

## CHAPTER 2

# ALTERNATIVES

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*John Ridgely, and wife Jane, with unidentified servant, move to lower house after completing the agreement that would make Hampton, a National Historic Site, 1948.*





Hampton Estate, 1829

Falling Gardens



## INTRODUCTION

This chapter describes three distinct alternatives for achieving Hampton National Historic Site's (Hampton NHS) purpose and desired future conditions including a "no action" alternative. These are described in terms of cultural and natural resource management, interpretation and visitor experience, facilities and visitor use, and partnerships and cooperative actions. Before describing each alternative, certain common actions are described—statements describing future resource conditions and the desirable visitor experience. Actions for achieving these future conditions are also described through zoning of the park. This chapter also describes the environmentally preferred and the NPS preferred alternative, with analysis showing how these alternatives were identified, and a discussion of alternatives that were initially considered but then eliminated from further discussion.

The three alternatives presented can be summarized as follows:

- **Alternative 1—the no action alternative**  
would continue the current management practices and serve as a baseline against which the action alternatives would be measured.
- **Alternatives 2 and 3—the action alternatives**  
express different ways of achieving the park's purpose and park goals through expanded use of resources and visitor programming.

The alternatives evolved through public comment and agency analysis from three preliminary concepts that were developed and presented to the public in April and October of 1999, and through continued input from staff and partners and the public from that time until the present. Due to the length of time since their original introduction, these alternatives were reintroduced to the public in a March 2008 open house. Comments in March of 2008 were very supportive of work already underway at the park to expand programming and engage visitors. The majority of visitors expressed support for continuing this work and encouraged the development of better visitor orientation. Support for Alternatives 2 and 3 were expressed fairly equally, and were qualified with statements related to cost, staffing, and general concerns about con-

tinuing federal support in a time of budget constraints.

For both action alternatives, rehabilitation would be proposed as the overall treatment strategy for the cultural resources. The essential landscape features, integrity and character would be retained and managed to represent the latter part of the 19th century, because the dominant surviving landscape characteristics of the site were developed during that period. No features that continued to 1948 (the end of the period of significance) would be removed; specifically, no tree that can be documented before 1948 would be taken out.

Alternatives 2 and 3 differ in the approach to the visitor experience, the extent of landscape rehabilitation and the use of buildings that would be proposed. Alternative 2 recommends rehabilitation of all six parterres of the formal garden, the orchard, the west field and ornamental plantings to provide visitors the views found on the Ridgely estate during the latter part of the 19th century to the greatest extent possible. Historic buildings would be used for interpretation to the greatest degree possible and collections, administration and visitor services would be housed in modern buildings. Alternative 3 recommends a more limited rehabilitation of the formal garden, west field and ornamental plantings and would rely on multiple approaches to experience the Ridgely estate. The primary historic buildings would be interpreted, but others would be rehabilitated to accommodate collections, administration and visitor services. For each alternative there is a

## **Actions Specific to Alternative 1 (No Action)**

### **Overview**

Under this alternative there would be no change in management direction or visitor experience. Plans already in place would be carried out. Although some rehabilitation would continue to occur, preservation would be the general approach to treatment of Hampton NHS's historic structures and cultural landscape.

Staff offices, permanently removed from the mansion basement for health and safety reasons, would continue to occupy the trailer. The Historic Hampton, Inc., (HHI) partnership offices in the trailer closest to the metal building would be relocated and the trailer removed to accommodate the new collections facility. A 4,000 square foot collections management facility would be constructed next to the remaining modular structures and the roads, parking lots, paths and lawns would be modified to accommodate the new building.

The visitor experience would primarily rely on conducted tours of the mansion and conducted or self-guided tours of the grounds and the farm. Brochures and wayside exhibits would supplement tour guides. Supplemental programs would be offered as staffing and budget allow. Park boundaries would remain unchanged.

### **Cultural and Natural Resource Management**

A preservation approach for the cultural landscape means that the current—rather than the historic—form and character of the landscape would be maintained, and ongoing natural processes such as succession of wooded areas would be allowed to continue.

The cultural landscape of Hampton would strongly retain its 19th century structure and design. For the most part, the main character-defining features including historic circulation patterns, major plantings, the ensemble of buildings, and the topographical design would remain. However, changes have occurred since the 1870s—forty years after the estate's zenith and the time considered the end of major development. These changes include the loss of some major plantings and the addition of others; the loss of some outbuildings; the addition of a modern entrance drive and parking lots for visitors; and most importantly, the loss of farmlands that once surrounded the mansion and home farm.

Under this alternative, most of these landscape changes would be perpetuated with the exception of two projects begun in Fiscal Year 2009: two parterres in the formal garden and vegetation along the dairy stream. Parterre 1 and 2 have been rehabilitated to reflect their appearance in the latter part of the 19th century with some modern additions relating to accessibility. The non-historic invasive exotic plants along the dairy stream have been replaced with non-invasive vegetation to stabilize the stream banks, protect water quality and re-establish the historic appearance of the stream.

The historic structures throughout the park would be preserved and kept in good repair. Exteriors of the historic buildings would be preserved in their current condition, primarily reflecting their mid-to-late 19th century appearance. Some changes to individual structures have occurred since their original construction. Under this alternative, deterioration would be halted, but these changes would be accepted and preserved as part of the continuum of the site's history. Some of the changes include change of use and design (chicken coop remodeled into a garage), deterioration and loss of historic fabric (greenhouse #1 and garden maintenance building), loss of entire structures (blacksmith shop, corn crib, octagonal servants quarters), and reconstruction of historic structures with modern additions (orangery). Structures that postdate the 19th century would also remain, for example, the early 20th century garage and the 1948 lower house addition would be preserved.

Most of the interiors of the park's historic structures still retain some historic fabric. Although many are in less than good condition, all would be preserved and a few would be open to the public. Ten rooms in the mansion have been rehabilitated and would continue to be used to interpret periods between 1790 and 1910. The lower house and stone slave quarters have also been rehabilitated and would continue to be used for interpretation. Stables #1 and 2 would continue to be used for collections storage and Stable #1 would continue to also provide visual access for interpretation. Other buildings would be used for park operations or would be empty.

Museum collection items would be stored in the new collections management facility on-site and in other historic buildings at Hampton and Fort McHenry. Collection management activities, including cleaning,

preservation, documentation, cataloging and storage for supplies, would be conducted at the new facility. Archives would also be stored in the new building. The archeological collection would be stored on-site, in the historic Mansion.

Archeological resources would be preserved in situ, unless impacted by natural disaster or unexpected rehabilitation project. Future research potential of these resources would remain largely unexplored, unless funding or project needs motivated a particular program of investigation.

### **Interpretation and Visitor Experience**

Visitors would continue to reach Hampton NHS by exiting I-695 at Dulaney Valley Road, turning onto Hampton Lane, and entering the park on the mansion side via the visitors' entrance drive. The parking lot would be at the top of the hill near the orangery, with overflow and bus parking located below in the west field adjacent to the administration trailer. Existing walkways would continue to provide access to the mansion from these parking lots.

Visitors would continue to be oriented to the park in the west hyphen of Hampton mansion with instructions for guided tours of the mansion and self guided ones of the grounds. Providing these tours would continue to be a priority for interpretive staff and volunteers. Information on Hampton's historical context, significance, and diverse work force would continue to be presented in addition to traditional topics such as life style, fine and decorative arts, furnishings, and architectural and landscape design. Tours of the grounds would continue to be featured in warm weather. Farm tours would be given at scheduled times. Educational programs for school classes and adult groups would continue to be offered as time and funding permit.

Special events would continue to be limited to those that would be in keeping with the historic significance of the site and would not impair its resources. Examples would be programs on gardening, music, literature, games and other entertainments, and social mores. Indoor space for special events would be available only in the orangery, which can seat 40 to 50 people but is not conducive to audio-visual presentations, and in one of the rehabilitated rooms in the lower house, with space for approximately 20 chairs.

A retail shop would continue to be managed by Historic Hampton, Inc., in the mansion. Outside, plaques would identify a few trees and key structures. Most visitors to the farm would walk down the East Road or the mown path in the north lawn, or would drive over and park in the small lot behind the mule barn.

