



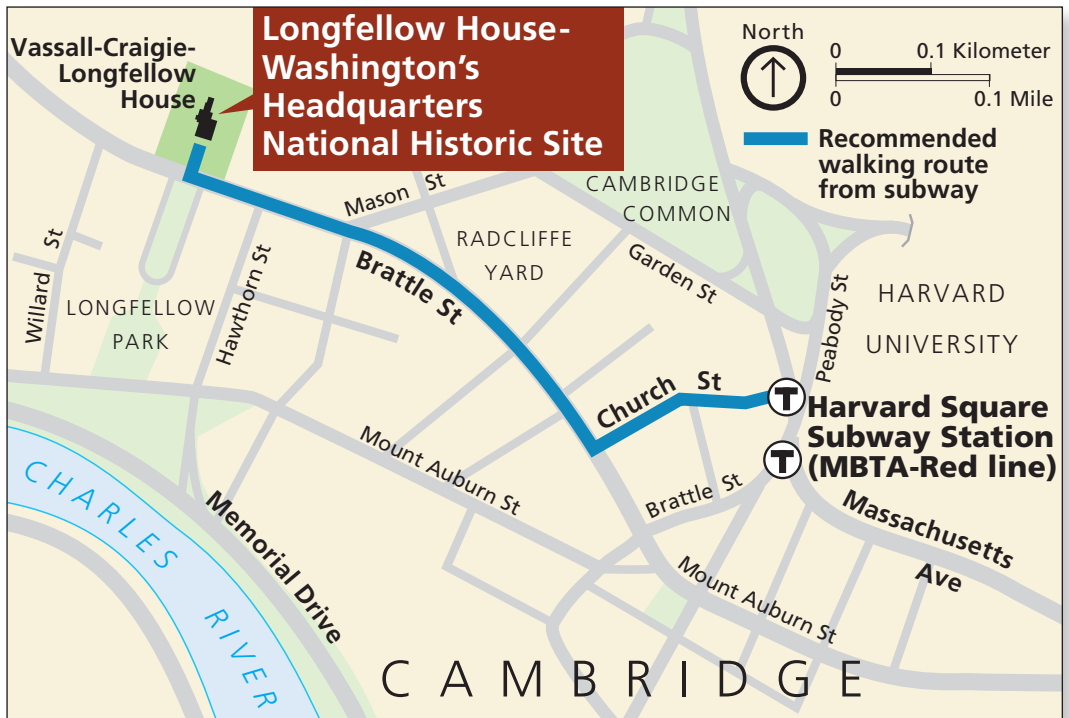
# Foundation Document

Longfellow House – Washington's Headquarters National Historic Site

Massachusetts

October 2017

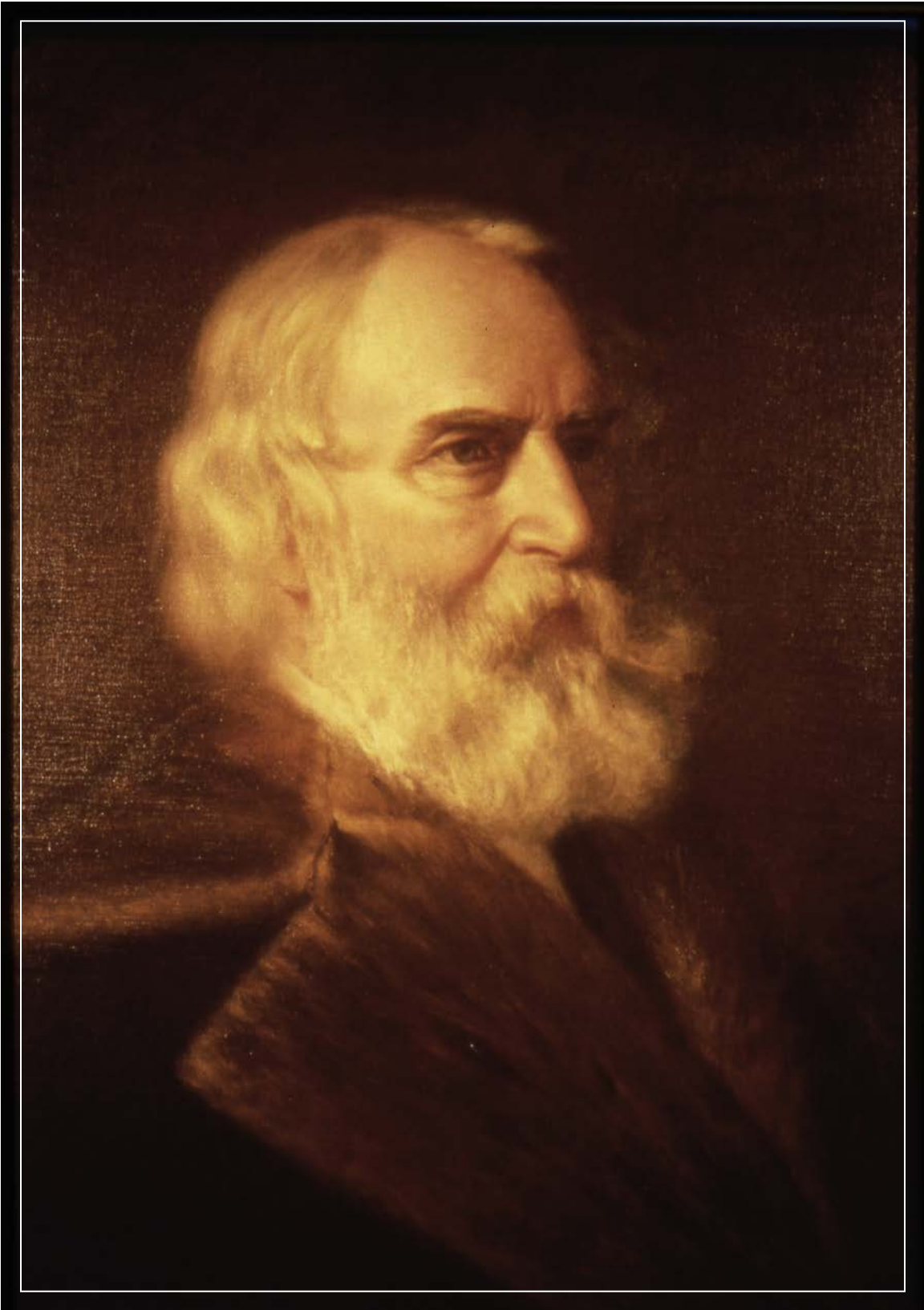




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## Mission of the National Park Service

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

The NPS core values are a framework in which the National Park Service accomplishes its mission. They express the manner in which, both individually and collectively, the National Park Service pursues its mission. The NPS core values are:

- **Shared stewardship:** We share a commitment to resource stewardship with the global preservation community.
- **Excellence:** We strive continually to learn and improve so that we may achieve the highest ideals of public service.
- **Integrity:** We deal honestly and fairly with the public and one another.
- **Tradition:** We are proud of it; we learn from it; we are not bound by it.
- **Respect:** We embrace each other’s differences so that we may enrich the well-being of everyone.

The National Park Service is a bureau within the Department of the Interior. While numerous national park system units were created prior to 1916, it was not until August 25, 1916, that President Woodrow Wilson signed the National Park Service Organic Act formally establishing the National Park Service.

The national park system continues to grow and comprises more than 400 park units covering more than 84 million acres in every state, the District of Columbia, American Samoa, Guam, Puerto Rico, and the Virgin Islands. These units include, but are not limited to, national parks, monuments, battlefields, military parks, historical parks, historic sites, lakeshores, seashores, recreation areas, scenic rivers and trails, and the White House. The variety and diversity of park units throughout the nation require a strong commitment to resource stewardship and management to ensure both the protection and enjoyment of these resources for future generations.



*The arrowhead was authorized as the official National Park Service emblem by the Secretary of the Interior on July 20, 1951. The sequoia tree and bison represent vegetation and wildlife, the mountains and water represent scenic and recreational values, and the arrowhead represents historical and archeological values.*

## Introduction

Every unit of the national park system will have a foundational document to provide basic guidance for planning and management decisions—a foundation for planning and management. The core components of a foundation document include a brief description of the park as well as the park’s purpose, significance, fundamental resources and values, and interpretive themes. The foundation document also includes special mandates and administrative commitments, an assessment of planning and data needs that identifies planning issues, planning products to be developed, and the associated studies and data required for park planning. Along with the core components, the assessment provides a focus for park planning activities and establishes a baseline from which planning documents are developed.

A primary benefit of developing a foundation document is the opportunity to integrate and coordinate all kinds and levels of planning from a single, shared understanding of what is most important about the park. The process of developing a foundation document begins with gathering and integrating information about the park. Next, this information is refined and focused to determine what the most important attributes of the park are. The process of preparing a foundation document aids park managers, staff, and the public in identifying and clearly stating in one document the essential information that is necessary for park management to consider when determining future planning efforts, outlining key planning issues, and protecting resources and values that are integral to park purpose and identity.

While not included in this document, a park atlas is also part of a foundation project. The atlas is a series of maps compiled from available geographic information system (GIS) data on natural and cultural resources, visitor use patterns, facilities, and other topics. It serves as a GIS-based support tool for planning and park operations. The atlas is published as a (hard copy) paper product and as geospatial data for use in a web mapping environment. The park atlas for Longfellow House – Washington’s Headquarters National Historic Site can be accessed online at: <http://insideparkatlas.nps.gov/>.



