

PART TWO: THE ALTERNATIVES AND THEIR COMMON ELEMENTS

Introduction

This chapter describes proposed policies and actions for Sagamore Hill National Historic Site that are analyzed in greater detail in later parts of the document. First, the chapter proposes a management zoning scheme for the park. In general management plans, the concept of management zoning is used to delineate how various portions of the park will be managed to meet desired future conditions. Second, the chapter identifies desired future conditions at the park, which are called management prescriptions or objectives. Third, the chapter describes three different approaches for achieving proposed management prescriptions; these approaches are called management alternatives. One of the three alternatives for Sagamore Hill is termed “status quo,” and describes the park’s existing management practices.

In this plan, the proposed management zoning scheme is common to all three alternatives, as are many of the management prescriptions. However, suggestions for achievement of goals proposed could vary in method and degree under each alternative. **All construction and staffing proposals under the various alternatives are subject to NPS funding limitations and priorities and are anticipated to be staged over the life of the general management plan.**

Management Zoning

National Park Service policies guiding park planning require the identification of management zones that provide guidance to park managers on how each part of the park should be managed to meet future desired conditions or “*management prescriptions*.” 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.

Under this general management plan, the management zoning is the same for all alternatives. 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.

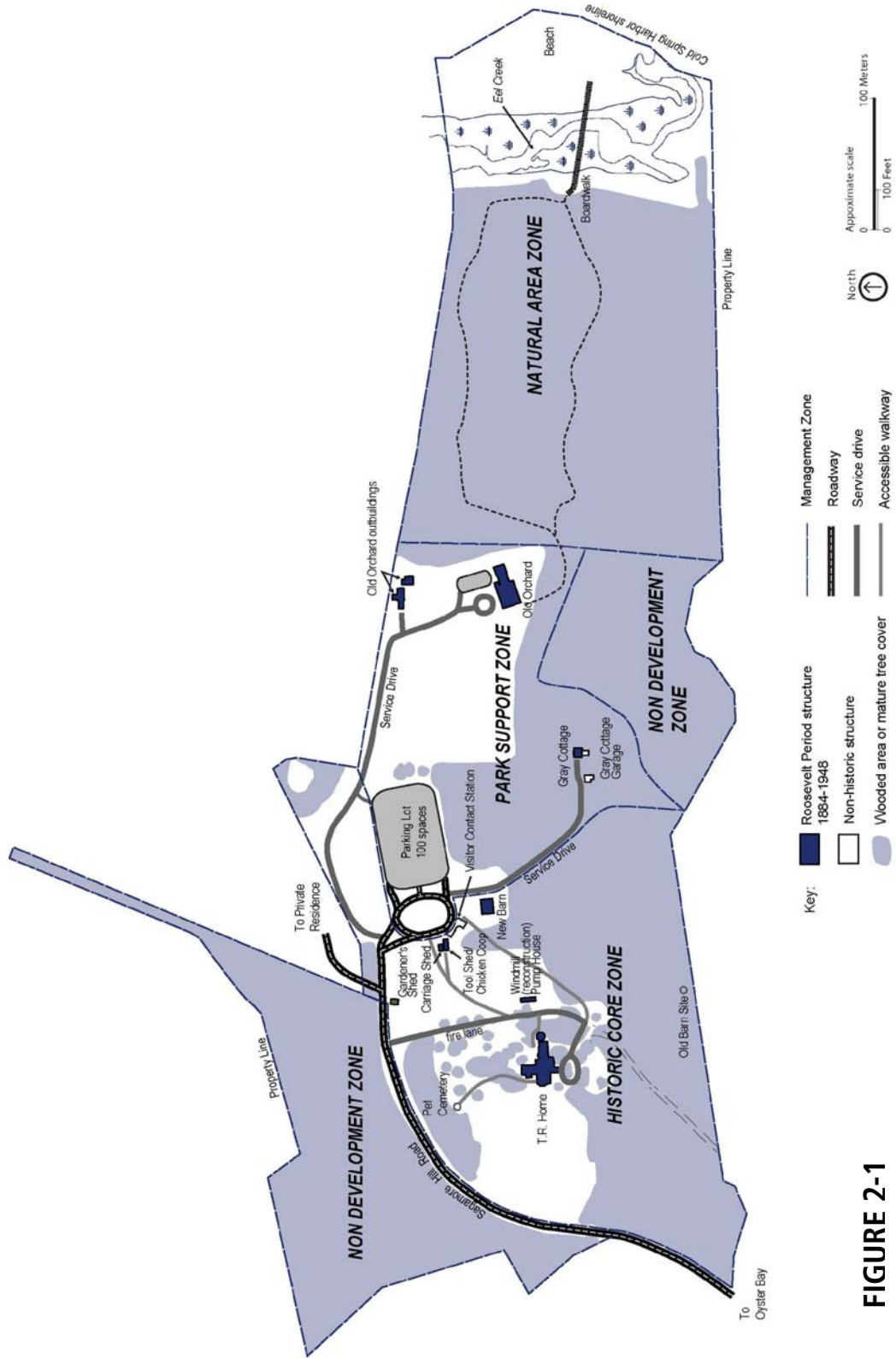


FIGURE 2-1

Management Zones

Sagamore Hill National Historic Site
Oyster Bay, New York
National Park Service, U.S. Department of the Interior

The zones possess different characteristics and require varying management approaches for resource management, visitor experience, and use. The configuration of the management zones is based on the resources they encompass and may need to be adjusted if new information changes the current understanding of the historic development and use of the property.

The resource conditions and appropriate activities for each of the proposed management zones are described below.

HISTORIC CORE

The historic core includes the Theodore Roosevelt Home, domestic and agricultural outbuildings, and surrounding grounds. The key park resources within this zone include historic structures and the cultural landscape. The historic core also harbors 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 programming related to historic activities on the property. 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 for a limited schedule of 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 fundamental visitor services. Such development may include a visitor orientation facility, educational facility, visitor pathways, and interpretive media. All development must be undertaken in a manner that meets *The Secretary of the Interior's Standards for the Treatment of Historic Properties*, and is 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 park's parking area. The key park 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.

While much of this zone would be physically and visually accessible to the public, portions of it would not. Under all alternatives, visitors to Old Orchard would be able to view interpretive exhibits. Public restrooms would also be available. Under Alternatives 2 and 3 (below), in addition to viewing exhibits, visitors would also be able to participate in educational programming and/or attend a special event (e.g., a lecture or film). In the vicinity of the park's 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).

The park's collection management function would also be located in this zone. Public access to collections would be permitted with adherence to NPS policies and guidelines.

Under all alternatives, there would be minimal public access in the vicinity of Gray Cottage, where maintenance facilities and activities could be located. Under current conditions, 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. However, all development must be undertaken in accordance with *The Secretary of the Interior's Standards for the Treatment of Historic Properties* and be sensitive to the character and setting of the park support zone.

NATURAL AREA ZONE

This zone comprises the approximately 34 acres of wooded and coastal land on the eastern half of the Sagamore Hill property which retains its historic character as woodland with rugged trails, a boardwalk crossing Eel Creek, and a marsh ending at a sand beach on Cold Spring Harbor.

Though this portion of the property was designated a National Environmental Study Area (NESA) during the 1970s, the NESA program no longer exists. The tidal lands in and the waters adjacent to the park are within the Oyster Bay National Wildlife Refuge and are subject to the jurisdiction of US Fish & Wildlife Service.

In this zone visitors encounter appropriate interpretive media, and there may be fewer educational and interpretive programs than in other areas of the park. The experience is primarily self-guiding and contemplative.

Periodically, 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.

In this zone, natural processes are left to proceed largely unimpeded. Efforts would be undertaken 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 located south of Old Orchard and may also include archeological resources. Though there would be no formal walkways or trails permitting access in this area, visitors could experience this area during guided walks and through observation from adjoining areas. A minimal level of visitor use would be expected.

The management emphasis in this area would be resource protection and management. The area would be managed to limit the expansion of invasive plant species. Clearing in this area would be limited to maintaining safety and accessibility on abutting roads and walkways.

There would be no new development proposed for this area. This area would be managed to screen views to and from neighboring properties.

Management Prescriptions

“Management Prescriptions” in National Park Service terminology, are statements of desired future conditions that describe how the park’s goals will be achieved. During much of the planning process these management prescriptions have been referred to as “objectives,” for the purposes of this process, the terms can be used interchangeably. These statements 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. Some of the management prescriptions help to achieve multiple goals. They are grouped in broad categories for ease of reference.

Following each management prescription (in 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. Actions that may be taken in association

with management prescriptions common to all alternatives may differ from alternative to alternative and will be represented accordingly. These actions explain how progress would be made, and are intended to be representative of the methods that would be used by NPS and its partners. The management prescriptions are not presented in priority order.

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*. A summary of these federal laws and regulations may be found in "Part 5: Consultation & Coordination." Actions are also guided by the National Park Service Management Policies and the park's legislation (see appendix A). Sagamore Hill National Historic Site will be managed in accordance with these laws and policies, regardless of which alternative is ultimately implemented.

Elements Common to All Alternatives

This section of the plan outlines objectives or "management prescriptions" common to all alternatives. Park managers would strive to achieve the objectives outlined below regardless of which alternative is ultimately implemented. The common objectives highlight the resource conditions, visitor experiences, and cooperative efforts that are of overall importance to the management of Sagamore Hill NHS. Many of the proposed actions associated with these objectives were under development as the planning process began and describe efforts that should be considered continuations of the park's current management practices. Some of these projects have been entered into the National Park Service's Project Management Information System (PMIS) and have received the necessary approvals for implementation once funding becomes available.

Resource Management

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 use its procedures and policies to 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, as amended.

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.

Under all alternatives, NPS would undertake the preparation of cultural and natural resource management plans, as needed, 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.

NPS would also implement a long- term inventory and monitoring program for cultural and natural resources that sets criteria for levels of acceptable change and monitors resource conditions to determine if these levels have been met or exceeded. Examples of resources that may be monitored include: known 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.

In addition, NPS would undertake a survey to formally 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. Certain types of activities have the potential to cause resource damage.

To help achieve this management prescription, park managers would evaluate any proposed new recreational activity and 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 if they: do not degrade resources; provide educational opportunities; offer a high degree of visitor safety; have low potential for visitor use conflicts; and are cost-effective in terms of park personnel and funding 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 satisfactorily, and there are sufficient resources in place to ensure their upkeep. Existing trails would be similarly evaluated.

