



Valley Forge  
National Historical Park

National Park Service  
United States Department of the Interior

# 2007 Annual Report



AND HERE  
IN THIS PLACE  
OF SACRIFICE  
IN THIS VALE OF HUMILIATION  
IN THIS VALE OF THE SHADOW  
OF THAT DEATH CANYON OF WHICH  
THE LIFE OF AMERICA ROSE  
REGENERATE AND FREE  
LET US BELIEVE  
WITH AN ABIDING FAITH  
THAT TO THEM  
UNION WILL SEEM AS DEAR  
AND LIBERTY AS SWEET  
AND PROGRESS AS GLORIOUS  
AS THEY WERE TO OUR FATHERS  
AND ARE TO YOU AND ME  
AND THAT THE INSTITUTIONS  
WHICH HAVE MADE US HAPPY  
PRESERVED BY THE  
VIRTUE OF OUR CHILDREN  
SHALL BLESS  
THE REMOTEST GENERATION  
OF THE TIME TO COME

HENRY ARMIT BROWN



"And here in this place of sacrifice, in this vale of humiliation, in the valley of the shadow of death, out of which the life of America rose regenerate and free, let us believe with an abiding faith that to them, union will seem as dear and liberty as sweet, and progress as glorious as they were to our fathers and are to you and me, and the institutions which have made us happy, preserved by the virtue of our children, shall bless the remotest generations of the time to come."

Henry Armit Brown

2007 was a year of solid progress at Valley Forge National Historical Park, and we invite you to take a look at the highlights that we've outlined in this Annual Report.

You'll see several big priorities reflected over and over in our achievements:

**More activities for visitors.** Through partnerships and internal reorganization, we greatly expanded the number and kinds of activities that visitors can enjoy for fun and education. Total visitation increased again this year.

**Strengthened stewardship.** Through the work we do everyday and the contribution of volunteers, partners, and donors, we continued to restore the nationally significant resources of the park.

**Improved financial sustainability.** We continue to reduce our fixed costs and streamline operations to free up dollars for more visitor services and stewardship.

I am proud that—again this year—participation in stewardship of the park by volunteers, partners, and donors greatly increased. Each of them understands the significance of Valley Forge, and we are honored by their confidence in the direction the park is moving.

Please don't hesitate to contact me if you have questions, concerns, or ideas. What can we do together?

Mike Caldwell

Mike Caldwell  
Superintendent



# More Choices for Visitors

Park staff continue to work hard to anticipate the needs of our visitors and to expand programming to reach more visitors. Again this year, new choices were added to the menu of programs, and existing programs and services were improved and expanded. Many of these choices were made possible through partnerships and volunteers.

■ Through a greatly enhanced partnership with Once Upon A Nation (OUAN), 40,000 visitors were served with new programs and activities. Storytelling benches were placed at the Welcome Center, the National Memorial Arch and Washington's Headquarters. Fifteen original stories were crafted based on the research of historians and park staff. A fee-based evening program, "Valley Forge After Hours," debuted during which visitors were transported back in time as members of a visiting congressional delegation checking on the state of the Continental Army during the encampment. Along the way, actors portrayed soldiers, Martha Washington, George Washington and Lafayette. Each program concluded with a campfire and stories near the Grand Parade. Planning for expanded 2008 programs already is underway.

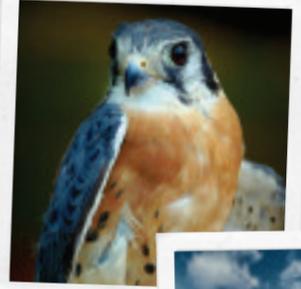


*Our expanded partnership with Once Upon A Nation brought vibrant new programming to park visitors.*

■ The park's cooperating association, The Encampment Store, purchased a trolley and worked with the park and OUAN to expand existing fee-based interpretive tours of the park. 6,500 people enjoyed the tours, a 5% increase in ridership over the previous year.

■ One of our school programs, "Riding through History," matured into a two-hour, fee-based presentation for school groups, during which rangers board school buses for guided tours of the park. It has become the most requested of all the park's educational programs.

*Oneida Indians came to the park several times this year to share stories of their participation in the encampment.*



*Natural resources interpretive programming was launched through a partnership with the Mill Grove Audubon Center*

■ We continued to expand our use of interpretive technology to reach all our visitors at any time with programming about the history and natural resources of the park. Through a second year of the Healthy Parks/ Healthy Living Program, sponsored by the National Park Foundation and Lipton® Tea, an intern worked with park staff to revise, update, and expand the cell phone tour from 18 messages to over 50. In FY07, 13,896 inbound calls were received, with an average of two messages accessed per caller.

