THE FUTURE VISITOR'S CENTER AT GETTYSBURG NATIONAL MILITARY PARK AND THE ASSOCIATED FUNDRAISING EFFORTS

OVERSIGHT HEARING

BEFORE THE

SUBCOMMITTEE ON NATIONAL PARKS, RECREATION, AND PUBLIC LANDS

OF THE

COMMITTEE ON RESOURCES
U.S. HOUSE OF REPRESENTATIVES

ONE HUNDRED SEVENTH CONGRESS

SECOND SESSION

March 21, 2002

Serial No. 107-99

Printed for the use of the Committee on Resources

Available via the World Wide Web: http://www.access.gpo.gov/congress/house
or
Committee address: http://resourcescommittee.house.gov

U.S. GOVERNMENT PRINTING OFFICE

78-322 PS WASHINGTON : 2002

For sale by the Superintendent of Documents, U.S. Government Printing Office
Internet: bookstore.gpo.gov Phone: toll free (866) 512–1800; DC area (202) 512–1800
Fax: (202) 512–2250 Mail: Stop SSOP, Washington, DC 20402–0001

COMMITTEE ON RESOURCES

JAMES V. HANSEN, Utah, *Chairman*
NICK J. RAHALL II, West Virginia, *Ranking Democrat Member*

Don Young, Alaska,
Vice Chairman
W.J. "Billy" Tauzin, Louisiana
Jim Saxton, New Jersey
Elton Gallegly, California
John J. Duncan, Jr., Tennessee
Joel Hefley, Colorado
Wayne T. Gilchrest, Maryland
Ken Calvert, California
Scott McInnis, Colorado
Richard W. Pombo, California
Barbara Cubin, Wyoming
George Radanovich, California
Walter B. Jones, Jr., North Carolina
Mac Thornberry, Texas
Chris Cannon, Utah
John E. Peterson, Pennsylvania
Bob Schaffer, Colorado
Jim Gibbons, Nevada
Mark E. Souder, Indiana
Greg Walden, Oregon
Michael K. Simpson, Idaho
Thomas G. Tancredo, Colorado
J.D. Hayworth, Arizona
C.L. "Butch" Otter, Idaho
Tom Osborne, Nebraska
Jeff Flake, Arizona
Dennis R. Rehberg, Montana

George Miller, California
Edward J. Markey, Massachusetts
Dale E. Kildee, Michigan
Peter A. DeFazio, Oregon
Eni F.H. Faleomavaega, American Samoa
Neil Abercrombie, Hawaii
Solomon P. Ortiz, Texas
Frank Pallone, Jr., New Jersey
Calvin M. Dooley, California
Robert A. Underwood, Guam
Adam Smith, Washington
Donna M. Christensen, Virgin Islands
Ron Kind, Wisconsin
Jay Inslee, Washington
Grace F. Napolitano, California
Tom Udall, New Mexico
Mark Udall, Colorado
Rush D. Holt, New Jersey
James P. McGovern, Massachusetts
Anibal Acevedo-Vila, Puerto Rico
Hilda L. Solis, California
Brad Carson, Oklahoma
Betty McCollum, Minnesota

Tim Stewart, *Chief of Staff*
Lisa Pittman, *Chief Counsel/Deputy Chief of Staff*
Steven T. Petersen, *Deputy Chief Counsel*
Michael S. Twinchek, *Chief Clerk*
James H. Zoia, *Democrat Staff Director*
Jeffrey P. Petrich, *Democrat Chief Counsel*

SUBCOMMITTEE ON NATIONAL PARKS, RECREATION, AND PUBLIC LANDS

GEORGE P. RADANOVICH, California, *Chairman*
DONNA M. CHRISTENSEN, Virgin Islands *Ranking Democrat Member*

Elton Gallegly, California
John J. Duncan, Jr., Tennessee
Joel Hefley, Colorado
Wayne T. Gilchrest, Maryland
Walter B. Jones, Jr., North Carolina, *Vice Chairman*
Mac Thornberry, Texas
Chris Cannon, Utah
Bob Schaffer, Colorado
Jim Gibbons, Nevada
Mark E. Souder, Indiana
Michael K. Simpson, Idaho
Thomas G. Tancredo, Colorado

Dale E. Kildee, Michigan
Eni F.H. Faleomavaega, American Samoa
Frank Pallone, Jr., New Jersey
Tom Udall, New Mexico
Mark Udall, Colorado
Rush D. Holt, New Jersey
James P. McGovern, Massachusetts
Anibal Acevedo-Vila, Puerto Rico
Hilda L. Solis, California
Betty McCollum, Minnesota

C O N T E N T S

	Page
Hearing held on March 21, 2002	1
Statement of Members:	
Christensen, Hon. Donna M., a Delegate in Congress from the Virgin Islands	3
Radanovich, Hon. George P., a Representative in Congress from the State of California	1
Prepared statement of	2
Platts, Hon. Todd Russell, a Representative in Congress from the State of Pennsylvania, Statement submitted for the record	57
Santorum, Hon. Rick, a U.S. Senator from the State of Pennsylvania	4
Prepared statement of	6
Statement of Witnesses:	
Hoffman, Paul, Deputy Assistant Secretary for Fish, Wildlife, and Parks, U.S. Department of the Interior, Washington, D.C.	10
Prepared statement of	13
Wilburn, Robert C., President, Gettysburg National Battlefield Museum Foundation, York, Pennsylvania	22
Prepared statement of	24
Additional materials supplied:	
Benner, Craig, Gettysburg, Pennsylvania, Letters submitted for the record	53
Haffner, Craig, President and CEO, Greystone Films, Letter submitted for the record	55
Levy, Robert W., FAIA, President, The HABS/HAER Foundation, Letter and resolution submitted for the record	56
Rebmann, Chris, President, Association of Licensed Battlefield Guides, Letter submitted for the record	58

OVERSIGHT HEARING ON THE FUTURE VISITOR'S CENTER AT GETTYSBURG NATIONAL MILITARY PARK AND THE ASSOCIATED FUNDRAISING EFFORTS

Thursday, March 21, 2002
U.S. House of Representatives
Subcommittee on National Parks, Recreation, and Public Lands
Committee on Resources
Washington, DC

The Subcommittee met, pursuant to call, at 2:05 p.m., in room 1334, Longworth House Office Building, Hon. George Radanovich [Chairman of the Subcommittee] presiding.

Mr. RADANOVICH. Well, good afternoon and welcome to the Oversight Hearing on the Future Visitor's Center at Gettysburg National Military Park and the Associated Fundraising Efforts. I have an opening statement. With that, after that, we will introduce our panel and begin the hearing.

Senator Santorum, it is a pleasure to have you here. Welcome.

Senator SANTORUM. Thank you, Mr. Chairman.

STATEMENT OF THE HONORABLE GEORGE RADANOVICH, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF CALIFORNIA

Mr. RADANOVICH. And the Subcommittee on National Parks does come to order. Good afternoon. We are here today to examine the progress of the future visitor center at Gettysburg National Military Park and the accompanying fund-raising efforts.

I would like to begin by expressing condolences to the family of Congressman Platts who represents Gettysburg. I know that he wanted to be here but is unable to attend due to the death of an extended family member and his participation at that service. Our thoughts and prayers are with his family at this time.

Without question, Gettysburg is the crown jewel of America's Military and battlefield parks. That sacred ground is greatly revered because of the special sacrifices that took place there and because of the key role of the Battle of Gettysburg in our Nation's history. We share a common reverence for it.

As a result, we are not here today to discuss whether or not to care for the ground at Gettysburg, but how best to accomplish that goal and keep faith with the American people, who expect National Park Service and Congress to ensure that it is done properly.

We must also keep in mind that many have referred to this project as a pattern of how the Park Service can meet future Park needs when resources are limited. In other words, there is a special responsibility that this Subcommittee maintain close oversight over this project. We need to be able to answer to the American people that what has been done in that Park is consistent with their expectations and desires and that they are comfortable with the process and its outcome.

Given the potential magnitude of this project's impact upon the entire Park system, it would be a dereliction of duty if it were not subject to close scrutiny.

Several significant concerns have been brought to my attention about this project. First, important legal questions remain regarding the adequacy of the NEPA process followed. This concern has deepened as the project moves farther away from what the public thought that they were commenting on during the public process.

Second, there are substantial concerns that the general agreement entered into by the Park Service and the Gettysburg National Battlefield Museum Foundation may violate the 1998 Park Concession Act, Federal procurement law, and is also inconsistent with public expectations and commitments made to the Congress.

The general agreement also does not impose a time schedule and leaves it unclear as to when or even if the complex will be turned over to the Park, which we will later clear up. These questions need to be answered.

I am pleased to note that the written testimony for the Park Service notes their willingness to review the 1999 general management plan for Gettysburg, and I am hopeful that this will allow us to fix some problems in that plan as well as the problems in the general agreement that might need attention.

I look forward to hearing from our witnesses today. With is, of course, Senator Rick Santorum of Pennsylvania. Mr. Paul Hoffman, Deputy Assistant Secretary for Fish, Wildlife and Parks, and Robert Wilburn, President and CEO of the Gettysburg National Battlefield Museum Foundation.

It is my hope that the testimony today will shed further light upon those key questions. With that, I give time to the Gentlelady from the Virgin Islands, Mrs. Christensen.

[The prepared statement of Mr. Radanovich follows:]

Statement of The Honorable George P. Radanovich, Chairman, Subcommittee on National Parks, Recreation, and Public Lands

The Subcommittee on National Parks, Recreation, and Public Lands will come to order. Good afternoon everyone. We are here today to examine the progress of the future visitor's center at Gettysburg National Military Park and the accompanying fundraising efforts.

I would like to begin by expressing condolences to the family of Congressman Platts, who represents Gettysburg. I know he wanted to be here but is unable to attend due to the death of an extended family member and his participation at the service. Our thoughts and prayers are with their family.

Without question, Gettysburg is the crown jewel of America's military and battlefield parks. That sacred ground is greatly revered because of the special sacrifices that took place there and because of the key role of the Battle of Gettysburg in our nation's history. We share a common reverence for it. As a result, we are not here today to discuss whether or not to care for the ground at Gettysburg, but how best to accomplish that goal and keep faith with the American people who expect the National Park Service and Congress to ensure that it is done properly.

We must also keep in mind that many have referred to this project as a pattern of how the Park Service can meet future park needs when resources are limited. In other words, there is a special responsibility that this Subcommittee maintain close oversight over this project. We need to be able to answer to the American people that what has been done with their park is consistent with their expectations and desires and that they are comfortable with the process and the outcome. Given the potential magnitude of this project's impact upon the entire park system, it would be a dereliction of duty if it were not subjected to close scrutiny.

Several significant concerns have been brought to my attention about this project that merit further exploration. First, important legal questions remain regarding the adequacy of the NEPA process followed. This concern has deepened as the project moves farther away from what the public thought they were commenting on during the public process. Second, there are substantial concerns that the General Agreement entered into by the Park Service and the Gettysburg National Battlefield Museum Foundation may violate the 1998 Park Concessions Act, Federal procurement law and is also inconsistent with public expectations and commitments made to Congress. The General Agreement also does not impose a time schedule and leaves it unclear, as to when, or even if, the complex will be turned over to the Park. These questions need to be answered.

I am pleased to note that written testimony for the Park Service notes their willingness to review the 1999 General Management Plan for Gettysburg. I am hopeful that this will allow us to fix problems in that plan as well as the problems in the General Agreement that need attention.

I look forward to hearing from our witnesses today, Senator Rick Santorum of Pennsylvania, Mr. Paul Hoffman, Deputy Assistant Secretary for Fish, Wildlife, and Parks, and Mr. Robert Wilburn, President and CEO of the Gettysburg National Battlefield Museum Foundation. It is my hope that the testimony today will shed further light upon these key questions.

STATEMENT OF THE HONORABLE DONNA M. CHRISTENSEN, A DELEGATE IN CONGRESS FROM THE VIRGIN ISLANDS

Mrs. CHRISTENSEN. Thank you, Mr. Chairman. Mr. Chairman, I share some of your concerns. The development of the visitor's facility at Gettysburg National Military Park is an important matter that deserves the attention of the Subcommittee. However, this is not a new matter for this Subcommittee. Today's hearing builds upon a hearing held by us on this same topic in February 1999.

The reason for all of this attention is that since the mid-1990's there has been an ongoing public controversy with the Park Service plans to implement a partnership with the developer and the foundation they established to construct a major visitor's facility complex on private land within the Gettysburg National Military Park.

There have been many questions and concerns raised regarding the size, scope and location of such a new facility. The questions and concerns with this project were such that the House voted in 1999 to cutoff funds to implement the NPS plans. While that funding limitation was ultimately not successful, it did indicate the depth of concern that existed with what was being proposed.

Through the parks planning process, a number of changes were made to the project to reduce both its size and cost. Therefore, it came as a surprise to learn recently that the project had undergone a significant expansion. Since 1999, the project's cost has more than doubled and its size has increased by nearly 20 percent.

No one questions the inadequacy of the current visitor's and artifacts facilities at Gettysburg National Military Park. However, we owe it to the public to assure that the high standards of the National Park System are maintained in all actions affecting the Park, especially a Park of such significance to our Nation.

I appreciate the presence of our colleague, Senator Santorum, welcome him today, and I welcome all of our witnesses and look forward to your testimony.

Mr. RADANOVICH. Thank you, Mrs. Christensen. With that, I would like to introduce our first panel. Mark, did you have any opening statements or anything?

Mr. SOUDER. I will make some comments.

Mr. RADANOVICH. That will be fine. Seeing there is nobody else up here, I guess we are ready. Senator, thank you for being here and please begin your testimony. Welcome.

STATEMENT OF THE HONORABLE RICK SANTORUM, A SENATOR IN CONGRESS FROM THE STATE OF PENNSYLVANIA

Senator SANTORUM. Thank you, Mr. Chairman. Let me apologize for my voice not being so great, but I will do my best to get through this.

Let me just say that my history here with this battlefield has been a long one. When I got into the U.S. Senate, I worked very diligently in trying to improve the Park because what I saw was a Park in actually pretty deplorable condition. I know Mark has been involved in this effort, also.

I want to thank this Committee for this effort, and I know in talking to the Chairman that your effort here is one to make sure that we are doing this right and that this is going to be a successful project, and I can tell you from the bottom of my heart there is nothing that I would rather see be successful more than this project. So I think we come at it from the same perspective.

Let me give you a little bit of a rundown of my history with it, and why I believe what is before you now is not only proper, but a bare minimum of what we should be doing to create a quality visitor's experience and to honor those who sacrificed the ultimate at the Battle of Gettysburg.

If you have been, and I know you have, to the existing visitor's center, it is really a tragedy. It is a tragedy on many levels. It is a tragedy, No. 1, because you have artifacts sitting in unregulated conditions that are going to seed. Most of them are not displayed. Most of them are in conditions that they should not be in, but we have no adequate place to house them.

The visitor's center is at best a hodgepodge of buildings added on one after another over time that does not provide any kind of real interpretative experience for the visitors. It sits in the middle of the battlefield. It sits at the edge of Pickett's Charge. A parking lot is where people gave their lives for this country.

It is simply not a proper venue or location for a visitor's center. The battlefield should be, and I know the members of the Committee agree with this, the battlefield should be as the battlefield was in 1863, and it is not. All of those things were confronted when I came to begin my actions at Gettysburg back in 1995.

We have done some things very positively. We added a million dollars to the operations budget there which allowed for substantial improvement of cannon carriages that were simply collapsing, of buildings that were field hospitals that were collapsing. We have been able to make some improvements in that regard.

But the big nut, and the big thing that we had to change was the visitor's center. We had to do something to provide a better quality visitor's experience and we had to do something to protect those artifacts. There are a lot of plans that were being thrown around and a lot of ideas. But the Park Service went through their process, the general management plan process.

I can tell you there was no shortage of public hearings, because my staff went to dozens upon dozens of them and listened to those who were very much opposed to it. And I understand why they were opposed to it. There were a lot of businesses in proximity to the current visitor's center. And when you move the visitor's center off the battlefield, which I think everybody hopefully on this Committee supports, you are going to move it away from those businesses.

And I understand why all of those businesses opposed it. They were very vocal with me in their opposition to the movement of the visitor's center. But I think it is in the interest of history that it be moved. The question is where do you move it to?

Well, there was lots of ideas out there, and my sense is you move it to some place in proximity to the existing battlefield that does not disturb the historic integrity of the battlefield. I think the location that has been proposed in the management plan is exactly that location. It is behind the Union line. It is down below the elevated heights of the battlefield. It is in a tree-covered area. You can't see it from any point in the battlefield, yet it is in proximity to the battlefield. It is walking distance. It makes it a really well connected visitor's center, at the same time not being intrusive on the battlefield.

With respect to the space, the cost, I would just say this, that Gettysburg is, as I think you mentioned, Mr. Chairman, the most significant Military Park that we have in this country, and it deserves a world class visitor's center. You do not build a world class visitor's center on a shoestring. I would make the argument, and I have to my colleagues who are going to testify before you, that we should be doing it bigger and better. But this in my mind is at a minimum what we should be doing.

The increase in cost, part of it is inflation, as you will hear. Part of it is one of the things they decided to do, which the townspeople as well as many others have been involved and encouraged them to do, which is to build trails and other things to connect the visitor's center more to the Park and to downtown.

We are doing a lot of things. I see my time is up. But we are trying to do a lot of things to make this, No. 1, a showcase of how a private-public partnership can work. I understand there is concerns about raising the $90-plus million that are suggested here.

I would argue that if you can't raise that kind of money for Gettysburg, you are not going to have a private-public project succeed in any other Park in this country. I think that now that the project is really underway, the fund-raising effort has really just started.

I actually welcome this hearing as an opportunity to sort of shed light on the wonderful plans that you are going to be hearing from today of how we are going to make this a place that is really going to teach, not just battlefield and tactics, but really the whole pic-

ture of what Gettysburg means, not just to the Civil War, but to who we are as a culture.

And I think that is an important interpretative aspect that has been missing that can be added with the dynamic visitor's center that they put together here. So I understand your concerns. And look, I want to make sure it is done right. I want to make sure it is done according to law. And to the extent that there are problems, I will certainly be happy to work with you. But I certainly would very strongly suggest that this is a project that is important not just for Gettysburg, it is important for the entire Park Service, so we can build—get these kind of private dollars into the Park Service at a time that we don't have the resources to maintain what we have.

So with that, Mr. Chairman, I appreciate the opportunity to be here. I have a written statement that I would like to be put in the record, and be happy to take whatever questions you have, if you have any, of me.

[The prepared statement of Senator Santorum follows:]

Statement of The Honorable Rick Santorum, a U.S. Senator from the State of Pennsylvania

Chairman Radanovich and members of the Subcommittee, I appreciate the opportunity to testify today regarding the approved General Management Plan that outlines the parameters for design and construction of a new visitors center and museum at the Gettysburg National Military Park (GNMP). Over the course of several years, I have been involved with, and strongly supportive of, the effort to preserve the historic battlefield landscape and surrounding park resources, in order to continue sharing the story of the Battle of Gettysburg. Undoubtedly, that battle is one of the most significant events in our nation's history.

