis shows this program has a small deficit in funding (\$25,500), considering the limited staff available to complete such a large amount of work.

Janitorial and Utilities Operations

These programs include the day-to-day activities and supplies required to keep facilities clean and in good working order. While park staff perform minor utility maintenance and janitorial functions, the major responsibility for both of these services is contracted to outside providers. Due to their very limited staffing levels, park management has found contracts to be a

cost-effective way to meet the parks' needs in these areas. The supervisory facility operations specialist supervises contracts for both Fort McHenry and Hampton. Combined expenditures for these two programs equal 33% of total expenditures in this functional area.

Buildings Operations

With a total of 40 buildings on the List of Classified Structures, it is no surprise that the largest Facility Operations deficit (\$82,558 and 1.13 FTEs) exists in this area. Each of the buildings requires continuous maintenance, including painting, power washing, and repointing as well as replacing and repairing fixtures, fans, and millwork when appropriate. The need for skilled expertise on the park staff and the need for consistent building treatment are the primary reasons behind the shortfall.

Transportation Systems, Fleet and Roads Operations

A full-time maintenance mechanic repairs and services a fleet of nine vehicles and more than ten pieces of heavy equipment. He also manages leased government vehicles and ensures their appropriate maintenance. Paved and unpaved roads at both parks and a three-quarter mile paved trail at Fort McHenry require regular grading, striping, and plowing. Combined, these programs represent 14% of total Facility Operations expenditures in FY05. Due to the lack of deficits in this area, full-time staff may be asked to take on currently unmet responsibilities from other program areas.

Facility Operations Management and Administration

This program includes the planning, budgeting, regulatory compliance, clerical, project and employee management work required to support Facility Operations. It also includes updating and maintaining the parks' information in the Facility Management Software System (FMSS) software program. The need to increase staff in this

program contributes to the second largest funding deficit (\$66,478) and the largest FTE deficit (.66) in the Facility Operations functional area.

Improving Daily Operations

Fort McHenry and Hampton's program is marked by repeated efforts to improve daily operations, save money and energy, and operate efficiently even in tough financial times. The program is personified by Supervisory Facility Operations Specialist, Greg McGuire, a 30-year veteran of the parks, who continues to lead the program with enthusiasm and innovative thinking.

Several years ago, Fort McHenry was in desperate need of a new maintenance shop when Greg received word that Gettysburg NMP no longer needed their fully functioning auction house. He coordinated a prison labor crew to quickly disassemble, move, and reassemble the building on Fort McHenry property. This quick-thinking initiative benefited the park, the environment, and the laborers. Greg says "the most rewarding part of the project was working with individuals who wanted to turn their lives around. Many of them had never had a job before."

Greg has assisted the park in achieving efficiencies through his leadership in many other park projects including adding solar lighting to the recycled auction building and the Fort McHenry parking areas and installing on-demand heating and air conditioning systems to the historic fort buildings. These improvements save significant energy resources and reduce utility costs to the park.



Preservation painting of Hampton's slave quarters

Maintenance



Hampton Farmhouse receives a new roof.

The Maintenance functional area includes activities devoted solely to protecting or prolonging the life of park resources and infrastructure through the repair, replacement, or rehabilitation of assets such as buildings, roads, utilities, fleet vehicles, and equipment. Expenditures in FY05 were close to \$615,000, which represented 17% of the parks' total operational expenditures. The largest deficit for the two park units occurred in this functional area in both labor (3.26 FTE) and funds (\$258,615) needed to meet all high priority operating standards.

Much of the parks' maintenance division staff time is spent on funded project investments. These projects, while necessary, reduce the amount of staff available for the cyclical maintenance required to ensure the maximum life of park resources. Investment cost estimates often overlook the time that existing staff must dedicate to the project without fully considering the effect on other staff responsibilities. This results in a dedication of staff time to investments (one-time projects) at the expense of completing essential recurring maintenance.



Hampton stables cupola removed for preservation

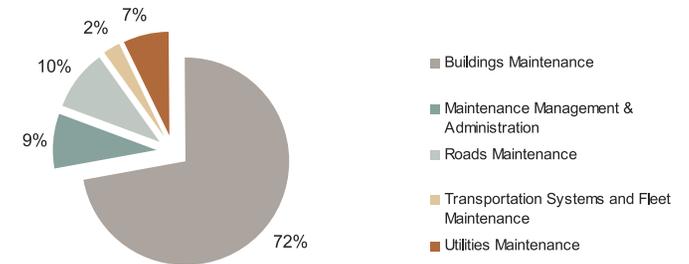
Buildings Maintenance

This program accounts for 72% of the total funds and labor allocated to the Maintenance functional area in FY05. Despite the proportionally large amount of resources devoted to this program, it has an existing deficit of 1.62 FTE and \$128,554; the largest deficit of any program in this functional area. The proportion of resources and deficits in this program makes sense when one considers that Fort McHenry and Hampton care for many complex, historically significant buildings, all of which require extensive and specialized maintenance. In practical terms, the deficit in buildings maintenance means the parks are limited to performing reactive, rather than proactive maintenance. The Star Fort and Hampton Mansion, in particular, are extraordinary, nationally significant resources that must be properly stewarded.



Park staff and volunteers in action

Maintenance
FY05 Expenditures by Program



Total Required		Total Available	
FTE	Funds	FTE	Funds
7.57	\$614,478.54	4.31	\$355,863.87

They are essential to the stories the parks tell about our past, therefore, maintaining their structural and historical integrity must be a priority.

Fleet Maintenance

Unlike the daily repairs completed as part of fleet operations, fleet maintenance focuses on cyclic repair and rehabilitation which prolongs the life of the vehicles that are part of the parks' fleet (such as oil changes, generator overhauls, and other warranty-required maintenance). Staff spends only one fifth of the time for fleet maintenance that is currently spent on fleet operations.

Utilities Maintenance

Unlike the daily operations associated with utilities, much of the maintenance is completed by park staff. All utilities within park boundaries are owned by the park, including secondary electrical, water, and 39 HVAC and heating

systems. Park staff also maintains solar lighting systems at both parks. In FY05 there was a deficit of \$10,202 and .21 FTE in this program area.

Roads Maintenance

Cyclical grading, re-paving, coating, sealing, and striping of park roads are included in this program area. This program requires only a small amount of staff time and base funding, as it is largely project funded.

Maintenance Management and Administration

Management and oversight of the maintenance program includes budget duties, general supervision of staff, scheduling of training and projects, creation and oversight of work plans, and other administrative functions. The current deficit of .92 FTE and \$78,837 will increase even more in the next fiscal year. It will be virtually impossible to complete all National Park Service required reports, including inventories and numerous outputs, without additional support in this area.

