

Appendix A: Park Legislation

PUBLIC LAW 87-547—JULY 25, 1962

76 STAT. 217

Public Law 87-547
87th Congress

An Act

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

July 25, 1962

[H.R. 8484]

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

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

Acceptance of funds.

16 USC 19-19c

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

Transfer of property etc. to U.S.

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

Publication in F.R.

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

Development, etc.

Advisory committees. Establishment.

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

following), as amended and supplemented

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

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Donation of
property.

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

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

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

Approved July 25, 1962

LEGISLATIVE HISTORY—H.R. 8484:
CONGRESSIONAL RECORD, Vol. 108 (1962):
April 2, considered and passed House.
July 18, considered and passed Senate.

Appendix B: Historic Context Statement

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Sagamore Hill served as the summer and year- round home of Theodore Roosevelt, 26th President of the United States, and the Roosevelt family. The Long Island estate, which included farm and woodlands, meadow and shore, exemplified the strenuous life Theodore Roosevelt valued in both private life and public policy. Sagamore Hill nurtured and advanced Roosevelt's interest in natural history and the environment; his choices concerning his estate— the uses of the land, the activities embraced, the management of the landscape, and implementation of technologies- - reflect the personal conservation ethic that underlay the conservation policies Roosevelt would promote and implement throughout his public life. As the home of one of the most prominent families of the state, region, and nation, the site saw a steady stream of visits from the nation's political, social, land cultural leadership. Significant events in U.S. political history occurred on the grounds and interior spaces: here, for example, Roosevelt received notice of his nominations as governor of New York in 1898, Vice President in 1900 and President in 1904. During Roosevelt's presidential administration (1901- 1908) the house served as the summer White House.

The Country Estate Movement

When Roosevelt constructed Sagamore Hill in the 1880s, he participated in a long tradition of country estate development popular throughout the northeast. Long Island, in particular, had been a seasonal retreat for prosperous New Yorkers as early as the colonial era. During the 19th century, the use of Long Island as a haven expanded rapidly as improved transportation made traveling onto the island from the interior more convenient. While the north shore of Long Island had long been accessible by boat, the improvement of rail transportation, especially in the second half of the 19th century, made commuting to and from Manhattan far easier, facilitating development. In the 19th century, William Cullen Bryant, among the new group of New Yorkers to commute on weekends to their country retreats on the North Shore via steamboat, had remodeled a farmhouse into his country estate, Cedermere, located in the community of Roslyn Harbor. The Long Island Railroad began construction in 1834 and accelerated the summer colony movement on the north shore. The railroad reached Syosset in 1854 and from there travelers could take a stagecoach to Oyster Bay. Country houses that appeared on the north shore of Nassau County about this time include the 1859 Edward H. Swan residence in Oyster Bay and the ca. 1865 Thomas W. Kennard residence in

Glen Cove. The extension of the Glen Cove branch of the railroad to Locust Valley in 1871 made available an alternate rail route to Oyster Bay.

In the post- Civil War era, the development of Long Island estates accelerated. The 1860s saw the construction of eight country estates on the island; during the 1870s, another fifteen appeared. Thirty- seven were built in the 1880s, including Sagamore Hill, as well as Walter Tuckerman's Tudor Revival home in Oyster Bay (1882; demolished), and James K. Gracie's 1884 Shingle- style Oyster Bay residence. Another 131 followed in the next decade; notable examples include Alexander C. Humphreys's Mediterranean villa- style home (1899- 1902, one of the first in the New York area) and stables in Glen Cove; and the Hoagland/Tangeman residence in Glen Cove (1896- 1900, extant), like Sagamore Hill a Shingle- style home surrounded by a complex of farm buildings. In the first decade of the new century, the Roosevelts witnessed the increasing development of nearby estates with the construction of the Maxwell residence (Glen Cove, 1905); the Pratt Estate (Glen Cove, 1905); and the James Byrne residence (Oyster Bay, 1906). In the 1910s, new estates included the James A. Blair Jr. residence (Oyster Bay, 1910); the Herbert Pratt residence (Glen Cove, 1912- 14); and the Moore residence (Oyster Bay, 1915).

During the 1920s and 30s, Nassau County continued to see the construction of new estates, but development had begun to slow as early as the 1910s and 1920s because of inflation brought on by World War I, the advent of the federal income tax, and rising property costs as Long Island developed a reputation as a resort area. These factors combined to increase the density of the mansion houses, as estate owners built additional residences for family members on estate grounds already in their possession, as the Roosevelts did when they constructed Old Orchard in 1937. But this phase marked the end of the era: only 8 percent (80 houses) of the Long Island's estates were created during the 1930s, and, like Old Orchard, they tended to be comparatively smaller in acreage than their predecessors. Regardless of slowing construction, the 1920s are widely regarded as the heyday of the Gold Coast on Long Island. It is the era immortalized by F. Scott Fitzgerald, who began writing his novel *The Great Gatsby* while renting a house in Great Neck, just west of Oyster Bay. The decline in new building signaled no decline in the area's prestige: the North Shore retained this persona for many decades. In 1946, it was called "the most socially desirable residential area in the U.S." Life magazine explained, "Nowhere else in such costly profusion can be found such great, handsome, and such scrupulously tended estates as those on the North Shore."

Long Island's proximity to New York City certainly accounts for much of its appeal as a location for country houses, but its appeal also lay partly in a landscape that beckoned to sportsmen. The island teemed with wildlife, fish, and fowl, and its topography was suitable for the leisure sports of the wealthy. Sporting clubs arose on the island as early as the mid- nineteenth century and continued throughout the early 20th century, when tennis became the rage. Roosevelt, interested in all these activities, had a tennis court on his property as well as a shooting range and beach for swimming and boating. He was also a member of the Meadowbrook Hunt Club, founded in 1881, where his brother, Eliot, was a Master. Roosevelt invited the Meadowbrook Hunt Club to Sagamore in the 1880s.