Not unlike the many battlefields that reflect our nation's history, Gettysburg NMP faced the daunting task of how to preserve the many associated aspects of the park—artifacts, buildings, the battlefield, and the Soldiers' National Cemetery. To that end, the National Park Service initiated a process in 1995 that led to the development of a new general management plan. After an exhaustive process whereby dozens of public meetings were held; comments solicited on various preservation options; and an environmental impact study performed—a conclusion was reached as to how this comprehensive preservation effort would proceed.

The end result would come in the form of a collaborative and cooperative partnership between the Gettysburg National Military Park and a non-profit organization—the Gettysburg National Battlefield Museum Foundation. Through their combined efforts, a new world-class visitors center will be built, in addition to a new museum that will house a permanent collection of Civil War artifacts and documents, and the battlefield will be restored to its historic condition preserving the battle lines of July 2 and 3, 1863.

It's my understanding that the committee wants to explore the cost increase of the project, and look at the progress-to-date on implementation of the General Management Plan. I firmly believe the fundraising goals, while significant, will be met in a timely manner, and that given a chance to succeed—it will. I'm sure the committee will be satisfied with the answers provided today, and will be presented with the progress that has already been achieved.

The Gettysburg National Military Park is truly a national treasure, and sacred ground. The battlefield is a sobering and tangible reminder of the sacrifice and courage of thousands of men whose convictions and actions determined the fate of this country. On the site where more than 51,000 men were killed, wounded or captured our obligation is clear: we must thoughtfully, thoroughly, and accurately present the Battle of Gettysburg and its significance in the context of the Civil War. I firmly believe the approved General Management Plan takes appropriate and meaningful steps to ensure that park visitors will be guaranteed that experience.

Mr. Chairman, I look forward to our continued dialogue on this worthy and important undertaking, and appreciate the opportunity to highlight the unique partnership, and unwavering commitment, that will ensure this project's success.

Mr. RADANOVICH. Thank you, Senator, and I also look forward to working with you to make sure that Gettysburg turns out all that it can be. As you know, we described it earlier as the crown jewel of the battlefield parks in this Nation, and I am happy to work with you to get through any hurdles that might be in the way to make it just that.

So that is the conceptual drawing of the visitor's center?

Senator SANTORUM. Yes.

Mr. RADANOVICH. That is in the area located off the battlefield?

Senator SANTORUM. Right.

Mr. RADANOVICH. Does everybody have the current understanding that the current visitor's center and parking lot is part of the battlefield, that there is a consensus there that it needs to be removed?

Senator SANTORUM. I am not too sure that some of the people that you have heard from in opposition to this plan do not have that consensus. There are many of the downtown business groups who do not want to move the battlefield—excuse me, the visitor's center, because of the parking lot. And when you Park there, your car is there. You are right across the street from the Wax Museum, you are across the street from the other businesses. And there is a concern by those businesspeople that if you restore the battlefield that parking lot goes, and you will be removing people from that area for commerce.

Our argument has been all along is, No. 1, from an historic purpose, you have to do that. And from a commerce point of view, if you build a better visitor's center, if you make Gettysburg a better interpretative experience, you are going to get a lot more people coming there and staying there longer to enjoy all of the richness that can be brought through a better visitor experience, which will be beneficial to the downtown businesses over the long haul.

That is the point we have tried to make. We haven't been successful with those who have a direct financial interest. By and large, I think the rest of the community feels the way I do. But there is a significant downtown business segment that does not agree with this.

Mr. RADANOVICH. Thank you very much. Any questions, Mrs. Christensen?

Mrs. CHRISTENSEN. Let's see. Really I am happy to have you with us, and I hope we can work on reaching some resolution to getting this done. I don't think anyone disagrees, as you said, with the poor condition and need for replacement and the need for relocation.

There was a request for an extension of the comment period which was denied. Do you feel that there was adequate comment by the public into the proposal?

Senator SANTORUM. I most sincerely do. I can't tell you the number of public meetings that not only I attended but other members of my staff attended in Gettysburg. They may know the number. Dozens. Two dozen. 50. I mean, that is a lot of meetings to hear. And, you know, I met with them outside of those public comment meetings. I had meetings with the downtown businesspeople.

Mrs. CHRISTENSEN. When you went shopping.

Senator SANTORUM. I heard from them. And they kept saying, well, you are not listening to us. I said, no, no, we are listening to you. That doesn't mean that we have to agree with everything you said. And I can tell you, well, they can tell you. I am not going to give their testimony of the changes that were made. We made changes with respect to seating at the restaurant, of food that was going to be offered there, a variety of different things so we would do the least amount of, quote, damage to the commercial entities within the community.

Mrs. CHRISTENSEN. That was my other concern. Do you think that—I imagine a lot of the opposition was from that? Do you think you have addressed that?

Senator SANTORUM. That was principally where the opposition did come from. We did try. They made change after change to try to accommodate the concerns. But the bottom line was, those folks didn't want to move the visitor's center. And all of this, in my mind, was just an attempt to try to stymie any effort to change the existing plan.

Mrs. CHRISTENSEN. Well, I thank you for being here with us and answering the questions and for your testimony. I don't have any further questions, Mr. Chair.

Mr. RADANOVICH. Thank you, Mrs. Christensen. Mr. Souder.

Mr. SOUDER. I would like to make a few comments and then I have a question. First, I have been generally supportive of this project from the beginning. It is not just in the battlefield, it is right at the Fishhook, which was right near the point of the farthest southern advance where many of the Hoosiers died trying to fight.

Also, during the summer, when I was there the last time, I think there were seven part-time rangers and others trying to do parking. And for the business people in the community who are worried whether people will go that extra distance from the visitor's center, a shuttle will make it more likely. I couldn't even figure out where I was. I couldn't figure out where the Gettysburg Address was. People were parking up on the monuments, up on the battlefield. It is chaos in the summer.

Unless we can get this off the battlefield, nobody is looking of where to go into town, they are looking about how to get out of the mess right now at the peak season. This has to be addressed. It is disappointing that it has taken this long, because this is our premier Military Park.

As a retailer myself, in a much smaller town even than Gettysburg, and certainly without a national landmark there, one of the things is how to extend a major visitor's site to an overnight visit. It is one of the things you face in Yosemite and elsewhere. This gives the potential particularly to develop the Wills House and the Gettysburg Address sites, which are kind of lost in the shuffle right now because of the nature of this. This becomes an even greater attraction, because the Gettysburg Address is arguably the single most important speech ever made in the United States, and its document, and we have not had the ability to fully develop that concept.

This Committee over the last few years has added some additional sites. We are looking at this as Gettysburg College gets

involved as they redo the downtown with the Majestic Theatre. You can see how the town is actually going to be complimentary. And in putting it into perspective, it is clear. And I think there are some questions as to what is the potential Federal liability if the funds aren't raised in the process. That is going to be one of the guts of the types of questions.

But this site, which looks like an Andrew Wyeth painting, is the kind of classic parkitecture that we should see in our major most significant parks, and the idea that this can be mostly raised from the private sector and the State is extremely important. Yosemite was all raised from the private sector.

Senator SANTORUM. All raised.

Mr. SOUDER. But there are things that I don't think we should preclude, like the Cyclorama painting was already cracking and was going to require Federal funding beforehand and would require it otherwise. It is not clear that in certain artifact preservation or interpretation that should be absolutely ruled out that there will never be any Federal dollars. I know that is the intent. But the practical matter is the dollars, as the premier Military Park, would have come in any way to Gettysburg. You can't say, well, we would have but it in the old visitor's center but not in the new visitor's center, because we have already been doing restoration. We were already putting dollars in from this Federal Government, much as Independence Hall and Independence Park is privately raised for the Constitution Center and for the Education Center.

We still have had to put some into those, because it is where the original documents of the United States Constitution were developed, and the Library of Congress and everything. So I don't think that we should say there is absolutely no Federal dollars. But for the construction of the building, it is very similar to what you are doing at Yosemite Falls, where the Yosemite Fund is actually raising the money to redo the area, and it may be that there is some Federal help if they don't do it.

And the question is, how do we phase in a project to limit the Federal liability in dollars much like Yosemite Falls. We could wind up, if the Yosemite Fund fell short, having to cover some of the gap too. But we don't necessarily say you have to say all of the dollars before you start, but there needs to be some kind of phase-in project that limits the ultimate liability, and I think that is going to be one of the concerns of the Committee.

But I think if you don't dream of a world class center for our primary battlefield that defines much of the conflict and how to avoid that conflict in the future, and what lessons we have learned through the Address afterwards, through the battle itself, it would be terrible to go cheap on this Park and regret it. We have seen that from Mission 66 architecture in the United States and now we are tearing it down because it doesn't fit. And if we can do this with almost all private sector funds, and as long as we are assured that it is almost all private sector funds, I think this is an exciting development.

And I sat through the hearings and many of the meetings where the community was complaining about the interaction with the community, and to do the trails and stuff is partly to meet the objections of some of the critics. But there is—we can't always meet

every objection with more money in the first round, and one of the things that I wanted to just double check with Senator Santorum, because, like me, we have also wrestled with how to balance the budget and we have many other type of needs. And are you supportive of a concept that would have phases here, that if the private sector's funding doesn't meet certain goals that it can be delayed, whether that be the trails, the interconnecting, the shuttle service, whether parts of this building could be built with additions later on so we know that the amount of liability at any given time is somewhat contained?

Senator SANTORUM. I would be happy to certainly work with you on that. And I got to say, I am very confident we are going to be able to raise this money. I am supremely confident that we are going to be able to raise this money. But if the Committee feels comfortable with some sort of arrangement whereby the Federal Government is protecting themselves from any kind of liability, I would be certainly willing to look at what you have to offer and, you know, run it by our folks and see what we can come up with.

Mr. SOUDER. I am certain that too, that—I mean, Gettysburg probably has more mass numbers of support than almost any other Park, because of all of the Military buffs, the reenactment buffs, in the general Civil War history following. So you are not just talking about major donors, you have a much broader base.

So I would hope we would be able to reach those goals, but I do think it is responsible of us to ask those kind of questions.

Thank you very much for your time.

Senator SANTORUM. Thank you, Mark.

Mr. RADANOVICH. Any other questions? All right.

Senator, thank you very much for being here. I ask unanimous consent to allow the Senator to join the Committee on the dais for the rest of the hearing if the Senator so wishes. So ordered.

And with that, we will go ahead—and also asking unanimous consent to accept the written testimony of the Senator and anybody else who wishes to submit written testimony. There being no objection, none heard, so ordered.

The second panel is Mr. Paul Hoffman, who is the Deputy Assistant Secretary of Fish, Wildlife and Parks, and Mr. Robert Wilburn, who is the President of Gettysburg National Battlefield Museum Foundation from York, Pennsylvania. Gentlemen, welcome. Thank you very much. We are not going to run the clock, but if you would stay close to 5 minutes for your presentation, it will give us plenty of time for questions and answers.

Mr. Hoffman, welcome and you may begin.

STATEMENT OF PAUL HOFFMAN, DEPUTY ASSISTANT SECRETARY FOR FISH, WILDLIFE, AND PARKS, DEPARTMENT OF THE INTERIOR; ACCOMPANIED BY JOHN LESHER, SUPERINTENDENT, GETTYSBURG NATIONAL MILITARY PARK; AND DAVID HOLLENBACK, ASSOCIATE REGIONAL DIRECTOR, NORTHEAST REGION, NATIONAL PARK SERVICE

Mr. HOFFMAN. Thank you, Mr. Chairman. Thank you for your forbearance, and thank you for the opportunity to testify before your Committee on behalf of the Department of the Interior regarding the general management plan for the Gettysburg National

Military Park, the partnership with the Gettysburg National Battlefield Museum Foundation, the fund-raising efforts for the new museum and visitor's center.

And I have submitted already some written testimony for the record. I would like to give you just a little bit of personal background. This is my first time testifying at a Congressional hearing, and it is my prayer that it is memorable only for that reason.

Mr. RADANOVICH. Just wait.

Mr. HOFFMAN. But I am ready. I have faced grizzly bears in the dark of night. So I am ready to answer all of your questions.

I do have in my background extensive experience in working with the National Park Service, back country use as a wilderness guide. I used to be the State Director for then Congressman Dick Cheney, when he was Congressman from Wyoming.

I just most recently served a 12-year stint as the Executive Director of the Cody Country Chamber of Commerce, a gateway community to Yellowstone National Park, and we dealt extensively with Park Service issues. I dealt extensively with a little museum called the Buffalo Bill Historical Center, soon to be 300,000 square feet, right in the Town of Cody. And amazingly enough there were people right in the Town of Cody, right next to them, that didn't like them being there because they were a nonprofit and they thought that was unfair competition.

I have had a lot of experience working with Secretary Norton's four Cs: Consultation, Cooperation, Communication, all in the service of Conservation, and we hope to apply that to this issue as well.

I have fairly extensive experience in conflict resolution skills, a common sense approach to government, and I bring a customer service perspective to these issues.

A little bit of background on the issue. In the mid to late 1990's there were conceptual plans proposed for a full service visitor's center and museum at the Gettysburg National Military Park. That was approximately 145,000 square feet. There was a comment period that led to a scaled back proposal.

It is my understanding that the essence of those comments were largely focused on what people perceived to be the unfair competitive aspects of the original proposal, the full service restaurant, the IMAX Theatre and those things that the businesspeople felt were unfair competition to what they were trying to provide to the visitors at Gettysburg.

In the final general management plan, there were specific components to the new visitor's center that were articulated in the plan as well as reduced square footage down to 118,000 square feet. Those components included a visitor's center, museum, classrooms and a library, the restoration and new display for the Cyclorama painting, bookstore and limited food service, as well as Foundation and National Park Service administrative space.

It is my understanding that those components were pretty much agreed upon by those who commented on the plan. There is now a current estimate for the cost of the new visitor's center as well as a revised increase in square footage which is the source of some of the anxiety and why we are here today.

It is unfortunate that the current cost estimate is approximately two and a half times the cost estimate that was contained in the

general management plan. I think that really is one of the more regrettable aspects of this whole thing. I think the $39 million figure was an abysmal attempt to forecast the cost of such a visitor's center, and it has the consequence of making the $95 million cost look excessive.

I would like to offer some explanations, some observations if you will, on why the $95 million figure is what it is relative to the $39 million. First of all, as all projects go, you originally have an idea and you try to attach cost to that, and then you go out and you develop conceptual plans, and with conceptual plans in place you can get a better focus on what the cost will be.

And then when you get down to construction plans. That is the point at which you really can say what you expect this facility to cost you when it is finally built out and open to the public.

This is a natural process. Perhaps it is not natural to go two and a half times, but it is natural to see those costs escalate during this process.

Regarding the expansion of the square footage, it does not change the components to the visitor's center. And, accordingly, the Park Service feels that it did not alter the general management plan or substantially deviate from what the public had commented on during that process. And the expansion of those components came at the recommendation of the architects and the engineers, who felt that the larger size would facilitate the movement of people through that facility.

Also part of the $95 million is the addition of a $10 million endowment fund, $10 million for the cost of fund-raising, and that has significantly increased the amount of the project.

Some other issues that have been raised by the Committee that I would like to address is, one is, will the construction start before the funds are raised? And the answer to that question has always been no. Construction will not begin until all of the funds are raised.

Now, when I say that, I think it is important to put a caveat on that. I think it is important that when we say all of the funds raised, we focus on the funds necessary for the construction of the visitor's center and all of those amenities and not necessarily say that all of the funds for the endowment or the cost of fund-raising or the interest payments or the restoration of Zeigler's Grove be part of that.

I estimate that $65 million is necessary to build the infrastructure out and open it to the public. We will not begin construction until that amount is raised and in the can, so to speak.

There are some concerns about the open-ended aspect of the general agreement and when the facilities will actually be transferred to the National Park Service, and I believe we are willing to go back to the Foundation and discuss amending that agreement and putting some sideboards on that, if you will, to suggest that at the end of 20 years after the facility is open to the public it will be transferred debt free to the National Park Service, and we would facilitate those discussions.

As you noted in the written testimony, we have agreed to review the general management plan, and we think that that is appropriate. We always want to make sure that whatever we are doing,

we are doing it consistent with the general management plan for the Park Service unit, and that may or may not necessarily lead to a supplemental EIS or a complete redoing of the general management plan. I think we want to reserve judgment on that, depending on whether or not that is warranted.

In conclusion, Mr. Chairman, I fully appreciate that the Committee has concerns about the newly forecasted cost of this project and the fact that they are more than double the original cost estimates of these facilities as articulated in the GMP. Moreover, I appreciated the concerns the Committee may have concerning the Foundation's ability to reach the new fund-raising goal in a timely manner. To answer those questions and other questions that the Committee may have, I would like to introduce to the Committee Superintendent John Lesher, from Gettysburg National Military Park, and David Hollenback, who is the Associate Regional Director from the Northeast Region of the National Park Service.

And thank you, Mr. Chairman, for this opportunity to testify, and we would be most happy to answer any questions you may have or other members of the Committee.

[The prepared statement of Mr. Hoffman follows:]

Statement of Paul Hoffman, Deputy Assistant Secretary for Fish and Wildlife and Parks, U.S. Department of the Interior

I wish to thank the committee for the opportunity to appear today to discuss the implementation of the approved General Management Plan (GMP) for Gettysburg National Military Park which includes our partnership with the non-profit Gettysburg National Battlefield Museum Foundation to fund, design, build and operate a new museum and visitor center at Gettysburg National Military Park. I understand that the Committee has concerns about the newly forecasted cost of this project and the fact that they are more than double the original cost estimates of these facilities as articulated in the final GMP.

Gettysburg National Military Park

The mission of Gettysburg National Military Park is to preserve and protect the resources associated with the Battle of Gettysburg and the Soldiers' National Cemetery, and to provide understanding of the events that occurred here, within the context of American history.

The park was established on February 11, 1895, and includes the National Cemetery, and 6,000 acres of historic farmhouses, barns, fences, orchards, earthworks, roads, wood lots, and other key features of the battlefield.

Gettysburg is the most visited Civil War site in the National Park System, and has attracted an average of 1.8 million visitors per year over the past eight years.

The General Management Plan and Public Involvement

By law and policy, the NPS planning process provides opportunities for public involvement in the creation of a general management plan. For Gettysburg NMP, public involvement in the planning process began in March of 1995 and ended in April 1999. During this four-year period, the NPS provided the public with opportunities to comment at over 50 public meetings and open houses and asked for comments in four newsletters. A draft and final plan was sent to a nationwide mailing list of 3,800 members of the public.

During the four-year planning process, the NPS received over 3,700 written comments from the public. Of these, more than 85% of the respondents favored the NPS proposal to rehabilitate the battlefield landscape to its historic condition and to form a public-private partnership to provide the NPS and its visitors with much-needed facilities (11.5% were opposed, and 2.7% were undecided). Many of those who favored the proposal noted that it offered a way to build new facilities without reliance upon appropriated funds.