### **Facilities and Visitor Use**

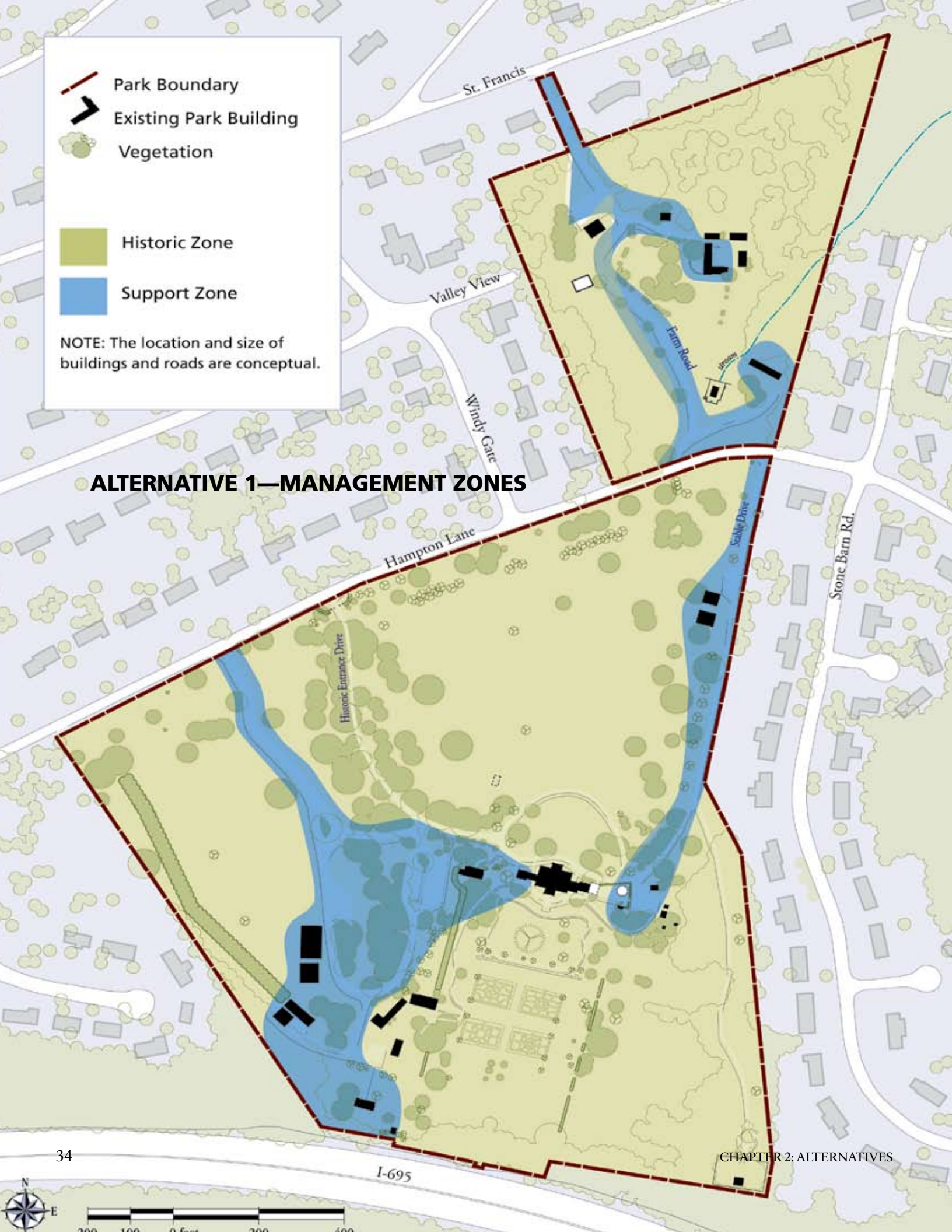
Administrative offices would remain in their current location in a trailer, with a supplemental room in the lower house. Staff and volunteers would continue to park in the west field (overflow) lot, in the visitor lot west of the mansion, and behind the mule barn. Although most maintenance equipment used at Hampton would be kept at Fort McHenry, some equipment and supplies would be stored on-site. Staff would perform horticulture and preservation maintenance activities on site.

Public restrooms would continue to be found only in the orangery and in the mansion basement, but would be introduced at the farm in FY2010. In the interim, visitors to the farm would use a portable toilet similar to those found on construction sites.

All buildings that would be open to the public would be at least partially handicapped-accessible, but the only accessible restrooms would continue to be those located in the orangery and eventually, in the dovecote at the farm. Most paths would continue to have limited accessibility; exceptions would be the walkway between the main parking lot and the mansion, and the walk in front of the lower house.

### **Partnerships and Cooperative Actions**

Partnerships would continue with park volunteers, Historic Hampton, Inc., and numerous other institutions and organizations. Volunteers would lead tours of the mansion and farm, take care of collections, conduct research, assist with exhibits, and help maintain the landscape. Historic Hampton, Inc. would coordinate special interpretive programs, help with archive management, and continue to raise money for the park through the book store, grants, and fund raising campaigns. Activities of other partners would include, among others, promoting the park, developing and presenting interpretive programs and public events, providing interns, seeking grants, offering grants and endowment funding, and managing artifacts and archival materials.



Park Boundary

Existing Park Building

Vegetation

Historic Zone

Support Zone

NOTE: The location and size of buildings and roads are conceptual.

**ALTERNATIVE 1—MANAGEMENT ZONES**

## ACTIONS COMMON TO ALL ACTION ALTERNATIVES

### Park-wide Actions

Statements of the future resource conditions and desirable visitor experiences are identified for each alternative. These actions address the park goals and decision points presented in Chapter 1 and form the basis for development of each of the alternatives. Some of the actions are common to all alternatives and are not linked to a particular place, while others apply to specific geographic locations or zones. All of the park-wide and zone-specific actions would be implemented in accordance with NPS *Management Policies* (2006) and other laws or regulations governing operations of units of the national park system.

The following are the actions common to all of the action alternatives.

- **Cultural and Natural Resource Management**

Historic structures and landscapes would be protected and maintained in good condition. Archeological resources would be identified, evaluated, preserved in place or recovered for research and mitigation purposes, analyzed, documented and interpreted. Collections would be exhibited and stored in a protective and accessible environment that meets NPS museum standards. Water quality would be maintained. Historic specimen plants within the cultural landscape, regardless of origin or invasive qualities would be stabilized and protected consistent with safety and the protection of historic structures. Non-historic plant material, whether native or exotic, would be controlled to preserve the integrity of the landscape. Carrying capacity of park resources would be not exceeded.

- **Interpretation and Visitor Experience**

Interpretive and other educational programming would use a variety of techniques and media to appeal

to diverse audiences both on and off site. Through thematic interpretive programs and exhibits, visitors would gain a larger understanding of the roles of enslaved, indentured, and other workers, as well as, the Ridgely family in creating and maintaining the

estate.

- **Facilities and Visitor Use**

Visitors would be afforded safe access to and within the park in a manner that protects the character of park resources. Consistent with adequate resource protection, historic structures would be open to the public. Public events using park facilities would support the park's purpose and generate community interest and support. Park staff would work in safe and efficient facilities.

- **Partnerships and Cooperative Action**

Existing relationships with Historic Hampton, Inc., (HHI) and other partners would be strengthened and

appropriate new ones developed to increase the park's

ability to protect its resources and provide high quality interpretation and visitor experiences.

### Actions for Specific Management Zones

For actions that are specific to certain geographic locations, the park is divided into management zones. At Hampton NHS there would be Support and Historic zones. The Support Zone would permit preservation, rehabilitation and limited new construction; would primarily encompass modern buildings or landscape elements; and, would be used for primarily park operational activities—i.e., modern buildings that house administrative offices, museum storage, or the modern entrance drive and the modern path from the mansion to the farm that are used for visitor access around the park. The remainder of the park, called the Historic Zone, would permit rehabilitation and preservation activities only, would primarily encompass areas with historic buildings



or landscape elements, and would be used for primarily interpretive and/or administrative uses.

Actions by zone are presented below. Table 2-1 then relates both park-wide and zone-specific management prescriptions to the park goals described in Chapter 1.

### **Cultural and Natural Resource Management**

- **Historic Zone**  
Historic structures and landscapes would be managed and maintained through preservation and rehabilitation. The park would seek to bring all historic structures into good condition. Rehabilitation and reconstruction, if Department of Interior/ National Park Service (DOI/NPS) documentation needs are met, of certain buildings and grounds would help to expand the visitor experience throughout more of the site. Designated historic buildings housing collections or used for administrative purposes would be upgraded to provide appropriate environmental conditions, fire protection, and security.
- **Support Zone**  
All new development (whether new construction, rehabilitation, or expansion of an existing structure) would be located and designed to minimize intrusion on the historic landscape and capable of

accommodating events and special uses with larger groups.

### **Interpretation and Visitor Experience**

- **Historic Zone**  
The park's ability to tell the full story of the site would be enhanced through rehabilitation and restoration of buildings and landscape. Visitors would understand the broad array of stories connected with Hampton NHS.
- **Support Zone**  
Integration of the farm into the visitor experience would be facilitated by better access and a safer crossing across Hampton Lane.

### **Facilities and Visitor Use**

- **Historic Zone**  
Public events at the park would be compatible with protection of historic structures and landscape. The need for visitor facilities on the farm side would be met by rehabilitation of historic buildings.
- **Support Zone**  
Administration functions would be accommodated in existing modular and rehabilitated historic buildings or through new construction. Access to the farm would be improved through rehabilitation of the farm lane.

### **Partnerships and Cooperative Actions**

- **Historic Zone**  
Partners would help to protect, manage and interpret the historic landscape, structures and collections. Rehabilitated and restored buildings would increase the opportunity for partner exhibits and programs.



**Table 2-1 Goals, Park wide Actions and Zone Specific Actions**

PARK GOALS	PARK WIDE ACTIONS	ZONE-SPECIFIC ACTIONS
<b>One: Cultural and Natural Resource Management</b>	<p>Historic structures and landscapes would be protected and maintained in good condition.</p> <p>Archeological resources would be identified, evaluated, preserved in place or recovered for research and mitigation purposes, analyzed, documented, and interpreted.</p> <p>Collections would be exhibited and stored in a protective and accessible environment that meets NPS museum standards.</p> <p>Water quality would be maintained or improved.</p> <p>Historic specimen plants within the cultural landscape, regardless of origin or invasive qualities would be stabilized and protected consistent with safety and the protection of historic structures. Non-historic plant material, whether native or exotic, would be controlled to preserve the integrity of the landscape.</p> <p>Carrying capacity of park resources would be not exceeded.</p>	<p><b>Historic Zone</b> Historic structures and landscapes would be managed and maintained through preservation, rehabilitation, and restoration. The park would seek to bring all historic structures into good condition.</p> <p>Rehabilitation and reconstruction, if Department of Interior/National Park Service (DOI/NPS) documentation needs are met, of certain buildings and grounds would help to disperse visitors throughout the site.</p> <p>Designated historic buildings housing collections would be upgraded to provide appropriate environmental conditions, fire protection and security.</p> <p><b>Support Zone</b> All new development would be located and designed to minimize intrusion on the historic landscape and capable of accommodating special uses with larger groups and more intense impact on the resource.</p> <p>New collections facility will provide appropriate environmental conditions, fire protection and security.</p> <p>Visitor dispersal beyond the mansion would be encouraged by new support facilities.</p> <p>A higher level of use would be allowed in this zone, possibly accommodating special events or more intensive visitation patterns</p>
<b>Two: Interpretation and Visitor Experience</b>	<p>Interpretive and other educational programming using a variety of techniques and media would appeal to diverse audiences both on site and off site.</p> <p>Through thematic interpretive programs, visitors would gain a larger understanding of the roles of enslaved, indentured, and other workers as well as the Ridgely family in creating and maintaining the estate.</p>	<p><b>Historic Zone</b> The park's ability to tell the full story of the site would be enhanced through rehabilitation and restoration of buildings and landscape. Visitors would understand the broad stories connected with Hampton NHS.</p> <p><b>Support Zone</b> Integration of the farm into the visitor experience would be facilitated by better access new and/or improved facilities.</p> <p>Special events and programs would serve diverse audiences while also minimizing impact to the park's historic resources.</p>
<b>Three: Facilities and Visitor Use</b>	<p>Park operation and visitor needs would be met by facilities located, designed and constructed to minimize impacts on the park's cultural and natural resources and on the neighborhood.</p> <p>Visitors would be afforded safe access to and within the park in a manner that protects the character of park resources.</p> <p>Consistent with adequate resource protection, historic structures would be open to the public.</p>	<p><b>Historic Zone</b> Public events at the park would be compatible with protection of historic structures and landscape.</p> <p>The need for visitor facilities on the farm side would be met by rehabilitation of historic buildings.</p> <p><b>Support Zone</b> Administration functions would be accommodated in existing modular and rehabilitated historic buildings or through new construction.</p>

## ACTIONS SPECIFIC TO ONE ACTION ALTERNATIVE

### Alternative 2 Experiencing The Past

#### Overview

This alternative would remove post-1948 development, rehabilitate the farm and mansion and consolidate modern park operations in an effort to immerse visitors, to the greatest extent feasible, into the Hampton Estate near the end of its period of greatest significance—the mid to late 19th century.