## Part 1: Core Components

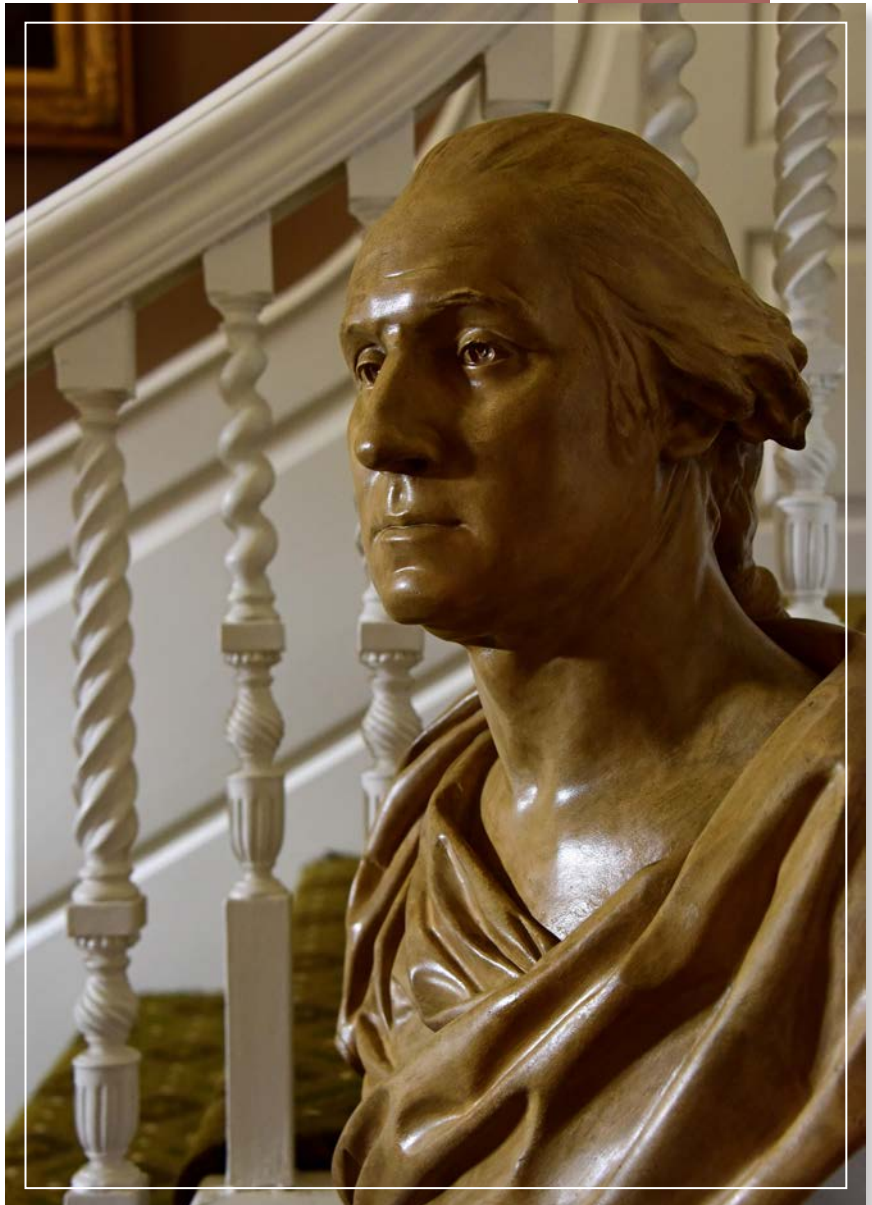
The core components of a foundation document include a brief description of the park, park purpose, significance statements, fundamental resources and values, and interpretive themes. These components are core because they typically do not change over time. Core components are expected to be used in future planning and management efforts.

### Brief Description of the Park

*“He who undertaketh a great house undertaketh a great care!”*

Henry Wadsworth Longfellow recorded these prophetic words in his journal shortly after becoming owner of his “great house” in Cambridge, Massachusetts. The year was 1844, and Longfellow was enjoying some success as an up-and-coming poet and professor of modern languages at nearby Harvard College. He had recently married Fanny Appleton, and one of their wedding gifts was “Castle Craigie,” a gracious home that had already witnessed more than its share of history.

The Longfellows were well-acquainted with the celebrated role of their house in the American Revolution. The Georgian-style mansion, built in 1759 for John Vassall, became home and headquarters to George Washington during the famous Siege of Boston in 1775–1776. Headquarters was the scene of tremendous activity as Washington welcomed wife Martha, received a host of dignitaries and fellow patriots, plotted strategy with his generals, made decisions about army policy, procedures, and commanders, and, eventually, celebrated the evacuation of the British army. Most importantly, as he stepped onto a national stage for the first time and began earning the reputation that made him the key nationalizing figure of early American history, Washington’s experiences in headquarters—such as coming to terms with the presence of soldiers of color in the Continental Army and corresponding with the African American poet Phillis Wheatley, interacting with politicians in Congress and the emerging state governments, and learning to lead and coexist with men from a very different culture than his own—shaped him for the rest of his life and career.



Andrew Craigie, Apothecary General of the Continental Army, purchased the house in 1791 and increased its size and splendor. His widow, Elizabeth Craigie, eventually took in boarders, one of whom was Henry Longfellow. He delighted in Castle Craigie with its history and beauty and entertained friends such as Charles Sumner, Nathaniel Hawthorne, and Ralph Waldo Emerson.



In July 1843, Longfellow married Fanny Appleton. Her father, a wealthy textile manufacturer, presented Castle Craigie to the couple as a wedding gift. The Longfellows were eager to fill their new abode with treasures to remind them of their travels and interests in art, literature, and history. The couple had six children, and their home became a welcoming place for family and friends along with writers, artists, and politicians from around the world. Inspired by and grounded in this treasured home, Longfellow produced much of his highly regarded poetry and literary translations.

After Longfellow's death in 1882, his children and extended family preserved the house via a trust, with its library, papers, and furnishings, as well as the landscape, as a memorial to the poet and to Washington before eventually donating it to the National Park Service in 1972. In 2010, the park's name was officially changed to "Longfellow House – Washington's Headquarters National Historic Site" to reflect greater appreciation of George Washington's presence there and the building's colonial history.

Today, Longfellow House – Washington's Headquarters is a premier example of Georgian architecture. With its preserved view of the Charles River, it is considered the best remaining "Tory Row" mansion on Brattle Street in Cambridge. Filled with furniture, artwork, books, ceramics, and an extensive archive, the house reflects the Longfellow family's wide-ranging interests and pursuits.



Surrounding the house is a 1.98-acre landscape that is the core of the much larger 1759 estate. A formal garden with a graceful pergola is renowned as a work of landscape architecture in the Colonial Revival style. In the early 1900s, noted landscape architects Martha Brooks Hutcheson and Ellen Biddle Shipman took aspects of Henry Longfellow's garden and created the garden's Colonial Revival design, which was restored in the early 2000s. A carriage house that once housed carriages and sleighs is now used as a meeting place for education programs and public meetings.

The National Park Service manages and interprets the home today and welcomes visitors to explore the legacy of its occupants through its stories, collections, arts, library, architecture, and gardens. The park is open seasonally to the general public for guided tours from late May through October. The National Park Service cooperatively manages Longfellow House – Washington's Headquarters together with John Fitzgerald Kennedy National Historic Site and Frederick Law Olmsted National Historic Site, in Brookline, Massachusetts. The sites share one superintendent and some support services, including maintenance, administration, and educational programming.

As funding and staffing permit, the park offers education programs in the spring and special events from November through May. Researchers are encouraged to study objects, photographs, journals, and other papers in the collections and archives by appointment throughout the year. Annually, between 40,000 and 50,000 visitors enjoy the site's architectural aesthetics and compelling history.

## Park Purpose

The purpose statement identifies the specific reason(s) for establishment of a particular park. The purpose statement for Longfellow House – Washington’s Headquarters National Historic Site was drafted through a careful analysis of its enabling legislation and the legislative history that influenced its development. The park was established when the enabling legislation adopted by Congress was signed into law on October 9, 1972 (see appendix A for enabling legislation and legislative acts). The purpose statement lays the foundation for understanding what is most important about the park.

*LONGFELLOW HOUSE – WASHINGTON’S  
HEADQUARTERS NATIONAL HISTORIC SITE  
preserves the Georgian house that served as  
headquarters for General George Washington  
during the Siege of Boston and later became  
home of Henry Wadsworth Longfellow, one  
of America’s foremost 19th-century poets.*



## Park Significance

Significance statements express why a park’s resources and values are important enough to merit designation as a unit of the national park system. These statements are linked to the purpose of Longfellow House – Washington’s Headquarters National Historic Site, and are supported by data, research, and consensus. Statements of significance describe the distinctive nature of the park and why an area is important within a global, national, regional, and systemwide context. They focus on the most important resources and values that will assist in park planning and management.

The following significance statements have been identified for Longfellow House – Washington’s Headquarters National Historic Site. (Please note that the sequence of the statements does not reflect the level of significance.)