In November 1999 the Northeast Regional Director of the NPS signed the Record of Decision for the General Management Plan/Environmental Impact Statement. This marked the completion of the legal and regulatory requirements for the NPS

planning process and final approval of the GMP for Gettysburg NMP. The approved final plan, containing a new vision for the entire battlefield, has received widespread support from historians, historic preservationists, Civil War enthusiasts and the general public.

In light of concerns raised by this Committee and others, regarding the change in cost and size of the project, the National Park Service is willing to review the 1999 General Management Plan for Gettysburg NMP.

Implementation of the General Management Plan

Since the last hearing held by this committee on this matter, the National Park Service has taken a number of steps to implement the General Management Plan for Gettysburg.

The Borough of Gettysburg Interpretive Plan—Concurrent with the approval of the park's GMP, the NPS funded the development of an Interpretive Plan for the Borough of Gettysburg. This plan, developed in cooperation with the Borough of Gettysburg, the Chamber of Commerce, Gettysburg College and six other local organizations, was approved in November 2000. The purpose of the plan is to

> Help those who visit Gettysburg appreciate its history by telling the story of its people, of their lives during the Civil War, and of their role in the Battle's aftermath and commemoration. In doing so, the plan will help preserve the Borough's historic buildings and sites and bolster the economic health of the town. (Borough of Gettysburg Interpretive Plan, p. 2)

In November, 2001, seven local organizations and institutions joined with the NPS and the Borough of Gettysburg in a Memorandum of Agreement for the implementation of this Interpretive Plan. To date, our progress includes:

- the Borough's purchase of the Wills House—where President Lincoln spent the night before delivering the Gettysburg Address—with grant assistance from the Commonwealth of Pennsylvania provided by former Governor Ridge;
- inclusion of the Wills House in the NPS boundary through Public Law 106–290;
- preparation of an historic structure report and preliminary design for the Wills House, with funding provided by the NPS, for rehabilitation as a Lincoln Museum;
- acquisition of the Lincoln Train Station—where Lincoln arrived in Gettysburg—by the Borough of Gettysburg;
- preparation of an historic structure report and design documents for the rehabilitation of the Lincoln Train Station as a downtown information and orientation center;
- completion of a Phase I Alternate Transportation Study, using NPS TEA–21 funds, for a potential shuttle system to connect the NPS museum/visitor center to downtown Gettysburg, with Phase II studies underway; and
- agreement to use the first floor of the Wills House as a downtown welcome center by the Borough of Gettysburg, the Gettysburg National Battlefield Museum Foundation, and the Friends of the National Parks at Gettysburg, during the rehabilitation of the Train Station.

Rehabilitation of Battlefield Landscapes—In July 2001, the NPS initiated this long-range project as called for in the approved park General Management Plan, which will rehabilitate areas of the battlefield where major battles took place so that they more closely resemble their 1863 appearance. As a result, visitors will be able to see the battlefield as the soldiers did at the time of the battle, understand the reasons that Generals made their decisions, and understand the experiences of the soldiers in carrying out those decisions. The landscape rehabilitation process will also improve wetlands, water quality and wildlife habitat throughout the 6,000-acre battlefield.

Partnership with the Gettysburg National Battlefield Museum Foundation

Gettysburg's GMP calls for a major partnership with the non-profit Gettysburg National Battlefield Museum Foundation, for the fund-raising, design, construction, and operation of a new museum and visitor center for the park. The project's goals are:

- Protection of the park's collection of 38,000 artifacts and 700,000 archival documents and historic photographs, one of the largest and most significant Civil War era collections in the nation. New facilities are needed to provide permanent protection, preservation and display of the collections.
- Preservation treatment of the Cyclorama painting to stop the continued deterioration of the largest and one of the most significant objects in the collection, a colossal painting illustrating Pickett's Charge, measuring 26 feet by 370 feet. The painting is designated a National Historic Object. New facilities are needed to provide permanent protection, preservation and display of the painting.

- Provision of high-quality interpretation and educational opportunities for park visitors, with new exhibits and broader interpretation that will provide visitors with an understanding of the Gettysburg Campaign within the broad context of the Civil War and American history, as mandated twice by the Congress.
  (Public Law 101–377, "An Act to revise the boundary of Gettysburg National Military Park," in 1990 directed the National Park Service (NPS) to "take such action as is necessary and appropriate to interpret, for the benefit of visitors to the park and the general public, the Battle of Gettysburg in the larger context of the Civil War and American history, including the causes and consequences of the Civil War and including the effects of the war on all the American people.")
  (The Department of the Interior fiscal year 2000 Appropriations: Joint Explanatory Statement of the Committee of the Conference," Title I, p. 96. U.S. Congress, 1999, stated "...Civil War battlefields throughout the country hold great significance and provide vital historic educational opportunities for millions of Americans. The managers are concerned, however'the Civil War battlefields are often weak or missing vital information about the role that the institution of slavery played in causing the American Civil War. The managers direct the Secretary of the Interior to encourage Civil War battle sites to recognize and include in all of their public displays and multi-media educational presentations the unique role that the institution of slavery played in causing the Civil War and its role, if any, at the individual battle sites.)
- Rehabilitation of the historic landscapes of the Union battle lines of July 2 and 3, 1863, by removal of current visitor facilities and parking lots from the Union battle line at Cemetery Ridge, where 34 Union regiments fought and over 970 soldiers were killed, wounded, or captured during the Battle of Gettysburg.

The current partnership agreement includes not only design and construction of the new facilities, infrastructure, roads and parking, but also the design and installation of the museum exhibits, land acquisition for the new complex, the restoration and relocation of the historic Cyclorama painting, removal of current visitor facilities and associated roads and parking, restoration of the historic landscapes of Cemetery Ridge, relocation of NPS collections, equipment and furnishings to the new complex, a $10 million endowment for the maintaining and operating the facility, and the Foundation's administrative and fundraising costs. The Foundation's fundraising campaign is now underway.

The Foundation expects to break ground for the facility in early 2004, with the project completed in early 2006. The current facilities will be demolished at that time and the historic landscape restoration will begin that same year.

Museum Foundation Progress To Date

On June 30, 2000, following nine months of review through the NPS and the Department of the Interior, the Director of the NPS approved the General Agreement and the Fundraising Agreement with the Gettysburg National Battlefield Museum Foundation.

In July, 2000, the Museum Foundation created the Gettysburg Museum Advisory Committee to advise the Foundation on the exhibit design and story line for the new museum. The advisory committee includes several nationally renowned scholars.

On October 24, 2000, the Museum Foundation announced its selection of Robert C. Wilburn as its first President. Mr. Wilburn is the former President and CEO of the Colonial Williamsburg Foundation, former President and CEO of the Carnegie Institute, a two-term Cabinet Secretary under Governor Dick Thornburgh of Pennsylvania, and has extensive experience and qualifications in economics, education, preservation, and the non-profit world. In particular, Mr. Wilburn was successful in raising $150 million in donations and gifts for the Colonial Williamsburg Foundation during his tenure there.

In November 2000, the Museum Foundation submitted its Fundraising and Financial Management Plan to the NPS. Following comments by the NPS and revisions by the Museum Foundation, the NPS approved the Foundation's fundraising plan on December 19, 2000.

In April 2001, the Museum Foundation completed a Fundraising Feasibility study. Based upon interviews with over 60 individuals and potential supporters, the study identified 27 prospects with the capacity to give at the $5 million level and another 25 who could give at the $1 million level.

The Museum Foundation initiated their public fundraising campaign for the museum and visitor center in January of this year. As of March 7, 2002, the Museum Foundation has reported to the NPS that it has raised $8.38 million in donations, which includes a $5 million donation from Mr. Kinsley and a $2.5 million

appropriation from Congress for the conservation of the Cyclorama. The museum partnership has been designed to work with 100% donated funds; we do not intend to seek from Congress any appropriated funds.

In July 2001, after a nationwide search and competition, the Museum Foundation selected the design team for the new facilities. Cooper, Robertson & Partners of New York were selected as project architects, due to their highly praised work at Monticello, Charleston (SC), the Museum of Modern Art, the Brooklyn Botanic Garden, and the Lincoln Center in NYC. Gallagher & Associates of Washington, D.C., was chosen as the exhibit design firm, based upon its acclaimed exhibit designs for the Smithsonian Institute, the Museum of Jewish Heritage (NPC), the Canyon Visitor Center at Yellowstone National Park, and the Maryland Museum of African American History and Culture in Baltimore.

On January 11, 2002, after six months of intensive work by the design team, the Museum Foundation and the NPS, the Foundation released the conceptual design for the new museum and visitor center. The site design was laid out to take maximum advantage of the natural topography and to protect natural ecosystems (such as wetlands). The exhibit design fully complies with the Congressional direction to provide interpretation of the Battle of Gettysburg within the context of the causes and consequences of the Civil War, and was approved by the Gettysburg Museum Advisory Committee. The architectural design is carefully suited to the rural agricultural landscapes of the Gettysburg area and has been widely praised by the public.

Cost and Space Comparisons

For the record, I offer the following explanation of the changes in the size, scope and estimated cost on this project as provided to me by NPS personnel.

The 1998 draft General Management Plan/Environmental Impact Statement, produced by the NPS, estimated that the new museum/visitor center facility would be approximately 118,000 square feet. The GMP also estimated that the Foundation would need approximately $39 million to accomplish the goals described in the GMP. In January 2002, based upon completed conceptual design and other factors, the Museum Foundation announced that the new facilities would be approximately 139,000 square feet in size, and that the Foundation had established $95 million as its total project budget.

Although the size of the new facility and the cost of the partnership have increased as a result of the completed conceptual design, none of the components or functions of the complex, as described on pp. 87–92 of the GMP, have changed. The proposed new museum/visitor center for Gettysburg NMP will provide visitor services and collection storage just as described in the GMP. The conceptual design for the complex does not add any new functions or components to the facility that were not discussed with the public and described in the GMP. As a result of these changes, NPS personnel believe the actions described in the GMP will be accomplished at a higher level of quality and commitment to the preservation of park resources and the enjoyment of park visitors.

In accordance with the agreement between the NPS and the Museum Foundation, the NPS has complete review and approval authority over all elements of the design, construction, and operations of the new complex. In particular, the same NPS design, review, and approval processes will be followed for this project as are followed for all NPS construction projects funded by Congressional appropriations. As part of this review and approval process, the Museum Foundation will perform value engineering analysis for the proposed project, and will submit design documents to the NPS Development Advisory Board for review and approval.

The GMP for Gettysburg NMP stated, in discussing the estimated costs of each alternative considered, that "the costs provided in this appendix are indicative of the capital and operational costs of implementing the alternatives. They are provided so that reviewers can compare the general costs and benefits of the GMP alternatives. Specific costs for construction and operation would be determined for individual actions after detailed designs are produced."

This language is in conformance with NPS Special Directive 87–1, "Development of Costs Estimates for General Management Plans, Development Concept Plans, and Special Studies," which states:

> Section 604 of Public Law 95–625 requires General Management Plans to indicate types and general intensities of development including general locations, timing of implementation and anticipated costs...The Service has made a commitment to OMB and the Department that these estimates are used to compare the cost of alternatives presented in the plans and not for budgetary purposes...Estimates for advanced and project planning to support a proposed construction item will be provided separately.

As articulated in the GMP, and in accordance with Special Directive 87–1, the Museum Foundation and the NPS released revised cost estimates for the partnership project upon the completion of the conceptual design. In brief, the increase in the project's budget may be attributed to four general factors; a detailed project budget comparison and square footage comparison is attached to our testimony.

General Inflation. In the four years since the NPS and the Museum Foundation signed the Letter of Intent in 1998 inflation has increased all costs across the board. In addition, the Museum Foundation has programmed its costs ahead to the proposed year of construction in 2004, which the NPS had not done in the GMP. Increased costs due to inflation are approximately $7.6 million.

Increased Space. During the process of completing the conceptual design, the project design team, composed of the NPS, the Museum Foundation, and the contracted architectural firms, proposed additional space. In particular, the Foundation agreed to expand the museum exhibit space through the addition of a transition gallery, provision for "open storage" of artifacts, and two interactive resource centers (data banks) for visitor use. By recommendation of the design team, "circulation" space throughout the museum complex was increased across-the-board, in order to provide a more peaceful and reflective museum experience for visitors. Administrative space for Museum Foundation staff was added to the building's program. Design, construction, and exhibit installation costs increased, proportionally, with the increase in the building's envelope. The estimate of the increased cost over the GMP estimate is approximately $8.5 million.

Enhanced Exhibits and Visitor Experience. Throughout the conceptual design process, the Museum Foundation exhibited an exceptional dedication to quality and in numerous cases, agreed to take on the fundraising burden of accomplishing more than is required by the partnership agreement. For example, the GMP requires the restoration of the existing Cyclorama Painting, and the plan expressed the hope that the missing historic diorama could be restored "if possible." The Museum Foundation has not only made the commitment to restore the missing three-dimensional historic diorama which accompanied the original painting, but has also made the commitment to represent the sky which is missing from the original painting—both at considerable extra costs. In addition, the Museum Foundation made the commitment to include "open storage" areas in the new museum complex, which was not required by the project agreement, so that the public could see more of the park's extensive collection of Civil War artifacts.

Other issues which the Foundation intends to address, which are enhancements beyond the original partnership agreements include: additional access roads, overflow parking, picnic facilities, walking trails, furnishings, film production, and additional costs in the remediation of the current visitor center site. The total cost of the additional enhancements and projects over the original GMP estimate is approximately $19.6 million.

Fundraising and Endowment. The NPS estimates in the GMP did not include the cost of fundraising; rather, NPS estimates were based upon funds required to accomplish the partnership goals, such as land acquisition and construction. In keeping with standard practice in non-profit fundraising, the Museum Foundation includes approximately $10 million for administrative and fundraising costs in the project budget. Finally, above and beyond the requirements of the project agreement, the Museum Foundation informed the NPS that it would like to include an endowment of $10 million in the project budget, to be used for ongoing facility maintenance and preservation of the park's collections.

Future Activities

With the conceptual design for the complex now complete, the Museum Foundation will concentrate heavily upon fundraising for the near future. In the meantime, the Foundation has released a Request for Proposals for a consultant to prepare the condition assessment and treatment plan for the conservation and relocation of the Cyclorama Painting.

If fundraising is as successful as anticipated, the Foundation has announced that it plans to break ground for the new complex in 2004. Construction and installation of exhibits would be expected to take approximately two years, which would indicate an opening date in 2006. Following the relocation of NPS collections, furnishings and materials from the current visitor facilities into the new complex, restoration of the historic landscape of Seminary Ridge would take place in 2007.

In accordance with Director's Order 21, "Donations and Fundraising," the Museum Foundation may not break ground for construction until it has "sufficient...funds in hand to complete the work so that it is usable." As a result, the Foundation will not start construction until the Foundation and the NPS are mutually assured that sufficient funds have been secured.

Estimates based on an actual design, inflation, fundraising costs, and a number of enhancements that the Museum Foundation has agreed to fund, has increased the estimated cost of the project by $56 million. I understand the concerns the Committee may have about the foundation's ability to reach the new fund raising goal in a timely manner. While it is anticipated that groundbreaking may take place in 2004, let me assure you that construction will not begin until there sufficient funds in hand to complete the planned construction project.

Thank you, Mr. Chairman, for this opportunity to testify and we would be most happy to answer any questions the Committee may have for us.

[An attachment to Mr. Hoffman's statement follows:]

GETTYSBURG NATIONAL BATTLEFIELD MUSEUM FOUNDATION
Project Budget Comparison - 1998 to 2004

The following is a comparison of the cost estimates associated with the partnership between the National Park Service and Gettysburg National Battlefield Museum Foundation. The cost estimates are for the entire partnership project, which includes design and construction of a new museum and visitor center facility which will incorporate new collections storage, museum and visitor center space with interpretive exhibits and venues as described in the park's General Management Plan; restoration of the Cyclorama Painting," demolition of existing visitor facilities and their associated roads and parking, restoration of the historic landscape of the current visitor center areas, and relocation of NPS personnel, equipment, furnishings and collections into the new facility.

The 1998 estimates are taken from the GNMP General Management Plan/Environmental Impact Statement, which cautions that:

> This GMP is programmatic: that is, it gives guidance in the form of management prescriptions for future decision making regarding resource protection, interpretation, public use and development, but it does not elaborate on the details of the definitive actions. *Therefore, the costs provided in this appendix are indicative of the capital and operational costs of implementing the alternatives. They are provided so that reviewers can compare the general costs and benefits of the GMP alternatives. Specific costs for construction and operation would be determined for individual actions after detailed designs are produced.* (p. 336, italics added)

As promised, the conceptual phase of design has now been completed. The 2004 estimates below are taken from the completed conceptual design for the project.

	1998 Cost Estimate	2004 Cost Estimate	Change
Land Acquisition	$ 4,250,000	$ 3,968,531	-$ 281,469

The Foundation has acquired all the land necessary for successful completion of the project. They have a $700,000 reserve in the land acquisition budget, in case there is an opportunity to acquire and protect more property immediately adjacent to the museum entrance on Baltimore Pike.

Design Services	$ 3,600,000	$ 6,440,000	+$ 2,840,000

Design services includes architectural, engineering, and exhibit design fees, as well as required consultant services for traffic studies, wetland mitigation, archeological surveys, etc. Fees have increased due to inflationary factors between 1998 and 2001 when the design team was hired, the quality of the design team engaged, the addition of painting conservators consulting fees for the restoration of the Cyclorama Painting, and the Foundation's agreement to absorb site design costs for both Foundation and NPS-owned lands effected by the project.

Museum/VC Construction	$20,684,299	$34,000,000	+$13,315,701

Museum/VC cost estimates have increased due to inflationary factors between 1998 and 2004; additional exhibit space for transition gallery, temporary exhibits and interactive resource centers; additional visitor circulation space within the museum/VC as advised by the design team (see Breakdown of Square Footage of New Facility); and the proposed use of native stone and timber materials for exterior construction (instead of brick).

Exhibits, Displays, Cyclorama Painting Restoration, Diorama Restoration, & Relocation of NPS Collections	$ 5,000,000	$12,100,000	+$ 7,100,000

Exhibit costs have increased due to the Foundation's agreement to add the missing historic diorama and skyspace back into the Cyclorama Painting; increased cost estimates for restoration of the Cyclorama Painting, expanded exhibit gallery space as above; and the Foundation's agreement to add "open storage" space to the complex in order to allow visitors to see more of the park's artifact collection.

Offsite Improvements	$ 1,075,000	$ 5,500,000	+$ 4,425,000

Offsite Improvements include utility and road installation and connection into the Foundation property. Costs have increased due to the Foundation's agreement to provide an entry/exit road across NPS land, additional improved overflow parking on NPS land, additional picnic facilities and walking trails, and to restore much of the adjacent NPS land to its historic appearance.

