



SAGAMORE HILL

National Historic Site

GENERAL MANAGEMENT PLAN
2008



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DEDICATION

THE SAGAMORE HILL NATIONAL HISTORIC SITE

GENERAL MANAGEMENT PLAN IS DEDICATED TO THE MEMORY OF DR. JOHN ALLEN GABLE. DR. GABLE SERVED AS THE EXECUTIVE DIRECTOR OF THE THEODORE ROOSEVELT ASSOCIATION (TRA) FROM 1974 UNTIL HIS DEATH IN FEBRUARY 2005. DURING HIS TENURE WITH THE TRA, DR. GABLE WAS DEEPLY INVOLVED WITH THE MANAGEMENT AND OPERATION OF SAGAMORE HILL AND WAS ACTIVELY ENGAGED IN THE PARK'S PLANNING PROCESS AT THE TIME OF HIS DEATH. WE APPRECIATED HIS CANDOR AND HIS WIT, HIS INTELLECT AND HIS COMMITMENT TO EXCELLENCE IN CONSIDERING THE FUTURE OF SAGAMORE HILL.



NOTE FROM THE SUPERINTENDENT

ALTHOUGH I CAME TO SAGAMORE HILL LATE IN THE PROCESS OF DEVELOPING THE GENERAL MANAGEMENT PLAN, I WOULD LIKE TO EXPRESS MY SUPPORT FOR THE DIRECTION AND TONE THAT IT SETS FOR THE COMING DECADES. THE PRIMARY AIM OF THIS PLAN IS TO ENHANCE THE OVERALL VISITOR EXPERIENCE AND MAKE IT EASIER FOR THE PUBLIC TO UNDERSTAND, APPRECIATE, AND KNOW SAGAMORE HILL AS THE ROOSEVELTS THEMSELVES WOULD HAVE KNOWN IT WHILE THEY LIVED HERE.

THIS GENERAL MANAGEMENT PLAN IS THE FIRST FORMALLY-APPROVED MASTER PLAN FOR THE PARK. AS SUCH, IT WILL SERVE AS A PRIMARY MANAGEMENT DOCUMENT FOR THE DEVELOPMENT OF THE SITE, WHILE OFFERING GUIDANCE IN RESPONSE TO NEW ISSUES AND UNFORESEEN OPPORTUNITIES THAT MAY ARISE OVER THE NEXT TWENTY YEARS.

AS WE PROCEED WITH THE IMPLEMENTATION OF SAGAMORE HILL'S GENERAL MANAGEMENT PLAN, WE LOOK FORWARD TO WORKING CLOSELY WITH OUR NEIGHBORS, LOCAL COMMUNITIES, AND KEY PARTNERS TO CARE FOR AND SHARE THIS NATIONAL TREASURE WITH THE AMERICAN PEOPLE AND THE GLOBAL COMMUNITY.

SINCERELY,

– Thomas E. Ross, Superintendent
Sagamore Hill National Historic Site



BACKGROUND

“I am just living out in the country, doing nothing but ride and row with Mrs. Roosevelt, and walk and play with the children; chop trees in the afternoon and read books by a wood fire in the evening.

Mrs. Roosevelt is as fond of the woods and fields as I am, and now that the spring is well on, we are reveling in the fresh green sprouts on tree and bush; in the red of the blossoming maples and the sweet scent and coloring of the May flowers.”

— TO WILLIAM HOWARD TAFT, APRIL 26, 1901





BACKGROUND

INTRODUCTION

Sagamore Hill National Historic Site, the home of President Theodore Roosevelt, is located in Oyster Bay, New York, on the north shore of Long Island. Set in a terrain dominated by the coves and necks of Long Island Sound, the Roosevelt home is a large Queen Anne-style house, once surrounded by a working farm that included a garden, pasture, and agricultural fields that provided fruits and vegetables for the family and hay and feed for livestock. As a national historic site, Sagamore Hill embodies Theodore Roosevelt's ideals of home, country, family, and love of nature. It also reveals his tendency to blend his political and personal life, which resulted in a more portable presidency that relied increasingly on emerging communication technologies.

In 1962 Congress passed Public Law 87-547 establishing both Theodore Roosevelt Birthplace National Historic Site in New York City and Sagamore Hill National Historic Site in Oyster Bay. The legislation authorized the National Park Service to accept the donation of the properties from the Theodore Roosevelt Association (TRA) along with a \$500,000 endowment to support the management



Family picture at Sagamore Hill, 1907. Sagamore Hill NHS

and operation of the properties. The Theodore Roosevelt Association continues to play an advisory role in the management of the endowment and is among the park's primary partners.

PURPOSE FOR THE GENERAL MANAGEMENT PLAN

The main function of a general management plan (GMP) is to define the park's purpose and provide direction that will guide and coordinate planning and management for the next 20 years. In accordance with federal law, all parks within the National Park System must operate under an approved

general management plan. This ensures that park managers carry out, as effectively and efficiently as possible, the mission of the National Park Service, which states:

The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

The GMP describes the resource conditions that should exist and the visitor experiences that should be available at Sagamore Hill National Historic Site. It is a policy-level document and is not intended to be specific or highly technical in nature.



Theodore Roosevelt's dressing room, 2006. NPS Museum Management Program







BACKGROUND

The need for a GMP is especially acute at Sagamore Hill because no such complete and approved plan exists for the park. Since the park's establishment as a unit of the National Park System in 1962, the types of visitors and the way in which they experience the site have changed. We have learned a great deal more about how Theodore Roosevelt and his family lived, worked, and played at Sagamore Hill and how this place was shaped by and reflected Roosevelt's personal philosophy.



Theodore Roosevelt at Sagamore Hill library desk, 1905.
Sagamore Hill NHS

Although general management plans are now required by law, the National Park Service recognized the value of this kind of long-term plan, formerly known as the master plan, as early as the 1930s. As guided by law and the need for uniformity over a nationwide park system, the plan for each unit follows a similar format. All GMPs must address four basic elements:

-  Measures for preservation of the area's natural and cultural resources.
-  Types and general intensities of development associated with public enjoyment and use of the area, including general locations, timing of implementation, and costs.
-  Identification and implementation commitments for visitor carrying capacities.
-  Potential boundary modifications and the reasons for them.



Family picnic, circa 1916. Sagamore Hill NHS

However, the plan for each unit in the National Park System is individually crafted to meet the particular needs of that park, and each planning team is selected with those needs in mind. The team for Sagamore Hill National Historic Site was composed of individuals skilled in the areas of cultural resource management, history, historic preservation, education, interpretation, collection management, landscape architecture, archeology, and natural resource management. In addition to park staff and NPS technical staff, the planning team included representatives of the park's main partners, among which were the Theodore Roosevelt Association, the Friends of Sagamore Hill, and the park's volunteer corps.



THE PARK

“The house stands right on the top of the hill, separated by fields and belts of woodland from all other houses, and looks out over the bay and the Sound. We see the sun go down beyond long reaches of land and of water. Many birds dwell in the trees round the house, or in the pastures and the woods near by, and of course in winter gulls, loons, and wild fowl frequent the waters of the bay and the Sound.”

– THEODORE ROOSEVELT, 1913

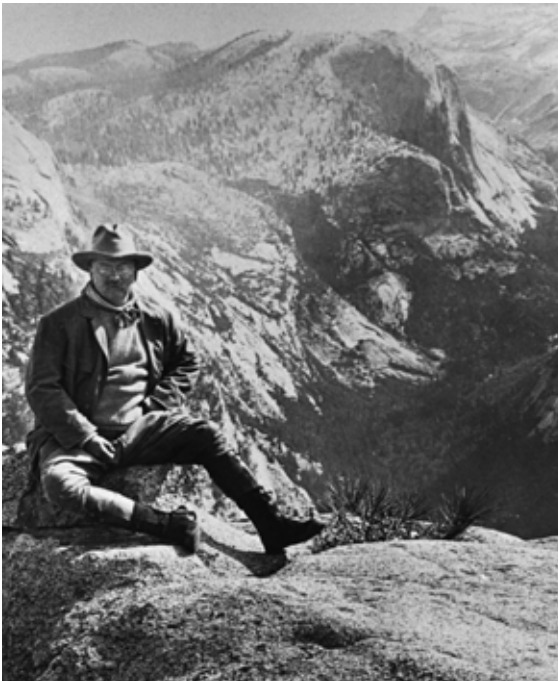




THE PARK

THE NATIONAL PARK SERVICE

As a National Historic Site (NHS), Sagamore Hill is one of nearly 400 units of the National Park System. The first was Yellowstone National Park, established in 1872, although the National Park Service was not created as an agency to manage the national parks until 1916. At first the system focused on western parks with exceptional scenic grandeur, but later the Park Service mission expanded to embrace historical sites. Today considerably more than half the units



Theodore Roosevelt at Yosemite, 1903. Sagamore Hill NHS

in the National Park System are, like Sagamore Hill, predominantly historical in character. Although many other countries have some form of national parks, the National Park System is in some respects a particularly American institution. It seeks to make the nation's outstanding natural, cultural, and recreational resources available to all the people and to preserve them indefinitely so that future generations can continue to find enjoyment and inspiration in them. Generally speaking, each unit is individually designated because its resources are of outstanding importance to the American people. Whether it preserves spectacular geological formations or expresses some vital aspect of our common heritage, every national park unit is by definition nationally significant. Sagamore Hill is thus a member of an extended but distinguished American family.

REGIONAL CONTEXT

Sagamore Hill is located on the north shore of Long Island approximately 30 miles east of New York City. It lies in Nassau County, in the incorporated village of Cove Neck and the town of Oyster Bay. The area is suburban in character and has been noted since the 19th century as a favored locale for estates of wealthy



New Yorkers. The NHS is bordered on all landward sides by large-lot residential and estate development. To its east, the property ends at a sandy beach at Cold Spring Harbor on Long Island Sound. The site is primarily accessible by private vehicle, although cab service from nearby railroad stations and marinas is available.

The Oyster Bay area is served by a number of transportation routes including the Long Island Expressway (I-495), the Northern State Parkway and state routes 25, 106, and Scenic 25A. The area is further served by the Long Island Railroad (MTA), which provides regular commuter rail service to New York City. The hamlet of Oyster Bay boasts two sizeable marinas with a combined total of more than 100 slips and 200 moorings. The marinas and the



THE PARK

Oyster Bay train station are located within three miles of Sagamore Hill NHS. LaGuardia and John F. Kennedy Airports in Queens, NY, and MacArthur International Airport in Islip, NY, are the nearest airports.

HISTORICAL OVERVIEW

Theodore Roosevelt purchased property at Oyster Bay in 1880, when he was only 21 and before his political career began. He was familiar with the area because his family rented a summer place there, and he had spent happy youthful hours exploring the varied woodlands and marshes of the shore community. Roosevelt was engaged to Alice Lee when he purchased the property and planned to make it their home. Tragedy intervened when Alice died after giving birth to a daughter, also named Alice, in 1884.

In the following year Roosevelt went ahead and had a house built on the property. However, in 1886 he married a childhood friend, Edith Carow, and the couple moved into the new house. Originally Roosevelt had planned to call the estate Leeholm to honor his first wife, but instead adopted the name Sagamore Hill.

Sagamore Hill remained Theodore Roosevelt's home for the rest of his life, during a career of increasing public responsibility. He had served in the New York Assembly before moving to Oyster Bay. Subsequently, he was a member of the U.S. Civil



Colonel Roosevelt and his Rough Riders, 1898. Library of Congress Prints and Photographs Division

Service Commission (1889–1895), a police commissioner of New York City (1895–97) and, after the Republicans regained the presidency, Assistant Secretary of the Navy (1897–98). The decisive turn in his career came when he left Washington to become colonel of a volunteer cavalry regiment during the 1898 war against Spain. His courageous charge up San Juan Hill, outside the town of Santiago in Cuba,

marked the high point of his life and also made him a national hero with political appeal that could not be ignored. Despite the misgivings of many Republican Party bosses, Roosevelt was nominated and elected governor of New York in 1898 and vice-president in 1900. Instead of being shunted aside into an inconsequential position, he emerged as the 26th president of the United States when President William McKinley died from an assassin's bullet in September 1901. In 1904 Roosevelt was overwhelmingly re-elected in his own right.

During the Roosevelt presidency, Oyster Bay served as a Summer White House. Many important visitors came to Sagamore Hill to confer with the president. There Roosevelt helped negotiate an end to the 1904–05 war between Russia and Japan, for which he was awarded the Nobel Peace Prize.

Sagamore Hill became more than merely a Summer White House, just as Roosevelt's presidency differed from previous ones. Theodore Roosevelt was the youngest man ever to be president, and by all indications (most of which he provided), the most vigorous. His was the first highly visible, highly personal presidency. His striking personality traits



THE PARK



Theodore and Edith Roosevelt with family in the library, 1917.
Sagamore Hill NHS

and wide-ranging dynamism kept him on the front pages in an age when newspapers were abundant and highly competitive. The unaccustomed spectacle of the six lively Roosevelt children growing up while their father guided and inspired the nation from the “bully pulpit” of the presidency, was endlessly fascinating to journalists and their devoted readers. Much of this drama was played out at Sagamore Hill.

Theodore Roosevelt lived only ten years beyond the end of his presidential term. They were eventful, often dramatic, years. His chosen successor, William H. Taft, handily won the 1908 election, but in time Roosevelt became disillusioned with him. Unable to capture the Republican nomination in 1912, the former president formed a new Progressive Party to carry out the sweeping reforms he advocated. After a tumultuous campaign whose effects resonated long afterward, Roosevelt and Taft divided the Republican vote and allowed Democrat Woodrow Wilson to become president. Roosevelt hoped that the Progressive Party would establish itself as a permanent force in American political life, but by 1916 it had become apparent that this wish would not be fulfilled.

When the U.S. entered the World War in 1917, Roosevelt offered to lead a volunteer regiment to France. However, he and Wilson mutually despised one another, and the president turned down the offer. Instead, the Roosevelt sons entered the fighting and the youngest, Quentin, a pilot, was killed in action in 1918. Theodore Roosevelt lived only a few months beyond that devastating loss. Although only 60, his body was worn out by the stress he had subjected it to in pursuing the strenuous life. He died at Sagamore Hill January 6, 1919.

The home at Sagamore Hill and the family life it embraced remained a source of strength and consolation to the former president. Edith Roosevelt continued living at the estate and managing it, much as she had done while her husband was alive, until her death in 1948. In 1937 Theodore Roosevelt, Jr. (1887–1944) constructed a home for his family on part of the property, which he named Old Orchard.

Sagamore Hill is much more than the typical home of a famous person. From the beginning, the rambling house was far less opulent and pretentious than many North Shore estates. Rather than a stage set for the display of conspicuous possessions, it was a comfortable home for the Roosevelt family.



Old Orchard, 2005. Matthew Garrett



THE PARK

The estate is a tangible expression of Theodore Roosevelt's beliefs and lifestyle. Instead of being filled with the works of noted artists and elaborate furnishings, the house overflows with trophies and memorabilia associated with Roosevelt's life.



View of fireplace in Library, n.d. Sagamore Hill NHS

Sagamore Hill, as the home of the Roosevelt family, embodied the “strenuous life” Theodore Roosevelt valued in both private life and public policy. The estate nurtured and advanced Roosevelt's interest in natural history and the environment. His choices concerning his property – the uses of the land, the activities conducted, the management of the landscape, and the introduction of technology – reflect the personal conservation ethic that inspired policies Roosevelt promoted and implemented throughout his public life.

PARK RESOURCES

Sagamore Hill National Historic Site has been established as a unit of the National Park System because it contains nationally significant resources, which have been set aside for the lasting benefit of the American people. Primary among these resources are:

Sagamore Hill

Sagamore Hill is an 83-acre historic site that contains the Theodore Roosevelt Home and associated cultural landscape, historic farm buildings, and archeological resources. It includes Theodore Roosevelt Jr.'s home, Old Orchard, as well as a 34-acre natural area including woodland, salt marsh, tidal creek and beach on Cold Spring Harbor. Some of the site's historic outbuildings have been altered or expanded to accommodate changing needs. In particular, the New Barn was altered in the late 1940s to accommodate a residence and garage. The sites of two former structures – the Stable and Lodge and the Old Barn are considered important archeological sites. The Stable and Lodge, the first building constructed on the site in 1882, was destroyed in a 1944 fire. The Old Barn, the only building on the property at the time of Roosevelt's purchase, collapsed circa 1905 and was replaced with the New Barn a few years later.



Farm hands with dairy cows in front of New Barn, circa 1907. Sagamore Hill NHS

Museum and Archival Collections

Sagamore Hill is one of many sites, museums, and libraries that maintain significant collections of material related to Theodore Roosevelt. Recognizing the significance of the museum collection, Congress specifically cited “the furnishings and other contents of the structures” as part of its intent “to preserve in public ownership historically significant properties associated with Theodore Roosevelt.” Most of the



THE PARK

museum collection consists of the original furnishings purchased and used by the Roosevelt family during his life. Because of this direct association, the collections offer powerful insights into Theodore Roosevelt and his values and provide a vivid means of understanding family life at Sagamore Hill through material culture. The archival collection includes historic photographs and albums, letters, household records, and scrapbooks.



