United States Department of the Interior

NATIONAL PARK SERVICE
INDEPENDENCE NATIONAL HISTORICAL PARK
143 S. 3rd Street
Philadelphia, PA 19106

IN REPLY REFER TO:
A38(INDE)

21 APR 2005

Dear Friend:

I am thrilled to send you this copy of the first-ever business plan for Independence National Historical Park (INHP)! It is the result of much hard work by the INHP staff, and will serve as our roadmap to success for the coming years.

Beyond a simple roadmap, this is also a guide for our partners. In this plan, you will be able to see our top priorities for the future and our strategy for making our plans an affordable reality.

Visitation at INHP grew by leaps and bounds in 2004. This was possible not only because of a dedicated staff, but with the efforts of many partners. In fact, this plan was only possible with the support of such great friends as the Independence Visitor Center Corporation, Eastern National and the Student Conservation Association.

With your continued support, and with this plan, the future is brighter than ever for the Best Park in History.

Sincerely,

Mary A. Bomar
Superintendent

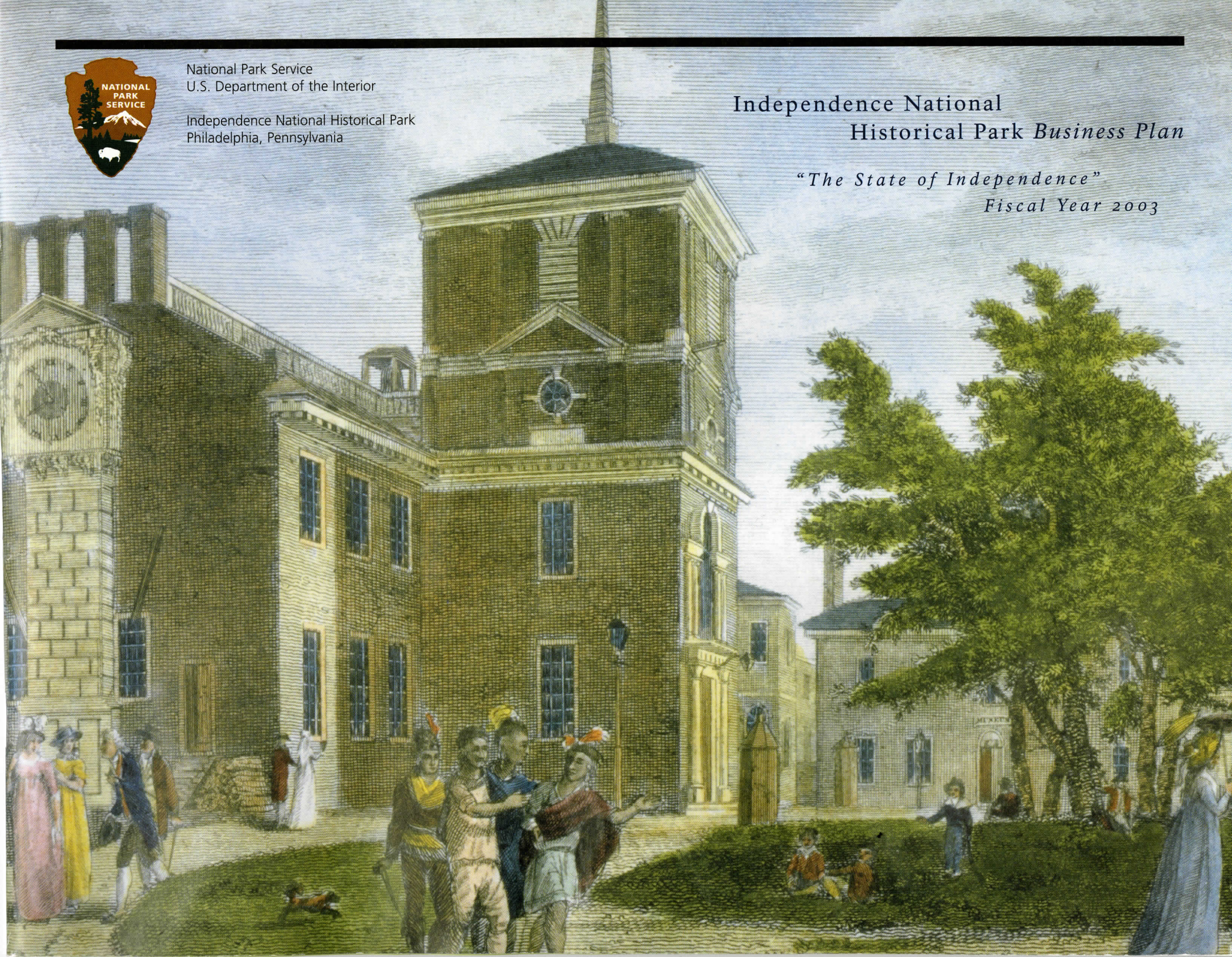
Enclosure

National Park Service
U.S. Department of the Interior

Independence National Historical Park
Philadelphia, Pennsylvania

Independence National Historical Park *Business Plan*

"The State of Independence"
Fiscal Year 2003



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 questions such 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.

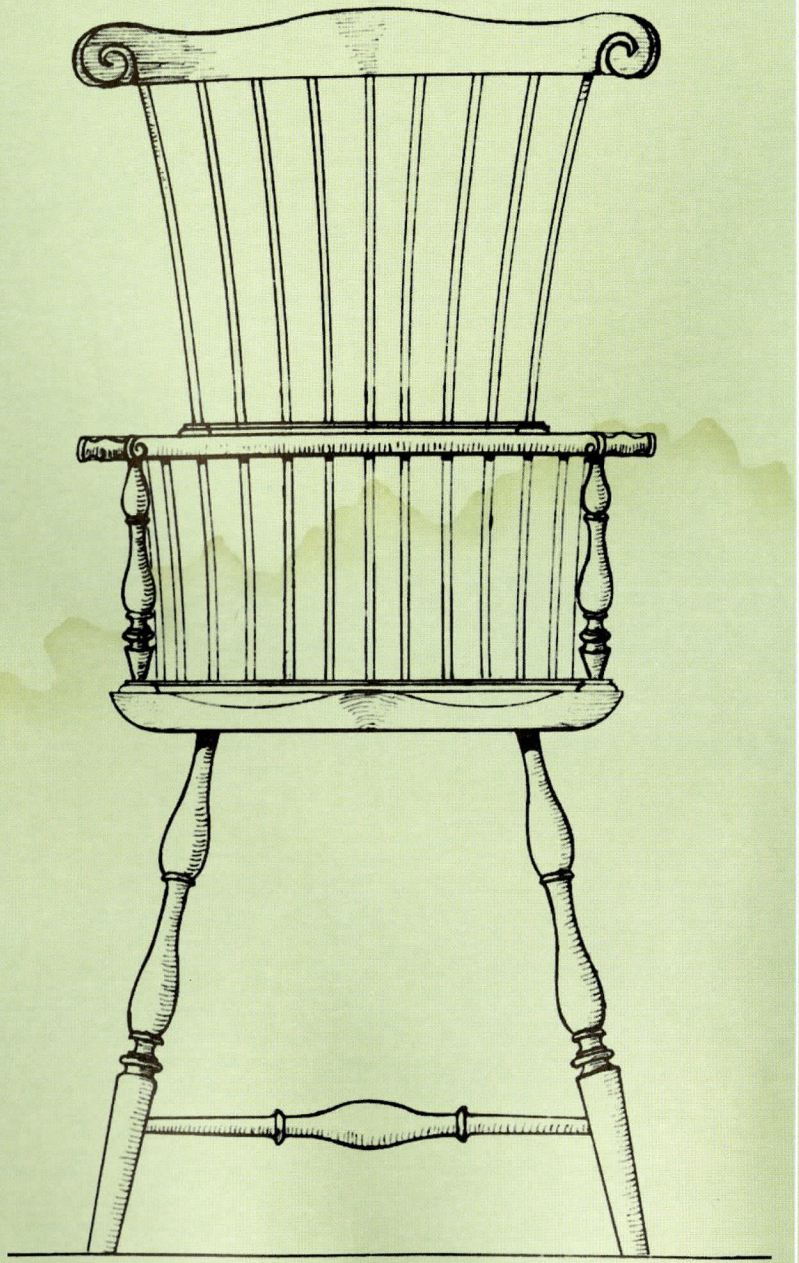
A common methodology is applied by all parks developing business plans.
Park activities are organized into five functional areas, which describe all areas of business for which a park is responsible. The functional areas are then further broken down into 35 programs.

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 35-program structure for all parks provides a needed measure of comparability across park units.

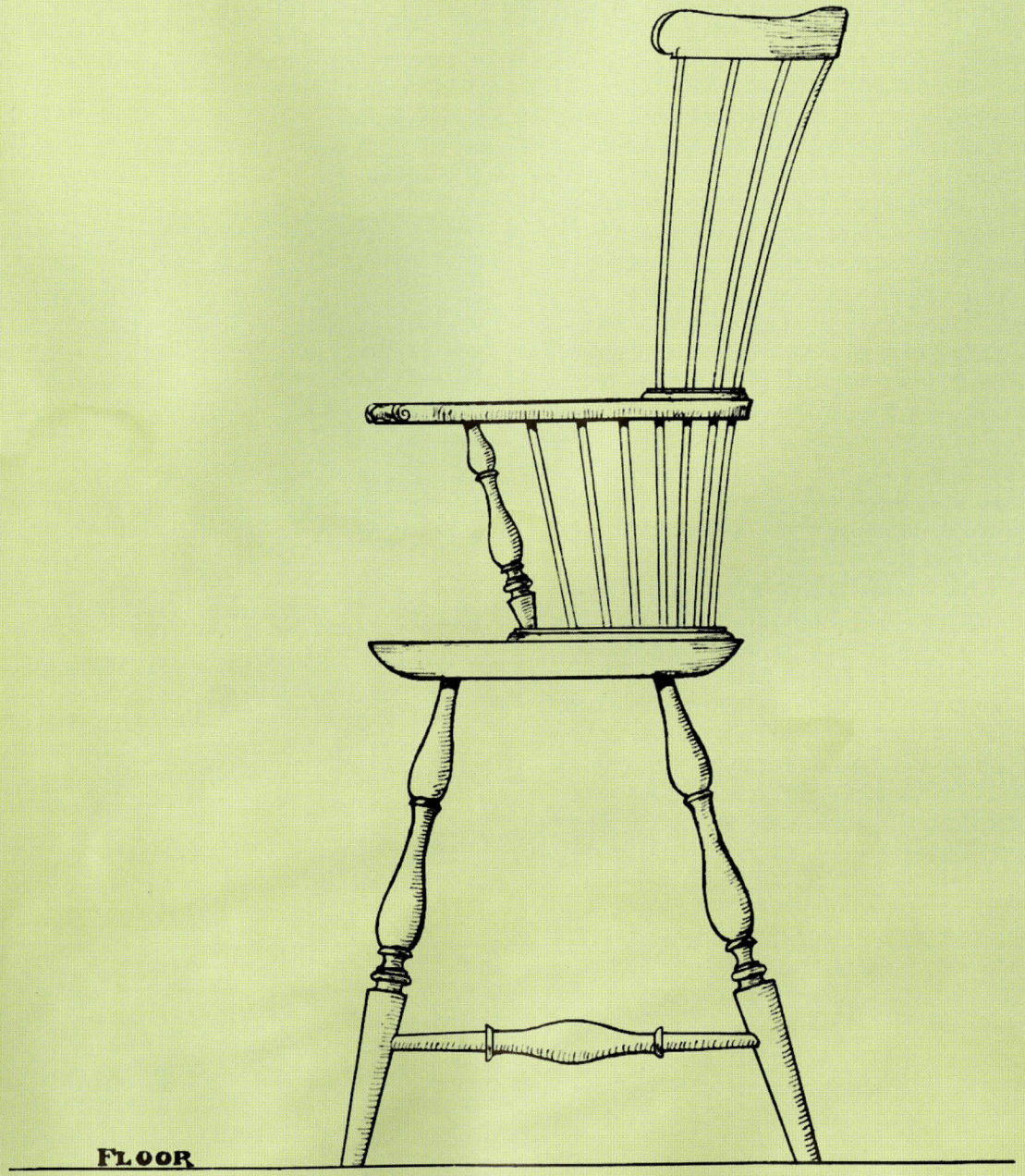
This process is aided by the use of an Electronic Performance Support System, a web-based application that allows parks to complete the data collection, analysis, and document production with step-by-step instruction.

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.



CRB/B #407051

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SUPERINTENDENT'S *foreword*

"Yes, we must indeed all hang together, or most assuredly we shall all hang separately."

So goes the quote attributed to Philadelphia's most famous citizen, Benjamin Franklin. His words have special meaning for me and for this park, since to move ahead we must join forces with others to survive and prosper as a park, a city and a region.

Recently, we marked the first Fourth of July with three major buildings now open to the public: The Liberty Bell Center, opened on October 9, 2003; the National Constitution Center, marking the first anniversary of its July 4, 2003 opening; and the Independence Visitor Center, not yet three years old and already smashing attendance records. Together, they represent the most significant redesign of a public urban space in decades. But we cannot rest on past glories. While the rebirth of Independence Mall has been the springboard for an unprecedented number of visitors, the task is not over.

We must complete Independence Mall, the setting for the crown jewels of this park. We must finish the President's House site, to tell a full story of the heroic and the shameful deeds that are part of our history as a nation. We must revitalize Franklin Court as we near the tercentenary of Franklin's birth. We must broaden the stories to include the diversity that makes us Americans. We must provide for a visitor experience that is second to none in the best park – and city – in history.

No longer is this park, or this National Park Service, an island, entirely of itself. We must collaborate, cooperate and communicate with a legion of partners, who both support our efforts and who challenge us to do better. Only then can we meet our mandate to preserve this park, this vital piece of our American heritage, "unimpaired for future generations."

Only then can we provide the full experience to our visitors, whether they come for inspiration, recreation or to ponder a broken bell that speaks so eloquently about freedom.

Many years ago, a dear friend taught me the value of "shared leadership" – we can only be successful and achieve our goals by working with our partners and friends in an environment of trust. To create that environment, it was crucial to create a Business Plan with a complete picture of the activities, operations and needs of Independence National Historical Park. With consultants provided through the National Park Service Business Plan Initiative, in collaboration with the Student Conservation Association, we assessed our capabilities and resources. Then we developed this powerful tool to explain our vision, our mission, our operational history and our future needs.

This plan is but a single step on a journey that has just begun. We plan today for what we must do in the future, as did our founders in the Assembly Room of Independence Hall when they created the most successful republic in history. And I, too, am filled with pride as I look out over the bright light that shines upon this great park, in this most American of cities, and think again of Dr. Franklin when he said: "But now at length I have the happiness to know that it is a rising and not a setting sun."

Mary A. Bomar
Superintendent



MARY BOMAR, SUPERINTENDENT

EXECUTIVE *Summary*

Few other places in the National Park Service bear such awesome responsibility to care for such an important part of our nation's heritage. The Liberty Bell. Independence Hall. Congress Hall. Franklin Court. Places that resound with meaning, not only for all Americans, but for freedom-loving people around the world. The men and women of Independence National Historical Park are the caretakers for the birthplace of the United States of America. The millions of annual visitors along with the park budget pump over $93 million in to the region's economy each year.

But despite the carefully restored facades and landscapes, despite surging visitation, there are significant challenges facing "the Best Park in History." Current funding is not sufficient to meet the park's operational needs. This Business Plan identifies the gaps in funding, outlines priorities for the park and strategies to meet these needs. Significant findings in this Plan include:

- *In fiscal year 2003, the park required $26.3 million to cover operational costs, but received only $22.8 million*
- *Rising personnel, utilities and other fixed costs account for 99.1 percent of the budget, leaving no ability to cover unexpected costs to take advantage of opportunities for training and program innovations. Even this Business Plan would not have been possible without the financial support of our partners*
- *The park's budget has grown only 2.4 percent compounded annually, since 1980 (adjusted for inflation)*
- *Recent growth in funding is related to mandated activities for counterterrorism*

This Plan identifies cost-saving measures to help stem the tide. But while these approaches save thousands, perhaps tens of thousands annually, the need is far greater. Hence, more than ever before, there is a need for Independence National Historical Park to rely on "a little help from its friends."

Strategic partnerships provide opportunities that the park cannot provide alone. From long-standing partners like Eastern National and the Friends of Independence to more recent allies like the Independence Visitor Center and the National Constitution Center, Independence has been a leader in partnerships. The reconstruction of Independence Mall showed what a consortium of involved federal, state and local government, foundations and private-sector partners could achieve. For the future, expanded partnerships will enable the park to:

- *Restore full operating hours for all park sites, and expanded hours in the busy summer season*
- *Create an innovative education program to meet the needs of over 500,000 school-age children each year*
- *Ensure funding of crucial projects such as the restoration of the Independence Hall tower*
- *Improve the safety of employees and visitors alike*
- *Provide the required daily maintenance tasks to ensure a positive visitor experiences – often visitors' first impression of the Philadelphia region*
- *Complete the landscaping of Independence Mall*
- *Rehabilitate Franklin Court utilities systems and exhibits*
- *Complete the President's House Interpretation and Commemoration*

With a clear plan for what lies ahead, and a firm commitment to expanding strategic partnerships, Independence National Historical Park – and our friends – look forward to an even brighter future for this, the cradle of Liberty in Philadelphia, "The best city in history."

INVESTMENT PRIORITIES

Rehabilitate Independence Hall Tower
$1.4 million

Landscaping on Independence Mall
$17.7 million

Presidents' House Site Commemoration
$4.5 million

Franklin Court Utilities and Exhibits Rehabilitation
$8.7 million

Block Three Archeological Project
$1.0 million

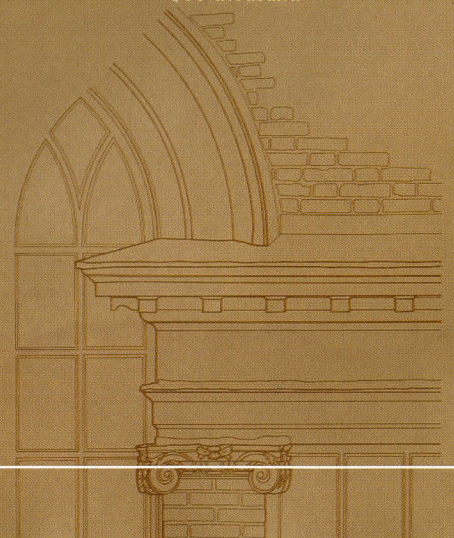
Maintenance Equipment Replacement
$250 thousand

Repair Columns and Boundary Walls
$539 thousand

Replace Hazardous Perimeter walkway in Independence Square
$768 thousand

New Hall Utilities Rehabilitation
$2.7 million

Create an Information and Analysis Program
$68 thousand



PARK *overview*

THE PARK AT A GLANCE

Independence National Historical Park was born to preserve the story of the birth of the American republic and stands, even today, as an icon of freedom for people around the world.

Spanning over 55 acres on 20 city blocks within the City of Philadelphia, the park preserves and interprets resources associated with the establishment of the United States of America, including: the site of the meetings of the first and second Continental Congresses and the site at which the Declaration of Independence, the Articles of Confederation, and the Constitution of the United States of America were debated and signed. In Independence Square – now a world heritage site – the Declaration of Independence was read publicly for the first time on July 8, 1776. The park also encompasses the home of Benjamin Franklin and the First and Second Banks of the United States. Additionally, Independence is the steward of four discrete park units: the Edgar Allan Poe National Historic Site, the Benjamin Franklin National Memorial, the Thaddeus Kosciuszko National Memorial and the Gloria Dei (Old Swedes') Church National Historic Site. Most notably, the park manages and displays one of the country's best-known and most enduring symbols of freedom and liberty: the Liberty Bell.