In the Historic Zone, missing architectural and cultural landscape features, critical to understanding the 19th century experience, would be rehabilitated in accordance with the Secretary of the Interior's *Standards for the Treatment of Historic Properties* to enable interpretation of this period. The primary historic structures and major elements of the cultural landscape would be rehabilitated and adaptively used for interpretation. Extensive new interpretive media would be developed so that the visitor could experience the estate and all those who worked and lived there during the latter part of the 19th century. Whenever possible, modern intrusions would be removed from the Historic Zone.

In the Support Zone, the trailer used for park administration would be removed. An administration and visitor services facility (around 5,000 square feet) would be constructed to provide administrative offices and the visitor orientation functions currently housed in the mansion's hyphen would be relocated to this building as well. This facility would provide the primary visitor contact to the park and would be located adjacent to the new collections management facility and rehabilitated pole barn and metal building. Finally, the modern entrance drive would be relocated closer to the western park boundary and new parking lots developed for visitor orientation and access to the Mansion, formal garden and other parts of the historic estate, along with the new administration building, the collections facility and other park operations functions located in the historic service area.

More detailed site planning and building design, along with related compliance and cost estimates, would be required as these construction and rehabilitation efforts proceed. Every effort would be made to meet the park needs, while limiting the intrusion of modern structures and activity into the historic setting and the visitor experience.

Minor changes (less than an acre) to the alignment and cross section of the farm lane would be made to improve safety and improve access for buses and emergency vehicles to the farm side of the park. Every effort would be made to maintain the historic character of the farm lane, but provide the width for vehicles to safely pass each other in opposite directions.

Interpretive media and programs, research and outreach would be expanded to widen the audience base and engage a greater diversity of interests. It would also provide more opportunities to connect the visitor with the full range of activities that occurred at the Hampton Estate, the Home Farm and related agricultural and industrial activities during the Ridgely family tenure at Hampton. The activities and stories from the period of greatest significance (the mid to late 19th century) known about the workers—free, indentured and enslaved—as well as the family in the big house would be used in new programs, media and exhibits.

Park boundaries would remain unchanged. The NPS would consider minor adjustments to protect important resources or enhance the visitor experience, only through donations or a willing seller process.

#### Cultural and Natural Resource Management

The cultural landscape at both the Home Farm and the Mansion would be rehabilitated to the greatest extent feasible.

- At the farm, landscape rehabilitation would include planting field crops and orchards, establishing gardens and replacing missing fencing. Rehabilitating the farm landscape to represent the working landscape during the mid-nineteenth century would comply with

conditions for rehabilitation of cultural landscapes specified in *NPS Management Policies* (2006) and would bring the look of the farm, as closely as feasible, to its historic appearance.

- Around the Mansion, all six of the parterres in the formal garden (expanding on the modest rehabilitation efforts identified in Alternative 1) and its support areas, the west field and orchard, historic entrance drive and gates, the garden maintenance area, and plantings in the cemetery, along the access road and north of the Mansion would be rehabilitated to reflect its appearance during the latter part of the 19th century. Rehabilitating the landscape in front of the mansion could involve reestablishing historic vegetation, regrading contours to reestablish historic features or provide for resource protection, reclaiming areas that would be overgrown, replacing missing historic paths and plantings, and burying power lines along Hampton Lane.

Rehabilitation of the lower house and stone quarters for enslaved workers for interpretation would expand the existing visitor experience. This space would include exhibits, feature historic furnishings and other types of interpretive media and programming. The stables, dairy, and other historic structures would be restored for interpretation and the interiors would be accessible to the public. The granary would be rehabilitated to provide interpretation of the exterior and the interior would be upgraded with improved environmental controls, fire suppression, and security for collections storage. The greenhouses and garden maintenance building would be rehabilitated for interpretation, as would the ice house, coal gas building and other historic outbuildings around the mansion.

Restoration of the mansion interior would continue by maintaining the already furnished rooms and furnishing up to an additional six historic rooms. The mansion's exterior restoration would be completed. Partnership contributions would be sought to assist in accomplishing restoration activities.

Current NPS Management Policies (2006) allow reconstruction of missing buildings and features where necessary to accomplish the park's interpretive mission if there

is sufficient documentation for duplicating the structure in its original location, and disturbance of archeological resources can be minimized and mitigated. The corn crib and the summer kitchen would meet these requirements and would be reconstructed, upon approval by the Director of the NPS, in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties and upon the required approval of the NPS Director. Additionally, the park will continue to conduct archeological and scholarly research on the octagonal servants' quarters to determine when and if information is sufficient for the potential reconstruction of that missing resource. The octagonal servants' quarters and the summer kitchen would be vital resource components of the story of the enslaved workers who supported the mansion and would be interpreted as such. The corn crib would be an important element of the farm landscape, necessary to visitor understanding of the farm operations, facilities and worker activities. Outside exhibits and some additional interpretive media inside would be provided. All three structures, assuming that further archeological and other research provides the basis for reconstruction of the octagonal servant's quarters, would be needed to interpret the daily lives of the large, diverse work force.

Although there are currently no historic structure reports for these buildings, appropriate documentation exists for the corn crib and summer kitchen. The 1998 field report completed by historical architects at the time the corn crib burned recommended reconstruction based on excellent physical and photographic evidence, as well as detailed drawings from the Historic American Building Survey (HABS). Historic photographs and drawings survive for the octagon quarters and the summer kitchen, but more information, including archeological investigations, will be sought to fully support the accurate reconstruction of the octagonal servant's quarters.

In this alternative, museum collection items not on exhibit would be stored in the mansion, the new collections management facility, stables, and granary. Archives would be stored in the new collections management facility, where research access would be provided as well. This scenario would meet the guidelines for collections storage consolidation outlined in the Northeast Regional Museum Storage Plan and the Hampton Collections Management Report (2009). Some items might continue to be stored at Fort McHenry, as necessary.



The archeological collection would be stored on-site. In-ground archeological resources would be preserved by avoiding the construction of new buildings in sensitive areas identified by the Archeological Survey (2001).

Additional testing and other survey recommendations would be implemented, including the creation of a GIS map showing sensitive areas and previous excavation sites, and development of an archeological resources management plan. Ground disturbance at all three potential reconstruction sites would be preceded by thorough archeological investigation, and findings would be used in accomplishing accurate reconstructions.

Funding would be pursued to develop a research methodology and program around the two midden areas of the farm property believed to be of particular significance archeologically to the lives of the property's enslaved workforce. This research work would also address these resources from an ethnology point of view, contributing important findings for resource management and interpretation. Archeological research would be undertaken in other potential locations of the park to provide additional understanding of Hampton's resources and human occupation as funding permits.

### **Interpretation and Visitor Experience**

Visitors would be encouraged to start their tour of Hampton NHS at the administration/visitor orientation building, located in the Support Zone, and then depart from this central location to explore the mansion and farm properties. This facility would orient visitors to the site using maps, brochures, exhibits and staff and would contain a multipurpose program space that could house up to 50 people for a lecture or a small changing exhibit.

The reconstructed corn crib would serve as an unstaffed visitor contact station to provide orientation to the farm side of the property. It would be a faithful reconstruction on the outside with minimal interpretive media inside.

Interpretive programs presented in the orangery, lower house, and stone slave quarters would focus on Hampton's historic residents—including its enslaved and free workers—and on topics such as farm operations and the changing relationships among inhabitants of the estate throughout its history. Programs and interpretive media would be added that would be derived from historical activities and events at Hampton. The mansion tours would be expanded to include the domestic workers and

their activities in the summer kitchen, the indoor kitchen and the pantry. Should the octagonal servants' quarters be reconstructed based on sufficient information, it would be used for this same purpose.

### **Facilities and Visitor Use**

Offices for staff, volunteers and Historic Hampton, Inc. would be provided in the new building, which would provide space for visitor orientation and administrative offices.

As in Alternative I, most maintenance equipment and staff would be based at Fort McHenry; however, some materials would be stored in existing buildings in keeping with their historic uses.

The entrance drive, on the mansion side of the park, would be relocated close to the western boundary of the park, and would allow for the restoration of the historic orchard and field. This new drive would bring visitors to the multipurpose building for orientation and on to the mansion for tours of the building, garden and grounds. In addition, this drive would provide park staff with access to the administrative offices and to storage areas. Existing parking would be removed and reconfigured or newly constructed at the multipurpose building and orangery areas. Where possible, paths in historic locations would be modified to allow universal access and non-historic path locations would be minimized. All paths, roads and parking areas would be surfaced to evoke the historic feel of the property.

To help visitors make their way around the park, a new system of standardized and discrete interpretive and directional signs would replace current signage. As mentioned above for paths, roads and parking areas, these signs would be designed to evoke the historic feel of the property. New signs on I-695 would direct visitors to the Providence Road exit, which would bring them into the park alongside the farm.