Frederick Macmonnies' sculpture depicting Colonel Theodore Roosevelt as a "Rough Rider," 2006. NPS Museum Management Program

Old Orchard

Old Orchard was the home of Theodore Roosevelt, Jr. and his wife Eleanor, who lived on the property until her death in 1960. It sits on about four acres within the boundary of the Sagamore Hill property and consists of a main house, a foreman's cottage, a six-bay garage, and a cold cellar. Theodore Roosevelt Jr. was a brigadier general in the US Army, served in both World Wars, and received the Congressional Medal of Honor for his service during WWII.

Woodland/Marsh/Beach

Approximately 34 of the total 83 acres consist of an oak-tulip woodland and beach/salt marsh/tidal creek complex. A half-mile loop trail leads to a boardwalk across the salt marsh to a beach on Cold Spring Harbor. The rugged quality of this woodland area is emblematic of Roosevelt's love of nature and the outdoors. At one time the Roosevelt family maintained boat and bath houses in this vicinity. This area of the park was formerly designated a National Environmental Study Area (NESA) by the National Park Service.



View of west facade, Old Orchard, 2005. Matthew Garrett

PARK PARTNERS





Theodore Roosevelt Association

The Theodore Roosevelt Association (TRA) was founded in 1919 and chartered by Congress in 1920 to preserve Roosevelt's memory and ideals. It is a national organization having nearly 2,000 members. The national Association includes a number of local chapters, among them the Friends of Sagamore Hill.



THE PARK

The purpose of the Theodore Roosevelt Association of Oyster Bay, New York, is:

-  to perpetuate the memory and ideals of Theodore Roosevelt for the benefit of the people of the United States of America and the world;
-  to instill an appreciation for and understanding of the values, policies, cares, concerns, interests, and ideals that Theodore Roosevelt held;
-  to preserve, protect and defend the places, monuments, sites, artifacts, papers, and other important physical objects associated with Theodore Roosevelt's life, work, presidency, and historical legacy; and, in general,
-  to insure that detailed and accurate information regarding Theodore Roosevelt's great and historic contributions is made available to all persons.

The TRA purchased Sagamore Hill in 1950 and opened it to the public in 1953. In 1963, the TRA donated Sagamore Hill, along with the Theodore Roosevelt Birthplace to the American people, and created a \$500,000 endowment for the sites. The TRA continues to play a role in the administration of the endowment. In addition to its involvement with Sagamore Hill, the TRA has been instrumental

in the development or protection of a number of related commemorative and historic sites including Theodore Roosevelt Island National Monument in Arlington, Virginia; Theodore Roosevelt Inaugural National Historic Site in Buffalo, New York; Bulloch Hall in Roswell, Georgia (the family home of Theodore's mother, Martha "Mittie" Bulloch Roosevelt); and Pine Knot, the Roosevelts' rural retreat outside of Charlottesville, Virginia. The



Edith and Theodore Roosevelt, 1917. Sagamore Hill NHS

TRA was instrumental in the accumulation of two major Roosevelt-related archival collections – the Theodore Roosevelt Collection at Harvard University, and the Theodore Roosevelt Association Film Collection at the Library of Congress. Additionally, the Association holds annual meetings, offers lectures and symposia on many facets of the life and times of Theodore Roosevelt, and presents public service awards.

The Friends of Sagamore Hill

A chapter of the Theodore Roosevelt Association, the Friends of Sagamore Hill is dedicated to preserving and protecting Sagamore Hill National Historic Site. Its major activities encompass fundraising, advocacy, volunteer recruitment, and staging special events.

Sagamore Hill Volunteers

The park has benefited from the work of a long-standing and dedicated corps of volunteers who assist many aspects of park operations. Most come from the local community, but some travel long distances to support the park's efforts. The majority of volunteer hours are devoted to visitor services and interpretive programming, followed by collections management.



THE PARK

Eastern National

Eastern National, which has been active at Sagamore Hill since 1996, is a cooperating association that operates sales outlets in more than 130 national parks and other public trusts. Cooperating associations are federally recognized not-for-profit associations whose purpose is to help educate park visitors about the National Park System through the sale of educational products and to support park programs and projects not readily achievable by federal funds and personnel.

RELATED PLANS AND PROGRAMS

Several planning efforts and community initiatives are taking place in the vicinity of Sagamore Hill concurrently with the preparation of Sagamore Hill's GMP.

Long Island North Shore State Heritage Area

(LINSHA): LINSHA was created by state legislation in 1998 to preserve, protect, and enhance the cultural, historical, and natural resources that define the North Shore of Long Island. The heritage area includes all of Long Island from Interstate 495 (the Long Island Expressway) or state Route 25 – which ever is farther south – north to the Connecticut state



Roosevelt rowing on Cold Spring Harbor, 1905. Sagamore Hill NHS

line in Long Island Sound. The area embraces all or part of seven towns (Brookhaven, Huntington, North Hempstead, Oyster Bay, Riverhead, Smithtown and Southold) and the City of Glen Cove in Nassau and Suffolk Counties. In April 2005, the State Heritage Area Planning Commission issued a final plan. Pending approval by the 65 municipalities within its boundary, LINSHA will become one of New York State's 16 state heritage areas.

US Fish & Wildlife Service (USFWS), Oyster Bay

National Wildlife Refuge (NWR): The Oyster Bay NWR on the north shore of Long Island consists of high-quality marine habitats that support a variety of aquatic-dependent wildlife. Oyster Bay NWR and Sagamore Hill NHS intersect at the mean high-tide

line. The Refuge does not encompass any land-based resources or facilities. USFWS approved the final comprehensive conservation plan for Oyster Bay NWR and other refuges on Long Island in August 2006.

Passport to Historic Oyster Bay: A consortium of some 13 community groups organized "Passport to Historic Oyster Bay" centered on events taking place in and around the hamlet on Summer weekends. A Theodore Roosevelt-themed guided walking tour of the hamlet and an audio tour covering the community's history was introduced in September 2004. The Passport program supported a limited trolley service that traveled a six-mile loop from Sagamore Hill with intermediate stops to Planting Fields State Historic Site, on five weekends during



View of elephant tusks in North Room, 2006. NPS Museum Management Program



THE PARK

the summer. In 2005, the group reduced its level of programming to joint marketing and promotion and did not include the trolleys due to limited ridership the previous season.

Oyster Bay Main Street Association: The Oyster Bay Main Street Association originated as part of the Main Street National Trust network, a professional membership program for organizations involved in commercial district revitalization and historic preservation. The association is actively engaged in planning and advocacy for historic preservation, economic restructuring, urban revitalization, and job creation. It is one of the local institutions spearheading the Passport to Historic Oyster Bay program.

Oyster Bay Hamlet Plan: Adopted by the Oyster Bay Town Board in May 2002, the comprehensive master plan for Oyster Bay Hamlet calls for enhancing the physical appearance and economic climate of the downtown; protecting the water quality of Oyster Bay Harbor; maintaining shell fishing and maritime industries; promoting the hamlet's historical significance; establishing traffic and parking strategies; and providing community services, activities and events.



Farm shed, 2005. Matthew Garrett

Island Properties, LLC: Island Properties LLC is a real estate/community development firm which holds some 70 properties in the hamlet of Oyster Bay. In June 2002, Island Properties described its vision for redeveloping the hamlet in a proposal that advocated improved parking in the downtown area; a more family-friendly downtown; thriving business community; improved “walkability” and public transportation; protection of natural resources and historic character; and enforcement of parking, zoning, and public safety regulations.

Theodore Roosevelt Sanctuary: Established in October 1923 by Emlen and Christine Roosevelt to honor their cousin, the Theodore Roosevelt Sanctuary is the National Audubon Society's oldest songbird sanctuary. Surrounding Theodore Roosevelt's gravesite, its 12 wooded acres protect a wide range of wildlife, including 125 species of birds. The Sanctuary also supports conservation projects such as breeding bird censuses, and work with endangered species such as harriers and terns. The sanctuary offers a trailside museum and nature center and a slate of programs for school children.

ASSOCIATED SITES

A number of sites associated with Theodore Roosevelt's life and legacy are located in the vicinity of Sagamore Hill NHS, as well as across the country. Among the local resources are Youngs Cemetery, where Theodore Roosevelt and his wife Edith are buried; Christ Church, where the family worshiped; the Moore Building, which provided administrative office space for presidential aides during summers in Oyster Bay; and the Oyster Bay Railroad Station, from which Theodore Roosevelt often commuted to New York City.



THE PARK

Farther afield, Sagamore Hill links with related national park units in New York State, including the Theodore Roosevelt Birthplace National Historic Site in New York City and the Theodore Roosevelt Inaugural National Historic Site in Buffalo. Other sites commemorating Theodore Roosevelt within the National Park System include Theodore Roosevelt National Park in Medora, North Dakota; Mount Rushmore in Keystone, South Dakota; Theodore Roosevelt Island in Arlington, Virginia; the Roosevelt Arch at Yellowstone National Park; and the White House. Theodore Roosevelt created 19 NPS Units, including Mesa Verde and Crater Lakes National Parks and Devils Tower and Petrified Forest National Monuments.



Planning team working on alternatives, 2004. Milton Elis

Developing the Plan

Looking ahead to the start of the planning process, the NPS undertook numerous research projects to inform the decisions that would be made about the park's future. Experts conducted research on such topics as the park's administrative history, cultural landscape, archeology, visitor use, collections, vegetation, and wildlife.

A long-range interpretive planning workshop was held in March 2003. Forty participants representing the park, its partners, Roosevelt scholars, and other community interests gathered to discuss visitor programming and services and the park's mission and goals. Later, in December 2003, Dr. Edward Linenthal, University of Wisconsin Professor of Religion and American Culture, led a workshop on the commemorative nature of the park.

The opening of the new Theodore Roosevelt history exhibit at Old Orchard marked the public start of the planning process in January 2004. At that time a brochure describing the process was distributed.



Roosevelt Home and daisies, n.d. Sagamore Hill NHS

In the early stages, the team reviewed the park's purpose, as defined in its legislative history. The team then developed a significance statement that identified the resources that make the park nationally significant. Building upon the significance statement, the team reviewed and revised the park's interpretive themes. The team also identified and analyzed the condition of the park's primary resources – those that directly support its purpose and significance. Next, the team developed goals that describe the ideal conditions that the park aspires to achieve. Together, these elements compose the Foundation for Planning portion of the general management plan.



THE PARK

The planning team held two public scoping sessions in April 2004, one in Oyster Bay, the other in New York City at Theodore Roosevelt Birthplace National Historic Site. At these sessions, team members reviewed the purpose and significance statements and preliminary themes and invited participants to comment on planning issues and share their thoughts on the park's future.

In June 2004, park staff members and partners participated in several comparative site visits. The purpose of the visits was to consider how sites with similar characteristics handled management and visitor services. During these visits, the planning team observed the application of ideas being explored at Sagamore Hill, including the adaptive re-use of existing buildings, integrating the cultural landscape into the visitor experience, and making important figures in American history relevant to contemporary audiences. The sites visited included the Mark Twain House and Museum and Weir Farm National Historic Site in Connecticut, Marsh-Billings-Rockefeller National Historical Park in Vermont, and St. Gaudens National Historic Site in New Hampshire.

The plan's first newsletter was printed and distributed in October 2004. It reviewed the planning process and key issues, as well as Sagamore Hill's purpose, and significance, interpretive themes, and preliminary goals. The newsletter was distributed to the park's mailing list (approx. 630 addresses) and posted on its website. Also in October 2004, the superintendent presented preliminary management concepts to the Theodore Roosevelt Association's Board of Trustees at its annual meeting in Portland, Oregon.



Former Superintendent Greg Marshall presents preferred alternative, February 2007. Milton Ellis

In November 2004, the preliminary management concepts were presented to the board of the Friends of Sagamore Hill and representatives of Sagamore Hill's Volunteers in the Park (VIPs). During the winter of 2005, additional briefings were held for the Oyster Bay Main Street Association, and the Oyster Bay Town Supervisor.

Formal consultation with the U.S. Fish and Wildlife Service (USFWS) was initiated in January 2005. With regard to the status of threatened and endangered species in the area, the USFWS advised that, except for occasional transient individuals, no federally listed or proposed endangered or threatened species under USFWS jurisdiction are known to be present in the project area. In addition, no habitat in the project area is a currently designated or proposed "critical habitat."

Consultation with the New York State Historic Preservation Office was initiated in January 2005. At the same time, Native American tribes historically associated with this area of Nassau County were informed about the initiation of the planning process.



THE PARK



Roosevelt chopping wood, 1905. Sagamore Hill NHS

Moving into a vital phase of the planning process, the team examined public input, the park's legislation, the conditions of park resources, NPS asset management strategies, the purpose and significance statements, and the park's goals, in order to identify issues that the plan needed to address. For many of these issues, laws or National Park Service

policies dictate that certain actions are required. In this category were several major natural resource issues such as defending against invasive non-native species and protecting water resources within the park. Certain other needs, while not required by law, were so obvious and pressing that they could not responsibly be ignored. An example was the need to improve the maintenance operation by removing it from the historic Old Orchard Garage and constructing a new facility that would comply with employee safety and environmental quality standards.

After identifying the issues and analyzing the needs and opportunities they presented, the team formulated objectives, which described the desired conditions that would exist once the need had been satisfied. Issues that inescapably had to be addressed, either because of legal requirement or the general consensus of everyone involved, were framed as *Objectives Common to All Alternatives*. This meant that these objectives would be dealt with similarly regardless of which alternative was chosen.

Two central issues emerged as the plan proceeded: what should Sagamore Hill's visitors be able to see and do, and how does that influence the treatment and development of the site? The planning team

used these questions as the basis for developing three alternative approaches to park management. The National Environmental Policy Act (NEPA) of 1969 requires that these management schemes, however diverse, should be feasible. *Alternative I – the Status Quo*, was predicated on a continuation of management according to existing plans and in compliance with NPS policy mandates. No major change in direction would be allowed under this approach, but some improvements could result from continuing existing policies. This so-called “no action” alternative is required by law to serve as a baseline for evaluating and comparing the other alternatives.

In addition to the “no action” alternative, three preliminary management alternatives were presented to the public in a second newsletter distributed in April 2005. This newsletter went out to approximately 800 addressees and was made available on the park's website. At this stage the “Common to All” elements were kept separate from the variable portions of the alternatives so that readers could get a better understanding of the consequences of adopting each alternative.



THE PARK



Theodore Roosevelt with visiting Boy Scout troop at Sagamore Hill, circa 1917. Sagamore Hill NHS

After distributing the newsletter in April, the team held two major consultation meetings. Over 100 park neighbors from Cove Neck were invited to Sagamore Hill to discuss the preliminary alternatives. During this session, park neighbors expressed particular concern about a proposal to develop a visitor use facility and associated parking across Sagamore Hill Road from the Theodore Roosevelt Home. A second public meeting in April 2005, co-sponsored by the Oyster Bay Main Street Association, drew more than 100 people.

After considering public input, the planning team revised the alternatives, reducing the number of management alternatives by one. Of the two “action” alternatives that advanced, *Alternative 2 – Building Capacity*, called for expanding the park’s capacity to address its basic visitor services and operational needs. *Alternative 3 – Past Meets Present*, sought to offer visitors an experience that would combine the opportunity to explore the site’s contemporary relevance in the same context in which one explores its history. It proposed to place greater emphasis on rehabilitation of the cultural landscape and historic structures. During the course of planning, several other concepts were proposed which, after consideration, proved to be unfeasible or undesirable.

In May 2005, Sagamore Hill’s core planning team met to identify the preferred alternative. For each alternative, the planning team considered the potential to address park goals, the possible benefits and impacts, the preliminary capital costs, and the relevant external influences (e.g. community support). Based on this analysis, the planning team recommended that *Alternative 3 – Past Meets Present* be adopted as the preferred alternative, and the regional director of the NPS Northeast Region concurred. Thereafter, and in this report, the distinction between Common to All objectives

and actions, and those specific to one alternative was dropped. In the remainder of this report, the preferred alternative is presented as a unified plan.

In October 2005, Sagamore Hill’s superintendent presented the preferred alternative to approximately 60 members the Theodore Roosevelt Association at its 2005 annual meeting in Washington, DC. The draft general management plan/draft environmental impact statement was made available for public review from January 8 through February 23, 2007. The comment period was extended to May 8, 2007 to allow sufficient time for public comment after the formal publication of the Notice of Availability in the Federal Register on March 8, 2007.

Early in February 2007, a public open house was held in Oyster Bay to solicit comments. The planning team reviewed the comments received and responded to all substantive comments in the final general management plan/environmental impact statement which was made available to the public in November 2007. A Record of Decision completing the general management planning process was signed in March 2008. A copy of the Record of Decision appears in Appendix A.



FOUNDATION FOR PLANNING

“If in a given community unchecked popular rule means unlimited waste and destruction of the natural resources – soil, fertility, water-power, forests, game, wild life generally – which by right belong as much to subsequent generations as to the present generation, then it is sure proof that the present generation is not yet really fit for self-control; that it is not yet really fit to exercise the high and responsible privilege of a rule which shall be both by the people and for the people.”