PARK HISTORY

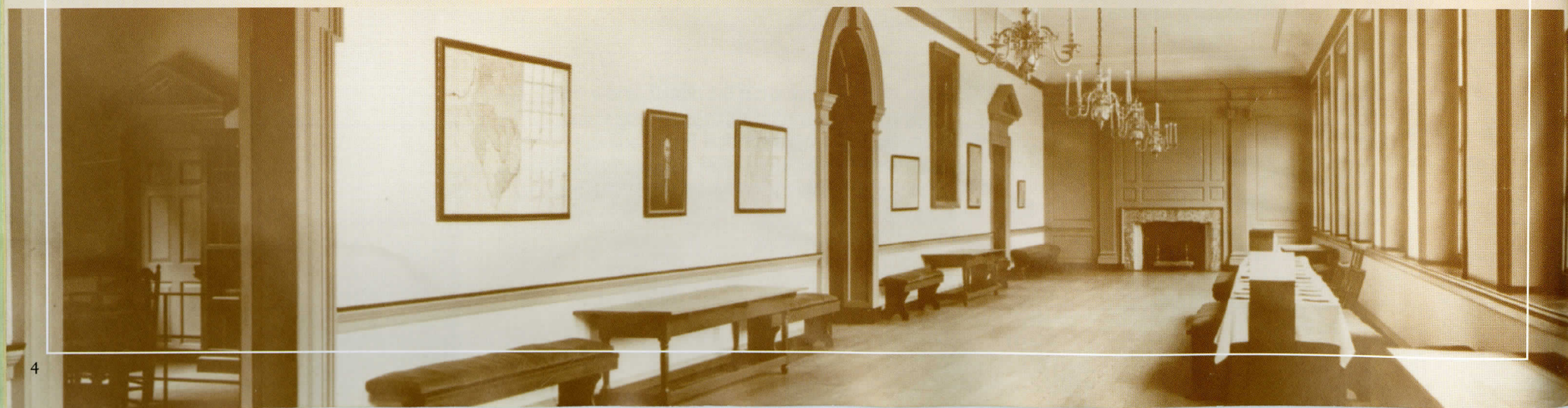
Public interest in these special places ebbed and flowed over the 228 years since the country declared its independence. Following the departure of both the federal and state government by the early 19th century, Independence Hall and its related buildings were relegated to office buildings for the City of Philadelphia. The old State House also seemed destined to fade into memory until 1824, when a visit by Revolutionary War legend the Marquis de Lafayette, spurred a wave of public interest in embellishing the buildings at the "Hall of Independence." Four years later, the architect William Strickland began work to place a new tower on Independence Hall to replace the earlier tower that had rotted away due to weather conditions and public disinterest.

Succeeding generations expressed a reverence for Independence Hall, and recognized the need to improve the interiors according to the style of the day. By the 1876 Centennial, the Liberty Bell had become a national icon as well, suspended from the ceiling of the ground floor of Independence Hall tower by a giant chain of 13 symbolic links. Professional and fraternal groups took an active interest in the site, including the local chapter of the American Institute of Architects. By this time, others were arguing for a way to showcase Independence Hall and separate it from the now dreary cityscape that surrounded it.

The unofficial birth of Independence National Historical Park came after Mellon Rogers' work on Independence Hall's second floor in 1897-1898. The ensuing interest in the partial restoration of the treasured building led to active civic engagement with the eventual formation of the Independence Hall Association in 1942. World War II impacted the association's efforts to promote the creation of a national park to protect the historic buildings, but persistence paid off when President Harry S Truman signed the enabling legislation for Independence National Historical Park in 1948.

With the arrival of the National Park Service in 1951, a cadre of historians, architects and park administrators began to labor over the historic core of the park. Developing this historic area involved the demolition and renovation of numerous 19th and early 20th century buildings, ranging from the sublime (the demolition of a Frank Furness-designed bank) to the bizarre (the renovation of Dolley Todd Madison's home from a luncheonette that sold Dolley Madison Ice Cream).

The tempo of work increased as the nation moved toward the 1976 Bicentennial. The Assembly Room was remade to reflect its appearance in the late 18th century. Workers excavated and outlined the site of Benjamin Franklin's house in the famous "ghost structure" designed by architect Robert Venturi.



Additionally, the park built a visitor center on Third Street to accommodate increased visitation.

Parallel to the National Park Service efforts, the Commonwealth of Pennsylvania reconfigured nine demolished city blocks into the three super-blocks to be known as Independence Mall. By 1974, the Mall was completed and the Commonwealth ceded it to the National Park Service. The park, in turn, built a new home for the Liberty Bell on the Mall. Though the Liberty Bell Pavilion designed by Romaldo Giurgola received both praise and criticism, over 3.2 million visitors arrived to see the Liberty Bell in 1976, a figure unequalled since.

In the years after the Constitution Bicentennial of 1987, civic-minded groups again focused on the park. Independence Mall, once championed as an example of urban development and planning, was criticized for the lack of buildings and shortage of visitors on the blocks north of the Liberty Bell Pavilion. Around the same time, heritage tourism became the hot issue of the day, as old northeastern cities like Philadelphia realized that tourism could reverse the outflow of jobs and residents. It was time for a new plan at Independence National Historical Park.

The development of the park's General Management Plan began in 1992. After 18 public meetings and hundreds of public comments, the plan became a reality in early 1997. While much of the park's historic core remained untouched, the new millennium would see one of the greatest examples of urban redevelopment in decades with the complete reconstruction of Independence Mall. Support for the "New Independence Mall" was widespread, as money flowed from the state, local and federal government, charitable foundations, private firms and individuals. With the opening of the Independence Visitor Center (2001), National Constitution Center (2003) and the Liberty Bell Center (2003), the dream moved forward.

THE FUTURE

Today, the Mall awaits the completion of the landscaping. The President's House site, where Presidents Washington and Adams lived and worked, and where enslaved Africans toiled as Washington's servants, also needs completion. Moreover, in the wake of the September 11, 2001 terrorist attacks, public debate has focused on the need for security versus the ideals of freedom. Park management works closely with its partners to find a balanced solution.

The park continues to evolve as it adopts new mission areas and plays a larger role in the local community and economy. In the future, each generation will put its own stamp on Independence National Historical Park. Like the Bell it houses, and the nation it represents, the park may be imperfect, but it endures.

ENABLING LEGISLATION

"That, for the purpose of preserving for the benefit of the American people as a national historical park certain historical structures and properties of outstanding national significance located in Philadelphia, Pennsylvania, and associated with the American Revolution and the founding and growth of the United States, the Secretary of the Interior...is authorized to acquire by donation or with donated funds, or to acquire by purchase, any property, real or personal, within the following described areas such park to be fully established as the 'Independence National Historical Park'...."

MISSION STATEMENT

"TO PRESERVE, MANAGE, OPERATE, MAINTAIN, PROTECT AND INTERPRET PARK RESOURCES SIGNIFICANTLY ASSOCIATED WITH THE AMERICAN REVOLUTION AND THE ESTABLISHMENT OF THE UNITED STATES OF AMERICA IN ORDER TO PERPETUATE THESE RESOURCES AND TO HELP ALL PEOPLE UNDERSTAND THE PEOPLE, EVENTS, AND IDEAS ASSOCIATED WITH THE PARK'S TANGIBLE RESOURCES."

PARK INVENTORY

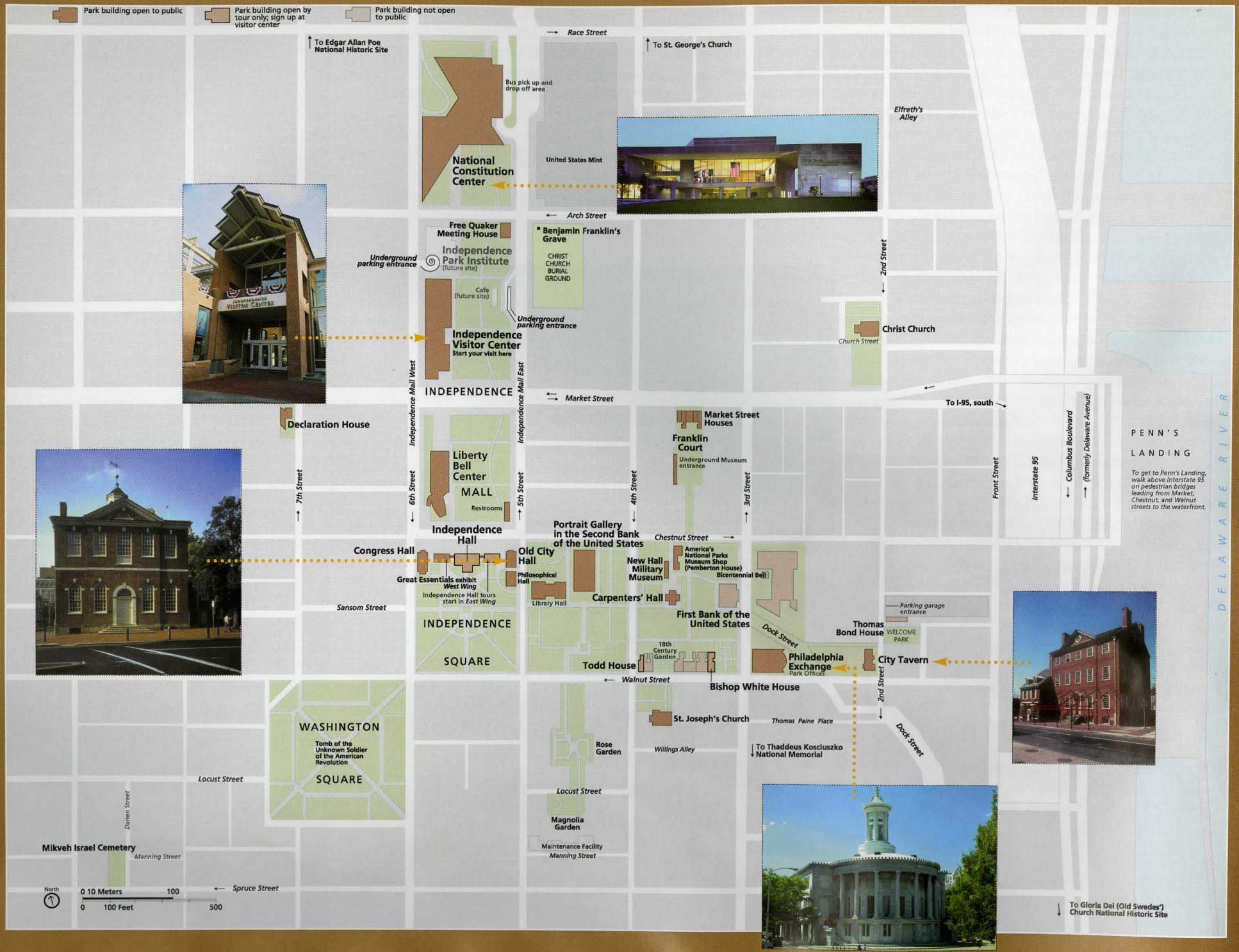
55.42 acres of land
20 city blocks
56 buildings on park property
360,965 linear feet of walkways
451 benches
41 historic buildings including:
Independence Hall
Congress Hall
Old City Hall
First Bank of the United States
Second Bank of the United States
New Hall Military Museum
Bishop White House
Franklin Court
Merchants Exchange Building
City Tavern
Declaration House
Deshler-Morris House
Free Quaker Meeting House
Thaddeus Kosciuszko
National Memorial
Edgar Allan Poe Historic Site
Gloria Dei (Old Swedes') Church
National Historic Site

630 ASMIS-documented
archeological sites

1.5 million artifacts
10,000 library volumes
100,000 photographs
1 world heritage Site

247 permanent employees
7 seasonal employees

211 volunteers contributing
13,196 hours


Park building open to public
Park building open by tour only; sign up at visitor center
Park building not open to public
To Edgar Allan Poe National Historic Site
Race Street
To St. George's Church
Bus pick up and drop off area
National Constitution Center
United States Mint
Elfreth's Alley
Arch Street
Free Quaker Meeting House
Benjamin Franklin's Grave
CHRIST CHURCH BURIAL GROUND
Underground parking entrance
Independence Park Institute
(future site)
Cafe
(future site)
Underground parking entrance
Independence Visitor Center
Start your visit here
2nd Street
Christ Church
Church Street
INDEPENDENCE
Independence Mall West
Independence Mall East
Market Street
To I-95, south
Declaration House
Market Street Houses
Franklin Court
Underground Museum entrance
Liberty Bell Center
MALL
Restrooms
7th Street
6th Street
5th Street
4th Street
3rd Street
Front Street
Interstate 95
Columbus Boulevard
(formerly Delaware Avenue)
PENN'S LANDING
To get to Penn's Landing, walk above Interstate 95 on pedestrian bridges leading from Market, Chestnut, and Walnut streets to the waterfront.
DELAWARE RIVER
Independence Hall
Portrait Gallery in the Second Bank of the United States
Chestnut Street
Congress Hall
Old City Hall
Philosophical Hall
Library Hall
Great Essentials exhibit
West Wing
Independence Hall tours start in East Wing
New Hall Military Museum
America's National Parks Museum Shop (Pemberton House)
Bicentennial Bell
Carpenters' Hall
Sansom Street
First Bank of the United States
Parking garage entrance
Thomas Bond House
WELCOME PARK
Dock Street
INDEPENDENCE SQUARE
18th Century Garden
Philadelphia Exchange
Park Offices
City Tavern
Todd House
Walnut Street
Bishop White House
2nd Street
St. Joseph's Church
Thomas Paine Place
Dock Street
WASHINGTON SQUARE
Tomb of the Unknown Soldier of the American Revolution
Rose Garden
Willings Alley
To Thaddeus Kosciuszko National Memorial
Locust Street
Locust Street
Magnolia Garden
Maintenance Facility
Manning Street
Darien Street
Mikveh Israel Cemetery
Manning Street
North
0 10 Meters 100
0 100 Feet 500
Spruce Street
To Gloria Dei (Old Swedes') Church National Historic Site

HISTORICAL *context*

FUND SOURCE ANALYSIS

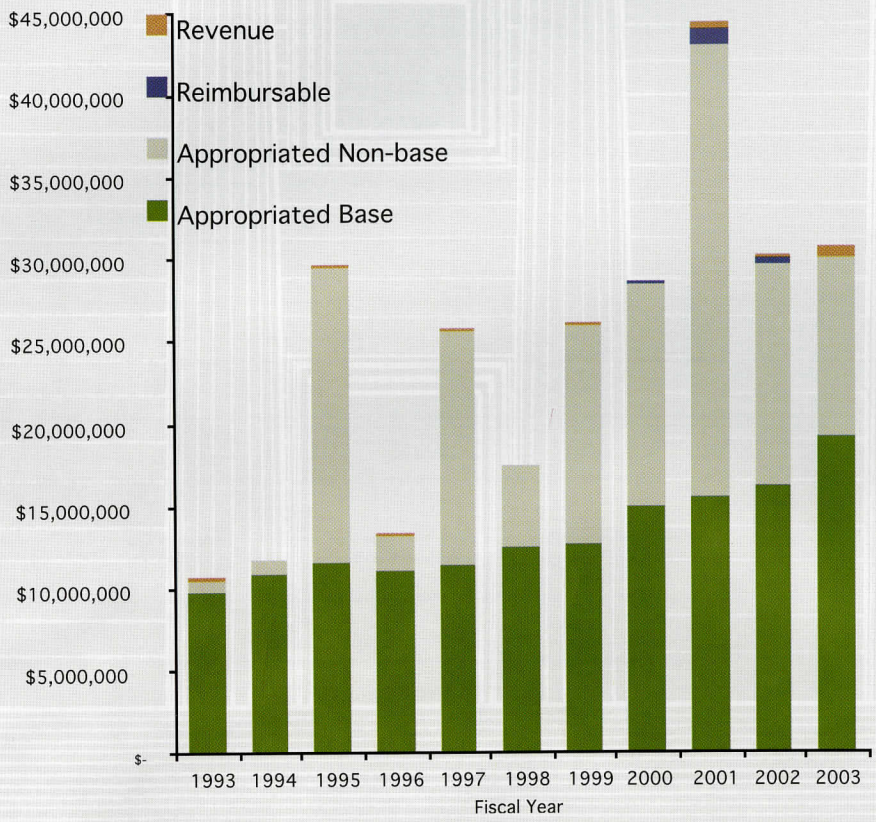
Independence National Historical Park's expenditures have fluctuated over the past decade, mostly due to annual variations in the appropriated non-base funding. When not adjusted for inflation, the funding over time has trended upward, from $10.04 million expended in Fiscal Year 1993 to $30.7 million expended in FY 2003.

For most of the last decade, Independence depended significantly on its appropriated base budget. In FY 2003, expenditures from appropriated base budget made up 62.4 percent of total expenditures. The "Adjusted Base Budget" section on the following page discusses the trends in appropriated base funding since 1980.

While in many years base budget expenditures comprised a majority of the park's spending, in FY 1995 and in the years after FY 1997, the appropriated non-base expenditures were a larger part of the total expenditures. The increase in the non-base expenditures in FY 1995 largely can be attributed to the over $9 million construction of the park's chiller plant, a large air conditioning and humidification facility. In FY 1997, Independence began implementing its General Management Plan, and the park has since expended a great deal on the rejuvenation of the Independence Mall, including multiple years of construction monies for the National Constitution Center (NCC), utilities upgrades and renovation of the Merchants' Exchange Building. The large spike in FY 2001 is due in part to this renovation and significantly to $19.3 million that went to the NCC. In addition, in FY 2002, Independence received $3 million in non-base emergency funding for Homeland Security programs. In FY 2003, Congress added this amount to the base funding annually available to the park.

Over the last ten years, a small percentage of the park's expenditures came from revenue accounts. While Independence is legislatively prohibited from charging entrance fees, it does receive some funding from fees collected by other parks participating in the fee demonstration program. In addition, through a partnership with Eastern National, the park receives a portion of the organization's bookstore revenue. While in FY 2003, 2.1 percent of the park's expenditures came from revenue accounts, it is not a stable source of funding.

Historical Expenditures by Fund Source



APPROPRIATED BASE:
Annually recurring funding that Congress appropriates for daily operations.

APPROPRIATED NON-BASE:
Non-recurring project money appropriated by Congress for special needs. Parks compete for these funds annually.

REIMBURSABLE:
Fees paid to the park by other agencies, such as the local government, for services rendered.

REVENUE:
Money received by the park from visitor use fees, concession fees and donations.

ADJUSTED *base budget*

Congressionally appropriated base funds are intended to cover permanent personnel costs and non-labor expenditures necessary for the daily operations of the park. In the years between 1980 and 2003, funding appropriated to Independence – as reported in the Congressional Green Book – appears to have grown significantly, from $4.8 million to $18.6 million. However, after adjusting the budget numbers for annual inflation, the value of the park's appropriated base budget has remained relatively flat. In fact, in inflation-adjusted terms, the park's purchasing power increased by only $3.5 million over the decades.

A large amount of the increase since 1980 can be attributed to specific mandates and new mission areas, which further erode the park base.

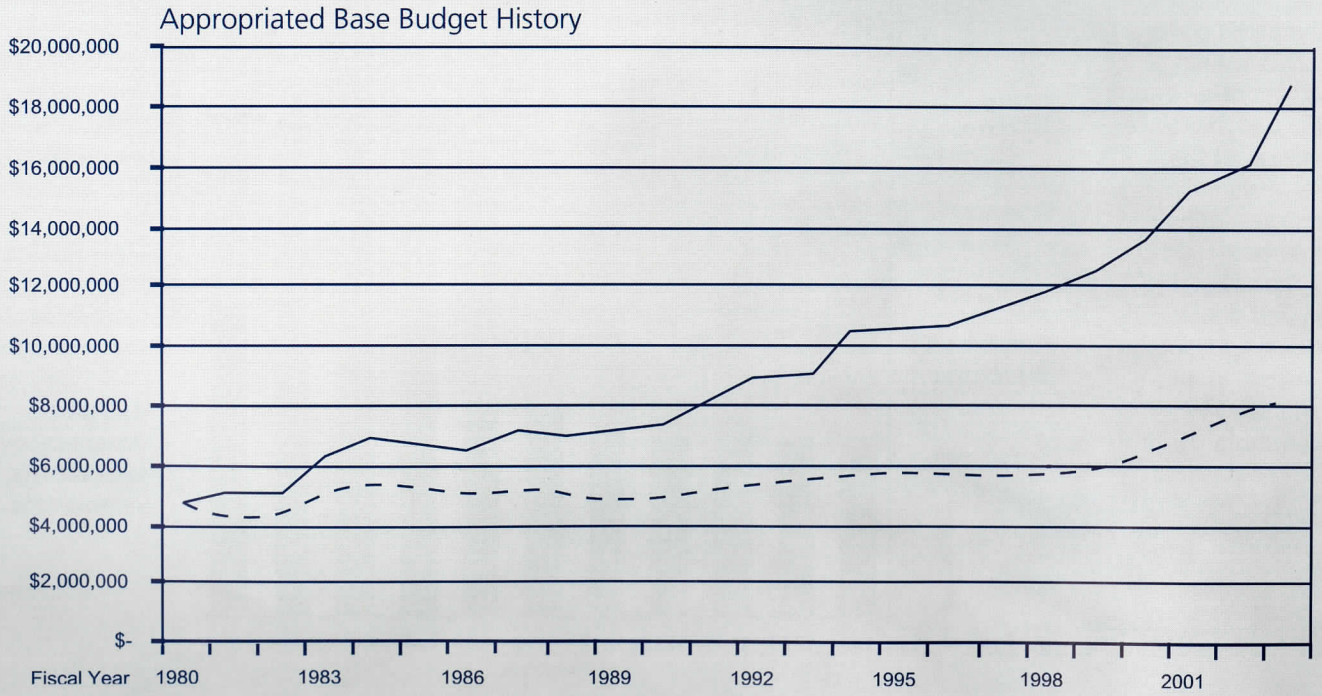
For example, beginning in the mid 1990s, the park experienced a great deal of growth, culminating with the addition of the new Independence Visitor Center, the National Constitution Center and the new Liberty Bell Center. In fiscal year 2000, $325,000 in additional dollars was earmarked for the Independence Visitor Center, with $1.7 million in total appropriated for the same program beginning in FY 2001. While the park received a base increase for this purpose, the effort was not part of the park program in 1980, and its inclusion overstates the overall growth of the park's base budget.