Restoring Slave Quarters



One of the surviving slave quarters on the Hampton estate

African Americans played a major role in the development of the Ridgely estate for over 100 years. They worked in the Hampton iron foundries, provided the primary labor force on the farm complex, maintained the ornate gardens and performed domestic duties in the mansion. Two surviving slave quarters provide a rare contrast between the lifestyles of the family who owned the estate and those who labored on it. Following the abolition of slavery in 1865 and the decline of the Ridgely fortune, the buildings suffered neglect. Water damage, pest infestation, lead paint, and a variety of tenants all took their toll over an 80-year period.

In an effort to tell the whole story of the Hampton estate, the National Park Service began an intensive rehabilitation of the slave quarters in 2006. Led by exhibit specialist Wayne Boyd, staff and volunteers spent over five months repairing plaster and woodwork, performing lead abatement, and repainting interiors. Refurbishing these buildings cost approximately \$75,000—including \$25,000 for a paint analysis. Currently, the interpretive staff is planning exhibits and working on marketing the site to African American Heritage tours.

Management and Administration



Superintendent Vietzke speaks at a public meeting with Congressman Sarbanes and park partners.

Management and Administration at Fort McHenry and Hampton is a complex functional area because it involves two geographically and historically separate park units who share increasingly integrated staff and resources. Both parks share one Superintendent, while Hampton has its own Site Supervisor. Fort McHenry is located in an urban Baltimore neighborhood and enjoys high visibility and visitation, while Hampton is located some 20 miles away in suburban Towson and has lower visibility and visitation. Meeting the unique needs of both parks adds to the complex task of providing adequate administrative, managerial, external affairs, long-term planning, and other support functions associated with park management.



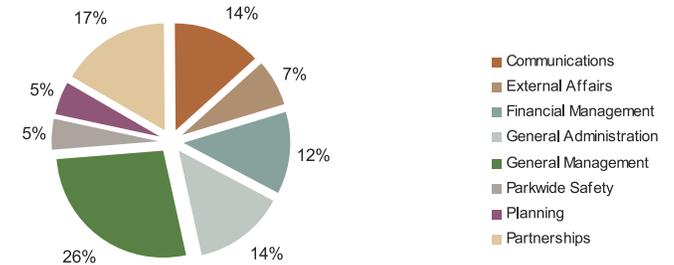
Administration and Human Resources staff helps facilitate the work of all other functional areas.

The analysis shows that nearly \$683,836, or 19% of the parks' overall expenditures, is required to fully fund the parks' management and administration programs. This is less than the amount of funding currently allocated in this functional area (nearly \$700,000), resulting in a surplus of .46 FTE and \$16,127. As the only functional area to show a surplus of funding and staff, the excess resources in Management and Administration can be considered for reallocation to the many other functional areas at Fort McHenry or Hampton that registered a deficit. Another option is to consider resource sharing with area parks. As Fort McHenry and Hampton already benefit from human resources support from Gettysburg NMP, they could share other types of work with regional parks.

External Affairs

A mere 7% of Management and Administrative funding is dedicated to External Affairs. While there are no staff positions dedicated to public relations activities, the Superintendent, Supervisory Chief Ranger, Hampton's Site Supervisor, and several other staff members share responsibility for the development and maintenance of positive relationships with all park visitors, and for fostering public support for both parks. Fort McHenry maintains

Management & Administration
FY05 Expenditures by Program



Total Required		Total Available	
FTE	Funds	FTE	Funds
7.75	\$683,836.12	8.21	\$699,962.75

a very high profile in the local and state media and enjoys strong support from local, state, and congressional officials. Hampton currently has a lower national profile and is working to raise that profile while conducting outreach activities with immediate neighbors and friends of the park.

According to analysis, External Affairs was one of the few programs in this functional area to have a deficit (it requires an additional .24 FTE, and \$25,067 in resources). As a result of the parks' Core Operations Analysis, staff decided to curtail one of their primary activities in this area—attendance at community meetings without direct connection to the parks. This eliminates the deficit and will allow the staff to focus on other activities deemed more essential to fulfilling the parks' missions.

Planning

This program area, devoted to planning for strategic or programmatic development, showed the largest deficit in terms of staff (.35 FTE) and resources (\$43,494) in this functional area. In FY05 and FY06 both parks devoted significant staff time to planning activities, including work on Hampton's draft General Management Plan, planning for a new visitor center at Fort McHenry, and preparing for the temporary closure and HVAC and fire suppression installation at Hampton Mansion. While many of these planning efforts are considered investments for the purposes of this analysis, it is notable that all of this activity is occurring without a dedicated park planner.

General Management

Both parks currently benefit from human resources support provided by Gettysburg National Military Park, particularly in the areas of employee relations, recruitment and classification, retirement counseling, and basic HR customer support. Receiving this service from another park unit has meant that Fort McHenry and Hampton's shared General Administration staff did not have to include a human resources specialist. Gettysburg, as part of its own Core Operations Analysis and Business Planning process, has concluded that ceasing to provide this service free of charge is one way they can refocus on meeting their own park mission. It is therefore quite likely that Fort McHenry and Hampton will have to pay for this service in the near future at an estimated cost of roughly \$78,500 per year.

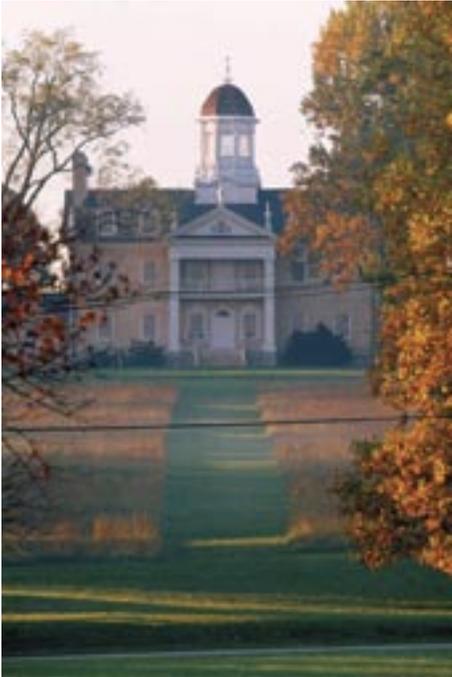
General Administration and Communications

General administration includes procurement, contracting, and other administrative tasks. Communications includes all IT, phones, radio, dispatch and alarm systems. Both of these program areas registered slight staff and resource surpluses. As part of the parks' Core Operations Analysis, surplus in these areas is being considered for reallocation as part of the Resource Sharing trend in the National Park Service.



Public relations efforts focus on print, radio, and television coverage of park activities.

Funded Investments



The Hampton Mansion in Autumn

Investments are significant one-time expenditures that improve park infrastructure or increase the intellectual capital of the park. In FY05 Fort McHenry and Hampton spent over \$541,150 on investments. Projects and their total expenditures described here reflect FY05 spending only, although most of the projects span multiple years.