A pedestrian path system—based on the historic location of pathways—would connect the mansion and the farm. It could use the existing East Road past the stables, the mown path through the north lawn, or the original entrance drive from the mansion to the historic gates. A new path on the south side of Hampton Lane would be constructed to connect these three paths with a marked crosswalk and signs for safer crossing of Hampton Lane.

All visitors would then use the farm road to get to the farm. Should it prove unsafe for visitors to walk along the farm road, a separate walkway would be established on the side of the road.

All main paths connecting visitor services, mansion and garden, farmhouse and outbuildings would meet ADA regulations. Modification to and construction of new roads, parking areas and paths would not damage significant cultural features or archeological resources and would be surfaced to evoke the historic character of the estate.

Vehicles could access the farm via the farm road. The farm lane cross section and alignment would be rehabilitated to enhance safety and allow larger buses and trucks to access the farm without damaging the resource. The character of the road would be maintained through planning and design in consultation with the Maryland State Historic Preservation Officer (SHPO), using materials that would preserve its historic appearance. For the most part, visitors would use the farm road and park behind the mule barn or drop off their passengers and park in a bus parking lot on the mansion side of the park. However, a few buses and emergency vehicles could enter the farm via Windy Gate and Valley View roads if necessary. As with other buses, any using these roads would be required to drop off their passengers and then go to the new bus parking area near the multipurpose building.

The reconstructed corn crib would house limited interpretive media that would orient visitors to the farm. The rehabilitated lower house and stone slave quarters would offer interpretation and other educational programs for small groups of visitors. The rehabilitated chicken coop would provide handicapped-accessible restrooms.

### **Partnerships and Cooperative Actions**

Existing partnerships would be maintained and strengthened and appropriate new ones fostered to help the park carry out its mission. Increased focus on the farm, slavery and the economic network of Ridgely family enterprises over time would require additional scholarship. New partnerships would be initiated to foster and support these efforts and to develop new programs and exhibits based on this scholarship. Broadening the audience base by expanding the interpretive experience would also generate new partnerships. Some of them could include community partnerships with descendants of enslaved workers, tour companies focused on African-American topics and sites, or universities and historic societies interested in the stories of enslaved workers, indentured servants or other social, economic and labor topics. Research by the park and its new and existing partners would lead to new interpretive programs and demonstrations anchored in historic uses and activities at the property. New programs and initiatives would also open opportunities for existing and new volunteers.

### **Staffing**

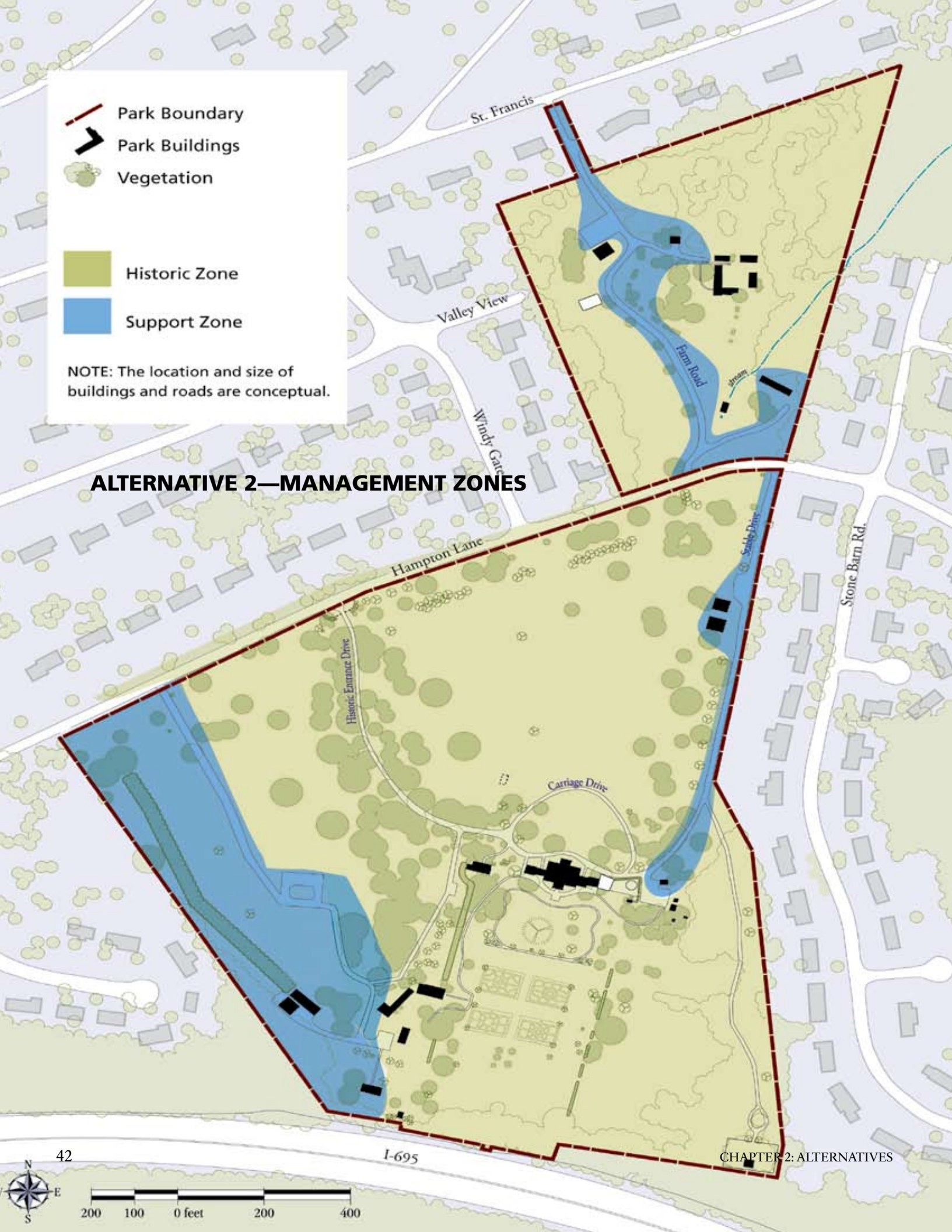
As identified in Alternative 1, this alternative would also share the same Superintendent, five division chiefs and management assistance team with Fort McHenry National Monument and Historic Shrine. In order to accomplish all that is described in this alternative, Hampton National Historic Site would require a significant addition of staff based at this park to work with the superintendent and division chiefs. These new staff members would substantially augment the visitor services team, making it possible for all tours and programs to begin at the new central visitor services facility, go out into the park, and return visitors to their starting point. With a more extensive restoration of the formal gardens and cultural landscape around the mansion and the farm, additional staff would be required to maintain these improvements. Finally, this alternative also adds additional permanent museum services staff to implement changing exhibits, service researchers, and manage a robust museum program.

-  Park Boundary
-  Park Buildings
-  Vegetation

-  Historic Zone
-  Support Zone

NOTE: The location and size of buildings and roads are conceptual.

## ALTERNATIVE 2—MANAGEMENT ZONES





## Alternative 3—Broadening the Hampton Experience

### Overview

This alternative is the preferred alternative. It would expand the visitor experience to include the entire story of the park, from its heyday in the 19th century through the changes of activity and ownership in the 20th century. It would broaden the stories to include all those who lived and worked at the mansion, the plantations and related Ridgely family enterprises. It would provide visitor services and accommodate park operations primarily within the historic and modern buildings existing on the property now.

Modern and historic buildings would be rehabilitated to provide for visitor services—orientation, group programming, restrooms and bookstore—collections and archival storage and workspace, limited storage, and administrative and partnership offices within walking distance of the mansion. While this approach could disperse interpretation and administrative functions throughout the park, every effort would be made to group these operational functions near one another to enhance the ‘campus feeling’, maximize organizational efficiency, and minimize their intrusion into the historic scene.

The modular buildings housing administrative and partner offices would be removed. Two critical features missing from the landscape and essential to the visitor experience, the summer kitchen and the corn crib, would be reconstructed and adaptively used for interpretation. Relocation of the modern entrance drive on the mansion side and changes to the access road to the farm would provide access to new visitor orientation and administration areas on both sides of the Hampton Lane and provide access for buses and emergency vehicles.

Exhibits, media, programs and scholarship would reflect the breadth of lives and events experienced by all of Hampton’s residents and workers and would connect those stories with visitors’ lives today. These experiences would include both the events and people of the 19th century and those associated with the family and place into the 20th century.

Park boundaries would remain unchanged. Minor adjustments would be considered through donation and willing

seller processes.

### Cultural and Natural Resource Management

Rehabilitation and limited reconstruction would be the treatment for historic resources and cultural landscapes in this alternative.

A number of historic structures would be rehabilitated for administrative and partner offices throughout the park. Visitor orientation and services would also be accommodated in a mansion side small visitor contact station in the Support Zone.

Museum collection items would be stored in the new collections management facility on-site and in other historic buildings at Hampton and Fort McHenry. Collection management activities, including cleaning, preservation, documentation, cataloging and storage for supplies, would be conducted at the new facility. Archives would also be stored in the new building, where research space would also be provided. The archeological collection would be stored on-site, in the historic Mansion.

As with Alternative 2, more detailed site and building design, compliance and cost assessments would be required to determine what combination of rehabilitation, restoration and/or new construction would be needed to meet the design program. Regardless of the treatment decision, the process would insure that these new and/or rehabilitated facilities would have limited intrusion on the historic character of the cultural landscape or on the visitor experience of the mansion and the farm. Any additions or changes would be reviewed with the Maryland State Historic Preservation Office for concurrence prior to construction.

This alternative would adaptively utilize the many historic buildings at Hampton and would not require construction of one large headquarters facility. Instead, it would distribute park functions and use across the property and would ensure appropriate occupancy of historic buildings as a preservation strategy. The modern modular buildings housing administrative and partner offices would be removed and the landscaped rehabilitated.

The archeological collection would be stored on-site.

In-ground archeological resources would be preserved by avoiding the construction of new buildings in sensitive areas identified by the 2001 Archeological Survey. Additional testing and other survey recommendations would be implemented and an archeological resources management plan developed. Ground disturbance at any reconstruction site would be preceded by thorough archeological investigation, and findings would be used in accomplishing accurate reconstructions.