Similarly, while the park's budget grew significantly in the last few years, much of the growth in FY 2003 is related to mandated increases in counterterrorism activities. Security activities increased at the park as early as 1997.

Additionally, in 1994, Independence received a one million dollar base increase that was earmarked to pay for cumulative unfunded mandates, including mandated personnel salary increases. Even this one million dollar increase was not sufficient to cover servicewide promotions.

Today, though the park budget appears to have grown significantly over the years, Independence struggles to support its operational activities with its appropriated base budget funding. Future government mandates and new park mission areas will further strain this important funding component.

When adjusted for inflation, the park's budget has grown only two percent compounded annually since Fiscal Year 1980.



The top line illustrates base funds appropriated by Congress each year. The bottom line shows how the buying power has changed after adjusting for inflation.

ANALYSIS *of real growth*

Between Fiscal Year 1995 and FY 2003, Independence National Historical Park appears to have received an inflation-adjusted increase of 43 percent in its appropriated base funding, and a Full Time Equivalent (FTE) increase of 40.2. However, a close analysis reveals that this growth largely supports new park responsibilities rather than routine operations.

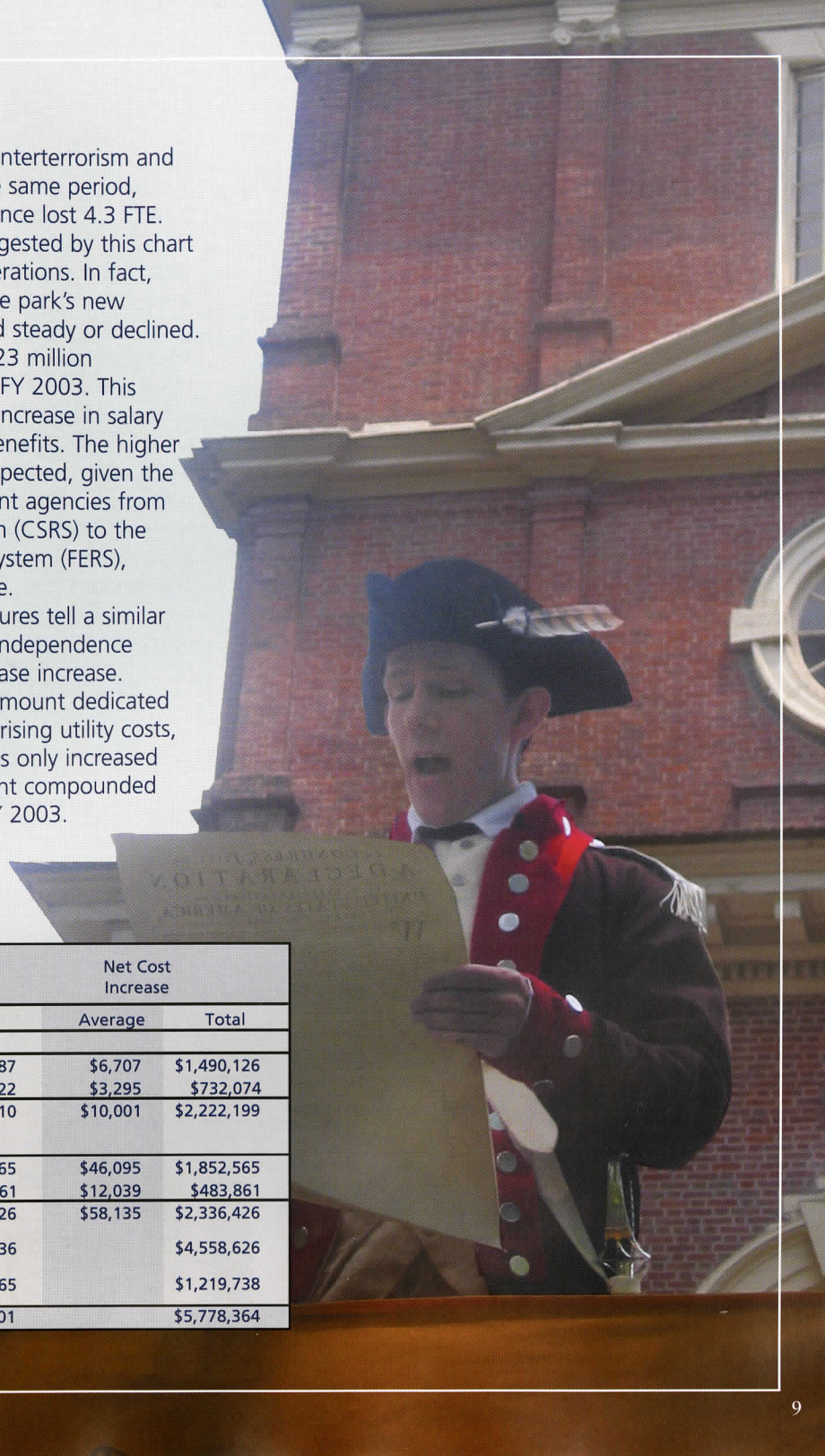
During the period between FY 1995 and FY 2003, Independence received base increases of $1.7 million and $3.1 million earmarked, respectively, for the new Visitor Center and for required counterterrorism measures. Aside from this earmarked funding in FY 2003, the park had available an additional $1.4 million in real dollars during this period, which translates into a compound annual growth rate of just 1.27 percent.

Looking specifically at personnel costs, the park's $4.56 million dollar inflation-adjusted increase is split almost evenly between new staff (51 percent) and higher costs associated with existing staff (49 percent).

The monies going toward new staff supports the 40.2 base funded FTE the park added since 1995. A separate analysis done by the park reveals that roughly 84 percent of its FTE increase between FY 1996 and FY 2003 is attributable to law enforcement and 14 percent to interpretation in support of counterterrorism and the new Visitor Center. During the same period, however, the Division of Maintenance lost 4.3 FTE. Thus, little of the FTE increase suggested by this chart was dedicated to routine park operations. In fact, staffing in areas not covered by the park's new responsibilities has either remained steady or declined.

FY 1995 FTE cost roughly $2.23 million (21 percent) more in real terms in FY 2003. This growth results from a 17 percent increase in salary and 38 percent increase in staff benefits. The higher rate of benefits growth is to be expected, given the gradual transition of all government agencies from the Civil Service Retirement System (CSRS) to the Federal Employment Retirement System (FERS), a more expensive benefits package.

The park's non-labor expenditures tell a similar story. In inflation-adjusted terms, Independence received a 45 percent non-labor base increase. However, when adjusted for the amount dedicated to the new Visitor Center and for rising utility costs, the park's non-labor appropriations only increased 19 percent overall, and two percent compounded annually between FY 1995 and FY 2003.



Operational Costs: Appropriated Base Funding

		FY 1995 Actual Costs		FY 1995 Inflation Adjusted		FY 2003 Actual Costs		Net Cost Increase	
	FTE	Average	Total	Average	Total	Average	Total	Average	Total
FY1995 Staff	222.19								
Salary		$32,624	$7,248,742	$39,389	$8,751,762	$46,095	$10,241,887	$6,707	$1,490,126
Benefits		$7,243	$1,609,268	$8,745	$1,942,949	$12,039	$2,675,022	$3,295	$732,074
Subtotal		$39,867	$8,858,010	$48,133	$10,694,711	$58,135	$12,916,910	$10,001	$2,222,199
New Staff	40.19								
Salary						$46,095	$1,852,565	$46,095	$1,852,565
Benefits						$12,039	$483,861	$12,039	$483,861
Subtotal						$58,135	$2,336,426	$58,135	$2,336,426
Total Labor	262.38		$8,858,010		$10,694,711		$15,253,336		$4,558,626
Non-Labor			$2,223,323		$2,684,327		$3,904,065		$1,219,738
Total			$11,081,333		$13,379,038		$19,157,401		$5,778,364

FIXED *cost analysis*

Independence National Historical Park's appropriated base budget grew 7.0 percent on a compound annual growth rate (CAGR) basis from FY 1993 to FY 2003. However, its personnel, utilities and Visitor Center obligations collectively outpaced this rate, with a combined CAGR of 8.1 percent. This means that the park's base budget, though increasing, has become less flexible over time, with an ever increasing percentage devoted to fixed rather than discretionary expenditures. Moreover, the rate of inflation has increased at a CAGR of approximately 2.47 percent, partially offsetting the base budget's growth.

LABOR COSTS

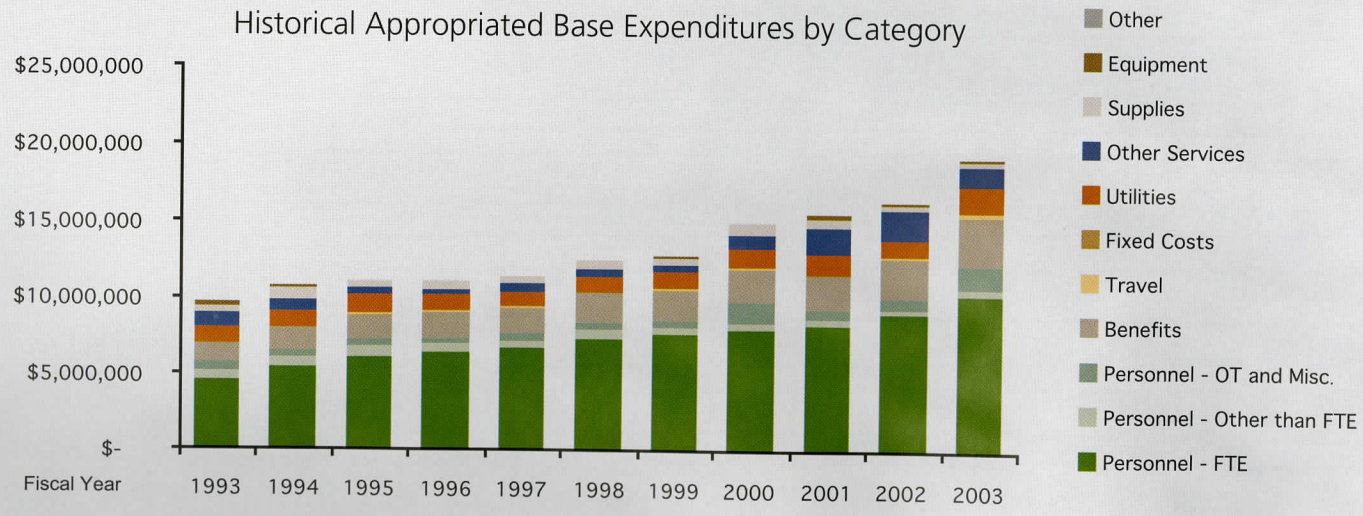
Personnel, benefits and counterterrorism-related travel are major cost drivers for Independence. Since FY 1993, full-time personnel and benefit expenditures grew 8.3 and 10.1 percent respectively on a CAGR basis. As well, overtime and miscellaneous personnel expenses grew by 9.9 percent compounded annually. Appropriated base travel costs also increased at the steep compounded annual rate of 11 percent.

Much of the increase in personnel-related expenses, especially travel and overtime, can be attributed to the counterterrorism responsibilities imposed on the park in the aftermath of the September 11, 2001 terrorist attacks, rather than to additional expenditures on behalf of traditional park operations. This amount does not include the FY 2003 non-base appropriations personnel expenditures used in partial support of the park's counterterrorism mandates.

NON LABOR COSTS

Utility expenses and a financial commitment to the Independence Visitor Center Corporation (IVCC) are the significant drivers behind the three percent CAGR in the park's non-labor costs. In fact, while "Utilities" and "Other Services" increased 4.8 percent and 5.7 percent on a compounded annual basis, "Supplies" expenditures declined by 3.8 percent and "Equipment" expenditures by 6.2 percent. Moreover, FY 2003 was atypical in that Independence expended $400,000 of its $850,000 obligation to the IVCC after the close of the fiscal year, causing the "Other Services" category to understate total expenditures.

Due to counterterrorism mandates, increasing utility costs and visitor center obligations, the park's budget has become less flexible over time.



ANALYSIS *of expenditures*

Independence National Historical Park spent $15,023,435 in Fiscal Year 2003 on personnel and benefit costs, which represents almost 81 percent of total base budget expenditures. This figure is in line with labor ratios in general for the National Park Service.

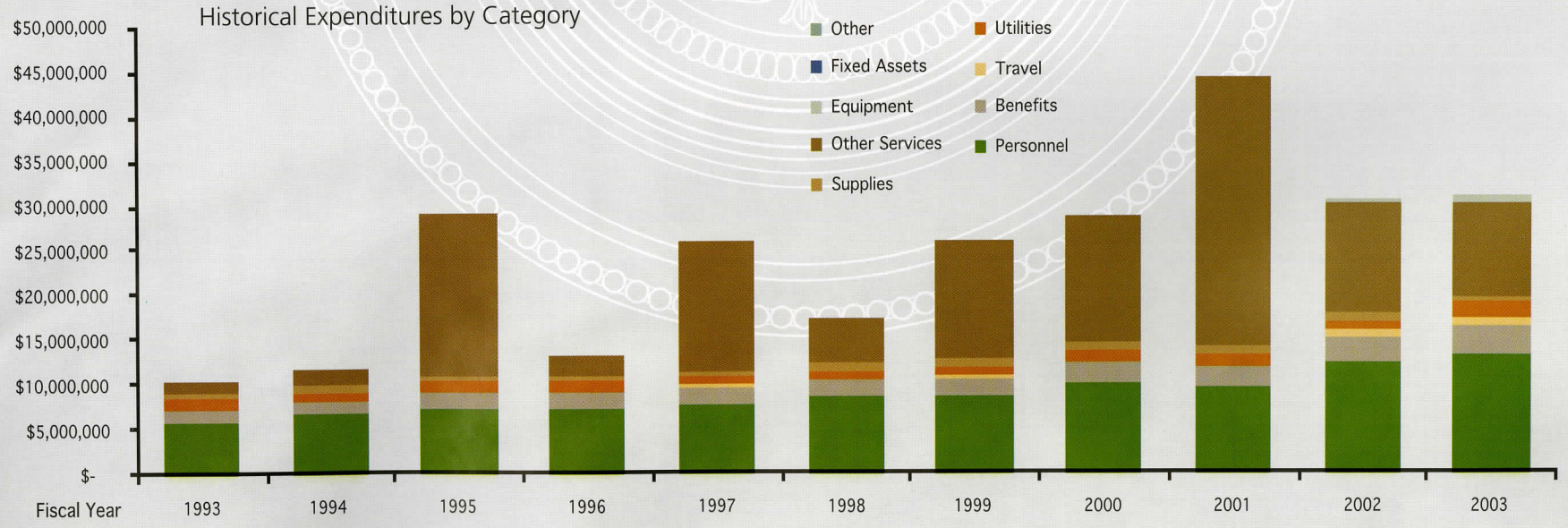
While Independence expended approximately $30.7 million dollars in FY 2003, 25 percent of the expenditures went to non-recurring construction and investment projects, including the rehabilitation of Independence Square and the Second Bank. This approximately $7.5 million is not a recurring resource.

Utilities and phone expenses cost the park $1,782,940 in FY 2003, which represents 9.6 percent of the park's base budget. The relatively high costs in this category are primarily due to the heating, humidification and cooling of 46 buildings to protect valuable park resources. The temperature extremes of Philadelphia tend to elevate these costs, and surges in the price of electricity have a substantial impact on the already tight utility budget.

When the fixed costs of the park, including utilities, the phone system, administrative costs as well as the yearly commitment to the Visitor Center, are included with the personnel and labor totals as yearly commitments, 99.1 percent of the park's base budget is spoken for. This means that the park has only 0.9 percent of its budget in discretionary funding to use to purchase all maintenance materials, contracts (exclusive of the security contract), services and supplies, including IT equipment.

The large spike in "Other Services" expenditures in FY 2001 represents money for the building of the National Constitution Center, rehabilitation of the Merchant's Exchange Building and construction of Independence Mall.

Independence has less than one percent of its budget available for discretionary spending.



VISITATION

Counting park visitors presents a challenge: the park has no formal entrance, charges no admission fees and records visitation in 25 different buildings.

As the most visited individual site in the park, the Liberty Bell Center provides a reasonable baseline visitor count. In 2003, 1,027,915 people visited the Liberty Bell. The bottom line on the chart below shows bell visitation from 1993 to the present.

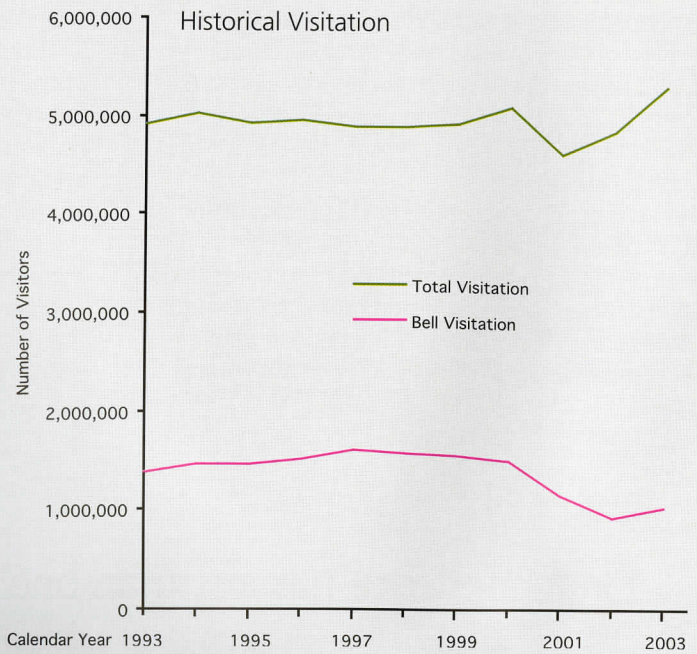
Cumulative park visitation, calculated by adding visitation statistics from all 25 buildings and represented by the top line on the chart, provides an estimate of the annual impact of visitors on the park, with 5,361,567 recorded visits in 2003. While this does not represent unique visitors, it remains an important measure of total visitor experiences in park facilities.

Overall park visitation rebounded sharply following September 11th, 2001.

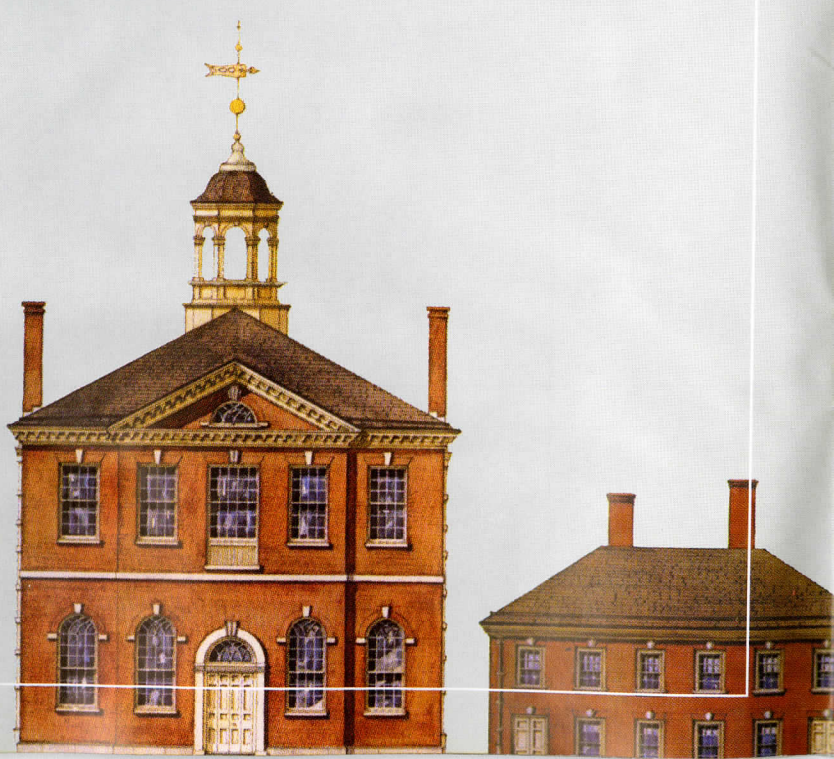
The National Constitution Center and the Liberty Bell Center both opened in 2003 and joined the Independence Visitor Center as major factors in higher visitation. In April 2004, Liberty Bell visitation exceeded pre-September 11, 2001 levels.