■ New monthly podcasts entitled "View from the Forge" joined others, including our orientation film and campfire programming, as downloadable programming from both our website and iTunes.

■ The park website underwent significant change and now offers many new information options for visitors. During the year, more than 900,000 visits to the website were logged.

■ Two new museum programs were developed and inaugurated. A rotating series of four gallery talks was presented daily by park staff, interns, and volunteers. These talks provide stories about topics

such as encampment medical practices, the archeology of the encampment, and 18th-century clothing, all illustrated by the museum collections. A fee-based, reservations-only tour of the collections vault is held every other Saturday, and provides interpretation of artifacts and documents that are too fragile to be exhibited, as well as insight into the preservation mission of the NPS.



*Photo: M. Kennedy for OUAN*

*Guided tours on The Encampment Store's new trolley made it fun and easy for visitors to see the park.*

■ A full-time interpreter was re-assigned to Natural Resources Management, and natural resource interpretation programs kicked off through a partnership with the John James Audubon Center at Mill Grove. Visitors to the park's Audubon Watch Tent enjoyed birding information and live raptors each Saturday during the summer season. Two new campfire programs—18th-century folktales of the Pennsylvania woods, and "The Rapture of Raptors"—were offered.

■ Park curators designed and installed a temporary exhibit in the Lower Providence Township building on the role of the Perkiomen Peninsula in the Valley Forge encampment. In coming years, we plan to install similar exhibits for each of the five townships of which we are a part.

■ At the Welcome Center, a temporary exhibit titled "It Was a Continual Drill" focused on General von Steuben's innovative and essential training of the troops, and featured a rare copy of the manual he developed while at Valley Forge, which became the foundation for American military drill into the 20th century.



*Photo courtesy of VFCVB*

*Children had more opportunities to interact with rangers during enhanced school programs.*

■ The third annual Valley Forge Teachers' Institute was held in partnership with The Encampment Store and the Great Valley School District. This week-long event was attended by 24 teachers from around the country. This year's theme, "Everybody's Revolution," presented experts and sessions focusing on the unexpected people who participated in the Revolution, such as women and children, Native Americans, enslaved persons, and indentured servants. Scholars and authors such as Dr. Gary Nash, Thomas Fleming, and Dr. Lawrence Little provided content sessions in the mornings. Afternoons were dedicated to techniques and tools to use in the classroom when teaching history. Teachers were provided a stipend and



*Living history interpreters delighted visitors throughout the year.*

earned Act 48 continuing education credits for participating in the program.

■ Park staff coordinated the development and production of an NPS

American Revolution education kit for teachers. "Honored Places" is available in hard copy and CD ROM and is distributed free to educators throughout the country. The kit focuses on using historic places and museum collections to explore the primary themes of the period, including complexity and uncertainty, the difficult choices many participants made during the struggle, and the varied voices of those involved. E-mail VAFOsuperintendent@nps.gov to obtain a copy.

■ The second annual Revolutionary Run was held in partnership with the Valley Forge Convention and Visitor Bureau (CVB), the Friends, and 12 other sponsors. This five-mile race is sanctioned by the Mid-Atlantic USA Track and Field. Supported by



Photo courtesy of VFCVB

*Runners and sponsors of the 2nd annual Revolutionary Run raised money for rehabilitating park trails.*

160 volunteers, 1,263 runners and walkers participated in the race, a walk, and a youth-run through the park, raising \$16,000 for park trails. Registration is open for the April 20, 2008 run at [www.revolutionaryrun.org](http://www.revolutionaryrun.org).

■ College interns worked with park staff to develop a new educational brochure on park birds. Printed with a grant from the Healthy Parks/ Healthy Living Program, the brochure also is available on the park website.

*We completed and published a major teacher's guide, with a wealth of primary sources and lesson plans for teaching the American Revolution, and ways to utilize the 30 NPS sites that represent the revolution.*



■ We worked with partners including the Friends of Valley Forge Park and the 2nd Pennsylvania Regiment to plan and present the first of a series of bi-annual symposia: *Lock, Stock, and Barrel: The World of the Revolutionary Soldier*. Over 150 registered participants heard the likes of

author Thomas Fleming, collector and historian George Neumann, and well known historical painter, Don Troiani. The weekend included special tours of the park and the park's historic collections. The next symposium has been scheduled for March 2009.