CULTURAL RESOURCES

Cultural Landscape

Though modified under the stewardship of the Theodore Roosevelt Association and National Park Service, Sagamore Hill's historic field patterns, historic woodlands, ponds, and sand beach retain their appearance from the time of the family's occupation. The most notable change is that the property no longer functions as a working farm. This change in land use from agriculture to museum/park has resulted in successional vegetation encroaching on the open fields, creating an increased sense of enclosure.

Under all alternatives, the park would preserve the existing historic landscape characteristics and features.

Historic Structures

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

The Theodore Roosevelt Home has been, and would continue to be, at the core of Sagamore Hill's visitor experience. Constructed in 1885 as a home and not a museum, the building has been updated in many ways since the 1950s to accommodate visitor use and to better protect the collections displayed therein.

However, the Roosevelt Home's current heating system (a combination of hot water and forced hot air) is approaching the end of its useful life. Its 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 temperatures and humidity levels fluctuate widely in the summer, the structure cannot support a heating, ventilation, and air conditioning (HVAC) system. Though a humidification system was installed in the early 1980s to reduce seasonal fluctuations, the shell of the building cannot be sufficiently sealed making the system ineffective.

Sections of the electrical wiring currently in use date to 1918, when the Roosevelts first had the service installed. A few new electrical runs were installed in the 1950s and 1970s in staff areas, but the service to the historical rooms is inadequate, making basic maintenance very difficult (e.g. many outlets cannot support the use of a vacuum cleaner without tripping the breaker). The current lighting system in the historic rooms and public hallways is inadequate but cannot be upgraded because of the limited electrical service.

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 Roosevelt Home from the daily threat of damage and loss.

Under all alternatives 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. This initiative represents an important aspect of the park's on-going management program. The proposal for the upgrade of mechanical systems at the Theodore Roosevelt Home has been submitted and approved for funding within the National Park Service's Project Management Information System. Project level NEPA and Section 106 compliance would be conducted when the project is funded.

Museum Collections

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

Sagamore Hill's museum and archival collections are currently stored in a number of locations across the park, 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. After the discovery of mold in the basement of the Theodore Roosevelt Home, some of the collections were relocated to Old Orchard.

The park's 2004 collection management plan has identified the need for dedicated, climate- controlled storage for Sagamore Hill's 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, understanding, and appreciation, as noted below. The vast majority of the park's collection is original to the site, and the opportunity for researchers to view the collections on- site is considered valuable. Further, the park's principal partner, the Theodore Roosevelt Association, indicated that it would not support such a move. The Theodore Roosevelt Association also maintains a related collection at its nearby offices in Muttontown, New York. Although this management prescription is common to all alternatives, suggestions for its achievement vary among the alternatives.

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

Museum collections are an important park resource that contributes to its national significance. Most of Sagamore Hill's museum 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 provide a unique way of understanding the Roosevelt family's life at Sagamore Hill through material culture.

Whether museum collections appear on exhibit in a furnished room or in an exhibit case, they offer the opportunity to make a powerful and effective connection with park audiences. Today, educators are eager to use primary documents and other original materials to support document-based questioning and literary standards. The use of such materials can offer the opportunity for an exploration of related issues or ideas. Cultural objects, natural history specimens, documents, and photographs provide links to everyday life as well as abstract ideas. An obvious example at Sagamore Hill would be the substantial collection of mounted animal trophies and how they relate to the time in which Theodore Roosevelt lived, and the emerging conservation movement in which he played a role.

Under all alternatives, the park interpretive and educational programming would capitalize upon the content of the park's collections in the

development of public programming. This could manifest itself in a number of ways, including on- line exhibits, the organization and content of house tours, gallery talks, development of curriculum- based programs, and the creation of educational traveling exhibits and other teaching aids.

The park would take the appropriate steps to ensure that the collection is well- documented and includes finding aids that make it easy for the park's interpretive staff to access and use the collection 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 5 - 10 non- NPS researchers per year make on- site visits to study museum collection items. This number would likely increase if improved facilities were made 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. These requests arrived by telephone, fax, electronic mail and formal correspondence.¹ The conference room at the Old Orchard serves as the temporary research room. A significant portion of the park's museum collection storage and the majority of archival collections are stored in the conference room and in the adjacent archives storage room at Old Orchard.

Under all alternatives, the park would develop and implement an access policy for the museum collections and include adequate space for researchers. The dedicated research space would provide appropriate security and environmental controls to protect the collection and sufficient work space for the number of researchers expected to use the collection. The research area should be in a location that is convenient to staff offices, collection storage space, researcher waiting area, 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 are minimized, including the encroachment of invasive, non- native species.

Recent efforts to inventory Sagamore Hill's natural resources have revealed a number of important resources associated with the property.

¹ 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.

The inventory team noted resources of national, regional, state, and local significance. One species was identified as being of national significance – the rare comet darner dragonfly (*Anax longipes*). Resources of regional significance included a rare, intact stand of oak- tulip tree forest; migratory bird habitat for at least 10 Partners in Flight (PIF) species of conservation concern; and forest breeding habitat for conservation priority bird species such as the wood thrush (*Hylocichla mustelina*). As noted previously, further research and management planning is required to determine best management practices for ensuring the long- term protection of these resource values.

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

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

As the National Park Service learns more about its plant and animal communities, management actions at the park would be undertaken in a manner that preserves those values wherever practical. 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 would need to be considered in implementing certain elements of the plan, particularly rehabilitation of the cultural landscape. Additionally, the use of the fields to accommodate special events activities or overflow parking must be evaluated relative to the presence of protected species under federal or state law.

Under all alternatives, the park would develop a natural resource management strategy that identifies management issues and offers an array of targeted approaches to address them. Key natural resource management principles to be addressed 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 anthropogenic (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 where possible.

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

In addition to maintained fields, the park's parking areas, paved roads, and manmade structures occupy a significant area in the north and west of the park. Moderate, sustained disturbance has resulted in the establishment of several native and non- native invasive species both 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).

Under all alternatives, 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 the maintenance of mixed habitat complex including forest, field, and fresh water.

Natural resource management capacity is developed within the park staff.

Under all alternatives, the National Park Service would employ a natural resource management specialist at Sagamore Hill, as funding permits. The natural resource management 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 the growth of invasive species.

Visitor Use and Interpretation

PARKING & SITE CIRCULATION

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

Early in the planning process, NPS held public meetings to solicit ideas and concerns from local park constituents. Many expressed concern that the existing 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 on the signage indicating that Sagamore Hill was a National Park site.

Furthermore, Oyster Bay hamlet merchants expressed an interest in routing visitors along Route 106 through the hamlet rather than along Route 25A which avoids the hamlet’s commercial district.

Consequently, under all alternatives, 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.

The park promotes and participates in multiple transportation options.

Currently the vast majority of the park’s general visitors (approximately 98%) arrive at the park by private automobile. A small percentage (approx. 2%) arrive in the hamlet of Oyster Bay (or neighboring communities like Huntington or Syosset) by private boat or the Long Island Railroad, and either take a taxi or walk to the park. The steep 3- mile walk to the park and the lack of reliable taxi service has made access to the park for those without private vehicles very difficult. There is no regularly available public transportation in Oyster Bay.

The Long Island Railroad promotes weekend excursions to Long Island from New York City. However, the success of such programs requires reliable transportation from the railroad station to area attractions. 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 in the hamlet (e.g., Independence Day).

Under all alternatives, 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 in the area. The park would also 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.

Under all alternatives, the park would locate signage along Sagamore Hill Road to welcome the visitor to the park and to provide better direction to the parking area. Proposed signage would be modestly scaled and would be similar in design to the park’s directional signage.

As visitors leave the park, signage thanking them for their visit and/or supporting 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 of the home.

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 also be explored in greater detail through the development of the park's Long- Range Interpretive Plan.

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—for its relationship and relevance to Theodore Roosevelt and his family, they must have access to more information than they get from simply viewing the resource. Although this management prescription is common to all alternatives, suggestions for its application may vary by alternative. Numerous options exist to accomplish this task, including the creation and use 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 be completed to address content and identify the most appropriate media.

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

Outdoor park furnishings typically include items like benches, lighting, trash receptacles, water fountains, etc. At Sagamore Hill, the existing park furnishings and interpretive waysides were installed at different times in the park's history; they are inconsistent in style and appearance, and in some cases are insensitive to the park's historic character and setting. Under all alternatives, the park would take steps to ensure that informational media and park furnishings are consistent throughout the park and do not detract from the park's historic character and setting.

VISITOR ORIENTATION

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 national, system- wide survey undertaken by the National Park Service, which found that approximately 20 percent of visitors sought advance information from these sources. 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.

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

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

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 offer shops, restaurants, and/or lodging. These areas offer the opportunity to provide visitors with information and orientation to the resources and programming offered at Sagamore Hill. Publications like park brochures or rack cards could be made available for this purpose.

The historic links between the hamlet of Oyster Bay and Sagamore Hill create opportunities to help visitors place Sagamore Hill and the Roosevelt family within a larger 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 (e.g., the Moore Building, Christ Church, etc.) and makes visitors aware of the facilities and programming.

VISITOR EXPERIENCE

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

Theodore Roosevelt did not live at Sagamore Hill alone, nor did he maintain his property without help. Learning about the personalities who populated Sagamore Hill – particularly Roosevelt’s family – lends insight and dimension to the stories of Theodore Roosevelt and his accomplishments. 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 further insights into the Roosevelts’ way of life.

Under all alternatives, visitor programming and interpretive media at the park would integrate these aspects of life at Sagamore Hill as appropriate. This interpretive media 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.

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 in order to wholly appreciate and understand the site as representative of Roosevelt’s ideals. Under all alternatives, visitors would be encouraged to tour the fields, meadows, woodlands, and marsh that compose the property. Interpretive media would be available to convey the stories imbued in this landscape. Although this management prescription is common to all alternatives, suggestions for its application vary by alternative.

Under all alternatives, 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 to highlight 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.

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, which was destroyed by fire in 1944. Other less dominant structures - - including fences, stiles, corn cribs, and animal pens - - have also been removed. Through the use of interpretive media such as interpretive waysides,² 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.

Although this management prescription is common to all alternatives, suggestions for its application vary among the alternatives.

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 the late Dr. John A. Gable³ illustrates how scholarly perspectives on Theodore Roosevelt change over time. Interpretation of Theodore Roosevelt at Sagamore Hill should acknowledge these diverse opinions of the man and his legacy, while recognizing that the body of scholarship continues to grow. 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 its historic structures and cultural landscape. This information would also be used to refresh current and to develop future interpretive material and develop such material for the future.

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. Under all alternatives, current and proposed interpretive activities and programs would be evaluated to determine whether or not they support the park's purpose and primary themes. The park would phase out those activities and programs that fail to meet this requirement.