The Money Generation Model (MGM 2), developed by Michigan State University, estimates 20 percent of visitors at Independence are local day visitors, 60 percent non-local day visitors and 20 percent hotel visitors. In 2001 – the most recent year for which data were available – these visitors spent an estimated $93.45 million dollars during their stay, greatly impacting Philadelphia's economy.

The park is optimistic about higher visitation in the future, driven by multi-million dollar restoration projects at the Second Bank and on Independence Square, as well as aggressive marketing by partners of the Philadelphia region.







CURRENT *park operations*

This business plan differentiates between two types of expenditures: Operations & Maintenance, and Investments. Operations & 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 & 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:

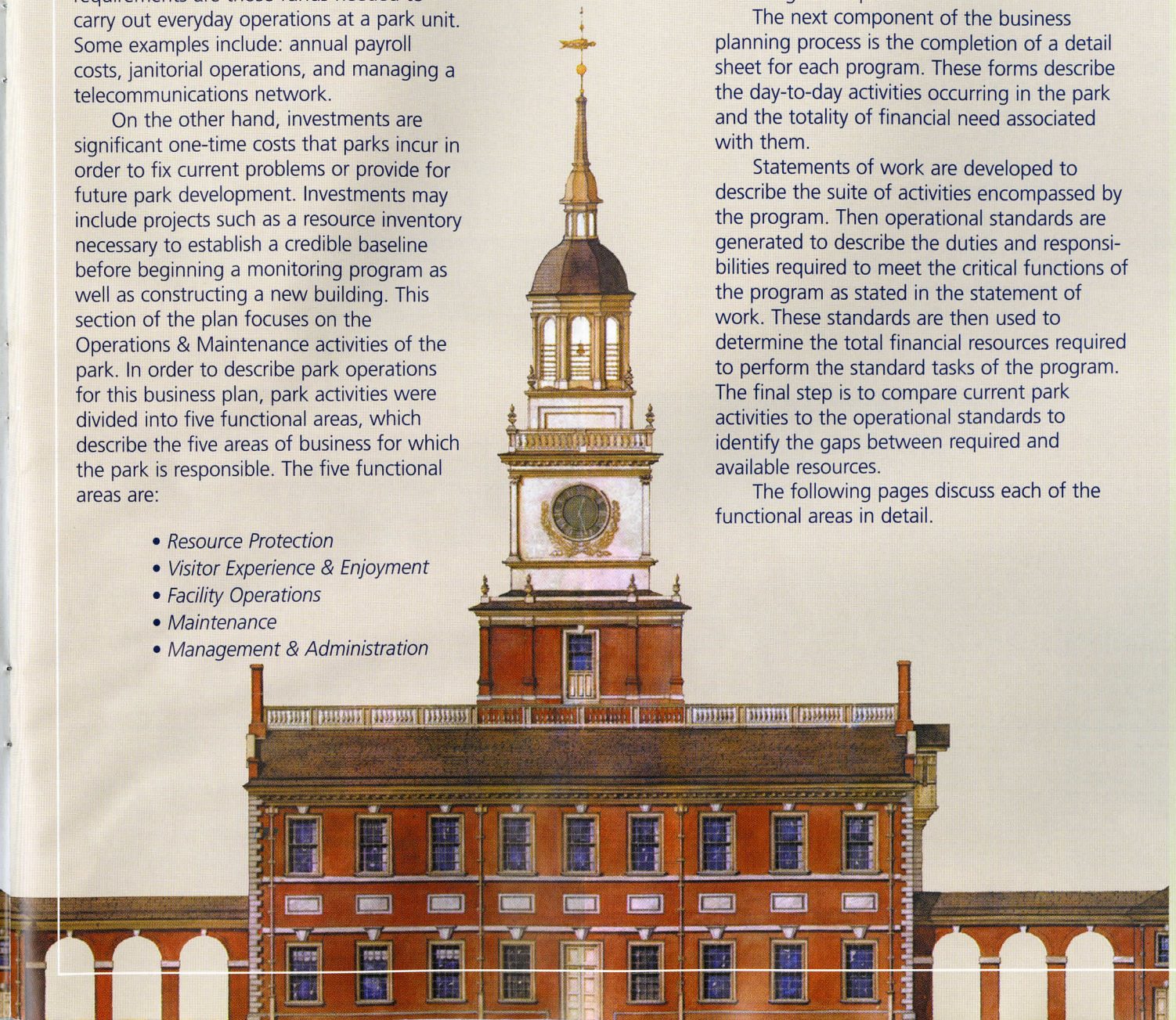
- *Resource Protection*
- *Visitor Experience & Enjoyment*
- *Facility Operations*
- *Maintenance*
- *Management & Administration*

These are then further broken down into 35 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. Then operational standards are generated to describe the duties and responsibilities required to meet the critical functions of the program as stated in the statement of work. These standards are then used to determine the total financial resources required to perform the standard tasks of the program. The final step is to compare current park activities to the operational standards to identify the gaps between required and available resources.

The following pages discuss each of the functional areas in detail.



FUNCTIONAL AREAS

Resource Protection: 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, fire protection, archives and collections management, historic site protection, and information integration activities.

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 indoor air monitoring.

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.

RESOURCE *protection*

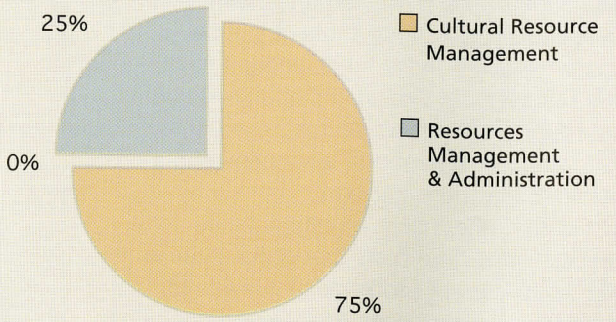
The 41 historic buildings, 630 Archeological Site Management Information System (ASMIS)-documented archeological sites, seven identified cultural landscapes and approximately 1.5 million museum objects and documents at Independence National Historical Park are the physical embodiment of the park's mission to preserve and interpret the history of the founding of America's republic. As all of the park's physical resources are considered to be cultural rather than natural, the $1.7 million in Resource Protection monies are devoted to Cultural Resource Management (CRM) and associated administrative activities.

Cultural Resource Management at Independence is divided into six major areas: Museum Curation, Archeology, Historic and Landscape Architecture, Historical Research, Compliance and Resource Protection.

The vast majority of the 9.5 FTE and $653,924 shortfall in this functional area occurs in the Museum Curation, Archeology, Historic and Landscape Architecture and Historical Research programs.

Resources Management and Administration experienced a negligible shortfall; the program's size is due to the inclusion of CRM and law enforcement supervision time as well as general maintenance activities carried out in response to CRM requests. The park did not have a Geographic Information System (GIS) program in Fiscal Year 2003. The creation of this program is a park priority; the needed investments and operational funding necessary are described in the "Priorities and Strategies" section of the business plan. As well, a complete description of all law enforcement activities, including Resource Protection, is included in the "Homeland Security" section of this document.

Resource Protection
FY03 Expenditures by Program



Total Required		Available		Shortfall	
FTE	Funds	FTE	Funds	FTE	Funds
36.3	$2,359,146	26.8	$1,705,222	9.47	$653,924



MUSEUM CURATION

The Museum Curation Program oversees the park's historic object collection, which contains approximately 1.5 million artifacts as diverse as furnishings, clothing, fine arts, monumental sculpture, books, militariana, manuscripts and archival and archeological materials. The museum staff care for these objects, document them through historical research, interpret them through exhibition and publication, and maintain extensive records establishing each object's physical condition, historical context, location and source of acquisition. Program staff also play a role in park planning, public programming, and mandatory compliance and agency preservation procedures. This program experienced a 34 percent shortfall in FY 2003.

The addition of an Archivist and Museum and Archival Technicians would allow Independence to process the backlog of collections, catalog records and maintain the standards of collections care critical to preserving these treasured resources.

HISTORIC AND LANDSCAPE ARCHITECTURE

The purpose of this program is to ensure the preservation and proper maintenance of the park's 70 entries on the List of Classified Structures, including 40 historic buildings, the icon Independence Hall and seven cultural landscapes (50 acres in total in FY 2003). A major challenge of this program lies in its cross-divisional nature. For example, employees frequently confer with Maintenance staff on routine issues such as the historically correct materials for building repairs or appropriate design of a historical landscape. Staff members are also frequently called upon to provide oversight for major construction activities, a task which takes them away from other important duties.

The 78 percent shortfall in this program mostly reflects the need for additional Historical Architect, Cultural Landscape Architect and Building Conservator positions. These staff members would support the core needs of this program, which include developing required assessments and reports, and assist existing employees with their cross-divisional work and investment project oversight.

ARCHEOLOGY AND ETHNOGRAPHY

All of the park's 630 ASMIS-documented archeological sites are managed in situ. Data recovery actions have yielded more than one million additional uncataloged artifacts. The park also maintains records of groups that have traditional associations with Independence, such as the Pennsylvania Sons of the American Revolution. Independence consults with these groups when contemplating actions that affect the sites they value. This program experienced a 76 percent shortfall in FY 2003.

Independence does not have a full-time archeologist on staff; however, due to the intensive development of Independence Mall, an archeologist from the Northeast Regional Office of the National Park Service has been assigned full time to the park. One of the 1.8 FTE requested by this program represents the need for the archeologist to be a permanent part of this program. The requested part-time archeologist would assist in keeping Independence up to date with critical record keeping and report-generating activities.

HISTORICAL RESEARCH

If artifacts such as the Liberty Bell and structures such as Independence Hall are the physical embodiment of the park's mission, then the Historical Research program provides the critical information that links them together in the story of the nation's birth. Historians base their research on the nine primary and secondary interpretive themes listed in the 1997 General Management Plan and the 2001 amended National Register nomination. As well, the staff maintain the park's administrative history and supporting documentation and provide historical details critical to the preservation of its cultural resources. The park library represents the accumulated knowledge of a century and a half of academic research. This important program experienced a 50 percent deficit in FY 2003.

The increased FTE and funding for the historical staff will go to oversee and complete major research projects such as historic monographs on Money and Banking and on the Tercentenary of Benjamin Franklin's birth. As well, historians are valuable contributors to ongoing park-wide projects.

Second Bank of the United States



the SECOND BANK *of the* UNITED STATES

The Second Bank of the United States is one of Independence's treasures. Designed by William Strickland who won the commission in America's first architectural competition, this national historic landmark was erected between 1819 and 1824. The Greek revival structure, modeled on the Parthenon, set the standard for American bank buildings for the next century.

Here was the battleground of the war fought between Bank President Nicholas Biddle and United States President Andrew Jackson. The Chief Executive won when he refused to renew the Bank's charter in 1832. Eventually the building was adapted for other purposes.

Independence uses the Second Bank as a gallery for its significant portrait collection. After an eighteen-month renovation funded by the NPS construction program, the Second Bank will reopen in November 2004 with improved utilities, security, fire detection and suppression, and a new, fully-accessible exhibit. To reduce costs, park cultural resource management, maintenance and interpretive staffs devoted their professional expertise to the project. The public will benefit from their intimate knowledge of the building and collections.

The new exhibit will connect visitors to park sites where the portraits' subjects once lived and worked.

VISITOR *experience and enjoyment*

People come from around the world to visit the birthplace of American democracy. Independence National Historical Park's Visitor Experience and Enjoyment (VEE) staff, along with the park's partners, provide a vast array of important services to create the optimal experience for all visitors. Whether it is giving directions at the Independence Visitor Center, bringing the symbolism of Independence Hall to life through formal programs, creating vivid imagery of Edgar Allan Poe's life in Philadelphia or looking out for the safety of the visitors, interpretive and law enforcement staff play a critical role in making Independence "the best park in history."

Careful analysis reveals that 29 percent of the park's total FTE shortfall comes from this functional area, 28 percent of it from Interpretation and Visitor Center Operations. Despite accounting for more than half of the park's total budget and staff allocations, VEE requires 16.3 FTE and $546,477 in additional funding to operate the park with the desired hours of operation and staffing levels. Furthermore, until the end of Fiscal Year 2003, Independence did not have a formal Education program. As detailed in the "Additional Information" section of the plan, the park is pursuing creative revenue generation strategies to fund this program and provide rich educational experiences for audiences of all ages.

INTERPRETATION

Independence offers a wide variety of interpretive programs to its visitors. From ranger-led tours of Independence Hall to printing demonstrations at Franklin Court and a video history of the Liberty Bell at the new Liberty Bell Center, the park's programs are as diverse as the historical treasures they portray and the visitors they reach. This diversity is all the more impressive when one considers that interpretive rangers develop their own programs and are continually reassigned to new sites, pushing them to widen their detailed knowledge of the history of the park.

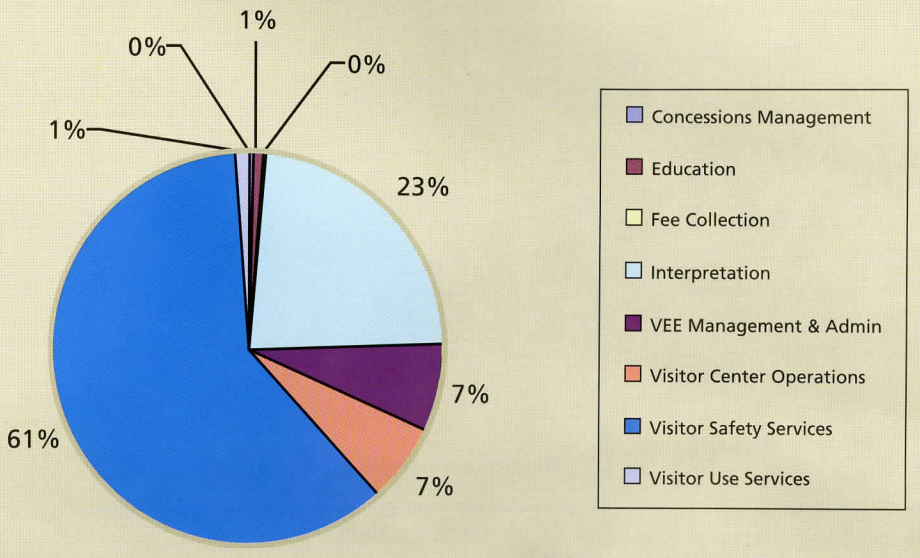
Funding the combined FTE shortfall of 13.7 and $435,571 would allow Independence to operate all park sites and programs to the standards set forth by the park's Interpretation and Visitor Services staffing plan. Currently, to respond to the shortages, Independence is forced to adjust building hours and programs as full-time positions lapse. The interpretive staff also face a hiring freeze in FY 2004, resulting in further reductions in building hours.

VISITOR CENTER OPERATIONS

The Independence Visitor Center is operated as a joint venture between Independence National Historical Park and the Independence Visitor Center Corporation (IVCC), a 501(c)3 corporation. Visitors can obtain park and local area information and free Independence Hall tour tickets, and view movies on the history of the park. Eastern National operates an extensive museum shop inside of the center. Average daily visitation in July and August 2003 was 8,000 on the weekdays and 12,000 on the weekends, with 30,000 people visiting on July 4th. Total visitation for FY 2003 was 1,450,005.

Independence provides the visitor center with a financial donation and $850,000 in in-kind contribution in a typical fiscal year. The additional 2.09 FTE and $51,704 requested will allow Independence to meet this obligation without adversely impacting services provided to visitors in other areas of the park.

Visitor Experience and Enjoyment
FY 2003 Expenditures by Program



Total Required		Available		Shortfall	
FTE	Funds	FTE	Funds	FTE	Funds
164.5	$12,466,565	148.2	$11,920,089	16.3	$546,476

EDUCATION

Independence formalized its commitment to education at the close of FY 2003 with the hiring of a Supervisory Education Program Specialist and the creation of a formal education program. Interpretive staff during FY 2003 provided a distance learning program for elementary and middle school students, in addition to their other assigned duties.

The park envisions a program that will connect all learners, both intellectually and emotionally, to the resources and stories of Independence Hall, the Liberty Bell, Franklin Court and the many other sites at Independence. These sites center on the ideas and ideals that led to the creation of the United States.

VISITOR SAFETY SERVICES

Law enforcement (LE) rangers work around the clock, seven days a week, to ensure visitor safety and to provide protection for the park's historic resources. LE rangers perform a variety of safety-related functions, including law enforcement, emergency medical treatment and structural fire protection.

The park's LE rangers perform foot, vehicle and bicycle patrols to deter crime and protect visitors. They work closely with local police and emergency service providers as the park's high visitation ensures a constant demand for emergency medical services. The full range of needs with respect to the park's law enforcement programs is outlined in the "Homeland Security" section of the business plan.

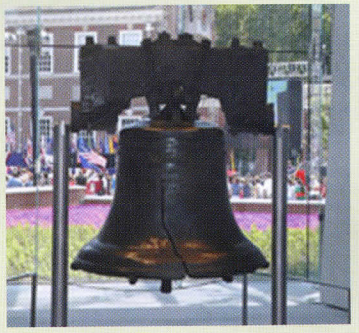


LIBERTY IN MOTION

On October 9, 2003, the Liberty Bell was carefully moved into the Liberty Bell Center, a new building specially constructed to house this precious artifact and a wide array of interpretive exhibits. This momentous occasion was the result of years of cooperative planning between Independence and key partners and set off a celebration featuring a series of interpretive vignettes brought to life by, park staff, historical actors and period music.

On entering the Liberty Bell Center, visitors now are greeted by exhibits detailing the bell's history and a video produced by the History Channel. The Bell itself is prominently displayed against a wall of glass at the south end of the center, allowing visitors to view this national icon against the backdrop of another: Independence Hall.

The Liberty Bell Center is an important piece of the redevelopment of Independence Mall. With Independence Hall and the National Constitution Center acting as the Mall's anchor points, the Liberty Bell now takes its rightful place, near its former home, as a prominent reminder of the true meaning of Independence National Historical Park.



FACILITY *operations*

A wide range of equipment and personnel are needed for the daily operation of Independence National Historical Park's 50 acres and 54 buildings.* Maintenance Division staff are responsible for the bulk of the responsibilities in this functional area, including lawn mowing, janitorial work and snow removal. Staff from other divisions assist in the operation of the park facilities through activities ranging from preparing buildings for park visitors to arranging for payment of the park's utilities bills. All of these activities are necessary on a regular basis to make the visitation experience both pleasurable and safe.

Seven distinct programs comprise the operations of the park's facilities. These programs are: Buildings Operations; Grounds Operations; Janitorial Operations; Facility Operations, Maintenance and Administration; Trails Operations; Transportation Systems and Fleet Operations; and Utilities Operations. The two programs that account for over 50 percent of the Facility Operations expenditures in Fiscal Year 2003 are Utilities Operations and Janitorial Operations. The remaining five programs contribute 38 percent of the total Facility Operations expenditures.

UTILITIES OPERATIONS

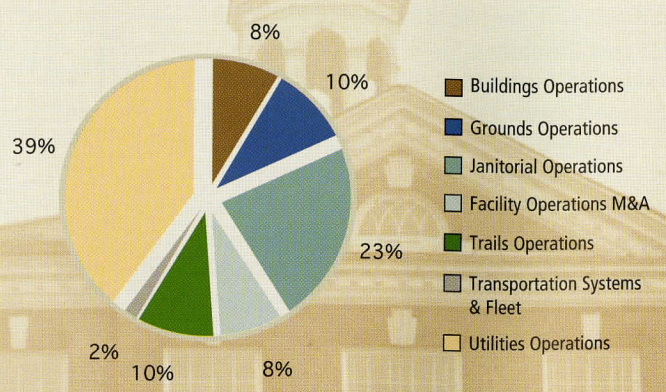
Utilities Operations, which accounts for 39 percent of the total Facility Operations expenditures, includes the costs associated with the park's utilities bills, excluding phone bills. With 46 buildings requiring both heat and cooling, the energy costs of the park are anticipated to be a significant $1.5 million in FY 2004, up from $1.3 million in FY 2003. The park uses water, natural gas, steam and electricity for its daily operations, and has three electrical distribution systems to supply emergency power.

Independence owns and maintains a central chilled water plant, which supplies up to 1500 tons of chilled water for air conditioning and humidification of a majority of the administrative and visitor use buildings. In addition to operating the chiller plant, the utilities group within the Maintenance Division monitors environmental conditions inside historic buildings with the Johnson Controls Metasys system and provides Cultural Resource Management staff with documentation that the required environmental conditions are maintained. The shortfall of 10 percent in the required resources for this program is driven primarily by increasing utility costs.