■ With support from the Friends of Valley Forge Park, we have invested \$75,000 in trails maintenance since 2005. This year also marked the first of a three-year Student Conservation Association, Public Lands Crew program at the park, in which a team of six teenaged workers spends six weeks dedicated to trails projects in the park.

■ Rehabilitation of a half-mile section of the popular Mount Joy Trail was completed by park staff, with replacement of water control features, repair of the foundation, and regrading and

replacement of the surface. Volunteers led by staff also rebuilt portions of other park trails, contributing over 8,000 hours to trail work.

■ More and better programming, the provision of more ways to experience the park, and our marketing partnership with the CVB continue to result in increases in visitation and participation. The number of regularly scheduled, distinct program offerings doubled this year. We extended our summer season and created a more robust spring and fall program. The number of students experiencing NPS-led education programs increased 25% over 2006. The number of visitors experiencing park and partner programs increased 30% over FY 2006. In 2007, total park visitation increased 3.86% over 2006.



Photo: NPS

*A celebration of General Washington's birthday was one of dozens of Saturday programs for families.*



# Preserving Natural Resources

FY07 was the first full year with a Natural Resources Manager in place, and exceptional progress was made.



We continue to work with a number of wonderful partners to protect and restore Valley Creek.

■ A long-awaited plan and Environmental Impact Statement for management of the deer herd was initiated. Public scoping, reports on internal and public scoping, science team consultation, and draft alternatives were completed. A draft plan will be available for public comment in 2008.

■ Through the Philadelphia Chapter of the Garden Club of America's Partners for Plants program, funding and volunteers were provided to the park to complete an inventory of rare plants.

■ We treated invasive plants on 80 canopy acres in the park, working with the NPS Mid-Atlantic Exotic Plant Management Team, park staff, interns, and volunteers.

■ The park and the Pennsylvania Fish and Boat Commission comprise a Trustee Council charged with implementing the Valley Creek Restoration Plan. A website and brochure providing information on the watershed, the Valley Creek Restoration Plan, and how to apply for grants to conduct restoration activities were developed made available to the public. The council approved a grant of \$35,157 to Tredyffrin Township for two stormwater management demonstration projects. Two projects were completed: construction of a fishing deck by East Whiteland Township and a detention basin retrofit by Valley Forge Trout Unlimited. See [www.savevalleycreek.org](http://www.savevalleycreek.org).

■ In partnership with Tredyffrin Township, Trout Unlimited, the Delaware Riverkeeper, and Boy Scouts of America volunteers, staff completed a project to stabilize 150' of the collapsing Valley Creek stream bank near a major sewer line. Rocks and a tree revetment were used as an alternative to hardening the banks. Two thirds of the costs of materials and technical expertise were donated. Staff also continued to work with the Valley Creek Restoration Partnership on maintenance of riparian buffer fencing installed in 2003/2004.

■ Staff and interns worked with the Pennsylvania Natural Heritage Program on planning and implementation of a species inventory in the park's 900+ acres of meadows. The purpose is to determine species composition and document invasive species cover and distribution. The early-2008 report will contribute to development of desired meadow conditions and revision of the field management plan.

■ Red-bellied turtles, a state-listed threatened species, were found in the park in 2006, but little information was available about their distribution. Park interns worked with the Pennsylvania Fish and Boat Commission to survey 516 acres for nesting sites and to document over a mile of Schuylkill River banks for basking sites. The survey will inform mitigation measures for the reconstructed Betzwood Bridge.



The historic Valley Forge Train Station is being restored to serve as a point of orientation for visitors to Washington's Headquarters.

■ Construction drawings and contract awards were completed for Phase II of the historic rehabilitation of the Washington's Headquarters Area. This phase includes restoration of the historic Valley Forge train station and re-use for visitor orientation; removal of the huge parking lot and restoration of the land to its historic contours; construction of a smaller, hidden parking lot; new handicapped-accessible restrooms and paths; and new interpretive features throughout the landscape.

■ A Cultural Landscape Treatment Plan for the Washington's Headquarters area was completed. The new park-wide Cultural Landscape Treatment Plan also was started and will be completed in FY08.

■ Staff continued to work with PennDOT, the Pennsylvania Turnpike Commission, and our two counties and five townships to plan and implement traffic congestion relief and protection of resources from traffic projects. Staff also actively participates in two regional transportation coalitions that bring together governmental and private

# Preserving Historic Resources

Cultural resources management focused on planning and preparation for upcoming major capital improvements.

organizations to seek solutions and consensus on these issues.