² 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.

³ 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.

The park works within the context of local technological conditions to develop the best means by which to deliver interpretive information to diverse audiences.

Under all alternatives, the park would research and develop the use of technology for programs and services through collaboration with other parks, partners, the Northeast Regional Office, other regions, the Washington office, and others in order to enhance staff and visitor experiences. This might be achieved through evaluating the relative effectiveness of all interpretive delivery systems, prioritizing actions based on findings, reallocating existing resources and identifying new ones, developing technology-based services, and piloting new programs and evaluating their effectiveness. 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 life and times of Theodore Roosevelt, his family, and the site itself. Under all alternatives, the park would enhance and expand the offerings on its website. Although this management prescription is common to all alternatives, suggestions for its application may vary by alternative.

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 is located on the north shore of Long Island. The refuge's waters and marshes surround Sagamore Hill National Historic Site (underwater up to mean high tide line) -- habitat abounds with fish, shellfish and marine invertebrates. Oyster Bay NWR and Sagamore Hill NHS intersect at this point. The Oyster Bay NWR does not encompass any land-based resources or facilities.

Under all alternatives, Sagamore Hill NHS would consult with the Oyster Bay NWR to ensure that the park's management and use policies complement rather than contradict management efforts undertaken by the wildlife refuge. The park would also work with the NWR to explore

opportunities for cooperative resource management activities and interpretive programming.

Partnerships with Theodore Roosevelt Sanctuary, and other agencies and organizations are expanded to further enhance natural resource management and interpretation at Sagamore Hill. Furthermore, relationships with appropriate preservation, cultural, and educational institutions are enhanced to share resources and advance other mutual goals.

Many local and regional organizations share our long- term interests in preserving and interpreting natural and cultural resources. Under all alternatives the park would engage in cooperative programming efforts with schools, universities, and other educational organizations such as the Theodore Roosevelt Sanctuary affiliated with New York Audubon co-sponsoring 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 exploring 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 seven sites (including Sagamore Hill) dedicated to commemorating aspects of the life of Theodore Roosevelt. Numerous other 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 both inside and outside the National Park System that have major thematic ties.

For instance, there are numerous sites nationwide associated with other American presidents (e.g. George Washington's Mount Vernon in Virginia or the Home of Franklin Delano Roosevelt in New York). The history of the American Conservation Movement is represented at Marsh- Billings- Rockefeller National Historical Park, or at the home of Gifford Pinchot – Grey Towers National Historic Landmark.

Under all alternatives, the park would offer its audiences opportunities to learn more about related sites (e.g., other Theodore Roosevelt- related

sites, presidential sites, and conservation- related sites) through its programming and other media.

Build upon the strengths of existing partnerships to support daily 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 was instrumental in preserving Sagamore Hill, opening it to the public, and eventually making it part of the National Park System. It continues to play a significant role in support of the park’s endowment, augmenting educational programming, and otherwise supporting the park. There is a general 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 for the park. Sagamore Hill is also supported by a remarkable corps of dedicated volunteers who support tours, care of collections, and park maintenance.

In addition, Eastern National is a cooperating association that operates the bookstore located in the visitor contact station. All of the products, programs, and publications offered to visitors have a strong educational value and support the educational programs of the park. A percentage of the proceeds from store sales is donated to the park to further support these programs.

Under all alternatives, the National Park Service would continue to cultivate a positive working relationship with these operational partners and seek to formalize their roles and responsibilities at the park. 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.

The park actively collaborates with new and existing partners to seek opportunities to advance park goals and objectives through leveraging resources (financial, human, technical, etc.).

Sagamore Hill currently works in partnership with other units of the National Park System, the Theodore Roosevelt Association, its volunteer corps, and other organizations like the Boy Scouts of America and the Oyster Bay Main Street Association, which help to operate the park and undertake special programs and initiatives. This has enabled the park to

stretch its resources to better meet operational needs and provide visitor services. These partnerships have also offered benefits in terms of unique program opportunities and other activities for our partners.

Under all alternatives, Sagamore Hill would continue to maintain and enhance these 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 public commitment to the preservation of heritage resources, both cultural and natural. It also strengthens public understanding of the full meaning and contemporary 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 that activity to a new level of commitment, formally establishing it as the essential foundation and framework for developing plans and programs for our parks. Knowing the park community and identifying the best and most appropriate means of communication, are fundamental to meeting this commitment.

Under all alternatives, the park would maintain current mailing lists of local residents and other park constituents. The park would use annual correspondence to update the community on park activities and accomplishments, as well as informing it of key upcoming events in the year to come. Through local media and participation in community meetings, the park would share information on current park 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.

As noted above, civic engagement reinforces public commitment to the preservation of heritage resources, both cultural and natural, and strengthens public understanding of the full meaning and contemporary relevance of these resources. It is particularly important that the park's value and relevance to the larger community be clear.

Under all alternatives, the park may make its facilities available to the community for appropriate use. This may include meetings, lectures or other public events. The park would also work cooperatively with businesses and landowners in the hamlet of Oyster Bay to interpret its historic ties to Theodore Roosevelt, and would continue its participation in community-based heritage tourism programs (e.g., Passport to Historic Oyster Bay).

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

Park Operations

STAFF HOUSING

Sagamore Hill would continue to offer staff housing.

Currently 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. Currently 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.

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 2-bedroom apartment in the same market area is \$2,500. HUD further notes that due to the scarcity and cost of developable land

and very strong demand, affordable housing is a key issue in this market area.

Due to the high cost of housing within the immediate area (within an hour's drive of the park), being able to offer housing to park staff is an important factor in recruiting and retaining employees at Sagamore Hill. Further, on-site housing also provides added security for the park, allowing for a more immediate response in case of emergency.

Under all alternatives, Sagamore Hill would continue to offer staff housing on-site to the greatest degree feasible and consistent with NPS housing policies.

STAFF OFFICES

Park staff and Volunteers in the Park (VIPs) have adequate workspace that supports individual and overall operational efficiency.

Under all alternatives, the park would create a dedicated volunteer workspace that includes a computer and file space. All park staff would have access to dedicated workspace with a computer.

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.

Under all alternatives, the park would continue to pursue the development of a new maintenance facility that would be constructed on park property. This effort responds to the park's need to address OSHA deficiencies in its existing facility and is an important aspect of the park's on-going management program. A proposal for the new facility has been submitted and approved for funding within the National Park Service's Project Management Information System. Project level NEPA and Section 106 compliance would be conducted when the project is funded.

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 (e.g., an eyewash station).

The new facility would be sited and designed in a manner that minimizes its impact on park resources and adjacent properties.

The Alternatives

Introduction

This section of the document outlines three alternatives for managing Sagamore Hill National Historic Site. Each alternative fulfills the park's

purpose as outlined in its enabling legislation; each provides for resource preservation, appropriate development, and visitor use; and each interprets the park's primary themes. Yet each alternative offers a different approach to meeting park goals and common management prescriptions.

The National Environmental Policy Act (NEPA) of 1969 requires that alternative management schemes be developed in a draft general management plan to set forth a reasonable range of ideas for managing the park. All alternatives, though diverse, should be feasible. If park management is favoring one of the alternatives, regulations require that the draft plan identify the preferred alternative for the benefit of the public. Regulations also require that there be a no- action alternative presented, meaning a direction that would retain the existing status, with no major change in park management philosophy. In this draft plan, Alternative 1: Status Quo serves as the no- action alternative required by NEPA. Alternative 1 includes no new major changes in management direction or philosophy; however its management prescriptions (or objectives) include some improvements in continuation of existing policies, but no major changes in management direction or philosophy.

As noted previously, the alternatives described are general in nature - - not detailed, specific, or highly technical. As funds become available to construct facilities, to undertake landscape rehabilitation, or to implement other specific actions that are consistent with the general management plan (once it is adopted), then park- specific research, planning, design, compliance, and technical environmental analysis will be completed. For example, the cultural landscape actions outlined in the alternatives below would be implemented based on recommendations of a cultural landscape treatment plan that draws upon the long- range interpretive plan and archeological research. The specific undertakings would also be subject to federal and state consultation and compliance requirements.

The planning team developed the following alternatives in response to public input, the park’s legislation, the conditions of park resources, NPS asset management strategies, the park purpose and significance, the park’s goals, and the planning issues. After examining all of this information, the team identified two central questions: 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 alternative approaches to park management.

Implementation of the final plan will depend on the availability of funds. Proposed construction projects would have to compete for funds through the National Park Service’s normal priority- setting processes for funding. Substantial financial contributions from the park’s primary partners and other non- federal sources may accelerate the implementation of the final plan.

This section presents the alternatives in two ways. First, each alternative is described in the form of a narrative containing a statement of the overriding concept or vision, the management prescriptions particular to each alternative (in **bold text**), and finally a range of possible actions to implement the alternative. Highlights of the alternatives also appear graphically in a map- like format. As noted earlier, the term “management prescription” is synonymous with “objective”, a term used during much of the planning process. Second, for ease of comparison, the alternatives are also being presented in the form of a matrix highlighting the differences among them. The potential impacts associated with the actions described in this section are considered in “Part Four: Environmental Consequences of the Alternatives.” As mentioned previously, any actions described in this document would be subject to additional research, planning, consultation, and compliance. “Alternative 3: Past Meets Present” is considered the National Park Service’s preferred alternative.

Alternative 1: Status Quo

Concept

This approach represents a continuation of current management practices. It allows for incremental action toward existing goals with minimal change to the park's current management practices. Sagamore Hill would continue to be managed in accordance with existing plans and in compliance with legal and NPS policy mandates. This approach would entail no significant expansion of the park's participation in regional initiatives over what is described in the "Management Prescriptions Common to All Alternatives" section. The status quo alternative serves as the baseline for evaluating and comparing the other alternatives.

Under Alternative 1, interpretive emphasis would continue to be placed on understanding the life and work of Theodore Roosevelt.

The visitor experience would remain largely unchanged. Visitors would continue to begin their experience at the existing Visitor Contact Station in the former concession's building near the current parking area. This modest facility offers little room for orientation exhibits or for staging groups of visitors in preparation for tours. Visitors would continue to rely on existing park brochures and the park's visitor services staff and volunteers to learn about the park and its programs and activities. Regardless of the weather, staging for group tours would continue to take place outdoors. Park-sponsored workshops, lectures, and other special programs would continue to take place in space located off-site, as available.

Tours of the Theodore Roosevelt Home, grounds walks, and nature walks would continue to be offered at current levels. The Theodore Roosevelt museum exhibit would continue to be housed at Old Orchard. A portion of the park collections previously stored in the basement of the Roosevelt home would continue to be located to the Old Orchard conference room, resulting in the loss of that meeting space.

