

Request for Expressions of Interest

Adaptive Reuse of Clara Barton National Historic Site



Figure 1-Clara Barton National Historic Site front entrance

The National Park Service (NPS) is proposing a multi-million-dollar investment to address deferred maintenance at Clara Barton National Historic Site. This effort which will take several years to complete and provides a unique opportunity to re-imagine the occupancy and use of the facility. The NPS will set aside space to tell the history and significance of Clara Barton National Historic Site. Through this Request for Expression of Interest (RFEI) the NPS is seeking concepts for ways to repurpose the remaining spaces. The NPS investment in the structural, mechanical and historic treatments negates the need for a large capital investment from any potential partner. The RFEI will help to inform the NPS about return on investment over time and the transfer of operations and maintenance to a suitable partner.

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Adaptive Reuse of Clara Barton National Historic Site

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Data Sheet

This document is not intended as a formal offering for the award of a contract or for participation in any future solicitation. NPS reserves the right, at its sole discretion to withdraw the RFEI and/or not issue any related or another RFEI and to use the ideas or materials submitted in any manner deemed to be in the best interests of the NPS, including, but not limited to, the undertaking of the described work in a manner other than that which is set forth herein. The NPS likewise reserves the right, at any time, to change any components, concepts, or approaches of the RFEI. All cost associated with responding to the RFEI are the sole responsibility of the respondent and any such costs shall not be reimbursed by the NPS.

Location	NPS-owned building and grounds located in Glen Echo, Maryland. A site map appears in the section “Area Overview and History.”								
Address	5801 Oxford Rd. Glen Echo, Maryland 20812								
Facilities / Areas	<p>The building, Clara Barton National Historic Site and grounds available for adaptive re-use compatible with the Park’s mission and values are identified in the table below.</p> <p>Further information about the building is contained in the section “Building and Associated Land Descriptions”.</p> <table border="1"> <thead> <tr> <th>Clara Barton National Historic Site</th><th>Square Feet</th></tr> </thead> <tbody> <tr> <td>First Floor</td><td>1,000 sf</td></tr> <tr> <td>Second Floor</td><td>1800sf</td></tr> <tr> <td>Third Floor</td><td>370 sf</td></tr> </tbody> </table> <p>Grounds: about 2.5 acres spread over three areas.</p>	Clara Barton National Historic Site	Square Feet	First Floor	1,000 sf	Second Floor	1800sf	Third Floor	370 sf
Clara Barton National Historic Site	Square Feet								
First Floor	1,000 sf								
Second Floor	1800sf								
Third Floor	370 sf								
Term Length	NPS is seeking both short- and long-term options. In any case, the maximum allowable term is sixty (60) years.								
Financial Requirements	Depending on certain factors, occupants may be required to pay fair market value for the use of the space or may be required to cover operations and maintenance costs. Improvements identified as part of a proposed use and approved by the NPS would be the responsibility of any selected applicant as required under the corresponding legal instrument.								
Submission Guidelines	<p>Detailed submission guidelines appear in the section “Submission Considerations”, but generally include:</p> <ul style="list-style-type: none"> • Transmittal letter • Description of re-use concept within the RFEI framework • Other relevant information 								
RFEI Response Deadline	March 11, 2022								
Site Visit	Two site visits will be conducted, on February 3, 2022 and February 10, 2022. NPS staff will accompany interested parties to Clara Barton National Historic Site. Additional inquiries may be sent to aaron.larocca@nps.gov . All parties interested in attending the site visits must send an e-mail message to gwmp_superintendent@nps.gov . Participants will be required to follow all DOI and NPS COVID mitigation policy including wearing a mask indoors and COVID vaccine attestation.								
Contact	<p>Aaron LaRocca Chief of Staff, George Washington Memorial Parkway aaron.larocca@nps.gov (202)-438-6619</p>								

