

Request for Proposal (RFP)
Battlefields Means Business Investigation
10/28/2025

INTRODUCTION

The [American Battlefield Trust](#) (“the Trust”) is requesting proposals from qualified consultants to conduct an investigation into U.S. battlefields. This investigation will assess the economic contributions of battlefields across the country, with a focus on economic impact, heritage tourism, visitor behaviors, job creation, and current stories and examples from park communities. The results will culminate in a next-generation “**Battlefields Mean Business**” report that expands upon previous research conducted by the Trust and its partners. The objective is to provide a clear and compelling picture of the economic value of U.S. battlefields and, by extension, how preservation activities can grow this impact.

A. TRUST & PROJECT BACKGROUND

The American Battlefield Trust preserves our nation’s hallowed battlegrounds and educates the public about what happened there and why it matters today. Thanks to contributions from more than 300,000 members and supporters nationwide, the Trust has preserved more than 60,000 acres of Revolutionary War, War of 1812, and Civil War battlefields at over 160 sites in 25 states. The American Battlefield Trust is a nonprofit 501(c)(3) organization based in Washington, D.C.

This project will help further demonstrate how preserving hallowed ground benefits economies across the country. By developing a comprehensive report studying the economic impacts of battlefield tourism, it is meant to build on previous work by the Trust revealing not only the scale of economic benefits these historic sites offer, but also lessons about what makes battlefields distinctive attractions that support local economies. Selected sites will help yield wider national insights, including the economic contributions of smaller battlefield sites.

B. PROJECT VISION AND PURPOSE

There are many reasons to preserve battlefields. Battlefield preservation helps the environment, connects communities, and promotes education. It also makes economic sense to do so.

Annual data from the National Park Service demonstrates how each [Visitor Spending Effects Report](#), battlefield park, large or small contribute generously to the economies of their surrounding communities. For example, the [2019 Visitor Spending Effects Report](#) suggests a grand total of 18.8 million recreational visits to battlefields managed by the National Park Service (NPS). These visits supported an average of 464 jobs within each surrounding community, producing an average of \$14.5 million in labor income. The Trust believes that this investigation will clearly demonstrate the business benefits of battlefield preservation by providing additional tangible evidence of the importance of historic preservation.

The primary objective of this study is to provide a clear and compelling picture of the economic value of U.S. battlefields. Specific goals include:

- **Economic Impact Analysis:** Analyze National Park Service robust data and other sources to understand the economic impacts of federal battlefields.

- Comparative Benchmarking: Compare the economic performance of national battlefields with other state and regional heritage sites, museums, and tourist attractions.
- Place-Based Economic Impact Analysis: Using geolocation data, assess how visitation, tourism spending, and local economic activity are tied to specific battlefield sites.
- Tourism Storytelling: Develop a narrative that highlights the potential for battlefields as tourism hubs, emphasizing untapped opportunities and key recommendations.
- Deliver Insights: summarize findings into a report that can be easily referenced by elected officials, local governments, individual battlefields, and other stakeholders.

Work performed should employ the most up-to date methodologies and standards, including both traditional economic impact analysis and new methods using geolocation data to understand cross-visit patterns and visitor behavior. It also builds off previous [Battlefield Means Business](#) reports commissioned by the Trust¹ and advances the messaging narrative underlined in our Summer 2025 edition of [Hallowed Ground magazine](#), which took a narrative approach to showcasing the significance of “the power of place” to tourists and the economic benefit to communities.

C. PROJECT DESCRIPTION & SCOPE OF WORK

The selected Consultant will lead the report development by acting as the lead project investigator. Findings will be compiled into three distinct deliverables, described below.

Additionally, the consultant is expected to perform the following scope:

- Meet with Trust staff to finalize project goals, schedule, and deliverables;
- Monthly Check-ins;
- In collaboration with the Trust, host at least one virtual or in-person presentation summarizing the project’s findings to Trust leadership;
- Project close-out meeting.