Building Fit-Out	0	$ 5,000,000	+$ 5,000,000

Building Fit Out includes general interior design work and furnishing costs for the theater, food service and museum/bookstore. The 1998 estimate presumed that building fit-out would be a responsibility of the operators of these venues. Since this would result in passing the cost of fit-out on to future park visitors, the Foundation has determined that it would rather add these costs to the fund-raising budget, in order to keep visitor fees as low as possible.

Film Production	0	$ 1,000,000	+$ 1,000,000

As above, the 1998 estimate presumed that the operator of the theater would absorb the costs of film production, and pass the cost on to visitors. As above, the Foundation has determined that it would rather add these costs to the fund-raising budget, in order to keep visitor fees as low as possible.

Ziegler's Grove Demolition & Landscape Restoration	$ 1,400,000	$ 4,000,000	+$ 2,600,000

Costs to remove the current visitor facilities have increased due to better estimates of the costs of removing of hazardous materials imbedded in the building construction, and the suspected existence of a former town dump underneath a portion of a parking lot.

Other Related Costs & Fees	$ 575,000	$ 459,119	-$ 115,881

Includes loan fees, appraisals, title insurance, real estate taxes, etc.

Interest	$ 2,700,000	$ 2,475,000	-$ 225,000

Expected interest cost on loans throughout the life of the project.

Endowment	0	$10,000,000	+$10,000,000

The 1998 budget did not include an endowment. The Foundation has proposed, and the NPS has agreed, to provide an endowment to be used to assist with ongoing annual building maintenance and preservation of the park's collection of Civil War artifacts.

Administrative & Fundraising Costs	0	$10,071,305	+$10,071,305

Includes fundraising and external relations efforts, foundation staff salaries, and office and administrative costs. The 1998 estimate did not include these costs, but was based upon the "net" required fundraising (i.e., the net fundraising required for the project, after the costs of fundraising had been reimbursed.) The Foundation has proposed, and the NPS agreed, that the cost of fund-raising should be shown as part of the overall project budget.

Project Totals	**$39,284,299**	**$95,013,955**	**+$55,729,656**

GNBMF Museum & Visitor Center

March 6, 2002

The following is an area comparison between the GMP and current architectural floor areas.

	Proposed 1997 SF	**GMP 1999 SF**	**Current SF**
Welcome Center / Circulation	34,708	22,990	22,600
Guide Tour Center	Included above	4,600	included above
Museum/Circulation	20,906	23,760	**35,350***
Classrooms/Circulation	1,750	1,950	2,400
Library/ Research/Archives/Circulation	14,900	16,600	19,150
Cyclorama/Map/Theater/Circulation	27,145	34,000	39,000
IMAX Theater	15,738	0	0
Book/Museum Store	7,622	6,000	6,000
Natl' Geographic Store	3,056	0	0
Civil War Arts &Crafts Gallery	2,445	0	0
Gift Store	2,522	0	0
Food Service	12,144	4,500	4, 500
Administration	3,226	3,700	10,000
Total	145,802	118,100	139,000

***Includes new space not previously programmed: transition gallery space, temporary exhibit galleries and two interactive resource centers**

Mr. RADANOVICH. Thank you, Mr. Hoffman. We will wait until the second panelist is finished, then we will open up the panel for questions if you wish.

Mr. Wilburn, welcome, and again please begin your testimony and keep it within 5 minutes if you can. Don't mind if I interrupt and let you know you are going too long.

STATEMENT OF ROBERT C. WILBURN, PRESIDENT, GETTYSBURG NATIONAL BATTLEFIELD MUSEUM FOUNDATION

Mr. WILBURN. Thank you, Mr. Chairman. It is a pleasure to be here. I did want to point out just a bit of my background, because I think it becomes relevant in the discussion.

Prior to assuming the presidency of the Gettysburg National Battlefield Museum Foundation, I was the President and CEO of the Colonial Williamsburg Foundation, and prior to that I was President and CEO of Carnegie Institute in Pittsburgh, and in both of those capacities had responsibility for some very significant fund-raising activities.

A copy of my resume is attached to my written testimony. I would like both of those to be made part of the printed record.

In his Gettysburg Address, Abraham Lincoln talked about a new birth of freedom, and I really wish to thank you for the opportunity to appear before you today to discuss what I think is a once in a lifetime opportunity for a new birth at Gettysburg.

The Subcommittee is very familiar with the challenges that confront the Gettysburg National Military Park, and Senator Santorum spelled that out quite clearly: The aging facility that cannot accommodate the growing numbers of visitors each year, exhibitry that because of space and technology limitations cannot sufficiently meet today's visitor expectations, or our own educational objectives and a world class collection of Civil War artifacts that is in danger of deteriorating beyond repair because of inadequate facilities.

I would like to spend my time today providing a report on our activities to date, our interactions with the Park Service and a progress report on our fund-raising. The Foundation was established to work in partnership with the National Park Service to restore and preserve this national treasure.

In addition to construction of the state-of-the-art museum and visitor's center, the partnership has also designed to enhance roads and infrastructure, to acquire additional land to expand the park's buffer area, and restore and preserve portions of the battlefield and the park's collection of Civil War artifacts, including the historic Cyclorama painting.

Since my appointment in October of 2000 I have devoted my time to developing a fund-raising and financial management plan while at the same time recruiting a board of directors and convening a design team to complete a detailed concept for the new building.

In July of 2001, following a nationwide search, the Foundation, in partnership with the Park Service, engaged a renowned architectural firm and an experienced design team. For 6 months the two firms, the Foundation and the Park Service collaborated on a conceptual design that you see before you that both blends into the

rural Pennsylvania landscape, and uses state-of-the-art exhibitry to tell the Gettysburg story.

We released these designs in January to wide public acclaim. The renderings of the design concepts are included in my testimony as Attachment 4. With conceptual design in hand, we now begin the act of fund-raising to break ground as planned in 2004.

I know that there has been some concern expressed about the growth in the project budget since approval of the general management plan, but I do think it is important to distinguish between a preliminary estimate based on a very generalized plan, and a budget that reflects detailed conceptual plans as well as a careful study of the specific program elements needed to fulfill the project mission.

The $95 million cost estimate includes some elements not in the GMP; For example, the $10 million endowment to provide ongoing support for building maintenance and preservation. There were also elements in the GMP for which the Foundation did not initially have responsibility.

In the process of developing the project, we identified opportunities to significantly improve the visitor experience, which would also require additional funds; I think one of the best examples is, the cost of restoring the historic Cyclorama painting. That has increased from the original estimate of $1 million to $5-1/2 million because we plan not only to restore the current painting, but also to replace parts of the original painting that have been lost over the years.

Now, when this painting was first displayed in the 1880's the experience was said to be so realistic that grown men wept. To restore the Cyclorama's full integrity and ensure the maximum impact on its visitors, the missing elements, the sky and the diorama really need to be replaced.

In short, we agreed to view the program enhancements like this not as fund-raising challenges but as opportunities. The Foundation was pleased to take on the responsibility of raising additional funds to make sure that the Gettysburg experience reaches its full potential.

I should also note that our goal was entirely consistent with capital campaigns underway right now at other nationally historic significant history sites. For example, Monticello today is raising a hundred million dollars to build a new visitor's center and some related program needs.

In Philadelphia, as you mentioned earlier, the new Constitution Center and Independence Hall visitor's center will raise some $225 million for that project.

And Colonial Williamsburg, where I was formerly, is in the midst of a capital campaign for some $500 million. To date we have raised about 10 percent of our goal, but this reflects a very deliberate and orderly process. Experience tells us that fund-raising for large projects of this nature do not go very far until potential donors can see what they are supporting, they can see a design. People want to know what they are buying.

Based on the response thus far to the conceptual plans, I can report that people feel very strongly about Gettysburg, feel very strongly about the need to restore it, are very excited about the

plans that we have developed, and want to take advantage of the educational opportunities that are presented.

Our aim now is to translate that sentiment into the necessary financial support, and we consider this really the opportunity of a lifetime to build something of lasting significance. But, more than that, preserving and enhancing the Gettysburg National Military Park is the responsibility that we all assume for future generations.

And I think, if anything, the sense of responsibility for this has really heightened since September 11th. Gettysburg visitors today seem more eager for understanding the forces that have shaped America, enabled us to overcome the agony of civil war. If we make the most of this once in a lifetime opportunity, the restoration of the battlefield and the new museum and visitor's center will enable us to better fulfill our mission and ignite in our visitors a passion to learn.

Thank you.

[The prepared statement of Mr. Wilburn follows:]

Statement of Robert C. Wilburn, President, Gettysburg National Battlefield Museum Foundation

Mr. Chairman and members of the subcommittee:

My name is Robert Wilburn and I am President of the Gettysburg National Battlefield Museum Foundation, a position I accepted in October 2000. Before joining the Foundation, I spent seven years as president and CEO of the Colonial Williamsburg Foundation and eight years as president and CEO of the Carnegie Institute. I also served six years in the cabinet of former Pennsylvania Governor Dick Thornburgh, first as Secretary of Budget and Administration and later as Secretary of Education.

(A current resume is attached at (1).)

I wish to thank you for the opportunity to appear before you today to discuss the partnership of the Museum Foundation and the National Park Service. The mission of the partnership is to tell the story of the Gettysburg Campaign, to restore and properly preserve the sacred ground—and the significance—of America's most revered Civil War battlefield, to preserve and exhibit Gettysburg's priceless collection of artifacts and archives, including the historic Cyclorama painting, and to give visitors a deeper, more lasting appreciation of what happened there. To accomplish this mission, the Museum Foundation will raise the necessary funds to restore significant portions of the battlefield and to design, build and operate new museum and visitor center facilities to enhance the Gettysburg experience for the nearly 2 million visitors who come to the park each year.

(Attachment (2) lists members of the Foundation Board of Directors who have been appointed as of the date of this testimony, the distinguished historians who are members of the Gettysburg Museum Advisory Committee, and the members of our National Council, who have agreed to work closely with us to support our fundraising and outreach efforts.)

On a personal level, I appreciate your interest in our efforts to enhance the Gettysburg experience, and I am delighted to have the opportunity through this subcommittee to inform the Congress and the American people about our hopes and our goals. I also understand your determination that the funds are spent wisely and that the project moves forward in a manner consistent with the direction of Congress, which is the ultimate steward of our National Park System.

I am humbled by the responsibility I have been granted to share in the preservation and enhancement of our national treasure at Gettysburg. I also am very proud of the Museum Foundation's efforts to date, our partnership with the Park Service, and the conceptual design plan for the park. I hope that after our discussions today, you will begin to share my enthusiasm for this project.

Before responding to your questions, I would like to spend a few moments discussing our vision for the museum, the visitor center and the Gettysburg experience. I also would like to talk about its importance to America, especially at a time when our commitment to freedom and democracy is once again being put to the test.

The Vision and the Challenge

For me, the opportunity to help improve the Gettysburg experience is the capstone of a gratifying career spent seeking out ways to excite and inspire people about their history. I believe strongly that the preservation of our heritage is a sacred responsibility. With my biases out front, I would like to share some of the vision and the solutions identified by the park service and the Museum Foundation, following several years of public study and discussion.

In the Gettysburg Address, Abraham Lincoln talked of a "new birth of freedom." Today, I believe the public-private partnership between the National Park Service and the Museum Foundation offers a once-in-a-lifetime opportunity for a "new birth" for Gettysburg.

The heart of our effort is the new Gettysburg museum and visitor center, which will enhance the resources of the park and enable us to protect the sacred ground of our most revered Civil War battlefield. By properly restoring and preserving the battlefield and the park's collection of artifacts, we can give visitors a deeper, more lasting appreciation of the events and the meaning of Gettysburg and help them connect that battle with America's continuing commitment to freedom around the world.

I believe that Gettysburg's programs and exhibits need to invite exploration of our history. They must help us better understand the forces that shaped our national character, and move us to recommit ourselves to the principle that people can govern themselves.

(Attachment (3) are op-eds I have written in the last year—for the Pittsburgh Post Gazette and the Civil War News—that describe in greater detail my sense of the importance of Gettysburg and the role it can play in exciting Americans about their heritage.)

Let me tell you some of our goals:

- We want to educate and to inspire; to promote learning by creating the kind of excitement that makes people thirst to know more.
- We want people to leave Gettysburg with a deeper, more lasting appreciation of what happened there.
- We want people to have a rewarding experience, and also to stir their emotions and enable them to imagine what it was like for the soldiers who battled on Gettysburg's fields and hills in the first days of July in 1863.
- We want to create a connection with the events of 1863 and to extend that connection to the town—its architecture, its history and its people. For the fullest understanding, visitors should know the town of Gettysburg as well as the battlefield.

To achieve those goals, we need to respond to some very significant challenges.

As you know, for years the park service has lacked the money and other resources to properly preserve the collections and artifacts in its possession at Gettysburg. Nor has it had the resources to provide visitors with the critical understanding of the battle and its impact on our nation.

The battlefield park is being overwhelmed by visitors. Nearly 2 million people visit Gettysburg every year. They come from every part of the world and, right now, they are not getting all that they might from the experience. There are simply too many people for the facilities that now exist.

The visitor center is equipped to handle about 400,000 people a year—but almost five times that many come to the battlefield each year. The park has been pushed beyond the breaking point. If you visit Gettysburg during a busy season, one thing is certain—you will wait in line. You will wait to park, you will wait for tickets, and you will wait to tour exhibits.

The issue is not just about size. The existing facilities do not meet the expectations of today's visitors: They do not take advantage of modern communications tools. They do not take account of what we've learned over the years about using our collections to educate and inspire.

Nor do they provide proper protection for the Cyclorama painting or the other artifacts, manuscripts, letters and photos housed at the park. Until recently, these precious gems of our heritage were deteriorating each day, taking bits of our history with them forever. The facilities that housed these irreplaceable objects were woefully substandard. They lacked temperature and humidity controls, dust protection, and fire protection.

Thanks to a grant from "Save America's Treasures," the park has been able to move the collections into temporary facilities, so deterioration has been halted. But that's just a temporary solution. We must provide museum-standard, environmentally controlled space to ensure permanent protection, preservation and display.

One of the most precious objects in the collection is the 26 foot by 370 foot Cyclorama painting, entitled "The Battle of Gettysburg." Created in 1884, this

magnificent painting is truly an interpretive icon of the 19th century. Unfortunately, the building in which it is currently displayed was not properly designed for this task. In addition, it has structurally failed, exposing the painting to excess humidity as well as structural stress. Painting conservators have warned us that if these conditions are not corrected, we face catastrophic separation of pigment from canvas.

The visitor experience also is undermined by inappropriate siting of modern buildings and facilities. Because of these intrusions, visitors struggle to picture Gettysburg as it existed nearly 140 years ago. Facilities stand atop some of the most significant and fabled battlefields. The ground where the union repulsed Pickett's charge; the blood-soaked terrain of Cemetery Ridge; the greenery of Ziegler's Grove—are today occupied by buildings and parking lots. Buses and cars compete to park where soldiers struggled and died.

The Foundation's partnership with the park service is designed to change all of that by raising the necessary funds to restore and preserve this national treasure for future generations. The partnership will:

- Provide the American people with a state-of-the art museum and visitor center.
- Ensure high quality interpretation and educational opportunities.
- Restore and fully protect the Cyclorama painting.
- Protect and provide for proper display of artifact collection.
- Return significant portions of the battlefield, now paved over and covered with buildings, as close as possible to their state in 1863.
- Acquire additional battlefield land to expand the park's buffer area and provide a "decompression zone" to give visitors a better sense of what Gettysburg was like 140 years ago.
- Create a permanent endowment to support ongoing annual building maintenance and preservation of the park's collection.

A Progress Report

That is the vision. As the subcommittee considers our plans, it also may wish to know more about the events that led us to this point, our interactions with the park service and the progress of our fundraising. In addition, I am aware of some concerns about the project budget and some apprehension that our reach may exceed our grasp. These are appropriate questions.

Let me begin with a quick summary of the Museum Foundation and the partnership.

The Museum Foundation was established in 1997 to address the needs of the Gettysburg National Military Park, as outlined in the park's General Management Plan. From the beginning, the Museum Foundation believed that a partnership with the park service would be the best way to address the challenges facing this historic treasure. Toward that end, we created an advisory board of noted Civil War scholars for assistance in developing the interpretive plan.

In addition to a new museum and visitor center, the partnership is designed to enhance roads and infrastructure, acquire land, restore the Cyclorama painting, restore historic landscapes, preserve and enhance display of the park's collection of Civil War artifacts, and equip and furnish the new facilities. The Museum Foundation also agreed to run the new visitor center and, after 20 years, to donate the land, building and facilities to the park service.

Since my appointment as Museum Foundation president in October 2000, I have devoted much of my time to developing a fundraising and financial management plan and completing a fundraising feasibility study, while at the same time recruiting a board of directors and convening a design team to complete the detailed concepts for the new building.

In July 2001, following a nationwide search, the Museum Foundation, in partnership with the park service, engaged the architectural firm of Cooper, Robertson & Partners, whose work includes Monticello, the city of Charleston, SC, the Museum of Modern Art in New York City and Lincoln Center. We also selected the exhibit design firm of Gallagher & Associates, which has provided similar services for the Smithsonian, the visitor center at Yellowstone National Park, the Museum of Jewish Heritage and the Maryland Museum of African American History and Culture in Baltimore.

For six months, the team—composed of representatives from the Museum Foundation, the park service, the architect and the exhibit designer—met frequently to develop a conceptual design for the building that, on the one hand, blends into the rural Pennsylvania landscape while at the same time uses state-of-the art exhibitory to tell the Gettysburg story. In January we released the conceptual design for the facilities. The design has received wide public acclaim.

(Renderings of the conceptual design for the building, as well as a ground floor rendering of the building interior, are at Attachment (4).)

We also have identified the first nine members of our board of directors and are involved in discussions with a number of prominent individuals about joining this group. Our goal is a well-rounded and diverse board with appropriate interests and expertise. The board, as well as the advisory committee of historians, participated in the review of our conceptual design plans.

With the conceptual design in hand and an initial group of directors in place, we are now moving into active fundraising and plan to raise sufficient funds to allow for groundbreaking as planned in 2004.

Gettysburg Community Embraces the Project

However worthy our goals for the park, we cannot truly fulfill our objectives without the involvement and support of the citizens of Gettysburg. With that in mind, we continue to keep interested local citizens, community and business leaders, and public officials in the greater Gettysburg area informed about our progress, and to solicit their input. Our board and advisory committees include representatives from the community; we also are an active partner in the Main Street Gettysburg coalition. We view the project for which we have responsibility as an important component of a variety of programs and activities underway to enhance the Gettysburg experience for our visitors.

One cannot fully experience the battlefields without also experiencing the town, which itself was a site of military action where soldiers camped, fought and died. We want to extend visitors' stays in Gettysburg, to encourage them to experience the town and to return for repeat visits. We support the park service's plans to develop an improved transportation system that will reduce traffic backups and move visitors more easily and efficiently from the visitor center to the town and back.