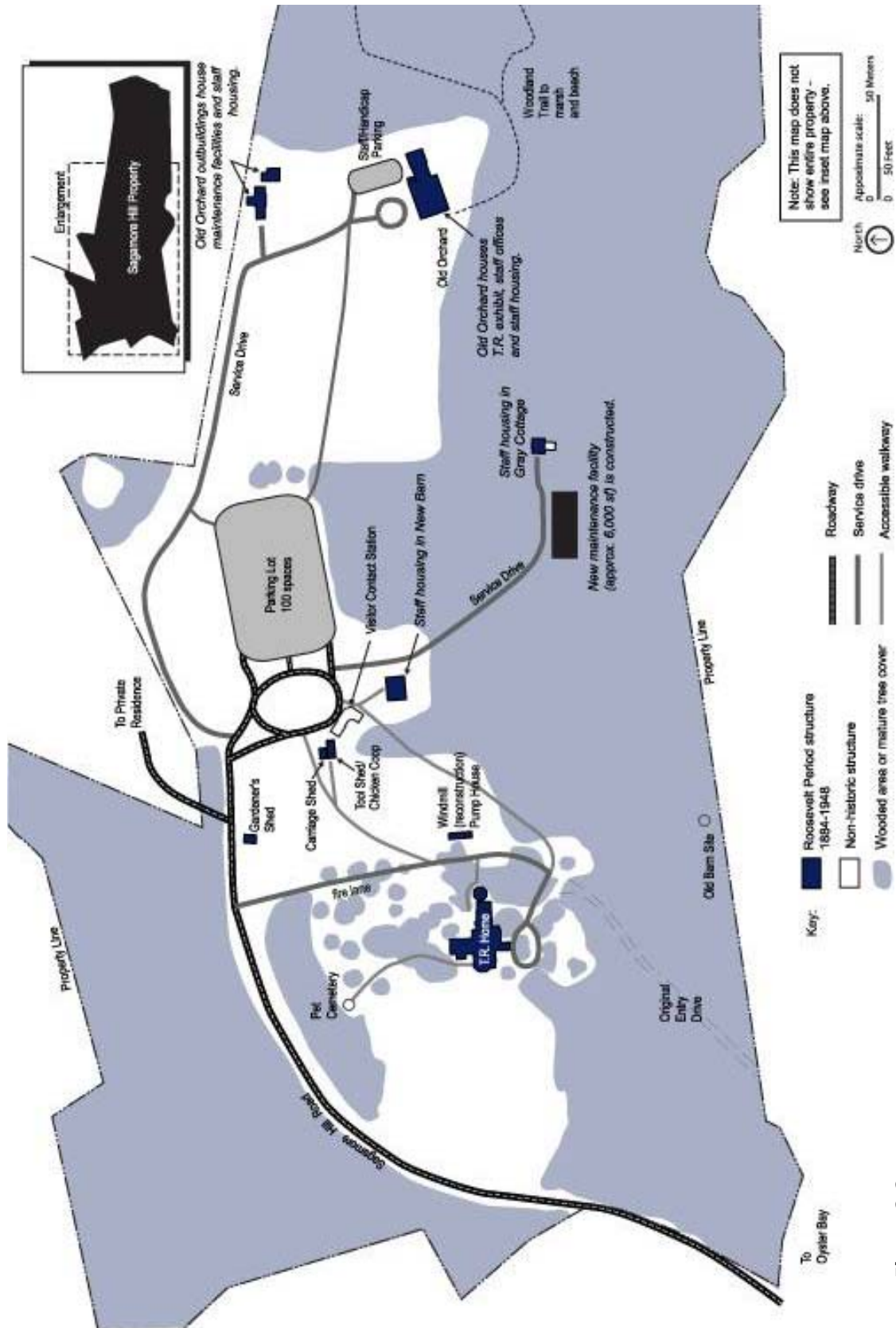


Figure 2-2

ALTERNATIVE 1:
Status Quo

Sagamore Hill National Historic Site
Oyster Bay, New York
National Park Service, U.S. Department of the Interior

Resource Management

CULTURAL RESOURCES

Cultural Landscape

Sagamore Hill's cultural landscape is preserved and managed to protect its existing historic character and to support interpretive objectives.

Under this alternative, the configuration of Sagamore Hill's landscape would remain largely unchanged. In order to enhance the public's understanding of the historic agricultural land use practices at Sagamore Hill, certain management regimens would continue. For instance, the park's landscape would continue to be managed to allow for areas of hayfield and meadow to reflect Sagamore Hill's agricultural past.

Commemorative park furnishings such as the flagpole and Quentin Roosevelt's memorial would be preserved and maintained. Under this alternative, outdoor furnishing such as benches, light fixtures, and water fountains would be retained as would interpretive waysides and plaques. However, as outdoor furnishings age and must be replaced, the park would select furnishings that are more appropriate to the landscape's historic character and setting.

Historic Structures

Sagamore Hill's historic structures are preserved and managed to protect their historic character and to support interpretive objectives. Some historic structures are used to support park operations.

Under this alternative, Sagamore Hill's historic structures would be preserved and maintained. No major physical work would be undertaken.

The Theodore Roosevelt Home would continue to house furnished exhibits, an interpretive office, and volunteer break room. The New Barn would be preserved and continue to be used for staff housing and storage. Other historic farm buildings such as the Carriage Shed, Tool Shed/Chicken Coop, Ice House, and Gardener's Shed would be preserved and continue to be used for storage.

Old Orchard would continue to house park administration and the Theodore Roosevelt exhibit. The park's maintenance function would be relocated from the Old Orchard garage to a new facility to be constructed near Gray Cottage.

Museum Collections

Under the Status Quo alternative, a large proportion of the park's museum collection storage would continue to be located on the second floor of Old Orchard. Climate- controlled cabinets would be installed there to meet specific storage needs. Curatorial staff also would continue to be located at Old Orchard. The conference room would continue to function as a research area for visiting scholars and others who have formally requested access to the collection.

Visitor Use and Interpretation

PARKING & SITE CIRCULATION

Under this alternative existing park pathways would be maintained and upgraded if necessary to meet universal accessibility standards.

The existing parking area would remain, and overflow parking would continue to be located on- site using existing fields, except as constrained by natural resource conditions (e.g., nesting turtles).

VISITOR ORIENTATION

The existing Visitor Contact Station would continue to be the primary visitor contact facility and would offer a fee collection station, bookstore, and restrooms. Beverage and snack vending machines would continue to be located in the Carriage Shed. Most visitors to Sagamore Hill would begin their visit here at the information/fee collection desk and perhaps end their visit at the bookstore.

INFORMATIONAL AND INTERPRETIVE MEDIA

The park's Long- Range Interpretive Plan would guide the appropriate replacement of interpretive media such as waysides and plaques. In addition to character and uniformity of appearance, the interpretive content of such media would be updated.

VISITOR PROGRAMMING

As under all alternatives, the park would continue to offer regular tours of the Theodore Roosevelt Home, with tours of the grounds offered as staffing permits. Old Orchard would continue to house interpretive exhibits, an audio- visual viewing area and public restrooms. The park would continue to offer weekly nature walks during the visitor season and for special programs or events year- round.

Under this alternative the park would continue to operate without program space on- site. Sagamore Hill NHS would continue to work cooperatively with local institutions (e.g. Oyster Bay Public Library,

Doubleday Babcock Senior Center, etc.) to provide space for lectures and other public programs sponsored by the park.

Park Operations

STAFFING

Sagamore Hill would continue to operate at current levels with a total equivalent of 20 full-time employees (FTE) including part-time, seasonal and intermittent workers. Visitor Services is the largest division in terms of both full-time and seasonal employees.

STAFF HOUSING

Under this alternative, the staff housing scenario would remain unchanged. The six units of staff housing would continue to be located in the Old Orchard service wing, garage, and Foreman's Cottage, the New Barn, and Gray Cottage.

STAFF OFFICES

Administrative, visitor services, curatorial offices, and some curatorial storage would remain in Old Orchard. Limited visitor services and volunteer office space would remain in the Theodore Roosevelt Home and the visitor contact station.

Costs

DEVELOPMENT COSTS

This cost estimate incorporates the development proposals common to all alternatives as well as those proposed under this alternative. 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 development 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 Alternative 1 – Status Quo are projected to range from \$4.6 to 5.6 million. Development costs are associated with the rehabilitation of the mechanical systems in the Theodore Roosevelt Home and the construction of a new maintenance facility.

Under this alternative, additional planning would cost approximately \$45,000 and would include a natural resource management plan and an update of the cultural landscape treatment plan. Research costs would be approximately \$150,000 and would include historic structures reports for the historic farm buildings, Gray Cottage, and Old Orchard, as well as a formal boundary survey.

LIFE CYCLE COSTS

Life cycle costs are used to make design and construction decisions, that reflect aggregated one- time construction costs and any recurring costs into the future. Life cycle costing considers all significant costs over a specified period of time, expressed in equivalent dollars. The National Park Service uses a time period of 25 years to project life cycle costs in general management plans, basically spanning the useful life of the plan.

The present worth method is used to convert present and future expenditures into an equivalent expenditure today. This method is based upon the time value of money, or the principle that a dollar spent today is worth more in the future, because if it were invested it would yield a return. To calculate the present worth of future annual and recurring (replacement) expenditures, a “discount rate” that is an assumed rate of return is used. The National Park Service uses a discount rate of 7 per cent.

For Alternative 1 – Status Quo, the total life cycle costs over the life of the plan were calculated to range from approximately \$22.1 to 23.1 million..

STAFF AND OPERATIONS COSTS

In Fiscal Year 2005, the park’s ONPS operating budget was \$1,431,000 with a staff of approximately 20 full- time equivalent (FTE) employees. Under this alternative, no additions to the park staff and no major increases in the park’s budget are proposed. These figures are held constant solely for the purposes of comparison with other alternatives and are not meant to imply that there could be no future growth in the park staff should this alternative be selected.

Alternative 2: Building Capacity

Concept

This alternative emphasizes building the park's capacity to address its basic visitor services and operational needs. In this alternative, Sagamore Hill's visitor experience expands to allow for a more holistic understanding and appreciation of the place. The property would be rehabilitated. The historic character of the site's landscape and structures would be retained and preserved. Where necessary to support interpretive objectives, missing historic features would be replaced. Visits would begin at the visitor orientation complex located within Sagamore Hill's historic core, the rehabilitated New Barn and existing Visitor Contact Station. At the New Barn, visitors would learn more about Sagamore Hill and Theodore Roosevelt through introductory exhibits and an audio-visual presentation, and would be presented with a menu of activities and programming from which to choose. The admission fee for the Theodore Roosevelt Home and other programs also would be collected here.