1. The 1759 house of John Vassall was funded by wealth produced by the British Atlantic World of trade and commerce and, during the Powder Alarm of September 1774, was visited by the colonial insurgency that preceded the outbreak of the Revolutionary War.
2. The house served as General George Washington’s headquarters and home from July 1775 to April 1776, from which he organized the Continental Army and oversaw the plan that resulted in the British evacuation of Boston. His experiences here significantly shaped him as a military and political leader.
3. Longfellow’s writings and poetry, composed mostly in the house, contributed to the development of a uniquely American literature and made him one of the earliest American cultural celebrities. His fame and intellectual cachet positioned Henry and wife Fanny to interact with and host many significant domestic and international political, cultural, and literary figures of the time.
4. Longfellow House – Washington’s Headquarters is an outstanding example of Georgian architecture that later became an icon of the Colonial Revival movement and was widely depicted in popular images and imitated in residential architecture across the country. The original 1759 house, along with its associated carriage house, formal garden, and grounds, possesses a high degree of integrity exemplifying colonial architecture as well as 19th and early 20th century landscape design characteristics.
5. Longfellow House – Washington’s Headquarters National Historic Site possesses a rich and varied collection of museum objects and archival materials that provide extraordinary depth and context for understanding the Longfellow, Dana, Wadsworth, and Appleton families and the historical periods and culture in which they lived.



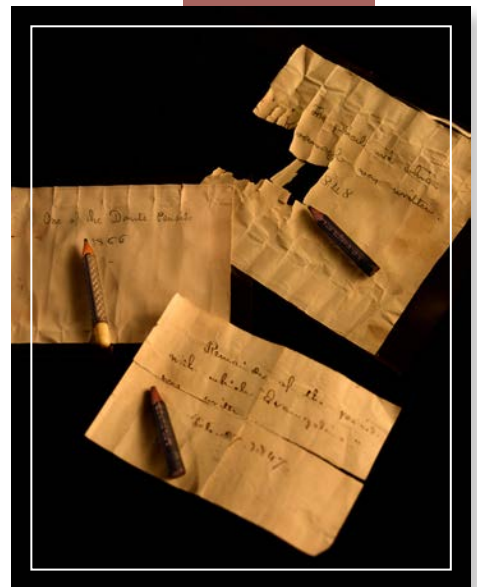
## Fundamental Resources and Values

Fundamental resources and values (FRVs) are those features, systems, processes, experiences, stories, scenes, sounds, smells, or other attributes determined to warrant primary consideration during planning and management processes because they are essential to achieving the purpose of the park and maintaining its significance. Fundamental resources and values are closely related to a park’s legislative purpose and are more specific than significance statements.

Fundamental resources and values help focus planning and management efforts on what is truly significant about the park. One of the most important responsibilities of NPS managers is to ensure the conservation and public enjoyment of those qualities that are essential (fundamental) to achieving the purpose of the park and maintaining its significance. If fundamental resources and values are allowed to deteriorate, the park purpose and/or significance could be jeopardized.

The following fundamental resources and values have been identified for Longfellow House – Washington’s Headquarters National Historic Site:

- Longfellow House – Washington’s Headquarters.** The house is an outstanding example of Georgian architecture, so famous that it strongly influenced Colonial Revival architecture and was replicated in many parts of the country as an American historic icon. The house was built in 1759 for wealthy landowner John Vassall and later served as home and headquarters to George Washington during the Siege of Boston in 1775–1776. In 1837, Henry Wadsworth Longfellow rented rooms in the house that would eventually become home to his family for generations. The 11,500-square-foot house has a high level of integrity, preservation, and documentation. Guided tours of the main house feature 16 furnished rooms.
- Cultural Landscape.** The Longfellow House – Washington’s Headquarters cultural landscape consists of the 1.98-acre grounds, including plantings, terracing, viewshed to the river, formal gardens, lilacs, elms, carriage drive, front balustrade, front sandstone steps, wall, fence, carriage house, and grapevines. Henry Wadsworth Longfellow’s daughter, Alice, who lived in the house until her death in 1928, continued her father’s careful nurturing of the grounds after his death. Alice hired two leading landscape architects, Martha Brookes Hutcheson (1904-05) and Ellen Biddle Shipman (1925), to redesign and expand her father’s garden as a memorial to him and to George Washington. The resulting formal garden became an icon of the Colonial Revival style and was featured in garden publications across America.
- Longfellow Museum Collections and Archives.** The museum collection is a treasure trove, with its core consisting of the historic furnishings and decorative arts collected by the Longfellow family. Highlights include a fine art collection including works by Gilbert Stuart, Albert Bierstadt, and G.P.A. Healey, a historic library of 12,000 volumes, and Japanese pieces collected in the late 19th century. Artifacts from archeological digs and architectural fragments document the historic landscape and building fabric. The archives, which document and complement the museum collections, hold extensive Longfellow family papers from the 18th through 20th centuries, including family letters, correspondence of prominent historical figures, journals, financial materials, photographs (including rare, important collections), and drawings, as well as house inventories, trust-related papers, and other documentary materials.
- Carriage House.** The second primary historic structure on the site is the 1844 carriage house built during Longfellow’s residence. Located at the rear of the property at the terminus of the driveway, the 1,000-square-foot carriage house is organized by a central, two-and-one-half-story bay that is flanked by two-story side bays.



## Related Resources

Related resources are not owned by the park. They may be part of the broader context or setting in which park resources exist; represent a thematic connection that would enhance the experience of visitors; or have close associations with park fundamental resources and the purpose of the park. The related resource represents a connection with the park that often reflects an area of mutual benefit or interest, and collaboration, between the park and owner/ stakeholder.

The following related resources are associated with the significance of Longfellow House – Washington’s Headquarters National Historic Site. These resources are outside the national historic site’s boundary and are not owned or managed by the National Park Service. The identified related resources represent sites where there has been history of or potential for collaboration due to the connections of the resources to the site’s primary purpose.

- **Longfellow Park.** Situated across the street from Longfellow House – Washington’s Headquarters National Historic Site, the land was once owned by Henry Wadsworth Longfellow and served to protect his viewshed to the Charles River. In 1883, the Longfellow family donated the land to the Longfellow Memorial Association, which hired landscape architects Charles Eliot (1887) and Paul Rubens Frost (1914) to create a public park. The association also hired Daniel Chester French and Henry Bacon to create a memorial that features a bust of the poet and a bas-relief depicting six characters from his works. The City of Cambridge currently owns and maintains this public space.
- **Old Cambridge Historic District.** Longfellow House – Washington’s Headquarters National Historic Site is in the Old Cambridge Historic District, regulated by the Cambridge Historical Commission, which preserves important aspects of Cambridge’s colonial past and 19th- and 20th-century development. Within the district are the seven “Tory Row” mansions, the “Village Blacksmith” house, Harvard Yard, and the homes of Richard Henry Dana, Jr., James Russell Lowell, and others. This district also encompasses almost all of the Longfellows’ nine-acre estate and significant parts of the Vassall and Craigie estates.
- **Wadsworth House.** George Washington occupied this building, the Harvard College president’s house, for about two weeks as his first Cambridge headquarters, before settling at the Vassall house in mid-July 1775. The house is still owned by Harvard University and serves as office space for faculty and for the office of the university marshal.
- **Site of the Washington Elm.** Local mythology held that Washington took command of the Continental Army under this tree on Cambridge Common on July 3, 1775; though now discredited, this myth was prized by the Longfellow family, and fragments of the tree are in the national historic site’s museum collection.
- **Dana House, 113 Brattle Street, Cambridge.** Built in 1887 for the family of Edith Longfellow and Richard Henry Dana III on a part of the Longfellow estate.
- **Thorp House, 115 Brattle Street, Cambridge.** Built in 1887 for the family of Anne Allegra Longfellow and Joseph Thorp, and designed by cousin Alexander Wadsworth Longfellow, Jr., this house illustrates the influence of Longfellow House – Washington’s Headquarters on the Colonial Revival style.
- **Longfellow Collections, Houghton Library, Harvard University.** The manuscripts, journals, and correspondence of Henry Wadsworth Longfellow were transferred from the Longfellow Family Trust to Houghton Library.



- **Wadsworth-Longfellow House, Portland, Maine.** Henry Longfellow’s boyhood home, now owned by the Maine Historical Society, was preserved by his sister Anne Longfellow Pierce.
- **Appleton House, 39 Beacon Street, Boston.** This Beacon Street residence was the girlhood home of Fanny Appleton and the site of her wedding to Henry Wadsworth Longfellow.
- **Mount Auburn Cemetery.** This historic cemetery is the final resting place of Henry Wadsworth Longfellow and his family, as well as other significant figures associated with the house, including Elizabeth Craigie, Jared Sparks, and Charles Sumner.
- **Dorchester Heights National Historic Site (part of Boston National Historical Park).** Site of a monument on the last remaining hill of the Dorchester Heights honoring their fortification by members of the Continental Army on March 4, 1776, the event that led directly to the evacuation of Boston.
- **Fort Washington, Cambridge, Massachusetts (built by Washington).** This city park includes the only surviving portion of fortifications built at the direction of General Washington during the Siege of Boston, a three-gun battery with earthworks restored in 1858 and 2009.
- **Mount Vernon, Virginia.** The home and estate of George Washington (Mount Vernon) was the center of Washington’s life and one of the earliest examples of historic preservation in the United States through the efforts of members of the Mount Vernon Ladies Association. Alice Longfellow was a member of the association.
- **Dexter Pratt House, 54 Brattle Street, Cambridge.** This lot was the site of the “spreading chestnut tree” and the smithy’s workshop, which were a source of inspiration for Longfellow’s “The Village Blacksmith.”