■ The Pennsylvania State Historic Preservation Officer and the Advisory Council for Historic Preservation gave final approval to the proposed Programmatic Agreement between those offices and the park—this will simplify historic preservation consultation for most park activities. The agreement is a product of the new General Management Plan.

■ A milestone was reached with the signing of the Record of Decision selecting a remedial action for clean-up of the 112-acre asbestos dump site in the park. The Commonwealth of Pennsylvania and the United States continued negotiations to reach a settlement on the allocation of the remediation costs. NPS and the commonwealth also are negotiating a path to allow the first phase of the clean-up to occur in advance of the construction of the Betzwood Bridge project.

■ The eastern portion of the farmhouse known as General Knox' Quarters housed the famous artillery master during the Continental Army's winter

encampment. In later years, while the house was still in private ownership, structural supports were removed, and all three floors were sagging and in danger of collapse. In a \$500,000 project, the sagging supports were replaced, allowing the reconstruction of the historic back-to-back fireplace as well as bracing from the basement through the third floor. The roof was replaced. This stabilization will allow future rehabilitation and reuse of the building.

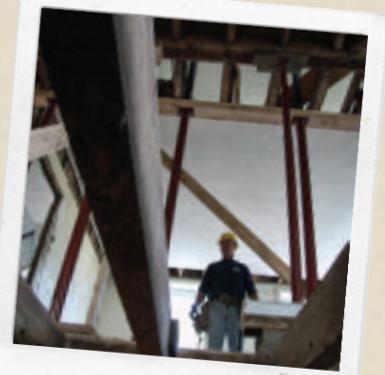


Photo: NPS



Rehabilitation after two centuries of wear and tear on General Henry Knox' Quarters included major structural repairs and a new roof.



## Protecting Visitors and Resource

The hard work of previous years' reorganization of the Law Enforcement Division and its operations has borne fruit in terms of smoother and more effective operations.

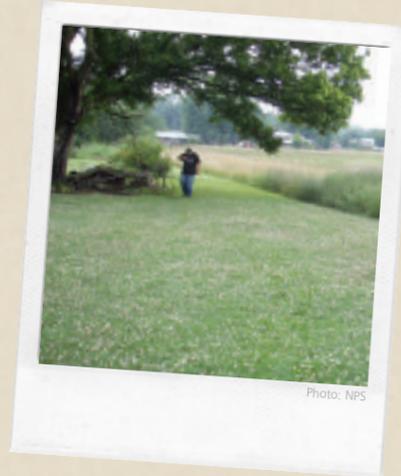


Photo: NPS

Ranger interns assessed the 14-mile park boundary for resource violations, including encroachments.

■ Valley Forge NHP is the first national park approved to use JNET (Justice Network) and MAGLOCLN (Mid Atlantic Great Lakes Organized Crime Law Enforcement Network), which are free Internet-based investigative tools. The park also will serve as a hub to the other 13 national park units in the state of Pennsylvania, so that they can have access to this site as well.

■ To complete the dispatch transition from NPS to Montgomery County Emergency Dispatch Operations, a final set of portable radios was purchased and installed, replacing those that had been loaned to us. Through new laptop computers, rangers now have an increased connection to the outside world and immediate access to law enforcement information.

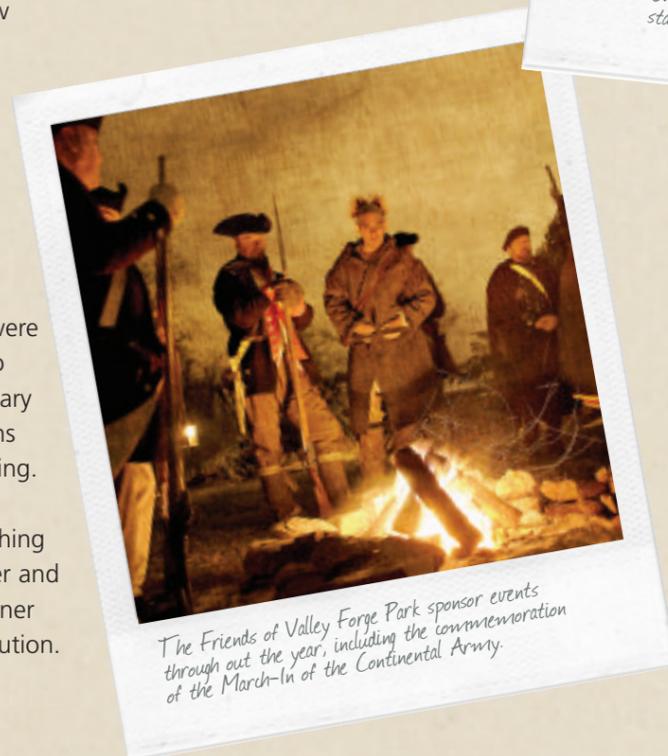
■ Law Enforcement volunteers participating in the Park Watch contributed 995 hours of service patrolling on foot and bike and helping with special events.