As in Alternative 2, funding would be pursued to develop a research methodology and program around the two midden areas of the farm property believed to likely have unrecovered archeological resources relating to the lives of the property's enslaved workforce. This research would examine these resources from an ethnographic view point, providing needed data to inform resource management and interpretation. Archeological investigations at the park would be generally expanded based on available funding.

In this alternative, the top terrace of the formal garden would be rehabilitated to its original condition. The lower terraces and the gardens and fields around the farm would be managed to evoke the original uses and designs with a limited gardening staff. This hybrid or compromise to full restoration of the formal gardens and farm would still allow visitors to understand these resources, while providing reasonable and feasible operational and maintenance considerations.

The mansion would continue to maintain at least ten furnished rooms and could add up to an additional six furnished or interpreted rooms. Additional interpretive media would be required to expand the stories in the existing rooms and to interpret those areas newly opened to the public. The mansion's exterior restoration would be completed, including reconstruction of the formerly attached summer kitchen. The remaining rooms would be used for collections storage and exhibit preparation areas.

### **Interpretation and Visitor Experience**

Park visits would begin at an orientation point in a small visitor contact station on the mansion side in the Support Zone or in the reconstructed corn crib on the farm side. Each of these facilities would focus on those stories related to resources on their side of Hampton Lane. The lower house and stone slave quarters would offer space

for interpretation on the farm side and the octagonal slave quarters (assuming further research permits reconstruction) the garden and numerous outbuildings would provide the same for the mansion side. Handicapped accessible restrooms would be provided in the rehabilitated chicken coop and in the orangery.

Interpretive programming and media would cover all aspects of the site's history and would offer the visitor a variety of ways to engage with and understand the significance of life ways depicted at Hampton. There would be a great emphasis on connecting Hampton's history to the lives of today's visitors; the site would be relevant to a diverse population of individual visitors, families, tours and school groups. The mansion tours would include the reconstructed octagonal servants' quarters (if further research permits reconstruction) and summer kitchen, as well as, changing exhibit spaces within the mansion itself. Regular tours of the farm would be given with more visitors entering the site on the farm side. Changing exhibits would also be offered in the lower house.

As this alternative seeks to use Hampton's historic resources and stories to make relevant connections to visitors today, ethnography contributes greatly to the development of interpretive programming and research initiatives. In particular, the annual symposium held in partnership with Goucher College focused on the African-American experience at Hampton is continued and institutionalized. Oral histories with descendants of Hampton's enslaved workforce contribute to the development of programming and special events at the park. Additional research efforts and studies are identified to continue the expansion of understanding of the African-American experience at Hampton and those research efforts inform and expand public offerings.

### **Facilities and Visitor Use**

Rehabilitated structures would provide office space needed for staff. The new visitor contact station would provide offices for partners. As in the other alternatives, maintenance equipment and staff would be based at Fort McHenry; however, some materials would be stored in existing historic buildings in keeping with their historic uses.

The entrance drive, on the mansion side of the park, would be relocated close to the western boundary of the

park, and would allow for the rehabilitation of the historic orchard and field, evoking the character of the historic estate. This new drive would bring visitors up to the parking and visitor orientation and connect to paths to the mansion for tours of the building, garden and grounds. In addition, this drive would provide park staff with access to the historic building(s) used for administrative offices and maintenance storage in the support zone. Existing parking would be removed and reconfigured for a new visitor lot within the historic service area for overflow. Where possible, paths in historic locations would be modified to allow universal access and non-historic path locations would be minimized. All paths, roads and parking areas would be surfaced to evoke the historic feel of the property.

As described in Alternative 2, a new system of standardized and discrete interpretive and directional signs would replace current signage to help visitors make their way around the park. As mentioned above for paths, roads and parking areas, these signs would be designed to evoke the historic feel of the property. New signs on I-695 would direct visitors to the Providence Road exit, which would bring them into the park alongside the farm.

A new pedestrian path system would connect the mansion and the farm. It could use the existing East Road past the stables, the mown path through the north lawn, or the original entrance drive from the mansion to the historic gates. A new path on the south side of Hampton Lane would be constructed to connect these three paths with a marked crosswalk and signs for safer crossing of Hampton Lane. All visitors would then use the farm road to get to the farm. Should it prove unsafe for visitors to walk along the farm road, a separate walkway would be established on the side of the road.

All main paths connecting visitor services, mansion and garden, lower house and outbuildings would meet ADA regulations, as described in Alternative 2. Modification to and construction of new roads, parking areas and paths would not damage significant cultural features or archeological resources and would be surfaced to evoke the historic character of the estate.

Vehicles could access the farm via the farm road. The farm lane cross section and alignment would be rehabilitated to enhance safety and allow larger buses and trucks to access the farm without damaging the resource. The character

of the road would be maintained through planning and design in consultation with the Maryland State Historic Preservation Officer (SHPO), using materials that would preserve its historic appearance. Visitors would use the farm road and park behind the mule barn or drop off their passengers and park in a bus parking lot on the mansion side of the park.

The exterior reconstructed corn crib would house a visitor contact station to orient visitors to the farm. This facility would be staffed seasonally—a modern structure housed within a historic shell.

As identified in Alternative 2, the rehabilitated lower house and stone slave quarters would offer interpretation and other educational programs for small groups of visitors. The rehabilitated chicken coop would provide handicapped-accessible restrooms.

This alternative would allow for study of the feasibility and suitability of concessions operations at the park, which would include feasibility and suitability of a small vending or food service area.

### **Partnerships and Cooperative Actions**

Existing partnerships would be maintained and strengthened and appropriate new ones fostered to help the park carry out its mission. Increased focus on the farm, slavery and the economic network of Ridgely family enterprises over time would require additional scholarship. New partnerships would be initiated to foster and support these efforts and to develop new programs and exhibits based on this scholarship. Broadening the audience base by expanding the interpretive experience would also generate new partnerships. Some of them could include community partnerships with descendants of enslaved workers, tour companies focused on African-American topics and sites, or universities and historic societies interested in the stories of enslaved workers, indentured servants or other social, economic and labor topics. In addition to these historic themes, connecting this historic site to lives and concerns of the visitor today and in the future would be a new focus of the interpretive experience. Research by the park and its new and existing partners would lead to new interpretive programs and demonstrations anchored in historic uses and activities at the property. New programs and initiatives would also



open opportunities for existing and new volunteers.

**Staffing**

As identified in Alternatives 1 and 2, this alternative would also share the same Superintendent, five division chiefs and management assistance team with Fort McHenry National Monument and Historic Shrine. In order to accomplish all that is described in this alternative, Hampton National Historic Site would require additional staff than are currently assigned to the park. These new staff

members would further augment the visitor services team, making it possible for visitors to receive orientation at contact stations on the farm and mansion sides of the property—currently only one point of contact is manned full-time. The rehabilitation of the garden and grounds would also increase the need for staff to maintain these improvements and continually support partnerships for these resources. Finally, this alternative also adds additional permanent museum services staff to implement changing exhibits, service researchers, and manage a robust museum program.

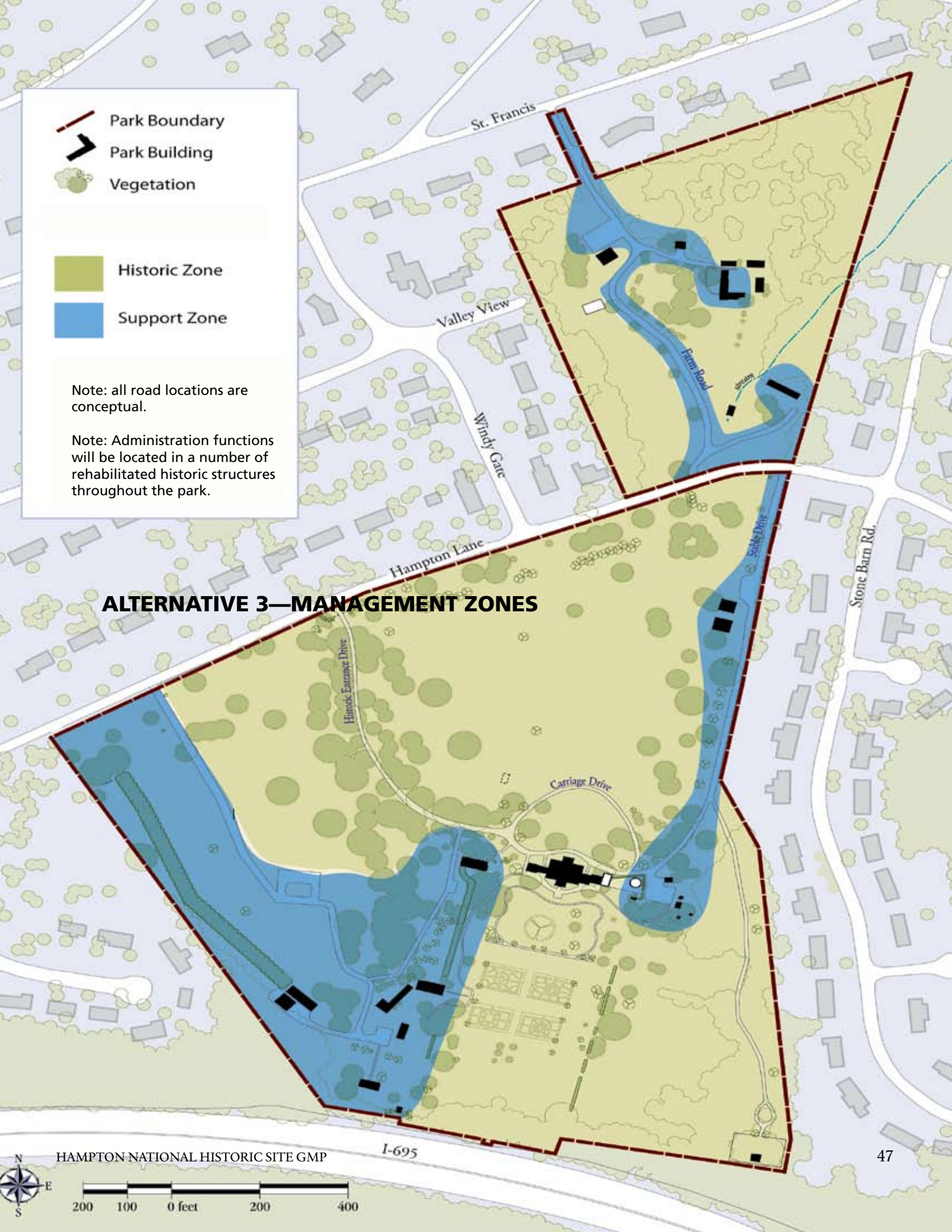
-  Park Boundary
-  Park Building
-  Vegetation

-  Historic Zone
-  Support Zone

Note: all road locations are conceptual.