## Interpretive Themes

Interpretive themes are often described as the key stories or concepts that visitors should understand after visiting a park—they define the most important ideas or concepts communicated to visitors about a park unit. Themes are derived from, and should reflect, park purpose, significance, resources, and values. The set of interpretive themes is complete when it provides the structure necessary for park staff to develop opportunities for visitors to explore and relate to all park significance statements and fundamental resources and values.

Interpretive themes are an organizational tool that reveal and clarify meaning, concepts, contexts, and values represented by park resources. Sound themes are accurate and reflect current scholarship and science. They encourage exploration of the context in which events or natural processes occurred and the effects of those events and processes. Interpretive themes go beyond a mere description of the event or process to foster multiple opportunities to experience and consider the park and its resources. These themes help explain why a park story is relevant to people who may otherwise be unaware of connections they have to an event, time, or place associated with the park.

The following interpretive themes have been identified for Longfellow House – Washington’s Headquarters National Historic Site:

- **Colonial History.** John Vassall and his neighbors were a community at odds with their immediate surroundings, and their decision to evacuate following the Powder Alarm of 1774 shows the tumultuous and uncertain nature of political disagreements preceding the American Revolution.



- **George Washington.** At his Cambridge headquarters, General George Washington made important decisions that led to the successful conclusion of the Siege of Boston and the creation of a national fighting force, and his experiences stimulated personal growth, transforming him into the key figure of early American history.
- **Henry Wadsworth Longfellow.** Longfellow played a key role in creating an American literary tradition, publishing works that synthesized American history and environment with international traditions, engaging deeply with his peers, and becoming one of the nation’s earliest celebrity figures.
- **Slavery.** The institution of slavery and the history of the house are intertwined physically, financially, and philosophically, from the earliest years when enslaved people worked throughout the estate until the Longfellow family’s involvement in the antislavery movement and the Civil War.
- **Family.** Through their involvement in social and political movements, succeeding generations of the Longfellow family reacted to and helped shape a society undergoing rapid change.
- **Architecture.** The colonial Georgian mansion’s architecture embodies Americans’ evolving ideas of self, beginning with its construction as a statement of British identity, through its adoption as an icon of the Colonial Revival style, and then in its continued preservation as a national historic site.

## Part 2: Dynamic Components

The dynamic components of a foundation document include special mandates and administrative commitments and an assessment of planning and data needs. These components are dynamic because they will change over time. New special mandates can be established and new administrative commitments made. As conditions and trends of fundamental resources and values change over time, the analysis of planning and data needs will need to be revisited and revised, along with key issues. Therefore, this part of the foundation document will be updated accordingly.

### Special Mandates and Administrative Commitments

Many management decisions for a park unit are directed or influenced by special mandates and administrative commitments with other federal agencies, state and local governments, utility companies, partnering organizations, and other entities. Special mandates are requirements specific to a park that must be fulfilled. Mandates can be expressed in enabling legislation, in separate legislation following the establishment of the park, or through a judicial process. They may expand on park purpose or introduce elements unrelated to the purpose of the park. Administrative commitments are, in general, agreements that have been reached through formal, documented processes, often through memorandums of agreement. Examples include easements, rights-of-way, arrangements for emergency service responses, etc. Special mandates and administrative commitments can support, in many cases, a network of partnerships that help fulfill the objectives of the park and facilitate working relationships with other organizations. They are an essential component of managing and planning for Longfellow House – Washington’s Headquarters National Historic Site.

#### Special Mandates

Longfellow House – Washington’s Headquarters National Historic Site has no special mandates.

#### Administrative Commitments

The deed transferring the property to the National Park Service included a right-of-way easement. This 30-foot right-of-way runs from the northwesterly boundary line south to Brattle Street. It was originally granted to Alice Longfellow in 1887 when Henry Longfellow’s heirs divided the estate. The Episcopal Divinity School has held this right-of-way since 1952 when they purchased Alice’s lot just north of the site.

### Assessment of Planning and Data Needs

Once the core components of part 1 of the foundation document have been identified, it is important to gather and evaluate existing information about the park’s fundamental resources and values, and develop a full assessment of the park’s planning and data needs. The assessment of planning and data needs section presents planning issues, the planning projects that will address these issues, and the associated information requirements for planning, such as resource inventories and data collection, including GIS data.

There are three sections in the assessment of planning and data needs:

1. analysis of fundamental resources and values
2. identification of key issues and associated planning and data needs
3. identification of planning and data needs (including spatial mapping activities or GIS maps)

The analysis of fundamental resources and values and identification of key issues leads up to and supports the identification of planning and data collection needs.



### Analysis of Fundamental Resources and Values

The fundamental resource or value analysis table includes current conditions, potential threats and opportunities, planning and data needs, and selected laws and NPS policies related to management of the identified resource or value.

Fundamental Resource or Value	Longfellow House – Washington’s Headquarters
Related Significance Statements	Significance statements 1, 2, 3, 4, and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The house is listed as being in good condition in the Facility Management Software System because the envelope is sound and the paint is good.</li> <li>• Some roof maintenance is needed because of ice damage that occurred in 2015.</li> <li>• Backlogged deferred maintenance is minimal. With cracks, rot, and deterioration, balusters need to be repaired and/or replaced. Conditions vary baluster by baluster. Fascia boards and shutters and interior windows need repair. The interior was last painted in 2001.</li> <li>• The house needs constant maintenance and specialized expertise for historic structure maintenance.</li> <li>• The house uses geothermal heating/cooling, which is in good condition.</li> <li>• The house has a fire suppression system that was installed in 2001.</li> <li>• Electrical wiring was upgraded in the 1980s.</li> <li>• Because Longfellow House – Washington’s Headquarters National Historic Site is administered jointly with John Fitzgerald Kennedy National Historic Site and Frederick Law Olmsted National Historic Site, they share a leased maintenance facility in the Brighton area of Boston.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• The house is stable and the backlog of deferred maintenance on the house is minimal, but the number of staff with experience and expertise for historic structure maintenance is decreasing. The house will always need a high level of maintenance.</li> <li>• The use of a geothermal heating/cooling system results in lower fuel costs but higher electric bills and requires regular maintenance by outside technicians with specialized expertise. Its installation did achieve the goal of removing a combustible fuel source.</li> </ul>

Fundamental Resource or Value	Longfellow House – Washington’s Headquarters
<p><b>Threats and Opportunities</b></p>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Intense winter storms have the potential to impact the roof and structure and there is insufficient staff to address immediate issues.</li> <li>• Linden tree (200-plus years old) could damage the house depending on the direction it might fall, but the tree is in fair/good condition based on the last assessment and is carefully monitored.</li> <li>• Water seeping through the roof during periods of extreme cold can cause structural damage due to ice buildup.</li> <li>• Consumptive use of historic rooms as office space causes wear and tear of historic fabric and the building’s interior features.</li> <li>• Porches are damaged by rabbits and carpenter ants. The park is treating the wood to protect against pests, but future damage could occur.</li> <li>• Birds nesting in holes created by rotting and decayed wood above doors and windows cause additional structural damage.</li> <li>• Climate change increases threat of extreme storms, extreme heat, and flooding events.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Work with the City of Cambridge to evaluate climate change vulnerability.</li> <li>• Enhance relationships with local fire department on response and accessibility to building. Establish a response protocol.</li> <li>• Partnership assessment to develop relationships with technical or vocational programs to cultivate skilled intern opportunities.</li> </ul>
<p><b>Existing Data and Plans Related to the FRV</b></p>	<ul style="list-style-type: none"> <li>• National Register of Historic Places nomination (1966).</li> <li>• Historic Structure Report (1974).</li> <li>• Master Plan / Statement for Management. Longfellow National Historic Site.</li> <li>• Interpretive Prospectus (1978). Longfellow National Historic Site.</li> <li>• Road Inventory and Needs Study (1980). Federal Highway Administration. Longfellow National Historic Site.</li> <li>• Historic Resource Study: Historical Overview and Evaluation of Significance (1996). Longfellow National Historic Site.</li> <li>• Goals Performance Appraisal Strategic Plan (1997). Longfellow National Historic Site.</li> <li>• Historic Furnishings Report: The Longfellow House – vol. 1: Administrative and Historical Information, Illustrations, and Bibliography (1999). Longfellow National Historic Site.</li> <li>• Historic Furnishings Report: The Vassall-Craigie-Longfellow House – vol. 2: Recommended Furnishings and Working Drawings (2000). Longfellow National Historic Site.</li> <li>• Comprehensive Interpretive Plan (2004). Longfellow National Historic Site.</li> <li>• State of the Parks: Longfellow National Historic Site – A Resource Assessment (2005).</li> <li>• Historic Resource Study George Washington’s Headquarters and Home (2012). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Superintendent’s Compendium (2014). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Longfellow House – Washington’s Headquarters National Historic Site List of Classified Structures (2015).</li> </ul>