■ Two natural resources interns were trained and completed a project to assess lands along the park boundary for resource management violations such as encroachments and dumping. The interns also learned how to investigate violations such as poaching and off-trail use and how to gather and organize the information in a manner that makes it accessible for prosecution.

■ Staff responded to multiple incidents of hazardous trees and limbs along trails and roadways, repaired dangerous pot holes in roadways and parking lots, and addressed several washouts park-wide.

■ Lead soil was removed and remediated at three park houses, and toxic wastes were removed from the banks of Covered Bridge Run.

■ Staff spent over 700 hours to prepare equipment and vehicles for inclement weather conditions and remove snow and ice from park roads and parking lots. This work allowed the park to remain open to visitors during the worst of weather conditions.



The Friends of Valley Forge Park sponsor events throughout the year, including the commemoration of the March-In of the Continental Army.



## Building a Network of Support

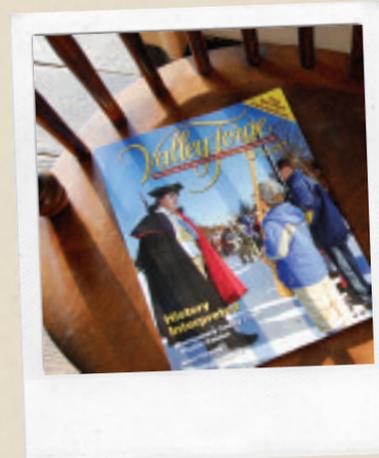
The park enjoys core partnerships with three very strong organizations, as well as with numerous regional and national organizations. This reflects our strategic decision to emphasize working with partners and volunteers both to gain from their expertise and connections, and also to provide them with the outstanding experiences and benefits of working in a national park.



In addition to running a vibrant museum store, The Encampment Store organization was a key creative and staffing contributor to park visitor events.

■ The Encampment Store (TES), the park's 501c3 cooperating association, continues to be a critical partner in improving the quality of the visitor experience. TES worked closely with the park on creative development and staffing of all our special events, development of interpretive and educational programming, and the creation of educational products for our visitors. TES gross receipts grew by 5% this past year, resulting in an \$88,000 donation to the park.

■ The Friends of Valley Forge Park continued to grow into a larger, more active organization. New board leadership, a revitalized mission statement, and active interaction with park management is transforming the park's oldest partner. Membership increased to over 400 individuals from 100 in early 2006. Most of the members who have renewed their annual memberships have increased their level of support, as they continue to see results. The Friends provided major support in funding, planning, and volunteerism for *Lock, Stock, and Barrel*, the Revolutionary Run, the Lunch and Learn lecture series, and numerous other initiatives. As part of the Washington's Headquarters Area rehabilitation project, the Friends also have pledged \$50,000 toward development of a multi media show that will introduce visitors to the important stories associated with this area. Visit [www.friendsofvalleyforge.org](http://www.friendsofvalleyforge.org) for more information.



The Valley Forge Convention and Visitor Bureau—the regional voice of heritage tourism—provided essential services and expertise to the park and to visitors.

■ The Valley Forge Convention and Visitors Bureau (CVB) continued to serve as an invaluable partner in promoting the park to visitors and opinion-makers, and helping us to understand, serve, and manage our visitors. The CVB spearheads and prints the semi-annual park program guides, collaborates on press releases, ensures information is distributed to a wide assortment of media outlets, keeps numerous tourism websites updated with park information, provides film and still photographers for professional shots of park events, provides expert advice and consultation, and serves as an excellent liaison to hotels and other components of the vibrant regional tourism industry. See [www.valleyforge.org](http://www.valleyforge.org).

■ The CVB started a program to track motor coach groups visiting the park, and identified over 400 this year. Prior to tracking, neither the park nor the bureau knew how many bus groups visited the park, what they did here, or how they wished to be served. The program uses a CVB-paid incentive for the bus driver or group leader to fill out a survey in the Welcome Center. The survey collects tour company or school addresses, other sites the group is visiting, and where they stay overnight. The CVB follows up with these groups by conducting targeted mailings and establishing relationships to better serve them.