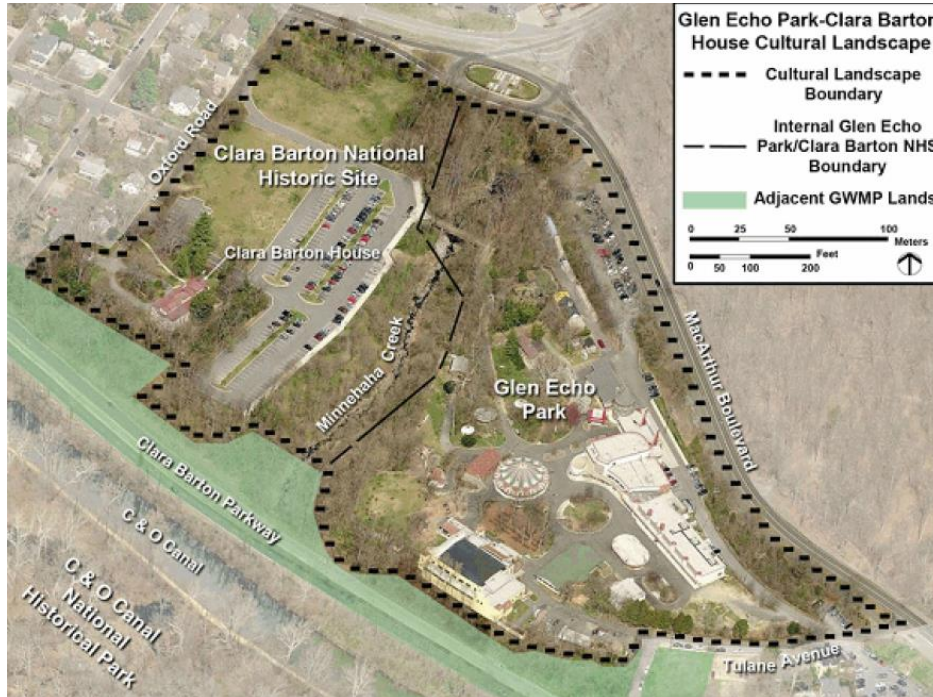
Opportunity

The National Park Service (NPS) announces a Request for Expression of Interest (RFEI) seeking responses from individuals, educational institutions, governmental and quasi-governmental agencies or entities, and non-profit or for-profit organizations, for use of portions of the Clara Barton National Historic Site (CLBA) and the grounds located at 5801 Oxford Road, Glen Echo Maryland.

Clara Barton National Historic Site was established when the enabling legislation adopted by Congress was signed into law on October 26, 1974. The purpose of the site is to tell the story of Clara Barton and the early years of the organization she founded, the American Red Cross, through the preservation and interpretation of the structure and associated artifacts. Constructed in 1891, Clara Barton NHS was more than just her home; it served as a warehouse for relief supplies, headquarters for the American Red Cross, and illustrated Clara Barton's interest in adopting new technologies that are visible throughout the house.

The National Park Service (NPS) is proposing a multi-million-dollar investment to address deferred maintenance at Clara Barton National Historic Site (page 13). After addressing the deferred maintenance, the NPS will set aside specific areas of the structure to tell the history and significance of Clara Barton National Historic Site (page 9). This RFEI provides a unique opportunity to re-imagine the occupancy and use of the facility which should be reflected in the proposed concepts for adaptive reuse.

Submissions should focus on contributing to the park's vision of creating a transformative experience. Submissions should consider a myriad of concepts for adaptive reuse. They include but should not be limited to opportunities for outdoor recreation, environmental education, arts programming, and special events.



A birds-eye view of the Glen Echo Park-Clara Barton House cultural landscape and surrounding lands, 2011 (base layer by Microsoft Bing 2011; additions by NCR CLP 2011).