The bookstore and restrooms would continue to be located in the existing Visitor Contact Station. A small vending area would remain in the Carriage Shed. The addition of new program space in the Old Orchard Garage would enable the park to offer regular programs to the visiting public and organized groups that explore many aspects of the Roosevelt family at Sagamore Hill. Interpretive exhibits would continue to be available at Old Orchard.

Interpretive emphasis would be placed on using the site in its entirety to make connections from historic themes to contemporary topics and issues. Visitors to the park would understand Theodore Roosevelt's policies and actions through experiencing the place that expresses his personality and values.

After leaving the New Barn, visitors would set out across the property to participate in the day's programming and activities. They would experience a Sagamore Hill that includes selected areas preserved to reflect the historic character of the place during the Roosevelts' tenure. Greater emphasis would be placed on the larger cultural landscape, allowing visitors to experience the whole of Sagamore Hill. Visitors would be encouraged to explore the park and to participate in outdoor activities and programs.

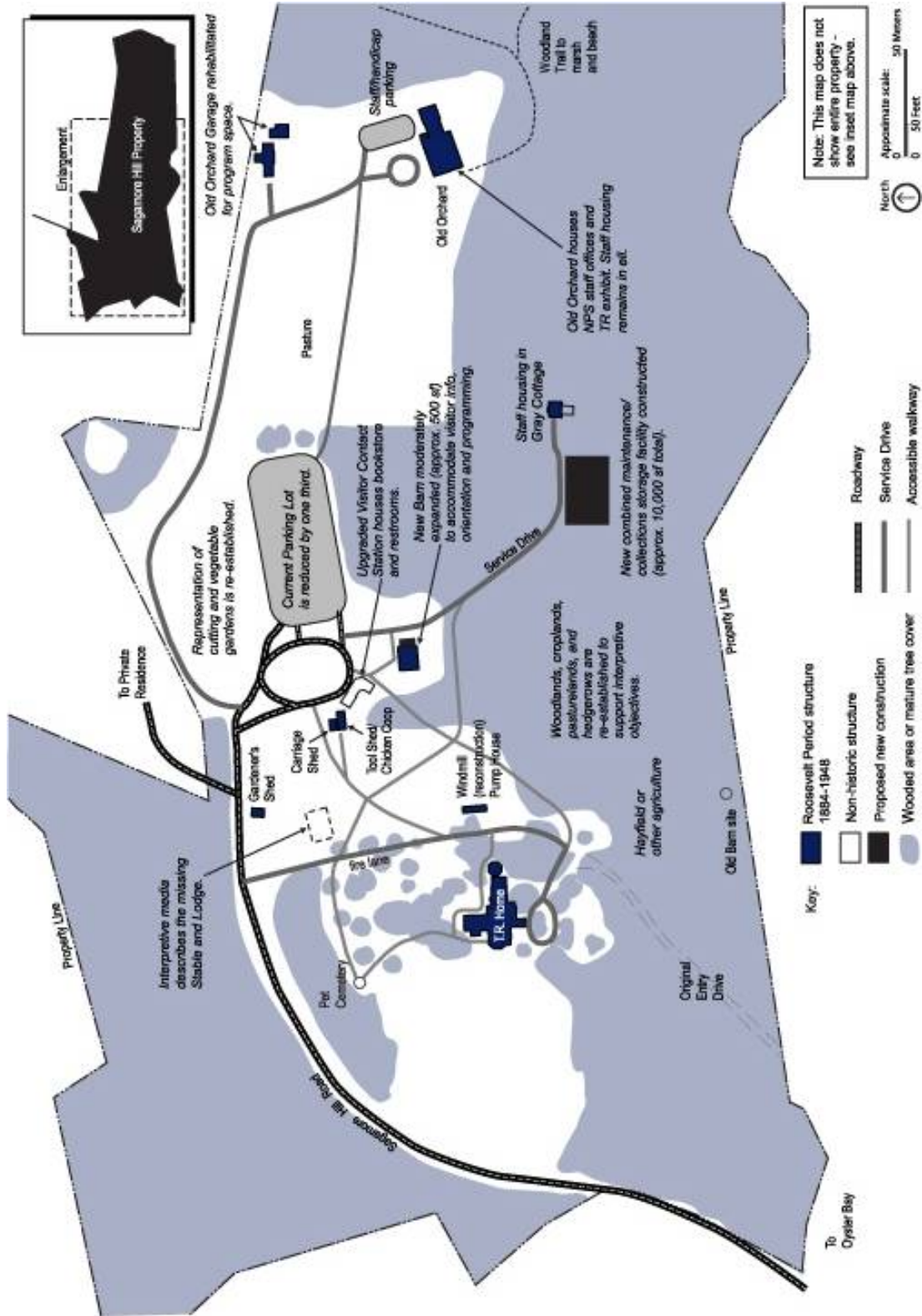


Figure 2-3

ALTERNATIVE 2:
Building Capacity

Sagamore Hill National Historic Site
Oyster Bay, New York
National Park Service, U.S. Department of the Interior

All construction and staffing proposals in this alternative are contingent on NPS funding limitations and priorities, and will be implemented over the life of the general management plan.

Resource Management

CULTURAL RESOURCES

Cultural Landscape

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

The historic character of the landscape will be retained and preserved. Where necessary to support interpretive objectives, missing historic 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 family's use of the property. Some non-historic landscape features would be selectively removed or relocated.

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

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

The existing parking area would remain in its current location, but would be reduced in size to allow for the restoration of portions of the historic landscape (e.g., fields, orchard). The parking area and other selected roads and pathways would be resurfaced to be more compatible with the historic setting.

Memorial or commemorative park furnishings would be selectively removed and/or relocated to more appropriate locations.

The park would establish design standards for the selection and placement of outdoor furnishing (e.g., trash receptacles, benches, light fixtures, and water fountains) in a manner that is sensitive to historic and scenic values of the park. The design guidelines would be informed by the park's Cultural Landscape Report (CLR) and would be developed in consultation

with staff from the Park Service's technical centers. Existing outdoor furnishings that do not meet the guidelines would be removed and replaced with more appropriate pieces.

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

Historic Structures

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

In order to improve conditions at the Theodore Roosevelt Home and further ensure its preservation, this alternative calls for the relocation of some uses currently considered inappropriate. In particular, the volunteer break room currently located in 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.

The New Barn would be rehabilitated to support visitor services, which would include a small addition to the building. Existing 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 preserved and the interior would be rehabilitated to house interpretive media describing farm operations.

The exteriors of the Carriage Shed, Tool Shed/Chicken Coop, and Ice House would be preserved and the interiors would be rehabilitated for storage.

Two important agricultural buildings no longer exist. The Stable and Lodge was the first building constructed on the property during Roosevelt's tenure and was a prominent feature in Sagamore Hill's landscape until it was destroyed by fire in 1944. The original barn, referred to as the Old Barn, was located on the southern edge of the property and was the only building on the property at the time Roosevelt purchased it. The Old Barn collapsed around 1904 and was replaced with the New Barn around 1907. Under this alternative, the sites of these buildings would be clearly marked and their location, appearance, and function would be interpreted using appropriate media.

Archeological Resources

Under this alternative, as funds are made available, the park would implement a survey to inventory all archeological resources and to define the boundaries of existing sites as recommended in the Sagamore Hill Archeological Overview and Assessment.

Museum Collections

Curatorial storage and offices would be relocated from the basement of the Theodore Roosevelt Home, Old Orchard, and other sites within the park to a new collections storage facility. The new facility would provide expanded secure, environmentally controlled, dedicated space for curatorial storage.

A new collection storage facility would be constructed in combination with the proposed new maintenance facility on park property. The new facility would also include dedicated research space as well as work space and offices for the park's curatorial staff. According to the Sagamore Hill Collection Management Plan (2004), to meet the collection management needs of the park, such a facility would require 3,200 square feet for collection storage, curatorial offices, workspace, collection records, and storage for supplies. The Collection Management Plan further notes that the park's highest priority to improve museum collection care is to address collection storage and curatorial workspace needs. An additional 600 square feet would be needed to accommodate a research space and the park's library.

The combined collection management and maintenance functions would require a total of approximately 10,000 gross square feet of building space. The new building would be sited and designed to minimize its impact on the site. The NPS facility planning model was applied to evaluate space needs for collection management and maintenance functions. The proposed amount of building space for these functions is consistent with the results of the facility planning model.

Visitor Use and Interpretation

PARKING AND SITE CIRCULATION

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

Under this alternative, the park would undertake and implement a circulation plan that would build upon the park's historic circulation patterns to ensure that there were formal pathways to guide visitors to primary destinations.

Further, the system of park pathways would be expanded to allow visitors to experience the family's historic use of the property. Park pathways would be surfaced using materials that would be compatible with the historic character of the property, yet would enable visitors to distinguish historic from non- historic pathways.

The existing parking area is rarely filled to capacity. Around midday on an average day during the height of the visitor season, two of the area's three bays may be full. Spaces in the parking area typically turn over at two-hour intervals. Under this alternative, the existing parking area would be reduced in size by approximately one- third to allow for the rehabilitation of a portion of the historic landscape.

In anticipation of special event days such as the July 4th celebration, when the park expects a large number of visitors, the park would make arrangements to accommodate overflow parking at off- site locations, with shuttle service to the park as needed.

VISITOR ORIENTATION

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

At a minimum, a proposed visitor orientation facility should include the following programmatic elements: a visitor information and admissions desk; office space; orientation exhibit; staging area to accommodate up to a bus load of visitors at one time (approximately 60 people); a space for audio- visual presentations; a sales area with storage; and restrooms.

Under this alternative, a formal, dedicated visitor orientation facility would be established within the historic core. The visitor services functions associated with the visitor orientation facility would be distributed between two adjacent buildings. The historic New Barn would be modestly expanded and rehabilitated to accommodate the following

visitor service functions: visitor information, fee collection, an orientation exhibit, audio-visual program space, and a staging area for groups. The building would also house a small back office for visitor services staff. The exterior of the New Barn would be rehabilitated to reflect its historic appearance. The proposed new addition would meet requirements under *The Secretary of the Interior's Standards for the Treatment of Historic Properties*.

The existing visitor contact station would be improved and maintained and would continue to house the bookstore and upgraded restrooms. The adjacent picnic area also would be retained and improved.

The NPS facility planning model was applied to evaluate space needs for visitor services. The proposed amount of building space for this function is consistent with the results of the facility planning model.