Fundamental Resource or Value	Longfellow House – Washington’s Headquarters
Data and/or GIS Needs	<ul style="list-style-type: none"> <li>• Engineering assessment of roofing and drainage system for the house.</li> <li>• Historic paint study and protocols.</li> <li>• Administrative history.</li> <li>• Colonial period research and synthesis.</li> <li>• Historic preservation movement research study.</li> <li>• Update National Register of Historic Places nomination form.</li> <li>• Climate change vulnerability assessment.</li> </ul>
Planning Needs	<ul style="list-style-type: none"> <li>• Historic structure report update (parts 1 and 2).</li> <li>• Cyclic preventive maintenance plan.</li> <li>• Permanent maintenance facility plan.</li> <li>• Historic furnishings plan update with operational guidelines for identified rooms.</li> <li>• Planning for adaptation to climate change.</li> </ul>
Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• Americans with Disabilities Act of 1990</li> <li>• Archeological and Historic Preservation Act of 1974</li> <li>• Architectural Barriers Act of 1968</li> <li>• “Accessibility Guidelines” (36 CFR 1191.1)</li> <li>• Historic Sites Act of 1935</li> <li>• Museum Properties Management Act of 1955, as amended</li> <li>• National Environmental Policy Act of 1969, as amended</li> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Rehabilitation Act of 1973</li> <li>• Executive Order 11593, “Protection and Enhancement of the Cultural Environment”</li> <li>• Secretarial Order 3289, “Addressing the Impacts of Climate Change on America’s Water, Land, and Other Natural and Cultural Resources”</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director’s Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS <i>Management Policies 2006</i> (§4.1) “General Management Concepts”</li> <li>• NPS <i>Management Policies 2006</i> (§4.7.2) “Weather and Climate”</li> <li>• NPS <i>Management Policies 2006</i> (chapter 5) “Cultural Resource Management”</li> <li>• NPS <i>Management Policies 2006</i> (chapter 7) “Interpretation and Education”</li> <li>• NPS <i>Management Policies 2006</i> (chapter 8) “Use of the Parks”</li> <li>• NPS <i>Management Policies 2006</i> (chapter 9) “Park Facilities”</li> <li>• Director’s Order 6: <i>Interpretation and Education</i></li> <li>• Director’s Order 24: <i>NPS Museum Collections Management</i></li> <li>• Director’s Order 28: <i>Cultural Resource Management</i></li> <li>• Director’s Order 42: <i>Accessibility for Visitors with Disabilities in National Park Service Programs and Services</i></li> <li>• NPS <i>Museum Handbook</i>, parts I, II, and III</li> <li>• Director’s Policy Memorandum 12-02, “Applying National Park Service Management Policies in the Context of Climate Change”</li> <li>• Director’s Policy Memorandum 14-02, “Climate Change and Stewardship of Cultural Resources”</li> <li>• Director’s Policy Memorandum 15-01, “Addressing Climate Change and Natural Hazards for Facilities”</li> <li>• <i>The Secretary of the Interior’s Standards and Guidelines for Archeology and Historic Preservation</i></li> <li>• <i>The Secretary of the Interior’s Standards for the Treatment of Historic Properties</i></li> </ul>



Fundamental Resource or Value	Cultural Landscape
Related Significance Statements	Significance statements 1 and 4.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The grounds are in good condition according to the Cultural Landscape Inventory. There is no evidence of major disturbances or deterioration. The landscape’s natural and cultural values are undisturbed.</li> <li>• The parking area is a consumptive use of a historic landscape.</li> <li>• The original visual connection between the house and the Charles River is compromised by the sycamore trees on Mt. Auburn Street and Memorial Drive.</li> <li>• The balustrades, fences, pathways and driveways, garden fences, pergola in the gardens, lattice garden fencing, sandstone steps, and the lattice wall along Brattle Street need constant maintenance. The linden tree on the east side of the house is in fair/good condition based on last assessment.</li> <li>• Maintenance of the formal garden is a challenge due to drought and the lack of staff with sufficient horticultural expertise. Currently, the park has one gardener and one horticulturist shared among the three sites.</li> <li>• The irrigation system is operable but in need of upgrades.</li> <li>• The front steps have shifted and continue to deteriorate.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• Condition of grounds / cultural landscape is stable. Park is keeping up with maintenance issues.</li> <li>• Maintaining elms in forecourt alley is a challenge due to mature trees shading out younger trees and also the competition with lilacs.</li> </ul>
Threats and Opportunities	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Potential development adjacent to the park could visually impact the setting, feeling, and association of the cultural landscape. Development is not an imminent threat, and park management monitors neighborhood / city planning activities to keep abreast of this.</li> <li>• Intense maintenance is required to maintain the formal garden due to the plant material and design plan (i.e., cultivar inventory). Reduced maintenance practices could negatively impact the condition of the designed landscape.</li> <li>• Climate change increases threat of extreme storms, extreme heat, flooding, invasive species, and northward shift in species ranges, all of which could alter the cultural landscape.</li> </ul>

Fundamental Resource or Value	Cultural Landscape
<p><b>Threats and Opportunities</b></p>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Assess methods to maintain the formal garden with sustainable species that maintain historical character.</li> <li>• Develop relationships with Massachusetts Master Gardener programs to maintain formal gardens.</li> <li>• Build relationship with the NPS Historic Preservation Training Center to maintain historic structure features such as front wall, lattice fence, pergola, sandstone steps, balustrade, and lattice garden fencing.</li> <li>• Enhance relationship with friends group to improve support for the garden.</li> <li>• Develop relationships with local university academic horticulture programs to provide opportunities for students to intern and work with the park to maintain formal gardens.</li> </ul>
<p><b>Existing Data and Plans Related to the FRV</b></p>	<ul style="list-style-type: none"> <li>• National Register of Historic Places nomination (1966).</li> <li>• Master Plan / Statement for Management. Longfellow National Historic Site.</li> <li>• Interpretive Prospectus (1978). Longfellow National Historic Site.</li> <li>• Road Inventory and Needs Study (1980). Federal Highway Administration. Longfellow National Historic Site.</li> <li>• 1993 Cultural Landscape Report - Volume 1: Site History and Existing Conditions. Longfellow National Historic Site. Boston, MA.</li> <li>• Historic Resource Study: Historical Overview and Evaluation of Significance (1996). Longfellow National Historic Site.</li> <li>• 1997 Cultural Landscape Report - Volume 2: Analysis of Significance and Integrity. Longfellow National Historic Site.</li> <li>• 1997 DRAFT Cultural Landscape Report - Volume 3: Treatment. Longfellow National Historic Site.</li> <li>• Goals Performance Appraisal Strategic Plan (1997). Longfellow National Historic Site.</li> <li>• Comprehensive Interpretive Plan (2004). Longfellow National Historic Site.</li> <li>• State of the Parks: Longfellow National Historic Site – A Resource Assessment (2005).</li> <li>• Historic Resource Study George Washington’s Headquarters and Home (2012). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Superintendent’s Compendium (2014). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• 2015 Cultural Landscape Inventory. Longfellow House – Washington’s Headquarters National Historic Site.</li> </ul>
<p><b>Data and/or GIS Needs</b></p>	<ul style="list-style-type: none"> <li>• GIS data to determine historic property boundaries.</li> <li>• Record of treatment for formal garden.</li> <li>• Evaluate completeness of the cultural landscape report and related treatment plans including corrections to cultural landscape report.</li> <li>• Evaluate opportunity to formalize maintenance strategy for elm trees.</li> <li>• Administrative history.</li> <li>• Colonial period research and synthesis.</li> <li>• Historic preservation movement research study.</li> <li>• Climate change vulnerability assessment.</li> <li>• Archeological overview and assessment.</li> </ul>
<p><b>Planning Needs</b></p>	<ul style="list-style-type: none"> <li>• Pest/urban wildlife management plan.</li> <li>• Landscape lighting plan.</li> <li>• Cyclic preventive maintenance plan.</li> <li>• Planning for adaptation to climate change.</li> </ul>

Fundamental Resource or Value	Cultural Landscape
<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance</b></p>	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• Americans with Disabilities Act of 1990</li> <li>• Architectural Barriers Act of 1968</li> <li>• “Accessibility Guidelines” (36 CFR 1191.1)</li> <li>• Clean Water Act</li> <li>• Clean Air Act (42 USC 7401 et seq.)</li> <li>• Federal Noxious Weed Act of 1974, as amended</li> <li>• National Environmental Policy Act of 1969, as amended</li> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Rehabilitation Act of 1973</li> <li>• Executive Order 11593, “Protection and Enhancement of the Cultural Environment”</li> <li>• Executive Order 13112, “Invasive Species”</li> <li>• “Audio Disturbances” (36 CFR. 2.12)</li> <li>• Secretarial Order 3289, “Addressing the Impacts of Climate Change on America’s Water, Land, and Other Natural and Cultural Resources”</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director’s Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS Management Policies 2006 (§4.1.4) “Partnerships”</li> <li>• NPS Management Policies 2006 (§4.4.1) “General Principles for Managing Biological Resources”</li> <li>• NPS Management Policies 2006 (§4.7) “Air Resource Management”</li> <li>• NPS Management Policies 2006 (§4.7.2) “Weather and Climate”</li> <li>• NPS Management Policies 2006 (§4.9) “Soundscape Management”</li> <li>• NPS Management Policies 2006 (§4.10) “Lightscape Management”</li> <li>• NPS Management Policies 2006 (chapter 5) “Cultural Resource Management”</li> <li>• NPS Management Policies 2006 (§5.3.1.7) “Cultural Soundscape Management”</li> <li>• Director’s Order 28: <i>Cultural Resource Management</i></li> <li>• Director’s Order 47: <i>Soundscape Preservation and Noise Management</i></li> <li>• NPS Natural Resource Management Reference Manual 77</li> <li>• Director’s Policy Memorandum 12-02, “Applying National Park Service Management Policies in the Context of Climate Change”</li> <li>• Director’s Policy Memorandum 14-02, “Climate Change and Stewardship of Cultural Resources”</li> <li>• <i>The Secretary of the Interior’s Standards and Guidelines for Archeology and Historic Preservation</i></li> <li>• <i>The Secretary of the Interior’s Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes</i></li> </ul>