Buildings and associated lands identified as available in connection with this RFEI may be used for the following:

Food and Beverage (Grounds)

- Bar/Restaurant
- Mobile Vending Operators (food trucks)
- Special Events
- Outdoor classes
- Venue for picnics, family, and friend gatherings

Services, Activities, and Associated Retail

- Arts Activities
- Health and wellness
- Exhibition Facilities
- Indoor/Outdoor Event Space
- Fairs
- Festivals
- Small Concerts or performances
- Educational Activities
- Environmental Activities
- Camps
- Garden Clubs
- Volunteer Opportunities
- Organized group meetings
- Bicycles and other recreational equipment rentals
- Birdwatching
- General Store
- Other Retail

Concepts should appeal to a wide spectrum of cultural tastes and price points – as well as other uses that might be made available for seasonal or year-round occupancy – are encouraged.

Uses of federal land must be authorized by law and comply with the law under which the use is authorized. Uses of federal land under NPS management must meet certain criteria. For Clara Barton National Historic Site this means that the use must, at a minimum:

- Not degrade or unduly impair the park's resources and values
- Be compatible with the programs of the NPS;
- Be consistent with the purposes established by law for the park area in which it is located;
- Ensure the preservation of any historic property involved with the proposed use.

Any alterations or improvements to the historic building or grounds which impacts the historic structure must be made in a manner consistent with the Secretary of Interior's Standards for the Treatment of Historic Properties. Any proposed activity or modification is subject to compliance review in accordance with the National Environmental Policy Act (NEPA, 42 USC 4321 et. Seq.) and the National Historic Preservation Act (Section 106, 54 USC § 306108). Compliance review typically requires submission of formal plans and specification for NPS review and approval and that NPS completes consultation with appropriate state and federal agencies as required by law, regulation, and policy.

This is a unique opportunity to help preserve a historic building through adaptive reuse could yield substantial cultural, social, and economic gain now and for future generations.

In addition to a list of projects currently under the consideration by the NPS, respondents are encouraged to identify any additional projects that they are contemplating in connection with the future use of the area. Respondents should identify any conceptual specific upgrades (alterations) including furnishings, fixtures, and equipment.

NPS will determine the length/term of any future legal instrument for adaptive reuse based in part on a return on investment for the proposed modifications or uses. The partner will be required to maintain all areas of the site to include the buildings and grounds. Maintenance obligations for the partner include cyclic, routine, and preventative maintenance, component renewal/replacement, and as well as upkeep of any proposed alternations. To evaluate the same, NPS requires applicants to provide the following information for any proposed concept:

- **Alterations:** Changes to the interior arrangements or other physical characteristics of the existing facility made so that it can be used more effectively for proposed use.
- **Component renewal/replacement:** Replacement of assets or component system at the end of its useful life such as roof systems, utility components, pavement, and other major dynamic equipment. Renewal includes the deconstruction of the existing system or system components and replacement with a new system of equal capability and performance.
- **Cyclic Maintenance:** Planned work activities that recur on a periodic cycle of greater than one year and less than seven to sustain the useful life of an asset. Projects include but are not limited to painting, pump and motor replacement, cleaning, repair and replacement of lighting and replacement of carpeting
- **Routine Facility Maintenance:** The day-to-day activities delegated to an operator, as well as the planned work required to preserve government improvements in such condition that they may be used for their designated purpose over an intended service life.
- **Preventative Maintenance:** Planned, scheduled periodic activities on selected equipment, typically including inspections, lubrication and other minor adjustments.

Area Overview and History

The Clara Barton National Historic Site and Glen Echo Park comprises a portion of the approximately 80 acres of land donated by brothers Edward and Edwin Baltzley to establish an educational campus known as the National Chautauqua of Glen Echo in 1891. That same year they also gifted a small portion of this land to Clara Barton, the founder of the American Red Cross, and supplied the labor and some of the materials used to construct the building that has come to be known as the Clara Barton NHS.