– THEODORE ROOSEVELT, 1916





FOUNDATION FOR PLANNING

PURPOSE AND SIGNIFICANCE

The park's purpose and significance statements, which are based on the park's authorizing legislation and its legislative history, form the foundation of the general management plan. The purpose statement explains why the park was established as a unit of the National Park System, while the significance statement defines the park's place within its national context.

Park Purpose

Sagamore Hill preserves in public ownership and interprets the structures, landscape, collections, and other cultural resources associated with Theodore Roosevelt's home in Oyster Bay, New York to ensure that future generations understand and appreciate the life and legacy of Theodore Roosevelt, his family, and the significant events associated with him at Sagamore Hill.

Park Significance

Theodore Roosevelt bought land in Oyster Bay in 1880, where he built his family home and lived until his death in 1919. Throughout his life, Roosevelt attracted national and international figures from every walk of life to this home. Sagamore Hill was the Summer White House between 1902 and 1908.

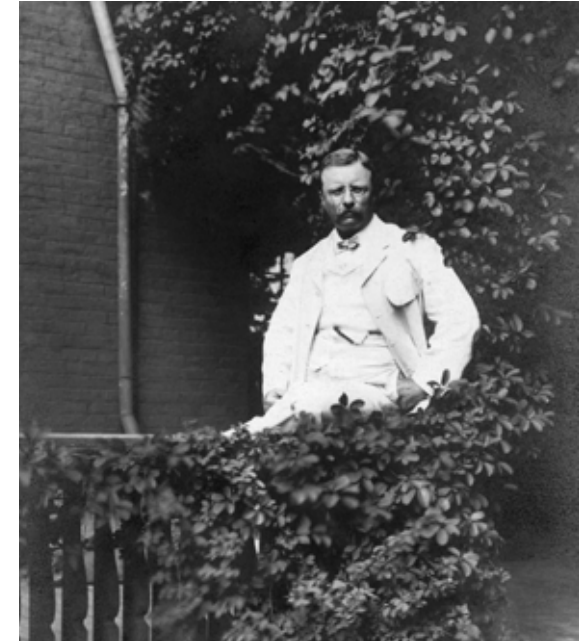
INTERPRETIVE THEMES

Interpretive themes are derived from the significance statement and the accumulated knowledge of park resources and express the core concepts that characterize these resources. The themes are conceptual – expressing larger ideas, meanings, and beliefs – rather than merely listing important topics or a chronology of events.

Sagamore Hill as Family Home – A Private Place for a Public Man

Sagamore Hill was Theodore Roosevelt's home – his personal center, and a place for renewal. It reflects his way of life and his great love for family and home.

This theme interprets the constants in Roosevelt's life and the ideals that he tried to nurture and preserve as the world evolved around him. It discusses the tension between public and private facets of life at Sagamore Hill, and explores the ways in which public figures and their families adjust to official responsibilities while preserving private time.



Roosevelt sitting on porch rail, 1905. Sagamore Hill NHS

In Roosevelt's words Sagamore Hill was the house "on the top of the hill, separated by fields and belts of woodland from all other houses, looking out over the bay and the Sound." Filled with tangible expressions of his interests – his collections and mementos – it is a reflection of his robust, enthusiastic, and adventurous life and this nation's exuberant confidence as they entered the 20th century.



FOUNDATION FOR PLANNING

“I wonder,” he asked his wife the afternoon before he died, “if you will ever know how I love Sagamore Hill.”

While the presidential period is significant, this theme also explores the many years when the Roosevelts lived at Sagamore Hill without official obligations. Sagamore Hill lay at the center of the Roosevelts’ lives from its inception to their deaths. It provided a sanctuary where Roosevelt wrote many of his books.



The Roosevelt family at Sagamore Hill, 1903. Sagamore Hill NHS

Sagamore Hill is much more than a single building and its contents. It is a property with gardens, fields and woods, beachfront and bay, wild and domestic animals, sunsets and thunderstorms. It is the progression of seasons – “the snows and bare woods of winter; the rush of growing things and the blossom-spray of spring; the yellow grain, the ripening fruits and tasseled corn...and the sharp fall winds that tear the brilliant banners with which the trees greet the dying year.”¹

The Presidency in a Changing World – Sagamore Hill as the Summer White House

During the presidency of Theodore Roosevelt the world, the United States, and the community of Oyster Bay changed rapidly. Life at Sagamore Hill reflects how change affected society and how Roosevelt harnessed change to redefine the office of President.

This theme focuses on society and the presidency, and how both changed during Roosevelt’s time as president. Sagamore Hill becomes a lens through which change can be illustrated and given context. The theme introduces Roosevelt’s activist approach to the presidency and leadership. On an international level, it highlights events that accompanied the emergence of the United States as a world power.



View of fireplace in North Room, n.d. Sagamore Hill NHS

On a local level, it traces the impact of a modern presidency superimposed on a small community. It explores the technologies that made a portable presidency possible, with increased news coverage and media attention.

Theodore Roosevelt’s Legacy and Relevance – Sagamore Hill as Catalyst

Theodore Roosevelt’s leadership had a far-reaching impact on many facets of national and international life, including government, diplomacy, conservation, and literature. Sagamore Hill offers opportunities to examine the meaning and relevance of his contributions.

1. The Works of Theodore Roosevelt. Memorial Edition. 359-360. New York. Charles Scribner’s Sons. 1923-26.



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This theme looks at the myths that have emerged and seeks to offer a balanced view of Roosevelt's leadership. It examines the ways in which he redefined the presidency, raised the stature of the United States, and influenced national and international history. It traces the evolution of public policies that he embraced (conservation, for example), as well as those that he did not champion (such as racial equality). It examines his concept of citizenship and acceptance of the responsibility of civic duty.

To adequately interpret this theme, programming must encourage use of the park as a forum on civic responsibility and as a catalyst for dialogue, as well as a symbol of Roosevelt's public leadership.




School group visits Old Orchard Museum, 2006. Sagamore Hill NHS


PARK GOALS

Park goals articulate the ideal conditions that park managers strive to attain in perpetuity, reinforce the park's purpose, and inform its management strategy. In general, the goals for Sagamore Hill National Historic Site assert that the site is protected, that the park audiences are informed and satisfied, and that the park works with others to foster stewardship.


Resource Management


 Park resources are preserved and maintained in good condition, and in a manner that supports a balanced approach to cultural and natural resource management.


Visitor Services/ Visitor Experience


 Visitors traveling to Sagamore Hill experience well-marked routes with good directional signage, multiple transportation options, and a clear sense of arrival upon entering this National Park site.

 At Sagamore Hill, pathways and circulation within the park are well-marked and easy to navigate.

 Visitors receive orientation to Sagamore Hill that helps them understand the opportunities available at the park and provides an overview of the park's significance, the relevance of Theodore Roosevelt today, and the park's place in the National Park System.

 All people have opportunities to experience authentic, tangible resources that help them understand, draw inspiration from, and examine the larger meanings, concepts, themes, and stories about Sagamore Hill National Historic Site, Theodore Roosevelt, and his legacy.

 A wide range of interpretive offerings, educational materials, and outreach programs are available to meet the learning needs and styles of individuals, families, and organized groups.

 The park uses established and emerging technologies to provide new opportunities to enhance the visitor experience (both on-site and virtually) and to attract new audiences.



FOUNDATION FOR PLANNING



Roosevelt family returning from a hike, 1916. Sagamore Hill NHS

Research

✿ The park encourages and disseminates scholarship that contributes to the continuing dialogue about and understanding of Theodore Roosevelt, his contributions and accomplishments in the context of U.S. and world history, and his legacy.

✿ Students and scholars have access to opportunities for research in an environment that offers accessible, appropriate, and dedicated space.

Partnership

✿ The park strengthens its network of partners and works cooperatively to preserve and interpret Sagamore Hill NHS within the context of U.S. history, and in relationship to the network of Theodore Roosevelt-related sites and organizations.

✿ The greater park community is engaged on a broad variety of issues affecting the park in an effort to generate effective public participation and better-informed decisions.

✿ The park continues and expands upon its positive working relationships with the Oyster Bay community.

✿ The park and its primary park partners – the Theodore Roosevelt Association, the Friends of Sagamore Hill, and the Sagamore Hill Volunteers – actively contribute to their collective success.

Operations

✿ The park and its partners actively pursue park goals in a flexible and cost-effective manner, recognizing any budget constraints that may be evident during the life of this plan.

✿ The park provides a safe and healthy environment for both employees and visitors to the park.

✿ The park capitalizes on existing and emerging technology to increase efficiency and enhance overall park operations.



Porch rockers overlooking the West Lawn, 2005. Matthew Garrett



THE PLAN

*"It is of far more importance that a man shall play something himself, even if he plays it badly,
than that he shall go with hundreds of companions to see someone else play well."*

— AT HARVARD UNION, FEBRUARY 23, 1907





THE PLAN

OVERVIEW

The approved plan, which combines the former *Alternative 3 – Past Meets Present* with the “Common to All” elements, emphasizes that the historic character of the property be retained and preserved. It calls for the removal of non-historic structures and the replacement of missing historic landscape and architectural features to enhance the park’s ability to interpret the Roosevelt period.

Visitors would begin their experience at an orientation facility located in the historic core. The New Barn would be expanded and rehabilitated to provide necessary services, and the existing visitor contact station would be removed to make way for the rehabilitation of a portion of the historic farm yard. At the orientation facility, visitors would learn about Sagamore Hill and Theodore Roosevelt through exhibits and an audio-visual presentation, and would be presented with a menu of activities and programs. Admission fees for the house and other programs would be collected here, and there would be a sales space and restrooms.

Space for additional exhibits and programming for lectures, films, etc., would be available in the newly expanded Old Orchard, enabling the park to offer a wider variety of regular programs that explore the historic and contemporary relevance of Theodore Roosevelt and his life at Sagamore Hill. The addition at Old Orchard would also house new, climate-controlled collections storage and dedicated research space.

After leaving the orientation facility, park visitors would set out across the property to participate in the day’s programming and activities, many of which take place outdoors. They would experience a larger area rehabilitated to reflect the historic agricultural character of the place during the Roosevelts’ tenure. Programming would emphasize outreach and encourage park audiences to make a connection between Theodore Roosevelt’s life and legacy and their own personal and community life.

The details of the plan are organized by topic and describe NPS “management prescriptions” which are also referred to as *objectives*. Management prescriptions, or objectives, describe the resource conditions and visitor experiences that are to be achieved and maintained over time, and the kinds and levels of management activities, visitor use, and development that are appropriate.

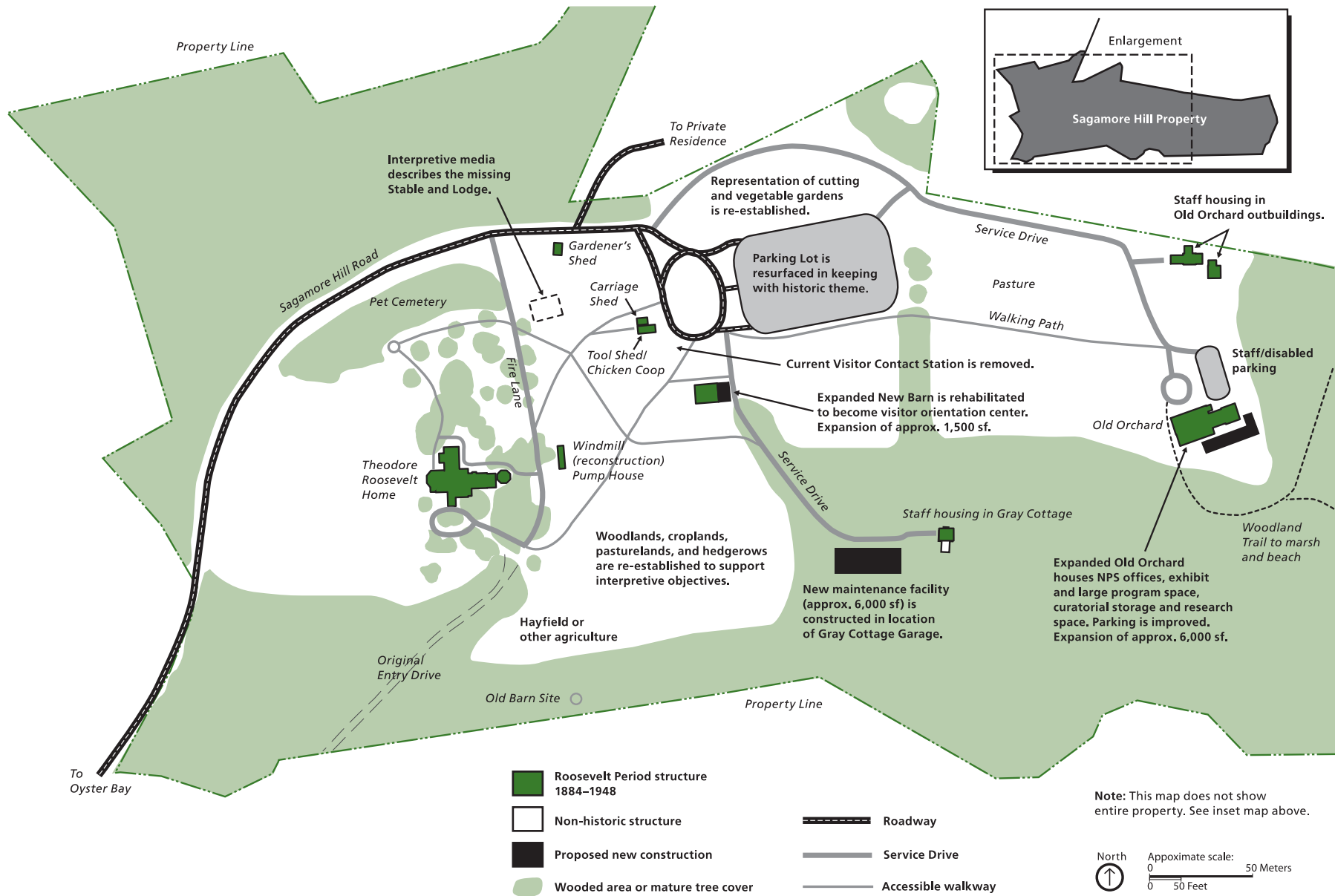


Roosevelt at Sagamore Hill, 1916. Sagamore Hill NHS

Following each management prescription (**in green boldface**) is a description of its intent and/or a series of *actions* that might be taken over the next 20 years to meet the stated goals. These potential actions represent current NPS thinking as to the most effective way of accomplishing the objectives, but there can be no guarantee that the actions will be undertaken as outlined. The Park Service is committed to attaining the objectives, but the methods of doing that are subject to change, as new information becomes available and new technology appears.



THE PLAN MAP





THE PLAN



Roosevelt addressing the suffragists from piazza, 1917. Sagamore Hill NHS

Major actions will require separate, more focused plans than can be presented in a GMP, and actions that are expected to have an impact on resources will require an environmental assessment. Any action that requires funding beyond the regular park budget will have to compete against other project proposals throughout the National Park System.

The plan is consistent with the management zoning scheme developed for Sagamore Hill as part of this plan. National Park Service policies require the identification of management zones to provide guidance on how each part of the park should be managed to achieve desired future conditions.

Management zoning, which informs the location and character of development and other management activities within the park, is used in combination with other policies governing proposed changes to parklands. A description of the park's management zones appears in Appendix C of the plan.

It is important to note that, as with all units of the National Park System, the management of Sagamore Hill National Historic Site is guided by the 1916 Organic Act (which created the National Park Service); the General Authorities Act of 1970, the act of March 27, 1978, relating to the management of the National Park System; and other applicable federal laws and regulations, such as the Endangered Species Act and the National Historic Preservation Act. All proposals for the treatment of cultural resources will be undertaken in a manner that is consistent with *The Secretary of the Interior's Standards for the Treatment of Historic Properties*. Actions are also guided by the National Park Service Management Policies and the park's enabling legislation (see Appendix B).

MANAGING THE PARK'S RESOURCES

In general

Resource management decisions are based on full consideration of the best available cultural and natural resource information, are in compliance with NPS management policies, and are made by professional staff supplied with requisite technical support.