I am pleased to report a positive response from the people of Gettysburg, who I believe have grown more enthusiastic as our plans have taken shape. Just last week we had a very positive public meeting in Gettysburg with members of the park's Advisory Commission. This meeting gave us an opportunity to answer many questions posed by commission members and residents, and I was pleased that we continued to receive only favorable comments about our plans.

Project Details Shape the Budget

There has been some concern about growth in the project budget since Congressional approval of the General Management Plan (GMP) in 2000. It is important to recognize, however, the distinction between a preliminary estimate based on a very generalized plan and a budget that reflects detailed conceptual plans as well as careful study of the specific program elements required to fulfill the project mission.

The $95 million cost includes some elements not in the GMP number—for example, the $10 million endowment to provide ongoing support for building maintenance and preservation of the collection. Administrative and fundraising costs, which had been netted out in the GMP, now are explicitly accounted for.

There also were elements in the GMP that the Museum Foundation supported but for which we did not initially have responsibility. In the process of developing the project, we identified opportunities that would significantly improve the visitor experience but which would also require additional funds.

For example, the cost of restoring the historic Cyclorama painting has increased as the Museum Foundation pledged to not only restore the current painting, but also to replace parts of the original painting that had been removed and lost over the years. When the painting first was displayed—in the 1880s—the experience was said to be so realistic that grown men wept. To restore the Cyclorama's full integrity and to ensure maximum impact on the visitor, the missing elements need to be replaced.

Another exciting element of the visitor experience will be the inclusion in the museum and visitor center of open storage space—something not originally anticipated—that will allow visitors to see more of the park's world-class collection of artifacts.

The costs for offsite improvements, such as overflow parking and restoration of adjacent lands, will add $4.4 million that was not originally budgeted but which will enhance the visitor experience. The Museum Foundation also has assumed responsibility to raise $1 million for an interpretive film and $5.5 million in building and exhibit fit-out costs that otherwise would have been passed on to visitors.

In short, the Museum Foundation agreed to view these program enhancements not as fundraising challenges but as opportunities. We were pleased to take on the responsibility of raising additional funds for these enhancements to make sure the Gettysburg experience reaches its full potential.

I should also note that our campaign goal is entirely consistent with capital campaigns underway right now at other nationally significant historic sites. Monticello, home of Thomas Jefferson, is in the midst of a campaign to raise $100 million for a new visitor center and other program needs. In Philadelphia, the new Constitution Center and Independence Hall Visitor Center, have as their campaign goal $225 million. And Colonial Williamsburg is in the midst of the first capital campaign in its history, with a goal of $500 million.

Fundraising Update

To date, we have raised about 10 percent of our goal. This reflects a very deliberate and orderly approach.

We first established a fundraising plan and conducted a donor prospect assessment to measure our opportunities and refine our fundraising strategy. Next we identified the architect and exhibit design team, and completed conceptual design concepts. Experience shows that fundraising for large projects of this nature do not get very far until donors can see a design and renderings. People want to know what they are supporting.

We have identified many potential donors and had preliminary conversations with a number of them. Election of board members also has been an important step in this process. Now, we are ready to go. Based on the response to the conceptual plans, I can report that people feel very strongly about Gettysburg and the need to restore it and take advantage of the educational opportunity it presents. Our goal is to translate that sentiment into the necessary financial support.

A Classroom of Democracy

We consider this effort the opportunity of a lifetime to build something of lasting significance. But more than that, preserving and enhancing the Gettysburg National Military Park is a responsibility that we all assume for future generations. This sense of responsibility has been heightened since September 11. In that regard, I should note that the renewed spirit of patriotism that we all have seen emerge from that tragic day is also visible at Gettysburg. Park guests seem more contemplative and more eager for understanding of the forces that have shaped America and enabled us to overcome the agony of Civil War.

If we make the most of this once-in-a-lifetime opportunity, the restoration of the battlefield and the new museum and visitor center will enable us to better fulfill our educational mission and ignite in our visitors a passion to learn. By bringing to life the experiences of 1863, we can help Americans better see the links between the struggles of the Civil War and the challenges we face today.

Nearly 140 years ago, President Lincoln came to Gettysburg to honor the dead. On that occasion, he urged Americans to be "dedicated here to the unfinished work" of freedom and democracy. Today, another generation has picked up that torch. Preserving the battlefield of Gettysburg and making it a classroom of democracy is one way to advance the unfinished work that Abraham Lincoln laid before us.

Thank you.

[Attachments to Mr. Wilburn's statement follow:]

ROBERT C. WILBURN

Post Office Box 248
New Derry, PA 115671

Telephone: (724) 694-2836
Fax: (724) 694-3112

President/CEO Gettysburg National Battlefield Museum Foundation	2000-
Co-Founder CompleatBank.com	1999-
Distinguished Service Professor Carnegie Mellon University	1999 –2000
President/CEO The Colonial Williamsburg Foundation The Colonial Williamsburg Hotel Properties, Inc.	1992-1999
President/CEO Carnegie Institute Carnegie Library of Pittsburgh	1984-1992
Secretary of Education Commonwealth of Pennsylvania	1982-1984
Secretary of Budget and Administration Commonwealth of Pennsylvania	1979-1982
President Indiana University of Pennsylvania	1975-1979
Vice President and Director of Financial Planning Group Vice President and Director of Management Science Chase Manhattan Bank	1972-1975
Policy Analyst, Office of the Assistant Secretary of Defense United States Department of Defense	1970-1972
Economist The President's Commission on an All Volunteer Armed Forces The White House	1969-1970
Economist, Directorate of Personnel Plans Headquarters United States Air Force	1967-1969

Attachment 1

CORPORATE BOARDS:

- Harsco Corporation 1985-
- Erie Insurance Group 1999-
- CoManage 1999-
- Dravo Corporation 1985-1993
- Crestar Financial Corporation 1997-1999

OTHER BOARDS:

- US Committee, International Council on Monuments and Sites (ICOMOS), Chairman
- Advisory Committee for the Thornburgh Archives Collection, University of Pittsburgh, Chairman

NATIONAL STUDY COMMISSIONS:

- Commission on the Academic Presidency, Association of Governing Boards 1995-1996
- State-Federal Technology Partnership Task Force, Carnegie Commission 1995-1996

FORMER BOARD APPOINTMENTS:

- Allegheny Conference on Community Development, Secretary
- American Association of Museums
- Bela Bartok Society of America, Founding President
- Carnegie-Mellon University
- Chatham College
- Citizens for the Arts in Pennsylvania, Vice-Chairman
- Duquesne Club
- Hampton Roads Partnership, Executive Committee
- Museum Trustee Association Advisory Council
- Pennsylvania Council on Economic Education, Founding President
- Pennsylvania Higher Educational Assistance Agency
- Pennsylvania Partnerships for Children
- Pittsburgh Convention and Visitors Center, Vice Chairman
- The Pittsburgh Cultural Trust
- Pittsburgh-Wuhan Friendship Committee, Chairman
- Shadyside Hospital
- The College of William and Mary, Board of Sponsors, School of Business Administration
- Transplant Oversight Committee

- Trinity College (Washington, DC)
- Urban Libraries Council, President
- Virginia Governor's Advisory Council on Revenue Estimates
- Virginia Tourism Corporation
- Water and Sewer Authority of Pittsburgh , Chairman
- World Affairs Council

HONORS:

- Pittsburgh Center for the Arts Award 1993
- Vectors Man of the Year Award 1992
- Vectors Man of the Year for the Arts Award 1989
- University of Pennsylvania School of Veterinary Medicine—Centennial Award
- Hahnemann University—Doctor of Laws
- The University of Scranton—Doctor of Laws
- Pennsylvania College of Optometry—Doctor of Laws
- Duquesne University—Doctor of Humane Letters

EDUCATION:

- Princeton University, Doctor of Philosophy, Public Affairs (Economics) 1970
- Princeton University, Masters in Public Affairs (Economics) 1967
- United States Air Force Academy, Bachelor of Science (Economics and Engineering) 1965

MILITARY SERVICE:

Captain, United States Air Force

PERSONAL:

Married to Patricia Ellen Wilburn, MBA, CPA
Four children

GETTYSBURG NATIONAL BATTLEFIELD MUSEUM FOUNDATION

Testimony of Robert C. Wilburn, President, to the Subcommittee on National Parks and Public Lands, House Committee on Resources concerning the National Park Service Museum and Visitor Center project at Gettysburg National Military Park March 21, 2002 (ATTACHMENT 2)

BOARD OF DIRECTORS

ROBERT A. KINSLEY
Chairman, Gettysburg National Battlefield Museum Foundation

ROBERT C. WILBURN
President, Gettysburg National Battlefield Museum Foundation

GABOR S. BORITT
Director, Civil War Institute, Gettysburg College

LTG (R) DANIEL CHRISTMAN
President and Executive Director, The Kimsey Foundation

DAVID LEVAN
Managing Partner, Battlefield Harley-Davidson

THOMAS A. PETRIE
Chair/CEO, Petrie Parkman & Company

THE HONORABLE RICHARD THORNBURGH
Of Counsel, Kirkpatrick & Lockhart

CHRISTINE TORETTI
Chair, S.W. Jack Drilling Co.

GEORGE WILL
Syndicated Columnist, ABC News Analyst

GETTYSBURG MUSEUM ADVISORY COMMITTEE

DR. GABOR S. BORITT
Director, Civil War Institute, Gettysburg College

DR. ERIC FONER
Department of History
Columbia University

DR. GARY W. GALLAGHER
Corcoran Department of History
University of Virginia

MS. OLIVIA MAHONEY
Chicago Historical Society

DR. JAMES M. MCPHERSON
Department of History
Princeton University

DR. DWIGHT T. PITCAITHLEY
Chief Historian
National Park Service

MR. ROBIN REED
Director
Museum of the Confederacy

DR. NINA SILBER
Department of History
Boston University

GETTYSBURG MUSEUM NATIONAL COUNCIL

JOHN F. DONAHUE
Chairman and Director, Federated Investors, Inc.

KURT L. SCHMOKE
Partner, Wilmer, Cutler & Pickering

C:\Gettysburg\Gettysburg Public Relations\BRD-GMAC-NC Testimony Attachment 2 3-21-02.doc

PITTSBURGH POST-GAZETTE ■ WEDNESDAY, JULY 4, 2001

MIDWEEK PERSPECTIVES

ROBERT C. WILBURN

The second Independence Day

In July 1863, soldiers in blue and gray met at Gettysburg and decided the fate of American democracy

The Fourth of July invokes many images: parades, family barbecues and fireworks. More soberly our thoughts may turn to the nation's Founding Fathers who pledged their lives, their fortunes and their sacred honor to independence, or to the bravery of soldiers, defending independence on the field of battle — at Bunker Hill or Belleau Wood, at Iwo Jima or in the jungles of Vietnam.

In my mind's eye, I see Gettysburg: a battle so ferocious it is said it could be heard well into Western Pennsylvania. There, on the first three days of July in 1863, soldiers in blue and gray may well have decided the fate of American democracy.

Fought eerily close to the anniversary of that first Independence Day, and on fields that were little more than a hundred miles away from that first declaration in 1776, the Battle of Gettysburg can arguably be considered America's second Independence Day — a decisive confrontation of the Civil War. The Union victory there ended the Confederacy's last significant incursion into the North and, history now tells us, marked the beginning of the end for Gen. Lee's valiant Army of Northern Virginia.

Gettysburg remains relevant today, and no more so than on this July Fourth, because it symbolizes more than a battle. It is, first of all, a synonym for a "new birth of freedom," as Mr Lincoln noted. It also is a reminder of a national commitment: the commitment of patriots — north and south — who dedicated themselves to a cause.

In the century following independence from Britain, Americans had tended to give their allegiance to a state or a region. Newspapers wrote of the nation as a collection of individual states and referred to their combination in the plural as "the United States are."

However, as the war drew to its close, Abraham Lincoln summoned all Americans to act "with malice toward none," and "to bind up the nation's wounds." Upon accepting Gen. Lee's surrender, Ulysses Grant allowed the Southern soldiers to keep their guns and their horses, and sent them home to tend their farms and rebuild. While a bitter period of Reconstruction intervened, likely that initial generosity of spirit was the mortar that helped bind together a new, more united nation.

A statue at Gettysburg representing a soldier from the 72nd Pennsylvania Infantry during Pickett's charge.

Ironically, and perhaps uniquely among the world's civil wars, this brutal conflict is a reminder that we can rise above even the most terrible division and come together as a nation to achieve greatness. In a very real sense, the national loyalty that we celebrate each Fourth of July is a legacy of Gettysburg.

For Americans, Gettysburg also is a legacy that honors the valor of all the men who fought there. Scant years after the bitterest of fights, veterans from both armies began returning to Gettysburg to jointly honor fallen comrades and to commemorate their sacrifices. Today, national holidays, battlefield memorials, and battle re-enactors recognize equally the sacrifices and courage of both blue and gray.

With the conflict behind, Americans returned to the nation's great experiment in "government of the people, by the people and for the people." That experiment in democracy, 225 years old today, still flourishes as a model for the world — and an inspiration to those seeking freedom no matter where they live.

With more than 1.7 million visitors each year, Gettysburg is among America's most visited historic sites. Each visitor sees something a little different and experiences his or her own emotion. Some may imagine the smoke of battle or the heroism of Pickett's charge. Others may wonder about generals' strategies or muse of the loyalties that brought the soldiers here. Still others may consider the impact of the battle on the townspeople, or wonder about the loved ones left behind.

To me, Gettysburg represents the triumph of an idea that, over the last two centuries, has resonated in virtually every corner of the world. On this Fourth of July, across America, and every day at Gettysburg, we celebrate our commitment to that goal: the idea, as Lincoln said, that people can govern themselves and that self-governing people can build an enduring nation "conceived in liberty and dedicated to the proposition that all men are created equal."

It is an idea that has and will continue to inspire generations of Americans for centuries to come.

Robert C. Wilburn is president of the Gettysburg National Battlefield Museum Foundation. He is a former president of the Carnegie Institute and of the Colonial Williamsburg Foundation, and served in the administration of Gov. Dick Thornburgh. He lives in New Derry, Westmoreland County.

Attachment 3A

THE CIVIL WAR NEWS

VOL XXVII No. 10. November 2001 — For People With An Active Interest in the Civil War Today! — 72 Pages $3

Preservation News

By Robert C. Wilburn

I recently had the opportunity to talk with the (British) CEO of an American company who had taken his children on a tour of the Gettysburg battlefield. He told me that by the time they were done, his children — ages 8 and 12 — were at a point where they were ready to learn anything about American history.

Making that kind of connection, feeding that hunger for knowledge, fulfilling that desire to know and understand more about our history: That is the challenge that Gettysburg — and all Civil War battlefields — face. To succeed, we must do more than preserve our past. We also must find ways to use the memorials — the battlefields, the monuments and the artifacts — to excite and inspire and spark a desire to know more.

Today, the Gettysburg National Battlefield Museum Foundation is working in partnership with the National Park Service to preserve the resources of the park, to tell the story of the Gettysburg Campaign, and to give visitors a deeper, more lasting appreciation of the significance of what happened there. As we fulfill our mission, our success will be felt far beyond the boundaries of Gettysburg.

Surveys tell us the majority of Americans don't know their history. They're not interested in history. and they don't believe it's relevant to their lives today.

This is testimony to how history is taught in our schools. Too often, history is a survey course in which teachers are required to cover, equally, an enormous range of subject matter. We mechanically check off the boxes, but without digging deeply into anything.

At some time or another, most of us probably were required to memorize all or part of Lincoln's Gettysburg Address. But how many of us were challenged to understand what it meant? Without an exploration into its meaning, history *is* boring.

It's no wonder that states imposing standards of learning report that of all the subjects being tested, student scores in American history are among the lowest.

For many years now I have sought ways to excite and inspire people about their history. As an American I believe there is nothing more relevant to our lives than understanding how far we've come in our 225 years as a nation, how far we still have to go, and the roles each of us must play to ensure our nation's continued success.

With excitement and inspiration, learning is easy — a joy. Here, Civil War battlefields have an advantage because, unlike many other periods in our history, the Civil War already enjoys a great deal of interest: in the causes and consequences of the conflict, the valor of the soldiers, the strategies of the generals.

These inquiries offer more than mental exercise. Indeed, Americans' ability to honor the heroes in both Blue and Gray and to reunite after the bitterest of conflicts offers important insights into our character.

Consider that even with more than 600,000 dead, the gentleman's surrender at Appomattox still was possible. How could Grant have allowed the Confederates to walk away, taking their horses and sidearms with them? Why did the Union not hang Jefferson Davis? How is this country so different from the others throughout the world that have suffered through internal conflicts?

Gettysburg's programs and exhibits need to invite exploration of all of those issues, and many more.

For our historic sites to be successful, we must focus our efforts not only on preserving and restoring, but also on promoting learning. It would be impossible to justify the cost of restoring and maintaining an historic site if "results" were based on facts learned. From that perspective, it would be far more effective to write a book or produce a video or launch a web site.

The real value of our battlefields and our museums lies in the emotional response that sparks a desire to know more. We have a responsibility to get people excited and inspired. There are hundreds of thousands of parents with their children — and teachers with their students — who emerge from a trip to a Civil War battlefield eager to know more.

Our job in managing the battlefields is to channel that desire and help our visitors make the connections between what was happening in this country in the 1860s and what is happening in their lives today.

As I write this column, another Pennsylvania field has grabbed the nation's attention, along with skyscrapers in New York and the Pentagon outside Washington, D.C. The toll of September 11, 2001, make it the bloodiest day on American soil since another September day in 1862, when more than 5,500 soldiers were reported killed or missing at the battle of Antietam.

In the days since the terrorist attacks, visitors to Antietam, to Gettysburg, and to other Civil War battlefields have reflected on past heroes as they mourned the heroes of September 2001: passengers who rose to fight for freedom on the flight that crashed in Pennsylvania, the police and fire fighters and everyday citizens who died trying to save others in New York, and the rescue workers at the Pentagon.

As they heard stories of families traveling to the battlefields in search of loved ones lost in Civil War combat, visitors also were hearing of families waiting anxiously for any word about those apparently lost to terrorism.

Today, our nation faces another challenge to freedom. And our Civil War battlefields offer silent testimony to the triumph of an idea that, over the last two centuries, has resonated in virtually every corner of the world. Today, more than any time in our lifetimes, it is critically important that we do all we can to help our visitors connect with their past and draw lessons for the present and the future.