The Baltzleys were real estate developers who sought to create a major suburban enclave around the Chautauqua, and they hoped that attracting such a well-known public figure as Barton would serve as a testimonial to the soundness of their enterprise and encourage others to purchase lots and build houses. Unfortunately, the Chautauqua concept failed after only a year, and their efforts to resurrect it, coupled with the nationwide financial panic of 1893 eventually doomed their entire enterprise. Edwin Baltzley, who held out longer than his brother, turned to renting out the former Chautauqua grounds to Vaudeville acts and other groups as a last-ditch effort to recoup his losses, and by 1899 the first amusement park structures, including an early carousel, had been erected on the site. His efforts, however, were in vain, as the bank finally foreclosed in 1903. Nonetheless, the amusement park idea took hold, and approximately 16.5 acres of the original 80-acre Chautauqua campus would function in this capacity until 1968 under the

name Glen Echo Park. For her part, Clara Barton lived in the house built for her by the Baltzleys for a brief time in 1891, when the Chautauqua was in operation, and then again from 1897 until her death in 1912. During this second, period, she established a miniature farm on the grounds of her house that included a stable and several ancillary outbuildings, fruit trees and bushes, vegetable gardens, flowerbeds, and such animals as cows, horses, chickens, and goats. During the years 1891-97, the house served as an American Red Cross warehouse, and it was the organization's national headquarters from 1897-1904.

When Barton died in 1912, the amusement park was already a very successful operation, and her close friend Dr. Julian Hubbell, who was also the chief field agent of the American Red Cross for over 20 years, had only recently succeeded in convincing the manager to relocate an early roller coaster and Ferris wheel away from her doorstep.

Congress declared the Clara Barton House a National Historic Landmark on January 12, 1965, and in 1974 passed legislation establishing the house and grounds as the Clara Barton National Historic Site. This property was acquired by NPS in April 1975 through a donation from the Friends of Clara Barton.

This agriculture use of the landscape is no longer evident. Many of the trees and plants that grow today are not consistent with the historic function of the grounds, and several outbuildings that served the day-to-day operations of her small farm have all since been demolished. However, the house is the most significant building associated with her time at Glen Echo, and it remains intact.

Today the Clara Barton National Historic Site serves to honor this remarkable person. Clara Barton dedicated her life to help others in times of need, both at home and abroad, in peacetime as well as during military engagements.



Left- Ms. Barton (middle) with fruit trees, ca. 1903-10. Right- Tracks for the miniature electric railway in front of the house, ca. 1907. (Both images- Richard Cook Collection)

Site Description

The original Red Cross House resembled more of an English country church or a somber memorial than warehouse, business headquarters, or certainly, a residence. The building resembles two Red Cross hotels that had been constructed in Johnstown, Pennsylvania, to house the victims of the 1889 Johnstown flood,

and may have incorporated some of the lumber from the disassembled hotels and/or other Red Cross buildings in Johnstown. At 48 feet wide and 84 feet long, it was approximately as wide, but not as long as the Johnstown hotels.

Clara Barton National Historic Site is currently made up of 1 building and 3 open areas. The main structure is a 3-story building with a half-finished basement. On the first floor there are 13 rooms, all which can be accessed from the central hallway. All rooms also connect through a series of doors. The second floor has a large open space over the first floor of the central hallway. There are approximately 13 rooms on the second floor in a similar layout of the first floor. Again, rooms can be accessed from the center hall or through a series of doors. The third floor is split to the north and the south side of the building with one room each. The basement is currently unfinished, with a dirt floor, not conditioned with a very low ceiling. The entire structure is over 14,000 square feet.

A footpath made of aggregate concrete runs from near the end of Oxford Road to the north front of the Clara Barton House. There it leads up the front steps on the west side and around to the ramp on the east. A short spur also connects with the driveway just west of the house's northwest corner.

Clara Barton's vegetable gardens, fruit trees and shrubs, and flower beds are no longer present, but there are ornamental gardens onsite. The steep embankment to the rear (south) of the house is overgrown with trees, shrubs, and other plants. The remainder of the grounds surrounding the Clara Barton House resembles a typical suburban yard, with many deciduous and evergreen trees and a few minor arrangements of ornamental plantings, nearly all of which were planted after Barton's death in 1912.