Note: Administration functions will be located in a number of rehabilitated historic structures throughout the park.

## ALTERNATIVE 3—MANAGEMENT ZONES



HAMPTON NATIONAL HISTORIC SITE GMP

200 100 0 feet 200 400

I-695

## COSTS OF IMPLEMENTING THE ALTERNATIVES

The cost estimates for implementing each alternative reflect certain assumptions. Estimates are based on the 2009 condition of Hampton NHS structures and grounds, anticipated preservation activities and staff and operational requirements. These estimates are for planning and comparison only, represent gross costs, and are based on 2009 dollars.

It is anticipated that any improvements, staff, and operational costs will be phased in over the life of this plan. The implementation of the approved plan will depend on future funding, Service-wide priorities and potential partner contributions. The approval of a GMP does not guarantee that funding and staffing needed to implement the plan will be forthcoming. Full implementation of the GMP will be many years into the future.

Three categories of cost are estimated for each alternative: one-time capital costs, annual and periodic recurring costs and partnership contributions. Actual costs will be determined through a design development process for each project. These actions are dependent on the availability of funding and would be phased over the life of this GMP—the next 20 years. The following descriptions of

each category are paraphrased from the *DO 2: Park Planning Sourcebook (2005)*.

- **Annual and Periodic Recurring Costs** reflect the park's annual operating budget (park base funding) plus other recurring costs. Some of the elements of this category include staff costs, office expenditures, general maintenance contracts and utility costs. The general costs have been calculated as a percentage of the staff costs (\$11,700 for each full time equivalent position (FTE)).
- **One-Time Capital Costs** include the park's maintenance backlog, any formulated projects through fiscal year 2012, infrastructure upgrades, rehabilitation of historic structures and cultural landscapes and associated research and planning.
- **Partnership Contributions** include staff assistance, capital projects and operating or maintenance assistance provided by individuals and organizations that are known at this time. Future contributions could increase as currently unknown donors are identified.

**Table 2-2: Summary of Cost by Alternative**

	ALTERNATIVE 1	ALTERNATIVE 2	ALTERNATIVE 3
<b>Annual Operating Costs</b>	<b>1,602,424</b>	<b>3,333,564</b>	<b>2,546,675</b>
Staff	1,348,424	2,736,564	2,117,675
Supplies	199,000	462,000	334,000
Utilities	55,000	135,00	95,00
<b>FTE</b>	<b>17</b>	<b>40</b>	<b>29</b>
<b>One-Time Capital costs</b>	<b>2,025,000</b>	<b>14,947,000</b>	<b>7,982,000</b>
Costs Unique to an Alternative	2,025,000	9,088,000	2,123,000
Costs common to Action alternatives	0	5,859,000	5,859,000
<b>Total Operating and Capital Costs</b>	<b>3,627,424</b>	<b>18,280,564</b>	<b>10,528,675</b>
<b>Partnership Contributions</b>	<b>0</b>	<b>1,125,000</b>	<b>720,000</b>
<b>NPS Costs</b>	<b>3,627,424</b>	<b>17,155,564</b>	<b>9,808,675</b>

**NOTES for ANNUAL OPERATING COSTS:** The full time equivalency (FTE) and salary costs were generated by the park. All salaries use FY2008 Step 5 pay grades. The number of individual staff is larger than the FTE, since several part-time positions can be aggregated into a single FTE. The utility costs were estimated by the park using 2008 utility costs. The supply costs were generated using \$11,700/FTE.

**NOTES for ONE-TIME CAPITAL COSTS:** The Alternative 1 costs were identified using FY2009-FY2012 formulated and funded projects, including those identified on the 2009 American Recovery and Reinvestment Act lists. All other costs were generated using similar GMP-related projects in other NER parks and/or with assistance from Harpers Ferry Center, Northeast Museum Services Center and the Denver Service Center.

**NOTES for PARTNERSHIP COSTS:** These costs were identified by the park relating to contributions by Historic Hampton, Inc. and other existing and/or potential partners.

Table 2-3: List of Major Projects by Alternative			
	ALTERNATIVE 1	ALTERNATIVE 2	ALTERNATIVE 3
Construction of new collections building			
Rehabilitation of dovecote/garage			
Archeology, historic structures and historic furnishings studies			
Rehabilitation of cultural landscape			
Rehabilitation of historic buildings for collections			
Rehabilitation of historic buildings for interpretation			
New pathways and crossing			
Construction of new headquarters			
Reconstruction of missing historic buildings			
Construction of new visitor entrance			
Expansion of interpretive materials and directional signs			
Rehabilitation of historic buildings for park operations			
Construction of mansion side visitor contact station			

NOTE: This chart includes the major projects identified in the alternatives and should not be seen as a comprehensive list of all projects. The darker cells represent if that project is included in the alternative.



*For the purposes of considering the alternatives, it should be presumed that the NPS would be able to secure funding necessary to implement each alternative; however, all rehabilitation, restoration and new construction and staffing proposals in the alternatives are contingent on NPS Service wide funding priorities. Congressional funding can always be augmented by private, nonprofit or corporate funding.*

### **Alternative 1 Costs**

Estimates of annual operating costs and one-time costs associated with Alternative 1 have been supplied by the park staff and have been reviewed in relation to the most recent PMIS statements, the draft PAMP for the park and the most recent values identified in FMSS. In addition, these projects have been reviewed with the park staff and the Maintenance Division of the Northeast Regional Office. These costs are presented for comparative purposes only and will be refined at a later date based upon final design of facilities and other considerations. Actual costs will vary depending on if and when specific actions are implemented and on contributions by partners and volunteers. The costs have been rounded up to the nearest \$1,000.

*Annual operating costs for this alternative are estimated to be \$1,603,000. (2009).* This includes the anticipated cost for staff salaries and benefits for 17 full-time equivalent staff (FTE) of \$1,348,424 and an annual cost for utilities, supplies and other materials needed for park operations of \$254,000.

**One-time construction costs for this alternative are estimated to be \$2,025,000 (2009).** This includes all those projects that have been formulated and funded from FY2009 to FY 2012, including those identified in the 2009 American Recovery and Reinvestment Act. This does not include the cost of deferred maintenance, which at this point is approximately \$2.099 million.

*There would be no land acquisition costs for this alternative.*

*There would be no contribution by partners to the annual or one-time construction costs for this alternative.*

*The total cost for this alternative is estimated to be \$3,628,000 (2009).* Since there would be no partnership contributions, the cost for the entire alternative would be borne by the NPS.

### **Alternative 2 Costs**

Estimates of annual operating costs and one-time costs associated with Alternative 2 have been supplied by the park staff and by similar construction projects in other NER parks, Class C estimates for other NER GMP cost estimates provided by Harpers Ferry Center and the Denver Service Center, as well as, the most recent PMIS statements, draft PAMP and FMSS values for Hampton NHS. In addition, these costs have been reviewed with the park staff and the Maintenance and Cultural Resource divisions of the Northeast Regional Office and with curators and historic architects from the Northeast Museum Center. These costs are presented for comparative purposes only and will be refined at a later date based upon final design of facilities and other considerations. Actual costs will vary depending on if and when specific actions are implemented and on contributions by partners and volunteers.

*Annual operating costs for this alternative are estimated to be \$3,334,000 (2009).* This includes the anticipated cost for staff salaries and benefits for 39.5 full-time equivalent staff of \$2,736,564 and an estimated annual cost for utilities (estimated by park staff) and supplies (calculated by \$11,700/FTE) needed for park operations of \$597,000. It is anticipated that the utility and materials costs would more than double over Alternative 1 due to the opening up of the greatest number of historic sites in the park for interpretation, an increase in the space dedicated to education, and other visitor services, and the construction of a new, energy-efficient building to house visitor orientation, administration and collections management and the corn crib and summer kitchen structures.

*One-time costs for this alternative are estimated to be \$14,947,000. (2009).* This includes rehabilitation of historic structures, construction of an administration and visitor services building, reconstruction of the corn crib and summer kitchen, resource management and operations studies and expanded interpretive materials. The one-time construction costs for this alternative are estimated to be \$14,947,000 (2009).

*There would be no land acquisition costs for this alternative.*

*There would be no new deferred maintenance costs in this cost estimate for this alternative.* Costs to be incurred for rehabilitation of the historic structures and of more modern NPS facilities are included in the NPS one-time facilities costs presented above.

*The contribution by partners to one-time construction costs for this alternative is estimated to be \$1,125,000* (2009). It is anticipated that Historic Hampton, Inc. (HHI) would contribute \$925,000 to assist the park in restoring period interiors. HHI and other partners could also assist with the rehabilitation of the cultural landscape, especially the falling garden and with other resource assessment and management studies. Other partners would be needed to rehabilitate and run the greenhouse.

*The total cost for this alternative is estimated to be \$18,281,000* (2009). There is a \$1,025,000 contribution from partners. The NPS cost for this alternative is estimated to be \$17,156,000.

### **Alternative 3 Costs**

Estimates of annual operating costs and one-time costs associated with Alternative 3 have been supplied by the park staff and by similar construction projects in other NER parks, Class C estimates for other NER GMP cost estimates provided by Harpers Ferry Center and the Denver Service Center, as well as, the most recent PMIS statements, draft PAMP and FMSS values for Hampton NHS. In addition, these costs have been reviewed with the park staff and the Maintenance and Cultural Resources divisions of the Northeast Regional Office and with curators and historic architects from the Northeast Museum Center. These costs are presented for comparative purposes only and will be refined at a later date based upon final design of facilities and other considerations. Actual costs will vary depending on if and when specific actions are implemented and on contributions by partners and volunteers.