JANITORIAL OPERATIONS

The custodial staff of the Maintenance Division are responsible for the sanitation and care of 36 historic and non-historic buildings within the park. Janitorial operations consist of the cleaning of interior buildings, including public restrooms, and the collection of trash within the buildings. The motor vehicle operations staff operate a trash truck and collect trash daily from the buildings and from the 140 outdoor trash cans throughout the park grounds. Additionally, staff empty ten new bomb-proof trash cans on park grounds up to four times daily. Because of the park budget shortfall, the Maintenance Division is unable to fill the approved positions for janitorial services to achieve the standards for cleanliness and safety, resulting in a deficit of 8.0 FTE.

Facility Operations
FY03 Expenditures by Program



Total Required		Available		Shortfall	
FTE	Funds	FTE	Funds	FTE	Funds
66.7	$5,256,815	48.2	$4,068,017	18.5	$1,188,798

* This number includes the four Unit Sites that are maintained with the park's resources. Today, with the addition of Washington square, the acreage of the park is over 55 acres. With the addition of the National Constitution Center and the new Liberty Bell Center in FY 2004, there are 56 buildings on park property.

Additionally, the Maintenance Division at the park currently receives approximately fifty percent of the identified non-labor resources needed to achieve the park's standards for daily operations, resulting in a total program shortfall of 24.8 percent.

GROUNDS OPERATIONS

With 21.59 acres of landscaped grounds on 20 city blocks, the grounds crew of the Maintenance Division at Independence works daily to maintain historically accurate lawns and greenery. The park landscapes consist of vegetation, stone and brick walls, benches, formal and informal gardens, wood, brick, and open lawns with trees. The grounds crew and numerous volunteers maintain the health and beauty of the lawns by mowing and trimming grass, removing leaves and litter, and applying the appropriate amount of seed and fertilizer. The crew also replaces and maintains trees, shrubs, lawn irrigation systems and boundary walls of brick, iron and wood. Large trees are managed within a Hazardous Tree Program and are removed or pruned to prevent widespread tree disease. A Facility Manager, with the assistance of a Landscape Architect, surveys the park landscapes for repair, maintenance and compliance issues, and researches the appropriate historical specifications.

Because of the complexity of the park's grounds, the resources of the program are applied only to priority areas. The 44.5 percent shortfall in the program partially could be addressed with an additional 5.2 FTE, including making the position of the Landscape Architect permanent and reinstating the Horticulturist. Additionally, 0.7 of the additional required FTE is for a full-time Irrigation Worker to maintain the aging irrigation system. Most of the park's 14 irrigation systems are over 40 years old, are in various stages of decay and receive no maintenance.

TRAILS OPERATIONS

Trails at Independence consist of 360,965 linear feet of walkways constructed of cobblestone, Belgian block, brick, flagstone, gravel, asphalt and concrete. The operation of these walkways includes snow removal and treatment, litter and leaf removal, and daily maintenance and repair. The grounds crew maintains the walkways by raking, pulling and sweeping manually, and by operating leaf vacuums, leaf blowers, weedeaters, riding sweepers and mechanical vacuums. The masons work to maintain the walkways in a safe and accessible manner and often work with the park Safety Officer to fix dangerous conditions. The program's shortfall of 2.3 FTE represents a request for an increase in the number of park gardeners in order to meet standards for cleanliness and accessibility and to help address the program shortfall of 27 percent.

BUILDING OPERATIONS

The Building Operations program comprises nine percent of the expenditures in Facility Operations. The program includes all activities required to maintain the appearance and historic accuracy of the park's buildings. These activities are unique and require specialized processes performed by skilled woodcrafters, painters and masons. Included are monitoring and repairing wood affected by rot or damage; lead abatement; matching historic colors;repairing locks; controlling pests; and applying paint and wood sealant to all windows, doors, gutters, bulkheads and other trim to protect against the harsh weather conditions.

This program also includes the activities of more than 20 rangers and guides within the Division of Interpretation and Visitor Services who prepare the buildings for visitors and open doors daily. The time of the supervisors who schedule these guides and rangers is captured in Facility Operations Management and Administration.

The Buildings Operations program suffers from a shortfall of 26.6 percent and requires additional painters and masons to achieve the standards of the program.

The remaining programs, Transportation Systems and Fleet Operations and Facility Operations Management and Administration, represent a relatively small percentage of the total expenditures for Facility Operations at two and eight percent respectively.

OPERATING AN URBAN PARK

Independence National Historical Park faces unique challenges as the protector of priceless historical assets in an urban neighborhood. High levels of daily pedestrian traffic strain the park's resources and require innovative solutions to operate buildings and grounds in a manner that both protects them and keeps them clean and accessible to the local community and visitors. To this end, Independence has strong grounds and janitorial programs.

The addition of Washington Square in March 2004, which brought the total acreage of the park from 50 to 55 acres, proved a challenge to the park's operational resources (see discussion on "Operations and Maintenance Priorities" later in the business plan), as did the beautiful and intricate landscaping of the new Liberty Bell Center and Mall area. While the park experienced a notable jump in visitation levels in 2004, staffing levels within the grounds and janitorial programs have remained the same or declined.

The park's beautiful landscapes and clean facilities are a testament to the dedication of its management and staff and help make Independence a major destination for tourists from all over the world.

MAINTENANCE

THE PARK AT A GLANCE

Maintenance activities are those recurring efforts designed to prolong the useful life of park assets and resources. At Independence Historical National Park, maintenance of resources is an activity complicated by the nature of an historic urban park. The large number of historical buildings and the high-use paved walkways require a great deal of cyclic maintenance to protect these assets from the cumulative effects of aging and urban use. The Maintenance programs at Independence are: Buildings Maintenance, Maintenance Management and Administration, Trails Maintenance, Transportation Systems and Fleet Maintenance and Utilities Maintenance.



Large maintenance projects and overhauls generally are funded from project-specific, non-base appropriated funds, are often categorized as "Investments" in this plan and therefore do not show up as program expenditures.

This explains why the expenditures for the Maintenance programs appear relatively low despite the large number of park resources. Large maintenance project requests are highlighted in the "Investments" section of the business plan.

In addition to the investments, there are a number of Maintenance activities that need to be done more regularly than project funding permits; a lack of operational funding for these tasks resulted in over $25.5 million in backlog in Fiscal Year 2003.

UTILITIES MAINTENANCE

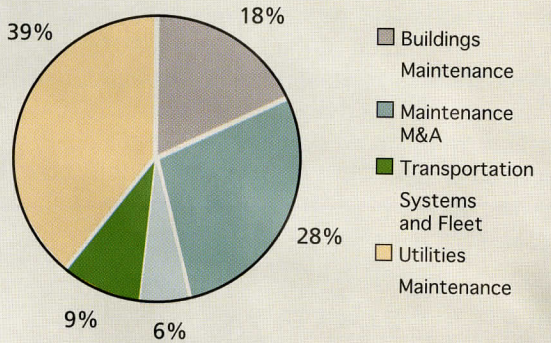
The specific tasks carried out within this program include: repairing and replacing light fixtures, bulbs and ballasts; performing preventive maintenance on three emergency generators, eight elevators and the electrical systems for the park and its Unit Sites; and maintaining five transformers, ranging from 480 to 13,200 volts. Also included in the program are plumbing repairs, such as clearing blockages, repairing or replacing faucets, and fixing leaks.

A part of this program is the maintenance and seven-day-a-week operation of a 1500-ton chiller plant. This plant is one of very few in the National Park Service and is operated with the Johnson Controls Metasys System – a specialized, energy efficient computer system that controls the temperature and humidity in the most historic buildings. The shortfall of 17.5 percent in this program results from a shortage of supplies and other non-labor resources.

MAINTENANCE MANAGEMENT AND ADMINISTRATION

A great deal of time and effort within the Maintenance programs are devoted to supervising contractors, budget analysis and using the Facilities Maintenance Software System. An additional 0.3 FTE of a Quality Assurance Specialist is required for this program to survey park assets and oversee contract work, resulting in an 11.5 percent program shortfall.

Maintenance
FY03 Expenditures by Program



Total Required		Available		Shortfall	
FTE	Funds	FTE	Funds	FTE	Funds
25.9	$1,981,232	21.2	$1,471,254	4.7	$509,977

BUILDING MAINTENANCE

At 40.3 percent, Building Maintenance is one of the programs in this functional area with the greatest shortfall. It is necessary to preserve and maintain historic and non-historic buildings within Independence. A variety of skilled workers including: masons, woodcrafters, painters and a maintenance mechanic,are needed to repair and maintain the buildings. Woodcrafters repair or replace rotted wood, manufacturing moldings and millwork to match existing historic fabric. Masons do plaster repairs, brick and stone pointing, and painters paint both interior and exterior surfaces. In order to better perform cyclic maintenance of the priceless park buildings, the park needs a total of 2.7 FTE of additional park masons and painters.

TRANSPORTATION SYSTEMS AND FLEET MAINTENANCE

The park owns 21 vehicles, including three Bobcats with front end loaders and attachments. There are also two John Deere Tractors, two 6x4 Gators (small utility vehicles) and a 32,600 lb GVW Ford Cargo trash truck. The GSA-leased fleet consists of an average of 12 vehicles. The goal of the program is to perform preventive maintenance on a daily basis on park service vehicles and equipment. Because of the size of its fleet, the maintenance staff are unable to service all of the park equipment in a timely manner, resulting in a number of pieces of equipment in various levels of usefulness. The park would need an additional 0.9 FTE to reduce this backlog, contributing to a 40.1 percent program shortfall.

TRAILS MAINTENANCE

Because of the high pedestrian traffic and potential visitor safety issues, the paved walkways that belong to the park need regular maintenance. The 360,965 linear feet of walkways within the park suffer from damage due to weather, vehicles and general wear and tear. Many of the trails include historic features that require knowledge of historically compatible maintenance, repair and building techniques. The cultural landscape specialists monitor the condition of walkways, stairs and plaza areas and advise the masons, who perform most of the Trails Maintenance work. Trails Maintenance is another program that cannot achieve its goals due to labor and non-labor shortfalls that total 45.4 percent. While the park's masons are usually able to fix dangerous walkways and repair tripping hazards as they occur, in general, the park's walkway system suffers from age and is in a constant state of disrepair. The requested 1.8 FTE of masons would fill in the gaps in this program.



COMBATING DETERIORATION *of* PARK RESOURCES

"A little neglect may breed great mischief...for want of a nail the shoe was lost; for want of a shoe the horse was lost; for want of a horse, the rider was lost." *Benjamin Franklin, 1758*

Because of the numerous priceless historical properties and structures, the Maintenance staff at Independence National Historical Park work daily to combat the effects of weather, pedestrian traffic, pollution and age on the park's resources. However, the combination of a shortage of technical specialists, such as masons and painters, and a lack of adequate funding for supplies, means that the maintenance staff must prioritize their work to safety issues. Many resources rarely receive the upkeep necessary to avoid deterioration, leading to more extensive and expensive renovations in the future.

The estimated costs to bring buildings to acceptable standards continue to rise as maintenance staff have to defer upkeep of assets due to budget shortfalls. In July of 2003, the deferred maintenance for all of the park's resources was estimated to be over $26 million. A year later, the estimate for deferred maintenance is $37.7 million, an increase of 45 percent.

Without the needed infusion of resources, Independence will continue to see its deferred maintenance costs increase and its precious resources deteriorate.

MANAGEMENT *and administration*

Management and Administration at Independence National Historical Park is a complex functional area responsible for the managerial, administrative and support functions at the park. This functional area also includes working with external constituencies in order to form valuable park partnerships, staying aware of trends that will affect the park and keeping stakeholders informed about park events, programs and initiatives at the park. The specific programs within this functional area are Communications, External Affairs, Financial Management, General Administration, General Management, Parkwide Safety, Planning and Partnerships. All together, Management and Administration spending was 16 percent of the park's total budget in Fiscal Year 2003 at approximately $3.7 million. The park's Management and Administration deficit in FY 2003 was approximately $589,000, or 14 percent of the total shortfall.

EXTERNAL AFFAIRS

The External Affairs program develops regional and local support for Independence and the Unit Sites. Staff in this program inform stakeholders, including park staff, about current park events and issues, encourage successful relationships with the media and local communities, maintain the park's internet web pages and respond to requests for information. In addition, the park's interpretive staff, in cooperation with park partners, offer numerous special events each year such as the annual July 4th celebration and the opening of the new Liberty Bell Center. In 2003, the program needed the expertise of a Management Assistant, reflecting in a shortfall of 39 percent or $90,410.



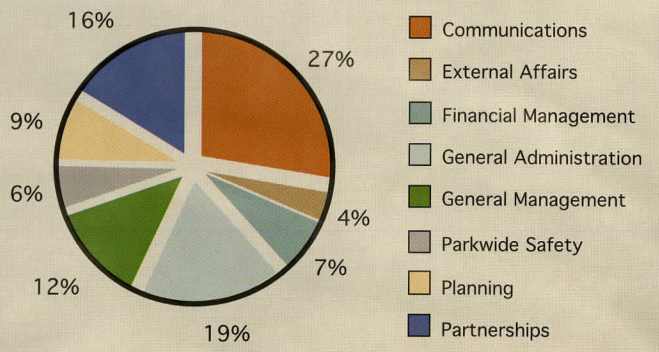
PARTNERSHIPS

Park staff in this program coordinate relationships with over 40 partners and work to create new relationships. Existing partnerships are discussed in greater detail in the section on "Partnerships" in this business plan. This program requires a full-time Volunteer Coordinator to help the park improve its volunteer program and a Partnership Coordinator to help maximize the benefits of the park's partnerships. These unmet needs represent a shortfall of $120,633 or 17 percent. In FY 2003, the park received approximately $400,000 in funding for the National Constitution Center that will not be a recurring obligation.

PLANNING

The Planning program for the park provides crucial guidance for park staff, stakeholders, partners and the public. The Planning program develops primary park management documents that include park-wide plans for visitor use, facility development, preservation maintenance and land management, including acquisition needs. The program also addresses design and construction of new park facilities, rehabilitation of existing historic structures and major preservation maintenance projects. This program needs part of the time of a Quality Assurance Specialist to work on Project Management Information System (PMIS) submissions.

Management & Administration
FY03 Expenditures by Program



Total Required		Available		Shortfall	
FTE	Funds	FTE	Funds	FTE	Funds
41.0	$4,240,157	34.3	$3,650,829	6.7	$589,328

GENERAL ADMINISTRATION

General Administration includes all activities such as procurement, mail distribution, housing management, contracting, filing, typing and records management and incorporates a wide variety of functions required to support the park's basic mission responsibilities. This program coordinates the maintenance of office equipment and is responsible for the disposal of excess property. General Administration manages park housing, assessing annual rental rates, adjusting utility cost charges and updating the mandated Quarters Management Information System (QMIS). The park needs part of the time of a Management Analyst to be responsible for housing, property and organizational studies is represented by a shortfall of seven percent at $50,964.

GENERAL MANAGEMENT

At Independence, General Management encompasses all functions governing the overall management of the park and park staff, as well as human resources management (HR). HR is a critical area of need for the park, given the challenge of minimizing staff turnover in an urban park with a high cost of living. The park conducts bi-weekly squad meetings that facilitate discussion between divisions and the resolution of pressing park issues. This program had a 25 percent shortfall in FY 2003 of $153,636. This program needs an HR Specialist part of the time and a Management Analyst and other support services. The HR Specialist will assist in the recruitment of entry level law enforcement rangers and provide support of HR functions for two park units outside of Independence: Fredericksburg / Spotsylvania National Military Park and Steamtown National Historic Site. The Management Analyst would work on updating park organizational charts, staffing rosters, reports and studies.

FINANCIAL MANAGEMENT

The Financial Management program oversees and directs the development of all budget, financial and accounting functions for the park. This division advises park management on methods of projecting costs, estimating needs and recommending spending controls. Financial Management staff are responsible for ensuring financially sound execution of all annual and multi-year programs, Operation of the National Park Service (ONPS), construction programs, reimbursable accounts, donation accounts, special project funds and rehabilitation and rehabilitation programs. This program's 15 percent, or $44,370, shortfall is reflective of the need for assistance from a Management Analyst who would be responsible for PMIS, Performance Management Data System (PMDS), studies and reports.

PARKWIDE SAFETY

As employee and visitor safety is a priority at the park, the Parkwide Safety program is designed to provide a safe and healthful workplace, environmental protection, structural fire prevention and a hazard free visitor use area. The park management team is actively involved in the safety program through the Central Safety Committee. In 2003, the park required additional supplies as well as part of the time of a Safety Technician and an Environmental Protection Specialist to work on the park safety plan, a hazard communication program, building inspections and employee training. These needs represent a 23 percent shortfall of $63,513.

COMMUNICATIONS

The Communications program includes a wide variety of functions at Independence including telephones, alarms, computer networks, dispatch and radios. The Resource and Visitor Protection Division maintains a 24-hour dispatch center, with 100 percent of law enforcement rangers possessing a digital radio. The Administration Division maintains 130 personal computers, the park network infrastructure and provides technical support to park employees. Communications services cost the park just over one million dollars in FY 2003. Due to a radio fee demonstration project, the park shows revenue funding that will not be available in future years. A shortfall of $79,681is reflected in the need for additional support to help the understaffed IT department provide timely assistance to park employees and to maintain the park computer network. The park intends to address this need through the realignment of current staff.



FINANCIALS

SUMMARY FINANCIAL STATEMENT

In Fiscal Year 2003, Independence National Historical Park employed 278.6 FTE and received $22,815,412 in operational funding. However, the park would have required 334.4 FTE and $26,303,916 to fully meet all of its operational goals for the programs discussed in this plan. This represents a 55.8 (17 percent) FTE and $3,488,505 (13 percent) funding shortfall. The chart on the facing page details the personnel and funding needs of the park's major operational areas exclusive of investment requirements. Each program's surplus or deficit is listed on the far right side of the table, with totals for the park running across the bottom row.

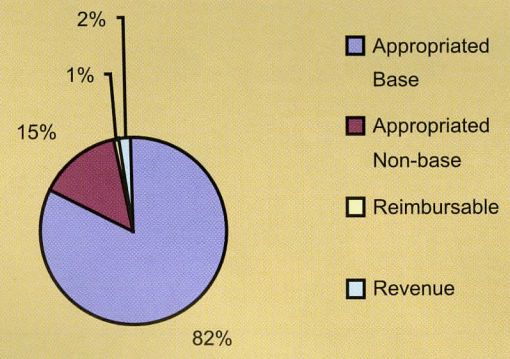
Facility Operations experienced the most dramatic shortage in absolute terms, requiring 18.5 (28 percent) FTE and $1.2 (23 percent) million more than it received. As a result, this functional area receives significant attention in the "Operational and Maintenance Priorities" section of the plan, with much of the funding for the first three items working to offset this deficiency. Visitor Experience and Enjoyment follows closely, with a 16.3 (10 percent) FTE and $546,477 (4 percent) funding deficit, which includes personnel costs.

Resource Protection also experienced a significant shortfall of 9.5 (26 percent) FTE and $653,924 (28 percent) in funding. These functional areas' needs are also featured prominently in "Operational and Maintenance Priorities", as those projects devoted to extending summer hours, fully staffing interpretive sites, creating a GIS program and maintaining historic buildings to appropriate standards are meant to help address the identified gaps. Though the Maintenance functional area's shortfall of 4.7 FTE and $509,977 is smaller than the others, it represents a 18 percent FTE gap and a 26 percent funding gap for these programs. As well, Management and Administration's shortfall of 6.7 FTE and $589,328 in available budget translates to a 16 percent personnel shortage and a 14 percent funding deficit.