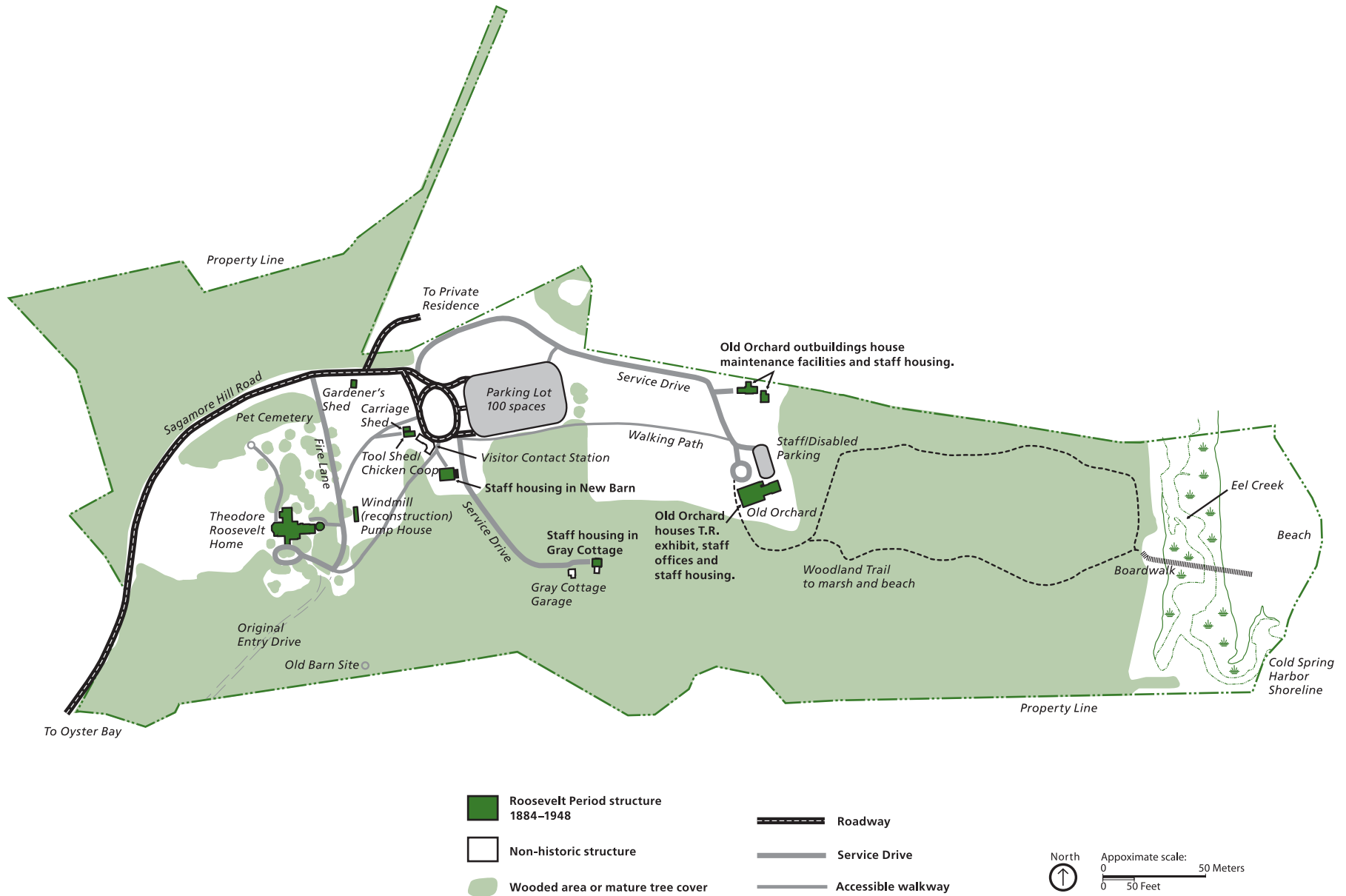
Good stewardship of park resources requires adequate research, planning, and funding. The National Park Service would try to make the best resource decisions possible within its budgetary constraints. The tools it would use include professional assessments, research, inventories, monitoring, planning, and compliance with the National Environmental Protection Act (NEPA) and section 106 of the National Historic Preservation Act of 1966.

Sagamore Hill is engaged in the continuing study and assessment of park resources, including the cultural landscape, museum collections, historic architecture, archeology, and natural resources.

In order to meet the rigorous requirements of decision-making using the best available natural and cultural resource information, the National Park Service must be proactive and consistent in its approach to park-related research.



EXISTING CONDITIONS MAP





THE PLAN

The NPS would prepare cultural and natural resource management plans to define appropriate courses of action for resource management. Additionally, NPS would undertake periodic studies to inventory and map invasive, non-native species and suggest management priorities to address changing conditions.

The NPS would implement a long-term inventory and monitoring program for cultural and natural resources that sets criteria for acceptable change and monitors resource conditions to determine if these levels have been met or exceeded. Examples of resources that may be monitored include: archeological sites, to detect resource damage or degradation; environmental conditions, such as relative humidity fluctuations in historic structures; and resource and social conditions defined as indicators for carrying capacity standards.

The park would inventory all archeological resources and define the boundaries of known sites as recommended in the Sagamore Hill Archeological Overview and Assessment (SUNY 2004).

The NPS would undertake a survey to mark the boundary of Sagamore Hill National Historic Site. This would enable the park to better protect federally-owned resources from encroachment.

Public activities are systematically evaluated for appropriateness before they are permitted. Visitor traffic is managed to protect critical park resources and visitor experiences. Public activities at the park are reflective of the park's mission.

Visitors and the local community use the park for many different types of events and recreational activities, including bird watching, photography, walking, and bicycling. Though current uses are compatible with resource protection and do not require extensive commitments of staff time or funding, park managers cannot anticipate what type of recreational uses will be popular in the future.

To help achieve this management prescription, park managers would evaluate any proposed new recreational activity or facility against established criteria to determine whether they are appropriate to the park's mission and not a threat to park resources. Events and activities would be permitted



View toward Library fireplace, 1904. Sagamore Hill NHS

if they provide educational opportunities, offer a high degree of visitor safety, have low potential for visitor use conflicts, are cost-effective in terms of park personnel and funding resources, and do not degrade resources. Paths and trails should provide educational opportunities or access to historic areas that reflect the park's purpose and significance. No new paths or trails would be developed, unless impacts can be avoided or mitigated and there are sufficient resources in place to ensure their upkeep. Existing trails would be similarly evaluated.



THE PLAN

Cultural Resources

CULTURAL LANDSCAPE

Sagamore Hill's cultural landscape in the historic core is rehabilitated to support interpretive objectives.

Since Sagamore Hill opened to the public in 1953, its character had changed from the working farm it was in Roosevelt's lifetime to a more park-like commemorative setting. Its agricultural past is no longer evident, making it difficult for park visitors to grasp this important aspect of its history.

The historic character of the landscape would be retained and preserved. Where necessary to support interpretive objectives, missing landscape features would be replaced, such as portions of the historic cutting and vegetable garden. Other missing historic landscape features may be marked and interpreted. Specific areas of the landscape would be managed to resemble the agricultural appearance during the Roosevelt tenure. Some non-historic landscape features would be removed or relocated. The park would retain a vegetative buffer area and would work with adjoining property owners to ensure that views into and from neighboring developed properties are sufficiently screened to protect privacy and enhance the visitor experience.



Quentin Roosevelt on Sagamore Hill Ice House, n.d. Sagamore Hill NHS

Woodlands and croplands would be managed to enhance their natural resource values and to contribute to federal or New York State conservation goals.

The existing visitor contact station (circa 1956), a non-contributing structure within the historic core, would be removed. This would enhance the historic character of the landscape and enable the park to interpret its use as a farmyard.

Maintenance operations (i.e. mowing patterns and schedules) would be modified to support cultural landscape objectives. The parking area and other selected roads and pathways would be resurfaced to be more compatible with the historic setting.

Historic site engineering elements such as culverts, retaining walls, and drainage gutters would be preserved. Historic circulation paths in the park would be preserved, including the original carriage road and the 1911 macadam road.

Non-historic ornamental trees and shrubs would be selectively removed to minimize the "park-like" setting and enhance the landscape's historic character.

Park furnishings that are memorial or commemorative in nature would be selectively removed and/or relocated to a more appropriate location based on findings of the Cultural Landscape Report (CLR) and other resource documentation.

The park would establish design standards for the selection and placement of outdoor furnishings (e.g., trash receptacles, benches, light fixtures, and water fountains) that are sensitive to historic and scenic values. The design guideline would be informed by the CLR and would be developed in consultation with the Park Service's technical centers. Existing outdoor furnishings that do not meet the guidelines would be removed and replaced with more appropriate pieces.



THE PLAN

HISTORIC STRUCTURES

The Theodore Roosevelt Home will be preserved and will continue to serve as a historic furnished house museum viewed by guided tour.

Constructed in 1885 as a home, not a museum, the Roosevelt Home has been updated in many ways since the 1950s to accommodate visitor use and to better protect the collections displayed there. However, its current heating system (a combination of hot water and forced hot air) is approaching the end of its useful life. Maintenance is increasingly difficult, expensive, and time-consuming, and the system does not provide balanced service throughout the home. Although the building is not air-conditioned, and temperature and humidity levels fluctuate widely in the summer, the structure cannot support a modern heating, ventilation, and air conditioning (HVAC) system. Though a humidification system was installed in the early 1980s to reduce seasonal fluctuations, it remains ineffective because the building cannot be sufficiently sealed.

Sections of the electrical wiring currently in use date to 1918, when the Roosevelts first had the service installed. A few new electrical lines were installed in

the 1950s and 1970s in staff areas, but the service to the historical rooms is inadequate, making maintenance very difficult (e.g. many outlets cannot support the use of a vacuum cleaner without tripping the breaker). The lighting system in the historic rooms and public hallways is inadequate but cannot be upgraded because of the limited electrical service.



Gardens at Sagamore Hill, 1905. Sagamore Hill NHS

The Roosevelt Home is constructed primarily of combustible wood and contains materials that would permit the rapid and devastating spread of fire. Expansion of the fire suppression system and upgrade of the existing detection systems are needed to protect the Home from the threat of damage and loss.

The Theodore Roosevelt Home would continue to be the core of Sagamore Hill's visitor experience.

The park would expand the existing fire suppression system and upgrade mechanical systems at the Theodore Roosevelt Home including heating, ventilation and the electrical system.

To improve conditions at the Theodore Roosevelt Home and further ensure its preservation, some inappropriate uses would be relocated. In particular, the volunteer break room located at the rear of the house would be relocated. A small visitor services staff office would remain in the house and would continue to serve as a security post during house tours.

Sagamore Hill's historic structures are preserved and rehabilitated in support of interpretive objectives.

The New Barn would be rehabilitated and expanded to serve as the visitor orientation facility, and the existing (non-historic) visitor contact station would be removed. As a result of the expansion of the New Barn, additional space to absorb the functions once housed in the old visitor contact station – primarily



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Roosevelt at Sagamore Hill, 1903. Sagamore Hill NHS

the bookstore and public restrooms – would be required. The proposed addition to the New Barn would be approximately 1,500 gross square feet – expanding the building’s capacity by about 50 percent. The proposed addition would be located to minimize views from the Theodore Roosevelt Home. Non-historic additions to the exterior of the historic structure would be removed and missing architectural features would be replaced.

The exterior of the Gardener’s Shed would be restored to its historic appearance, and the interior would be rehabilitated to house interpretive media related to farm operations.

The exteriors of the Carriage Shed, Tool Shed/ Chicken Coop and Ice House would be restored to their historic appearance, and the interiors would be rehabilitated for storage.

The maintenance function would be removed from the Old Orchard Garage and the structure would be rehabilitated for use as park housing.

The sites of the Stable and Lodge and the Old Barn would be clearly marked, and their location, appearance, and function would be interpreted with appropriate media.

Non-historic structures within the historic core may be removed in support of resource management and interpretive objectives.

MUSEUM COLLECTIONS

Museum collections are preserved and maintained in secure, dedicated, climate-controlled space and are available to the public.

The park’s museum collection, a nationally significant collection with direct associations with the park’s other cultural and natural resources, is not adequately stored or protected. Collections management efforts are hindered by cramped quarters, inadequate space for future growth, inefficient equipment configuration, and environmental problems. The current main storage room is located in the basement of the Theodore Roosevelt Home. Curatorial offices had to be relocated to Old Orchard in fall 2003 due to mold growth. Neither the basement office nor the Old Orchard curatorial space is sufficient for the staff or provides necessary and adequately climate-controlled space for work on the collections. Space for researchers is also lacking, and stored collections are dispersed across several locations on the property, including the Theodore Roosevelt Home, Old Orchard, the New Barn, the Tool Shed, the Ice House, the Gray Cottage garage, and the Gardener’s Shed.



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The park's 2004 collection management plan identified the need for dedicated, climate-controlled storage for the collections. The park, with the concurrence of the Northeast Region, considered and rejected the possibility of relocating the collections to an off-site centralized storage facility. The collection is an essential part of the park's programming and contributes to visitor enjoyment and understanding, and the opportunity for researchers to view the collections on-site is valuable. Further, the park's principal partner, the Theodore Roosevelt Association, indicated that it would not support such a move.

An addition to Old Orchard would be constructed to provide appropriate climate-controlled storage for the park's collections and dedicated workspace for researchers. Curatorial storage and offices would be relocated from the basement of the Theodore Roosevelt Home and other sites. Approximately 4,400 gross square feet would be needed to house the museum and archival collections, provide curatorial workspace, and accommodate study of the collection. This addition would be the most efficient way to provide an appropriate storage and work

area. The existing portion of Old Orchard could not reasonably be adapted to necessary climate-controlled conditions. The curatorial storage would be developed as part of a larger addition to Old Orchard that would also include education and program space.

The total size of the new addition to Old Orchard (including the proposed program space described under "Visitor Orientation" on page 42) would be approximately 6,600 gross square feet – expanding the building's capacity by approximately 66 percent. The proposed addition would be sited and designed to reduce its impact on the historic core and to be sympathetic with the historic structure. It would be constructed adjacent to the rear of Old Orchard and be linked by a "connector" that would preserve the character-defining features of the building. The addition would be set back from the west elevation and be reduced in height so as not to diminish the historic appearance and integrity of Old Orchard. The proposed addition would meet requirements under *The Secretary of the Interior's Standards for the Treatment of Historic Properties*.

Museum collections are a vital part of the park's interpretive program.

Sagamore Hill's museum collections are an important resource that contributes to national significance. Most of the collection consists of original furnishings purchased and used by the Roosevelt family during Theodore Roosevelt's life. Because of this direct association, the collections convey a powerful story about Theodore Roosevelt and his values and contribute to understanding his family's life at Sagamore Hill.



North American bird books from Roosevelt's library, 2006. NPS Museum Management Program



THE PLAN

Whether museum collections appear on exhibit in a furnished room or in an exhibit case, they offer the opportunity to make an effective connection with park audiences. Cultural objects, natural history specimens, documents, and photographs provide links to everyday life. A conspicuous example is the substantial collection of mounted animal trophies and how they relate to the emerging conservation movement in which Theodore Roosevelt played a role.

Interpretive and educational programming would capitalize upon the park's collections in the development of public programming. This could manifest itself in on-line exhibits, the organization and content of house tours, gallery talks, development of curriculum-based programs, and the creation of traveling exhibits and other educational aids.

The park would take appropriate steps to ensure that the collection is well-documented and includes finding aids that make it easy for the interpretive staff to access and use for interpretive and educational purposes.

Students and scholars have access to opportunities for research in an environment that offers accessible, appropriate, and dedicated space.

Approximately five to ten non-NPS researchers per year visit to study the museum collection. This number would likely increase if improved facilities were available. Over the last five years, the staff handled an average of 200 internal NPS research and historic photograph requests and nearly 500 external requests annually.² The conference room at the Old Orchard serves as the temporary research room.



View across marsh to Cold Spring Harbor, 2005. Matthew Garrett

The park would develop and implement an access policy for the museum collections and provide adequate space for researchers. The dedicated research space would incorporate security and environmental controls to protect the collection. The research area should be convenient to staff offices, collection storage space, and curatorial work area, and should be universally accessible.

Natural Resources

Resource management and protection emphasis is placed on those areas of the park that are relatively undisturbed and possess the highest natural resource values. Factors relating to human disturbance, including the encroachment of invasive, non-native species, are minimized.

Recent inventories have revealed natural resources of national, regional, state, and local significance associated with Sagamore Hill. One species was identified as being of national significance – the rare comet darter dragonfly (*Anax longipes*). Resources of regional significance included a rare intact stand of oak-tulip tree forest; migratory bird habitat for at least ten Partners in Flight (PIF) species of concern³;

2. The information presented includes the years 2000, 2001, and 2004. While the Old Orchard Museum was under renovations (2002–2003), the staff could not obtain access to much of the archives and therefore forwarded many of the requests for photographs to Harvard's Theodore Roosevelt Collection.

3. Partners in Flight (PIF) is a cooperative land bird conservation effort involving partnerships among federal, state, and local government agencies, philanthropic foundations, professional organizations, conservation groups, industry, the academic community, and private individuals.



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Sagamore Hill front hall, 1904. Sagamore Hill NHS

and forest breeding habitat for conservation priority bird species such as the wood thrush (*Hylocichla mustelina*). Further research and planning is required to determine best management practices for ensuring the long-term protection of these resources.

As a historic site, management emphasis will continue to be placed on the protection and interpretation of cultural resources (e.g. Theodore Roosevelt Home, cultural landscape). Cultural resource management actions would be undertaken in a manner that minimizes impacts to the natural resources.

Natural resource management actions conserve, enhance, or restore the park's natural resource values.