As Long Island became a resort area, it lost many of its older functions. From the advent of European settlement, Long Island had been largely agricultural. But, as country estates took hold of the area, the total acreage devoted to farming declined. In 1875, for example, there were 90,738 acres under cultivation in Nassau County: by 1900 that figure had fallen to 69,347. After the building of the Erie Canal in the 1820s, and as railroads extended west, Long Island ceased to be the breadbasket for Manhattan, since grains could be grown more economically in the west. As the home of the nation's most vigorous advocate of "the strenuous life," Sagamore Hill, which retained features of the farm located on the site before the Roosevelts' tenure, continued to function as a working farm throughout the Roosevelt years. But in this it was exceptional, resisting far longer than others the changing shape and priorities of the local economy.

The country estate movement, 19th century trends in leisure activities, and Long Island's agricultural heritage combined to provide a context in which Roosevelt constructed Sagamore Hill. However, there was a family connection as well: Roosevelt's grandfather, Cornelius Van Shaack Roosevelt, had owned a home in Oyster Bay prior to his death in 1871. For more than ten years, Theodore Roosevelt's father, Theodore, Sr., had also rented "Tranquility," a property less than one mile east of Oyster Bay village, to be close to his two uncles who had built property on the peninsula. Having grown up on the coves and hills of Long Island, Theodore Roosevelt had come to love this land. Eager to establish his own home here, between 1880 and 1884 he purchased 155 acres from Thomas Young, a local farmer. When Roosevelt purchased the property, there were several cousins already in the area. His cousin Emlen was the largest landowner on the cove with three different land parcels that bordered Sagamore Hill. By 1906 Roosevelt's property amounted to 87 acres and it remained so until 1938 (he subsequently sold parcels of his land to his two

sisters and his Aunt Mary, but only his aunt and her husband built on their acquired property).

Sagamore Hill was built in the early decades of the estate movement, before the north shore reached the height of its popularity. Relatively modest among other country houses of its era, Sagamore Hill included a small number of outbuildings relative to other current as well as subsequent estates. Its 27 rooms were fewer than most country estates of the 1880s, and the number of full-time servants was never over 11. By 1930 there were only four full-time employees, a number paling in comparison to the average 25 to 50 at most other country homes in that decade. As was the trend at the time on Long Island, Sagamore Hill had staff living on the property. Most were immigrants working both inside and outside the house. The number of staff fluctuated throughout the year, increasing in the summer months, when more people were in residence and visiting the property.

Sagamore Hill as Working Farm

The purchased land consisted of fields, roads, woodlands, an orchard, fences, ponds, and a spring. The property was a working farm before the Roosevelt purchase and was well-suited to growing fruits and vegetables. In addition to an orchard and barn, an early map shows a cornfield, a field of buckwheat, and an asparagus bed. The northeast section of the property is identified as “cedar hill.” This is located directly east of the orchard which is in turn east of the cornfield.

Sagamore Hill continued to function as a working farm through the Roosevelt family’s tenure. At any given time during these years, horses, cows, pigs, and a flock of chickens and turkeys were present. In 1903, of the 87 acres owned by Roosevelt, 40 were under cultivation. Hay was grown for animal feed; grains and vegetables were grown for the family members and workers. A pig sty (a lean-to with three sides and a roof) and smoke house (neither of which survive) were used to raise and prepare pigs for the family. The first building Roosevelt constructed was the Stable and Lodge (destroyed by fire 5 July 1944), which served as a residence for the farmer or superintendent and quarters for horses.

Sagamore Hill as the Backdrop for Roosevelt’s Successful Political Career

As Roosevelt’s main residence from the age of 28 until his death at 61, Sagamore Hill was his home during important periods of his life, including his position as a member of the US Civil Service Commission (1889- 1895), President of the Board of Police Commissioners in New York City (1895-

1897), Assistant Secretary of the Navy (1897- 1898), Governor of New York (1898- 1900), and President of the United States (1901- 1909). It was on the porch of his home that Roosevelt was formally notified of his nominations as Governor of New York in 1898, Vice President in 1900, and as President in 1904. A notable event in diplomatic history occurred during the summer of 1905 at Sagamore Hill, when Roosevelt met envoys of Russia and Japan separately in the library for conferences preceding the negotiations at Portsmouth, New Hampshire, resulting in the Treaty of Portsmouth on September 5, 1905, which ended the Russo- Japanese War. From 1901 to 1909, during which Roosevelt was President, Sagamore Hill served as the Summer White House, and became a family retreat from Washington life during the rest of the year.

Like other country estates of the day, the house was situated on top of a hill, achieving a certain eminence and holding the best possible views of the landscape; the commanding effect achieved by such siting influenced not only guests who arrived at the home, but figures from state and federal government, international visitors, and members of the press who relocated to Oyster Bay while the Roosevelts summered there. The grounds and the forests around the house were the setting for the rambles and outdoor activities for which Roosevelt was well- known, and in which his children (Alice, Ted, Kermit, Ethel, Archie, and Quentin) delighted. Much time was spent outdoors on the farmland, in the woods, and rowing in the bays. Roosevelt was well- known for ending state affairs as promptly as possible in order to spend an hour with his children every day. Roosevelt's public, political persona was deeply intertwined with his family life at Sagamore Hill, as the press delighted in reporting on the president's activities there as both statesman and father.

Sagamore Hill hosted important meetings and work required by Roosevelt's public positions. In response to the demands of public life, especially the presidency, Roosevelt added the North Room in 1905. The need for this larger and more formal space became clear to first lady Edith Carow Roosevelt, who understood the practical demands of national leadership. Edith Roosevelt was, for example, the first First Lady to hire a personal secretary to help with social functions. She also convinced Congress to finance renovations to the White House that created the West Wing for the Executive Office, freeing up space for formal entertaining while converting the second floor to private quarters for the family. Edith, according to historian H.W. Brands, was the "prime mover" in the decision to build the North Room, as she understood the utility of spaces for formal reception and had just incorporated similar insights into renovations at the White House. Though clearly anxious to better accommodate important

guests, Edith also worked to keep the general public at a reasonable distance: when sightseers undermined the family's ability to enjoy the tennis court, for example, Edith had chains installed to limit their access to the property. Edith's influence on these public/private spaces ran in both directions: while in Washington during her husband's tenure, she also had a tennis court built on the White House property, replicating a resource the family enjoyed at Sagamore Hill.