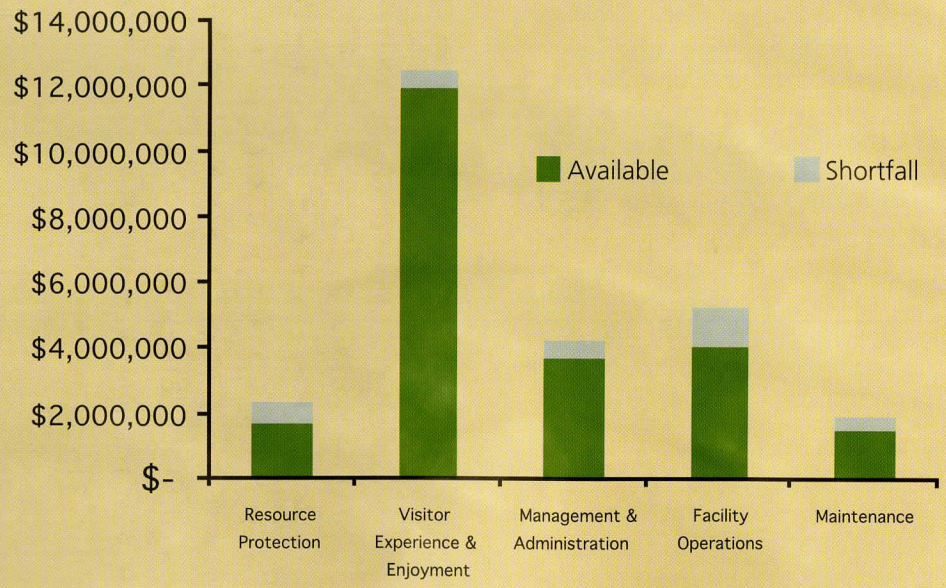
The "Operational and Maintenance Priorities" section also spells out the park's commitment to lessen the strain on these two important operational areas.

The pie chart illustrates that 82 percent of the park's total expenditures in FY 2003, exclusive of investments, came from the appropriated base budget. Fifteen percent of the park's operating budget came from appropriated non-base funding, largely due to the counter-terrorism monies from National Park Service accounts for the Visitor Safety Services programs. This funding was added to the park's appropriated base budget in FY 2004.

FY 2003 Expenditures by Fund Source



FY03 Required Funds by Functional Area



	REQUIRED		AVAILABLE				TOTAL		SURPLUS/(DEFICIT)	
			APPROPRIATED		NON-APPROPRIATED					
FUNCTIONAL AREAS AND PROGRAMS	FTE	Funds	Base	Non-base	Reimbursable	Revenue	FTE	Funds	FTE	Funds
RESOURCE PROTECTION										
Cultural Resource Management	29.2	$1,853,764	$1,266,544	$12,166	$648	$1,417	20.9	$1,280,774	(8.27)	($572,990)
Information Integration and Analysis	1.2	$68,034	$0	$96	$0	$0	0.0	$96	(1.15)	($67,937)
Resources Management and Administration	6.0	$437,349	$414,270	$3,876	$2,422	$3,784	5.9	$424,352	(0.05)	($12,997)
Natural Resource Management	0.0	$0	$0	$0	$0	$0	0.0	$0	0.00	$0
Subtotal	36.3	$2,359,146	$1,680,814	$16,138	$3,070	$5,201	26.81	$1,705,222	(9.47)	($653,924)
VISITOR EXPERIENCE AND ENJOYMENT										
Concessions Management	0.5	$42,211	$28,037	$5	$0	$2,308	0.4	$30,349	(0.10)	($11,862)
Education	1.4	$108,449	$103,160	$408	$1,248	$0	1.4	$104,817	0.01	($3,632)
Fee Collection	0.2	$17,709	$12,068	$626	$3,723	$0	0.2	$16,416	0.00	($1,293)
Interpretation	66.4	$3,198,093	$2,758,614	$4,130	$3,136	-$3,358	52.7	$2,762,522	(13.74)	($435,571)
VEE Management and Administration	12.2	$889,616	$880,945	$20,334	-$694	-$38,232	12.8	$862,353	0.60	($27,264)
Visitor Center Operations	10.9	$859,754	$807,296	$111	$145	$498	8.8	$808,050	(2.09)	($51,704)
Visitor Safety Services	70.8	$7,212,513	$4,321,748	$2,775,328	$110,249	$1,997	69.8	$7,209,322	(1.02)	($3,191)
Visitor Use Services	2.1	$138,523	$120,265	$68	$6,248	$0	2.1	$126,582	0.00	($11,941)
Subtotal	164.5	$12,466,868	$9,032,133	$2,801,009	$124,057	-$36,788	148.17	$11,920,411	(16.34)	($546,457)
FACILITY OPERATIONS										
Campgrounds Operations	0.0	$0	$0	$0	$0	$0	0.0	$0	0.00	$0
Buildings Operations	7.2	$466,533	$297,472	$426	$34	$44,461	5.3	$342,393	(1.82)	($124,140)
Grounds Operations	12.7	$725,572	$399,221	$623	$0	$3,037	7.5	$402,881	(5.24)	($322,691)
Janitorial Operations	26.6	$1,220,993	$896,255	$6,417	$11	$15,005	18.6	$917,687	(8.00)	($303,306)
Facility Operations Management and Administration	4.7	$366,873	$305,270	$3,046	-$99	$18,468	4.5	$326,684	(0.18)	($40,189)
Roads Operations	0.0	$0	$0	$0	$0	$0	0.0	$0	0.00	$0
Trails Operations	9.1	$530,765	$383,403	$666	$0	$3,333	6.8	$387,402	(2.31)	($143,363)
Transportation Systems and Fleet Operations	1.6	$145,907	$67,326	$1,278	-$33	$697	0.6	$69,267	(0.99)	($76,640)
Utilities Operations	4.8	$1,800,172	$1,552,149	$1,217	$23,397	$44,940	4.8	$1,621,703	0.02	($178,469)
Subtotal	66.7	$5,256,815	$3,901,095	$13,672	$23,310	$129,940	48.15	$4,068,017	(18.52)	($1,188,798)
MAINTENANCE										
Buildings Maintenance	7.1	$441,687	$232,761	$168	$3,018	$27,810	4.4	$263,757	(2.68)	($177,930)
Maintenance Management and Administration	6.8	$469,624	$387,510	$8,285	-$42	$19,969	6.5	$415,724	(0.28)	($53,901)
Roads Maintenance	0.0	$0	$0	$0	$0	$0	0.0	$0	0.00	$0
Trails Maintenance	2.1	$148,964	$76,557	$59	$0	$4,728	1.2	$81,344	(0.89)	($67,621)
Transportation Systems and Fleet Maintenance	2.6	$220,961	$128,621	$1,869	-$33	$1,855	1.7	$132,312	(0.89)	($88,649)
Utilities Maintenance	7.4	$699,995	$546,763	$1,179	$416	$29,760	7.4	$578,118	0.01	($121,877)
Subtotal	25.9	$1,981,232	$1,372,212	$11,560	$3,359	$84,123	21.19	$1,471,254	(4.73)	($509,977)
MANAGEMENT AND ADMINISTRATION										
Communications	10.6	$1,087,282	$669,062	$30,391	$4,707	$303,449	9.7	$1,007,610	(0.87)	($79,672)
External Affairs	2.4	$229,325	$109,682	$29,043	$191	$0	1.5	$138,916	(0.91)	($90,410)
Financial Management	3.9	$296,158	$247,063	$1,418	-$44	$3,351	3.5	$251,787	(0.38)	($44,370)
General Administration	6.1	$730,294	$606,759	$61,108	$330	$11,134	5.8	$679,330	(0.35)	($50,964)
General Management	7.7	$606,372	$445,965	$4,348	$1,321	$1,102	6.2	$452,736	(1.55)	($153,636)
Parkwide Safety	4.0	$280,020	$208,517	$1,071	-$4	$6,923	3.0	$216,507	(0.98)	($63,513)
Partnerships	3.4	$706,263	$121,783	$463,682	-$44	$210	1.4	$585,630	(2.05)	($120,633)
Planning	2.9	$304,443	$312,962	$2,547	-$77	$2,881	3.2	$318,313	0.38	$13,870
Subtotal	41.0	$4,240,157	$2,721,793	$593,608	$6,379	$329,050	34.29	$3,650,829	(6.71)	($589,328)
Grand Total	334.4	$26,304,219	$18,708,047	$3,435,987	$160,174	$511,526	278.61	$22,815,734	(55.77)	($3,488,485)

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. Changes resulting from one-time projects and capital improvements (e.g. investments) may have a resulting impact on the operational requirements presented.

The value of donated materials and in-kind services is not included as an available resource in the financial summary because these materials and services are not only used for required operations. See page 26 for information on the valuation of work performed by volunteers.

The financial statement presents the available and required resources for the operational activities of the park only. Investment expenditures for capital improvements or other one-time projects are not accounted for in this statement. For information on the park's investment expenditures, see page 29.

Please note that the available FTE for the park does not represent the significant amount of unused compensation time accrued by park employees in an effort to meet its operational goals.

Due to accounting anomalies, the park's full contribution to the Independence Visitor Center Corporation does not appear in Fiscal Year 2003.

The Visitor Safety Services program shows a surplus rather than a deficit due to the inability to reflect in required resources the overtime hours actually earned in FY 2003.

VOLUNTEER *analysis*

The Volunteers in Parks (VIP) program at Independence National Historical Park helps to preserve and protect the park's resources and educate visitors about the national significance of its sites. 211 volunteers logged 13,196 hours in Fiscal Year 2003, the equivalent of 7.36 FTE. Valued at the National Park Service's estimate of $17.19 per hour, this represents a gross financial benefit to the park of $226,839. Coordinating and supervising the volunteers, however, required park expenditures of approximately $30,628, bringing the net financial benefit to $196,211in FY 2003.

A challenge in recruiting volunteers for Independence is that applicants must commit to working eight hours per month. Though the park is remarkably successful in this venture, when compared to other parks in the system, Independence lags behind in volunteer hours.

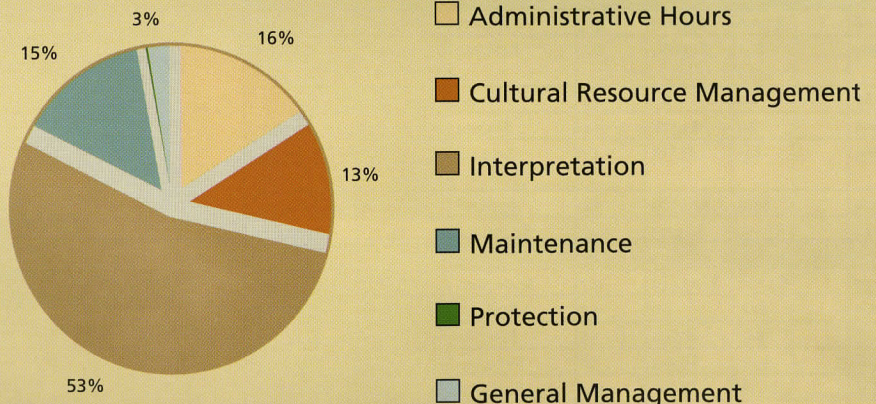
Park volunteers act as park guides, gardeners, archivists, and clerical assistants. Fifty three percent of the park's volunteer hours go to various Interpretation programs. Among other duties, these dedicated citizens greet visitors at major historic sites such as Independence Hall, Franklin Court, and the Edgar Allan Poe National Historic Site.

Volunteers are also quite visible through their 1,917 hours of work with ground maintenance projects. Several groups, including Drexel University, the Daughters of the American Revolution, and the participants of the Martin Luther King Jr. Day of Service event, donated their time in FY 2003 to improve the park's landscapes.

Volunteers come to work on a specific area of the park, such as the 18th Century or Magnolia Gardens.



FY03 Volunteer Hours by Category



Though their time is donated, these and other volunteers must still be supervised by a park employee, a requirement reflected in the cost of managing the park's VIP program.

In requesting a full time volunteer coordinator, Independence formalizes its commitment to this critical program. A staff member devoted exclusively to volunteerism will allow the park to take better advantage of its volunteer resources in the local community and expand the program's already significant contribution to the life of the park.

LOOKING *ahead...A Commitment to Volunteers in Parks*

Independence National Historical Park's goal is to continue to increase its total volunteer hours beyond the 13,196 logged in Fiscal Year 2003. The park intends to create an urban gardeners' corps and a formal internship program with area high schools and colleges. Independence has ambitious and creative plans to recruit volunteers for these and other opportunities.

One such plan is to participate as a Sponsored Exhibitor at the 2005 Philadelphia Flower Show, to be held March 6-13, 2005. The show is the largest of its kind in the world, with more than 250,000 attendees in 2003, 176,500 of whom reside in the Tri-State area (Delaware, Pennsylvania and New Jersey.) The show's theme will be "America the Beautiful." As the theme has a clear tie to the mission of the National Park Service, the Pennsylvania Horticultural Society has offered to sponsor the NPS's participation at the event.

Professional, framed photographs will showcase the floral beauty of select destination parks and parks of the Mid Atlantic section of the Northeast Region. The exhibit will be staffed by NPS employees, who will have the opportunity to provide park literature and promote the Volunteers in Parks (VIP) program. As more than 70 percent of the show's visitors are expected to be from the Tri-State area, this is a prime opportunity for Independence to attract potential volunteers' attention and encourage them to donate their time to the park. The park is actively pursuing funding to support the exhibit's design and production.

New volunteers will find themselves immersed in an array of exciting projects. One volunteer may find herself restoring a wayside in the Rose Garden, while another will dedicate his time to caring for another of the park's many gardens within its 55 acres of grounds. Volunteer opportunities also exist within Interpretation, Cultural Resource Management and Administration.

The park's VIP program is a key vehicle for community engagement and partnership building. Strong community relations are built on shared knowledge and a mutual understanding of common goals and principles. Active community participation in the park's volunteer program will provide local citizens with an insider's knowledge of the park's needs and perspective, leading to a greater trust on the part of the local community of the park's interest in integrating itself into the life of the city and region.



GOVERNMENT *performance and results act*

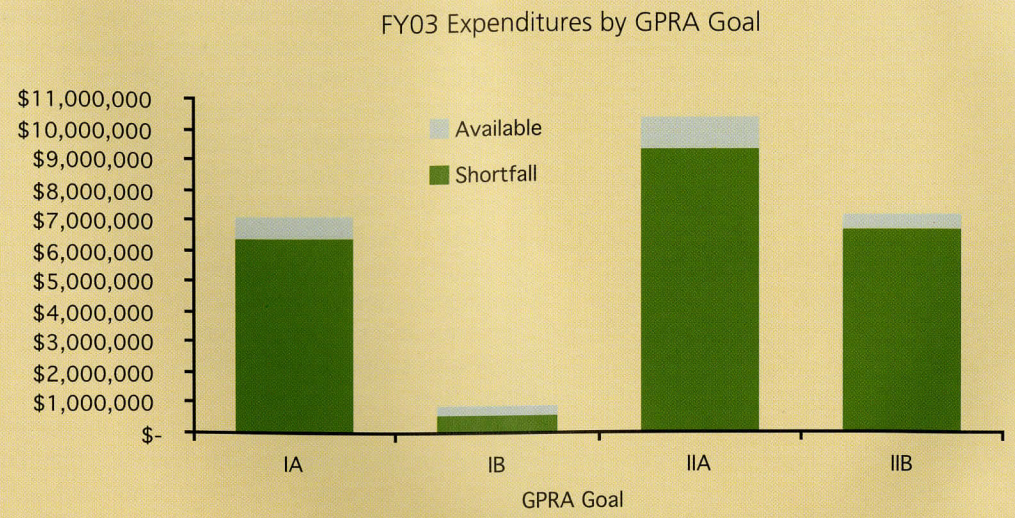
Congress passed the Government Performance and Results Act (GPRA) in 1993 to improve federal government operations through goal setting at every level. The chart below depicts park expenditures and funding shortfalls by goals.

Park resources are directed only toward GPRA Goals I and II. Goal I, Preserve Park Resources, accounts for 30 percent of 2003 expenditures. Protecting, restoring and maintaining the cultural resources of the park in Goal IA account for nearly 92 percent of Goal I spending. Eight percent ensures that management decisions about resources and visitors are based on adequate scholarly and scientific information, and contribute to knowledge of these cultural resources and associated values (Goal IB).

Seventy percent of expenditures went towards Goal II: Provide for Public Use and Enjoyment. Approximately 59 percent of this ensures that visitors safely enjoy and are satisfied with the availability, accessibility, diversity and quality of park facilities and services (Goal IIA).

The remaining 41 percent went to Goal IIB, guaranteeing that park visitors and the general public understand and appreciate the preservation of the park and its resources for this and future generations.

Forty percent of the park's Fiscal Year 2003 shortfall is in Goal I, which is consistent with the additional requests for Cultural Resource Management and Maintenance staff. The remaining 60 percent shortfall seen in Goal II reflects an increased need for park wide safety measures and staffing shortfalls in the parks interpretive division.



GPRA MISSION GOALS

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.

FUNDED *investments*

Independence National Historical Park spent $7,574,022 on investment projects in Fiscal Year 2003. The five major projects described below primarily addressed repair and rehabilitation of park buildings and grounds.

INDEPENDENCE SQUARE REHABILITATION ($5,033,557)

The purpose of this ongoing project is to address the deterioration of Independence Square that threatens the historical and physical integrity of the property and visitor safety. Independence is continuing to undertake the rehabilitation of the square's landscaping, brick retaining walls and piers, walkways, site drainage, irrigation and lighting systems.

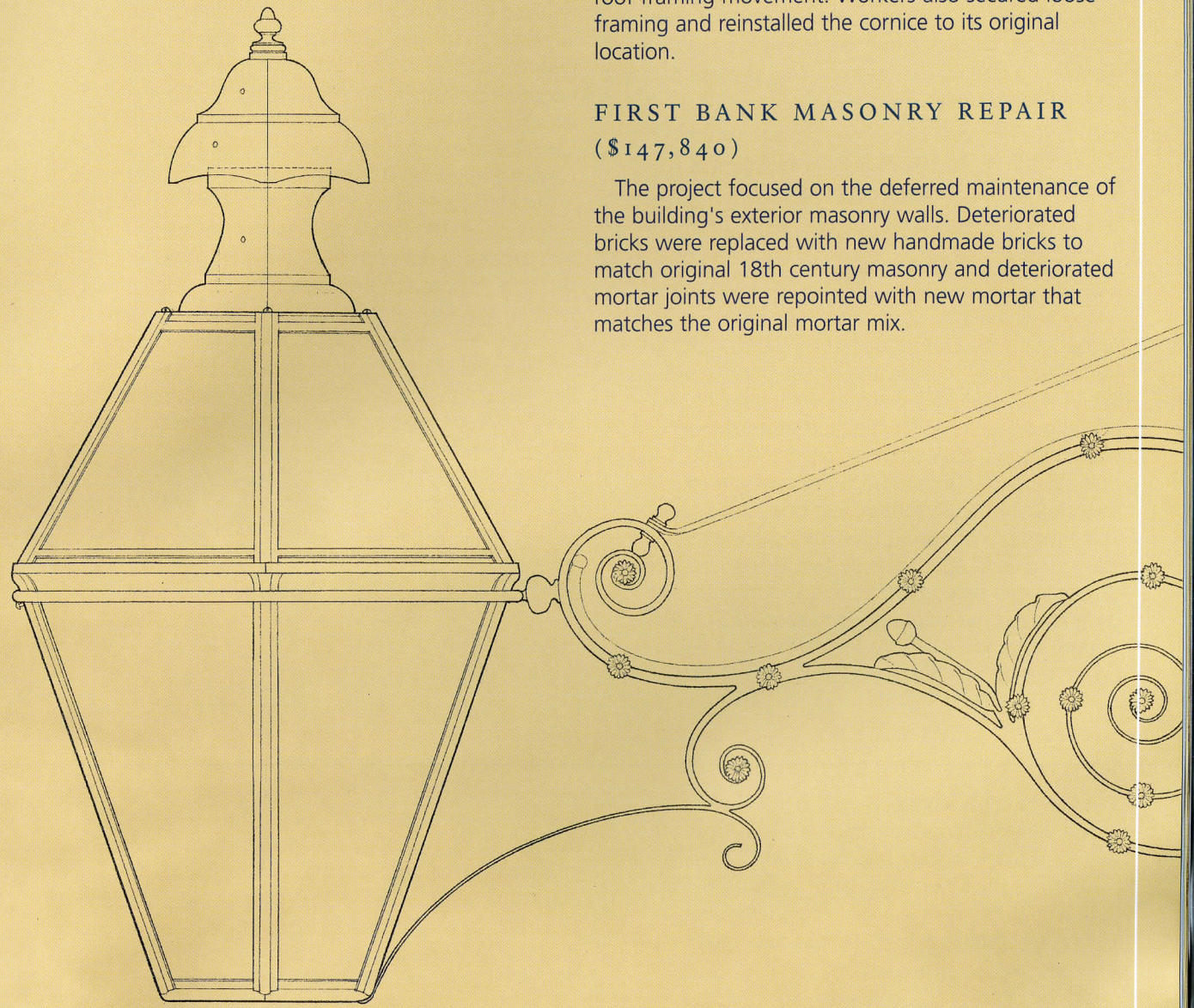
SECOND BANK UTILITIES AND EXHIBITS ($502,469)

The Second Bank of the United States Utilities Improvement Project involved the replacement of obsolete mechanical and security systems and the installation of a new permanent fine arts exhibit. In addition, the project provided Americans with Disabilities Act accessibility and addressed deferred building maintenance related to historic building fabric.