Fundamental Resource or Value	Longfellow Museum Collections and Archives
Related Significance Statements	Significance statement 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• Overall condition of objects is good; most can be exhibited (1995 collections management plan and staff assessment).</li> <li>• Continuous conservation work needs to be carried out. Collections conservation work will always be required on a recurring/cyclic basis.</li> <li>• The archives are in good condition. Some materials need to be rehoused using up-to-date storage materials and methods.</li> <li>• Portions of photograph collections were digitized in 2015; more than half of the collection needs to be digitized using the approach developed in 2015. Park does not have adequate staff to complete this.</li> <li>• The NPS Harpers Ferry Center professionally photographed 300 objects and artwork in 2005.</li> <li>• Collections are stored in three locations: the house, the second floor of the carriage house, and the Brighton leased maintenance facility. The storage areas have some temperature control but no humidity control.</li> <li>• The archives finding aids are complete but need updating.</li> <li>• Some new donations are accessioned but need to be cataloged and added to the finding aids.</li> <li>• The park also houses and manages the Kennedy archival collections.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• The overall condition of the collections and archives has improved over the past 15 years as a result of a Save America’s Treasures grant and several Project Management Information System conservation projects that have been funded.</li> <li>• Public use and research has greatly increased over the past decade. (Research requests are estimated to have multiplied by three to five times more in this period due to improved and expanded published and posted finding aids, Longfellow House Friends’ research fellowships, and increased presence of collections on Internet social media).</li> <li>• Ongoing and increasing volunteer support for archives activities has continued to improve accessibility of the archives.</li> </ul>
Threats and Opportunities	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Because of General Services Administration (GSA) regulations, the lease on the maintenance facility (through GSA) can extend for only five years. Sometimes renewal of a lease can be negotiated; otherwise, the collections stored at the maintenance shop must be moved every five years, which can lead to damage and deterioration and the risk of loss of museum objects during the moving process. Currently, the facility houses about 125 cataloged objects.</li> <li>• Consumptive use in the area of the carriage house (e.g., for office space, general storage, lunchroom by park staff) leads to wear and tear of the historic fabric of the building interior. Exhibit objects stored in the carriage house are at risk of theft and damage (incidental/other).</li> <li>• Climate control measures (humidification in winter and dehumidification in summer) in archives and collections storage are inadequate. Humidity is not controlled in exhibit spaces.</li> </ul>

Fundamental Resource or Value	Longfellow Museum Collections and Archives
<p><b>Threats and Opportunities</b></p>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Work with NPS web catalog to allow greater virtual exposure to the collections.</li> <li>• Enhance relationships with universities to benefit students and facilitate research, which in turn will improve access and visibility.</li> <li>• Enhance working relationship with Houghton Library (Harvard) regarding Longfellow manuscripts.</li> </ul>
<p><b>Existing Data and Plans Related to the FRV</b></p>	<ul style="list-style-type: none"> <li>• National Register of Historic Places nomination (1966).</li> <li>• Master Plan / Statement for Management. Longfellow National Historic Site.</li> <li>• Collection Management Plan (1995). Longfellow National Historic Site.</li> <li>• Historic Resource Study: Historical Overview and Evaluation of Significance (1996). Longfellow National Historic Site.</li> <li>• Goals Performance Appraisal Strategic Plan (1997). Longfellow National Historic Site.</li> <li>• Historic Furnishings Report: The Longfellow House – vol. 1: Administrative and Historical Information, Illustrations, and Bibliography (1999). Longfellow National Historic Site.</li> <li>• Historic Furnishings Report: The Vassall-Craigie-Longfellow House - vol. 2: Recommended Furnishings and Working Drawings (2000). Longfellow National Historic Site.</li> <li>• Scope of Collections Statement (2011). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Historic Resource Study: George Washington’s Headquarters and Home (2012). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Superintendent’s Compendium (2014). Longfellow House – Washington’s Headquarters National Historic Site.</li> </ul>
<p><b>Data and/or GIS Needs</b></p>	<ul style="list-style-type: none"> <li>• Conservation conditions survey of photograph collections and fine arts.</li> <li>• Identify and evaluate architectural artifacts collection.</li> <li>• Update National Register of Historic Places nomination form.</li> <li>• Identification and prioritization of archival research needs.</li> </ul>
<p><b>Planning Needs</b></p>	<ul style="list-style-type: none"> <li>• Digitization plan for entire archives.</li> <li>• Updated collections management plan.</li> <li>• Integrated pest management plan.</li> <li>• Collection storage plan.</li> </ul>
<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance</b></p>	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• Museum Properties Management Act of 1955, as amended</li> <li>• “Curation of Federally-Owned and Administered Archaeological Collections” (36 CFR 79)</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director’s Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS <i>Management Policies 2006</i> (§4.2) “Studies and Collections”</li> <li>• NPS <i>Management Policies 2006</i> (chapter 5) “Cultural Resource Management”</li> <li>• NPS <i>Management Policies 2006</i> (§8.10) “Natural and Cultural Studies, Research, and Collection Activities”</li> <li>• Director’s Order 24: <i>NPS Museum Collections Management</i></li> <li>• Director’s Orders 28: <i>Cultural Resource Management</i></li> <li>• NPS <i>Museum Handbook</i>, parts I, II, and III</li> </ul>

Fundamental Resource or Value	Carriage House
Related significance statements	Significance statement 4 and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• Current condition of the carriage house is good as identified in the Facility Management Software System. The exterior paint and roof systems are good. There is low deferred maintenance and no backlog of maintenance or major repair; however, not all cyclic maintenance needs have been entered into the Facility Management Software System.</li> <li>• The geothermal system is the same as the one for the main house. The system was converted to a “closed loop system” in 2010–2011. A lot of work has been done to the system over its history at the site.</li> <li>• Renovations to the interior finishes occurred in 2002.</li> <li>• A structural assessment of the second floor storage area was completed in 2001.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• The building is in stable condition. Maintenance needs are being addressed through cyclic maintenance projects in the Project Management Information System.</li> </ul>
Threats and Opportunities	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Intense weather events may lead to damage of the carriage house. This is likely to be exacerbated by climate change.</li> <li>• Consumptive use by park staff (i.e., office space) leads to wear and tear of historic fabric and building interior.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Use existing large meeting space as an area to show new park film.</li> <li>• Potential to increase use of space to support education and interpretation programs, meetings, and other outreach.</li> <li>• Partnership assessment to develop relationships with technical or vocational programs to cultivate skilled intern opportunities.</li> </ul>
Existing Data and Plans Related to the FRV	<ul style="list-style-type: none"> <li>• National Register of Historic Places nomination (1966).</li> <li>• Historic Structure Report (1974).</li> <li>• Master Plan / Statement for Management. Longfellow National Historic Site.</li> <li>• Interpretive Prospectus (1978). Longfellow National Historic Site.</li> <li>• Road Inventory and Needs Study (1980). Federal Highway Administration. Longfellow National Historic Site.</li> <li>• Historic Resource Study: Historical Overview and Evaluation of Significance (1996). Longfellow National Historic Site.</li> <li>• Goals Performance Appraisal Strategic Plan (1997). Longfellow National Historic Site.</li> <li>• 1997 Historic Structure Report: Carriage House / Barn. Longfellow National Historic Site.</li> <li>• Comprehensive Interpretive Plan (2004). Longfellow National Historic Site.</li> <li>• State of the Parks: Longfellow National Historic Site – A Resource Assessment (2005).</li> <li>• Historic Resource Study George Washington’s Headquarters and Home (2012). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Superintendent’s Compendium (2014). Longfellow House – Washington’s Headquarters National Historic Site.</li> <li>• Longfellow House – Washington’s Headquarters National Historic Site List of Classified Structures (2015).</li> </ul>
Data and/or GIS Needs	<ul style="list-style-type: none"> <li>• Assessment of current visitor use.</li> <li>• Expanded visitor survey.</li> <li>• Climate change vulnerability assessment.</li> </ul>