■ In addition to staff the CVB already provides to the park, a new Visitor Services Liaison was hired to aid in managing the Welcome Center desk and support sales /marketing efforts. This newly created position allows the park to use fewer rangers to provide basic information at the desk, thereby placing them in areas where their interpretive skills better serve visitors.

■ Our reproduction huts are popular with visitors, yet are by their nature ephemeral. Lockheed Martin volunteers assisted maintenance staff to re-shingle the roof and repair the chimney of the Poor's Brigade hut, and repair roof framing, roof shingles, and damaged logs of the Weedon's Brigade hut. This year's AmeriCorps crew worked with park staff to re-shingle the failing roofs of the four Commander-in-Chief huts at the Washington's Headquarters area.

■ Over 300 volunteers participated in 12 natural, cultural, and visitor facility projects during National Public Lands Day. REI and the Healthy Park / Healthy Living program were the primary sponsors.

■ National Trails Day attracted 125 volunteers, as well as 26 environmental, conservation, and health organizations that provided education, information, and demonstrations. Special tours, hikes, and clinics were offered by the park and these partners. The Healthy Parks / Healthy Living program was a primary sponsor.

■ The park and the Appalachian Mountain Club signed a ten-year partnership agreement at the fifteenth annual National Trails Day event. AMC volunteers and the park will work together on trail maintenance, rehabilitation, stabilization, and resource protection projects on the popular Mount Joy and the Mount Misery trail systems.

■ Park staff actively participated in Tredyffrin Township's 300th Anniversary celebration, including research support from our interpretive and cultural resource staff, sponsoring a booth with park information at the festival, and opening one of our historic houses as part of a township house tour.

■ Park staff and interns continued to assist the board of the Upper Merion Parks and Historic Foundation to address issues at the McKaig Nature Center, including escalating recreational use and invasive non-native plant species. The park was delighted to receive the UMPHF's annual partnership award.

■ We continued to benefit from our long partnership with the Student Conservation Association, which recruits and places well qualified college and grad-level interns in parks. Ten SCA interns served at Valley Forge this year. We also launched an expanded college internship program, with Natural Resources taking the lead. Colleges were identified; position descriptions written; and training materials developed. Four interns participated in the new program. Internships are a great way to connect people to parks—this year's interns developed and presented programs, brochures, and podcasts, helped to

conserve museum collections, helped law enforcement rangers with patrols and evidence, conducted historic and natural resources research, and conserved plants and animals.

■ For the third year in a row, volunteerism increased. A total of 1,999 people volunteered at the park this year, a 34% increase over 2006. The number of hours contributed rose by 28%. Thanks to every individual, and to the following organizations, that provided volunteers:

- Appalachian Mountain Club, Delaware Valley Chapter
- Bicycle Coalition of Greater Philadelphia
- Boy Scouts of America, Cradle of Liberty Council, Chester County Council, and Monmouth Council
- Bryn Mawr Hospital
- Christopher Dock Mennonite High School
- Delaware RiverKeeper
- Delta Upsilon of Bucknell University Alumni
- Eastern Mountain Sports, Easton and King of Prussia stores
- The Encampment Store
- Ernest Eadeh Enterprises
- 4-H Club, Chester County
- Friends of Valley Forge Park
- Garden Club of America, Philadelphia Chapter

- Scouts of the Girl Scouts of the USA Southeastern Pennsylvania
- GOALS ARA
- International Mountain Bicycle Association
- Johns Hopkins University Alumni
- King of Prussia Rotary Club
- Leave No Trace

- REI, Conshohocken store
- Rotary Interact District 7450
- Sierra Club, National
- Sierra Club, Southeastern Pennsylvania Group,
- Sierra Club, Volunteer Outing Vacation
- Saint Gabriel's Hall
- Schuylkill River Heritage Area
- Telecom Pioneers of America
- Trout Unlimited, Valley Forge Chapter
- Valley Forge Military Academy
- Valley Forge Visitors and Convention Bureau
- Vanguard Group
- Villanova University Ray of Sunshine
- Wayne Rotary Club



*Soldiers' huts are the symbol of Valley Forge, and volunteers contribute hundreds of hours each year to these ephemeral structures.*



*Volunteers contributed 37,000 hours of service this year, helping themselves and visitors to make connections to this essential place.*



*Formalizing a longstanding partnership, the park and the Appalachian Mountain Club signed an agreement to continue to work together to protect and maintain trails.*



## Implementing a New Business Model

Two years ago, we looked ahead and projected a 10% decline in “buying power” of our federal budget by 2019. We developed and are implementing a five-year Business Plan to enable us to absorb the increasing shortfalls and provide greater financial flexibility while still meeting our goals for greater preservation of our historic and natural resources and for providing visitor services.