Design and Install Fire Suppression and HVAC Systems in Hampton Mansion

The total estimate for this project is over \$1.8 million, including the cost of design, construction, and installation of a central fire suppression system for the 28,000-square-foot mansion and its \$20 million museum collection. The project also includes installation of a Heating Ventilation and Air Conditioning (HVAC) system and air-sampling capabilities in the mansion to control humidity. In order to prepare for the construction, all staff offices were moved from the mansion to temporary trailers, and the mansion's collection was relocated to a secure, environmentally-controlled storage space. The cost of these moves and the purchase and installation of the trailers is included in this investment for FY05.

Investment in FY2005: \$369,300

Repair Historic Seawall at Fort McHenry

This comprehensive repair program began in 1998 with a total estimated investment of \$1,030,900. The project objective was to make repairs to approximately 1,300 linear feet of historic seawall including re-pointing and resetting of capstones, stabilizing the soil behind the wall, creating a drainage system to prevent washouts, and rebuilding the most deteriorated sections of the wall. Periodic minor repairs have been done over the last 15 years to mitigate storm damage, but a comprehensive plan was essential to protect the wall, preserve the archeological resources behind the wall, and ensure visitor safety. Investments on

this project during FY05 included the final payments to contractors for the completed work.

Investment in FY2005: \$60,000

Purchase Millwork for Historic Structures

Collectively, the parks have over 90 items on the National Park Service's List of Classified Structures including buildings, built features, earthworks, and walls. Many of the historic structures require routine repair to preserve character-defining elements. In FY05 the park invested in a large supply of millwork (mill-produced carpentry such as trim and moldings) needed to maintain these structures. Purchasing these items in bulk is a major investment but financially advantageous for long-term maintenance.

Investment in FY2005: \$38,700

Design Fire Suppression System for Five Star Fort Buildings

The NPS Northeast Region Structural Fire Specialist conducted an on-site assessment of Fort McHenry and recommended installation of a fire suppression system in the historic fort. Total cost to install the systems in five historic structures open to the public is estimated at \$550,000. Entrance to the historic star fort is limited to one arched portal eight feet wide with less than seven feet of vertical clearance on the sides. Access by conventional firefighting apparatus is virtually impossible.

Investment in FY2005: \$28,500

Rehabilitate and Upgrade Radio System to Narrowband Digital

Improved radio communication capability enhances park safety for both visitors and staff. Both parks supplemented initial narrowband radio purchases to enable the number of radios needed to enable resource

protection and visitor safety on grounds during normal operation and special events with high attendance.

Investment in FY2005: \$24,700

Prepare Boundary Study for Fort McHenry

A complete boundary study had not been prepared for Fort McHenry since the park was established in 1933. The NPS Denver Service Center suggested this study, as the park was preparing their Development Concept Plan for a new education/administration center. The study clarified a number of mistakes in earlier maps, pinpointed the exact intersection of the boundary wall and seawall, and provided needed information on points of egress and access to Nimitz Avenue.

Investment in FY2005: \$15,000

Upgrade Park Wayside Exhibit Bulletin Boards at Fort McHenry

Outdoor wayside/information boards were 20 years old, outdated, and damaged. These were replaced with new boards, which are in compliance with the Servicewide standards for the NPS Graphic Identity Program. This project enhances visitor understanding of the park's role in the War of 1812 and as the nation's only "National Historic Shrine." Upgrading all additional park waysides (30 each) will cost approximately \$120,000 for design, fabrication, and installation.

Investment in FY2005: \$4,700

Develop Concept Plan for Replacement of Visitor Center

The 5,700-square-foot visitor center at Fort McHenry was built in 1963 to accommodate 250,000 visitors annually. This building cannot meet the needs of the current 640,000+ annual visitors or the staff necessary to successfully manage those visitors. Overcrowded

conditions cause lines for the information and entrance fee station, bookstore, and restrooms. Visitors are often unable to see the well-known orientation film because the theater has reached capacity. The completed Development Concept Plan is estimated as a \$120,000 investment. This expenditure during the FY05 budget year is a small portion of the total cost of the formal plan.

Investment in FY2005: \$250

I. Preserve Park Resources

- a. Natural and Cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- b. The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

II. Provide for the Public Enjoyment and Visitor Experience of Parks

- a. Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.
- b. Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

III. Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

- a. Natural and cultural resources are conserved through formal partnership programs.
- b. Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers and trails provides educational, recreational, and conservation benefits for the American people.
- c. Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.

IV. Ensure Organizational Effectiveness

- a. The National Park Service uses current management practices, systems, and technologies to accomplish its mission.
- b. The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

Government Performance and Results Act

Congress passed the Government Performance and Results Act (GPRA) in 1993 to stimulate a greater degree of accountability and efficiency from federal agencies. GPRA mandates federal bureaus such as the NPS to define performance goals and track their ability to meet these goals (*see the sidebar for the definition of the four NPS GPRA goals discussed here*). GPRA provides a tool for tracking the effectiveness of spending on outcomes within particular programs. This, in turn, facilitates management decisions regarding optimal allocation of park funding.

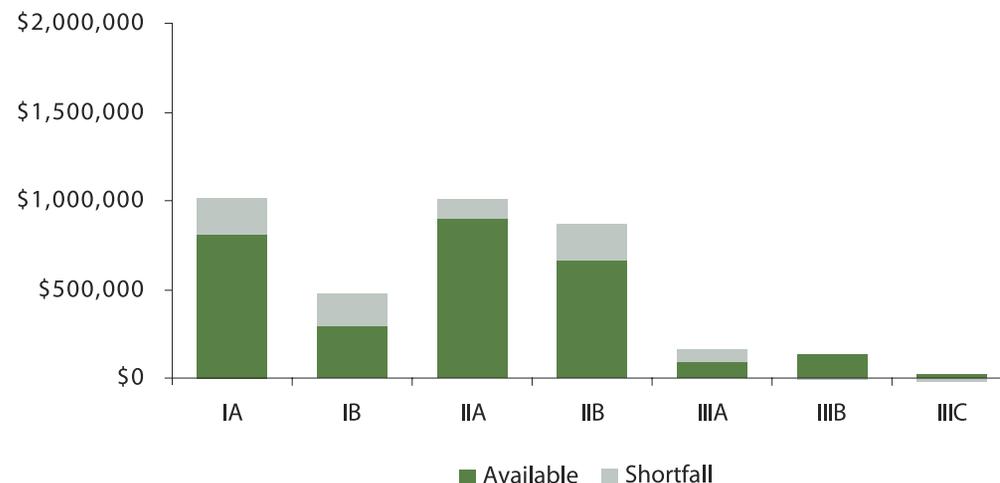
The following chart illustrates how Fort McHenry and Hampton allocated their resources during FY05:

- **Goal I:** The National Park Service's mission to preserve resources is accounted for by GPRA Goal I. 37.73% of all Fort McHenry's and Hampton's efforts were devoted

to preserving their natural and cultural resources. This is also the area with the greatest need; 50.76% of the funding shortfall lies in this area.