Fundamental Resource or Value	Carriage House
Planning Needs	<ul style="list-style-type: none"> <li>• Planning for adaptation to climate change.</li> </ul>
Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• Americans with Disabilities Act of 1990</li> <li>• Archeological and Historic Preservation Act of 1974</li> <li>• Architectural Barriers Act of 1968</li> <li>• “Accessibility Guidelines” (36 CFR 1191.1)</li> <li>• Historic Sites Act of 1935</li> <li>• Museum Properties Management Act of 1955, as amended</li> <li>• National Environmental Policy Act of 1969, as amended</li> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Rehabilitation Act of 1973</li> <li>• Executive Order 11593, “Protection and Enhancement of the Cultural Environment”</li> <li>• Secretarial Order 3289, “Addressing the Impacts of Climate Change on America’s Water, Land, and Other Natural and Cultural Resources”</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director’s Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS Management Policies 2006 (chapter 5) “Cultural Resource Management”</li> <li>• NPS Management Policies 2006 (chapter 7) “Interpretation and Education”</li> <li>• NPS Management Policies 2006 (chapter 8) “Use of the Parks”</li> <li>• NPS Management Policies 2006 (chapter 9) “Park Facilities”</li> <li>• Director’s Order 6: <i>Interpretation and Education</i></li> <li>• Director’s Order 24: <i>NPS Museum Collections Management</i></li> <li>• Director’s Order 28: <i>Cultural Resource Management</i></li> <li>• Director’s Order 42: <i>Accessibility for Visitors with Disabilities in National Park Service Programs and Services</i></li> <li>• Director’s Policy Memorandum 12-02, “Applying National Park Service Management Policies in the Context of Climate Change”</li> <li>• Director’s Policy Memorandum 14-02, “Climate Change and Stewardship of Cultural Resources”</li> <li>• Director’s Policy Memorandum 15-01, “Addressing Climate Change and Natural Hazards for Facilities”</li> <li>• <i>The Secretary of the Interior’s Standards and Guidelines for Archeology and Historic Preservation</i></li> <li>• <i>The Secretary of the Interior’s Standards for the Treatment of Historic Properties</i></li> <li>• NPS Museum Handbook, parts I, II, and III</li> </ul>



## Identification of Key Issues and Associated Planning and Data Needs

This section considers key issues to be addressed in planning and management and therefore takes a broader view over the primary focus of part 1. A key issue focuses on a question that is important for a park. Key issues often raise questions regarding park purpose and significance and fundamental resources and values. For example, a key issue may pertain to the potential for a fundamental resource or value in a park to be detrimentally affected by discretionary management decisions. A key issue may also address crucial questions that are not directly related to purpose and significance, but which still affect them indirectly. Usually, a key issue is one that a future planning effort or data collection needs to address and requires a decision by NPS managers.

The following are key issues for Longfellow House – Washington’s Headquarters National Historic Site and the associated planning and data needs to address them:

- **Preventive Maintenance for Buildings and Grounds (Staffing).** The park lacks sufficient full-time employees (FTE) to address preventive and backlog maintenance needs in a timely manner. The lack of full-time employees forces the maintenance staff to rely on seasonal, intern, and Youth Conservation Corps staff during the park’s open season. These individuals are often minimally trained and are not available on a year-round basis. This limits the maintenance staff’s ability to address maintenance issues in a timely and cost effective manner. Thus, small problems accumulate until they become a large set of problems that can only be addressed by applying for large projects in the Project Management Information System.
  - *Associated Planning Needs:* Cyclic preventive maintenance plan; historic structure report update (parts 1 and 2)
  - *Associated Data Needs:* Engineering assessment of roofing and drainage system for the house; record of treatment for formal garden
- **Permanent Maintenance Facility.** Longfellow House – Washington’s Headquarters National Historic Site has a jointly leased maintenance facility at 221 North Beacon Street, Brighton, Massachusetts, that is shared with Frederick Law Olmsted and John Fitzgerald Kennedy National Historic Sites. The facility lease expires every five years, requiring equipment and some architectural museum objects to be relocated every five years. Relocation poses risks of damage to the museum objects and the inefficient use of staff time. The current facility location requires maintenance staff to spend valuable work time commuting in city traffic. This contributes to the maintenance staff’s inability to address preventive maintenance actions in a timely manner. The parks need a permanent home for their maintenance functions.
  - *Associated Planning Needs:* Permanent maintenance facility plan
- **Institutional Expansion Affecting Neighborhood Character.** Lesley University and the Episcopal Divinity School border the park along its eastern boundary, and the Lincoln Institute of Land Policy borders the park along its western boundary. Potential expansion of these and other institutions in the area could compromise the historic character of the Brattle Street neighborhood. The park staff needs to conduct public outreach to build a network of surrounding neighbors to better understand and address present and future threats and needs to be aware of local historical commission and zoning board decisions regarding future planning.
  - *Associated Planning Needs:* Neighborhood strategy

- **Consumptive Use of Historic Spaces by Administrative Office Space.** Park staff use historic spaces for office space that could be used as exhibit areas (e.g., the servants’ pantry and three second-floor bedrooms). Converting rooms would allow park staff to tell a more complete story of the Longfellow family’s history and use of the house. For example, reinstating Charles Longfellow’s bedroom to showcase his collection of Japanese fine art would allow the public to see important park resources now confined to storage and would allow park staff to interpret Longfellow’s son’s adventurous and eclectic lifestyle, potentially drawing new audiences to the park. Converting these rooms to exhibit areas would also decrease wear and tear on the room’s historic fabric.
  - *Associated Data Needs:* Historic furnishings plan update with operational guidelines for identified rooms and strategies for maintaining historic features; assessment of office space needs for staff and museum storage
  
- **Expansion of Park Interpretive and Education Program.** The current park interpretive and education program does not adequately tell both the George Washington story and the Henry Wadsworth Longfellow story layered in the same spaces. The park needs a long-range interpretive plan that addresses the best means for telling the two stories, as well as a plan for improving the park’s current use of space for the purpose of visitor orientation—in particular, the use of the park visitor center, laundry room, and carriage house. The plan should also consider the development of a park orientation film, expand visitor orientation options including cell phone and multimedia options as nonranger-led alternatives, and address accessibility to the second story of the house, which is currently inaccessible to those with mobility issues.
  - *Associated Planning Needs:* Long-range interpretive plan
  - *Associated Data Needs:* Assessment of current visitor use; expanded visitor survey
  
- **Expansion of Poetry Offerings at the Park.** The park has a tradition as a center of art and culture in the Cambridge community. In addition, there are dynamic poetry communities in and around Boston. The park needs a poetry outreach strategy to make connections with organizations that can help expand poetry offerings to continue the tradition as a center of art and culture.
  - *Associated Planning Needs:* Poetry outreach strategy

## Planning and Data Needs

To maintain connection to the core elements of the foundation and the importance of these core foundation elements, the planning and data needs listed here are directly related to protecting fundamental resources and values, park significance, and park purpose, as well as addressing key issues. To successfully undertake a planning effort, information from sources such as inventories, studies, research activities, and analyses may be required to provide adequate knowledge of park resources and visitor information. Such information sources have been identified as data needs. Geospatial mapping tasks and products are included in data needs.

Items considered of the utmost importance were identified as high priority, and other items identified, but not rising to the level of high priority, were listed as either medium- or low-priority needs. These priorities inform park management efforts to secure funding and support for planning projects.

Planning Needs – Where A Decision-Making Process Is Needed			
Related to an FRV or Key Issue?	Planning Needs	Priority (H, M, L)	Notes
Key Issue	Long-range interpretive plan	H	This plan would address the challenges of telling the George Washington story and the Longfellow story layered in the same spaces. It would analyze alternative and/or additional uses of park facilities to enhance park visitor orientation. It would include an architectural analysis of the visitor center, laundry room (currently used for exhibits and visitor assembly), and carriage house to accommodate increased visitor use and enhance visitor experience and services at the park (for example, as a place to show a potential park film, should one be developed) without losing the important functions that these facilities currently provide. It also would consider the development of a park orientation film, expand visitor orientation options including cell phone and multimedia options as nonranger-led alternatives, and address accessibility to the house’s second story.
Key Issue	Poetry outreach strategy	H	This would be a strategy to reach out to the dynamic poetry communities in and around Boston to make connections with organizations that could help the park expand poetry offerings to continue the tradition of the site as a center of art and culture.
Key Issue	Neighborhood strategy	H	The strategy would include developing a list of key neighbors for focused public outreach that might include hosting a lecture emphasizing the role of the park as the neighborhood anchor; collecting names, addresses, and other contact information for all owners within the Old Cambridge Historic District; building an alert system to activate when needed; and developing an approach to engage institutional neighbors.
FRV, Key Issue	Cyclic preventive maintenance plan	H	This plan is needed to guide the cyclic maintenance of the historic structures (house and carriage house) and grounds by establishing maintenance priorities and methods.
FRV, Key Issue	Permanent maintenance facility plan	H	This plan would address the need for a permanent maintenance facility in proximity to John Fitzgerald Kennedy National Historic Site, Longfellow House – Washington’s Headquarters National Historic Site, and Frederick Law Olmsted National Historic Site. Participate in a planning charrette with NPS Northeast Region Office and the General Services Administration to look at options and a plan for resolving the issue for all three parks.

Planning Needs – Where A Decision-Making Process Is Needed			
Related to an FRV or Key Issue?	Planning Needs	Priority (H, M, L)	Notes
FRV, Key Issue	Historic furnishings plan update with operational guidelines for identified rooms	M	This plan would identify the amount and kind of new space needed to properly accommodate staff, character-defining features of the historic spaces they currently occupy, and impacts on those features of the rooms currently used for staff purposes. It would also develop strategies for protecting those character-defining features during staff use.
FRV, Key Issue	Historic structure report update (parts 1 and 2)	M	This update would document current research, conditions, and guidance for treatment that enable park staff to care for this 11,500-square-foot historic structure.
FRV	Integrated pest management plan	M	This plan would identify best practices for maintaining pest-free museum storage areas to enable the staff to monitor, prevent, and target potential infestations.
FRV	Updated collections management plan	M	This baseline plan would include short-term and long-term guidance for the management and care of museum objects and archival and manuscript collections.
FRV	Planning for adaptation to climate change	M	This plan would integrate climate change considerations into park planning frameworks.
FRV	Digitization plan for entire archives	L	This plan would allow staff to assess and prioritize those archival items that need to be digitized to provide greater access to the archives while enduring less wear and tear from handling.
FRV	Collection storage plan	L	This baseline plan for collections management would address the methods and location of collections storage and provide suggestions for maximizing space while keeping the collections safe and secure.
FRV	Pest/urban wildlife management plan	L	This plan would develop a strategy for handling pests and wildlife, such as rabbits, birds, and carpenter ants, that currently damage the historic structures and landscape.
FRV	Landscape lighting plan	L	This plan would address energy efficiency, safety, security, and aesthetics in a coordinated approach.