Battlefields Mean Business Technical Report

The Consultant will develop a Technical Report to reflect current economic contributions of battlefield sites. This comprehensive study will assess economic impact and use geolocation data to gain additional insights.

The overall scope of work for the Technical Report includes:

- Data Collection: Identify, gather, and analyze relevant datasets.
- Research and Analysis: By using the robust and uniform data made available for each NPS site regarding direct, indirect, and induced impact, perform a desktop review to derive meaningful assessments about the total economic impact of national battlefields and the average impact per site.

¹ In 2006, the Trust released its [Blue, Gray, and Green](#) report, which presented findings on the economic impacts of tourism at 20 Civil War battlefield sites. A 2014 *Battlefields Mean Business* technical report and brochure, as well as an [2017 update](#) demonstrated the economic impacts of battlefield tourism, including both Civil War sites and other U.S. battlefield sites.

Geolocation analysis for a more focused number of locations, including non-NPS sites should be conducted using the most up-to-date data collected by relevant sources. When applicable analysis should use current RIMS II multipliers from the U.S. Bureau of Economic Analysis or other suitable, agreed upon substitute.

- c. Reporting: Draft and finalize a comprehensive technical report that clearly presents key findings.

The report should be divided into two sections:

- a. Economic Impact Analysis:

One section of the report should include traditional impact analysis reflecting visitation numbers, visitor behavior, and spending for all National Park Service battlefields. The Consultant should use National Park Service data and other sources. See Appendix A for a draft list of sites to be analyzed.

- b. Place-Based Insights

Due to the diversity of battlefield sites beyond those managed by the National Park Service, the Technical Report should include qualitative case studies on specific sites. These place-based narratives should draw on geolocation data, offering deeper insights such as but not limited to visitor origin, cross-visit patterns, visitor behavior, and visitor demographics. This may be aided by National Park Service Social Science reporting produced for a limited number of sites per year. While no in-field intercept surveys are anticipated, the Trust could facilitate an email survey to its members regarding their experience at specific sites of interest. In addition to individual stories, this data should offer higher level insights and trends. See Appendix B for a draft list of case study sites.

The final deliverable shall be a robust Technical Report. The Report will present findings adhering to the following format: one-page executive summary, background and overview, methodology, an analysis of the economic impacts of federal battlefield tourism, case studies, and key findings and recommendations. Relevant data sources and descriptions shall be annotated and appended.

Battlefields Mean Business Brochure and Presentation Materials

In addition to the Technical Report, the Trust needs outward facing materials summarizing the investigation's findings. These public-facing documents should include an 8–10-page brochure like past *Battlefield Means Business* reports, as well as a PowerPoint Presentation that can be used when presenting to stakeholders or the public.

The Contractor will be responsible for:

- Working with the Trust's communications staff and contractors to advise on the production of these reports;
- Producing a first draft of the PowerPoint Presentation;
- Supporting the production of content, reviewing drafts, and ensuring the integrity of the final documents.

The Trust will be responsible for:

- Brochure design and layout, graphics development, photo selection, copywriting, and editing;
- PowerPoint editing, graphic selection, and final approval.

The Trust will make the brochure available on its website upon project completion and explore opportunities to present findings at industry conference(s).

Data Spreadsheet

In addition to appending in the Technical Report, the Contractor will provide an MS Excel spreadsheet of all collected data in a mutually agreed upon format. Data must adhere to the highest standards of accuracy. All produced data, metadata, and datasets are non-proprietary.

D. PROJECT SCHEDULE

The work is anticipated to begin in December 2025 and be completed by April 30, 2026.

E. SELECTION CRITERIA

The proposals will be reviewed and evaluated based on the following factors. Applications will be evaluated through a balanced consideration of all of factors. Overall, the selection will hinge on the Trust's judgment of best value, defined as most likely to produce high-quality results, not necessarily the fastest or the least costly.