One of Sagamore Hill's greatest natural resource values may lie in the high number of varied habitat types in close proximity to each other. For example, many of the amphibian and reptile species in the park exhibit complex life-cycles that require specific combinations of habitats for reproduction and over-wintering (Cook 2004, preliminary report). The variety of habitats found at Sagamore Hill includes open areas (maintained as grass-and sedge-dominated fields, favored by turtles for nesting) and woodland areas (favored by breeding birds). Retaining this combination of field and woodland needs to be considered in implementing the plan, particularly rehabilitation of the cultural landscape. The use of the fields to accommodate special events or overflow parking must be evaluated relative to the presence of protected species under federal or state law.

The park would develop a natural resource management strategy that identifies issues and offers an array of targeted approaches to address them. Critical management principles include: maintenance of varied habitat, maintenance of the marsh/creek/beach system integrity, limited expansion of invasive species, and protection of rare species.

The unique beach/marsh/tidal creek complex would be protected from encroachment by invasive species and human-caused impacts to the greatest degree possible, allowing the continuity of natural processes.

The park's cultural landscape is managed in a manner that opportunistically encourages native species and natural diversity.

Because Sagamore Hill is part of a fragmented, suburban landscape and has experienced regular disturbance, invasive species have significantly altered the state of some natural communities (Dutton 1998). A total of 93 non-native plant species have been identified within the park, representing 40% of the total flora. Many of these species are invasive, seriously degrading cultural landscapes and threatening natural systems.



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Disturbance associated with the park's parking areas, paved roads, and manmade structures has resulted in the establishment of several native and non-native invasive species within and adjacent to these areas. Cultivated species in the gardens and other areas surrounding buildings also have the potential of establishing themselves in adjacent natural areas (Edinger et al. 2002; Feldmann, preliminary report 2004).

The park would integrate efforts to control non-native invasive species with the implementation of the cultural landscape treatment plan. These efforts would be concentrated in areas of the park where there is a reasonable expectation of success and sustainability. Selective rehabilitation of the cultural landscape would be undertaken in a manner that allows for maintenance of the mixed habitat complex including forest, field, and fresh water.

Natural resource management capacity is developed within the park staff.

The National Park Service would employ a natural resource management specialist at Sagamore Hill, as funding permits. This specialist would be responsible for overseeing natural resources research, as

well as inventory and monitoring activities; developing a natural resources management plan; and undertaking efforts to control invasive species.

PROVIDING A POSITIVE VISITOR EXPERIENCE

Parking & Site Circulation

Visitors traveling to Sagamore Hill experience well-marked routes with good directional signage.

Many local park constituents expressed concern that the signage directing visitors along local roads was inadequate and confusing. Most people did not necessarily associate the words "Sagamore Hill" with the home of Theodore Roosevelt, and there was nothing to indicate that Sagamore Hill was a National Park site. Merchants in Oyster Bay expressed interest in routing visitors along Route 106 through the hamlet, rather than along Route 25A, which avoids the commercial district.

The park would work with state and local agencies to locate and install improved highway signage directing visitors to Sagamore Hill. This effort would include consideration of new graphic and written content for the signs as well as their placement along local routes. Directional signage would offer visitors arriving by car the option of traveling through the hamlet of Oyster Bay.



Roosevelt standing at Dining Room fireplace, 1895. Sagamore hill NHS

Park pathways clearly direct visitors to key park facilities but also invite them to explore the park and discover Sagamore Hill features beyond the house.

Sagamore Hill NHS was established to interpret the spirit of Theodore Roosevelt, his family, and significant events associated with him during his years at Sagamore Hill. However, current park



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facilities limit the interpretive potential of the site by focusing mostly on the home, and not on the property as a whole. In conjunction with the Long-Range Interpretive Plan (LRIP), the GMP will revisit and offer recommendations regarding the visitor experience and interpretive emphasis.

The park would undertake and implement a circulation plan that would emphasize the integration of its historic circulation patterns, but also would ensure that there were formal pathways to guide visitors to primary destinations.

The addition of modern pathways would allow visitors to experience the historic use of the property. The pathways would be surfaced with materials compatible with the historic character, yet would enable visitors to distinguish historic from non-historic paths.

VISITOR PARKING

The existing parking lot would be retained and would be resurfaced using materials compatible with the historic scene. The parking area would be landscaped to provide an improved sense of arrival at the park.

The small parking area at Old Orchard would be improved but not expanded. Improvements would formalize the area's design to make it more efficient.

Overflow parking would be addressed on an as-needed basis and would be located on-site using existing fields in non-sensitive areas or off-site by agreement with community partners (e.g. the high school).

The park promotes and participates in multiple transportation options.

Currently the vast majority of the park's general visitors (approximately 98%) arrive by private automobile. The remainder arrives in Oyster Bay or neighboring communities by private boat or the Long Island Railroad and either take a taxi or walk to the park. The steep three-mile walk to the park and the lack of public transportation or reliable taxi service has made access difficult for those without private vehicles.

The Long Island Railroad promotes weekend excursions from New York City, however the success of such programs requires reliable transportation from the railroad station. A coalition of Oyster Bay organizations, including the Chamber of Commerce and the Main Street Association, have created the

"Passport to Historic Oyster Bay" program, which occasionally offers a trolley service that coincides with special events (e.g., Independence Day).

The park would support efforts to encourage the development of reliable transportation from the Oyster Bay and Syosset railroad stations to Sagamore Hill and other attractions. It would continue to participate in intermodal transportation efforts like the "Passport to Historic Oyster Bay" program.

Visitors have a clear sense of arrival upon entering and a clear sense of departure upon leaving Sagamore Hill National Historic Site.

Currently visitors drive through a significant portion of the park and glimpse the Theodore Roosevelt Home on the hill before they are made wholly aware that they have arrived at Sagamore Hill National Historic Site.

The park would locate signs along Sagamore Hill Road to welcome the visitor to the park and to provide better direction to the parking area. The signs would be modestly scaled and would be similar in design to the directional signage.



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As visitors leave the park, signs thanking them for their visit and/or easing their “re-entry” into the modern world would complete their experience. For instance, signage could encourage departing visitors to reflect on Roosevelt’s influence on our contemporary world.

Structures, grounds, and facilities at Sagamore Hill are made universally accessible to the greatest degree possible. In the event that creating universal access is infeasible, other means (e.g., use of interpretive media) would be used to accommodate visitors with disabilities.

In accordance with federal laws and NPS Management Policies, all reasonable efforts would be made to make facilities, programs, and services at Sagamore Hill accessible to and usable by all people, including those with disabilities. Special, separate, or alternative facilities, programs, or services will be provided only when existing ones cannot reasonably be made accessible. For instance, visitors who are unable to participate in a tour of the Theodore Roosevelt Home due to accessibility or scheduling issues would be offered alternatives such as a scale model or a virtual tour.

Sagamore Hill would consult with disabled persons or their representatives to determine what facilities and services are inaccessible and what might be done to make them accessible.

Measures to improve access to historic structures would be pursued only when they would not require the removal of historic fabric, and would not adversely affect the significant qualities of the historic landscape. Using the findings of the cultural landscape report and in consultation with historical landscape architects and other resource management professionals, managers at Sagamore Hill would improve access to the grounds.

Methods to address accessibility to park facilities, grounds, and programming would be explored in greater detail through the park’s Long-Range Interpretive Plan.

Visitor Orientation

A visitor orientation facility is developed by the park to help visitors understand the significance of the site and to plan their visit.

The New Barn would be rehabilitated and expanded to accommodate an array of orientation and visitor services. The facility would feature a visitor

information/fee collection desk with a back office, orientation exhibit, program space, restrooms, and a bookstore. The program space at the New Barn would accommodate approximately 60 visitors and would be used as a venue for an audio-visual presentation, orienting school children and other large tour groups, and other programs. Based on the park’s assessment of its needs, the proposed addition requires approximately 1,500 gross square feet.

The park offers up-to-date park orientation information to the public via the Internet and other media.

Based on the findings of Sagamore Hill’s 2003 Visitor Use Survey, approximately 21 percent of respondents sought information in advance of their visit from the NPS website or via telephone contact with the park. This is similar to findings of a system-wide survey by the National Park Service, which found that approximately 20 percent of visitors sought advance information. Although both surveys indicated that friends and relatives were the first source of information for visitors, the Internet, telephone, and personal communication were also important.



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Sagamore Hill would ensure that basic orientation information including hours of operation, ticketing, facilities, and current programming are available in a number of formats including the park's website and its automated phone system, as well as through personal communication with visitor services personnel.

Orientation information is widely available at hotels, restaurants, shops, etc. throughout the hamlet of Oyster Bay and nearby communities like East Norwich and Cold Spring Harbor.

Many visitors to Sagamore Hill travel through the hamlet of Oyster Bay or the villages of East Norwich or Cold Spring Harbor, all of which have shops, restaurants, and lodging. These locations offer an opportunity to provide visitors with information and orientation to the resources and programming at Sagamore Hill.

Publications like park brochures or rack cards could be made available in the neighboring communities.

The historic links between the hamlet of Oyster Bay and Sagamore Hill create opportunities to help visitors place Sagamore Hill and the Roosevelt



Driver and wagon under Porte Cochere, 1905. Sagamore Hill NHS

family within a community context. The park would continue to work with organizations like the Chamber of Commerce and the Oyster Bay Main Street Association to offer information that highlights Sagamore Hill and the Roosevelt-related resources in the hamlet.

An internal system of informational media guides visitors through the park.

In order for visitors to Sagamore Hill to wholly appreciate and understand the site – in particular, the landscape's relationship and relevance to Theodore Roosevelt and his family – they must have access to more information than they get from simply viewing the resource. Numerous options

exist to accomplish this task, including the creation of brochures and other publications, the installation of interpretive waysides or signage, audio tours, etc. Upon completion of the general management plan, a long-range interpretive plan would address content and identify the most appropriate media.

Visitors are offered the opportunity and freedom to explore the park and undertake a variety of self-guided/ self-directed experiences.

Visitors should be invited and encouraged to explore all of Sagamore Hill – the fields, meadows, woodlands, and marsh – in order to appreciate and understand the site as representative of Roosevelt's ideals.

Public access to the woodland trail and beach would be maintained. Appropriate interpretive media would be introduced to highlight the natural resource values of the woodland and beach and their significance to the Roosevelt family. The woodland trail and boardwalk would be rehabilitated, and views from the woodland to adjacent properties would be screened as feasible.



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Missing structures that stood during the Theodore Roosevelt period are interpreted using a variety of media.

During its years as a working farm, Sagamore Hill's landscapes were dotted with many agricultural structures that are no longer standing. The most prominent of these was the Stable and Lodge, destroyed by fire in 1944. Other less noticeable structures – including fences, stiles, corn cribs, and animal pens – have been removed.

Through the use of media such as interpretive waysides⁴, brochures, and audio tours, park visitors would have the opportunity to better understand how Sagamore Hill appeared and worked as an agricultural landscape during the Roosevelt family tenure.

Informational and Interpretive Media

Informational and interpretive media and park furnishings are upgraded in a manner that ensures a uniform character that is sensitive to the historic and scenic values of the park.



Theodore Roosevelt's desk at library window, 2006. NPS Museum Management Program

The park would introduce a uniform system of informational and interpretive signage. Interpretive waysides or other media would be revised and upgraded. The park would explore options for alternative media, for example, offering audio tours using cell phone technology or multimedia tours using hand-held computers. The park's Long-Range Interpretive Plan would guide the upgrade of informational and interpretive media and the development of new materials.

Visitor Programs

The content of interpretive activities and programs reflects the park's purpose and significance.

In order to maintain the high quality of visitor programming and to ensure that visitors leave with a clear understanding of the purpose and significance of Sagamore Hill National Historic Site, it is essential that all interpretive activities and programs support the park's purpose and primary themes.

Current and proposed interpretive activities and programs would be evaluated to determine whether they support the park's purpose and primary themes. Activities and programs that fail to meet this requirement would be phased out.

The results of park-related research are directly applied to interpretation of park resources.

The body of scholarship related to Theodore Roosevelt is voluminous and continues to grow. A historiography prepared by Dr. John A. Gable⁵ illustrates how scholarly perspectives on Roosevelt

4. Interpretive waysides are outdoor panels that can be freestanding or attached to an existing structure such as a kiosk. They include descriptive information about park resources such as historic structures, historic landscapes, and natural features.

5. Gable, John Allen, "The Man in the Arena of History: The Historiography of Theodore Roosevelt" in Theodore Roosevelt: Many-Sided American. Edited by Natalie A. Naylor, Douglas Brinkley, and John Allen Gable. Interlaken, NY. Heart of the Lakes Publishing. 1992.



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have changed over time. Interpretation at Sagamore Hill should acknowledge these diverse opinions of the man and his legacy. In addition to academic scholarship, the National Park Service continues to generate in-depth studies of the park and its resources, including a recently prepared Historic Resource Study, inventories of its flora and fauna, and reports on historic structures and cultural landscape.

This information would be used to inform current interpretive material and the development of new material.

The park uses technology effectively to deliver interpretive information to diverse audiences.

The park would research and use technology for programs and services through collaboration with other parks, partners, the Northeast Regional Office, the Washington office, and others to enhance staff and visitor experiences. This might be achieved through evaluating the effectiveness of interpretive delivery systems, reallocating existing resources and identifying new ones, developing technology-based services, and piloting new programs. For example, the park would explore options for using wireless technology in the delivery of interpretive information to visitors.

The park's website is used effectively to augment the visitor experience and reach out to new audiences.

Sagamore Hill's website is a valuable vehicle for conveying in-depth information about the park and its themes. The park would enhance and expand the offerings on its website.

Programs and activities are offered to help visitors understand and enjoy the park's landscape and natural resource values and their significance to Theodore Roosevelt and the Roosevelt family.

In addition to its regular tours of the Theodore Roosevelt Home the park would offer regular tours of the grounds. Special programs associated with the park's primary themes, featuring the agricultural history of the site, family activities at Sagamore Hill, and the site's natural history, would be offered on a regular basis. Visitors to the park and educational groups would be encouraged to end their experience with discussions or other opportunities to reflect on their discoveries.

Programming would enable park visitors to understand the relationship between the Roosevelt family and sites and institutions in Oyster Bay (e.g., Moore Building, Christ Church, and the Railroad Station).

Recognizing the importance of the hamlet relative to Sagamore Hill and the Roosevelt family, the park would work with local partners to expand collaborative offerings to include more ranger-led walking tours, the development of lecture series, and the creation of lesson plans for local schools.

Programs and activities are offered that allow park visitors the opportunity to gain meaning from the park's museum and archival holdings.

Visitors would have the opportunity to interact with the park's museum and archival holdings in many ways – including changing exhibits, house tours that emphasize the relevance of objects to Roosevelt's life, educational programs at local schools and other venues, and web-based exhibits.

New or expanded facilities are developed to enable the park to offer a wide range of programs and interpretive offerings.



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A gilded eagle adorns the gable of the North Room at the Theodore Roosevelt Home, 2005. Matthew Garrett

In partnership with the Theodore Roosevelt Association, new educational program space would be developed as part of the Old Orchard addition. The estimated size of the proposed program space would be approximately 2,000 gross square feet. There are no spaces within Old Orchard that can meet the desired space requirements; therefore an addition is needed. The proposed amount of building space for educational programming is consistent with the NPS facility planning model. (Siting and design considerations for an addition to Old Orchard were discussed previously under “Collection Management”).

Programming offered by the park is dynamic and responds to the seasons, anniversaries of historic events, and other factors, to make it attractive for repeat visitors.

In subtle ways, the Theodore Roosevelt Home already reflects seasonal changes. For example, window treatments and floor coverings are changed seasonally. Additionally, the park is currently celebrating the centennial of Theodore Roosevelt’s life – marking each year’s achievements and adventures through special programs, events, and exhibits. These changing exhibits and special programs are intended to encourage visitors to return to the park on a regular basis.

A variety of programs and media are available that encourage critical thinking and offer the opportunity to explore Theodore Roosevelt’s contributions and his legacy.

Park programming would expand to offer on-site lectures, gallery talks, walking tours, and programs that link Theodore Roosevelt and his achievements to the lives of contemporary Americans.

Interpretive exhibits would continue to be located on the first floor of Old Orchard. A small area for changing exhibits would become available after the relocation of the audio-visual space to the new orientation facility in the New Barn. This would enable the staff to offer a broader slate of programming and community-based activities, including changing exhibits, films, lectures, symposia, and dialogues.

For those interested in delving deeper into the story of Theodore Roosevelt and Sagamore Hill, the park would offer a dynamic interactive website so that users could explore Roosevelt’s life and times in relation to contemporary issues, using materials generated by the park and links to other on-line sources.

The park maintains a balance between the delivery of on-site and outreach programming.

The park would expand curriculum-based programming and educational outreach to a range of grade levels. Programs might extend beyond history and social studies, into science and environmental studies, or literature and the arts. The park would consider ways to combine the house tour with other activities to increase the capacity to accommodate school groups or other large, organized groups.



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To support this effort, the park would offer opportunities for formal training in curriculum-based programming to the staff and volunteers.

The park would undertake the development of a multi-dimensional distance learning program that offers pre-visit materials to school groups, maximizes opportunities to reach audiences beyond the park's geographic area, and connects with related sites.