The rest of the site is made up of parking areas and open green spaces. Parking for Clara Barton National Historic Site consists of two paved parking lots. The larger paved parking lot is co-managed by Montgomery County, Maryland and contains about 200 parking spaces and serves visitors going to Glen Echo Park and Clara Barton NHS. The smaller paved parking lot consists of 11 parking spaces and is intended to serve those visiting CLBA.

Of the two grassy areas, which can be used for overflow parking, one is very flat and with an entrance from Oxford Road. The second grassy area along McArthur Boulevard, has a slight hill. Together the two are about 1.75 acres.



Left-Center Hall first floor, Right -Main hallway second floor. (NPS photos)



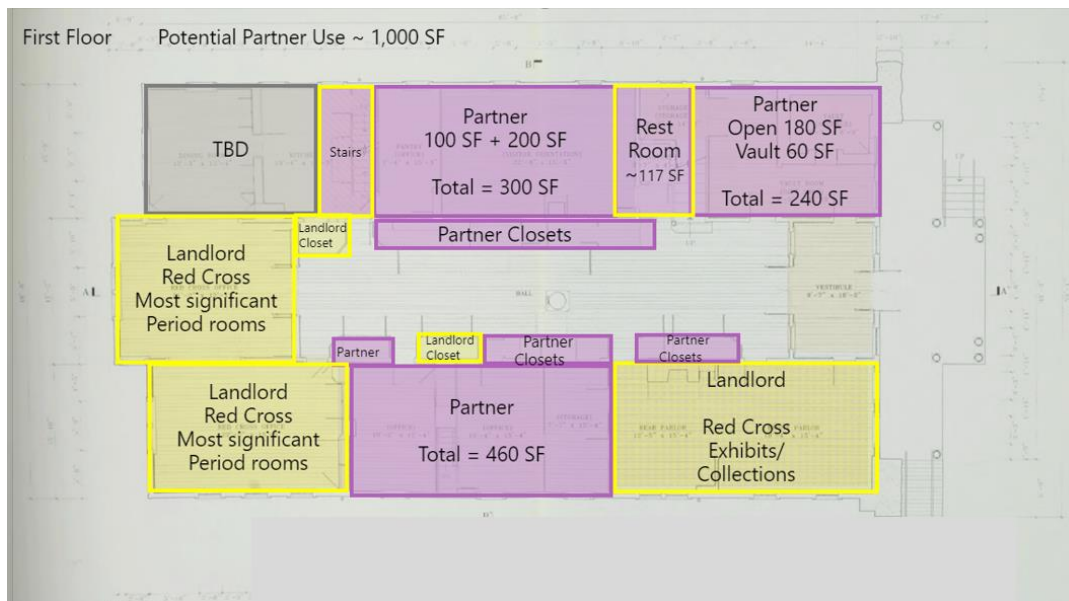
Picture of unfinished basement. (NPS Photo)

Spaces for Future Use

NPS will retain specific rooms for educational and preservation purposes. These spaces would be under the control of the NPS and remain open to the public as determined by the park. These rooms are the most historically significant and include Clara Barton's Office, the American Red Cross office, the front and rear parlor, and Clara Barton's bedroom. The NPS will collaborate with the operational partner annually to establish and determine the scope of onsite public programming.