- **Goal II:** This goal focuses on the other half of the National Park Service's dual mission: to provide for visitor enjoyment. The majority of Fort McHenry and Hampton's spending, approximately 53.56%, was dedicated to visitor experience support. These programs are essential to fulfilling the parks' missions and require further resources; fully 42.56% of the funding shortfall is attributed to Goal II.
- **Goal III:** This goal focuses on resource preservation partnerships. This is an area of great importance to both parks, but not one to which a large amount of operations funding is dedicated.

FY 2005 Expenditures by GPRA Goal



Core Operations Analysis

Core Operations Analysis is a process designed to assist park management in making decisions about staffing, funding, and operations in a manner which ensures that park efforts are tied to the park's unique mission and purpose. The Core Operations Analysis has become important in recent years as parks make difficult staffing and operations decisions in the face of tightening budgets. The Core Operations Analysis ties in with the Budget Cost Projection module in attempting to help park staff prioritize operations in the context of overall budget sustainability. It is also closely related to the Business Planning process, providing park managers credibility when submitting budget requests. The results from such an analysis are used as a mechanism to develop strategies for reducing costs and refocusing spending on core priorities, thereby increasing financial flexibility and decreasing the need to seek funding to reduce budget gaps. In July 2006 Fort McHenry and Hampton staff analyzed the core—or most essential—activities in their respective parks.

Park staff identified park mission statements published on pages 5 and 7 of this report. Then the parks represented their top mission priorities with the following four statements:

1. Ensure that the natural and cultural resources are preserved and protected from harm.
2. Ensure that visitors safely enjoy compelling and relevant interpretive and educational programs.
3. Support and enrich current partnerships and explore new ones in order to accomplish the parks' purposes.
4. Train and support park staff and volunteers to enable them to accomplish the parks' purposes in a safe, efficient, and effective manner.

To sustain these priority activities, park staff concluded they will do the following:

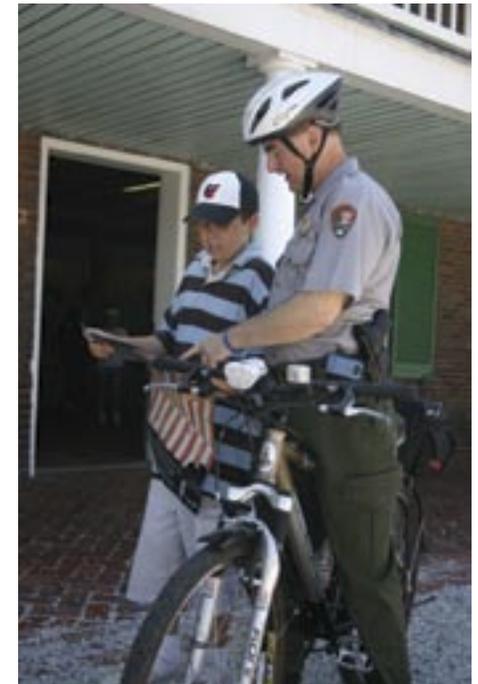
Reduce meeting attendance—curtail outreach activities such as attending public meetings not directly associated to the parks.

Resource sharing—share certain skilled personnel with other parks.

Limit preventive Maintenance to non-core facilities—mow grounds less frequently, decrease the amount of preventive maintenance on vehicles and non-historic buildings.

Consolidate park organization—eliminate redundant supervisory positions and create a more efficient and cohesive overall organizational structure for both parks.

The parks' management team is developing a plan to maintain the financial sustainability of both parks for the next five years. The plan includes reallocating resources, developing a position management plan, and finding alternative ways to accomplish activities.



Having ranger staff that can work at both parks provides flexibility and capacity.

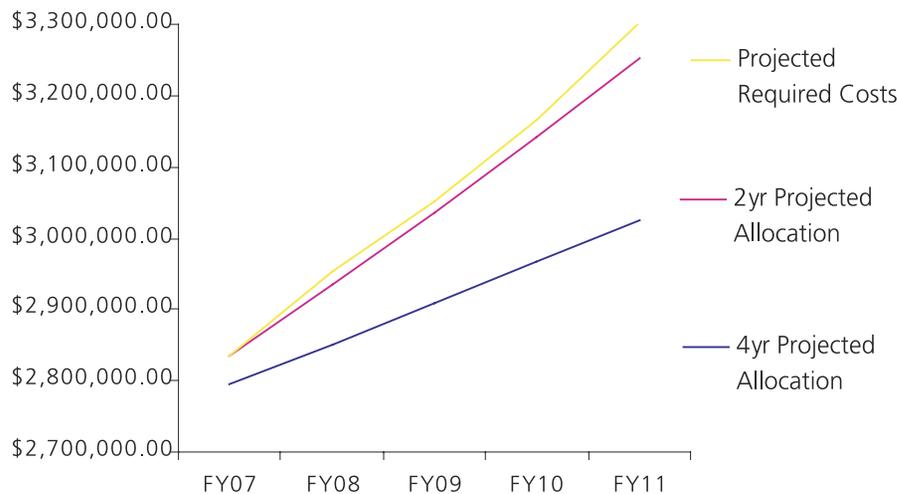
Budget Cost Projection

The Budget Cost Projection module (BCP) is a tool used by National Park Service staff to forecast the funds required to meet basic personnel and utility (fixed) costs at their park units under different base funding scenarios. Using historical funding allocations, the BCP projects future fixed costs and incorporates the impact of outside cost drivers, such as congressionally mandated pay increases. Parks can combine budget shortfall projections from the BCP analysis with cost cutting ideas developed through Core Operations Analysis and Business Plans to formulate strategies that will better prepare them to weather tighter budget climates.

As part of Core Operations Analysis, parks are asked to trim projected costs such that by 2011 fixed costs are equal to 80% of a unit's total projected base funding allocation.

By reducing fixed costs to this level, parks are expected to have ample funds (20% of their budget) available for discretionary spending, and would have a guaranteed cushion should base funding allocations decline. Due to the small size of these particular park units, however, meeting that 80%/20% goal is impossible in the near term; an 85%/15% goal is more attainable. Small parks have less flexibility both in terms of funding and in opportunities to cut fixed costs. The BCP presents funding reduction targets in terms of the number of FTE by which the parks need to reduce in order to meet basic needs; Fort McHenry and Hampton have already achieved significant staff reductions through voluntary retirements and departures. Further cuts in staff would impact the core staff necessary to operate both park units.

FY06 Budget Cost Projections



Fort McHenry and Hampton developed two joint BCP scenarios. Both aim for a break-even situation. The first scenario assumes a relatively optimistic average annual increase in base funding of 3.49%. The second scenario assumes an average annual increase in base funding of 2.01%. Both scenarios incorporate two special anticipated increases in fixed costs—one due to the addition of utility costs to operate Hampton Mansion's new HVAC system (FY07), the second due to the increased utility costs to run the new, larger visitor center at Fort McHenry (FY10). They also assume no new permanent staff positions beyond those currently occupied.