Roosevelt was an advocate of what he called the strenuous life, a term he introduced in an 1899 speech in Chicago, and which provided the name for a collection of essays published in 1900. Roosevelt believed that working hard to achieve great things was a moral imperative, and he took a dim view of seeking material success simply to attain a life of ease. He wanted to live close to the outdoors and enjoyed the vigorous challenges if offered, not only in sport but also in play. He taught his children to study and enjoy nature. With a tennis court and a rifle range on the property, he focused on outdoor activities for both himself and his children. Most famous perhaps are the point- to- point excursions, which found the Roosevelts crossing the landscape from one chosen point to another, without regard for obstacles, by any means possible, an exercise intended to cultivate hardiness and athleticism in his children (his daughters as well as his sons). Roosevelt intended such activities to model for an attentive nation not only the joys of a rich family life, but the benefits of a vigorous and close relationship with the natural environment, and an awareness and appreciation for the land and the creatures that inhabit it. This emphasis on a rugged lifestyle also shaped decisions about alterations to the house and grounds; for example, technological advances tended to appear at Sagamore Hill later than on other estates in the area. New electric wiring in 1918 replaced the gas that had been used to light the main house, while most of the area had already been using electricity for over a decade. A phone line was added to the study only during Roosevelt's presidency, enabling him to remain on the estate during the summer while conducting government business. This, too, occurred long after the introduction of the invention to Long Island. Lastly, after the advent of the automobile, the new macadam road was constructed allowing for better access to the property. These all reflected the changes inherent in the time period and on Long Island though their delay on Sagamore Hill is evidence of Roosevelt's preference for a comparatively rustic domestic world and belief in the strenuous life. As Roosevelt wrote in his autobiography, he cherished the "nook of old- time America" he believed he had found at Sagamore Hill, and worked to preserve it as long as possible.

The house was also a haven for both Theodore and Edith Carow Roosevelt's successful writing careers. He wrote *Gouverneur Morris*, much of the four volumes of *The Winning of the West*, *Hero Tales from American History*, *The Rough Riders*, his autobiography, and others in the study and gun room of Sagamore Hill. In all, Roosevelt published more than 45 titles and many more editorials and essays. He was also president of the American Historical Society in 1912. Edith, like her husband, was a voracious reader and as well as an author: in the 1920s she published *American Backlogs: The Story of Gertrude Tyler and Her Family, 1660- 1860* (1928), and contributed to *Cleared for Strange Ports* (1924).

Management of the Estate

Edith was the manager of Sagamore Hill, both during Theodore's life and after his death. Theodore's sense of himself as a poor manager of household affairs is well- documented; having made the initial decisions concerning the location of the home and its design, early on he left management of day- to- day operations to Edith. The daughter of a socially prominent family, Edith Roosevelt, like most women of her station, was well- prepared to manage a large household including domestic servants, groundskeepers, and other essential laborers as well as the family's finances, work she carried out from the drawing room or parlor on the west end of the house's ground floor. Born in 1861 in Norwich, Connecticut and raised on New York's Union Square, Edith Kermit Carow's parents were Charles and Gertrude Tyler Carow, who had become wealthy in the shipping industry. Unlike many first ladies, she was intensely private and avoided public attention. She was also, however, a natural manager.

Even from the distance of the White House, Edith remained responsible for decision- making and farm operation at Sagamore Hill, with the assistance of the farm manager. When the original barn fell in 1904, for example, from Washington she instructed the superintendent caring for the property to build the new structure "like the old barn without a cellar," where cows could be put on the same floor as hay, with a couple of stalls for the farm horses beside them if there was room. She managed the family's money and was the person locals would go to if they were interested in purchasing hay or apples from the farm. Elsewhere on the property, the flower garden, rose bower, and pine grove that Edith installed contributed to the couple's shared mission to instill an appreciation for nature among their children and grandchildren. Moreover, during the almost forty years that she and Theodore occupied the estate, it was Edith who kept the farm account books, hired and fired the help, set their wages and salaries, and made the day- to- day decisions

that kept the house and farm running smoothly. While the family attributed this arrangement to Edith's financial acumen and Theodore's lack of it, the pattern is consistent with other prominent families of their day. In fact, Edith Carow Roosevelt was instrumental to the management of the estate throughout her 60- year tenure.

Edith Carow Roosevelt's Tenure after Theodore's death

After Theodore Roosevelt's death in 1919, Edith retained the property as her main home until her own death in 1948. Though she regularly traveled and often stayed at other locations, especially Mortlake Manor in Brooklyn, Connecticut, most summers found her back at Sagamore Hill, spending the warm days near the ocean. Little changed in the interior of the house during these years. Edith continued to run both the household and oversaw the farm's operation.

During her 29- year stewardship as Theodore Roosevelt's widow, Edith continued to oversee the operation of the estate. As she had in the past, she hired gardeners and caretakers to carry on the work of the farm. Receipts and canceled checks from Edith Roosevelt and her caretakers indicate that the site continued to produce fruits, vegetables, crops, and flowers, albeit on a reduced scale, reflecting the reduced population of the property in these years. Cultivation in the core of the property remained vigorous; on average, some 22 types of vegetables were planted in the garden, together with ten types of flowers. But activity in the outlying acreage declined. Some farm fields were allowed to return to woodlands; the northern two sections of "Smith's field," for example, were cultivated until at least 1926, but after that time, deciduous and conifer trees were allowed to fill in this portion of the outer acreage. Thus, while this period saw continuity in Edith's commitment to some ongoing agricultural production, the construction of the Old Orchard complex in the late 1930s and loss of the Stable and Lodge in a 1944 fire (prompting the conversion of the 1904 barn to a residence for the property's caretaker) reflected the site's shifting orientation from a rural farm retreat to a suburban residence.

Edith would outlive three of her sons as well as her husband. In her later years she remained active in the local Oyster Bay community through the Needlework Guild, a charity that provided garments for the poor, and through Christ Church. Having managed the house and farm for 35 years while Theodore Roosevelt was alive, she continued to oversee the site for almost 30 years after his death. Edith passed away at Sagamore Hill shortly after her 87th birthday, in September 1948.