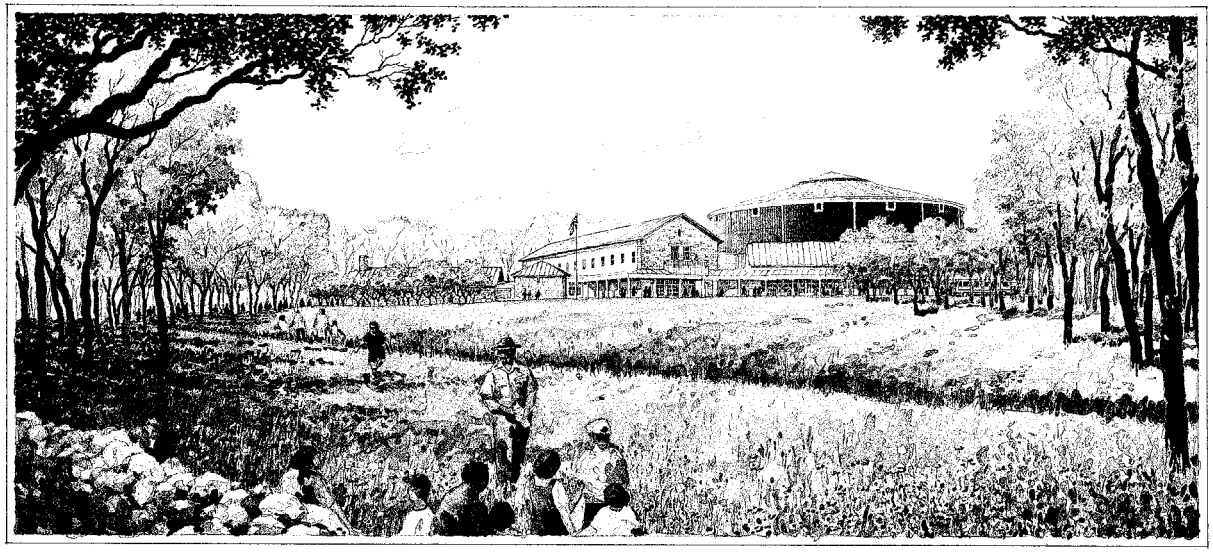
At these battlefields — every day — we celebrate America's commitment to an ideal laid down by our Founding Fathers 225 years ago: the idea, as Lincoln said, that people can govern themselves and that self-governing people can build an enduring nation "conceived in liberty and dedicated to the proposition that *all* men are created equal."

(Wilburn . . . page 27)

It is an idea that continues to inspire generations of Americans, now more than ever before.

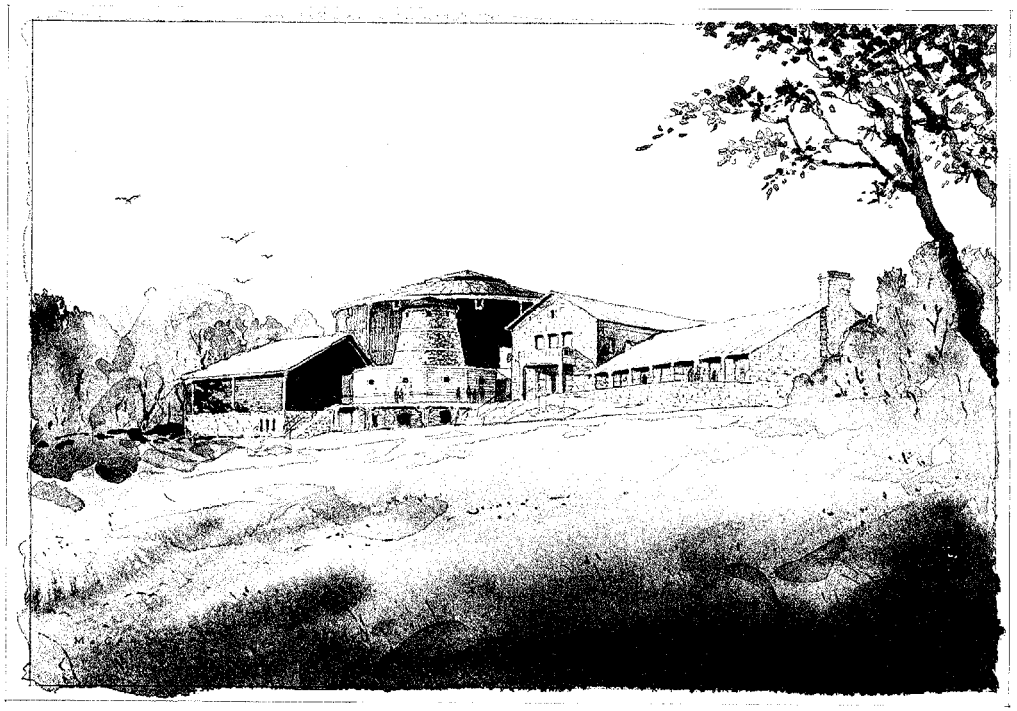
Robert C. Wilburn is president of the Gettysburg National Battlefield Museum Foundation, a private, nonprofit educational organization established in partnership with the National Park Service to preserve the resources of the park, to tell the story of the Gettysburg Campaign, and to give visitors a deeper, more lasting appreciation for what happened there. He is a former president of the Colonial Williamsburg Foundation and the Carnegie Institute, and served as secretary of education in the administration of Pennsylvania Governor Dick Thornburgh and as president of Indiana University of Pennsylvania.

Attachment 3 B



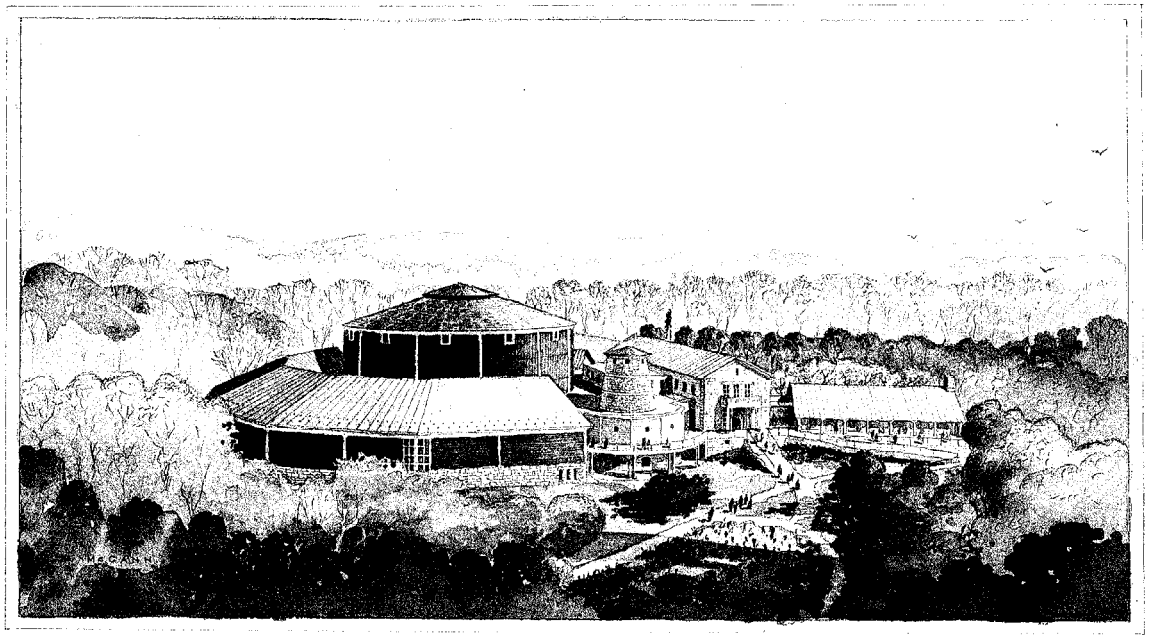
(A) Museum & Visitor Center
East Meadow

Attachment 4



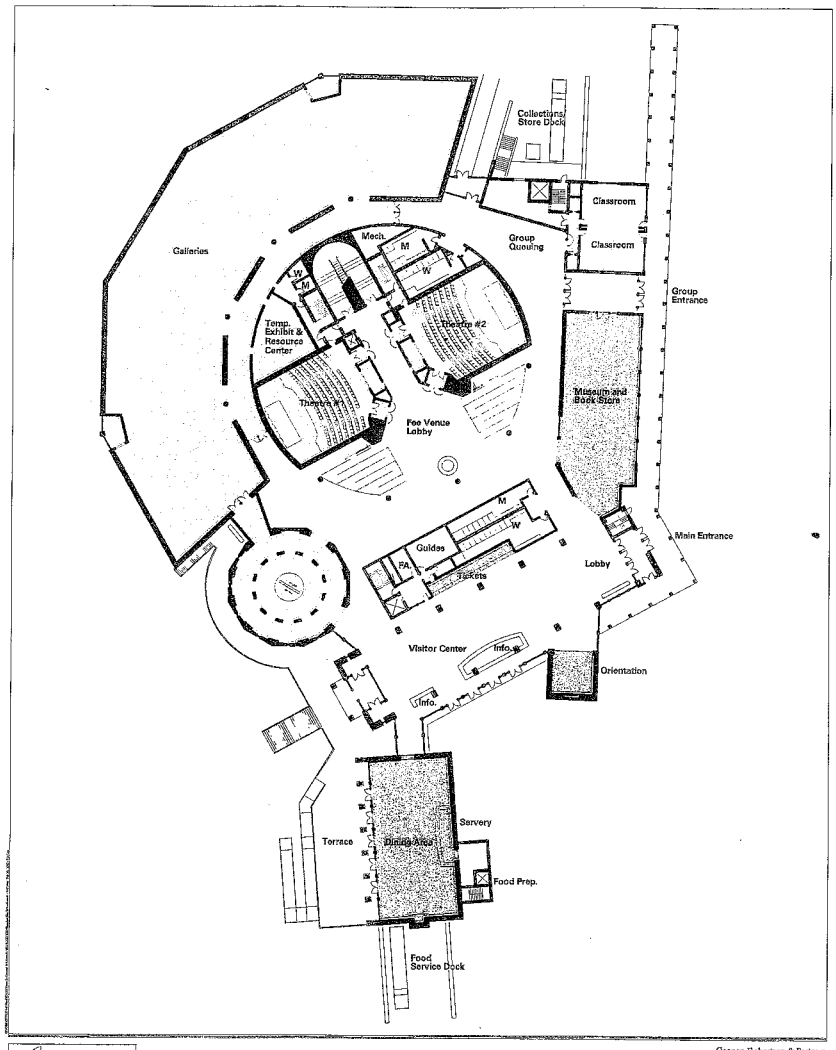
B **Museum & Visitor Center**
West Meadow

Gettysburg
NATIONAL BATTLEFIELD MUSEUM FOUNDATION



(C) **Museum & Visitor Center**
Bird's Eye - North West

NATIONAL BATTLEFIELD MUSEUM FOUNDATION



Gettysburg Museum and Visitor's Center

Ground Level Plan

Cooper, Robertson & Partners
Architects
Anderson Anderson, Ltd.
Landscape Architects
Ove Arup & Partners
Structural Engineers
Allied Solar Walker
Mechanical Engineers
Gallagher & Associates
Exhibit Designer

Foundation Sees "New Birth for Gettysburg;"
Says Fundraising on Track for Groundbreaking in 2004

Gettysburg, Pa. (March 21, 2002) – Gettysburg National Battlefield Museum Foundation President Robert Wilburn told Congress today that a partnership between the Foundation and the National Park Service seeks "a new birth for Gettysburg" to help the park's nearly two million annual visitors better understand the causes and consequences of the Civil War and appreciate its link to today's challenges.

"Preserving and enhancing the Gettysburg National Military Park is a responsibility that we all must assume for future generations," Wilburn told the House Subcommittee on National Parks, Recreation and Public Lands. "If we make the most of this once-in-a-lifetime opportunity, the restoration of the battlefield and the new museum and visitor center will enable us to better fulfill our mission and ignite a passion to learn."

The Foundation and the park service are cooperating on a plan to build a new museum and visitor center, reclaim battlefield areas and return them to their natural state, and to preserve and display the park's extensive collection of Civil War objects and artifacts. The plan also includes restoration and preservation of the giant Cyclorama painting, a 360-foot circular depiction of the ill-fated "Pickett's Charge" of Confederate infantry into Union fire.

Fundraising on Track

Wilburn said the recent completion of a detailed conceptual design plan and election of the first members of the Foundation's new board of directors signaled the start of active fundraising that will make it possible to break ground in 2004.

"The designs and renderings are key to fundraising because potential donors want to see what they are supporting," he explained. "Now, we are ready to go, and I am confident we will reach our targets."

Wilburn also said he is pleased by the recent completion of a $95 million project budget that compares favorably with plans for other nationally significant historic sites that are now raising funds for expansion, enhancements, and modernization.

He noted that Monticello, Thomas Jefferson's Virginia home, is raising $100 million for a new visitor center and other programs; that the new Constitution Center and Independence Hall project in Philadelphia, Pa., is seeking $225 million in public and private money; and that Colonial Williamsburg is in the middle of a $500 million campaign.

-more-

P. O. BOX 4224 / GETTYSBURG, PA / 17325-4224 / PHONE (717) 747-9333
1575 I ST., N.W. / SUITE 425 / WASHINGTON, D. C. / 20005 / PHONE (202) 216-9030 / FAX (202) 216-9031

Foundation to Fund Vital Program Enhancements

Wilburn told the panel that the Foundation will take on responsibility for funding a number of enhancements identified during a review of the program with the park service.

"We identified a variety of enhancements that will better protect the treasures of Gettysburg and also improve the visitor experience," he said. "Some might view these enhancements as fundraising challenges. We see them as opportunities."

For example, he noted that the Foundation has pledged to not only restore the Cyclorama painting, but also to replace original features such as the sky and a three-dimensional diorama that were removed and lost years ago.

"When the painting was first displayed in the 1880s, the experience was said to make grown men cry. To restore the Cyclorama's full integrity and to ensure maximum impact, we intend to replace the missing elements," Wilburn said.

He also noted that the Foundation is planning a $10 million endowment to provide ongoing support for the new building and preservation of the collection. Another program enhancement is funding for open storage of the park's collection of Civil War objects so that visitors will see a larger number of artifacts.

"We believe Gettysburg should be a classroom of democracy; a place that educates and inspires; a place that honors America by promoting a better understanding of how the struggles of 1863 relate to the challenges we face today," he said.

# # #

Note: Please contact Dan Goldstein at 202-216-8919 or dgoldstein@gettysburgfoundation.org for a copy of Bob Wilburn's complete testimony.

Mr. RADANOVICH. Thank you, Mr. Wilburn. I do have a question for Mr. Hoffman. Can you tell me regarding the requirement that all of the cost of the building be raised before the construction can begin, to my knowledge the visitor's center is separated somewhat from the current operation of the Park. So it is really not a requirement to have the money so that you can go in and construct in a short amount of time, to allow the minimum amount of disruption is not the issue in this.

Is it more the requirement to have all the money raised more because of the price tag of the project and wanting to make sure that the fund-raising goals are going to be achieved as the reason why the requirement that all of that money has to be raised first?

Mr. HOFFMAN. I believe it is Park Service policy to have all of the money raised before a project is begun.

Mr. RADANOVICH. OK.

Mr. HOFFMAN. I think the important distinction here is that we need to distinguish between the $95 million that is the total fund-raising goal at this time and the part of that $95 million that is actually associated with the construction of the visitor's center and the related facilities.

Mr. RADANOVICH. So clarify for me, the Park Service will require the full 95 million raised, or give me a number.

Mr. HOFFMAN. 65 million.

Mr. RADANOVICH. And does the Park Service in the plan give a definite time that that money, the 65, has to be raised, datewise?

Mr. HOFFMAN. No. I believe that you have a time line in your written testimony.

Mr. WILBURN. What we have done in our financial management plan, we have a plan in which the funds would be raised over a 2-year period, which would enable us to start construction in the year 2004, and we are pretty much on that plan right now. But of course the real big push comes over the next 12 to 18 months.

Mr. RADANOVICH. Right. But the Park Service does not say that you will have this raised by this date, and on and on and on, right?

Mr. HOFFMAN. No, sir. I don't believe there is a precedent for setting an end line on this. Obviously we need to be prudent and responsible, that if there is only 10 or 25 percent of the money raised in a year and a half, we have got to sit back and seriously question the viability of this project. At the same time, I wouldn't want to see the project stopped if they had $60 million in the can on 2004 and some other prospects just down the road. And so it is very difficult to say at this point in time what is your drop dead date and what is your go forward date.

But we are somewhat in this case reliant upon the professional experience of Mr. Wilburn and the abilities of the Foundation board to raise the money.

Mr. RADANOVICH. It sounds like you have got, Mr. Wilburn, the date set and your job is cut out for you already. You have got a calendar.

Mr. WILBURN. Right. We have got a calendar. We have a time plan to raise the funds. But it is—in this business, and I know you have had experience with this with Yosemite, it is very difficult to set a specific date, a specific number of dollars, because you are working with individuals who are making major commitments, and

you really do have to adjust somewhat to their schedule rather than your own.

But we certainly have a management plan, a financial management plan and goals that we need to meet.

Mr. RADANOVICH. Thank you. Donna.

Mrs. CHRISTENSEN. Thank you, Mr. Chairman. I guess I would start with Mr. Hoffman, but either of you can answer. We still have some concerns about the fact that the plans were scaled back, the cost was scaled back, prior to the public comment period, and the fact that it was increased significantly since.

Doesn't the Department or the—that seems rather unusual that after public comment period on a particular project the plans would be to go ahead with the project that was greater in scope, size and cost. Doesn't the Department of Interior and the Park Service have any concerns about proceeding on something that the public really didn't have a chance to comment on, when there was so much opposition, even on the scaled-back plan?

Mr. HOFFMAN. I would defer to David on that one. I was not there doing that planning process.

Mr. HOLLENBERG. Good afternoon. For the record my name is David Hollenberg, H-o-l-l-e-n-b-e-r-g, and I think I would like to echo what Mr. Wilburn has said, is that the project—and what Mr. Hoffman has also said—is that the project is at the moment in conceptual design.

You can take a closer look at the drawings there. We don't believe that the design of the project that is represented in those drawings in any fundamental way, in any way, alters what the GMP said would be the components of the project.

There are areas of expansion. Attached to Mr. Hoffman's written testimony is a two-page summary of what it is that makes up the difference between 39 million and 95 million, and also what it is that makes up the difference between the original square footage in the GMP and the current square footage.

With respect to the square footage, you will see that there are three or four components that have increased cost. All of them are based on a collective perception of a better visitor experience; For example, open study storage so that a lot—more artifacts can be visible to the public than putting them behind closed doors; increased circulation at certain choke points in the design; interactive data banks that add square footage. There is a chart with the testimony that goes through what it is that has caused those increases in square footage, and we are convinced that those are in the public's interest to do that.

The components that were removed during the public process that made the project go from roughly 140,000 square feet to 118,000 square feet have not been put back in the project; three shops and the IMAX Theatre are all gone, and the cafeteria—reduction in size of the cafeteria.

Mrs. CHRISTENSEN. The other concern is that we had very detailed drawings and detailed information to justify this back in 1999. I understand what you are saying that you have made some changes that you think would better accommodate the public and that some of the things that we were concerned about were taken out.