Please share links, references, and/or case studies to demonstrate relevant prior experience. The following factors will be considered when evaluating the applicants submitting proposals:

- Demonstrated understanding of the purpose and scope of the project.
- Overall company background and specialized experience and technical competence.
- Prior success in developing and producing economic impact studies in a cost-efficient and timely manner.
- Prior success in using geolocation data in completing research studies.
- Specific experience of individuals who will manage and work on the project.
- Client references for at least two relevant projects, preferably within the last three years.
- The contractor's available resources and capacity to complete the study within the specified timeframe, and within a team environment.
- Total price proposal. **Please provide two scope-of-work options**; one reflecting a scope of work not to exceed \$50,000, and a second reflecting options for a second scope of work not to exceed of \$75,000. Both scopes must include the full Economic Impact Analysis of all National Park Service Battlefields. The number of sites Place-Based analyzed is variable. See Appendix B for more information.
- Demonstrated interest and passion for uplifting battlefield history and the preservation of cultural landscapes.

F. SUBMISSION AND ADDITIONAL INFORMATION

Submissions should address the criteria above and communicate a vision for the investigation, and accompanying deliverables, that is adherent to the timeline and budget provided.

In addition to the criteria identified above, this Request for Proposals welcomes and considers favorably, the participation of minority-owned small businesses, veteran-owned and women-owned small businesses, HUBZone small businesses, and small disadvantaged businesses as prime Consultant, or included within the responding Consultant's team.

Please include the following in response to this RFP:

- Company background
- Why your company is the right fit for this project
- Company team information and people to be assigned to this work
- At least three client references and relevant portfolio work
- High-level report methodology, organization, project timeline
- Insights into feasibility of sites for place-based research in Appendix B, given access to Placr or other data sources
- Detailed cost breakdown, including the percentage of fees to be assigned to sub-consultants (if any). Cost breakdowns must account for scopes of work reflecting two price levels: \$50,000 and \$75,000.
- Client revision process
- Disclosure of any conflicts of interest

A conflict of interest would exist if: (1) a bidder's ability to conduct impartial or objective work in fulfillment of this requirement is impaired or diminished; or (2) a bidder has an unfair competitive advantage in the procurement.

Please submit your proposals via PDF to Mary Koik at mkoik@battlefields.org and Jim Campi at jcampi@battlefields.org no later than 5 PM ET on November 14. Proposals received after this date will not be considered. Additional questions regarding this Request for Proposals should also be directed to Mary Koik.

Schedule for Selection

The schedule for Consultant selection is expected to proceed as indicated below:

RFP Release	October 28, 2025
All Bidder Questions Due	November 4, 2025
Digital Proposal Submissions	November 14, 2025
Consultant Interviews (Virtual)	Week of December 1
Consultant Selection; Notice to Proceed	Early December
Anticipated Project Kick-Off	Mid December

The American Battlefield Trust is committed to creating a diverse environment and is proud to be an equal opportunity employer. All qualified applicants will receive consideration without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.

APPENDIX A:
Preliminary Battlefields for Economic Impact Analysis

The following is a preliminary list of battlefields to be investigated by the consultant. The Trust's final list may include replacements or slight modification and will be provided to the consultant upon selection.

Fort Necessity National Battlefield, Pennsylvania

Boston National Historical Park, Massachusetts
Cowpens National Battlefield, South Carolina
Fort Moultrie National Monument, South Carolina
Fort Stanwix National Monument, New York
George Rogers Clark National Historical Park, Indiana
Guilford Courthouse National Military Park, North Carolina
Kings Mountain National Military Park, South Carolina
Minute Man National Historical Park, Massachusetts
Moores Creek National Battlefield, North Carolina
Morristown National Historical Park, New Jersey
Ninety Six National Historic Site, South Carolina
Saratoga National Historical Park, New York
Timucuan Ecological and Historic Preserve, (Thomas Creek Battle Site) Florida
Valley Forge National Historical Park, Pennsylvania

Chalmette Battlefield (Jean Lafitte National Historical Park), Louisiana
Fort McHenry National Monument & Historic Shrine, Maryland
Horseshoe Bend National Military Park, Alabama