Old Orchard

The most dramatic change to the estate during Edith's widowhood was the construction of an additional complex for her son Theodore Roosevelt Jr. (1887- 1944). Ted Jr. had been born at Sagamore Hill and grew up on the grounds there: while Roosevelt was president, the activities of Ted Jr. and his siblings around the estate were often covered by a delighted press corps and contributed to Roosevelt's popularity as president. As an adult, Ted Jr. hoped to establish residency here himself, just as his own father had sought to establish a home on land fondly remembered from his own childhood. In 1937, Edith gave Theodore, Jr. and his wife, Eleanor Alexander Roosevelt, four acres of the family's estate on which to build a home of their own. The couple had long been promised the estate in bequest, but as Edith remained in possession of the main house into her seventies, they tired of renting, and were anxious to own their own home. During the second quarter of the 20th century, since the amount of available land on Long Island had been greatly reduced, many Long Island estate owners subdivided their property to allow their children to build homes, and the Roosevelts conformed to this practice, in part because Edith wished to continue to reside in the main house. As Eleanor Alexander Roosevelt recalled in her memoir, "It has always been the plan for Ted (Jr.) to inherit Sagamore Hill. But in 1937 we had been married twenty- seven years and were tired of living here and there in rented houses. He had Old Orchard built in 1937 on the Sagamore Hill property."

Like his father, Theodore Roosevelt Jr. was a committed public servant who held important positions in state and territorial governments as well as the U.S. armed forces. He served in the New York State Assembly and as Assistant Secretary of the Navy. He also served in both world wars and as Governor of Puerto Rico and the Governor- General of the Philippines. He was a founder of the American Legion, a fraternal organization with the vision of serving the needs of American veterans after wartime and continuing the camaraderie established between soldiers during wars. In 1919, the American Legion held its first Memorial Day parade in Oyster Bay. After the United States entered World War II, Theodore Roosevelt, Jr. rejoined the army. He died a brigadier general shortly after the Normandy invasion of 1944. His wife, Eleanor, remained at Old Orchard until her death in 1960.

Roosevelt Jr. hired his son- in- law, architect William McMillan (the husband of his daughter Grace), to design the property a quarter mile east of Sagamore Hill, at the foot of the hill below the main house. Support buildings, consisting of several wood frame buildings, including a one- and- a- half- story, six- bay garage with second- floor living quarters, a

small two- bay garage, and a one- and- a- half- story caretaker's cottage, were erected at the same time. These new buildings changed the landscape significantly. Most of the apple orchard was removed, and existing topography indicates that fill was brought in before construction to level the site.

Despite their decision to remove large sections of the former orchard, by choosing to set the garden façade's first- floor windows and French door at grade, the family was able to establish a close relationship between the house and its setting. The Roosevelts selected the Colonial Revival style, which had become particularly fashionable on Long Island and elsewhere in the eastern United States in the 1920s and 1930s. In its scale and comparatively modest architectural embellishment, it is in keeping with other Colonial Revival homes built on Long Island in these years, reflecting the more modest structures of the depression era. Like most houses in revival style, the design sought to evoke the past rather than replicate it, drawing on elements of both Federal and Georgian- era preferences. The result was a two- story, hip- roof brick mansion comparable to many that appeared across Nassau County in these decades. Examples from the 1930s include the home of Mrs Evelyn Field Suarez, whose 1931 home in Syosset was inspired by John D. Rockefeller's restoration of Williamsburg, Virginia; 1930 Bostwick house in Old Westbury; 1930 John T. Pratt house in Glen Cove, which has the same long, hip- roofed central block; and the 1937 Target Rock Farm, Olga Flinsch Residence, in Lloyd Harbor just east of Oyster Bay, remarkably similar in design to Old Orchard, with a seven- bay brick façade and hip roof.

Set halfway between Sagamore Hill and Cold Spring Harbor, Old Orchard became the focal point in the landscape east of Sagamore Hill, altering the view of the bay from Sagamore Hill. The once- sweeping prospect to the east was replaced with a view of the new house itself. The construction of Old Orchard also called for new roads, altering circulation patterns on the site. An existing dirt farm road, situated north of the flower and vegetable gardens, was transformed into the main entranceway to Old Orchard and reflected the family's shifting priorities.

Together, Sagamore Hill and Old Orchard represent both change and continuity. In creating this estate from his father's property, Theodore Roosevelt Jr. became only the most recent member of the extended Roosevelt family to establish a home on this corner of Long Island, joining the colony of Roosevelts present on Cove Neck from the mid- nineteenth century. Architecturally, if Sagamore Hill reflects preferences toward the beginning of the country house movement, Old Orchard reflects the

smaller, but still fashionable and costly mansion houses built near the end of the movement. The Queen Anne aesthetic so popular in the Victorian era was replaced in the 1920s and 30s by Colonial Revival styles that appealed to the nation's elite during a period of patriotism following World War I. After the war, fashions in domestic architecture shifted quickly toward the period styles which had hitherto been favored principally in architect- designed landmarks. At 19 rooms, Old Orchard is smaller than the 27- room Sagamore Hill, reflecting the shrinking resources of later generations of elite families, as well as the growing economic distress of the period. The creation of a servants' wing at Old Orchard, in place of the servants' rooms traditionally found on the upper floor of 19th- century estates like Sagamore Hill, also embodies changing perceptions of workers within the home, and the increasing desire among privileged families to maintain distance between themselves and their employees.

However, both houses reflect the continuing decline of productive agriculture in the area; just as Sagamore Hill took the place of the Young wheat field, the Roosevelts opted to remove a portion of their apple orchard to make room for this additional complex of structures. The importance of farming diminished at Sagamore Hill, as it did on the rest of Long Island. The spatial organization of the site, including the relationship between the main house and the beach, was also altered, as the new mansion and support buildings occupied the center of the original site, between Sagamore Hill to the west and Cold Spring Harbor to the east. Lastly, the relationship between the two houses situated within view of one another (though at a distance) on the original Roosevelt property, reflects larger patterns in estate development and within elite families in early 20th- century Long Island. Thus the two properties together commemorate both the beginning of the estate movement on Long Island and its declining importance.