Programs are tailored to meet the needs of varying audiences and fulfill park objectives.

Up-to-date interpretive materials – both print and digital – would be prepared to serve non-English speaking audiences. An expanded outreach program

would help identify other ways to meet the needs of these potential audiences. Use of wireless technology (e.g., Personal Digital Assistants or PDAs) could provide translations and interpretations to meet linguistic needs.

In addition to conveying the central themes associated with Sagamore Hill and Theodore Roosevelt, the park offers information about the family and workers who lived and labored there.

Theodore Roosevelt did not live at Sagamore Hill alone, nor did he maintain his property without help. Learning about the personalities who inhabited Sagamore Hill – particularly Roosevelt's family – adds dimension to the story. The staff that maintained the property and cared for the family composed a modest crew in comparison to other Long Island estates, yet the details of their lives and work on the property offer insights into the Roosevelts' way of life.

Visitor programming and interpretive media would integrate these aspects of life at Sagamore Hill. This topic would be addressed in greater detail in the Long-Range Interpretive Plan that will be completed at the end of the general management planning process.

Theodore Roosevelt Education & Study Program
Sagamore Hill NHS supports the creation and operation of a Theodore Roosevelt education and study program.

Sagamore Hill would support a Theodore Roosevelt Education & Study Program, administered by the Theodore Roosevelt Association in cooperation with the National Park Service. NPS support for this program would be found within the park's base operating budget, and the park would develop partnerships to pursue additional funding for special projects.

The Theodore Roosevelt Education & Study Program would offer a wide-ranging approach to Roosevelt's accomplishments and his legacy. Together, the TRA and the NPS would develop activities in support of program objectives that could include conferences, publications, public programs, exhibits, and research. It might present dialogues and programs that emphasize civic responsibility and community involvement. These activities would take place in a number of venues including National Park Service, Theodore Roosevelt Association, and community facilities. Program space at Sagamore Hill would be available.



View of Dining Room with Japanese screen furnished to 1905 period.
Sagamore Hill NHS



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In collaboration with the Theodore Roosevelt Association, Sagamore Hill would support the development of a virtual educational and study program, a web-based initiative. The virtual education and study program could make digital catalogs and copies of primary source materials and other related items available on-line.

IMPROVING PARK OPERATIONS AND PARTNERSHIPS

Cooperative Efforts and Partnerships

Park managers work collaboratively with the Oyster Bay National Wildlife Refuge (NWR) to ensure that resource management goals and activities are compatible.

The Oyster Bay NWR's waters and marshes surround Sagamore Hill National Historic Site (up to mean high tide line), and abound with fish, shellfish and marine invertebrates.

Sagamore Hill NHS would consult with the NWR to ensure that the park's policies complement efforts undertaken by the wildlife refuge. The park would work with the NWR to explore opportunities for cooperative resource management and interpretive programming.

Partnerships with Theodore Roosevelt Sanctuary and other agencies and organizations are expanded to achieve preservation, resource management, and interpretation goals at Sagamore Hill.

The park would engage in cooperative programming with schools, universities, and educational organizations, such as the Theodore Roosevelt Sanctuary affiliated with New York Audubon, to co-sponsor activities such as lectures, natural history walks, and inventory and monitoring activities.

Other efforts could involve work with the Oyster Bay Main Street Association to offer interpretive information and guided walks that explore ties between Sagamore Hill and the hamlet of Oyster Bay.

Develop formal cooperative network with other sites, collections and organizations related to Theodore Roosevelt.

Within the National Park System alone, there are six other sites dedicated to commemorating Theodore Roosevelt. Numerous sites within the National Park System were created during Roosevelt's term in office, including five national parks and 18 national monuments. Many of these sites have features,

structures, or facilities named in Roosevelt's honor. In addition to sites with a direct Roosevelt connection, there are other resources inside and outside the National Park System that have thematic ties, for instance, the numerous sites associated with American presidents. The history of the American conservation movement is represented at Marsh-Billings-Rockefeller National Historical Park and at the home of Gifford Pinchot – Grey Towers National Historic Landmark.

The park would offer its audiences opportunities to learn more about these related sites through its programs and media.

Build upon the strengths of existing partnerships to support park operations as well as special events.

The National Park Service works regularly with three primary partners in operating Sagamore Hill National Historic Site – the Theodore Roosevelt Association (TRA); The Friends of Sagamore Hill, a local chapter of the TRA; and Eastern National. The TRA continues to play a significant role in augmenting educational programming, and otherwise supporting the park. There is a general



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agreement in place between NPS and the TRA to formalize this working relationship. There is also an agreement between the park and the Friends of Sagamore Hill, who have engaged in fund-raising and provide local advocacy. Sagamore Hill is also assisted by a remarkable corps of dedicated volunteers who support tours, care of collections, and maintenance. Eastern National is a cooperating association that operates the bookstore located in the visitor contact station. All of the products and publications offered to visitors support the educational programs of the park. A percentage of the proceeds from store sales is donated to the park to support these programs.

The National Park Service would continue to cultivate a positive working relationship with these partners and seek to formalize their roles and responsibilities. Working collaboratively, the National Park Service and its partners at Sagamore Hill would identify opportunities to improve communications among organizations, enhance accountability, and provide for improved visitor services.



Exterior view of the Roosevelt Home, 2005. Matthew Garrett

The park actively collaborates with new and existing partners to seek opportunities to achieve its objectives through leveraging financial, human, and technical resources.

Sagamore Hill works in partnership with other units of the National Park System, the Theodore Roosevelt Association, its volunteer corps, and organizations like the Boy Scouts of America and the Oyster Bay Main Street Association, which undertake special programs and initiatives and help to operate the park. This has enabled the park to stretch its resources to meet operational needs and provide visitor services. In turn, the partners have also benefited from unique program opportunities and other activities.

Sagamore Hill would maintain and enhance existing relationships, as well as seek new opportunities to advance the implementation of the general management plan.

Civic Engagement

The greater park community is engaged on a broad variety of issues affecting the park in an effort to generate effective public participation and better-informed decisions.

Civic engagement is a continuous, dynamic, multi-level conversation with the public that reinforces commitment to the preservation of heritage resources. It also strengthens understanding of the meaning and relevance of these resources. The foundation of civic engagement is a commitment to building and sustaining relationships with neighbors and communities of interest.

Engaging the public is not a new activity for the National Park Service. However, the NPS Civic Engagement initiative raises it to a new level of commitment, formally establishing it as the foundation and framework for developing plans



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and programs for our parks. Knowing the park community and identifying the most effective means of communication are fundamental to meeting this commitment.

The park would maintain mailing lists of local residents and other constituents to update the community on park activities and accomplishments, as well as informing it of events. Through local media and participation in community meetings, the park would share information on activities and would be aware of local initiatives that may affect the park or provide opportunities for cooperation.

Fostering Stewardship

The Sagamore Hill staff works with park neighbors to expand their knowledge and understanding of the park's purpose and the significance of its resources, and to foster greater stewardship of the park.

Civic engagement reinforces public commitment to the preservation of heritage resources and strengthens the community's understanding of the meaning and relevance of these resources.

The park may make its facilities available to the community for uses such as meetings, lectures or other events. The park would work cooperatively with businesses and landowners in Oyster Bay to interpret its historic ties to Theodore Roosevelt, and would continue to participate in community-based heritage tourism programs (e.g., Passport to Historic Oyster Bay).

The park would work proactively with adjoining property owners to address matters such as screening views from the park to adjacent development, issues associated with inappropriate removal of vegetation, and diversion of streams or otherwise altering the natural hydrography.

Staff Housing

Sagamore Hill would continue to offer staff housing.

Sagamore Hill provides six units of staff housing on the property that is offered to employees at a comparable market rate for the northeastern United States, as determined by the Department of the Interior. The housing is available in Gray Cottage, the Foreman's Cottage at Old Orchard, the Old Orchard service wing (two apartments), one apartment above the current maintenance facility, and in the New Barn.



The New Barn currently houses park staff, 2005. Matthew Garrett

According to the U.S. Department of Housing and Urban Development's (HUD) regional housing market report (spring 2003), the average rent for a one-bedroom apartment in Nassau/ Suffolk County is \$1,700. The average for a two-bedroom apartment in the same market area is \$2,500. HUD notes that due to the scarcity of developable land and strong demand, affordable housing is a key issue in this market. Due to the high cost of housing within an hour's drive of the park, the ability to offer staff housing is an important factor in recruiting and retaining employees. On-site housing adds security for the park, allowing for a more immediate response to emergencies.



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Staff housing would be removed from the New Barn in order to accommodate its redevelopment as a visitor facility. This would result in the loss of housing accommodations for up to three employees.

To offset this loss, the first story of the garage at Old Orchard would be rehabilitated for use as housing. This would be implemented in accordance with *The Secretary of the Interior's Standards for the Treatment of Historic Properties*. It is believed that two small apartments could be developed in that space. The existing housing unit located on the second floor would remain.

Staff housing would continue to be located in the Foreman's Cottage, Old Orchard, and Gray Cottage. If necessary, Gray Cottage could be used as a dormitory.

The park will work with both the NPS Northeast Region and Washington Headquarters housing offices to continually assess its housing needs and housing inventory to comply with NPS policies on park housing for NPS employees. Under current NPS policies, funds for the development of park housing for the interior of the Old Orchard garage,

which replaces an existing unit to be vacated through the implementation of this plan, would not be available through the Service-wide line item construction program.

Staff Offices

Park staff and Volunteers in the Park (VIPs) have adequate workspace to support operational efficiency.

National Park Service administrative, curatorial, and visitor services offices would be located in Old Orchard, as would a work space for volunteers. Offices for the maintenance staff would be located in the new maintenance facility. Limited office space for visitor services staff would remain in the Theodore Roosevelt Home and also in the visitor orientation facility.

Maintenance Facility

Maintenance facilities are appropriately located with minimum impact to the historic scene and configured to maximize visitor and employee safety and operational efficiency.

The current maintenance facility, located in a historic six-bay garage, is functionally inadequate and does not comply with federal workplace health

and safety standards. An appropriate facility is needed so that the park can conduct its operations effectively.

The park would continue to pursue the development of a new maintenance facility on park property. This responds to the need to address OSHA deficiencies in the existing facility. The new facility would be sited and designed to minimize its impact on the park and adjacent properties.

The new facility would contain approximately 6,000 gross square feet and would provide dedicated work areas; storage for supplies and materials; an office with computer systems and records storage; break room; restrooms; lockers; fully equipped carpentry shop with storage for lumber, tools, and equipment; a paint booth; and ventilation system. A second shop would house welding and storage of plumbing, gas, and electrical supplies and equipment. A garage would provide an indoor maintenance area and storage for small vehicles, auto supplies, and gardening tools and materials. It would have fire suppression, proper ventilation, and appropriate safety features.



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PROJECTED COSTS

Development Costs

These figures are for planning and comparison purposes only and represent gross costs based on 2006 estimates. Actual costs will be determined through the design process. Development of the proposed facilities and infrastructure is dependent on the availability of funding and would be phased over the life of the plan.

The development costs for the plan are projected to range from \$8.5 to 9.7 million. These costs are associated primarily with the rehabilitation and expansion of the New Barn for use as a visitor orientation facility, the removal of the old visitor contact station, construction of additions to Old Orchard to house a collection management facility and education and program space; rehabilitation of the cultural landscape including portions of the cutting and vegetable garden; and the rehabilitation of the Old Orchard Garage for use as park housing.

Additional planning would cost approximately \$95,000 and would include a natural resource management plan, an update of the cultural landscape treatment plan, and a circulation plan.

Research costs would be approximately \$240,000 and would include historic structures reports for the historic farm buildings, Gray Cottage, Old Orchard, Old Orchard Garage; a comprehensive archeological survey; and a boundary survey.

Life Cycle Costs

Total costs over the life of the plan would range from approximately \$30.6 to 31.8 million. This would be about \$9 million greater than those identified under the “no-action” alternative.

Staff and Operations Costs

The park staff would experience moderate growth, and the overall annual cost to operate the park would increase by approximately \$400,000 over the status quo, for a total annual operating budget of approximately \$1.9 million.

NEXT STEPS

The GMP provides a framework for coordinating and integrating subsequent planning and management decisions affecting Sagamore Hill. All other park plans tier off of the GMP. After the GMP is adopted, the park’s five-year strategic plan will be updated to lay out near-term goals and management actions that carry it out. When funds become available to begin the design of facilities or to undertake

individual actions consistent with the GMP, site-specific planning, research, and environmental analysis will take place. Specific actions will be subject to federal and state consultation requirements, and the public will be involved throughout the process. The draft and final environmental impact statements accompanying the general management plans are essentially programmatic statements that present an overview of potential impacts. Later plans that derive from the GMP would be subject to a more detailed review of environmental impacts.

Implementation of the plan will depend on the availability of funds. All construction and staffing proposals are contingent on NPS funding limitations and will be implemented over the life of the plan. Proposed construction projects will have to compete for funds through the National Park Service’s priority-setting process and may be subject to phased implementation. Substantial financial contributions from the park’s primary partners and other non-federal sources could accelerate implementation of the plan.



APPENDICES

*"I have throughly enjoyed it all – being President, being colonel in the Spanish War,
my African trip, my ranch life in the West, my work and association with the men in our great cities
who are trying to better our civic and social and economic conditions."*

– TO CECIL SPRING RICE, AUGUST 22, 1911





APPENDIX A: RECORD OF DECISION

UNITED STATES DEPARTMENT OF THE INTERIOR NATIONAL PARK SERVICE RECORD OF DECISION

for the FINAL GENERAL MANAGEMENT PLAN

and FINAL ENVIRONMENTAL IMPACT STATEMENT

for SAGAMORE HILL NATIONAL HISTORIC SITE
Oyster Bay, New York

INTRODUCTION

Pursuant to §102 (2)(C) of the National Environmental Policy Act of 1969, Public Law 91-190, as amended, and the regulations promulgated by the Council on Environmental Quality (40 CFR 1505.2), the Department of the Interior, National Park Service (NPS) has prepared the following Record of Decision on the *Sagamore Hill NHS Final General Management Plan and Final Environmental Impact Statement* (FGMP/FEIS).

This document is a concise statement of the decisions that were made, the alternatives considered (including identification of the environmentally preferred alternative), the basis for the decision, and the mitigating measures developed in order to avoid or minimize environmental impacts. It also provides background information on the project and the public involvement process that was used to develop and refine the proposed plan and alternatives.

DECISION

The NPS will implement the agency's preferred alternative, Alternative 3 – Past meets Present, as described and analyzed in the *Sagamore Hill NHS Final General Management Plan and Environmental Impact Statement*.

The Draft GMP/EIS was made available for public review from January 8 through February 23, 2007. The comment period was extended to May 8, 2007 to allow sufficient time for public comment after the formal publication of the Notice of Availability in the Federal Register on March 8, 2007. The Final GMP/EIS was made available to the public for not less than 30 days on November 16, 2007. The 30 day No Action period ended on December 19, 2007.

PROJECT BACKGROUND AND PUBLIC INVOLVEMENT

Project Purpose

In 1962 Congress passed Public Law 87-547 establishing both Theodore Roosevelt Birthplace National Historic Site in New York City and Sagamore Hill National Historic Site in Oyster Bay, New York. The legislation authorized the National Park Service to accept the donation of the properties from the Theodore Roosevelt Association (TRA) along with a \$500,000 endowment to support the management and operation of the properties. The Theodore Roosevelt Association continues to play an advisory role in the management of the endowment and is among the park's primary partners.

A comprehensive management plan is needed for Sagamore Hill, because no such complete and formally approved plan exists. Since the park's establishment as a unit of the National Park System in 1962, the types of visitors and the way in which they experience the site have changed. A great deal more is now known about how Theodore Roosevelt and his family lived, worked, and played



APPENDIX A: RECORD OF DECISION

at Sagamore Hill. The same is true of how this place was shaped by and reflected Roosevelt's personal philosophy on the American Ideal – much of which is not yet adequately represented at the park.

The main function of a general management plan is to provide a clear definition of the park's purpose and management direction that will guide and coordinate all subsequent planning and management. The general management plan takes the long view: 15 to 20 years into the future. In accordance with federal law, all parks within the National Park System must operate under an approved general management plan. This ensures that park managers carry out, as effectively and efficiently as possible, the mission of the National Park Service, which states:

The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

The GMP describes and explains the resource conditions that should exist and the visitor experiences that should be available at Sagamore Hill National Historic Site. The plan is a policy-level document that provides guidance for park managers. It is not detailed, specific, or highly technical in nature. The GMP provides a consistent framework for coordinating and integrating all subsequent planning and management decisions concerning the park. All other park plans tier off of the GMP.

Public/Stakeholder Involvement

The National Park Service takes an interdisciplinary approach to planning. The planning team for Sagamore Hill National Historic Site was composed of individuals skilled in the areas of cultural resource management, history, historic preservation, education, interpretation, collection management, landscape architecture, archeology, and natural resource management. In addition to park staff and other NPS technical staff, the planning team also included representatives of the park's key partners, among which were the Theodore Roosevelt Association, the Friends of Sagamore Hill, and the park's volunteer corps.