<b>Data Needs – Where Information Is Needed Before Decisions Can Be Made</b>			
<b>Related to an FRV or Key Issue?</b>	<b>Data and GIS Needs</b>	<b>Priority (H, M, L)</b>	<b>Notes, Including Which Planning Need This Data Need Relates To</b>
FRV	Update National Register of Historic Places nomination form	H	The National Register of Historic Places nomination for the Longfellow House – Washington’s Headquarters was prepared in 1966 and needs to be updated to meet current standards of baseline documentation. The 1996 <i>Historic Resource Study: Historical Overview and Evaluation of Significance</i> found that the period of significance should be expanded to include the Alice Longfellow occupancy period up to 1928 and give consideration to the significance as an icon of the Colonial Revival movement.
FRV, Key Issue	Assessment of office space needs for staff and museum storage	H	This assessment would evaluate alternatives to locating staff offices and museum storage in the historic spaces of Longfellow House – Washington’s Headquarters and would consider ways to improve operational efficiencies and the visitor experience of those spaces now occupied by those functions, including the third-floor attic, the second-floor bedrooms, and the pantry. These spaces are important in telling the stories of the women, children, and servants.
FRV, Key Issue	Engineering assessment of roofing and drainage system for the house	H	This assessment is needed to address the condition of the roofs and the efficacy of the water shedding systems (pipes, gutters, downspouts) that recently failed during the extreme winter weather of 2015. Successive freezing and thawing of snow buildup resulted in ice dams that compromised the exterior envelope by allowing water to seep into the house and damage the historic fabric.
FRV, Key Issue	Record of treatment for formal garden	H	This would include an evaluation of the status of maintenance plans for the formal garden.
FRV, Key Issue	Assessment of current visitor use	H	An assessment of the existing visitor use of space, circulation, and facilities would support the long-range interpretive plan.
FRV, Key Issue	Expanded visitor survey	H	A visitor survey would support the long-range interpretive plan by identifying visitor needs as well as interpretive opportunities.
FRV	Administrative history	H	This baseline history of park documentation could include historical information on the trust.
FRV	Identification and prioritization of archival research needs	M	This analysis would allow park staff to assess and target those high-priority research needs in the very complex and expansive archives collection.

<b>Data Needs – Where Information Is Needed Before Decisions Can Be Made</b>			
<b>Related to an FRV or Key Issue?</b>	<b>Data and GIS Needs</b>	<b>Priority (H, M, L)</b>	<b>Notes, Including Which Planning Need This Data Need Relates To</b>
FRV	Historic paint study and protocols	M	This study is needed to gather more than 40 years of paint analysis and research into one document that would outline protocols for future painting projects in order to maintain the historic integrity and aesthetics of the Longfellow House – Washington’s Headquarters.
FRV	Archeological overview and assessment	M	The park’s archeological overview and assessment was prepared in 2003 and is out of date. A new report that presents results of more recent archeological work at the site is needed. It would prove valuable in completion of National Historic Preservation Act Section 106 compliance and in interpretive planning.
FRV	Climate change vulnerability assessment	M	This assessment would address the vulnerability of natural and cultural resources and assets to climate change.
FRV	Conservation conditions survey of photograph collections and fine arts	L	This survey would assess the condition of the photograph and fine arts collections to aid in preservation and collections management.
FRV	Identify and evaluate architectural artifacts collection	L	The architectural artifacts collection stored on the second floor of the carriage house and at the maintenance facility needs to be evaluated for condition and significance to aid collections management.
FRV	GIS data to determine historic property boundaries	L	These data would define and confirm the historic property boundaries and how they changed through each period of occupancy.
FRV	Evaluate completeness of cultural landscape report and related treatment plans including corrections to cultural landscape report	L	This reevaluation is needed to guide ongoing preservation activities and treatment of the cultural landscape. It would evaluate how to integrate climate change considerations into treatment plans.
FRV	Evaluate opportunity to formalize maintenance strategy for elm trees	L	This strategy would address maintaining the elms in the forecourt, which has historically been a challenge since Henry Longfellow’s period.
FRV	Colonial period research and synthesis	L	More information is needed to understand the colonial period history associated with the property to support interpretive programming of this aspect of park significance.
FRV	Historic preservation movement research study	L	This study would provide insight into the Longfellow family’s roles in and impact on the nascent historic preservation movement.

## Part 3: Contributors

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# Appendix

## Appendix A: Enabling Legislation and Legislative Acts for Longfellow House – Washington’s Headquarters National Historic Site

Public Law 92-475

AN ACT

October 9, 1972  
[S. 3129]

To authorize the establishment of the Longfellow National Historic Site in Cambridge, Massachusetts, and for other purposes.

*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 for the benefit and inspiration of the people of the United States, a site of national historical significance containing a dwelling which is an outstanding example of colonial architecture and which served as George Washington’s headquarters during the siege of Boston in 1775–1776, and from 1837 to 1882 as the home of Henry Wadsworth Longfellow, the Secretary of the Interior is authorized to acquire by donation the fee simple title to the real property and improvements thereon, together with furnishings and other personal property, situated at and known as 105 Brattle Street, Cambridge, Massachusetts, for establishment as the Longfellow National Historic Site.

Longfellow  
National Historic  
Site, Mass.  
Establishment.

SEC. 2. The Secretary of the Interior is further authorized to accept the donation of not less than \$200,000, and such other sums of money as may be tendered from time to time by the Trustees of the Longfellow House Trust, established pursuant to indentures dated October 28, 1913, and November 18, 1914, and such funds or any part thereof and any interest thereon, may be used exclusively for the purposes of administration, maintenance, and operation of the Longfellow National Historic Site.

Donation.

SEC. 3. The Longfellow National Historic Site shall be established when title to the real and personal property described in section 1 of this Act and the sum of \$200,000 as set forth in section 2 of this Act have been accepted by the Secretary of the Interior, and upon such establishment, the Longfellow National Historic Site shall be administered by the Secretary of the Interior in accordance with the Act approved August 25, 1916 (39 Stat. 535), as amended and supplemented, and the Act approved August 21, 1935 (49 Stat. 666).

Administration.

16 USC 1 *et seq.*,  
16 USC 461 *et seq.*  
Appropriation.

SEC. 4. There are hereby authorized to be appropriated such sums as may be necessary to carry out the purposes of this Act, not to exceed, however, \$586,600 (May 1971 prices) for development of the area, plus or minus such amounts, if any, as may be justified by reason of ordinary fluctuations in construction costs as indicated by engineering cost indices applicable to the types of construction involved herein.

Approved October 9, 1972.

Public Law 111-333  
111th Congress

An Act

To redesignate the Longfellow National Historic Site, Massachusetts, as the “Longfellow House-Washington’s Headquarters National Historic Site”.

Dec. 22, 2010  
[S. 1405]

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,*

**SECTION 1. SHORT TITLE.**

This Act may be cited as the “Longfellow House-Washington’s Headquarters National Historic Site Designation Act”.

Longfellow  
House-  
Washington’s  
Headquarters  
National  
Historic Site  
Designation Act.  
16 USC 461 note.

**SEC. 2. REDESIGNATION OF LONGFELLOW NATIONAL HISTORIC SITE, MASSACHUSETTS.**

(a) **IN GENERAL.**—The Longfellow National Historic Site in Cambridge, Massachusetts, shall be known and designated as “Longfellow House-Washington’s Headquarters National Historic Site”.

(b) **REFERENCES.**—Any reference in a law, map, regulation, document, paper, or other record of the United States to the Longfellow National Historic Site shall be considered to be a reference to the “Longfellow House-Washington’s Headquarters National Historic Site”.

Approved December 22, 2010.

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**LEGISLATIVE HISTORY—S. 1405:**

**SENATE REPORTS:** No. 111-141 (Comm. on Energy and Natural Resources).  
**CONGRESSIONAL RECORD,** Vol. 156 (2010):

May 7, considered and passed Senate.  
Dec. 14, considered and passed House.

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**Northeast Region Foundation Document Recommendation  
Longfellow House – Washington’s Headquarters National Historic Site**

September 2017

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This Foundation Document has been prepared as a collaborative effort between park and regional staff and is recommended for approval by the Northeast Regional Director.

*Myra F. Harrison*

*9/26/2017*

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RECOMMENDED

Myra Harrison, Superintendent, Longfellow House – Washington’s Headquarters National Historic Site

Date

*Gay Vietzke*

*10/3/2017*

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APPROVED

Gay Vietzke, Regional Director, Northeast Region

Date



As the nation’s principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

LONG 453/140322

October 2017

**Foundation Document**  
**Longfellow House – Washington’s Headquarters National Historic Site**