■ Over the past two years the park has made substantial progress in pursuing the strategies and actions identified in the plan. Again this year we reduced the park’s fixed cost ratio, from 94% to approximately 90%. The federally appropriated budget for Fiscal Year 2007 was \$5,633,000, which comprised 84.6% labor and 15.3% all other costs.

■ As part of a strategy to increase alternative support, we created a new position for a full-time Volunteer Program Manager and recruited from within to fill it. The results have been gratifying, with 34% growth in the total number of volunteers and 28% growth in volunteer hours, to 36,909, valued at \$692,773. Through our formal agreements with the Valley Forge Convention and Visitors Bureau, The Encampment Store, the Friends of Valley Forge Park, and Once Upon a Nation, over \$330,000 in direct donations, in-kind services, and funding of seven full-time-equivalent employees was realized this year.

■ The park has taken a more proactive approach to recovering expenditures for special uses, such as movie shoots, professional photography, and outside events, resulting in a growth in our cost recovery over the past two years of 140%.

■ We expanded the number of donation boxes located around the park, with each focused on raising funds to support resources and activities within those specific areas, resulting in a 12% increase in such donations. We implemented two new interpretive fee programs to complement the free education programs already given. These new programs brought in an additional \$5,200 in FY 2007 that was used to fund supplies and materials for programs.

■ In order to better manage and enhance preventative maintenance, we hired a full-time Buildings & Utilities Foreman, recruiting from within. To strengthen project/contract support, we expanded the Project Management Team that was established in FY06 to include a senior Project Manager, Historical Architect, Facility Operations Specialist and Management Assistant, again recruiting from within. This team was instrumental in acquiring, contracting, planning and managing over \$15 million in project funds over the past two years.

■ The park’s utility systems were inherited from the state park, and after 30 years, many are past the point of



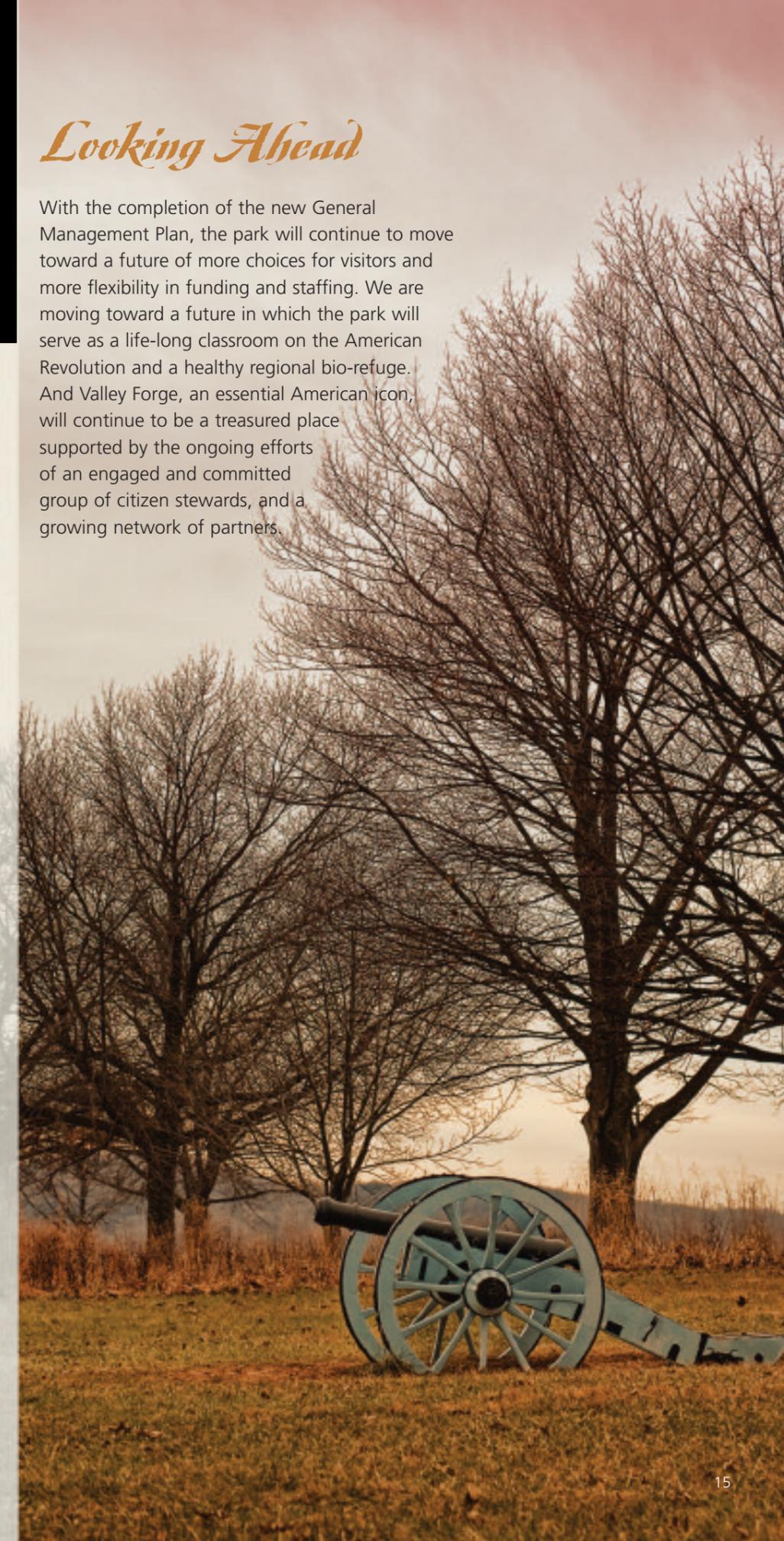
*Reducing our fixed costs means more funding for meaningful services and programs, such as portrayals of General Washington.*