A long-range interpretive planning workshop was held in March 2003. Forty participants representing the park, its partners, Roosevelt scholars, and other community interests gathered to discuss issues associated with visitor programming and services and the park's overall mission and goals.

Also in preparation for considering Sagamore Hill's future, a workshop on the commemorative nature of the park was led by Dr. Edward Linenthal, University of Wisconsin Professor of Religion & American Culture, in December 2003.

The session involved several local Roosevelt and Long Island scholars as well as representatives of the park staff, the park volunteers, the Theodore Roosevelt Association, and the Friends of Sagamore Hill. The session offered an opportunity to consider the nature of commemoration itself and ways to highlight the 21st century relevance of Theodore Roosevelt.





The official public start of the planning process was the opening of the new Theodore Roosevelt history exhibit at Old Orchard in January 2004. The preparation of the general management plan was formally announced, and a brochure describing the planning process was distributed to attendees.



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To acquaint the community and interested citizens with the National Park Service planning process, to solicit comments or concerns regarding the future of Sagamore Hill, and to report on the status of planning, the planning team held two public scoping sessions in April 2004. One session was held in Oyster Bay, and the other in New York City at Theodore Roosevelt Birthplace National Historic Site. The Oyster Bay meeting was well-attended, attracting nearly 40 local participants. At the sessions, the team members reviewed the purpose and significance statements and preliminary park themes. Meeting participants were also invited to comment upon the park's planning issues and share their thoughts on the park's future. Comments were recorded on flipcharts and comment cards.

In June 2004, representatives of the park's staff and its partners participated in a number of comparative site visits. The purpose of the site visits was to consider how other sites with similar characteristics handled different aspects of site management and visitor services. In determining the sites to visit, particular emphasis was placed on historic period, the character and composition of the resource base, the presence of partnerships, and the site's relationship to its host community. The sites selected were:

-  The Mark Twain House and Museum, Hartford, Connecticut
-  Marsh-Billings-Rockefeller National Historical Park, Woodstock, Vermont
-  Saint Gaudens National Historic Site, Cornish, New Hampshire
-  Weir Farm National Historic Site, Wilton, Connecticut

During these visits, the planning team observed the practical application of a number of ideas being explored at Sagamore Hill, including the adaptive re-use of existing buildings, better integrating the cultural landscape into the visitor experience, and making important figures in American history relevant to contemporary audiences.

The plan's first formal newsletter – Foundation for Planning – was printed and distributed in October 2004. The newsletter reviewed the planning process and key planning issues as well as Sagamore Hill's purpose, significance, interpretive themes, and preliminary goals. The newsletter was mailed to the park's mailing list (approximately 630 addresses at the time) and posted on the park's website. The newsletter was well-received and resulted in formal comments from 18 respondents.

Also in October 2004, the park's superintendent presented preliminary management concepts to the Theodore Roosevelt Association's Board of Trustees at its annual meeting in Portland, Oregon. Posters depicting the Sagamore Hill preliminary management concepts were prominently displayed in the conference hotel's lobby. NPS staff were posted at the display and were available to take comments and answer questions from the TRA general membership.

In November 2004, the preliminary management concepts were presented to the board of the Friends of Sagamore Hill and representatives of Sagamore Hill's Volunteers in the Park (VIPs). During the winter of 2005, additional briefings were held for the Oyster Bay Main Street Association, the Oyster Bay Town Supervisor, and again for the park's volunteers.



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Consultation with the U.S. Fish and Wildlife Service (USFWS) was initiated in January 2005 with regards to the status of threatened and endangered species in the area. According to USFWS, except for occasional transient individual animals, no federally listed or proposed endangered or threatened species under USFWS jurisdiction are known to be present in the project impact area. In addition, no habitat in the project impact area is currently designated or proposed “critical habitat” in accordance with the provisions of the Endangered Species Act (ESA) (87 Stat. 884, as amended; 16 USC 1531 et seq.). NPS found that there was no effect on any federally-listed species. The USFWS is responsible for the management of the Oyster Bay National Wildlife Refuge that abuts Sagamore Hill National Historic Site. The planning team has been consulting with USFWS staff from the Long Island Complex, the administrative unit responsible for managing the Oyster Bay NWR. USFWS staff participated in a round-table discussion of natural resource management at Sagamore Hill in December 2004.

Consultation with the New York State Historic Preservation Office was initiated in January 2005. Likewise, letters regarding the initiation of the planning process were also sent to Native American tribes historically associated with this area of Nassau County. The tribes contacted included the Stockbridge-Munsee Community of Wisconsin, the Delaware Tribe of Indians, and the Delaware Nation. In each case, contact was made with the tribal leader and, whenever possible, with the tribal historic preservation officer. In February 2007, SHPO-NY responded to the Draft EIS in writing indicating that they had “no formal comments at this time.” Among the tribes consulted, only the Delaware Tribe responded to the Draft EIS with a letter indicating no comment.

In April 2005 a second newsletter describing four preliminary alternatives was distributed to the planning mailing list and made available on the park’s website. The preliminary alternatives newsletter went out to approximately 800 addressees. Following the distribution of the newsletter in April, two major consultation meetings were held. For one meeting, over 100 park neighbors from Cove Neck were invited to Sagamore Hill to discuss the preliminary alternatives. Approximately 14 park neighbors attended, including the mayor of the village of Cove Neck. During this session, park neighbors expressed particular concern about a proposal to develop a visitor use facility and associated parking across Sagamore Hill Road from the Theodore Roosevelt Home.

A second public meeting in April 2005 was cosponsored by the Oyster Bay Main Street Association. As part of a larger agenda, Sagamore Hill’s superintendent presented a program describing the preliminary alternatives to an audience of over 100 people. Questions were addressed, but comments were reserved for an open house following the formal presentations, during which NPS staff accepted approximately 20 comments. The preliminary alternatives newsletter and associated public meetings generated 23 additional sets of formal comments arriving by phone, electronic mail, and letter.

In May 2005, Sagamore Hill’s core planning team met to identify the preferred alternative. For each alternative, the planning team considered the potential to address park goals, the possible benefits and impacts, the preliminary capital costs, and the relevant external influences (e.g. community support). Based on this analysis, the planning team recommended that the Northeast Regional Director identify *Alternative 3 – Past Meets Present* as the National Park Service’s preferred alternative. In a subsequent meeting, the Regional Director concurred with this recommendation.



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In October 2005, Sagamore Hill's superintendent presented the National Park Service's preferred alternative to the Theodore Roosevelt Association general membership at its 2005 annual meeting in Washington, DC. Approximately 60 members attended the session. There were few questions or comments at the time.

The draft general management plan/draft environmental impact statement was made available for public review from January 8 through February 23, 2007. The comment period was extended to May 8, 2007 to allow sufficient time for public comment after the formal publication of the Notice of Availability in the Federal Register on March 8, 2007.

On March 27, 2007, an error was noted in *Part Four: Environmental Consequences*. A word processing-related technical problem resulted in printed text that was jumbled and unclear. A postcard describing the error and noting the availability of corrected text was mailed to every recipient on the mailing list for the draft document. A note was also made on the project web page on the National Park Service's Planning, Environmental Compliance, and Public Comment (PEPC) website along with the corrected electronic version of Part Four. This error has been corrected in the final document.

A public open house was held in Oyster Bay to solicit public comments early in February 2007. Approximately 23 people were present at the open house. Twenty-seven sets of written comments were received by the planning team. The planning team carefully reviewed the comments received and developed responses to all substantive comments in the Final GMP/EIS.

In August 2007, the Department of Interior prepared a consistency determination in accordance with 15 CFR Part 930 Subpart C. The Department of the Interior determined that the plan and the means for its implementation would be consistent to the maximum extent practicable with the New York Coastal Management Plan. The consistency determination was submitted to the New York Department of State, Division of Coastal Resources. In August 2007, the NY Department of State indicated their concurrence with this determination in writing.

The Final GMP/EIS was made available to the public for not less than 30 days on November 16, 2007. The 30 day No Action period ended on December 19, 2007.

ALTERNATIVES CONSIDERED

Two action alternatives and a "No Action Alternative" were analyzed in the *Sagamore Hill Environmental Impact Statement* (EIS). The action alternatives analyzed in the EIS were developed and refined through a four-year public planning and environmental review process and include: the preferred alternative, *Alternative 3 – Past meets Present*, and *Alternative 2 – Building Capacity*.

Each alternative is summarized below.

Under the preferred alternative, *Alternative 3 – Past Meets Present*, visitors to Sagamore Hill would be offered an experience that combines the opportunity to explore the site's contemporary relevance in the same context in which one explores its history. However, under this alternative, greater emphasis is placed on rehabilitation of the cultural landscape and historic structures. As in Alternative 2, people would begin their tour at a visitor orientation facility located in the historic core – in this case, the New Barn would be expanded and rehabilitated to provide visitor services. The existing visitor contact station – a



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mid-20th century structure – would be removed to make way for the rehabilitation of a portion of the historic farm yard. An addition to Old Orchard would be constructed to provide appropriate climate-controlled storage for the park’s collections as well as a large education and program space. The Old Orchard garage (current maintenance facility) would be rehabilitated for use as staff housing. As proposed under both Alternatives 1 and 2, the park would continue to pursue the development of a new maintenance facility that would be constructed on park property.

Alternative 2 – Building Capacity is geared toward building the park’s capacity to address its basic visitor services and operational needs. A visitor orientation facility would be established within the historic core. In this scenario, the New Barn would be modestly expanded and used to accommodate basic orientation and visitor services. The exterior of the New Barn would be rehabilitated to its appearance during Roosevelt family’s residence. The existing visitor contact station would be improved and would continue to house the bookstore and upgraded restrooms. Selected features of Sagamore Hill’s cultural landscape and much of its historic architecture would be rehabilitated to reflect the period of the Roosevelt family’s residence in support of specific interpretive objectives. A new collection storage facility would be constructed in combination with the proposed new maintenance facility and would be located on the site of the Gray Cottage garage. The new collection storage facility would also include dedicated research space as well as NPS staff offices. The garage at Old Orchard would be converted from its current use as maintenance facility and rehabilitated for use as program space.

Under Alternative 1 – Status Quo (No Action), Sagamore Hill would continue to be managed in accordance with current management direction and ongoing programs. This approach would allow for limited incremental actions to enhance park management but would not result in any major change to the park’s current management practices. The status quo alternative serves as the baseline for evaluating and comparing the other alternatives.

BASIS FOR DECISION

The Draft GMP/EIS for Sagamore Hill was developed over a 4 year period with meaningful public input. Factors considered in developing the alternatives and identifying a selected action include:

-  the degree to which the park’s purpose, significance, and goals could be met;
-  the degree to which the identified planning issues could be resolved;
-  the degree to which necessary implementation actions could occur while mitigating/minimizing the associated environmental impacts; and
-  the degree to which it could be feasible to implement an alternative taking into account costs, staffing and operational requirements, compliance requirements, and the needed support/cooperation of others.




The selected action for the Final GMP is a refined version of Alternative 3, which was presented as the preferred alternative in the Draft GMP/EIS. The Draft GMP/EIS was released in January 2007. Subsequently, slight modifications to the




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preferred alternative were made in response to comments made during the public review period. The refined preferred alternative was presented in the Final GMP/EIS, published in November 2007, and is the subject of this Record of Decision. The selected alternative best supports the park's purpose, significance and goals, while also providing management direction that best protects resources and offers high-quality visitor experiences.

Alternative 1 – Status Quo (No Action) alternative, would not:







-  fully support the park's purpose, significance and goals – there would be numerous deficiencies with respect to improving resource management and enhancing the visitor experience, particularly in interpretation of the site's cultural landscape;
-  address planning issues associated with the identified needs for cultural resource management particularly concerning collections storage, the best and most appropriate use of historic structures, and the treatment of the cultural landscape; enhancing interpretive opportunities particularly addressing the need for appropriate program and education space; improving operational efficiencies; and expanding and improving upon links to other Theodore Roosevelt related sites; and
-  mitigate or minimize environmental impacts associated with the park's current operational and management direction.

Alternative 2 – Building Capacity would not:

 address planning issues associated with the identified needs for cultural resource management particularly concerning the treatment of the cultural landscape; and

 improve operational efficiency as a result of creating a 2-structure visitor facility complex;

In sum, the overall benefits of the selected alternative include:

-  Appropriate space to effectively orient visitors, stage tours for large groups, and provide on-site programs in a single location;
-  Climate controlled collections storage co-located with Old Orchard Museum;
-  Changing exhibit space;
-  Additional large education and program space to support a greater variety of programming and services to schools and other organized groups;
-  Expanded pathway system to allow for improved public access to and interpretation of the cultural landscape;
-  Expanded programming links to Oyster Bay hamlet and other Theodore Roosevelt-related sites.



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MEASURES TO MINIMIZE IMPACTS AND ADDRESS PUBLIC CONCERNS

The environmental consequences of the selected action and the other alternatives were fully documented in the draft GMP/EIS and the Final GMP/EIS. All practicable means to avoid or minimize environmental harm that could result from the implementation of the selected action have been identified and incorporated as described in the Final GMP/EIS. The park will continue to consult with adjoining neighbors and community representatives as it pursues implementation of the plan. Due to the programmatic nature of the plan and as it is implemented over time, development projects will be reviewed as necessary for compliance with the National Environmental Policy Act, the National Historic Preservation Act, and other applicable laws and regulations as soon as possible prior to project implementation. Actions to minimize impacts include using already disturbed areas as much as possible where development is planned, avoiding sensitive resources, using sustainable design techniques, mitigating resource damage through careful implementation planning, phasing, timing, and other related actions.

The public review period for the Draft GMP/EIS ended on May 8, 2007. A number of substantive comments were addressed in the final plan. Public comment on the Draft GMP/EIS and NPS response is included in Part Six of the Final GMP/EIS. Most comments were favorable and supported the selected action. The revised plan places a greater emphasis on consultation with the adjoining neighbors relative to the rehabilitation of the cultural landscape. The revised plan also omits the proposal calling for the removal of a portion of the Old Orchard Service Road north of the existing parking area in order to rehabilitate a portion of the cultural landscape.

The no-action period on the Final GMP/EIS ended on December 19, 2007, thirty (30) days after the publication of a notice of availability in the Federal Register.

ENVIRONMENTALLY PREFERABLE ALTERNATIVE

The environmentally preferable alternative is defined as “...the alternative that will promote the national environmental policy as expressed in NEPA’s Section 101. Ordinarily, 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 resources” (*Forty Most Asked Questions Concerning Council on Environmental Quality’s (CEQ) National Environmental Policy Act Regulations*).

The National Park Service has identified Alternative 3 as its preferred alternative which is also the environmentally preferable alternative. This alternative calls for substantial additions to both the New Barn and Old Orchard, both of which are historic structures considered to be contributing features on the historic property. The alteration of these buildings would be undertaken in a sensitive manner that minimizes their impact on the site. The scale of these proposed additions is offset in several ways. Mitigating issues would be addressed through the pre-planning and design processes for each of these facilities. The rehabilitated buildings would enable the park to meet both its resource management and visitor services needs (e.g. climate-controlled collections storage) and would allow for the removal of the existing visitor contact station which, in turn, would permit the rehabilitation of this highly visible portion of the historic farmyard.

Overall, this alternative emphasizes rehabilitation of a substantial portion of the cultural landscape and of historic structures, recognizes the value of the park’s natural resources, enhances management of these natural resources, and limits new development to previously disturbed sites to the greatest degree possible. Buildings and features that are considered intrusions on the landscape – such as the non-historic building that houses the existing visitor contact station – would



APPENDIX A: RECORD OF DECISION

be removed to make way for the rehabilitation of the historic farm yard and gardens. The park would also retain much of the existing field/forest configuration, ensuring that the diversity of habitat types is maintained.

Expanding the park's system of pathways and visitor facilities would enable visitor services staff to better manage visitation and distribute use across several venues. It also would offer the visiting public opportunities to explore the park without overtaxing its resources.

Recommended by:

Thomas E. Ross, Superintendent
Sagamore Hill National Historic Site
National Park Service
(516) 922-4452

March 13, 2008

Date

CONCLUSION: The above factors and considerations justify selection of the preferred action as described in the Final General Management Plan/Final Environmental Impact Statement for Sagamore Hill National Historic Site.

The NPS will continue to work with local, state and other federal officials, the general public, the private sector, and the Congress of the United States to implement the plan.

Approved by:

Dennis A. Reidenbach, Regional Director
Northeast Region
National Park Service
(215) 597-7013

March 27, 2008

Date



APPENDIX B: PARK LEGISLATION

76 STAT. 217

PUBLIC LAW 87-547—JULY 25, 1962

PUBLIC LAW 87-547

87TH CONGRESS

AN ACT

July 25, 1962

[H.R. 8484]

To authorize establishment of the Theodore Roosevelt Birthplace and Sagamore Hill National Historic Sites, New York, and for other purposes.