The BCP shows how much cost cutting these parks must do just to break even through 2011. Under the first, more optimistic scenario, the parks must reduce fixed costs by \$108,125—the equivalent of 1.31 FTE—over the next five years. Under the second scenario, the parks must reduce fixed costs by \$760,731—or 9.29 FTE—over the next five years.

Friends of the Parks

Both Hampton and Fort McHenry are fortunate to each have strong, mutually beneficial partnerships with two unique friends groups: Historic Hampton, Inc. and the Friends of Fort McHenry.

Historic Hampton, Inc.

Historic Hampton, Inc. (HHI) is a non-profit cooperating association and friends group dedicated to supporting Hampton National Historic Site. Established in 1979, HHI provides financial assistance to the park to support special interpretive events, exhibits, and museum services. Over the past 10 years, HHI has raised and managed nearly \$3 million for projects at the site. Funding was obtained through annual giving, membership fees, grants, and retail shop revenue.

HHI has 275 members, contributing to the 460 hours and \$2,000 in retail revenue provided to the park in FY2005. HHI has also stepped in to help fill necessary staff positions including \$30,000 for a furnishings project coordinator (annually since 1999) and \$25,000 for a museum registrar (annually 2000 to 2005). Grants for special projects have included \$50,000 from a local, private foundation to complete historically accurate refurnishing of the drawing room and \$50,000 from a private donor to begin preserving archival material on microfilm. HHI also sponsors trips, fundraising events, lectures, and off-site programs.

The Friends of Fort McHenry

Founded in 1982, the Friends of Fort McHenry are dedicated to preserving the historical legacy of the fort and inspiring visitors by supporting living history and educational programs. They also seek to help the park develop facilities which support these programs and increase access to the park—namely, the proposed new visitor center. They are committed to involving the

community in the preservation and interpretation of the park's amazing resources in order to maintain Fort McHenry as a source of local and national pride.

Each year, the Friends provide over \$20,000 to support signature events and educational activities. This includes receptions for three to five Tattoo ceremonies, logistics for *Civil War Weekend*, and *Defenders' Day* activities. School groups attending *Young Defenders' Day* and the *Fort McHenry Experience* educational programs ride in buses and historic ships sponsored by the Friends. In FY2005 a total of 107 members paid annual dues to the Friends and contributed over 1,500 volunteer hours.

As Fort McHenry prepares for the Bicentennial of the War of 1812 and the new visitor center project, a higher level of support from the Friends is necessary. Park management must work with its partner to create a regular revenue stream for the Friends' activities, expand membership, and generally increase the organization's visibility.



The logos of two important park partners: Historic Hampton, Inc. and The Friends of Fort McHenry.



Priorities and Strategies

Operations and Maintenance Priorities



A local landscape firm spends their service day in Hampton's formal garden.



Ensuring the preservation of Fort McHenry's original fort walls and other historic structures is essential to meeting the park's mission.

The preceding analysis identified Operations and Maintenance challenges and funding needs at Fort McHenry and Hampton. Based on this analysis, the parks' management team has identified the top funding priorities critical for the parks to meet current operational standards and develop the capacity required to absorb additional responsibilities over the next five years. Accompanying each priority is its estimated cost and the number of full time equivalents (FTE) it requires. The total cost of implementing these priorities is estimated to be \$2.6 million.

Increase Preservation Maintenance of Historic Structures

The historic structures and human-made features at Hampton and Fort McHenry are nationally significant. This significance, combined with varying materials and construction techniques, requires special skills and a continuity of preservation knowledge to ensure these structures and features are stewarded in perpetuity. Currently, buildings at both sites are maintained in generally good condition. However, the parks' maintenance group has lapsed vacant positions thus increasing reliance on project funded staff and decreasing the parks' ability to address required cyclical maintenance activities in a systematic and proactive manner. As a result, work generally cyclical in nature is deferred in favor of more urgent work at buildings in worse condition. Over time, this relatively inexpensive cyclical maintenance becomes high-cost deferred maintenance. To prevent this, the parks requested funding to increase their capacity to care for historic buildings by filling several skilled positions, exploring contracting of certain responsibilities, and reallocating staff from other programs.

FTE: 3 Required Investment: \$285,000 annually

Preserve and Maintain the Cultural Landscape

Although the Hampton mansion has received a much-needed influx of project funding, the cultural landscape surrounding the mansion also requires attention. Staff will focus on obtaining funding necessary to address critical deferred maintenance of the cultural landscape, and to maintain that investment. Hampton needs to rehabilitate its terraced formal gardens, originally created during the first quarter of the nineteenth century. The gardens contain significant historic plants dating from the late nineteenth century, with most plants dating from 1950-1970. A planting plan that reflects the 1867 spirit and character of the garden will guide the rehabilitation and allow the park to focus its interpretation on the nineteenth-century period of significance and attract a greater number of visitors to the park. Increased staff capacity in this area will also help meet Fort McHenry's cultural landscape needs.

FTE: 1.4 Required Investment: \$95,000 annually

Complete General Management Plan

Hampton lacks a finalized and approved General Management Plan (GMP). This is a required NPS planning document that serves as the basis for future decision-making. A GMP will establish appropriate and feasible resource management and visitor use goals for the park, and allow for the expansion of interpretive programs at the park. No major new development, or significant natural or cultural resources investment, will be authorized by the NPS without an approved GMP.

FTE: 0.5 Required Investment: \$39,246

Ensure Adequate Storage of Park Collection

Both parks reaffirmed their top priority as preserving cultural resources. Hampton maintains a very large

museum collection, some of which is stored in poor conditions. This is reflected in a lower than average rating for “Museum Standards Met” on the NPS Scorecard. To meet park priorities, Hampton seeks to improve existing facilities to fully meet museum collection standards and consolidate collections on-site to address the majority of storage deficiencies currently identified in the park’s annual condition evaluation.

Required Investment: \$1,708,000

Increasing Fee Collection at Fort McHenry

Fort McHenry currently collects about \$375,000 annually in entrance fees. That money is used to provide visitor services and preserve and maintain park resources. Due to frequent overcrowding in the visitor center, Fort McHenry does not capture all the money it could; many visitors choose to avoid the visitor center crowds and, in doing so, they bypass the fee collection station. Conservative estimates place lost park revenue from this practice at \$70,000 annually. This figure translates to an average of 10,000 people per year who visit the park but do not pay the \$7 entrance fee (not including special events, such as Flag Day). While the new, larger visitor center will alleviate this problem, Fort McHenry intends to increase their fee collection capacity and compliance in the short term by encouraging existing staff, particularly law enforcement and interpretive rangers, to patrol the dock area and enforce the entrance fee.