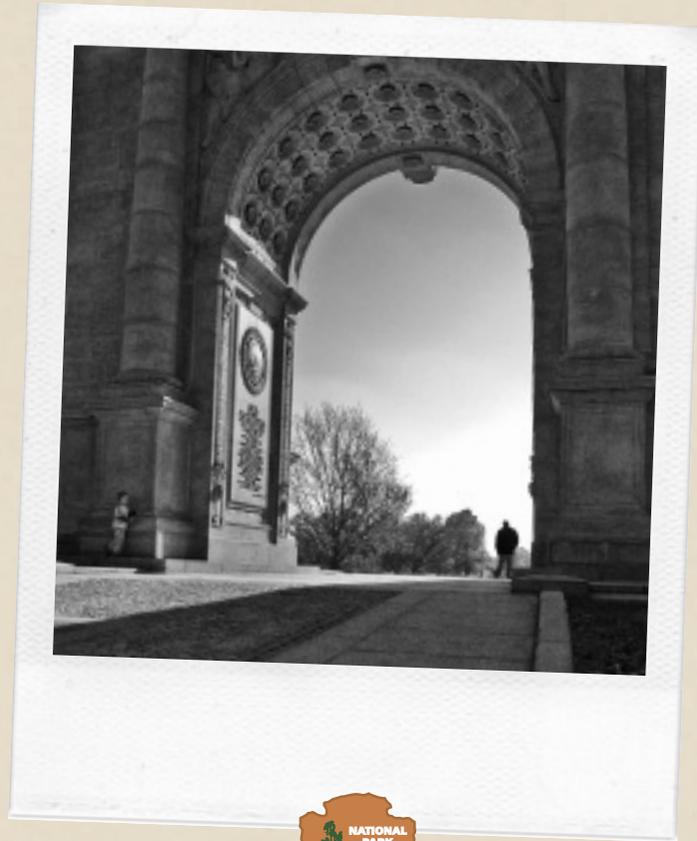
obsolescence. We began a \$150,000 project to upgrade the telephone system and develop the infrastructure that will allow for future wireless connectivity through the park.

■ We continue to reduce costs and gain efficiencies. Office consolidations began with the move of interpretive offices from a stand-alone building to the Welcome Center, resulting in a \$14,000 annual utility savings.

## Looking Ahead

With the completion of the new General Management Plan, the park will continue to move toward a future of more choices for visitors and more flexibility in funding and staffing. We are moving toward a future in which the park will serve as a life-long classroom on the American Revolution and a healthy regional bio-refuge. And Valley Forge, an essential American icon, will continue to be a treasured place supported by the ongoing efforts of an engaged and committed group of citizen stewards, and a growing network of partners.





**Valley Forge National Historical Park**

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[www.nps.gov/vafo](http://www.nps.gov/vafo)