But in 1999 we thought that we had some very detailed information about why it would cost so much less, and I still have some concerns about that, and I also have concerns remaining about the impact on the economy of the surrounding community. The cost and the maintenance of the facility is quite high. That means that the facility, the visitor's center is going to have to generate a lot of money, and to do that you are really going to have to be in competition with the community.

Mr. WILBURN. One of the things that I think that you have to recognize is that today Gettysburg, unlike some of—has two million visitors a year that come to Gettysburg and come to the visitor's center. It is just an enormous base on which to build. I think that the economic impact on the community is going to be dramatic.

The studies that were done when the GMP was being put together I believe showed a 30 percent increase in—$23 million positive impact on the community from the visitor's center. I think it is even going to be greater than that. I think, as was pointed out earlier in some of the comments, the real thing that is so important to getting the economic impact on the community is when you can get more and more overnight stays. And the average stay now in the Gettysburg area is in the—I believe it is the 6 to 8—4 to 8-hour time range. It is just getting to the cusp of where you are going to be able to have everyone staying a day longer.

If we had the time to go into the exhibit plans and into the interpretative core of this building, you would see all of the different ways in which we can get people excited about the Battle of Gettysburg and inspired about the causes and consequences of the Civil War. We are going to not only have people come back again and again to use those facilities, but we are going to increase the length of stay, and that is going to have a tremendous impact on the community, a very positive impact on the community. I am totally convinced that this is going to benefit the businesses in Gettysburg to a great extent.

Mrs. CHRISTENSEN. Thank you. I see that my time is up. I might have some further questions. But I will give my colleagues a chance and I will come back if we have a second round.

Mr. RADANOVICH. Thank you very much. As much time as you wish.

Mr. Souder.

Mr. SOUDER. We are used to political fund-raising where we have a plan and we can't go past Election Day. We tend to like very specific timetables.

I wondered in this plan, if either the Park Service or the Foundation has any flexibility built into this, if it would increase this cost—and part of the reason the cost went up before is inflation. Have you factored that in in a projection if it goes longer?

Mr. HOFFMAN. I believe the $95 million figure includes inflation projections for the cost of the facility based on the conceptual plans up to 2004.

Mr. SOUDER. So if it went longer it would be an additional cost?

Mr. HOFFMAN. No. If it went longer than that, yes, depending on what the rate of inflation is.

Mr. SOUDER. Does the Park Service have a reviewprocess—it was very interesting what you said, because that was a very logical

management thing to say, which is if they are at 5 million in 2 years, you go, hey, this isn't going to go. If they are just a little bit short, that is another matter.

Do you know, is there any kind of rule of thumb here, and then would there be a review of what the inflation might be in the intervening period?

Mr. HOFFMAN. I don't know that there is a rule of thumb on that. I think there are so many other factors that work into it, Mr. Congressman. You expressed an interest in possibly an appropriation of Federal dollars to help this if all of the fund-raising wasn't done. And so the climate for that kind of an appropriation is a factor that you would have to look at at that time. You would have to look at what the potential funders were saying if they decided not to fund the project.

There are a lot of points in this process where you have to review your plan and see how you are doing compared to your plan and make some executive decisions on either adjusting your plans, stopping the plans, or continuing forward with the plan. And there are so many potential circumstances that may come up, it is almost impossible to forecast how that might proceed.

Mr. SOUDER. It is important, and I think in the dollars, because of the gap from the first proposal, which was sketchy, to this one there is more nervousness than in many others. The scale of this compared to Colonial Williamsburg and Monticello, when you put it in that context it is one thing. But this was a jump, as you acknowledged. And I wonder in a general management plan, and understand I am enthusiastic about all of the changes. I think having a quality project will actually help you raise quantitatively an exponential increase in funding, greater than a lesser project would have—it would been harder to raise money possibly for a $40 million project than it will for a 90 if you capture the imagination. And I understand the fund-raising concept. If you have a lousy candidate you can't raise as much money if you have a good candidate in politics.

Mr. SOUDER. But at the same time, it is a little bit disconcerting, not necessarily with this project but in others with the National Park Service, clearly there were lots of conflicts in some of the hearings about location. This did not change location. This did not change kind of the fundamental conflicts we had on was it going to knock out and be the largest bookstore in the East Coast and knock out every bookstore in the area, was it going to have an IMAX. Those things were not changed, but there were some things changed. Why would not there have been a hearing just on the changes? Nobody wanted to refight the last battle at Gettysburg, so to speak, but it just seems as a course that when there is this dramatic change in dollars and in some goals, that there would have been at least some kind of an ability to have public comment and at least stay focused on the theme, the changes, which would have been cost, and the additional cost to the Cyclorama painting, so that the community would have felt like they had an opportunity and could not claim that there was not.

Mr. WILBURN. Sir, we have had many public sessions, in which we have described all of the changes and the costs. Just last week there was the official Gettysburg Advisory Committee that met in

Gettysburg and we presented the plans, the cost, the changes, and there was not one single negative comment made at that meeting. Everything was very positive.

Mr. SOUDER. What I would like to say, and I am not from an area that has a lot of public lands, and I am not—none that are particularly Federal, and I don't have a lot of the same vested interests. But I do know that many Members of Congress, and I, as I have seen it some from the Federal Government, I don't believe that this plan is weak, I believe it is incredibly strong. There is nothing to fear from public hearings. When you have public hearings you have some people who are against things and some people who are for things. I think that over time the majority of the Gettysburg community and the county and the area around it support this. That has never been the question.

But there is a difference between a public meeting where you are explaining what you are doing and a public meeting where people feel they actually have an ability to change a policy. The idea of the government management plan hearing is that people may or may not actually be able to change it there, but at least there is a participatory aspect to it. I think it is the type of thing that we have to watch as a parks policy.

We are going to get into these visitor center questions increasingly with private sector funding. Mesa Verde desperately needs a new visitor center. It is going to come up at Mesa Verde too, and it is going to come up at other parks, too.

I would strongly encourage the Park Service. I don't think there is anything to be ashamed of. You have been aboveboard. It is out there. But by not letting people have one more crack at it until they are basically exhausted, and actually listen to what they have to say, we are going to have these problems in other parks as well. It was such an extraordinary dollar jump, that is really the major thing. It wasn't so much policy jumps, but the dollar jump which may have been an error in the original projections because I didn't see this kind of drawing in the plan. I saw a blueprint with a conceptual with a developer who was actually trying to do a public service, but didn't have a dream attached to it, other than he wanted a new visitor's center. But it does seem to be something that in the Park Service policy, that this is going to be something that dogs us if we don't address it.

Mr. HOFFMAN. Let me, if I may, take a stab at what I believe I heard several questions to be. One is at what point do you decide that this is a significant enough change toward reopening the general management plan.

Mr. SOUDER. Not necessarily reopening, but adding additional discussion.

Mr. HOFFMAN. Right. It is by definition a general management plan and, as such, puts out general guidelines, general concepts of how the park unit will be managed over a coming period of time. As such, it has to have some flexibility to allow for changes that occur with time.

It is the belief of the Park Service that the principal components of this thing remain the same as those that were articulated in the general management plan and, therefore, within reasonable adjustment of the square footage of those components and the change in

cost because of acquiring new, more accurate information, do not constitute enough change to warrant going back and revisiting the whole general management plan issue.

The role of public input, NEPA provides for public input, but it is not the only basis on which the administration is required to make decisions. There are a host of laws that we must remain in compliance with. Much like you are elected to represent your constituency, you have to make decisions based on the facts that you know as well as the input from your constituency, and sometimes I am sure you find yourself going home and getting dogged on by your constituents who don't think you have listened to them.

Mr. RADANOVICH. Never happens.

Mr. HOFFMAN. I didn't think so. There is a provision within NEPA that calls for going back and redoing an environmental impact statement if there is one of two things that occur. One is significant new information that would lead to a change in the final decision, and the other is lack of public input.

When I indicated in my written testimony and my oral testimony that we would review the GMP, we will be reviewing it to make sure we are consistent with it and to see if there has been significant enough new information to warrant that. Typically, when there is significant enough new information, you hear about it from a large constituency out there. You know, a State, a city, an environmental organization, a user group comes to you and says, look, you didn't consider this, and then you have to reopen it. The Yellowstone snowmobile issue is a classic example of that.

Last, I heard some concerns about what is the final gate on this? I mean where is the final review to decide whether this is an excessive expenditure of dollars, if we are building the gold-plated castle that is a monument to some person's ego, or are we billing an appropriate facility?

The Park Service has what is called the Development Advisory Board. It was a process put into place with some input from Congress in response to the famous outhouse at Delaware Gap, and that board will have the final say on whether the final plans are consistent with usual and customary construction costs; is it an exorbitant facility given the space it is on, given the park it serves, those kinds of things. That will be the final authority that comes in and decides whether—well, ultimately I suppose you folks will be the final authority, but if it goes as normally goes, that would be the final authority that would put their stamp of approval or disapproval on this project.

Mr. SOUDER. Thank you very much. I have to go to catch a plane, but I wanted to thank you. I think this is a great project for Gettysburg, for Pennsylvania, and for the Nation. I will continue to ask questions, and thank you very much.

Mr. RADANOVICH. Thank you, Mr. Souder. Mr. Santorum?

Senator SANTORUM. Thank you.

I would like to refer to page 15 in your testimony, because I just think for the edification here we just need to go down and look at the different elements of what the GMP proposed and what the current state of play is. I would just like to review several of the things that sort of came out of these public hearings, because I was very much directly involved in it.

If you look at the proposal, the first column, it says proposed 1997 SF. If you look at the IMAX Theater, National Geographic Store, Civil War Arts and Craft Gallery Gift Store, all of them had significant square footage, all of them were taken out of the general management plan, and they are still out. They were taken out for one reason: the people in Gettysburg didn't want them. They saw them as competition, they saw them as commercialization, even though in my testimony and in my advocacy I advocated strongly for an IMAX Theater. I believed very strongly there should be an IMAX Theater, and John Latcher heard me say this 100,000 times.

When the Cyclorama was built in the late 1800's, it was a state-of-the-art interpretive thing. When the electric map was built, it was state-of-the-art interpretive. We are now building the visitor's center, it is not completely state-of-the-art interpretive.

I just frankly have a problem with that. So you are going to hear a comment from me, and I think you will hear it from others in Pennsylvania who would say we need more, not less, than what they are doing here. But they were taken out directly because the public in Gettysburg, in the Borough of Gettysburg did not want these ″commercial aspects″ at the visitor's center.

If you look from the GMP to the current status, and you look at the increases in square footage, none of them are about the controversial things that were taken out, they are still out. All of them, at least from my understanding, the biggest chunk is administrative space. There was never any controversy about how much room we were going to provide for the Park Service and their activities. I don't think that is a controversial thing, but there should be adequate space for the Park Service to do what they need to do from an administrative capacity. That is 7,000 square feet.

If you look at the museum in circulation and again, my understanding is, and I would be happy to get this answered, that is all because of just flow, because of bottlenecks and problems, they didn't see this from an architectural point of view of having a museum, which I believe is this area here in the orange. You needed a wider space to accommodate peak periods of time in which there would be tourism and you just needed more space to get people through.

Is that the reason for the increase in space? There is nothing different in quality of what you are doing, is there?

Mr. WILBURN. No. In fact, as you are mentioning, the circulation space increased enormously because what we did is models where we actually flowed people through the museums to see how much space we needed for the museum, and we needed more circulation space, and that was the single biggest increase in what happened in the planning of this building.

Mr. SANTORUM. From looking at it here, the space increased by about 21,000 square feet, and if you take administrative and museum circulation, that is 20,000.

Mr. WILBURN. Yes.

Mr. SANTORUM. So yes, there was an increase in square footage, but it was basically to accommodate more administrative capacity and better flow for the museum, which I don't see as a change in scope at all to what the general management plan laid out in 1999.

So I understand that there may be a reason to brief the public on the new, maybe the differences in what was proposed as far as square footage, but clearly, my reading of this is you are completely consistent with the 1999 GMP in what you have come forward with in this architectural design.

Mr. HOLLENBURG. Well, of course I agree with that.

Senator SANTORUM. Good. Right answer.

Mr. HOLLENBURG. We have tried very hard to remain consistent with the GMP and we will continue to try very hard to remain consistent with the GMP. I am wishing Congressman Souder had not left because I wanted to add to what Paul had said. The nature of his question suggests to me that we are not doing as good a job as we need to do in explaining that the $90 million price tag is not the result of suddenly doing a very dramatically different building, it is a result of a partner who has taken on much more than was initially anticipated from other project components, either things that were not anticipated that the partner would do, or recognitions by the partner that things that we wanted to do could be a lot better.

The Cyclorama is a good example of the latter. Doing site work off the site—well, the site plan isn't up anymore, but the left-hand side of the site plan is not on their land. They are going to do all of those site improvements for us. So they have taken on project components that were always part of the plan, but were not anticipated to be part of the responsibilities.

Senator SANTORUM. Can you explain the offsite things that you were doing, because I am not too sure that any testimony went over that?

Mr. WILBURN. This line here represents the land that is owned by the foundation here, and this is actually National Park Service land, which is called the Fantasyland site. Actually, as part of our planning, we have planned how to develop—.

Senator SANTORUM. Could you orient us to where the battlefield is?

Mr. WILBURN. The famous battlefield goes right like this, OK? The battlefield line. The current visitor's center is here. This is Taneytown Road, this is Baltimore Pike. This is where you would enter onto the site. This is the land that is owned by the foundation and the place where the building will be located.

In developing the plans, it became apparent that it would really be a much better development if we included the Fantasyland site owned by the National Park Service as well as the land owned by the foundation. So what we have done is we have developed the plans to use both parcels of land and also to add parking on both parcels of land.

This actually added about $4 million in cost to the project. But we thought it was important to have the experience be right, to do it right, and that is why we agreed to develop both parcels of land at the same time. And to have adequate—you will see here there is two complete circulation systems, one for buses, one for automobiles. We have to handle up to 90 buses a day at Gettysburg. We actually have two bus circulation systems, one that actually runs shuttle buses into town, and onto the battlefield, and another

bus circulation system for tour groups, 60 bus parking spaces, three times as much parking than exists now.

The other thing that really added to the cost of this project, there currently are two ponds that exist in here that were put in for an amusement park that was there as late as the 1970's, in going back to the historic landscape and restoring the stream bed that was there originally. We are also working in the wetlands, little small wetlands that exist here, and you will notice very heavily treed areas to make sure that it is really done right and very environmentally sensitive. Of course, all of this adds a considerable amount to the cost. But it is important, we believe, to do the project right.

Again, as I keep saying, it is a once-in-a-lifetime opportunity to do it and we want to make sure that it is done appropriately.

Mr. RADANOVICH. Thank you. Could I see the site map for the construction of the center? This one here. In the additional square footage that is being proposed, I guess it is 21,000, 22,000 square feet, in the bottom of the drawing is the dining room.

Mr. WILBURN. Right. That is the same size as it was.

Mr. RADANOVICH. That is the same size.

Mr. WILBURN. The bookstore museum store is the same size. What has changed—.

Mr. RADANOVICH. Sir, just a second. If I may ask, the terrace that is next to the dining room, is that a proposed addition, or is that in the project as well?

Mr. WILBURN. Yes, that is in the project.

Mr. RADANOVICH. All right.

Mr. WILBURN. Yes.

Mr. RADANOVICH. OK. That is the only other question I had.

Any other questions from anybody?

Mrs. CHRISTENSEN. Yes, Mr. Chairman.

Mr. RADANOVICH. Please.

Mrs. CHRISTENSEN. Mr. Hoffman, what is the most expensive visitor's center that we have? Do you have something that can give me a frame of reference as to how much other visitor's centers cost? Can anybody come close?

Mr. HOLLENBURG. Well, first of all, let's remember this is a visitor's center with a museum, with a painting, and the painting in and of itself takes up 12,000 square feet, so we are not really apples and oranges.

But the Constitution Center, which I am very much involved in, is a $180 million project, including a $40 million endowment. The construction component of that is about $100 million. Just the hard costs of that project are about $100 million. Down the street from it is the new visitor's center that just opened last November for Independence National Historic Park, which is about roughly a 50,000 square foot building and the cost of that facility was $40 million, hard and soft costs.

Mrs. CHRISTENSEN. How is that funded?

Mr. HOLLENBURG. The new Independence Visitor'S Center was funded by a public/private partnership. There is not a dime of Federal money in the new visitor's center. It is city of Philadelphia, the Commonwealth of Pennsylvania, the Annenberg Foundation, the Charitable Trusts, and the Knight and Connelly Foundations are

the six donors to that project. The Constitution Center, because it is a bigger project, has a bigger array of givers and does have Federal money in it, but it also has City, Commonwealth, lots of foundations, lots of individuals.

That, too, is a project that may be an interesting example in that the construction there did not begin until all the construction money was in hand, but even during construction they have raised their fund-raising targets so as to have a bigger endowment when they opened, and I think they will be successful in doing that, and that is in everyone's interest of course.

Mrs. CHRISTENSEN. The fund-raising over the last year, maybe a little over a year, has been about maybe $800,000 in private funds?

Mr. WILBURN. No, ma'am. We have—one thing I would like to get straight, there is a misstatement, I don't know who prepared this statement from the briefing paper, but there is an absolute error in fact in there. It says in here that to date Mr. Kinsley has lent money to the project. That is not true. He has made an outright gift from the Kinsley Family Foundation of $5 million to the project. That is not a loan, that is an outright gift from the Kinsley Family Foundation. That error keeps reappearing, and we really would like to get the record straight on that.

We have raised to date in actually documented funds $8.4 million in terms of actual commitments, and in writing and actual cash in hand. We have verbal commitments of much more than that, but those are the actual, in-writing commitments at this point, is $8.4 million.

Mrs. CHRISTENSEN. So you don't feel that your fund-raising is somewhat slow?

Mr. WILBURN. It is deliberate, ma'am. It is deliberate, as we had planned.

Mrs. CHRISTENSEN. Because part of that $8 million is the $5 million and the $2.5 million that Congress appropriated, so that leaves about another—that means you have raised about $1 million?

Mr. WILBURN. $1 million, $1.5 million.

Mrs. CHRISTENSEN. Give or take.

Mr. WILBURN. Also, if you will look, we submitted a plan in November of 2000 in which we mapped out our fund-raising schedule, and these kinds of efforts do require, as I mentioned before, to have the kinds of materials we have now to really convince people to make the commitment. That is where we expected that we would be at this particular point in time.

Mrs. CHRISTENSEN. How many members of the board of directors should there be in place?

Mr. WILBURN. We have 9 members of our board of directors today. We are building our board very slowly over time. We are trying to make sure that we get people on our board who are willing to make the kinds of personal commitment in time and philanthropic commitment, and right now we have—I believe you have in front of you a list of the members of the board that are there. I think you would agree with me, we have a quite distinguished group of individuals who are on our board, and we are building on that.

Mrs. CHRISTENSEN. And what is the total number?

Mr. WILBURN. Right now we have 9 members.