DESHLER MORRIS UTILITY AND EXHIBIT REHABILITATION ($171,251)

The 18th century Deshler Morris House and Bringhurst House are threatened with antiquated utilities, inadequate fire/intrusion alarms, hazardous materials, deteriorating historic fabric and a lack of basic visitor facilities (including public restrooms).

The first phase of the line item construction project was to develop a schematic design for both structures that included a value analysis and an environmental assessment. The next step will be to develop contract documents for the construction phase.



CONGRESS HALL CORNICE REPAIR ($104,871)

Workers removed the existing wood cornice to permit the structural investigation of the cornice and roof framing movement. Workers also secured loose framing and reinstalled the cornice to its original location.

FIRST BANK MASONRY REPAIR ($147,840)

The project focused on the deferred maintenance of the building's exterior masonry walls. Deteriorated bricks were replaced with new handmade bricks to match original 18th century masonry and deteriorated mortar joints were repointed with new mortar that matches the original mortar mix.

PRIORITIES *and strategies*

OPERATIONS & MAINTENANCE PRIORITIES

Operations and Maintenance Priorities are driven by program shortfalls and the long-term goals of the park. These investment requests span both site-specific projects, as well as those relevant to general park-wide needs. These priorities are discussed in order of importance and represent $2,595,076 million or 74.4 percent of the park's 2003 shortfall.

PROVIDE FOR NATIONAL PARK SERVICE OPERATION OF WASHINGTON SQUARE (6.0 FTE, $564,000)

Washington Square, a recently acquired park property, is a highly visible area with intense public usage. With the current operating deficit, the park is forced to curtail services and preservation activities. While volunteers help with labor-intensive hand planting operations, the required tasks of lawn care, hazardous tree maintenance, integrated pest management, weekend trash removal and fountain maintenance are performed less often than needed. This funding request represents the necessary expenditures to appropriately provide park ranger presence and protection, a modest interpretive program and maintenance of the square.This will bring the standard of care for Washington Square up to that of Independence Square, a nearby site.

FUND MAINTENANCE AND FACILITIES OPERATIONS VACANCIES (12.6 FTE, $698,484)

The park's deferred maintenance backlog is expected to grow from approximately $26 million in 2003 to nearly $32 million by the end of FY 2004. The acquisition of new assets together with an increase in visitation, homeland security activities and anti-vandalism efforts result in the need for additional maintenance staff. The Grounds Operations workload has increased significantly as a result of the addition of Washington Square and more extensive landscapes at the Liberty Bell Center and the Independence Visitor Center. Additionally there are reduced efficiencies in grounds care due to the increases in security bollards, fence guards, security planters and other obstructions. Most of the park's 14 irrigation systems were installed in the 1950s with the exception of Washington Square, the Liberty Bell Center and Independence Visitor Center and are currently receiving little or no maintenance attention.

Cyclic painting is a common protection against deterioration of historic woodwork; however, Independence does not have the staff necessary to perform this preventative maintenance. Additionally, with an approximately 24 percent increase of paved sidewalk due to the addition of Washington Square, and the present shortage of masons, the park's walls and historic buildings will eventually deteriorate. The park's masons are presently only able to concentrate on brick sidewalks and do not perform brick pointing of the historic and non-historic buildings and boundary walls.

This funding request includes 5.0 FTE gardeners, 2.8 FTE masons, 1.0 FTE mason worker, 2.8 FTE painters, 1.0 FTE tools and supply clerk.

PROVIDE FULL JANITORIAL SERVICES (8.0 FTE, $297,000)

Presently, approximately 730 hours of staff time per week are required for routine cleaning services for all buildings. This does not include any special cleaning such as high cleaning, floor striping and refinishing, carpet cleaning (except spot cleaning), sanitizing restrooms, high window cleaning or gym floor refinishing. The park only has approximately 420 hours per week of available services, a 42.5 percent shortfall. Outside of the Independence Hall Complex and the restrooms, the park has reduced its routine cleaning services to compensate. In fully funding its custodial services, the park can ensure that all buildings are maintained with a high degree of care.

RESTORE EXTENDED HOURS AT INDEPENDENCE HALL AND THE LIBERTY BELL (1.0 FTE, $198,000)

During peak season, Independence would extend the hours of operation for Independence Hall and the Liberty Bell by two hours daily to 7 p.m. This funding would cover the increased interpretation staff, security personnel and custodial services necessary to support longer visitation hours. Because they are the core resources of the park and two of the most visited sites in the National Park Service, it is important to the park's mission that visitors have extended access to Independence Hall and the Liberty Bell.

FULLY STAFF ALL INTERPRETIVE SITES (14.55 FTE, $367,532)

Hours of operation and interpretive staffing levels have been cut park-wide due to current shortages. For example, the Fragments of Franklin Court exhibit is only open for three hours each day. This funding would bring staffing and building hours to the levels specified by the Interpretation and Visitor Services Plan, exclusive of the above request to restore extended hours at the two icon sites.

IMPROVE EMPLOYEE AND VISITOR SAFETY (2.0 FTE, $90,732)

The park is actively working to reduce employee accidents and costs due to lost time or workers' compensation. The park will strive to prevent all accidents by: increasing the number of building and walkway inspections, performing risk analysis of visitor injuries for trends and problem areas and providing employees with annual safety training appropriate to their job tasks and for overall on and off the job safety. The safety and environmental programs required by the

NPS, Occupational Safety and Health Administration and the Environmental Protection Agency will be updated. Additional required personnel are necessary to provide the analysis of visitor injuries, to capture and analyze near-miss information, to provide safety training and to assist with the building inspections for human safety and fire safety hazards. They will also assist with the environmental management program currently under development and develop or update other required programs.

PROPERLY MAINTAIN PARK VEHICLES AND EQUIPMENT (1.0 FTE, $45,000)

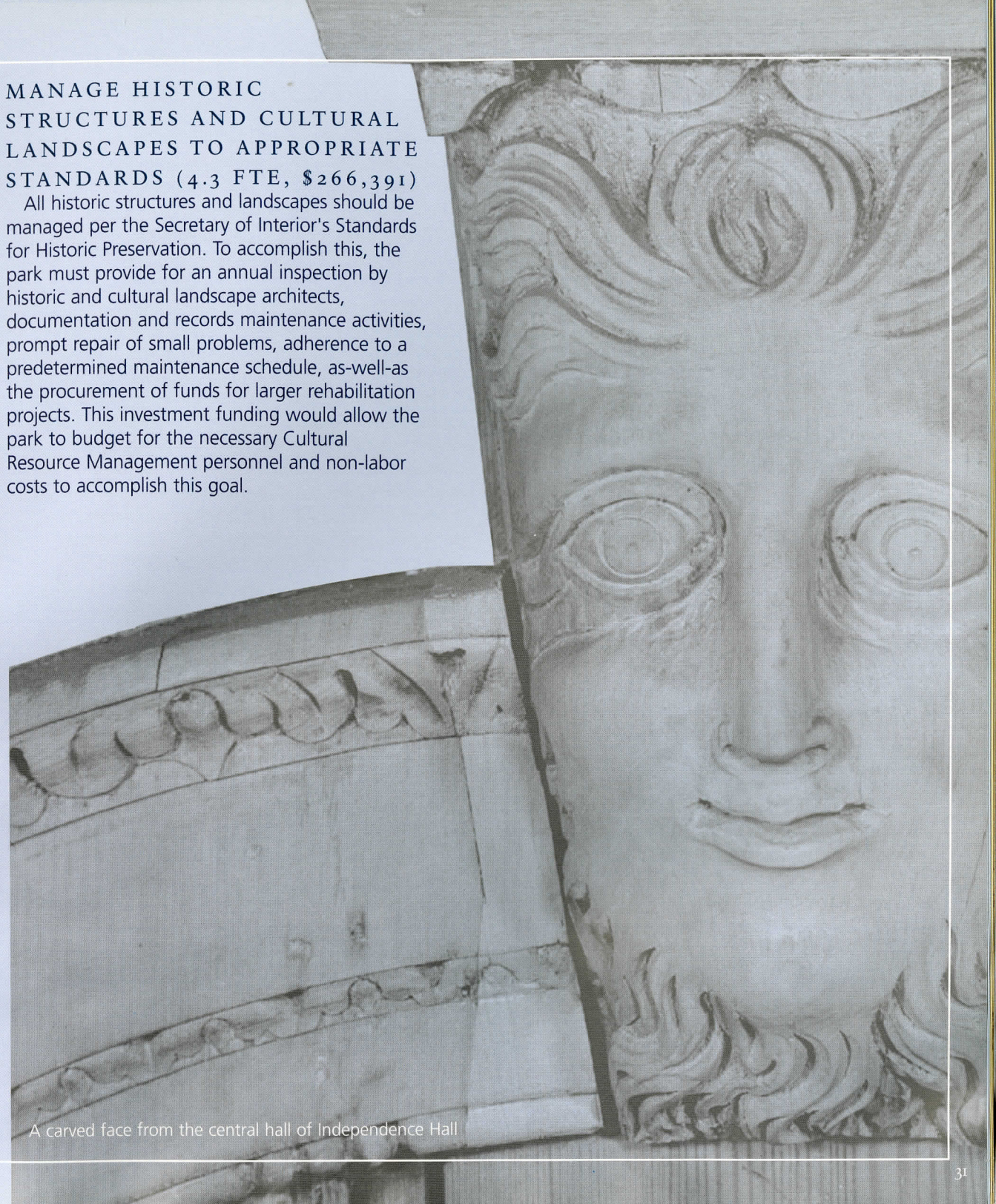
With just one mechanic working on all vehicles and equipment in the park's fleet, there is a significant backlog of relevant maintenance projects. To compensate, the park contracts out repairs of its vehicles and equipment. However, this has proven to be expensive and contributes to lengthy downtime of vehicles and equipment. This funding will allow the park to hire a second mechanic and bring this work back in-house.

CREATE AN INFORMATION AND INTEGRATION ANALYSIS PROGRAM (1.15 FTE, $67,937)

The park does not have a complete Geographic Information System (GIS), but rather the beginnings of a database created from a park digital land survey and City of Philadelphia base data. A full-fledged GIS system will enhance the park's ability to document and analyze all of its resources. The system's output, including custom maps and inventories, will better enable communication and management across the park. The one-time expenditures required to get this program off the ground are detailed in the "Investment Priorities" section of the plan. This funding represents the necessary ongoing operational commitment to maintain a comprehensive GIS program.

MANAGE HISTORIC STRUCTURES AND CULTURAL LANDSCAPES TO APPROPRIATE STANDARDS (4.3 FTE, $266,391)

All historic structures and landscapes should be managed per the Secretary of Interior's Standards for Historic Preservation. To accomplish this, the park must provide for an annual inspection by historic and cultural landscape architects, documentation and records maintenance activities, prompt repair of small problems, adherence to a predetermined maintenance schedule, as-well-as the procurement of funds for larger rehabilitation projects. This investment funding would allow the park to budget for the necessary Cultural Resource Management personnel and non-labor costs to accomplish this goal.



A carved face from the central hall of Independence Hall

INVESTMENT *Priorities*

Investments are projects that enhance the tangible and intangible assets of the park. Currently, Independence has developed 199 Project Management Information System (PMIS) project requests for National Park Service funding totaling $94,210,430. The top investment priorities follow with needs totaling $25 million.

REHABILITATE INDEPENDENCE HALL TOWER ($1,420,960)

The tower is a critical element of Independence Hall as a landmark and the focus of the park's interpretive themes. The tower is experiencing major structural deterioration due to moisture-fed fungal infestation. Installation of sheet metal cladding will stop water invasion by sealing the hundreds of joints in the exterior wood cladding and trim at the bell and cupola levels. The work will remove and replace deteriorated elements such as balusters, and refurbish copper urns on the tower. Exterior restoration work will repair, remove or replace deteriorated building elements such as wood balustrade and other projecting building elements that endanger visitors and public safety, and address the unsightly peeling and flaking paint.

LANDSCAPING ON INDEPENDENCE MALL ($17,700,000)

The park developed a Master Plan for this space that directed the placement of buildings on the Mall so as to maintain a sense of "park" on each block. This also enhanced the overall visitor experience and provided for increased public activities. This plan also established continuity between the parkscape of the Mall and the adjoining blocks within the historic corridor of the park.

To date, working closely with the City of Philadelphia, the Commonwealth of Pennsylvania, Independence partners and private foundations, the park has witnessed the construction of three magnificent new buildings: the National Constitution Center, the Independence Visitor Center and the Liberty Bell Center.

Only the completion of portions of the mall landscape treatment and of the President's House Site remain to finish this $300 million project.

PRESIDENT'S HOUSE SITE INTERPRETATION AND COMMEMORATION ($4,581,832)

This project entails the construction of interpretive facilities at the home of Presidents Washington and Adams during the first ten years of the federal government, as well as commemoration of the slaves held there by the Washington household. This project is advocated by many segments of Philadelphia's public, including all major media outlets, the City Government, all major tourism agencies and organizations, academic historians, and the large African-American community. Approximately two million visitors are expected to utilize this site and the adjacent Liberty Bell Center each year.

FRANKLIN COURT: UTILITY AND EXHIBITS REHABILITATION; FIRE AND INTRUSION ALARM SYSTEMS REPLACEMENT ($8,780,638)

Franklin Court, the only NPS site to honor Benjamin Franklin, includes five historic houses, an open courtyard displaying archeological remains of Franklin's home, a museum and a printing office. The project would replace failing HVAC and security, fire suppression, fire detection, irrigation and drainage systems. Lighting and electrical systems will be upgraded and walkways and brick walls repaired. The 35-mm theater with mono sound will be upgraded. Failing and outdated interactive interpretive media and exhibits will be replaced with sustainable state of the art displays and interpretive media, incorporating the latest research about Franklin.

BLOCK THREE ARCHEOLOGICAL PROJECT ($1,000,000)

This project will complete archeological mitigation activities for Block Three of Independence Mall. It includes development of an artifact processing facility for washing, labeling and packing artifacts. Public education and interpretation will be conducted through direct access by park visitors and through remote learning opportunities, including a web site and papers presented at scholarly meetings.

MAINTENANCE EQUIPMENT REPLACEMENT ($250,139)

The equipment requested in this investment, including garden tractors and brush chippers, will replace current equipment that is at least ten years old. This equipment replacement supports a number of operations programs, including Trails Operations for 360,965 linear feet of walkways and Grounds Operations for the 21.59 acres of landscaped grounds. This request would allow the park to maintain areas highly impacted by visitors and city residents.

REPAIR WALL COLUMNS AND BOUNDARY WALLS ($539,915)

This project will restore the deteriorating historic brick boundary walls in the park. Left untreated, the deterioration that is now occurring will eventually cause structural failure, posing a threat to pedestrians on walkways and in the park. This project will increase the lifespan of the walls and greatly reduce long-term maintenance costs. Mortar joints will be raked out and cleaned of debris by pressure washing and repair mortar will be mixed to match the existing mortar. Marble coping stones will be reset and pointed to prevent shifting or further moisture penetration. All damaged and deteriorated brick will be replaced with brick matching in color, texture, appearance, and hardness.

REPLACE HAZARDOUS PERIMETER WALKWAYS IN INDEPENDENCE SQUARE ($768,000)

A majority of the park's 24,000 square feet of perimeter brick walkway were constructed or renovated between 1950 and 1976 and were laid on a bed of sand or mortar mix with no support base. These walkways have settled and moved due to the impact of natural forces and vehicular traffic, creating tripping hazards. Patch repairs are time consuming and ineffective.

NEW HALL UTILITIES REHABILITATION ($2,696,297)

New Hall Military Museum currently houses exhibits on the founding of the U.S. Marine Corps and the Army and Navy Departments from the American Revolution through the last decades of the 18th century. This project will reduce physical threats of fire, vandalism, theft, and inadequate climate control while concurrently improving the interpretive experience and enjoyment by visitors. The project will include the demolition of the current HVAC system and the connection to the park's chilled water plant, installation of an intrusion alarm system, fire detection equipment and an automatic sprinkler system. Worn and outdated exhibits will be replaced. The building will also be made handicapped accessible.

CREATE AN INFORMATION INTEGRATION AND ANALYSIS PROGRAM ($68,000)

This funding represents the one-time expenditures necessary to begin this program at Independence. Required operational expenses are detailed in the "Operations and Maintenance Priorities" section of this plan. A consultant is needed to design the initial structure of the system, taking into account the unique cultural resources and natural resources of this park. The investment will also include purchase of GIS software and training for park staff.



STRATEGIES *for reducing costs*

As part of the business planning process, the park has identified strategies to improve the management and efficiency of operations. By reducing the cost of providing current services, Independence will be able to reallocate these funds to current and future funding shortfalls. These strategies and their estimated savings, where available, are outlines below.

EXPAND VOLUNTEER PROGRAM

Estimated Annual Net Benefit: $43,500 (Net Cost of Volunteer Coordinator)

Independence National Historical Park formalizes its commitment to expand this critical program by requesting a full-time volunteer coordinator. This new position's salary, however, will increase the cost of managing the Volunteer in Parks program. To compensate for this and maintain the program's current net financial benefit of $196,000, the park would need to increase volunteer hours by at least 16 percent. This assumes that the cost of volunteers holds steady at the current level of seven percent.

New volunteers are especially critical due to the recent addition of Washington Square. This new site adds six acres to the park's grounds operations and interpretive responsibilities. Additional maintenance volunteers are needed to aid in weeding, trimming, clearing plant debris, removing litter and sweeping walkways. New interpretive volunteers would help to research and develop talks connected to the history of the square. As described in "Looking Ahead – A Commitment to Volunteers in Parks," Independence is planning creative ways to recruit new volunteers from among its extensive community resources.

INCREASE ENERGY EFFICIENCY

Estimated Annual Net Benefit: Variable

The park's utilities bill, not including phone costs, was 1.3 million dollars in Fiscal Year 2003 and will rise to 1.5 million dollars in 2004 due to rising energy costs. Because utilities expenses are variable and depend on actual usage rates, reducing this usage could free some of the expenditures for other operational activities. As discussed in the "Analysis of Expenditures" section, the park's discretionary money is only 1.5 percent of the budget; therefore, even a small change to increase the available discretionary money would affect the park's bottom line. As such, Independence has already taken steps to increase energy efficiency, such as installing more energy efficient lighting fixtures in parts of the maintenance buildings, saving the park approximately $1000 per year.

There are numerous other methods with various levels of capital investment requirements that would result in similar, long-term savings. For example, the simple act of placing a timer on the Independence Hall tower clock on the eight 150-watt bulbs to turn the lights off during daylight hours, would save the park approximately $675 per year. Other possible small changes include putting storm doors on the buildings that keep their doors open to attract visitors, such as the bookstore in the Pemberton House; replacing glass windows of non-historic buildings with new energy-efficient glass; evaluating buildings for air leakage and insulation; and turning off lights in unused buildings overnight.

Another possibility, for which the park has a detailed report, is to install solar panels on the old visitor center. While the equipment investment ranges between $105,300 and $448,560 (depending on the type of fixture and the amount of energy output), the solar panels could generate enough energy to reduce the amount of purchased electricity the park would need, to generate the funds to operate the old visitor center. It would reduce the amount of cooling needed for the building by providing shade for the glass ceiling lobby. If the park were able to procure a grant for the installation of solar panels, it could experience an immediate benefit. Because of its role as an environmental steward, the park would also benefit in that the solar panels are estimated to reduce CO2 emissions by 126,904 lbs/year, SO2 by 885 lbs/year, and NOx by 286 lbs/year. Similarly, the simple act of providing shading for the visitor center could reduce cooling costs.

There are other cost-saving changes that the park could implement. For example, by installing a monitoring system to track energy usage on 92 existing electric, steam, gas and water meters, the park could have real-time data on actual energy usage. Currently, the park is assessed a peak usage fee (a "ratchet") for six months after it hits a peak in one month, and is not aware of its energy usage until presented with a bill from the local utility. With the metering system, the park could be proactive in an attempt to reduce this recurring fee. The capital investment required for this project is $145,500.

CONTRACT MANAGEMENT

Estimated Annual Net Benefit: Variable

Because of the size of its operations and the intricacy of maintaining its resources, the park often contracts out major construction and renovation projects. Line item construction spending at this park has been a significant portion of total park funding. On many years equaling or exceeding the park base. Park staff and management should focus their efforts on improving the process by which contracts are written, evaluated and managed. Although direct savings in construction funds would not be available to the park, the potential of cost avoidance for subsequent operations and maintenance expenses may produce a return. While it is difficult to quantify the cost savings from these improvements, park staff effort in the management of development over the past decade has been significant.