Increase Visitor Satisfaction by Equally Staffing Mansion and Overseer’s House at Hampton

Hampton consists of two components divided by a public road; on one side sits the Mansion, the Formal Gardens, and the English-style landscaped park. The Farm Complex, consisting of the Overseer’s House, Slave Quarters, the

Dairy and numerous other historic out-buildings, sits on the other side of the road. To date, these two components have been unequally staffed due to a lack of park funding. Once the Mansion reopens to visitors, both sides of the site will need to be adequately staffed in order to provide a full interpretive experience for visitors. The park will meet this need in the short term by reallocating Fort McHenry staff and/or hiring one additional park ranger. In the future however, the park’s ranger staff must be expanded.

FTE: 3 Required Investment: \$272,000

Complete Catalog of Museum Collection

Hampton cares for an extensive collection of fine arts, furniture, books, and archives. A substantial backlog of archival items needs to be cataloged. The NPS encourages the cataloging of collections as soon as possible to ensure accountability over the material and to facilitate the proper care and maintenance of museum property. In keeping with its stated Core Operations priority to preserve cultural resources, Hampton will reduce its current backlog by hiring a contractor or working with the NPS Northeast Museum Services Center.

Required Investment: \$195,259

Encourage Visitors to Utilize Alternative Transportation

Fort McHenry completed an Alternative Transportation Study in FY04 and plans to implement some of the recommendations that complement major site developments, such as the design and construction of a new visitor center. In the short term, staff activities will include coordinating with city and regional efforts to reestablish trolley service in downtown Baltimore that would extend out to Fort McHenry and encouraging increased water taxi use.

FTE: 0.1 Required Investment: \$7,849

The NPS encourages the cataloging of collections as soon as possible to ensure accountability over the material and facilitate the proper care and maintenance of museum property



Objects from Hampton's Slave Quarters are organized and treated for storage.



Hampton's collection has artifacts with unique storage needs, including several hundred historic bottles of wine.

Investment Priorities



Improvements such as the new Water Battery exhibit and waysides are needed in the park to prepare for the Bicentennial of the War of 1812.



Creating lesson plans on the War of 1812 will bring Fort McHenry's education experience to students across the country.

Investments are one-time expenditures that improve park infrastructure or increase the intellectual capital of the park. Fort McHenry and Hampton identified eight projects as top investment priorities for the next five years. Representing a significant investment, these projects complement the other improvements and strategies outlined in this business plan.

Design and Build New Visitor/Administration Center

The current Fort McHenry visitor center was built in 1964 to accommodate an annual visitation of 250,000. Visitation today is over 640,000 annually. With a 70-seat auditorium, the building cannot reasonably accommodate school and tour groups, common in the spring and summer months. Visitors must endure long lines to use the restrooms, see the interpretive film, access the gift shop or pay fees. The current structure impacts the park's cultural landscape, and its removal will help restore the historic scene. The new building will accommodate current and projected needs in terms of visitation, and allow most staff to work together in one building.

Required investment: \$13,860,000

Prepare for the Bicentennial of the War of 1812

Fort McHenry is strongly associated with the War of 1812 and the Battle of Baltimore. The park will serve as a focal point of both Maryland and national bicentennials of these events. The War of 1812 began in 1812, however, the Battle of Baltimore and the subsequent penning of "The Star-Spangled Banner" did not occur until 1814, and the war itself did not end until 1815. Increased visitation is anticipated throughout this four-year period, 2012-2015. While the new visitor center will help accommodate increased visitation, Fort McHenry also intends to invest in new interpretive signage, better public transportation to the site, diversified interpretive programs, and increased

janitorial services in order to meet the anticipated increase in visitation.

Required investment: \$250,000

Develop National War of 1812 Curriculum

Fort McHenry provides strong on-site interpretation to visitors. The park would like to extend this high-quality service to people who cannot visit the fort in person. As the Bicentennial of the War of 1812 approaches, the fort would like to position itself as the source of information on this important period in our nation's history. Fort staff and education professionals will work on developing lesson plans and web-casts that can be accessed by teachers and students online.

Required investment: \$121,000

Improve Transportation Access and Parking at Fort McHenry

Existing paved areas within the park are deteriorated and cannot accommodate the current volume of buses, motor coaches, and transit vehicles. During peak school visitation, 30 to 40 buses a day add further congestion to circulation routes and parking. During peak season and special events, cars are parked on an identified overflow area on the grassy lawn of the site. Repeated use of this area has damaged the cultural landscape and visually impacted the historic scene. Fort McHenry would implement recommendations from the 2004 Alternative Transportation Study to alleviate these issues, creating a circular route for transit vehicles, implementing road improvements, lighting, signage, and landscaping. This work would be conducted in collaboration with the City of Baltimore, Maryland Department of Transportation, the Baltimore Metropolitan Council, and the park's adjacent neighbors.

Required Investment: \$292,500

Complete and Reopen Hampton Mansion

Following the installation of new climate control and fire suppression systems in Hampton Mansion, park maintenance staff will need to reinstall plaster ceilings and paint 15,000 square feet of historic plaster walls and wood trim in rooms and staircases disturbed by the routing of utility lines and equipment. Paint analysis has been completed that will guide the restoration of spaces to their historically correct colors. Historic room exhibits (currently in storage) will need to be moved, reinventoried and reinstalled, and other collections will be returned to improved storage areas within the mansion. Sisal matting and carpets will be installed to protect historic wood floors. *Required investment: \$395,000*

Implement General Management Plan at Hampton

A General Management Plan (GMP) provides a guiding long-term vision for a park. Once the plan is approved, an implementation strategy must be developed to ensure aspects of the plan are executed in order of priority. Hampton's GMP focuses largely on resource protection and enhancing visitor orientation and satisfaction. Hampton does not have a visitor center. Due to the lack of a visitor center and the division of the site by a public road (Hampton Lane), visitors are often uncertain where to start their tour of the site. A clear point of orientation must be provided. Site work would include ADA accessible restrooms at the farm complex, consolidated collections storage facility to be developed at the metal building/pole barn, reconstruction of several missing historic structures, and expanded interpretive programming and guided tours. *Required investment: \$4,000,000-\$6,500,000 in capital costs and \$1,300,000 in operating costs*

Bring Hampton's Historic Structures to Good Condition

Hampton has numerous historic structures identified as contributing to the site's national significance and named on the site's "List of Classified Structures." In times of limited funding, money has been invested in the primary buildings—the mansion and farm house. The park works on other structures as possible. In order to bring all listed historic structures into good condition and ensure their long-term preservation, a substantial investment of funding would be required. Work includes stabilizing the ice house and pump house, restoring fencing, rehabilitating the north farm garage and various circulation features, and completing work on the farm house and slave quarters. *Required Investment: \$3,079,000*

Conserve Museum Artifacts

Both parks have extensive museum collections that are in need of attention. This project will allow Hampton to hire professional conservators to clean, repair, and stabilize historic eighteenth- and nineteenth-century manuscripts (including slave indentures and manumissions), paintings and gilt frames, furniture, and significant historic textiles, and decorative objects made of ceramic, glass, gilded wood, metal, and ivory.