INFORMATIONAL AND INTERPRETIVE MEDIA

Under this alternative, the park would introduce a uniform system of informational and interpretive signage. Interpretive waysides or other appropriate media would be revised and upgraded to complement the interpretive message. 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 existing informational and interpretive media and the development of new materials.

VISITOR PROGRAMS

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

As under all alternatives, the park would continue to offer regular tours of the Theodore Roosevelt Home. Under this alternative, the park would expand its offerings to include 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 throughout the visitor season. Both general visitors to the park and educational groups would be encouraged to end their experience with discussions or other opportunities to reflect on their day's discoveries.

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

The Roosevelt family was part of the Oyster Bay community. They regularly attended services at Christ Church; Theodore Roosevelt commuted to New York City via the Oyster Bay spur of the Long Island Railroad; and during his years in the White House, the Moore Building on the corner of West Main and South Streets provided administrative offices for Roosevelt's staff. Oyster Bay is interested in highlighting its connections with Sagamore Hill. Collaborative efforts have already resulted in the creation of an Oyster Bay walking tour brochure and audio tour by the Passport to Historic Oyster Bay initiative, composed of several local organizations including the Chamber of Commerce and the Oyster Bay Main Street Association.

Under this alternative the park would work with its local partners to expand these collaborative programs, which could include more ranger-led walking tours in the hamlet, the development of lecture series, and creation of curriculum-based programs for school children.

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

In the section on management prescriptions common to all alternatives, it was noted that museum collections are to be used as a vital piece of the park's interpretive program. Museum collections are an important resource and can be used in numerous ways to engage park audiences. Under this alternative, the park's audiences would have the opportunity to interact with the park's museum and archival holdings in many ways – including but not limited to- - changing exhibits, house tours that emphasize the relevance of various objects to Roosevelt's personal story and public contributions, educational programs at local schools and other venues, and web-based exhibits.

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

The Old Orchard garage would be rehabilitated for use as modestly scaled program space to accommodate school groups and for other purposes. The NPS facility planning model was applied to evaluate space needs for

educational programming. The proposed amount of building space for this function is consistent with the results of the facility planning model.

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

In subtle ways, changes in the Theodore Roosevelt Home already reflect the changing seasons. For example, window treatments and floor coverings are changed seasonally. Additionally, the park is currently celebrating the centennial of Theodore Roosevelt's life – each year marked by remarkable achievements and adventures that deserve commemoration. Through special programs, events, and exhibits, the park celebrates their passing by highlighting park resources. These types of changing exhibits and special emphasis programming are intended to encourage visitors to return to the park for these new attractions and programs on a regular basis.

A variety of programs and media are available that encourage critical thinking and offer the public the opportunity to explore the contributions that Theodore Roosevelt made during his life as well as his legacy.

Under this alternative, Sagamore Hill's programming would be expanded to offer limited on- site lectures, gallery talks, walking tours, and other on-site 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 upon the relocation of the audio- visual space from Old Orchard to the new visitor orientation facility in the New Barn. This would enable the park staff to mount changing exhibits.

For visitors who are unable to participate in a tour of the Theodore Roosevelt Home due to accessibility or scheduling issues, the park would offer alternative interpretive experiences such as a scale model, a virtual tour of the home, and audio- visual presentations.

For those interested in delving deeper into the history of Theodore Roosevelt and Sagamore Hill, the park would offer an interactive and dynamic website. The website's content would allow audiences to explore the life and times of Theodore Roosevelt in relation to contemporary

issues and events using both on- line 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.

Under this alternative, the park would work in partnership with others to identify opportunities to expand outreach programming while also seeking the means to enhance on- site programming. Currently Sagamore Hill offers reserved student programs three days a week to a maximum of 60 students per program. Due to staffing constraints and tour size limits, Sagamore Hill must turn away approximately 6,000 students annually- - almost as many as it serves.

The student population is an important constituency that figures prominently in efforts to broaden the park's audience and foster long-term support for its resources and programming. Nationally, educators have concerns about historical and cultural literacy among America's school children. Sagamore Hill and other historic sites across the nation could help fill this educational gap. To this end, the park would expand curriculum- based programming and educational outreach to a range of grade levels and school programs. For instance, programs would extend beyond history and social studies into science and environmental studies, or literature and the arts. The park would also consider different ways to combine the house tour with other types of activities to increase the park's on- site capacity to accommodate school groups. In support of this effort, the park would offer opportunities for formal training in curriculum- based programming to park 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 new audiences beyond the park's geographic area, and builds on relationships with related sites (e.g., Theodore Roosevelt sites within the National Park System, Presidential sites, conservation sites, etc.).

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

Under this alternative, the park would prepare up- to- date interpretive materials (both print and digital) to serve key non- English- speaking audiences.

The park would develop programs specifically to accommodate a tourbus load of people, adult education groups, and other special interest tours.

The park would expand partnerships with the hamlet of Oyster Bay and other organizations to better enable the park to offer special programs for groups with interests in life- long learning and topics related to Sagamore Hill's natural, cultural, and historical resources.

THEODORE ROOSEVELT EDUCATION & STUDY PROGRAM

The park supports the creation and operation of a Theodore Roosevelt Education & Study Program.

Under this alternative, Sagamore Hill would support the creation and operation of a Theodore Roosevelt Education & Study Program to be administered cooperatively by the Theodore Roosevelt Association and the National Park Service. General NPS support for this program would be found within the park's base operating budget. The park would develop partnerships in pursuit of additional funding for special projects as needed.

The Theodore Roosevelt Education & Study Program would embrace a wide- ranging program addressing Theodore Roosevelt's contributions and accomplishments as well as his legacy. Together, the Theodore Roosevelt Association and the National Park Service would develop programming in support of Education & Study Program objectives including but not limited to: conferences, publications, public programs, exhibits, and new research.

Programs and activities associated with the Education & Study Program would take place in a number of venues including National Park Service, Theodore Roosevelt Association, and community facilities. Program space at Sagamore Hill would continue to be somewhat limited.

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

Park Operations

STAFFING

Under Alternative 2, Sagamore Hill would undertake a modest expansion of its staff to meet future operational needs. Visitor Services would continue to be the largest division in terms of both full- time and seasonal

employees and would grow modestly. The maintenance division would also grow under this alternative.

Existing park positions that are currently vacant would be filled. Proposed new additions to the park staff include seasonal maintenance positions and an education specialist.

The park would explore opportunities to offer internships and expand its volunteer program to enhance the park staff's abilities to address operational needs.

STAFF HOUSING

Under this alternative, staff housing would have to be removed from the New Barn in order to accommodate its rehabilitation as a visitor facility. This would result in the loss of one unit of park housing that typically houses up to three employees.

Staff housing would continue to be located in the Old Orchard service wing, in the second story of the Old Orchard garage, the foreman's cottage, and at Gray Cottage (five units total). Thus, this alternative would result in the net loss of a single unit of staff housing capable of accommodating as many as three employees.

STAFF OFFICES

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

Costs

DEVELOPMENT COSTS

These cost estimates are in addition to the development proposals identified as being common to all alternatives under Alternative 1 – Status Quo. 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 development 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 *Alternative 2 – Building Capacity* are projected to range from \$7.7 to 8.8 million. The costs under this alternative are associated primarily with the rehabilitation of the New Barn, the upgrade of the existing visitor contact station, the rehabilitation of the Old Orchard Garage for program space, and the construction of a new collections storage facility.

Under this alternative, 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 structure reports for the historic farm buildings, Gray Cottage, Old Orchard, Old Orchard Garage; a comprehensive archeological survey; and a formal boundary survey.

LIFE CYCLE COSTS

For *Alternative 2 – Building Capacity*, the total life cycle costs over the life of the plan were calculated to range from approximately \$28.7 to 29.8 million. Total life cycle costs for this alternative would be about \$7 million greater than those identified under Alternative 1.

STAFF AND OPERATIONS COSTS

Under this alternative, the park staff would experience modest growth, and the overall annual cost to operate the park would increase by approximately \$300,000 over the status quo – resulting in a total annual operating budget of approximately \$1.8 million.

Alternative 3: Past Meets Present *(the Preferred Alternative)*

Concept

In Alternative 3, 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. As in Alternative 2, the property would be rehabilitated. The historic character of the property would be retained and preserved. Greater emphasis would be placed on 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 Roosevelts' period.. As in Alternative 2, people would begin their tour at a visitor orientation facility located in the historic core – in this case, the historic New Barn would be expanded and rehabilitated to provide visitor services. The existing visitor contact station – a mid-20th-century structure – would be removed to make way for the rehabilitation of a portion of the historic farm yard. At the visitor 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 programming from which to choose. Admission fees for the house and other programs would be collected here, and there would also 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 to the visiting public and organized groups 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 visitor 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. This alternative would place greater emphasis on the larger cultural landscape. Park programming would emphasize outreach and encourage park audiences to make a personal connection between Theodore Roosevelt's life and legacy and their own personal and community life.