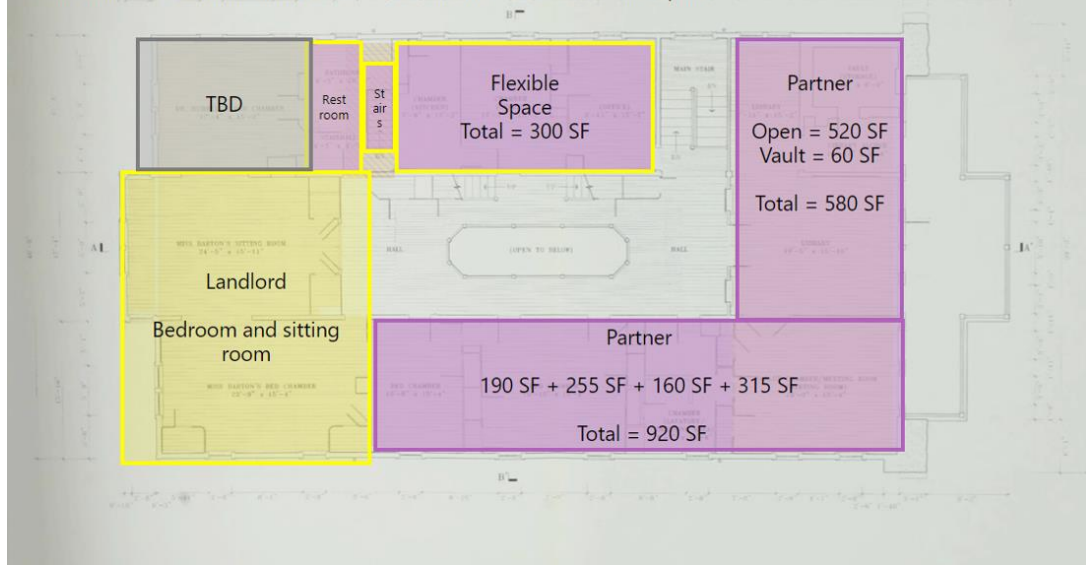
Usable Space for Concepts related to this RFEI: About 3000 square feet (sf) total over 3 floors

- First Floor: about 1000 sf
- Second Floor: about 1800 sf
- Third Floor about 370 sf



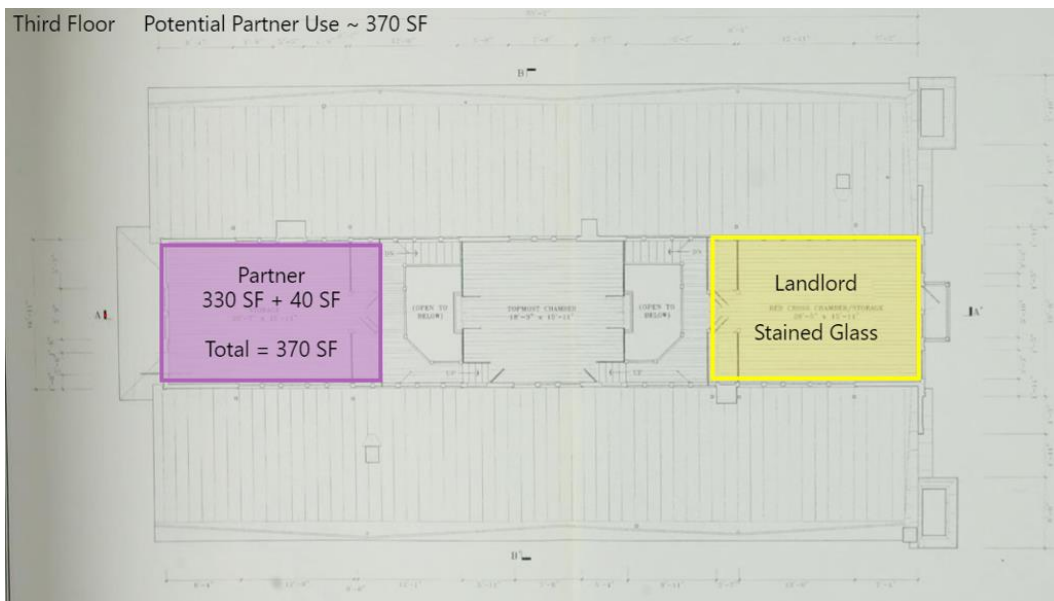
First floor with partner and landlord space overlay (NPS photo)