Archival documents and rare books dating from Fort McHenry's construction are also in need of conservation. Treatment will allow many of these objects to be used for exhibition and interpretation. *Required Investment: \$355,500*



The reopened mansion will highlight the building's incredible architectural details.



Conservation treatment is an essential investment for Hampton's collections including this Finlay sofa.

Strategies for Achieving Park Missions Efficiently



Talented park interpretive staff provide quality programming at both parks year round.



A preliminary concept of the new Fort McHenry Visitor Center which would consolidate staff in one location.

Fort McHenry and Hampton are both small parks with little flexibility to further reduce current operating costs. As a result of Core Operations Analysis and the business planning process, however, a number of strategies were devised that would allow the parks to achieve their missions more efficiently.

Implement Recommendations of Core Operations Analysis

During the Core Operations workshop, park staff developed a specific list of cost-saving actions and strategies that will also help the park work more efficiently. Action items ranged from reducing paperwork/reporting, to centralizing travel/training management to administration, to implementing a single phone system for both parks, to consolidating some supervisory positions, to increasing meadow management in appropriate areas of the parks. Fort McHenry and Hampton must now implement the majority of these ideas and develop methods for tracking the associated efficiencies and cost savings.

Fully Integrate Staff of Fort McHenry and Hampton

Currently Fort McHenry and Hampton share maintenance and administration functions, and other park operations remain separate. While there is a need for subject matter expertise at both parks—especially in the area of curation—an integrated approach will provide greater capacity and flexibility to respond to specific needs and schedules. This will also streamline the parks' overall organization. No current staff would be eliminated, but some will be shifted into newly defined positions. Park rangers and resource management staff would have the opportunity to work at both parks, broadening their experience and allowing for stronger teamwork to accomplish park goals. These pooled resources would allow the parks to accomplish more with the same number of full-time staff.

Consolidate Staff to New Visitor Center/Administration Building at Fort McHenry

Full-time and seasonal NPS employees at Fort McHenry occupy work spaces in four non-historic park buildings and two historic buildings located in the historic Star Fort. Consolidating workspace in the new visitor center (scheduled to open in 2010) will reduce utility and janitorial costs, reduce time traveling among offices, and improve employee morale and efficiency. It will also help protect the park's historic resources, as the vacated office space in the Star Fort can be used for functions with less impact to the historic fabric.

Realign Administrative Resources

The parks showed a staff surplus in the Management and Administration functional area, particularly in the areas of communications, financial management, general administration, and general management. As a result of Core Operations Analysis, the staff has decided to shift certain de-centralized administrative tasks (i.e., managing travel and auditing credit cards) back to the administrative division. This will begin to realign work responsibilities. Both parks also receive services in administrative categories from other parks and the regional office. Staff will explore how best to support and augment these arrangements to ensure the missions are achieved with the greatest efficiency.

Reorganize Park Housing

The parks have four on-site employee housing units (two at each park). These units are increasingly expensive to maintain, particularly in terms of very limited maintenance staff time. While providing housing for law enforcement officers is recommended by the regional office, an effort to reorganize housing into non-historic structures will support efforts to minimize maintenance and reduce risk of impact to park resources. The parks should also prepare

a cost-benefit analysis of the current housing program, and plan accordingly as to how to utilize these units in the future for greatest benefit in achieving park goals.

Shorten Hours or Season of Operation

Despite the fact that Hampton has very low annual visitation, it remains open from 9 a.m. to 5 p.m. daily, year round. Many similar historic house sites in the immediate region are open between two and five days a week. Hampton has traditionally had difficulty staffing the site adequately and consistently. With only two permanent full-time interpreters, it has been difficult to staff the facilities for the public while allowing for vacations, sick leave, and training. Closing to the public for a day or two a week, as many other NPS house museums do, would concentrate staffing and avoid days when only one ranger is available for duty. This might also allow for a wider range of programs to be offered such as grounds tours and school programs. As a further measure, Hampton will also consider being open to visitors only on weekends from January to March—the months of lowest visitation. Reducing hours at Hampton during the off-season would enable the park to complete much needed curatorial work, education and interpretive planning, and cyclic maintenance without compromising or conflicting with the visitor experience. Fort McHenry's Star Fort, visitor center, and grounds are currently open daily from 8 a.m. to 8 p.m. from Memorial Day to Labor Day, and from 8 a.m. to 5 p.m. during the rest of the year. During summer operating hours, the fort uses two shifts of ranger staff to operate the visitor center and provide interpretive talks. A cost analysis determined that fees collected between 5 p.m. and 7:30 p.m. during summer months do cover the salaries of seasonal staff working evening hours. Due to safety and security issues, it is recommended that three rangers continue to work these evening shifts.

Explore Opportunities for Leasing Park Structures

Hampton has several unused historic buildings which could be available for leasing to other groups with compatible missions. Two greenhouses require substantial rehabilitation, and leasing may be an appropriate strategy for getting this preservation work accomplished and getting the greenhouses back into operation. Leasing agreements could allow for the rehabilitation on the structures in return for long-term use of the building by a business or non-profit, ensuring the assets are preserved and maintained for future generations. This strategy would ease the park's maintenance burden and create an interpretive opportunity should the structures once again be used for growing plants and flowers.

Increase Outsourcing and Contracting of Work Functions

Both parks are exploring the possibility of meeting certain operational needs by contracting with third parties to provide the service. Janitorial and utility operations are already achieved through contracted services. Contracting out repetitive, labor intensive services, such as trimming and grounds work would allow both parks to reallocate their limited skilled labor force to other program areas currently suffering labor shortfalls. This would allow the parks to focus on meeting their top priority—preserving the cultural and natural resources—while meeting other operational needs, in the most efficient way possible.



Tightening Hampton's hours will concentrate visitation and help ensure staffing for both parts of the property.



Contracting some park functions will allow staff to focus on maintaining structures and other park resources.

Strategies for Increasing Non-Appropriated Funding



Hampton's exceptional programming is one way to share park stories with the public.



Business plan consultants Lia McDonald and Erica Bollerud pose with Fort McHenry's fee compliance sign.

In addition to developing efficiencies and cost-reducing strategies, parks seek to increase the resources available to them to achieve their mission through revenue enhancing opportunities. Unlike a traditional business, national parks are limited in their sources and the amount of revenue they may pursue. Given these constraints, the following strategies provide options for generating non-appropriated funds. Federal dollars are limited, and when there are logical, appropriate ways to increase revenue the parks must seriously consider these opportunities. Estimated revenue has been quantified whenever possible.