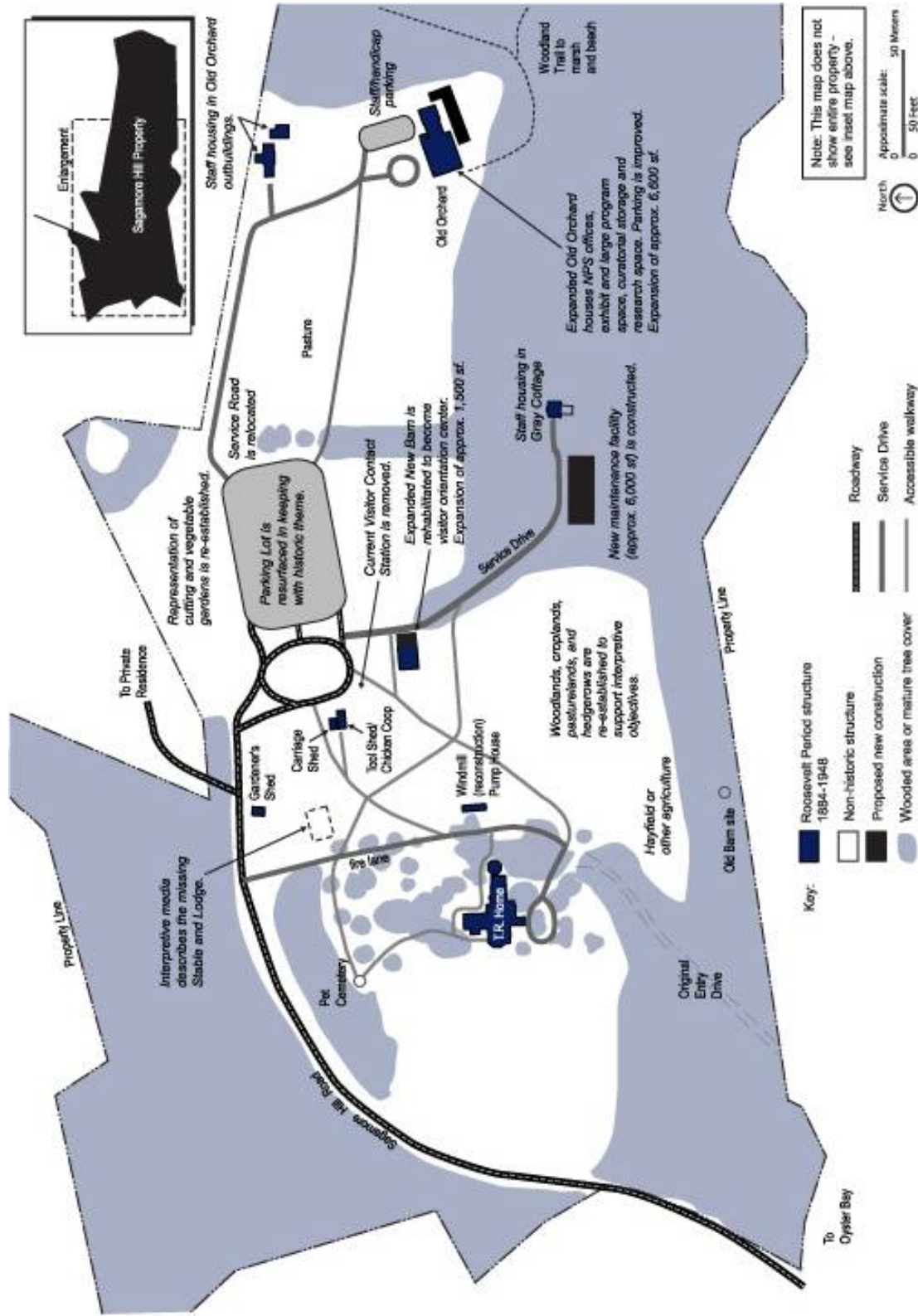


Figure 2-4

ALTERNATIVE 3:
Past Meets Present

Sagamore Hill National Historic Site
Oyster Bay, New York
National Park Service, U.S. Department of the Interior

Alternative 3 has been identified as the National Park Service's Preferred Alternative. Many aspects of Alternative 3 are similar to "Alternative 2: Building Capacity." However, the approach to management in Alternative 3 is geared toward expanding the park's physical capacity for on-site programming, rehabilitating a greater proportion of the cultural landscape, and reinforcing civic engagement. All construction and staffing proposals in this alternative are contingent on NPS funding limitations and priorities, and will be implemented over the life of the general management plan.

Resource Management

CULTURAL RESOURCES

Cultural Landscape

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

Similar to Alternative 2, the historic character of the landscape will be retained and preserved. Where necessary to support interpretive objectives, missing historic 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 family's use of the property. Some non-historic landscape features are selectively removed or relocated. The scale on which this would be undertaken would be greater under Alternative 3 than under Alternative 2.

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

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

Maintenance operations would be modified (i.e. mowing patterns and schedules) to support cultural landscape objectives.

The section of the Old Orchard service road north of the existing parking area would be removed to permit the rehabilitation of portions of the cultural landscape. Vehicles traveling to Old Orchard would be routed through the existing parking area to get to the remaining portion of the

service road. 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 existing “park- like” setting and enhance the landscape’s historic character.

Memorial or commemorative park furnishings would be selectively removed and/or relocated to a more appropriate location based on findings of the park’s 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) in a manner that is sensitive to historic and scenic values of the site. The design guideline would be informed by the park’s CLR and would be developed in consultation with staff from the Park Service’s technical centers. Existing outdoor furnishings that do not meet the guidelines would be removed and replaced with more appropriate pieces.

Historic Structures:

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

As under Alternative 2, in order to improve conditions at the Theodore Roosevelt Home and further ensure its preservation, Alternative 3 calls for the relocation of some uses currently considered inappropriate. In particular, the volunteer break room currently 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.

The New Barn would be rehabilitated and expanded to serve as the park’s visitor orientation facility. In contrast to Alternative 2, the existing (non-historic) visitor contact station would be removed. As a result, the expansion of the New Barn under Alternative 3 would require additional space to absorb the functions once housed in the old visitor contact station – primarily the bookstore and public restrooms. 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. Existing 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.

Under this alternative, 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 using appropriate media.

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

Archeological Resources

As in Alternative 2, as funds are made available, the park would implement a survey to inventory all archeological resources and to define the boundaries of existing sites as recommended in the Sagamore Hill Archeological Overview and Assessment (SUNY 2004).

Museum Collections

Curatorial storage and offices would be relocated from the basement of the Theodore Roosevelt Home and other sites within the park to a new collection storage facility that would provide expanded secure, environmentally controlled, dedicated space for curatorial storage.

Under Alternative 3, an addition to Old Orchard would be constructed to provide appropriate climate- controlled storage for the park's collections and dedicated workspace for researchers. 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. An addition to Old Orchard would be needed to accommodate

this particular use, because it would be the most efficient way to provide an appropriate, climate- controlled 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 NPS facility planning model was applied to evaluate space needs for collection management. The proposed amount of building space for this function is consistent with the results of the facility planning model.

The total size of the new addition to Old Orchard (including the proposed program space described below) would be approximately 6,600 gross square feet – expanding the building’s capacity by approximately 66 percent. The proposed addition to Old Orchard would be sited and designed to reduce its impact on the park’s historic core and be sympathetic with the historic structure. The addition 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 new addition would meet requirements under *The Secretary of the Interior’s Standards for the Treatment of Historic Properties*.

Visitor Use and Interpretation

PARKING AND SITE CIRCULATION

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

As in Alternative 2, 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.

Further, the system of pathways would be expanded to allow visitors to experience the family’s historic use of the property through the introduction of additional modern pathways. Park pathways would be surfaced using materials that would be compatible with the historic character of the property, yet would enable visitors to distinguish historic from non- historic pathways.

VISITOR PARKING

Under this alternative, the existing parking lot would be retained and would be resurfaced using materials compatible with the historic scene. The segment of the service road located to the north of the parking area would be removed; vehicles traveling to Old Orchard along the service road would be rerouted through the parking area. The parking area would be landscaped to provide an improved sense of arrival at the park.

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 Oyster Bay community partners (e.g, the high school).

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.

As in Alternative 2, a formal, dedicated visitor orientation facility would be established within the historic core. In this scenario, the New Barn (ca. 1907) would be rehabilitated and expanded to accommodate a full array of orientation and visitor services. The visitor orientation 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 miscellaneous programs as schedules permit. Based on the park's assessment of the necessary building program the required addition proposed is approximately 1,500 gross square feet. The NPS facility planning model was applied to evaluate space needs for visitor services. The proposed amount of building space for this function is consistent with the results of the facility planning model.

The existing visitor contact station (ca. 1956, a non- contributing structure within the historic core) and picnic area would be removed, permitting the rehabilitation of a highly visible portion of the historic farmyard.

INFORMATIONAL AND INTERPRETIVE MEDIA

The approach to informational media and park furnishings is largely the same as that described under Alternative 2. The park would introduce a uniform system of informational and interpretive signage. Interpretive waysides or other appropriate media would be revised and upgraded to complement the interpretive message. 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 existing informational and interpretive media and the development of new materials.

VISITOR PROGRAMMING

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

As under all alternatives, the park would continue to offer regular tours of the Theodore Roosevelt Home. Similar to Alternative 2, the park would expand its offerings to include 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 throughout the visitor season. Both general visitors to the park and educational groups would be encouraged to end their experience with discussions or other opportunities to reflect on their day's discoveries.

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

As in Alternative 2, Sagamore Hill recognizes the importance of the hamlet relative to Sagamore Hill and the Roosevelt family. The park also acknowledges the interest that community leaders have expressed in creating stronger links between the hamlet and the park. Under this alternative, the park would work with its local partners to expand these collaborative offerings to include more ranger- led walking tours in the hamlet, 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.

Under this alternative, visitors would have the opportunity to interact with the park's museum and archival holdings in many ways – including but not limited to - - changing exhibits, house tours that emphasize the relevance of various objects to Roosevelt's personal story and public contributions, educational programs at local schools and other venues, and web- based exhibits.

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

In partnership with the TRA, new educational program space would be developed as part of a new addition at Old Orchard and would permit a wide range of educational uses. The estimated size of the proposed Old Orchard program space would be approximately 2,000 gross square feet. Because of the scale of the desired space, there are no existing spaces within Old Orchard that can meet its requirements; therefore an addition to Old Orchard would be needed. The NPS facility planning model was applied to evaluate space needs for educational programming. The proposed amount of building space for this function is consistent with the results of the facility planning model. Siting and design considerations for an addition to Old Orchard were discussed previously in this alternative under “Collection Management”.

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

As described under alternative 2, programming can reflect the anniversaries of certain events associated with Theodore Roosevelt and his family. Themed programming would be offered to highlight different facets of Roosevelt and his family’s history at Sagamore Hill (e.g., the “Strenuous Life”).

A variety of programs and media are available that encourage critical thinking and offer the public the opportunity to explore the contributions that Theodore Roosevelt made during his life and his legacy.

Similar to Alternative 2, this alternative would expand Sagamore Hill’s programming to offer limited on- site lectures, gallery talks, walking tours, and on- site 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 from Old Orchard to the new visitor orientation facility in the New Barn. This would enable the park staff to mount changing exhibits.

For those interested in delving deeper into the history of Theodore Roosevelt and Sagamore Hill, the park would offer an interactive and

dynamic website that would allow audiences to explore the life and times of Theodore Roosevelt in relation to contemporary issues and events, using both on- line materials generated by the park and links to other on- line sources.

Under this alternative, the park would use its expanded facilities to offer a broader slate of programming and community- based activities, including changing exhibits, films, lectures, symposia, and community dialogues.

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

This alternative would have the park work in partnership with others to identify opportunities to expand outreach programming, while also seeking the means to enhance on- site programming. The park would expand curriculum- based programming and educational outreach to a range of grade levels and school programs. For instance, programs would extend beyond history and social studies, into science and environmental studies, or literature and the arts. The park would also consider different ways to combine the house tour with other types of activities to increase the park's on- site capacity to accommodate school groups or other large, organized groups. In support of this effort, the park would offer opportunities for formal training in curriculum- based programming to park 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 new audiences beyond the park's geographic area, and builds on relationships to related sites (e.g., Roosevelt- related sites within the National Park System, Presidential sites, conservation sites, etc.)