Second Floor Potential Partner Use ~ 1,500 SF and ~ 300 SF Flexible space



Second floor with partner and landlord space overlay. (NPS Photo)

Third Floor Potential Partner Use ~ 370 SF



Third floor with partner and landlord overlay. (NPS photo)



Left-Third Floor room designated as potential space. Right- Designated potential partnership space on the second floor. (NPS Photo)

Respondents should consider whether the unfinished basement of Clara Barton National Historic Site could support their concept. The NPS does not identify this space as desirable space for public access, but it could be used to support the operation of a concept. Unless specifically described in a concept, the NPS will assume that there is no intended repurposing of the unfinished basement.

This RFEI makes the smaller paved parking lot and both grassy areas available for partner use. Respondents should also consider how these outdoor areas of Clara Barton National Historic Site could be used in executing a concept. In addition, respondents should address any proposed changes to the landscape (softscape and hardscape-including signage and lighting) that are needed to support a concept.



Left-Overhead picture of grassy areas and large, shared paved parking lot. Right-Parking lot for Clara Barton NHS and grassy, flat lawn in the backdrop. (NPS photo)

Open Area / New Construction

In addition to the building, the RFEI Area has about 2.5 acres of open space, primarily in the grassy areas. Development of permanent or temporary facilities in parts of these open areas may be permitted; however, it is important to note that anything other than temporary construction will be subject to significant additional development review processes and require approval from the Director of the National Park Service.

When proposing new temporary or permanent facilities, respondents should keep in mind that the open space within the RFEI area contributes to both the historical and present-day recreational character of the area. Concepts should aim to strike an appropriate balance between increased intensity of use and protection and enhancement of cultural and natural resources.



Side yard at Clara Barton NHS (NPS Photo)

NPS Proposed Deferred Maintenance Project

The NPS intends to address several deferred maintenance issues associated with the facility in advance of implementing any concept identified by the RFEI process. These would be addressed through a design, bid, build competitive solicitation process. The multi-million-dollar investment is proposed to occur from 2023-2026. Occupancy and use of the facility would not occur until after construction is complete.

The type of deferred maintenance and compliance to be addressed in these potential projects includes:

- Stormwater management, drainage
- Accessibility – ramps, walkways, entryway, restroom
- Boiler room and air conditioning
- Interior heating
- Exterior envelope – roof and siding
- Electrical upgrade –service delivery potential upgrade to five phase

Under further study, evaluation, and consideration:

- Accessibility to the third floor
- Fire egress from the first and second floor

Submission Process

Respondents to this RFEI are encouraged to demonstrate how their concept supports the park's purpose and the stated goals of the RFEI. Responses should include:

- A description of the re-use concept for the facility, including the planned improvements, programming, and description of the visitor experience.
- Any additional relevant information or considerations relevant to the respondent's vision or experience.

Applicants should also consider the following:

1. **Vision / Concept**

- The overall project description/narrative describing the development concept proposed in connection with the areas identified above. Applicants may wish to address:
 - The type and variety of operation proposed, including a description of the overall visitor experience.
 - How redevelopment and activation would be phased, including any ability to begin early operations in 2026.
 - Whether the use proposed is intended as a seasonal or year-round use.
 - Any proposals to improve transportation to the areas identified herein.
 - Applicants' ability to conduct activities in an environmentally sustainable manner.
 - Appeal to a wide audience and varying price points.

2. **Use of Building and Open Areas**

- Identify the building and open areas considered for use. Describe improvements considered for each.
- Identify the proposed use of the building, grounds, or both in which you are interested. Consider including timelines for completion. Please include information about experience rehabilitating historic structures and address specifically consideration of National Register and Landmark designations.
- For open areas, identify broadly the area to be used, the density or nature of development, and the relationship to existing, adjacent building.
- For open areas, please include information about the removal or winterization of any temporary structures as appropriate either seasonally or severe weather.