The Theodore Roosevelt Association

After Edith's death, the Theodore Roosevelt Association acquired Sagamore Hill and intended to open it to the public for visitation. The TRA alterations included installation of new heating, electrical, and fire protection systems to enhance the safety of the house; a new asphalt shingle roof; and the exterior was repainted. Louvers were added to the north and south attic gables. In order to improve visitor circulation, a new stair from the second to third story was built in the west front part of the house. In the first- story rear hall, the stair to the basement was moved to the south wall, and the stair to the second story was widened. These minor physical changes to the site made by the TRA were largely logistical and do

not represent any particular vision or revisioning of Roosevelt's life or home.

Sagamore Hill was opened to the public in 1953. In 1960, after the death of Eleanor Alexander Roosevelt, the TRA also purchased Old Orchard. In 1963 both properties were presented to the American people as a gift. Today the estate is operated as a unit of the National Park Service, which made changes to the site to facilitate its management such as the renovation of the souvenir shop constructed by the TRA into a visitor center and the development of the visitor parking lot on the site of the family gardens. The National Park Service continues to interpret the house, its grounds, and its contents.

Appendix C: List of Classified Structures

LCS ID	Preferred Structure Name	National Register Status	Significance Level	Management Category
001243	Sagamore Hill	Entered - Documented	National	Must Be Preserved and Maintained
001244	Gray Cottage	Entered - Documented	Contributing	Must Be Preserved and Maintained
001245	Windmill*	Ineligible - Managed as Resource	Not Significant	May Be Preserved or Maintained
005441	Ice House	Entered - Documented	Contributing	Must Be Preserved and Maintained
005442	New Barn	Entered - Documented	Contributing	Must Be Preserved and Maintained
005443	Gardener's Shed	Entered - Documented	Contributing	Must Be Preserved and Maintained
005444	Tool Shed / Chicken Coop*	Entered - Documented	Contributing	Must Be Preserved and Maintained
005445	Carriage Shed*	Entered - Documented	Contributing	Must Be Preserved and Maintained
005447	Old Orchard*	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40945	Carriage Road	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40946	Service Road*	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40947	Macadam Road/ Circular Drive	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40948	Main Garden Path*	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40949	Pet Cemetery Path	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40950	Concrete Drainage Gutters	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40951	Culverts Along Carriage Road	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40952	Retaining Walls	Entered - Documented	Contributing	Must Be Preserved and Maintained
40953	White Bench	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40954	Foreman's Cottage*	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40955	Garage*	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40956	Pump House	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40957	Cold Cellar*	Determined Eligible - SHPO	Contributing	Must Be Preserved and Maintained
40959	Split-Rail Fence Segments	Entered - Documented	Contributing	Must Be Preserved and Maintained
40960	Pet Cemetery Stone	Entered - Documented	Contributing	Must Be Preserved and Maintained
40961	Quentin Memorial	Ineligible - Managed as Resource	Not Significant	May Be Preserved or Maintained
40962	Sagamore Hill Rock	Entered - Documented	Contributing	Must Be Preserved and Maintained

Appendix D: NPS Line Item Construction Program--Project Funding

The final Sagamore Hill General Management Plan (GMP) will include a number of proposals for new facility construction. Each construction proposal will undergo the following process in order to request design, construction, and construction management funding for its implementation:

The NPS uses a service- wide priority system based on mission goals and other indices to develop a prioritized capital construction program. The process begins with field identification of individual facility deficiencies and capital improvement needs that are formulated into project proposals. Justifications are developed, construction costs estimated, and all of the information is entered into the NPS Project Management Information System (PMIS). Capital construction project information entered in PMIS is approved at the park, regional, and Washington office levels on a project- by- project basis.

The development of a service- wide line- item construction program begins when parks are annually requested to prioritize all of their PMIS entries, including major construction partnership projects, and submit them to their regional office. For line- item construction, the park- submitted projects are evaluated and prioritized into a regional list. Each region's submission is limited by a predetermined total- dollar construction allocation derived from an annual NPS service- wide budget allocation. Projects submitted by the regions are then evaluated and ranked based on their contribution to mission goals and costs using the NPS Choosing- By- Advantage program (a form of cost- benefit analysis); scored and banded using Department of Interior (DOI) emphasis criteria based on percentage of deferred maintenance, critical health and safety and resource protection benefits, and other factors; and ultimately prioritized into a service- wide line- item construction program. The resultant prioritized list generates a draft 5- year service- wide line- item construction plan (5- year plan), which lists all major construction projects by fiscal year in order of priority, including partnership projects that require a federal funding share. The draft plan is reviewed by the NPS Investment Review Board and approved by the NPS Director.

The NPS- approved 5- year plan is submitted to the Department of Interior for review and approval. Following DOI approval, the 5- year plan is submitted to the Office of Management and Budget (OMB) for review and

approval as part of the NPS- DOI budget submission. Following OMB approval, the 5- year plan becomes part of the President’s annual budget request to the Congress. The Congress reviews the individual projects, or “line items,” requested for the initial year of the plan and makes funding decisions on a line- by- line basis. Congress may also provide feedback or direction on any project in the plan in specific language in the various committee reports accompanying their actions on the annual appropriations bill.

Project Schedule

Subsequent to the completion of the GMP, the construction projects proposed therein will need to be approved for funding by the NPS. The proposed project will be considered in accordance with the NPS’s line-item construction review process outlined above. The NPS has many needs for limited line- item construction funds, and there is no guarantee that the proposed projects will be fully funded during the life of the plan. It is anticipated that many of these proposed projects will be partnership projects, and as such will have to be in compliance with the NPS partnership process outlined below:

The Partnership Construction Process is a five- phase process that is designed to guide a partnership project from its initial conception through project definition and development, to implementation. Partnership Construction Projects are reviewed and approved through the process as generally described in the Partnership Construction Process flowchart and checklist (see below). The five phases of the process are:

1. Initial Phase (3 to 6 months):

Project is generally defined and determined a park priority and appropriate for fundraising. A partner is agreeable to work on the project and the project is a priority of the appropriate region.