*Annual operating costs for this alternative are estimated to be \$2,547,000* (2009). This includes the anticipated cost for staff salaries and benefits for 28.5 full-time equivalent staff for a total of \$2,117,675, an

estimated annual cost for utilities of \$95,000 (2008) and an estimated cost for supplies and other materials needed for park operations of \$334,000 (calculated by \$11,700/FTE). It is anticipated that the utility costs would increase only 60% over Alternative 1 due to the opening up of a more limited number of sites for interpretation and visitor use, the redistribution of park operations into existing buildings, and the construction of a new, energy-efficient collections facility.

*One-time costs for this alternative are estimated to be \$7,982,000* (2009). This includes construction costs for historic and park operations structures, resource management and operations studies, interpretive materials and collections acquisition.

*There would be no land acquisition costs for this alternative.*

*There would be no new deferred maintenance costs for this alternative.* Costs to be incurred for rehabilitation of the historic structures and of more modern NPS facilities are included in the NPS one-time facilities costs presented above.

*The contribution by partners to one-time construction costs for this alternative is estimated to be \$720,000* (2009). The contribution of partners to the annual and one-time costs of this alternative reflects their significant role in this alternative. Partners would contribute to the preservation and rehabilitation of historic buildings and cultural landscapes, and potentially to new interpretive efforts.

*The total cost for this alternative is estimated to be \$10,528,000* (2009). The total cost of the alternative is \$10,528,000, with a \$720,000 contribution from partners. The NPS cost of this alternative is estimated to be \$9,809,000.

**Table 2-4: Actions by Alternatives**

	ALTERNATIVE 1	ALTERNATIVE 2	ALTERNATIVE 3
<b>Natural, Cultural and Resource Management</b>	Preserve existing form and character of the farm and mansion grounds cultural landscape	Rehabilitate existing form and character of the farm and mansion cultural landscape to reflect latter part of the 19th century	Fully rehabilitate top terrace and maintain second and third terraces to evoke period of significance
	Rehabilitate top terrace to 19th century appearance	Rehabilitate all three terraces to 19th century appearance	Establish interpretive planting to evoke historic orchard location, shape and scale
	No Action	Plant a new orchard in west field to evoke historic orchard	Same as Alternative 1
	Preserve exteriors of buildings in current form and character	Same as Alternative 1	Expand interpretive use in up to 8 historic buildings
	Maintain interpretive use of historic buildings	Expand interpretive use in up to 12 historic buildings	Maintain existing furnished and interpretive rooms and expand up to 6 additional furnished and interpretive rooms in mansion
	Maintain existing furnished rooms in mansion	Maintain existing furnished rooms and expand up to 6 additional furnished rooms in mansion	Same as Alternative 1
	Consolidate all collections and archival storage on site	Same as Alternative 1	Same as Alternative 2
	No Action	Reconstruct summer kitchen, octagonal slave quarters (if further research permits reconstruction of the octagonal slave quarters) and corn crib as landscape features with adaptive reuse of interiors for interpretation and park operations	Rehabilitate outbuildings to evoke period of significance and allow for other uses
	No Action	Rehabilitate greenhouses and other historic outbuildings to reflect latter part of the 19th century	
	Continue natural resources management practices	Explore wildlife & vegetation management options	Same as Alternative 2
<b>Interpretation and Visitor Experience</b>	Maintain visitor orientation in west hyphen of mansion	Construct new orientation center and administration building	Develop new corn crib and mansion side visitor contact stations
	Maintain existing interpretive focus	Expand interpretive themes to include enslaved and free workers, farm operations and changing relationships over time	Same as Alternative 2
	Maintain school and group tours as funding permits	Establish permanent school and group tours	Same as Alternative 2

**Table 2-4: Actions by Alternatives**

	<b>ALTERNATIVE 1</b>	<b>ALTERNATIVE 2</b>	<b>ALTERNATIVE 3</b>
<b>Facilities and Visitor Use</b>	Maintain administration in trailers and supplemental rooms in farmhouse	Remove administrative and partnership trailers	Same as Alternative 2
		Construct multi-use building to accommodate orientation, visitor services, administration and collections storage	Construct mansion side visitor contact station and reconstruct corn crib to accommodate orientation and visitor services
			Rehabilitate historic buildings to accommodate administration and partnership offices
	Maintain public restrooms in orangery	Same as Alternative 1	Same as Alternative 1
	Rehabilitate farm garage/dovecote into public restrooms	Same as Alternative 1	Same as Alternative 1
	Maintain bookstore in mansion	Provide for bookstore in new multiuse building	Same as Alternative 1
	Maintain primary regional access to park using Dulaney Road exit off I-695	Change primary regional access to park using Providence Road exit off I-695	Same as Alternative 2
	Maintain primary entrance on modern entrance road west of mansion	Remove existing modern entrance and relocate primary entrance to west field	Same as Alternative 2
	Maintain secondary access on existing farm road	Rehabilitate secondary access on farm road for safety	Same as Alternative 2
	Maintain pedestrian circulation using existing park roads and Hampton Lane	Rehabilitate all existing pathways and construct new pedestrian connection between mansion and farm with new crossing of Hampton Lane	Same as Alternative 2
	Maintain primary visitor parking at orangery with overflow parking at administration trailers and maintain supplementary parking at mule barn near farm	Construct new primary visitor and staff parking at new headquarters/ orientation center and rehabilitate secondary parking at orangery and mule barn	Rehabilitate primary parking at orangery, secondary parking at mule barn, and new overflow lot if needed
<b>Partnerships and Cooperative Actions</b>	Maintain active park volunteer, HHI and Friends programs and efforts	Expand all partnership efforts by maintaining existing mansion programs and adding new farm, mansion and garden programs	Same as Alternative 2



## THE NPS PREFERRED ALTERNATIVE

After review of the alternatives by an interdisciplinary team of park and regional office staff, utilizing factors regarding resource protection, visitor experience and operations, Alternative 3 was also identified as the NPS preferred alternative. Alternative 3 enhances opportunities of resource protection through rehabilitation and use of existing historic structures for park operations. It provides opportunities for a wider range of potential visitor experiences than Alternatives 1 and 2, putting the emphasis on connecting people lives today to the historic stories that make Hampton so unique. Moreover, it presents the two sides of the property in balance with appropriate visitor orientation on both sides of the road. This will encourage more visitors to explore the entire estate, not just the mansion side of the park. This alternative, along with others, offers the best solution for museum collections and archives management—a consolidated collections management center—as recommended by the 2009 Hampton Collections Management Report and consistent with the revised recommendations of the regional collections plan. Moreover, better research facilities will also encourage additional work on archeological and ethnographic resources and stores. This alternative also utilizes historic structures in a more cost efficient manner for visitor services and park operations. Alternative 3 improves staff and visitor safety, and represents a more sustainable option for fully achieving the park’s goals and mission. Finally, Alternative 3 provides many opportunities to expand partnerships and continue the highly successful collaborations already in place.

## ALTERNATIVES CONSIDERED BUT ELIMINATED FROM FURTHER STUDY

Many alternatives that were considered during the course of development of this plan were later discarded in part or in whole, often as a result of consultation with the Maryland State Historic Preservation Office (SHPO), other agencies or the public. This section describes those alternatives and the reasons they were eliminated from further study.

The planning team considered a restoration approach for the landscape and some structures. The principle that guides restoration would be the accurate depiction of the form, features and details of a non-surviving cultural landscape as it appeared at a specific period. For the historically and culturally most significant period of Hampton’s development, prior to 1843, there would not be sufficient documentary information to restore the landscape without an unacceptable amount of conjecture. Hampton in the mid to late 19th century is well documented but the surrounding agricultural setting of that time, important to the integrity of the landscape, has been lost.

A true landscape restoration could be achieved for the later 20th century period; nearby residential development was underway so the agricultural landscape was no longer a dominant characteristic, and aerial photographs were available—Cultural Landscape Report (2006). However, that was a time of decline for the estate. Rehabilitation to the mid to late 19th century was selected instead for both action alternatives, as that treatment entails depiction of the character of the landscape rather than accurate re-creation of all the landscape’s features from the chosen historic period. It also allows for a phased approach to the formal gardens.

Several possibilities were considered for site ingress and egress on the mansion side of the park. Although the Maryland SHPO indicated that using the original drive to the mansion would present a positive visitor experience, potential damage to the historic gates from trucks and buses and the possible inability of tour buses to clear the gates were cited as concerns. In addition, the drive would likely have been subject to safety improvements in order to accommodate the weight and turning capacity of buses and fire trucks. These issues caused the use of the original drive to be eliminated as an option.

Another possibility, on which the Maryland SHPO commented positively, was to enhance the old western access road as the entry way, opening the west field and providing a greater sense of the historic landscape. Concern for the neighbors along the edge of the park resulted instead in the proposal in Alternative 3 for moving the current entrance road to the west, connecting to the location of the soon to be constructed collections management facility (in the garden maintenance area) and loop up

to the parking by the orangery, yet keeping away from the park boundary.

Under Alternative 3, expansion of the Orangery as the mansion side visitor contact station was considered. After discussion with the Maryland SHPO, it was decided that this would constitute an adverse impact and since it did not have wide spread public support, the idea was dropped from further consideration.

Proposals for the farm site included construction of a new visitor center and associated parking, reorienting visits to begin there; construction of a curatorial facility; and widening the farm road to accommodate two-way traffic. These actions were not supported by the Maryland SHPO because of disruption of the historic landscape and associated visitor experience. During public meetings the neighborhood residents expressed concern regarding impacts from increased activity on the homes that border the western edge and northwestern corner of the farm. Also, a natural resource, the spring and creek in the southeastern quadrant of the farm, would likely have been put at greater risk of degradation by the new construction. These proposals were replaced with lower impact alternatives that distribute administrative space to other locations, and maintain a one-lane farm road with safety improvements.