3. **Financial, Business, and Management Considerations**

- Provide a brief (not to exceed two pages) description of how your proposal is financially structured and managed.
- Describe your business strategy and how it provides for wide appeal and accommodates varying price points.
- Please address the nature of any partnerships proposed, including the roles and responsibilities of each entity in achieving the vision described.
- Please describe your ability to manage the day-to-day operations for you proposed use.
- Please describe your facility management strategies for cyclic, routine and preventative maintenance to support your proposed use.

- Indicate the capacity of the respondent(s) to carry out the proposal, including financial capability, development and hospitality track record, and
- Please provide information about experience working with NPS or with other relevant entities regarding historic preservation.

Submission Guidelines

- Proposals should be submitted no later than Friday, March 11, 2022.
- Responses should include a transmittal letter identifying the submitting entity (company or organization), legal structure, and contact information.
- Applicants must submit their proposal in electronic or paper format. Proposals must be formatted to 8-1/2" x 11" page size. Proposals will not be returned.
- If submitting by mail the proposal must be enclosed in a sealed envelope and post marked by the date and time designated in this RFEI. The face of the sealed envelope must state the Applicant's name and address.
- If respondent is submitting a proposal by hard copy, it must be received at the George Washington Memorial Parkway Headquarters by the date and time designated in this RFEI.
- Any financial attachments provided must be in Excel or other compatible format.
- Submission of proposals by telephone or fax will not be considered.

Any page with proprietary or confidential information must be noted with a disclaimer, however respondents should be aware that proposals are broadly subject to public disclosure pursuant to the Freedom of Information Act (5 U.S.C. § 552).

Hard-copy proposals, postmarked by March 11, 2022 should be submitted to:

Superintendent

George Washington Memorial Parkway

700 George Washington Memorial Parkway

McLean, VA 22101

Attention: Clara Barton NHS RFEI

Proposals should be submitted by electronic mail before March 11, 2022

to: gwmp_superintendent@nps.gov.

Any questions may be addressed to aaron_larocca@nps.gov.

Disclaimers

This document is not intended as a formal offering for the award of any legal authorization.

Participants should not assume they will receive any preference for any future solicitation should they choose to submit materials in response to this opportunity. The NPS reserves the right, at its sole discretion to: withdraw the RFEI and/or not issue any related or other Request For Proposals (RFP); use the ideas or proposals submitted in any manner deemed to be in the best interests of the NPS, including, but not limited to, the undertaking of the prescribed work in a manner other than that which is set forth herein. The NPS likewise reserves the right, at any time, to change any components, concepts, or approaches of the RFEI. All costs associated with responding to the RFEI are the sole responsibility of the respondent and any such costs shall not be reimbursed by the NPS.

Applicant should be aware that responses are broadly subject to public disclosure pursuant to the Freedom of Information Act (5 U.S.C. §552). Any page with proprietary or confidential information must be noted on each page containing such information with a disclaimer such as this:

“The information specifically identified on this page of this proposal constitutes trade secrets or confidential commercial or financial information that the applicant believes to be exempt from disclosure under the Freedom of Information Act. The Applicant requests that this information not be disclosed to the public, except as may be required by law.”

NPS will not return materials submitted in connection with this RFEI and assumes no liability for the accuracy of the information provided in this RFEI.

Site Visits

NPS will host two site visits at the RFEI Area for interested parties. The date and RSVP deadlines for the site visits are shown below:

Site Visit 1	February 3, 2022 RSVP by February 1, 2022 to gwmp_superintendent@nps.gov
Site Visit 2	February 10, 2021 RSVP by February 8, 2022 to gwmp_superintendent@nps.gov
RFEI	DUE: March 11, 2022

Respondents are also encouraged to visit the site virtually using the NPS Clara Barton National Historic Site Virtual Museum Exhibit and [virtual house tour](https://www.nps.gov/museum/exhibits/clba/houseTour.html).
<https://www.nps.gov/museum/exhibits/clba/houseTour.html>