2. Project Definition Phase (3 to 6 months):

In- depth definition and project scoping. Regional Director reviews and recommends. Development Advisory Board (DAB) reviews (over \$500,000), WASO review and recommendation. Projects over \$5 million reviewed by Congress for appropriateness.

3. Agreement Phase: Requirements of Director’s Orders 21 addressed (6 to 9 months):

WASO review and recommendation, Congressional review of projects over \$5 million, Director and/or Regional Directors approve and sign appropriate agreements.

4. Development Phase (1 to 2 years):

Fundraising undertaken by partner, project plans and specifications developed for project either by NPS or partner depending on agreement, DAB review and final approval.

5. Implementation Phase (18 months to 2 years):

Project constructed.

For partnership construction projects valued in excess of \$5 million the Partnership Construction Process calls for two reviews by Congress. The first review is at the end of the Project Definition Phase and is intended to make Congress aware of a project the NPS is considering and to determine whether Congress believes it is appropriate. If Congress raises no objections at this point, the NPS then moves into the Agreement Phase. During the Agreement Phase the NPS and the partner determine the feasibility of the parties and the philanthropic community undertaking the project. If the NPS and partner determine the project is feasible it is then submitted to Congress for a second review and concurrence. Until Congress concurs, the NPS may not proceed with the partnership project. Congress will only be forwarded those projects that have been determined by the Regional Directors and the Washington Directorate to be feasible based upon the degree to which they comply with the criteria discussed above.

The Partnership Construction Process provides valuable guidance for all partnership construction projects irrespective of their dollar value. The process is mandatory for all such projects with an estimated cost of \$500,000 or more. The Partnership Construction Process is intended to create common expectations between the NPS and its partner and ensure that projects are properly scoped, meet critical mission needs, and can be operationally sustained. Regional directors are responsible for ensuring that partnership construction projects in their respective regions follow the phases of the Partnership Construction Process.

Appendix E: Research Undertaken in Support of Planning

Research Project	Description
Administrative History	This history, of particular value to managers, planners, and interpreters, describes how a park was conceived and established and how it has been managed to the present day. The park's legislative history and important issues in planning, land acquisition, development, public relations, and other topics of ongoing management concern are emphasized.
Archeological Overview and Assessment	This report describes and assesses the known and potential archeological resources in a park. The overview reviews and summarizes existing archeological data; the assessment evaluates the data. The report assesses past work and helps determine the need for and design of future studies. It is undertaken in a park or regional geographical framework and may be a part of multi- agency planning efforts.
Collections Management Plan Update	A collection management plan (CMP) provides short- term and long- term guidance to park and center staffs in the management and care of museum objects and archival and manuscript collections.
Cultural Landscape Report	A cultural landscape report (CLR) documents the characteristics, features, materials, and qualities that make a landscape eligible for the National Register. It analyzes the landscape's development and evolution, modifications, materials, construction techniques, geographical context, and use in all periods, including those deemed not significant. Based on the analysis, it evaluates the significance of individual landscape characteristics and features in the context of the landscape as a whole. It makes recommendations for treatment consistent with the landscape's significance, condition, and planned use.
Historic Resource Study	A historic resource study (HRS) provides a historical overview of a park or region and identifies and evaluates a park's cultural resources within historic contexts. It synthesizes all available cultural resource information from all disciplines in a narrative designed to serve managers, planners, interpreters, cultural resource specialists, and interested public as a reference for the history of the region and the resources within a park. Entailing both documentary research and field investigations to determine and describe the integrity, authenticity, associative values, and significance of resources, the HRS supplies data for resource management and interpretation. It includes the preparation of National Register nominations for all qualifying resources and is a principal tool for completing the Cultural Landscapes Inventory and the List of Classified Structures. The HRS identifies needs for special history studies, cultural landscape reports, and other detailed studies and may make recommendations for resource management and interpretation.
Natural Resources Inventory	Natural resource research is currently in various states of completion and includes inventories of ecological communities, amphibians & reptiles; birds; odonates; vertebrates; and vascular plants.
Visitor Use Survey	Conducted in the summer of 2002, the primary purpose of the study was to collect accurate information about visitors - - who they are, what they do, their needs and opinions. Park managers use this information to support the planning process and consider ways to improve visitor services, protect resources, and manage the park more efficiently.

Appendix F: Visitor Experience and Resource Protection (Carrying Capacity)

The Process

One of the requirements of a general management plan is the identification and implementation of commitments for carrying capacity. To comply with this mandate, a process known as visitor experience and resource protection has been developed within the National Park Service. This process interprets carrying capacity not as a prescription of numbers of people, but as a prescription of desired ecological and social conditions. Measures of the appropriate conditions replace the measurement of maximum sustainable use. Based on these conditions, the process identifies and documents the kinds and levels of use that are appropriate as well as where and when such uses should occur. The prescriptions, coupled with a monitoring program, are intended to give park managers the information and rationale needed to make sound decisions about visitor use and to gain the public and agency support needed to implement those decisions.

A major premise of the visitor experience and resource protection process is that the characteristics of a management area, which are qualitative in nature, must be translated into something measurable to provide a basis for making wise decisions about appropriate visitor use. Since management actions are normally more defensible when they are based on scientific data, the process incorporates the concept of “limits of acceptable change” as part of the decision-making process. Desired resource or social conditions are expressed as explicit, measurable indicators, and standards (i.e., minimum acceptable conditions) are selected to determine whether the conditions are met or exceeded. Resource indicators are used to measure impacts on the biological or physical resources, while social indicators are used to measure impacts on park users and park employees.

The first critical steps of applying the visitor- experience- and- resource- protection process to Sagamore Hill National Historic Site will be accomplished as part of the general management plan.

These steps are:

- Develop a statement articulating the park’s purpose and significance.
- Analyze park resources and existing visitor use.
- Describe the range of resource conditions and visitor experiences for the park as distinct management areas.
- Apply the management areas to specific locations of the park.

Subsequent to the preparation of the general management plan, the following steps will be taken to complete the process:

- Select quality indicators and specify associated standards for each management area. The purpose of this step is to identify

measurable physical, social, or ecological variables that will indicate whether or not a desired condition is being met.

Monitoring techniques for each management area are also selected and evaluated in this step.