Palo Alto Battlefield National Historic Site, Texas

Antietam National Battlefield, Maryland
Appomattox Court House National Historical Park, Virginia
Arkansas Post National Memorial, Arkansas
Brices Crossroads National Battlefield Site, Mississippi
Cedar Creek & Belle Grove National Historical Park, Virginia
Chickamauga and Chattanooga National Military Park, Georgia
Fort Donelson National Battlefield, Tennessee
Fort Pulaski National Monument, Georgia
Fort Sumter National Monument, South Carolina
Fredericksburg & Spotsylvania National Military Park, Virginia
Gettysburg National Military Park, Pennsylvania
Harpers Ferry National Historical Park, West Virginia, Virginia, Maryland
Kennesaw Mountain National Battlefield Park, Georgia
Manassas National Battlefield Park, Virginia
Mill Springs Battlefield National Monument, Kentucky
Monocacy National Battlefield, Maryland
Pea Ridge National Military Park, Arkansas

Petersburg National Battlefield, Virginia
Richmond National Battlefield Park, Virginia
Shiloh National Military Park, Tennessee
Stones River National Battlefield, Tennessee
Tupelo National Battlefield, Mississippi
Vicksburg National Military Park, Mississippi
Wilson's Creek National Battlefield, Missouri

Bent's Old Fort National Historic Site, Colorado
Big Hole National Battlefield, Montana
Fort Bowie National Historic Site, Arizona
Fort Laramie National Historic Site, Wyoming
Fort Larned National Historic Site, Kansas
Fort Smith National Historic Site, Arkansas, Oklahoma
Little Bighorn Battlefield National Monument, Montana
Nez Perce National Historical Park, Idaho, Montana, Oregon, Washington
Sand Creek Massacre National Historic Site, Colorado
Washita Battlefield National Historic Site, Oklahoma

Aleutian World War II National Historic Area, Alaska
American Memorial Park, Northern Mariana Islands
War in the Pacific National Historical Park, Guam
Pearl Harbor National Memorial, Hawaii

APPENDIX B:
Preliminary Battlefields for Place-Based Analysis

The following is a preliminary list of battlefields of potential interest for investigation by the consultant. A final list of sites will be jointly developed using consideration of available data, geographic distribution and conflict variety. In your response, when accounting for the two price levels, please indicate how many of these sites your firm could complete at both the \$50,000 price point, and the \$75,000 price point, including any strongly preferred sites. Princeton Battlefield and Culpeper Battlefields State Park are key Trust priorities.

Colonial Conflicts

- Fort Frederica, Georgia (NPS Socioeconomic Monitoring (SEM) Visitor Surveys report in process)
- Fort Necessity, Pennsylvania (French & Indian War)

Revolutionary War

- Cowpens National Battlefield, South Carolina
- Camden Battlefield/Historic Camden site, South Carolina
- Colonial National Historical Park (Yorktown unit), Virginia
- Minute Man National Historical Park, Massachusetts
- Princeton Battlefield State Historic Site, New Jersey (Definite; a key Trust priority)
- Saratoga National Historical Park, New York

War of 1812

- Fort McHenry National Monument and Historic Shrine

Civil War

- Bentonville Battlefield State Historic Site, North Carolina
- Fort Fisher State Historic Site, North Carolina
- Culpeper Battlefields State Park, Virginia (Definite; a key Trust priority)
- Fort Donelson National Battlefield, Tennessee (NPS SEM report released 2024)
- Fredericksburg & Spotsylvania National Military Park, Virginia
- Gettysburg National Military Park, Pennsylvania
- Kennesaw Mountain National Battlefield Park, Georgia (NPS SEM report in process)
- Perryville State Historic Site, Kentucky
- Petersburg National Battlefield, Virginia
- Stones River National Battlefield, Tennessee (NPS SEM report released 2024)
- Vicksburg National Military Park, Mississippi (NPS SEM report in process)
- Wilson's Creek National Battlefield, Missouri (NPS SEM report in process)

Indian Wars

- Little Bighorn Battlefield National Monument, Montana

World War II

- Pearl Harbor National Memorial, Hawaii