Ensure Fee Collection and Visitor Safety at Fort McHenry

The effectiveness of moving Fort McHenry's fee collection station from the visitor center to the park entrance has been debated for many years. With planning underway for a new visitor center, this is the perfect opportunity to make a decision. Due to the fee collection station's current location in the visitor center, visitors are not required to pay when entering the park. Use of the grounds is free. Many people bypass the often crowded visitor center on busy days and up to 20% of visitors who arrive by water taxi do not pay the required fee to enter the historic Star Fort.

The design for the new visitor center will specifically consider strategies for capturing visitors before they enter the Star Fort. Through the architecture, landscape design, and fencing, visitors will be directed through the new building before being able to access paths to the historic resources. It is hoped that this will prevent the estimated \$70,000 lost annually. In the meantime, the park will take a more proactive stance on enforcing fee compliance. A "greeter" will be stationed at the boat pier on busy days. This individual will welcome visitors to the park, channel them to the current visitor center and

monitor the picnic area. The park will also redirect summer staff to monitor fee compliance near the Star Fort.

Estimated Annual Benefit: \$70,000

Expand Retail Opportunities at Both Parks

Given new investments at both parks, Fort McHenry and Hampton anticipate new opportunities to offer additional services to visitors and to increase the value of the annual revenues they receive through concessioners and cooperating associations that operate retail shops at each site. Increased retail space in the new Fort McHenry visitor center will allow for expanded sales. An updated museum shop will also be part of the grand re-opening of Hampton Mansion. Both parks receive numerous requests to offer on-site food service options. Fort McHenry's concession will begin to offer light fare from a small mobile cart to gauge the market for refreshments now. Hampton will study the financial feasibility of reintroducing food service as visitation increases. New concession contracts for Fort McHenry will also raise the franchise fee, immediately yielding an additional \$11,000 annually.

Estimated Annual Benefit: \$11,000 +

Improve Interpretive Planning, Marketing, and Public Affairs Efforts at Hampton

Hampton attracts a low average annual visitation of 27,500; both the park staff and the park's friends group, Historic Hampton, Inc., would like to attract a larger audience. The park's traditional constituency is aging and young families are moving into the surrounding neighborhood. It has been over 12 years since the park completed any formal interpretive planning. In order to increase Hampton's visibility in general, and to attract these families in particular, the park will research desired audiences, develop new programming, create a public relations/marketing strategy, and implement recommendations. In developing a plan, the park must consider interpretive

messages, public awareness, programming, web presence, press relations, and other mechanisms for sharing Hampton with the public.

Charge for Signature Events

Fort McHenry's entrance fee is waived during signature patriotic events such as twilight Tattoo ceremonies. The increased visitation attracted by these events raises park operational costs. At Fort McHenry, the park should consider not waiving the fee in order to cover its own increased costs. Based on six years of attendance data, the park could earn more than \$25,000 per year by charging visitors between the ages of 16 and 65. With fee collection staff already assigned to these events, there would be no additional staffing costs.

Hampton does not collect an entrance fee. However, the NPS does allow a park to collect an interpretive fee for a special experience. During *Yuletide*, the park should consider introducing a special fee for the annual experience. There might be other special programs where this opportunity would also be appropriate. Based on participation averages from the last 14 years and an estimated \$5 fee, Hampton could earn \$20,000 each year. *Estimate Annual Benefit: \$20,000 to \$45,000*

Install Coin-Operated Machines at Fort McHenry to Generate Revenue

Fort McHenry boasts spectacular views of Baltimore's harbor, as well as neighboring wetlands. Visitors can see the Francis Scott Key Bridge in the distance from the fort, as well as a buoy that marks the area where Key observed Fort McHenry's flag still waiving "by the dawn's early light." These views could be seen even better if magnified 10 times through coin-operated binocular machines. With even as few as 1% of visitors utilizing two strategically placed

machines, the park could earn more than \$6,000 per year. The cost of the machines would be recuperated in just one year.

Staff at Fort McHenry report numerous visitor requests for a pressed penny machine. One of these popular souvenir machines could be installed at no cost to the park. Its exterior would be designed with park input, as would four customized pressed penny designs. The machine requires no electricity, and delivery and maintenance of the machine is provided by the vendor. Given the fort's current visitation, the park would be entitled to 40-50% of the annual revenue from the machine—estimated at \$6,500. *Estimated Annual Benefit: \$12,500*

Establish Private Endowment for Formal Garden Preservation

Through Historic Hampton, Inc. (HHI) and the area garden clubs, Hampton should consider establishing an endowment either as a separate trust or as a fund managed by HHI. The purpose of the endowment would be to supplement federal funding with private dollars, as well as to secure the preservation of the park's resources for future generations. Endowment interest would be used to maintain the historic gardens and grounds at the park. This program can be expanded over time to include separate endowments for furnishings rehabilitation, historic buildings, or educational programming. *Estimated Annual Benefit: \$50,000 annual income from \$1,000,000 endowment*



The U.S. Marine Corps Drum and Bugle Corps performs at a Fort McHenry Tattoo on the historic parade ground.



Hampton's formal gardens in 1878. An endowment dedicated to this resource would support restoration and maintenance.

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Hampton Mansion 's south view



Cannons in front of the fort with the Garrison flag flying

The Star-Spangled Banner

By Francis Scott Key, 1814 – A young poet-lawyer, Francis Scott Key witnessed the bombardment of Fort McHenry while under British guard on an American truce ship in the Patapsco River. Seeing his country's flag still flying over the fort the next morning, he was moved to write these lines:

*O say, can you see, by the dawn's early light,
What so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars, through the perilous fight,
O'er the ramparts we watched, were so gallantly streaming!
And the rocket's red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there:
O say does that star-spangled banner yet wave
O'er the land of the free, and the home of the brave?*

*On the shore, dimly seen through the mists of the deep,
Where the foe's haughty host in dread silence reposes,
What is that which the breeze, o'er the towering steep,
As it fitfully blows, now conceals, now discloses?
Now it catches the gleam of the morning's first beam,
In full glory reflected now shines in the stream:
'Tis the star-spangled banner! O long may it wave
O'er the land of the free and the home of the brave!*

*And where is that band who so vauntingly swore
That the havoc of war and the battle's confusion
A home and a country should leave us no more?
Their blood has washed out their foul footsteps' pollution.
No refuge could save the hireling and slave
From the terror of flight, or the gloom of the grave:
And the star-spangled banner, in triumph doth wave
O'er the land of the free and the home of the brave!*

*O thus be it ever when freemen shall stand
Between their loved homes and the war's desolation!
Blest with victory and peace, may the heaven-rescued land
Praise the Power that hath made and preserved us a nation
Then conquer we must when our cause it is just
And this be our motto: "In God is our trust."
And the star-spangled banner in triumph shall wave
O'er the land of the free and the home of the brave!*



Fort McHenry National Monument and Historic Shrine

East Fort Avenue
Baltimore, MD 21230

Hampton National Historic Site

535 Hampton Lane
Towson, MD 21286