## CONSISTENCY WITH THE NATIONAL ENVIRONMENTAL POLICY ACT

The NPS requirements for implementing NEPA include an analysis of how each alternative meets or achieves the purposes of NEPA, as stated in Sections 101(b) and 102. Each alternative analyzed in a NEPA document must be assessed as to how to meets the following purposes:

1. Fulfill the responsibilities of each generation as trustee of the environment for succeeding generations;
2. Ensure for all Americans safe, healthful, productive, and aesthetically and culturally pleasing surroundings;
3. Attain the widest range of beneficial uses of the environment without degradation, risk to health and safety, or other undesirable and unintended

consequences;

4. Preserve important historic, cultural, and natural aspects of our national heritage, and maintain, wherever possible, an environment which supports diversity, and variety of individual choice;
5. Achieve a balance between population and resource use that would permit high standards of living and a wide sharing of life's amenities; and
6. Enhance the quality of renewable resources and approach the maximum attainable recycling of depletable resources.

**Criterion 1:** The responsibility to protect the environment for future generations would be addressed in Alternative 1 by the park's continuing efforts to maintain Hampton's historic environment through rehabilitation, restoration and preservation of the park's natural and cultural resources, which include collections, natural resources, archeological resources, ethnographic resources, cultural landscape, and historic structures. This "no action" alternative would propose no new construction or reconstruction. Alternatives 2 and 3 would go further by rehabilitating additional portions of the landscape and reconstructing historic structures that have been destroyed. Alternatives 2 and 3 would add the west field to the areas to be rehabilitated and would mandate additional research and interpretation of archeological, ethnographic and museum collection resources. Additionally, Alternative 3 would provide programming that directly connects today's visitors with the history of Hampton, ensuring relevancy for future generations.

**Criterion 2:** Under Alternative 1, staff would continue to remain out of unhealthful office space in the mansion basement, but would remain in the modular building in the west field. In the action alternatives, offices would be moved to a new headquarters on-site building (Alternative 2) or rehabilitated historic building(s) (Alternative 3). In Alternative 1, entrance to the mansion side of the park would occur at a point on Hampton Lane where visibility would be limited. Entry and exit would be made safer in Alternative 2 and 3, by moving the entry drive to the edge of the west field, where the sight line on Hampton Lane would be better. Removing the existing entry drive from its present course through the west field would also create

more aesthetically and culturally pleasing surroundings than in Alternative 1, by bringing back the open appearance of the field and the orchard. In all three alternatives, rehabilitation would result in a more culturally pleasing landscape; however, it would be considerably more extensive in Alternatives 2 and 3 than in Alternative 1. Removal of the modular buildings in the garden maintenance area and burying the power lines along Hampton Lane in both Alternatives 2 and 3 would definitely improve the visual aesthetics of the park.

Farm access would be made safer in both action alternatives. Pedestrian access would be improved in Alternatives 2 and 3 by a new path along Hampton Lane and a marked crosswalk. Adverse effects on the cultural landscape from changes to the farm road would be minimized through attention to design and consultation with the State Historic Preservation Office in accordance with Section 106 of the National Historic Preservation Act. Further aesthetic, as well as, functional improvement would come from a consistent design for replacement of the plaques and markers remaining under Alternative 1, with a consistent signage system in Alternatives 2 and 3.

**Criterion 3:** In all three alternatives, uses of the park would be expanded through rehabilitation of the lower house and stone slave quarters to serve interpretive purposes. Reconstruction of the corn crib in Alternatives 2 and 3 would help bring people to the farm by providing space for visitor orientation; Alternative 3 would go further by allowing for a visitor contact station in this location. Interpretation would be expanded under both action alternatives to areas of the site not previously covered, including the reconstructed summer kitchen and octagonal servants' quarters. Educational programs for groups would be presented in the new headquarters in Alternative 2 and in the mansion side visitor contact station in Alternative 3.

**Criterion 4:** Preservation of the park's museum collection would improve in Alternative 1, but research space would not be addressed at all. Alternative 2 would offer some improvement by providing research space in the new headquarters, while Alternative 3 would provide a dedicated museum collections management center with space for researchers and scholars. In both action alternatives, a greater level of rehabilitation of historic struc-

tures would better ensure a higher level of preservation and maintenance of historic structures while also giving visitors more resources to explore and understand. In Alternative 2, most historic structures would be returned to historic appearance and use; while in Alternative 3, compatible reuses would augment historically interpreted historic structures to ensure occupancy and preservation through use. Similarly, both action alternatives describe greater levels of rehabilitation of the cultural landscape and management of natural resources compared with Alternative 1. Both action alternatives also include construction of restrooms and a visitor contact station at the farm, increasing individual choice in comparison with Alternative 1, by making the farm more accessible and providing needed facilities and information. An overview of the park that enables visitors to make knowledgeable choices regarding their itinerary would be presented in Alternative 2 in a central location (the new headquarters building) and in multiple locations (corn crib and mansion side visitor contact station) in Alternative 3. Finally, both action alternatives also promote additional research in support of archeological resources and ethnography. Alternative 3 also highlights continued collaboration with Goucher College on an annual symposium focused on African-American themes. Both action alternatives promote a higher degree of focus on these resources, with perhaps slightly more emphasis on ethnographic resources in Alternative 3.

**Criterion 5:** Under Alternative 1 most visitors would go to the mansion and may be less apt to venture to the farm. Dispersal of visitors to the farm would be encouraged by minimal visitor contact station in the corn crib in Alternative 2. In Alternative 3, by having a campus approach with multiple locations for interpretation, visitors would be more likely to visit many locations across the property. Also, new signage on I-695 would encourage visitors to come to the farm first in Alternatives 2 and 3. Spreading people over the site would help keep a balance between resource use and protection that allows continued sharing of Hampton's resources.

**Criterion 6:** Neither renewable nor depletable resources at Hampton would be affected by any of the three alterna-

tives.

## ENVIRONMENTALLY PREFERRED ALTERNATIVE

In accordance with NPS Director’s Order #12, Conservation Planning, Environmental Impact Analysis, and Decision-making (2001), the NPS is required to identify the environmentally preferred alternative in its NEPA documents. The environmentally preferred alternative is the alternative that best promotes the national environmental policy expressed in NEPA (Section 101(b)) (516 DM 4.10). The Council on

Environmental Quality’s (CEQ) Forty Questions (Q6a) further clarifies the identification of the environmentally preferred alternative stating, “simply put, this means the alternative that causes the least damage to the biological and physical environment; it also means the alternative which best protects, preserves, and enhances historic, cultural, and natural processes.” Through identification of the environmentally preferred alternative, NPS decision-makers and the public are clearly faced with the relative merits of choices and must clearly state the values and policies used in reaching final decisions.

**TABLE 2-5: Summary of Environmental Consequences**

	<b>NO ACTION</b>	<b>ALTERNATIVE 2</b>	<b>ALTERNATIVE 3</b>
<b>Historic Structures</b>	Minor beneficial and minor to moderate long term adverse impacts	Moderate to major long term beneficial and minor to moderate short term adverse impacts	Moderate long term beneficial and minor to moderate short term adverse impacts
<b>Cultural Landscape</b>	Moderate to major beneficial and negligible to minor adverse impacts	Moderate to major long term beneficial and minor to moderate short term adverse impacts	Moderate to major long term beneficial and minor to moderate short term adverse impacts
<b>Collections</b>	Major long term beneficial and negligible short term adverse impacts	Major long term beneficial and negligible short term adverse impacts	Major long term beneficial and negligible short term adverse impacts
<b>Archeology</b>	Moderate to major beneficial and negligible to minor adverse impacts	Minor to moderate beneficial and minor adverse impacts	Minor to moderate beneficial and minor adverse impacts
<b>Ethnography</b>	Moderate to major long term beneficial and no adverse impacts	Moderate to major long term beneficial and no adverse impacts	Moderate to major long term beneficial and no adverse impacts
<b>Water Quality</b>	No adverse impact	Short term minor impact	Short term minor impact
<b>Vegetation</b>	Negligible short term adverse and minor long term beneficial impacts	Minor long term beneficial impacts and negligible short term adverse impacts	Minor long term beneficial impacts and negligible short term adverse impacts
<b>Economy and Land Use</b>	Negligible beneficial impact	Minor beneficial impact	Minor beneficial impact
<b>Transportation</b>	Minor to moderate long term adverse impacts	Minor beneficial and negligible adverse impacts	Minor beneficial and negligible adverse impacts
<b>Visitor Experience and Interpretation</b>	Moderate long term adverse impacts	Moderate to major long term beneficial and minor short term adverse impacts	Moderate to major long term beneficial and minor short term adverse impacts



After careful review of potential resource and visitor impacts, as a result of implementing any of the management alternatives and assessing proposed mitigation for cultural and natural resource impacts, it is determined that the environmentally preferred alternative is Alternative 3. This alternative reinstates the open west field while creating a safer entry and exit on the mansion side, would improve the safety of the farm road without using neighborhood streets, would increase the choices available to visitors, would broaden the use of the park, and would help balance the visitor population throughout the site and avoid overuse of the resources on the mansion side.

## **SUMMARY OF ENVIRONMENTAL CONSEQUENCES OF THE ALTERNATIVES**

This GMP/EIS describes the affected environment—the existing natural, cultural and socioeconomic

resources that would be affected either directly or indirectly by implementation of any of the alternatives—in Chapter 3 and evaluates the consequences of implementing these alternatives in detail in Chapter 4. Impact topics eliminated from further analysis, because they are not present at Hampton National Historic Site, or will not be affected by any of the alternatives include prime and unique agricultural lands, vegetation, floodplains, Wild and Scenic Rivers and National Natural Landmarks, Wildlife, Rare, Threatened, Endangered or Special Concern Species, Geology, Topography and Soils, Indian Trust Resources, Sacred Sites and Native American Graves Protection and Reparation Act, and Environmental Justice, Sound and Noise Management, and Health.

Impact topics that have been retained for further evaluation include historic structures, cultural landscape, collections and archives, archeology, ethnography, water quality, vegetation, socioeconomic environment—economy and land use, socioeconomic environment—transportation, visitor experience, and operations and maintenance. A summary of the environmental consequences of the alternatives is provided in Table 2-5.