Theodore Roosevelt Birthplace and
Sagamore Hill National Historic Sites, N.Y.
Establishment authorization.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, in order to preserve in public ownership historically significant properties associated with the life of Theodore Roosevelt, the Secretary of the Interior may acquire, by donation from the Theodore Roosevelt Association, the sites and structures known as the Theodore Roosevelt House situated at Twenty-eight and Twenty-six East Twentieth Street, New York City, consisting of approximately eleven one-hundredths of an acre, and Sagamore Hill,- consisting of not to exceed ninety acres at Cove Neck, Oyster Bay, Long Island the improvements thereon, together with the furnishings and other contents of the structures.

Acceptance of funds.

16 USC 19-19c

SEC. 2. (a) In accordance with the Act entitled “An Act to create National Park Trust Fund Board, and for other purposes” approved July 10, 1935 (49 Stat. 477), as amended, the National Park Trust Fund Board may accept from the Theodore Roosevelt Association and such additional amounts as the association may tender time to time from the endowment fund under its control, which funds, when accepted, shall be utilized only for the purposes of the historic sites established pursuant to this Act.

Transfer of property etc. to U.S.

(b) Nothing in this Act shall limit the authority of the Secretary of the Interior under other provisions of law to accept in the name of the United States donations of property.

Publication in F.R.

SEC. 3. When lands, interests in lands, improvements, and other properties comprising the Theodore Roosevelt Birthplace and Sagamore Hill, as authorized for acquisition by section 1 of this Act, and a portion of the endowment fund in the amount of \$500,000 have been transferred to the United States, the Secretary of the Interior shall establish the Theodore Roosevelt Birthplace and Sagamore Hill National Historic Sites by publication of notice thereof in the Federal Register.

Development, etc.



APPENDIX B: PARK LEGISLATION

SEC. 4. The Secretary of the Interior shall administer, protect, and develop the Theodore Roosevelt Birthplace and Sagamore Hill National Historic Sites in accordance with the provisions of the Act of August 25, 1916 (39 Stat. 535; 16 U.S.C. 1 and the following), as amended and supplemented

Advisory committees. Establishment.

SEC. 5. The Theodore Roosevelt Association, having by its patriotic and active interest preserved for posterity these important historic sites, buildings and objects, shall, upon establishment of the Theodore Roosevelt Birthplace and the Sagamore Hill National Historic Sites be consulted by the Secretary of the Interior in the establishment of an advisory committee or committees for matters relating to the preservation and management of the Theodore Roosevelt Birthplace and Sagamore Hill National Historic Sites

76 Stat. 218

Donation of property.

SEC. 6. The Act entitled “An Act to incorporate the Roosevelt Memorial Association”, approved May 31, 1920 (41 Stat. 691), as amended by the Act approved on May 21, 1953 (67 Stat. 27), which changed the name the name of such corporation to the Theodore Roosevelt Association, and by the Act approved on March 29, 1956 (70 Stat. 60), which permitted such corporation to consolidate with Women’s Theodore Roosevelt Association, incorporated, is hereby further amended by adding to section 3 thereof a new subdivision as follows:

“(4) The donation of real and personal property, including part or all of its endowment fund; to a public agency or public agencies for the purpose of preserving in public ownership historically significant properties associated with the life of Theodore Roosevelt.”

And by deleting the word “A” and “an” at the end of the subdivision (2) of section 3.

Approved July 25, 1962

LEGISLATIVE HISTORY—H.R. 8484:

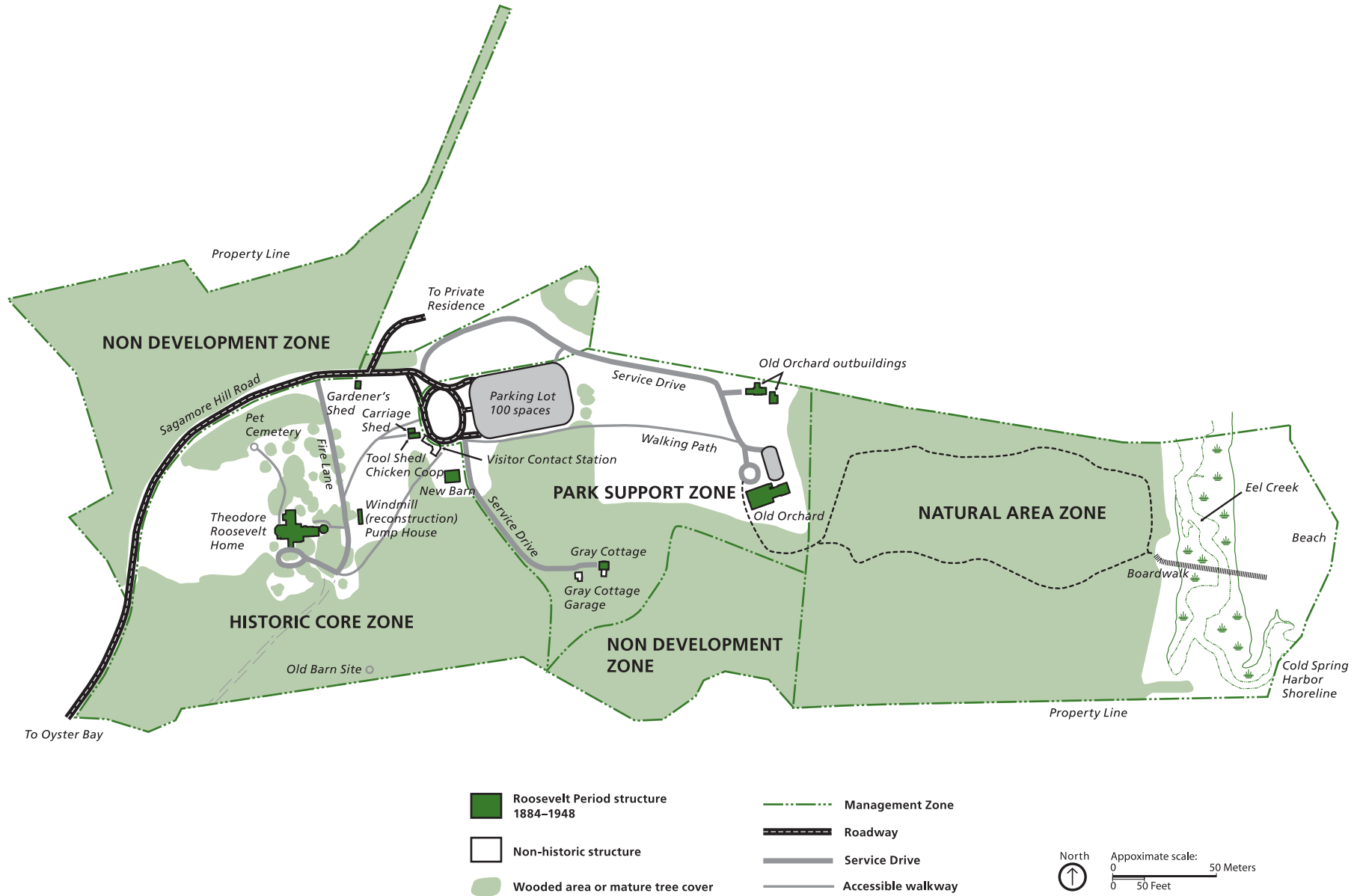
CONGRESSIONAL RECORD, Vol. 108 (1962):

April 2, considered and passed House.

July 18, considered and passed Senate.



MANAGEMENT ZONE MAP





APPENDIX C: MANAGEMENT ZONING

National Park Service planning policies require the identification of management zones to provide guidance on how each part of the park should be managed to achieve desired future conditions. Management zoning, which informs the location and character of development and other activities within the park, is used in combination with other policies governing proposed changes to parklands.

As the following map indicates, the planning team identified four management zones for Sagamore Hill National Historic Site: Historic Core, Park Support, Natural Area, and Non-Development. The zones possess different characteristics and require varying approaches for resource management, visitor experience, and use. The configuration of the zones is based on the resources they encompass and may need to be adjusted if new information changes our understanding of the historic development and use of the property.

Historic Core

The historic core includes the Theodore Roosevelt Home, domestic and agricultural outbuildings, and surrounding grounds. The main resources within this zone include historic structures and the cultural landscape. The historic core also contains the most sensitive archeological areas. Visitor facilities located in both historic and contemporary structures are found in the historic core.

Visitor orientation and education would take place in the historic core, as would guided tours of the house and grounds, self-guiding tours of the grounds, and special programs related to historic activities. This zone is likely to experience moderate to high visitor density, especially during house tours and special events.

In order to protect the integrity of the Theodore Roosevelt Home, protect the collections, and provide a high-quality visitor experience, current house tours are limited to 14 visitors per tour. Large crowds – often in the range of 100 to 500 participants – visit the park on occasion for outdoor special events. On the July 4th holiday, the number of participants can swell to more than 1,500.

Development is permitted in this zone but must be limited to what is necessary to provide necessary visitor services. Such development may include a visitor orientation facility, educational facility, visitor pathways, and interpretive media. All development must meet *The Secretary of the Interior's Standards for the Treatment of Historic Properties*, and be sensitive to the character and setting of the historic core.

Park Support Zone

The park support zone encompasses the area associated with Old Orchard, Gray Cottage, and the parking area. Resources in this zone include facilities supporting visitor services and park operations, for which several historic structures are being adaptively reused, in addition to contemporary structures. The zone includes historic structures, the cultural landscape, and archeological resources.

Much but not all of this zone would be physically and visually accessible to the public. Visitors to Old Orchard would be able to view interpretive exhibits, and public restrooms would be available. Visitors would be able to participate in educational programming and/or attend a special event. In the vicinity of the parking area and Old Orchard there would be moderate visitor density on most days, and encounters with other visitors would be common. At Old Orchard visitors may come into contact with some park administrative activity (e.g., offices and park housing).



APPENDIX C: MANAGEMENT ZONING

The park's collection management function would be located in this zone. Public access to collections would be permitted within NPS policies and guidelines. There would be minimal public access in the vicinity of Gray Cottage, where maintenance facilities and activities could be located. Public access would be limited in the vicinity of the present maintenance yard at Old Orchard.

The most intensive new development would be undertaken in this zone and would include park operations, visitor facilities, roads, and parking. All development must be undertaken in accordance with and be sensitive to the character and setting.

Natural Zone Area

This zone comprises the approximately 34 acres of wooded and coastal land on the eastern half of the property, which retains its historic character with rugged trails, a boardwalk crossing Eel Creek, and a marsh ending at a sand beach on Cold Spring Harbor. This portion of the property was designated a National Environmental Study Area (NESA) during the 1970s. The tidal lands in the park and the adjacent waters are within the Oyster Bay National Wildlife Refuge and are subject to the jurisdiction of US Fish & Wildlife Service.

In this zone visitors encounter interpretive media, but there may be fewer educational and interpretive programs than in other areas of the park. The experience is primarily self-guiding and contemplative. Periodic organized walks and environmental education activities would take place along the woodland trail and the beach. Active recreational activities such as swimming

and boating are prohibited. This zone would experience low to moderate visitor density, with relatively few encounters with other visitors. Natural processes would be left to proceed largely unimpeded. Efforts would be made to control the advance of invasive, non-native plant species. The walking trail and boardwalk would be maintained to limit erosion, impacts on the marsh, and other forms of resource degradation.

Non-Development Zone

This largely wooded zone encompasses lands north of Sagamore Hill Road, as well as land south of Old Orchard. It may include archeological resources. Though there would be no formal walkways or trails to permit access to this area, visitors could experience it during guided walks and through observation from adjoining areas. A minimal level of visitor use would be expected. The emphasis would be resource protection and management. The area would be managed to limit the expansion of invasive plant species. Clearing would be limited to maintaining safety and accessibility on abutting roads and walkways.

No new development would be proposed for this area. It would be managed to screen views to and from neighboring properties.



APPENDIX D: SECTION 106 COMPLIANCE REQUIREMENTS FOR UNDERTAKINGS

SECTION 106 COMPLIANCE

Section 106 of the National Historic Preservation Act requires that federal agencies with direct or indirect jurisdiction take into account the effect of undertaking on National Register listed or eligible properties and allow the Advisory Council on Historic Preservation (ACHP) an opportunity to comment. Toward that end, the National Park Service will work with the New York State Historic Preservation Officer and the Advisory Council to meet requirements of 36 CFR 800 and the September 1995 Programmatic Agreement among the National Conference of State Historic Preservation Officers, the Advisory Council on Historic Preservation, and the National Park Service. This latter agreement requires the National Park Service to work closely with the SHPO and the ACHP in planning for both new and existing national park areas.

The 1995 Programmatic Agreement also provides for a number of programmatic exclusions for specific actions not likely to have an adverse effect on cultural resources. The actions may be implemented without further review by the New York State Historic Preservation Officer or the Advisory Council on Historic Preservation provided that the National Park Service internal review finds that the actions meet certain conditions. Undertakings, as defined in 36 CFR 800, not specifically excluded in the Programmatic Agreement must be reviewed by the State Historic Preservation Officer and the Advisory Council before implementation. Throughout the process there will be early consultation on all potential actions.

Prior to any ground-disturbing action by park managers, a professional archeologist would determine the need for archeological activity or testing evaluation. Any such studies would be carried out in advance of construction activity and would meet the needs of the State Historic Preservation Office. Section 110 of the National Historic Preservation Act requires the National Park Service to identify and nominate to the National Register of Historic Places all resources under its jurisdiction that appear to be eligible. Historic areas of the National Park System are automatically listed on the National Register upon their establishment by law or executive order.

The table on the following page identifies actions contained within the general management plan alternatives that would likely require review under section 106 of the National Historic Preservation Act and under the 1995 Programmatic Agreement.



APPENDIX D: SECTION 106 COMPLIANCE REQUIREMENTS FOR UNDERTAKINGS

Table 5-1: Summary of Actions Requiring Review under Section 106

ALTERNATIVES

Rehabilitate cultural landscape	Requires SHPO/ACHP review (under Alternative 3)
Rehabilitate historic cutting & vegetable garden	Requires SHPO/ACHP review
Rehabilitate historic farm structures	Requires SHPO/ACHP review
Develop new maintenance facility.....	Requires SHPO/ACHP review
Rehabilitate and expand New Barn.....	Requires SHPO/ACHP review
Construct addition on Old Orchard	Requires SHPO/ACHP review
Expand system of park pathways.....	Requires SHPO/ACHP review
Resurface parking and pathways	Programmatic exclusion IV B (7)
Remove existing visitor contact station.....	Requires SHPO/ACHP review
Rehabilitate & reuse Old Orchard garage	Requires SHPO/ACHP review

Section VI-G of the 1995 Programmatic Agreement among NPS, the ACHP, and the National Council of State Historic Preservation Officers (NCSHPO) also requires that NPS GMPs include a statement about the status of the park's cultural resources inventory, and that the statement indicate needs for additional cultural resource information, plans, or studies required before undertakings can be carried out.


The following plans and studies have been identified as necessary to support the implementation of proposals made in Sagamore Hill NHS's general management plan. This list may be expanded or otherwise modified as the specific requirements for individual projects become better defined.

Update Sagamore Hill NHS Cultural Landscape Treatment Plan

Prepare Historic Structure Reports for:

 Historic Farm Buildings

 Gray Cottage

 Old Orchard (Main House and Garage)

Undertake Comprehensive Archeological Survey



APPENDIX E: LIST OF PREPARERS

CORE PLANNING TEAM

Northeast Region – Boston Office

Ellen Levin Carlson, Project Manager

Justin Berthiaume, Landscape Architect

Barbara Mackey, Community Planner

Paul Weinbaum, History Program Manager

Northeast Regional Historic Architecture Program

Sharon Ofenstein, Publications Editor

Olmsted Center for Landscape Preservation

Gina Bellavia, Program Manager

Debbie Dietrich-Smith, Historical Landscape Architect
/106 Compliance Advisor

Northeast Center for Education

Patti Reilly, Director

Northeast Museum Services Center

Louis Hutchins, Curator/Historian

Sagamore Hill National Historic Site

Thomas E. Ross, Superintendent

Monica Chirot, Administrative Officer

Lorenza Fong, former Superintendent

Brian Forseth, Chief of Preservation & Maintenance

Scott Gurney, Interpretive Park Ranger

Noreen Hancock, Interpretive Park Ranger

Charles Markis, Chief of Visitor Services

Greg A. Marshall, former Superintendent

Amy Verone, Curator

Gay Vietzke, former Superintendent

Theodore Roosevelt Association

Norman Parsons, Past President

John A. Gable, Former Executive Director (deceased)

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*“It is not what we have that will make us a great nation; it is the way in which we use it...
we must keep steadily in mind that no people have ever benefited by riches if their prosperity corrupted their virtue....
We have fallen heirs to the most glorious heritage a people ever received, and each one must do his part
if we wish to show that the nation is worthy of its good fortune.”*

– FOURTH OF JULY SPEECH IN DICKINSON, THE DAKOTA TERRITORY, 1886



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Additional photography:

Cover, inside cover, pages 3/4, 7/8, 21/22 (backgrounds) – Matthew Garrett;
pages 26/27, 53/54 (backgrounds) – Sagamore Hill NHS