Mrs. CHRISTENSEN. You have 9, but what—.

Mr. WILBURN. We don't have an absolute commitment, but certainly we would see having, you know, probably twice that many before we are finished.

Mrs. CHRISTENSEN. OK. I guess after hearing some of the discussion concerning the fact that maybe Congress might at some point consider an appropriation and the what-ifs on the fund-raising and so forth, I still just have a sense that there may be a more conservative approach, a smaller approach that might be the most prudent one. But you don't have any concerns that you won't be able to raise that money?

Mr. WILBURN. There is always—you know, raising funds is difficult. I have done it before. We raised—all I know is my past experience. We raised, when I was in Williamsburg over a 4-year period, about $160 million; in Pittsburgh in a 3-year period we raised $140 million back in the 1980's.

Mrs. CHRISTENSEN. So you feel pretty confident?

Mr. WILBURN. I feel relatively confident because of the importance of the project, the importance of the place and the number of people up there that are interested. It is a difficult funding environment. There is no question about that.

Mrs. CHRISTENSEN. One more question. The building plans for the venue lobby, what are the programs at the facility that a visitor would be charged to see?

Mr. WILBURN. It would be the same programs that they are charged to see now at Gettysburg, and that is, namely, the electric map program which we have now done in the two theaters that are shown here, and right above the two theaters will be the Cyclorama painting. Those will be the only fee venues. The museum would be free, as it is today. So the same things that you are charged for today, you would be charged for in this facility.

Mrs. CHRISTENSEN. The fees are anticipated to stay the same?

Mr. WILBURN. The fees are anticipated to be modest. Obviously there will be some increases over time, but of the same relative magnitude that they are today.

Mrs. CHRISTENSEN. I guess I will stop there. Thank you.

Mr. RADANOVICH. Thank you. I do have to say that my thought about the square footage seemed awful large compared to some of the other visitor's centers in the national parks, but when you think about it, when you go to Yosemite, you look at something that is there. I mean it is really there. And in Gettysburg, you are really looking at a nice landscape, but more importantly what was there once but isn't there now, and that is what happened during the Civil War, which puts the pressure on interpretive displays and how you present what happened then as being very important.

I guess in my closing I would wish that, being a member of a satellite community of a national park, that you would continue to work with the community to make sure that this exhibit enhances the visitor's experiences. In dealing with overnight stays, at least we don't have to deal with overnight facilities inside this park that we do in Yosemite, which adds extra pressure between the Park Service and satellite communities. But at the same time, I would like to make sure that this visitor center is properly linked to the downtown of Gettysburg and the community there so that they are

able to prosper by this expansion of Gettysburg as much as anybody else. Those are really my only comments.

Mr. Santorum, did you have anything?

Senator SANTORUM. Just in closing, I think one of the things that we will be doing as part of that is the shuttle service, the Wills House; there are a lot of things that we are doing with Gettysburg College, Mark Souder mentioned the Majestic Theater, and there is a lot of things that are under way right now to make sure that not just the visitor's center, but the battlefield is much more interlinked within the community and in bringing people downtown.

As you probably know, the battle took place not just where it—on the south of town, but it also took place west of town, so you have to go through town to get from one end of the battlefield to the other. So there is already a linkage to town, and the more people you get going from day 1 to day 2 and 3, they are coming through town and there is a greater opportunity for them to, particularly if there are sites for them to see while in town, there is a much better opportunity for them to stop and shop and do all of the other things and hopefully stay. The big shortfall of Gettysburg, which everyone has mentioned here, is it is a 1-day trip, and by having a much fuller interpretive experience we hope to make that into a 2-day trip or more, and that is going to be a great boon to downtown.

Thank you, Mr. Chairman. I appreciate it.

Mr. RADANOVICH. One other question I do have is, to my knowledge, the information, or whatever is necessary to change the management plan that says that after 20 years of up and running operation, that it is dedicated to the National Park Service; that is happening? I mean that is something that—.

Mr. WILBURN. That was always my interpretation of the reading anyway, and I assume that—.

Mr. HOFFMAN. I think we have the agreement of the two parties verbally here, so we will put that change together.

Mr. RADANOVICH. So you will get that in motion?

Mr. HOFFMAN. Yes.

Mr. RADANOVICH. All right. That is good enough for me.

Any other questions?

All right. Thank you. This hearing is adjourned.

[Whereupon, at 3:23 p.m., the Subcommittee was adjourned.]

The following information was submitted for the record:

- Benner, Craig, Gettysburg, Pennsylvania, Letters submitted for the record
- Haffner, Craig, President and CEO, Greystone Films, Letter submitted for the record
- Levy, Robert W., FAIA, President, The HABS/HAER Foundation, Letter and resolution submitted for the record
- Platts, The Honorable Todd Russell, Statement submitted for the record
- Rebmann, Chris, President, Association of Licensed Battlefield Guides, Letter submitted for the record

[Letters submitted for the record by Mr. Benner follow:]

MARCH 18, 2002

Dear Members of Congress,

Thank you for reviewing the construction cost proposal for a much-needed new visitor center and museum on the Gettysburg Battlefield. On January 17th, I wrote the First Lady with an appeal to monitor this project and I would like to think she heard my plea.

Plans for a new visitor center and museum put forth by the National Park Service (NPS) with assistance from the Gettysburg National Battlefield Museum Foundation (GNBMF) are grandiose and do not conform to the community's architectural heritage. The proposed cost could rebuild most of the town of Gettysburg.

In addition, the relationship between the NPS and GNBMF has created a degree of confusion regarding who actually "owns" the project and what role our Federal government plays in the proposed construction. The NPS should not sanction one group over others in soliciting private contributions for battlefield preservation.

Please help us maintain the humble dignity of this hallowed place. I understand that our town's history belongs to the entire country. As a seventh generation citizen of Gettysburg and one who has family relics in the museum and on the battlefield, I hope we can do what history demands of us in a modest manner.

Abraham Lincoln said, "But, in a larger sense, we can not dedicate—we can not consecrate—we can not hallow—this ground. The brave men, living and dead, who struggled here, have hallowed it, far above our poor power to add or detract."

I trust in the judgment of Congress.

Your loyal citizen,

Craig Benner
25 Chambersburg Street
Gettysburg, PA 17325
(717) 873–4296

MARCH 22, 2002

Dear Members of Congress,

Thank you for conducting the hearing yesterday on the proposed Gettysburg Battlefield visitor center construction cost. I was present at the hearing and disappointed with some of the answers that the National Park Service (NPS) and Gettysburg National Battlefield Museum Foundation (GNBMF) gave the Congresswomen and men.

I was dismayed to hear the NPS believes the plan should not be open for discussion or review even after the price tag for the project has more than doubled. They said the change in cost was insignificant to the plan and thus, no need for an open discussion. I beg to differ. Specifically, if the National Park Service is going to be taking control of the buildings and land after 20 years, then it is important to know what the cost of maintaining the structures will be. Also, this is indicative of the NPS and GNBMF interactions with the citizens of Gettysburg. The NPS views our opinions as insignificant to the plans.

The Congresswoman and men mentioned it was the first time they were able to review the architectural drawings of the structures. If the National Park Service is to take over the building in 20 years, then it is vitally important the architectural designs conform to the architectural history of the area. The Gettysburg HARB (Historical Architectural Review Board) should be contacted by the NPS regarding the architectural style of Gettysburg during Civil War period. The GNBMF architectural drawings call for round buildings to house some of the exhibits. Round buildings were not part of the landscape in 1863. Pennsylvania Dutch barns are square like boxes. The Federal Government should be interested in preserving the architectural landscape of historical America.

Please ask the NPS to open the plans up for discussion and please request the NPS invites the citizens of Gettysburg to the discussion. The Congressman from Pennsylvania is under the belief retail storeowners on Steinwehr Avenue are the main voice of decent to the proposed plan of the NPS. But, there is a large contingency of Gettysburg citizens who appose the plan on cost, design and the way in which the NPS has conducted itself during the process. Apparently, donating $5 million to a NPS project gets you heard. Fortunately, in America it's one vote for one person. If the conduct of the NPS is not corrected and if the relationship with the

GNBMF is not reviewed more closely then I will be certain to carry this issue to the next election of the Congressmen from Pennsylvania.

The National Park Service in Gettysburg has taken an adversarial approach when dealing with the local citizens. If the management of the Gettysburg National Park cannot mend the relationship with the local community then please relocate NPS staff from Gettysburg to other parks. We should be working together and not moving apart. The irony of this divide at the Gettysburg Battlefield between the citizens and NPS staff is very disappointing

Gettysburg resident and citizen,

Craig Benner
25 Chambersburg Street
Gettysburg, PA 17325
(717) 873–4296

[A letter submitted for the record by Mr. Haffner follows:]

14 March 2002

Mr. Todd Hull
Dir., Majority Office Of The Subcommittee On National Parks
1333 Longworth House Office Bldg.
Washington, DC 20515

RE: Gettysburg Museum & Visitor Center Projected Costs To Complete

Dear Mr. Hull,

This letter addresses your request for any knowledge I have concerning projected costs for the above.

Until recently my knowledge was limited to information available from news accounts. I did learn more when I had the opportunity to meet with Mr. Robert Wilburn, President of The Gettysburg National Battlefield Museum Foundation, in my offices in Los Angeles on 08 FEB 2002. I had this meeting at the request of the Foundation's fund raising firm, Odell & Simms.

I reviewed printed material presented to me and asked questions concerning the scope and timetable of this plan. In regards to the $95,000,000 price tag I asked what figure Mr. Wilburn was using as an actual "cost to complete". Since it will take months, if not years, to raise this amount before construction begins I wanted a factored number. Mr. Wilburn told me the number he uses is $105,000,000.

Sincerely,

Craig Haffner
President & CEO

GREYSTONE FILMS
5161 LANKERSHIM BLVD., SUITE 280 • NORTH HOLLYWOOD, CA 91601
TEL. 818/762 2900 • FAX 818/762 8418

[A letter and resolution submitted for the record by Mr. Levy follow:]

THE HISTORIC AMERICAN BUILDINGS SURVEY/
HISTORIC AMERICAN ENGINEERING RECORD FOUNDATION

NATIONAL BUILDING MUSEUM – 441 F STREET, N. W. – SUITE 312 WASHINGTON, DC 20001
PHONE 202-504-2200 FAX 202 -504-2195

March 13, 2002

George Radanovitch, Chairman
Subcommittee on National Parks, Recreation and Public Lands
1333 Longworth House Office Building
Washington, DC 20515

Re: Gettysburg VisitorCenter
Oversight Hearing

Dear Chairman Radanovitch

Enclosed please find a Resolution from The Historic American Buildings Survey/Historic American Engineering Record Foundation This Resolution was approved at the national Foundation meeting March 19, 2000. It was sent,at that time, to those involved with the Federal hearings then taking place. At The HABS/HAER Foundation meeting on March 7, 2002 the Board authorized that this Resolution be forwarded again to those invovlved in the hearings being held by your subcommittee.We sincerely feel that our original position and resolution was the correct one and hope that this second chance can prevent the loss of a Mission 66 visitor center, an artifact of another era and also the work of an internationally acclaimed 20th Century architect. We are equally sure that the cyclorama painting itself can be properly preserved, rehung and displayed for the public admiration for years to come.

Please let us not miss this last chance.

Herbert W. Levy, FAIA
President, The HABS/HAER Foundation

THE HISTORIC AMERICAN BUILDINGS SURVEY/
HISTORIC AMERICAN ENGINEERING RECORD FOUNDATION

NATIONAL BUILDING MUSEUM – 441 F STREET, N. W. – SUITE 312 WASHINGTON, DC 20001
PHONE 202-504-2200 FAX 202 -504-2195

March 19, 2000
March 7, 2002 (Reapproved)

Subject: Importance of the Visitor Center and Cyclorama Building, Gettysburg National Military Park, Gettysburg, Pennsylvania

The HABS/HAER Foundation Board of Directors view with alarm the pending demolition of the Visitor Center and Cyclorama Building at the Gettysburg National Military Park. Designed by Richard Neutra and constructed as part of the Mission 66 program of the National Park Service it was and is one of the most important buildings constructed by the NPS during the 20th Century.

We endorse the findings of the National Landmarks Committee that the building meets the criteria for National Historic Landmark status, and concur that it should be so designated. We further endorse the findings of the Park Services' own study of Mission 66 Visitor Centers that "The Gettysburg Cyclorama is historically valuable, not merely as an example of modern architecture, but as a Mission 66 visitor center in a national park. It represents the collaboration of a world-famous architectural firm and the National Park Service at one of the nation's most historic sites...If the Gettysburg Cyclorama no longer conforms to accepted natural and cultural resource practice or to current architectural fashions, it posses its own historical importance. In 1999 visitors can still catch a glimpse of the idealism that impressed tourists in the 1960s. Like the painting it shelters, the Cyclorama is an artifact of another era and represents a significant aspect of the commemoration of the Gettysburg battlefield."

This Board, dedicated to the recording and preservation of historically valuable structures in Architecture and Engineering from all eras, cannot condone the demolition of this nationally important 20th Century icon, designed by an internationally acclaimed 20th Century architect, and urge that the decision to demolish the building be reconsidered and reversed.

Signed By_____

Herbert W. Levy, FAIA, President
HABS/HAER Foundation

[A statement submitted for the record by Congressman Platts follows:]

Statement of The Honorable Todd Russell Platts, a Representative in Congress from the State of Pennsylvania

Mr. Chairman and Members of the Subcommittee, thank you for affording me the opportunity to discuss the Museum and Visitor Center project at Gettysburg National Military Park.

The Battle of Gettysburg was a pivotal turning point in American history. It was the largest and bloodiest battle to ever take place in North America and ultimately it helped preserve the United States of America. Today, an average of 1.8 million

visitors come to Gettysburg to better appreciate the significance of the Gettysburg Campaign, the Civil War and the bravery of the soldiers who, in Abraham Lincoln's words, "gave the last full measure of devotion."

Given the significance of this national treasure, I appreciate this opportunity for the subcommittee, the House of Representatives and the general public to receive an update on the National Park Service's partnership with the Gettysburg National Battlefield Museum Foundation. Questions have arisen about the direction this project has taken, and they deserve to be answered.

Mr. Chairman, when I began my service in the House of Representatives last year, the Gettysburg Museum and Visitor Center Project had already been approved by the National Park Service. Although I was not a part of the debate leading up to that decision, I have focused my efforts in office on enhancing the visitor's experience at Gettysburg for future generations.

When I visited Gettysburg National Military Park as a child, I remember being very impressed by the technology on display with the Electric Map. Thirty years later, however, you need more than a few blinking lights to capture the imagination of today's youth.

As such, I fully support the National Park Service's plan to restore the Gettysburg Battlefield to its 1863 appearance, while building a state-of-the art museum and visitor center to better educate visitors and protect its extensive collection of artifacts and documents. We need to inspire new generations to study the causes and consequences of the events that took place on that hallowed ground in July 1863.

Yet, legitimate questions have been raised about the price of the visitor center, the fundraising process and the potential use of taxpayer dollars. I have had the opportunity to individually raise these and other issues with the National Park Service and the Gettysburg National Battlefield Museum Foundation, and they have provided me with very satisfactory answers to these questions. Now importantly, the National Park Service and the Gettysburg National Battlefield Museum Foundation need to provide these same assurances to this committee, the House of Representatives and the general public.

Upon the conclusion of that effort, I believe the committee will share my general support of this project. Thank you for the opportunity to give my testimony today. I ask that my statement be submitted for the hearing record.

[A letter submitted for the record by Mr. Rebmann follows:]

ASSOCIATION OF LICENSED BATTLEFIELD GUIDES

P.O. BOX 4152

GETTYSBURG, PA 17325

MARCH 16, 2002

Honorable George Radanovich
Chairman, Subcommittee on National Parks,
Recreation and Public Lands
123 Cannon House Office Building
Washington, DC 20515

Dear Sir:

RE: PLANS FOR NEW MUSEUM AND VISITOR CENTER AT GETTYSBURG

The Association of Licensed Battlefield Guides, representing over 90 guides licensed by Gettysburg National Military Park, strongly supports the plans you will be discussing on March 21. Licensed guides at Gettysburg provide over 20,000 professionally guided tours for visitors each year. We provide the most comprehensive overall battlefield tours available to visitors, as we tailor personalized tours to each group going with them in cars, vans, and buses. Our constant interaction with visitors as we tell the powerful story of the battle gives us a unique perspective on the need for new facilities here.

We are impressed with the initial design concepts that were unveiled by the Museum Foundation on January 11, 2002. We believe the quality, size, and styling reflected in those concepts seem fitting for Gettysburg.

Quality: The excellent quality of materials and design suggested by the concepts even at higher cost is fully justified by the power of the story we tell here.

Gettysburg reflects a critical moment in our history. Over 160,000 courageous Americans fought on this field; our visitors often stand in awe of the sacrifices those men made here. Our visitors come from every state and numerous other countries. For many, their visit is a once in a lifetime chance to see this field, absorb its story, and carry away memories. President Abraham Lincoln, as much as anyone, recognized the importance of Gettysburg in the American experience. His heart-felt words continue to draw new generations here to learn about Americans giving the last full measure of devotion.

We believe that a low-budget facility of minimal quality would fall short of the expectations of many visitors, and fail to honor the memory of the American soldiers who fought here.

Size: The size of the projected facility is necessary for two reasons. First, a great deal of space is required to handle the crowds of visitors during the warm months. Our current facility is often swamped by crowds, particularly in the spring when school groups from all across the country descend upon the battlefield.

Of equal importance is the need for a larger museum display to link our story of real people with the tangible artifacts they left behind. Further, the museum must be large enough to tell at least a basic story of the entire Civil War period. Visitors must be able to place Gettysburg in the context of the period. As guides, we attempt to explain this as we unfold our tours on the battlefield itself. The projected museum plans reflect a larger facility that can do this effectively indoors. Then, when we begin our tours, the visitors will already understand the background history.

We believe a smaller facility than the one planned would severely limit the park s ability to handle heavy visitation, as well as its ability to educate visitors with museum displays.

Styling: The styling revealed by the design concepts seems ideal. It is sensitive to our rural landscape, and will blend into it rather than intrude upon it. The concept of farm-style buildings, nestled unobtrusively in an area that saw minimal battle activity, is fantastic. The use of stone and wood on the exterior seems wholly appropriate.

Since our profession involves helping modern visitors visualize the landscape of 1863, we are strong supporters of the park s General Management Plan. Every effort to restore the period landscape will be applauded by our Association. The construction of new facilities of such appropriate styling, and the removal of the current Visitor Center and Cyclorama from their intrusive locations, will be cause for celebration among licensed guides at Gettysburg.

In brief, these are reasons that our Association of Licensed Battlefield Guides supports the design concepts now under review. On behalf of the Association, I would be pleased to answer questions or provide additional information as needed. Thank you for your consideration of our comments.

Sincerely,

Chris Rebmann
President

cc: Hon. Todd Platts
Hon. Rick Santorum

○