- Compare desired conditions to existing conditions. Each management area will be monitored to determine if there are discrepancies with the desired resource and social conditions.
- Identify the probable causes of discrepancies in each management area.
- Identify management strategies to address discrepancies. Visitor use management prescriptions will start with the least restrictive measures that will accomplish the objective and move toward more restrictive measures, if needed.
- Carry out long-term monitoring. Monitoring provides periodic, systematic feedback to park managers to ensure that desired resource and visitor experience conditions continue to be achieved over the long term.

Once the indicators and standards are established, park managers can develop a monitoring plan to determine priorities and identify methods, staffing, and analysis requirements. The results of the monitoring analysis will enable park managers to determine whether a park's resources are being adequately protected and desired visitor experiences are being provided, and to take management actions necessary to achieve the goals of the Sagamore Hill National Historic Site.

Examples of Indicators and Standards

Proposals in this plan call for Sagamore Hill National Historic Site to begin an intensive inventory and monitoring program. This program will include collecting data and instituting a park-wide process of scientific data gathering and evaluation that will further the application of monitoring for cultural and natural resource conditions and public experience within the park.

The following examples come from Arches National Park in Moab, Utah. Sagamore Hill National Historic Site managers would develop their own resource indicators and standards. The selection of appropriate standards for the resource indicators in each management area will be based on the relative tolerance for resource impacts and the judgment of park planners and resource managers about the minimum conditions needed to maintain the desired experience.

RESOURCE CONDITIONS

Indicator: the degree of soil compaction measured 5 feet from a trail centerline.

Standard: 80% of the soil surface sample exhibits 50% of the porosity of a relatively undisturbed area.

Indicator: the number of exposed tree roots exceeding 2 inches in diameter, measured within 6 feet of a trail edge for 100 feet of trail.

Standard: 20% of tree roots are exposed relative to a control area.

SOCIAL CONDITIONS

Indicator: the traffic congestion during peak visitor days.

Standard: roadways do not exceed level D service for more than 10% of peak use days.

Indicator: the waiting time required to view an attraction during peak use days.

Standard: no more than 10% of visitors wait 10 or more minutes to see the attraction.

Appendix G: Glossary

accessibility—The provision of park programs, facilities, and services in ways that include individuals with disabilities, or make available to those individuals the same benefits available to persons without disabilities. See also, *universal design*. Accessibility also includes affordability and convenience for diverse populations.

archeological resource—Any material remains or physical evidence of past human life or activities that are of archeological interest, including the record of the effects of human activities on the environment. An archeological resource is capable of revealing scientific or humanistic information through archeological research.

archeological site—Any place where there is physical evidence of past human occupation or activity. Physical evidence may consist of artifacts, agricultural terraces and hearths, structures, trash deposits, or alterations of the natural environment by human activity.

carrying capacity (visitor)—The type and level of visitor use that can be accommodated while sustaining the desired resource and visitor experience conditions in a park.

consultation—A discussion, conference, or forum in which advice or information is sought or given, or information or ideas are exchanged. Consultation generally takes place on an informal basis. Formal consultation is conducted for compliance with section 106 of the National Historic Preservation Act, the National Environmental Policy Act, and with Native Americans.

critical habitat—Specific areas within a geographic area occupied by a threatened or endangered species that contain physical or biological features essential to the conservation of the species, and which may require special management considerations or protection; and specific areas outside the geographical area occupied by the species at the time of its listing, upon a determination by the Secretary of the Interior that such areas are essential for the conservation of the species.

cultural landscape—A geographic area, including both cultural and natural resources and the wildlife or domestic animals therein, associated with a historic event, activity, or person, or exhibiting other cultural or aesthetic values. There are four non-mutually exclusive types of cultural landscapes: historic sites, historic designed landscapes, historic vernacular landscapes, and ethnographic landscapes.

cultural resource—An aspect of a cultural system that is valued by or significantly representative of a culture, or that contains significant information about a culture. A cultural resource may be a tangible entity or a cultural practice. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places, and as archeological resources, cultural landscapes, structures, museum objects, and ethnographic resources for National Park Service management purposes.

enabling legislation—Laws authorizing units of the National Park System.

environmental assessment (EA)—A concise public document prepared by a federal agency to satisfy the requirements of the National Environmental Policy Act of 1969, as amended. The document contains sufficient analysis to determine whether the proposed action (1) constitutes a major action significantly affecting the quality of the human environment, thereby requiring the preparation of an environmental impact statement, or (2) does not constitute such an action, resulting in a finding of no significant impact (FONSI) being issued by the agency.

environmental impact statement (EIS)—A detailed public statement required by the National Environmental Policy Act when an agency proposes a major action significantly affecting the quality of the human environment. The statement includes a detailed description of the proposed action and alternatives, as well as the identification and evaluation of potential impacts as a result of implementing the proposed action or alternatives.

ethnographic landscape—An area containing a variety of natural and cultural resources that traditionally associated people define as heritage resources. The area may include plant and animal communities, structures, and geographic features, each with their own special local names.

ethnographic resources—Objects and places, including sites, structures, landscapes, and natural resources, with traditional cultural meaning and value to associated peoples. Research and consultation with associated people identifies and explains the places and things they find culturally meaningful. Ethnographic resources eligible for the National Register of Historic Places are called traditional cultural properties.

general management plan—A National Park Service term for a document that provides clearly defined direction for a park for resource preservation and visitor use over 15 to 20 years. It gives a foundation for decision-making and is developed in consultation with program managers, interested parties, and the general public. It is based on analysis of resource conditions and visitor experiences, environmental impacts, and costs of alternative courses of action.

geologic resources—Features produced from the physical history of the Earth, or processes such as exfoliation, erosion, and sedimentation, glaciation, karst or shoreline processes, seismic, and volcanic activities.

goals—Goals stating the ideal conditions to be attained or maintained; expressions of desired future conditions.

impairment of resources—An impact so severe that, in the professional judgment of a responsible park manager, it would harm the integrity of park resources or values and violate the 1916 National Park Service Organic Act.