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

As in Alternative 2, under this alternative up- to- date interpretive materials – both print and digital – would be prepared to serve key 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 specific linguistic needs.

THEODORE ROOSEVELT EDUCATION & STUDY PROGRAM

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

As in Alternative 2, Sagamore Hill would support the creation and operation of a Theodore Roosevelt Education & Study Program to be administered by the Theodore Roosevelt Association in cooperation with the National Park Service. General NPS support for this program would be found within the park's base operating budget. The park would develop partnerships in pursuit of additional funding for special projects as needed.

The Theodore Roosevelt Education & Study Program would offer a wide-ranging approach to Theodore Roosevelt's contributions and accomplishments as well as his legacy. Together, the TRA and the NPS would develop programming in support of Education & Study Program objectives that could include, but would not be limited to: conferences, publications, public programs, exhibits, and new research.

However, under this alternative the Theodore Roosevelt Education & Study Program would expand its scope to include hosting dialogues and special programming centered on civic responsibility and community involvement.

Programs and activities associated with the Education & Study Program 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.

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.

Park Operations

STAFFING

Under Alternative 3, Sagamore Hill would undertake a moderate expansion of its staff to meet future operational needs. Existing park positions that are currently vacant would be filled. Proposed new additions to the park staff include a full-time museum technician, maintenance worker, and an education specialist.

Visitor Services would continue to be the largest division in terms of both full- time and seasonal employees. The maintenance division would grow modestly under this alternative.

STAFF HOUSING

Under this alternative, staff housing would have to be removed from the New Barn in order to accommodate its redevelopment as a visitor facility. This would result in the loss of one unit of park housing that had offered accommodations for up to three employees.

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

Staff housing also 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.

STAFF OFFICES

Under this alternative, National Park Service administrative, curatorial, and visitor services offices would be located in Old Orchard, as would a work space for park 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 would also be located in the visitor orientation facility.

Costs

DEVELOPMENT COSTS

These cost estimates are in addition to the development proposals identified as being common to all alternatives under Alternative 1 – Status Quo. 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 development 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 *Alternative 3 – Past Meets Present* are projected to range from \$8.5 to 9.7 million. The costs under this alternative 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.

Under this alternative, 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 formal boundary survey.

LIFE CYCLE COSTS

For *Alternative 3 – Past Meets Present*, the total life cycle costs over the life of the plan would range from approximately \$30.6 to 31.8 million. Total life cycle costs for this alternative would be about \$9 million greater than those identified under Alternative 1.

STAFF AND OPERATIONS COSTS

Under this alternative, 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 – a total annual operating budget of approximately \$1.9 million.

Table2- 1: Comparative Summary Highlighting Differences among Alternatives

	Alternative 1: Status Quo	Alternative 2: Building Capacity	Alternative 3: Past Meets Present
Resource Management			
Cultural Landscape	Overall treatment of the cultural landscape remains unchanged.	Selected areas of the cultural landscape are rehabilitated in support of interpretive objectives.	Selected areas of the cultural landscape are rehabilitated in support of interpretive objectives to a larger degree than under 2. Portions of Old Orchard service road are removed. The existing visitor contact station is removed, allowing for the rehabilitation of a portion of the historic farm yard.
Historic Structures	Overall treatment of historic structures would remain unchanged.	Sagamore Hill's historic structures are rehabilitated to reflect their historic appearance.	
Museum Collections	Museum collections would continue to be housed at multiple locations across the park under varying environmental conditions.	Museum collection storage would be consolidated and relocated to a new collection management facility that would be constructed in combination with the proposed new maintenance facility located near Gray Cottage. This combined facility would total approx. 10,000 gross sq.ft.	Museum collections storage would be consolidated and relocated to a new collection management facility developed as part of a new addition to Old Orchard (approx. 4,400 sq.ft.).
Visitor Experience			
Park Pathways	Park pathways would be maintained and upgraded as necessary to meet accessibility requirements.	The system of park pathways would be expanded to allow visitors greater opportunities to explore the park. Park pathways would be resurfaced using materials that are more compatible with the site's historic character.	
			The segment of the Old Orchard service road north of the parking area would be removed. Vehicles requiring access to Old Orchard would be routed through the parking area and along the remaining portion of the service road.

	Alternative 1: Status Quo	Alternative 2: Building Capacity	Alternative 3: Past Meets Present
Parking	<p>The existing parking area would remain.</p> <p>Overflow parking would continue to be located in fields on site when conditions permit.</p>	<p>The parking area would be reduced in size by approximately one-third.</p> <p>Overflow parking would be located off-site with shuttle service to Sagamore Hill. Arrangements for off-site parking would be by agreement with Oyster Bay community partners.</p>	<p>The parking area would remain in its current configuration. The area would be resurfaced using materials that are more compatible with the site's historic character.</p> <p>Overflow parking would be addressed on an as-needed basis, and would be located on-site using existing fields when conditions permit or off-site by agreement with Oyster Bay community partners.</p>
Orientation Facilities	<p>No formal visitor orientation facility would be developed. Visitors would continue to begin their experience at the existing visitor contact station.</p>	<p>A visitor orientation complex would be created making use of existing structures. The historic New Barn would be rehabilitated and modestly expanded (approx. 500 sf) to accommodate fee collection, orientation exhibit, A/V program, and a staging area. The existing visitor contact station would be improved and would continue to house the bookstore and restrooms.</p>	<p>A visitor orientation facility would be developed by rehabilitating and building a 1,500-sf addition to the historic New Barn. This facility would house all of the visitor orientation functions described under Alternative 2 with the addition of the bookstore and restrooms. The existing visitor contact station would be removed.</p>
Programs	<p>Programming would continue at current levels with little change in emphasis.</p>	<p>Both on-site and off-site programming is expanded including interpretation of Oyster Bay. On-site programming emphasizes interpretation of the total site. Off-site programming emphasizes educational outreach such as distance learning. NPS would support the creation of a Theodore Roosevelt Education & Study Program.</p>	
Program Space	<p>No dedicated program space would be available on-site. Special programs such as lectures would have to take place at off-site venues.</p>	<p>Program space would be created in rehabilitated Old Orchard garage.</p>	<p>Program space would be developed as part of an addition to Old Orchard. The development of this space would be undertaken with non-federal partners.</p>
Park Operations			
Staff Housing	<p>There would be no change in the availability of staff housing. The park would retain 6 units of housing.</p>	<p>A unit of housing that could accommodate up to 3 employees would be lost and would not be replaced. The park would maintain 5 units of housing.</p>	<p>A unit of housing that could accommodate up to 3 employees would be lost, but would be replaced by two new units of housing that would be created in the rehabilitated Old Orchard garage. The park would maintain 5 units of housing.</p>

	Alternative 1: Status Quo	Alternative 2: Building Capacity	Alternative 3: Past Meets Present
Costs			
Development*	Development: \$4.6 to 5.6 million (gross const.) Planning: \$45,000 Research \$150,000	Development: \$7.7 to 8.8 million (gross const.) Planning: \$95,000 Research \$240,000	Development: \$8.5 to 9.7 million (gross const.) Planning: \$95,000 Research \$240,000
Total Life Cycle Costs over the Life of the Plan	\$22.1 to 23.1 million	\$28.7 to 29.8 million	\$30.6 to 31.8 million
Annual Costs (Staff and Operations)	\$1.5 million	\$1.8 million	\$1.9 million
*Cost estimates displayed under Alternatives 2 and 3 represent development costs that would be incurred in addition to the development costs described under Alternative 1. The development costs described under <i>Alternative 1 – Status Quo</i> are considered to be “Common to all Alternatives”			

Environmentally Preferred Alternative

Simply stated, the environmentally preferred alternative is the one 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. The National Park Service has identified Alternative 3 as the environmentally preferred 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 are 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. environmentally- 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 and the segment of service road north of the parking area- - would 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.

Proposals Considered but Rejected

Commemorative Approach – The planning team considered but rejected an approach to managing the park that would embrace the commemorative treatment of the property by the Theodore Roosevelt Association and the National Park Service. A clear period of significance that offered appropriate dates to which to restore the landscape could not be determined. It was also determined that

reinforcing the commemorative landscape as influenced by the TRA and NPS did little to illuminate the national significance of the park and Theodore Roosevelt for interpretive purposes.

Off- site Visitor Facility with Shuttle – The planning team considered but rejected a proposal that would locate the visitor orientation facility off- site but nearby to Sagamore Hill – most ideally within the hamlet of Oyster Bay. Both internal agency inquiries and external communications with community leaders indicated that realty costs combined with congestion and parking issues in the hamlet made this proposal unworkable.

Reconstruction of the Stable and Lodge - - The planning team considered but rejected a proposal to reconstruct the Stable and Lodge. According to NPS management policies, no matter how well- conceived or executed, reconstructions are contemporary interpretations of the past rather than authentic surviving structures from it. Current NPS policy does not support the reconstruction of missing structures unless there is no alternative that would accomplish the park’s interpretive mission. Moreover, there is limited documentation of the building’s interior. Proposals to interpret the site of the Stable and Lodge using appropriate interpretive media have been incorporated into each proposed action alternative.

New construction of a visitor orientation facility on the site of the Stable and Lodge – The planning team considered but rejected a proposal to construct a new visitor orientation facility on the site of the Stable and Lodge. The proposed building would have been a contemporary structure slightly larger than the footprint of the pre- existing structure and would have been designed to have scale and massing evocative of the original structure. Although it would have reestablished the historic spatial organization of the farm, a number of issues worked against this proposal. The scale of the new building would not have met the space requirements of the new visitor orientation facility. Also, it represented new, freestanding construction within the historic core, which was not considered desirable.

Locating a new maintenance facility in the park’s non- development zone – The planning team considered but rejected a proposal to locate a new maintenance facility in the park’s non- development zone in the area of park- owned land north of Sagamore Hill Road. It was noted that the area was located along the principal gateway road leading into the park, so was not a suitable location for such a facility. In addition, abutting neighbors raised similar concerns regarding the approach to their own privately held properties.

Removing visitor service functions from historic core – Formerly referred to as “Alternative 4: Historical Sagamore Hill.” Under this alternative, the current visitor contact station would be removed and a new visitor orientation facility would have been constructed in the park’s non- development zone in the area of park- owned land north of Sagamore Hill Road. Similar to issues associated with locating a new maintenance facility in this area, the development of a new visitor orientation facility and its associated parking was not considered appropriate. In addition, this proposal’s expense would have required the financial commitment of a private partner. NPS was unable to identify an appropriate park partner with which to undertake this project.