STRATEGIES *for increasing non-appropriated funding*

While the park is currently taking steps to reduce operating costs, other strategies are necessary to increase the total resources available for operations, maintenance and investment needs. In keeping with the goal of maximizing impact per federal dollar invested, the park should seek ways to increase funding from non-appropriated sources. In addition, this process will allow Independence the opportunity to create partnerships and leverage additional resources towards its goals.

CREATE AN INDEPENDENCE NATIONAL HISTORICAL PARK LICENSE PLATE

Estimated Annual Net Benefit: $300,000

A number of National Parks and numerous other nature conservation groups use the sale of specialty license plates to generate revenue. In Pennsylvania, there are two types of plates the park could consider. For the first, the Department of Transportation allows not-for-profit organizations to sell specialty plates to members. Independence should work with one of its many partners to create such a plate. The second option would require the Pennsylvania legislature to pass a bill creating a plate managed by the Department of Transportation. The park should take advantage of the Commonwealth of Pennsylvania's new slogan "The State of Independence" and market the plate not only to the Philadelphia region, but statewide. The estimate given for the annual net benefit is based on figures provided from parks with successful specialty license plate programs.

INCREASE QUANTITY AND VISIBILITY OF DONATION BOXES

Estimated Annual Net Benefit: Variable

Independence is prohibited by law from charging an entrance fee to the park. Beginning in the spring of 2004, several donation boxes were placed in various locations of the park. The park should consider increasing the number of donation boxes, displaying the boxes more prominently and using these boxes at special events. Secure donation boxes do not require significant staff time. Additional donation boxes could be placed in the Poe House, Congress Hall and the Declaration House. The park should explore the placement of donation boxes in the Independence Visitor Center as a revenue generator for both organizations.

EXPAND PARTNERSHIP WITH FRIENDS OF INDEPENDENCE NATIONAL HISTORICAL PARK

Estimated Annual Net Benefit: Variable

The Friends of Independence National Historical Park (Friends) have a long history of supporting the park, but are undergoing a period of rejuvenation. Independence should continue to work closely with the Friends as they complete their strategic planning process to ensure that the two organizations create a common vision of the Friends' future role. The Friends' plan to support the park's goals for interpretation, education, partnership, community leadership, resource preservation and the Independence Mall landscaping project. A strong, revitalized Friends group also will work with entities specializing in tourism and the greater Philadelphia region to ensure the park is well represented in these promotional efforts. As a 501(c)3 organization, the Friends of Independence is well positioned to raise outside funding for the park, supplementing Independence's federal funding sources for critical programs and projects.

CREATE EDUCATION ENDOWMENT AND INTERPRETIVE FEE PROGRAM

Estimated Average Net Benefit: $416,000 (FY 2005 – 2009)
Annual Net Benefit Range: $286,000 - $532,000

Independence, in connection with Eastern National, has developed a creative and unique revenue generating plan to fund the staff and non-labor costs associated with the development of the park's Education Program. With a two million dollar endowment and $1.145 million in program development funding from the William Penn Foundation, the park will fund the program's major start-up costs and the salaries of the Educational Specialist. An interpretive fee program will be put in place to cover the incremental staff salaries and non-labor expenses associated with these enhanced operations. As the park has received a special waiver to fund federal positions with outside monies, Independence will be able to redirect funding currently used for the Educational Specialist's salary to cover critical priority needs in the Maintenance division.

LEASING OF PARK PROPERTY

Estimated Annual Net Benefit: $121,000

The park owns 10 homes in the Philadelphia area. Currently, specified staff members are required to live in these homes, paying nominal rent to the park. Independence uses this money to fund the utilities and repairs for the homes.

Independence should consider leasing to private tenants the eight homes (21 rooms) on Locust Street. At estimated market value, the park would receive approximately $79,000 in additional rent. As well, Independence would be able to pass on utility costs to its private customers, a savings of approximately $42,000, for a total annual net benefit of $121,000. The park would need to consider the impact of this revenue generation move on employee morale, as the low rent is considered to be a benefit by the staff in residence. As well, the park may choose to retain some of the Locust Street housing for temporary employees, a decision which would decrease the annual net benefit of this strategy.

CREATE SITE-SPECIFIC INTERPRETIVE PRODUCTS

Estimated Annual Net Benefit: Variable

The park should consider developing new, site specific products for sale in the park stores and local retail outlets. To do so, Independence could work within Eastern National's internal development process or with an independent producer to research, design and develop the products. Exploring external sales outlets is especially critical as revenue from licensing the product would come straight to Independence, rather than being divided among the parks with whom Eastern National has a relationship. Care should be taken when designing the products so that they are in keeping with the image the park wishes to portray. As well, they must be acceptable to local vendors, especially as retailers keep a careful eye on the product mix offered in their stores.



ADDITIONAL *information*

SALUTING THE PARTNERS OF INDEPENDENCE

Independence is a leader in true sustainable partnerships involving diverse public, private and governmental organization. These partnerships provide Independence National Historical Park with valuable resources and services that it often cannot provide on its own. They also allow for additional civic engagement by citizens whose voices might not otherwise be heard. As parks across the National Park Service increasingly find themselves having to do more with less, they must turn to partnerships to fill needs that the parks themselves cannot meet, and to help many groups identify with, and support, park programs. Fortunately, Independence has a strong group of more than 40 partners that it turns to for financial, volunteer and interpretive support. The top ten partnerships are outlined below.

AMERICAN PHILOSOPHICAL SOCIETY (APS)

APS, this country's first learned society, has played an important role in American cultural and intellectual life for over 250 years. Headquartered in Philosophical Hall on Independence Square, the APS works closely with the park and fits into the park's interpretive theme of life in 18th century Philadelphia, then referred to as the "Athens of America," because of the scientific, cultural and artistic activity in the city.

CARPENTERS' COMPANY OF PHILADELPHIA

Carpenters' Hall has been owned and operated by the Carpenters' Company of Philadelphia, the oldest trade guild in America, since 1770. The Hall has been home to a host of firsts, including the First Continental Congress. Within its walls occurred some of the most important events that led to the birth of our nation.

EASTERN NATIONAL

Eastern National, is a 501(c)3 organization working with Independence to help connect people to the park through the sale of quality educational products and services. As an extension of the park's interpretive program, Eastern National makes quality educational products available to visitors to help them better understand the park and its resources. Eastern National also partners with the National Park Service in over 150 other parks, and maintains partnerships with other federal and state entities. Profits generated from the retail sales operations are donated to the NPS through an interpretive donations program. Eastern National supports a sharing community of parks, where large parks help support smaller parks, all ensuring that visitors to every park have access to appropriate, site-specific, educational products.

At Independence, Eastern National also has served as the fiduciary agent for the Liberty in Motion celebration, securing $414,000 in philanthropic support for the project, and is serving as the lead partner in the development of a new education program for the 500,000 children visiting the park each year.

FRIENDS OF INDEPENDENCE NATIONAL HISTORICAL PARK

The Friends of Independence National Historical Park have a tradition of support for the park since its establishment in 1972, including a substantial contribution to the park in connection with the Bicentennials of the Declaration of Independence and the U.S. Constitution. They also funded a permanent archaeological exhibit and created Welcome Park. Additionally, the Friends have purchased many historical documents and artifacts for display in many of the park's buildings, provided support to create a web-based teaching curriculum, funded educational programs, and helped implement a 4th of July Concert on Independence Mall.

GREATER PHILADELPHIA TOURISM MARKETING CORPORATION (GPTMC)

GPTMC, which promotes tourism in the greater Philadelphia Region, has partnered with the park on major events like the move of the Liberty Bell in 2003 and Independence Weekend and the reopening of the Second Bank of the United States in 2004. The park, in turn, has cooperated with GPTMC-sponsored media visits and commercials promoting the region. As the launching pad for regional tourism, GPTMC's advertising and public relations efforts helped raise area tourism by almost 40 percent in 2003 compared to a national increase of just eight-percent. Dramatic evidence in the park was surging visitation, which exceed pre-9/11 levels. GPTMC has also served as a major partner in the premiere of the upcoming movie "National Treasure"(shot in the park at Independence Hall and the Liberty Bell Center), and with the reopening of the Second Bank of the United States.

HISTORIC PHILADELPHIA, INC. (HPI)

Independence and HPI partner under a Memorandum of Agreement, under which HPI presents historical "playlets" featuring professional actors hired by HPI. These playlets are reviewed by the Division of Interpretation and Visitors Services for historical and interpretive accuracy, at designated sites within the park. In addition, HPI runs several tours within Independence during the summer, at times and with themes that complement park programs. In 2004, the park and HPI partnered on a single publication, the Historic Philadelphia Gazette, which provides visitors with program highlights of each organization. HPI will collaborate with Independence and a number of other partners to create a "Heritage Festival" in the historic area to encourage extended stays by visitors as they learn more about the founding of the nation in the park and surrounding historic area of the city.

INDEPENDENCE VISITOR CENTER CORPORATION (IVCC)

The IVCC is a non-profit organization that operates the Independence Visitor Center on Independence Mall. The Independence Visitor Center serves as the primary point of orientation for tourists to Independence National Historical Park and the Greater Philadelphia region. The IVCC partners with Independence to produce events, initiate programming and manage non-federally funded projects on the Mall.

The Independence Visitor Center provides Philadelphia's visitors with convenient amenities to enhance their experience including 24-hour underground parking, the Pennsylvania General Store Cafe for light refreshments, the Independence Store for themed souvenirs, an automated teller machine and clean restroom facilities. A team of highly trained visitor information specialists are on-site to provide personalized concierge services and user-friendly interactive information kiosks that provide information about cultural attractions, dining, and shopping throughout the region. Free historical films and regular appearances by colonial characters create an engaging experience. Tickets are for sale on site for more than twenty regional attractions.

LIGHTS OF LIBERTY

The non-profit organization, Lights of Liberty, has spent the last five years bringing together historic interpretation, technology, education and entertainment. The Lights of Liberty show tells the story of America's struggle for independence through the use of state of the art technology to project images up to 50 feet high onto the buildings where the events actually took place.

NATIONAL CONSTITUTION CENTER (NCC)

Located on the third block of Independence Mall in Philadelphia, the National Constitution Center tells the story of the U.S. Constitution through more than 100 interactive and multi-media exhibits, photographs, sculpture, text, film and artifacts. The Center shows how much the Constitution has shaped the past, and also how it touches everything in our lives today. Operating in a unique, public-private partnership with the NPS, the National Constitution Center allows visitors to be sworn in as president, slip on the robes of a Supreme Court Justice and decide cases, and walk among the life-sized statues of the 42 delegates who were present at the signing of the Constitution.

PHILADELPHIA CONVENTION AND VISITORS BUREAU (PCVB)

The PCVB is an independent, non-profit organization, whose mission is to market Philadelphia as a convention, meeting, and tourist destination to national and international audiences. The overall objective of the PVCB is to increase visitation, along with its inherent economic benefits, to the entire region. Strong contacts with tour operators nationwide help the park quickly spread word of new programs to operators and their customers. With a major presence in the international tourism arena, the PCVB won the Travel Industry Association 2004 Odyssey Award for International Tourism Marketing. Their efforts saw a four percent increase in foreign visitors, while nationally visits declined by 3.7 percent.



With a PERSPECTIVE VIEW of the STATE-HOUSE.

Regional Timeline

1753 State House Bell cast by John Pass and John Stow is hung in tower of State House.

1774 The first Continental Congress meets at Carpenters' Hall in Philadelphia as colonies react to the Intolerable Acts which was passed in response to the Boston Tea Party.

1776 Declaration of Independence is signed creating 13 sovereign states

1787 Constitution debated and signed in State House.

1828 Architect William Strickland begins work to place a new tower on Independence Hall to replace the earlier tower that had rotted.

1835 The earliest known reference to the bell as the "Bell of Liberty" is made by abolitionists.

1876 For U.S. Centennial Liberty Bell is suspended in Independence Hall by chain with symbolic 13 links.

Administrative Timeline

1948 President Harry S Truman signs enabling legislation for Independence National Historical Park.

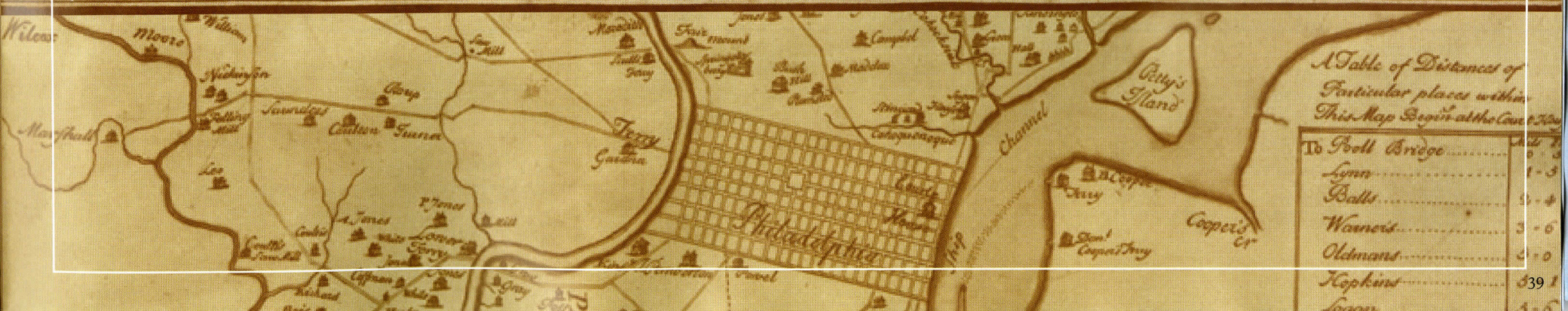
1951 Transfer of Independence Hall to National Park Service.

1974 Independence Mall transferred to the National Park Service by the state.

1997 General Management Plan and Mall Master Plan created.

2001 Independence Visitor Center opens.

2003 Liberty Bell Center and National Constitution Center open.



HOMELAND *security*

The tragic events of September 11, 2001, forever changed the American concept of terrorism. The subject of terrorism is no longer just a passing consideration for international travel or a sensational news piece during primetime "sweeps week." Terrorism on American soil is a reality, a reality so horrific that it dominates every aspect of our culture. School children no longer simply practice fire drills, but emergency drills where "locking-down" is a concept to be learned along with reading and writing. Shopping malls and sporting arenas are continually assessed for vulnerabilities to terrorism. And sadly, National Parks are no longer open and unfortified havens for America's treasures like the Liberty Bell and Independence Hall.

The Liberty Bell, Independence Hall, the Statue of Liberty, and other resources of the National Park Service have been classified as Key Assets by the Department of Homeland Security. As such they are described by the July 2002 National Strategy for Homeland Security as "...individual targets whose destruction would not endanger vital systems, but could create local disaster or profoundly damage our Nation's morale or confidence. Key assets include symbols of historical attractions such as prominent national, state, or local monuments and icons." Furthermore, the Secretary of Interior has been mandated by Presidential Directive (Homeland Security Presidential Directive, December 17, 2003) to identify and prioritize the department's key assets and to protect them from terrorist attack.

Classification as Key Assets has created a challenging obstacle for park managers because actual security policy oversight and compliance is now the responsibility of the Office of Law Enforcement and Security in Washington, a newly created office within the Department of Interior.

Security operations at INHP are further complicated by complex jurisdictional laws and boundaries. It is believed by some security professionals that Chestnut Street, as well as Fifth and Sixth Streets should be closed to vehicular traffic in order to mitigate extensive damage by a vehicle borne incendiary explosive device (VBIED). These streets are managed and controlled by the City of Philadelphia and the closure of these streets has currently not been an option.



Prior to 9/11 the law enforcement operation at INHP was specifically community oriented. The rangers patrolled the park property in a pro-active manner to prevent, deter, and detect violations of the law. The rangers protected the resources, assisted lost visitors, provided emergency medical services, and educated the public on safety while they visited the birthplace of democracy. The current operation lacks this ability to be pro-active; there has been a loss to the community-oriented spirit. Even the relationship between the park rangers and the community has suffered.

This transitional period to find an appropriate and reasonable response to the threat of terrorism has been challenging to this park. But as the Nation has responded to the threat of terrorism, so will this park. The park has increased its communication with its neighbors regarding safety and security. The park has facilitated vulnerability assessments and technical evaluations of the physical structures, and the park is addressing the need to mitigate any potential loss of life and property. There is no absolute when preventing terrorism, but there is a solution based on a reasonable and appropriate response. In time, with guidance from the Department of Interior and positive community involvement, INHP will develop the "open yet secure" park that everyone desires.

INDEPENDENCE *education program – the wave of the future*

Independence National Historical Park is committed to providing quality educational experiences to teachers, school children, families and adult learners. The park also is committed to finding innovative revenue sources for critical ventures such as its newly formalized Education Program.

The park's Education Program, developed in September 2003, will be funded in the future by a unique combination of a William Penn Foundation endowment and a self-sustaining fee program.

Independence envisions a program connecting participants of all ages to the resources and stories that center on the ideas and ideals that led to the American Revolution and the founding and growth of the United States. Now led by a Supervisory Education Program Specialist, the program seeks to: develop curriculum-based school programs and accompanying teachers' guides, conduct professional development workshops for teachers, create drop-in packets for visiting school groups and develop programs for families and adult learners.

Outside partners will play a critical role in managing the unique funding arrangement for this program. In particular, Independence will look to Eastern National to act as the primary fiduciary agent. In turn, Independence will bear primary responsibility for the overall development and management of the Education Program.

Beginning in 2006, income from the William Penn Foundation's two million dollar endowment will pay for the salary of a Supervisory Education Program Specialist. As well, the Foundation will back the one-time program development expenses, including 2005 Education Program staff salaries, an additional year's salary for two Education Program Developers and related non-labor program development costs.

The park will charge an interpretive fee for these education programs. Conservatively, 48,600 students are expected to attend annually. Total annual income in Fiscal Year 2007 is projected to be $249,000, rising to $290,000 in 2007 and remaining at this level through 2009. This revenue will pay for needed seasonal and term employees, course materials, utility costs and contract services for specialized program materials and/or presentations. The park also plans to take advantage of volunteers and interns to round out the staffing complement necessary to provide these programs to the public.

This innovative and unique approach to funding an important park program is a direct reflection of the park's resourcefulness and creativity as well as its solid relationships with key partners who stand ready to assist Independence in its mission.



INDEPENDENCE *mall*

Independence Mall is the focal point for millions of visitors to the Philadelphia region and includes 15 acres on three large blocks just north of Independence Hall. It was created through the demolition of over 140 buildings by the City of Philadelphia and the Commonwealth of Pennsylvania in the 1950s and 1960s.

While intended as a vibrant, open urban space to accommodate a range of special events, the Mall never successfully attracted visitors, and remained underutilized. In 1997, the National Park Service completed a comprehensive review of the future management and use of Independence Park. The resulting management plan, which received loud and clear public support, called for a complete remaking and renaissance of Independence Mall.

To carry out that plan, NPS, working with the City of Philadelphia, the Commonwealth of Pennsylvania, The Pew Charitable Trusts, the Annenberg Foundation and others, planned the transformation of the Mall into a truly spectacular gateway to the nation's birthplace.

LIBERTY BELL CENTER

The new home for the Liberty Bell opened to the public in October 2003.

The facility includes the Bell Chamber itself and an educational and interpretive exhibit area. Exhibits, taken primarily from the vast collection of the park, use photos, drawings, text, art and video to tell the story of the Liberty Bell as a symbol of liberty achieved and of liberty denied. The culmination in an inspirational encounter with the Bell itself, against a dramatic backdrop of Independence Hall.

INDEPENDENCE VISITOR CENTER

The Independence Visitor Center opened in November 2001 and is the gateway to the park, the surrounding historic district, and the Philadelphia region. Through personal services, exhibits and displays, visitors gain an understanding of the park and its surroundings, and can develop personal itineraries from the resources available throughout the city and region. Visitors can find information and tickets to tours, attractions and events in the area; purchase items at a book and gift store; and see informative and exciting films about the creation of the nation and the attractions of Philadelphia and the surrounding region.

NATIONAL CONSTITUTION CENTER

On July 4, 2003, the elegant, two-story National Constitution Center opened its doors. Located on the third block of Independence Mall and serving as the northernmost anchor of the Mall complex, the center tells the story of the U.S. Constitution through more than 100 interactive and multimedia exhibits, photographs, sculpture, text, film and artifacts. The center serves as a hub for study and debate, and reaches out with educational programming and the latest online technologies.

THE FUTURE

While the three major Mall buildings are complete, more work remains to complete the landscaping of the Mall. This includes the Presidents' House site, where Presidents Washington and Adams lived and worked, and where enslaved Africans toiled in service to the Washington household. Landscaping includes an outdoor café on the Independence Visitor Center Block, a First Amendment Area on the Liberty Bell Block, and a specially designed grid support to protect the underground parking garage on the Mall.



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