implementation plan, implementation—A plan that focuses on how to carry out an activity or project needed to achieve a long-term goal. An implementation plan may direct a specific project or an ongoing activity. Implementation is the practice of carrying out long-term goals.

infrastructure—The basic facilities, services, and installations needed for the functioning of the park, such as transportation and communications systems, water and power lines.

interpretation—As used in the National Park Service, interpretation includes publicity, explanation, information, education, philosophy, etc. Interpretation is the act of describing or explaining a National Park unit's resources and significance for a variety of audiences. Early National Park Service interpretation went by the name of education or nature study; today it includes historical and recreational resources.

lightscapes (natural ambient)—The state of natural resources and values as they exist in the absence of human- caused light.

list of classified structures - - The List of Classified Structures (LCS) is an evaluated inventory of all historic and prehistoric structures that have historical, architectural, and/or engineering significance within parks of the National Park System. The list is evaluated or "classified" by the National Register of Historic Places criteria. Structures are constructed works that serve some form of human activity and are generally immovable. They include buildings and monuments, dams, millraces and canals, nautical vessels, bridges, tunnels and roads, railroad locomotives, rolling stock and track, stockades and fences, defensive works, temple mounds and kivas, ruins of all structural types that still have integrity as structures, and outdoor sculpture.

living history - - Living history programs offer a number of methods to transport visitors to another time. In some cases interpreters costumed in period clothing present information to an audience using either a first person or third person narrative. Other programs emphasize lifeways and include demonstrations of period techniques associated with various crafts or skills such as cooking, weaving, or barrel making.

management prescriptions—A planning term referring to statements about desired resource conditions and visitor experiences, along with appropriate kinds and levels of management, use, and development within a park.

management zones—The designation of geographic areas of the park depending on the resource conditions and visitor experiences desired.

mitigating measures—Modification of a proposal to lessen the intensity of its impact on a particular resource.

native species—Plants and animals that have occurred or now occur as a result of natural processes in parks.

National Environmental Policy Act (NEPA) process—The objective analysis of a proposed action to determine the degree of its environmental impact on the natural and physical environment; alternatives and mitigation that reduce that impact; and the full and candid presentation of the analysis to, and involvement of, the interested and affected public. Required of federal agencies by the National Environmental Policy Act of 1969.

natural resources—Collectively, physical resources, such as water, air, soils, topographic features, geologic features, and natural soundscapes; biological resources such as native plants, animals, and communities; and physical and biological processes such as weather and shoreline migration, and photosynthesis, succession, and evolution.

nightscape—See *lightscares*.

nonnative species—Species that occupy or could occupy parklands directly or indirectly as the result of deliberate or accidental human activities. Also called exotic species.

Organic Act (National Park Service)—The 1916 law (and subsequent amendments) that created the National Park Service and assigned it responsibility to manage the national parks.

partners—Individuals, agencies, organizations that work with the park to achieve park goals.

preservation—The act or process of applying measures to sustain the existing form, integrity, and material of a historic structure, landscape, or object. Work may include preliminary measures to protect and stabilize the property, but generally focuses on the ongoing preservation, maintenance, and repair of historic materials and features rather than extensive replacement and new work. For historic structures, exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code- required work to make properties functional is appropriate within a preservation project.

prime and unique farmland—Soil that produces general crops such as common foods, forage, fiber, and oil seed.

rehabilitation—The act or process of making possible an efficient, compatible use for a historic structure or landscape through repair, alterations, and additions while preserving those portions or features that convey its historical, cultural, and architectural values.

restoration—The act or process of accurately depicting the form, features, and character of a historic structure, landscape, or object as it appeared at a particular period of time by means of removing features from other periods in its history and reconstructing missing features from the restoration period.

soundscape—Ambient sounds as they exist in the absence of human-caused sounds.

stabilization—An action to render an unsafe, damaged, or deteriorated property stable while retaining its present form.

stakeholder—An individual, group, or other entity that has a strong interest in decisions concerning park resources and values. Stakeholders may include, for example, recreational user groups, permittees, and concessioners. In the broadest sense, all Americans are stakeholders in the national parks.

stewardship—The cultural and natural resource protection ethic of employing the most effective concepts, techniques, equipment, and technology to prevent, avoid, or mitigate impacts that would compromise the integrity of park resources.

strategic plan—A National Park Service five- year plan, which lays out goals and management actions needed in the near term to implement the general management plan.

sustainability—A process that integrates economic, environmental, and equity (health and well- being of society) activities in decisions without compromising the ability of present and future generations to meet their needs.

sustainable design—Design that applies the principles of ecology, economics, and ethics to the business of creating necessary and appropriate places for people to visit, live, and work. Development that has been sustainably designed sits lightly upon the land, demonstrates resource efficiency, and promotes ecological restoration and integrity, thus improving the environment, the economy, and society.

sustainable practices/principles—Those choices, decisions, actions, and ethics that will best achieve ecological/ biological integrity; protect qualities and functions of air, water, soil, and other aspects of the natural environment; and preserve human cultures. Sustainable practices allow for use and enjoyment by the current generation, while ensuring that future generations will have the same opportunities.

traditional—Pertains to recognizable, but not necessarily identical, cultural patterns transmitted by a group across at least two generations. Also applies to sites, structures, objects, landscapes, and natural resources associated with those patterns. Popular synonyms include “ancestral” and “customary.”

traditionally associated peoples—May include park neighbors, traditional residents, and former residents who remain attached to a park area despite having relocated. Social or cultural entities such as tribes, communities, and kinship units are “traditionally associated” with a particular park when (1) the entity regards park resources as essential to its development and continued identity as a culturally distinct people; (2) the association has endured for at least two generations (40 years); and (3) the association began prior to establishment of the park.

universal design—The design of products and environments to be usable by all people to the greatest extent possible, without the need for adaptation or specialized design.

use fees—Charges for an activity or an opportunity provided in addition to basic free park services.

viewshed—The area that can be seen from a particular location, including near and distant views.

visitor—Anyone who uses a park’s interpretive, educational, or recreational services.

Visitor Experience and Resource Protection (VERP) framework—A visitor- carrying capacity planning process applied to determine the desired resource and visitor experience conditions, also used as an aid to decision- making.

wayside - - 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.

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